# 2014-15 Guidelines

**Contents**

1.0 INTRODUCTION ......................................................................................................................... 4  
2.0 FISCAL FORECASTING .................................................................................................................... 4  
3.0 SUMMARY OF ACADEMIC/STRATEGIC PLANS AND PRIORITIES ........................................ 4  
4.0 FOUR-YEAR ADMINISTRATIVE AND ACADEMIC STAFFING .................................................. 5  
5.0 UNIT ALLOCATIONS ................................................................................................................... 5  
6.0 POSITION BASED BUDGETING .................................................................................................. 6  
   6.1 Preamble .................................................................................................................................. 6  
   6.2 Salaries and Benefits .................................................................................................................. 6  
   6.3 What is Position-Based Budgeting? ......................................................................................... 6  
   
   6.3.1 Inventories – Permanent Positions ................................................................................... 7  
   6.4 Salary Turnover Recovery ......................................................................................................... 7  
   6.5 Academic Positions – Faculty Turnover Recovery Mechanism Guidelines ................................ 8  
   
   6.5.1 Departures from Tenure-Track Positions (including Librarians) ....................................... 8  
   6.5.2 Departures from Tenured Positions (including Librarians) ............................................... 8  
   6.5.3 Salary and Benefit Increases ............................................................................................. 9  
   6.5.4 Ancillary Provisions .......................................................................................................... 9  
   6.5.5 Additional Considerations .............................................................................................. 10  
   6.6 Staff Positions – Staff Turnover Recovery Mechanism Guidelines ....................................... 10  
   
   6.6.1 Severance ......................................................................................................................... 10  
   6.7 Establishing New Staff (non-academic) Positions ................................................................. 10  
   6.8 Budgeting for Positions ........................................................................................................ 11  
   
   6.8.1 Budgeting for Tenured/Tenure Track Academic Positions .............................................. 11  
   6.8.2 Budgeting for Contractual Academic Positions ............................................................... 11  
   6.8.3 Budgeting for Permanent Staff Positions ........................................................................ 11  
   6.8.4 One-Time Permanent Salary Savings ............................................................................... 11  
   6.9 Transitioning to Position-Based Budgeting ........................................................................... 12  
   6.10 Differentiating Base- and Current-Year Budgets in Position-Based Budgeting .................... 12  
7.0 BUDGET GUIDELINES FOR ACADEMIC UNITS ..................................................................... 15  
   7.1 Pre-Budget Consultations ....................................................................................................... 15  
   7.2 Four-Year Organizational Plan .............................................................................................. 15  
   7.3 Enrolment Projections and Instructional Assignments .......................................................... 15  
   7.4 Fundraising Initiatives .......................................................................................................... 16  
   7.5 Externally-Funded Positions .............................................................................................. 16
LIST OF APPENDICIES

APPENDIX A - Protocol – Expendably and Externally Funded Tenure-Track/Tenured Faculty Positions

APPENDIX B – Administrative Staffing Plan
1.0 INTRODUCTION

The budget preparation and submission process described herein and this budget guideline document have been approved by Vice-Presidents’ Council. Each unit sits in one of the Vice President or President portfolios and is asked to make its budget submission to the appropriate Vice-President’s/President’s office. The following guidelines are provided to units to assist with the preparation of the 2014-15 Budget Submissions. Detailed instructions are provided for each major section.

2.0 FISCAL FORECASTING

In November 2013, a budget reconciliation and forecasting template was developed and distributed to all units to be used to provide a year-end fiscal update to the Board of Regents. This document should also be used before the start of the fiscal year as a planning document to anticipate the fiscal position of the unit and inform resourcing discussions with the appropriate Vice-President.

Revenue/Recoveries

Any revenue source should be budgeted in detail (i.e., special fees from graduate programs). Any positions that are externally funded should be identified and connected to revenue streams.

Salaries

Salary Cost Estimates – In preparing estimates, all known negotiated increases plus 100% of steps and benefits should be included in the calculation for all permanent and contractual positions, regardless of the source of funding. This information should include estimates for any positions funded through strategic initiatives as well as all externally-funded positions. The Budget Office will be calculating the permanent positions cost estimates and uploading the details into FAST for departments. For further information on Position-Based Budgeting, refer to section 6.0.

Operating Expenditures

Using the FAST budgeting system, units should provide detailed operating budgets. The Budget Office will be providing guidelines for this exercise.

Interfund Transfers

Salary recoveries from externally funded positions (e.g., Canada Research Chairs) should be budgeted as interfund transfers. The associated salaries should be included in the salary budget. Refer to Appendix A for the protocol on externally-funded positions.

3.0 SUMMARY OF ACADEMIC/STRATEGIC PLANS AND PRIORITIES

Please provide an executive-level summary (two pages maximum) of your Unit’s academic plan and/or strategic plan and any priorities emanating from such plans for 2014-15. Include references
to the Teaching and Learning, Research and Public Engagement Frameworks, as appropriate. Deans and Directors should also identify 3-4 key performance indicators in each of the areas of Teaching & Learning, Research and Public Engagement and provide data for these indicators for 2013-14 (and previous years, if available).

