

# Thompson Rivers University

VP Admin & Finance

2013– 2014

Board Presentation

May 31, 2013





# Budget Committee of Senate (BCOS)

## ■ Role of BCOS:

- Advisory capacity to Senate on matters within the jurisdiction of Senate
- Advisory capacity to the President and Vice-Presidents on budgetary policy, processes and allocations



# BCOS Membership

- VP Administration and Finance (Chair)
- 2 Deans
- 11 Faculty members
- 2 Directors
- 1 Staff member
- 2 Students
- Senior administrative staff (non-voting)
  - Provost Vice-President Academic
  - AVP HR & Planning
  - AVP Finance
  - Director of Budget Development & Internal Audit
  - Director Williams Lake Campus



## BCOS

- Regular monthly meetings
- Regular capital construction updates
- Presentations from
  - Facilities
  - Athletics and Recreation
  - Williams Lake
  - Research and Graduate Studies
  - TRU Student Union



# Sub-committees of BCOS

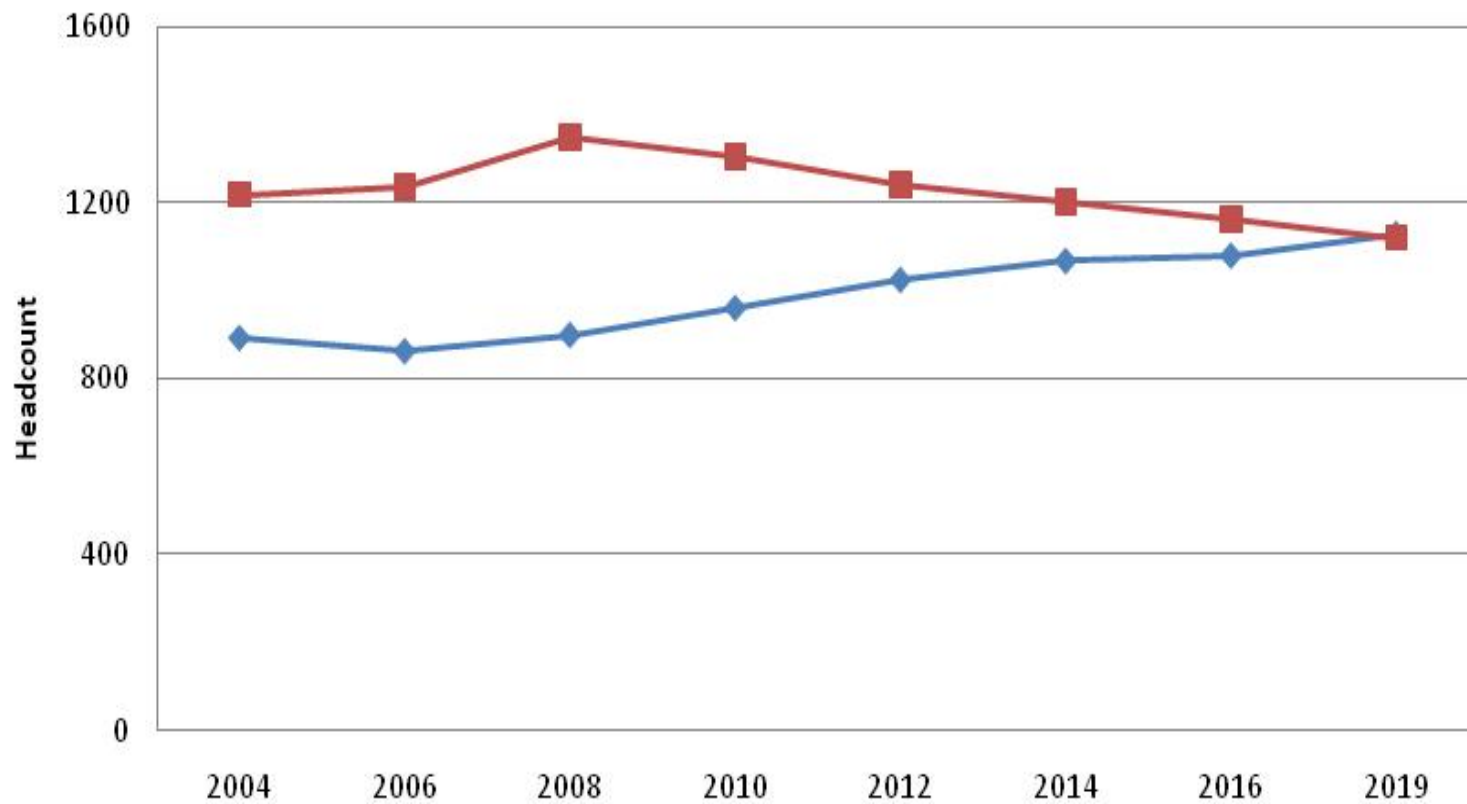
- Budget Review of New Programs and Courses
- Tuition Waiver
- Expenditure review



## Context for 2013-14

- **Enrolment Data**
  - School District #73
  - TRU - trends
- **Revenue Sources**
  - Government grants
  - Tuition
  - Other revenues
- **Expenditures**
  - Categories
- **Benchmark Data**
  - Comparative information

