

UBC 2010-11 budget

Board presentation



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THE UNIVERSITY OF BRITISH COLUMBIA

Agenda

- The bottom-line
- UBC at Vancouver
- UBC at Okanagan
- Appendices
- Q&A



The bottom-line

2010-11: mission accomplished

- Operating budget structurally balanced in both campuses
- \$32m challenge addressed in Vancouver but no contingency left
- One-time residual deficit from 09/10 at \$8m (better than anticipated)
- Okanagan successfully transitioning from high growth to maturity
- Aligning resources against Place and Promise

Looking forward: developing a planning culture

- Sustainable outlook for both faculties and “central”
- Economic Sustainability initiatives underway but still much work ahead
- Need to “institutionalize” new approach to budget



Vancouver



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Accounting reform

Simplification

- One Operating Fund: General Purpose Operating, Annual Capital Allowance (ACA), General Municipal Services Levy (GMSL), International Student Initiatives (ISI) consolidated into one fund
- Less internal transfers: e.g. Pay Equity to Ancillary units

Transparency

- Zero-based budget for the administrative units
- Full transparency of funding allocations

Driving the right behavior

- Clearly established drivers for faculty funding allocations
- Benefit allocated to units



Initial plan

Expected 2010/2011 deficit	(\$25m)
Building Operations efficiency	\$2m
Elimination of small projects	\$2m
Increase in Business revenues	\$3m
Reduction in campus-wide contingencies	\$2m
3% Reduction in Administrative and Campus-wide expenses	\$8m
2% Reduction in Faculty allocations	\$8m
2010/2011 budget	\$0m



Proposed budget

Expected 2010/2011 deficit	(\$25m)
Unexpected ACA cut (December 2009)	(\$7m)
Revised deficit	(\$32m)
Reduction in administrative and campus-wide expenses	\$19m
Increase in revenues (central share)	\$6m
Cost savings passed on to faculties (IT, Building Operations, Campus Mail)	(\$4m)
2.5% Reduction in Faculty allocations (half of which covers PTR)	\$11m
2010/2011 budget	\$0m



The good news

- All budgets structurally balanced
- \$1.5m annual commitment to Community Service Learning through The Learning Exchange
- \$5.1m increase in student financial support, \$1m in Student services and \$0.2m increase in U-Pass contribution
- \$1.7m additional to Sustainability and Aboriginal strategies
- \$3.5m structural annual commitment to classroom services and \$3.0m to public spaces
- \$2.6m increase to development and alumni engagement
- \$0.8m in annual media buy to support the brand
- Internal charges reduced or eliminated: Microsoft licenses, Server exchange, Building projects, Alarm monitoring, Campus mail, elimination of all “taxes” except for GMSL and IICs
- Faculty cuts offset by ISI increase and reduced cost allocations



The risks

- ISI growth is not realized
 - Utility commodity increases
 - Savings in HR legal fees not realized
 - Major unforeseen expenses
 - Building maintenance budget cut to the minimum
- ⇒ Limited risk overall: Contingency reduced to \$1m for Operating and \$1m for Emergency Capital; Units are expected to manage within allocations



3-year Outlook vs. 2010/11 baseline

Faculties	11/12	12/13	13/14	Comment
Domestic Tuition	\$3m	\$6m	\$9m	75% of cost of living if approved
ISI Tuition	\$6m	\$12m	\$18m	Assuming 8% growth p.a.
PTR	(\$4m)	(\$8m)	(\$11m)	Will stabilize over time
Total	\$5m	\$10m	\$16m	Invest in teaching

The total above does not include additional savings from Economic Sustainability Initiatives which have not been quantified









3-year Outlook vs. 2010/11 baseline

UBC Central	11/12	12/13	13/14	Comment
Domestic Tuition	\$1m	\$2m	\$3m	25% of cost of living if approved
ISI Tuition	\$3m	\$6m	\$9m	Central services & infrastructure
Investment Income	\$1m	\$2m	\$3m	High level estimate
Trek	\$1m	\$1m	\$1m	
Student Financial Aid	(\$1m)	(\$2m)	(\$3m)	
Campaign	(\$2m)	(\$4m)	(\$6m)	Slightly slower ramp-up
New Academic Buildings	(\$1m)	(\$2m)	(\$3m)	
Student Union Building	(\$0m)	(\$0m)	(\$2m)	\$1.9m operating cost increase
Alumni Centre	(\$0m)	(\$0m)	(\$0m)	\$0.3m in new operating costs
Data Centre	(\$1m)	(\$1m)	(\$1m)	
Deficit repayment	(\$1m)	(\$1m)	(\$1m)	\$8m over \$8 years
Total	\$0m	\$1m	\$0m	Tight budget for 3 years



Economic Sustainability initiatives

Initiative	Strategy	Issues and opportunities	
Enrollment management	Increase ISI students to 15% over 5 years, Drive national strategy, Tailor strategies by faculty	<ul style="list-style-type: none"> • Significant capability building • ISI top priority • Student housing full speed 	
Effective learning model	Optimize undergraduate teaching while enhancing student learning	<ul style="list-style-type: none"> • Focus on the early years of first entry programs • Use research on student learning to inform teaching • Commit to transformative learning experiences 	
New IT model	Integrate to realize economies of scale and improve service	<ul style="list-style-type: none"> • New CIO, new org structure • FRO and Student consolidated • Central funding and investment 	
Supply management	Strategic partnerships and operational execution	<ul style="list-style-type: none"> • Xerox under way • New Director of Supply Management 	
Cultural venues	Drive traffic and increase revenues (joint marketing, cultural outreach)	<ul style="list-style-type: none"> • Reviewing organization model • Hiring marketing manager 	
Administrative faculty efficiencies	Combine administration of smaller faculties to improve skills and save	<ul style="list-style-type: none"> • Not started yet 	
Summer use of campus	Better use in the summer (asset productivity, summer housing)	<ul style="list-style-type: none"> • Not started yet 	



Communication

- Presentation to / Dialogue with Senate Budget Committee
- Letter from the President to the UBC community (March 4)
- Post on the UBC Admin Blog (March 8)
<https://blogs.ubc.ca/theadministration/>
- This presentation including appendices and detailed unit budgets will be fully posted on UBC Finance website upon Board approval



Okanagan



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Summary

- Balanced budget; no cuts to faculties or campus-wide units
- Hitting maturity: \$99m budget
- Investments:
 - \$0.4m increase in student financial support
 - \$0.3m increase to Engineering, \$0.1m increase to Health and Social Development, \$0.2m increase to Management
 - \$0.3m increase for teaching assistants
- PTR and benefits allocated to units
- Fiscal operating contingency: \$5.7m
 - \$2.6m resulting from deferred debt servicing and building operating costs
 - contingency earmarked for program expansion, strategic initiatives and general capital needs



The risks

- Domestic and ISI FTE increase not realized
- Fundraising targets (\$12m in total, \$1m for 2010/11) not met for completed capital projects; additional debt servicing funded through operating funds
- Utility commodity
- Containment of legal fees
- Major unforeseen expenses



