

Thompson Rivers University

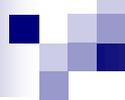
Operating Budget

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



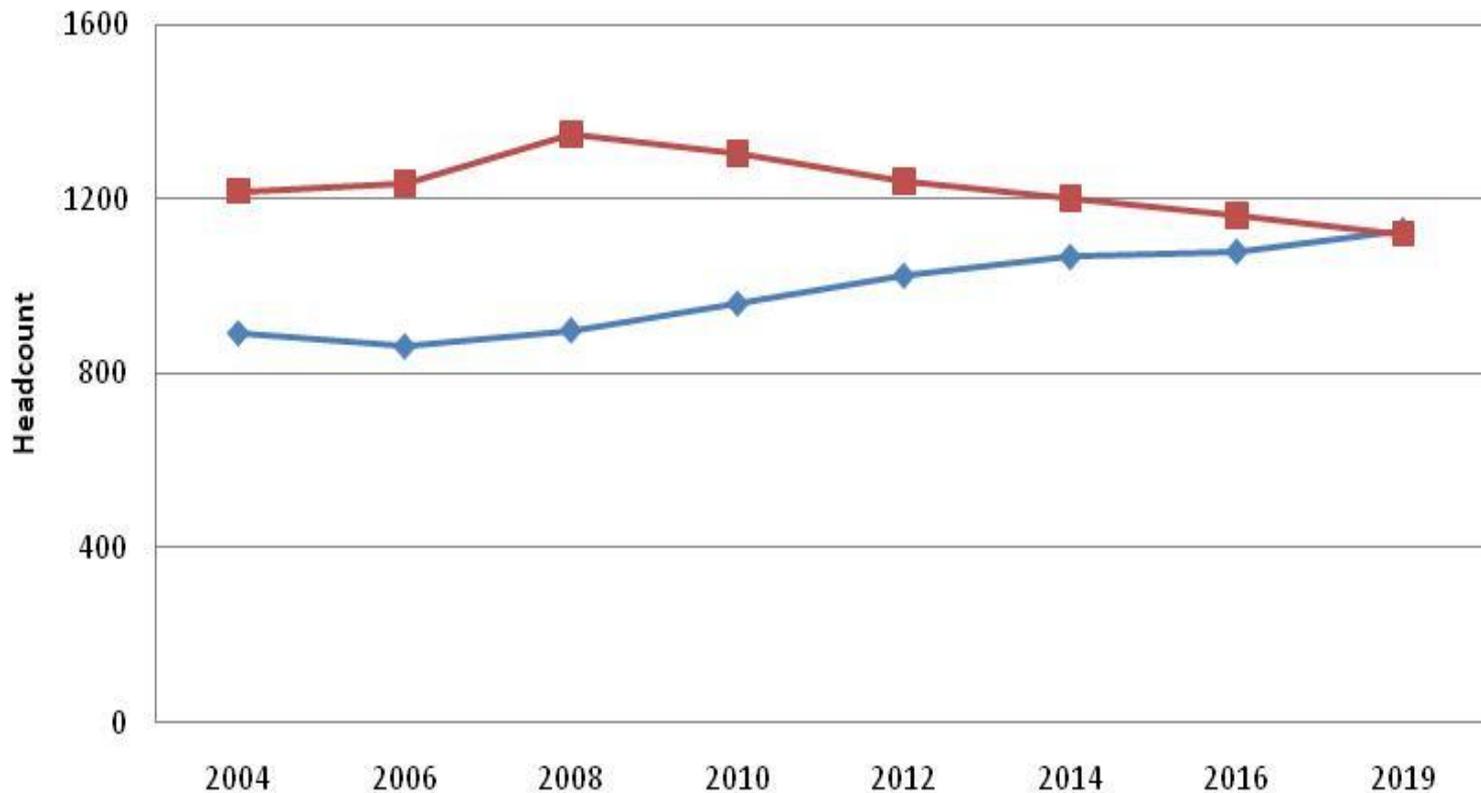
Sub-committees of BCOS:

