



**University
of Victoria**

2014-2015 Planning & Budget Framework



Part 1 – Integrated Planning

Part 2 – Budget Framework

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Integrated Planning Framework

In February of 2012, after extensive consultation with students, faculty, staff, alumni and the community, the university's Senate and the Board of Governors approved an updated Strategic Plan, "A Vision for the Future – Building on Excellence." Building on the success of the 2007 plan, "A Vision for the Future – Building on Strength," the current plan reaffirms and recommits to its goals: to attract and support outstanding people, to build the quality of our programs in research and education and to strengthen linkages with our external communities locally and around the world. It rearticulates our vision of being a university of choice for outstanding students, faculty and staff; a university that best integrates outstanding scholarship with inspired teaching and active community engagement; a university whose distinguishing characteristic above all is a tradition of uncompromising excellence.

The Plan takes fully into account a changing environment for post-secondary education: an environment characterized by global shifts in education and research, developing demographic and labour market trends, continuing economic uncertainty, changes in the BC post-secondary system, and an accelerated pace of technological change. As these changes come to bear upon how our institution evolves, they are obliging us to differentiate ourselves further from other institutions at all levels - regionally, nationally and internationally. Importantly, the Plan makes even more explicit our commitment to broadening the student learning environment by enhancing experiential learning opportunities and through the integration of education and research, and to internationalization through an expansion of opportunities for student and faculty exchanges, and increasing international student enrolment. It also reaffirms our deep commitment to Aboriginal students and Aboriginal communities. Finally, as we confront these less lenient, more challenging times, the Plan places heavy emphasis on three things: integrated planning, fiscal responsibility, and careful attention to priorities and outcomes; these are absolutely essential for achieving our goals within the current context.

Since August, President Cassels has been actively engaged in a series of campus conversations and consultations with the faculty, staff and students across campus in order "to develop an even sharper and widely shared vision of this university's distinctive characteristics and strengths, to prioritize the many worthwhile objectives set out in the plan, and to explore the most effective ways for us to realize our goals together."

(<https://www.uvic.ca/president/activities/talks/ConversationsReport2014.pdf>).

One of the major outcomes of the Presidential consultations with the community relates to the identification and articulation of areas of focus within the Plan. In his "Report to the university community on campus conversations," President Cassels reaffirms UVic's vision to be "a university of choice" and emphasizes that in order to further enhance a research-inspired learning community, we are to build upon our prevailing culture of excellence. Moreover, he emphasizes that three things need to be done: "further focus and build on our strengths; better align resources with priorities; communicate and engage more effectively internally and externally." He concludes:

"...we have an excellent foundation upon which to continue building. We can do that by continuing to focus on our tradition of excellence in undergraduate and graduate teaching and learning, taking advantage of UVic's size and character as a learning community and building on our particular strengths in experiential and research-enriched learning. We will build on our strengths in research, scholarship and creative activity across the spectrum of our academic programs, and also in areas and clusters of particular strength."

To do this effectively we must develop a research plan that addresses both the most pressing operational needs for research support, and the strategic needs relating to areas of focus, partnerships, knowledge mobilization and community engagement.

We must continue to build on UVic's greatest strength—its talented people and collegial environment. Faculty and staff concerns regarding support and inclusion must be addressed, along with compensation issues, albeit within the limits of governmental and budget constraints, and always with an eye to what is best for our students and the communities we serve. And we must all work together to maintain and enhance UVic's culture of inclusion, respect and collaboration.

Finally, we need to improve planning and communications. To do this requires that we develop more robust and transparent processes for academic, operational and budget planning, aim for a more rigorous alignment of resources and priorities, and improve our mechanisms for two-way communication and engagement, both internally and externally.”

Making Choices

The focused strategic priorities emerging out of the Presidential consultations within the framework of the 2012 strategic plan aim to position the university optimally within the new realities of fiscal challenges, public accountability and the need to differentiate the university in a competitive national and international environment. After completing a decade of growth, we are well positioned to take advantage of our medium size: growing only strategically, particularly at the graduate level, while re-affirming our commitment to quality undergraduate education in a research-intensive environment. We need particularly to pay attention to student engagement and experiential learning, to our commitment to a culture that is driven by research and discovery and to our commitment to civic and community engagement – the distinguishing features of the University of Victoria. With respect to research strength, the university has emerged as one of Canada's premier research institutions and is now consistently ranked amongst the best in the world in a number of areas of global significance. Sustainable research infrastructure and support programs will have to be maintained in order to ensure our internationally competitive standing. We need to properly align our resources with priorities. We need to deploy our existing resources more effectively, ensuring that we choose carefully where we place emphasis, how we optimize our investments, and how we grow our revenues from other sources. We will need to maintain a flexible, nimble and adroit approach in all our future activities. We will have to create opportunities, take advantage of those opportunities that are presented to us and make what may be difficult choices in order to adhere to our commitment to quality and to the priorities within the Strategic Plan.

In order to deal with shortfalls in revenue in the past, the university implemented across-the-board budget reductions in the past four years (2.0% for 2009-10; 1.5% for 2011-12 and 2012-13; 4.0% for 2013-14). During the past year, in order to mitigate the impact of future budget reductions, we have undertaken planning exercises to both explore and implement (to a limited extent) initiatives for optimization of the use of our resources, both academic and administrative, such as smart growth (improved classroom utilization, instructional capacity and class size), retirement planning, improved IT service delivery, energy savings opportunities, review of guidelines and processes for travel and shared services across the post-secondary institutions in BC with a focus on procurement and information technology). While this is beneficial, we require a systemic and a long term approach towards the alignment of our resources with our priorities so that we do not subject our community to constant across-the-board reductions.

Given the expectation of continued budget shortfalls, this past year the integrated planning group, as well as the Deans and Directors, actively and seriously engaged in discussion of some difficult and fundamental questions regarding quality, efficiency and optimization and the budget process. The outcome of these discussions has informed the enhanced planning process for making data-driven budgetary and programmatic choices. Many universities are facing similar challenges and different approaches are being used to address the issue of alignment of resources with priorities. Some are using the Dickeson approach/model for program prioritization (a central university-wide task force, ranking all programs into quintiles, categorizing programs under different “buckets” – whether to enhance, maintain or eliminate these), some are experimenting with new budget models such as responsibility centre management or activity based budgets, and others are using both these approaches. It was important for us to ask the question: what is the right approach for UVic for aligning priorities with resource allocation? We have concluded that an alternate approach would best fit our institution. The Dickeson approach requires extensive efforts, creates high institutional anxiety, has high costs and has raised the great concern that afterwards many institutions are able to bring about only little or no change. In addition, there is the observed perception that the process is centrally driven and, thus, there is a lack of ownership over decision-making by administrative leaders at all levels of the university on both the academic and non-academic sides of the institution. We firmly believe that instead of relying upon the Dickeson approach, we can make use of our existing planning process at UVic to undertake the exercise of making choices within the focused priorities laid out in the strategic plan. And while this is the case, we can improve upon planning processes by ensuring greater transparency and enhancing the requisite tools to Faculties, Departments and Schools to assist them in making choices. There will also be a parallel process, to be initiated by the Executive, to explore whether there are opportunities to improve our current budget allocation model in order to best support the choices we will need to make for our university now and in the future.

We envision the enhanced planning approach to be multi phased, transparent, evidence based and consistently applied across programs and administrative services.

Enhanced Planning: Making Choices

Phase 1: Tools and Information

December 2013 - Fall 2014

- Create a set of standardized criteria and data against which to assess quality, cost and contribution of programs and activities, to be updated periodically and made sufficiently robust to enable differentiated budget allocations by university decision makers at all levels.
- The Working Group, along with an Advisory Committee, will develop and recommend to Integrated Planning a set of criteria that can be measured and reported; recommend a process for identifying, gathering, reporting and comparing the information; recommend the appropriate unit levels for the criteria (e.g., Faculty, department, program, service unit or service, etc.); develop a planning timeline; develop a consultation and communication plan; oversee the gathering of the information and report out as per the communication plan.

Phase 2: Making Choices

Fall 2014 - Spring 2015

- The Planning Process at the Faculty and the Unit level – will use the information and data gathered by the Working Group to make well-informed choices within each department and then within each portfolio. We do not anticipate a change to the approaches in the existing planning, decision-making and accountability structures at the decanal/director/chair levels.
- Integrated Planning to recommend the design of a comprehensive process for decision making to the President.

- Once the process is considered by the Executive and approved by the President, oversight of its implementation will be the responsibility of Integrated Planning.

While we are undertaking the *Enhanced Planning: Making Choices* exercise, we will be pursuing the following priorities for 2014-15.

Priorities for 2014-15

Within this context, our foremost priorities for 2014-15 will remain student engagement (including recruitment and retention), promoting the quality of our academic and research programs, dealing with faculty retention and the salaries conundrum (public sector constraints and comparatively lower faculty salaries), fund raising, and the development of a communication and engagement strategy for both our internal and external communities. We will also be following through on other priorities to which commitments have been already made. It is imperative to note that we intend to accomplish the above either through internal reallocation of existing budgets, one-time funding or increasing our international undergraduate revenues. As a result of the financial pressures, we do not anticipate having much new incremental funding to allocate to our identified priorities. Non-recurring funds will be utilized as appropriate to support areas of priority such as undergraduate entrance scholarships, and information technology.

Student Recruitment: Attracting the best and the brightest

Since 2000-01 there has been a 26% increase in total enrolment at the university. Undergraduate enrolments have grown by 21% and our graduate enrolments by 64%. In 2013-14 overall enrolment numbers are about 100 FTE over our government funded target and our entry class is approximately 13% higher than last year and with quality improving from 81% to 83% for entry GPA. And although we are 330 FTE over the international undergraduate student target, we are still about 770 FTE below the overall target at the undergraduate level. At the graduate level, however, we are about 800 FTE above target.

Undergraduate Students

Over the last couple of years, the growth rate at the undergraduate level has tailed off and it is becoming increasingly challenging to attract highly qualified undergraduate applicants. The supply of potential applicants is limited by low to negative growth in the youth population, with a decline in the provincial population of 18-29 year-olds expected to continue in 2014/15. These demographic changes, coupled with the rapid expansion of the BC post-secondary system (now including 6 new teaching universities), pose some special challenges and opportunities for UVic. The annual rate of undergraduate growth is expected to slow. Student recruitment will become far more competitive, and our students will continue to come from farther afield nationally and internationally. Our goal must be to continue to attract diverse groups of excellent students who continue to inspire excellent teaching and research. We must also recognize the increased need for strategically targeted distance and continuing education in some of our programs. Although GPA cut-offs for admissions to UVic have varied over the past 10 years, there continues to be high academic standards for admitted students. (S.2)

In order to meet our goals of reaching our undergraduate enrolment targets while ensuring a diverse, high quality student body, UVic will have to:

- Implement our enhanced scholarship program to sharpen our competitiveness in attracting the best and the brightest.

- Focus on greater coordination between Student Recruitment and the Faculties around conversion activities.
- Focus its efforts on enrolment management strategies such as targeted recruitment strategies and campaigns both within and outside BC.
- Rethink the balance between the undergraduate and graduate student numbers.
- Determine how best to add residence capacity in order to be able to attract students that are outside the Greater Victoria area; provincially, nationally and internationally.

Graduate Students

Our graduate student population is growing rapidly, increasing by 46% since 2004-05. Becoming more research-intensive has meant more pressure for UVic to enhance the ratio of graduate to undergraduate students, a trend that has implications for academic programming and resource allocation. We would need to strategically manage this growth by making conscious choices and align this growth with our resources, including competitive student funding, and with faculty research strengths and professional outcomes, and by balancing the quality of undergraduate and graduate teaching. (S.4)

International Students

The Strategic Plan provides a vision for expanding the university's already significant range of international activities over the next five years. It proposes doubling the international student body, enhancing student mobility programs, and deepening research and exchange relationships globally. We have set a target of 1250 FTE for undergraduates and 800 for graduate students to be accomplished by 2015-16 (an increase of 56% over a four-year period from 900 FTE undergraduate and 473 FTE graduate currently), a target towards which we are fully on track this year. We are in the second year of our Pathways Program – offering credit courses in the discipline of Economics, Engineering and Science to students who possess limited English language capability. Our challenge remains to find appropriate classroom space for this program while we are in the process of building an extension to the Continuing Studies building. Several other initiatives are being undertaken including research support for visiting international scholars in the International Office, improved services for international research, an International Commons in the Library, and The Learning without Borders program (pedagogical grants to advance the internationalization of the curriculum). The funding required for various international initiatives, particularly the recruitment and support of international students, will come from the partial use of the increased revenues generated by growth in the international student body. Our challenge will be to maintain these numbers further diversify our international population, and provide proper support services to these students. We must also recognize the impact of an increased international student body in certain Faculties and departments and, in consequence, provide support to these units to provide quality education to our students. (S.20)

Aboriginal Students

Aboriginal people and their communities, including First Nations, Métis, Inuit and non-status Aboriginal peoples of Canada, continue to be disadvantaged in access to and full participation in economic and social prosperity. High school graduation rates among Aboriginal youth are much lower than the general population and unemployment among working-age Aboriginal people is three times higher than among the non-Aboriginal population. Increasing the participation of Aboriginal people in education will not only help fill labour and skills shortages in the provincial economy, but will also have a positive effect on individuals, families, and their communities and on the overall economic and social prosperity of the Province. The university has increased the number of aboriginal students from 80 in 2001/02 to over 800 in 2012-13. The university is

committed to increasing the number of Indigenous students graduating from all Faculties, building on our commitment to our unique relationship with the First Peoples of Canada. Our goals continue to be to (S.3):

- Further strengthening relationships and build partnerships with local Indigenous communities; and
- Identifying opportunities to build outreach programming based on Aboriginal Service Plan and LE,NONET partners/stakeholders' capacity development needs and interests to capitalize on available soft funds; research /develop best practices in Indigenous student recruitment; and review faculty specific admission policies.