## School District 73 Kamloops/Thompson Kindergarden and Grade 12 Enrolment Projections to 2019

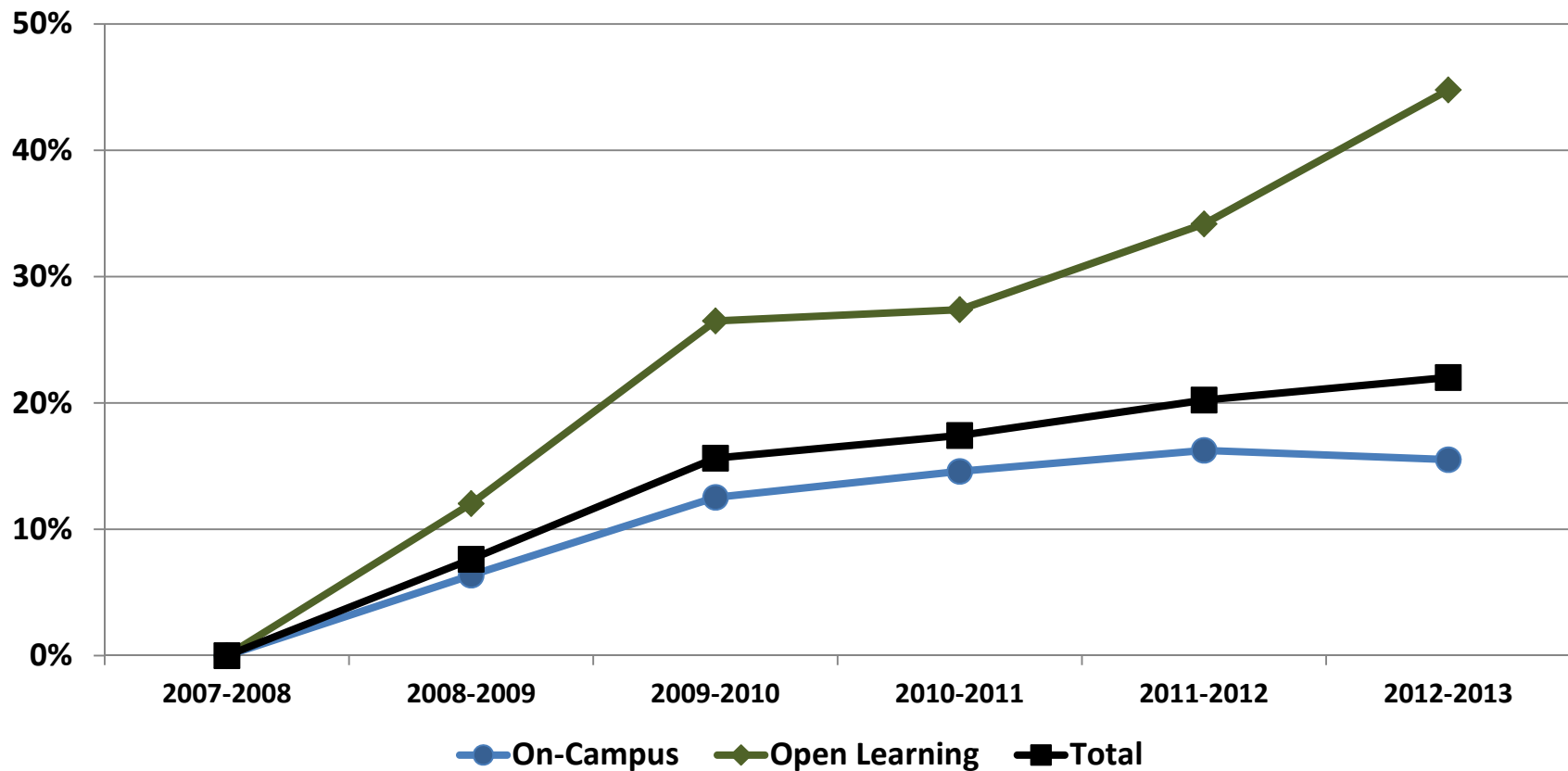


Source: Ministry of Education

◆ Kindergarden    ■ Grade 12

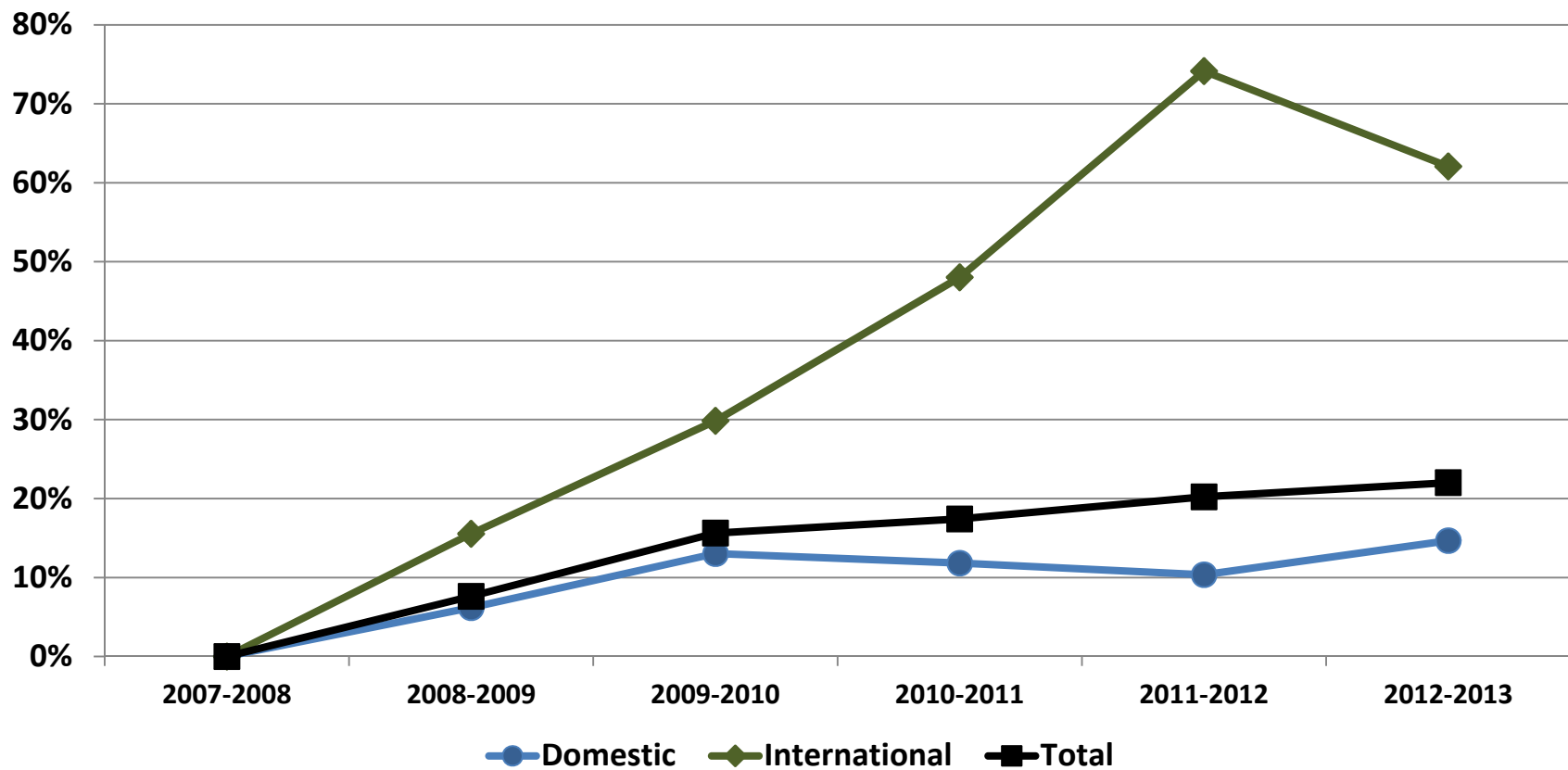
# On Campus and Open Learning Academic Course Registrant Enrolment Trends % Change 2007-08 to 2012-13

Thompson Rivers University



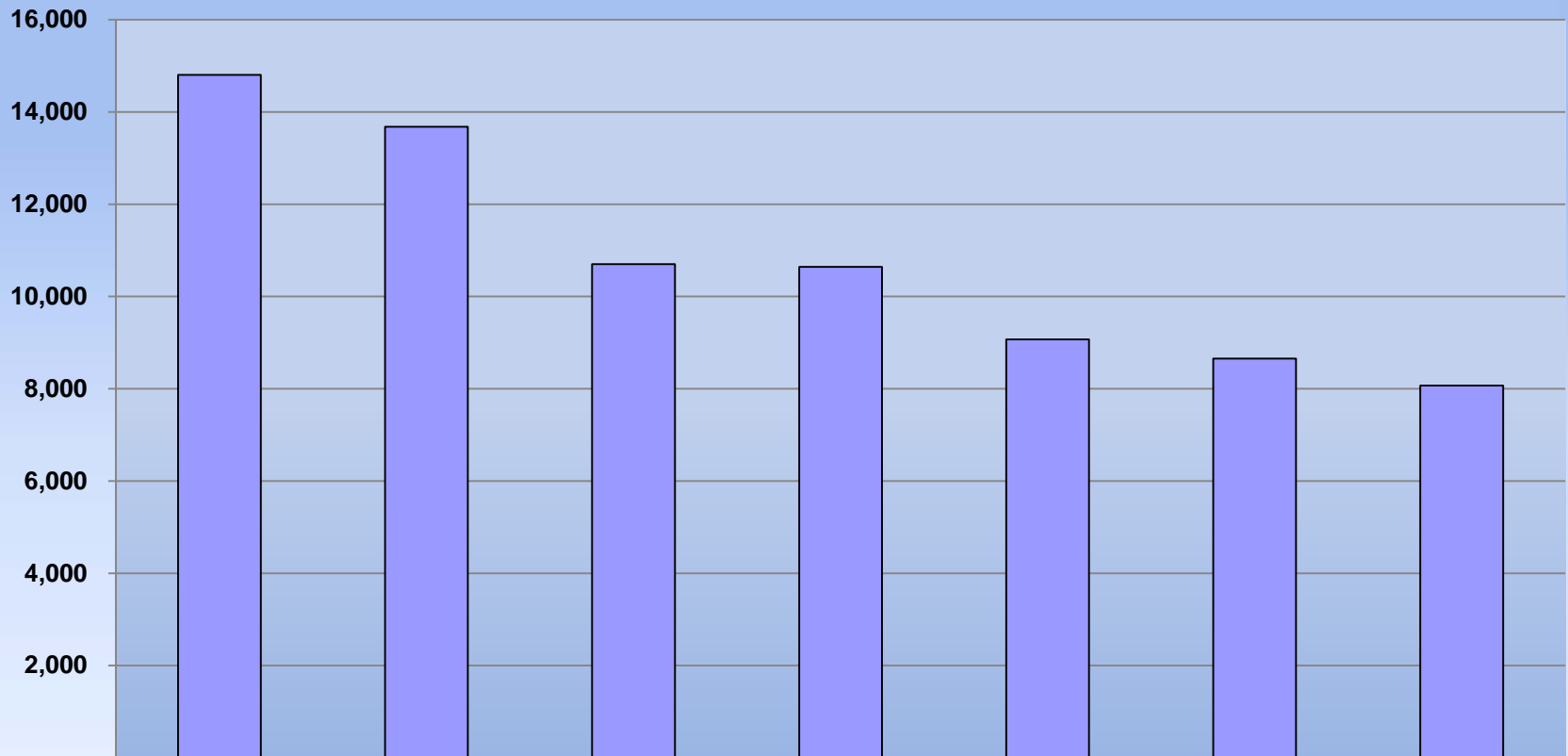


# Domestic and International Academic Course Registrant Enrolment Trends % Change 2007-08 to 2012-13 Thompson Rivers University



