

Thompson Rivers University

Operating Budget

2011– 2012

Senate Presentation

April 2011





Budget Committee of Senate BCOS

- Regular monthly meetings
- Regular capital construction updates
- Presentations from
 - School of Trades and Technology
 - University Library
 - Institution Risk Management
 - Institutional Planning and Analysis (IPA)
 - Human Resources



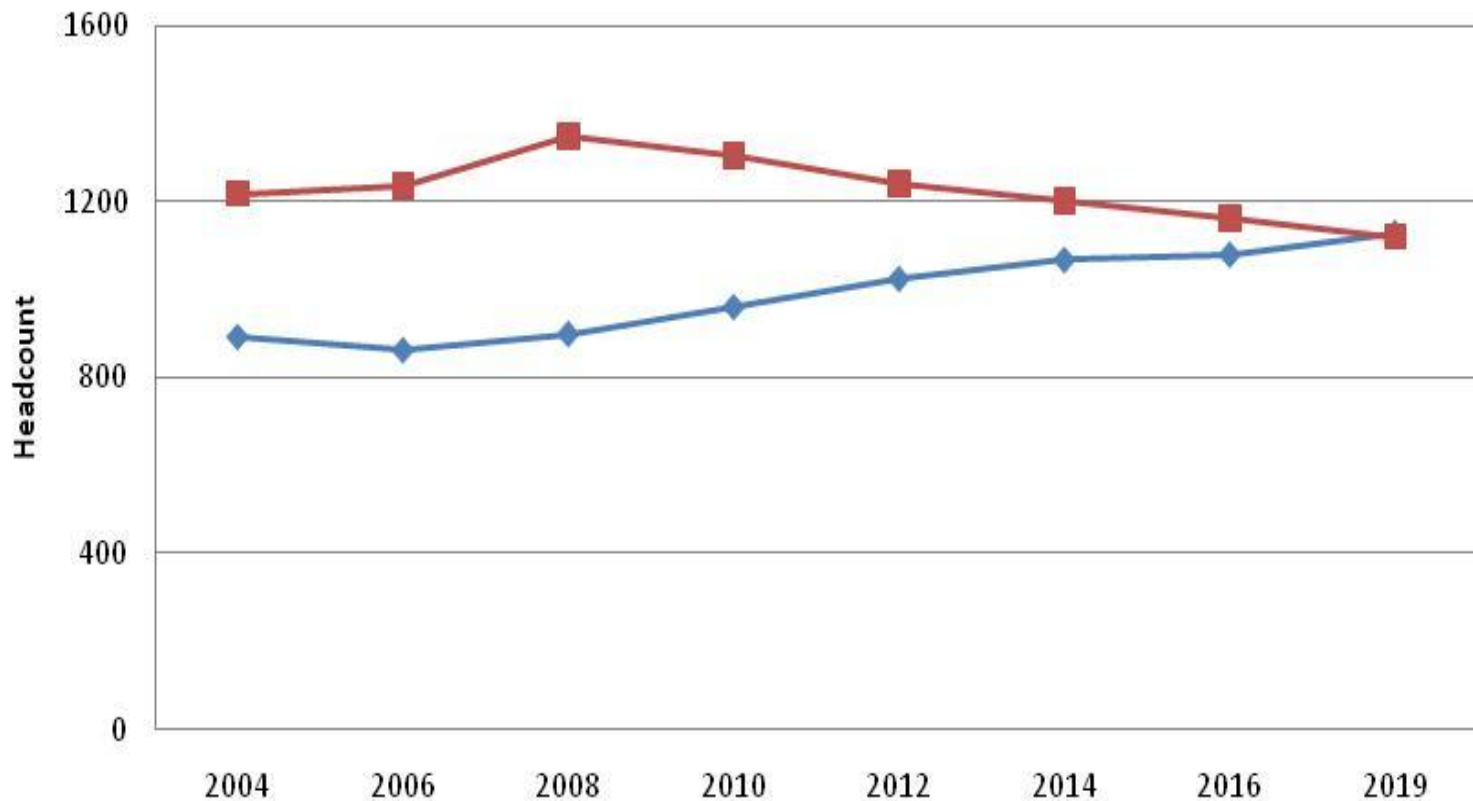
Sub-committees of BCOS:

- Budget Review of New Programs and Courses
- Strategic Plan Funding

Budget Challenges for 2011-12 and Beyond

- Enrolments – how to offset the declining student numbers within our region
- Reliance on International Enrolment growth to balance the budget
- Reduction in the Annual Capital Allowance Grant – Cyclical maintenance/HVAC renewal (identified through an external facilities audit) that should be completed over the next few years \$16 million
- ALMD FTE model based on three years; funding is provided on a year-to-year basis
- Funding of new programs and other initiatives
- Law School start-up
- Collective Agreements expired March 31, 2010
- Lack of funding for non-salary inflation, benefits and progression through the salary grids
- Uncertain economic times leads to uncertain provincial budgets

