

University College of the Cariboo

Service Plan 2004 – 2005

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May 4, 2004

Janice Nakamura
Director, Accountability Branch
Ministry of Advanced Education
PO Box 9878, Stn Prov Govt
Victoria, BC V8V 9T6

Re: University College of the Cariboo's Service Plan 2004/05

Dear Ms. Nakamura

I take pleasure in attaching the University College of the Cariboo's Service Plan for 2004/05. Please note that we can project only one year out because the University College of the Cariboo ceases to exist as a legal entity on April 1, 2005, and because at this stage we cannot estimate the impact that acquisition of the British Columbia Open University and British Columbia Open College will have on our financials, performance ratings, and even Full Time Enrolment projections.

Sincerely,

Ron Olynyk
Chair, UCC Board of Governors

The University of the College of the Cariboo's Environmental Scan:

Population Growth:

The University College of the Cariboo region's three largest cities (with % of region's population) are Kamloops (46.1%), Williams Lake (6.6%) and Merritt (4.3%) and the region covers an area of 155,000 square kilometres. Its population for 2002 is 176,647, 4.3% of the total population of BC. The annual population growth from last year for the UCC region was 0.8%. The UCC region's 18 to 29 year age group will increase steadily until 2011, though the portion of 18 to 24 year age group will actually see a slight increase to 2006 and then decrease until 2011.

Table 1

UCC Region Population Projections 2003 – 2011*					
Age Group	2003	2006	2009	2011	2003-2011 % Increase
18-24	17,203	17,597	17,375	16,895	-1.8%
25-29	9,864	10,697	12,272	12,732	29.1%
Total	27,067	28,072	29,647	29,627	9.5%
P.E.O.P.L.E. 28 BC Stats 2003					

The four school districts that are incorporated in the UCC region are the Thompson-Nicola District 73, Cariboo-Chilcoltin District 27, Gold Trail District 74 and two-thirds of the Nicola-Similkameen District 58. Projected grade 12 enrolments for these school districts decrease overall between 2004 and 2012 (Table 2). In addition, UCC enrolments directly from high school are less than 50% of grade 12 graduates and leavers (students without graduation status) from UCC region's high schools (Table 3). In addition, considering the substantial projected increase of the 25-29 year age group, recruitment strategies of potential students from this age group need to be developed (Table 1).

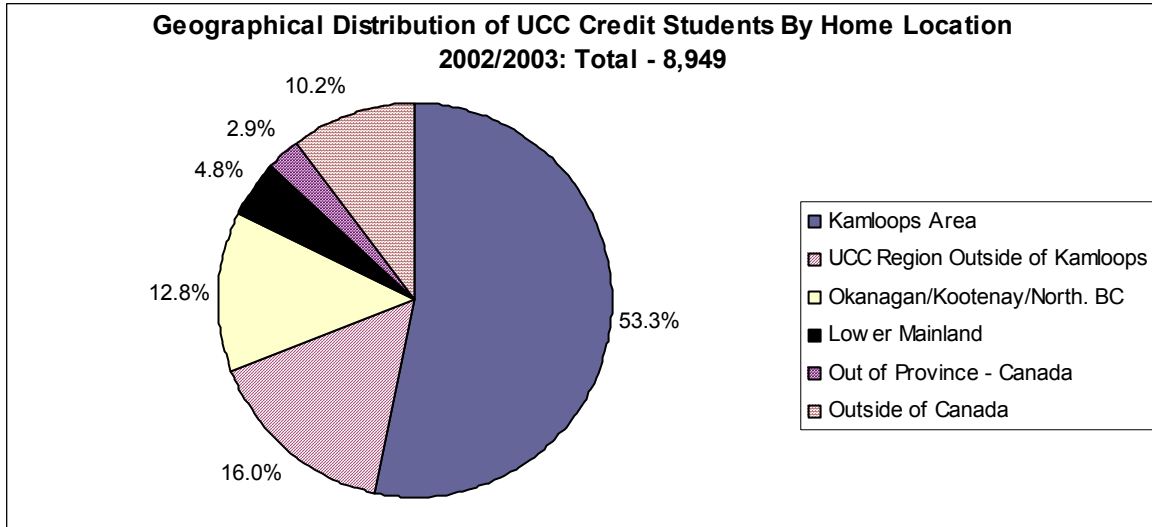
Table 2

Grade 12 Public School Projected Enrolments for UCC Region: 2004-2012									
	2004	2005	2006	2007	2008	2009	2010	2011	2012
UCC Region	2,519	2,499	2,487	2,471	2,434	2,357	2,294	2,295	2,316
BC Stats – Ministry of Education – Grade 12 Enrolments (Report 1558A)									

