

University of Northern British Columbia

General Operating Fund 2011/12 Budget Planning Framework

11/22/2010

The University is beginning the budget planning process for the 2011/12 fiscal year. In developing their departmental budgets, budget holders are not currently required to implement reductions. No new resources are available to increase departmental budgets so all areas must manage inflationary pressures within existing budgets. Final budget allocations will be determined by the VP Groups¹ and President's Executive Council (PEC) based on alignment with the strategic priorities of the University and operational needs of all departments and programs. These allocations will be recommended to the Board of Governors for approval in March 2011.

Budget Planning Context

The University is currently facing two major concerns relating to operating revenues. Firstly, for the first time in several years, there will be no change to the primary source of operating income, the provincial grant, for the three year period 10/11 – 12/13 (Appendix 1).

Secondly, enrolment in the largest student group, domestic undergraduates, is declining. For 2009/10, the total enrolment target as set by the Province was 3,396 full time equivalent (fte) student numbers; actual enrolment was 3,005 fte, a utilization rate of 88% overall. (Appendix 2) However, for undergraduates, the utilization rate was only 81% (2,392 actual fte compared to a target of 2,942). Provincial government funding is based on targeted numbers, not actual, so effectively, UNBC has received funding and built systems and infrastructure for 550 undergraduate student spaces that have not been “delivered”.

Based on summer and fall enrolments, it is expected that there will be a widening of the gap between target and actual undergraduate fte's. Members of PEC have already begun to take action in the current fiscal year to redirect resources for recruitment and retention of undergraduate students. New advertising campaigns are underway in several cities across Canada. Funds that had been allocated to the Strategic Investment Fund (SIF) for international recruitment efforts will be utilized for domestic recruitment for the remainder of the year and in 2011/12. This refocusing of resources is important in order to ensure the University delivers on its responsibility in the relationship with the Province in the provision of post secondary education. The recently refreshed University Plan also includes goals that will build on the current successes of UNBC, thus creating an even more attractive environment for students.

Focusing efforts on enrolments for the 11/12 fiscal year will help to bolster the revenue stream from tuition and ensure the security of Provincial operating funding. This will help to create financial flexibility in 12/13 and future years. In the interim, however, the University is likely to experience significant financial constraints that will require attention from PEC and the Board of Governors.

¹ VP Groups – The Provost and Vice President, Administration & Finance (VPAF) each lead a VP Group, comprised of the senior leaders of the various units reporting to them (the Vice President, External Relations portfolio, reports to the President but is included with the VPAF group during the planning process). These groups meet to review unit budgets, discuss issues and areas of concern and determine priorities.

Financial Risks and Assumptions

For initial planning stages of the 2011/12 general operating budget, certain key assumptions with regard to revenue and expenditures have been made. Based on those assumptions, a small operating deficit is currently projected for 2011/12. (Appendix 3) It is currently anticipated that this deficit will be managed in the planning process and a balanced budget will be achieved without significant reductions in staffing and departmental budgets. However, the assumptions will be reviewed and evaluated over the course of the planning process; depending on the general economic conditions, actual enrolment levels for the winter term and other factors, changes in these assumptions may occur which will have a significant impact on anticipated revenue and expenditure levels. The preliminary planning for the 2011/12 operating budget has been developed based on the following key assumptions:

- **Provincial government funding** – no change to the funding level for 2011/12 indicated in the funding letter.
- **Federal Indirect Costs of Research Grant** – funding level will remain constant at the 2010/11 level.
- **Tuition fees** - undergraduate and graduate tuition will increase by 2% in keeping with the provincial government's tuition and fees policy.
- **FTE growth** – Domestic undergraduate levels are estimated based on 10/11 budgeted enrolments. This assumes that there will be some recovery from 10/11 declines resulting from current recruitment activities. International undergraduate levels are also estimated at 10/11 budgeted levels. Graduate student enrolment is based on 10/11 actual enrolment.
- **Salary and benefit increases** - compensation amounts include estimated progression through the ranks (PTR) only. Benefit levels are expected to remain constant at the 2010/11 level.
- **Operating expenditures** – includes provision for cost pressures in areas such as utilities, software licensing, library acquisitions, which are critical to operating the institution as a whole and in excess of the general inflation rate.