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

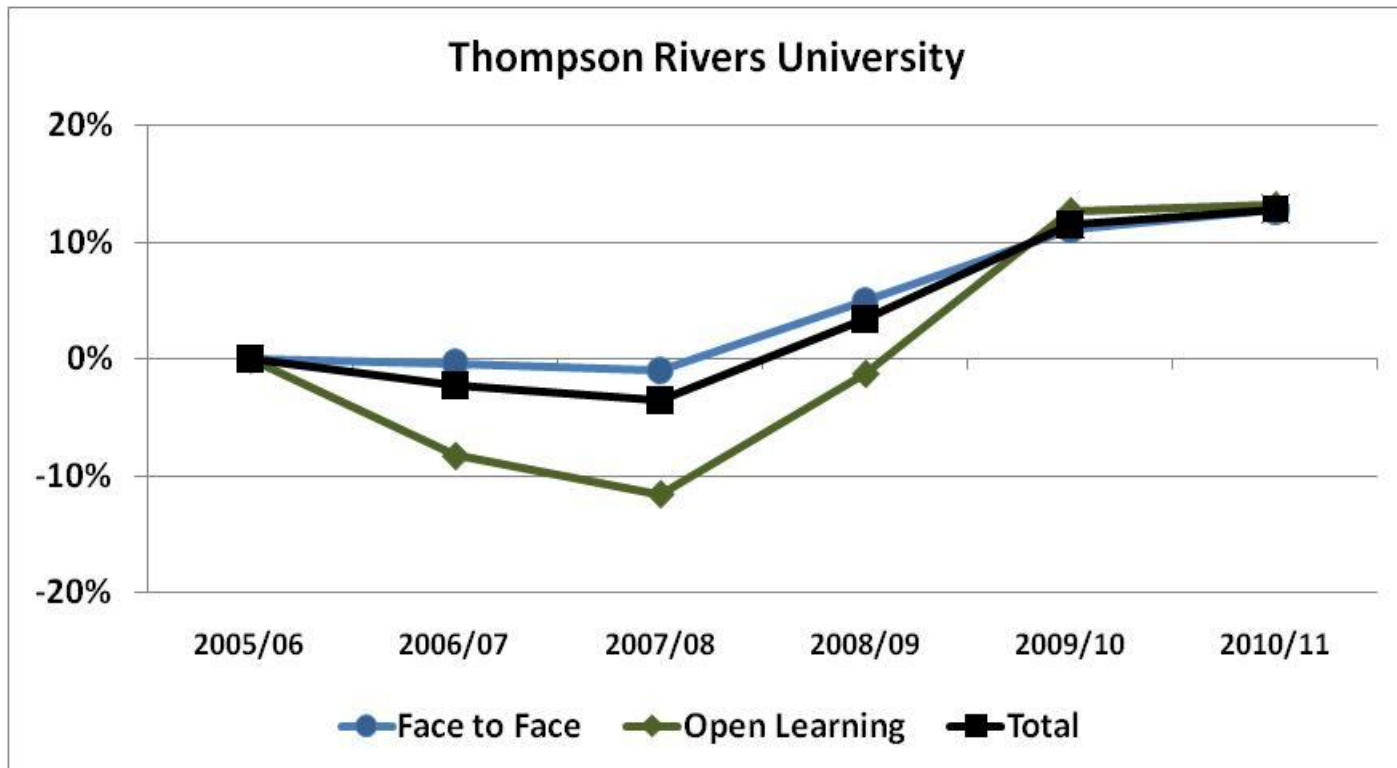


Source: Ministry of Education

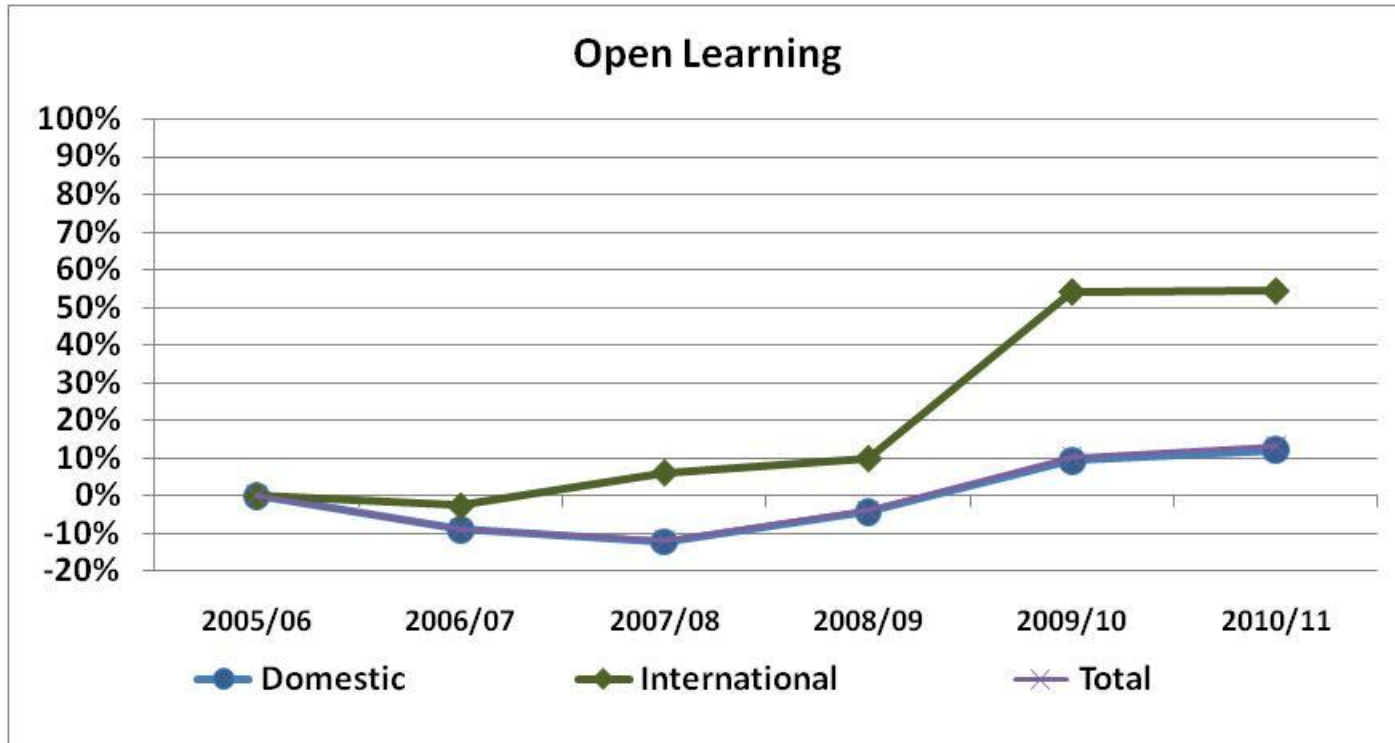
◆ Kindergarden ■ Grade 12

Academic Course Registrant Enrolment Trends

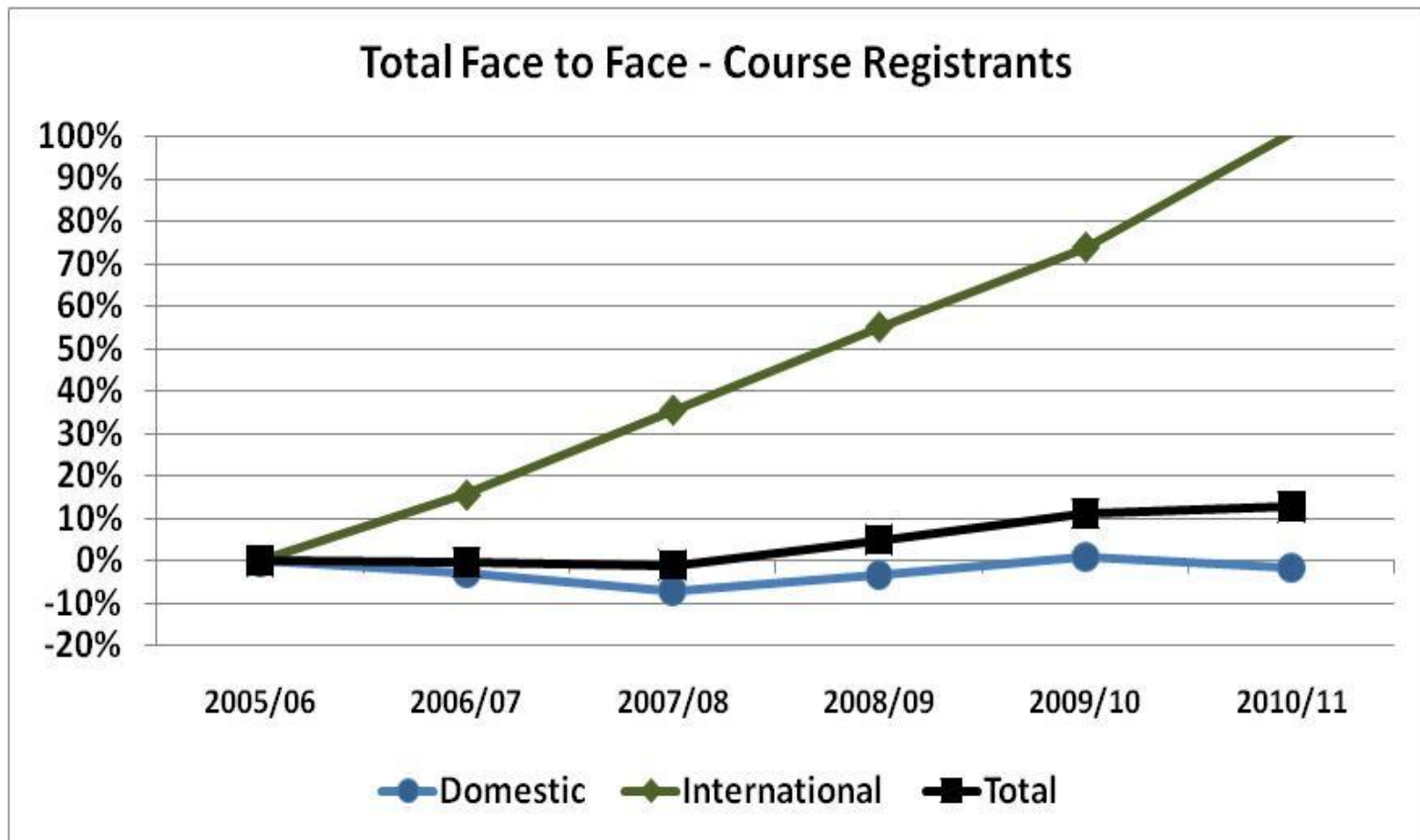
% Change 2005-06 to 2010-11

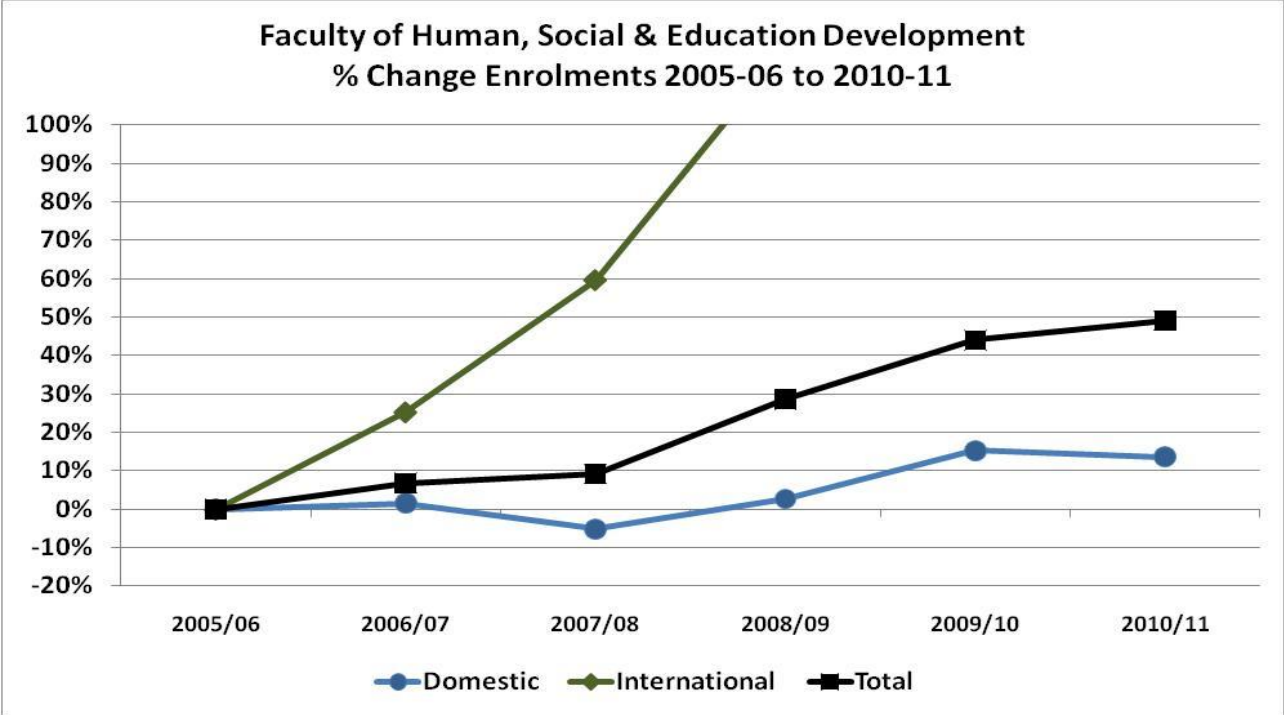
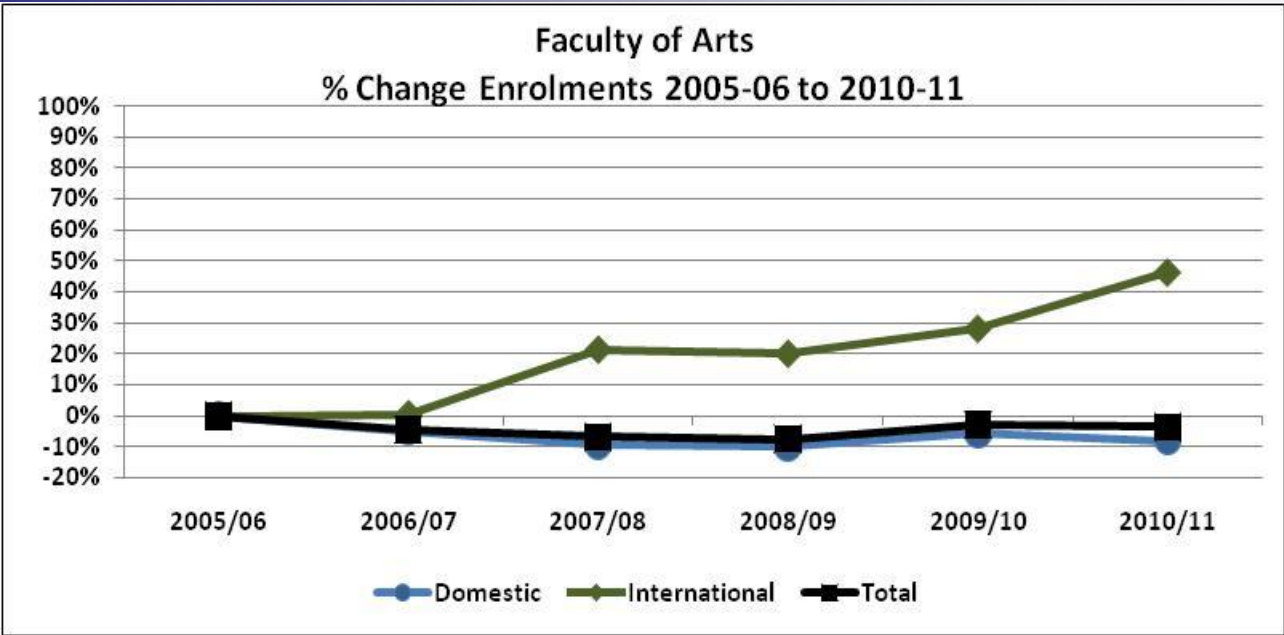


