

**UNIVERSITÉ D'OTTAWA | UNIVERSITY OF OTTAWA**

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**RAPPORT DE CONSULTATION BUDGÉTAIRE  
BUDGET CONSULTATION REPORT**

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**COMITÉ CONSULTATIF DU BUDGET  
BUDGET CONSULTATION COMMITTEE**

*Final budget consultation report submitted by the Budget Consultation Committee April 7, 2014*

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## **1. PREAMBLE AND MESSAGE FROM THE CO-CHAIRS**

The financial and budgetary environment in which Ontario universities operate is evolving rapidly. Like other universities, the University of Ottawa must adapt to these changes and find solutions in order to face the resource limitations which upcoming years will bring, while continuing to progress towards our ambitious *Destination 2020* goals.

To accomplish this, the University carried out a budget consultation process designed to gather feedback from its key stakeholders (student federations, unions, non-unionized employees and the University community in general) and to communicate to these stakeholders the University's budgetary direction. This consultation process involved all elements of the budget process, including tuition fees, grants and other sources of revenue, and operating expenses. The focus was on the operating fund.

Our committee has gathered budget planning information, analyzed it and consulted our partners. Now, we submit our conclusions to the Administrative Committee.

## **2. EXECUTIVE SUMMARY**

For the second year, the University instituted a detailed and transparent consultation process that invited the University's key partners, namely the student associations and federations, unions, faculties, services and the general University community, to comment and make suggestions on the budget for 2014-2015 and beyond. This consultation process was based on the Board of Governors' budget reference framework.

To support this initiative, the Administrative Committee (AC) established a Budget Consultation Committee. Our committee, which is co-chaired by the Vice-President Academic and Provost and the Vice-President, Resources, received comments and suggestions from some 16 groups and individuals representative of the University community. This report represents the opinions and suggestions made by these groups. Our committee's mandate does not include the implementation of these suggestions.

The Student Federation of the University of Ottawa (SFUO) and the Graduate Students Association of the University of Ottawa (GSAED) issued a media advisory announcing that they were choosing not to participate in the budget consultation process.

Several issues and suggestions were addressed during these presentations. We support action on issues on which we reached broad agreement, recommend that the University complete the analysis and implement measures to address these issues.

The 2013-2014 Budget Consultation Committee report directly influenced the 2013-2014 budget approved by the Board of Governors. We expect that the same will occur with our report.

The University proposed a list of potential solutions to balance the budget; this report presents comments and suggestions related to this list and other suggestions presented by stakeholders.

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[See the list of University budgetary suggestions.](#) (See Schedule E for URL.)

Regarding revenues, there was a general consensus within the committee and the stakeholders to recommend an overall tuition fee increase of 3%. We, like students, recognize the burden on students who experience different economic circumstances. However, considering the financial situation of the University, we conclude that a 3% increase is necessary. Our recommendation also takes into account the fact that provincial grants have been reduced by 1% for the second year in a row (for a total of 2%), which represents a \$6.2 million reduction in University revenue.

The proportion of Canadian tuition fees has remained stable over the last 10 years, at about 36% of total revenues. The reduction in provincial grants is mainly covered by an increase in the number of international students, which reduces the burden on Canadian students.

A consensus was also reached on the benefits of continuing to increase the number of international students, boosting self-funded activities, maximizing recovery of overhead and indirect costs related to research activities, expanding our continuing education activities and developing a strategy to increase donations and philanthropy while determining their real net impact on the operating fund. We also received a suggestion to maximize use of on-campus printing and reprography services by having all University printing and reprography orders handled by the docUcentre.

A consensus also emerged regarding the need to continue to revise the financial aid and bursary envelope to make sure that the amounts are closely related to the University's strategic initiatives and student needs. Both we and the stakeholders believe that a hiring freeze should only be considered as a last resort, since it is not a long-term solution. We recognize the need to preserve the deferred maintenance envelope to protect University's physical assets, while reducing investments related to renovations and upgrades. We also recommend that non-salary expenditures be globally managed instead of targeting a specific budget line, as the University suggested be done regarding travel.