Strategic Investment Fund (SIF) – in 2010/11, the SIF funding was allocated totally to projects that had received multi-year funding in 2008/09. This will continue in 2011/12 and no additional funding has currently been allocated.

- **Contingency** – A small contingency has been allocated to deal with issues that may arise during the fiscal year. However, a recommendation may also be made to the Board of Governors to allocate an enrollment contingency at year end to mitigate the risk of not meeting revenue targets in 11/12. This will be determined as planning progresses through February and March.

Budget Planning Process

1. The process begins with the issuance of this framework and will follow the schedule set out in Appendix 4.
2. By December 13, 2010, the Department of Finance and Budgets will update the budget system with current salaries for permanent, approved positions. The VP Groups prepare their budgets for 2011/12 equal to 2010/11 allocations plus permanent adjustments that occurred during the 2010/11 fiscal year. As in the past, the budget allocation for July 1, 2011 salary progression increases is included in the University Operations budget and will be allocated to units as needed.
3. No new resources are available to increase departmental budgets. Therefore, the VP Groups should reallocate funding among operational units, eliminate positions, increase revenues or reduce operating expenditures or utilize a combination of these strategies, if necessary to address changes in funding requirements, critical needs in any area and alignment with the University strategic plan. Submission of departmental budgets to the appropriate VP is due **January 26, 2011**.
4. In early January, PEC will meet with NUGSS and GSS representatives for the purposes of sharing information and seeking advice and input on the 2011/12 budget.
5. The reports from the VP Groups to PEC are due on **February 14, 2011**.
6. Separate from their proposed operating budgets, the VP Groups are requested to submit a list, **ordered by priority**, of one time initiatives, minor capital expenditures and critical needs that cannot be funded within budget allocations, to PEC by **February 14, 2011**. PEC will use this list to prepare allocations of any additional operating revenue or one time funding that becomes available. Since it is unlikely that any such funds identified will be adequate to fund all requests, units are encouraged to utilize alternate sources of funding to the extent possible.
7. All budget related information submitted by the VP Groups in the middle of February will be reviewed and summarized by the Dept. of Finance & Budgets and then forwarded to PEC and the Senate Committee on the University Budget (SCUB).
8. In early March, PEC will hold a special meeting of President's Council for the purposes of sharing information and seeking advice on the proposed budgets submitted by the VP Groups to PEC.

9. PEC will engage in developing the proposed university budget between mid-February and mid-March. The deliberations of PEC will be based on the submissions from the VP Groups, further information arising from the provincial budget and 2011 Ministry of Science and Universities budget letter, the advice of SCUB, input received from various stakeholder groups, and other relevant information.
10. On March 23, 2011, the President will submit a balanced budget, as required under the University Act, to Senate and on March 25/26, 2011, to the Board of Governors.

APPENDIX 1:

Ministry Correspondence on 2010/11 Budget

EMAIL

Subject: Budget 2010/11-2012/13

Date: June 18, 2010

To: Presidents

Cc: Vice-Presidents of Finance, Vice-Presidents Academic/Education

From: Mark Zacharias

On behalf of the Minister of Advanced Education and Labour Market Development (ALMD), I am writing to provide you with information regarding your institution's budget for 2010/11 – 2012/13. Your institution's operating transfers and full-time equivalent (FTE) targets for the next three fiscal years are provided in the Attachments. The 2011/12 and 2012/13 allocations are provided for planning purposes only, and are subject to annual approval of the Legislature.

In March of this year, institutions were invited to indicate their interest and capacity to deliver new one-time spaces in 2010/11 for short duration health and foundation programs. Decisions regarding health program FTE allocations for 2010/11 were made in consultation with the Ministry of Health Services and were based on criteria including employer demand, availability of clinical placements, past performance, and program delivery costs. Foundation program seat allocations were made in consultation with the Industry Training Authority (ITA), at ITA funding rates and were based on assurance of student demand, past performance and availability of funding. The Attachments reflect decisions made and, therefore, include incremental funding for foundation and health seats added to institutions' budgets on a one-time basis for 2010/11.