3-year Outlook vs. 2010/11 baseline

Okanagan	11/12	12/13	13/14	Comment
Provincial Grant	\$0m	\$0m	\$0m	Potential upside if FTE increase above 6,923
Domestic Tuition	\$1.5m	\$3.0m	\$4.4m	FTE and cost of living
ISI Tuition	\$1.9m	\$4.1m	\$6.7m	FTE and cost of living
PTR and Merit	(\$0.5m)	(\$1.0m)	(\$1.5m)	Will stabilize over time
SFA increase	(\$0.3m)	(\$0.6m)	(\$0.9m)	
One-time costs	(\$0.2m)	(\$0.2m)	(\$0.2m)	Portables
ISI increase	(\$1.2m)	(\$2.8m)	(\$4.7m)	Based on current ISI model
Debt servicing	(\$0.8m)	(\$1.6m)	(\$2.5m)	Potential downside if fundraising targets not met
Total	\$0.4m	\$0.9m	\$1.3m	Available for strategic allocation



Appendix 1

Detailed Budget Vancouver



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Revenues

Figures in \$m	10/11 funding	Versus 09/10	Comment
Provincial government	522	1.1%	\$13.1m increased funding for new FTE and one-time grants for Medical and Pharmacy Expansion, offset by ACA reduction
Tuition	264	4.9%	\$8m ISI growth (4% rate increase and 7.85% FTE growth) plus \$4m Domestic growth
Research revenue	34	4.8%	Research overhead increase
Business revenue	13	57.5%	Ancillary dividends increase driven from SHHS
Investment revenue	22	10.0%	New distribution from rental properties offset by ABCP amortization
Total Revenue	855	3.2%	

Note: Prior year's funding is restated to be on a comparable basis



Faculties

Figures in \$m	10/11 funding	Versus 09/10	Comment
Land and Food System	10	(2.5%)	
Applied Science	54	(2.5%)	
Arts	101	(2.4%)	2.5% cut offset by funding for 5FTE Grad growth
Sauder	34	(2.5%)	
Dentistry	10	(2.5%)	
Education	34	(1.9%)	2.5% cut offset by funding for 12FTE Grad growth 10/11
Forestry	10	(2.2%)	2.5% cut offset by funding for 2 FTE Grad growth
CFIS	10	8.4%	\$822k funding against structural deficit, 12FTE Grad growth
Health Disciplines	2	8.7%	\$159k to solve structural deficit, offset by 2.5% cut
Law	10	(2.5%)	2.5% cut
Medicine	122	3.2%	\$2.8M for new spaces, \$3.1M one-time grant, 2.5% cut
Pharmacy	9	15.6%	Includes new one-time grant, offset by 2.5% cut
Science	78	(2.4%)	2.5% cut offset by funding for 4FTE Grad growth
Graduate Studies	2	5.3%	Additional funding for 6FTE grad growth offset by cut
PTR	5		Progress Through the Ranks
Other	5	(5.0%)	
Non-allocated ISI increase	5		Estimated growth (4% rate increase and 7.85% FTE growth)
Total Faculty allocations	500	1.3%	



Administrative and Campus wide

Figures in \$m	10/11 funding	Versus 09/10	Comment
Reporting to the Provost	31	(10.5%)	Reduced Start-up funding, elimination of Academic Equipment grant and reduction in Commitments and Continuing Studies subsidy, partly offset by new funding for Sustainability and Aboriginal Strategy
Information Technology	24	8.7%	\$2M for taking over Microsoft licenses and Exchange server costs for the entire campus
Library	34	(2.5%)	
Reporting to the President	4	0.8%	
Reporting to the VPFRO	97	4.6%	3% cut offset by \$2.2M carbon taxes, \$2.2M internal pricing reduction Building Ops, and \$3M investment in Public Realm
Reporting to the VPDAE	21	14.0%	Increase driven by campaign ramp-up
Reporting to the VPEA	10	8.2%	Increase driven by the funding for Learning Exchange
Reporting to the VPR	15	10.1%	New initiatives within VP Research Office, new funding for Sustainability, and increase in funding for UILO
Reporting to the VPS	26	1.4%	Reflects strategic investment in ISI office plus increased funding for enrolment services for National Recruitment and Transfer Credit, offset by savings in VP office
Reporting to the AVP HR	9	(3.6%)	Focus on People is now funded recurrently; \$300K savings from Legal fees
Experiential learning	2	141.1%	Funding for ISI advisors, international service learning and study abroad/Go Global, Safety abroad, supplement for Disability Access Fund
Student Financial Aid	50	11.4%	Additional funding for Four-year fellowships, and ISI growth
Campus-wide expenses	31	(22.4%)	Reduction in contingency from zero-based budgeting
Total	354	1.1%	



Key funds to monitor

- Infrastructure Impact Charges
- Capital Contingency
- Retained risk reserve
- Trek endowment



Infrastructure Impact Charge

- \$60m to be recovered over the next 5 years. \$25m of which is dependant on density transfer from the South Campus.
- Current fund deficit from Advance allocations of \$22.4m
- Balance to be allocated to:
 - Utilities: \$10m for hot water project, Wesbrook gas capacity upgrade for Pharmacy and Stormwater projects
 - Transportation: \$5m for transit terminal
 - Public Corridors: \$0.8m for Buchanan, \$10m for Main mall, \$5m for University Blvd, \$5m for Engineering Blvd and SUB North plaza
 - No other available use until 2015-16
- Expenses approved by VP FRO and by Board for amounts greater than \$1.5m



Capital contingency

- \$18.5m reserve at March 2010
- Reserve exists to fund **unexpected** shortfalls in funding from **central** resources, **not** to cover shortfalls in fundraising targets
- No new ongoing funding into this reserve; was established historically from one-time surpluses
- Projects with exposure include Museum of Anthropology \$4m, Beatty Biodiversity \$3m, Life Sciences \$8m, Old Auditorium \$2m and CIRS \$1.5m
- All costs to be approved by VP FRO and by Board for amounts greater than \$1.5m



Retained risk reserve

- Reserve exists to fund **unexpected** cost overruns but **does not cover scope changes**, which are paid for by the user (all costs to be approved by VP FRO and by Board for amounts greater than \$1.5m)
- Funded from surpluses on completed projects (less a share passed back to contributing units) plus a charge to new projects of 25% of project contingency (1% \pm 25bps)
- \$1.3m reserve at March 2010, increasing to \$9.2m by March 2011 (driven by a specific \$7.9m reserve for the Pharmacy building)
- Will be > \$10m in 5 years if there are no drawdown
- Cap set at Maximum of \$5m and 1% of expected projects over the next 3 years (expected means Board 1 approval minimum)



