

# Thompson Rivers University

Operating Budget  
2009 – 2010

Senate Presentation

May 2009





# Budget Committee of Senate BCOS

- Regular monthly meetings
- Regular capital construction updates
- Presentations from
  - School of Education
  - Financial Aid
  - Enrolment Office
  - Institutional Planning and Analysis (IPA)
  - Human Resources



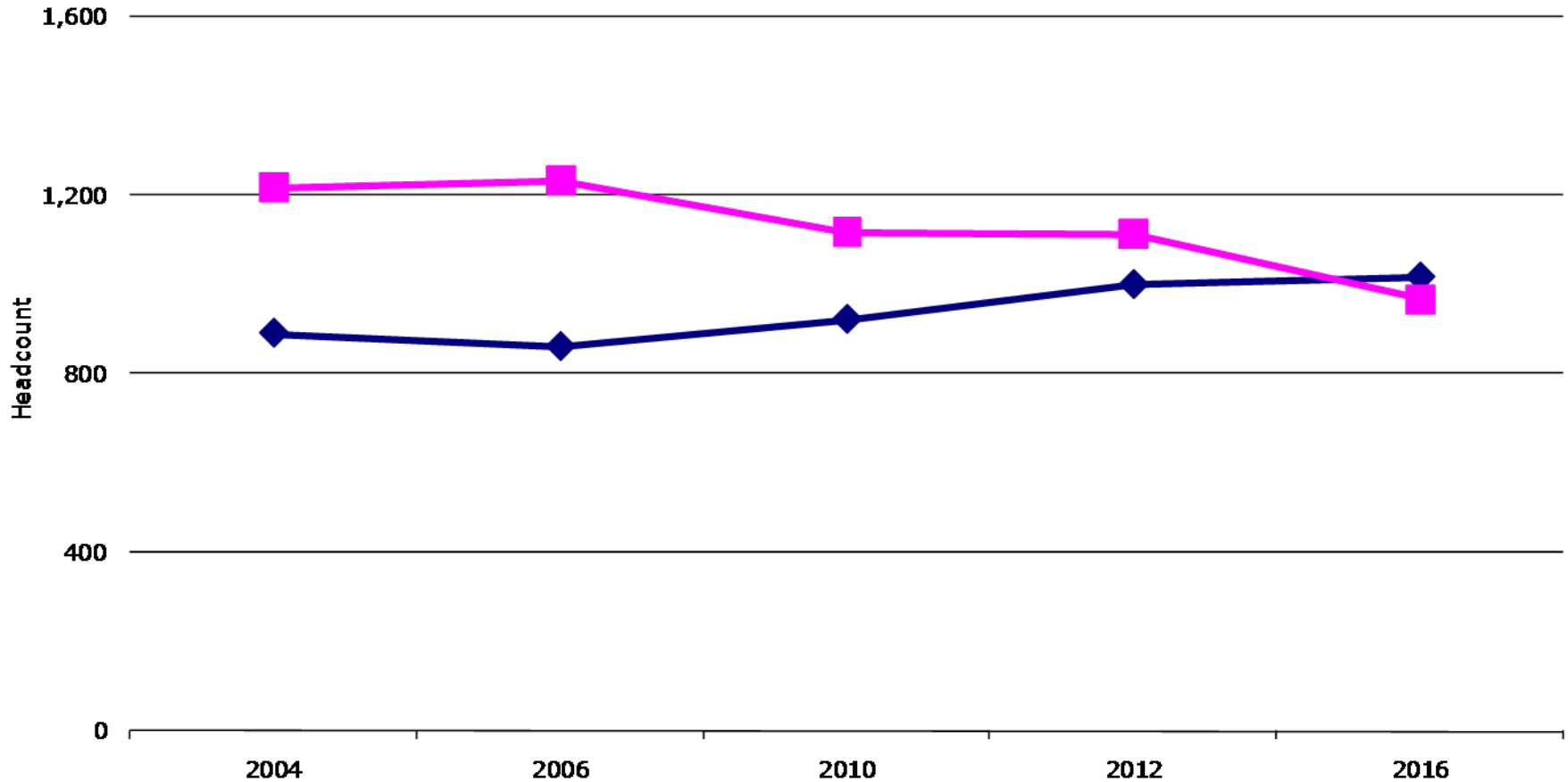
## Established sub-committees for:

- Scholarship and Bursary Funding
- Budget Review of New Programs and Courses
- BCOS Communications and Profile Enhancement
- In the Event of Funding Reductions the Process to be Followed (Completed)
- Strategic Plan Funding

# Budget Challenges for 2009 and Beyond

- Enrolments – how to offset the declining student numbers within our region
- ALMD FTE model based on three years; funding is provided on a year-to-year basis
- Funding of new programs and other initiatives
- Completing the implementation of the ERP integrated administrative system
- Implementation of the Strategic Plan
- Collective Agreements expire March 31, 2010
- Environmental legislation and carbon penalties – effective 2010
- Lack of funding for non-salary inflation and progression through the salary grids
- Uncertain economic times