In the event that FTE utilization for targeted programs has been, and remains, substantially below 100 percent, ALMD may request that your institution submit a plan for achieving greater enrolment in the affected program(s) in future years. Further, ALMD may review funding allocations for targeted programs with low enrolment, which may result in reallocation of resources to higher demand programming.

Your institution's Annual Capital Allowance (ACA) allocation has been confirmed and remains the same as communicated to your institution's Vice-President of Finance under separate cover on April 9, 2010. As a component of each institution's operating transfer, the ACA is for building maintenance (Capital Improvements - projects which maintain and may extend the life of the physical plant), minor renovations and upgrade projects as defined in ALMD's ACA Program guidelines. Please see the following link for a copy of the ACA Program Guidelines:

http://www.aved.gov.bc.ca/cppm/related_documents.htm

I would like to take this opportunity to reiterate that government is committed to achieving the 2010 Mandate for collective agreements, which includes: net zero compensation increases, two year agreements and no reduction in service to fund collective agreement changes. There is no funding available for changes to collective agreements.

Details on accountability and reporting were provided in your institution's Government Letter of Expectations. All reporting requirement deadlines can be located at the following link:

<http://www.aved.gov.bc.ca/budget/>.

Treasury Board has directed the Post-Secondary Education Sector to achieve the Budget Estimate of an \$81 million all funds surplus net impact. This sector forecast is derived from 2009/10 Q3 forecasts submitted by all post-secondary institutions, as published in the Budget and Fiscal Plan 2010/11. As per the direction contained in the *Implementation of Post-Secondary Financial Reporting Changes* correspondence provided on June 1, 2010, institutions are requested to provide accurate quarterly forecasts, approved by your board, including assumptions, and communicate to ALMD any material changes that occur between quarters.

Thank you for your continuing cooperation in working with ALMD and other system partners in providing students with an accessible, affordable, high quality and relevant post-secondary education.

Sincerely,

Mark Zacharias
Assistant Deputy Minister

Attachments (2)

Attachment 1
As at June 8, 2010

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

**2010/11 - 2012/13 Operating Transfers
and Overall Student FTE Targets**

University of Northern British Columbia Operating Transfers	2010/11		2011/12		2012/13	
	FTEs	\$	FTEs	\$	FTEs	\$
ALMD FTEs/Operating Grants *	3,431	\$ 47,058,296	3,431	\$ 47,058,296	3,431	\$ 47,058,296
Change from Prior Year	35	\$ 990,955	-	\$ -	-	\$ -
Annual Capital Allowance (ACA) **	-----	\$ 91,347	-----	TBD	-----	TBD

Student FTE Graduate and Undergraduate Targets			2010/11	2011/12	2012/13
	FUNS Code	CIP Code			
Undergraduate	UNGR	Multiple	2,948	2,948	2,948
Graduate	GRAD	Multiple	455	455	455
Undesignated			28	28	28
Overall Student FTE Targets			3,431	3,431	3,431

* The overall student FTE targets for the ALMD Operating Grant include specific student FTE targets as follows.

** ACA is determined on an annual basis, so is shown as TBD in 2011/12 and 2012/13.

Priority FTE Targets

University of Northern British Columbia	FUNS Code	CIP Code	2010/11		2011/12		2012/13	
			Change	Total	Change	Total	Change	Total
Health								
RNs, PNs and HCAs								
BSN - Bachelor of Science in Nursing	NURS	51.1601	6	278	-	278	-	278
Nurse Practitioner	NURS	51.1605	-	30	-	30	-	30
Masters in Nursing	NURS	51.1601	-	10	-	10	-	10
Subtotal			6	318	-	318	-	318
Allied Health								
Other Graduate Level Health Sciences	HLTH	51.0000	-	21	-	21	-	21
Subtotal			-	21	-	21	-	21
Total Priority FTE Targets			6	339	-	339	-	339

Attachment 2
As at June 8, 2010
University of Northern British Columbia
2010/11 to 2012/13 Operating Transfers and Student FTE Targets

Operating Grants

	Original 2010/11 Allocations		2010/11 Budget Allocations			
	Operating Transfer	Change in \$ over prior year	Variance from 09/10 Budget Letter amounts	Adjusted Operating Transfer	Change in Adj. Operating Transfer	% Change in Adj. Operating Transfer
2009/10	\$ 46,067,341		\$ -	\$ 46,067,341		
2010/11	\$ 47,058,296	\$ 990,955	\$ -	\$ 47,058,296	\$ 990,955	2.2%
2011/12	\$ 47,058,296	\$ -	\$ -	\$ 47,058,296	\$ -	0.0%
2012/13	\$ 47,058,296 *1	\$ -	\$ -	\$ 47,058,296	\$ -	0.0%

*1 The 2012/13 starting base budget was held constant at 2011/12 levels.