TREK Endowment

	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
Market value	149	152	169	196	224	252	281	311	341	372
Spend budget	5.7	5.3	5.8	6.7	7.7	8.7	9.7	10.7	11.7	12.8
Completed projects	(3.6)	(3.4)	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)	(3.3)
CCM		(1.1)	(2.3)	(2.3)	(2.3)	(2.3)	(2.3)	(2.3)	(2.3)	(2.3)
Pharmacy					(0.8)	(0.8)	(0.8)	(0.8)	(0.8)	(0.8)
SUB					(1.8)	(1.8)	(1.8)	(1.8)	(1.8)	(1.8)
Tutt	(0.5)	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)
Sauder Phase I	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)	(0.5)
Data Centre					(0.9)	(0.9)	(0.9)	(0.9)	(0.9)	(0.9)
Surplus	1.1	(0.4)	(1.0)	(0.1)	(2.6)	(1.6)	(0.6)	0.4	1.4	2.5
Cumulative	(1.6)	(2.0)	(3.0)	(3.1)	(5.7)	(7.3)	(7.9)	(7.5)	(6.1)	(3.6)



Appendix 2

Detailed Budget Okanagan



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Revenues

Figures in \$m	10/11 funding	Versus 09/10	Comment
Provincial government	66.8	-	
Domestic tuition	24.6	16%	FTE and cost of living
International tuition	6.6	42%	FTE and cost of living
Other	0.5	7%	ICR, overhead
Total	98.5	6%	



Faculties

Figures in \$m	10/11 funding	Versus 09/10	Comment
Arts and Sciences	19.0	1%	
Creative and Critical Studies	7.4	-	
Education	3.1	3%	
Engineering	5.0	9%	New positions and operational funding
Graduate Studies	0.4	-	
Health and Social Development	7.7	8%	New positions
Management	3.1	29%	New positions
Total	45.7	4%	



Administrative and Campus wide

Figures in \$m	10/11 funding	Versus 09/10	Comment
President reports	1.6	7%	Benefits managed by HR
DVC and Principal reports	1.8	(4%)	
Provost and Academic support	5.4	(7%)	One-time allocation in 09/10
Learning Services	8.4	(2%)	
Administration and Finance	2.8	12%	
Students	6.8	6%	
Equity	0.1	-	
Finance, Resources, Operations	0.9	-	
External, Legal and Community	0.2	-	
Research	0.4	(8%)	
Development and Alumni	1.4	6%	
Salary increases and centrally managed benefits	1.3	39%	10/11 salary increase provision
Scholarships and bursaries	5.6	8%	
Debt servicing	2.6	9%	
Building operating costs	4.9	7%	
Other central costs	2.9	88%	ISI increase provision, unallocated new hires, DRC Access, insurance/banking fees
Contingency	5.7	36%	
Total	52.8	9%	



Appendix 3

Ancillaries



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Ancillaries

UBC at Vancouver:

- Student Housing*
- Food Services
- Child Care Services
- Bookstore*
- Athletics & Recreation
- Continuing Studies
- Parking Services
- Robson Square
- Media Group
- St. John's College

UBC at Okanagan:

- Athletics & Recreation
- Parking Services
- Food Services

* Includes both Vancouver & Okanagan



Student Housing 2010/11 Budget

09/10 Successes and Challenges

- Successfully completed transition from H&C to SHHS, and will achieve consolidated SHHS budget targets.
- Opened UBC-O Phase 3 on time and on budget.
- Maintained full occupancy at both campuses.
- Prepared a working plan for and disseminated information regarding H1N1.
- Formulated a near term and long term plan that aligns with the Vancouver Campus Plan for increased on campus housing.
- Received BOG Board 1 & 2 approval for the UBCV Totem Infill project and BOG 3 approval for UBCO Phase 4 Student Housing.

10/11 Priorities

- Continue strong financial performance.
- Improve first year student housing guarantee at UBCO and UBCV.
- Work with various UBC stakeholders to provide programmatic, strategic priorities that support university goals.
- Advance new construction projects at UBC-O (Phase 3B & 4) and UBCV (Totem in-fill), with on time and on budget completions.
- Enhance customer service initiatives for the clients served.
- Work with UBC-V Campus partners on HUB development projects.

10/11 Cost Reduction and Revenue Opportunities

- Work with other SHHS units and Campus partners for increased revenue opportunities.
- Implement a strategic pricing strategy to create a new \$2.5m revenue stream while ensuring rents remain appropriately below market rates.
- Better align custodial workforce with underlying occupancy levels in the summertime and during the academic year.
- Transition fourth Marine Drive Residence building from an 8-month into year round accommodation.
- Capitalize on Vancouver and Kelowna's reputations as summertime conferences destination.

10/11 Risks and Opportunities

- Debt capacity aligning with Student Housing growth plans.
- Incorporate more Academic initiatives within residential housing.
- Provide clean first year guarantee for Admission cycle beginning in late 2010 at UBCO and UBCV.
- Summertime revenue opportunities at UBC-O.
- Addressing Demand and Supply pressures for both UBC-V and UBC-O.
- Student concerns regarding higher rental price points.
- Conversion of Faculty/Staff housing into Student Family housing.



Student Housing 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast	Cash Flow Statement (\$000) As at March 31	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Budget
Revenues ^{(1) (2)}	63,385	64,902	69,413	74,920	Net cash from Operations	16,153	15,445	17,510	20,086
Expenses:	45,871	48,634	51,191	54,121	Net cash from Investing/ Capital Renewal ⁽⁵⁾	(2,844)	(6,441)	(18,354)	3,902
Salaries & Benefits	14,240	15,995	16,369	16,525	Net cash from New Capital	(29,700)	(21,381)	(46,002)	(23,877)
Interest	13,650	15,635	17,203	18,462	Net cash from Financing	45,310	28,131	10,419	17,240
Utilities	7,441	7,668	8,211	8,904	Net Cash Inflow/(Outflow) ⁽⁶⁾	28,919	15,754	(36,427)	17,351
Other Expenses	10,540	9,336	9,408	10,230	Beginning Cash Position	0	27,040	40,870	0
Surplus/(Deficit)	17,514	16,268	18,222	20,799	Dividend	(1,879)	(1,924)	(4,443)	(4,623)
Dividend ⁽³⁾	1,879	1,924	4,443	4,623	Ending Cash Position ⁽⁶⁾	27,040	40,870	0	12,728
Capital Spending	32,544	27,822	64,356	19,975					
Debt Balance	241,974	270,106	280,525	317,764					
Operating equity ⁽⁴⁾	29,263	32,166	26,025	23,798					

Note 1: Revenue reflects re-pricing initiative for 2010/11 budget year with increases between 2% and 15%, depending on housing type.

Note 2: Revenue reflects all BOG approved projects at UBCV and UBCO, including Totem Park In-fill, UBCO Phase 3B & Phase 4.

Note 3: Dividend reflects increased system contribution of \$2.5 million and no internal funding within the university.

Note 4: Operating Equity is shown net of year end construction financing.

Note 5: Repayment of \$10.325 million Sinking Fund Debenture occurs in 2011/12.