% Change Enrolments - 2005-06 to 2010-11



% Change Enrolments - 2005-06 to 2010-11

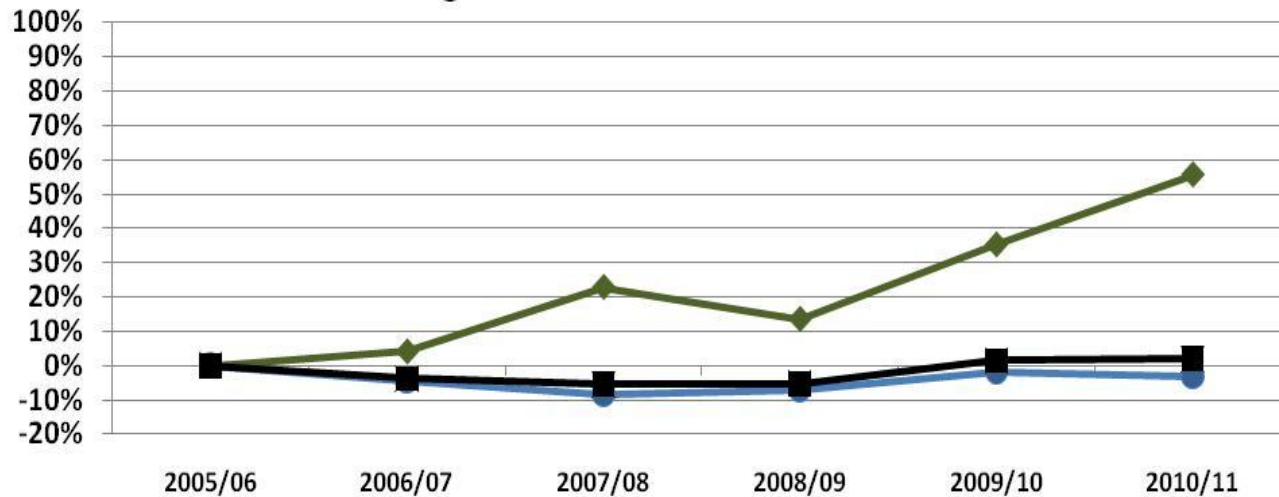




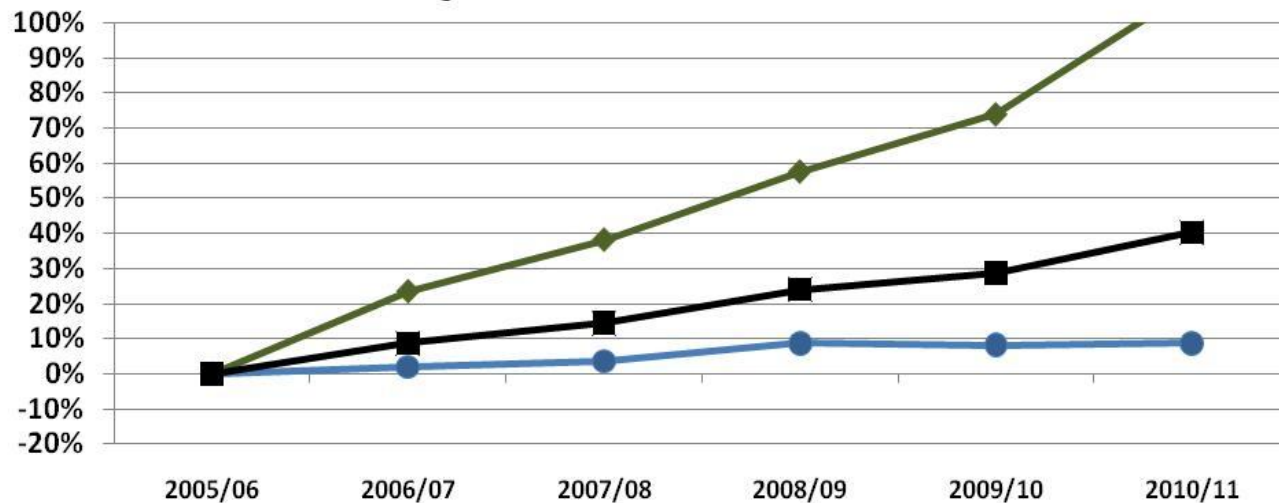
International enrolments FOHSED

2010-11 - 5006
 2009-10 - 4486
 2008-09 - 4019
 2007-08 - 2920
 2006-07 - 2292
 2005-06 - 1829

Faculty of Science
% Change Enrolments 2005-06 to 2010-11



School of Business & Economics
% Change Enrolments 2005-06 to 2010-11

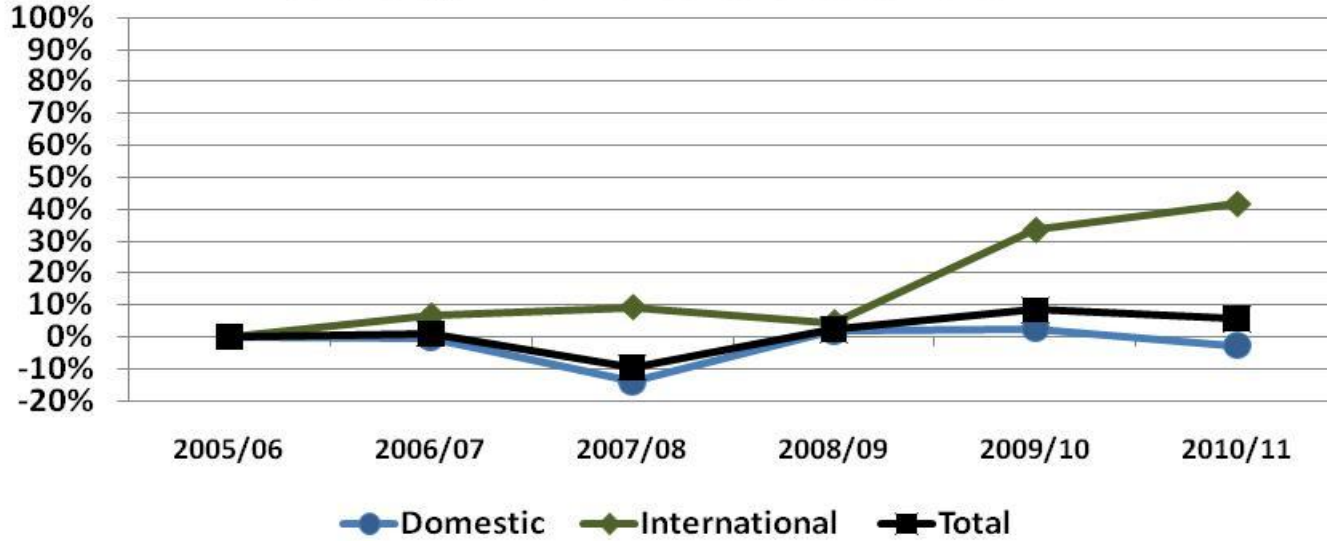


● Domestic ◆ International ■ Total

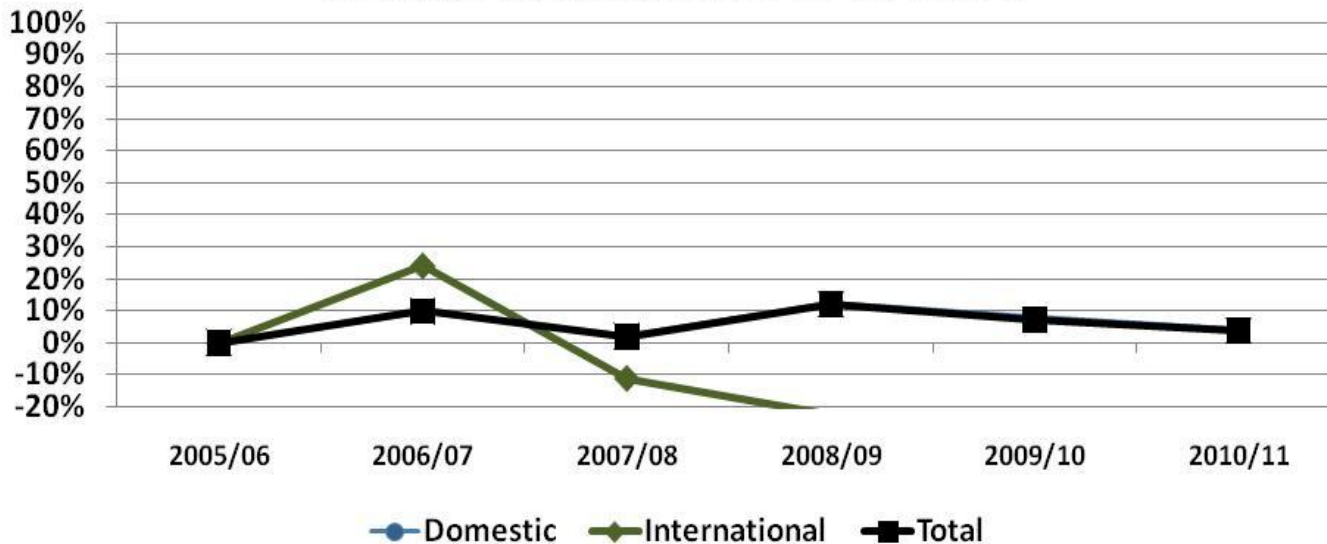
International enrolments SOBE

2010-11 - 5704
 2009-10 - 4729
 2008-09 - 4286
 2007-08 - 3758
 2006-07 - 3358
 2005-06 - 2719

School of Tourism % Change Enrolments 2005-06 to 2010-11

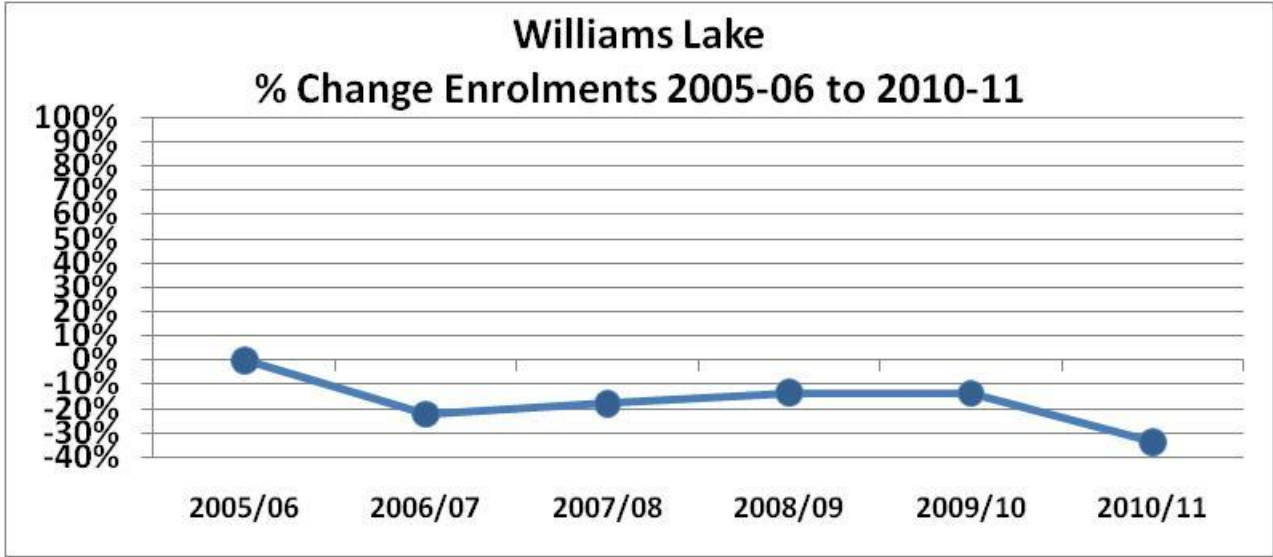


School of Nursing % Change Enrolments 2005-06 to 2010-11



International enrolments
School of Nursing:

2010-11 - 42
2009-10 - 35
2008-09 - 42
2007-08 - 48
2006-07 - 67
2005-06 - 54



Revenue

■ Government Grants

- Macro grant information received, no detailed budget letter to date
- Total ALMD grant is \$64.2 M
- Annual Capital Allowance grant of \$655K
- No funding for any salary increases
- No additional funding for non-salary inflation
- Preliminary Industry Training Authority (ITA) grant is \$4.3 M – decrease of \$400k over last year
- ITA funding is contingent on achieving minimum enrolments for each program

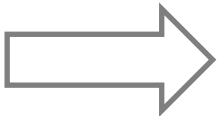
■ Tuition Fees

- Includes a 2% increase
- Based on a 3 year rolling enrolment average for Canadian Face-to-Face, OL is based on the latest projections and TRU World is based on 2010-11 stable enrolments

