



UNIVERSITY
OF MANITOBA

Office of the
Vice-President (Administration)

202 Administration Building
Winnipeg, Manitoba
Canada R3T 2N2
Telephone (204) 474-9777
Fax (204) 261-1318

MEMORANDUM

To: Deans of Faculties, Directors of Schools, Heads of Colleges, and Heads of Administrative Units

From: David Barnard, President and Vice-Chancellor
Joanne Keselman, Vice-President (Academic) and Provost
Deborah J. McCallum, Vice-President (Administration)
Digvir Jayas, Vice-President (Research and International)
John Kearsley, Vice-President (External)

Date: December 15, 2011

Subject: 2012/13 Strategic Resource Planning and Allocation Process

To support the 2012/13 resource planning and allocation process, Deans, Directors and Heads of Administrative units are requested to submit a Strategic Resource Plan using the format prescribed in the attached document.

Both the planning template and the meeting format were revised last year to enhance transparency, foster inter-unit collaboration as well as support the integration of planning for all fund types.

Changes to the 2012/13 strategic resource planning template include:

- insertion of tables to promote consistency of the information provided and enhanced clarification concerning the linkage of unit accomplishments, priorities and planned activities to the University's Strategic Planning Framework;
- development of high-level action plan in response to the Outstanding Workplace Initiative (OWI) survey.
- opportunity for unit heads to identify priorities in the event they were the recipient of reallocated funds; and
- planned use of estimated carry-over funds.

Unit Strategic Resource Plans that support the University's Planning Framework are critical to achieving the University's institutional priorities. Through thoughtful planning, continued engagement and collaborative efforts, we will collectively strive to achieve our vision while ensuring maximum benefit from our resources. For the upcoming planning period, we will focus the bulk of our conversations on possibilities as opposed to constraints. We are fully aware of our collective and individual unit funding challenges and will continue to aggressively pursue conversations with government and other key

stakeholders in this regard.

We have been advised by the Province that our base COPSE grant increase for 2012/13 will be 5% and that tuition increases will be tied to the rate of inflation. As this level of funding is only sufficient to maintain status quo (cover salary and utilities increases), our expectation is that funding for new initiatives will be accomplished through the re-alignment of existing resources. Deans, Directors and Heads of Administrative Units are asked to indicate the impact of a reduction of three percent as a combination of budget reductions and reallocations are likely. Unit heads are also asked to identify their top priority for any new funding in the event they were the recipient of reallocated funds.

Resource allocation decisions will be based on the following criteria and will be assessed using the information provided in your strategic resource planning submission and presentation:

- alignment of proposed activities with the University Strategic Planning Framework;
- initiatives that support continued progress on our institutional transformation;
- initiatives that support the University's broad academic mission of learning, discovery with an emphasis on engagement;
- evidence of novel/new academic and administrative collaborations;
- enrolment trends;
- degree to which proposed initiatives are reasonable and achievable;
- extent to which the resource plan presents a realistic response to the budget directive (i.e. planning for a potential 3% budget reduction);
- evidence of new revenue generating activities;
- impact of ROSE financial savings on the unit;
- relevant comparative data;
- health or sustainability of unit budgets; and
- overall quality of submission and adherence to template requirements.

The group meeting schedule at which academic and major administrative units will present their individual strategic resource plans will be finalized shortly. Copies of unit submissions will be circulated on a confidential basis to Deans and Directors of academic units, Heads of Colleges and Heads of designated major administrative units. Deans and Directors of academic units, Heads of Colleges and Heads of designated major administrative units are welcome to attend all group meetings; however their respective administrative teams (Associate Deans/Directors and financial officer) are only invited to attend the portion of the meeting specific to the individual unit.

A copy of your submission will also be shared with the President's Budget Advisory Committee (BAC) to assist them in filling their role of advising on the University's operating budget and related resource allocation issues. Unit data templates will be compiled and also be provided to the BAC. A copy of your unit data template will be sent to you by early January for verification. Institutional data compiled by the Office of Institutional Analysis (OIA) in support of the Strategic Resource Planning process will be published on the OIA web-site by mid-January 2012. Units are encouraged to regularly check the OIA website <http://umanitoba.ca/admin/oia/publications/index.html> as institutional data tables will be loaded as they become available.