Note 6: Fluctuations in the cash position result from financing of on-going Construction projects at UBC-V and UBC-O.



Food Services 2010/11 Budget

09/10 Successes and Challenges

- Opened 4 new units and 2 renovated units: White Spot (Sep09), Sauder Exchange Café (Jan10), Neville's Café (Jan10) and the Point Grill Restaurant (Jan10). Trekkers (Tim Hortons, Pizza Pizza and Stackables Deli) was fully renovated (Sep09) and Café MOA at the Museum of Anthropology (May09).
- Official Food & Beverage provider at Thunderbird Arena for the 2010 Winter Olympic and Paralympic Games
- Implemented new Campus Partner program for UBCCard with Dominos on Dunbar, Mahony & Sons Pub on University Blvd, the Pita Pit in the Village and the UBC Bookstore
- Implemented new Monkey Media catering software for phase 1 and 2 which provides order processing, production and delivery reporting for Sage Bistro and Wescadia. Also, an online store was rolled out Feb 1 for causal dining delivery service.
- Launched a new mandatory Meal Plan for Vanier and Totem residents allowing students to have multiple plans. This gives resident students greater convenience, simplicity and options for purchases, payments and refunds including using their UBCCard at new Campus Partners.

10/11 Priorities

- Achieve PCI Compliance and Chip n Pin Technology Certification for Credit Card processing
- Implement new GST/HST exempt optional Student Meal Plan
- Unit development – re-open a new café concept in a new location in Buchanan A Block, replacing the previously closed Arts 200. Open the brand new Niche Café at the Biodiversity Museum.
- Implement Phase 3 of Monkey Media software to provide purchasing, inventory and recipe costing functionality
- Continue to provide and enhance an environment that promotes social, economical and ecological sustainability through a strong focus on sustainable food industry business practices. This includes sustainable procurement practices, consumer education, energy reduction and the creation of warm, friendly environments that enhance the student, staff and faculty experience at UBC.
- Continue to promote the values under S.P.I.C.E. in every aspect of our business

10/11 Cost Reduction and Revenue Opportunities

- Continue to promote and market new and existing units to the campus community in order to maximize revenue potential. Particular focus on The Point Grill, White Spot, Sage Bistro and other new units.
- Managing Cost of Sales between 31.5% - 32.5% of Sales by adjusting menu options, ingredient cost and substitutions, re-evaluate pricing, diligently negotiating purchase contracts and maximizing volume purchasing.
- Managing total Labour costs between 45-46% of Sales by constantly monitoring staffing levels to timely eliminate overstaffing
- Balancing flexible operational hours with sufficient revenue generation during early and late hours
- Increase usability and customer base for the UBCCard through expanding the Campus Partner program, target market to the University Neighbourhood Association and implementing an optional new GST/HST exempt meal plan to students

10/11 Risks and Opportunities

- Success of expanding Campus Partner program and new GST/HST exempt optional Student Meal Plan
- Obtaining certification for PCI Compliance and Chip n Pin Technology before the deadlines to avoid operational disruptions.
- Opening new and renovated units on time and on budget
- Implementing Monkey Media software phase 3 within scope and on schedule.
- Impact on HST on sales from staff and those who do not participate in the tax exempt student meal plans.



Food Services 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Revenues ⁽¹⁾	25,523	24,514	26,037	28,533
Cost of Goods Sold	8,213	7,847	8,287	9,145
Gross Profit	17,310	16,667	17,750	19,388
Expenses:	13,599	15,242	16,033	17,331
Salaries & Benefits	10,772	11,411	11,897	12,910
Pay Equity & Wage Funding ⁽²⁾	(1,333)	0	0	0
Other Expenses	4,160	3,831	4,136	4,421
Surplus/(Deficit)	3,711	1,425	1,717	2,057
Dividend ^{(3) (4)}	740	221	700	700
Capital Spending	782	4,107	429	1,725
Debt Balance	1,744	1,320	1,088	1,623
Operating equity	2,526	(731)	(38)	(107)

Cash Flow Statement (\$000) As at March 31	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Budget
Net cash from Operations	3,730	1,115	1,653	2,035
Net cash from Investing/ Capital Renewal (3 yr avg.)	(277)	(800)	(1,100)	(1,100)
Net cash from New Capital	(505)	(3,307)	0	(800)
Net cash from Financing	765	(307)	(105)	625
Net Cash Inflow/(Outflow)	3,713	(3,299)	448	760
Beginning Cash Position	756	3,729	209	(43)
Dividend	740	221	700	700
Ending Cash Position	3,729	209	(43)	17

Note 1: Totem Infill Project will generate 567 additional mandatory meal plans to Totem residents in 2011/12.

Note 2: Pay Equity and Non-GPO Wage funding discontinued after 2009.

Note 3: Dividend to central UBC for \$1,451M and Strategic Student Initiatives for \$85K in 2009/10.

Note 4: In 2009/10 and onward, the Pay Equity and Wage funding offset the Dividend to central UBC.



Child Care Services 2010/11 Budget

09/10 Successes and Challenges

- Opened all Child Care Phase 1 expansion child care centers (108 new spaces).
- Received BOG Board 1 & 2 approval for Child Care Phase 2 expansion, which will add up to 148 new spaces in 2010.
- Recruited and trained sufficient new staff to operate all Phase 1 expansion child care centers.

10/11 Priorities

- Receive BOG 3 approval for the Child Care Phase 2 expansion.
- Open new spaces in Barn and GSS in Sept 2010 and in the Child Care Admin Bldg in Jan 2011.
- Champion the UBCV Child Care community expansion goals.
- Liaise with the campus community to determine additional suitable child care sites become available.
- Work with UNA constituents to develop “license not required” spaces within UNA neighbourhoods.

10/11 Cost Reduction and Revenue Opportunities

- Reduce turnover and staff training costs through staff retention program.
- Utilize system-wide administration support to engage and enable the proposed Child Care Phase 2 centers.
- Open all new centers on time, on budget, and with full enrollment.

10/11 Risks and Opportunities

- Further promote the university’s goal of doubling the number of on-campus child care spaces by working with campus and community partners.
- Work with UBC HR and Campus Community partners to expand the availability and options for child care on campus.
- Potential reduction of BC Government Child Care Operating Funding grants in 2010.



Child Care Services 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Revenues ⁽¹⁾⁽²⁾⁽³⁾	3,402	4,579	4,980	5,624
Expenses:	3,177	4,456	4,828	5,427
Salaries & Benefits ⁽⁴⁾	2,899	4,055	4,555	5,126
Other Expenses	278	401	273	301
Surplus/(Deficit)	225	123	152	197
Capital Spending	148	292	300	300
Debt Balance	0	0	0	0
Operating equity	1,282	1,112	963	859

Cash Flow Statement (\$000) As at March 31	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Budget
Net cash from Operations	(29)	(111)	(33)	12
Net cash from Investing/ Capital Renewal (3 yr avg.)	(144)	(292)	(300)	(300)
Net cash from New Capital	0	0	0	0
Net cash from Financing	0	0	0	0
Net Cash Inflow/(Outflow)	(173)	(403)	(333)	(288)
Beginning Cash Position	1,698	1,737	1,568	1,419
Contributions ⁽⁵⁾	(212)	(234)	(184)	(184)
Ending Cash Position	1,737	1,568	1,419	1,315

Note 1: Revenue increase includes \$50/month fee increase.