Table 3

Comparison of High School Graduates & Leavers for Districts 27, 58*, 73, 74 and Enrolments at UCC Directly from UCC Region High Schools: 2001 - 2003					
2001		2002		2003	
HS Grads June 01	UCC Enrolments	HS Grads June 02	UCC Enrolments	HS Grads June 03	UCC
1,854	508 (27.4%)	1,805	604 (33.5%)	1,724	680 (39.4%)
*Only two-thirds of the graduates from District 58 were included in the figures for "HS Grads". BC Stats – Ministry of Education – Grade 12 Enrolments (Report 1563C & UCC Student Information System - Colleague)					

Figure 1



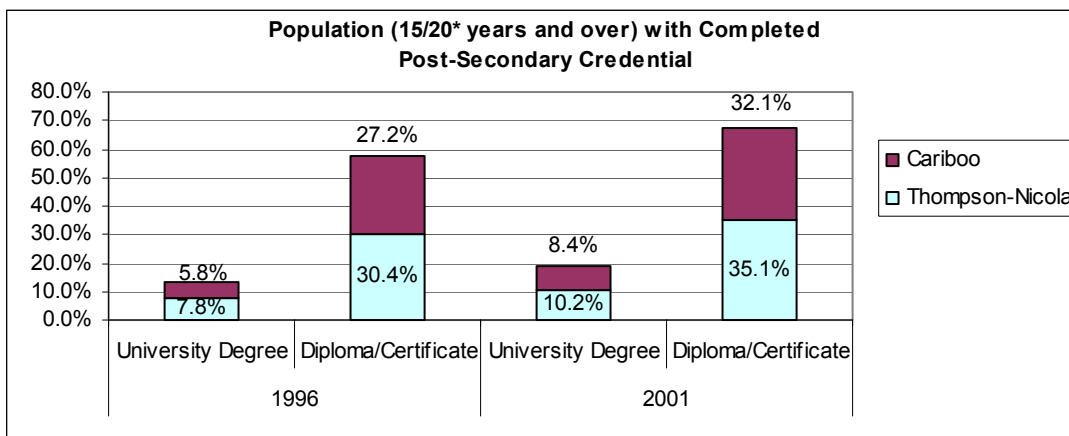
First Nations:

Based on the 1996 census data, the percentage of aboriginal people in the UCC region¹ was 8.6% and 3.8% for BC overall. The 2001 census data shows an increase of the percentage of aboriginal people in the UCC region to 10.6% and BC overall increased to 4.4%.

Education:

Education levels rose in the UCC region. Between 1996 and 2001 there was a 14.6% increase overall in the percentage of the population with a university degree or a post-secondary certificate or diploma (Figure 2).

Figure 2



*1996 census post-secondary figures include population 15+ whereas 2001 figures include population 20+.

¹ Census data for 2001 is incomplete for the college regions. For the purposes of this report, the data for the Thompson-Nicola and Cariboo Developmental Regions has been aggregated where possible to represent the UCC region.

Labour Market Trends:

1996 census data for employment participation rates in the regional districts were as follows: Thompson-Nicola region was 67.4%, Cariboo 69.1% and BC overall was 66.4%. Based on the 2001 census data, the figures for participation rates show a slight decrease in participation rates from 1996 - Thompson-Nicola 65.4%, 68.2% for the Cariboo region and 65.2% for BC overall. The Thompson-Nicola Regional District's three largest industries are Retail Trade, Health Care and Social Assistance, and Accommodation and Food Services employing one third of the region's labour force. Manufacturing, Agriculture, Forestry, Fishing, and Hunting, and Retail Trade account for 40.4% of the Cariboo Regional District's Labour Force (Table 4).