Comparison of Tuition and Mandatory Fees in BC

source: B.C. Government website

Universities in B.C.	Fiscal Year 2009-10	Fiscal Year 2010-11	Increase over 2009-10
Capilano University	\$3,270	\$3,335	2.0%
Emily Carr University	\$3,434	\$3,503	2.0%
Kwantlen Polytechnic University	\$3,564	\$3,635	2.0%
Royal Roads University	\$6,040	\$6,160	2.0%
Simon Fraser University	\$4,719	\$4,815	2.0%
Thompson Rivers University	\$3,539	\$3,610	2.0%
University of British Columbia	\$4,430	\$4,518	2.0%
University of the Fraser Valley	\$3,641	\$3,713	2.0%
University of Northern British Columbia	\$4,449	\$4,538	2.0%
University of Victoria	\$4,673	\$4,766	2.0%
Vancouver Island University	\$3,710	\$3,784	2.0%



Expenditures

- Expenditures for 2011-12 include new budget allocations for:
 - The Law School
 - House of Learning - new library positions and increases for facilities, utilities and janitorial
- Includes progression through the scales
- Includes a “reserve” for non-wage impacted benefits (dental, extended health etc), carbon taxes and promotion (faculty)

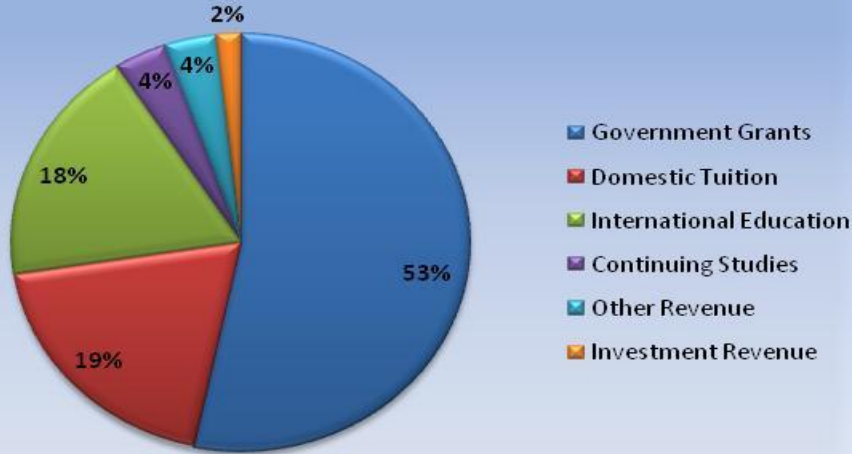


Outstanding Issues

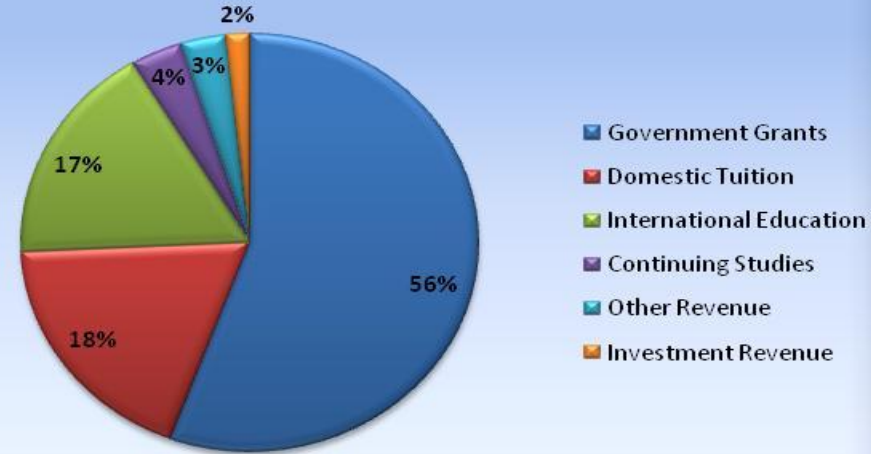
- Collective Agreements for TRUFA and CUPE

Draft Operating Fund Revenues (Total)

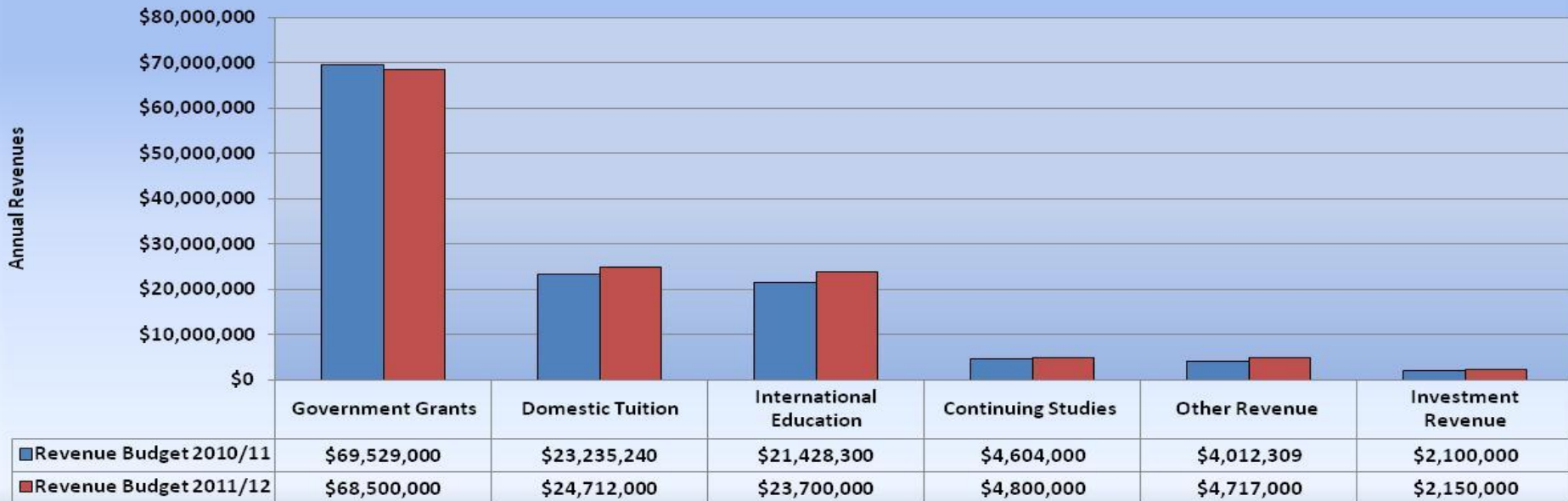
Revenue Budget 2011/12



Revenue Budget 2010/11

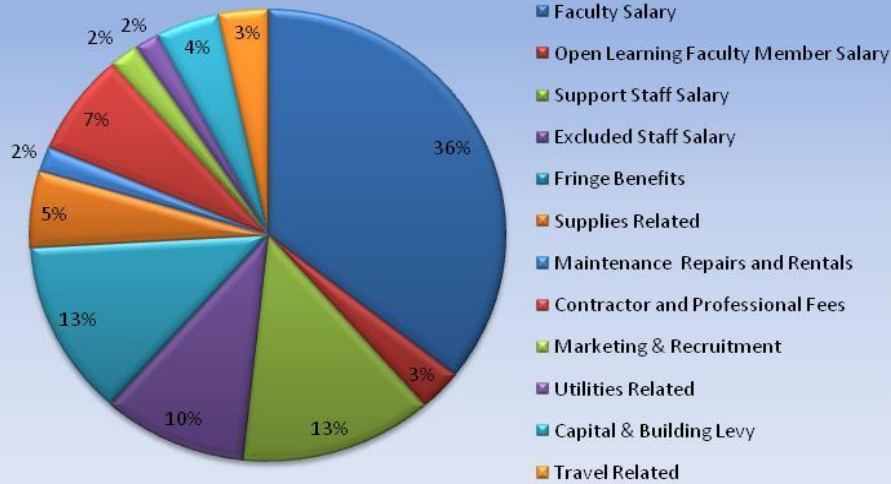


Revenues

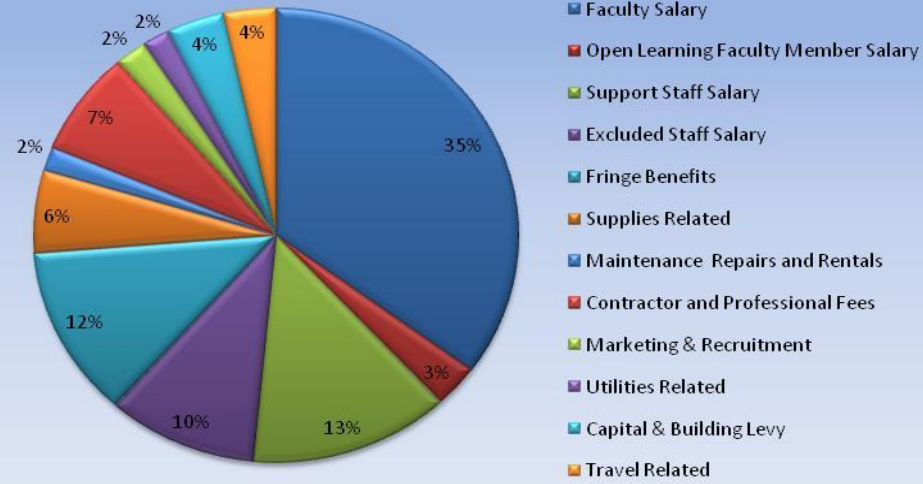


Draft Operating Fund Expenditures (Total)