# Government Funding Comparison of RUCBC Universities

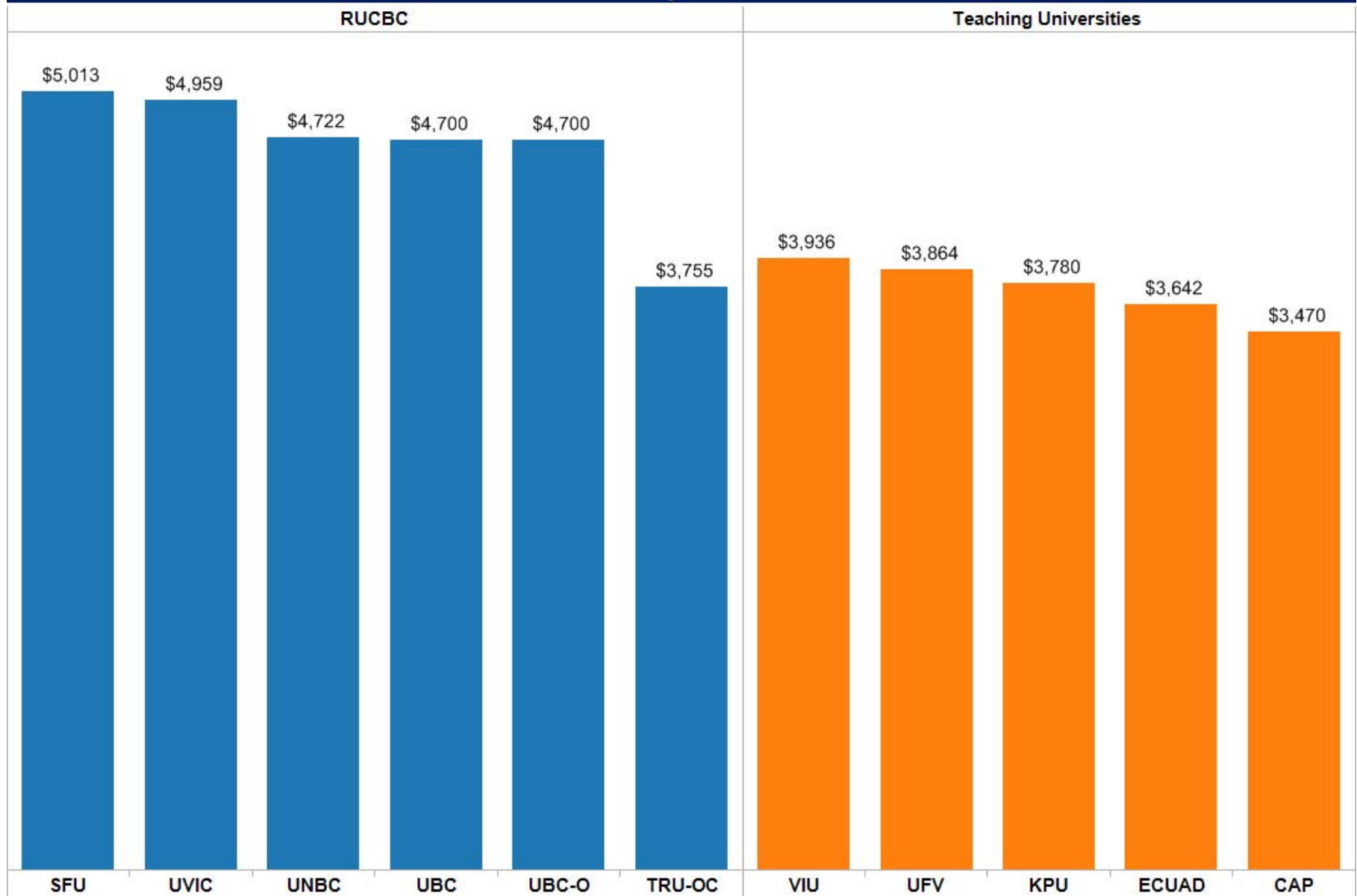
Provincial Operating Grant per FTE - 2013/14



|                   |  |                             |                         |                        |   |                        |                            |
|-------------------|--|-----------------------------|-------------------------|------------------------|---|------------------------|----------------------------|
| ■ Dollars per FTE | University of British Columbia (Vancouver) | University of Northern B.C. | Simon Fraser University | University of Victoria | University of British Columbia (Okanagan) | Royal Roads University | Thompson Rivers University |
|                   | 14,805                                     | 13,679                      | 10,701                  | 10,643                 | 9,070                                     | 8,654                  | 8,069                      |

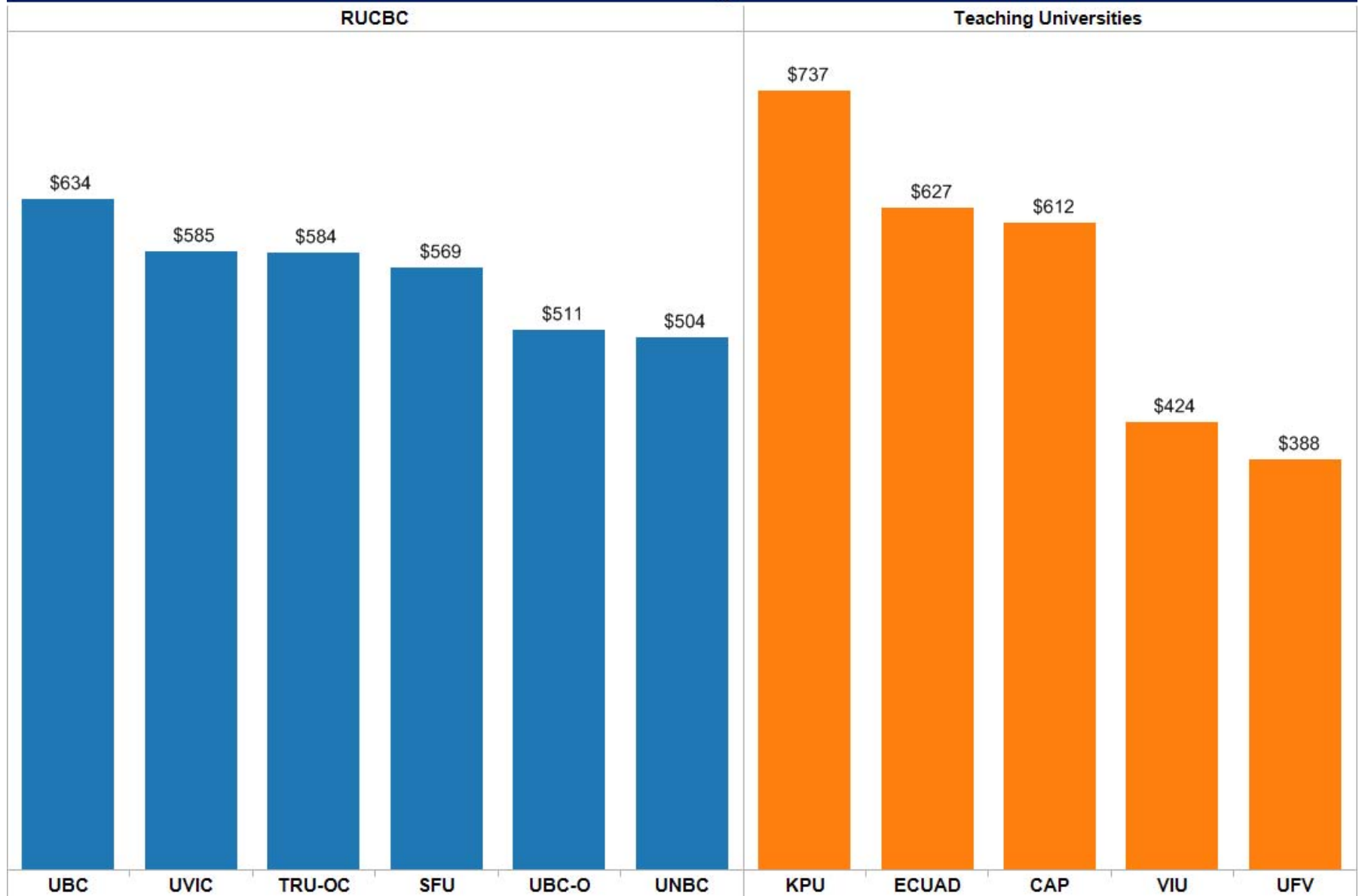
# Tuition Fees - 2012/13 BC Universities