The BAC has the following members:

- President, Chair
- four Vice-Presidents or designates, Academic and Administrative Vice-Presidents to act as Vice-Chair as required
- University Secretary
- six faculty members from the Senate Planning and Priorities Committee, including the Chair
- two support staff members
- Chair of the Board of Governor's Finance, Administration and Human Resources Committee
- President of UMSU or designate
- President of the Graduate Students' Association or designate
- Assessor from the University of Manitoba Faculty Association
- Vice-Provost (Programs and Planning) – Resource Person
- University Budget Officer – Resource Person
- Executive Assistant to the President – Resource Person

The responsibilities of the Budget Advisory Committee are:

- To recommend to the President on the priorities for allocation of funds to meet the University's strategic objectives; and
- To review the annual budget that is recommended to the Board of Governors.

Unit heads are reminded that personal information protected by privacy legislation must not be included in the document as these planning submissions, while confidential, will be circulated. A confidential attachment including any highly sensitive information or specific details that may identify individuals may be included with your submission. Any confidential attachments will only be circulated to the President's Executive team and other senior staff directly involved in the resource planning process.

If your unit requires assistance in the completion of your Strategic Resource Plan using the templates or interpreting what information is required, please contact Joanne Dyer, University Budget Officer at 474-8189 or joanne_dyer@umanitoba.ca or Kathleen Sobie, Financial Analyst at 474-7309 or sobie@cc.umanitoba.ca

Please submit an electronic version (WORD, Excel) of your 2012/13 Strategic Resource Plan to Kathleen Sobie at sobie@cc.umanitoba.ca in the Office of the Vice-President (Administration) by no later than March 1, 2012. Please note and adhere to the page limits for each section and use a font size of no less than 11pt.

For further information on the resource planning and allocation process, background planning materials and on-line copies of the Strategic Resource Plan template please refer to the Vice-President (Administration) web page located at: http://www.umanitoba.ca/admin/vp_admin/

DB/JCK/DJ/JK/DJM/cp

cc David Collins
Karen Grant
Susan Gottheil
Alan Simms
Janice Ristock
Gary Glavin
John Alho
Jeff Leclerc
Kerry McQuarrie-Smith
Deborah Young
Joanne Dyer
Kathleen Sobie



UNIVERSITY
OF MANITOBA

Strategic Resource Plan

Submission Template

2012/13

UNIT PLANNING SUMMARY TEMPLATE

The planning template is designed so that each submission will consist of the following:

- I. Introduction (Mission, Vision, Values)
- II. Strategic Influences (SWOT)
- III. Strategic Priorities – Accomplishments
- IV. Enrolment – Academic Units Only
- V. Teaching Loads/Graduate Student Supervision – Academic Units Only
- VI. Unit Strategic Priorities
- VII. Outstanding Workplace
- VIII. Collaborative Efforts
- IX. Response to Potential Budget Reductions
- X. Response to Potential Budget Allocation
- XI. Supporting Comparative Data (External)
- XII. Unit Based Capital Planning
- XIII. Activities Supported from Trust and Endowment
- XIV. Projected 2011/12 and Anticipated 2012/13 Research and Special Funding Levels
- XV. Estimated Carry-Over (General Operating Fund)
- XVI. Template A - Summary of New Initiatives Requiring Additional Funds

I. INTRODUCTION (1 page maximum)

Provide an overview of the unit.

Mission Statement:

An expression of the unit's identity: "Who are we, what do we do, and for whom".

Vision Statement:

An inspiring statement about the future of the unit and the desired impact of the unit's work.

Values:

Brief statements about what is important to the unit in terms of behaviour, how people work and interact, and how the mission and vision are achieved.

II. STRATEGIC INFLUENCES (1 page maximum)

Provide an overview (point form) of the unit highlighting strengths, weaknesses, opportunities and threats.

Strengths (Internal)

Recognized areas of excellence of the unit that relate to its mission - what you do well, are known for, have a competitive advantage in etc.

Weaknesses (Internal)

Areas for improvement that the unit must address to achieve its mission – gap in capacity, quality, resources, perception, areas of exposure preventing strategy implementation etc.

Opportunities (External)

Trends and changes from the perspective of opportunities that may exist – situation, either immediate or in the future that you can leverage.