4.0 FOUR-YEAR ADMINISTRATIVE AND ACADEMIC STAFFING PLANS

Beginning this year, units are asked to prepare administrative staffing plans to identify pending retirements, externally funded positions, core administrative positions, strategic staffing challenges and workforce planning for the period 2014-15 to 2017-18. The staffing plan should be accompanied by an organizational chart. Requests to fill administrative positions should be placed within the context of the longer-term four year plan. For academic units, this includes an academic staffing plan. For academic units on the St. John’s campus, the existing academic staffing plans for 2012-13 to 2015-16 inclusive should be revised to cover 2014-15 to 2017-18. Units should consult with their HR Advisor when developing staffing plans. Please refer to the policy for Establishing New Staff (non-academic) Positions. Appendix B provides a sample staff inventory to be used.

5.0 UNIT ALLOCATIONS 2014-15

Initial Allocations 2014-15 – Tentative initial base allocations for 2014-15 will be sent separately and will be calculated as follows:
- The final allocation from 2013-14
- Less: one-time allocations from 2013-14
- Less: Faculty Turnover Recovery 2013-14
- Less: Staff Turnover Recover 2013-14
- The step and percentage increases have been provided in this year’s initial allocations for all permanent positions.

Units should balance their base budgets to the initial allocation. Using the fiscal forecasting template forecast actual costs in order to provide a picture of any projected surpluses or deficits.

Final Allocations 2014-15 - Final allocations will be provided once the university’s budget from the provincial government has been confirmed, the Board of Regents has approved the university’s overall budget for 2014-15, and allocations to the VP/President envelopes have been set by Vice-Presidents’ Council. It is possible that the final allocation may differ from the initial one, in which case unit leaders will be notified by the appropriate Vice-President’s/President’s office.

Timelines - The deadline for budget submissions is March 31, 2014. Please send the completed submissions, in PDF format, to the office of the appropriate Vice-President or the President.

Consultations – If consultations (pre-budget or post-budget) are required for your portfolio, your Vice-President or the President will follow up with additional details regarding this process.
6.0 POSITION BASED BUDGETING

6.1 Preamble
This section provides an overview of the recently introduced budget model for managing and budgeting for permanent positions being adopted by Memorial University; it is convenient and descriptive to use the term position-based budgeting to refer to this model. Transition to the new model began in the 2012-13 fiscal year with the introduction of a faculty turnover recovery mechanism. In 2013, Vice-President’s Council approved the extension of the turnover recovery to non-academic staff positions effective April 1, 2014 for departures from permanent positions which occurred in Fiscal Year 2013-14. Details can be found in section 6.6.

Another element of position-based budgeting involves a new approach for budgeting permanent positions that are not included in the university salary envelope but funded from other sources (e.g., operating funds, external sources, revenues in an ancillary unit). Because such positions are not in the inventory, the unit must provide annual cost of living, benefit and step increases for the lifetime of the position or until such time as the position can be moved in to the university base salary budget (inventory). A significantly modified approach to funding such positions is required under a position-based system and is described later in this section.

The Vice-Presidents’ Council has endorsed the new model because it will address several shortcomings identified with the previous approach to the creation and funding of positions, and aligns with the long-standing approach taken by government to setting the annual operating budget for the university. This document also provides operational guidelines for position-based budgeting.

6.2 Salaries and Benefits
Memorial’s salary and benefits budget represents approximately 81% of its overall budget. For some units, the percentage allocated to salaries and benefits exceeds 90%. Given the magnitude of salary expenditures, this category merits careful planning and monitoring.

6.3 What is Position-Based Budgeting?
Position based budgeting refers to a system of budgeting based on positions rather than employees. It allows organizations to create a framework of positions for all the jobs, whether an incumbent is appointed to a position (permanently or temporarily) or the position is vacant. It also provides a rigorous framework for categorizing and tracking positions with respect to source of funding (university salary budget [inventory]), predicting and tracking salary costs, and establishing and maintaining a sustainable salary budget in terms of funding annual salary increases.

Under a position-based budgeting model, position control is established for positions in that each position will have its own unique ID (position number) and be separate from the incumbent(s) in that position. Information about the position can be tracked over time regardless of changes to the
incumbents’ history, termination, or other elements. This allows for position history tracking separate from the changes in incumbents.

Using position-based budgeting, budgets and analyses are based on positions rather than employees. Positions are approved for budgeting periods and must be tracked whether or not they are filled. By defining a budgeted cost for each position, actual incumbent costs can be compared against those budgeted for the position.