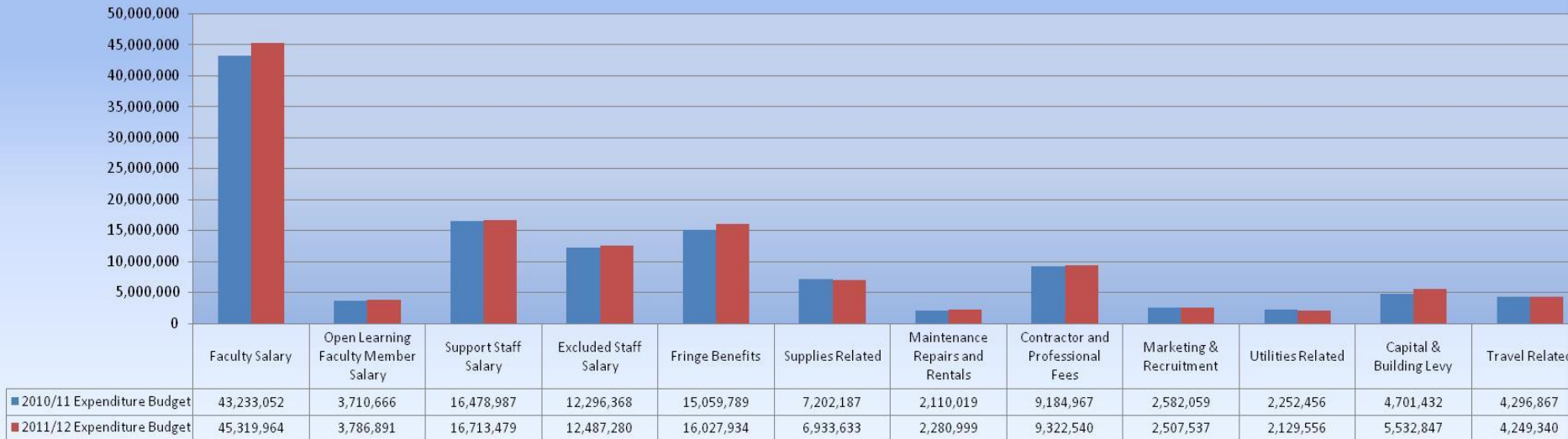
2011/12 Expenditure Budget



2010/11 Expenditure Budget



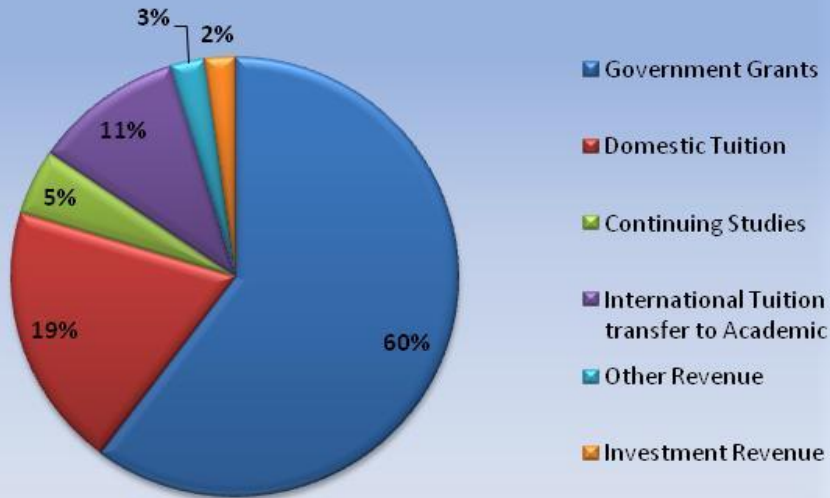
Operating Fund Expenditures



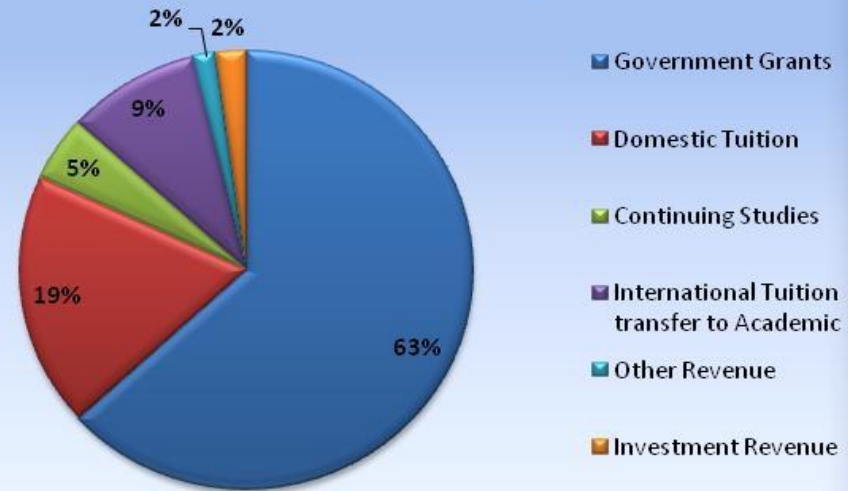
Draft Operating Fund Revenues – On Campus

Excludes Open Learning and TRU World Support

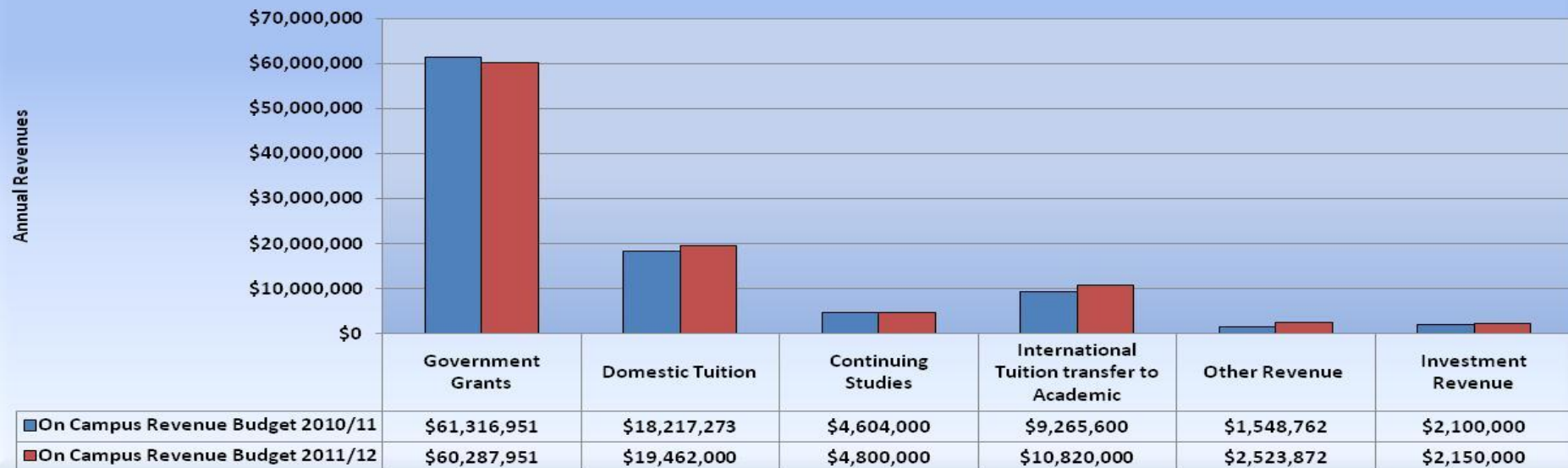
On Campus Revenue Budget 2011/12



On Campus Revenue Budget 2010/11



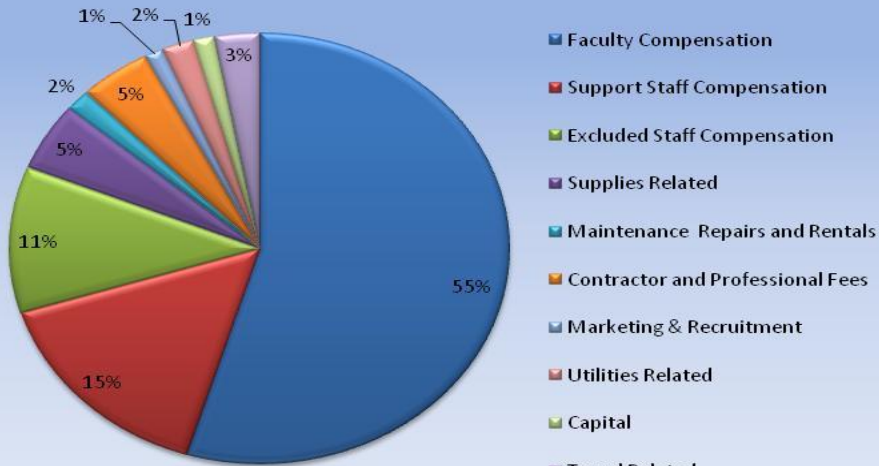
Revenues



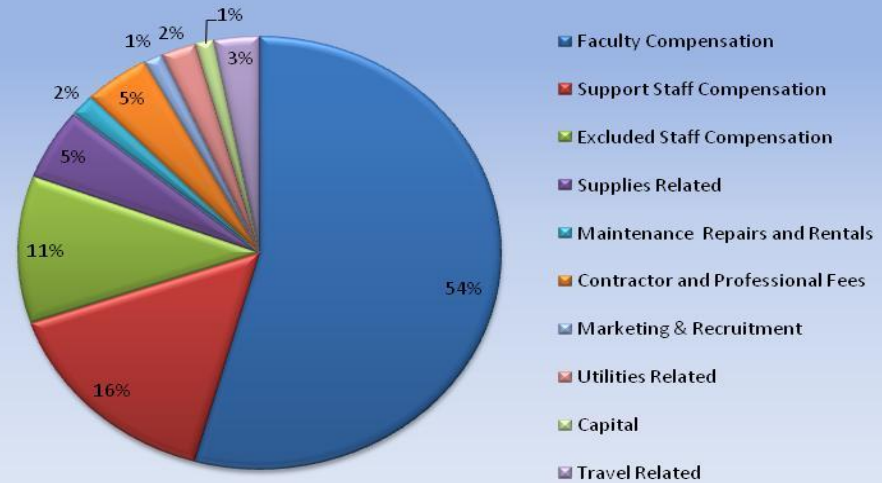
Draft Operating Fund Expenditures – On Campus