Most members support continued funding for library acquisitions, since it is a key success factor in support of the University's strategic plan.

The stakeholders made many valuable suggestions to control and reduce expenses, particularly regarding electronic devices, use of internal expertise to reduce professional fees, use of travel cards and implementation of a leave without pay program.

As was the case last year, the *Destination 2020* envelope was an issue that elicited a wide variety of comments. Some committee members and stakeholders suggested increasing strategic plan investments, while others believe that the University should freeze or even reduce them considering the University's current financial situation. Consequently, no consensus was reached in this regard.

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Our mandate was to focus on the 2014-2015 fiscal year, to support the University's commitment to present a balanced budget. However, this short term vision is not a sustainable approach. We strongly believe that the University is facing a structural financial challenge and that it must develop and implement an overall strategy. The *Roadmap@Destination2020* strategy is a key component in this strategy. The limited capacity of the University to increase its traditional grant and tuition fee sources of revenue, combined with an increase in expenditures above the rate of inflation, will place significant pressure on the University in the future. New initiatives, such as diversification of revenues, a strategy to reduce pension plan costs, cost containment strategies and a review of the internal funding formula, need to be considered.

### **3. BACKGROUND**

Our committee was composed of twelve members, as listed in Schedule A. The students chose not to participate in the budget consultation process, and issued a media advisory to that effect, which can be found in Schedule B.

The committee member table of attendance can be found in Schedule C.

To initiate the consultation process, we reviewed our reference framework and the budget terms of reference, and then based our consultations on the 2014-2015 initial forecasts, which indicate a deficit of \$13.6 million. The University also submitted a list of potential solutions to balance the budget.

[See the budget consultation documents.](#) (See Schedule E for URL.)

### **4. REVIEW OF 2013-2014**

Last year's Budget Consultation Committee presented a report to the Administrative Committee on April 8, 2013. The Administrative Committee submitted the report and made a presentation of recommendations to the Board of Governors. Many of the proposed solutions were approved, mainly those pertaining to the tuition fee framework, construction and renovation, financial aid, the pension plan and *Destination 2020*. The following table represents the major 2013-2014 budget initiatives that have been implemented, in keeping with the Budget Consultation Committee's suggestions.

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Issue	Advisory Committee	Administrative Committee Proposal
Tuition fees	Increasing fees proportionately to other universities (the students propose a freeze)	An average 3% increase, as provided for in the provincial governance framework
Construction and renovations	Maintaining an appropriate, but eventually reduced, envelope	Reducing the building inventory improvement plan (PAPI) for 2013-2014
Financial aid and awards	Maintaining investment similar to current levels	Increasing financial aid and awards as per the government framework
Pension plan	Seriously looking at pension plan costs, including who covers deficits	Having faculties and services cover part of the special pension plan payment
<i>Destination 2020</i>	For some this plan makes it more difficult to balance the budget; others feel we must increase our investment.	Setting aside a \$2.5 million envelope for 2013-2014, half of what was planned initially

## 5. CURRENT AND FUTURE UNIVERSITY OF OTTAWA FINANCIAL POSITION

Recent years have brought major financial challenges, and the years to come promise to do as well. They include reduced provincial funding per student, limited growth in student numbers, increased pension plan expenses and increased costs for salaries, benefits and other operating expenses. The University must take this reality into account as it implements a budget strategy for 2014-2015 and the years beyond.

Based on current operating forecasts, the preliminary budget showed an initial deficit of \$13.6 million for 2014-2015. However considering the latest information available, such as admissions for 2014-2015, we anticipate a reduction in the number of students compared to our initial forecast. Consequently, the projected 2014-2015 deficit will increase significantly if no action is taken.

According to University of Ottawa budget policies, the Board of Governors must be presented with a balanced budget in May. Several options are possible to balance the budget, all of which have an impact on University's operations.

We agreed to focus our efforts on the 2014-2015 budget to advise the Administration Committee, which has to propose a balanced budget to the Board of Governors. Discussions with stakeholders and participants were based on the proposed list of solutions presented by the University.