FTEs

2009/10 Planned Growth
Growth Added (Removed)
Growth Added
Net Growth

	2010/11	2011/12	2012/13
FTEs			
	35	-	-
	-	-	-
	35	-	-

2010/11 Budget Letter *2

	2010/11			2011/12			2012/13		
	FTEs	\$/FTE	\$	FTEs	\$/FTE	\$	FTEs	\$/FTE	\$
Base	3,396		\$ 46,067,341	3,431		\$ 47,058,296	3,431		\$ 47,058,296
Graduates	29	\$ 20,000	\$ 580,000	-		\$ -	-		\$ -
Nursing / Health	6	\$ 12,000	\$ 72,000	-		\$ -	-		\$ -
Negotiating Framework			\$ 338,955			\$ -			\$ -
College Pension			\$ -			\$ -			\$ -
Other	-		\$ -	-		\$ -	-		\$ -
Change	35		\$ 990,955	-		\$ -	-		\$ -
Total	3,431		\$ 47,058,296	3,431		\$ 47,058,296	3,431		\$ 47,058,296
% Growth	1.0%		2.2%	0.0%		0.0%	0.0%		0.0%

Additional Detail

Health

BSN (4 year)	6	\$ 12,000	\$ 72,000
Sub-total	6	\$ 12,000	\$ 72,000

*2 Operating grants are based on student FTEs x \$/FTE provided by ALMD for each program plus the additional funding provided for non-program related issues.

APPENDIX 2:

University of Northern British Columbia Annualized Full-Time Enrolment Report 2009/10 and Glossary

UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Annualized Full-Time Equivalent Enrolment Report
Year ended March 31, 2010



KPMG LLP
Chartered Accountants
400 - 177 Victoria Street
Prince George BC V2L 5R8

Telephone (250) 563-7151
Telefax (250) 563-5693
Internet www.kpmg.ca

AUDITORS' REPORT TO THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTHERN BRITISH COLUMBIA

We have audited the Annualized Full-Time Equivalent Enrolment Report of the University of Northern British Columbia for the year ended March 31, 2010. The annualized full-time equivalent enrolment report is calculated in accordance with the terms and definitions for determining full-time enrolment, as provided by the University of Northern British Columbia. This enrolment report is the responsibility of the University's management. Our responsibility is to express an opinion on this enrolment report based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the enrolment report is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the enrolment report. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall enrolment report presentation.

In our opinion, the Annualized Full-Time Equivalent Enrolment Report presents fairly, in all material respects, the annualized full-time equivalent enrolment at the University of Northern British Columbia for the year ended March 31, 2010, in accordance with the disclosed glossary of terms and definitions for determining annualized full-time equivalent enrolment at the University.

Chartered Accountants

Prince George, Canada
April 29, 2010

2009-10 Final FTE Report
University of Northern British Columbia
 annualized Full-Time Equivalent for fiscal year

Ministry of Advanced Education and Labour Market Development
 revised May 13, 2010
Post Secondary Education Division

Ministry Code	CIP Code	Ministry Name	annualized FTE		comments
			target	actual	
NURS	51.1601	BSN Bachelor of Science in Nursing - Undergraduate	272	274.08	
NURS	51.1605	Nurse Practitioner - Graduate	30	21.11	
NURS	51.1601	Masters in Nursing - Graduate	10	6.89	
HLTH	51.xxxx	Other Graduate Health Science	21	31.78	
GRAD	Multiple	ALMD Graduate Balance Not Targeted	365	451.22	
UNGR	Multiple	ALMD Undergraduate Balance Not Targeted	2,670	2,118.23	
UNDES	Multiple	Undesignated - Employment Skills Access	- - -	11.60	Continuing Studies credit - Employment Skills Access
UNDES	Multiple	Undesignated	28	89.87	Continuing Studies credit
total			3,396	3,004.78	