Table 4

2001 Top 8 Industries by Labour Force

Thompson-Nicola		Cariboo		BC	
Retail trade	13.0%	Manufacturing	16.0%	Retail trade	11.6
Health care & social assistance	10.1%	Agriculture, forestry, fishing, & hunting	13.4%	Health care & social assistance	9.9%
Accommodation & food services	9.5%	Retail trade	11.0%	Manufacturing	9.6%
Manufacturing	8.6%	Accommodation & food services	8.9%	Accommodation & food services	8.3%
Agriculture, forestry, fishing, & hunting	6.6%	Health care & social assistance	7.9%	Educational services	6.9%
Educational services	6.5%	Educational services	7.0%	Professional science & tech services	6.8%
Construction	6.4%	Construction	6.0%	Construction	5.9%
Public Administration	6.2%	Public Administration	5.4%	Transportation & warehousing	5.7%
BC Stats 2001 Community Facts					

Regional Economy:

From July to September 2003, forest fires devastated the northern part of the UCC region, particularly from Kamloops up the North Thompson to Clearwater, inflicting substantial blows on the forest, tourism and agriculture sectors. Revival has stalled: Tolko will not be rebuilding its sawmill, and Barriere, where the mill was located, is now a ghost town. Federal emergency funding for re-building and re-fencing is tied up in Ottawa. Tourism, particularly at the Sun Peaks resort north of Kamloops, was hit hard in August, when evacuations and evacuation alerts precipitated substantial reservation cancellations. Cattle ranching throughout the UCC region has been brought to its knees by US and Japanese bans on Canadian beef following the detection of mad cow disease in Alberta.

In the north east of the region, around Williams Lake, the economy has not recovered from the softwood lumber dispute. In "Strategy 2000", Williams Lake's economic development strategy document, it was estimated that 65% of the community's workforce is dependant on the forestry sector for employment. Depressed markets continue to hinder the forestry industry revival there. However, the upcoming construction of an integrated UCC campus in Williams Lake, as well as other projects, may help stimulate the local economy.

Kamloops represents a somewhat brighter picture. The economy is experiencing a minor boom, with rising housing demand and prices. The \$60 million water treatment plant project will create job-training, research and employment opportunities in Kamloops; the new city-wide fibre optic network will attract new businesses and industries; and the city's \$37 million sports facilities upgrade project will stimulate the local construction industry and will enhance Kamloops' claim to being "the Tournament Capital of Canada." The announcement of UCC's imminent university status, the acquisition of the Open University and Open College staff and operations, and ambitious construction plans for a 115,000 sq. ft. Learning Commons and 450 student residences may further fuel local construction.

Migration:

Regional migration into the Thompson-Okanagan region has been negatively affected by the closure of mines. BC's largest, Highland Valley, is currently scheduled to close in the next 10 years which could result in out-migration. Strong economic growth in manufacturing and the service sector combined with the net in-migration of baby boomer retirees about 2005 is likely to balance this out over the short-term. The Cariboo region has experienced a net out-migration in the last few years as a result of the downturn in the resource sector; however, as gold prices increase and mining exploration continues, a positive net in-migration is expected as the resource economy improves. (BC Stats, P.E.O.P.L.E. 27 – Migration Assumptions).

Skills Shortages:

Projected attrition due primarily to retirement indicates that shortages in the skilled trades occupations will become an immediate concern for BC. This concern for shortages of skilled trades people will intensify as skilled workers continue to retire and employment demand increases as BC prepares for the 2010 Olympics. (BC stats).

Incremental growth from labour demand directly related to 2010 Olympics projects is expected to be 132,000 person years of employment between 2003 and 2015. Roslyn Kunin and Associates (RKA) predict that 4 out of 10 jobs opportunities from incremental growth 2003-2015 will be outside the Lower Mainland and Southwest areas of the province. Thus, although labour demand is likely to take people out of Thompson area, the spin-off may be some tourism related jobs. Previously a shortage in construction trades was not seen as of immediate concern, but after the announcement of 2010 Olympics, it is now expected that there will be a shortage of skilled labour in trades occupations in the Lower Mainland. Consequently, if out-migration is significant from the Thompson-Nicola- Cariboo to Vancouver and the Lower Mainland, this may result in significant skills shortage in the UCC region. (*2010 Labour Demand Analysis* and *2010 Labour Supply and Gap Analysis*: research projects completed by Roslyn Kunin & Associates, Inc.)