[See the proposed solutions to balance the budget.](#) (See Schedule E for URL.)

Furthermore, we encouraged participants to present additional solutions that could help balance the 2014-2015 budget.

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However, we are fully aware that lasting solutions need to be implemented to ensure the University's long term financial viability. This was addressed by the President to the Board of Governors and the Senate in the *Roadmap@Destination 2020* document in February.

[Read the Roadmap@Destination2020 document.](#) (See Schedule E for URL.)

We have also formulated recommendations, which can be found in Section 8 of this report.

## **6. BUDGET PREPARATION PROCESS**

Preparing a budget is an ongoing process. This report is one of many steps that will lead to a proposed budget for the Board of Governors. The University must take in consideration many factors that will influence the budget, including government grants, tuition fees, investment income, donations, salaries, fringe benefits, financial aid and awards, and other non-salary expenditures.

One of the key elements that influence budget preparation is the number of students that we anticipate in the coming years. This number has a direct and significant impact on the grants we receive from the provincial government and tuition fees. In addition to the total number of students, we need to identify the numbers of undergraduate, graduate and international students, and the relative numbers of Francophone and Anglophone students, to get a complete picture to support our financial forecasts.

As well, when planning the budget for the coming year, the University prepares a three-year budget, to measure our long-term financial health and to identify strategies to preserve long-term sustainability.

## **7. FACTS AND NUMBERS**

In its budget planning, the University of Ottawa must take into account internal and external factors. Here are some of the key elements that shape University's financial structure:

- a) 95 % of revenue comes from government grants and tuition fees.
- b) For the second year in a row, the provincial government has reduced the basic operating grant by 1%, for a total of 2% over the last two years. This represents a decrease of \$6.2 million in provincial funding.
- c) At the same time, the provincial government tuition guidelines in place until 2016-2017 stipulate that the average maximum tuition fee increase cannot exceed 3%.

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d) When we combine both the reduction in provincial grants and the increase in the tuition fees, provincial grants will, in 2014-2015, represent less than 50% of total operating fund revenue for the first time. From 2000 to 2011, the proportion of revenue coming from tuition fees remained stable, at about 40% of total revenue of the operating fund. For 2014-2015, we anticipate that tuition fees will represent 45 % of revenue. The proportion of revenue coming from provincial grants and tuition fees has evolved as follows, over 10 years:

<b>Fiscal year</b>	<b>Provincial grants</b>	<b>Tuition fees: Canadian students</b>	<b>Tuition fees: international students</b>	<b>Other revenue</b>	<b>Total revenue</b>
2004-2005	54.4%	35.9%	4.7%	5.0%	100%
2014-2015	49.9%	35.9%	8.8%	5.4%	100%

Essentially, grants reductions have been compensated for by an increase in international tuition fees. Canadian tuition fees have remained stable over the last 10 years.

e) We are experiencing stabilization in the number of students. In the past 10 years, from 2004-2005 to 2013-2014, the number of students increased from 31,439 to 42,301, an increase of 35%. However, we anticipate that the number of students will remain stable at around 42,500 in the coming years, meaning that we cannot expect an increase in our provincial grants from growth, as was the case in the past.

f) Salaries and fringe benefits represent 71.8% of total operating expenses, compared to 68% 10 years ago.

g) Pension plan costs continue to be a major challenge. In 2004, total pension plan costs for both employees and employer represented 14.76% of eligible pensionable pay. In 2014, the current pension plan service costs will represent 20.44% of salaries, an increase of 5.68 percentage points. This means that both employees and employer have to invest an additional \$17.5 million per year for the same benefits. From this \$17.5 million, 72% (or \$12.6 million) is paid by the University and 28% (or \$4.9 million) is paid by the employees. In addition, the University must make a special payment of \$12 million to make up for the pension deficit and take out \$2 million in provincial insurance related to the solvency deficit. See Schedule D for the historical pension plan current service costs.

h) At \$68 million, financial aid and awards represent 9% of the operating budget, compared to 7.3% in 2004-2005.