- 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

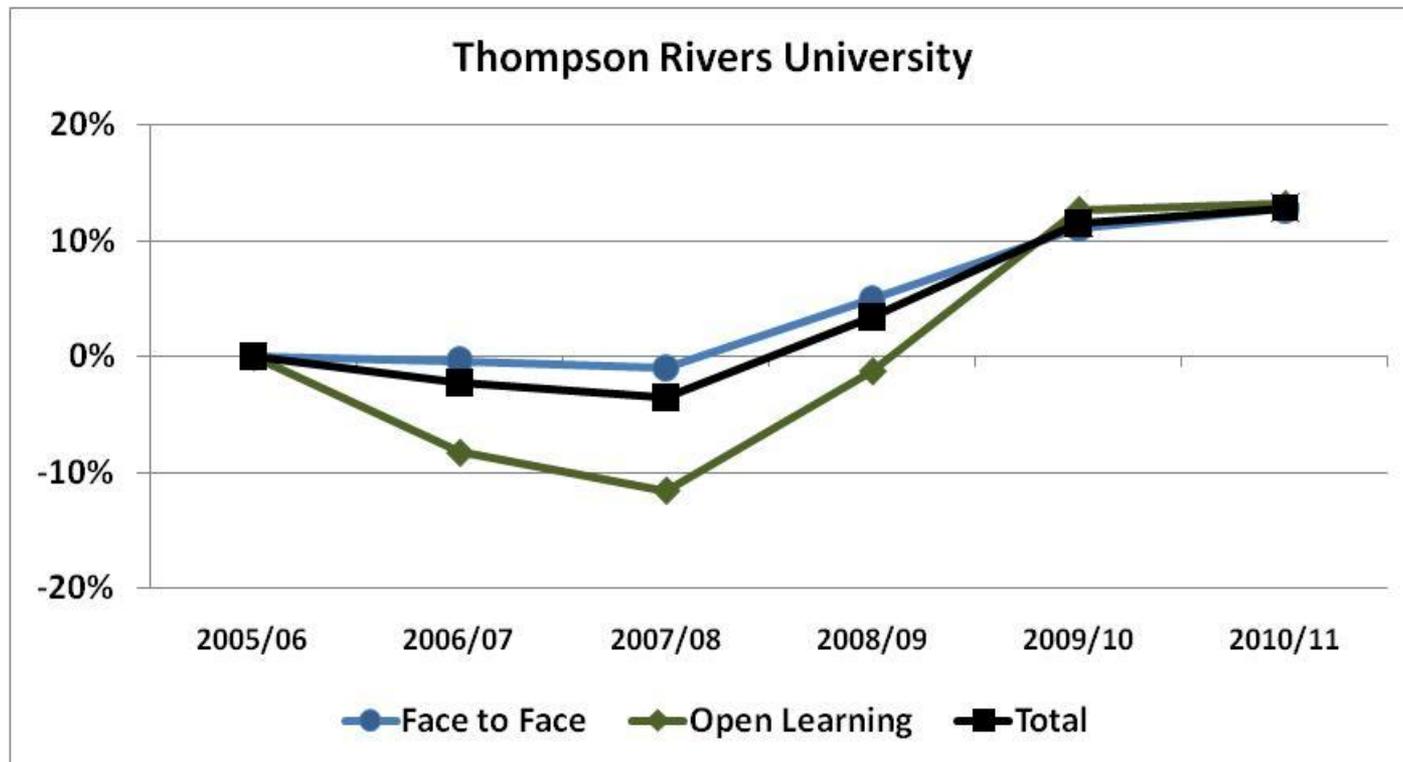


Source: Ministry of Education

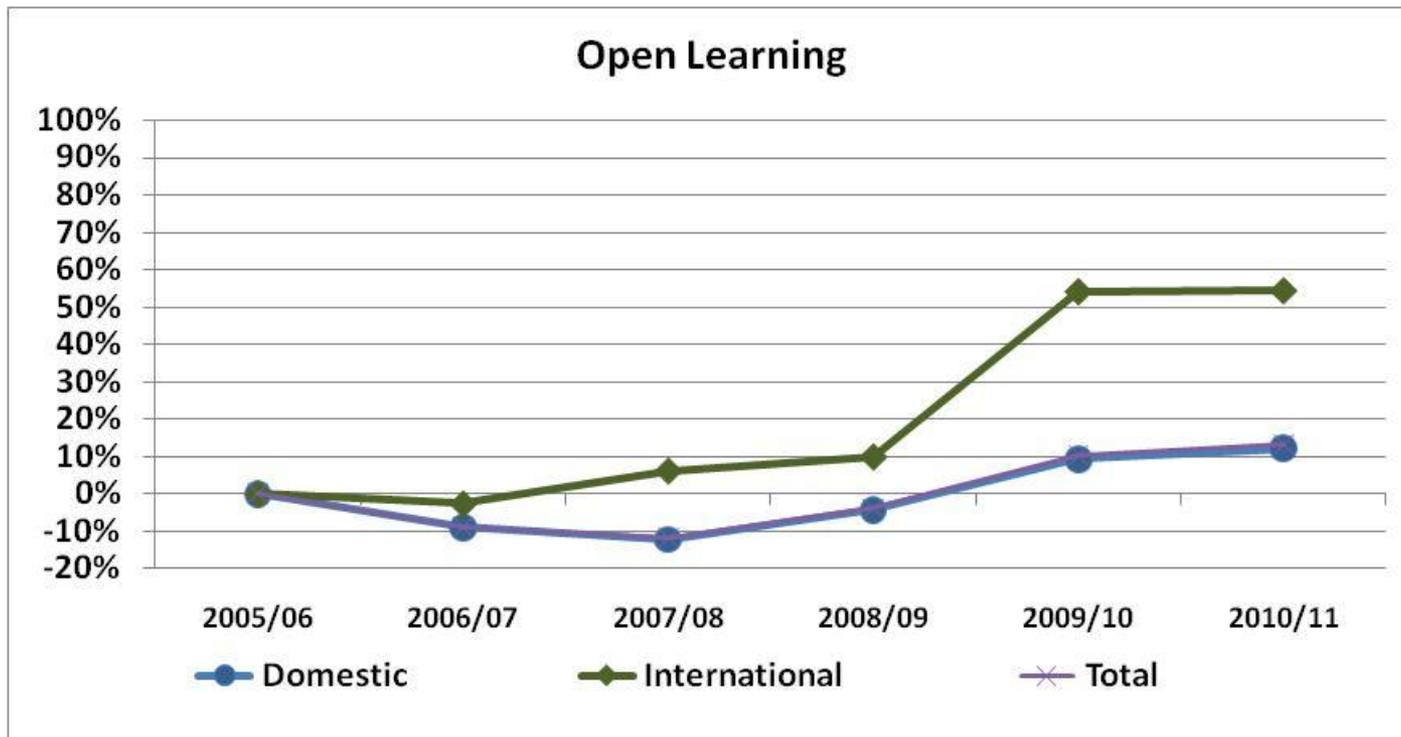
◆ Kindergarden ■ Grade 12

