

Budget Analysis

CFA Budget Committee

End of year operating surpluses

- End of year Surpluses:
 - End of year operating surplus Mar 31/12: **\$2,667,586**
- 2012-2013:
 - End of year operating surplus Mar 31/13: **\$ 141,710**
- 2013-2014:
 - End of year operating surplus Mar 31/14: **\$ 1,336,977**
- 2014-2015:
 - End of year operating surplus March 31/15: **\$ 1,237,821**
- 2015-2016:
 - TBA
- **Accumulated Surplus as of March 31, 2015: \$ 58,034,279**

2016-2017 Section Cuts

Summary of 2016-2017 Instructional Section Cuts & Add ons (not including lab hours)

Faculties	Total Cuts in Faculties	Total Growth	Total One-Time	Net Section Change
Arts & Sciences	-29	13		-16
Business & Prof Studies	-18	2		-16
Education, Health, HD	0	8	-44.5	-36.5
Fine & Applied Arts	0	17.55	-10	7.55
Global & Comm Studies	-10	14	-30.65	-26.65
Satellite Campuses	-6.5		-14.5	-21
Total	-63.5	54.55	-99.65	-108.6

2016-2017 Section Cuts

Total Cost Changes to Faculties (Instructional, Lab, Staff & Expenses) (difference between As-Is & Plan Budgets)

Note: Sections costed near top of scale

Faculties	
Arts & Sciences	- \$ 201,472
Business & Professional Studies	- \$ 284,152
Education, Health, HD	- \$ 475,588
Fine & Applied Arts	\$ 361,713
Global & Community Studies	- \$ 306,700
Satellite Campuses	- \$ 368,407
Total	- \$ 1,274,606

2016-2017 Budget Changes from 2015-2016

- Note: these are changes in the Budget, not in the Actuals
 - Therefore post-budget cuts or additional expenses in 2015-2016 are not reflected in the budget figures
 - For example, actual faculty salary & benefit costs (budgeted near top of scale)
 - Overall this year: additions to Administrative budgets
 - Reductions to Instructional & Student Services budgets
- 2015/16 vs 2016/17 changes over 1 year
 - Administration: overall 3% increase - of ~ **\$ 939,500**
 - Faculties: overall 1% decrease - of ~ **\$ 181,000**
 - Student Services: overall 2% decrease - of ~ **\$ 160,000**

2015/16 vs 2016/17 Budget Changes over 1 year

Administration	Budget Plan 2015-2016	Budget Plan 2016-2017	Budget Changes 2015/16 to 2016/17	% difference
Office of the President	\$6,845,580	\$7,430,562	\$584,982	9%
Advancement (PR & Events)	\$1,930,697	\$1,780,600	(\$150,097)	-8%
Finance & Admin VP	\$769,872	\$733,349	(\$36,523)	-5%
Finance	\$1,293,496	\$1,176,165	(\$117,331)	-9%
Contract Svs & Capital	\$775,894	\$786,178	\$10,284	1%
Building & Grounds	\$5,113,750	\$5,159,434	\$45,684	1%
IT	\$5,717,098	\$6,121,477	\$404,379	7%
HR	\$2,150,369	\$2,230,112	\$79,743	4%
International/CIE	\$1,364,648	\$1,318,210	(\$46,438)	-3%
VP Academic Office	\$1,127,890	\$1,292,694	\$164,804	15%
Total Administrative Costs	\$27,089,294	\$28,028,781	\$939,487	3%

2015/16 vs 2016/17 Budget Changes over 1 year

Instructional Faculties	Budget Plan 2015-2016	Budget Plan 2016-2017	Budget Change 2015/6-2016/7	% difference
Arts & Sciences	\$ 8,562,025	\$ 8,506,642	(\$55,383)	-1%
Business & Professional Studies	\$ 8,053,308	\$ 8,058,732	\$5,424	
Fine & Applied Arts	\$ 10,182,733	\$ 10,830,523	\$647,790	6%
Education, Health & Human Dev	\$ 6,276,898	\$ 5,893,910	(\$382,988)	-6%
Global & Community Studies	\$ 4,172,467	\$ 4,050,153	(\$122,314)	-3%
Satellite Campus: Sunshine Coast	\$ 569,937	\$ 401,095	(\$168,842)	-30%
Squamish	\$ 299,665	\$ 195,356	(\$104,309)	-35%
Total Instructional Faculty Costs	\$ 38,117,033	\$ 37,936,411	(\$180,622)	-1%

