PLANNING & BUDGET FRAMEWORK
2015/16 – 2017/18

CAMPUS UPDATE
April 10, 2015

Valerie S. Kuehne, Vice-President Academic and Provost
Outline

- Operating environment for budget planning
- Our approach
- Budget framework highlights
- Areas of strategic importance
Operating environment

- Decrease in provincial operating grants
- Tuition cap to inflation
- Rising costs – salaries, utilities, library acquisitions
- Aging infrastructure & reduced capital funding
- 15-year demographic trough for 18 – 24 year olds in BC
- Skills for Jobs Blueprint – 25% of operating grant targeted towards programs for priority occupations
Our approach

• Continue to be guided by University’s Strategic Plan

• Campus Conversations- focus & prioritize

• Continued commitment to research-intensive comprehensive university of ~same size

• Top priority- supporting students
Planning & Budget Framework Highlights

• Process, review and approval

• Projecting balanced budget for next 3 years - due to growth in international undergraduates

• Without this, shortfall of $2.5M over the next 3 years

• Given demographic and enrolment uncertainties- flexible budget framework with strategic allocations to support programs & student demand
Planning & Budget Framework Highlights (cont’d)

• 80+% of base budget allocated to academic programs & areas
  
  • Base budget allocations for faculty positions to support enrolment growth
  
  • Term allocations for up to 3 years used for other investments to provide further flexibility
Three key areas of strategic importance

Building on:

1. Excellence in Education for Undergraduate & Graduate Students

2. Excellence in Research, Scholarship & Creative Activity

3. Strengths in People: Recruitment, Retention & Engagement of Faculty & Staff
Building on Excellence in Education for Undergraduate & Graduate Students

• Enrolment growth in key program areas

• Maintaining & enhancing quality of academic programs

• Improving student retention & engagement
Building on Excellence in Research, Scholarship and Creative Activity

- Developing 5-year strategic research plan to reflect strengths

- Improved governance of research, maintaining guidelines & remedies for sustaining research chairs

- Support for research infrastructure

- Communication of UVic’s research enterprise

- Research Partnerships and Knowledge mobilization
Building on Strengths in People: Recruitment, Retention and Engagement of Faculty and Staff

- Recruitment, retention & engagement of faculty & staff remains a priority
- Establishing a productive & cooperative relationship with newly certified faculty union. Realizing a first agreement
- Opportunities for staff & sessional instructors
Aligning and Optimizing Resources: including planning tools and transparency

• Enhanced Planning Tools

• Campus Plan Update

• Determining Fundraising Priorities

• Determining Information Systems Priorities

• Infrastructure Priorities

• Implementing the UVic Edge
Summary

• Overview of our operating environment

• Approach to planning: focused and making support for students a top priority

• Flexible budget framework with investments made possible by robust international enrolments

• Support for three strategic areas

• Aligning and Optimizing Resources
• Questions

• 2015-16 to 2017-18 Planning and Budget Framework is available at

Outline

• Overview of past and current projects
• 5 year capital plan process & decision making
• Deferred maintenance
• Overview of current capital priorities
• Provincial capital funding environment
Capital History

2003 to 2014 - $297M in capital

- ~80% supports academic areas including Wright Building, Turpin Building, First Peoples House, Island Medical etc.
- ~20% ancillary and admin including residences, bookstore addition, food services and admin services building

2010 – purchased Queenswood for long term
Current Projects

CARSA - $77.0M
- New Building for ATRS and CanAssist
- McKinnon Renovations for EPHE
- Parkade
- Funding - user fees, university, donations, parking revenue, Gov’t, and income from other sources

Continuing Studies addition - $13.7M
- Support ESL, executive and pathways program
- Funded by continuing studies
5 Year Capital Plan Process & Decision Making

Plan updated annually

Renewal priorities based on VFA assessment

Expansion priorities developed based on:
  • Discussion with campus leaders (priorities / pressures)
  • Ministry space standards gap analysis (analytical)

Decision making process
  • Campus leaders
  • Integrated Planning & Executive Council
  • Approved by Board of Governors in June
Ministry – Space Pressure Analysis

