

2013/14 Budget

Presentation to the Board of Governors

April 2013



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THE UNIVERSITY OF BRITISH COLUMBIA

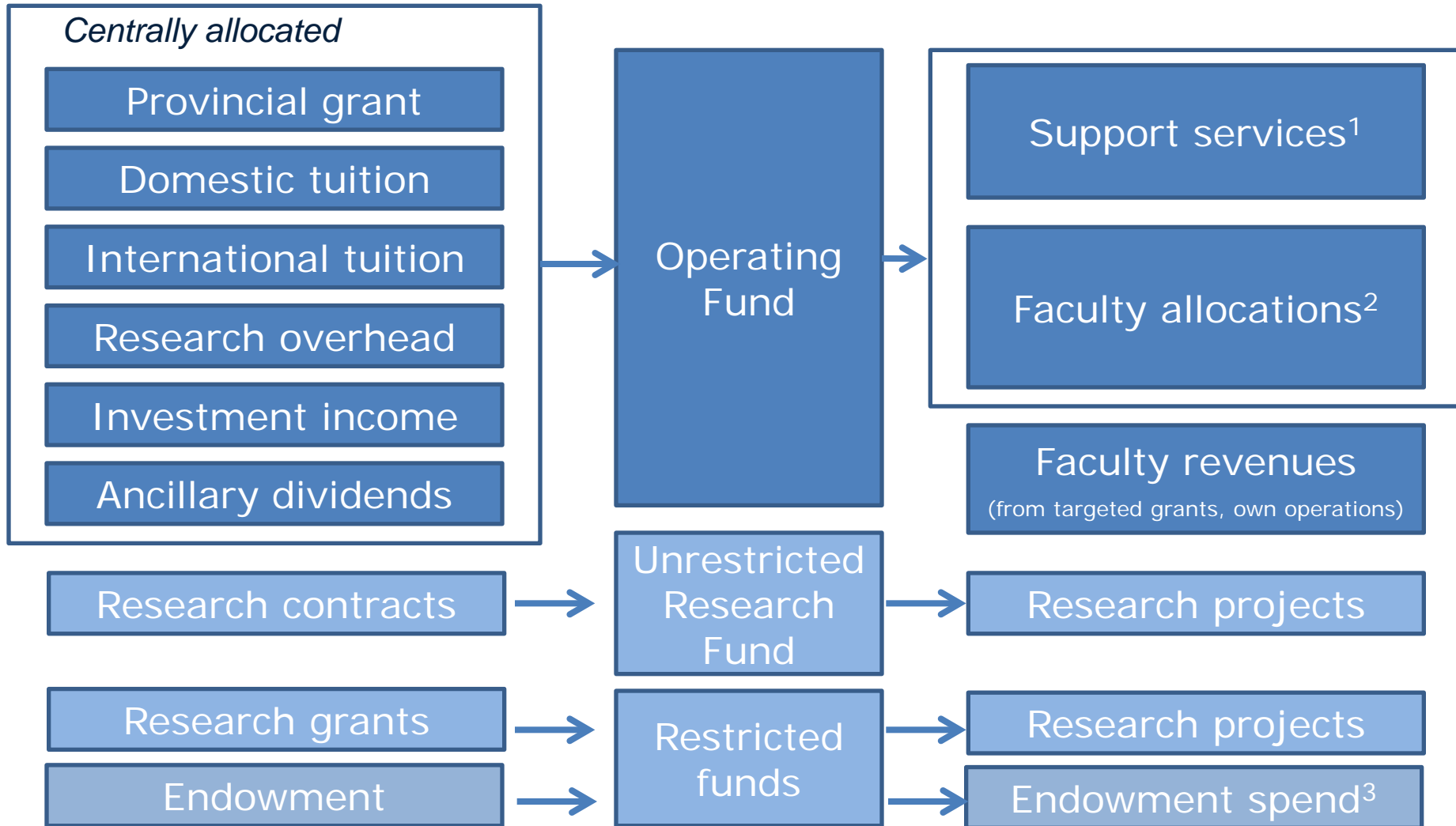
Purpose of the presentation

- Remind the Board of the financial context of the University
- Present UBC Okanagan and UBC Vancouver 2013/14 Operating budgets
- Obtain Board approval on both budgets



UBC Finances

Focus of this presentation



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1. Library, Student Services, Financial Aid, IT, HR, Buildings, Finance, Academic initiatives , etc...
2. UBCV - 65-75% of tuition, 50% of research overhead, operating grant; UBCO – operating grant
3. Mostly restricted by donors except for land revenues of \$10m a year – already allocated against capital projects

13/14 Operating revenues (recurring)

(\$ millions)

<i>Centrally allocated</i>	<i>Vancouver</i>	<i>Okanagan</i>
Government grant	520 Under pressure	67 Under pressure
Domestic tuition	228 2% cap	34 2% cap
International tuition	106 Up	14 Up
Research overhead	37 Increase recovery	1 Growth opportunity
Investment income ¹	35 Maxed out	- Not applicable
Ancillary dividends ²	12 Housing down	0 Minor growth opportunity
<i>Unit generated</i>	<u>938</u>	<u>116</u>
Faculty revenues	156	0
Admin. unit revenues	109	1
	<i>Total: 1,203</i>	<i>Total: 117</i>



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1. From working capital
2. Including from UBCPT rental operations

13/14 Operating expenses (recurring)

(\$ millions)

<i>Centrally allocated</i>		<i>Vancouver</i>	<i>Okanagan</i>
Learning	Faculty allocations	543	54 Targeted investment in program and positions
	Central academic ¹	115	22 Teaching Innovation
Facilities ²		106	17 Efficiencies
Students	Student aid / awards	56	7 More for continuing students
	Student services	12	5 Counseling, advising
Research ³		25	1 Areas of Excellence
External Relations	Comm'n & Comm Partnership	7	1 Innovation strategy
	Alumni / Development	25	1 Athletics/CIS investment
Administration ⁴		49	2 Campaign
		49	7 Foundational investments
		938	116



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1. Includes the Library, IT
2. Includes Building Ops, Utilities, Internal Loans, Insurance, Risk Management Services, Campus + Community Planning, Sustainability
3. Includes VP Research, ORS, UILO, Animal Care
4. Includes Finance, HR, Legal, President's Office, Board

Key pressure points for UBC

Government

- Grant reduction
- Tuition cap
- UNFUNDED WAGE INCREASES
- Pressure on research funding
- Debt cap

Status quo
= \$32m challenge
in 15/16

Global trends

- Pressure on endowment returns
- Uncertain real estate environment
- MOOCS AND CONSOLIDATION

University ambitions

- Transformative learning and student experience leveraging new opportunities for Flexible Learning Expanded and diverse student enrolment
- Global excellence in 6-12 research areas
- Innovation hubs for BC