6.3.1 Inventories – Permanent Positions

*University salary-budget funded positions:* In consultation with all academic and administrative units, in 2012-13 Memorial completed inventories and costing of all permanent academic and staff positions. The following applies to all those base-funded positions that are identified in the inventory and included in the university salary base budget.

- In conjunction with the implementation of the faculty salary turnover-recovery mechanism described below, 100% of increases in salary and benefits mandated by collective agreements and funded by government will be covered centrally beginning in the fiscal year immediately following the fiscal year in which the mechanism is adopted. In particular this includes the one-quarter step costs previously borne by units which will now be funded centrally at 100% (but is not funded by government). For academic positions, salary turnover was effective April 1, 2012. For non-academic (staff) positions, effective date is April 1, 2013.

*Cost Recovery Units:* Permanent positions in cost-recovery units are excluded from the inventory and therefore the university base salary budget, so such units will be responsible for absorbing future increases including steps and cost of living increases.

6.4.0 Salary Turnover Recovery

Turnover recovery is the recovery of steps assigned to a position in accordance with collective agreements and compensation policy in recognition of career progression of an incumbent in a position. In order that the central salary mass can fund step increases for all permanent positions on a sustainable basis without infusion of additional base funding, it is essential that steps awarded to a position be recovered when an incumbent leaves a position (usually retirement or resignation). Sustainability of the university salary funding envelope is essential, particularly in light of the fact that government will no longer be providing incremental base funding for annual steps beginning in 2014-15 (having provided up to 75% of the cost of annual step increases on salaries for permanent positions in the university salary envelope up to and including 2013-14.). Refer to sections 6.5.0 and 6.6.0 for details on Academic and Non-Academic Staff Turnover Mechanism.
6.5.0 Academic Positions – Faculty Turnover Recovery Mechanism Guidelines
The guidelines herein apply to tenured and tenure-track positions (including Librarians) in the inventory and do not at this time apply to regular term, teaching term or per course instructor positions.

The primary features of this mechanism are to:

- Provide base salary and benefits to support salary for an appointee to a tenure-track position upon the departure of an incumbent from a base-funded tenured position that is in the salary envelope funded by government (all tenure-track/tenured positions are currently in this envelope);
- Recover the difference between the departing and starting salary and benefits, while leaving in the academic unit any market steps from the departing incumbent and originally funded by the unit; and
- Provide full funding to academic units for cost of living, annual step, benefits and promotion increases for all faculty positions in the university salary inventory.

6.5.1 Departures from Tenure-Track Positions (including Librarians)

- For a departure from a tenure-track position, the floor salary + benefits remains with the unit until the next incumbent begins his/her appointment at which time any difference between the actual starting base salary and the floor salary and benefits (excluding any MD) will be provided.
- Units are still required to submit a Request to Recruit (RTR), and normally the unit will be given permission to recruit for a vacated tenure-track position.

6.5.2 Departures from Tenured Positions (including Librarians)

- For departures from tenured positions, if a tenure-track renewal at the rank of Assistant Professor/Librarian I is approved:
  - The full exit salary and benefits remain with the unit from the time of departure until the end of the fiscal year. For example, if a departure occurs on August 31, the entire exit salary plus benefits remains in the unit until March 31 of the next year. This will provide one-time funding to absorb any replacement teaching costs, to contribute to recruitment costs, or to be used in such other way as might be determined by the unit.
  - At the beginning of the new fiscal year, April 1, the unit will retain: (a) the floor salary of Assistant Professor plus benefits; and (b) any market steps that were assigned to and formed part of the exit salary of the departing incumbent. The floor salary remains with the unit until the RTR expires (18 months from time of approval unless extended by the Provost and Vice-President (Academic).
o At the time of appointment, any additional steps resulting from Faculty Relations starting salary determination (as guided by the CA and exclusive of any market steps) will be provided to units.

o Any steps of market differential (MD) for the appointee will be absorbed by the unit, but a fully justified request for awarding MD steps must be made to, and approved by, the relevant Vice-President for consideration.

- For departures from tenured positions, if a renewal is approved at the rank of Associate Professor or Professor/Librarian II,III,IV:
  o The source(s) of the starting salary (exclusive of any market steps) in excess of the Assistant Professor /Librarian I floor salary will be determined by negotiations between the Dean/University Librarian and the relevant Vice-President.

- For departures from tenured positions, when a renewal is not approved:
  o The exit salary and benefits remain with the unit until the end of the fiscal year.
  o If the non-renewal decision is made before the beginning of the new fiscal year (April 1), the entire salary and benefits will be returned to the vice-presidential envelope on April 1.
  o If the non-renewal decision is made after the beginning of the new fiscal year (April 1), the Assistant Professor/Librarian I floor salary and benefits will remain with the academic unit from April 1 until the date of the non-renewal decision, at which time these funds will be returned to the vice-presidential budget envelope.