• Overall university 86% standard
• Inputs - # of faculty, staff, students, weekly contact hours, library volumes
• Largest gaps are:
  • Academic offices – 71.8%
  • Maintenance space – 76.3%
  • Student and central space – 85.1%
• Analysis used to determined overall space needed
Expansion – Academic Overall Shortfall

- Science
- Social Science
- Engineering
- HSD
- Humanities
- Business
- Education
- Fine Arts
- Law

Shortfall (NASM)
Expansion – Academic Shortfall Percent

![Bar chart showing academic shortfall percent for various faculties: Business, Social Science, Law, Humanities HSD, Engineering, Education Science, and Fine Arts. Business has the largest shortfall, followed by Social Science and Law.]
Non-Academic Space Pressures

• Maintenance Shops
  • shortfalls due to growth
  • Planning study underway (in previous capital plan)

• Student & Central Services
  • food services, bookstore, health services, AV/TV, student common space, assembly and exhibition space and central services such as the data centre
  • Data centre – already in planning, renovation project not expansion
Deferred Maintenance Facilities Assessment Program

• 2007: Condition Assessment Study
• 2010: VFA Assessment
• 2011: Rapid Seismic Screening
• 2014: VFA Re-Assessment
Deferred Maintenance Information

- Detailed information on requirements by building
- Facility condition index (FCI)
- Value
- Type
  - life safety
  - Energy
  - beyond useful life
  - Building code
  - Air & water quality
  - Accessibility
Facilities Condition (Aug 2014)
(Gordon Head Campus including Residences)

Value $489M next 5 years
  • $401M Gordon head campus
  • $88M residences

Facility Condition index of 32%
# How UVic Compares

<table>
<thead>
<tr>
<th>Institution</th>
<th>Facility Condition Index %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Simon Fraser</td>
<td>54%</td>
</tr>
<tr>
<td>UBC</td>
<td>40%</td>
</tr>
<tr>
<td>UVic</td>
<td>32%</td>
</tr>
<tr>
<td>Guelph</td>
<td>15%</td>
</tr>
<tr>
<td>Waterloo</td>
<td>5%</td>
</tr>
</tbody>
</table>
# Current Major Capital Priorities

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Amt.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Housing</td>
<td>Expansion &amp; renewal</td>
<td>TBD</td>
</tr>
<tr>
<td>BEC Addition</td>
<td>Addition to BEC to address business space shortfall</td>
<td>$20M</td>
</tr>
<tr>
<td>Academic expansion</td>
<td>Building to address ENGN, SOSC, SCIE shortfall</td>
<td>TBD</td>
</tr>
<tr>
<td>Saunders addition &amp; renovation</td>
<td>Address maintenance space shortfall</td>
<td>$7.8M</td>
</tr>
<tr>
<td>Renewal</td>
<td>Building renewal Petch and Fraser</td>
<td>$48M</td>
</tr>
<tr>
<td>Elliot teaching labs</td>
<td>Science lab renewal</td>
<td>$7M</td>
</tr>
<tr>
<td>Campus Seismic</td>
<td>KIP seismic completion</td>
<td>$24-28M</td>
</tr>
</tbody>
</table>
Provincial Funding Capital Environment

- Limited funding for expansion
- Funding may be available in future for deferred maintenance / renewal
- Requirement for university contribution
- Restricted ability to borrow
Provincial – Routine Capital Funds

• $625K annually for deferred maintenance
• Remaining funding allocated on a project by project basis
• 2014-15 projects approved:
  • worksafe eye wash upgrades Phase I $405K (UVic $135K)
  • Elliot undergrad lab upgrade planning $480K (UVic $70K)
• 2015-16 requests - limited to 6 projects
  • Worksafe eye wash phase II, boiler plant replacement planning, Phoenix & Elliot roofing, HSD flooring and Elliot lab construction
5 Year Capital Plan - Next Steps

Additional planning:

- Saunders and BEC program of requirements (commence spring 2015)
- New academic building and associated vacated space (commence fall 2015)
- Student housing, health services
- Consider assembly, common space and interdisciplinary research as part of other planning
Questions