Supplementary FTE Information

Health Programs (should balance to All Health total in Summary below)

n/a	Multiple	Health Programs Funded by ALMD	n/a	333.86	
n/a	Multiple	Health Programs Funded by Other Sources	n/a	0.00	

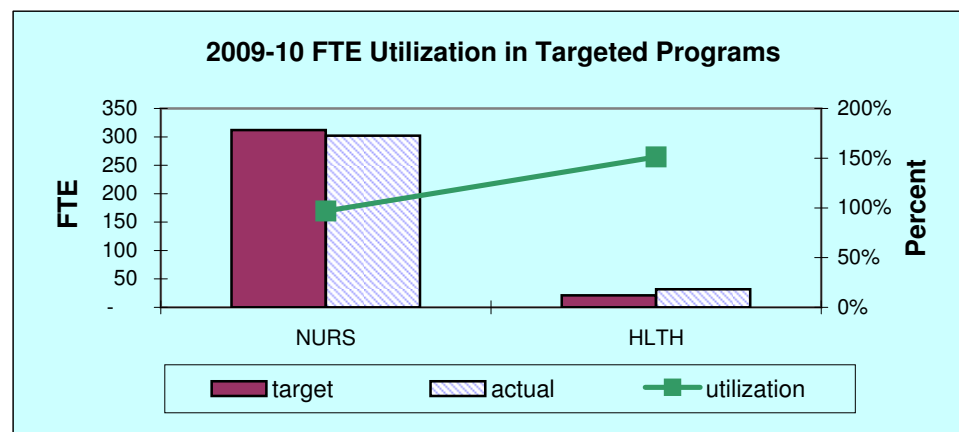
International (reported above)

n/a	Multiple	Undergraduate	n/a	31.10	charged domestic tuition rates
n/a	Multiple	Graduate	n/a	64.89	charged domestic tuition rates

International (not reported above)

n/a	Multiple	Undergraduate	n/a	133.10	charged international tuition rates
n/a	Multiple	Graduate	n/a	0.00	charged international tuition rates

SUMMARY	annualized FTE		utilization
	target	actual	
NURS	312	302.08	97%
HLTH	21	31.78	151%
GRAD	365	451.22	124%
UNGR	2,670	2,118.23	79%
UNDES	28	101.47	362%
total	3,396	3,004.78	88%
All Health	333	333.86	100%
Graduate	426	511.00	120%
Undergraduate	2,942	2,392.32	81%
Undesignated	28	101.47	362%
total	3,396	3,004.78	88%



Annualized Full-Time Equivalent Enrolment Calculations, Notes, Glossary

for the fiscal year ended March 31, 2010

Part 1 Calculation Standards

Research-intensive public universities in British Columbia follow guidelines from The Research Universities' Council of British Columbia (RUCBC) to report annualized Full-Time Equivalent enrolment to the BC Ministry of Advanced Education and Labour Market Development (ALMD) and other agencies.

Annualized Full-Time Equivalent (FTE) enrolment is based on students who were registered in at least one UNBC credit course on an official enrolment date.

For official reporting, and for reliable comparisons between semesters and years, enrolment statistics come from snapshots of student data taken on the official enrolment date for each semester and are reported by fiscal year (Summer + Fall + Winter semesters).

- Summer semester official enrolment date is September 1
- Fall semester official enrolment date is November 1
- Winter semester official enrolment date is March 1

Calculations depend on the student's primary declared major and credential, course levels, types of courses, normal enrolment year, and normal full credit loads.

Part 2 Annualized Enrolment Calculations

Annualized FTE converts enrolment to the number of students carrying a normal full credit load for a fiscal year.