# School District 73 Kamloops/Thompson Kindergarten and Grade 12 Enrolment Projections to 2016

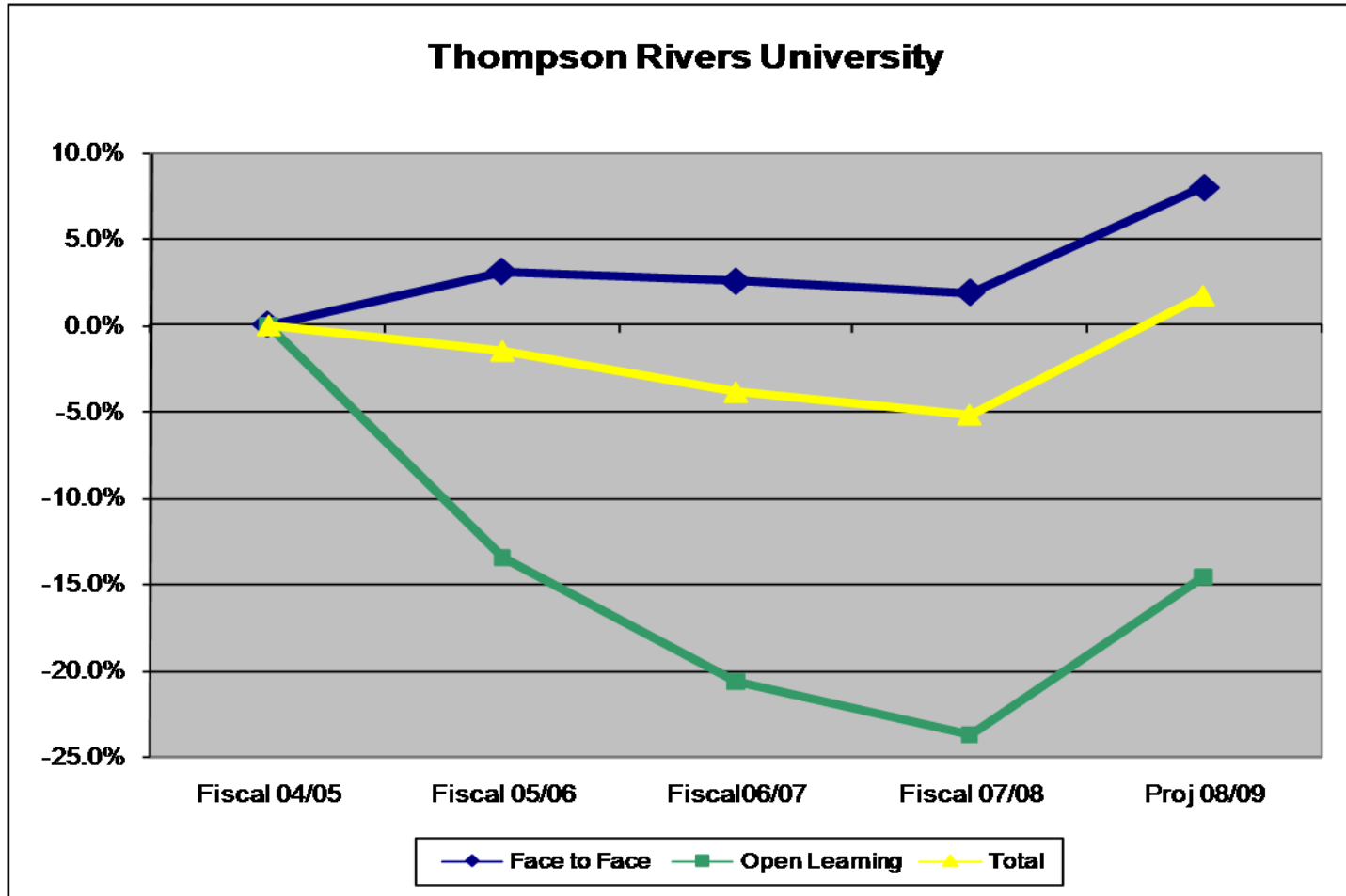


Source: Ministry of Education

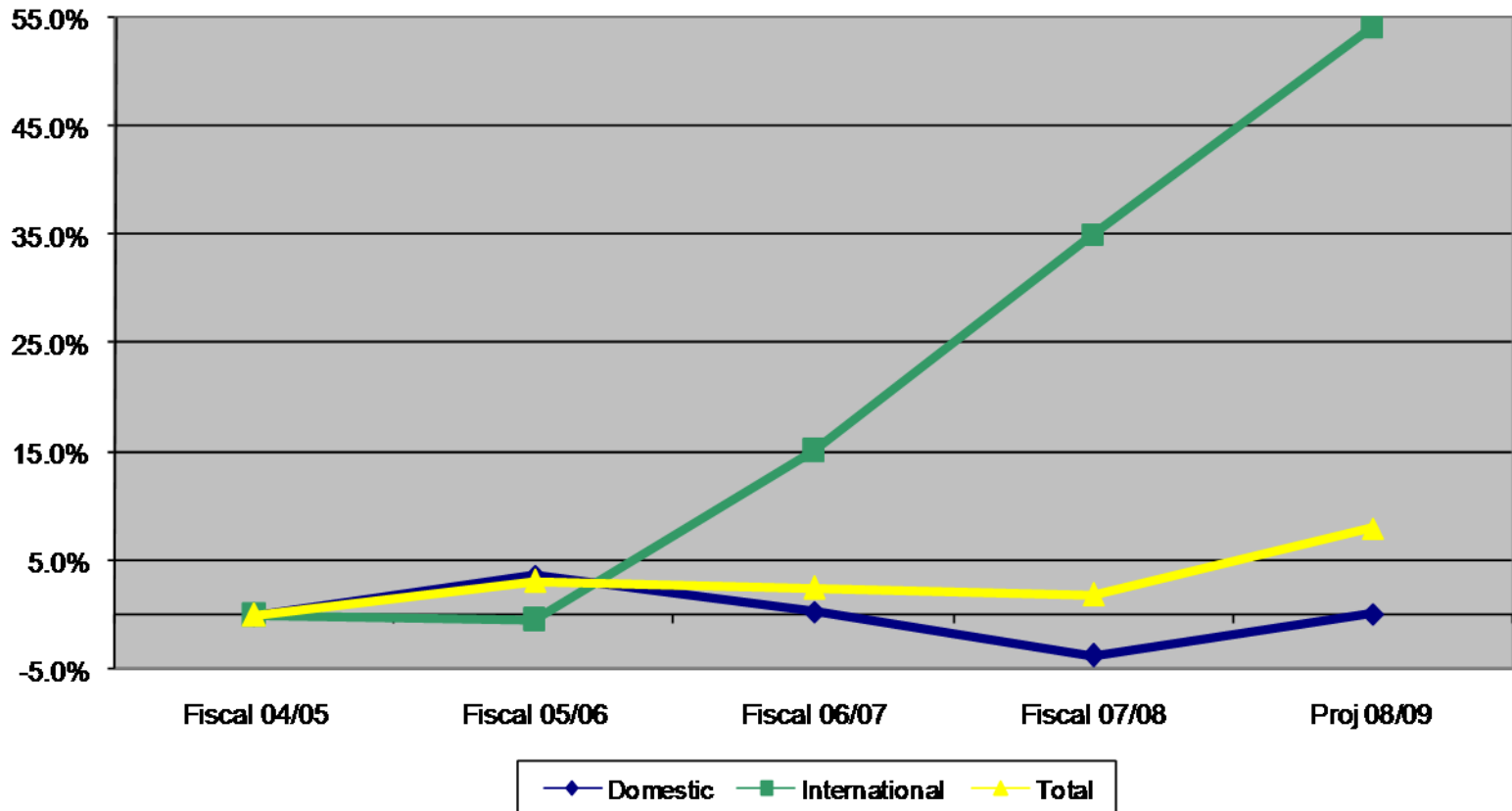


# Academic Course Registrant Enrolment Trends

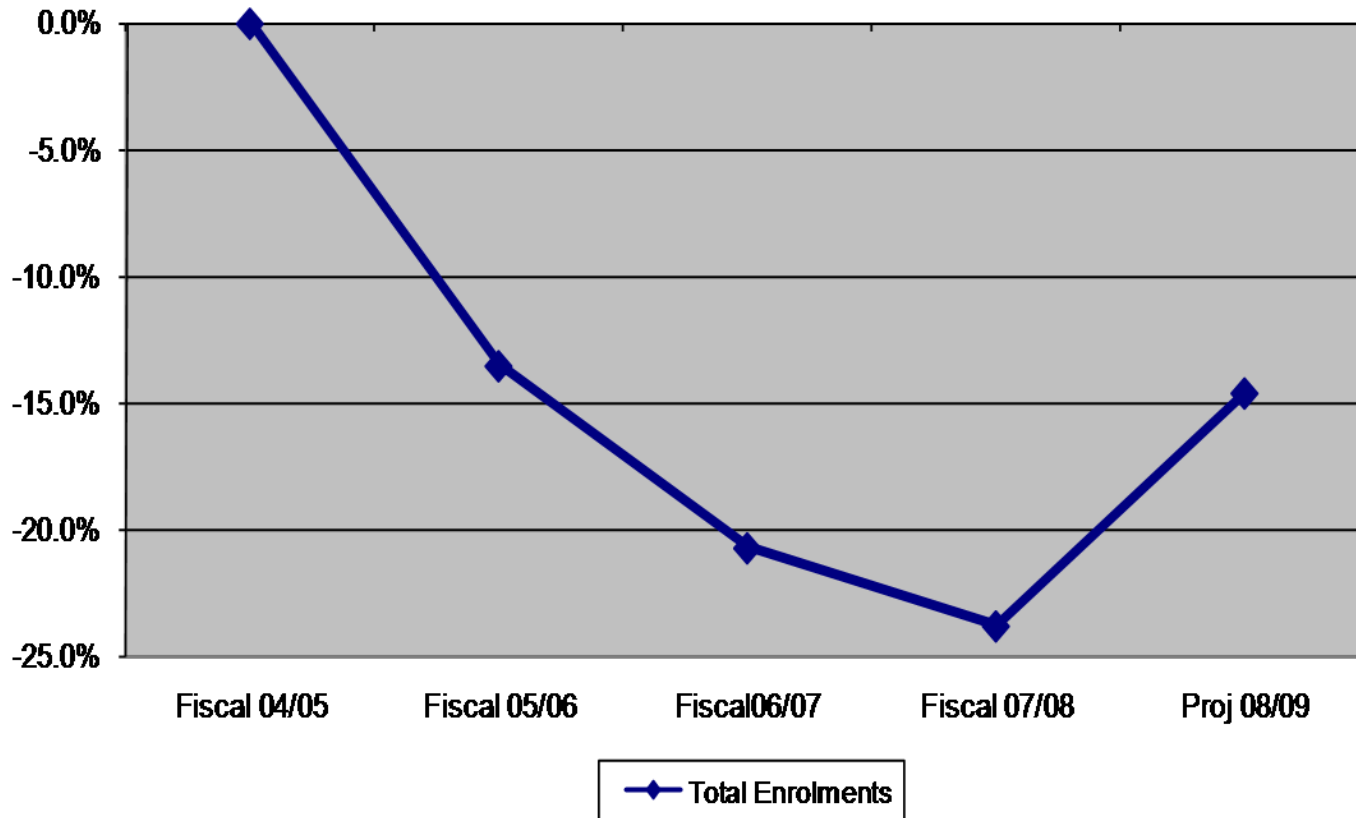
## % Change 2004-05 to 2008-09



## Total Face to Face

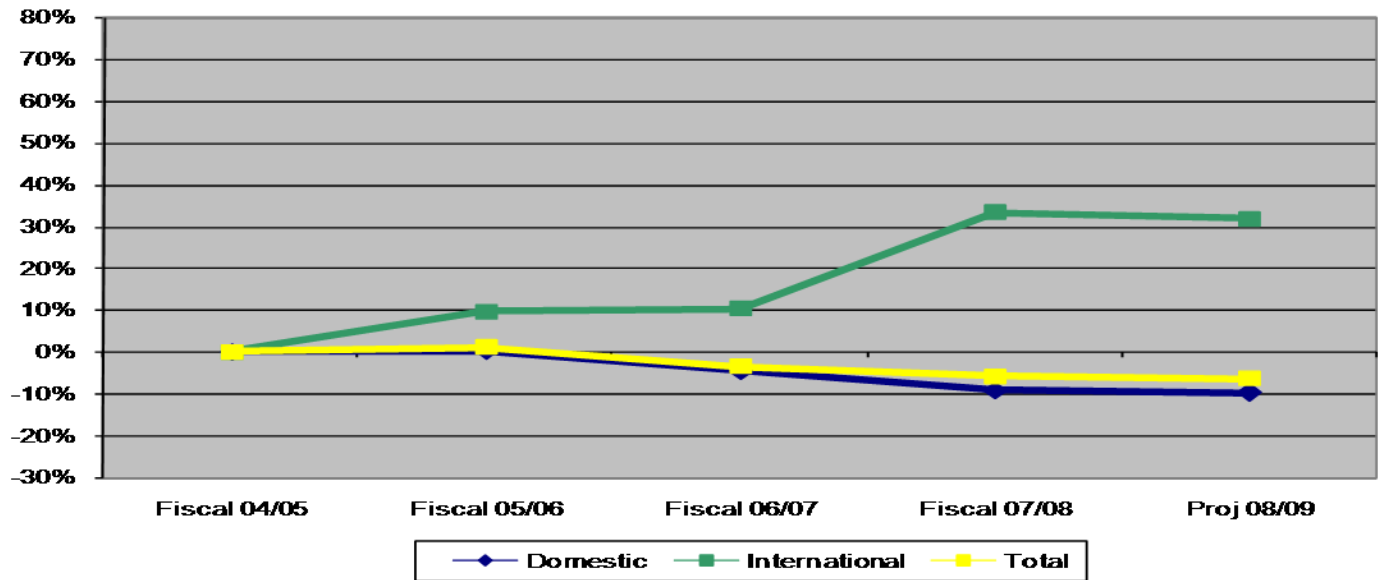