Note 2: Child Care Operating Funding from the BC Government for 2010/11 will be announced in Spring 2010, and cuts of 15% may occur.

Note 3: Budget 2010/11 and Forecast 2011/12 include opening of two new centers and conversion of two existing centers into full time centers.

Note 4: Salary costs reflect a continuation of the \$1/hour salary top-up program and retention payments for new recruits.

Note 5: Pay Equity and Pension contributions are funded to Child Care Services.



Bookstore

2010/11 Budget

09/10 Successes and Challenges

- Sales growth of \$1.8M or 5.8% over past year; Salaries and other operating expenses were under budget by \$197K; Dividend contribution of \$1.6M.
- Successful Textbook Reservation Service (TRS) with 2,533 orders at UBC-V and 821 orders at UBC-O.
- Accepted the UBCcard at UBC-V Bookstore which provided the students/faculty/staff another easy method of payment.
- Completed installation of new energy efficient lighting to reduce cost.
- Continued community outreach: Alumni Weekend; UBC Attractions Passport; Blueberry Festival and sale of produce by UBC Farms; Robson & UBCO Reading Events, raised \$9K for AMS Shinerama; partnered with YWCA to support programming; United Way Campaign.
- Continued staff development with seminars on topics including customer service, computer skills, merchandise buying, and accounting.

10/11 Cost Reduction and Revenue Opportunities

- Targeted cost reduction on occupancy costs, freight, security, courier/postage fees.
- Identify opportunities to utilize the Xerox contract to produce custom course materials for UBC-V and UBC-O.
- Conduct a comprehensive review of job roles and responsibilities with an eye to aligning staffing with current business plan.
- Opening Sauder Store.
- HST presents an opportunity to increase departmental sales through the Bookstore while reducing the taxable costs for departments.
- Identify new merchandise opportunities e.g. faculty specific clothing, pop-up retail stores.

10/11 Priorities

- Increase sales by 6.5% to \$35.236M; Dividend contribution of \$850K; Bookstore assumed \$787K additional cost of salaries previously covered by pay equity/salary funding.
- Implement improved inventory management controls in course materials to improve gross margin, further reduce shrinkage and decrease LOC interest expense.
- Provide students with course materials options at different price points including new/used rental, digital retail/free models.
- Renovate retail space at UBC Okanagan and Vancouver's computer department to increase sales and improve merchandise presentation.
- Reach out to students at both campuses to get feedback on merchandise selection, marketing programs and services.
- Utilize social media to reach out to students and other customer groups.

10/11 Risks and Opportunities

- Digital books could pose a threat if the distribution models do not include sales through retail outlets.
- Changes to faculty/departmental computer hardware and software purchasing may affect sales through the Bookstore.
- Payment Card Industry (PCI) Standards (July 30, 2010) effect on Bookstore process and customers ability to pay for products ordered on-line until viable solution is identified.
- Impact of the new HST will increase taxes to customers and may affect consumer behaviour.



Bookstore 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Revenues	31,845	33,082	35,736	37,395
Cost of Goods Sold	22,997	24,637	26,191	27,238
Gross Profit	8,848	8,445	9,545	10,157
Expenses	2,921	1,767	2,023	2,232
Salaries & Benefits	4,913	4,938	6,025	6,155
Surplus/(Deficit)	1,014	1,740	1,497	1,770
Dividend	943	1,613	850	900
Capital Spending	103	801	500	750
Debt Balance	2,509	2,487	2,872	3,422
Operating equity	2,967	2,130	2,224	2,323

Cash Flow Statement (\$000) As at March 31	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Budget
Net cash from Operations	1,197	1,748	1,097	1,203
Net cash from Investing/ Capital Renewal (3 yr avg.)	(103)	(250)	(250)	(250)
Net cash from New Capital	0	(551)	(250)	(500)
Net cash from Financing	(183)	(8)	400	567
Net Cash Inflow/(Outflow)	911	939	997	1,020
Beginning Cash Position	(559)	(591)	(1,265)	(1,118)
Ending Cash Position before Dividend Contribution	352	348	(268)	(98)
Dividend Contribution	(943)	(1,613)	(850)	(900)
Ending Cash Position after Dividend Contribution	(591)	(1,265)	(1,118)	(998)



Athletics and Recreation 2010/11 Budget

09/10 Successes and Challenges

- Completed two artificial fields & baseball diamond
- Secured \$10M in arena naming rights
- Secured \$1M in development of Tennis Center
- Core management team intact
- University debt capacity limiting the department to build capital projects such as Tennis Center and stadium artificial field
- Reduced access fees to Birdcoop & Intramurals
- Finalized UNA access agreement

10/11 Priorities

- Plan for NCAA membership if University is in support
- Increase endowments for scholarships
- Build Tennis Center & Stadium Artificial field
- Continue to achieve high athletic performance while maintaining high academic standards
- Restore & upgrade Rugby Field
- Support staff & faculty Health & Wellness plan

10/11 Cost Reduction and Revenue Opportunities

- Expand Aquatic, Tennis and Multi-Sports camps
- Expand Tennis Center
- Form Daytime hockey league
- Contain varsity costs through increased fundraising
- Work with Plant Operations to reduce janitorial costs at Aquatic Center

10/11 Risks and Opportunities

- Managing operations in an environment with indoor space shortage & lack of capital for construction
- Aquatic Center in need of replacement as it is reaching end of its useful life
- Increase endowments through fundraising events such as Millennium Breakfast
- Community engagement through expansion of recreation programs



Athletics and Recreation 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Revenues	15,868	18,421	18,901	19,464
Cash from Loan			8,450	
<u>Expenses</u>				
Salaries & Benefits	6,784	7,093	7,156	7,299
Travel	1,723	1,961	1,696	2,100
Interest & Principal	0	0	1,469	1,469
Other	5,303	6,009	6,467	6,210
Surplus/(Deficit)	2,058	3,358	10,563	2,386
Dividend	90	96	0	0
Capital Spending	5,530	6,576	8,950	500
Debt Balance	0	0	7,440	6,371
Operating equity	13,551	11,733	13,952	16,261

Cash Flow Statement (\$000) As at March 31	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Net cash from Operations	1,968	2,500	2,260	2,479
Net cash Required for Investing/ Capital Renewal (3 yr avg.)	(500)	(500)	(500)	(500)
Net cash Required for New Capital	(5,030)	(1,691)	(8,450)	0
Net cash from Financing & Donations	0	762	9,313	863
Net Cash Inflow/(Outflow)	(3,562)	1,071	2,623	2,842
Beginning Cash Position	6,344	2,782	(532)	1,081
Loan repayment	0	(4,385)	(1,010)	(1,069)
Ending Cash Position	2,782	(532)	1,081	2,854



Continuing Studies 2010/11 Budget

09/10 Successes and Challenges

- Growth of Academic English & International Graduate Study Prep programs.
- Strong results for Technology & CS Centre for Sustainability programs.
- Successful “front end loading” of Summer 2009 programs to offset Games-related losses in Winter 2010.
- Impact of H1N1 pandemic scare & economic climate internationally.
- Planning for 2010 Games & 5-week closure of UBC Robson Square.