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- i) We must make our best efforts to maximize our residence occupancy rates, including during the summer. For 2012-2013, our occupancy rate was 98% during the academic year and 49% during summer months, for a combined occupancy rate of 81.6%. During 2012, the occupancy rate for Ottawa hotels was 69.5%, as per Ottawa Tourism's 2012 annual report. The residences are considered an ancillary service and the University cannot use provincial grants or tuition fees to fund them. Therefore, they must be self-financed, for both operations and capital.
- j) If the University doesn't implement any measures for its 2014-2015 budget (including a tuition fee increase), the deficit will be \$24 million. Given that the Board of Governors expects a balanced budget, the status quo cannot be an option.

## **8. CONSULTATION PROCESS**

We reviewed the reference framework and then submitted it to the University community. We sent invitations to the entire university community, including student federations and associations, unions, faculties, services and departments, and institutes.

The meeting schedule and list of participants can be found in Schedule C.

### **8.1 Groups consulted**

A total of 16 groups and individuals met with the committee members or submitted discussion papers. The groups consulted were:

Faculties (8):	Arts, Education, Engineering, Medicine, Sciences, Social Sciences (2), CAO Committee, Telfer School of Management
Services (6):	Library, Physical Resources, Financial Resources, offices of the President and of the Vice-Presidents, Resources sector, Student Academic Success Service
Students (2):	Faculty of Law (Common Law Section), Association des étudiants et étudiantes en droit civil de l'Outaouais

We attended presentations by various groups, which allowed members to listen to the presentations and discuss various suggestions and issues raised by the presenters. We also reviewed the comments received from various groups. All groups submitted documents that summarized their presentations and comments.

[See the group submissions to the committee.](#) (See Schedule E for URL.)

### **8.2 Suggestions — revenues**

This section presents a list of comments and suggestions we received on the University's proposed revenue solutions. They are grouped in three parts (general agreement, partial agreement and no agreement), and include other proposals received from stakeholders.

### **8.2.1 Issues on which general agreement was reached**

**Tuition fees** — All committee members who participated in the budget consultation process recommend an overall 3% tuition fee increase. The presentations by the students recommending a tuition fee freeze did reinforce our prior understanding of the burden on students who face different economic circumstances. However, considering the financial situation of the University, we conclude that a 3% increase is necessary. This recommendation also takes into account the fact that provincial grants have been reduced by 1% for the second year in a row (for a total of 2%), a \$6.2 million reduction.

A tuition fee freeze would reduce revenues by \$10 million. The tuition fee increase funds direct services to students, like library acquisitions, hiring of new professors and an increase in the scholarship envelope.

**International students** — We feel that increasing the number of international students is essential to our revenue diversification and financial sustainability. We recommend that the University continue its initiative to increase the number of international students beyond the *Destination 2020* target of 9%. Each additional percentage point increase is equal to an increase in revenue of \$650,000. We also recommend that support be increased to integrate international students into the University community.

We support the University's approach of charging Canadian tuition fees to francophone international students and recommend measuring the impact of this initiative over time to ensure it achieves its objectives.

**Self-funded activities** — In order to increase revenue, we recognize the need to boost the University's self-funded activities. Many suggestions were presented, such as summer schools and attracting additional students during the summer, and we suggest that the University closely analyze them. However, we recognize that revenue diversification is a challenge in the university sector, since for the last 10 years, 95% of revenues have come from grants and tuition fees. The University will have to develop mechanisms to achieve its objectives.

We also recommend that the University do a thorough review of its current self-funded activities and any future initiatives to clearly demonstrate their financial viability.

**Research revenues** — There was unanimous agreement on the need to optimize overhead and indirect costs grants related to research activities. We suggest that the University increase this category of revenue by \$1 million in 2014-2015 and up to \$5 million in the long term.

**Philanthropy** — We suggest the following:

- Developing a strategy to increase donations designated for scholarships and bursaries to support the operating fund.

- Closely monitoring the real net return on philanthropic activities to ensure the University benefits from these initiatives.
- Increasing the University's 2014-2015 revenue by \$1 to \$3 million and by up to \$5 million a year in the long term.