UBC Okanagan Outlook



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Okanagan 12/13 year end forecast

- Balanced budget; domestic and international tuition higher than expected (international enrolment up 9%)
- Major investments in 12/13:
 - 12/13 Progress Through the Ranks and Merit for faculties and administrative units
 - 12/13 General Wage Increases and Gender Pay Equity adjustments
- Recurring surplus of \$2.8m projected



Okanagan 13/14 outlook

- + Operating revenues up \$3.6m, driven by:
 - \$1.7m in international tuition, 3% rate increase and 15% growth
 - \$0.6m in English Foundation Program tuition
 - \$0.8m in domestic tuition 2% rate increase
- + \$3.1m recurring available for reallocation



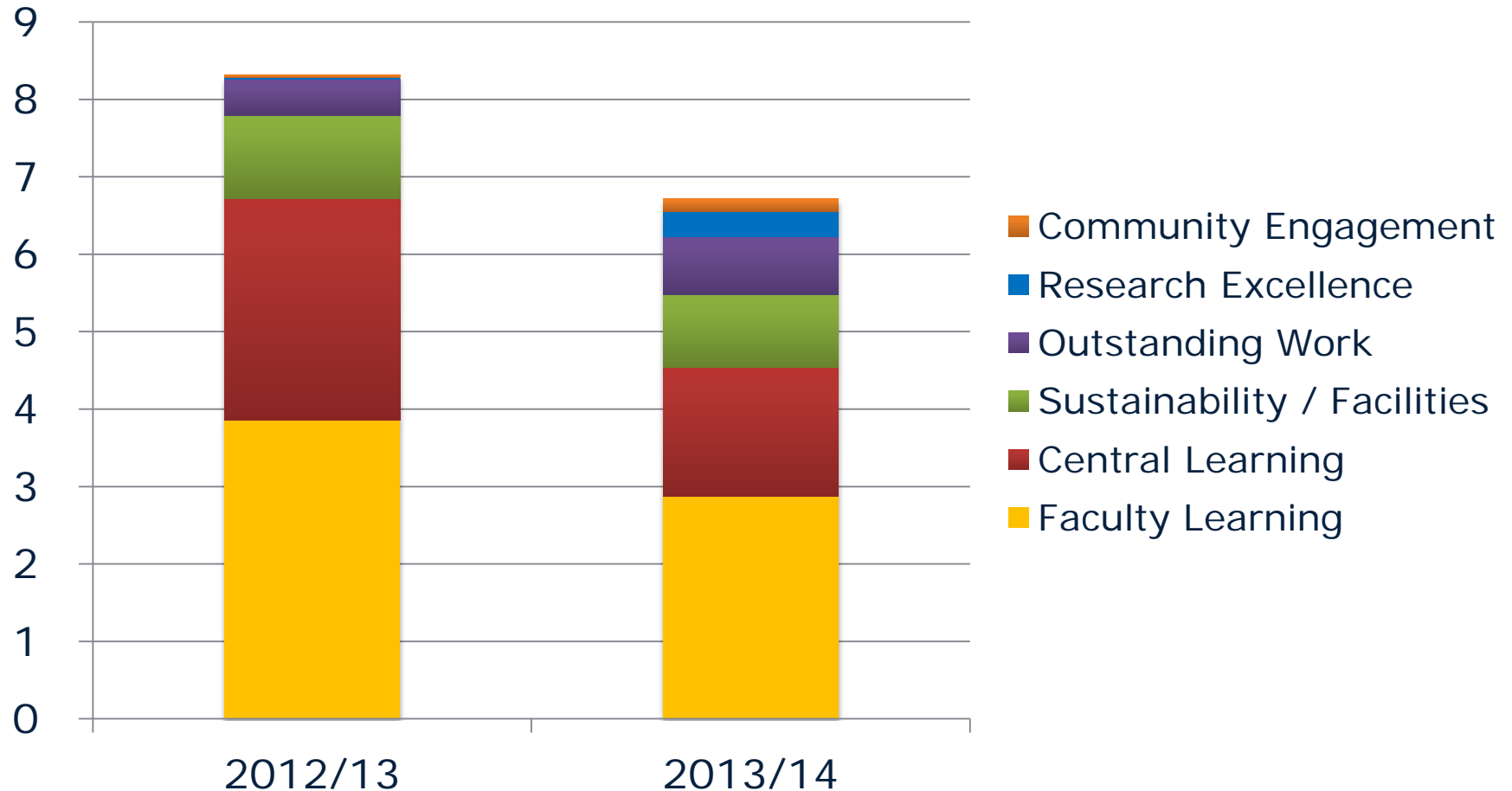
Okanagan 13/14 outlook

- Cost of wage increases of \$2.4m fully absorbed centrally
- \$1.3m in other required expenditures covered centrally
 - BSN program investment, system allocations, debt servicing
- Only \$3.0m recurring available for other targeted investments in Place and Promise



Place and Promise investments

(recurring \$ millions)



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Notes:

- **Faculty Learning:** Faculty positions, Bachelor of Science in Nursing program support GWI & PTR
- **Central Learning:** Graduate financial aid, English Foundation Program, GWI
- **Sustainability / Facilities:** Student housing, System contributions

UBCO 13/14 Faculty Funding Allocations

(recurring \$millions)

Faculty	13/14	Restated 12/13	Comments
Arts and Sciences	21.6	20.8	2 faculty positions, Interdisciplinary Graduate Studies (IGS) director, Progress Through the Ranks (PTR)
Applied Science	6.6	6.2	2 faculty positions, 2 staff positions, PTR
Creative and Critical Studies	8.3	8.2	
Education	3.6	3.5	
Graduate Studies	0.4	0.4	
Health and Social Development	9.4	8.8	Bachelor of Science in Nursing (BSN) program support, PTR
Management	3.5	3.1	2 faculty positions, PTR
Total	53.4	51.0	



Risk and opportunities

- Government funding and shared services
- International enrolment
- Faculty bargaining
- Investment in research and graduate support
- Summer use of campus
- Space constraints
 - Student Housing / Food Services
 - Library
 - Athletic and Recreation Facilities
 - Labs



Okanagan 14/15 and 15/16 outlook

- Challenging context of limited revenue growth, on-going inflationary pressures and campus aspirations
- Priorities:
 - Research excellence and Graduate support
 - Teaching innovation
 - Revenue diversification
 - ISI
 - English Foundation Program
 - Summer use of campus
 - Community engagement



UBC Vancouver Outlook



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Vancouver 12/13 year end forecast

- Exactly balanced budget: investment income lower than expected, international tuition higher than expected (international enrolment up 14%)
- 5 major investments in 12/13:
 - 12/13 General Wage Increases and the 12/13 AAPS market adjustments funded for all administrative units
 - Significant capabilities in copyright management to protect copyrights without burdening students with additional costs
 - Library's continuous move toward digital collections
 - Initial investments in communication and marketing to build central capabilities
 - Strategic study to map out the path toward multi-channel, flexible learning for current and prospective students