Excludes Open Learning and TRU World Support

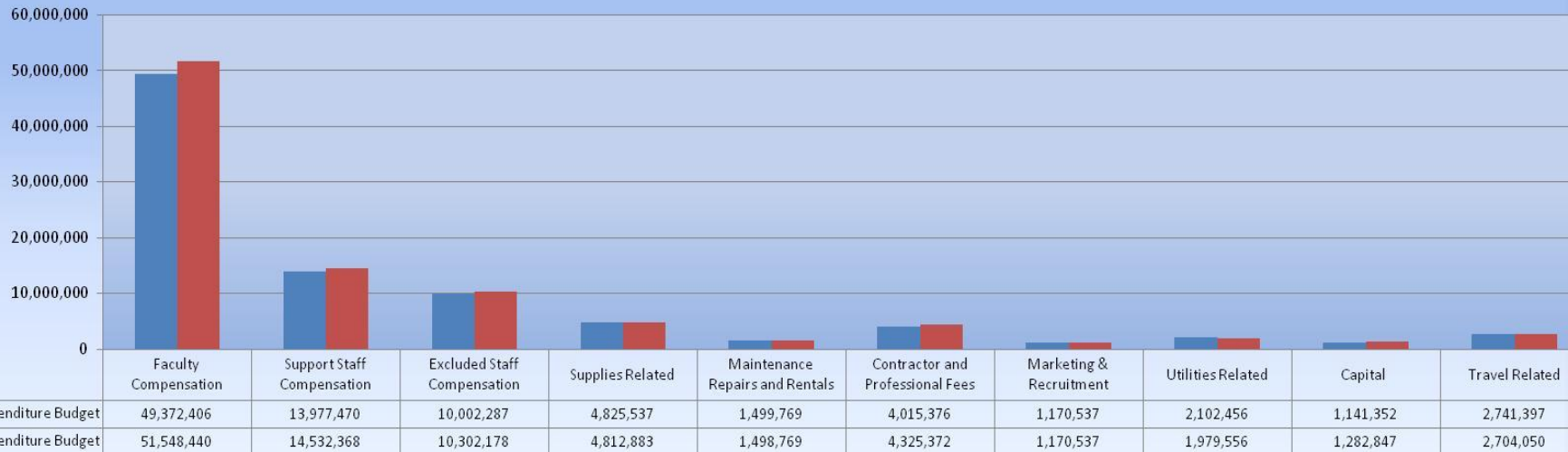
2011/12 Expenditure Budget



2010/11 Expenditure Budget



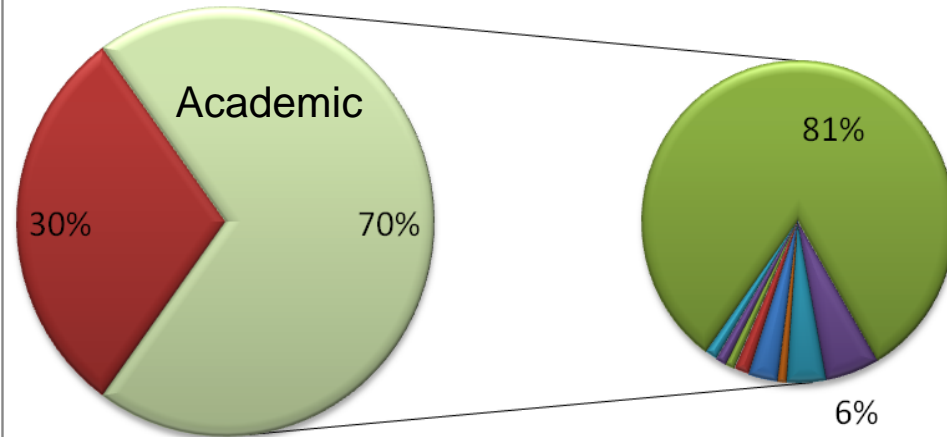
Operating Fund Expenditures



2011-12 Cost Allocation – On Campus Academic and Support Services

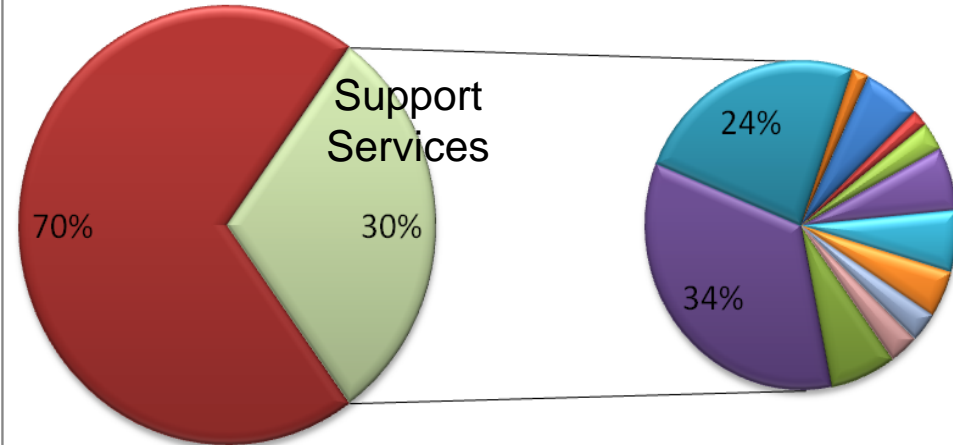
Excludes Open Learning Instruction and Support and TRU World Support

70% Academic Cost Breakdown



- Faculty Compensation - 81%
- Support Compensation - 6%
- Excluded Staff Compensation - 4%
- Contracted Course Delivery - 1%
- Supplies Related - 2%
- Contractor and Professional Fees - 3%
- Professional Development - 1%
- Travel Related - 1%
- Computing - 1%

30% Support Services Cost Breakdown

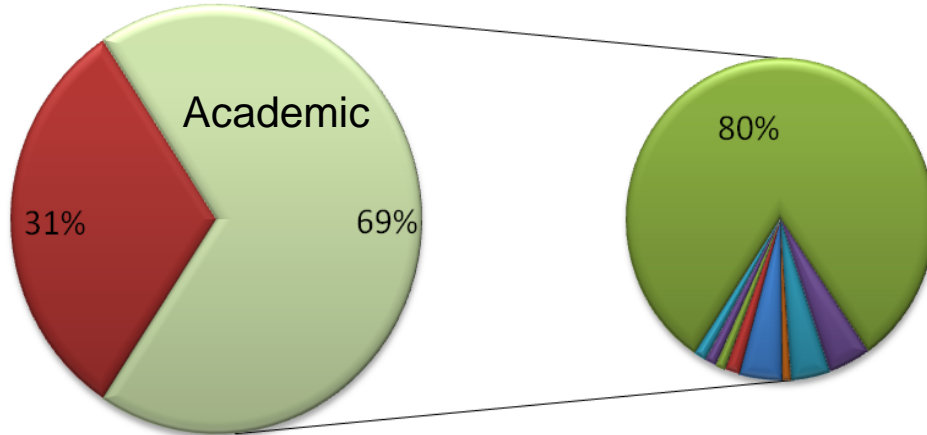


- Faculty Compensation - 6%
- Support Compensation - 34%
- Excluded Staff Compensation - 24%
- Student Scholarship and Bursaries - 2%
- Supplies Related - 6%
- Contractor and Professional Fees - 2%
- Marketing & Recruitment - 3%
- Travel Related - 6%
- Utilities - 6%
- Repairs and Maintenance - 5%
- Janitorial - 3%
- Library Resources (Books ,Periodicals et al) - 3%

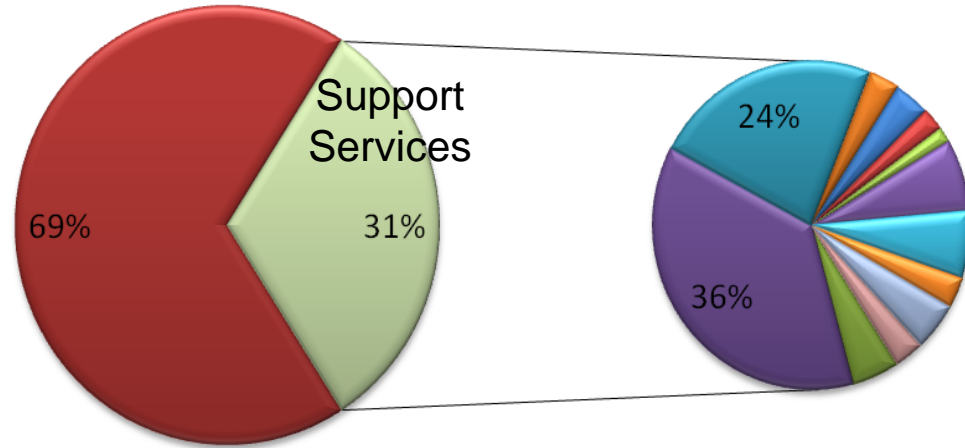
2010-11 Cost Allocation – On Campus Academic and Support Services

Excludes Open Learning Instruction and Support and TRU World Support

69% Academic Cost Breakdown



31% Support Services Cost Breakdown



- Faculty Compensation - 80%
- Support Compensation - 6%
- Excluded Staff Compensation - 4%
- Contracted Course Delivery - 1%
- Supplies Related - 3%
- Contractor and Professional Fees - 3%
- Professional Development - 1%
- Travel Related - 1%
- Computing - 1%

- Faculty Compensation - 5%
- Support Compensation - 36%
- Excluded Staff Compensation - 4%
- Student Scholarship and Bursaries - 1%
- Supplies Related - 4%
- Contractor and Professional Fees - 2%
- Marketing & Recruitment - 2%
- Travel Related - 8%
- Utilities - 7%
- Repairs and Maintenance - 5%
- Janitorial - 3%
- Library Resources (Books ,Periodicals et al) - 3%

Draft Operating Fund Budget of Revenues and Expenditures for the 2011/2012 Fiscal Year

Revenue/Expenditure Category	2011/12 Budget	2010/11 Forecast	2010/11 Budget	2009/10 Actual
Government Allocations				
ALMD Block Grant	64,200,000	64,409,060	64,200,000	64,101,643
ALMD Aboriginal Funding	-	357,000	357,000	300,000
ALMD SIP Funding	-	204,000	204,000	204,000
ITA Funding	4,300,000	4,700,000	4,768,000	4,620,216
Government Allocations Total	68,500,000	69,670,060	69,529,000	69,225,859
Tuition and Other Revenue				
Tuition - Credit Programming	19,462,000	17,050,873	18,217,273	17,796,354
Tuition Open Learning	5,250,000	4,737,701	5,017,967	4,472,049
Lab and Course Fees	3,949,000	4,104,014	3,412,309	3,804,503
Other Revenues	768,000	660,531	600,000	523,000
Investment Revenue	2,150,000	2,537,719	2,100,000	2,361,148
TRU World	23,700,000	23,634,000	21,428,300	20,666,805
Continuing Studies	4,800,000	4,802,920	4,604,000	4,331,642
Tuition and Other Revenue Total	60,079,000	57,527,758	55,379,849	53,955,501
Total Revenue	128,579,000	127,197,818	124,908,849	123,181,360
Expenditures				
Divisional Operating	94,157,000	90,729,129	90,287,586	88,312,880
Aboriginal Service Plan Expenses	-	357,000	357,000	300,000
SIP Expenses	-	204,000	204,000	204,000
Divisional Operating Open Learning	15,655,000	14,494,258	15,693,563	14,309,168
TRU World - Operations	10,005,000	8,722,000	9,630,500	7,639,660
Continuing Studies	4,600,000	4,336,582	4,404,000	3,607,097
Expenditures Total	124,417,000	118,842,969	120,576,649	114,372,805
Reserves				
Board Reserves	1,900,000	2,000,000	1,800,000	1,650,000
Law School Start Up	(613,000)	-	-	-
International Building Reserves (net)	2,875,000	2,870,000	2,532,200	2,279,535
Excess (Deficiency) of Revenues	0	3,484,849	0	4,879,020

Thompson Rivers University - Open Learning Draft Operating Budget 2011-12 Fiscal Year

	2011/12 Budget	2010/11 Forecast	2010/11 Budget	2009/10 Actual
Block Grant Allocation	8,212,049	8,304,430	8,212,049	8,603,949
Tuition	5,250,029	4,737,701	5,017,967	4,472,050
Lab & Course Fees	2,007,028	1,773,467	2,440,297	1,853,034
Other Revenues	186,100	476,668	23,250	27,794
Total Revenue	15,655,206	15,292,266	15,693,563	14,956,827
Expenditures				
Compensation & Benefits	12,863,536	11,834,978	12,660,957	11,607,236
Operating Supplies	684,750	579,500	872,300	606,672
Professional Fees and Contracted Services	405,750	603,600	416,700	355,263
Building, Equipment ,Operations and Mainte	539,230	576,300	373,950	266,715
Travel, Membership and Training	545,290	580,300	525,550	514,351
Advertising, Promotion and Recruitment	478,000	655,000	498,000	797,609
Interest, Bank Charges and Related	138,650	164,579	211,847	161,322
Institutional Issues			134,259	
Total Operating Expenditures	15,655,206	14,994,257	15,693,563	14,309,168
Excess (Deficiencies) of Revenues over Exp	-	298,009	-	647,659

Thompson Rivers University - TRU World Draft Operating Budget 2011-12 Fiscal Year