### **8.2.2 Issues on which partial or no agreement was reached**

We agreed on all of the suggestions from the University's list of proposed revenue solutions.

### **8.2.3 Other revenue suggestions**

**Printing and reprography** — We recommend maximizing the use of printing and reprography services on campus; all printing and reprography requirements by the University should be filled by the docUcentre. This would allow the docUcentre to save \$300,000 annually, plus an additional amount in returns to the University from a 20% commission on any excess amount. We estimate that for 2013-2014, more than \$1.1 million in orders distributed among more than a hundred suppliers could have been redirected to the docUcentre.

In turn, the docUcentre needs to show that its offering is competitive, effective and efficient, and must provide quality service.

## **8.3 List of suggestions — expenditures**

This section presents a list of comments and suggestions received regarding the University's proposed expenditure solutions. They are grouped in three parts (general agreement, partial agreement and no agreement), and include other proposals received from stakeholders.

### **8.3.1 Issues on which general agreement was reached**

**Scholarships and financial aid** – We agreed to continue to revise the financial aid and awards envelope, making sure that the amounts are closely related to the University's strategic initiatives. We also recognize that financial aid and awards must be a key component in support of *Destination 2020*.

We believe that the operating fund cannot increase its contribution to scholarships and financial aid. Consequently, any future scholarship and financial aid envelope should be financed by additional revenue sources, mainly philanthropy.

#### **Salaries and benefits**

- **Hiring freeze** — Both committee members and stakeholders strongly feel that a hiring freeze is not an appropriate solution to address budget challenges. It is seen as a short term, non-productive solution.
- **Regularization** — The committee members and the stakeholders want to continue the regularization process. However, we feel that a case by case approach should be implemented to revise positions that need to be regularized.

**Construction and renovations** — Our consensus is that the University should preserve its deferred maintenance envelope to protect its physical assets.

The construction and renovation proposed envelope is \$15 million, of which 50% (\$7.5 million) is dedicated to deferred maintenance and 50% to renovations. We recommend reducing the renovation portion by half, a savings of \$3.5 to \$4 million.

**Travel** — The committee and stakeholders observed that focussing on travel as a separate budget line will not produce worthwhile savings. Since non-salary expenditures are globally managed by faculties and services, it is not useful to focus on a specific expenditure line. An overall approach to non-salary expenditures is a better solution to realize substantial savings.

We suggest that the University reduce its non-salary expenditures by 1%.

### **8.3.2 Issues on which partial agreement was reached**

**Library acquisitions** — Most committee members and stakeholders recommend continuing to invest in and increasing the acquisitions budget in order to maintain the library collection. Most members consider that the library collection is a key success factor in support of the University's academic and research mission. The current budget proposition has already reduced the collection cost increase from 5% to 3%.

### **8.3.3 Issues on which no agreement was reached**

There was general or partial agreement on all items from the University's list of proposed expenditure solutions.

### **8.3.4 Other suggestions related to expenditures**

**Destination 2020** — Like last year, various comments were made regarding investments to achieve the *Destination 2020* goals. Some committee members and stakeholders suggested increasing these investments, while others believe that the University should freeze or even reduce investments, considering the University's current financial situation. Consequently, no consensus was reached.

Participants proposed many other worthwhile suggestions in the following areas to reduce our expenditures:

- Leave without pay program
- Policy and procedures to manage electronic devices and communication costs
- Increased use of internal expertise to reduce professional fees when possible
- Pension plan: reaching the 50/50 shared contribution target with employees
- Reviewing academic programs and services, and implementing new courses and programs that can be proven financially viable

- Use of travel cards and automation of travel and expense claims
- Differentiation: focusing on our expertise
- Academic workload: analyzing the [Higher Education Quality Council of Ontario report](#) (See Schedule E for URL.)
- Reviewing the internal funding formula to focus on quality instead of growth

#### **8.4 Compilation of the 16 presentations and comments received**

See [a table outlining the presentation abstracts, meeting minutes and documents submitted by presenters](#). (See Schedule E for URL.)