Vancouver 13/14 outlook

- Central Operating revenues up by \$8m, driven by:
 - \$5m International tuition¹
 - \$1m Domestic tuition²
 - \$2m Others (business and research revenue)
- Faculty revenues up by \$10m, driven by:
 - \$7m International tuition¹
 - \$4m Domestic tuition²
 - \$4m Provincial grant for targeted growth
 - (\$5m) Provincial cut
- \$3m partial reallocation of the Provincial grant allocated to Flexible Learning, Faculty priorities, contingency



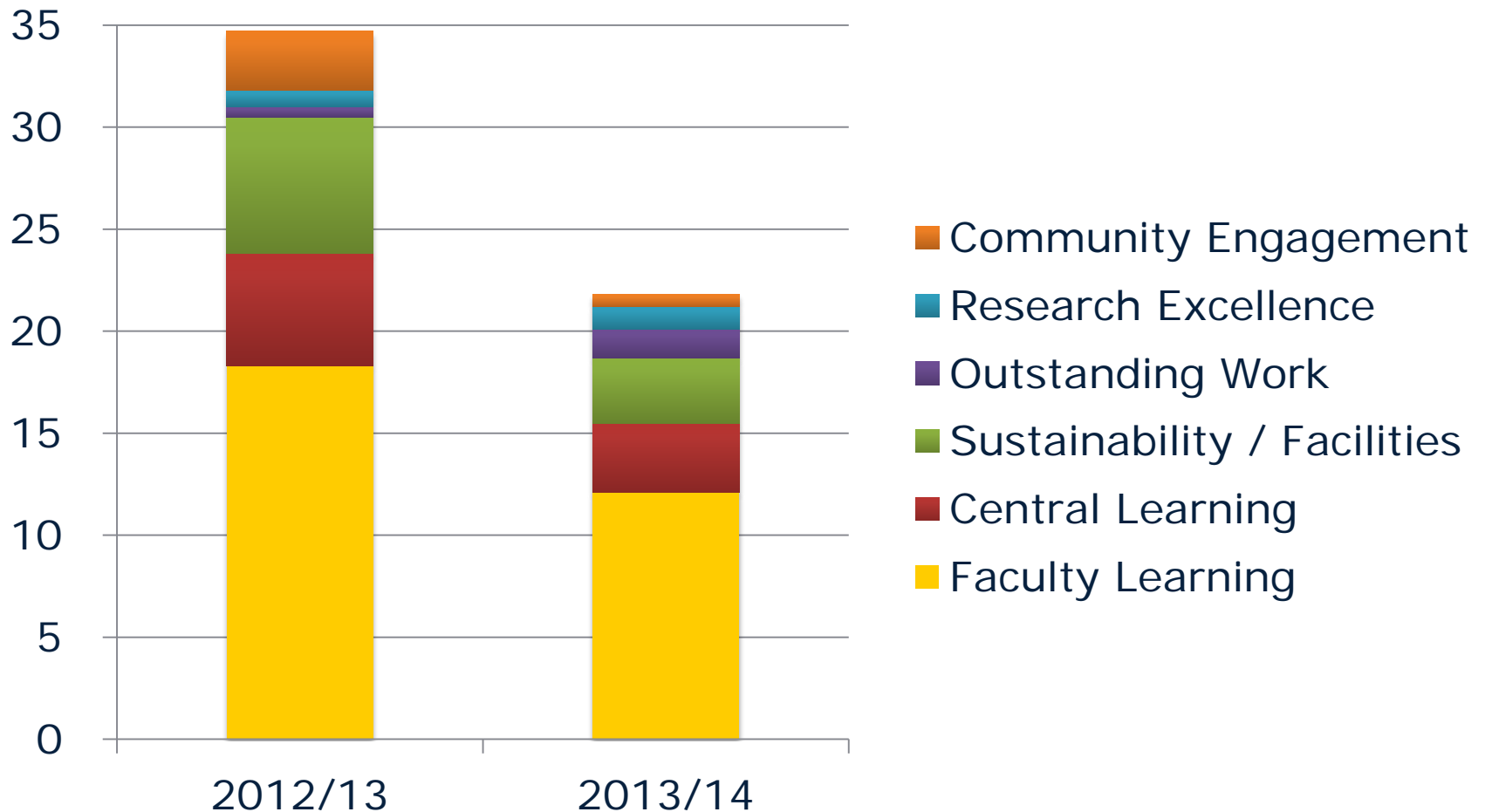
Vancouver 13/14 outlook

- \$12.1m to Faculty Learning, consists of tuition and grant allocation, Flexible Learning and Academic space
- \$3.3m in Sustainability and Facilities for new and existing buildings' maintenance
- \$3.1m investment in Central Learning, including Jump Start program, International Student Financial Aid, Enrolment and Student Services support, Library, and Student Health
- \$1.2m investment in Research Excellence, including Animal Care, commitment for CERC positions, and RISE



Place and Promise investments

(recurring \$ millions)



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Notes:

- **Central learning:** International students Financial aid, Jump Start, Ponderosa, Library
- **Faculty Learning:** Tuition increase, Flexible Learning, AMPEL and VSE buildings, Sport Medicine
- **Sustainability / Facilities:** Operating funding for new and existing buildings

UBCV 13/14 Faculty Funding Allocations

(recurring \$ millions)

	13/14	Restated 12/13	Notes
Applied Science	62	61	
Arts	117	115	
College for Interdisciplinary Studies	2	2	
College of Health Disciplines	1	1	
Dentistry	11	11	
Education	39	39	
Forestry	11	11	
Graduate Studies	3	3	
Land and Food Systems	11	10	
Law	11	11	
Medicine	129	127	New funding for 32 FTE in Medical Expansion & 10 FTE in Midwifery
Pharmaceutical Sciences	12	10	New funding for 72 FTE
Sauder	41	39	
Science	93	92	
Total	543	532	Tuition growth + rate increases are generally offset by the reduction in grant



Risk and opportunities

- Government funding
- Faculty bargaining
- International enrolment
- Flexible Learning
- Animal Care
- Synergize shared services