Academic Course Registrant Enrolment Trends

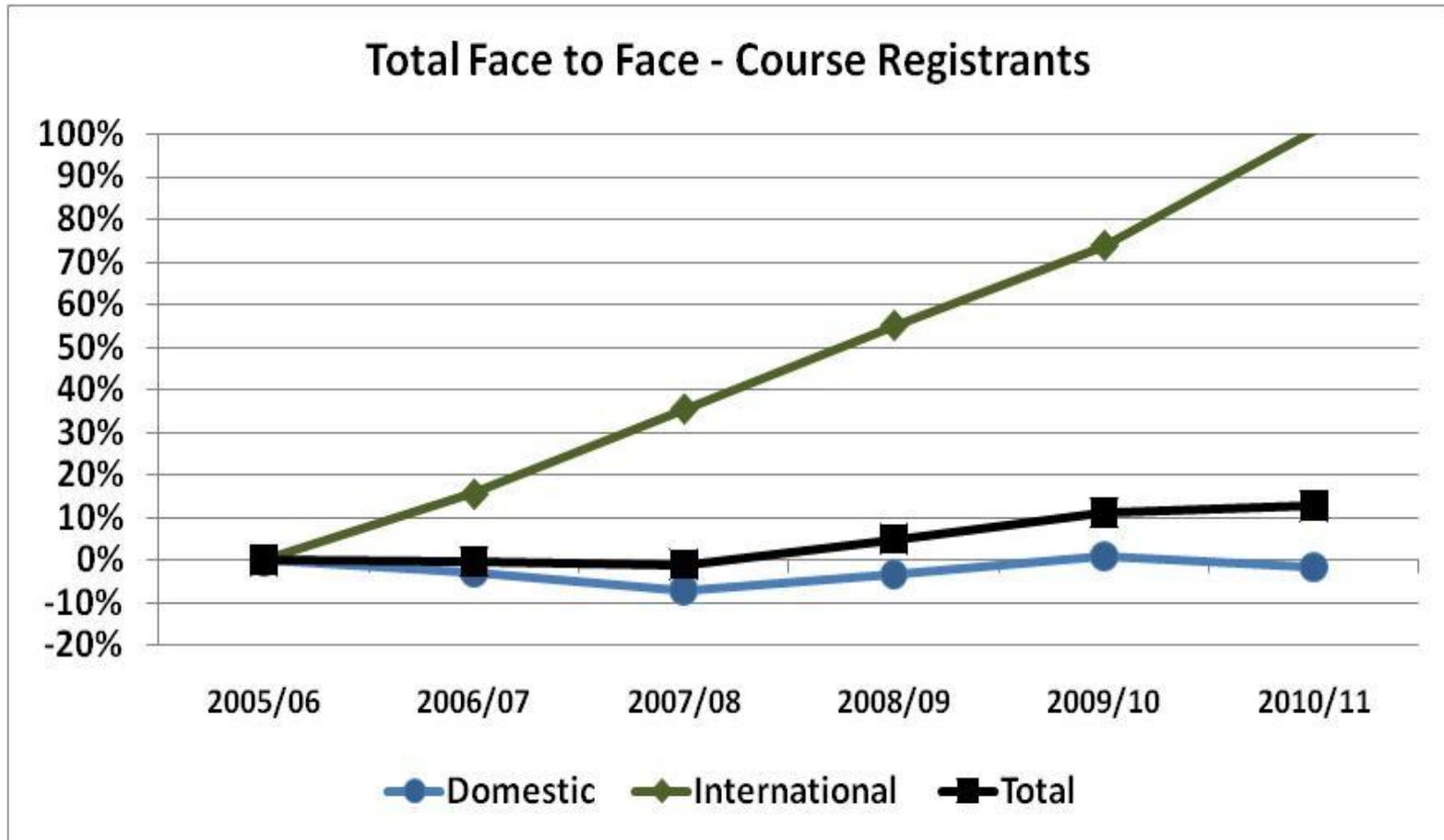
% Change 2005-06 to 2010-11

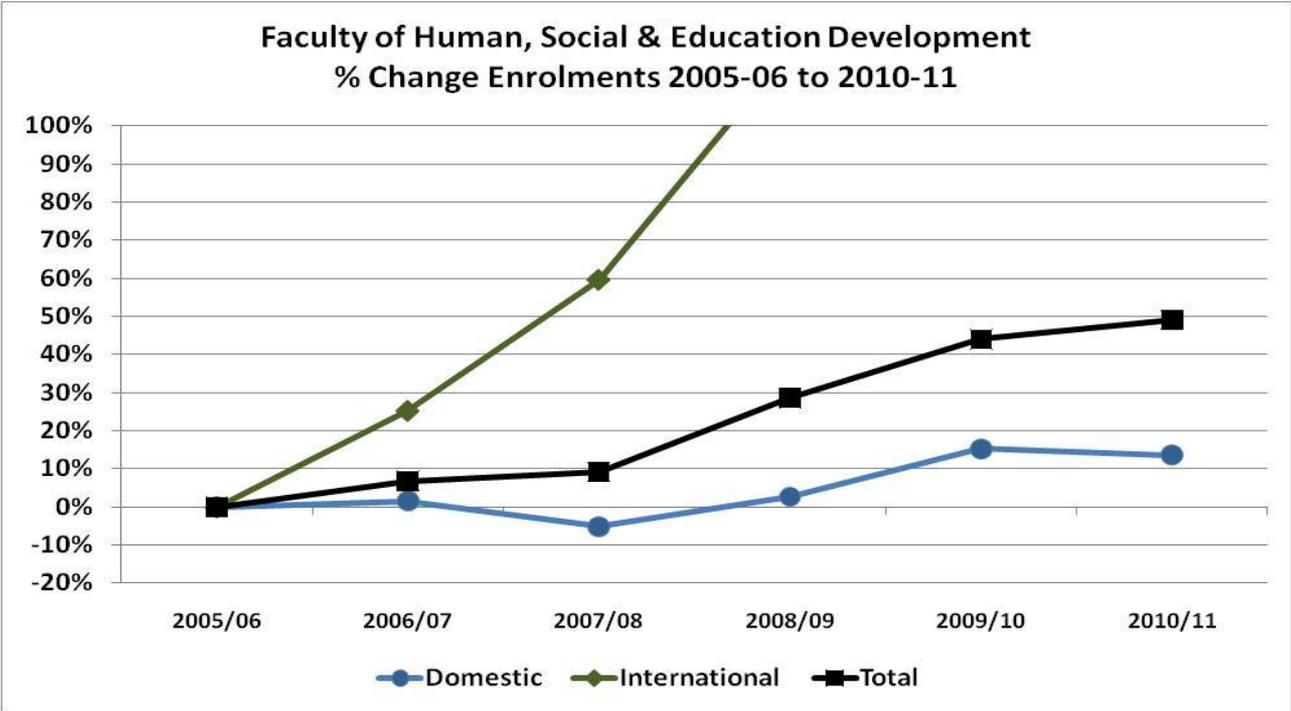
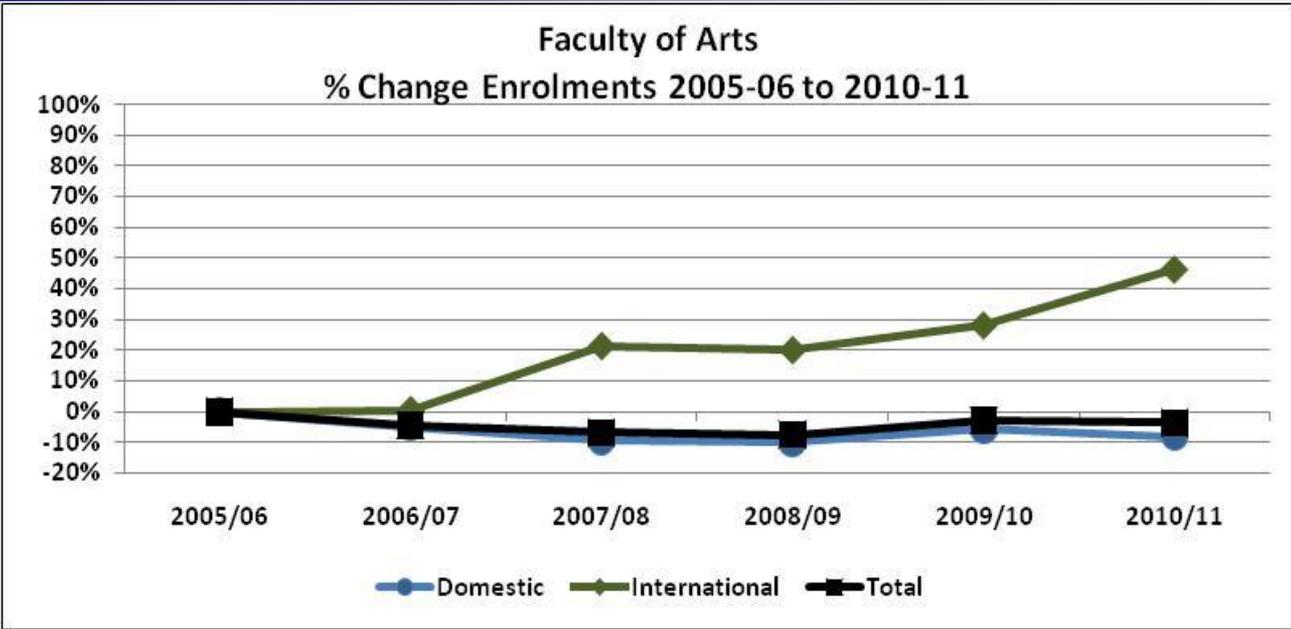
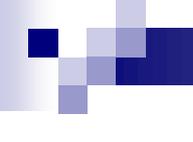