10/11 Priorities

- Continue to collaborate with Enrolment Services to streamline processes & promote applications for Conditional Admission.
- Introduce new sustainability programs via campus & inter-institutional collaborations. Expand programming to serve Aboriginal people & new immigrants.
- Build on current educational collaborations with Robson Square, Library (Barber), College for Interdisciplinary Studies, Green College, Alumni Affairs, Community Affairs, others.
- Provide leadership with faculties and units to expand UBC Summer Institute programs, enhance alumni/community engagement and revenue growth.

10/11 Cost Reduction and Revenue Opportunities

- Postpone filling 3 of 3.5 vacant senior positions for upcoming fiscal year to contain expenses.
- Consolidate existing program area websites & introduce integrated site with enhanced marketing potential. Explore new registration system to support website & offer future integration with Quali.
- Continue aggressive mortgage elimination timeline for CS Building (\$600,000/year until 2018).
- Repurpose portion of CS space at UBC Robson Square to leverage Olympic legacies and expand programs.

10/11 Risks and Opportunities

- Financial reliance on international programs.
- Uncertainty re: partnerships for applied masters.
- Uncertainty re: compensating for annual non-GPO salary adjustment received since last collective agreement.
- Target further 20% growth in online offerings.
- Expand graduate training via certificates & applied masters.
- Offer programs to immigrant groups in languages other than English.



Continuing Studies 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
CS Program Tuition	18,696	18,735	19,292	20,257
GPOF Program Tuition	1,100	1,000	980	980
Salaries & Benefits ⁽¹⁾ (Teaching & Admin.)	11,540	11,930	12,717	13,226
Non-Salary Expenses	8,050	7,783	7,486	7,775
Surplus/(Deficit)	206	22	69	236
Dividend	0	0	0	0
Capital Spending	522	199	189	250
Debt Balance (Balance of Mortgage on CS Bldg)	(4,225)	(3,856)	(3,465)	(3,051)
Operating Equity	(3,956)	(3,934)	(3,865)	(3,629)

Cash Flow Statement (\$000) As at March 31	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Net Cash from Operations ⁽²⁾	2,601	590	649	900
Net Cash from Investing/ Capital Renewal (3 yr avg.)	(522)	(199)	(189)	(250)
Net Cash from New Capital	0	0	0	0
Net Cash from Financing (Principal Payments on Mortgage of CS Bldg)	(349)	(369)	(391)	(414)
Net Cash Inflow/(Outflow)	1,730	22	69	236
Beginning Cash Position	(251)	1,479	1,501	1,570
Ending Cash Position	1,479	1,501	1,570	1,806

Notes:

(1) Salaries & Benefits net of non-GPOF salary adjustment.

(2) Net Cash from Operations elevated in 2008/09 due to increased cash (deferred revenue) related to international program expansion.



Parking Services 2010/11 Budget

09/10 Successes and Challenges

- Revenue \$10.4M; Dividend of \$914K, Business Revenue 2% above 08/09 in spite of the Class Action lawsuit.
- Completed major upgrades to the parking systems management software and eBusiness solutions; updated all parking equipment to meet PCI compliance.
- Completed lighting and control retrofit for two parkades, reduced energy use by 39%, 718,000kWh, annual saving \$38K.
- Won appeal on Nov. 25, 2009; the earlier Orders from Mr. Justice Goepel's trial decision on the common issues vacated.
- Developed and managed traffic and parking plan for the 2010 Olympic & Paralympics Games to address community needs.
- Completed structural and preventative maintenance repairs as part of the Five Year Capital Maintenance Plan.

10/11 Priorities

- Increase Revenue to \$10.5M, & contribute \$1.0M in Dividends.
- Develop new e-Business products to improve service delivery and operational efficiency.
- Continue with Year Three of the Five Year Capital Maintenance Plan to ensure asset protection, secure revenue generation, avoid service disruptions and catastrophic failures.
- Continue to develop and build usage of FlexPass products to balance supply and facility utilization.
- Support the implementation of parking management software and e-Business solutions for UBCO.
- Update Parking Regulations and operational plans to increase parking compliance.
- Build upon the dept's FlexStaff role and link to a new HR plan to Focus on People.

10/11 Cost Reduction and Revenue Opportunities

- Reduce energy consumption and meet sustainability objectives through lighting controls & retrofit at North & Rose Parkades; savings of \$36K.
- Effectively manage events to enhance revenue opportunities.
- Complete UBCCard iClass and keyless project initiatives to advance service delivery.
- On Dec. 16, 2009, UBC won the arbitration to enable PACS to hire students to perform event related work and will enable us to target improvements in service delivery and cost reductions.
- Implement pay parking for Congregation.
- Establish a new funding model for the UBCCard Program to reduce the dependency on Parking Services.

10/11 Risks and Opportunities

- Completed operational changes Jan. 1, 2010 to reflect the 14% increase to PST to 21% for parking.
- Evaluate impact of the combined tax 27.05% PST/GST and pending HST revenue centers and modify business initiatives.
- Work with consultant to reach compliance for IT server and communication rooms in line with the University's plan on PCI compliance.
- Continue diligent capital maintenance upgrades and review results in attaining no deferred maintenance.



Parking Services 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Revenues	10,203	10,374	10,680	10,893
Expenses	7,927	7,932	8,080	7,764
Salaries & Benefits	2,577	2,602	2,622	2,669
Salary Funding	(162)	(209)	0	0
Repairs & Maintenance	544	542	554	555
Interest Expenses	3,187	3,168	3,200	2,831
Other Expenses	1,781	1,829	1,704	1,709
Debt Financing	495	1,581	1,641	1,484
Surplus/(Deficit)	1,781	861	959	1,645
Dividend	1,217	914	1,000	1,050
Capital Spending	661	1,135	1,350	1,350
Debt Balance	28,224	25,789	23,227	21,249
Operating Equity	(1,392)	(2,441)	(3,832)	(4,588)

Cash Flow Statement (\$000) as at March 31	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Net Cash from Operations	2,276	2,442	2,600	3,129
Net Cash from Investing/ Capital Renewal (3 yr avg.)	(661)	(1,135)	(1,350)	(1,350)
Net Cash from Financing	(495)	(1,581)	(1,641)	(1,484)
Net Cash Inflow/(Outflow)	1,120	(274)	(391)	295
Dividend	(1,217)	(914)	(1,000)	(1,050)
Net Cash Inflow/(Outflow) after Dividend	(97)	(1,188)	(1,391)	(755)
Beginning Cash Position	184	87	(1,101)	(2,492)
Ending Cash Position	87	(1,101)	(2,492)	(3,247)



Robson Square 2010/11 Budget

09/10 Successes and Challenges

- **BC International Media Centre:** Secured role as host site (& VANOC Ticket Centre): increasing profile; achieving rental revenues & capital improvement legacies.
- **Sustainability Measures:** Installed efficient lighting with major savings; introduced new procurement & recycling programs.
- **Plaza Construction:** Managed & survived severe impacts of construction, maintaining facility utilization, revenue stream & reputation.
- **Operational Improvements:** Streamlined financial tracking & business unit analysis; reworked 5 FTE roles for greater efficiency & accountability.
- **Marketing & Revenue Growth:** Key aspects of promotion campaign deferred due to construction disruptions.