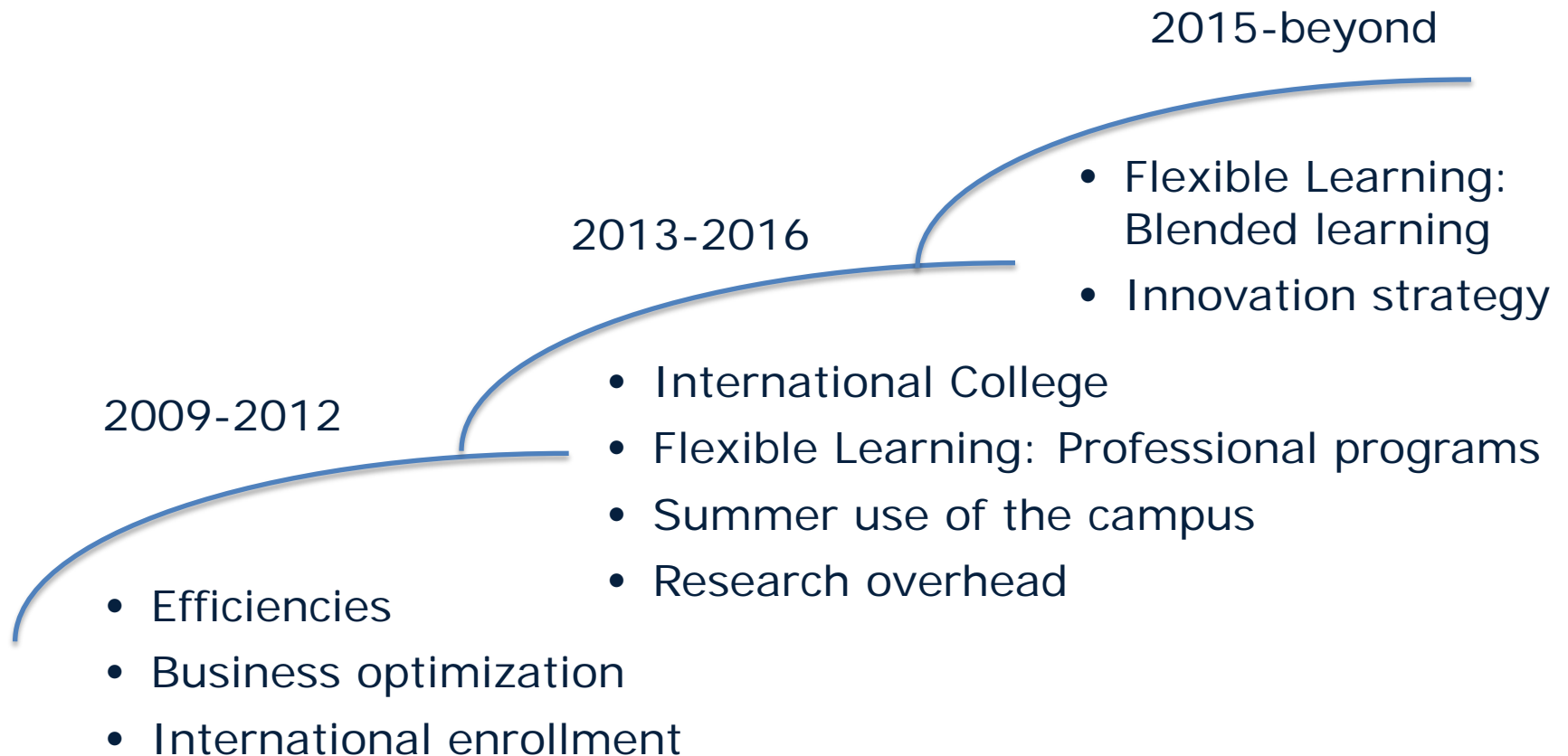


Vancouver 14/15 and 15/16 outlook

- Challenging context of flat revenue growth in 14/15 and modest dividends from Bridge in 15/16, and ongoing inflationary pressures in administrative units; increased financial flexibility in 16/17
- Key priorities:
 - Branding campaign
 - Flexible Learning Initiative
 - Healthiest Campus on Earth¹
 - Innovation strategy (entrepreneurship@UBC, commercialization)
 - Research excellence areas and Graduate support
 - IT's system renewal



Financial roadmap





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Appendix 1

Zero-based overall budget
for Okanagan campus



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Detailed incremental allocations (1/3)

UBC at Okanagan - 2013/14 Budget on a differential basis
(In \$000s)

	One-time	Recurring	Comment
Contingency, projected 2012/13 balance	3,464	2,809	
Contingency, projected year end balance	3,464	2,809	
Incremental Revenues			
Provincial grant	-	271	Program expansion funding offset by anticipated 0.25% cut in provincial grant
Domestic tuition	-	751	2% tuition rate increase and 24 FTE under the Bachelor of Science in Nursing (BSN)
ISI tuition	-	2,274	15% FTE growth and 3% tuition rate increase
Ancillary dividends	-	175	Increased dividend payment from Parking \$150k and Food Services \$25k
Other revenue	-	110	Incremental research revenue of \$62k and lease revenue of \$48k
Incremental Revenues	-	3,581	
Reallocations and Efficiencies			
Recovery of projected 2012/13 unit surpluses	4,369	-	
Reallocations from campus-wide	166	845	Reallocation of campus-wide funds
Reallocations from units	(55)	1,568	Reallocation of Provost and Admin unit funds
Reallocations and Efficiencies	4,480	2,413	



Detailed incremental allocations (2/3)

	One-time	Recurring	Comment
<i>Place and Promise Investments</i>			
<i>Student Learning</i>			
Arts and Sciences	69	(341)	2 faculty positions, Interdisciplinary Graduate Studies (IGS) director and support
Applied Science	(167)	(316)	2 faculty positions, 2 staff positions, and one-time funding for undergraduate lab equipment
Graduate Studies	12	(27)	Strategic Initiatives officer, travel and student event
Health and Social Development	82	(410)	Bachelor of Science in Nursing (BSN) program support
Library	(138)	(70)	One-time funding for Centre of Scholarly Communication, and recurring funding for collections and student assistants
Centre for Teaching and Learning	(83)	(17)	One-time funding for Learning Support Specialist position
Graduate Scholarships and Awards	-	(400)	Increase to graduate financial aid
AVP Students	(18)	(280)	Disability Resource Access program, first year experience programs, and operations support
Athletics and Recreation	(128)	-	
International Student Services	11	(232)	English Foundations Program (EFP) staff positions and operations support
<i>Research Excellence</i>			
Vice Provost Research	149	(333)	Research and grant facilitator positions, and mentorship programs



Detailed incremental allocations (3/3)

	One-time	Recurring	Comment
<i>Place and Promise Investments</i>			
<i>Community Engagement</i>			
Office of the Deputy Vice Chancellor	(52)	(50)	Operations support
University Relations	-	(51)	Junior Design position and marketing seed funding
Development and Alumni Engagement	-	(64)	Operation and program support
<i>Outstanding Work Environment</i>			
Salary Increase Provisions	346	(2,448)	General Wage Increases, Progress Through the Ranks (PTR), AAPS market adjustment, Merit
Human Resources	68	(225)	Staff positions, academic leadership program and operations support
Campus Research and Analysis	-	(74)	Senior Planning Analyst position
Finance	-	(169)	Finance positions and operations support
AVP Administration and Finance	-	(120)	Space planning position and operations support
Other	76	(158)	Central benefits
<i>Sustainability</i>			
Contribution to capital contingency	(3,500)	-	
Contribution to UBCV - system wide	-	(433)	
Debt repayment	(579)	-	Debenture sinking fund and heat recovery loan repayment
Debt servicing	-	(500)	Student Housing
Facilities	(270)	-	Geothermal injection well
<i>Place and Promise Investments</i>	<i>(4,122)</i>	<i>(6,718)</i>	
Contingency for 13/14	3,822	2,085	



