

**VPC Sub-Committee - Budget Framework**  
**(an Ad-Hoc Sub-Committee of Vice-Presidents Council)**  
**Terms of Reference**

**Authority:**

Established under the authority of the Vice-Presidents Council, the Ad-hoc Sub-Committee - Budget Framework will develop a budget plan for Memorial for the next four years starting with fiscal year 2019-20.

**Mandate:**

The Committee will:

- be guided by Memorial's Strategic Frameworks and Plans, particularly its Strategic Enrolment Plan;
- be guided by the University Risk Profile;
- consider the academic programming impact arising from faculty retirements under Memorial's recent Voluntary Retirement Program (VRP) and propose a one-year funding bridge to mitigate any negative impact to existing programs and enrolment until positions have been recruited through the faculty renewal allocation;
- deliver a plan to Vice-Presidents Council to address the first-year funding bridge for the May 2019 meeting of the Board of Regents;
- be informed by, specifically for the first-year savings, the 2019 Integrated Planning Committee Operating Budget Report, with special consideration for deferred maintenance, incentivizing models for the allocation of tuition revenue;
- prepare an analysis of the net savings from the VRP and propose areas of priority to reinvest those resources.
- prepare a four-year budget framework for consideration by the Board of Regents at its meeting of July 4, 2019.
- consider alternative budget approaches which may present opportunity to ensure effective distribution of investment.

**Membership:**

Greg Naterer, Chair (Engineering)  
Jennifer Simpson (HSS)  
Donna Hardy Cox (AVPA Students)  
Eileen Bruce (Research)  
Steve Greene (CIO)  
Jeff Boland (FM)  
Sonja Knutson (Internationalization)  
Su Cleyle (UL)

Aimee Surprenant (SGS)  
Carolyn Parsons (Grenfell Registrar)  
Lori Pike (VPAF)  
Keith Matthews (CIAP)  
Gary Bradshaw (MI)

**Operations:**

Consult with academic and administrative leadership through the Senior Academic Administrators Group (SAAG).

The committee shall meet on a biweekly basis.

The committee shall report to the Chair of Vice-Presidents Council on a regular basis and to Vice-Presidents Council officially.

The committee will conclude its work upon the submission of a four-year budget framework to the Board of Regents at its July 4, 2019 meeting.

Committee coordination is provided by the Budget Office.

March 28, 2019