### 6.5.3 Salary and Benefit Increases

Under the turnover-recovery protocol, for tenured and tenure track positions, the full amount of annual increases (scale and full step, as per prevailing Collective Agreement), the full amount of any benefit increases, and the full cost of salary increases due to promotion from one rank to the next rank will be provided centrally.

### 6.5.4 Ancillary Provisions

(i) Any salary savings accruing to a unit under this protocol will not include any salary and/or benefit increases that would have applied if the position were to be occupied at the time such increases would have occurred.

(ii) The transition to the turnover-recovery mechanism may create temporary budget issues in a given unit. Any such issues will be addressed on a unit-by-unit basis by consultation between the Dean and the relevant Vice-President.

(iii) This mechanism and its implementation will be reviewed periodically, including after the first year of full implementation (2014-15), by Vice Presidents’ Council in consultation with Deans’ Council.
6.5.5 Additional Considerations
   a) Recruitment, relocation and start-up expenses will remain the responsibility of the unit.

6.6.0 Staff Positions – Staff Turnover Recovery Mechanism Guidelines
These apply to permanent staff positions and do not at this time apply to contractual staff positions.
The primary features of this mechanism are to:
   • Recover the difference between the departing and starting salary and benefits for all permanent positions;
   • Provide units with full funding for cost of living, annual step and benefits increases for all permanent staff positions in the university base salary budget. Additionally provide units with any additional steps above Step 1 at the time of appointment.
   • Further details for staff turnover recovery are being developed and will be provided as a separate procedure but will apply to all resignations and retirements (i.e. where incumbent is no longer at Memorial and may also include internal departures wherein an employee transfers from one unit to another).

6.6.1 Severance
Units are responsible for severance costs associated with departures from positions in the unit.
Contributions to severance costs from the Vice President (or President) portfolio in which the unit resides are possible depending on circumstances and would need to be negotiated on a case-by-case basis. One approach is to defer the hiring to accrue one-time savings, although it is recognized this may not always be possible.

6.7.0 Establishing New Staff (non-academic) Positions
Requests to establish new staff positions (includes some repurposed positions) must be made to Vice-Presidents’ Council for consideration and approval through the Department of Human Resources (Request to Fill). Refer to Policy for staff positions at: http://www.mun.ca/policy/site/policy.php?id=200
All proposals should identify:
   (i) Rationale for establishing the position, including alignment with university/unit strategic plan;
   (ii) Confirmation that base funding is available for the position and source of base funding, including indication that position is in the university salary envelope or not;
   (iii) Confirmation that space is available;
   (iv) For positions excluded from the university inventory, units must provide a total costing for the position averaged over an assumed typical length of a position (i.e., top of scale). Costing should also include benefits, salary steps, and cost of living/negotiated increases
averaged over the length of the position. If and when a new position is added to the inventory of permanent positions, steps and other increases will be provided centrally.

Any new, incremental position approved by the Vice-Presidents’ Council and added to the faculty or staff complement will be initially excluded from the inventory of permanent positions funded by government until such time as:

- government agrees to expand the government funded salary mass to include it in the base salary budget for the university; or
- An existing position of comparable salary range is deleted from the base salary budget to allow a new position to be added.

As long as a position is excluded from the university base salary budget, the units will be responsible for providing all increases (cost-of-living/negotiated and steps) from their annual budget allocation, as per (iv) above.

6.8.0 Budgeting for Positions

6.8.1 Budgeting for Tenured/Tenure Track Academic Positions

Full salary (base plus steps of market differential) and benefits costs must be budgeted for each position, whether the position is filled or vacant. For some positions, the fiscal cost may be less than the position cost in a given fiscal year due to sabbatical, administrative and other leaves, externally funded positions such as Canada Research Chairs, Industrial Research Chairs, etc. For departures, refer to section 6.5.0 Academic Positions – Faculty Turnover Recovery Mechanism Guidelines.

6.8.2 Budgeting for Contractual Academic Positions

When there are salary savings from permanent academic positions due to sabbatical, administrative and other leaves, or supplements from external funding, the savings resulting from the difference between the fiscal-year cost and position cost may be redirected in the first instance to the contractual teaching budget to offset the costs of regular term, teaching term, per course or extra teaching for ‘lost teaching’ due to leaves or remissions.

6.8.3 Budgeting for Permanent Staff Positions

As with academic salaries, full salary and benefits costs must be budgeted for each position, whether the position is filled or vacant.