Student Success and Broadening Student Experience: Creating conditions that matter

Currently, UVic students report robust levels of student engagement – each year our NSSE scores (National Survey of Student Engagement) are higher than those of most research-intensive universities and consistently exceed those of the other BC research universities. Similarly, program satisfaction levels from recent graduates are the highest of any BC research university and have remained such over the past decade. We have done well, but the increasingly competitive world in which we find ourselves requires us not only to do well but to do better. There has been a substantial increase in capacity across the province and an increased competition among post-secondary institutions for students, exacerbated by a declining youth population. Attracting more students, especially quality students, would require us to differentiate ourselves from other institutions and requires us to clearly articulate what UVic offers in terms of student success which others do not.

Given that our student body is becoming diverse, we need to develop a complex and well-articulated set of responses. Students who come to UVic will need active support to achieve their goals. Student success has to be our central focus and improving student engagement and success will be a key to maintaining and enhancing the quality of our institution. (S.17, S.18; S.19) In addition, our first-year retention rate is lower than that seen at other BC research universities and has been declining, particularly for those students admitted with a high school GPA of less than 80%. This would require that, a) we recruit quality students; and b) we ensure that support and academic advising structures are in place and are effective in improving our retention. Similarly, our seven-year graduation rate lags those of the other BC research universities. This clearly indicates that more must be done to support students throughout their program and help them complete their degrees on time.

An institutional level Student Success Group (SSG) was established in early 2013 to move forward the student success project. Its memberships include Associate Vice-President Student Affairs, Associate Vice-President Academic Planning, all deans or their delegates (associate deans), directors from all academic support units, the founding faculty member of Education 101, one undergraduate and one graduate student and the director of Communications and Marketing. The group is chaired by the Provost who reports on a regular basis to the Deans Council on the activities and the agenda of the SSG. Its goals are to:

- Effectively establish what student success means at UVic and then support our students in achieving their goals;
- Clearly articulate the UVic advantage and define the distinguishing characteristics of the UVic experience that make a convincing case for students to choose to come to UVic;
- Take advantage of our size and capitalize on our strong points of interdisciplinarity, experiential learning, enhanced faculty student interaction, integration of research and learning at the undergraduate level;

- Generate an integrated action plan, review our exemplary practices and effectively learn from within by identifying, sharing and combining those specific experiences and contexts associated with student learning and student success;
- Establish a success oriented campus culture and learning environment by creating synergy and complementarity of existing and future institutional policies, programs and practices;
- Build accountability into our system and build a student success-focused culture at all levels and in all sectors of the university and ensure that student success remains the university's central focus at all levels and in all sectors.

Faculty Engagement and Retention

During the past decade UVic witnessed renewal and growth of its full-time faculty, with more than 50% of our current professoriate and librarians being hired during that period. Due to budget reductions (faculty vacancies being used to meet budget reduction targets) and the impact of the elimination of mandatory retirement (with a huge spike in the retention of our faculty beyond age 65), we have slowed down the pace of new faculty hiring. Our recruitment of faculty will have to be strategic, consistent with our research and educational priorities. The Deans of each Faculty have identified their priority areas in their academic plans and these priorities will have to align with those of the institution. All vacancies require Vice-Presidential approval and a rationale. In a resource-constrained environment, we will need to focus our growth in those areas where we choose to develop a nationally and internationally recognized critical mass of excellence. As always, however, retaining and recruiting exceptional faculty members requires the university to provide an environment that supports their academic ambitions. The Strategic Plan has set ambitious goals for faculty retention – “ensure that faculty retention places us in the top 20 percent of Canadian Universities.” To accomplish this, we must continue to develop and implement programs that encourage the success of new and continuing faculty (S.6; S.11). We do not presently face any significant recruitment and retention issues. Although, as mentioned above, the number of searches and recruitments has decreased substantially in the last three years, a significant proportion of candidates who have accepted positions at the University of Victoria were the Faculties’ first choice of applicants. Our retention rate is robust. However, the university does suffer from a negative salary differential as compared to our comparator universities. There is a perception amongst the faculty members that they are not being valued and their salaries are not commensurate with the quality and excellence for which UVic is known nationally and internationally. We will work to better understand and make progress where our faculty total compensation packages are not competitive with our comparator universities and then determine how we can move forward with making any changes necessary to ensure that we can attract and retain faculty. President Cassels notes, on page 6 of his report on Campus Conversations, “UVic faculty salaries are indeed low relative to other Canadian universities. Although this problem is largely the result of historical circumstances and of externally imposed constraints, it has resulted in some feeling undervalued. This must be addressed, albeit recognizing governmental and budget constraints. Within a measure of regulatory flexibility, careful longer-range academic and budget planning, and with an eye always on what is best for our students and society, we will aim for improvement.”

Academic Development: Programs, Quality and Academic Support

The Strategic Plan for the University of Victoria sets the goal to offer programs in teaching, research and support of such quality as to place us in the upper 20 per cent of a national set of comparable programs as judged by peer evaluation. President Cassels reaffirms, in his report on Campus Conversations, “Our first priority must be to build on our strength in undergraduate and graduate education by continuing to promote excellence in teaching and learning overall, and

emphasizing areas of strength that may further differentiate us when students are making their choice.” (p. 3). Given our size and the economic and enrolment climate, we must build our areas of focus carefully, with the choice of disciplines and specialities being driven by our strengths and aspirations in teaching, research and scholarship, by focusing on questions of an enduring nature, and by responding to the evolving needs of society.

The slowing pace of growth, other than strategic growth at the graduate level and internationally, presents opportunities to consolidate some of the gains we have made, to focus on quality enhancement, to capitalize on our strength as a mid-sized research-intensive university, and generally to ensure that our research and educational activities are integrated and mutually enriching (S.12; S.13; S.14). Within this context, we will be doing the following:

- We remain committed to ensuring excellence and quality of our programs, both teaching and research. The 2013 Quality Exercise, in which all academic units participated and which entailed identifying unit level goals for enhancing quality in the student experience, the learning environment, and research, will be folded in the *Enhanced Planning: Making Choices* initiative.
- The process for undertaking and making effective use of Academic Program Reviews has itself undergone review. A revised policy, which more clearly articulates the steps taken following the review to act on recommendations, as well as more robust engagement of academic deans in the APR process, was presented to Senate for approval in February 2014.
- The process for budget planning in the Faculties is informed by Faculty and unit strategic plans, information from the regular academic program reviews, and recent enrolment performance as an indicator of student demand. The Faculties provide three- to five-year plans that inform the allocation of funding. Due to the cessation of provincial growth funds, the emphasis in the immediate future is to ensure that the enrolment targets assigned to each Faculty are met (and if not, make adjustments to the targets and resources), student outcomes are achieved and that there is a proper aligning of resources with areas of student interest, quality of the programs and faculty research strength. Over the next three years, any further undergraduate growth will be highly focused and will depend upon locating and negotiating specific sources of support from government, upon special fees or upon other external sources. In the last few years all new academic programs have been developed in areas where there is significant student interest and in which the university is well prepared to support, based on the teaching and research expertise of its faculty, financial resources and available space. As noted above and called for in the Strategic Plan, we will, to the extent possible, continue to focus on strategic growth in graduate studies, subject to the ability to reallocate existing funds or generate new funds to support the program.
- A 5th cohort of 60 Bachelor of Commerce students was approved to begin in 2013-14, and an additional cohort was approved in the 2014-15 budget. There is a strong demand for this undergraduate business program from highly qualified students. This program will be financed through the additional tuition revenues generated.
- The full Civil Engineering proposal did not receive any provincial funding, but a Bachelor in Civil Engineering was approved by the university and the Degree Quality Assessment Board. It remains our top priority for seeking funding support from the province. Support for a small initial program was initially developed through the reallocation of internal resources in the Faculty of Engineering and a small initial cohort of students was admitted

to the program in 2013-14. It appears that demand for this program will be substantial as evidenced by the impressive recent growth in application numbers and admissions. A Bachelor in Biomedical Engineering was also approved by the university and the Degree Quality Assessment Board. Support for this program was also generated by redirecting resources within the Engineering faculty and a small cohort of students intending to study Biomedical Engineering was admitted in 2013-14. For 2014-15, the Faculty of Engineering has revised its undergraduate target upward by 100 FTE and is projecting further planned growth of another 100 FTE in 2015-16. This growth is to be supported by base allocation funding to the Faculty of Engineering from the VPAC budget. Similarly in response to the increasing student demand, the Masters in Global Business program in Gustavson School of Business will expand with a cohort of 20 FTE in January 2015 and then with an additional 20 FTE cohort in January 2016. The base funding will be provided from the central budget from the anticipated tuition for these cohorts. Space remains a crucial issue for the expansion of programs in Business and Engineering and requires careful planning. The VPFO's office is working closely with VPAC in determining whether there are sufficient space resources available for the success of these programs. Other program developments are as follows:

- Four new PhD programs, Philosophy, Greek and Roman Studies, Environmental Studies, and Health Information Science, received approval from the Ministry in 2013. All these programs will be small and can be delivered within existing resources; the proposed PhD in Health Information Science program will be supported through a differential level of tuition.
- In 2012 and 2013, five small academic programs were recommended for closure due to lack of sufficient student interest and enrolment over several years, and others may be identified by respective academic units and Faculties for potential closure in the course of the *Enhanced Planning: Making Choices* exercise.
- One of our top priorities will continue to involve generating support from the provincial government for the institution of a provincial graduate funding program following the examples of Alberta, Quebec and Ontario. Meanwhile the Dean of Graduate Studies has undertaken a review of the graduate funding formula to ensure that our fellowship awards remain competitive with Canadian research-intensive universities.
- Budget planning in student affairs, administrative and other support areas is based on strategic plans and service plans (and their associated resourcing plans) developed to accommodate growth and maintain or enhance levels of service and support. In light of the budget constraints, any resource allocations will be accommodated from the existing budgets. It is imperative that we support initiatives that enhance student retention, the integration of research and education, experiential learning opportunities and the promotion of internationalization and community engagement. Support for these key initiatives would originate either from reallocation within the existing budgets or from revenues emanating from increased numbers of undergraduate international students.

Education Technology

Technology resources and systems are increasingly important in the delivery of high quality educational programs. Instructors are making more and more use of educational technologies, including course-based learning management systems (LMS), access to a broad range of online resources, integration of social media, student and course evaluation, and many components of

course and program delivery. There is increasing interest and demand from instructors for access to and support in using effective educational technologies. There is rapid change in this field and the university needs to be well-situated to understand, evaluate and adopt those technologies that will most benefit our programs.

Over 2012-2013, a cross-institutional review of existing support for educational technology was completed with broad input from faculty and staff. Recommendations from the review included the development of integrated support for educational technology, with a new office combining personnel from the Learning systems and Distance Education in Continuing Studies – and including strong faculty-based connections. (S.15) This restructuring is currently underway.

- Another recommendation from the review, the development of a leadership position in this area, reporting to the AVP Academic Planning, was approved. An initial search for a Director of Technology Integrated Learning undertaken in Spring 2013 was not successful but in January 2014 there was an internal secondment of an Acting Director Technology Integrated Learning.
- The new Academic and Student Services Committee, part of the new IT governance process, began meeting formally in Fall 2013, a critical new committee which will assist in the selection and prioritization of educational technologies.
- Ongoing technology related projects supporting academic programs and services include: a new system for Course Scheduling, enhanced and online Course Experience Survey, centralized advising software, and an upgrade of Moodle (now Course Spaces) as the centrally supported LMS.