% Change Enrolments - 2005-06 to 2010-11



% Change Enrolments - 2005-06 to 2010-11

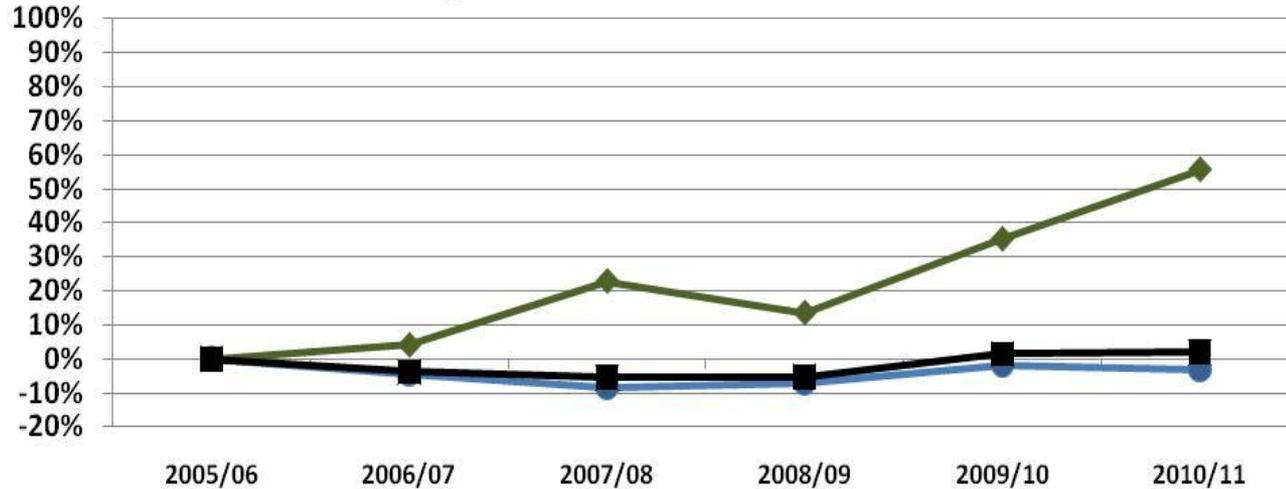




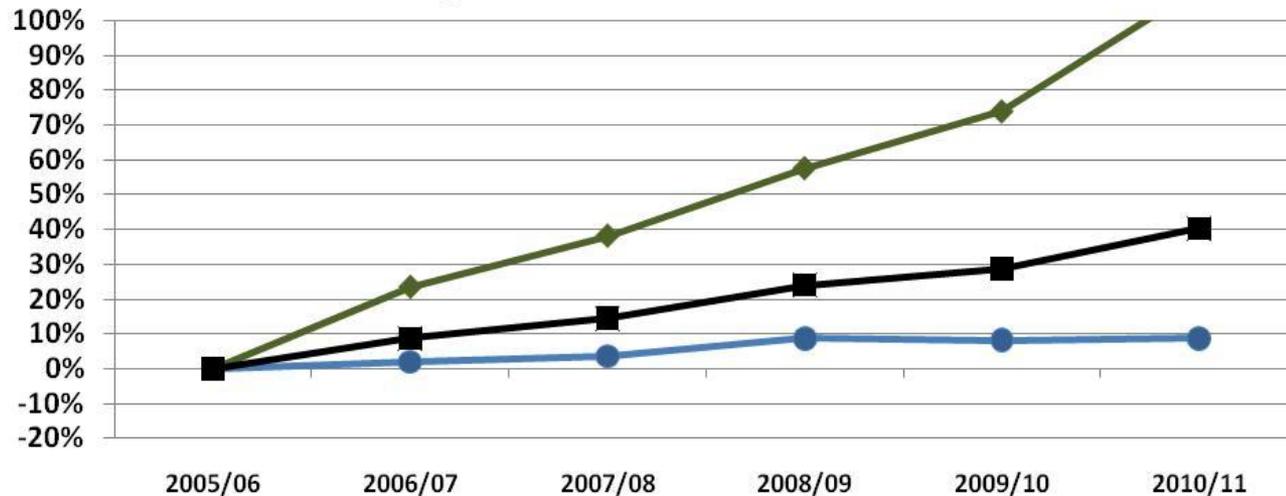
International enrolments FOHSED

| | |
|---------|------|
| 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

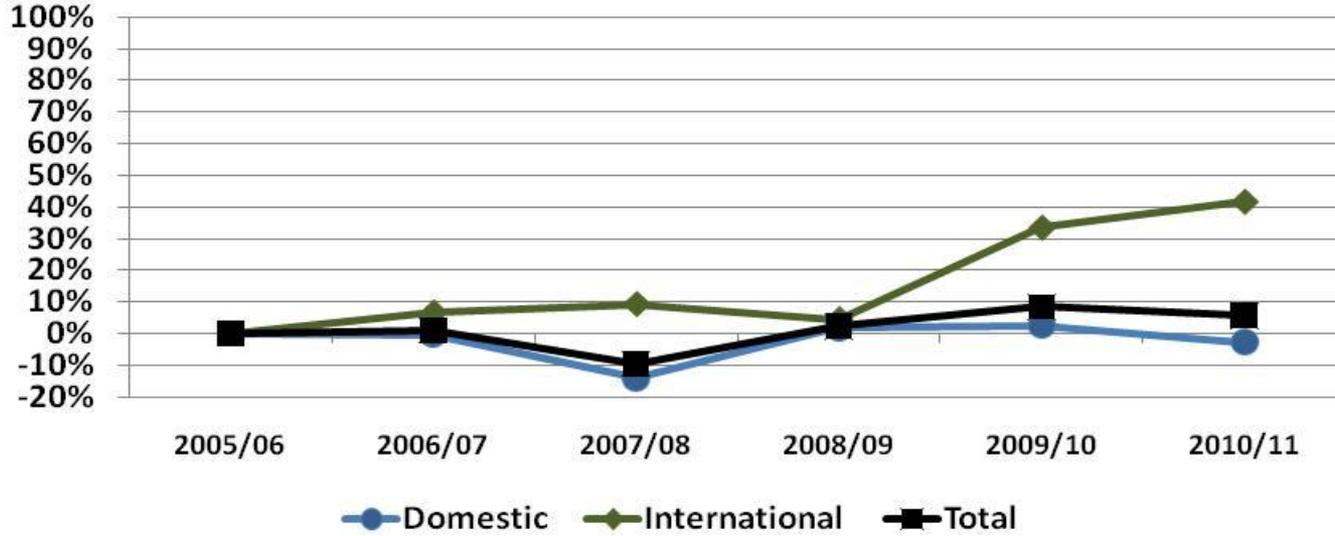


● Domestic ◆ International ■ Total

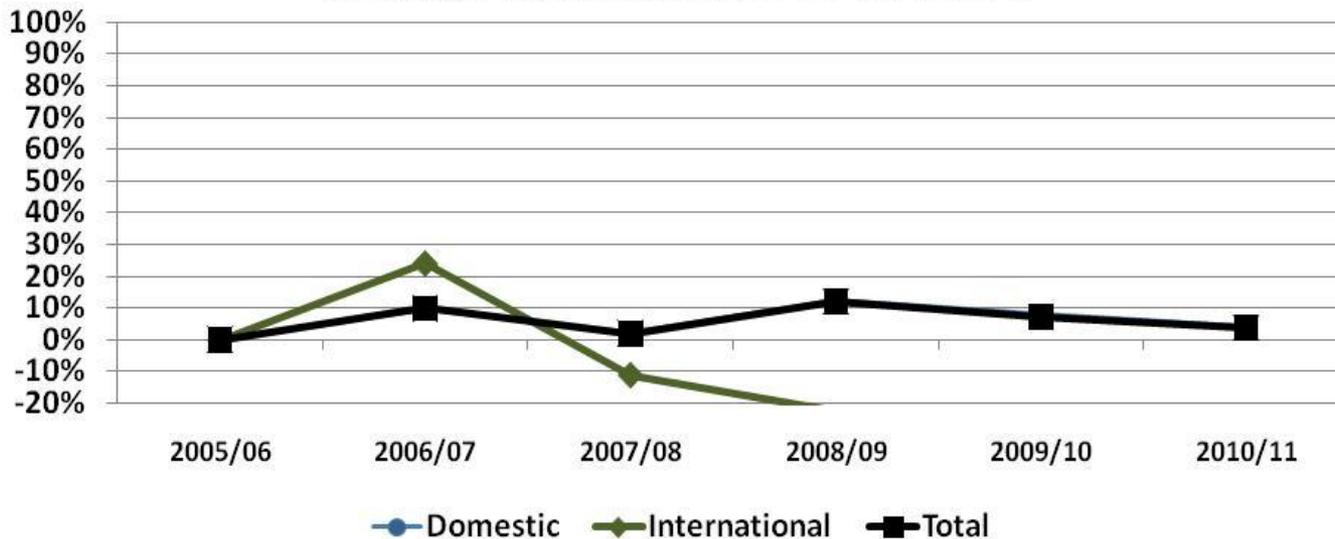
International enrolments SOBE

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

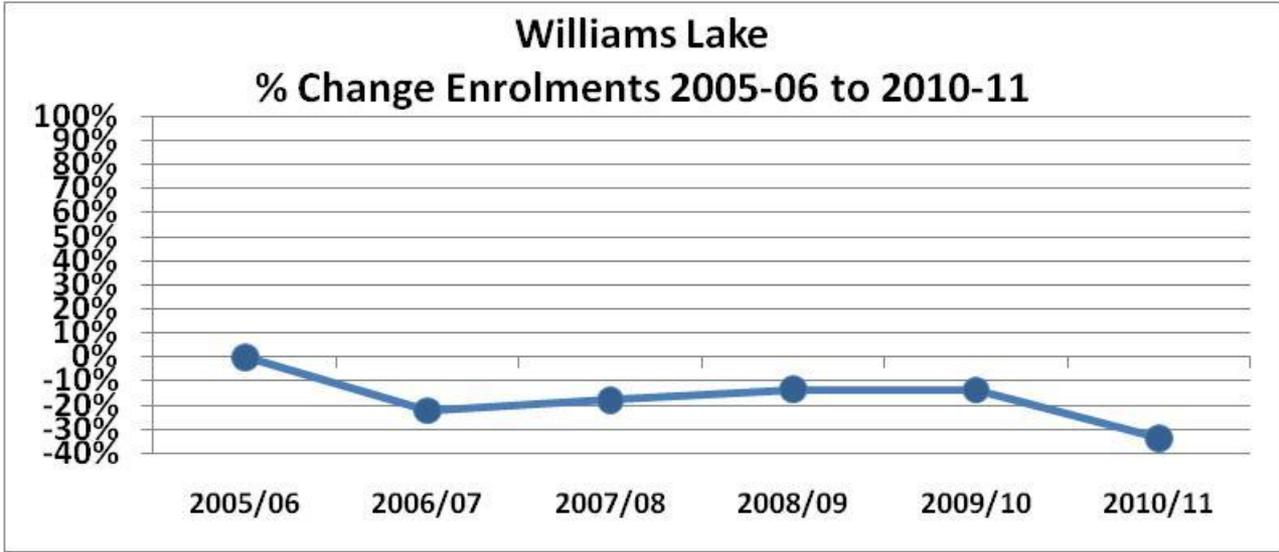


School of Nursing % Change Enrolments 2005-06 to 2010-11



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)

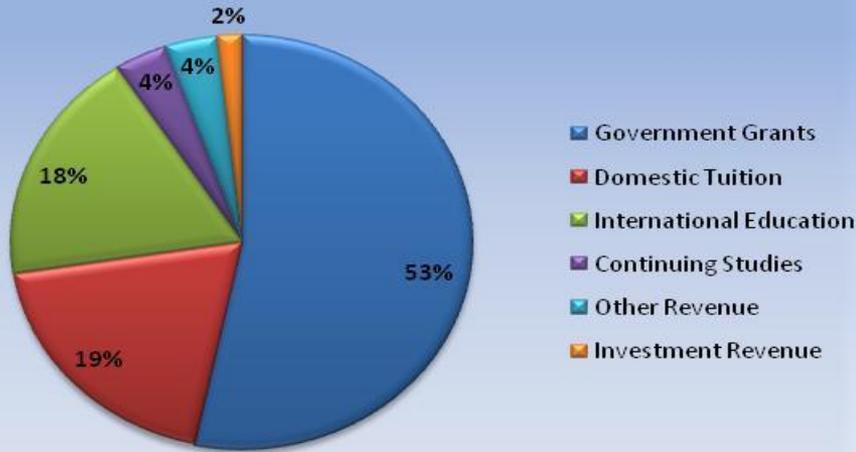


Outstanding Issues

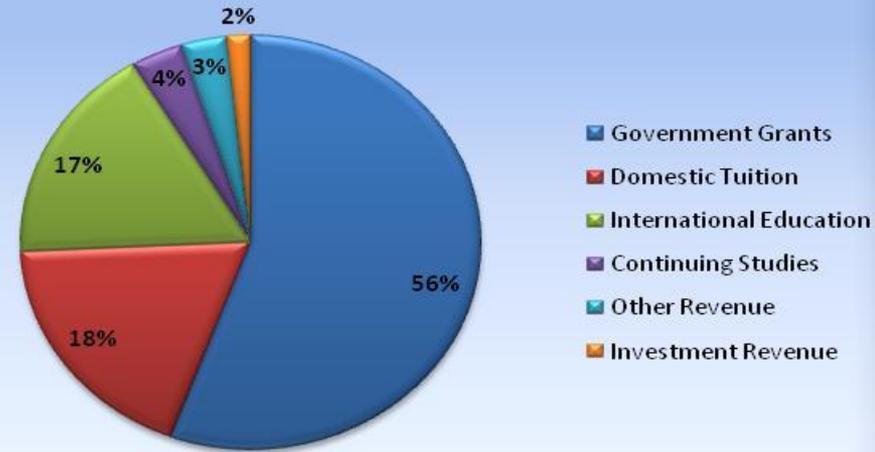
- Collective Agreements for TRUFA and CUPE

Draft Operating Fund Revenues (Total)