10/11 Cost Reduction and Revenue Opportunities

Revenue Opportunities (difficult given pending construction):

- Take advantage of industry trends (increased tech demands, meetings focused on training, clients staying closer to home).
- Negotiate more volume-based agreements with key clients to reduce risk.
- Expand long-term learning partnerships (professional associations, accreditation, and life-long learning/community engagement).
- Focused marketing to support ROI for key rooms and technologies, including videoconferencing & 2010 Olympic legacy technologies.

Cost Reductions:

- Fine-tune management of cash flow charges.
- Monitor business units to maximize financial returns & realize efficiencies.

10/11 Priorities

- **Financial Position:** Meet 10/11 target and debt repayment goals in spite of new construction plan; invest in furniture/equipment capital maintenance.
- **Strategic Marketing:** Implement promotional strategy to maximize lease & rental utilization within construction challenges; maintain reputational position; explore global branding (given broadcast legacies).
- **Potential Expansion:** Develop long-term vision and business plan, with campus/community consultation, for expanded Campus (VAG Annex; Erickson Bldg at Hornby/Robson).
- **Program Profile:** Increase overall UBC usage of site; collaborate with Learning Exchange and First Nations House of Learning.

10/11 Risks and Opportunities

- **Lease Agreements:** Re-negotiate site-wide lease (ends in 2011); identify new occupant for 2010 Commerce Centre space.
- **Operational Impacts:** HST on rent, lease and services; next wave of construction; industry trend towards more compact booking timelines.
- **Deferring growth:** Key aspects of promotional campaign on hold for another year, given construction project.
- **Fundraising:** Identify capital needs for site expansion; create endowment to support community engagement.



Robson Square 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Revenues	3,382	3,177	3,059	3,313
Cost of Goods Sold*	2,267	2,094	2,201	2,396
Gross Profit	1,115	1,083	858	917
Expenses	977	941	929	962
Salaries & Benefits	648	674	716	726
Interest	80	50	10	10
Surplus/(Deficit)**	138	136	(71)	(45)
Dividend	0	0	0	0
Capital Spending	10	(25)	(40)	(40)
Debt Balance	(1,918)	(0)	(111)	(196)
Operating equity	(1,499)	592	411	256

Cash Flow Statement (\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
As at March 31				
Net cash from Operations	138	136	(71)	(45)
Net cash from Investing/ Capital Renewal (3 yr avg.)	0	0	0	0
Net cash from New Capital	(6)	(32)	(40)	(40)
Net cash from Financing	280	1,814	0	0
Net Cash Inflow/(Outflow)	413	1,918	(111)	(85)
Beginning Cash Position	(2,331)	(1,918)	(0)	(111)
Ending Cash Position	(1,918)	(0)	(111)	(196)

* Cost of Goods Sold includes facility rent (2009/10 = \$1,404K).

** A temporary deficit is forecast for 2010/11 and 2011/12 during landlord-drive construction at Robson Square Complex. Deficit expected to reverse once construction is complete.



The Media Group 2010/11 Budget

09/10 Successes and Challenges

- Initiated Live Webcasting, Lecture/Presentation Capture Services and hosting for on-demand viewing
- Equipped an additional 45 classrooms with advanced AV technology to support the TREK 2010 learning goals
- International recognition for excellence in Video Production and Medical Illustration works
- Assisted Research teams to secure numerous financial grants
- Holding and stabilizing multi-media production costs making it more affordable to University users
- Finding new client base given the financial constraint over traditional clients at UBC and the affiliated teaching hospitals

10/11 Priorities

- To hold true of its mission to fulfill and enhance the teaching and learning process of the University's programs
- To create an e-newsletter with information on media production, skills in photography, graphics design and printing, as guides for creating teaching materials and media courses
- To update the website with a contemporary look and visual interface consistent with the new UBC brand
- To upgrade and refurbish production capabilities to keep pace with technology and the changing need of the University
- To ensure staff of The Media Group are provided with opportunities and resources for learning and development

10/11 Cost Reduction and Revenue Opportunities

- To pursue aggressive efforts to improve efficiency and reduce operation cost; sustainable purchasing; reducing waste
- To seek alignment and collaboration with other units of the University to provide greater overall savings of resources and improve the quality of media services
- To further expand the clientele base amongst and beyond the campus populace
- To pursue a partnership with Xerox Global Services and to expand our printing services to the Health Sciences Faculties

10/11 Risks and Opportunities

- Success attracts unfair competition from outside commercial vendors
- Potential for partnership and/or co-operation with multi-media projects
- Demands of goods and services outstrips limited resources and ability to deliver
- A balanced budget allows greater capital resources to further complement the overall services



The Media Group 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Revenues	3,221	3,200	3,280	3,444
Cost of Goods Sold	2,403	2,370	2,410	2,535
Gross Profit	818	830	870	909
Expenses	87	63	52	58
Salaries & Benefits	673	706	721	737
Surplus/(Deficit)	58	61	97	114
Admin Levy / Dividend	64	64	0	0
Capital Spending	61	50	80	80
Debt Balance	60	10	0	0
Operating Equity	(4)	57	166	292

Cash Flow Statement (\$000) As at March 31	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Budget
Net cash from Operations	389	66	196	85
Net cash from Investing/ Capital Renewal (3 yr avg.)	(61)	(50)	(80)	(80)
Net cash from New Capital	0	0	0	0
Net cash from Financing	0	0	0	0
Net Cash Inflow/(Outflow)	328	16	116	5
Beginning Cash Position	(636)	(308)	(292)	(176)
Ending Cash Position	(308)	(292)	(176)	(171)



St. John's College 2010/11 Budget

09/10 Successes and Challenges

Strong Academic Programming on Limited Budget

- Leveraging resources by partnering with other campus units on programs
- Focus on UBC's Strategic Plan
 - New memorial lecture series created: Grant Ingram Lecture, focusing on Aboriginal/First Nations issues, Women in Science and Global Climate Change
 - Global Conflict Resolution
 - 2010 Olympic Games series focusing on diversity

Active and Engaged International Graduate Student Community i.e.