Detailed 2013/14 Operating Budget for UBC - Okanagan Campus

(In \$000s)

Portfolio / Description	13/14 Funding Allocation (One-time)	13/14 Funding Allocation (Recurring)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time)	Restated 12/13 Funding Allocation (Recurring)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% Increase (decrease) - (Recurring only)	Comments
Revenue									
Provincial Government	-	67,186	67,186	-	66,916	66,916	270	0.4%	
Operating Grant	-	67,100	67,100	-	66,830	66,830	270	0.4%	Program expansion funding offset by anticipated 0.25% cut in provincial grant
Annual Capital Allowance	-	86	86	-	86	86	-	0.0%	
Tuition	-	47,487	47,487	-	44,461	44,461	3,026	6.8%	
Domestic	-	33,861	33,861	-	33,109	33,109	752	2.3%	2% rate increase and targeted Bachelor of Science in Nursing (BSN) growth
International Student Initiatives (ISI)	-	13,626	13,626	-	11,352	11,352	2,274	20.0%	3% rate increase, 15% growth and English Foundation Program
Research Revenues	-	750	750	-	688	688	62	9.0%	
Federal Indirect Cost Program	-	587	587	-	587	587	-	0.0%	
Research overhead	-	103	103	-	41	41	62	149.7%	
Canada Research Chair overhead	-	60	60	-	60	60	-	0.0%	
Business Revenues	-	370	370	96	147	243	223	151.6%	
Ancillary dividends	-	300	300	-	125	125	175	140.0%	Recurring dividends from UBCO Parking and Food Services
Lease income	-	70	70	11	22	33	48	217.6%	
Other	-	-	-	85	-	85	-	0.0%	
Total Revenue	-	115,793	115,793	96	112,212	112,308	3,581	3.2%	



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Funding Allocations									
Faculties	3,939	53,822	57,761	3,762	51,388	55,151	2,434	4.7%	
Arts and Sciences	2,172	21,617	23,789	1,724	20,773	22,497	843	4.1%	2 faculty positions, Interdisciplinary Graduate Studies (IGS) director, Progress Through the Ranks (PTR)
Applied Science	442	6,585	7,026	365	6,174	6,539	411	6.7%	2 faculty positions, 2 staff positions, PTR
Creative and Critical Studies	572	8,314	8,886	709	8,171	8,880	143	1.8%	PTR
Education	297	3,624	3,922	348	3,566	3,915	58	1.6%	
Graduate Studies	(12)	424	412	14	397	411	27	6.8%	
Health and Social Development	109	9,389	9,498	114	8,837	8,951	552	6.2%	Bachelor of Science in Nursing (BSN) program support, PTR
Management	359	3,485	3,844	488	3,086	3,574	398	12.9%	2 faculty positions, PTR
Productivity Lump Sum	-	384	384	-	384	384	-	0.0%	
Provost & Vice Principal	303	6,098	6,401	(570)	7,190	6,620	(1,092)	(15.2%)	
Provost Office	87	2,027	2,114	(633)	3,302	2,669	(1,275)	(38.6%)	Reallocation of funding
Library	134	3,242	3,376	(64)	3,157	3,093	85	2.7%	
Centre for Teaching and Learning	82	593	675	102	570	672	23	4.0%	
Campus Research and Analysis	-	236	236	25	161	186	75	46.2%	
Vice Provost Research	(150)	1,297	1,147	53	959	1,012	338	35.2%	
Vice Provost Research Office	(22)	267	245	-	245	245	22	9.0%	
Research Services	(127)	628	501	33	315	348	313	99.1%	Research and grant facilitator positions, mentorship programs
University Industry Liaison Office	-	181	181	20	181	201	-	0.0%	
Institute for Healthy Living and Chronic Disease Prevention	-	62	62	-	62	62	-	0.0%	
Okanagan Sustainability Institute	(1)	159	158	-	156	156	3	2.1%	
Deputy Vice-Chancellor	47	10,590	10,637	2,804	8,713	11,517	1,877	21.5%	
Deputy Vice Chancellor's Office	52	1,275	1,327	475	1,222	1,697	53	4.3%	



Portfolio / Description	13/14 Funding Allocation (One-time)	13/14 Funding Allocation (Recurring)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time)	Restated 12/13 Funding Allocation (Recurring)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% Increase (decrease) - (Recurring only)	Comments
Enrolment Services	(1)	2,714	2,713	537	2,421	2,958	293	12.1%	Recurring funding previously transferred fiscally, one-time funding for systems development in 12/13
International Student Initiative (ISI)	(1)	813	812	1,134	45	1,179	768	1,707.6%	Recurring funding previously transferred fiscally, English Foundation Program recruiter position
University Relations	-	784	784	22	731	753	53	7.2%	
IT, Media and Classroom Services	(3)	5,004	5,001	636	4,294	4,930	710	16.5%	Recurring funding previously transferred fiscally
AVP Administration and Finance	637	11,284	11,921	666	11,127	11,793	157	1.4%	
AVP Administration and Finance Office	-	672	672	470	553	1,023	119	21.4%	Space coordinator position and operations support
Ceremonies	-	303	303	(2)	301	299	2	0.8%	
Facilities	270	4,646	4,916	40	4,646	4,686	-	0.0%	One-time funding for Geothermal injection well
Finance	(1)	1,071	1,070	(32)	899	867	172	19.2%	2 Finance positions
Health, Safety and Environment	(1)	418	417	60	415	475	3	0.8%	
Security	-	1,301	1,301	120	1,363	1,483	(62)	(4.5%)	Reallocation of funding
Sustainability	-	383	383	10	411	421	(28)	(6.8%)	Reallocation of funding
Utilities	369	2,490	2,859	-	2,539	2,539	(49)	(1.9%)	Reallocation of funding, one-time funding for loan repayment
AVP Students	131	5,281	5,412	222	4,586	4,808	695	15.1%	
AVP Students Office	-	285	285	-	284	284	1	0.4%	
Athletics and Recreation	128	1,292	1,420	24	1,289	1,313	3	0.2%	
Community Service Learning	(1)	159	158	(39)	156	117	3	2.2%	
General Operating - AVP Students	(358)	956	598	(360)	740	380	216	29.2%	Recurring funding previously transferred fiscally
Aboriginal Program and Services	77	318	395	102	232	334	86	37.1%	Reallocation of funding within AVP Students portfolio
Disability Resources	3	395	398	(3)	223	220	172	77.2%	Disability Resource Access program support
Campus Life	6	284	290	135	284	419	-	0.0%	
Career & Co-op Services	2	129	131	66	67	133	62	91.4%	Work Study/Work Learn administration position