Sustaining Research Excellence

The remarkable growth in the university's research funding and its impact nationally and internationally has greatly enhanced our reputation, helped attract and retain high quality students and faculty, and increased our benefit to society. Consistently ranked in the top tier of Canadian universities on measures of research impact, the university is now recognized at the international level through prestigious rating organizations such as the Times Higher Education World Ranking system. President Cassels observes in his report on Campus Conversations, "We must also build on UVic's strength in the quality and impact of its research endeavours. Our faculty achieve excellent results in research, scholarship and creative activity, and this success builds our reputation worldwide, helps to attract excellent faculty, staff and students to our university, enriches our educational programs and makes important contributions to society. We can build on that success." (p.5)

Our researchers have been highly successful in attracting competitive peer-reviewed funding in the range of \$100M annually over the past five years, much of which either directly or indirectly supports students. The university is now home to a number of internationally recognized research platforms and has had an excellent record of competing for research operating and infrastructure support.

However, increasing research intensity and success carries with it a significant challenge in terms of sustaining the necessary operating and maintenance funding required to optimize the value of our investments in people, programs, and infrastructure. Providing our researchers with the necessary support systems and programs to help them succeed requires significant resources; these funds are collectively called the indirect costs of research. While we have seen modest increases in the amount of funding provided through funding agencies and organizations for

meeting the indirect costs of research, they have not come close to meeting the estimated 40% of the direct costs of research that are required. To meet this shortfall will require additional effort to ensure that indirect funding is maximized through funding agreements and that development priorities align with research priorities wherever possible. We must also increase our emphasis on developing strong research partnerships with government, industry, community agencies and other academic institutions; a new research support unit, UVic Research Partnerships, UVic Research Partnerships and Knowledge Mobilization (RPKM) was implemented in 2013 to maximize the quality and value of university research partnerships. It is also critical that we better integrate our educational and research strengths so that we can maximize the synergies that result from our investments. Becoming more research intensive has increased the pressure to enhance the ratio of graduate to undergraduate students, a trend that has implications for academic programming and resource allocation. Building on the university's overall strategic plan, a comprehensive research planning process will be conducted during 2013-14 under the direction of the new VPR in close collaboration with the VPAC to better support our strategic areas of research and to maximize their alignment with academic programs. (S.21; S.22; S.23)

Communications and Marketing Strategy

Work is accelerating on key strategy 31 (a) of the university's Strategic Plan to "increase UVic's sense of community as well as external profile through the development of a new communications strategy that highlights UVic's strengths and creates an awareness of the important contributions our university is making in addressing the key challenges facing our society and where UVic is providing regional, national and international leadership". (S.31)

The goal of *The UVic Difference: Positioning for Success project* is to renew and sharpen UVic's positioning and messaging in response to changes in our university and our world. This process is being led by a broadly-representative steering committee appointed by the President and chaired by the VP External Relations. This work is being assisted by an external agency chosen through an international competition. Building on the President's campus conversations and UVic's strategic plan, the steering committee advises and informs the process, drawing on its members' knowledge of UVic, our key constituencies and audiences, and the challenges and opportunities in front of us. The project is engaging the entire campus community at several stages to help answer the question, "why choose UVic?" if we are going to remain a university of choice for students, faculty, staff, donors, employers and the diverse communities we serve in an increasingly competitive environment. It will result in a widely supported statement of what sets UVic apart from its competitors and a comprehensive communications and marketing plan which can be deployed by all units on campus to achieve their strategic goals.

The university's Communications and Marketing departments are in the final stages of fully integrating into a single unit to make the highest and best use of the skills and talents of its staff to provide strategic and tactical leadership to the university in these areas. The increasing need to enhance internal engagement within the university community on a range of issues such as UVic's budget and prioritization challenges, and the opportunities presented by the positioning and communications and marketing activities will also drive significant initiatives to develop an internal communications strategy and engagement framework over the course of the year.

Systems and Processes

Our systems and processes are critical to achieving the strategies in our Strategic Plan. These systems and processes play a vital role in our teaching and learning, research and administrative activities. (S.26; S.27) During the last year we implemented a new governance structure to ensure that we focus on, and allocate our limited resources to the highest priority initiatives that can best contribute to achieving our strategic goals. With the implementation of the new structure, we have

seen increased diversity in the types and areas of projects and support. In particular, the introduction of a new structure that looks solely at academic supports has resulted in the initiation of projects that will provide significant benefits for students.

Over the next three years we will continue to develop more robust systems and processes with a particular focus on education technology (see above), enhancing data security, supporting our academic priorities, and ensuring we have adequate data centre capacity and technology infrastructure to support the university now and in the future. By leveraging technology, we will also increase efficiency in our academic and administrative activities. We will make it easier for Faculty, staff and students to access and use all our systems and will continue with cross-institutional reviews of major administrative and non-academic support processes in order to standardize, simplify and increase efficiencies.

Staff Recruitment, Retention and Engagement

The university's staff members play a vital role in enabling the university to fulfill its mission. In many cases they are the first point of contact for our students and our community. Through the support and services they provide to our students and faculty, and by maintaining a high-quality physical environment, they make it possible to accomplish our goals. Over the next three years we will be increasing our commitment to ensuring that staff feel valued, are supported and are best positioned to contribute to the university's mission. This will require, as a minimum, an integrated communication strategy, access to management and leadership development, and ongoing support for professional development, mentorship and other training opportunities. We will also continue to provide support to assist staff in successful transitions whether that is a change in roles and responsibilities, retirement or return to work. We expect that the university will continue to experience change, particularly as we work through a challenging fiscal environment. It is critical that we recognize the impact of these changes on staff and ensure that staff have access to the information and supports necessary to navigate the changes and to assist our campus community to do the same. (S.8; S.11)

Facilities

In the previous decade we completed a capital expansion and renewal program in excess of \$220M. Current priorities, as outlined in the current capital plan, include the Centre for Athletics, Recreation and Special Abilities (CARSA), renovations to McKinnon, residence renewal and expansion, seismic upgrade and infrastructure renewal and an expansion to the Continuing Studies Building. Given constrained financial times, there is currently limited funding available from the province for capital expansion in the next three years. Our highest priority project, for both university resources (already set aside) and fundraising, is CARSA. Together with CARSA, our confirmed focus will be on maintaining our existing facilities and determining how we can increase our student residence capacity within the current provincial constraints that do not allow us to increase our borrowing.

We will use the information obtained from the completion of an Energy Capital Master Plan, and a comprehensive building condition assessment and seismic review of all of our existing buildings, to inform the allocation of resources and submission of minor projects to the Ministry. We will also use this information to better understand the risks related to deferred maintenance and prepare plans for implementing highest priority renewal projects should funding become available. We will implement reasonable pay back projects identified as part of the Energy Capital Master Plan with the first project being completing the feasibility assessment for a heating facility that would meet our heating needs into the future in a way that could reduce campus greenhouse gases and/or reduce our energy costs.

We will also commence work on the new Campus Plan within the next 12 months. As identified in the Strategic Plan, we will review space utilization and will identify opportunities for space optimization. Within the current capital plan, we have identified an additional academic building as a priority but have not determined the scope or academic programs that would be accommodated within a new building. While we recognize that it might not be possible to move forward on a new academic building in the near future due to a shortage of both capital funding as well as ongoing operating funding, it is important that we develop a clear understanding of our academic capital priorities. While this is the case, expansion of the Business and Economics Building has been identified as a capital project that is important to the university and would proceed if funds can be raised externally. (S. 34)

Fund Raising

UVic is committed to diversifying its revenue sources to achieve its objectives in support of our mission. (S. 33) Philanthropy from individuals, corporations and foundations is an essential component of that diversification. In order to ensure that our mission-based program is well integrated throughout the institution and effectively manages donor relations, our new Associate Vice-President is leading the development and implementation of a framework that will guide our fundraising activities and enhance our priority-setting processes to better align our fundraising priorities with the strategic plan and with our academic, capital and research priorities. Key to the success of our university-wide fundraising program is a new integrated donor-centered prospect management approach that is being implemented to ensure that all of us is responsible for the best match of prospects interests with UVic priorities regardless of faculty prospect assignments. Rebuilding a strong pipeline for major and principal gifts, as well as enhancing stewardship of current donors, is a high priority. New metrics are being implemented to keep fundraising staff on track, thanks to new systems and procedures being enacted through The Raiser's Edge database management.

Alumni are important partners in our fundraising efforts and in the life and work of our university. We are developing a fully integrated strategy of alumni engagement that will enhance the participation of our alumni for our mutual benefit.

CARSA is our top priority for philanthropic fundraising and corporate sponsorships in preparation for the opening of the facility in late spring 2015 so that we are fully operational for the fall 2015. Recognizing the evolving opportunities and challenges for fundraising, we are engaging in a new approach of blended solicitation opportunities between corporate and fundraising, as well as between faculties, not only for CARSA, but for all donors/prospects, where appropriate.

Finally, we are implementing a multipronged short and long-term plan for fundraising for entrance scholarships that will engage all faculties and the Office of Student Awards and Financial Aid.

We will be pursuing the above priorities for 2014-15 while we undertake the *Enhanced Planning: Making Choices* exercise. As noted earlier in this document, we intend to accomplish these priorities either through internal reallocation of existing budgets, one-time funding or increasing our international undergraduate revenues.

PART II**2014-15 Budget Framework and Three Year Plan**

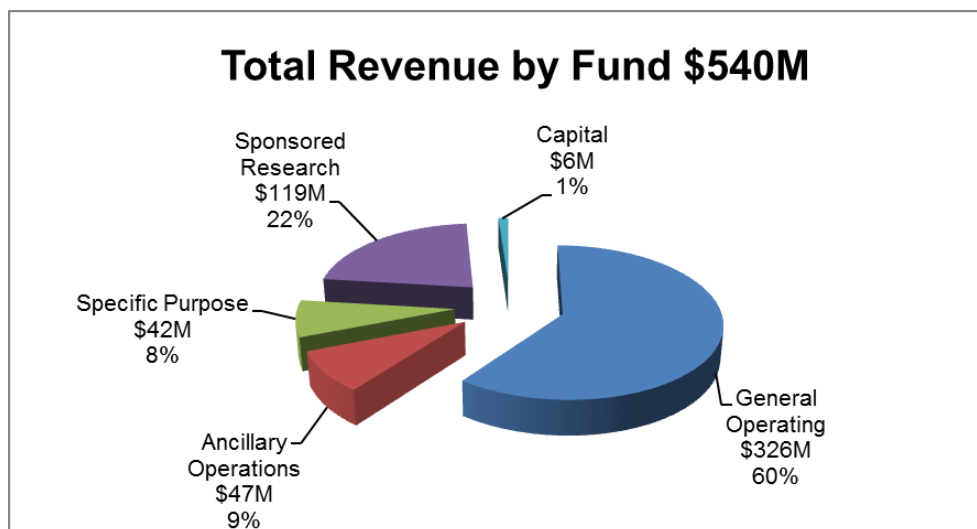
The purpose of developing and approving an institutional budget is to ensure that financial resources are aligned with the institution's priorities and areas of strategic focus. Commencing with 2006-07, the university has developed its annual budget framework, financial models and plans within the context of a three-year planning cycle. A three-year planning horizon provides a more realistic time-frame for the development of university initiatives and provides greater flexibility than permitted within an annual process.

A. Financial Overview

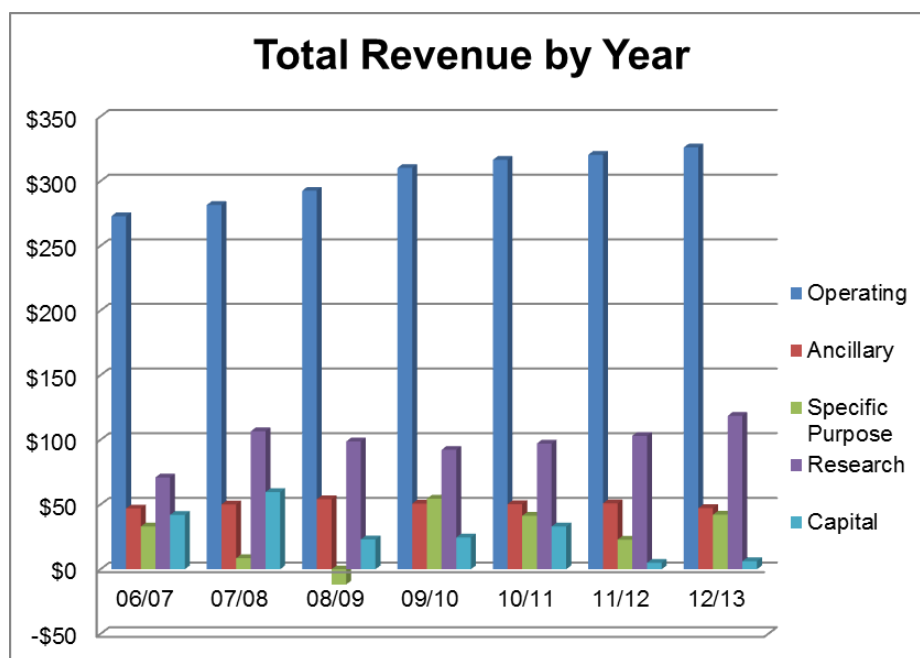
UVic is responsible for the financial stewardship of \$0.54 billion in total annual revenue. To enhance accountability, budgetary control and stewardship of resources, UVic maintains separate funds for its many diverse activities, which for reporting purposes are grouped as follows:

- general operating fund – includes the general operations of the university;
- ancillary enterprises fund – includes the operation of service areas that are considered self-funding such as bookstore, parking, student residences, child care, etc.;
- specific purpose fund – includes contract services, special projects, and distributions from the university's endowment funds;
- sponsored research fund – includes external grants provided specifically for research; and
- capital fund – accounts for funds provided for the acquisition of capital assets and major renovations.