Threats (External)

Trends and changes from the perspective of threats that may exist – situation, either immediate or in the future that may negatively impact your unit.

III. STRATEGIC PRIORITIES – ACCOMPLISHMENTS (2 pages maximum)

Briefly describe your unit’s progress over the past 12 months in meeting the strategic priorities and performance objectives set out in the last year’s submission. Following the template format below, please align your accomplishments with the university’s institutional priorities, which form the three-fold narrative outlined in the President’s February 11, 2011 Strategic Planning Framework update: 1) the Strategic Planning Framework priorities, 2) the broad academic mission of learning, discovery with an emphasis on engagement, and 3) the re-investment in institutional infrastructure (processes, structures, physical space, information technology and data, leadership development, and good governance). If your unit priority supports more than one of the University’s institutional priorities, please choose the best fit.

<p>University Strategic Planning Framework Priority _____ (Academic Enhancement, Student Experience, Indigenous Achievement, Outstanding Workplace):</p> <p>or</p> <p>The University’s Broad Academic Mission _____ (Learning, Discovery and Engagement)</p> <p>or</p> <p>Institutional Infrastructure Transformation Category _____ (Processes, Structures, Space, IT and Data, Leadership, Governance)</p>

<p>Unit Priority Statement:</p>
<p>Linkage to Strategic Planning Framework: Briefly describe how this priority supports the University’s Strategic Planning Framework and/or how it supports the transformation of our institutional infrastructure?</p>
<p>Performance Measure(s) for the Priority:</p>
<p>Current State:</p>
<p>Performance Target(s):</p>
<p>Statements of Progress/Accomplishments:</p>

IV. ENROLMENT - Academic Units only (1 page maximum)

Unit heads are asked to provide an enrolment/credit hour snapshot including projections for 12/13. Where applicable, outline the reason for any enrolment changes experienced in 2011/12 (over 2010/11) and/or anticipated in 2012/13.

	2010/11	2011/12 Actual	2012/13 Anticipated	Reason
Graduate – PhD				
Graduate – Masters FT				
Graduate –Masters PT				
Graduate – Diploma FT				
Graduate – Diploma PT				
Undergraduate Enrolment – FT				
Undergraduate Enrolment – PT				
Undergraduate Enrolment – Diploma FT				
Undergraduate Enrolment – Diploma PT				
UGCHs - Summer				
UGCHs – Fall				
UGCHs – Winter				
Post-Graduate – FT				
Post-Graduate – PT				
Other				

V. TEACHING LOADS and GRADUATE STUDENT SUPERVISION - Academic Units only (2 pages maximum)

Provide summary information on standard teaching loads (undergraduate, graduate), graduate student supervision, teaching releases, and additional teaching credits granted for your faculty/school. Please advise of any anticipated changes for 2012/13.

Academic Activity	Indicate Discipline if teaching loads vary in your faculty/school	Standard Teaching Load - F.T. Lecturer, Assistant, Associate or Full Professor	Standard Teaching Load - F.T. Instructor 1, Instructor 2 or Senior Instructor	Other (describe)
Standard undergraduate and/or graduate credit hours taught per full-time academic staff member in an academic year, by discipline (add additional rows as needed)				
Standard F.T.E graduate student supervision (as advisory only), by discipline if applicable.				
Other (describe)				

Supplementary information to include Undergraduate Student FFTE per Faculty Member by Faculty will be available at the [Office of Institutional Analysis](#) website by mid January 2012.

Provide summary information on teaching load releases (if applicable). Provide the reason for the teaching load release and the associated credit hour value.

Reason	Credit Hour Value

Provide summary information on provision of additional teaching credit (if applicable). Provide the reason for the teaching load credit and the associated credit hour value.

Reason	Addition Credit Hour value

VI. UNIT STRATEGIC PRIORITIES (3 page maximum)

Using the template format described below, list the **main (three to five)** unit strategic priorities. While there is no suggested limit to the number of proposed initiatives, unit plans should be realistic with regard to what can be reasonably accomplished.

Please align your strategic priorities with the university’s institutional priorities, which form the three-fold narrative outlined in the President’s February 11, 2011 Strategic Planning Framework update: 1) the Strategic Planning Framework priorities, 2) the broad academic mission of learning, discovery and with an emphasis on engagement, and 3) the re-investment in institutional infrastructure (processes, structures, physical space, information technology and data, leadership development, and good governance). If your unit priority supports more than one of the University’s institutional priorities, please choose the best fit.