## Tuition by Institution



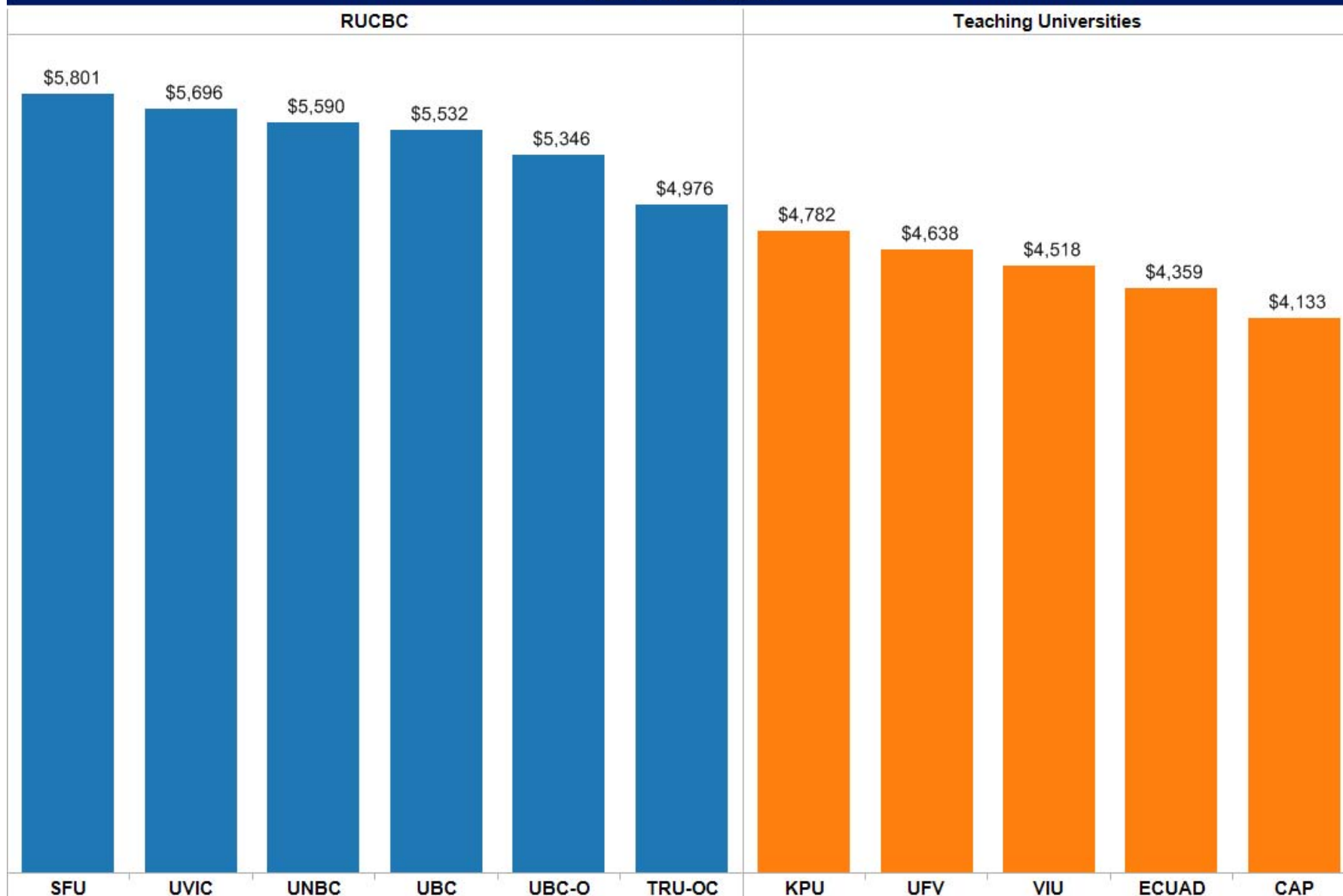
# Mandatory Student Union Fees - 2012/13

Student Union Fees by Institution



# Total Fees For Students - 2012/13

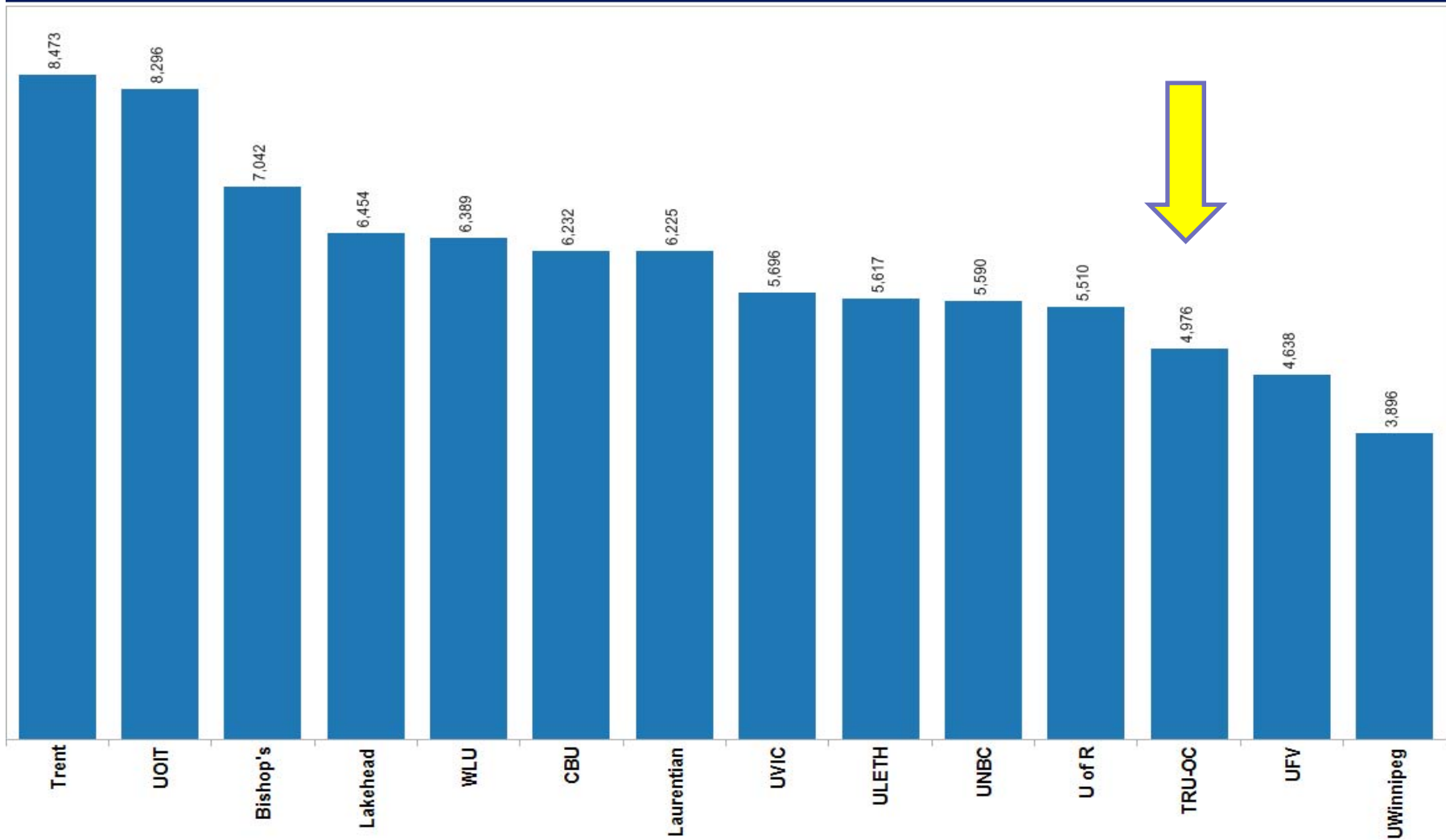
## Total Fees for Students



# Total Fee Comparison at 14 Universities Across Canada

## Total Fees For Students - 2012/13

Total Fees for Students



## Thompson Rivers University

Comparison of the Percentage Operating Expenditures by area for selected Canadian Universities