For 2012-13, the total actual revenue for UVic was \$540M and was distributed across the five funds as follows:



Total revenue increased by \$38M or 7.6% from the prior year. The majority of this increase was a result of growth in research funding of \$15.5M and an increase of \$19.3M within the specific purpose fund. Operating and capital experienced very moderate increases with ancillary revenues declining \$3.6M. The increase in the specific purpose fund is mainly the result of an \$18.3M increase in investment income due to strong financial markets in 2012-13 as compared to the prior year. The sponsored research fund increase reflects an increase in provincial government grants mainly from the BC Knowledge Development Fund. The following chart outlines revenue by fund as well as changes across funds for the last 7 years:



Revenue changes over the next three years are expected to be fairly modest given enrolment growth is expected to be limited to international student growth and that governments at all levels are experiencing financial pressures.

B. Resource Allocation Recommendations and Fund Information

While financial plans have been developed at a high level for the three-year planning cycle to 2016/17, this document focuses on resource allocations for the 2014/15 fiscal year, and specifically requests Board of Governors' approval of the 2014/15:

- operating budget framework (including applicable and athletic fee increases);
- annual capital allowance plan; and
- ancillary budgets (including fee increases).

Budgets for specific purpose and sponsored research funds are individually approved by external agencies, such as federal and provincial governments and the University of Victoria Foundation, and therefore are included in the document solely to provide a more complete financial picture of the institution. As well, major capital projects are individually approved by the Board of Governors prior to project commitment.

Activities related to sponsored research, capital and specific purpose funds, and their impact on the general operations are estimated and, where appropriate, reflected in the operating budget.

1. General Operating Budget

a) Budget Assumptions

Before developing the operating budget, the university makes certain assumptions about the planning environment in which the budget is being developed. The 2014-15 budget has been developed based on the following key assumptions:

- UVic will develop a balanced budget;
- Budget allocations will reflect the planning priorities of the institution as determined through the integrated planning process;
- There will be no government funded FTE undergraduate or graduate growth;
- Undergraduate and graduate tuition, as well as any mandatory fees, will increase by 2% as per the Ministry of Advanced Education's (AVED) government letter of expectation.
- We will maintain the undergraduate international students growth attained in 2013-14 with small increases in enrolment for specifically identified programs (business and engineering);
- We will achieve our budgeted student enrolment levels;
- The provincial grant reductions will be distributed evenly across the post-secondary sector and will be consistent with the previous announcements for reductions in 2014/15 and 2015/16;
- As in other sectors, the provincial government will fund 100% of the salary increases resulting from the next round of bargaining beginning in fiscal 2014-15;
- Compensation amounts reflect known and projected costs for salary and benefit changes resulting from collective agreements or bargaining or statutory obligations;
- While the funding for minor routine capital (previously annual capital allowance) has not yet been confirmed for 2014-15, it is assumed to be \$625K consistent with the prior year;
- Projected shortfalls in 2015-16 and 2016-17 will be eliminated either through additional sources of revenue and/or budget reductions; and
- On-going costs of the Island Medical Program (IMP) will be covered by the joint medical expansion budget. In addition to this, UVic will continue to receive \$1.0M plus additional allocations to offset building and other overhead costs. The operating budget included in the framework document has been increased this year to reflect allocations approved by the program.

b) Financial Summary

The following Table 1 provides a financial summary of the projected operating revenues and expenditures for 2014-15 and the following 2 years based on the above assumptions:

TABLE 1	2013-14 Operating Budget	Projected 2014-15 Operating Budget	Projected 2015-16 Operating Budget	Projected 2016-17 Operating Budget
	(000's)	(000's)	(000's)	(000's)
Revenues				
Provincial Grants	174,508	172,598	172,635	174,083
Federal Grant	6,174	6,017	6,017	6,017
Other Grants & Contracts	1,808	4,999	4,999	4,999
Student Fees	103,590	111,071	113,492	115,758
Department Revenue	25,430	25,499	25,499	25,499
Investment Income & Other	2,681	2,681	2,681	2,681
Total Revenues	314,191	322,865	325,323	329,038
Expenditures				
Salaries and Benefits	249,778	251,898	263,556	266,166
Operating Expenses - Current	64,413	64,413	64,175	63,053
Academic Program Allocations	-	-	-	-
Island Medical Program	-	3,191	-	-
Enrolment Support - Int'l & Targeted growth	-	2,711	112	115
Operating Expenses - New	-	-	-	-
Building Maintenance and licensing	-	910	-	-
Inflation, Regulatory and Other	-	734	265	200
Prior Year Budget Reductions	-	(993)	(979)	-
Expenditures Before Reductions	314,191	322,865	327,129	329,534
Budget Shortfall	-	-	(1,806)	(496)
Total Expenditures	314,191	322,865	325,323	329,038

The three-year financial picture in Table 1 above shows a balanced budget for 2014-15 and budget shortfalls in 2015-16 and 2016-17 of \$1.8M and \$0.5M respectively. These projections are significantly more favourable than the projections made in the development of the 2013-14 to 2015-16 budget framework. There are three main reasons for this improvement:

1. International enrolment targets that were projected to be achieved over 3 years were achieved in one year;
2. This framework assumes that the provincial government will fund compensation costs resulting from collective bargaining whereas the previous budget framework did not; and
3. Salary and benefit changes have been updated to reflect provincial mandates.

These projections could change significantly for 2015-16 and 2016-17 if government funding for compensation is different than the full funding currently projected. As well, the actual provincial operating grant amounts for each of the forecasted years are not yet known. If government implements the grant reductions in a manner different than that used for 2013-14 (i.e., pro rata basis) then these projections will change.

During 2013-14, the university allocated an additional \$1.6M to support an enhanced non-renewable entrance scholarship program. This program increased scholarships available to students who applied with entering grades between 85% and 95%. The program had a significant impact on acceptance rates in 2013-14, with a 35% increase in registrations from students outside of BC and a 9% increase from within BC. As well, the entering GPA overall increased (~1.5%). Given the early success of this program, the integrated planning group and the executive approved its continuation at the same level for 2014-15, with a request for further review of the efficacy and impacts. The results of this review will inform what the required investment should be; however, a base allocation of \$1.6M has been made. The ongoing allocation will be modified to the extent that external funding could be raised to support the program.

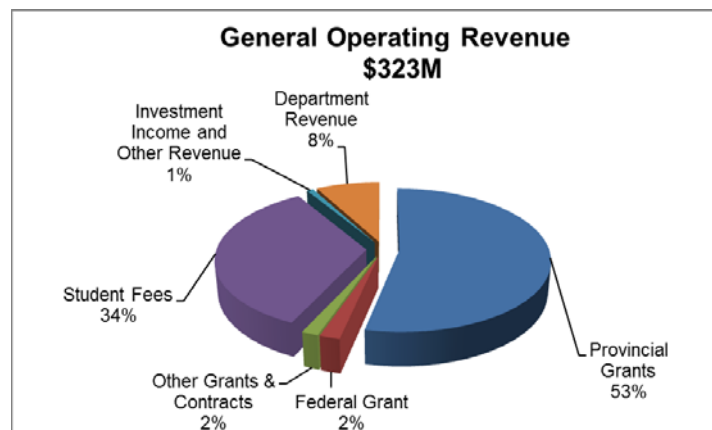
As noted on page 5, the university has commenced an enhanced planning process that will develop a set of criteria and data against which to assess quality, cost and contributions of programs in order to enable differentiated budget allocations by university decisions makers. The goal is to utilize the information gathered during this process for budget allocation decision for 2015-16 and 2016-17.

c) 2014/15 Operating Revenue Information and Changes

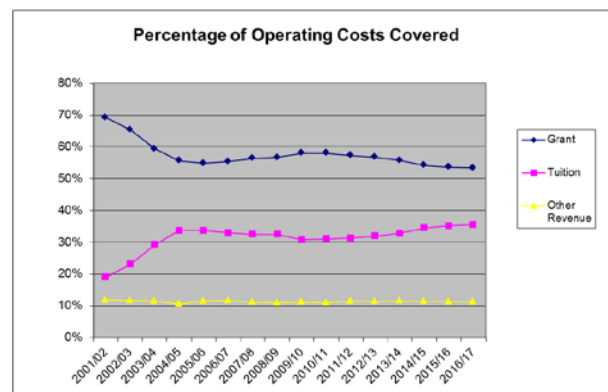
Operating costs for the university are funded from two main sources:

- government grants which account for 53% of revenues in 2014-15; and
- student fees which account for 34% of revenues.

Total general operating revenue for 2014-15 is projected at \$323M as follows:



In the past, **provincial grants** have been adjusted annually to reflect specific student FTE levels and for compensation changes, when approved by the province. Government, however, is no longer providing funding for enrolment growth. For 2014-15, the grant is assumed to be reduced by \$1.9M (total \$20M post-secondary sector reduction with a pro-rata allocation to UVic) to a total of \$172.6M. The grant is scheduled to be reduced a further \$2.4M in 2015-16; however, this framework projects that this reduction will be



offset by government funding for compensation changes. The chart, “percentage of operating costs covered,” shows that over time, government funding is supporting a smaller percentage of operating costs. For 2014-15 the percent is reduced to 53.7% from 55.7% in 2013-14.

As noted, government funded FTEs have remained flat for a number of years. For 2014-15, the grant is provided to the university based on the following expected enrolment levels:

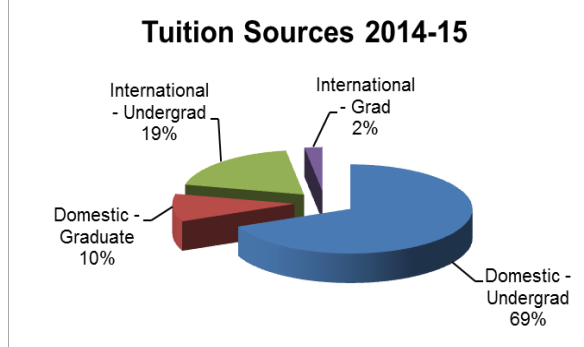
Undergraduate FTEs	14,488
Graduate FTEs	<u>2,040</u>
Total funded FTEs	<u>16,528</u>

Student Fees represent tuition paid by all student groups (undergraduate, graduate and international). Total student fees are projected to increase by \$7.5M in 2014-15 as a result of a 2% increase in tuition fees, increased undergraduate international enrolment (250 FTE) and targeted growth within the business and engineering programs. The province has a current policy of limiting tuition increases to BC’s previous years’ CPI. The provincial approved rate for 2014-15 is 2%. For planning purposes, 2% has also been used for 2015-16 and 2016-17 and has been applied as follows:

Table 2 Tuition Increase	2014-15	2015-16	2016-17
Undergraduate	2.0%	2.0%	2.0%
Graduate	2.0%	2.0%	2.0%
International	2.0%	2.0%	2.0%

Given the increase in undergraduate international students over the last two years, tuition from international sources now makes up more than 20% of total tuition.

The attached Appendix 1, Schedule of Tuition Fees for 2014-15, outlines the tuition fees by program and requires Board approval as part of the budget process.



The Federal Grant Revenue is annual funding received to help defray the indirect costs attributable to research. This grant is calculated using the three year average of the research grants received from the tri-council funding agency, comprised of NSERC, SSHRC and CIHR. The funding letter has been received and the allocation for 2014-15 has been decreased by \$156.6K. The funding is expected to remain flat for future years.

Department Revenue will increase in total by \$69K as a result of a 2% increase in both the athletics and recreation, and applications fees. The athletic and recreation fee funding will be utilized to fund inflationary pressures on the athletics and recreation budget. The costs of Athletics and Recreation, including programs, administration, current athletic facilities and infrastructures, are supported through an annual contribution from UVic as well as a per semester student fee. With this increase, the per-semester fee will be \$80.50.