2015/16 vs 2016/17 Budget Changes over 1 year

Student Services	Budget Plan 2015-2016	Budget Plan 2016-2017	Budget Change 2015/6-2016/7	% difference
Student Services	\$ 4,716,866	\$ 4,658,599	(\$58,267)	-1%
Registrar's Office	\$ 2,985,903	\$ 2,883,994	(\$101,909)	-3%
Total Student Services Costs	\$ 7,702,789	\$ 7,542,593	(\$160,196)	-2%

Comparison of 2012-13 & 2016-17 Budgets

- Comparison to the budget year before the major cuts of the 2013/2014 year
- Note: these are changes in the Budget, not in the Actuals
 - Therefore surpluses & additional expenses each year are not reflected in these figures
 - And there were some re-distributions of budget items in that time
 - Overall: additions to Administrative
 - Reductions to Instructional budgets
- 2012/13 vs 2016/17 changes over 4 years
 - Administration: overall 16% increase - of ~ **+\$ 3,800,000**
 - Faculties: overall 2% decrease - of ~ **-\$ 616,000**
 - Which includes a salary increase
 - Student Services: **2013/14** budget for comparison: overall 15% increase ~ **+\$ 993,000**
 - Which includes a salary increase

2012/13 vs 2016/17 Budget changes over 4 years

Administration	Budget Plan 2012-2013	Budget Plan 2016-2017	% difference
Office of the President	\$6,974,283	\$7,430,562	7%
Advancement (PR & Events)	\$967,742	\$1,780,600	84%
Finance & Admin VP	\$208,470	\$733,349	252%
Finance	\$1,665,032	\$1,176,165	-29%
Contract Svs & Capital	\$876,881	\$786,178	-10%
Building & Grounds	\$4,899,516	\$5,159,434	5%
IT	\$4,364,221	\$6,121,477	40%
HR	\$2,296,932	\$2,230,112	-3%
International/CIE	\$783,927	\$1,318,210	68%
VP Academic Office	\$1,192,594	\$1,292,694	8%
Total Administrative Costs	\$24,229,598	\$28,028,781	16%

2012/13 vs 2016/17 Budget changes over 4 years

Instructional Faculties	Budget Plan 2012-2013	Budget Plan 2016-2017	% difference
Arts & Sciences	\$ 10,147,977	\$ 8,506,642	-16%
Business & Professional Studies	\$ 7,982,637	\$ 8,058,732	1%
Fine & Applied Arts	\$ 11,165,722	\$ 10,830,523	-3%
Education, Health & Human Dev	\$ 5,551,770	\$ 5,893,910	6%
Global & Community Studies	\$ 2,914,333	\$ 4,050,153	39%
Satellite Campus: Sunshine Coast	\$ 789,975	\$ 401,095	-49%
Squamish (comparison to 2013-14)	Part of Tourism	\$ 195,356	-57%
Total Instructional Faculty Costs	\$ 38,552,414	\$ 37,936,411	-2%

2013/14 vs 2016/17 Budget Changes over 3 years

Student Services	Budget Plan 2012-2013	Budget Plan 2013-2014	Budget Plan 2016-2017	% difference
Student Services	\$ 5,759,936	\$4,248,495	\$ 4,658,599	10%
Registrar's Office	No information	\$2,301,324	\$ 2,883,994	25%
Total Student Services Costs		\$6,549,819	\$ 7,542,593	15%

