



SUBJECT UBC Budget Reimagining Project Update

SUBMITTED TO Finance Committee

MEETING DATE November 20, 2024

SESSION Recommended session criteria from Board Meetings Policy:

CLASSIFICATION OPEN

REQUEST For information only - No action requested

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PRIOR SUBMISSIONS

The subject matter of this submission has been considered by the Finance Committee during the September 12, 2024 meeting, and this is just an update on timelines.

EXECUTIVE SUMMARY

The Budget Reimagining Project is a strategic initiative aimed at transforming the University of British Columbia's budget to create a more efficient, transparent, and sustainable financial model that supports the strategic direction of the university. The current resourcing model has been in place for 15 years. The intent of this project is to understand the strengths and shortcomings of the current model and to assess how a new one might address today's complex post-secondary environment, increase transparency, and better meet the many needs of UBC into the future. The project is being conducted over multiple years, with a focus on comprehensive analysis, stakeholder engagement, and careful planning to ensure the successful implementation of enduring changes.

Governance and Structure

The governance structure for the project is currently being finalized to provide the necessary oversight and strategic direction. Strong and committed leadership support is essential to guide this complex initiative and to ensure that the resulting model addresses current gaps identified and enhances the university's financial sustainability.

Project Phases and Timeline

Phase 1: Analyze Current State (July 2024 - June 2025)

- **Current State Information Gathering:** The first phase involves a thorough analysis of the current budget state. Internal resources have been gathering and assessing relevant data collected and on hand, outlining existing funding and allocation structures, and identifying positive and negative outcomes that are occurring.
- **Stakeholder Engagement:** Engagements with key stakeholders will be conducted to analyze the current state, develop a problem statement, and support a comprehensive gap analysis. This collaborative approach is crucial to understanding the full scope of the challenges and opportunities.

Phase 2: Design Future State (July 2025 – September 2026)

- **Identifying funding/budget model options:** Various budget model options will be identified and preliminarily explored through research and benchmarking against peer institutions. These insights will inform the options available for the design of potential future budget models.
- **Options Analysis:** The gathered options will undergo fit analysis to determine their viability and alignment with UBC's priorities and strategic goals.
- **Budget Modeling and Recommendations:** Selected model(s) will be analyzed in detail in UBC's environment to assess their strengths and weaknesses and financial implications to ensure that proposed changes are both practical and sustainable in UBC's context.

Phase 3 Implement Road Map

- **Roadmap (2026 - 2028):** The final phase will involve determining the approved model and the development of a comprehensive roadmap for implementation. This roadmap will involve a full change management plan as well as a multi-year roll-out schedule recognizing that budget changes will require more than one fiscal year for implementation to allow for reasonable and practical transition.

Stakeholder Engagement and Communication

A stakeholder analysis will be conducted to create a robust communication and engagement plan. This will ensure that all relevant parties are informed and involved throughout the project, fostering a collaborative environment and securing broad support for the proposed changes.

Resource Allocation and Risk Management

This project is being currently undertaken mainly by internal resources who understand and are responsible for delivering the annual budget process. The timeline reflects the complexity and the dual responsibilities involved, and external resources may be engaged as needed to ensure both quality outcomes and reasonable timeframes. As the project progresses, a more detailed timeline and resource plan will be developed, with a focus on continuous risk assessment and the development of mitigation strategies.

Conclusion

The Budget Reimagining Project is a multi-year initiative that requires careful planning, stakeholder engagement, and strong committed leadership to ensure its success. This project aims to establish a sustainable and efficient budget model that will serve the university's needs for years to come and support the ongoing implementation of UBC's strategic plan. Work has commenced on gathering information on the Current State. The Board of Governors' continued support will be critical to achieving these transformative goals.

The next update to the Board will be scheduled after June 2025, when *Phase 1 – Analyze Current State* has been completed.