ISSUES, FACTORS RISKS, OPPORTUNITIES:

1. Population Decline:

Demographics and population decline are a salient challenge, with high school graduation rates and membership of the 18-24 age group projected to diminish in the next eight years. At present, UCC enrolls an average of almost 40% of each graduating class in the region (see Table 3), and its rate of regional participation in higher education for 2001-02 was 17.4% (based on the regional population age cohort 18 to 49). Good though this performance may be in comparison to other college regions, there is little room to improve in these areas because of sparse and declining populations. UCC must therefore look elsewhere to sustain itself.

- **Age-Cohort diversification:** One area of expansion is in older age-cohort groups. 2002-03 data show that 43% of UCC's student body are 25 or over and 21% are 29+. Demographic projections also demonstrate a modest upward trend in the numbers in the 24+ age group. As UCC has always seen itself as an institution catering to the educational needs of delayed entry, intermittent study and career-change clientele, recruitment opportunities in these constituencies will be emphasized.
- **Geographic expansion:** Coinciding with its change in status, UCC will undertake aggressive recruitment campaigns across British Columbia and Canada. UCC's recruitment strategies will include systematic targeting of sub-populations to stimulate in-migration to UCC.
- **UCC as transfer destination:** UCC has successfully developed an internal laddering system among its certificate, diploma and degree programs, whereby diploma-holders may move to degree studies with full credit for their studies to date. It will extend this transfer facility to diploma-holders throughout BC, offering them a seamless, block-transfer segway into degree programs.
- **Distance Education expansion:** With the acquisition of the Open University and Open College in 2005, UCC will be expanding its distance education programming and delivery capacity several hundredfold and will penetrate far beyond its traditional catchment area to provincial, national and international markets. Broadband expansion in the Interior will assist these endeavours.

2. Competition

Whether the newly -formed UBC–Okanagan will provide competition for UCC is a moot point. UNBC in Prince George posed no threat to enrolment when it started 10 years ago; its enrolments have plateaued at 3,000 FTE, whereas in the last 10 years, UCC 's have risen to 5, 500 FTE. In contrast to UBC-Okanagan, UCC offers (a) lower tuition, (b) an institution with an identity of its own, (c) a wide array of programs ranging from the developmental and vocational to technology, degree and applied master's programs, and (d) a transfer infrastructure that accepts diplomas from other institutions as block-transfer. The only areas where UBC-Okanagan may have the edge are in degree recognition and traditional master's and Ph.D. programming, the concept of a residential campus with 1,000 places, and the fact that it will not be operating a multi-campus institution, as UCC, with its Williams Lake Campus, will continue to do.

3. Faculty Recruitment:

Until recently, faculty demographics for UCC predicted the replacement of 20 faculty per year till 2015 not counting new hires required for expansion. The BC government's promise of 25,000 new student spaces by 2009 will entail approximately 800 new faculty hires throughout the system, which will put incredible pressure on all institutions to attract suitably qualified faculty. The fierce competition to secure replacements is already exacerbated by inadequate numbers of graduates emerging from graduate schools. New university status will give UCC an advantage over the colleges, university-colleges and institutes, but not over the established universities, especially given the substantial salary differential that currently exists between university faculty and UCC faculty.

4. Research:

Research and scholarship will continue to be high on UCC's agenda. UCC will continue to grow its research capacity via SSHRC's Small Universities and CURA grants, and via NSERC, CFI and CIHR grants; it has one research chair in place and will raise that to two in the coming year with a further three to follow. Scholarship is not necessarily funding-dependent, and UCC will continue to encourage each faculty member to pursue his/her interests in his/her area of expertise, or in new areas, to support their instructional responsibilities.

5. Revenues and Expenditures:

Even with the proposed “0%, 0%, 0%” bargaining scenario, internal expenditure pressures such as salary grid adjustments and benefit increases, and external factors such as cost of living increases generated by inflation will drive up UCC’s expenditures in relation to its revenues. UCC anticipates modest increases in tuition to offset its expenditures. This year (2004- 5), UCC will implement a 7% increase in tuition for academic programs, balanced by 0% increases in developmental, career-technology and vocational programs.