The 2% increase in application fees will increase fees as follows:

- domestic undergraduate.....\$68.85 to \$70.25
- domestic graduate.....\$112.20 to \$114.50
- domestic law\$86.70 to \$88.50
- international undergraduate.....\$112.20 to \$114.50
- international graduate.....\$137.70 to \$140.50

The **Other Grants and Contracts** budget is comprised solely of revenue from the University of British Columbia in support of the Island Medical Program (IMP). The on-going budget has been increased this year by \$3.2M to reflect the stability of the program and the on-going costs associated with delivery (previously funding has only been provided on a one time basis). The annual IMP budget is approved by the administrative committee representing the three universities.

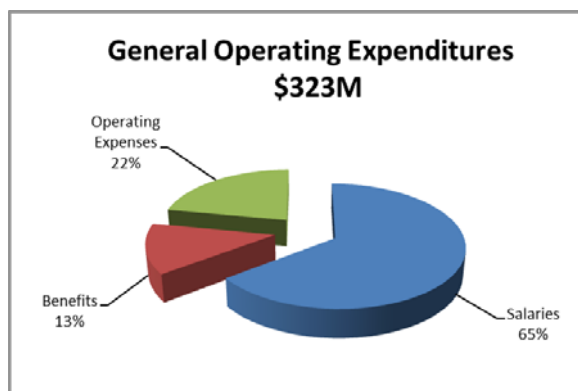
Investment Income is interest, dividends and gains/losses earned from university cash balances which are invested in short term investment vehicles such as money market and bond funds. Income is also generated through internal loans to ancillary services provided to fund capital improvements. Given the low interest rate environment, it will again be challenging to earn sufficient returns, to achieve the current budget. The budget, however, has not been adjusted as rates in future years are expected to increase. This approach will be reviewed in 2014-15 for the 2015-16 budget.

Based on the information noted above, the framework projects revenue in 2014-15 to increase in total by \$8.67M over the prior budget as follows:

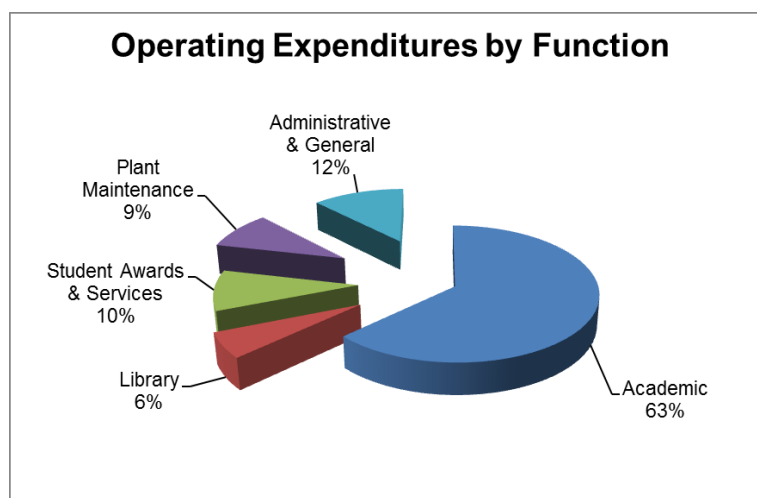
Provincial grant reduction	(\$1.91) M
Federal indirect grant reduction.....	(\$0.16) M
Other grants & contracts (IMP direct funding).....	\$3.19 M
Student fees – tuition increase	\$1.99 M
Student fees – international growth	\$4.17 M
Student fees – targeted growth & differentials	\$1.32 M
Department revenue	\$0.07M
Total revenue increase	\$8.67 M

d) Operating Expenditure Information

One of the four pillars of the university's strategic plan is people. The importance of people to the institution is well reflected in the operating budget, as 78% of annual operating expenditures are allocated to support people (salary and benefit costs).



In keeping with the mission of the university, ~78% of the total operating budget is allocated to academic areas including faculties, research, library, student financial aid and student services, with the remaining ~22% allocated to facilities and support functions. This allocation has remained consistent over the years as budget reductions have been applied across the board. The following chart outlines expenditures by functional area:



e) Operating Expenditure Plan

Given the fiscally constrained environment, budget allocations for 2014-15 are recommended only where:

- required to meet regulatory or contractual agreements;
- externally funded for a specific program (Island Medical);
- essential to support either international enrolment growth or targeted program growth; and
- required for infrastructure costs or other essential inflationary costs.

Based on the above, the budget allocations for 2014-15 total \$9.66M and are as follows:

Compensation and benefits	\$2.12M
Island Medical Program (external direct funding).....	\$3.19M
Undergraduate international enrolment growth.....	\$1.77M

Targeted enrolment & differential programs.....	\$0.94M
New building costs – Centre for Athletics, Recreation and Special Abilities (CARSA)	\$0.76M
Research system licensing costs.....	\$0.15M
Access copyright	\$0.38M
Regulatory and other	\$0.35M
Total expenditure allocations.....	\$9.66M

With revenue increases of only \$8.67M, there is an annual budget shortfall of \$.99M. This shortfall will be funded from prior year budget reductions as outlined in Table 1 above. In 2013-14, all units were asked to reduce their budgets by 4%. At that time, budget projections anticipated that reductions between 2% and 4% would be required in both 2013-14 and 2014-15. Given this range, a 4% reduction was implemented for 2013-14. Since implementation, as previously noted, a number of factors changed that collectively have had a sizable impact on budget projections including:

- the provincial grants reductions were spread over three years instead of the initial two years first announced. This change resulted in a grant reduction in 2013-14 of \$0.4M instead of the projected \$1.9M. For 2014-15, the reduction is now \$1.9M instead of \$2.4M and for 2015/16 the reduction is \$2.4M instead of zero. Accordingly, over the three years the reduction is the same but the timing has differed significantly;
- international enrolment was projected to grow in 2013-14 and 2014-15 by 100 FTE each year and in 2015-16 by 150 FTE. The full 350 FTE growth has been achieved in 2013-14 and therefore the student fees budget for 2014-15 is \$2.5M higher than previously projected; and
- all compensation costs, including collective bargaining, were projected to be funded by the university. Based on other public sector agreements settled over the fall, this budget framework has been developed on the assumption that compensation cost increases from bargaining will be fully funded by government. This change has a significant impact on the university's budget.

The above-noted favourable changes mean that budget reductions are not required for 2014-15. As well, as noted above, the budget shortfalls for 2015-16 and 2016-17 of \$1.8M and \$0.5M respectively are significantly smaller than previously projected.

f) One Time Funding Allocations

The integrated planning process also reviews and makes recommendations on the allocation of one-time funding for the coming fiscal year. For 2014-15, one time funding has been recommended for the following areas:

TABLE 3

Strategic Area of Focus	Comments
Student financial aid	Funding will be available to match funds raised as part of the Vikes championship breakfast. The funds will be used for scholarships for student athletes.
LE,NONET	Required to maintain continuity to a distinct and successful program that has enhanced retention efforts of indigenous students while building strong links to community.
Orientation pilot	This funding will be used to pilot a 6 week student orientation program that will include significant efforts on: building engagement in our community, academic preparation, and peer mentorship.
Mental health training	Funding to support a three year mental health strategy to provide training opportunities to departments across campus.
Web services	Funding to continue to support web standardization projects.
Government relations	Additional resources required to support work on Ocean Networks Canada.
Alumni / Development	Required to develop additional fund raising materials for current capital campaign as well as to assist in promoting a culture of philanthropy and broader outreach.
Cross institutional projects	Support required for projects intended to increase efficiencies/ effectiveness that will provide benefits across campus.
Immigration support	Required to ensure compliance with Bill C-35 – immigration advice for international students.
Regulatory compliance	Funding required to address various external regulatory requirements including animal care facilities, level 3 laboratories upgrades and Canadian cultural property compliance.

Patent budget	To cover costs related to recent increase in activity and intellectual property disclosures.
Enhanced retirement information	To provide better information and tools to faculty and staff to assist them in their retirement planning.
University position statement and internal communication plan.	To address university-level positioning and strategic communications and to fulfill the institution's internal communications mandate and to build capacity for issues management.
Budget reduction transition support	Additional funding required to support faculty and administrative departments to defray 50% of costs stemming from 2013-14 budget reductions.
Enhanced planning project - Making choices	Funding will be used to support an analyst and administration support for the enhanced planning project.
Routine capital (previously known as annual capital allowance)	Given reductions in provincial funding to support maintenance and renovations, funds will again be allocated to priority areas not funded by government.
Campus plan update	Required to support the technical costs as well as internal and external consultation costs that will be vital to updating the Campus Plan.
Administrative systems projects	Funding is needed to address administrative and academic systems priorities as determined through the IT governance model.
Capital priorities	Funding will be set aside to address approved capital priorities as outlined in the capital plan.

g) Routine Capital Funding (previously known as Annual Capital Allowance)

Annually, the provincial government provides post-secondary institutions with funding for the maintenance, renovation, and upgrade of the institutional academic facilities. In 2013-

14, the government revised the program that supports this renewal work. In addition to a name change to routine capital, funding is now provided in two separate streams. For maintenance projects under \$250,000 and minor renovations under \$50,000, institutions are provided envelope funding for minor maintenance and rehabilitation. Envelope funding means that institutions have full discretion over the allocation of the funds in this category. For maintenance projects of \$250,000 and over and renovations costing \$50,000 or more, these projects are considered major maintenance and rehabilitation and therefore institutions must annually submit individual specific project requests to government. Government will review the projects sector wide and inform institutions which projects have been approved. The process to determine how projects will be selected for funding has not been communicated to institutions.

The envelope funding for minor projects is projected at \$625,000 for 2014-15. This amount is comparable to the prior year and represents a fraction of the funds that were previously provided (2008/09 - \$6.6M) for institutional allocation. Previously, the university had spent between \$1.7 and \$2.0M of the original \$6.6M in funding just for cyclical maintenance and even that, unfortunately, was not enough. If this budget was reduced proportionately to the reduction in ACA funding, the university would only have \$0.2M for cyclical maintenance. As well, the focus for the major maintenance funding is to address larger deferred maintenance projects and not for renovations to address program or other requirements. Given these facts, investment in capital improvements remains as one of the priorities for non-recurring funding in 2014-15 (as noted in table 3 above).

The allocation of this funding is coordinated annually through the office of the Vice-President Finance and Operations. Facilities Management sends a request to each department on campus for their ranked list of projects. Cost estimates are then developed and minor capital reports are prepared. Maintenance projects over \$250,000 and renovation projects over \$50,000 are submitted to government. Projects under these thresholds are approved by the Vice-President Finance and Operations and the Vice-President Academic and Provost, based on overall campus priorities and rankings from the departments.

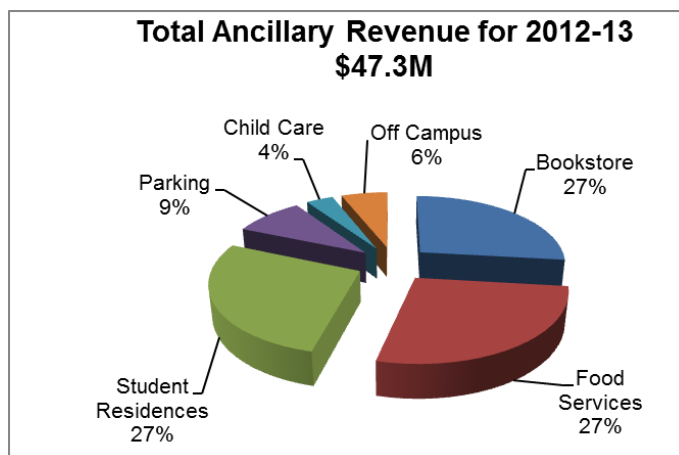
The significant reduction in funding of Annual Capital Allowance has negatively impacted both the university budget, as we have been forced to invest other dollars into critical maintenance, and the condition of our buildings. A reduction in annual maintenance increases the level of deferred maintenance and increases the risk and cost of repair as preventative maintenance is, of necessity, reduced or in some cases eliminated.

2. Ancillary Budgets

An ancillary operation is a unit or department within the university that is required to be financially self-sufficient. That is, each operation must generate sufficient revenue to not only cover its annual operating costs, including utilities and maintenance, but also provide for the renovation and replacement of its physical assets including any required debt servicing costs.

Revenues from ancillary operations in fiscal 2012-13 totaled \$47.3M or about 9% of the entire operations of the university. This revenue comes from a variety of operations such as housing, food, bookstore, parking, child care and off-campus operations.

The majority of revenue for an ancillary operation comes from the sale of services or products. For 2012-13, this source of revenue accounted for ~94% of total ancillary revenue. Other revenue includes government grants (namely child care - ~3%) and investment income (~3%).



The following sections outline the proposed ancillary budgets for 2014-15 along with the corresponding fee increases that require board approval.

a) Residence Services

Residence Services provide on-campus accommodation to students and visitors to campus. Accommodation is provided through 21 dormitory buildings, 121 cluster units for single students and through 181 self-contained units (apartments and town houses) for students with families. Table 4 summarizes the proposed Residence Services budget for the next 3 years.