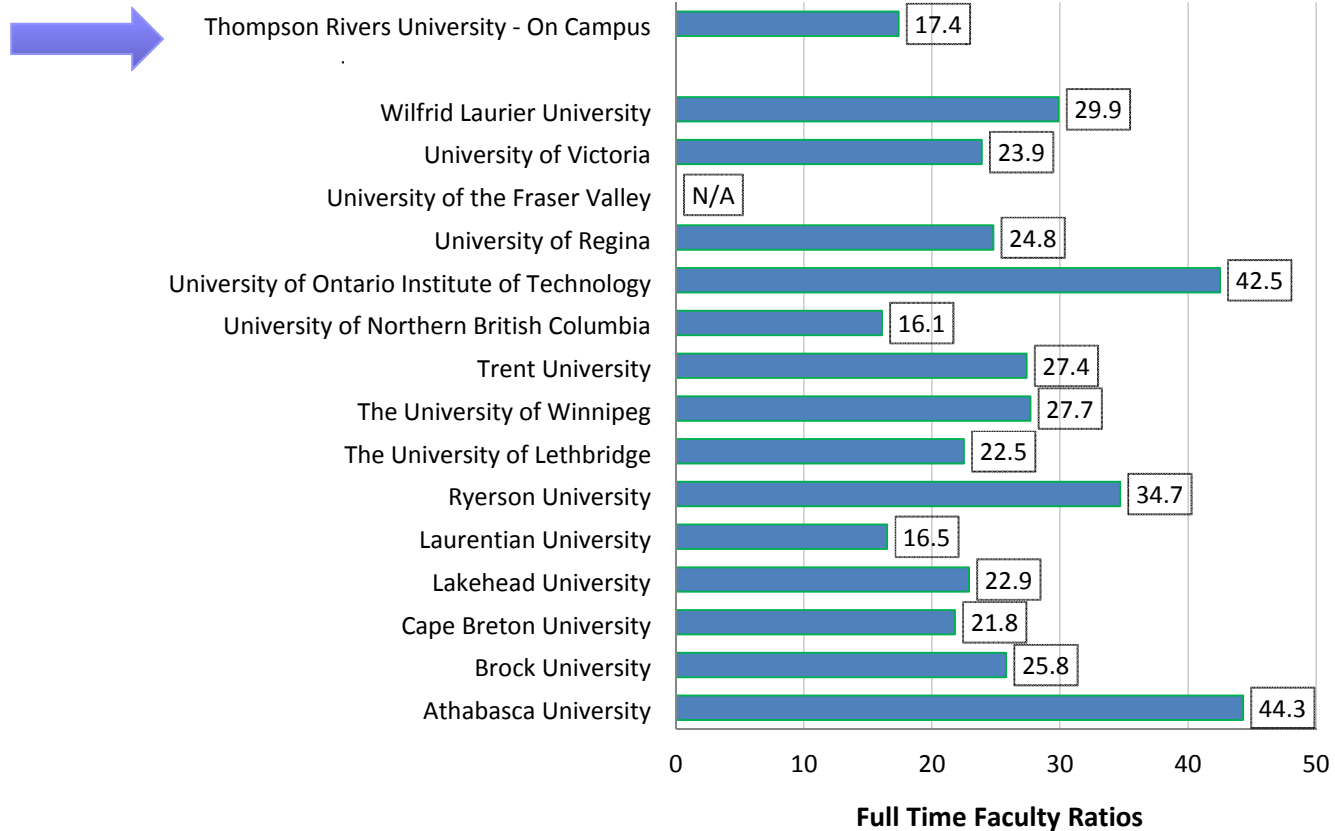
For the Year Ended March 31, 2011

| Fiscal Year 2010/11 <sup>(1)</sup>               | Academic | Library | Computing | Administration<br>& General | Student<br>Services | Physical<br>Plant | External<br>Relations | FTE Enrolment -<br>Full time<br>Faculty Ratios<br>2008/09 Fiscal<br><sup>(2)</sup> |
|--|----------|---------|-----------|-----------------------------|---------------------|-------------------|-----------------------|--|
| Athabasca University                             | 62.3%    | 3.7%    | 9.2%      | 13.3%                       | 3.8%                | 4.6%              | 3.1%                  | 44.3   |
| Brock University                                 | 58.8%    | 3.8%    | 3.9%      | 7.7%                        | 13.1%               | 10.1%             | 2.6%                  | 25.8   |
| Cape Breton University                           | 56.1%    | 3.9%    | 3.4%      | 12.8%                       | 9.0%                | 11.1%             | 3.8%                  | 21.8   |
| Lakehead University                              | 56.8%    | 4.3%    | 2.6%      | 13.6%                       | 8.7%                | 12.4%             | 1.6%                  | 22.9   |
| Laurentian University                            | 58.3%    | 3.8%    | 2.0%      | 11.8%                       | 13.7%               | 8.2%              | 2.1%                  | 16.5   |
| Ryerson University                               | 55.2%    | 3.3%    | 3.3%      | 14.2%                       | 11.4%               | 10.2%             | 2.5%                  | 34.7   |
| The University of Lethbridge                     | 56.4%    | 4.6%    | 5.3%      | 11.9%                       | 9.1%                | 11.0%             | 1.7%                  | 22.5   |
| The University of Winnipeg                       | 57.8%    | 4.1%    | 4.9%      | 15.0%                       | 6.6%                | 7.8%              | 3.9%                  | 27.7   |
| Trent University                                 | 57.1%    | 3.9%    | 2.4%      | 11.2%                       | 14.2%               | 8.2%              | 3.0%                  | 27.4   |
| University of Northern British Columbia          | 54.5%    | 5.0%    | 6.6%      | 12.9%                       | 8.9%                | 9.9%              | 2.2%                  | 16.1   |
| University of Ontario Institute of<br>Technology | 35.4%    | 3.0%    | 7.5%      | 30.6%                       | 9.3%                | 11.0%             | 3.3%                  | 42.5   |
| University of Regina                             | 53.2%    | 5.3%    | 4.6%      | 12.2%                       | 9.0%                | 13.9%             | 1.9%                  | 24.8   |
| University of the Fraser Valley                  | 64.8%    | 3.0%    | 4.0%      | 11.1%                       | 7.4%                | 7.5%              | 2.2%                  | N/A  |
| University of Victoria                           | 58.8%    | 5.5%    | 3.5%      | 11.2%                       | 10.1%               | 8.1%              | 2.9%                  | 23.9   |
| Wilfrid Laurier University                       | 56.6%    | 4.6%    | 2.6%      | 12.7%                       | 12.2%               | 8.0%              | 3.3%                  | 29.9   |
| <b>Thompson Rivers University:</b>               |          |         |           |                             |                     |                   |                       |  |
| Thompson Rivers University - Open<br>Learning    | 34.9%    | 1.8%    | 12.8%     | 23.4%                       | 14.3%               | 4.8%              | 7.9%                  |  |
| Thompson Rivers University - On Campus           | 64.5%    | 2.0%    | 3.5%      | 10.8%                       | 11.7%               | 6.1%              | 1.3%                  | 17.4   |
| TRU On Campus ranking                            | 2        | 16      | 9         | 15                          | 5                   | 15                | 16                    | 3  |

<sup>(1)</sup> Source: CAUBO/ACPAU Web Site

<sup>(2)</sup> Last year data available CAUT ( TRU  
Data is calculated by TRU)