STRATEGIC DIRECTION: UCC’s MISSION STATEMENT AND VALUES:

Mission Statement:

The University College of the Cariboo is a learner-centred institution which serves people and their communities through quality education, training and scholarship.

Values:

Learner-Centredness

The University College of the Cariboo is a learner-centred institution, dedicated to the development of its students and employees. It aims to empower individuals through intellectual, cultural, ethical, emotional, social and physical development. To this end, UCC believes that whatever program or course students are enrolled in, they should be provided with learning and critical thinking skills, and encouraged to approach issues and challenges with creativity.

Accessibility

The University College of the Cariboo aims to serve the needs of all adult learners in the region. It is committed to life-long learning and sees the provision of multiple modes and levels of access to education as the best way of prompting this. UCC endeavors to maintain access through flexible scheduling of courses and services, through a variety of delivery methods, through a progressive credential structure, and through ladder curricula, all of which allow students to move in and out of post-secondary education as their personal and professional needs dictate.

Quality of Education

The University College of the Cariboo strives for the highest levels of educational quality and service. It is dedicated to maintaining the integrity of its programs and developing graduates who strive for excellence in their studies and rise to the challenge of the future. It sets high standards for students and faculty, and believes that all the support necessary to meet those standards should be provided.

Responsiveness

The University College of the Cariboo recognizes the interdependence of community and college. It endeavors to play a responsive, creative role in the development of the region’s economy through training and development of human resources. It also recognizes a responsibility to respond to the cultural and social needs of its communities.

Comprehensiveness

The University College of the Cariboo believes that it can best meet the needs of its region through a balanced profile of programs and services, and accordingly provides a range of preparatory, academic, career-technical, and vocational programming.

Sense of Community

The University College of the Cariboo recognizes the diversity of interests and plurality of cultures among its students and employees. It values that diversity and seeks to create a safe, participatory environment in which the keystones are mutual trust and respect, and integrity of relationships among those various interests and cultures.

Accountability

The University College of the Cariboo values the responsible and effective stewardship of human, physical and financial resources as a means of maximizing benefits to the region it serves, to its students and to its staff.

CROSSWALK of UCC GOALS to AVED GOALS:

“Building on Strengths and Uniqueness”, A Strategic Plan for the University College of the Cariboo (2000-2005), was developed in 1998-1999 through a process of intense consultation with various stakeholders and community representatives. Being over four years old, it is now nearing the end of its intended span, but nevertheless its goals fit reasonably well with the AVED strategic goals.

UCC Goals	Ministry Goals
To define its identity and uniqueness as a university college*	Enhance student choice; promote a more efficient and integrated postsecondary system
To further its commitment to learning, teaching, scholarship and research	Improve quality of education; expand research capabilities in research in the province
To further its commitment to institutional effectiveness	Promote a more efficient and integrated postsecondary system
To further its commitment to being a better place to learn and work	Improve quality of education

* Pending legislation, this will be revised in the coming year

CROSSWALK of UCC OBJECTIVES to AVED KEY AREAS of INTEREST:

UCC Objectives	Ministry Key Criteria
Develop Applied Bachelor's degrees in Arts, Science and Business that will facilitate laddering for students	Capacity and Accessibility
Develop laddering opportunities for all UCC certificate, diploma and degree programs	Accessibility
Develop a plan for distributed learning that facilitates regional programming and provides direction for program development	Accessibility
Develop transition to work opportunities for all programs	Quality
Promote regional, national and international understanding and recognition of UCC as a university college*	Comprehensiveness
Develop a comprehensive and coordinated program of instructional development	Quality
Develop a policy and plan that will expand the availability of educational technology for teaching and learning	Efficiency and Quality
Develop a policy infrastructure and a facilities and equipment plan that will facilitate and support scholarship and research	Research
Establish a taskforce to review and recommend ways in which students may become more involved in research	Quality and Research
Develop web-based applications to improve student services and administrative practices throughout the institution	Efficiency
Develop and annually report on departmental, unit and divisional goals with a view to improvement of service	Quality
Co-ordinate Alumni, Foundation and Public Relations Strategies to facilitate institutional advancement	Quality
Develop a plan to promote a greater sense of community through the establishment of a communications strategy and increased cultural, recreational and athletic opportunities for students and employees	Quality
Increase global advancement by providing international exchange opportunities for students and employees	Quality
Establish ombudsperson services for the purpose of promoting fairness and equity	Quality