Revenues	2011/12 Budget	2010/11 Forecast	2010/11 Budget	2009/10 Actual
Tuition Fees	21,900,000	21,550,000	19,776,100	18,809,563
Short Term Programming & Accreditation	1,800,000	1,894,000	1,652,200	1,857,242
Transfers		190,000		
Total Revenues	23,700,000	23,634,000	21,428,300	20,666,805
Revenue Transfers				
Transfer to Base	10,820,000	10,585,000	9,265,600	9,016,839
International Building Levy fee	2,875,000	2,760,000	2,532,200	2,450,769
Revenue Transfers Total	13,695,000	13,345,000	11,797,800	11,467,608
Net Revenues Total	10,005,000	10,289,000	9,630,500	9,199,197
Operating Expenditures:				
Compensation and Benefits	3,200,000	3,110,000	3,202,400	2,700,934
Office Operating Expenses	725,000	715,000	793,350	864,853
Credit Card Commissions	200,000	182,000	181,850	2,051
Building Equipment and Maintenance	130,000	125,000	123,300	119,434
Renovations - Third Floor CAC	1,125,000	200,000	200,000	-
Renovations - Third Floor Old Main	300,000	100,000	100,000	-
Bursaries, Awards and Scholarships	175,000	164,000	4,500	4,801
Travel Related Expenses	1,000,000	1,039,000	1,029,920	1,005,660
Unallocated			727,880	
Marketing Initiatives	650,000	633,000	726,700	509,108
Professional Fees	2,500,000	2,454,000	2,540,600	2,432,819
	10,005,000	8,722,000	9,630,500	7,639,660
Total Operating Expenditures:	10,005,000	8,722,000	9,630,500	7,639,660
Excess of Revenues over Expenditures	-	1,567,000	-	1,559,537

Draft Base Operating Fund – Expenditures by Division (F2F) 2011-12 Fiscal Year

Division	2011/12 Budget	2010/11 Budget
Faculty of Sciences	12,133,671	12,090,838
School of Business & Economics	5,540,032	5,248,110
Faculty of Human, Social & Educational Development	9,479,534	9,088,603
School of Nursing	4,826,105	4,941,160
School of Tourism	3,874,157	3,562,126
Faculty of Arts	10,654,308	10,432,080
Faculty of Law	1,845,000	0
School of Trades & Technology	4,202,593	4,462,350
Williams Lake Campus	3,341,736	3,223,991
AVP Research and Graduate Studies	430,016	435,674
University Library	2,913,105	2,779,393
Vice Provost Students	6,951,211	6,694,175
Vice President - Academic	2,666,299	2,670,260
AVP Human Resources and Planning	2,641,303	2,601,621
Facilities	4,915,908	4,948,774
Procurement Services	770,335	752,137
Athletics and Recreation	1,474,221	1,491,861
AVP IT Services	4,794,623	4,740,731
AVP Finance	2,242,150	2,144,803
Budget Development and Internal Audit	207,897	228,927
Vice President - Administration & Finance	2,489,814	2,543,960
Institution Technology	732,522	732,120
Environment & Sustainability	213,825	295,396
VP- Advancement	1,150,204	1,165,295
President's Office	655,048	655,135
Aboriginal Service Plan	245,027	604,742
TRU Secretariat	830,964	828,824
	92,221,609	89,363,086
Equipment	950,000	950,000
Benefit Reserve	300,000	included above
Promotion Reserve	150,000	included above
Carbon Tax Reserve	150,000	150,000
Regional Budget Allocation	385,500	385,500
	94,157,109	90,848,586
Total Expenditures		

Thompson Rivers University
 Operating Funds (Excluding Professional Development Funds)
 Divisional Projected Results as per Q3 Forecast
 April 1st 2010 to March 31, 2011

	Projected Revenues	Projected Expenditures	Projected Net Results	Opening Carry Forward
Faculty of Science	12,173,389	12,269,990	(96,601)	139,882
School of Business & Economics	6,741,050	6,479,981	261,069	265,928
Faculty of Human Social & Education Development	9,418,702	9,380,321	38,381	46,000
School of Nursing	4,882,134	4,722,838	159,296	-
School of Tourism	4,621,978	4,607,000	14,978	175,360
Faculty of Arts	10,304,370	10,192,252	112,118	518,893
School of Trades & Technology	6,539,744	6,336,376	203,368	-
University Library	2,816,492	2,669,085	147,407	140,329
Vice Provost Students	7,017,868	7,003,426	14,442	276,566
Regional Campuses	649,600	674,000	(24,400)	454
AVP Research & Graduate Studies	450,301	439,337	10,964	(10,209)
VP Academic & Provost - Portfolio	790,260	345,000	445,260	-
VP Academic & Provost - Office	1,358,341	1,212,300	146,041	185,656
VP Open Learning	14,814,266	14,494,257	320,008	1,164,577
VP Advancement	1,348,628	1,327,327	21,301	31,257
Environmental & Sustainability	400,563	398,586	1,977	9,812
Facilities	5,511,636	5,488,137	23,499	80,866
Capital Projects & Construction	47,190	11,100	36,090	2,590
Williams Lake	3,907,513	3,869,946	37,567	124,880
Athletics & Recreation	1,671,485	1,649,310	22,175	(22,905)
AVP IT Services	5,016,231	5,182,527	(166,296)	231,766
AVP HR & Planning	2,727,058	2,707,000	20,058	129,289
AVP Finance	3,267,405	3,204,500	62,905	22,371
VP Finance & Administration - Portfolio	2,624,940	2,592,120	32,820	824,780
VP Finance & Administration - Office	609,566	588,000	21,566	77,275
TRU Secretariat	828,823	698,000	130,823	(878)
President	661,035	600,000	61,035	53,127
Aboriginal Affairs	564,893	573,893	(9,000)	313,176
TRU World (net of transfers)	9,989,000	8,422,000	1,567,000	981,867
Total	121,754,461	118,138,608	3,615,853	5,762,709

Thompson Rivers University

Capital Projects Update
2011 – 2012



Capital Funding Sources

- Major Capital – Ministry Funded (\$5M -.....)
- Minor Capital – Ministry Funded (\$300k - \$5M)
- Annual Capital Allowance – *this funding has been reduced for from 2009-10 and is consistent with 2010-11.* These funds are used for cyclical maintenance (buildings, boilers, roof, grounds, etc.), infrastructure (public works - roads, sidewalks, sewer water, and electronic), renovations (\$25K to \$1.5M), capital reserves, planning for major capital, etc.
- Self-Financed – separate revenue stream or reserves



Capital Projects Completed in 2010-11 and/or currently under construction

- **House of Learning**
- **Old Main Building Code Upgrades**
- **Faculty Annex N**
- **Third Floor Campus Activity Centre**
- **Third Floor Old Main (Shell)**



House of Learning

- \$32 million total project – LEED gold standard
- Construction – commenced 2009/10
- Occupancy – Spring 2011
- Upgrades to Library – Summer 2011
- Web site - <http://www.tru.ca/houseoflearning.html>
- Grand Opening – May 26th 2011

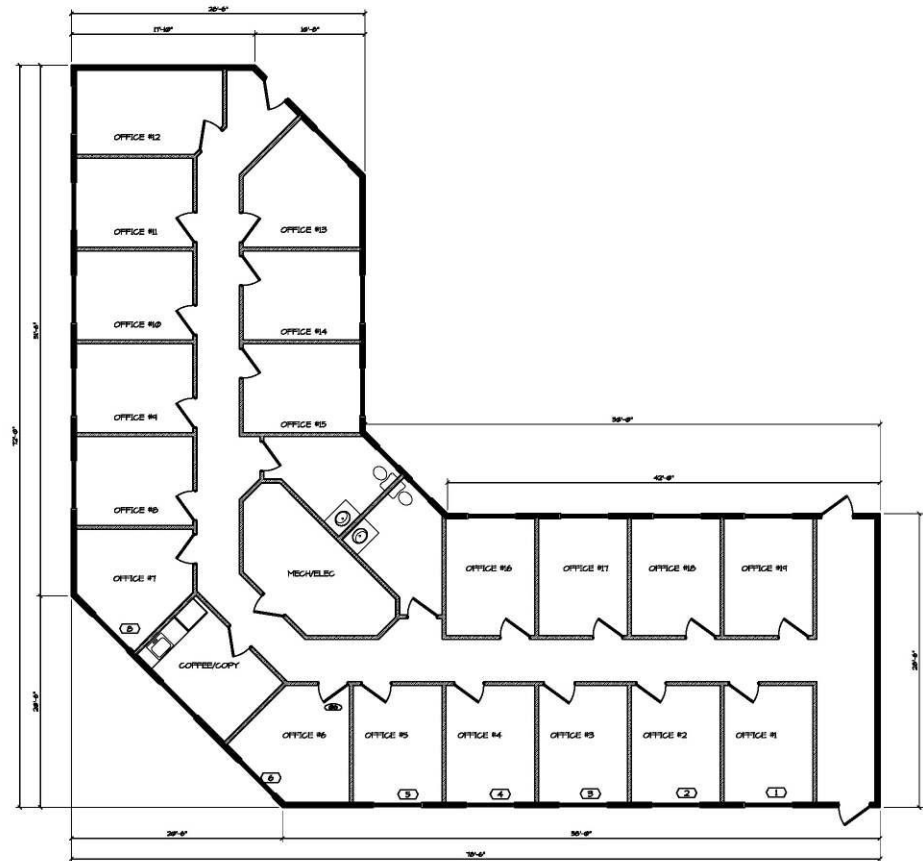
Faculty Annex N



Faculty Annex N

Highlights

- 19 faculty offices
- \$700,000 budget
- Financed through internal restriction



HOUSE #6, Office Building #4
(Single Story Slab-on-Grade)
NOT TO SCALE
GFA=3241sqft [301sqm]



Front

Campus Activity Centre

Current Building View

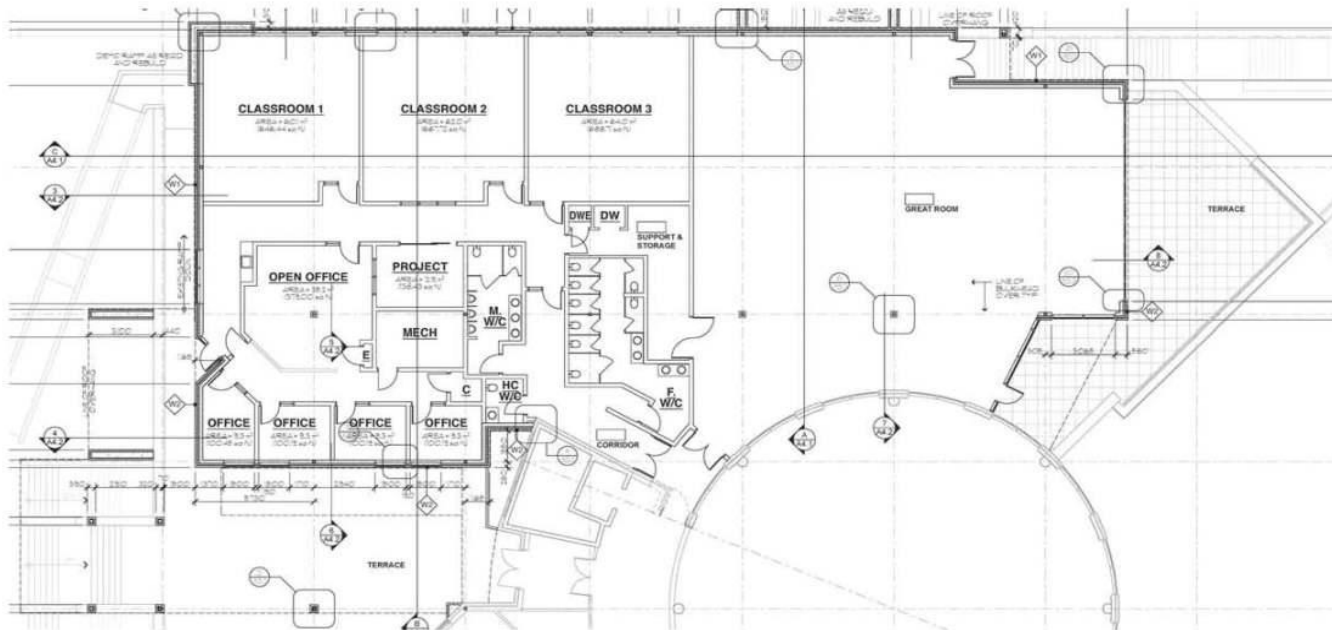
Third Floor Addition - Highlights:

