CAMPUS UPDATE
March 31, 2017

Valerie Kuehne, Vice-President Academic and Provost
Gayle Gorrill, Vice President Finance and Operations
Outline

• Planning + Budget Framework highlights
• Areas of strategic importance

• Building a Framework: bottom-up and strategic
Our approach

• University Strategic Plan
• Campus Conversations: focus + prioritize
• Continued commitment to our size
• Investments focused on enhancing quality + areas of strategic priority
• Implementing our new plans
Sharpening focus + building on strengths

Building on Excellence:
• in Education for undergrad + graduate students
• in Research, Scholarship + Creative Activity of our Faculty

Building on our Strengths:
• in People: recruitment, retention, engagement
Building on Excellence in Education for students

- Attracting/retaining and supporting the best students
  - Student financial support
  - Domestic and international
- Supporting enrolment shifts
- Enhancing quality in faculties + units
- Continued investments in student experience + success
Building on Excellence in Research, Scholarship + Creative Activity

• Supporting our Faculty
  – Modest growth to complement
  – Supports in LTC, TIL and Library

• Implementing the Strategic Research Plan
Building on Strengths in People: Recruitment, Retention & Engagement

- Commitment to our people
- Timely + relevant learning opportunities
- Implementation of equity plan
- Sexualized Violence Policy and Programs
Aligning, optimizing resources + transparency

- EPT + budget model review
- Fund Development: Philanthropy + partnerships
- Enhancing technology support
Internal + External Communication

- Reputational advancement
- Quality and reputation disconnect
- Shared role
Questions?
Operating environment

- Balanced budget requirement
- Provincial operating grant
- $ pressures – inflation
- Revenues not sufficient to meet existing expenditures
- Tough choices and striking balance
Operating Revenue – $365M

- Provincial Grants: 50%
- Student Fees: 37%
- Domestic Undergrad: 22%
- International Undergrad: 10%
- International Grad: 1%
- Domestic Grad: 4%
- Other Grants & Contracts: 2%
- Federal Grant: 2%
- Investment Income and Other: 1%
- Department Revenue: 8%
Operating Expenditures - $365M

- Salaries: $234.0M (66%)
- Operating Expenses: $76.2M (21%)
- Benefits: $45.9M (13%)

Total: $365.1M
Operating Expenditures - $365M

By Function

- Academic: 63%
- Plant Maintenance: 8%
- Student Awards & Services: 11%
- Library: 6%
- Admin & General: 12%
Projected Revenue changes - $7.93M

- Student Fees - int'l
  - $1.60
  - 20%
- Student fees - domestic
  - $1.63
  - 21%
- Department funding
  - $0.19
  - 2%
- Provincial grant - comp
  - $4.51
  - 57%
Current Year Financial Position

Total Projected Revenue $7.93M
Non-discretionary allocations $6.96M
Coordinator
  – sexualized violence educ. $0.12M
Incremental budget $0.85M
Operating Available for Allocation

Incremental budget

$0.85M

Prior Year Funding

$0.64M

Int’l growth

$0.71M

Available

$2.20M
## BASE budget Allocations – $2.2M

<table>
<thead>
<tr>
<th>Integrated Plan Priority Area</th>
<th>Strategic Area of Focus</th>
<th>ALLOCATION</th>
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</thead>
<tbody>
<tr>
<td>Excellence in Education for Students</td>
<td>Academic priorities, academic accommodation</td>
<td>$0.69M</td>
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<tr>
<td>Excellence in Research, Scholarship + Creative Activity</td>
<td>Library acquisitions, implementation of the strategic research plan, research computing and technology</td>
<td>$0.50M</td>
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<tr>
<td>Strengths in People: Recruitment, Retention + Engagement</td>
<td>Canada Research Chairs, Equity and sexualized violence initiatives</td>
<td>$0.56M</td>
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<tr>
<td>Aligning + Optimizing Resources</td>
<td>Cyber security and systems</td>
<td>$0.09M</td>
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<td>Internal + External Communications</td>
<td>Reputational advancement</td>
<td>$0.36M</td>
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<tr>
<td>Excellence in Education for Students</td>
<td>Student financial aid – Undergrad and Grad, international, health service and academic accommodation</td>
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<td>Excellence in Research, Scholarship and Creative Activity</td>
<td>Library Acquisitions and implementation of the strategic research plan</td>
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<td>Strengths in People: Recruitment, Retention &amp; Engagement</td>
<td>Enhanced retirement support and Canada research chairs program</td>
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<tr>
<td>Aligning, Optimizing Resources and Transparency</td>
<td>Software licencing, routine capital and classroom infrastructure</td>
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<td>Internal and External Communications</td>
<td>Reputational advancement (UVic Edge, position statement) policy development and privacy</td>
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Operating financial risks

- Enrolment levels may differ from plan
- CDN $ (library, software licensing)
- Deferred maintenance
Capital update

Activities current year

• Deferred maintenance – roofs, seismic design, district Energy plant piping etc.
• Elliot chemistry labs
• Phoenix sound system replacement
• Mearns renovation to support digital humanities
• Clearihue renovations
• Petch building renewal
• Renovations to Queenswood
5 Year capital plan

- Student housing expansion
- Addition to support Engineering
- Additional space to support Business
- Additional space to support Science and Social Science
- Renovation and Expansion to Saunders
- Campus Seismic and renewal program
• 2017/18 to 2019/20 Planning and Budget Framework is available on the VPFO Financial Planning Website

• Questions

• Thank you