2012/13 vs 2016/17 changes over 4 years

- Cuts from April 2013, 2014, & 2015 have shifted budgets to Administration
- Over the 4 years, increases of **84%** to PR (Advancement) of **~\$.94 million**
 - Of **7%** to Office of the President of **~\$.5 million**
 - Of **40%** to IT of **~ \$ 1.76 million**
 - Of **68%** to international of over **~\$.5 million**
- And as these figures are from the Budget, not from Actuals
 - The actual shifts in expenses might be quite different
- And each year resulted in surpluses

Changes in Contributions to Revenue Since 2008/9 & Since 2012/13

- Dramatic shift in relative contribution of Revenue from BC Operating grant to Student Tuition & Fees
 - From 2008/9 to 2012/13 the previous year's surplus balanced the budget (usually around \$.5 million)
 - 2012/13 previous surplus was \$1.8 million
 - After 2012/13 use of previous surplus was no longer allowed
- & Shift in relative contribution of Costs from Faculty to Non-Instructional: Administration, Staff and to Expenses

Changes in Revenue since 2012/13 budget

Budget: Revenue	2012-2013	2016-2017	% Change in 4 years
BC Operating Grant	\$37,956,876	\$36,651,374	-3%
Total Tuition & Fees	\$31,768,138	\$39,586,123	25%
Total Revenue from Grant & Tuition	\$69,725,014	\$76,237,497	

Changes in Costs since 2012/13 budget

Budget Costs	2012-2013	2016-2017	% change 4 yr
Administrative FTE	51	59.8	17%
Administrative Cost	\$4,925,699	\$5,672,828	15%
Faculty FTE	366.3	328.8	-10%
Faculty Cost	\$28,454,580	\$27,779,974	-2%
Staff FTE	266.7	275.5	3%
Staff Costs	\$12,736,306	\$14,779,414	16%
Benefits & Vacation	\$11,298,463	\$11,624,592	3%
Expenses	\$11,126,901	\$13,650,976	23%
Total	\$57,591,591	\$73,507,784	7%

Changes in Revenue since 2008/09 budget

Budget Revenue	2008-2009	2016-2017	% Change in 8 years
BC Operating Grant	\$34,635,676	\$36,651,374	6%
Total Tuition & Fees	\$21,762,125	\$39,586,123	82%
Total Revenue from Grant & Tuition	\$56,397,801	\$76,237,497	

Changes in Costs since 2008/9 budget

Budget Costs	2008-2009	2016-2017	% change 8 yrs
Administrative FTE	34.6	59.8	73%
Administrative Cost	\$3,561,131	\$5,672,828	59%
Faculty FTE	350.7	328.8	-6%
Faculty Cost	\$25,674,028	\$27,779,974	8%
Staff FTE	235	275.5	17%
Staff Costs	\$10,501,488	\$14,779,414	41%
Benefits & Vacation	\$9,544,444	\$11,624,592	22%
Expenses	\$8,310,500	\$13,650,976	64%
Total	\$57,591,591	\$73,507,784	28%

Changes in Revenues since 2009 Financial Statements: (Actuals vs Budget Figures)

Actual vs Budget Revenue	2009	2010	2011	2012	2013	2014	2015
Actual Operating Grant (+capital?)	\$39,011,244	\$40,295,285	\$41,782,160	\$40,701,854	\$42,350,264	\$41,804,669	\$39,436,369
Budget Op Grant	\$34,635,676	\$36,816,059	\$37,788,796	\$37,788,796	\$37,956,876	\$37,519,222	
Actual Tuition & Fees	\$23,986,920	\$26,876,353	\$29,089,190	\$30,711,533	\$32,843,312	\$33,288,118	\$34,319,363
Budget Tuition&Fees	\$21,762,125	\$24,132,203	\$25,613,595	\$28,656,580	\$31,768,138	\$25,672,041	
Total Actual Revenue from Grant & Tuition	\$62,998,164	\$67,171,638	\$70,871,350	\$71,413,387	\$75,193,576	\$75,092,787	
Tuition % of Total	38%	40%	41%	43%	44%	44%	