GSA Budget 101
GSA 1959-2009

- GSA established under the Post-Secondary Learning Act (PSLA) as a separate entity from the University; a not-for-profit organization with its own corporate structure

- A period of recurring wild swings and organizational instability
Old GSA

Budget

- Restricted & unrestricted fees in the same pot
- 198 individual budget lines
- No professional with a financial designation overseeing budget
- No forecasting
- Year-by-year budget
- Saving money while infrastructure crumbled
Old GSA

Operations

- Staff underpaid, negative office environment, record-high turnover in staff

- GSA representatives on only 40 University committees; ineffective/inconsistent advocacy

- Operations were decades out of date and few records were kept

- Non-compliance and no infrastructure to carry out corporate responsibilities under PSLA

- Blurred lines between and among elected officials, management, and staff
## GSA Budget 2009-2010

### Revenue

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>D</th>
<th>E</th>
<th>G</th>
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<tbody>
<tr>
<td>1</td>
<td>GSA Budget 2009-2010</td>
<td>Current Month</td>
<td>09/10 Budget</td>
<td>Year to Date</td>
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<td>2</td>
<td></td>
<td>September-09</td>
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<td>Sept 30/09</td>
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<td>REVENUE</td>
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<tr>
<td>4</td>
<td><strong>FEES REVENUE</strong></td>
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<td>5</td>
<td>1 GSA Fees Revenue</td>
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<td>GSA Base Fee</td>
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<td>CJSR Fees</td>
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<td>9</td>
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<td>GSAC Fees</td>
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<td><strong>TOTAL FEES REVENUE</strong></td>
<td>0.00</td>
<td>527,714.38</td>
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### Fundraising Revenue

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<tr>
<td>18</td>
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<td>Awards Night Revenue</td>
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### Event Expenses

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<th><strong>EVENT EXPENSES</strong></th>
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<td>73</td>
<td>Awards Night</td>
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<tr>
<td>143</td>
<td>74</td>
<td>Awards Night Promotion</td>
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</table>
New GSA

- Intense period of rebuilding and recovery

- New budget format and first multi-year budget/business plan created in 2011-2012 (3-year forecasts)

- Operating and restricted budgets
New GSA

- Robust policies surrounding finances and financial reporting
- Accountant has oversight for budget, reporting to President and Executive Director
- Regular Term Financial Statements submitted to GSA Council
- GSA BFC & GSA Board reorganized; GSA NoC established
- Creation of the Early Call for Talent and Training
- Clear roles and responsibilities between and among elected officials and staff
New GSA

- Human Resources (HR) structure established, staff collective agreement in place
- Complete overhaul of operations from IT, to payroll, to grants
- Over two dozen contracts and Memoranda of Understanding reviewed
- Regular review of all budget lines and creation of new ones/reduction or augmentation of existing lines as needed
- External reviews
New GSA: Operating Budget

Apply CPI increases where appropriate to budget lines and 198 lines organized into 7 broad categories:

- Advocacy
- Services Expenses
- Governance
- Human Resources
- Office Administration
- Professional
- Operating/Contingency Fund
Fees and Other Revenue

- Several sponsorship agreements in place and revenue generated (~$30,000/year) from Chopped Leaf in PAW (no risk partnership with the SU)

- However, the GSA is fees driven; # of graduate students is key budget driver

- 2011-2012 GSA fees increased by $10 ($98.20 for full-time students); 2012-2013 GSA fees increased by $30 ($128.20 for full-time students); 2013-2014 GSA fees increased by $25 ($153.20 for full-time students), no increases since then beyond CPI

- In the interests of having a more balanced budget in which revenues are in line with expenses, the GSA is moving forward with a 4% reduction in the membership fee (and projecting that the fee could be further decreased by 3% and then 2% (subject to other areas remaining static) for the next two years); this can be done while still enhancing services
Advocacy ($54,935)
$48,848 in 2019-2020

- University Relations

- Government and External Relations (including business travel for elected officials) – increased to permit more advocacy travel (e.g., to participate in meetings of the Canadian Alliance of Student Associations)

- ab-GPAC membership fee ($4/graduate student per year all coming from the GSA’s operating budget, removal of the dedicated fee)
Services ($129,650)
$109,700 in 2019-2020

- Academic workshop subsidies – increased
- Campus Food Bank MoU (founded by the GSA) – increased
- Engagement, orientations, and outreach events (including GSA Awards Night) – increased to promote engagement with the GSA
- External grants – increased
- GSA Graduate Student Group Grants and GSA Council remuneration to departmental GSAs – increased
Governance ($219,779)

$214,959 in 2019-2020

- Directly-Elected Officers stipends and benefits, directors & officers insurance
- GSA Council & GSA Board & GSA committee costs
- CRO & Speaker honoraria
- Training and development for Directly-Elected Officers
- Transition/Early Call for Talent and Training
Human Resources ($693,026)
$684,749 in 2019-2020

Unionized Staff (represented by NASA)
❖ Salaries, limited benefits
❖ Aim to attract and retain through marketplace competition

Administrative/Professional Staff
❖ Salaries, limited benefits
❖ Executive Director hired through legal contract; others hired through appointment letters
❖ Aim to attract and retain through marketplace competition
Office Administration ($44,267)

$32,579 in 2019-2020

- Capital budget (eg computers) – one-time increase (will decrease in 2021-2022) to allow for a long-planned office space reconfiguration
- Photocopiers
- Computer software
- General Liability insurance
- Office supplies
Professional ($64,200)
$58,200 in 2019-2020

- Audit
- Legal
- Consulting – increased to allow for the GSA’s legal counsel to assist with the collective bargaining process
- Investment advising – increased as the GSA’s investment portfolio continues to grow
Operating/Contingency ($20,000)

$20,000 in 2019-2020

A contingency fund is a fund set aside to handle unexpected expenses that are outside the range of the operating budget.
New GSA: Restricted Budget

Funds collected or provided for a specific purpose; held separately and only used for that purpose:

- Funding for the GSA Planner through ad sales
- The Graduate Student Support Fund (negotiated for from the University, funds GSA Academic Travel Grants, GSA Child Care Grants, GSA Emergency Bursaries, and GSA Recognition Awards)
- Fees collected to support CSJR (as set by referendum)
- Fees collected to provide the Graduate Student Assistance Program (as set by referendum)
- GSA Health and Dental Plan fee (established by referendum with the fee set annually based on usage by GSA Council)
Learn More

- Visit the “Fees, Budget, and Audit” section of the GSA website to view the current GSA annual operating and capital budget and three-year budget/business plan.

- Visit the “Fees, Budget, and Audit” section of the GSA website to view the most recent GSA audit.

- Visit the “GSA Council” section of the GSA website to view Term Financial Reports on the GSA’s finances as reported to GSA Council.
Future GSA

- Maintain stability and strive for a balanced budget
- Ensure prudent spending and budgeting
- Be vigilant