6.8.4 One-Time Permanent Salary Savings

In any given budget year, a unit will experience one-time savings in permanent salary costs as a result of vacancies, deferred hires, leaves, etc.. A unit is permitted to repurpose these savings as necessary in the current year only in order to manage organizational needs. In the subsequent fiscal year, such savings will revert to the unit’s base budget (see section 6.10 – Differentiating base and current-year budgets).
6.9.0 Transitioning to Position-Based Budgeting

It is recognized that as Memorial transitions to a position-based budgeting model with turnover-recovery on vacated positions, some challenges may arise with respect to operating budgets. Under the previous model, any ‘savings’ in permanent salaries budgets were transferrable to contractual salaries or operating base budgets. Additional base operating funds may be created by eliminating a staff or faculty position and converting the associated salary budget to operating budget; this involves making a proposal to, and receiving approval from, the relevant Vice-President/President to repurpose salary budget. Another source of (research) operating funds for academic units is the $1M internal Indirect Cost of Research fund initiated in 2013-14 and distributed to Faculties/Schools/Campuses pro rata based on Tri-Council eligible grant funding held in the units. Current unit funding levels are a result of decades of incremental budgeting and long-term decisions that were made under different assumptions and expectations. While a zero-based budgeting exercise would be instructive at this time in determining appropriate funding levels, it is recognized that practical considerations prevent any immediate large-scale budgetary realignments among units resulting from such an exercise, due to the proportion of budgets committed to permanent salaries.

6.10 Differentiating Base- and Current-Year Budgets in Position-Based Budgeting

Under the previous budget model, units budgeted for anticipated actual salary expenditures incurred rather than the full salary expenditures with permanent positions (vacant or otherwise). Such one-time repurposing of salary savings from vacant positions could allow units to sustain operations in the short-term; however, when such positions became filled, the repurposed funds would, more often than not, no longer be available, creating a budget gap. It is essential that units clearly differentiate the long-term available financial resources from those that arise from one-time circumstances. Such one-time circumstances include:

- Salary savings (e.g. Vacant positions, deferred hiring, leaves and sabbaticals)
- Carryover funds
- One-time allocations and budget transfers from other units
- One-time or limited-duration external revenues

Such one-time circumstances should not influence long-term decision making, as decisions with long-term considerations based on one-time financial resources will lead to an unsustainable fiscal situation. To distinguish between long-term and short-term budgets, units are expected to track both the base budget and the current-year budget.

The Base Budget represents the steady state fiscal resources available to the Unit and normally does not vary from year to year. Permanent positions are budgeted at full-cost to indicate the total potential cost of such positions if all were filled. The residual between base allocation and permanent salaries and benefits are to be allocated to the remaining budget lines. The base budget should be used when considering long-term resourcing decisions.
The Current Year Budget (or Adjusted Budget) represents the fiscal resources available to the Unit in the current year only as a result of Budget Transfers for one-time allocations, one-time departmental budget reallocations (e.g., from permanent positions savings to salary/expense accounts that are in deficit). The Current Year Budget should be used to monitor the short-term fiscal position of the Unit.

Actual Revenues and Expenditures  The actual revenues and expenditures incurred in a given fiscal year should be compared against the current year budget to project the year-end balance for the purposes of reporting to the Board. The actual revenues and expenditures (and historic trends) should be compared against the base budget to determine the long-term fiscal position of the unit.
2014-15
BUDGET GUIDELINES
ADDITIONAL INFORMATION FOR ACADEMIC UNITS ON ST. JOHN’S CAMPUS
7.0 BUDGET GUIDELINES FOR ACADEMIC UNITS

7.1 Pre-Budget Consultations – During the period mid-February to early March, the Provost’s Budget Team (Provost, AVPAs and Director of Academic Support Services, Associate Director of Academic Budgets) will be holding individual meetings with the Dean’s Budget Team (Dean, all Associate Deans and Senior Administrative Officers/Managers of Finance and Administration). These meetings will be used to identify and address questions and to provide feedback at an early stage of budget development.

7.2 Four-Year Organizational Plan – All units are to submit long-term organizational plans that project out staffing requirements and changes. These organizational plans are comprised of both academic and administrative staffing plans.

Four-Year Academic Staffing Plans – Revised four-year staffing plans for the academic years 2014-15 to 2017-18 should be included in the 2014-15 budget submission. For long-term planning purposes, Deans should identify Chair positions for which it is anticipated or planned that external funding will be sought and which are not already in process. Indicate the potential source(s) of the funding and provide a brief description of the focus and purpose of the Chair position. For externally funded positions, the linkage to an available, base-funded faculty position is to be identified in the staffing plan, as per the protocol for externally funded positions issued by the Provost and Vice President (Academic) in November 2012 (Appendix A). Requests to recruit faculty for the current year should be submitted at the same time and placed within the context of the longer-term four-year plan. Any known spousal appointments should be included in staffing plans as well.

Four-Year Administrative Staffing Plans – Beginning this year, units are asked to prepare administrative staffing plans to identify pending retirements, externally funded positions, core administrative positions, strategic staffing challenges and succession planning for the period 2014-15 to 2017-18. The staffing plan should be accompanied by an organizational chart. Requests to fill administrative positions should be placed within the context of the longer-term four year plan.