Table 4

Residence Services	Revised Budget 2013/14 (000s)	Proposed Budget 2014/15 (000s)	Projected Budget 2015/16 (000s)	Projected Budget 2016/17 (000s)
Total Revenue	\$13,251	\$13,520	\$13,925	\$15,318
Salaries and Benefits	\$3,752	\$3,952	\$4,071	\$4,193
Operating Expenses	\$4,994	\$4,845	\$4,818	\$4,996
Debt Servicing	\$2,900	\$2,393	\$2,393	\$2,393
Provision for Capital & Reserves	\$1,604	\$2,329	\$2,644	\$3,736
Total Expenditures	\$13,251	\$13,520	\$13,925	\$15,318

The term rates proposed for residence rooms, townhouses and apartments, and meal plans to support the proposed budget for the fiscal year April 1, 2014 to March 31, 2015 are attached as appendix 2. The proposed rate increase of 3% for dorm and cluster housing is required to fund inflationary pressures from salaries, as well as planned capital and renewal projects such as balcony and handrail replacements, emergency lighting, power systems, multi-purpose room and electrical service upgrades and office space renovations.

Family Housing rates are limited by our loan agreement with BCHC under their Low Income Housing Subsidy Program. Rental increases are limited to the percentage rental increase experienced in the Metro-Victoria area as surveyed and reported by CMHC for October of the previous year (2012). As family housing continues to be subsidized by single student housing and is generally priced below market, the proposed increases for 2014-15 are equal to the maximum allowable increases permitted under the agreement and range from 0.7% to 3.0% as outlined in appendix 2 attached.

The Residence Services Department has completed a comprehensive review of the residence infrastructure (buildings). This review indicates that a more extensive maintenance program will need to be undertaken to address deferred maintenance. As well, in order to begin to address unmet demand beyond first year students, Residence Services has been looking at various expansion models. More detailed work is required to ensure the program developed balances renewal and expansion requirements. Consultation with students will also be critical as required rate increases will be greater than inflation in order to fund the program. This consultation will occur during 2014-15.

While plans are not yet complete, the above budgets provide for capital funding to fund work estimated at \$1.0M, \$2.0M and \$3.0 respectively over the three year period with funding for 2015-16 and 2016-17 to be used to begin to address deferred maintenance.

b) Food Services

Through 11 unique outlets on campus, University Food Services (UFS) provides a variety of on-campus food choices to faculty, staff, student and visitors to campus. They also provide on-campus catering for university functions. Table 5 summarizes the proposed Housing Services budget for the next 3 years.

Table 5

Food and Conference Services	Revised Budget 2013/14 (000s)	Proposed Budget 2014/15 (000s)	Projected Budget 2015/16 (000s)	Projected Budget 2016/17 (000s)
Total Revenue	\$14,524	\$16,013	\$17,900	\$18,250
Salaries and Benefits	\$7,055	\$7,599	\$8,041	\$8,306
Operating Expenses	\$7,161	\$7,818	\$8,585	\$8,617
Debt Servicing	\$0	\$578	\$990	\$990
Provision for Capital & Reserves	\$308	\$18	\$284	\$336
Total Expenditures	\$14,524	\$16,013	\$17,900	\$18,250

During 2013-14, a major renewal project for UFS commenced – the renovation of University Centre dining area. This project is budgeted at \$7.0M and will be financed through a \$1.35M draw down from reserves, which are projected to total \$1.6M at March 31, 2014, and an interest-bearing internal loan for the balance. The repayment of the internal loan will commence in 2014-15 after the project is complete. Also in 2014-15, the budget provides for renovations to the food services outlet in the Fraser Building, which will be funded from reserves. In 2015-16, the significant capital item will be the food outlet within the Centre for Athletics, Recreation and Special Abilities (CARSA). With these projects either underway or planned, the major outstanding renewal or replacement project will be Cadboro Commons. The approach to this facility will be determined in conjunction with the development of the expansion and renewal program for residences as noted above.

c) **Parking Services**

Parking Services receives revenue from parking passes, meters and fines to cover the cost of operations including:

- a contribution toward the student UPASS bus pass program;
- parking lot maintenance and repair;
- travel choices programs (also known as traffic demand management or TDM); and
- capital cost of new/expanded parking capacity.

The following Table 6 summarizes the proposed Parking Services budget for 2014-15, as well as projections to 2016-17.

Table 6

Parking Services	Budget 2013/14 (000s)	Proposed Budget 2014/15 (000s)	Projected Budget 2015/16 (000s)	Projected Budget 2016/17 (000s)
Total Revenue	\$4,309	\$4,319	\$4,375	\$4,419
Salaries and Benefits	\$1,467	\$1,598	\$1,630	\$1,663
Operating Expenses	\$1,096	\$977	\$992	\$1,003
Capital, Provision for Reserve and TDM	\$1,746	\$1,743	\$1,753	\$1,753
Total Expenditures	\$4,309	\$4,319	\$4,375	\$4,419

The proposed budget for 2014-15 is just slightly greater than the current year budget due largely to a rate increase of 2%. Increases in rates are required to ensure that:

- rates continue to reflect the true cost of parking;
- sufficient capital reserves are built to address future supply needs and infrastructure maintenance;
- an appropriate level of funding is available to support a comprehensive travel choices program; and
- the monthly cost of parking aligns with the monthly cost of taking transit (sustainability goal).

The parking budget provides funding for a number of initiatives under the Travel Choices program that promote sustainable transportation options and assist in managing parking supply and the demand on campus. In 2013/14, a notable investment was the construction of the Campus Bike Centre. The October 2012 campus traffic survey results indicate that transit riders, cyclists and pedestrians continue to comprise approximately 50% of the trips to the campus but that the split between the different modes of travel has remained relatively unchanged, with little reduction in single passenger vehicle usage since 2008. Campus travel trends did not change substantially from the 2010 survey and the results were largely consistent with those reported across the region by BC Transit and the Capital Regional District. However, the survey confirmed that approximately 60.3% of people travelling to and from campus used sustainable transportation methods when carpooling is included.

Progress on achieving the Sustainability Action Plan goal to increase transit, cycling and carpooling to 70% of the campus travel modal split by 2014 will require transit service enhancements that will assist in making it a more attractive option. Planning is currently underway on a joint UVic - BC Transit initiative to provide expanded space for the transit exchange on campus. The project is targeted for completion in September 2014. Program funding in the next year will be used to support the following initiatives/projects:

- Sponsorship of Bike to Work Week 20th anniversary events and promotion of the campus bike centre and cycling, in conjunction with the Cycling Advisory Committee and SPOKES;

- Communications on the employee monthly bus pass program and Car Share Co-op opportunities; and
- Liaison with BC Transit on programs to increase transit use and convenience as part of the improved transit exchange arrangements with 10 new bus bays and the related adjustments to service and routes.

A 2% increase in parking rates will raise the annual general parking permit to \$449.00 a year, maintaining the goal of price comparability between a general parking pass and the subsidized monthly bus pass.

The parking rates resulting from the increases noted above are contained in Appendix 3. These rates will be effective September 1, 2014. All parking passes expire August 31 of each year.

d) Child Care Services

Child Care Services, directed by Student Affairs and overseen by an advisory committee, operates six centers at UVic. The university currently provides an annual subsidy to the program by funding the director, one office staff person and their office supplies as well as some building costs and a portion of the salary costs of the day care workers. The total subsidy is ~\$0.5M per year.

The following Table 7 summarizes the proposed Child Care Services budget for 2014-15, as well as projections to 2016-17.

Table 7

Child Care	Budget 2013-14 (000s)	Proposed Budget 2014-15 (000s)	Projected Budget 2015-16 (000s)	Projected Budget 2016-17 (000s)
Total Revenue	\$1,680	\$1,714	\$1,749	\$1,785
Salaries and Benefits	\$1,484	\$1,513	\$1,543	\$1,574
Operating Expenses	\$181	\$183	\$185	\$186
Reserve Allocation	\$15	\$18	\$21	\$24
Total Expenditures	\$1,680	\$1,714	\$1,749	\$1,785

The above budget and recommended fee increase of 3% is required to cover salary and other cost increases. At the above fee levels, UVic rates will continue to be comparable to rates at UBC, SFU and Camosun.

See Appendix 4 attached for the 2014-15 schedule of child care fees effective May 1, 2014.

e) Bookstore

The University Bookstore receives revenue through the sale of textbooks, books, computers, supplies (including food and beverages), and services such as regalia rental to students, faculty, and staff.

The following Table 8 summarizes the proposed Bookstore budget for 2014-15 as well as projections to 2016-17.

Table 8

Bookstore	Budget 2013-14 (000s)	Proposed Budget 2014-15 (000s)	Projected Budget 2015-16 (000s)	Projected Budget 2016-17 (000s)
Total Revenue	\$14,775	\$11,429	\$11,623	\$11,856
Salaries and Benefits	\$2,321	\$2,048	\$2,089	\$2,131
Cost of Goods Sold	\$12,134	\$9,118	\$9,278	\$9,463
Operating Expenses	\$270	\$234	\$239	\$244
Reserve Allocation	\$50	\$28	\$17	\$18
Total Expenditures	\$14,775	\$11,429	\$11,623	\$11,856

Overall revenue for the bookstore for 2014-15 is projected to decline by ~\$3.3M. This decline is largely as a result of Apple Canada serving notice to all university stores across Canada that they will be terminating their higher education reseller program starting May 1, 2014. This revenue accounted for close to 70% of computer sales or approximately \$2.5M. Notice of this change was received at the end of February and therefore the store is still researching options. Trade and text books continue to decline; however, digital formats have increased along with the sale of merchandise. The bookstore continues to explore new concepts through community or other partnerships that would be appropriate for campus.

f) Off campus properties

The university has two profit-oriented subsidiaries: Heritage Realty Properties and the Vancouver Island Technology Park. Heritage Realty Properties manages the rental properties and downtown hotel and brew-pub which were donated to the university by the late Michael C. Williams. The Vancouver Island Technology Park (VITP) is a research park which leases space to high-technology companies on Vancouver Island. Both these entities have Boards that oversee and approve their annual budgets. These entities, which are recorded in the university's financial statements on an equity basis, are considered investments of the university. In 2013/14 the management and governance of the two entities was combined. Heritage Realty Properties, including properties owned directly by UVic, provides an annual return to the university, projected to be at least \$900K, which is invested in university initiatives consistent with the wishes of the donor. A financial return to the university from VITP is also expected each year of at least \$500K. The amount for

both entities is based on a 5% return on the value of the property net of the outstanding mortgage, and the budget assumes that this will be achieved.

3. Specific Purpose Funds

The specific purpose fund is composed of revenues and expenditures from:

- the University of Victoria Foundation;
- Non-operational department grants from external sources provided for designated purposes (department revenue);
- The Foundation for the University of Victoria;
- The US Foundation;
- Long-term disability trust; and
- UVic Industry Partnerships (UVic IP).

The majority of revenue (98.6% in 12/13) in the specific purpose fund is either departmental revenue or revenue of the University of Victoria Foundation.

Departmental revenue is mainly made up of external grants designated for specific purposes such as graduate surveys or fees from academic and administrative conferences held by departments and are generally non-recurring in nature.

Revenue from the UVic Foundation is comprised of investment income and gains and losses on investments, which by their nature are cyclical and therefore fluctuate, sometimes significantly, year to year.

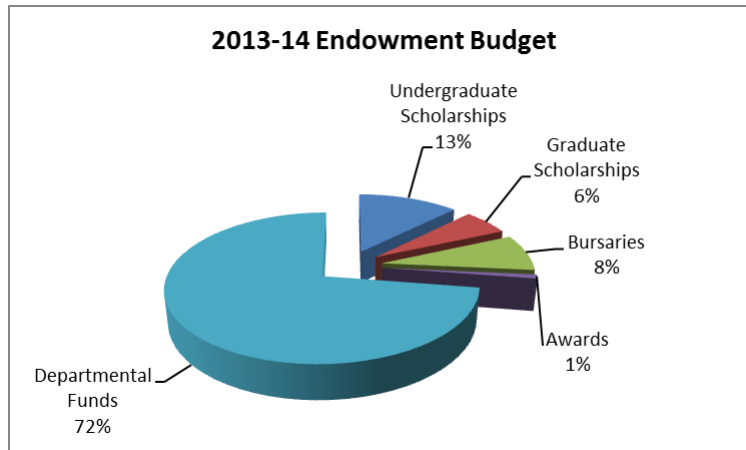
Given the unpredictable nature of revenue within this fund, it can vary considerably from year to year. For example, UVic foundation revenue was \$41.4M in 2009-10, \$27.2M in 2010-11, \$9.1M in 2011-12 and \$28.0M in 2012-13.