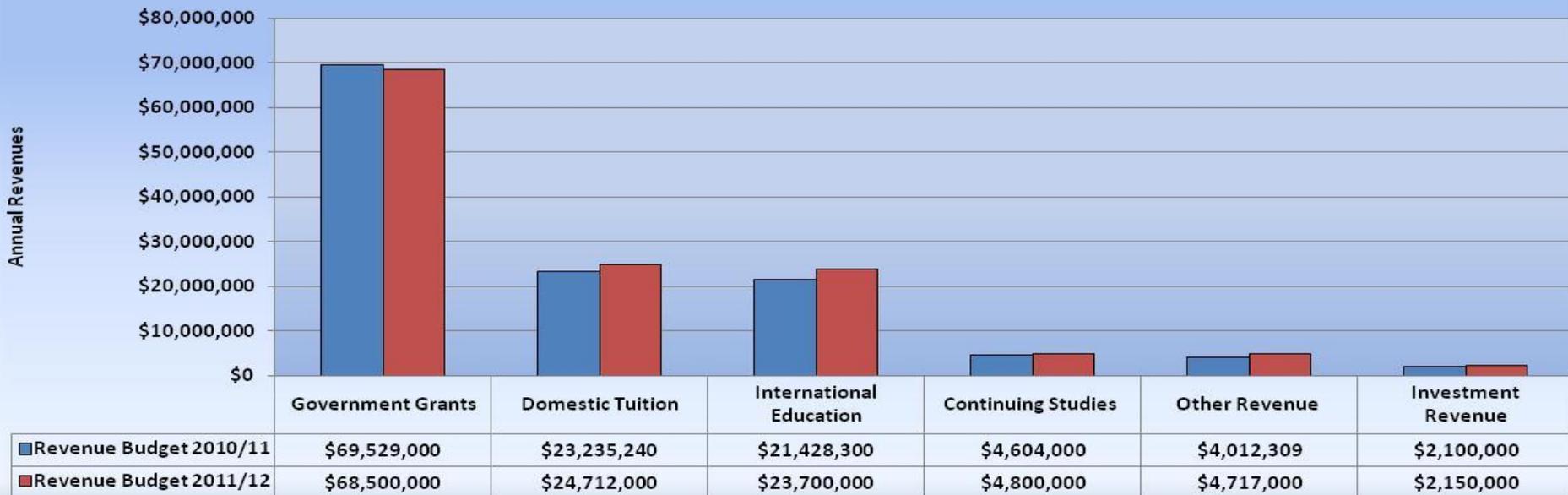
Revenue Budget 2011/12



Revenue Budget 2010/11

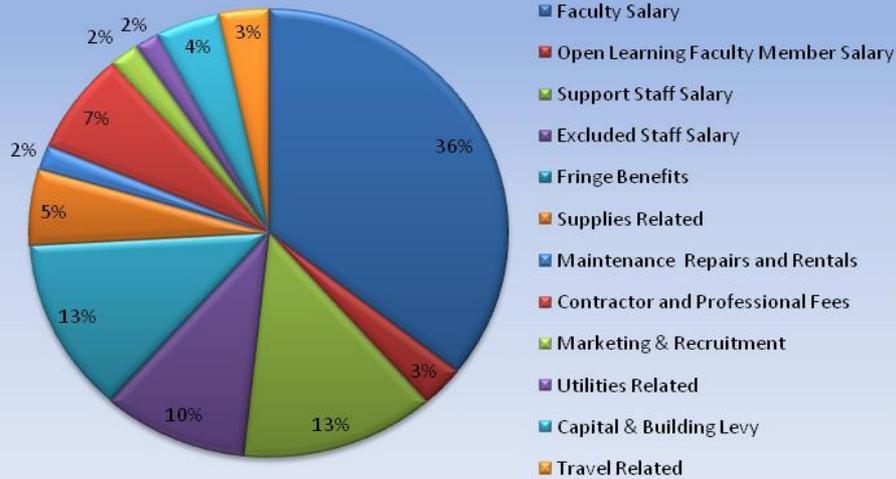


Revenues

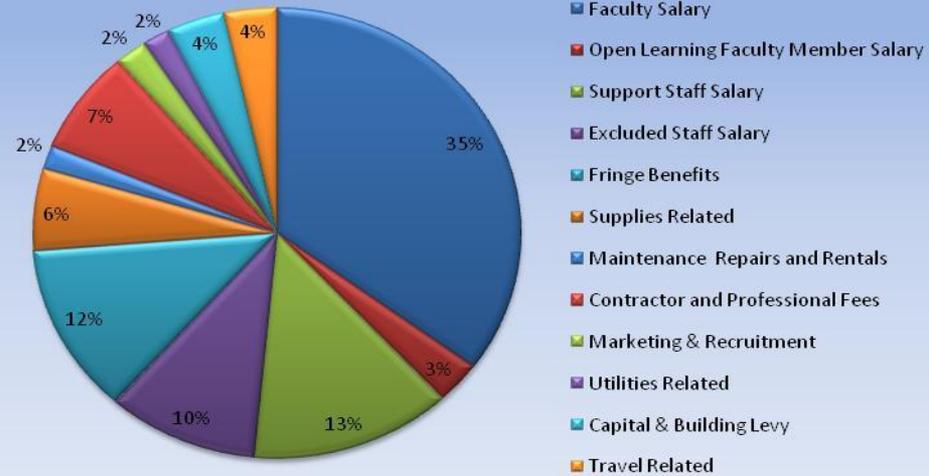


Draft Operating Fund Expenditures (Total)

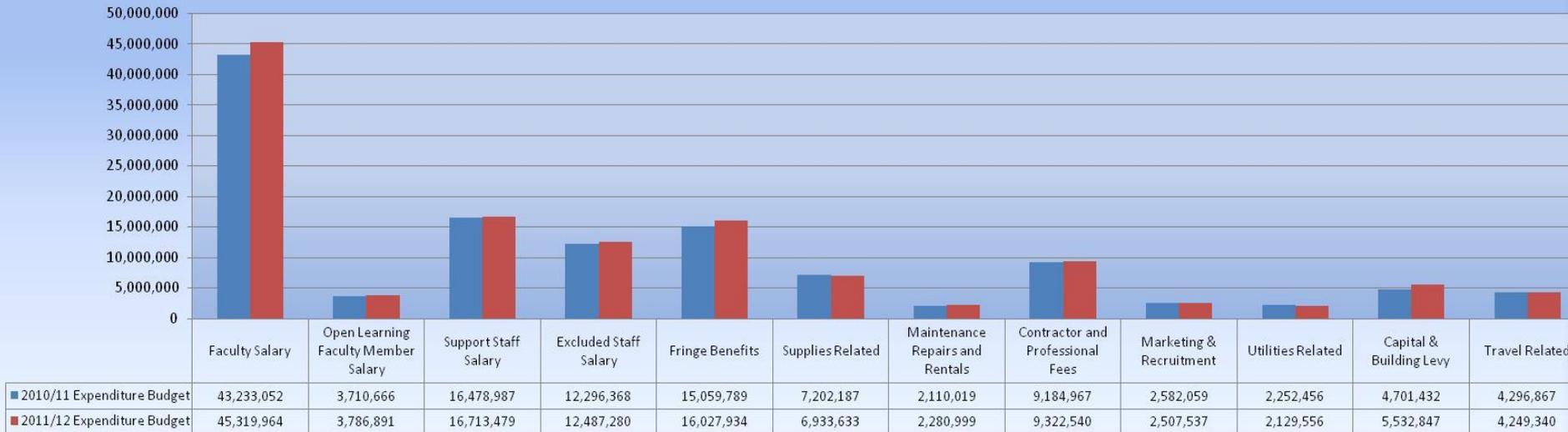
2011/12 Expenditure Budget



2010/11 Expenditure Budget



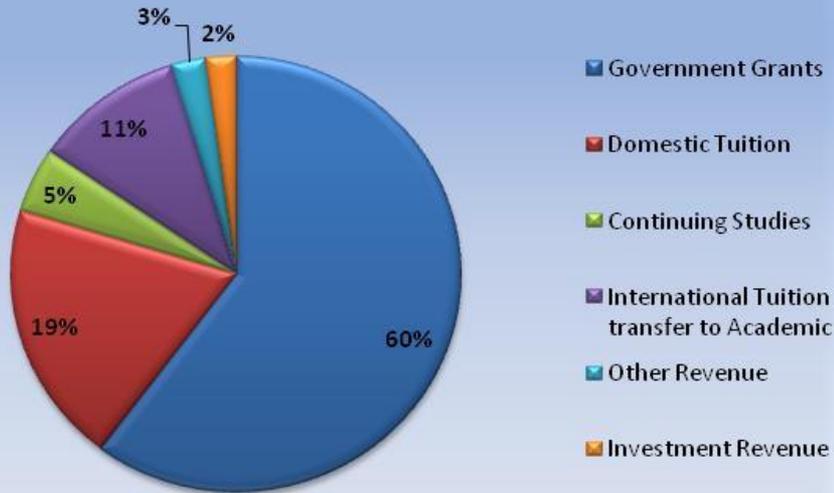
Operating Fund Expenditures



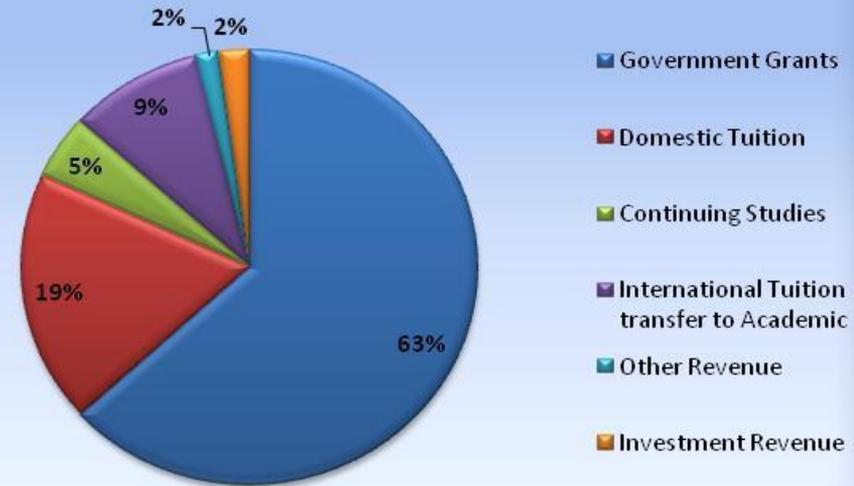
Draft Operating Fund Revenues – On Campus