### **9. LONG-TERM PERSPECTIVE — 2015-2016 AND BEYOND**

We discussed potential solutions to balance the 2014-2015 budget and made suggestions in that regard. However, we feel that it is absolutely necessary to develop a long term perspective to address the structural issues the University is facing. This is required to protect the University's capacity to achieve the *Destination 2020* goals and to address issues mentioned in the *Roadmap@Destination2020* issued by the President.

We believe that this long-term discussion should consider, at the least, these five main elements:

#### **9.1 Structural deficit**

It is imperative to recognize that the University is facing a structural deficit, a significant challenge that needs to be addressed with long term solutions.

#### **9.2 Internal funding formula**

The financing formula that allocates a portion of University resources to faculties needs to be reviewed, as it is based on growth. It should focus more on quality. As well, demographic trends showing that the University faces a limited capacity to increase its number of students in the coming years must be considered.

#### **9.3 Pension plan**

The University will start changing the pension plan contribution balance effective January 1, 2015. However, this is not sufficient to address structural going-concern costs. These costs represented 13.82% of salaries in 1999 and reached 20.44% in 2013-2014, an increase of \$20 million, which the University and employees must inject into the plan annually. This cost is higher than that of other universities or other public organizations with defined benefit plans. To reduce these costs, the University will need to review benefits and plan design, in addition to achieving a 50/50 employee/employer contribution share.

We strongly believe that the University should implement an action plan as early as possible to ensure that appropriate measures will be in place by 2016.

#### **9.4 Diversification of revenues**

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The University needs to increase its other revenues, as tuition fee increases are capped and provincial financing is stagnant. Historically, other revenues have represented 5% of total revenues. In order to increase this figure, the University intends to increase its revenues from philanthropy.

### **9.5 Cost of bilingualism**

The University of Ottawa is the largest bilingual university in North America. The University has demonstrated on many occasions that government grants cover less than 50% of the actual costs of bilingualism. We will need to convince the government to acknowledge this and increase support to cover these costs.

## **10 CONCLUSION**

The budget consultation process, under the leadership of our committee, gathered many comments and detailed, relevant suggestions that will help the University to present a balanced budget.

We wish to recognize the forethought and attention to detail that went into all presentations made during the consultation process. The stakeholders presented suggestions that were relevant, useful and productive.

We are confident that the suggestions in this report will allow the University to finalize the 2014-2015 budget and will enable a balanced budget to be presented the Board of Governors in May.

The proposed 3% tuition fee increase will reduce the \$24 million original deficit to \$14 million. This solution would cover approximately 40% of the deficit. We have also presented other solutions to the Administrative Committee in order to reduce the remaining 60%. To balance the budget, our search for solutions puts greater emphasis on University resources than on students' financial contribution.

The proportion of total revenues represented by Canadian tuition fees has remained stable in the last 10 years, at about 36%. The reduction in provincial grants has been covered by the increase in the number of international students, minimizing the burden on Canadian students.

Given that our committee's membership reflects the diversity of the University community, we are not surprised that consensus was not reached on certain discussion points. Our differing opinions are included in this report.

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Our mandate was to focus on the 2014-2015 fiscal year to support the University's commitment to present a balanced budget. However, this short term vision is not a sustainable approach. We wish to stress that the University is facing a structural financial challenge and that the University must develop and implement an overall long-term vision. The University's limited capacity to increase its traditional sources of revenue, such as grants and tuition fees, combined with an expenditure increase over the rate of inflation, will put significant pressure on the University in the future. New initiatives such as diversification of revenues, pension plan cost reduction and review of the internal funding formula need to be seriously considered.


This vision is necessary to protect the University's capacity to achieve Destination 2020 and to support the measures and the consultation processes mentioned in the Roadmap@Destination2020 issued by the President.


The Committee hopes that its contribution was useful for the 2014-2015 budget process and suggests to reconduct this experience for 2015-2016.