Total revenue for specific purpose increased \$19.3M in 2012-13 mainly as a result of investment income in the Foundation which was up \$18.3M over the previous year.

The University of Victoria Foundation holds and invests funds raised for endowment purposes. As at January 31, 2014, there were a total of 1,147 funds with a market value of \$348.1M.

Annually, the Foundation Board approves a distribution (budget) from the Foundation to the university based on the terms of each endowment fund and the overall spending policy of the Foundation.

For 2013-14, the total Foundation distribution was \$12.2M and was allocated as follows:



The Foundation distribution budget increased by 7% in 2013-14. This was largely as a result of the inflation adjustment on the endowment principal and new funds. The distribution budget for the foundation is based on:

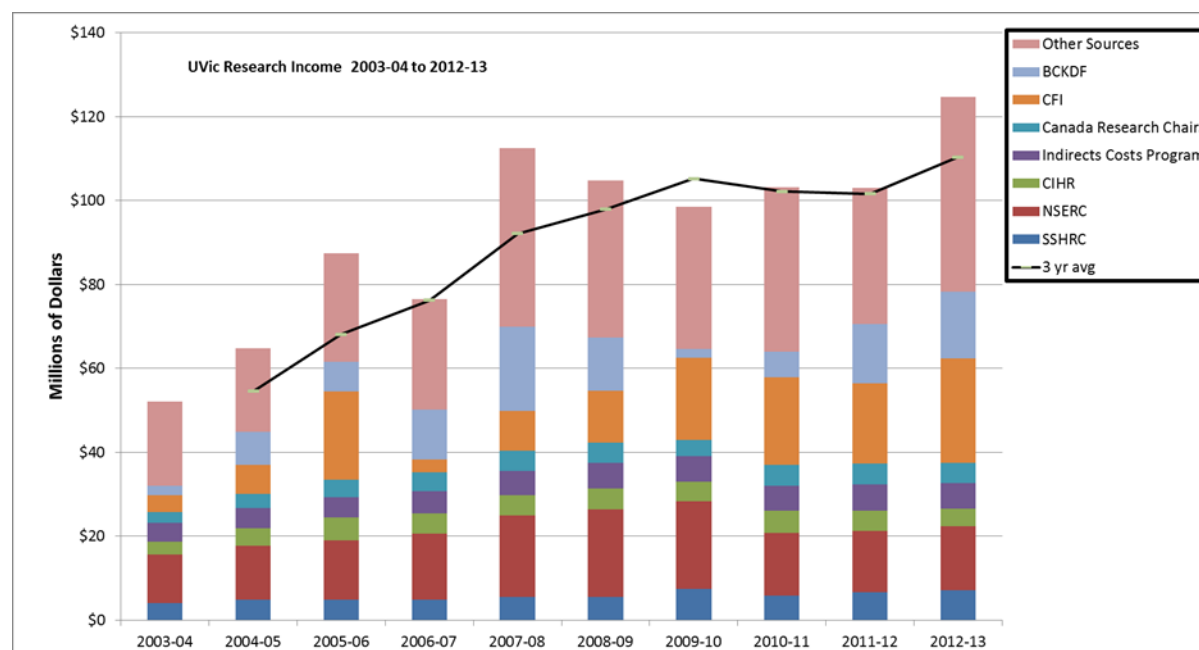
- 4.0% of inflation adjusted principal; plus
- an additional annual spending of 0.5% to those funds whose value was greater than 108% of inflation adjusted principal.

4. Sponsored Research Funds

In 2012/13 there was an all-time university record in the amount of external research funding attracted by our researchers (\$124.7M including federal indirect funding reporting in operating). Sponsored research funds are comprised of four main types: 1) competitively adjudicated grants primarily from a variety of federal and provincial agencies and NGOs; 2) research contracts with governments, NGOs and industry; 3) competitively awarded research infrastructure from the Canada Foundation for Innovation (CFI), the BC Knowledge Development Fund (BCKDF), and other sources of major infrastructure funding; and 4) Canada Research Chair funding.

Over the past five years, sponsored research revenue at UVic has increased from approximately \$112.5M in 2007-08 to \$124.7M in 2012-13. The apparent fluctuations in overall funding over the last five years, as shown in the bar chart below, is entirely explained by the cash-flow timing associated with our large infrastructure programs through CFI and BCKDF. The line on the graph represents the three year rolling average, which more accurately represents changes to our research funding over time. Over the past few years the proportion of our research funding from the federal Tri-council granting agencies (i.e., NSERC, SSHRC and CIHR) has been steady. We have continued to see growth in a wide range of other funding sources, including contract funding from sectors such as government agencies, non-governmental organizations, and industry. Early indicators suggest that, primarily as a result of CFI and BCKDF that are very cyclical, there could be a reduction in sponsored research revenue for 2013/14.

Research Income 2002-03 to 2012-13



Research Funding Highlights

As noted above, UVic researchers have had another highly successful year, attracting a record \$124.7M in funding.

In 2013 UVic continued its record of success in attracting and managing major research infrastructure projects including approximately \$1.5K from CFI/BCKDF. CFI is holding its next Innovation Fund Competition in 2014-15 and UVic is planning to submit 9 projects (5 led by UVic, 4 led by other universities with substantial infrastructure at UVic) for a total budget of \$92M, with \$36M being requested from CFI.

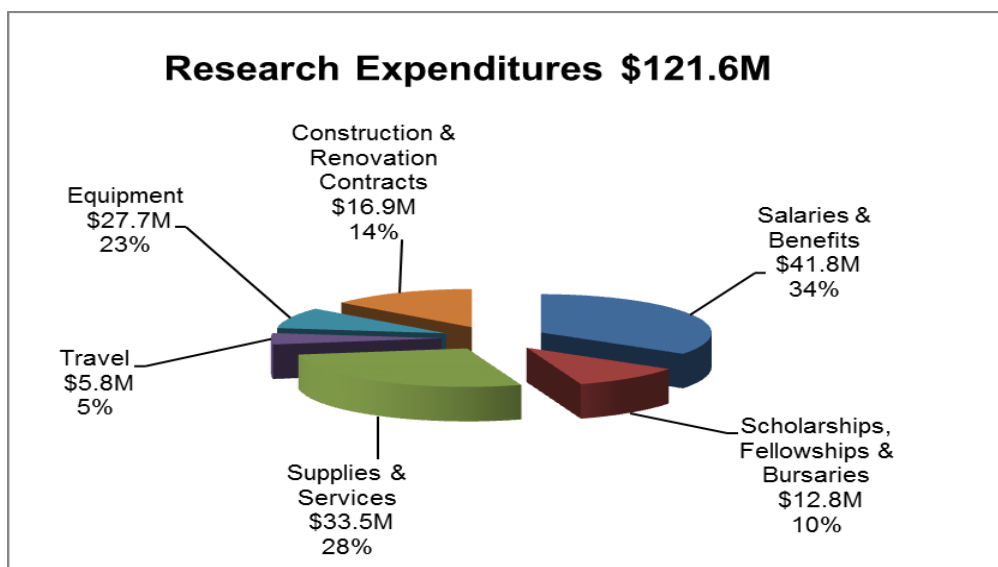
Large research infrastructure projects include the following:

- UVic is now home to the STEHM, the world's most powerful microscope, thanks to CFI funding and a partnership with Hitachi, the global leader in scanning electron microscopy. After 11 years of development, UVic officially completed the highest resolution microscope in the world in March 2013.
- NEPTUNE and VENUS, the world-leading underwater observatories managed on behalf of UVic by Ocean Networks Canada has commitments for three more years of a five year commitment from CFI for a significant portion of the required operational funding. Work is underway to secure the remaining funding. In late 2013, UVic received a funding extension of \$4.4 million over five years for the Ocean Networks Canada Innovation Centre which commercializes marine monitoring technologies used in underwater ocean observatories.

- UVic is the lead institution in the TRIUMF consortium's construction of the linear accelerator project Advanced Rare Isotope Laboratory (ARIEL), which has a total budget of \$63 million. The accelerator will be operational by the fall of 2014. In the recent 2014 Federal Budget, funding of \$225M over 5 years was confirmed for the ongoing operation of the TRIUMF facility. Many of UVic's physicists are closely affiliated with TRIUMF and we are one of the founding member institutions for what is deemed to be Canada's leading particle and nuclear physics research facility.

The federal indirect funding program is tied to our success with Tri-Council funding programs and it brings in approximately \$6M annually; those funds are used to at least partially offset the costs to the university in support of our research mission. Because of the more periodic nature and significant value of infrastructure funding from the CFI and BCKDF, the total funding for sponsored research can be expected to continue to have peaks and valleys over the next five years. The number of research contracts with government, industry and NGOs has been steady with approximately 300 per year over the last two years. There has been an increase in the amount of indirect costs of research generated through contracts from \$753K in 2010-11 to \$1.451M in 2012-13. These funds are allocated to support the indirect costs of research in the units (faculties and centres), central services and research services, as well as to support the development of new research initiatives.

Research expenditures related to grants and contracts totaled \$121.6M in 2012-13 and can be categorized as follows:



5. Capital Fund

The capital fund accounts for the revenues and expenditures that result from the acquisition or construction of major physical assets such as buildings or enterprise information systems. Given the project nature of the activities in this fund, revenues and expenditures can fluctuate greatly from year to year. For example capital revenue was \$6.2M in 2012/13, \$5M in 2011/12 and \$33M in the prior year.

Major capital activity over the past year included:

1. Campus electrical upgrade

This project was required to address capacity issues on campus. It was completed in 2013-14 and funded by the province.

2. Centre for Athletics, Recreation and Special Abilities and Renovations to McKinnon Gym (CARSA)

The detailed design for CARSA was approved by the Board in June 2011. After public consultation, a revised parkade design was approved in May 2012 with municipal approval in September 2012. The project is well underway with completion anticipated by late spring 2015.

3. University Food Services Expansion and Renovation

This project will renovate an expanded area within the University Centre. This facility will become the core (non-residential) UVic dining facility and will offer a diverse, modern, healthy array of food options that reflect our west coast environment. The new facility is anticipated to open in September 2014.

4. Continuing Studies expansion

The detailed design for the Continuing Studies building expansion was approved by the Board in 2013-14 and construction is anticipated to be completed in summer 2015. The project will provide much needed expansion space to accommodate the Pathways Program for international students.

The capital priorities over the next five years, as outlined in the 2013-14 capital plan include:

- Student housing expansion and renewal;
- Additional space to support academic priorities including the possibility of an addition to the Business and Economics Building (BEC) to address program capacity;
- Campus seismic and renewal program; and
- Elliot Building science teaching laboratory upgrades to address safety and functionality issues.

C. FINANCIAL RISKS

This budget framework has been developed based on certain assumptions with respect to revenues and expenditures. Changes in these assumptions will have a financial impact that may affect the university's ability to implement some of the strategies outlined in this document.

These include:

- Provincial funding—the province announced grant reductions to the sector of \$5M in 2013/14, \$20M in 2014/15 and \$25M in 2015/16. The reduction was implemented on a prorated basis in 2013/14; however, confirmation of the required reduction for the coming two years has not been received. Given this fact, there is risk that the reductions may be allocated on a different basis than provided for in this budget (i.e., not pro-rated);

- This budget has been developed on the assumption that the province will fully fund collective bargaining costs resulting from the next round of bargaining. This approach has not yet been confirmed by the province.
- recruitment and retention – enrolment levels can be affected by the economy, competition and the world economic environment. Changes in these conditions can affect enrolment revenues should, for example, international students choose to stay in their home country for post-secondary education;
- while the budget reflects projected increases for salaries and benefits for next year, a financial risk still exists that salaries and benefit costs could be even greater. The actual results of collective bargaining agreements could be different from estimates.
- utility and/or other non-salary expenditures may experience inflation beyond those provided for in this budget;
- the current capital plan is based on a certain level of fundraising. If these goals are not achieved, other sources of funding will need to be secured;
- the university has a total operating budget of approximately \$323M and total annual expenditures over \$540M. Within this total budget, there is limited flexibility to address significant unforeseen events;
- as noted above, work is underway to secure the remaining operational funding required for NEPTUNE and VENUS for 2014-15 and 2015-16. There is a risk that these funds will not be secured.
- while the KIP project addressed some of the aging infrastructure through the renewal of six of the oldest buildings on campus, overall building conditions remain an issue. Given the age of some buildings, the likelihood of large unexpected repairs is high. The university does not have funding set aside for such occurrences.