Excludes Open Learning and TRU World Support

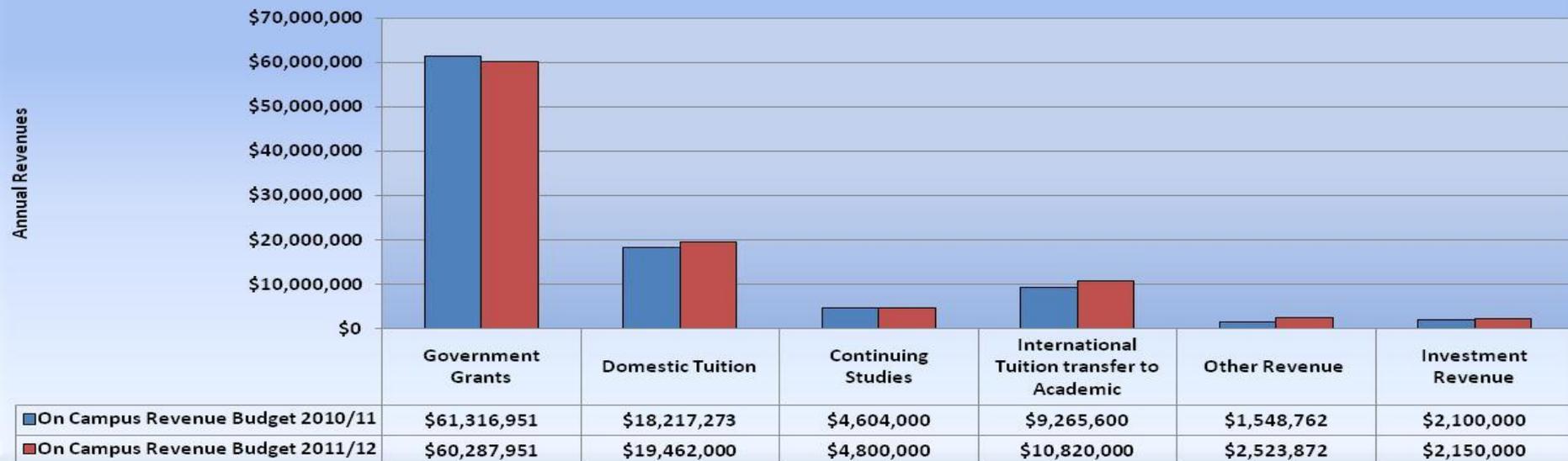
On Campus Revenue Budget 2011/12



On Campus Revenue Budget 2010/11



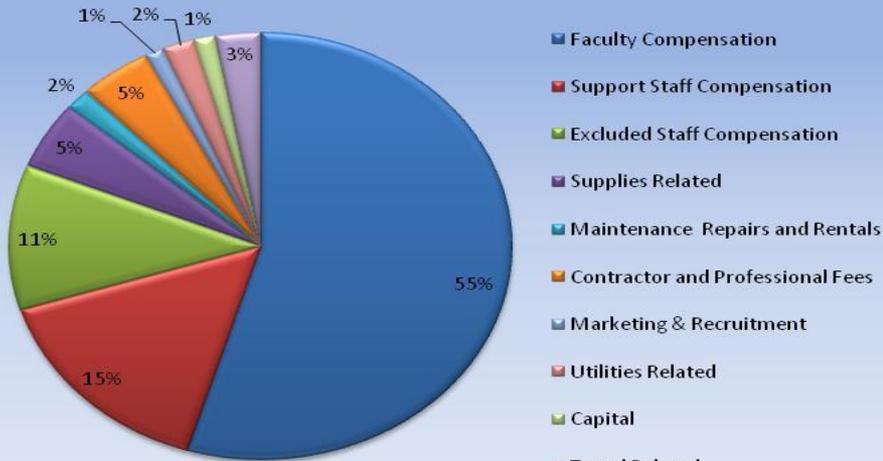
Revenues



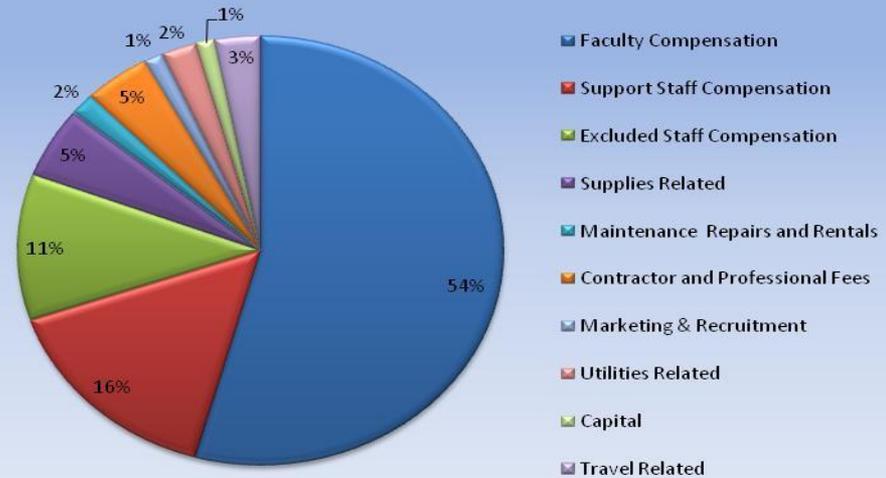
Draft Operating Fund Expenditures – On Campus

Excludes Open Learning and TRU World Support

2011/12 Expenditure Budget



2010/11 Expenditure Budget



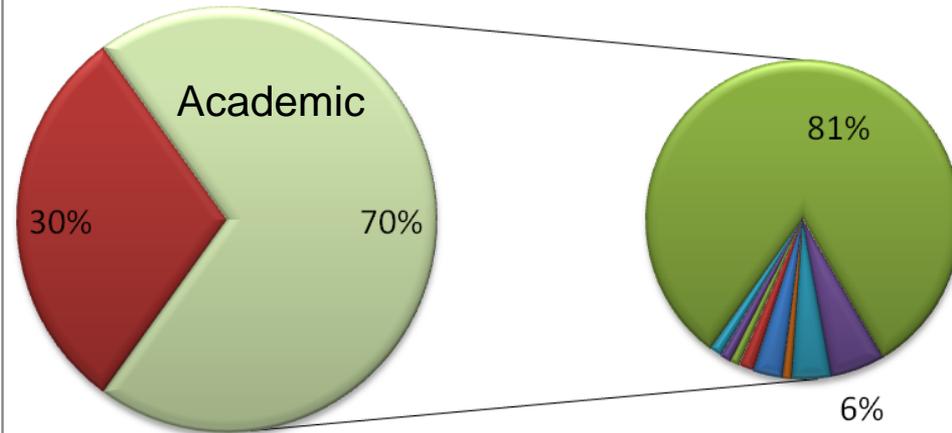
Operating Fund Expenditures



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

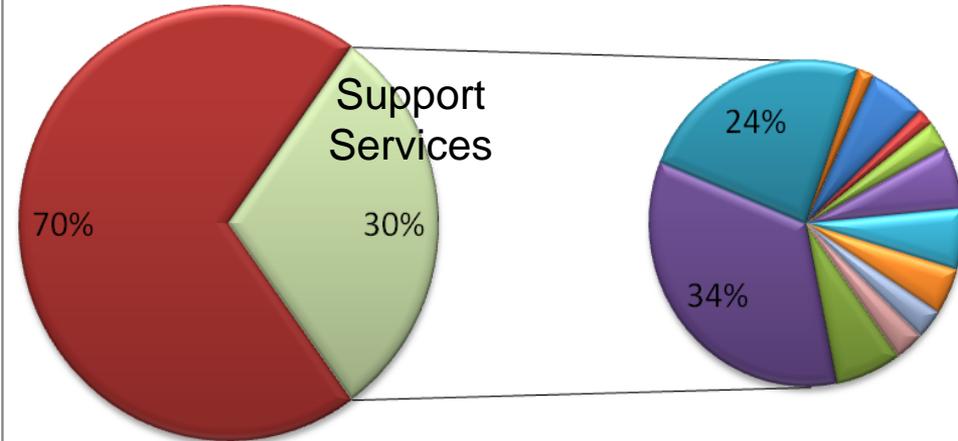
Excludes Open Learning Instruction and Support and TRU World Support

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

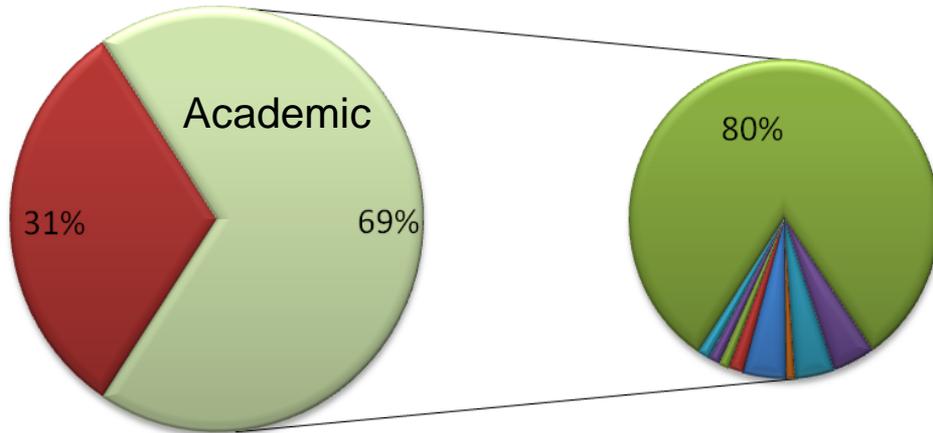


- Faculty Compensation - 6%
- Support Compensation - 34%
- Excluded Staff Compensation - 24%
- Student Scholarship and Bursaries - 2%
- Supplies Related - 6%
- Contractor and Professional Fees - 2%
- Marketing & Recruitment - 3%
- Travel Related - 6%
- Utilities - 6%
- Repairs and Maintenance - 5%
-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

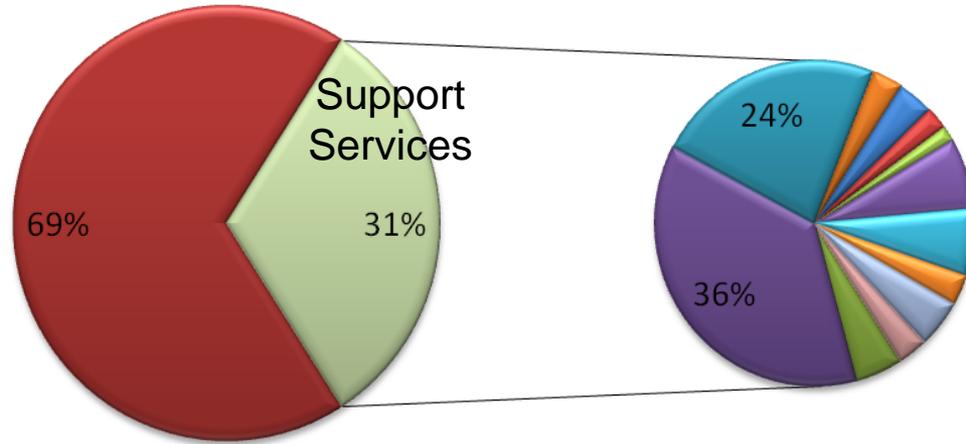
2010-11 Cost Allocation – On Campus Academic and Support Services

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 |
| Total Expenditures | 94,157,109 | 90,848,586 |