## Open Learning

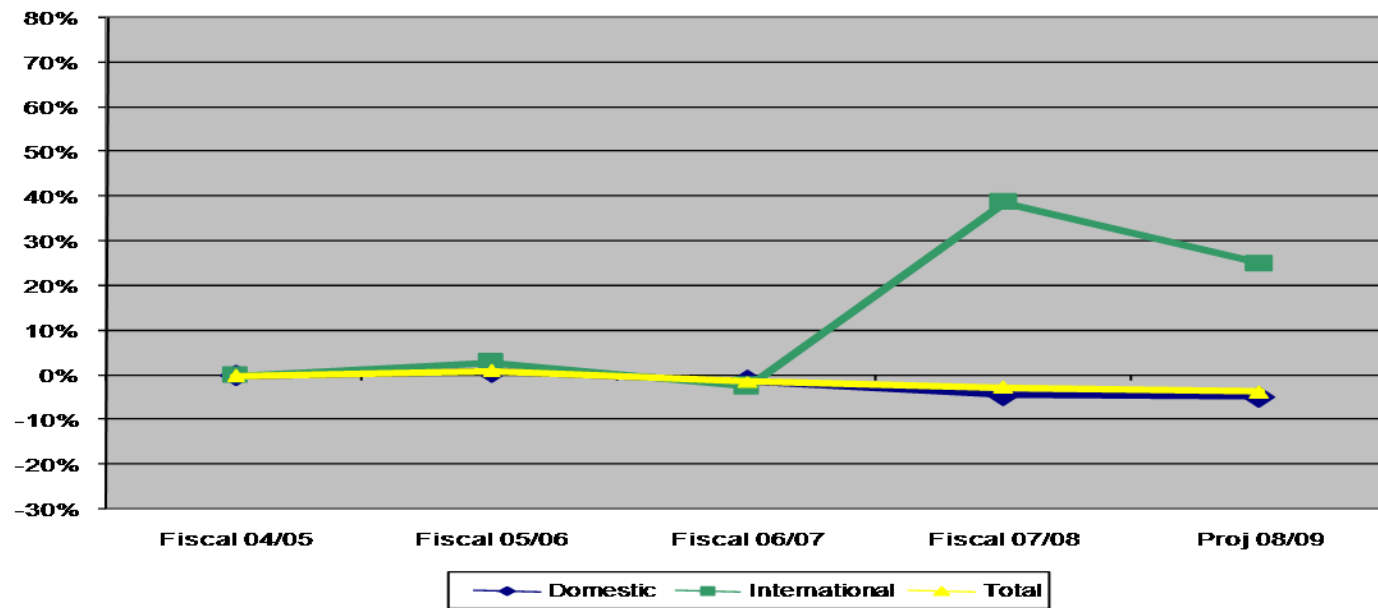




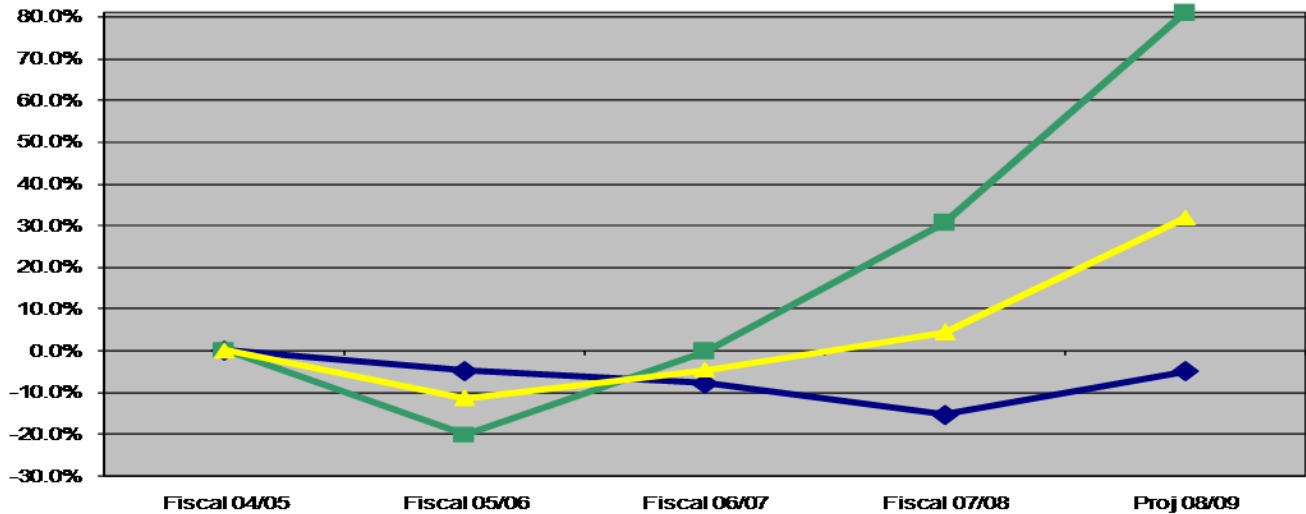
### Faculty of Arts



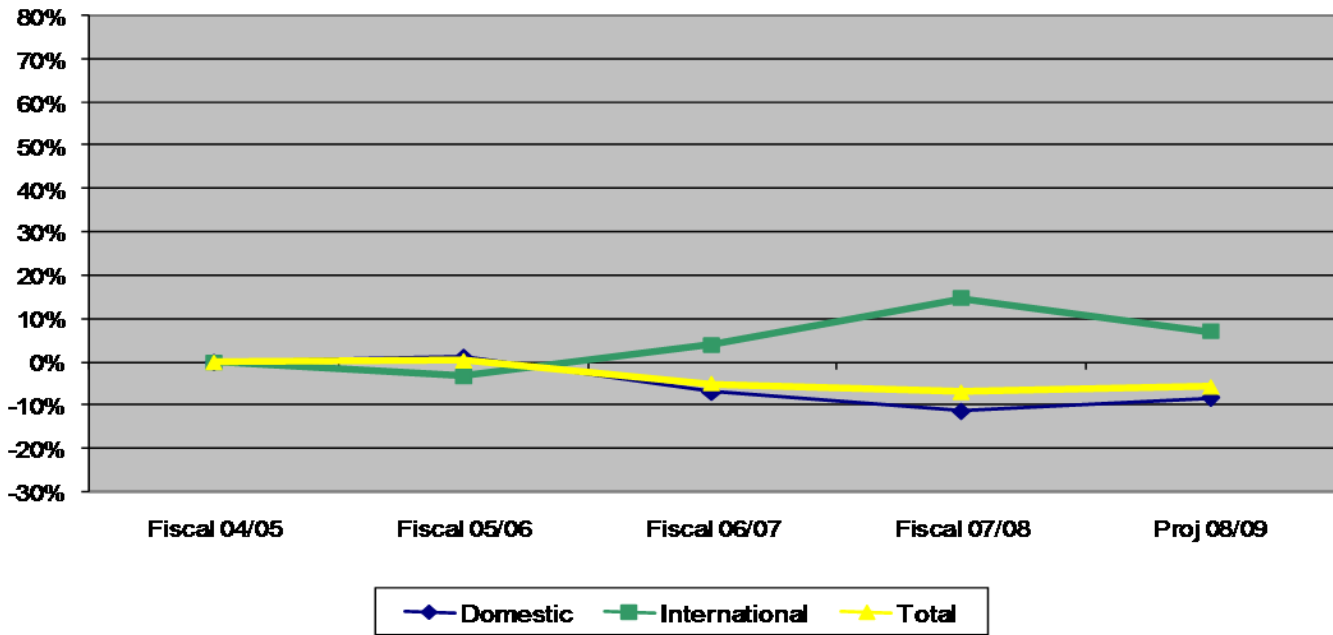
### Faculty of Science



### Faculty of Student Development

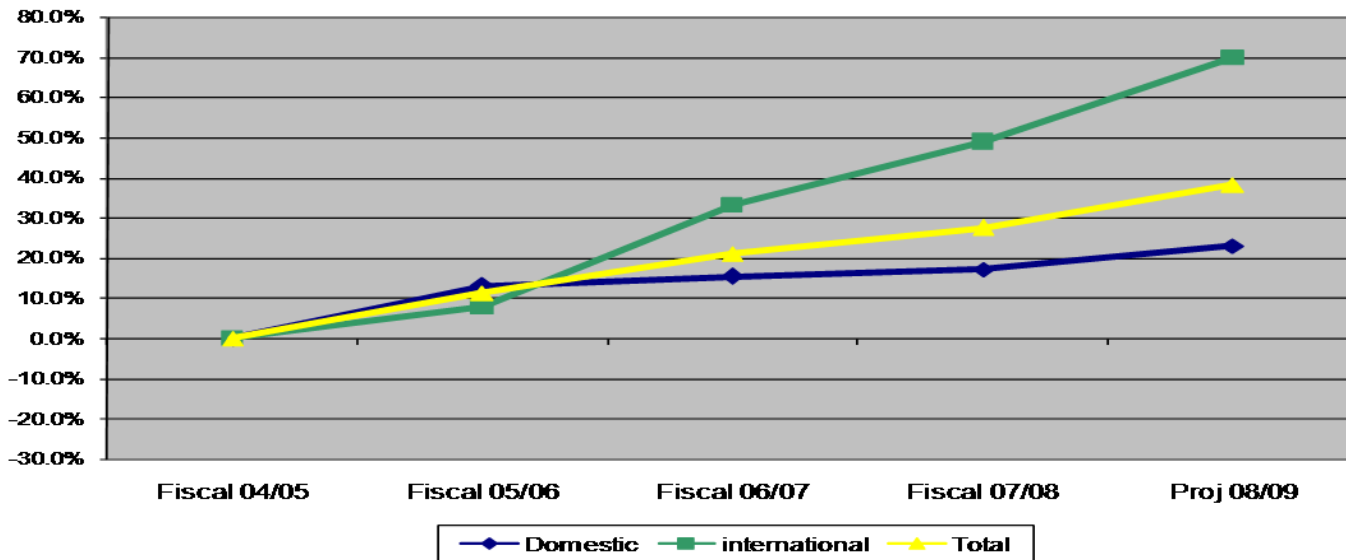