7.3 Enrolment Projections and Instructional Assignments - The development of instructional assignments and enrolment projections are crucial in rationalizing and preparing teaching budgets. Data will be provided for the last three years by the Centre for Institutional Analysis and Planning. Deans should provide projections of sections and registrations for the 2014-15 fiscal year (Spring 2014, Fall 2014 and Winter 2015). Additionally, instructional assignments, including projected teaching tasks and costs should be provided. Where appropriate, submissions should include laboratory, internships, work terms and field study enrolment projections. Critical information includes number and nature of course remissions for regular faculty, teaching equivalencies, workload assignment, and enrolment. An enrolment and instructional assignment template is currently being developed and will be forwarded to units once it has been finalized.
For each course for which increased enrolment is intentionally being sought, please provide the following information:
- Reason/rationale for the enrolment expansion
- Method by which it will be accommodated, e.g., larger section size(s), additional section, online version
- Source of teaching resources required, if any, to handle the increased enrolment; if an incremental section is required or new online version of course, explain how this is being funded if incremental teaching resources are required

For each course for which enrolment is intentionally being decreased, please provide the following information:
- Reason/rationale for the enrolment contraction
- Method by which it will be achieved, e.g., smaller section size(s), removal of section(s), not offering online version (if such exists)
- Whether the course is required for a degree program in your unit and/or in another unit
- If a required course, provide assessment of impact on students in the degree programs affected.

7.4 Fundraising Initiatives – Deans should identify their top 3-4 fundraising priorities and indicate possibilities for fiscal leveraging opportunities, as well as a list of funds raised (committed and received) in fiscal year 2013-14.

7.5 Externally-Funded Positions (Refer to Appendix A for complete Protocol) - Funding of salary and benefits after the external funding expires, or over and above the amount available from the external source, is the responsibility of the Faculty or School making the appointment. To avoid unfunded salary liabilities, approval of a Request to Recruit (RTR) for an externally-funded position will require the assignment of an existing base-funded position which has been allocated or re-allocated to the unit for this purpose. The existing position must be clearly linked to the externally-funded position in the multi-year academic staffing plan for the unit.

7.6 Tuition Incentive Schemes
In 2013-14 the domestic tuition incentive model (St. John’s Campus) was discontinued and the international undergraduate tuition (IUGS) attribution model (pan-university) was slightly modified. For 2014-15, the status quo is anticipated with respect to retention of the 40% share of IUGS being allocated to academic units.

**International Undergraduate Tuition (IUGS) Attribution Model (St. John’s Campus)**
Since this model was introduced, revenue from undergraduate international tuition available for distribution has been $880 less $255 or $625 per incremental international course registration. In 13-14 a slightly modified model was introduced as follows:

- **40%** ($250) will be directed to those academic units teaching international students as determined by course registrations to provide additional services to international
students and to provide additional seats in courses for these students if necessary (same as previous model).

- **5% ($31)** will be directed towards providing campus specific employment opportunities for international students (same as previous model).

- **15% ($94)** will be directed to pan-university scholarships and bursaries for international students (same as previous model).

- **40% ($250)** will remain in the Office of the Provost and Vice-President (Academic) Portfolio. The process for allocation of funds to be determined.

A revision of the IUGS criteria to render it cost neutral to campus envelope budgets and to introduce a progressive reference enrolment baseline is being considered. The earliest any changes would be implemented is fiscal 2015-16 with consideration given to transitional implementation to buffer any abrupt changes in allocation that might arise under a revised model or models.

### 7.7 Special Funding

Introduced in 2013/14, $3M in base funding was allocated to the pan-university academic envelope as follows:

- **Indirect Costs of Research (ICR).** $1M was allocated to academic units across the University in recognition of the indirect costs of research incurred by academic units. Based on a three-year rolling average of Tri-Agency research funding, the $1M was proportionally split according to unit funding. This amount will be revisited as the contribution to University sponsored research by academic units changes. Units receiving this funding will need to provide an annual statement of expenditures to the Office of the Vice-President (Research) in order for the University to fulfill its reporting requirements to the Tri-Agency on the use of ICR funds. Timelines for this reporting will be announced by the Office of the VPR.

- **Operating Fund A.** ~$1M was allocated to academic units in the Vice-President (Academic) portfolio (excluding Medicine) based on complement size. The calculation for all units for 2013-14 was $20,000 + $1,000 (FTE faculty member). While this allocation is an addition to base budgets, it will change annually in accordance with changes to complement. $1,000 per FTE faculty member. Units should assume that the same formula will apply for 2014-15; any variations in the formula will be announced prior to end of the current fiscal year.

