

HIGHLIGHTS AND ACHIEVEMENTS 2014–2015



EXECUTIVE DIRECTOR'S MESSAGE

A plan for the future of CAUBO

After a thoughtful, member-guided strategic planning exercise over the past ten months, the Board of Directors approved the 2015-2020 Strategic Plan at their April meeting.

CAUBO consulted extensively with members during the planning process, through interviews and a member survey as well as focus groups and joint meetings with the Board of Directors and the Chairs of the National Committees. You told us that what you need most from CAUBO are benchmarking data, best practices and advice from your peers and colleagues that will inform your decision-making. We also heard that CAUBO should play a more proactive role at the national level, on issues where influence, information or advocacy can deliver value to you and the sector.

With all of that in mind, CAUBO has created a new vision and mission statement as well as five strategies to help us address members' needs as we go forward:

CAUBO's Vision: CAUBO is a key enabler of excellence in Canadian higher education administration.

CAUBO's Mission: CAUBO provides a national perspective on matters related to higher education administration. It strengthens the capacity of leaders in the sector by connecting them with peers and information, enabling them to pursue opportunities and create solutions for shared issues.

Strategies:

1. Adopt an issue-based, member-guided prioritization and planning culture. *This is an **overarching** strategy that will help us to focus CAUBO's resources and drive decision-making.*
2. Proactively articulate, capture and disseminate a national perspective on key issues.
3. Connect members to resources that inform decision-making and problem-solving related to their most significant administrative or operational needs.
4. Foster a strong community of university administrators within CAUBO.
5. Align CAUBO's structure to support strategies and enable success. *This is an **enabling** strategy, reflecting the degree to which CAUBO itself must be redesigned to reflect current needs and aspirations for the future.*

CAUBO embarked on the development of this plan with the aim of ensuring that it is well-positioned to play an appropriate and important role in addressing the higher education administration sector's most significant issues; to fulfill the needs of a broad segment of its members; to create a structure and model that drives focus and purpose, maximizes the value of our efforts and limited resources, and leverages the unique multi-functional make-up of CAUBO's membership.

The environment in which CAUBO and its members function has evolved significantly over the past decade. What is abundantly clear is that CAUBO is navigating through a period of change, as are our members. The opportunities for CAUBO to better support its members through this changing landscape and to improve their ROI are plentiful.

The plan sets CAUBO on a course to making a significant shift and difference, positioning itself in the national higher education landscape and significantly enhancing value to members.

Nathalie Laporte
Executive Director

ADDRESSING THE SECTOR'S MOST SIGNIFICANT ISSUES AND OPPORTUNITIES

Although it was a busy year of planning CAUBO's future, we continued to focus on supporting members' needs now:

- A study on the amount and potential impact of deferred maintenance at Canadian universities was released in spring 2014.
- A study of the overall financial sustainability of the current Canadian university business model was commissioned by CAUBO with the objective of generating healthy discussions, both off- and on-campus, based on a common understanding of the issues that underpin financial sustainability in Canada.
- A joint committee of VPs Finance and Administration and VPs Research is exploring ways to improve indirect cost of research recoveries achieved by Canadian universities. This initiative is in response to CAUBO's report released in early 2014 on the topic of Indirect Costs of Research.

The full versions of all of these reports are available to members via CAUBO's website.

Working with its national committees, CAUBO continues to provide focused support to each functional area as members' needs are identified:

- An agreement was recently signed with KPMG for the development of university-specific tax resources for members. The proposed resources will consist of a series of interpretive notes covering key university-specific issues in the areas of income tax and sales tax (GST/HST/QST).
- The topic of divestment initiatives at Canadian universities has been on the radar of the Treasury and Investment Committee for several years; as this issue appears to be gaining momentum, a task force has been established to identify ways to approach it and to promote a broader exchange of ideas among university administrators.

- A member working group undertook a review of the content and structure of the University Investment Survey report, a process that included seeking user feedback to ensure that the survey reflects current investment management practice and provides the most relevant information to members. As a result of this work, a new online reporting platform has been created and will be used starting in the 2015 reporting year. It will allow for improved ad-hoc reporting and trend reporting.
- A Task Force was struck in order to answer questions around the primary users, the purpose, and the relevance of the Financial Information of Universities (FIUC) report. The Task Force concluded the FIUC report is important and should not be discontinued. Its key conclusion was that the FIUC is prepared in order to support informed decision-making by universities (in particular, VPs Finance and Administration), governments and granting bodies. The report also made a number of recommendations regarding the FIUC report's support, oversight, and content. Next steps are currently being formalized and will be discussed with the Finance Committee.
- The Internal Auditors' Committee continues to report annually on the results of its Fraud survey, helping to highlight risk areas for fraud and best practices to manage these risks.

In addition, Faculty Bargaining Services continues to grow and evolve to meet members' needs in the area of academic collective bargaining.

