

# Budget Principals

## BUDGET PRINCIPLES

### Underlying Principle

Langara's Strategic Plan, Academic Plan, and Continuing Studies Business Plan are central to the decision-making that informs the development of the College's budget, which must comply with government legislation and regulation.

### The budget will:

- promote learning, teaching and student support;
- support the College's Strategic Priorities, Academic Plan, and Continuing Studies Business Plan;
- be based on fully-disclosed financial information and analysis;
- incorporate both a short-term and a long-term perspective;
- be the outcome of a transparent, consultative and accountable process;
- honour commitments to existing students, within reasonable limits;
- support entrepreneurial activities when a positive return is projected, within an acceptable risk tolerance level;
- strategically invest in resources that promote student success;
- pursue savings through efficiencies in business processes and practices;
- respect collective agreements.

### When balancing revenues and expenses:

- increasing revenues is the preferred alternative to reducing expenses;
- non-salary reductions should be considered before changes to salary commitments;
- align funding allocations with institutional goals and values;
- invest for future savings as appropriate.

## THE BUDGET PROCESS

### Definition:

The budget process is defined as all activities that encompass the development, implementation, and evaluation of operational and capital budgets. When the process is complete, stakeholders should know what resources were allocated to each area of the institution and why.

### Langara's budget process will:

- be transparent, consultative, and accountable;
- be built around evidence-based discussions between decision-makers and stakeholders;
- establish timelines and a plan for communicating with stakeholders;
- be supported by timely and accurate financial analysis and information;
- attempt to anticipate unintended consequences.

The Consultative Process is a fully-informed discussion between decision-makers and stakeholders. During this process the Senior Leadership Team will:

- explain in advance the budget process, including the timetable for developing the budget and opportunities for stakeholder consultation and feedback;
- make timelines available to stakeholders near the beginning of each fiscal year;
- ensure that financial data on revenue and expenses is available to internal stakeholders in a manner that allows for comparisons and summaries;
- engage in a consultative process with all affected stakeholders, understanding that decisions are made at all levels of the organization;
- provide supporting rationale for budget decisions to be shared with stakeholders.