Attachments:

Appendix 1 – Schedule of Proposed Tuition Fees
Appendix 2 – Housing Fee Table
Appendix 3 – Parking Fee Table
Appendix 4 - Schedule of Child Care Fees

Appendix 1

Schedule of Proposed Tuition Fees

Schedule of Proposed Tuition Fees Effective May 1, 2014				
		Effective May 1, 2012	Effective May 1, 2013	Effective May 1, 2014
Undergraduate Tuition				
Per fee unit -	Domestic	330.58	337.20	343.94
	International	1,069.66	1,091.06	1,112.88
Course Challenge				
Per fee unit -	Domestic	165.30	168.60	171.97
	International	534.84	545.53	556.44
Co-op Program				
Per work term -	Domestic	624.24	636.72	649.46
	International	1,040.40	1,061.22	1,082.44
Co-op work Term Challenge				
	Domestic	312.12	318.36	324.73
	International	520.20	530.61	541.22
Law Tuition				
Full time, per term -	Domestic	4,339.04	4,425.82	4,514.34
	International	11,539.34	11,770.14	12,005.54
Part-time per unit -	Domestic	578.54	590.12	601.92
	International	1,538.58	1,569.36	1,600.74

Course Fee Per Unit Exceptions				Credit Units	2013/14	2014/15
Faculty of Business Courses Domestic				0.5	229.96	234.56
Faculty of Business Courses International				0.5	707.40	721.56
Faculty of Business Courses Domestic				1.5	689.86	703.66
Faculty of Business Courses International				1.5	2,122.22	2,164.66
Faculty of Business Courses Domestic				2.0	919.82	938.20
Faculty of Business Courses International				2.0	2,829.62	2,886.20
Faculty of Business Courses Domestic				3.0	1,379.72	1,407.32
Faculty of Business Courses International				3.0	4,244.42	4,329.30
CSC 390 Domestic				6.0 -7.5	2,181.31 - 2,726.66	2,224.94 - 2,781.19
CSC 390 International				6.0 -7.5	6,704.54 - 8,380.67	6,838.63 - 8,548.28
All Other:						
CENG, ELEC & MECH & CSC & SENG & BIOM Courses Domestic				1.5	559.66	570.86
CENG, ELEC & MECH & CSC & SENG & BIOM Courses International				1.5	1,765.86	1,801.18

Schedule of Proposed Tuition Fees Effective May 1, 2014				
		Effective May 1, 2012	Effective May 1, 2013	Effective May 1, 2014
Graduate Tuition* (per term)				
Full fee installment -	Domestic	1,716.74	1,751.08	1,786.10
	International	2,042.76	2,083.62	2,125.30
Half fee installment -	Domestic	858.37	875.54	893.05
	International	1,021.38	1,041.81	1,062.65
Non-degree -	Domestic	681.84	695.48	709.38
	International	813.36	829.64	846.22
Graduate Re-registration Fees, per term until maximum completion limits				
	Domestic	681.84	695.48	709.38
	International	813.36	829.64	846.22
Thereafter -	Domestic	1,716.74	1,751.08	1,786.10
	International	2,042.76	2,083.62	2,125.30
MBA Tuition * per term				
Daytime Program				
Full fee installment -	Domestic	3,696.31	3,770.24	3,845.66
	International	4,022.35	4,102.80	4,184.84
Half fee installment -	Domestic	1,848.17	1,885.12	1,922.83
	International	2,011.18	2,051.40	2,092.42
Non-degree -	Domestic	1,219.79	1,244.18	1,269.08
	International	1,327.37	1,353.92	1,381.00
MBA Tuition * per term				
Evening Program, Domestic:				
	Full-time	2,464.20	2,513.50	2,563.76
	Part-time	1,232.10	1,256.75	1,281.88
Evening Program - International				
	Full-time	2,681.56	2,735.20	2,789.90
	Part-time	1,340.78	1,367.60	1,394.95
MBA Re-registration Fees, per term until maximum completion limits				
	Domestic	1,206.98	1,231.12	1,269.07
	International	1,314.56	1,340.86	1,381.00
Thereafter -	Domestic	3,657.52	3,730.66	3,845.66
	International	3,983.54	4,063.20	4,184.84
Master of Global Business (MGB) fees per term				
Full fee installment -	Domestic	6,242.40	6,367.26	6,494.60
	International	7,976.42	8,135.96	8,298.68
MGB Re-registration Fees, per term until maximum completion limits				
	Domestic	2,080.80	2,122.42	2,164.86
	International	2,658.78	2,711.98	2,766.22
MA in Community Development (MACD-D) fees per term				
	Domestic	2,444.94	2,493.84	2,543.72
	International	2,861.10	2,918.32	2,976.70

Schedule of Proposed Tuition Fees Effective May 1, 2014			
	Effective May 1, 2012	Effective May 1, 2013	Effective May 1, 2014
MACD-D Re-registration Fees, per term until maximum completion limits			
Domestic	815.00	831.30	847.92
International	953.70	972.78	992.24
Graduate Co-op Work Term -			
Domestic	624.25	636.72	649.46
International	740.75	755.58	770.70
Health Informatics fee, per term -			
Domestic	4,248.74	4,283.08	4,368.74
International	4,574.76	4,615.62	4,707.93
Health Informatics re-registration fee until maximum completion limits			
Domestic	1,505.66	1,535.78	1,566.50
International	1,613.27	1,645.54	1,678.46
Master of Public Health (MPH) fees per term			
Domestic	2,080.80	2,122.42	2,164.86
International	2,476.14	2,525.68	2,576.20
Master of Public Health (MPH) Re-reg fees, per term			
Domestic	693.60	707.48	721.62
International	825.38	841.90	858.74
Double Degree in Nursing & Health Informatics fees per term			
Domestic	3,468.00	3,537.36	3,608.12
International	4,126.92	4,209.46	4,296.66
Double Degree in Nursing & Health Informatics Re-registration fee, per term			
Domestic	1,156.00	1,179.12	1,202.70
International	1,375.64	1,403.16	1,431.22
Double Degree in MEng/MBA and MSC (CompSci)/MBA			
Domestic	3,934.28	4,012.98	4,093.24
International	4,288.38	4,374.14	4,461.62
Double Degree in MEng/MBA and MSC (CompSci)/MBA Re-registration fee, per term			
Domestic	1,311.43	1,337.66	1,364.42
International	1,429.46	1,458.05	1,487.22
MEng Telecommunications & InformationSecurity -- fees per term			
Domestic			6,666.68
International			8,333.34

Schedule of Proposed Tuition Fees Effective May 1, 2014			
	Effective May 1, 2012	Effective May 1, 2013	Effective May 1, 2014
Audit Fees per fee unit			
Under age 65			
Undergraduate - Domestic	165.29	168.60	171.98
International	534.83	545.52	556.44
Graduate - Domestic	286.98	292.72	298.56
International	362.40	369.66	377.06
Age 65 or over			
Undergraduate	56.00	57.12	58.26
Graduate	94.28	96.16	98.10
Graduate Certificate in Entrepreneurship fees per unit			
Domestic	780.30	795.92	811.82
International	1,040.40	1,061.22	1,082.44
Graduate Diploma in Entrepreneurship fees per unit			
Domestic	780.30	795.92	811.82
International	1,040.40	1,061.22	1,082.44
Graduate Certificate in Medical Physics fees per unit			
Domestic	n/a	n/a	1,250.00
International	n/a	n/a	1,487.50
PhD in Health Informatics (HINF)			
Domestic	n/a	5,000.00	5,100.00
International	n/a	5,950.00	6,069.00
Grad re-reg fees, per term until maximum completion limits -			
Domestic	n/a	1,650.00	1,683.00
International	n/a	1,963.50	2,002.78
Thereafter - Domestic	n/a	5,000.00	5,100.00
International	n/a	5,950.00	6,069.00
Program Fees, per term:			
Master of Business Administration (MBA)			
Daytime Program	500.00	500.00	500.00
Master of Business Administration (MBA)			
Evening Program:	333.34	333.34	333.34
Master of Global Business (MGB)	933.34	933.34	933.34
Grad Certificate - Entrepreneurship	1,500.00	1,500.00	1,500.00
Grad Diploma - Entrepreneurship	1,125.00	1,125.00	1,125.00
PhD in International Management & Organization	500.00	500.00	500.00
Professional Specialization Certificate			
in Special Education	350.00	350.00	350.00
EPLS Counselling	350.00	350.00	350.00
MACD-I International Delivery	1,166.68	1,166.68	1,166.68
Double Degrees in MEng/MBA and	428.56	428.56	428.56
MSC(CompSci)/MBA			
Indigenous Ed grad prog in Indigenous Revitalization	350.00	350.00	350.00
LATHE (Learning/Teaching in Higher Ed Certificate)			
Domestic	681.84	695.48	709.38
International			846.22

Appendix 2 Housing Fee Table

Housing Fee Table

Student Residences			
	2013-14 Current Per Term	2014-15 Proposed per Term	Percentage Increase
Single Room	\$2,039	\$2,100	3.0%
Twin Room	\$1,559	\$1,607	3.0%
Standard Meal Plan	\$2,022	\$2,083	3.0%
Cluster Housing			
Single Cluster Room	\$2,364	\$2,364	3.0%

<i>For the academic year (September to April) these rates yield:</i>			
	2013-14 Current	2014-15 Proposed	Percentage Increase
Single room + Standard Meal Plan	\$8,123	\$8,366	3.0%
Twin room + Standard Meal Plan	\$7,164	\$7,379	3.0%
Cluster Room (no meal plan)	\$4,727	\$4,869	3.0%
Family Housing (monthly)			
	2013-14 Current	2014-15 Proposed	Percentage Increase
One bedroom apartment	\$780	\$785	0.7%
Two bedroom apartment	\$915	\$921	0.7%
Two bedroom townhouse	\$1,060	\$1,080	1.9%
Three bedroom townhouse	\$1,166	\$1,186	1.7%

Note: The above term rates include 24 hour, 7 days a week internet service to all rooms.

Appendix 3

Parking Fee Table

The rates outlined below reflect the cost of purchasing the pass, expiring in August of each year, in the time-frame shown.

2014-2015 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
University Centre Reserved Underground	\$1,796	\$1,203	\$593	N/A
General Reserved Parking	\$786	\$526	\$259	\$146
General Parking	\$449	\$301	\$148	\$87
General Student Parking	\$449	\$301	\$148	\$87
Motorcycle and Scooter	\$170	\$114	\$56	\$41
Flexible Reserved	\$579	N/A	N/A	N/A
Flexible General	\$335	N/A	N/A	N/A
Carpool	Annual Rate			
2013-2014 Parking Fee Table				
Purchased between dates:	September 01 and December 31	January 01 and April 30	May 01 and August 31	Monthly
University Centre Reserved Underground	\$1,760	\$1,179	\$581	N/A
General Reserved Parking	\$770	\$516	\$254	\$143
General Parking	\$440	\$295	\$145	\$85
General Student Parking	\$440	\$295	\$145	\$85
Motorcycle and Scooter	\$167	\$112	\$55	\$40
Flexible Reserved	\$568	N/A	N/A	N/A
Flexible General	\$328	N/A	N/A	N/A
Carpool	Annual Rate			

Appendix 4

Schedule of Child Care Fees



**University
of Victoria**

Campus Services Schedule of Child Care Fees

	Current Rates 2013-14 (\$ per month)	Proposed Rates (\$ per month) – effective May 1, 2014
INFANT CARE – CHILDREN AGED 6 TO 18 MONTHS		
Level A: Faculty/Staff	\$1,252	\$1,290
Level B: Students	\$1,155	\$1,190
CHILDREN AGED 18 TO 36 MONTHS		
Level A: Faculty/Staff	\$1,075	\$1,107
Level A (1): Faculty/Staff 3 day/week	\$718	\$740
Level A (2): Faculty/Staff 2 day/week	\$489	\$504
Level B: Students	\$968	\$997
Level B (1): Students 3 day /week	\$666	\$686
Level B (2): Students 2 day/week	\$454	\$468
CHILDREN AGED 37 MONTHS TO 5 YEARS		
Level A: Faculty/Staff	\$817	\$842
Level A (1): Faculty/Staff 3 day/week	\$576	\$593
Level A (2): Faculty/Staff 2 day/week	\$393	\$405
Level B: Students	\$684	\$705
Level B (1): Students 3 day/week	\$497	\$512
Level B (2) 2 day/week	\$347	\$357

CHILDREN AGED 6 TO 12 YEARS – AFTER SCHOOL CARE		
Level A: Faculty/Staff	\$327*	\$337*
Level A (1): Faculty/Staff 3 day/week	\$236*	\$243*
Level A (2): Faculty/Staff 2 day/week	\$175*	\$180*
Level B: Students	\$299*	\$308*
Level B (1): Students 3 day/week	\$222*	\$229*
Level B (2): Students 2 day/week	\$167*	\$172*
SUMMER FUN PROGRAM		
Per Week	\$164 per week	\$169
Per Month	\$652 per month **	\$672**

*(includes the additional costs of all school closures (spring break, pro-d, early dismissal, winter break, etc.)

** no shared weeks in Summer as program options are full month or weekly enrollment.