ADVOCATING ON MEMBERS' BEHALF

- A recent Canada Revenue Agency administrative announcement impacts administrative procedures regarding Public Service Body GST/HST rebates. CAUBO, with the support of the Taxes Committee, is partnering with other interested bodies to voice our members' concerns with this change.
- CAUBO and the Pension Investment Association of Canada have sent two letters to the Minister of Finance requesting specific changes to the tax code. The first letter requested amendments to regulation 4802 to permit Canadian public universities to invest as shareholders in tax-exempt corporations such as real estate pools. The second letter requested amendments to section 253.1 to clarify the ability of Canadian public universities, as registered charities, to invest in limited partnership vehicles as a passive investor. Federal Budget 2015 amended this restriction to allow such investments as long as they account for 20% or less of holdings in the limited partnership – good news for universities.
- In December 2014 CAUBO met with the Tri-Agencies to discuss standard benefit rates, materiality, and other important issues. Following direction from the CAUBO Board, work that ensued focused on the area of materiality, specifically the documentation requirements for low-dollar value internal charges incurred by research grants. A series of teleconferences were held with university representatives to further develop and define the issue, and CAUBO is currently seeking a meeting with Tri-Agencies for further discussion.

- A project being undertaken jointly by CAUBO, CASRAI and CARA will focus on reducing undue administrative burdens in various research management processes in Canada, and where federal programs are a source of this burden, to support/inform efforts at Industry Canada to achieve a tangible reduction of the burden.

PROVIDING LEARNING OPPORTUNITIES FOR MEMBERS

- Nearly 700 delegates helped “make it happen” at CAUBO 2014 in Victoria, BC from June 15-17 (a record breaking year!). More than 45 volunteers from CAUBO’s member institutions helped to seek out and shape the educational content for the conference, while more than 75 volunteers from the University of Victoria supported the conference activities on-site.
- Other professional development opportunities held in 2014-2015 included four successful webinars:
 - CAUBO/CAURA Webinar: *Human Pathogens and Toxins Act* and Biological Risk Management in Canadian Universities. The Centre for Biosecurity presented a summary of the Act, as well as biosafety and biosecurity program updates at the Public Health Agency of Canada to support its full implementation.
 - Academic Collective Bargaining in Universities: A Primer. This two-part webinar was successfully piloted in May 2015 and will be offered again in Fall 2015.
 - Using an Active Shooter Scenario Video to Strengthen Campus Safety: a success story from the University of Alberta and the Edmonton Police Service.
 - The Story the Numbers Tell: a demonstration by the University of Colorado about how to rethink the way institutions share financial information.
- A well-attended two-day workshop on Higher Education Budgeting Basics was held in Toronto in Fall 2014. It focused on basic higher education budgeting concepts, budget development and management, and its connection to an organization’s mission and goals. Participants were provided with practical tools and strategies to apply to their day-to-day work, and gained a greater understanding of budgeting practices and higher education finances.
- CAUBO’s two online courses, Fundamentals of the Research Enterprise and University Culture and Governance, were both offered in Fall 2014.
- Recorded content from the 2014 Annual Conference was added to the CAUBO Live Learning Centre and is now available to all members.

BUILDING PARTNERSHIPS FOR MEMBERS

- CAUBO and the Bureau de coopération interuniversitaire (BCI) joined forces to present the first-ever joint Francophone symposium for financial services professionals, at the Chateau Laurier Hotel in Quebec City, in October 2014. This two-day event was a great success and a second iteration is planned for the fall of 2015.
- CAUBO's reciprocal event pricing agreement with NACUBO is ongoing and their programming is extensive; their Eastern chapter, EACUBO also offers member event pricing to CAUBO members.
- The 2015 Annual Conference in Saint John was designed to engage administrators and IT professionals in meaningful discussions around the common IT issues faced by Canadian universities. Therefore, a number of IT-focused sessions were scheduled and more than 25 CIOs attended the conference.
- We will continue to seek out opportunities where we can offer value to CAUBO members without needing to invent material that exists elsewhere.

CELEBRATING MEMBERS' ACHIEVEMENTS

We believe in the importance of recognizing and honouring our members' achievements on behalf of their institutions as well as in service to CAUBO and to their peers and colleagues. To that end we continue to offer the Q&P awards which by their very nature actively encourage and promote peer-to-peer learning and sharing.

In turn, CAUBO's Volunteer Recognition Awards help us to thank and acknowledge those who help to build a strong and vibrant CAUBO community through their volunteerism and leadership.

2014-2015 COMMITTEE MEMBERS

CAUBO would like to thank all of our dedicated volunteers, whose support and expertise allow us to deliver timely, useful and relevant resources and information to members.

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Andrea Purvis – Western University Canada
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*Executive Committee members



315-350 Albert Street, Ottawa, Ontario
Canada K1R 1B1

Phone: (613) 230-6760 Fax: (613) 563-7739

www.caubo.ca