* Pending legislation, this will be revised in the coming year

Baseline and Performance Targets

University College of the Cariboo

Performance Measures	Baseline Data	Performance Targets		
		2004/05	2005/06	2006/07
Total student spaces	5,800 FTE	5,700 FTE*		
Number of degrees, diplomas, and certificates awarded	1,544 total credentials awarded (2001/02) 1,582 credentials awarded (2002/03)	1590		
Percentage of annual educational activity occurring between May and August	System average – 13.3% (2001/02) UCC (02/03) – 8.3%	Maintain 8.3%*		
Student spaces in developmental programs	540 FTE	513 FTE*		
Student spaces in online learning (BC campus)	14 FTE	19 FTE*		
Total number and percent of public post-secondary student population that is Aboriginal.	Data for 2002/03:			
Number	1,460 696 (UCC-reported)	Maintain		
Percent	10.6% 4.9% (UCC-reported)	Maintain		
Number of block and course transfer agreements				
Block transfer	Sender: 31 Receiver: 27	Maintain		
Course to course transfer	Sender: 3569 Receiver: 3137	Maintain		

* Based on applications to March 31, 2004. Will advise AVED of any change in status.

University College of the Cariboo

Performance Measures	Baseline Data	Performance Targets		
		2004/05	2005/06	2006/07
Student satisfaction with transfer	Sending = 76.2% (+/-8.9%) Receiving = 87.5% (+/-13.2%) (2003 survey)	Increase .8% from 2003		
Student outcomes – skills gained	Data for 2003 (2003 survey)			
Written communication	77.0% (+/-2.3%)	Maintain		
Oral communication	75.8% (+/-2.4%)	Maintain		
Group collaboration	86.3% (+/-1.8%)	Maintain		
Critical analysis	84.8% (+/-1.8%)	Maintain		
Problem resolution	77.9% (+/-2.1%)	Maintain		
Reading and comprehension	85.1% (+/-1.8%)	Maintain		
Learn on your own	84.3% (+/-1.8%)	Maintain		
Student satisfaction with education	86.4% (+/-1.6%) (2003 survey)	Maintain		
Student assessment of quality of instruction	81.1% (+/-1.8%) (2003 survey)	Maintain		
Funding support for research	Data for 2001/02:			
Sponsored funding from all sources	Federal: \$324,000 Provincial: \$663,000 Total: \$987,000	Federal: \$864,000 Prov. : \$430,000 Total: \$1,294,000		

University College of the Cariboo

Performance Measures	Baseline Data	Performance Targets		
		2004/05	2005/06	2006/07
Number of student spaces in identified strategic skill programs	714 FTE	705 FTE*		
Computer science, electrical and Computer engineering programs	102 FTE	100 FTE*		
Social/child protection worker programs	132 FTE	135 FTE*		
RNs, LPNs, and RCAs and other Allied Health programs	466 FTE	470 FTE*		
Student assessment of usefulness of knowledge and skills in performing job	77.8% (=/-5.9%) (2003 survey)	Maintain		
Student outcomes – unemployment rate	8.8% (2003 survey)	Maintain		

- Based on applications to March 31, 2004. Will advise AVED of any change in status.