2.1 Undergraduate annualized FTE (UG ann FTE)

- This is calculated for students who had were enrolled in an undergraduate major and in at least one credit course
- Calculations are based on 15 credits per semester as a normal full credit load
- Undergraduate students' normal enrolment year is 2 semesters of attendance
- The formula for undergraduate annualized FTE is:
$$\text{number of credits enrolled in for the fiscal year} / 15 \text{ credits} / 2 = \text{xxx.xx UG ann FTE}$$
- Undergraduate students may generate more than 1.00 ann FTE per fiscal year

2.2 Graduate annualized FTE (GR ann FTE)

- This is calculated for students who were enrolled in a graduate major and in at least one credit course
- Graduate students' normal enrolment year is 3 semesters of attendance
- All Doctoral students are assigned 0.333333 ann FTE for each semester they were enrolled
- FTE calculations for Master students are based on the number of credits and the type of courses in which they were enrolled
 - Master students are assigned 0.333333 ann FTE for each semester they were enrolled in 6 or more credits, or in a thesis, project, or comprehensive exam course
 - Master students enrolled in less than 6 credits for a semester (and not in a thesis, project, or comprehensive exam course) are assigned 0.111111 GR ann FTE for that semester
- Graduate students generate a maximum of 1.00 ann FTE per fiscal year

Part 3 Notes

Annualized FTE enrolment is calculated with these additional conditions:

3.1 Undergraduate co-op

Undergraduate students enrolled in a co-operative education work term were assigned 0.5 annualized FTE for that semester plus FTE from other course credits in which they were enrolled, calculated according to the formula outlined in 2.1 above.

3.2 Undergraduate international tuition

Starting in 2005-06, BC ALMD required UNBC to exclude undergraduate international tuition FTE from reports to BC ALMD and RUCBC. These were FTE generated by students enrolled in an undergraduate major, in at least one credit course, as an international student, and charged an undergraduate international tuition rate.

3.3 Continuing Studies

Starting in 2007-08, UNBC included enrolment in Continuing Studies undergraduate credit courses. Annualized FTE calculations for students enrolled in undergraduate Continuing Studies courses follow the formula stated in 2.1 above.

3.4 Northern Medical Program

Northern Medical Program students were excluded from annualized FTE enrolment. These students were enrolled with the University of British Columbia – Vancouver.

Part 4 Glossary

Annualized Full-Time Equivalent (FTE) enrolment

Converts enrolment to the number of students carrying a normal full credit load for a fiscal year

BC ALMD

British Columbia Ministry of Advanced Education and Labour Market Development
(formerly British Columbia Ministry of Advanced Education) www.gov.bc.ca/aved

BC HEADset

British Columbia Higher Education Accountability Dataset has been created to demonstrate accountability on the part of British Columbia's higher education institutions, and contains annualized FTE statistics from BC research universities www.bcheadset.ca

Continuing Studies

UNBC Continuing Studies department offers credit and non-credit courses
www.unbc.ca/continuingstudies

Credit Course

A course that, if successfully completed, may be credited to a UNBC degree, diploma or certificate

Fiscal Year

UNBC's fiscal year is from April 1 to March 31

Graduate

A student enrolled in a graduate major leading to a graduate certificate, graduate diploma, Master's degree, or Doctorate; or students who are not pursuing a credential who take graduate courses for credit

Normal Full Credit Load

Undergraduate normal full credit load is 15 credits per semester, or 30 credits per fiscal year.
Graduate normal full credit load is 6 credits per semester or enrolment in a thesis or project or comprehensive exam course

RUCBC

Research Universities' Council of British Columbia www.rucbc.bc.ca
(formerly The University Presidents' Council of British Columbia)

Undergraduate

A student enrolled in an undergraduate major leading to an undergraduate certificate, undergraduate diploma, or a Bachelor's degree, or students who are not pursuing a credential who take undergraduate courses for credit

Undergraduate International Tuition

An international student enrolled in an undergraduate major who was a citizen of a country outside Canada and was charged an international tuition rate

APPENDIX 3:

University of Northern British Columbia Planning Projections 2011/12 – 2013/14

UNBC
Preliminary Planning Projections
2010/11 - 2013/14

	Approved			
	10/11	11/12	12/13	13/14
Provincial Grant - general operating	47,058,296	47,058,296	47,058,296	47,058,296
Less: Provincial Grant - NMP	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Provincial Grant - one time/other	261,643	261,643	261,643	261,643
Federal Grant	1,643,161	1,643,161	1,643,161	1,643,161
Tuition & student fee revenues	16,957,543	17,290,040	17,758,877	18,265,106
Other revenues	1,406,727	1,406,727	1,406,727	1,406,727
Total Revenues	66,327,370	66,659,867	67,128,704	67,634,933
Salaries	40,147,781	40,323,603	40,847,810	41,378,831
Benefits	8,477,621	9,053,828	9,171,528	9,290,758
Other operating expenditures	13,276,611	13,655,111	14,064,764	14,486,707
Total Recurring Operating Expenditures	61,902,013	63,032,542	64,084,102	65,156,296
Strategic Investments	400,000	400,000	400,000	400,000
Contingency	-	150,000	150,000	150,000
Minor Capital	392,483	392,483	392,483	392,483
Capital Equipment Replacement	800,000	800,000	950,000	1,100,000
Debt Servicing	200,000	-	-	-
Transfers to other funds	5,634,618	5,387,792	5,387,792	5,387,792
Transfers from other funds	(3,001,745)	(3,001,745)	(3,001,745)	(3,001,745)
Total transfers to/from other funds	2,632,873	2,386,047	2,386,047	2,386,047
Surplus/(Deficit)	0	(501,205)	(1,233,928)	(1,949,893)

UNBC
Preliminary Planning Projections
2010/11 - 2013/14

Assumptions

Provincial Grant	As per Ministry communication June 10; assumed no increase for 12/13 or 13/14 (\$1,000,000 for Northern Medical program included in budget letter but removed here for the purpose of analyzing the general operating budget only)
Federal Grant	Assumed 2010/11 funding level will remain constant in subsequent fiscal years.
Tuition & student fee revenues	Tuition fee increases remain at 2% as per Provincial regulation
FTE growth	Assumed domestic and international undergraduate level equal to 10/11 budget; other areas equal to 10/11 projected actual enrolment; assumed 1% growth in each of 12/13 and 13/14.
Other revenues	Includes interest and internal cost recoveries, assumed no changes
Salaries	Based on projected costs of salary progression.
Benefits	Benefits are calculated at 20% of salaries
Other Expenditures	Assumed approx. 2.5% increased for 11/12 and 3% in each of 12/13 and 13/14
Strategic Investments	Assumed continuation of current funding level
Expenditure & Enrolment Contingency	No contingency for unexpected expenditures or changes in enrollment levels included.
Capital Equipment Replacement	Added \$150,000/year after 11/12. (adjustment to attain \$1.5 million target)
Minor capital	Assumed constant at 2010/11 level.
Transfer to Other funds	Includes transfer for Residence subsidy at \$250,000.
Transfer from Other funds	Assumed 2010/11 transfers in will remain constant in subsequent fiscal years.

APPENDIX 4:
Budget Schedule 2011/12

Task	Item	Completion By:
1	Draft budget framework reviewed and approved by PEC	November 10, 2010
2	Budget framework finalized by PEC	November 18, 2010
3	Budget framework presented to the Board of Governors	November 27, 2010
4	Dept. of Finance & Budgets presents budget framework to VP Groups by	November 30, 2010
5	Dept. of Finance & Budgets updates budget system with current salaries for permanent, approved positions by and budget preparation package to VP Groups by	December 13, 2010
6	PEC meets with student representatives of NUGSS and GSS to discuss current status of budget planning and potential implications for students by	January 14, 2011
7	Budget holders prepare final draft of departmental budgets and submit to VP's	January 26, 2011
8	VP Groups assess priorities and prepare consolidated budget submissions	February 14, 2011
9	Budget submissions summarized by Dept. of Finance & Budgets for submission to PEC and SCUB	February 19, 2011
10	PEC reviews proposed budgets submitted by VP Groups and prepares consolidated budget	February 21 – March 4, 2011
11	PEC meets with a special PC to discuss proposed budgets submitted by Budget Councils by	March 4, 2011
12	PEC meets with Chair of SCUB and receives SCUB's advice by	March 8, 2011
13	Final Proposed 2011/12 Budget prepared by PEC	March 7 - 11, 2011
14	SCUB presents its recommendations on the Proposed 2011/12 Budget to Senate	March 23, 2011
15	Proposed 2011/12 Budget to Board of Governors	March 25-26, 2011
16	PEC hosts an open forum on 2010/11 budget by	April 8, 2011
17	Notifications to budget holders re: approval	April 25, 2011