



Office of the Provost and Vice-President (Academic)

Complement Advisory Committee (CAC)

Decision-Making Principles and Criteria

Revised May 6, 2024

General Principles

- The decision-making process and results should be open, consultative and transparent.
- The academic mission of the Institution should be protected in so far as fiscal realities allow.
- Complement decisions must recognize long-term trends within the unit, portfolio, and University, as well as those outside of the University.
- Individual decisions should be guided by strategy (unit level, portfolio, and institutional).
- The University is mandated by legislation to incur a deficit no greater than 0.25% of its operating budget. Complement decisions must be guided by this reality.
- Complement decisions should be based on budget reduction realities (scale and timelines).
- Educational program requirements in undergraduate and graduate programs need to be supported.

Principles Guiding Individual Position Decisions

- Decisions should be aligned with University strategy, for example:
 - Impact on Enrolment (recruitment, retention, student success)
 - Impact on Research output and outcomes
 - Impact on Engagement
- Decisions will be informed by multi-year staffing plans, developed by the units, that recognize budget realities.
- To the extent possible, decisions should be made quickly.

Criteria for Decisions

- Decisions must recognize constraints imposed by collective agreements (e.g. MUNFA Collective Agreement Clause 25.17).
- Decision-making should consider the various types of risk created by the creation of vacancies.
- Decision-making should consider the impact of vacancies on program/service sustainability.
- Decision-making should consider the impact on program accreditation. However, it has to be clear that every accredited program has a benefit to being accredited. Accreditation itself is not a justification for more resources.
- Decisions should recognize the opportunity costs associated with complement reduction. For instance, will a position deletion save money, but also impair the institution's ability to pursue new revenue-generating opportunities?