**University College of the Cariboo
Operating Fund
Draft #5 Budget Proposal**

FTE targets:	2004-05 Proposal	2004/05 Budget	2003/04 Budget	2003/04 Forecast	2003/03 Actuals
AVED	5,409	5,527	5,409	5,203	5,017
University Growth	125				
Industry Training	644	644	644	581	529
Total	6,178	6,171	6,053	5,784	5,546
Revenue					
<u>Government Grants</u>					
Block grant allocation	\$40,138,880	\$39,142,390	\$40,138,880	\$40,138,880	\$40,530,380
University Growth	\$875,000				
PLnet add back	122,877	122,877	122,877	122,877	122,877
Industry Training	4,942,000	4,942,176	5,022,532	5,022,532	5,154,385
Ministry leases	503,000	503,000	502,687	502,687	497,595
Subtotal:	\$46,581,757	\$44,710,443	\$45,786,976	\$45,786,976	\$46,305,237
<u>Tuition and other revenue:</u>					
<u>Tuition-credit programming:</u>					
Academic =7% (based on 03/04 ftes)	\$10,165,000	\$9,500,000	\$9,281,000	\$9,498,000	\$6,816,585
Career technical	1,900,000	1,900,000	1,835,000	1,893,000	1,441,678
Vocational	1,450,000	1,450,000	1,510,000	1,218,000	1,100,690
College Prep-with Grade 12 certificate	350,000	350,000	330,000	347,000	6,600
Tuition Subtotal	\$13,865,000	\$13,200,000	\$12,956,000	\$12,956,000	\$9,365,553
International Education	9,978,000	9,978,000	9,305,100	9,305,100	8,586,738
Continuing Studies	3,687,000	3,687,000	3,503,076	3,684,808	3,939,933
Investment Revenue	890,000	890,000	600,000	986,000	685,620
Other Revenue (Admission,Lab,Park)	933,000	933,000	932,599	1,100,050	1,566,147
<u>Subtotal</u>	<u>\$29,353,000</u>	<u>\$28,688,000</u>	<u>\$27,296,775</u>	<u>\$28,031,958</u>	<u>\$24,143,991</u>
Total Revenue before transfers:	\$75,934,757	\$73,398,443	\$73,083,751	\$73,818,934	\$70,449,228

Revenue transfers (Block):					
Sabbatical, Assisted leave, Scholarly Activity	(\$844,750)	(\$844,750)	(\$833,750)	(\$833,750)	(\$745,000)
Support Staff PD fund	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
NVIT, BSW	(251,364)	(251,364)	(233,847)	(233,847)	(216,331)
FNAUT	(72,765)	(72,765)	(72,765)	(72,765)	(72,765)
Equipment related	(850,000)	(850,000)	(850,000)	(850,000)	(898,333)
Additional	(100,000)				
Career Technical Centre	(568,364)	(568,364)	(568,364)	(568,364)	(568,364)
Student Scholarship & Bursary	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Additional	(100,000)				
International Construction reserve	(1,208,000)	(1,208,000)	(1,115,404)	(1,115,404)	(858,600)
Revenue Transfers. Subtotal:	<u>(\$4,325,243)</u>	<u>(\$4,125,243)</u>	<u>(\$4,004,130)</u>	<u>(\$4,004,130)</u>	<u>(\$3,689,393)</u>
TOTAL REVENUE	\$71,609,514	\$69,273,200	\$69,079,621	\$69,814,804	\$66,759,835
Expenditures:					
Expenditure Budget (Block)	\$60,885,680	\$60,885,680	\$60,631,930	\$60,215,746	\$55,648,493
Expenditure Budget (International)	3,850,000	3,850,000	3,769,720	3,666,606	3,874,196
Expenditure budget (continuing studies)	3,968,000	3,968,000	3,901,221	3,903,035	4,199,271
Adjustments:					
Salary and benefits					
-Administration (increments, annualizaitons)	15,000	15,000			
-Faculty (increments, annualizations)	680,000	780,000			
-Support	50,000	50,000			
Regularizations	200,000	200,000			
New Era	0	90,000			
International costs for add. International ed ftes	210,000	210,000			
Regional budgets (facilities and operations)	428,000	428,000	681,750	677,199	793,211
Clinical practicum	80,000	80,000			
Non-salary related: +1.25%	125,000				
Instructional/Enrolment/Support	35,000				
Staff training and development	25,000				
Electric utilities (04/05 7.23%, 05/06 2%)	40,000	40,000			
Total Expenditures:	\$70,591,680	\$70,596,680	\$68,984,621	\$68,462,586	\$64,515,171

Less:					
Reserve for University Growth	875,000				
Reserve for International Operations	<u>134,000</u>	<u>134,000</u>	<u>0</u>	<u>103,114</u>	<u>437,241</u>
Operating Fund, Excess (deficiency) of revenue	\$8,834	(\$1,457,480)	\$95,000	\$1,249,104	\$1,807,423
*This expenditure plan will: -Continue the funding for work study(\$15,000) -Maintain the balance in the emergency student loan fund (\$100,000) -Continue the funding for library degree programs (\$625,000)					