Portfolio / Description	13/14 Funding Allocation (One-time)	13/14 Funding Allocation (Recurring)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time)	Restated 12/13 Funding Allocation (Recurring)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% Increase (decrease) - (Recurring only)	Comments
Student Services	23	253	276	18	252	270	1	0.4%	
Student Development	11	205	216	49	92	141	113	122.4%	English Foundations Program (EFP) funding
Learning Centre	2	120	122	24	119	143	1	1.1%	
Health & Wellness	209	264	473	136	262	398	2	0.8%	
Academic Advising	15	297	312	36	297	333	-	0.0%	
International Student Services	14	254	268	36	219	255	35	16.1%	0.5 FTE Manager of International Programs & Services
Go Global	-	70	70	(2)	70	68	-	0.0%	
VP Academic	-	167	167	(5)	167	162	-	0.0%	
Equity Office	-	167	167	(5)	167	162	-	0.0%	
VP Finance, Resources and Operations	-	387	387	(34)	387	352	-	0.0%	
Supply Management	-	213	213	(5)	213	208	-	0.0%	
Campus Mail	-	174	174	(29)	174	145	-	0.0%	
VP Development and Alumni Engagement	(1)	1,510	1,509	(1)	1,439	1,438	71	4.9%	
Development	(1)	1,352	1,351	(1)	1,316	1,315	36	2.7%	
Alumni	-	158	158	-	123	123	35	28.5%	
VP Research and International	-	85	85	-	85	85	-	0.0%	
Animal Care	-	85	85	-	85	85	-	0.0%	
VP Human Resources	(70)	1,177	1,107	120	1,044	1,164	133	12.7%	
Human Resources	(70)	1,177	1,107	120	1,044	1,164	133	12.7%	HR Advisor and Organizational Development and Learning (ODL) positions, operations and program support
Student Financial Aid	-	7,511	7,511	743	6,376	7,119	1,135	17.8%	
Student Financial Aid - Graduate	-	1,985	1,985	5	1,585	1,590	400	25.2%	Recurring support for graduate financial aid



Portfolio / Description	13/14 Funding Allocation (One-time)	13/14 Funding Allocation (Recurring)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time)	Restated 12/13 Funding Allocation (Recurring)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% Increase (decrease) - (Recurring only)	Comments
Student Financial Aid Undergraduate - Domestic	-	3,491	3,491	(1,100)	4,591	3,491	(1,100)	(24.0%)	Recurring allocation to Work Study/Work Learn SFA previously transferred fiscally
Student Financial Aid Undergraduate - ISI	-	896	896	644	-	644	896	0.0%	Recurring funding previously transferred fiscally
Go Global	-	200	200	-	200	200	-	0.0%	
Work Study/Work Learn	-	939	939	1,194	-	1,194	939	0.0%	Recurring funding previously transferred fiscally
Campus-wide Expenses	3,001	16,584	19,585	(7,664)	18,751	11,087	(2,167)	(11.6%)	
Benefits	(76)	745	669	(50)	612	562	133	21.7%	Increased central benefit costs
Contingency	3,822	2,085	5,907	654	2,809	3,463	(724)	(25.8%)	
Capital contingency	3,500	-	3,500	300	-	300	-	0.0%	
Contributions to UBCV	-	2,748	2,748	320	1,863	2,183	885	47.5%	Recurring funding previously transferred fiscally for ISI system related costs, 13/14 incremental system contribution
Debt servicing	364	3,051	3,415	-	2,704	2,704	347	12.8%	\$0.5m recurring for Student Housing offset by reallocation for maturing debt
ISI/Summer/Co-op session allocation provision	(4,214)	4,443	229	(8,018)	8,193	175	(3,750)	(45.8%)	Recurring funding previously transferred fiscally
Salary increase provision	(105)	2,954	2,849	230	1,469	1,699	1,485	101.1%	General Wage Increases, AAPS market adjustment, Merit
Other	(290)	558	268	(1,100)	1,101	1	(543)	(49.4%)	Reallocation of funding
						-			
Total Funding Allocations	7,837	115,793	123,630	96	112,212	112,308	3,581	3.2%	
Prior Year Surplus	(7,837)	-	(7,837)						
Structural Result	-	-	-	-	-	-	-		



Capital Contingency

- Projected reserve of \$3.8m at April 1, 2013, includes:
 - 12/13 one-time transfer of \$0.3m from operating surplus
 - 13/14 one-time allocation of \$3.5m from operating surplus and administrative reserves

(Figures in \$m)	Amount	Comment
Opening balance, April 1, 2012	14.8	
Increase to reserve – 12/13	0.3	Transfer from operating surplus and administrative reserves
Allocations	10.9	\$8m to major capital projects, \$1.5m to library renovation, \$0.6m Animal Care facility, \$0.8m geexchange
Potential projects/allocations	3.9	Building renovations, Sports amenities, Road work, other
Projected closing balance, March 31, 2013	0.3	
Increase to reserve – 13/14	3.5	Transfer from operating surplus and administrative reserves
Projected opening balance, April 1, 2013	3.8	

Appendix 2

Zero-based overall budget
for Vancouver campus



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THE UNIVERSITY OF BRITISH COLUMBIA

Detailed incremental allocations (1/4)

UBC at Vancouver - 2013/14 Budget on a differential basis
(In \$000s)

	One-time	Recurring	Comment
2012/13 balance			
Current contingency	(3,583)	1,499	
Surpluses recovered			
Faculty of Graduate Studies	5,000	(360)	
Public Affairs	27		
Government Relations	15		
Student Services	53		
Year end expectation	1,512	1,139	
New revenue 2013/14			
Provincial reinvestment		3,500	
Pharmacy/Midwifery - ALMD Grants		346	
Domestic tuition - 2% rate increase		1,196	
Domestic tuition - targeted growth		279	
ISI tuition - 3% rate increase, 9% growth		4,925	
Indirect Costs Program (ICP)		117	
Research royalties		219	
Canada Foundation for Innovation (CFI) overhead		105	
General Municipal Services Levy (GMSL)		34	
Endowment recovery		280	
Ancillary contribution		116	
Incremental revenue		11,116	



Detailed incremental allocations (2/4)