- **Operating Fund B.** ~$1M in base funding will be allocated to academic units in the Vice-President (Academic) portfolio (excluding Medicine) based on weighted enrolments (likely the average of the three previous years). The distribution will be based on a unit’s
proportion of total weighted enrolments, with consideration given to relationship between unit share of total weighted enrolments and unit share of total VPA academic budget. This amount will change as enrolment patterns change.
2014-15
BUDGET GUIDELINES

APPENDIX A: PROTOCOL - EXPENDABLY AND EXTERNALLY FUNDED TENURE-TRACK/TENURED FACULTY POSITIONS – EXTERNAL HIRES
MEMORANDUM

November 29, 2012

TO: Deans’ Council

FROM: David M. Wardlaw, Provost and Vice President (Academic)

SUBJECT: Protocol for dealing with Expendably and Externally Funded Tenure-Track/ Tenured Faculty Positions – External Hires

This document describes a protocol for dealing with the budget implications of externally and expendably funded, tenure-track/tenured academic positions when the incumbent is an external hire in the academic units on the St. John’s Campus. Not covered by this protocol are endowed chairs for which the academic staffing budget implications will be dealt with in a separate memo.

Externally funded positions such as Canada Research Chairs, industrial chairs, and teaching chairs enrich the intellectual environment, contribute significantly to the research and/or teaching and learning environment, expand our engagement with external communities, and bring prestige to the institution. There are two types of external funding: expendable (one-time) funding to cover the term of a chair (typically 5 years and possibly renewable once) and endowed where the funding (often less than full cost of the position) comes “in perpetuity” from the annual investment income generated by the endowment. The number of expendably funded chairs has increased significantly in the past 15 years whereas endowed chairs are becoming increasingly rare. Expendably funded chairs are almost always associated with a tenure-track/tenured position and thus require significant post-award base funding.

To enable the academic envelope on the St. John’s campus to manage such positions effectively, the following conditions will apply to all tenure-track/tenured positions for which the salary and benefits are initially dependent in whole or in part on funding external to the academic budget envelope and the incumbent is a new external hire:
Funding of salary and benefits after the external funding expires, or over and above the amount available from the external source, is the responsibility of the Faculty or School making the appointment.

To avoid unfunded salary liabilities, approval of a Request to Recruit (RTR) for an externally-funded position will require the assignment of an existing base-funded position which has been allocated or re-allocated to the unit for this purpose. The existing position must be clearly linked to the externally-funded position via an approved academic staffing plan for the unit.

It is understood that circumstances may require the approval of an RTR before a definitive or absolute linkage can be established; however, in all such cases, the staffing plan should indicate where and when the projected link will be made, and the allocation of the base position must normally occur before commencement of the 2nd last year of the initial term of the external funding.

In cases where the externally-funded position is linked to a projected retirement (versus a known retirement), a conservative approach will be used to allow for the possibility that the retirement may be delayed.

Approval of externally-funded positions, including the timing of the assignment of an existing base-funded position, rests with the Provost and Vice-President (Academic).

If the assignment of a base position to the externally-funded appointment frees up some or all of the salary base funding during the time that the external funding covers some or all of salary and benefits, that base funding will remain with the unit and be available to support activities of the incumbent that are directly aligned with the mandate of the externally-funded position, and/or to fill any gap in the unit’s teaching capacity resulting from a reduced teaching load for the incumbent.

All tenured and tenure track faculty appointments are included in the statistical compilation of faculty complement regardless of their funding source and any designation as ‘Chair’.

Base-funded faculty positions are in the salary budget envelope for which government provides annual cost of living and ¾ of step increases. Thus once an externally-funded position is actually assigned to an open (unoccupied) base-funded position, the academic unit will no longer be responsible for cost of living salary increases and any step increases or portion thereof that is funded centrally.

When RTRs are submitted to the Provost for consideration and approval, a fiscal plan addressing the points raised above should accompany the submission and will be a significant consideration in making a decision on the RTR.