## FTE Enrolment - Full time Faculty Ratios 2008/09 Fiscal <sup>1</sup>



■ FTE Enrolment - Full time Faculty Ratios 2008/09 Fiscal (1) Last year data available





## Context continued

- On Campus domestic enrolment continues to decline slightly
- International Enrolment small decrease in 2012-13 but anticipated to be increase in 2013-14
- Law School will be enrolling the third cohort
- Cost Drivers continue to rise
  - Salaries and benefits (before any COLA adjustment)
    - Progression through the scales
    - Benefit Premiums
    - Promotion through the ranks
  - Higher Education Cost Index – Non Salary
- Fiscal Year Results for 2012-13
  - Projected to have a small surplus
  - Divisional Carry Forwards
    - Some Faculties, Schools and Divisions projected to have a positive carry forward and some projected to have negative carry forward
  - Institutional Contingency
    - Anticipated to remain at 2%

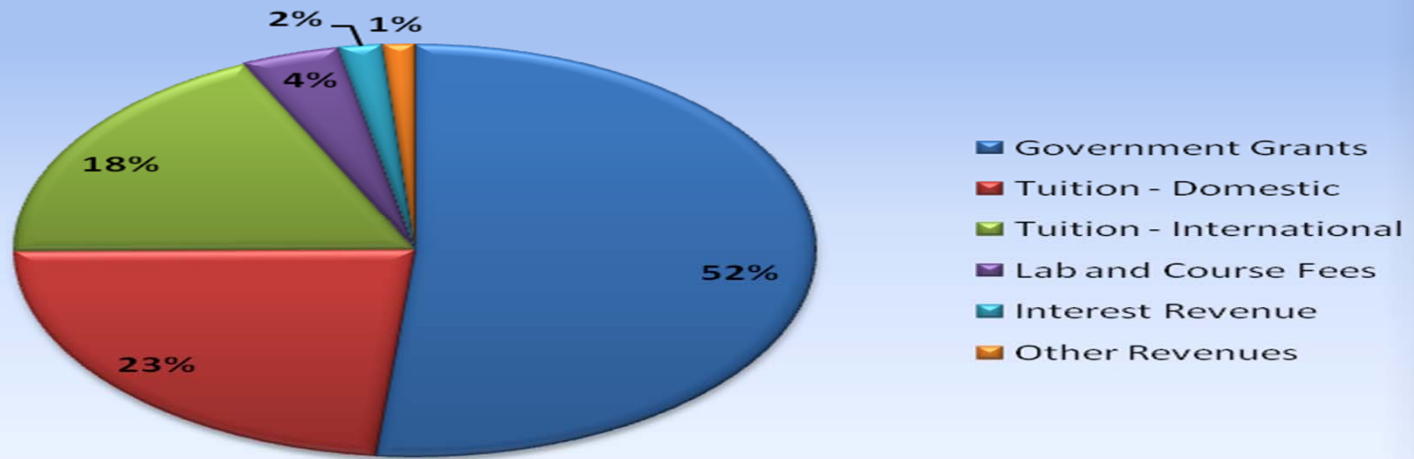


# Upcoming Challenges 2013-14 and Beyond

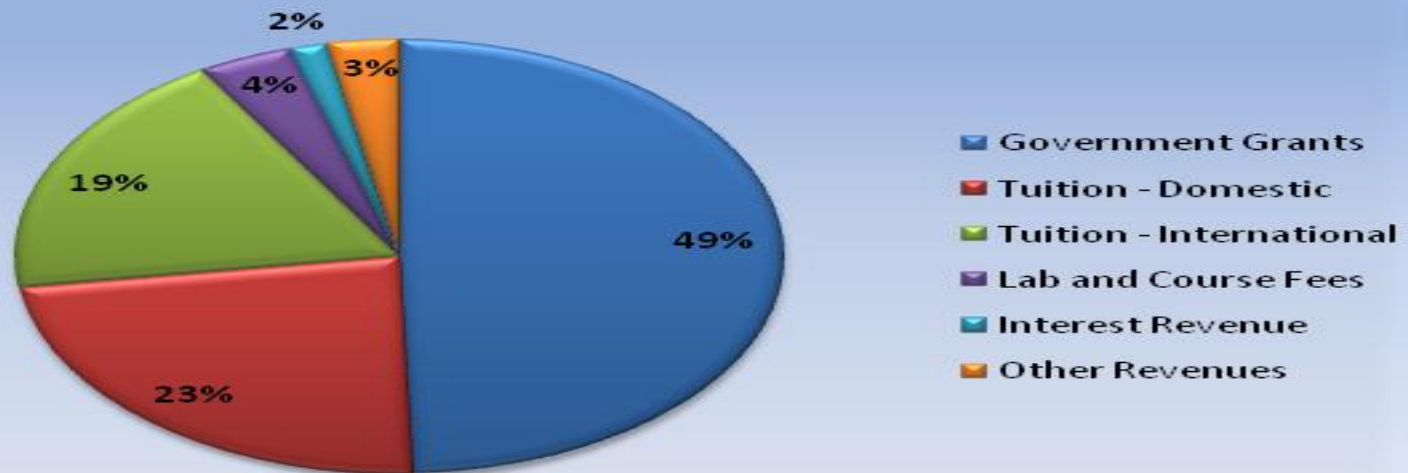
- **Government Grants**
  - Have been frozen past 3 years
  - 2.5% reduction over the next three years (approx. \$1.6 million)
- **On Campus Domestic Enrolment**
  - Continues to decline
- **Domestic Tuition and Mandatory Ancillary fees**
  - Capped at 2%
- **Deferred Maintenance** funding has been reduced from prior years
- **Rising Cost Drivers**
  - Progression, promotion, inflation and increased services
- **Salaries and Benefits**
  - Have negotiated contracts with CUPE and Open Learning Faculty
  - In negotiations with TRUFA