University Strategic Planning Framework Priority _____
 (Academic Enhancement, Student Experience, Indigenous Achievement, Outstanding Workplace):

or

The University’s Broad Academic Mission _____
 (Learning, Discovery and Engagement)

or

Institutional Infrastructure Transformation Category _____
 (Processes, Structures, Space, IT and Data, Leadership, Governance)

Priority Statement For each unit strategic priority, provide a statement that identifies the key goal toward which the unit will direct its efforts. The results should be a challenge to obtain, yet realistic and achievable by the unit.

Linkage to Strategic Planning Framework: Briefly describe how this priority supports the University’s Strategic Planning Framework and/or how it supports the transformation of our institutional infrastructure?

Performance Targets and Performance Measures: For each *Strategic Priority Statement*, state the performance **targets** that the unit is striving to achieve and the performance indicators that will be used to **measure progress and success** in achieving the priority.

Performance Measure(s) :	Current State: (if data is available)	Performance Target – 5 years:	Performance Target – 10 years:
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Initiatives Proposed: For each *Strategic Priority Statement*, briefly describe any new initiatives proposed in support of the priority. While there is no suggested limit to the number of proposed initiatives, unit plans should be realistic with regard to what can be reasonably accomplished.

Resource Impacts (financial, human resources, technology, facilities, space etc.):

How will these impacts be addressed?

While unit heads are not precluded from requesting additional resources (in section XVI) in support of the unit priorities, the expectation is that, where feasible, new initiatives will be accomplished through the re-alignment of existing resources.

VII. OUTSTANDING WORKPLACE (1/2 page maximum)

Please outline your general plans to maintain and build on your unit as an outstanding workplace. Consider your unit data from the "It's About Us: Employee Experience Survey" and other relevant goals and data.

Learning and Development Services will be providing unit specific results to the Faculties, Schools, Libraries and major Administrative Units.

VIII. COLLABORATIVE EFFORTS (3 page maximum)

1. Provide a summary of major collaborative efforts (with other units or partnerships with external agencies) underway or planned for 2012/13 in support of the University's Strategic Planning Framework. Include both academic and administrative collaborations.
2. Each "Cluster/group" as determined by the Provost is asked to provide a joint statement addressing potential collaborations in support of the four institutional priorities and/or achieving operational efficiencies in the collaborating units including guiding principles to be considered for evaluating future collaborations. (For Academic Units Only).

The joint statement need not be included in the individual unit SRPs but should be provided separately by the designated cluster lead.

IX. RESPONSE TO POTENTIAL BUDGET REDUCTION (2 page maximum)

Unit heads are asked to develop a 2012/13 budget plan based on the potential for a **3 % basic operating budget reduction** as a combination of budget reductions and reallocations are likely. Describe the implementation plans for such a reduction. Please identify initiatives that would be undertaken to mitigate the effects of this on program and/or service quality. Unit heads are asked to take into account the repurposing of savings that result from the various ROSE initiatives.

Unit budget officers will be provided with Information pertaining to the calculation of the basic budget (the budget net of income upon which reductions would be applied)

X. RESPONSE TO POTENTIAL BUDGET ALLOCATION (1 page maximum)

In the event additional funds were to be directed to your unit, outline the area(s) of highest priority where any potential increase would be applied.

XI. SUPPORTING COMPARATIVE DATA – EXTERNAL (2 page maximum)

Provide any available relevant comparative benchmarking data (from other institutions or associations) relative to input (e.g., enrolment data, financial data, etc.) and output/performance variables in support of your submission.

XII. UNIT BASED CAPITAL PLANNING (1 page maximum)

Provide a brief update on any plans, including estimated costs, source of funding and any space implications for capital projects or purchases that your unit anticipates proceeding with in 2012/13.

PROJECT/ PURCHASE DESCRIPTION	ESTIMATED COST	SOURCE OF FUNDING (Operating, Trust, Endowment, Research etc)	SPACE IMPLICATIONS (if applicable)	EFFECTIVE DATE

XIII. ACTIVITIES SUPPORTED FROM TRUST AND ENDOWMENT (1 page maximum)

Provide a brief description and financial estimate for activities to be funded from Trust and Endowment funds in 2012/13. This information will be used to support the development of the 2012/13 Integrated Budget (All Funds).