### School of Advanced Tech and Mathematics

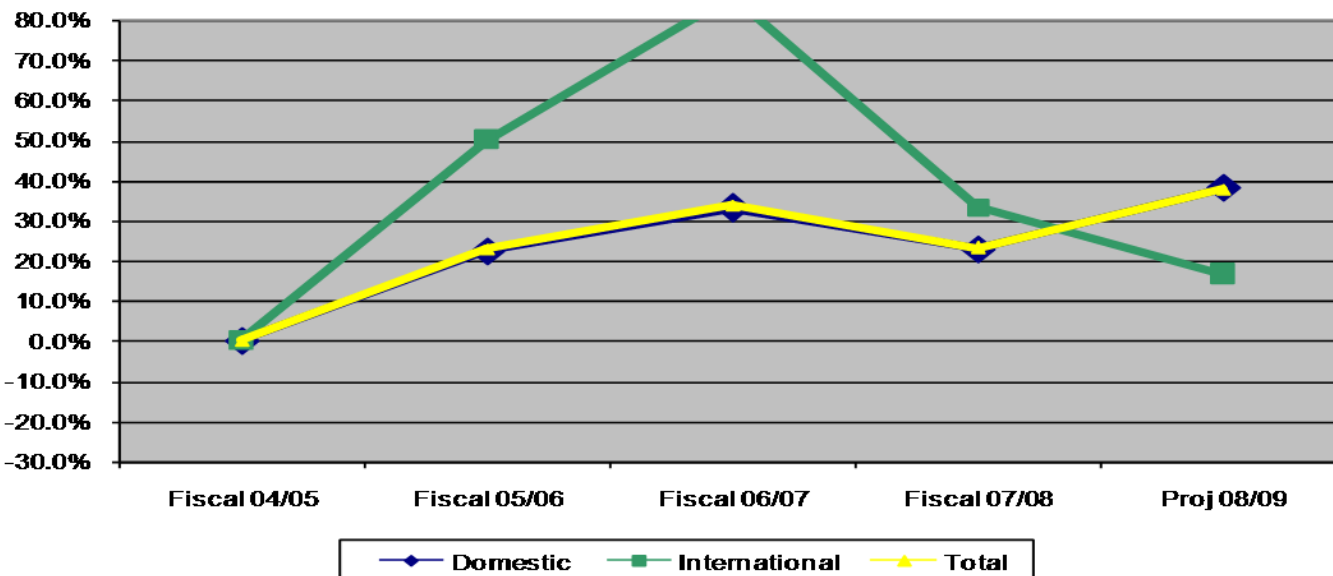


◆ Domestic    ■ International    ▲ Total

### School of Business and Economics



### School of Nursing



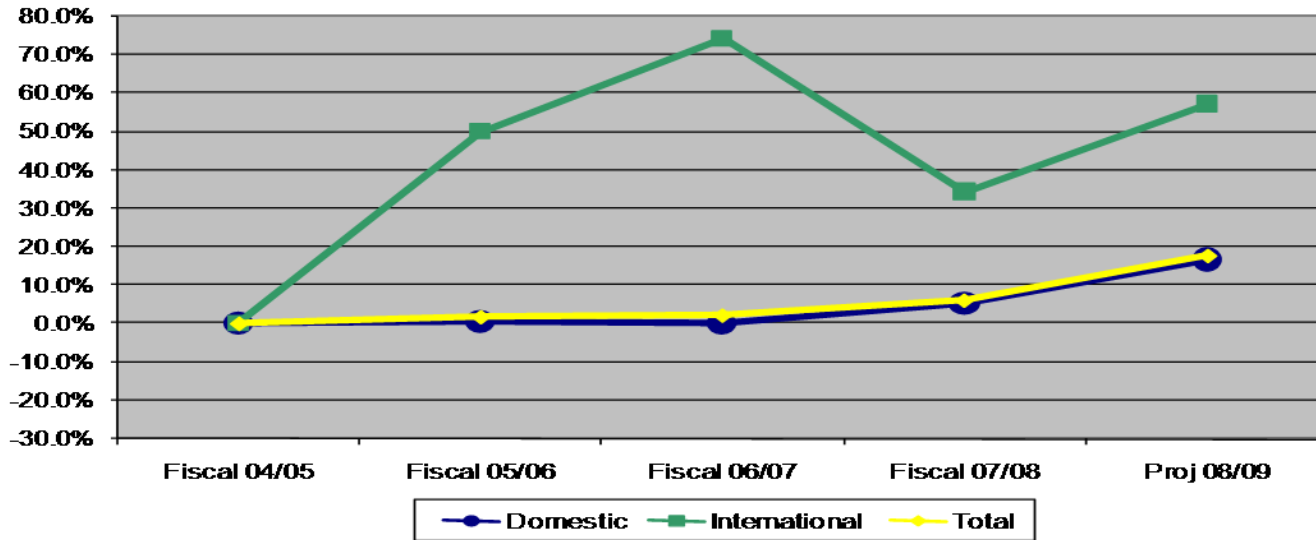
International enrolments  
School of Nursing:

2008-09 - 42  
2007-08 - 48  
2006-07 - 67  
2005-06 - 54

International enrolments  
School of  
Education:

2008-09 - 110  
2007-08 - 94  
2006-07 - 122  
2005-06 - 105

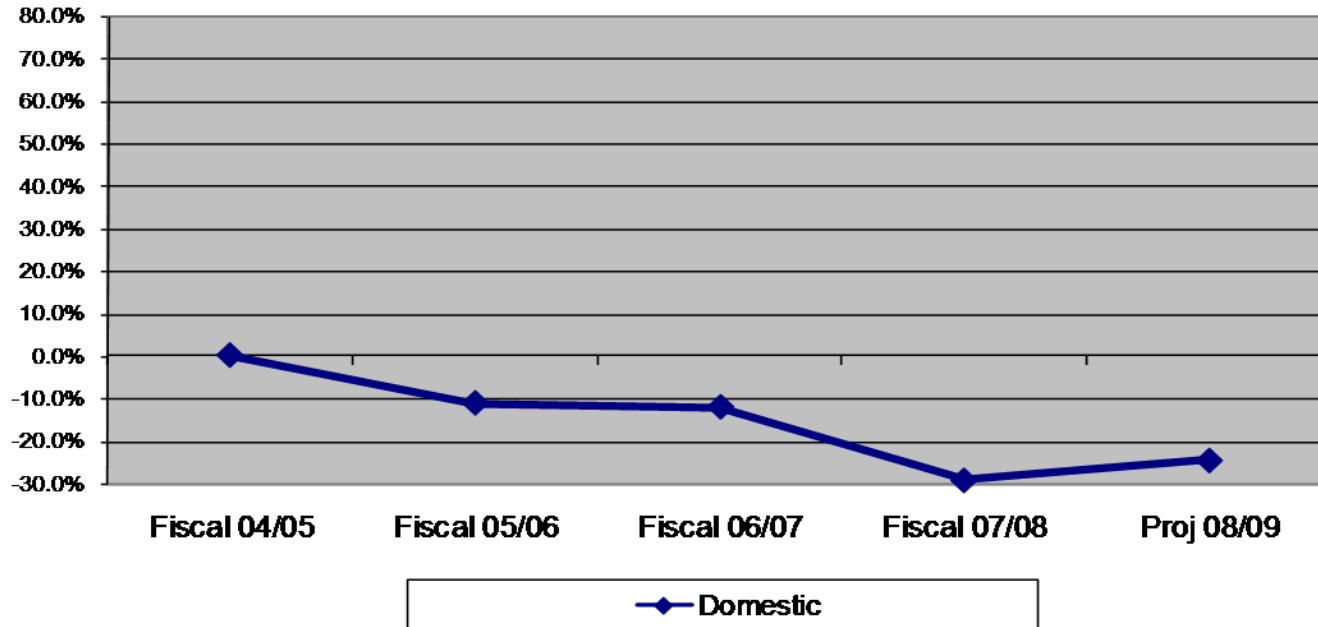
### School of Education



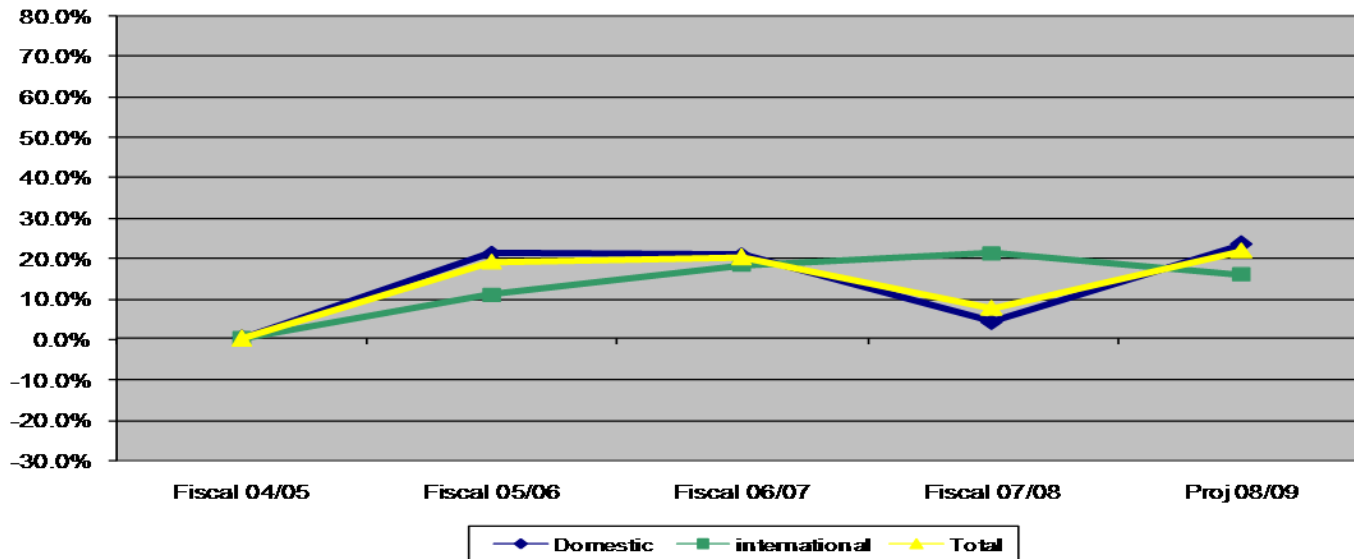
International enrolments  
School of  
Social Work:

2008-09 - 20  
2007-08 - 8  
2006-07 - 17  
2005-06 - 5

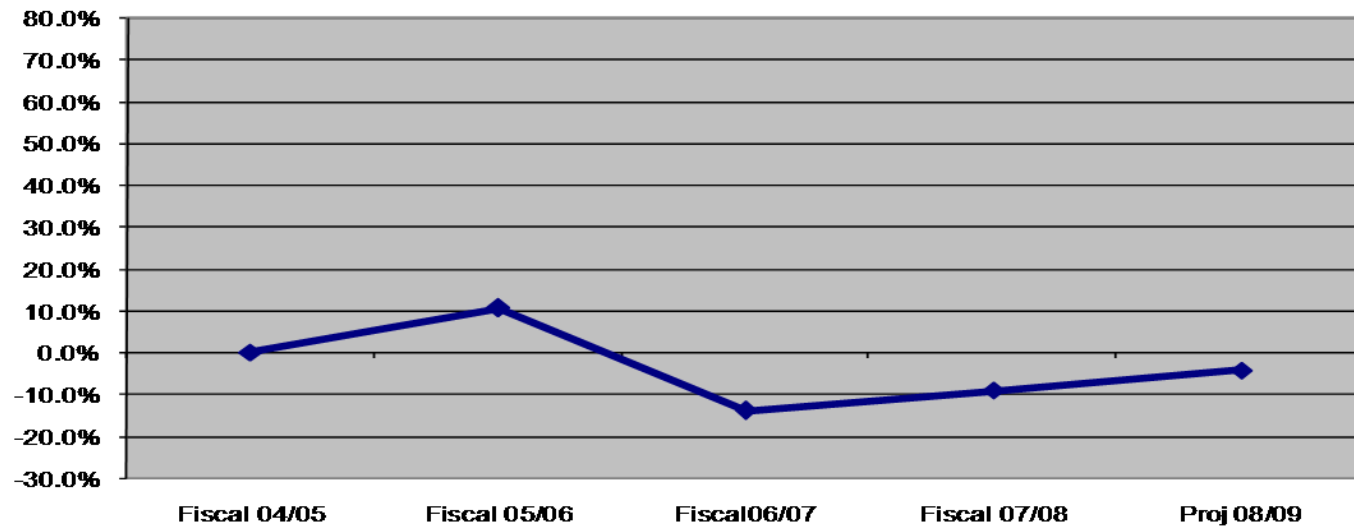
### School of Social Work & Human Services



### School of Tourism



### Williams Lake Campus



# Revenue

## ■ Government Grants

- Macro grant information received, no detailed budget letter to date
- Total ALMD grant is \$65.1 M – includes an additional \$1.7M for building capacity (ongoing)
- ALMD grant includes “one-time” funding for:
  - Skills Training - \$204,000
  - Salary Mandate Smoothing - \$498,000
  - Aboriginal Service Plan - \$300,000
- The salary mandated increases are funded
- Additional funding for non-salary inflation will not be forthcoming
- Preliminary Industry Training Authority (ITA) grant is \$4.9 M
- 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 Face-to-Face, OL is based on the latest projections