# Draft Operating Fund Revenues (Total)

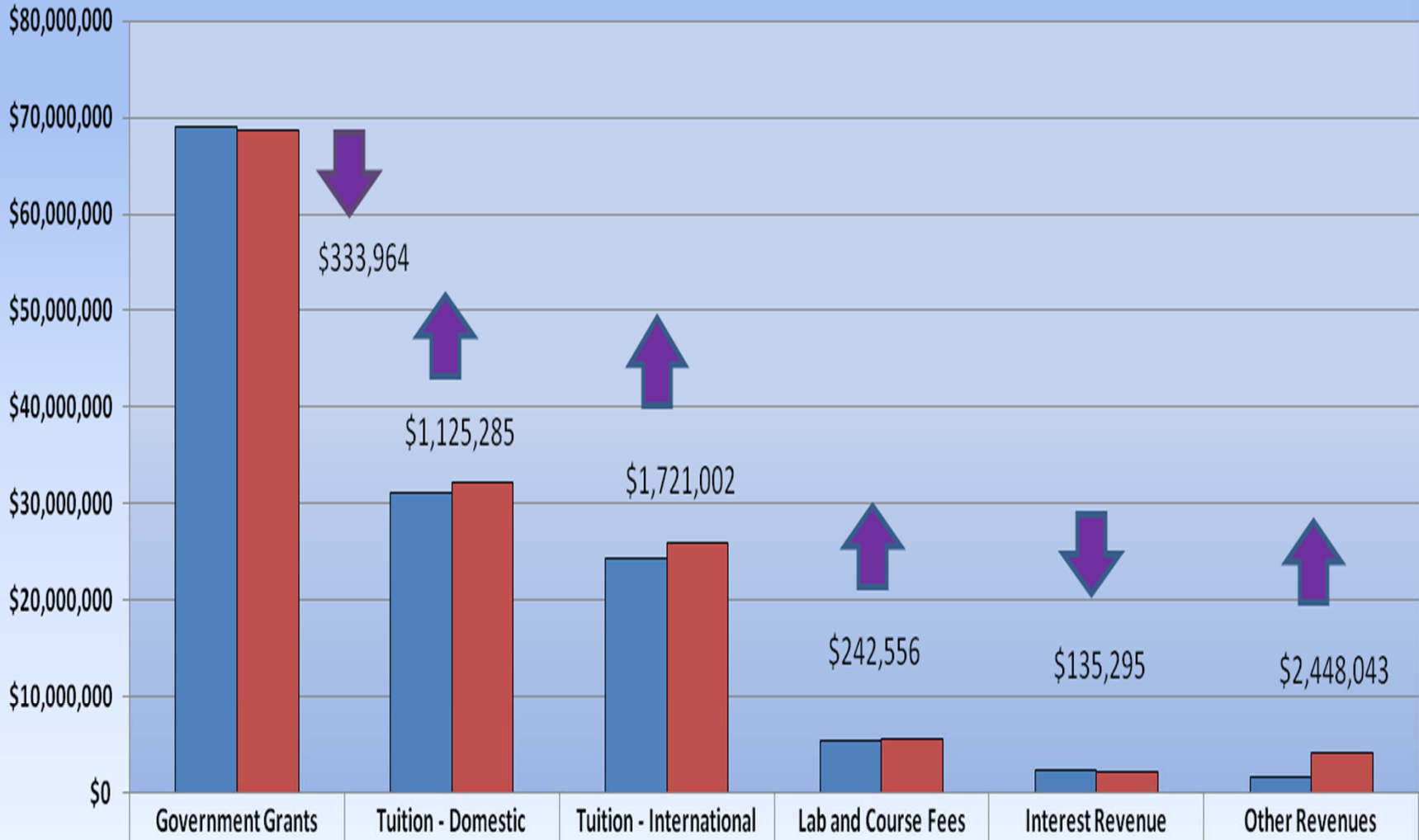
## Revenue Budget 2012/13



## Revenue Budget 2013/14



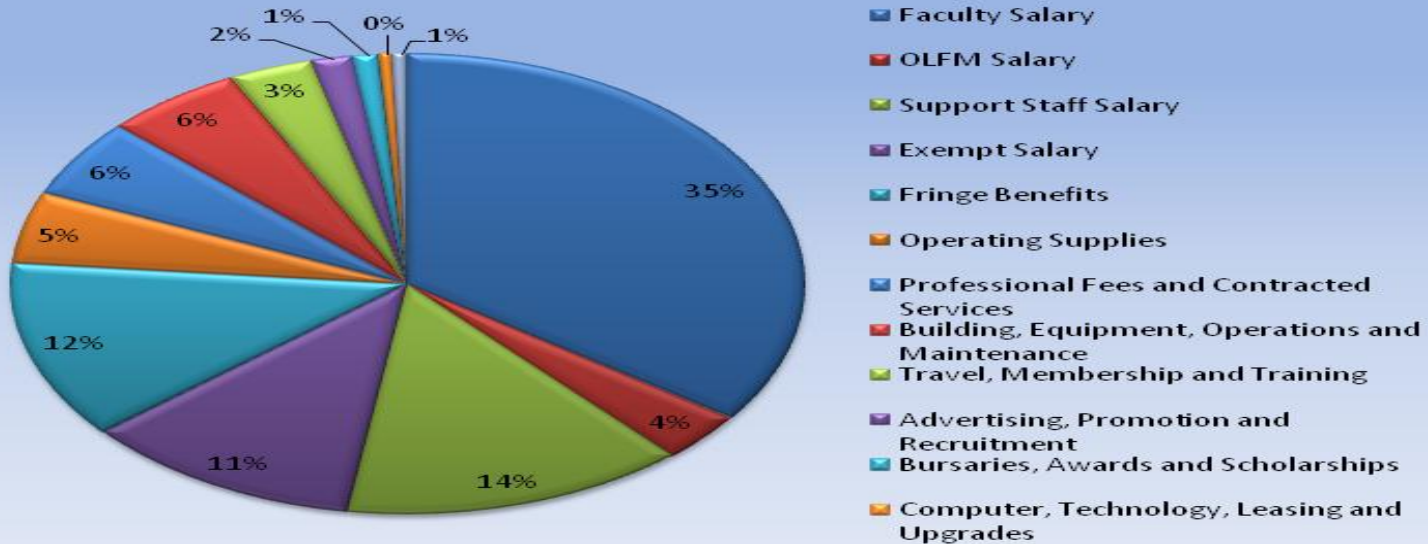
# Revenue Budget for 2012-13 and 2013-14



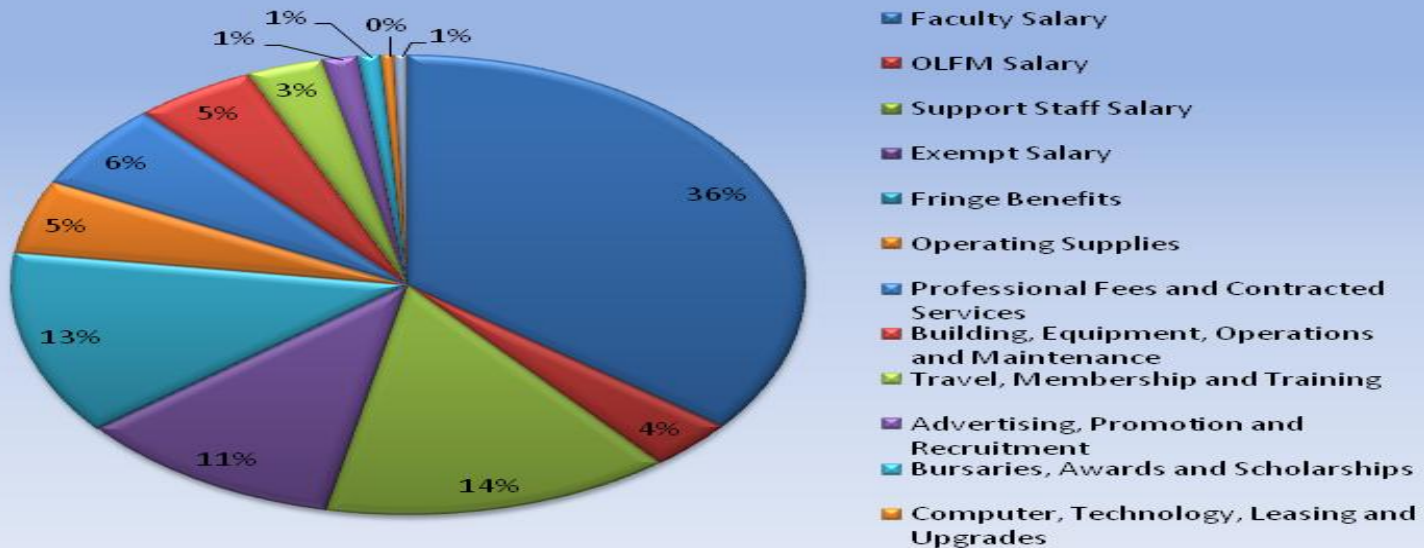
|                          |              |              |              |             |             |             |
|--------------------------|--------------|--------------|--------------|-------------|-------------|-------------|
| ■ Revenue Budget 2012/13 | \$68,998,964 | \$31,166,715 | \$24,288,998 | \$5,300,444 | \$2,335,295 | \$1,699,957 |
| ■ Revenue Budget 2013/14 | \$68,665,000 | \$32,292,000 | \$26,010,000 | \$5,543,000 | \$2,200,000 | \$4,148,000 |