College's Outreach Committee, entirely student-run body with initiatives both local and global; student Academic Committee identifying graduate student needs and perspectives at UBC

10/11 Priorities

Leadership on Graduate Student Initiatives

- New Dissertation Fellows Program
- Global engagement building upon the international diversity and trust relations built within the College
- Raising awareness of existing services among grads

Development and Leveraging Alumni Social Capital

- Establishment of Alumni Steering Committee
- Renewal and Development of relations with Johanneans – Living Memory Project

Providing Incubator Role within the University

Raising Profile and Branding

- International Outreach, Diversity and Cultural Engagement, Safe Space for Dialogue and Discussion of Difficult Issues, both Global and Local

10/11 Cost Reduction and Revenue Opportunities

Developing new programs and partnerships with the College and making use of underutilized capacity in the summer

Collaborating with Conferences and SHHS

- Creating synergies for academic programming (summer research institutes, packaging of program needs in terms of rooms, catering, intellectual resources)

Green College

- Exploring the potential for more effective use of resources by building synergies and economies of scale

Paperless Work Environment

10/11 Risks and Opportunities

Room Fee Increases

- required to achieve a balanced budget, but may discourage applicants, particularly international students

Increased residential room inventory on campus

- need for more concerted marketing and promotional efforts in order to "sell" the St. John's College experience

Johanneans

- average age of 83 years provides both challenge and opportunity for development



St. John's College 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Forecast
Revenues	1,331	1,466	1,573	1,628
Expenses	362	342	402	391
Salaries & Benefits	437	442	438	430
Occupancy	354	330	360	376
Interest Expense	276	275	272	269
Surplus/(Deficit)	(98)	77	101	162
Admin Fees	23	25	28	29
Capital Spending	68	38	0	0
Debt Balance	4,736	4,698	4,645	4,576
Operating Equity	803	693	713	777

Cash Flow Statement (\$000) As at March 31	08/09 Actual	09/10 Projected	10/11 Budget	11/12 Budget
Net cash from Operations	(23)	(93)	73	133
Net cash from Investing/ Capital Renewal (3 yr avg.)	202	(124)	0	0
Net cash from New Capital	0	0	0	0
Net cash from Financing	(25)	(38)	(53)	(69)
Net Cash Inflow/(Outflow)	154	(255)	20	64
Beginning Cash Position	1,004	1,158	903	923
Ending Cash Position	1,158	903	923	987



Athletics & Recreation (UBC at Okanagan) 2010/11 Budget

09/10 Successes and Challenges

- Increased programming and participation in Campus Rec.
- UBC O's first-ever National Championship won by Women's Volleyball
- Successfully applied for federal stimulus funding
- Awarded host bid for CCAA Women's Basketball Nationals
- Meeting increasing demand for programming and access to fitness space within current financial and facility resource levels

10/11 Priorities

- Continue to work to achieve priorities identified in the University-sponsored A & R Business Plan (2007).
- Secure funding for the much-needed Fitness Centre
- Complete artificial field change room addition and bleachers
- Continue to seek funding for recreational facility expansion
- Continue to expand Campus Rec. programming
- Support application to Canada West Universities Athletics Association

10/11 Risks and Opportunities

- Facility debt-servicing and program costs exceed revenues resulting in cuts to current programming
- Unmet demand for fitness centre, campus rec. programming will negatively impact institutional reputation and student recruiting
- Expand revenue generating activities – summer camps, leagues and clinics
- Expand rental revenues by marketing artificial field and ancillary facilities to the community
- Expand sponsorship/partnership revenues
- Maintain successful Scholarship Breakfast fundraiser



Athletics & Recreation (UBC at Okanagan) 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget
Revenues	1,048	1,077	1,117
Expenses:			
Salaries & Benefits	482	505	506
Other Expenses	428	566	591
Surplus /(Deficit)	138	6	20
Capital Spending	22	1,518	36
Debt Balance	0	300	245
Operating equity	331	316	245



Parking Services (UBC at Okanagan) 2010/11 Budget

09/10 Successes and Challenges

- Recent partnering with UBCV parking to amalgamate their T2 system program into UBCO Parking Services
- Being able to physically separate Security and Parking Services into two distinct offices and locations
- Being tasked with and completing building new parking lots to accommodate newly increased parking demands on campus
- Turn over our antiquated self developed parking program to a computerized T2 parking system while meeting the new CPI compliance regulations through our Finance Department

10/11 Priorities

- Continue to grow and develop Parking Services with in the newly developed policy and procedure guidelines as written by UBC Legal Services
- Partner with Enrollment Services using the new T2 system to register delinquent account balances with the goal of collecting outstanding parking fines
- To maximize large payments against the new large debt load (recently acquired to build the new parking lots to pay off the loan before maturation date
- Keeping the parking lots use to maximum capacity while maintaining good business practices without abusing the lots overall appearance and structure

10/11 Risks and Opportunities

- Recent large debt loan to Parking Services from UBC Treasury to build the parking lots that has a short five year maturation date
- Budget forecasting snow removal costs within Parking Services operational budget
- Opportunity to take UBCO Parking Services to the next level of service using a totally computerized system to offer parking pass purchases and other parking services on line to campus users
- The budget operational expenses continue to grow constantly with the growth of the department, maintaining this operational budget that is constant with our growth is a both a risk and an opportunity



Parking Services (UBC at Okanagan) 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget
Revenues	470	669	755
Expenses:			
Salaries & Benefits	129	140	205
Other Expenses	204	207	317
Surplus /(Deficit)	137	322	233
Capital Spending	9	980	91
Debt Balance	0	940	767
Operating equity	116	398	367

Food Services (UBC at Okanagan) 2010/11 Budget

09/10 Successes and Challenges

- Opening of Green Thread Cafe in the University Centre (360 seat Food Service Space)
- Opening of Starbucks outlet in the Fipke Building
- Inclusion of Student Union run Food Service operations into the Residence Meal Plan

10/11 Priorities

- Updating of Okanagan Room catering space
- Inclusion of extended seating space for Starbucks outlet
- Strategic planning for Cold Beverage contract ending May 2011
- Evaluation of potential extension of Snack Vending agreement
- Continued focus on work with Student Voice group on healthy food choices and sustainability opportunities

10/11 Risks and Opportunities

- Balancing the growth of Food Services in the Arts & Science II building and the Engineering/Management/Education building without over servicing the campus
- Balancing the expansion of food service options to meal plan to improve choice without negatively impacting revenue



Food Services (UBC at Okanagan) 2010/11 Budget

(\$000)	08/09 Actual	09/10 Projected	10/11 Budget
Revenues	430	411	507
Expenses:			
Salaries & Benefits	26	28	28
Other Expenses	154	137	244
Surplus /(Deficit)	250	246	235
Capital Spending	3	1,841	55
Debt Balance	1,105	2,815	2,696
Operating equity	336	451	512





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