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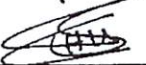
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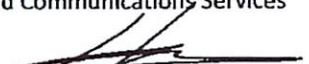
**11. SIGNATURE DES MEMBRES/MEMBER SIGNATURES**


  
\_\_\_\_\_  
Christian Detellier  
Vice-recteur aux études  
Vice-president, Academic and Provost  
Co-président / Co-Chair

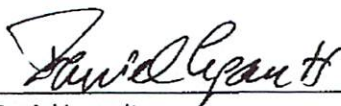
  
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P. Marc Joyal  
Vice-recteur, ressources  
Vice-President, Resources  
Co-président / Co-Chair

  
\_\_\_\_\_  
Suzanne Arcand  
Gestionnaire des applications, Systèmes financiers,  
Service de l'information et communications  
Application Manager, Financial Systems, Computing  
and Communications Services

  
\_\_\_\_\_  
Imed Chkir,  
Professeur agrégé, École de gestion Telfer  
Associate Professor, Telfer School of Management

  
\_\_\_\_\_  
Nadine Guervin  
Gestionnaire, Finance, École de gestion Telfer  
Manager, Finance, Telfer School of Management

  
\_\_\_\_\_  
Bernard Jasmin  
Professeur titulaire et vice-doyen, recherche  
Faculté de médecine  
Full Professor and Vice-Dean, Research, Faculty of  
Medicine

  
\_\_\_\_\_  
Daniel Legault  
Directeur administratif, Bibliothèque  
Chief Administrative Officer, Library

  
\_\_\_\_\_  
Marcel Mérette  
Doyen, Faculté des Sciences Sociales  
Dean, Faculty of Social Sciences

**MEMBRE QUI N'A PAS PU PARTICIPER AU COMITÉ / MEMBER WHO WAS UNABLE TO PARTICIPATE**

Martine Lagacé, Directrice et Professeur agrégé, Faculté des Arts  
Director & Associate Professor, Faculty of Arts

**MEMBRES INVITÉS QUI SE SONT RETIRÉS/INVITED MEMBERS WHO WITHDREW THEIR PARTICIPATION**

Carolyn Greve  
Commissaire aux finances, Association des  
étudiant(e)s diplômé(e)s  
Finance Commissioner, Graduate Student's Association

Chris Hynes  
Vice-président aux affaires universitaires  
Fédération Étudiante de l'Université d'Ottawa  
Vice-president, University Affairs  
Student Federation of the University of Ottawa

Anne-Marie Roy  
Présidente, Fédération Étudiante de l'Université  
d'Ottawa  
President, Student Federation of the University of  
Ottawa



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**COMITÉ CONSULTATIF DU BUDGET | BUDGET CONSULTATION COMMITTEE**

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**SCHEDULES**

**SCHEDULE A - COMMITTEE MEMBERS**

**Co-Chairs**

- Christian Detellier, Vice-President Academic and Provost
- Marc Joyal, Vice-President, Resources

**Dean**

- Marcel Mérette, Dean, Faculty of Social Sciences

**Support staff**

- Suzanne Arcand, Application Manager — Financial Systems, Computing and Communications Services
- Nadine Guervin, Manager — Finance, Telfer School of Management

**Professors**

- Imed Chkir, Associate Professor, Telfer School of Management
- Bernard Jasmin, Full Professor and Vice-Dean of Research, Faculty of Medicine
- Martine Lagacé, Director and Associate Professor, Faculty of Arts (was unable to participate)

**CAO**

- Daniel Legault, Chief Administrative Officer, Library

**Students**

- Carolyn Greve, Finance Commissioner, Graduate Students' Association of the University of Ottawa (GSAED)
- Chris Hynes, Vice-President University Affairs, Student Federation of the University of Ottawa (SFUO)
- Anne-Marie Roy, President, Student Federation of the University of Ottawa (SFUO)

**SCHEDULE B – MEDIA ADVISORY**

**MEDIA ADVISORY - Students and workers boycott uOttawa financial consultations**

OTTAWA, Feb. 10, 2014 /CNW/ - Student and labour groups at the University of Ottawa will be boycotting the ongoing financial consultations orchestrated by the central administration citing lack of transparency and good faith from uOttawa president Allan Rock and his entourage.