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 |

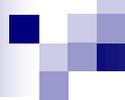
Thompson Rivers University

Capital Projects Update
2011 – 2012



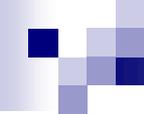
Capital Funding Sources

- 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

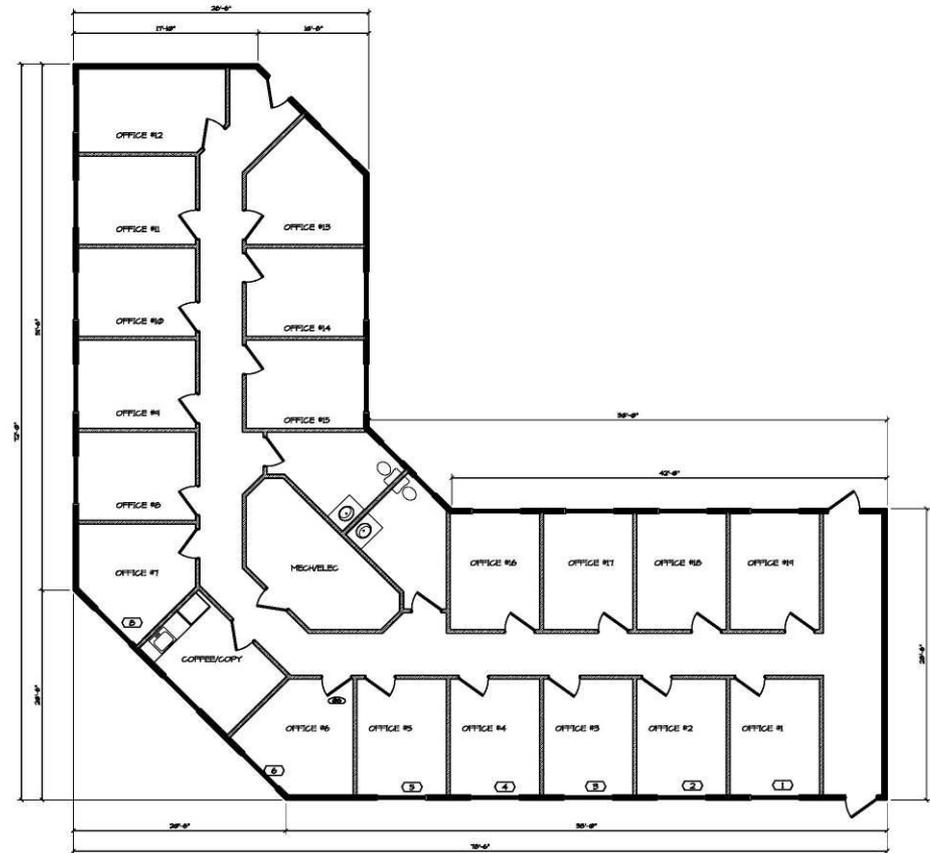
Faculty Annex N



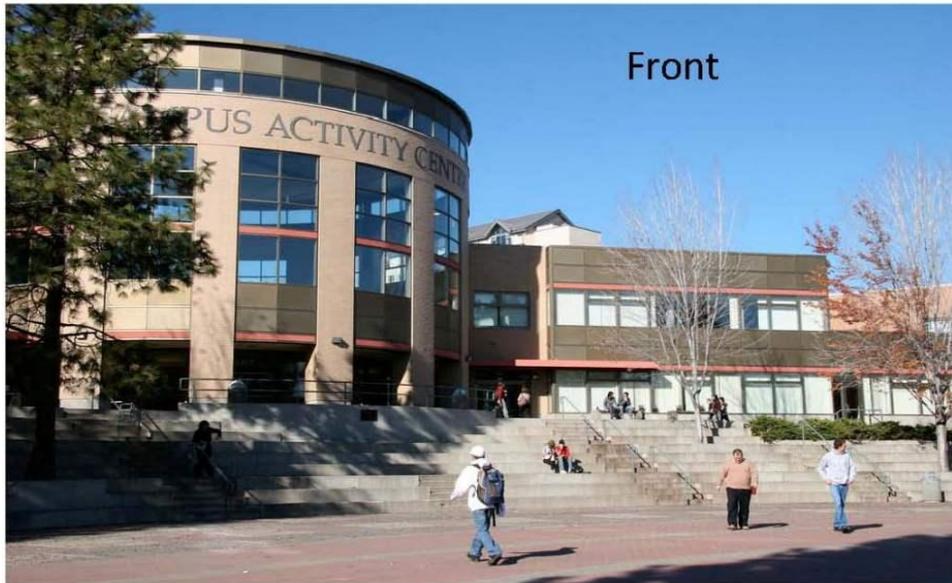
Faculty Annex N

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

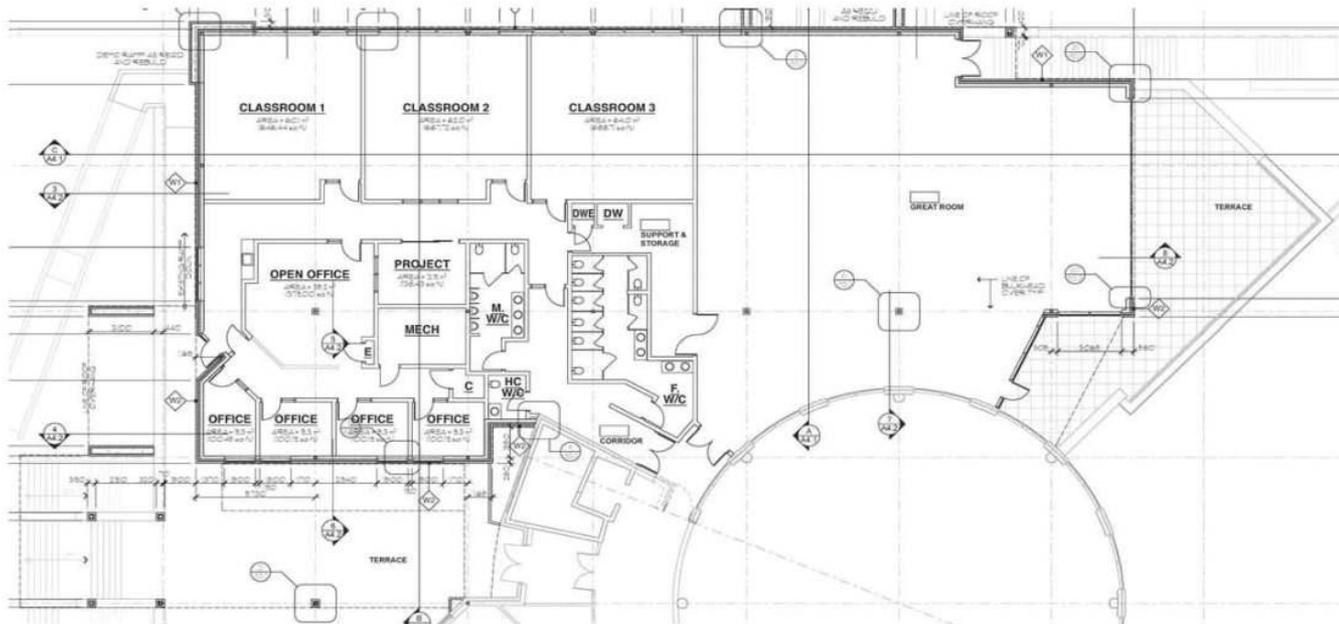
Third Floor Addition - Highlights:

- 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.

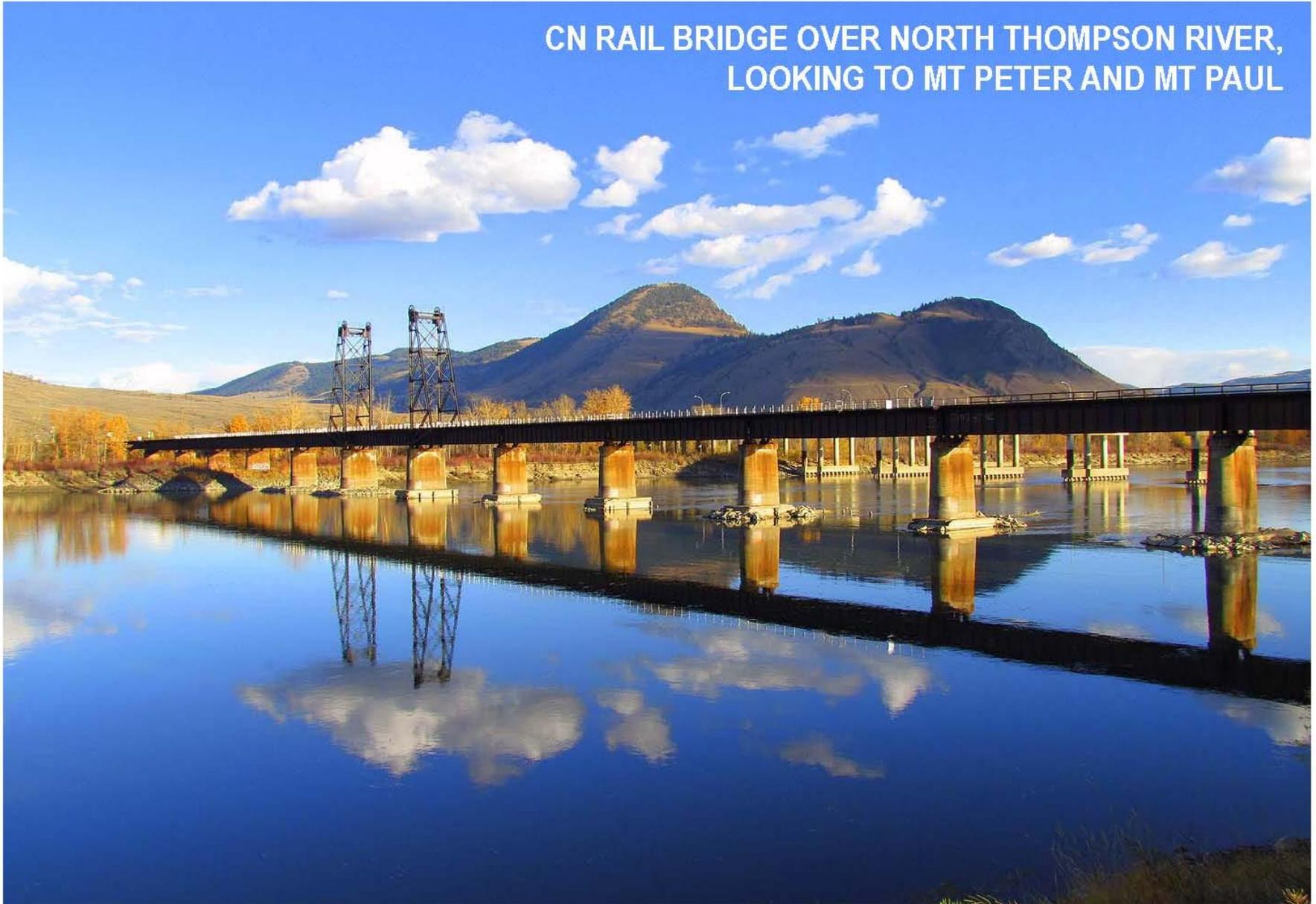
VIEW OF THE RIVER VALLEY, PETER AND PAUL MOUNTAINS