# Draft Operating Fund Expenditures (Total)

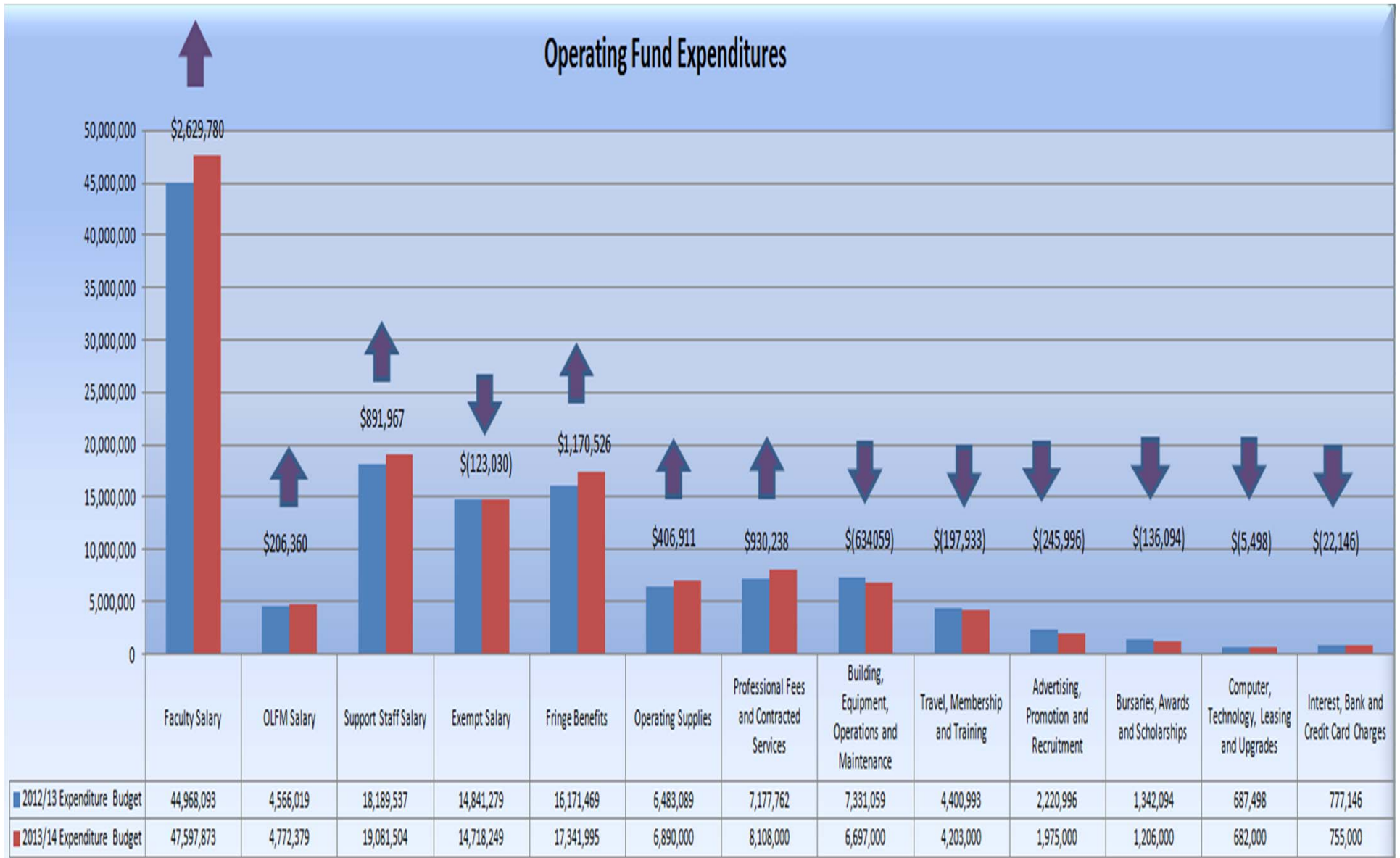
## 2012/13 Expenditure Budget



## 2013/14 Expenditure Budget



# Draft Operating Fund Expenditures Budget Comparison





## Understandings included in BCOS Recommendation

- Revenue and Expenditure Budget v3 (operating funds)
- Budget Assumptions
- Domestic Tuition and Ancillary Fee Increase
- International Student Tuition Fee and Ancillary Fee Increase
- Parking Fee Increase (as approved last fiscal)
- Expenditure Reduction – Savings Plan
  - 2012/13 - savings of 1.5% to 2.0%
  - 2013/14 – savings of 1.5%
  - 2014/15 – savings of 1.5% to 2.0%



# BCOS Recommendation

BCOS is recommending approval of the Operating Fund Budget of Revenues and Expenditures for the 2013/2014 Fiscal Year as presented in Draft 3.

Total operating expenditures of \$134,028,000  
and reserves of \$4,830,000



# Draft Operating Fund Budget of Revenues and Expenditures for the 2013/2014 Fiscal Year

|  | Operating Fund              |                               |                             |                               |
|--|-----------------------------|-------------------------------|-----------------------------|-------------------------------|
|  | 2013-14<br>Annual<br>Budget | 2012-13<br>Annual<br>Forecast | 2012-13<br>Annual<br>Budget | 2011-12<br>Year End<br>Actual |
| <b>Revenue</b>   |                             |                               |                             |                               |
| Government Grants  | 68,665,000                  | 69,032,471                    | 68,998,964                  | 68,955,301                    |
| Tuition - Domestic   | 32,292,000                  | 29,724,955                    | 31,166,715                  | 26,885,060                    |
| Tuition - International  | 26,010,000                  | 23,838,733                    | 24,288,998                  | 24,261,770                    |
| Lab and Course Fees  | 5,543,000                   | 5,525,401                     | 5,300,444                   | 5,462,727                     |
| Interest Revenue   | 2,200,000                   | 2,072,900                     | 2,335,295                   | 2,166,511                     |
| Realized Gains (excludes Unrealized Gain/Loss on Investments)                                  | -                           | 649,576                       | -                           | 1,230,279                     |
| Other Revenues   | 4,005,000                   | 4,438,241                     | 2,321,640                   | 3,186,778                     |
| Internal Revenues and Transfers  | 143,000                     | 552,960                       | (621,683)                   | (1,668,871)                   |
| <b>Total Revenue</b>   | <b>138,858,000</b>          | <b>135,835,238</b>            | <b>133,790,373</b>          | <b>130,479,555</b>            |
| <b>Expenditures</b>  |                             |                               |                             |                               |
| Compensation and Benefits  | 103,512,000                 | 96,862,693                    | 98,736,398                  | 94,085,389                    |
| Operating Supplies   | 6,890,000                   | 6,518,338                     | 6,483,089                   | 6,751,020                     |
| Professional Fees and Contracted Services  | 8,108,000                   | 8,737,603                     | 7,177,762                   | 7,711,457                     |
| Building, Equipment, Operations and Maintenance  | 6,697,000                   | 7,131,211                     | 7,331,059                   | 6,947,870                     |
| Travel, Membership and Training  | 4,203,000                   | 4,994,449                     | 4,400,993                   | 5,326,176                     |
| Advertising, Promotion and Recruitment   | 1,975,000                   | 2,146,792                     | 2,220,996                   | 2,243,856                     |
| Bursaries, Awards and Scholarships   | 1,206,000                   | 1,298,342                     | 1,342,094                   | 1,027,358                     |
| Computer, Technology Leasing and Upgrades  | 682,000                     | 724,931                       | 687,498                     | 536,778                       |
| Interest, Bank and Credit Card Charges   | 755,000                     | 910,937                       | 777,146                     | 865,074                       |
| <b>Total Expenditures</b>  | <b>134,028,000</b>          | <b>129,325,296</b>            | <b>129,157,034</b>          | <b>125,494,978</b>            |
| <b>Excess (Deficiency) of Revenues over Expenditures before Reserves/ Non Divisional Items</b> | <b>4,830,000</b>            | <b>6,509,942</b>              | <b>4,633,339</b>            | <b>4,984,577</b>              |
| <b>Reserves/Non Divisional Items</b>   |                             |                               |                             |                               |
| Board Reserves   | 1,930,000                   | 1,968,338                     | 1,968,338                   | 1,900,000                     |
| Specific Purpose and International Building Reserves (net)                                     | 2,900,000                   | 2,756,278                     | 3,000,000                   | 2,715,574                     |
| <b>Reserves/Non Divisional Items</b>   | <b>4,830,000</b>            | <b>4,724,616</b>              | <b>4,968,338</b>            | <b>4,615,574</b>              |
| <b>Excess (Deficiency) of Revenues over Expenditures</b>                                       | <b>0</b>                    | <b>1,785,326</b>              | <b>(334,999)</b>            | <b>369,003</b>                |

# Capital Projects Update 2013-2014









# Human Resources



# New Facilities Annex



# Master Planning

*Voice your opinion.*

[tru.ca/campusmasterplan](http://tru.ca/campusmasterplan)

This...



or that?

TRU Campus  
Master Plan

**Public  
Consultation**

**Wednesday,  
April 17**

4–6pm

Campus Activity Centre





# Campus Master Planning

- Campus and Community consultation process underway
- 2 town hall sessions held
- Another one scheduled for September 2013
- Plan should be available Fall 2013