# Expenditures

- Based on current levels of staffing – 2008/09.
- Includes budgets for additional expenditures (as identified in the budget assumptions):
  - Recruitment / Relocation – Provost / Deans / Directors - \$280K
  - Legal Services - \$215K
  - Continued need for University funded Scholarship / Bursaries - \$120K
  - Increase in the faculty professional allowance
- Includes all salary and benefits costs associated with the collective agreements
- Includes progression through the scales
- Includes a “reserve” for non-wage impacted benefits (dental, extended health etc)

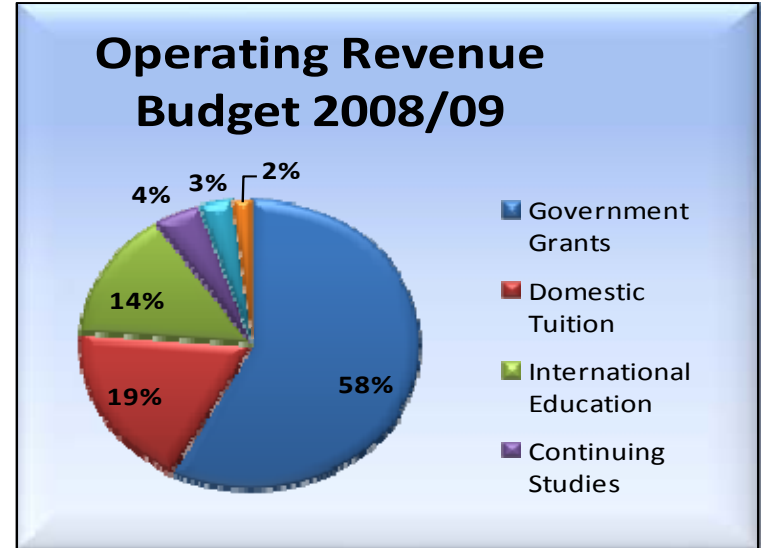
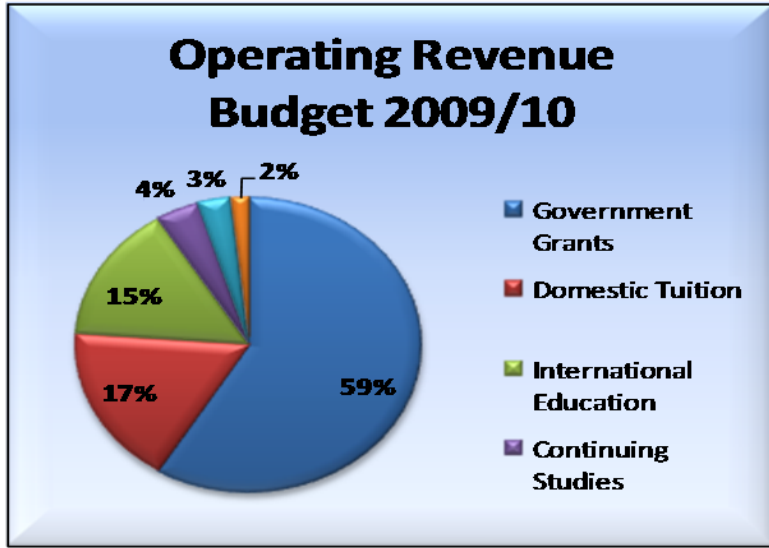


# Outstanding Issues

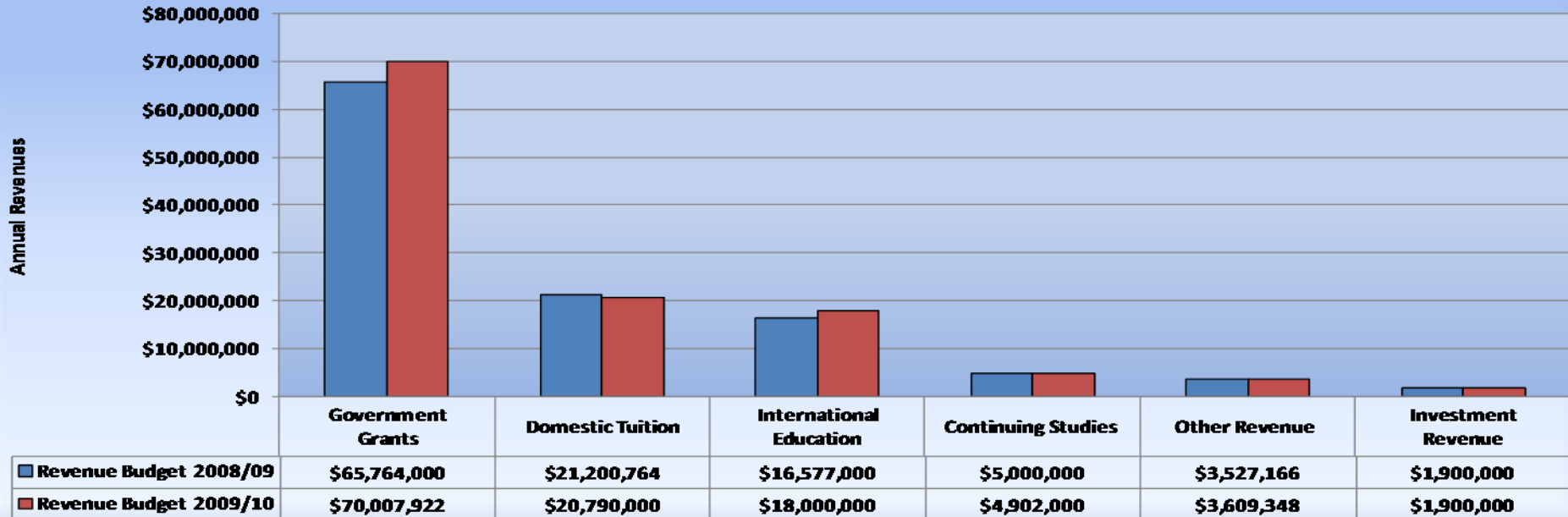
- Detailed budget letter (ITA and ALMD)
  - July – August 2009
- Implementation of the Strategic Plan