Activity Type	Amount (\$)	Description
Operating Support:		
Scholarships:		
Capital Projects:		
Research Support:		
Other (Describe):		

XIV. RESEARCH AND SPECIAL FUNDS (1 page maximum)

Estimate current research and special funding levels for 2011/12 and projected funding level targets for 2012/13. Co-investigator funding should be listed under research collaborations if the funding will be recorded/set up in another Faculty/School. **These projections will assist the Vice-President Research with the development of the Research Budget for 2012/13. Please provide realistic research targets.**

Funding Agency	11/12 Estimate	12/13 Target
NSERC:		
SSHRC:		
CIHR:		
MRIC:		
CFI:		
CIDA:		
MHRI:		
NCE:		
MRIF:		
US:		
FOUNDATIONS (SPECIFY):		
OTHER:		
SPECIAL FUNDS:		

Research Collaborations - Funding Agency	11/12 Estimate	12/13 Target	Faculty for which the funding will be recorded

XV. Estimated Carry-Over (General Operating Fund)

Please estimate the anticipated 2011/12 year-end balance for all general operating funds allocated to your unit. Please indicate the reason for the surplus and planned usage of any carry-over allocated in 2012/13. Carry-over funds may not be used to fund ongoing commitments. (1 page maximum)

Operating Funds by Predecessor Type (determined by source and/or purpose of funds)	Projected 2011/12 Balance \$	Reason for Surplus	Planned Usage for Carry-Over Funds in 2012/13
General Operating – Basic (1100) Funded by tuition, base grant and misc. revenues			
Targeted Operating Allocations – (1210) <ul style="list-style-type: none"> • Federal (12100) • Provincial (12101) • Industry (12102) • Misc. Foundations (12105) 			
Sales and Service Income (1220) Proceeds from the sale of goods or services or the recovery of costs. <ul style="list-style-type: none"> • External (12200) • Cost Recovery (12250) 			
Endowment- Funded (1230) Funds transferred to operating from the Endowment Fund for a specific purpose			
Individual Allocation Funds (1240) <ul style="list-style-type: none"> • Start Up Research (12400) • Overhead (12500) • Other Allocations & Projects (12600) • Research Matching Funds (12601) • Other -Spec Arrangements (12602) • Other - Central Funds (12603) • VP Acad - Project Allocations (12650) 			
Targeted Copse (1245) <ul style="list-style-type: none"> • ACCESS (12103) • Targeted COPSE Limited Time Projects (12107) 			
Pooled and Individual Travel (1270) Funds allocated in accordance with collective agreements			
Gifts for Operating (1280) unrestricted gifts			
Operating Research Grants (1290)			
Total			

XVI. SUMMARY OF NEW INITIATIVES REQUIRING ADDITIONAL FUNDS

Complete Template A: Summary of New Initiatives Requiring Additional Funds to prioritize and summarize additional funding requirements associated with planned new initiatives. If the unit is able to direct or re-allocate existing funds toward the initiative, such as surplus funds identified above in Part XV Estimated Carryover (one-time only), please indicate the amount.

These documents and other planning materials may be found on the Vice-President (Administration) Web page located at http://www.umanitoba.ca/admin/vp_admin/

Template A: SUMMARY OF NEW INITIATIVES REQUIRING ADDITIONAL FUNDS

List (in order of priority) additional funds required to support proposed new initiatives as outlined in the Planning Summary for which no (or insufficient) funding currently exists. It is expected that units will first consider internal reallocation of existing resources to support higher priority programs or services:

Unit Strategic Priority Statement	Targetted Priority Area as Identified in the University's Planning Framework	Brief Description of Proposed Initiative and the Linkage to the Institutional Targetted Priority	Total Cost of the Initiative	Funding Currently Available or to be Re-Allocated from Existing Unit Resources (Please Specify Type of Funds in Next Column)	Type of funds (baseline, or one-time only)	Other Funding Sources (Please Specify Source in Next Column)	Other Funding Source	12/13		13/14	
								Baseline Requested	One-Time Only Funds Requested	Baseline Requested	One-Time Only Funds Requested
TOTAL								-	-	-	-