

Integrated Planning Committee

Terms of Reference

Mandate

The Integrated Planning Committee reviews and coordinates the annual priorities of all university portfolios in the context of the university Strategic Framework and within a three-year planning horizon. The Committee provides a forum for focused discussion, input and debate on priorities, resource allocation and consideration of major cross portfolio initiatives in order to enhance quality and advance the Strategic Framework in a context of collegial governance. This Integrated Plan is presented to the Senate Committee on the University Budget for feedback and the Board of Governors (BOG) for approval.

The Integrated Planning Committee also coordinates the implementation of the strategic priorities set out in the Strategic Framework to ensure a focused, cohesive and accountable approach to realizing each of the goals in the Strategic Framework. The role of the Committee with respect to the Strategic Framework is described in detail in a separate document (see Appendix 1).

Composition

Members:

Vice-President Academic and Provost (Chair)
Vice-President Finance and Operations
Vice-President Research
Vice-President External Relations
University Secretary
Associate Vice President Financial Planning and Operations
Associate Vice President Academic Planning
Associate Vice President Faculty Relations and Academic Administration
Associate Vice President Student Affairs
Associate Vice President Alumni and Development
Associate Vice President Research
Associate Vice President Research Operations
Associate Vice President Human Resources
Special Advisor to the Provost
Chief Information Officer

Committee Resources (to support various functions of the Committee):

Executive Director, Academic Resource Planning
VPAC position

Objectives / Responsibilities

The Integrated Planning Committee has two main tasks. Under the leadership of the Provost, the primary task is to lead the development of and recommend to the President (normally via Executive Council) an annual integrated planning document for the university that includes priorities, initiatives and programs; and an associated budget framework, over a three year window. The Integrated Plan has two parts: a) Part 1: a description of the current context and institutional priorities related to the Strategic Framework and b) Part 2: a three year budget plan with financial overview, resource allocation recommendations, fund information, and financial risks. The Provost has the lead responsibility for the preparation of Part 1; the VP Finance and Operations has the lead responsibility for the preparation of Part 2 reflecting the resource allocation recommendations from the Provost.

The second task for the Integrated Planning Committee is to coordinate the implementation and reporting of the Strategic Framework as described in Appendix 1.

Steps involved in the development of the university's annual Integrated Plan include:

1. Developing Part 1 of the Integrated Plan: Context and Priorities linked to the Strategic Framework

Vice-Presidents and the University Secretary receive, compile, evaluate and approve annual plans from units in their portfolios. These plans may include program, organizational or service changes; new initiatives not requiring new resources; and minor reallocations within or between units that are approved by the appropriate Vice-President/University Secretary. Each Vice-President and the University Secretary then prepares an annual submission to the Committee including its top portfolio priorities, linked to the university Strategic Framework. The Committee reviews the portfolio submissions, which must be informed by data provided by Enhanced Planning Tools (EPT). Discussion includes those priorities that require additional resources, the potential reallocation of resources between portfolios and between higher and lower institutional priorities, and any budget reductions that may be necessary. Following this discussion, the Committee:

- Guides the preparation of Part 1 of the Integrated Plan, including priorities and their links to the Strategic Framework
- Integrates philanthropic and other revenue generation plans, funding priorities and multi-year fundraising targets
- Establishes a communications framework for the review and dissemination of the Integrated Plan
- Monitors success and progress in implementation of the Integrated Plan

2. Developing Part 2 of the Integrated Plan: the Budget Framework

Under the University Act, the President "must prepare and submit to the Board an annual budget in consultation with the appropriate standing committee of the Senate." This is done based on the annual Integrated Planning Committee process.

There are three major steps in the development of the annual budget framework. Based on the priorities identified in Part 1 and the recommendations of the Vice-President Finance and Operations, the Committee:

- Develops criteria/principles for the development of a multi-year budget framework
- Develops criteria/principles for the allocation of annual one-time (non-recurring) funding
- Guides the preparation of a multi-year budget framework by aligning resources with priorities as outlined in Part 1 of the Integrated Plan.
- Ensures funding requirements to support the 5 year Capital Plan are appropriately reflected in the resource allocations

Throughout the above steps of portfolio planning and developing the budget framework, the President is consulted regularly, both individually and via Executive Council.

3. Ongoing Refinement of Planning Processes

The Integrated Planning Committee uses data from EPT to inform the discussion and evaluation of all priorities in the context of meeting goals expressed in the university's Strategic Framework and as outlined in the implementation plan for the Strategic Framework. The EPT will continue to be refined and improved for better alignment with the institution's strategic priorities and goals.