	One-time	Recurring	Comment
<u>Recommended investments to meet critical commitments</u>			
<i>Central Learning</i>			
Centre for Teaching, Learning and Technology		(90)	Add'l Access copyright
Centre for Teaching, Learning and Technology	1,000		
Flexible Learning	(1,000)		
Library	55	(352)	
Jump Start	534	(852)	Recurring funding to Student Services less one time amount already funded
International Student Financial Aid		(862)	Projection at 3% rate increase, 9% growth
Student Health		(45)	Contract obligations
Ombuds office		(15)	Structural deficit
Enrolment Services restructuring		(450)	
Student Services		(100)	Additional counsellor needed to manage increased student numbers
ISI Office		(329)	
<i>Research Excellence</i>			
Animal care	(700)	(500)	Allowance placeholder; subject to budget review
Animal care - bridge funding	(113)		FY 14/15: \$56k; FY15/16 onwards: zero
Research Services RISe	(200)	(175)	Development and on-going maintenance
UILO Patents	(100)		To carry the Galvinox patent cost for one year; Recurring cost is subject to review



Detailed incremental allocations (3/4)

	One-time	Recurring	Comment
CERC		(300)	Ongoing matching commitment for new CERC positions
RTA Analyst		(85)	
India Offices		(27)	
IC-Impacts	(53)	(95)	Matching fund
China Office	(50)		Consultant to develop a China scoping document
Community Engagement			
Ceremonies		(25)	Honorary degrees travel
Public Affairs		(30)	
Government Relations		(27)	Salary increases due to additional responsibilities
e @ UBC		(150)	Managing Director's salary and expenses
Corporate relations - Phase I		(150)	
VPA/VPR communication		(63)	Communications individual in VPA and VPR Office with a joint report to Public Affairs. This leaves \$100k for discretionary spending in Marketing
VPS / ES communication		(123)	
Sustainability and Facilities			
Operating costs of new buildings		(2,076)	Sauder, Pharm, Ponderosa, ESSB, BCIRL
Maintenance of existing buildings		(1,200)	



Detailed incremental allocations (4/4)

	One-time	Recurring	Comment
<i>Outstanding Work Environment</i>			
AAPS market adjustment	167	(223)	For UBCV Administrative units
IMANT		(46)	Operating Budget
TEF rental costs		(800)	Placeholder
<i>Faculty Learning</i>			
Faculty support		(286)	
Faculty of Medicine finance transition		(35)	
Rent - Sport Medicine on Wesbrook		(200)	
AMPEL finance charge	770	(770)	\$11m, 30 years, 5.75%, worst case scenario assuming no fundraising
Finance support		(150)	For non-Medicine Health faculties
Flexible Learning	500	(1,000)	Placeholder, pending a formal budget review, \$1m recurring, starts mid-year
VSE building		(500)	Placeholder for central contribution
New investments	810	(12,131)	
Net contingency for 2013/14	2,323	125	
Total on a fiscal basis		2,447	



Detailed 2013/14 Operating Budget

UBC at Vancouver - 2013/14 Budget on a differential basis
(In \$000s)

Portfolio / Description	13/14 Funding Allocation (One-time only)	13/14 Funding Allocation (Recurring only)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time only)	Restated 12/13 Funding Allocation (Recurring only)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% increase (decrease) - (Recurring only)	Notes
Revenue									
Provincial Government	2,082	519,923	522,005	18,115	517,669	535,784	2,255	0.4%	
Operating Grant	2,082	518,282	520,363	18,115	516,027	534,142	2,255	0.4%	12/13 one-time funding represents the unspent Medical and Pharmacy Expansion surplus as at March 31, 2012, plus 12/13 one-time grants for Pharmacy and Midwifery Expansion. The recurring funding increase relates to Medical, Pharmacy, and Midwifery Expansion
Annual Capital Allowance	-	1,642	1,642	-	1,642	1,642	-	-	
Tuition	-	333,604	333,604	615	316,350	316,965	17,254	5.5%	
Domestic tuition	-	228,013	228,013	615	222,324	222,939	5,689	2.6%	2% rate increase and targeted and planned growth in 13/14
International Student Initiatives (ISI) tuition	-	105,591	105,591	-	94,026	94,026	11,565	12.3%	3% rate increase, plus 9% growth
Research revenues	-	37,392	37,392	50	36,882	36,931	511	1.4%	
Research royalties	-	1,566	1,566	330	1,566	1,896	-	-	
Federal Indirect Cost of Research	-	26,769	26,769	-	26,582	26,582	187	0.7%	13/14 Grant includes projected growth
Research overhead	-	3,530	3,530	-	3,312	3,312	219	6.6%	Projected growth, as the revised overhead policy is slowly taking effect
Canada Research Chair overhead	-	4,234	4,234	(281)	4,234	3,953	-	-	
Canada Foundation for Innovation (CFI) Overhead	-	1,293	1,293	-	1,188	1,188	105	8.9%	



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THE UNIVERSITY OF BRITISH COLUMBIA

Portfolio / Description	13/14 Funding Allocation (One-time only)	13/14 Funding Allocation (Recurring only)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time only)	Restated 12/13 Funding Allocation (Recurring only)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% increase (decrease) - (Recurring only)	Notes
Business revenues	-	12,267	12,267	5,445	12,117	17,562	150	1.2%	
Lease income	-	1,080	1,080	180	1,080	1,260	-	-	
Ancillary dividend	-	6,620	6,620	1,321	6,504	7,825	116	1.8%	
General Municipal Services Levy (GMSL)	-	2,756	2,756	115	2,722	2,836	34	1.3%	
Continuing studies fund overhead	-	477	477	-	477	477	-	-	
Procurement Card rebate / Filming	-	622	622	-	622	622	-	-	
Retained Risk Surplus	-	-	-	4,000	-	4,000	-	-	
Others (Tax review, Non Research, Green Park...)	-	713	713	(171)	713	542	-	-	
Investment revenues	-	35,217	35,217	(56)	34,937	34,881	280	0.8%	
Endowment recovery	-	5,500	5,500	-	5,220	5,220	280	5.4%	
Discretionary Endowment	-	500	500	-	500	500	-	-	
Investment income	-	27,550	27,550	(2,214)	27,550	25,336	-	-	
UBC Property Trust recurring distribution	-	3,000	3,000	-	3,000	3,000	-	-	
Asset-Backed Commercial Paper (ABCP) repayment plan	-	(2,200)	(2,200)	-	(2,200)	(2,200)	-	-	
Stale checks and old unidentified deposits	-	867	867	2,158	867	3,025	-	-	
UBCO Distribution to UBCV	-	2,699	2,699	315	2,699	3,014	-	-	
UBCO Distribution to UBCV	-	2,699	2,699	315	2,699	3,014	-	-	\$2.3m for campus wide services, and -\$0.4m for PD and other benefits
Total Revenue	2,082	941,103	943,184	24,484	920,654	945,138	20,449	2.2%	