- 9,400 square foot addition to the third floor
 - A further 3,100 square feet of covered patio
 - Program space required for TRU World – Contract training
 - Additional meeting room space for Ancillary Services
 - Tender packages have now closed
 - Construction budget is estimated at \$2.8M with an overall budget of \$3.6M
 - Project is jointly financed between Ancillary Services and TRU World
- Scheduled completion – October 15th 2011



Rear

Third Floor Addition





Front

Architectural Renderings

Third Floor Addition



Rear

Old Main – Third Floor Addition

■ Overview

- Project Budget – Two Phases
 - Phase I - Shell including replacement of windows and cladding (Capital building levy and internal restriction of funds) - \$10M
 - Phase II - Fit out to be financed through public and private fundraising - \$9.2M. Phase II construction will not commence until funding is secured
- Additional 40,000 square feet
- Stantec Project Management has been selected as Project Managers
- The design competition for the design architects was held on February 18th
- Diamond + Schmitt Architects and Stantec Architecture was selected as the Design Architects
- Schedule
 - Removal and replacement of the exterior windows on the first and second floor of “A” Block and first floor of “B” Block will occur this summer between June 15th and August 15th
 - Seismic upgrades to ‘A’ Block will occur this summer
 - The above work (disruptive portions) will be done during the afternoon, evenings and weekends to minimize the disruption to ongoing operations
 - Tender packages for the Phase I - Shell - October – November
 - Prefab construction will occur offsite over the winter months
 - Onsite construction will commence April 2012 with the completion of the shell targeted for June 2012.

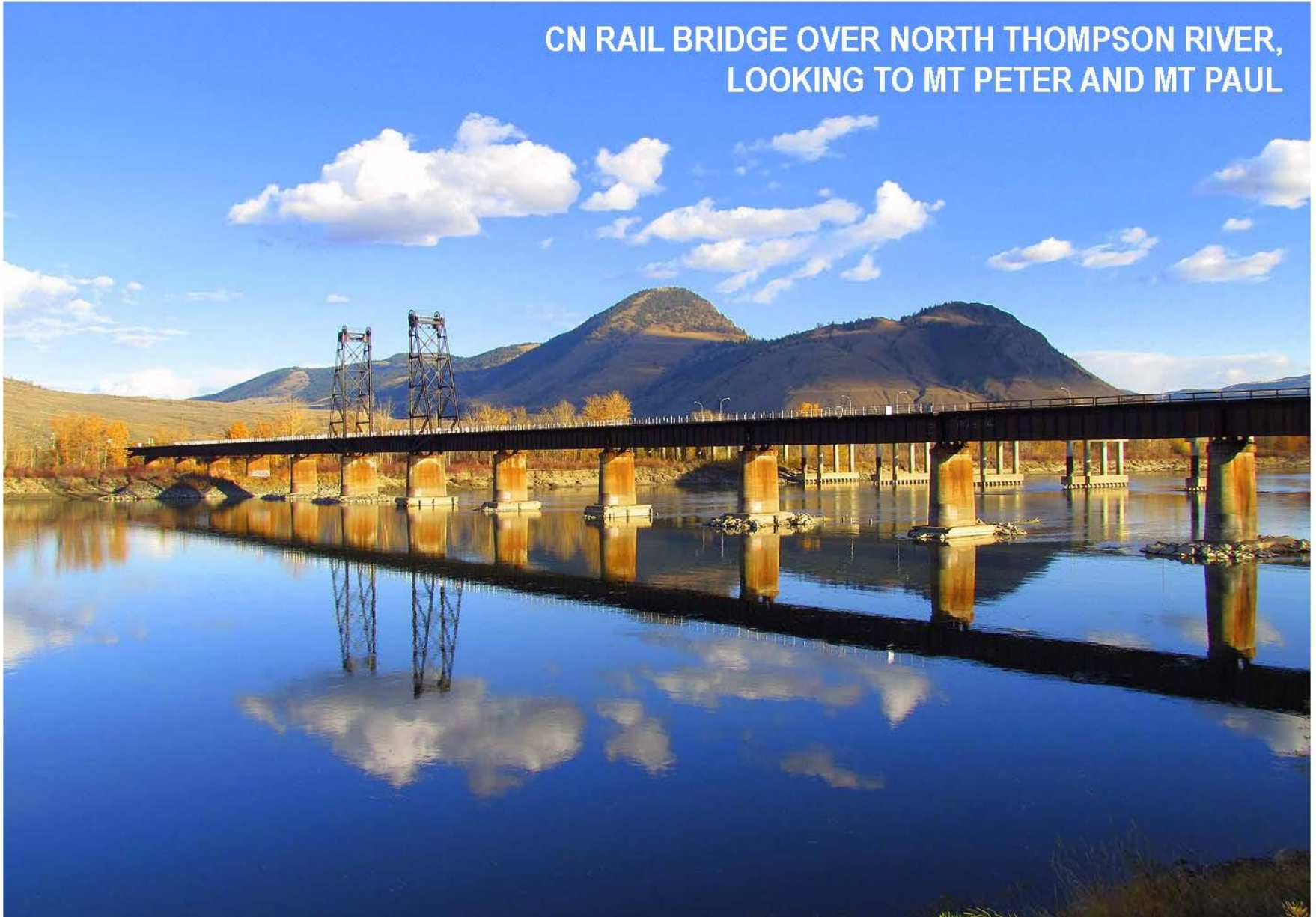
VIEW OF THE RIVER VALLEY, PETER AND PAUL MOUNTAINS

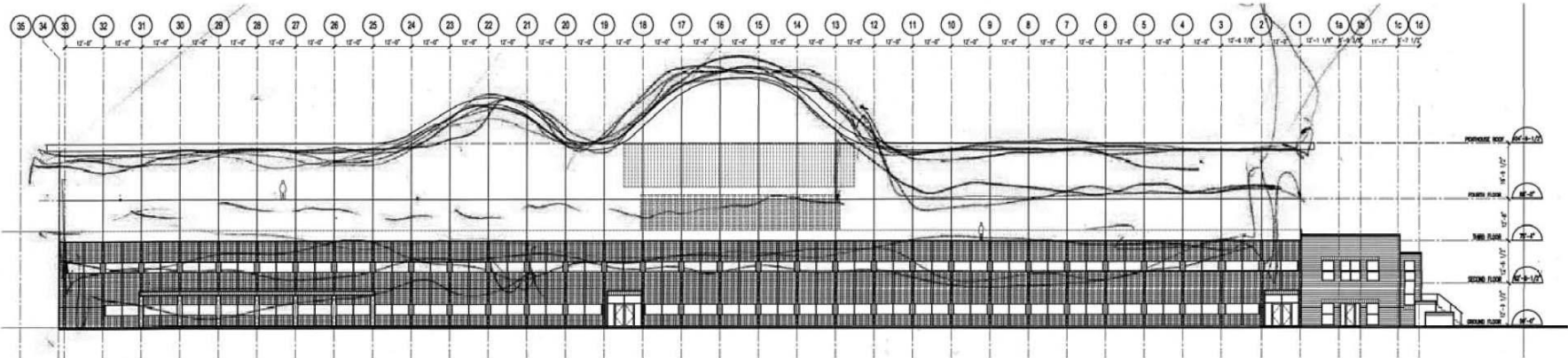
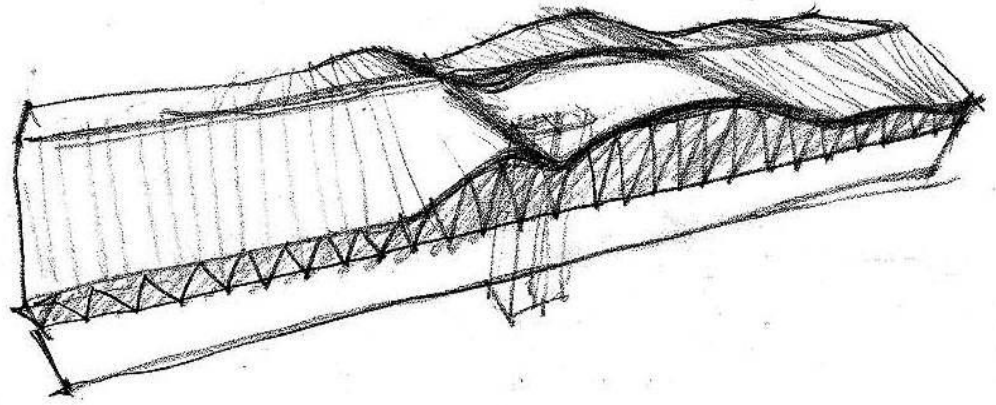
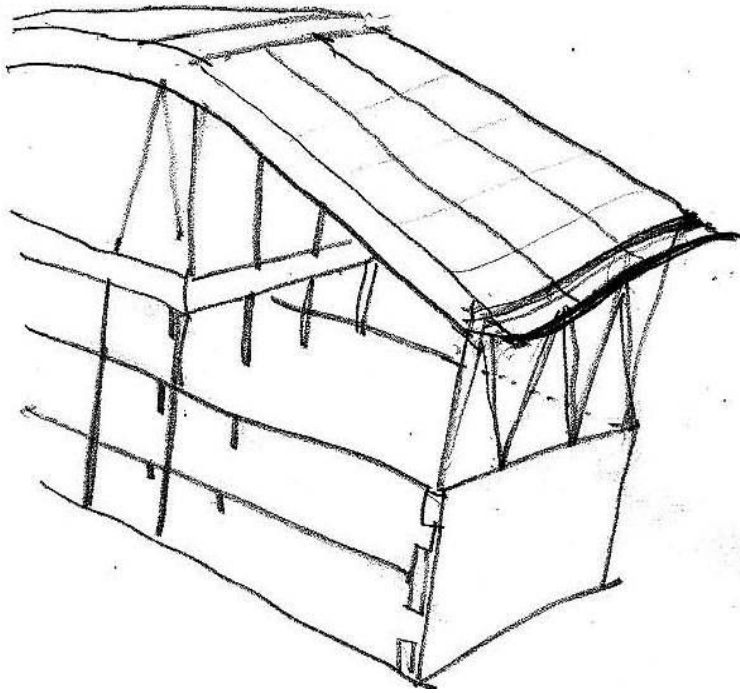


A.Y. JACKSON – MOUNT PETER and MOUNT PAUL



CN RAIL BRIDGE OVER NORTH THOMPSON RIVER,
LOOKING TO MT PETER AND MT PAUL





South View



South View



North View





North View

POSSIBLE CLASSROOM DESIGN

- Pine Beetle
- Acoustics
- Ventilation



LIBRARY, MOOT COURT, CLASSROOM, STUDY ROOM or LOUNGE OPTIONS





Thank You