4. Involvement in other University Planning Processes

On an ongoing basis the University will develop multi-year plans. For example, the 5 Year Capital Plan, Indigenous Plan, International Plan, Campus Plan, Employment Equity Plan, Strategic Research Plan, the SEM Plan, and the UC+M Five-year Communications and Marketing Plan. The Integrated Planning Committee will normally provide input with guidance by / if requested by the VP sponsor of the plan. In the case of the 5 Year Capital Plan, the priorities will be determined with the input of the Integrated Planning Committee. Final approval of the 5 Year Capital Plan rests with the UVic Board of Governors. For the Institutional Risk Register, Integrated Planning makes a recommendation to bring to the Board of Governors for information.

Differentiated Roles of the Integrated Planning Committee and Executive Council with Respect to Budget Framework Development and Out-of-Cycle Budget Requests

Integrated Planning Committee Roles

At the university level, delegated authority regarding the development of the annual budget framework rests with the Provost, in consultation with the VP Finance & Operations to ensure overall financial capacity. In this context, the Integrated Planning Committee **normally** uses consensus-based decision making to provide recommendations to the Provost with respect to the preparation of the annual planning and budget framework including:

- one-time funding or term funding allocations
- policy, practice and reporting with respect to carry forward funds

- base budget allocations or reductions
- funding for capital

The Integrated Planning Committee also determines the priority uses for funds allocated from carry forward to the Strategic Priorities Fund. The Provost, in consultation with the Vice President Finance and Operations, will use these priorities to determine the allocation of the Strategic Priorities fund for one time or term commitments.

Executive Council Role in ‘Out-of-Cycle’ Budget Requests

To the extent possible, the allocation of resources is done annually as part of the Integrated Planning Committee process. If there is a time-sensitive requirement to allocate resources during the year (i.e., ‘out-of-cycle’), the following principles are used:

- Wherever possible, portfolios (using carryover or other available funds) will provide funding until the annual Integrated Planning Committee can consider the request as part of its regular planning process.
- If funding is allocated from central funds, one-time/term limited funding should be allocated rather than recurring funding.
 - Approval of smaller allocations from central funds (recurring amounts less than \$50K and one time amounts less than \$100K) will be made by the Provost in consultation with the VP Finance & Operations.
 - Approval of larger allocations from central funds (recurring amounts greater than \$50K and one time amounts more than \$100K) will be by the President, normally through Executive Council, upon the recommendation of the Provost and the VP Finance & Operations. The Provost may choose to consult with the Integrated Planning Committee prior to making recommendations to the President where there are complex implications and alternatives, and where time permits.
- The Integrated Planning Committee will receive a summary report of larger allocations made during the year.

In addition, the President (normally via Executive Council) and with the approval of the BOG where required:

- approves budget allocations resulting from labour relations or compensation agreements
- approves year-end one-time allocations reflecting Integrated Planning Committee priorities
- approves any significant budget policy or process changes

Approvals

The Integrated Planning Committee, normally through the Provost and Vice-President Finance and Operations, seeks input from the President as Part 1 and Part 2 of the Integrated Plan are being developed. The President's approval of the Integrated Plan is required before the Plan can be recommended for further discussion and review and ultimate approval by the Board of Governors.

Communications

The Committee, normally through the Provost and Vice-President Finance and Operations, provides regular updates on integrated planning to the President's Advisory Council and seeks input from the Senate Committee on the University Budget and the Board of Governors as Parts 1 and 2 of the Integrated Plan are being developed.

The Committee also guides the preparation and implementation of an annual communications plan. The communications plan includes a public Campus Update at which the Provost and Vice-President Finance and Operations present the Integrated Plan, to ensure that priorities, activities and annual budget information for the university and are well communicated to all parts of the institution.

UNIVERSITY OF VICTORIA STRATEGIC FRAMEWORK 2018-2023

Implementation and reporting process

BACKGROUND

From the “Implementation and Action” section of the Strategic Framework:

The Strategic Framework sets out priorities, goals, and strategies for the University of Victoria over the next five years. Its realization depends upon engagement and commitment in every part of the university. It challenges all of us to think deeply and strategically about the plans and activities in our own areas and roles in translating the priorities and strategies into action.

The framework will provide guidance to staff and faculty in every academic and administrative area when undertaking planning activities over the coming years. It will inform the university’s planning, budget, and reporting tools and will be used as a lens by UVic leaders at every level to assess opportunities and activities in their areas.