"There is nothing consultative about this process," said Seamus Wolfe from the Graduate Student Association (GSAÉD). "It is a public relations exercise to distract and demoralize campus players in a show of faux democracy."

In recent years, student and labour groups have presented thorough research and recommendations at similar consultations only to have their concerns ignored and dismissed.

"Days of research aren't even included in the footnotes of the final presentation." stated Isabelle Héту of the Union of Student Workers (CUPE 2626), "The University's financial decisions are pre-determined by the corporate-backed Administration. Teachers, workers and students who make up the entirety of the University community are tossed aside. We need a complete restructuring of how decisions are made on our campuses."

A list of recommendations on the finances and democratic processes of the University are available for consultation at <http://uottawaunion.ca>

SOURCE uOttawa Intersyndicale

For further information:

Isabelle Héту (CUPE 2626) at 613.661.2437 or Seamus Wolfe (GSAÉD) at 613.600.3469

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**SCHEDULE C — TABLE OF ATTENDANCE**

<b>Members</b>	<b>Jan 9</b>	<b>Jan 23</b>	<b>Feb 20</b>	<b>Feb 25</b>	<b>Mar 3</b>	<b>Mar 6</b>	<b>Mar 20</b>	<b>Apr 3</b>
Marc Joyal	X	X	X	X		X	X	X
Christian Detellier	X		X		X			
Marcel Mérette	X	X		X	X	X	X	X
Nadine Guervin	X	X	X	X	X	X	X	X
Suzanne Arcand	X	X	X		X	X	X	X
Bernard Jasmin	X	X	X			X	X	X
Imed Chkir	X	X	X	X	X	X	X	X
Martine Lagacé								
Daniel Legault	X	X	X	X	X	X	X	X
Anne-Marie Roy	X	X						
Chris Hynes	X							
Carolyn Greve								

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**SCHEDULE D — HISTORICAL PENSION PLAN CURRENT SERVICE COSTS**

<b>Years</b>	<b>% of salaries</b>
1999	13.82%
2000	13.91%
2001	14.13%
2002	14.25%
2003	14.65%
2004	14.76%
2005	14.61%
2006	14.64%
2007	17.44%
2008	18.08%
2009	18.05%
2010	17.78%
2011	18.05%
2012	20.09%
2013	20.44%

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**SCHEDULE E — FULL URLs FOR HYPERLINKED DOCUMENTS**

University budgetary suggestions:

[http://www.uottawa.ca/financial-resources/financial-planning/files/webbudget2014-15pistessolutions\\_en.pdf](http://www.uottawa.ca/financial-resources/financial-planning/files/webbudget2014-15pistessolutions_en.pdf)

Budget consultation documents:

<http://www.uottawa.ca/financial-resources/financial-planning/budget/budget-consultation-2014-2015.html>

Proposed solutions to balance the budget:

[http://www.uottawa.ca/financial-resources/financial-planning/files/webbudget2014-15pistessolutions\\_en.pdf](http://www.uottawa.ca/financial-resources/financial-planning/files/webbudget2014-15pistessolutions_en.pdf)

*Roadmap@Destination2020:*

<https://www.uottawa.ca/about/sites/www.uottawa.ca.about/files/roadmap-to-destination-2020.pdf>

Group submissions to the committee:

<http://www.uottawa.ca/financial-resources/financial-planning/budget/budget-consultation-2014-2015.html>

Higher Education Quality Council of Ontario report:

<http://www.heqco.ca/en-ca/research/research%20publications/Pages/Summary.aspx?link=128&title=Teaching%20Loads%20and%20Research%20Outputs%20of%20Ontario%20University%20Faculty:%20Implications%20for%20Productivity%20and%20Differentiation>

Table outlining the presentation abstracts, meeting minutes and documents submitted by presenters:

<http://www.uottawa.ca/financial-resources/financial-planning/budget/budget-consultation-2014-2015.html>