

Terms of Reference

Task Force on Alternative Budget Models

Introduction:

The University has recently approved the budget for 2007-08 and a three-year plan to address an annualized operating deficit. The purpose of the budget is to ensure the appropriate allocation of financial resources to achieve the academic mission of the University. The budget model and process are key enablers to the operational success of the University. The budget process should be transparent, easily understood and flexible.

Mandate:

The Task Force will review the current McMaster budget model relative to the objectives, examine alternatives and, after consultation with the Budget Committee and the University Planning Committee, make recommendations to the President that will enhance the effectiveness and efficiency of the budget model and budget process. The task force will be given the broad mandate to examine all aspects of McMaster's Budget Policy and the budget process. They will be expected to establish the vision, and the guidelines for the budget process. As part of their study, the committee will examine the way in which all revenues and expenses are allocated to the units; review the present method of interdepartmental charges and recommend changes that may be needed; and address issues of accountability, performance and transparency.

Membership:

Bob McNutt, Chair
Ilene Busch-Vishniac, Provost and VP Academic
Karen Belaire, VP Administration
Mo Elbestawi, VP Research
John Kelton, VP and Dean, Faculty of Health Science
Kathy Bennett, Faculty of Health Sciences
Susanne Crosta, Dean, Humanities
Khaled Hassanein, Faculty of Business
Brian McCarry, Chair, Budget Committee
Lilian Scime, AVP Administration
Michael Veall, Chair, Prioritization Committee
Cindy Ward, Director of Administration, Science
John Weaver, Faculty of Humanities
David Wilkinson, Faculty of Engineering
Phil Wood, AVP and Dean, Student Affairs

Resource Staff:

Barb Campbell, Office of the Provost
Fred Cram, Budgeting Services
Barb McKenna, Research Services
Karen Menard, Planning and Analysis
Gina Robinson, Student Services

Administrative Support:

Tracy Stojanovic, Office of the AVP Academic

External Consultant Assistance:

The Task Force may be supported by external consultants who have the appropriate expertise.

Timeline:

The Task Force will commence in the fall of 2007 and present its findings and recommendations to the President in 2008. The intent is to implement changes for the 2009/10 Budget.

January 25 2008