# Draft Operating Fund Revenues (Total)

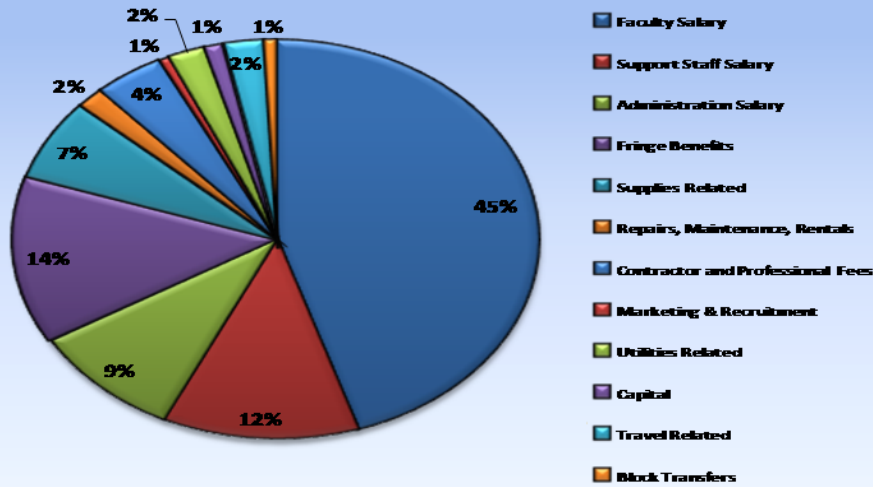


## Revenues

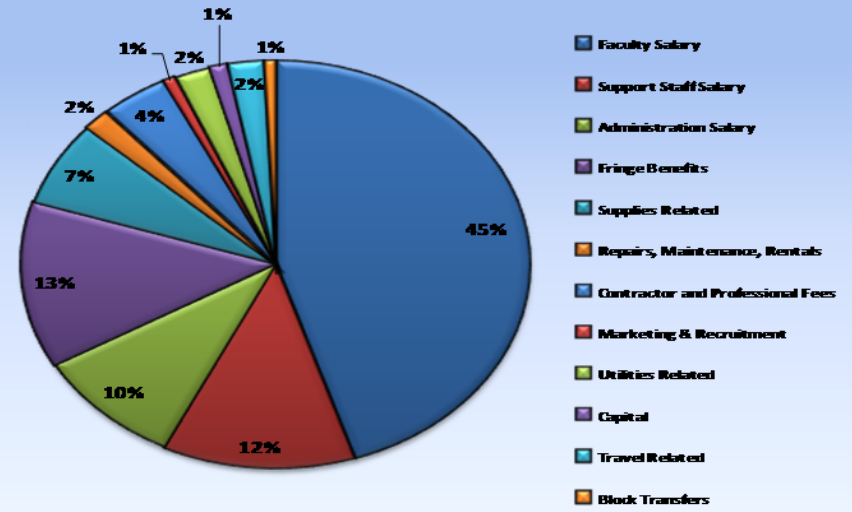


# Draft Operating Fund Expenditures (Total)

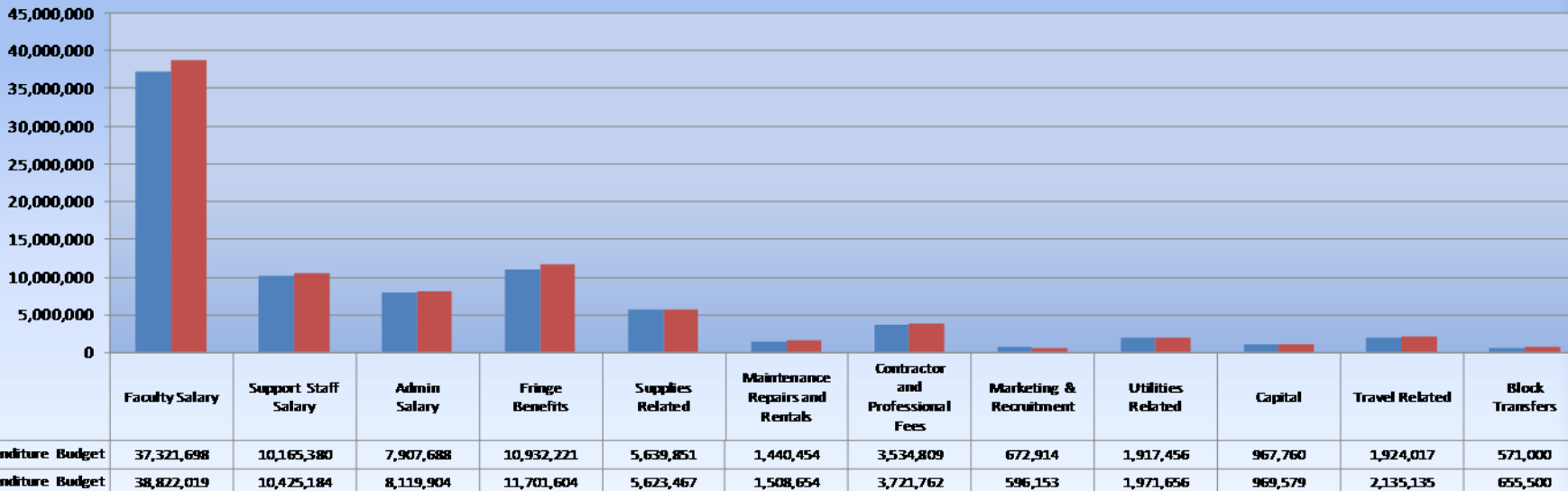
## 2009/10 Expenditure Budget



## 2008/09 Expenditure Budget



## Operating Fund Expenditures



# Draft Operating Fund Budget of Revenues and Expenditures for the 2009/2010 Fiscal Year

Revenue/Expenditure Category	2009/10 Budget	2008/09 Q3 Forecast	2008/09 Budget	2007/08 Actual
<b>Government Allocations</b>				
ALMD Block Grant	65,137,922	61,796,000	61,160,000	60,991,936
ITA Funding	4,870,000	4,604,000	4,604,000	4,713,615
<b>Government Allocations Total</b>	<b>70,007,922</b>	<b>66,400,000</b>	<b>65,764,000</b>	<b>65,705,551</b>
<b>Tuition and Other Revenue</b>				
Tuition - Credit Programming	16,536,000	15,219,646	16,105,000	14,470,686
Tuition Open Learning	4,654,503	3,860,970	5,095,764	3,076,243
Other Revenues	1,869,281	2,251,982	1,870,366	1,815,467
Other Revenues - Open Learning	1,782,544	2,057,069	1,656,800	1,794,304
Investment Revenue	1,900,000	2,100,000	1,900,000	2,203,594
TRU World	18,000,000	17,500,000	16,577,000	15,105,263
Continuing Studies (net)	5,000,000	5,432,401	5,000,000	5,015,027
<b>Tuition and Other Revenue Total</b>	<b>49,742,328</b>	<b>48,422,068</b>	<b>48,204,930</b>	<b>43,480,584</b>
<b>Total Revenue</b>	<b>119,750,250</b>	<b>114,822,068</b>	<b>113,968,930</b>	<b>109,186,135</b>
<b>Inter and Intra Fund Transfers</b>				
International Building Reserves and Payments (net)	1,834,000	1,654,000	1,470,000	1,747,928
Grant Transfer				1,168,113
<b>Transfers Total</b>	<b>1,834,000</b>	<b>1,654,000</b>	<b>1,470,000</b>	<b>2,916,041</b>
<b>Net Revenue</b>	<b>117,916,250</b>	<b>113,168,068</b>	<b>112,498,930</b>	<b>106,270,094</b>
<b>Expenditures</b>				
Divisional Operating	89,121,441	84,444,150	84,500,201	79,723,435
Divisional Operating Open Learning	13,915,809	13,471,336	14,634,586	11,221,821
TRU World - Operations	8,136,000	7,076,000	7,864,144	6,423,875
Continuing Studies	4,943,000	4,966,739	4,800,000	4,442,326
<b>Expenditures Total</b>	<b>116,116,250</b>	<b>109,958,225</b>	<b>111,798,930</b>	<b>101,811,457</b>
<b>Reserves Board Reserves</b>	<b>1,800,000</b>	<b>700,000</b>	<b>700,000</b>	<b>789,828</b>
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>0</b>	<b>2,509,843</b>	<b>0</b>	<b>3,668,809</b>

## Thompson Rivers University - Open Learning Draft Operating Budget 2009-10 Fiscal Year

	2008-09 Q3		2008-09 Budget	2007-08 Actual
	2009-10 Budget	Forecast		
<b>Revenue</b>				
Block Grant	8,212,049	8,551,404	8,551,406	8,058,413
Tuition - Credit Programming & Tuition Stabilization	4,654,503	3,860,970	5,095,764	3,076,243
Course Administration Fees and other revenues	1,782,544	1,858,500	1,606,800	1,794,304
Cost Recovery Contribution		198,569	50,000	45,499
<b>Total Revenues</b>	<b>14,649,096</b>	<b>14,469,443</b>	<b>15,303,970</b>	<b>12,974,459</b>
<b>Revenue Transfers</b>				
Transfer to Academic Clusters	<b>733,287</b>	<b>669,384</b>	<b>669,384</b>	<b>910,476</b>
<b>Net Revenue</b>	<b>13,915,809</b>	<b>13,800,059</b>	<b>14,634,586</b>	<b>12,063,983</b>
<b>Expenditures</b>				
Admin Salaries	2,367,915	2,077,478	2,047,343	1,581,965
Support Staff Salaries	3,946,118	3,462,106	3,643,223	3,649,762
Tutor and Faculty Salaries	4,935,820	4,330,416	5,581,190	3,268,426
<b>Non-Salaries Expenditures</b>				
Supplies	754,370	824,465	629,776	517,868
Travel	296,525	365,000	287,150	379,470
Professional Fees	676,190	943,447	1,123,332	483,536
Facility Rental	142,001		102,000	178,141
Utilities	135,800		107,076	112,338
Marketing	492,000	987,000	758,160	577,933
Repairs and Minor Equipment	44,000	481,424	60,372	472,382
<b>Total Expenditure</b>	<b>13,790,739</b>	<b>13,471,336</b>	<b>14,339,622</b>	<b>2,721,668</b>
Contingency for Open Learning	125,070		294,964	
<b>Operating Expenditures - Open Learning Total</b>	<b>13,915,809</b>	<b>13,471,336</b>	<b>14,634,586</b>	<b>11,221,821</b>
<b>Excess (Deficiency) of Revenues over Expenditures</b>	<b>-</b>	<b>328,723</b>	<b>0</b>	<b>842,162</b>