mh
### Current Staff Inventory

<table>
<thead>
<tr>
<th>Position</th>
<th>Position #</th>
<th>Increases Funded?</th>
<th>Incumbent</th>
<th>Band</th>
<th>Step</th>
<th>Permanent/C contractual</th>
<th>FT/PT</th>
<th>FTE</th>
<th>Funding Source</th>
<th>Pay Group</th>
<th>Reports to</th>
<th>Supervisor Position #</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Administrative Officer</td>
<td>S0001</td>
<td>Yes</td>
<td>Alice Jones</td>
<td>11</td>
<td>12</td>
<td>Permanent</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>Non-Bargaining</td>
<td>Dean</td>
<td>F0001</td>
<td>replaced Manager position</td>
</tr>
<tr>
<td>Academic Program Administrator</td>
<td>S0002</td>
<td>Yes</td>
<td>Bob Jones</td>
<td>7</td>
<td>24</td>
<td>Permanent</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>CUPE</td>
<td>SAO</td>
<td>S0001</td>
<td>On leave; filled contractually by Larry Jones</td>
</tr>
<tr>
<td>Admin Staff Specialist I</td>
<td>S0003</td>
<td>Yes</td>
<td>Christine Jones</td>
<td>5</td>
<td>20</td>
<td>Permanent</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>CUPE</td>
<td>SAO</td>
<td>S0001</td>
<td>Financial oversight on research grants</td>
</tr>
<tr>
<td>Senior Secretary</td>
<td>S0004</td>
<td>Yes</td>
<td>Donald Jones</td>
<td>5</td>
<td>36</td>
<td>Permanent</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>Non-Bargaining</td>
<td>Dean</td>
<td>F0001</td>
<td>May retire in next five year</td>
</tr>
<tr>
<td>Intermediate Clerk Steno</td>
<td>S0005</td>
<td>Yes</td>
<td>Vacant</td>
<td>2</td>
<td>Permanent</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>CUPE</td>
<td>SAO</td>
<td>S0001</td>
<td>filled contractually by A. Jones (cost savings)</td>
<td></td>
</tr>
<tr>
<td>Intermediate Secretary</td>
<td>S0006</td>
<td>Yes</td>
<td>Frances Jones</td>
<td>4</td>
<td>26</td>
<td>Permanent</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>Non-Bargaining</td>
<td>Ass. Dean - Grad</td>
<td>F0002</td>
<td>Position has seen much turnover in recent years</td>
</tr>
<tr>
<td>Intermediate Secretary</td>
<td>S0007</td>
<td>Yes</td>
<td>Gertrude Jones</td>
<td>4</td>
<td>36</td>
<td>Permanent</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>CUPE</td>
<td>SAO</td>
<td>F0003</td>
<td>Possible successor to Eric Jones</td>
</tr>
<tr>
<td>Secretary</td>
<td>S0008</td>
<td>Yes</td>
<td>Harold Jones</td>
<td>1</td>
<td>28</td>
<td>Permanent</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>CUPE</td>
<td>SAO</td>
<td>S0001</td>
<td></td>
</tr>
<tr>
<td>Laboratory Instructor</td>
<td>S0009</td>
<td>Yes</td>
<td>Ingrid Jones</td>
<td>9</td>
<td>16</td>
<td>Permanent</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>CUPE</td>
<td>SAO</td>
<td>S0001</td>
<td>Course delivery changes have made position largely redundant</td>
</tr>
<tr>
<td>Development Officer</td>
<td>No</td>
<td>Jennifer Jones</td>
<td>9</td>
<td>11</td>
<td>Contractual</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>Non-Bargaining</td>
<td>Dean</td>
<td>F0001</td>
<td>Cost-Shared(50/50) with AAD</td>
<td></td>
</tr>
<tr>
<td>Research Computing Specialist</td>
<td>No</td>
<td>Kevin Jones</td>
<td>7</td>
<td>16</td>
<td>Contractual</td>
<td>FT</td>
<td>0.6</td>
<td>Research Fund</td>
<td>Non-Bargaining</td>
<td>Dr. Jones</td>
<td>F0004</td>
<td>Funding ends March 31, 2015</td>
<td></td>
</tr>
<tr>
<td>Research Assistant 1</td>
<td>No</td>
<td>Lawrence Jones</td>
<td>5</td>
<td>8</td>
<td>Contractual</td>
<td>FT</td>
<td>0.3</td>
<td>Research Fund</td>
<td>Non-Bargaining</td>
<td>Dr. Johnson</td>
<td>F0005</td>
<td>Funding ends March 31, 2016</td>
<td></td>
</tr>
<tr>
<td>Research Assistant 1</td>
<td>No</td>
<td>Maureen Jones</td>
<td>5</td>
<td>4</td>
<td>Contractual</td>
<td>FT</td>
<td>0.2</td>
<td>Research Fund</td>
<td>Non-Bargaining</td>
<td>Dr. Phillips</td>
<td>F0006</td>
<td>Funding ends March 31, 2015</td>
<td></td>
</tr>
<tr>
<td>Communications Coordinator</td>
<td>No</td>
<td>Nelson Jones</td>
<td>7</td>
<td>12</td>
<td>Contractual</td>
<td>FT</td>
<td>1</td>
<td>Operating</td>
<td>Non-Bargaining</td>
<td>Dean</td>
<td>F0001</td>
<td>Cost-Shared(20/80) with Marcomm</td>
<td></td>
</tr>
<tr>
<td>Web Specialist</td>
<td>No</td>
<td>Olivia Jones</td>
<td>4</td>
<td>4</td>
<td>Contractual</td>
<td>FT</td>
<td>0.5</td>
<td>Operating</td>
<td>Non-Bargaining</td>
<td>SAO</td>
<td>S0001</td>
<td>Current project ends Dec 2014; would like to extend</td>
<td></td>
</tr>
</tbody>
</table>

### Critical Competencies/Skills gaps

- **Programmer Consultant**: Plan to address gap
  - Repurpose Laboratory assistant position, when it becomes vacant
- **Admin Staff Specialist 1**: Research Support - Contractual appointment from operating budget

### Additional Notes:

- Position S0006 was reclassified from Secretary in 2011.