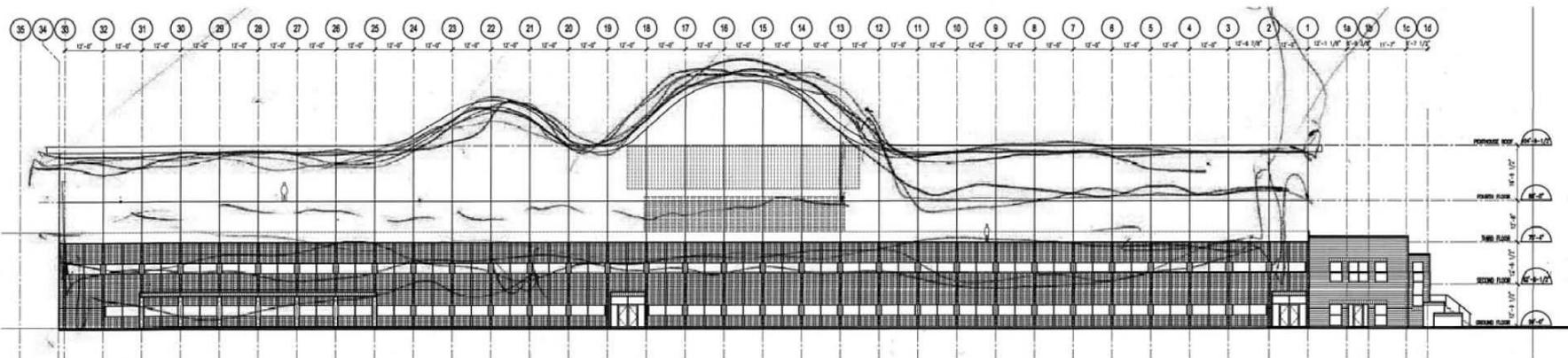
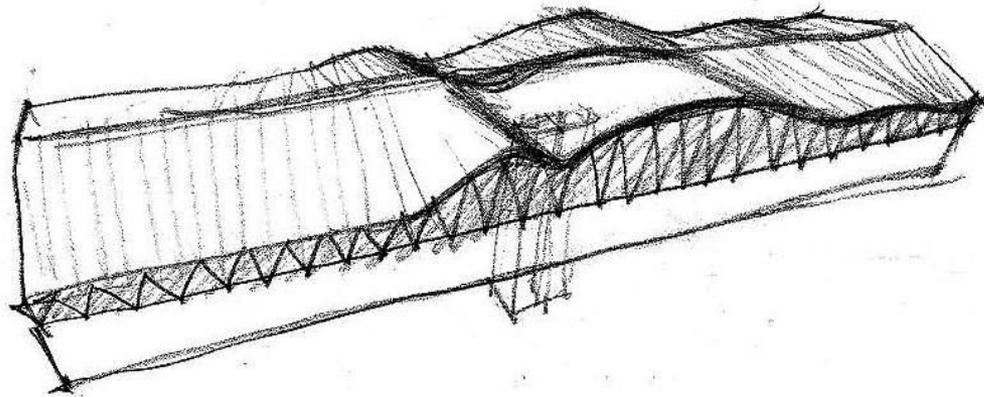
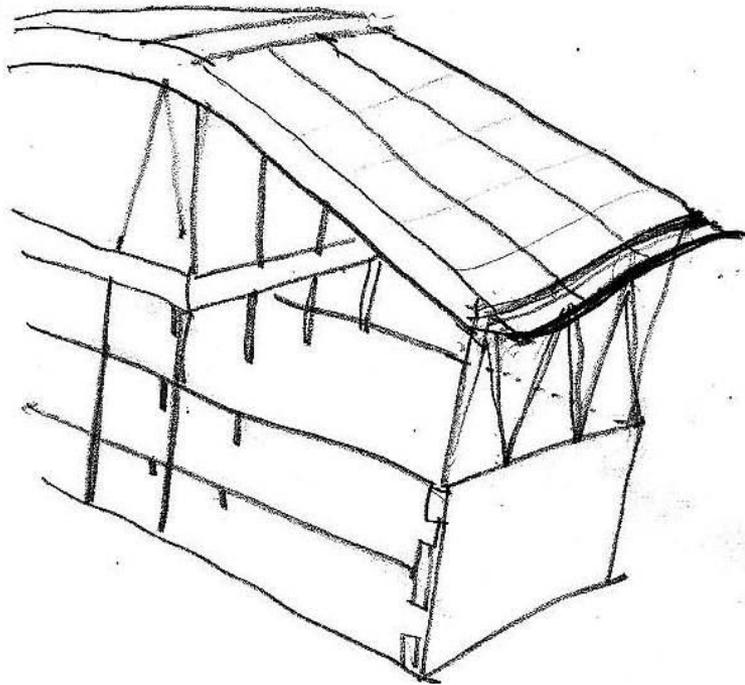


A.Y. JACKSON – MOUNT PETER and MOUNT PAUL



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





South View

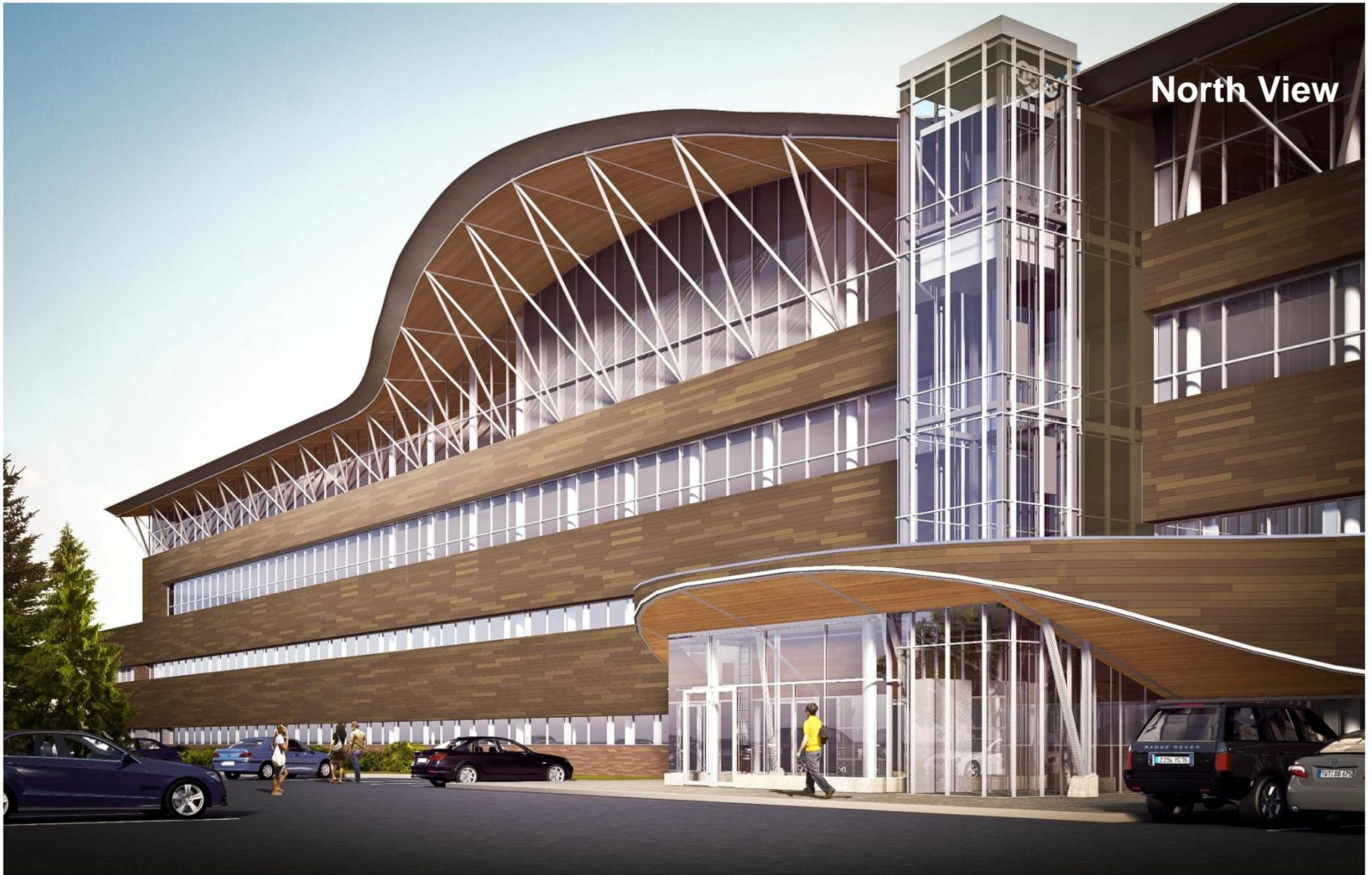


South View



North View





POSSIBLE CLASSROOM DESIGN

- Pine Beetle
- Acoustics
- Ventilation



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





Thank You