# Thompson Rivers University - TRU World Draft Operating Budget 2009-10 Fiscal Year

Revenues	2009/10 Budget	2008-09 Q3 Forecast	2008/09 Budget	2007/08 Actual
Tuition Fees	16,100,000	15,800,000	13,887,200	13,026,135
Short Term Programming & Accreditations and Other Revenue	1,900,000	1,700,000	2,689,738	2,079,128
<b>Total Revenues</b>	<b>18,000,000</b>	<b>17,500,000</b>	<b>16,576,938</b>	<b>15,105,263</b>
<b>Revenue Transfers</b>				
Transfer to Base	7,700,000	7,400,000	6,746,630	6,515,443
International Building Levy fee - net of Transfer from SOBE	2,164,000	2,150,000	1,966,165	1,930,333
<b>Revenue Transfers Total</b>	<b>9,864,000</b>	<b>9,550,000</b>	<b>8,712,795</b>	<b>8,445,776</b>
<b>Net Revenues Total</b>	<b>8,136,000</b>	<b>7,950,000</b>	<b>7,864,143</b>	<b>6,659,487</b>
<b>Operating Expenditures:</b>				
Administrative, Support and Faculty release Salaries	2,500,000	2,300,000	2,411,230	2,358,994
Office Operating Expenses	1,000,000	825,000	1,223,900	871,913
Travel Related Expenses	1,500,000	1,200,000	1,343,740	891,228
Marketing Initiatives	750,000	650,000	513,000	508,219
Professional Fees	2,386,000	2,101,000	2,198,130	1,793,521
	<b>8,136,000</b>	<b>7,076,000</b>	<b>7,680,000</b>	<b>6,423,875</b>
Contingency			174,143	-
<b>Total Operating Expenditures:</b>	<b>8,136,000</b>	<b>7,076,000</b>	<b>7,864,143</b>	<b>6,423,875</b>
<b>Excess of Revenues over Expenditures</b>	<b>-</b>	<b>874,000</b>	<b>-</b>	<b>235,612</b>

# Draft Base Operating Fund – Expenditures by Department (Domestic F2F) 2009-10 Fiscal Year

BUSINESS UNIT	2008-09 Q3		
	2009/10 Budget	Forecast	2008/09 Budget
Faculty of Sciences	7,696,791	7,816,472	7,648,393
School of Business & Economics	4,730,973	4,769,225	4,477,279
School of Education	2,020,154	1,935,441	1,899,162
School of Nursing	4,842,680	5,039,450	4,700,550
School of Social Work	1,785,862	1,703,751	1,769,305
School of Tourism	3,490,249	3,465,754	3,370,587
School of Advanced Tech & Mathematic	4,438,350	4,019,383	4,110,521
Faculty of Arts	10,463,379	9,969,369	10,274,157
School of Trades & Technology	4,290,932	4,220,000	4,205,125
Faculty of Student Development	6,381,198	6,294,802	5,908,540
Williams Lake Campus	2,949,540	3,108,779	2,924,106
AVP Research and Graduate Studies	304,664	365,800	308,705
University Library	2,806,658	2,531,409	2,745,714
Registrar	2,795,162	2,634,400	2,746,231
AVP Student Affairs	1,229,060	1,116,779	1,218,627
Chief Enrolment Officer	599,165	583,000	583,082
Vice President - Academic	2,739,429	1,078,897	2,032,661
AVP Human Resources and Planning	2,672,005	2,738,400	2,600,788
Facilities	5,003,411	5,126,990	5,144,065
Purchasing & Logistic Support	756,021	736,491	737,723
Athletics and Recreation	1,250,406	1,257,055	1,214,137
AVP IT Services	4,709,444	4,742,640	4,622,893
Capital Projects & Construction	51,804	72,000	46,438
AVP Finance	2,108,227	2,088,000	2,046,925
Budget Development and Audits	175,844	160,500	175,574
Vice President - Administration & Financ	3,724,445	3,393,297	3,805,597
Environment & Sustainability	195,981	46,000	40,950
Marketing and Communications	650,704	680,975	625,704
VP- Advancement	925,537	1,042,591	771,880
President's Office	655,617	583,000	629,993
Aboriginal Service Plan	549,000	429,500	549,000
General Counsel	597,028	507,000	376,545
Governance	181,717	187,000	189,240
	<b>87,771,441</b>	<b>84,444,150</b>	<b>84,500,201</b>
Equipment - Not yet Allocated	950,000		
Benefit Reserve	400,000		
<b>Total Expenditures</b>	<b>89,121,441</b>		<b>84,500,201</b>

Thompson Rivers University  
Draft Surplus/Deficit Carry Forward by Division  
For the 2008-09 Fiscal Year

	Projected Revenues	Projected Expenditures	Projected Net Results Q3	Opening Carry Forward
Faculty of Science	8,254,671	8,239,561	15,110	301,806
School of Business & Economics	6,359,855	5,816,295	543,560	242,592
School of Education	2,086,681	2,046,748	39,933	(121,716)
School of Nursing	4,867,827	5,092,350	(224,523)	(73,949)
School of Social Work	1,875,798	1,863,125	12,673	66,184
School of Tourism	4,119,239	3,979,297	139,942	90,552
School of Advanced Tech & Mathematics	4,036,663	4,019,383	17,280	32,507
Faculty of Arts	9,996,190	9,974,073	22,117	399,174
School of Trades & Technology	4,982,180	5,004,911	(22,731)	41,500
Regional Campuses	642,148	622,520	19,628	-
University Library	2,797,188	2,531,409	265,779	135,521
Registrar	2,744,830	2,634,400	110,430	70,213
Chief Enrolment Officer	589,388	583,000	6,388	(30,983)
AVP Student Affairs	1,211,624	1,116,779	94,845	87,826
Student Development	6,353,402	6,304,812	48,590	258,460
AVP Research & Graduate Studies	308,710	365,800	(57,090)	14,001
VP Academics & Provost - Office	700,597	683,000	17,597	-
VP Academics & Provost - Academic Portfolio	745,897	350,000	395,897	69,544
VP Open Learning	13,800,059	13,471,336	328,723	894,804

Thompson Rivers University  
Draft Surplus/Deficit Carry Forward by Division 2008-09

	Projected Revenues	Projected Expenditures	Projected Net Results Q3	Opening Carry Forward
Marketing	641,910	680,975	(39,065)	(20,655)
VP Advancement	918,125	1,042,591	(124,466)	83,337
Environmental & Sustainability	46,000	46,000	-	-
Facilities	5,207,477	5,296,490	(89,013)	94,053
Purchasing	737,724	736,491	1,233	37,302
Capital Projects & Construction	72,000	72,000	-	5,300
Budget Development Office	175,576	160,500	15,076	-
Williams Lake	3,522,472	3,841,484	(319,012)	-
Athletics & Recreation	1,265,083	1,257,055	8,028	(41,652)
AVP IT Services	4,694,900	4,742,640	(47,740)	238,614
AVP HR & Planning	2,601,908	2,738,400	(136,492)	129,719
AVP Finance	2,100,924	2,088,000	12,924	72,721
VP Admin & Finance - Office	416,424	405,000	11,424	-
VP Admin & Finance - Portfolio	2,429,132	1,940,500	488,632	107,233
AVP Legal Affairs	401,548	507,000	(105,452)	-
President	774,861	733,000	41,861	37,273
Governance	189,000	187,000	2,000	-
Aboriginal Affairs	549,170	429,500	119,670	-
TRU World	17,500,000	16,626,000	874,000	709,081
<b>Total</b>	<b>120,717,181</b>	<b>118,229,425</b>	<b>2,487,756</b>	<b>3,930,362</b>
<b>Total for Divisions expecting surpluses</b>			<b>3,653,340</b>	
<b>Total for Divisions expecting deficits</b>			<b>(1,165,584)</b>	
<b>Total</b>			<b>2,487,756</b>	



# Thompson Rivers University

Capital Projects Update  
2009 – 2010



# Capital Funding Sources

- Major Capital – Ministry Funded (\$5M -.....)
- Minor Capital – Ministry Funded (\$300k - \$5M)
- Annual Capital Allowance – Ministry Funded 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

# Renovations Completed in 2008-09 and/or currently under construction

- Arts & Education Building Remediation
  - Repair brick cladding and interior ceiling space
- Aboriginal Service Plan Offices
  - Construct space to accommodate support space to implement plan
- Tournament Capital Center
  - Relocation of some Athletic offices to leased space
- Facilities Offices Renovations
  - Renovate to accommodate changes relating to consolidation and removal of portables
- Knowledge Infrastructure Program
  - Roofing, Building Code upgrades – Old Main, IT Infrastructure upgrade



# Capital Projects

- **House of Learning**
- **Gathering Places**
  - Kamloops and Williams Lake
- **TRU Access Road and Hillside Drive Extension**
  - Partnership with City of Kamloops
- **Signalization of McGill Road**
  - At Eastgate



# House of Learning

- \$32 million total project – LEED gold standard
- Construction – commenced 2009/10
- Occupancy – targeted for Fall 2010
- Web site - <http://www.tru.ca/houseoflearning.html>

# Capital Development Plan 2010/11 to 2015/16

- Awaiting instructions from ALMD
- New capital submissions will be based on enrolment demand
- Capital requests will be for 2011 and beyond
- Planning documents will come to
  - BCOS
  - Senate
  - Board of Governors