Planning at the university takes place both locally and centrally. The strategic priorities set out in this framework will be coordinated through the Integrated Planning Process to ensure a focused, cohesive, and accountable approach to making progress towards each of our goals. An annual report will be provided to Senate, the Board and the university community.

PROPOSED PROCESS, SCHEDULE AND OUTPUTS

We propose enhancing existing planning processes and structures to create a robust implementation and reporting system that embeds the priorities and strategies of the new Strategic Framework. The enhancement merges the annual performance and goal-setting activities that exist at various levels (between the President and the Board; between the Vice-Presidents, University Secretary and the President; etc.) with the work of the Integrated Planning Committee where Faculty and Portfolio planning integrate into the university’s annual Planning and Budget Framework.

As part of the implementation process, two new documents will be prepared: an annual implementation plan and an annual implementation report. The proposed purpose and content of those documents is:

1. Annual Strategic Framework Implementation Report

- Purpose is to inform governing bodies and wider UVic community about progress against priorities in the Strategic Framework, in an accountable and transparent way.
- Will include information about prior year progress against priorities and strategies.

- Is intended for sharing with Board, Senate and the UVic community. Content could include:
 - message from the President about the achievements of the previous year
 - highlights drawn from the executive performance reports
 - key performance indicators including tables, charts, info graphics to show tangible measures of success
 - high level descriptions of priorities/goals for coming years

2. Annual Strategic Framework Implementation Plan

- Purpose is to ensure that Executive goals and activities align with the priorities and strategies in the Strategic Framework, and that any synergies and/or gaps are identified and addressed. This plan is a working document for internal use only.
- Includes information about coming year and future priorities and strategies, and identifies responsibility for implementation.

SCHEDULE - YEAR 1: 2018/19

TIMING	ACTIVITY
April 2018	<ul style="list-style-type: none"> • President to submit final draft of Strategic Framework to Senate for endorsement, and recommendation to the Board • VPs and USEC to submit report on achievements for 2017/2018 and goals for 2018/19 to President, using a new template that aligns with the new strategic framework (draft attached). • VPs to consider how to align/inform their portfolio planning processes
Early May 2018	<ul style="list-style-type: none"> • President to review and approve VP and USEC prior year report, and coming year goals • Integrated Planning Committee staff to prepare draft implementation plan that compares SF priorities/ strategies with President, VP and USEC goals for the coming year • President to inform Senate about proposed planning and reporting process
Late May 2018	<ul style="list-style-type: none"> • President to present final draft of Strategic Framework to Board for approval • President to inform Board about proposed planning and reporting process • President to submit report on prior year achievements and goals for coming year to Board Chair
Early June 2018	<ul style="list-style-type: none"> • Integrated Planning Committee to review draft implementation plan to ensure alignment across portfolios, and to identify synergies and/or gaps

Late June 2018	<ul style="list-style-type: none"> • President to provide presentation to Board on annual implementation report and high-level priorities for the coming year • President's goals for coming year presented to Board for approval
September 2018	<ul style="list-style-type: none"> • President to launch Strategic Framework at Campus Update, and give high-level description of implementation process to UVic community
Oct 2018	<ul style="list-style-type: none"> • President to update Senate on proposed planning and reporting process

SCHEDULE - YEARS 2-5: 2019/20-2022/23

TIMING	ACTIVITY
April	<ul style="list-style-type: none"> • Executive Council retreat to share portfolio plans for the coming year and to discuss integration of priorities and strategies • VPs to present on Planning and Budget/Strategic Framework priorities at Campus Update • VPs and USEC to submit report on prior year achievements and goals for coming year to President, using template
May	<ul style="list-style-type: none"> • President to review and approve VP and USEC report and goals • Integrated Planning Committee staff to prepare implementation plan that compares SF priorities/ strategies with President, VP and USEC goals for the coming year to ensure work is aligned across portfolios. • Integrated Planning Committee staff to prepare an implementation report highlighting prior year achievements related to the priorities and strategies, including key performance indicators where possible • President to submit report on prior year achievements and goals for coming year to Board Chair
Early June	<ul style="list-style-type: none"> • Integrated Planning Committee to review implementation plan and report to ensure work is aligned across portfolios, identify synergies and gaps
Late June	<ul style="list-style-type: none"> • President to provide presentation to Board on annual implementation report and high-level priorities for the coming year • President's goals for coming year presented to Board for approval
September	<ul style="list-style-type: none"> • Share implementation report with Senate via email • President to report achievements of prior year and goals for coming year at Fall Campus Update. • Share implementation report with UVic community (posted on website/campus checklist/Ring etc.)
October	<ul style="list-style-type: none"> • President to give presentation to Senate on annual implementation report