Portfolio / Description	13/14 Funding Allocation (One-time only)	13/14 Funding Allocation (Recurring only)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time only)	Restated 12/13 Funding Allocation (Recurring only)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% increase (decrease) - (Recurring only)	Notes
Funding Allocations									
									13/14 Increases reflect 2% domestic tuition rate increases, plus targeted growth, and International rate (3%) and average growth increases (9%). This is offset by the cut in Provincial grant of 1%
Faculties	3,739	542,730	546,468	22,093	533,253	555,346	9,476	1.8%	
Applied Science	50	61,607	61,657	551	60,959	61,510	648	1.1%	
Arts	1,457	116,531	117,988	1,295	114,641	115,937	1,889	1.6%	
College for Interdisciplinary Studies	(258)	1,773	1,515	(2,166)	1,779	(387)	(6)	(0.3%)	
College of Health Disciplines	-	1,305	1,305	260	1,305	1,565		0.0%	
Dentistry	-	11,227	11,227	82	11,131	11,213	96	0.9%	
Education	-	38,925	38,925	128	39,056	39,184	(131)	(0.3%)	
Forestry	25	11,355	11,380	88	11,209	11,297	146	1.3%	
Graduate Studies	-	3,047	3,047	378	3,056	3,434	(10)	(0.3%)	
Land and Food Systems	25	10,617	10,642	121	10,109	10,229	509	5.0%	
Law	-	11,251	11,251	179	11,186	11,365	66	0.6%	
Medicine	750	128,734	129,484	12,938	126,701	139,639	2,033	1.6%	New funding for 32 FTE in Medical Expansion & 10 FTE in Midwifery
Pharmaceutical Sciences	1,590	11,898	13,488	6,980	10,415	17,395	1,483	14.2%	Additional funding for 72 FTE
Sauder	50	41,020	41,070	316	39,254	39,570	1,766	4.5%	
Science	50	93,440	93,490	944	92,453	93,397	987	1.1%	
Provost and VP Academic	(285)	46,326	46,041	(4,065)	45,083	41,017	1,243	2.8%	
VP Office	-	13,792	13,792	(2,714)	13,492	10,778	300	2.2%	Increase for ongoing matching commitment for new CERC positions
Centre for Teaching, Learning and Technology	-	8,521	8,521	(923)	8,431	7,508	90	1.1%	
Classroom Services	711	19	731	637	19	656	-	-	
Continuing Studies	-	169	169	503	169	672	-	-	



Portfolio / Description	13/14 Funding Allocation (One-time only)	13/14 Funding Allocation (Recurring only)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time only)	Restated 12/13 Funding Allocation (Recurring only)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% increase (decrease) - (Recurring only)	Notes
Enrolment Services	(571)	10,382	9,811	(294)	9,932	9,639	450	4.5%	To complete the roll-out of the Enrolment services professional model
Equity Office	-	802	802	(2)	802	800	-	-	
First Nation House of Learning	-	1,011	1,011	(2)	1,011	1,009	-	-	
Institute of Computing, Information, Cognitive System	-	3,841	3,841	116	3,767	3,883	74	2.0%	
International Student Initiative Office	(425)	7,048	6,623	(1,314)	6,719	5,406	329	4.9%	
Planning and Institutional Research	-	737	737	(73)	737	665	-	-	
Ritsumeikan	-	1	1	-	1	1	-	-	
UBC Exchange Program	-	2	2	-	2	1	-	-	
Information Technology	-	33,512	33,512	4,943	33,437	38,381	75	0.2%	
Office of the Chief Information Officer	-	24,478	24,478	(33,225)	24,478	(8,747)	-	-	
Academic Management Systems	-	518	518	2,846	443	3,288	75	16.9%	
Administrative Systems Management	-	274	274	3,018	274	3,291	-	-	
Advising / Early Alert Roll-Out	-	-	-	850	-	850	-	-	
Classroom Audio-Visual Technology	-	2,839	2,839	1,442	2,839	4,281	-	-	
Client Services	-	68	68	2,702	68	2,770	-	-	
Comptroller - Large Projects	-	1,988	1,988	499	1,988	2,488	-	-	
Comptroller - Small Projects	-	300	300	(123)	300	177	-	-	
Digital Media Projects	-	-	-	400	-	400	-	-	
Electronic Document Management	-	-	-	190	-	190	-	-	
Enrolment Services - Major Projects	-	2,500	2,500	-	2,500	2,500	-	-	
Enrolment Services - Small Projects	-	277	277	-	277	277	-	-	
Enterprise_Architect	-	15	15	963	15	977	-	-	
IT Infrastructure	-	206	206	23,554	206	23,759	-	-	
IT Integration and Transformation	-	-	-	(400)	-	(400)	-	-	
Learning Management System	-	4	4	(1)	4	3	-	-	
Partnering and Planning	-	37	37		37	37	-	-	



Portfolio / Description	13/14 Funding Allocation (One-time only)	13/14 Funding Allocation (Recurring only)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time only)	Restated 12/13 Funding Allocation (Recurring only)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% increase (decrease) - (Recurring only)	Notes
Student Information System	-	8	8	2,275	8	2,283	-	-	
The Media Group	-	1	1	(45)	1	(43)	-	-	
Library	-	35,811	35,811	2,699	35,811	38,510	-	-	
Library	-	35,811	35,811	2,699	35,811	38,510	-	-	
President's Office	-	7,086	7,086	78	7,071	7,148	15	0.2%	
Board of Governors	-	366	366	36	366	402	-	-	
Internal Audit	-	1,100	1,100	(3)	1,100	1,097	-	-	
Ombuds Office	-	193	193	-	178	178	15	8.4%	
President's Office	-	1,835	1,835	45	1,835	1,880	-	-	
University Counsel	-	3,592	3,592		3,592	3,592	-	-	
VP Finance, Resources and Operations	-	113,892	113,892	4,328	110,637	114,965	3,255	2.9%	
Campus Mail	-	722	722		722	723	-	-	
Security Services	-	4,574	4,574	650	4,574	5,224	-	-	
VP Office	-	806	806	2,375	806	3,181	-	-	
Comptroller	-	11,136	11,136	455	11,136	11,591	-	-	
Investment Administration	-	464	464	-	418	418	46	11.0%	
Treasury	-	2,260	2,260	(57)	2,260	2,202	-	-	
Campus and Community Planning	-	2,975	2,975	(165)	3,190	3,025	(215)	(6.7%)	
Public Realm	-	2,215	2,215	215	2,000	2,215	215	10.7%	
Sustainability	-	1,127	1,127	(5)	1,127	1,123	-	-	
Trek Office	-	1,237	1,237	(2)	1,237	1,234	-	-	
Building Operations - Capital	-	8,600	8,600	-	7,400	7,400	1,200	16.2%	Maintenance for existing buildings
Building Operations - Operating	-	45,250	45,250	(84)	43,785	43,701	1,465	3.3%	Maintenance for new buildings



Portfolio / Description	13/14 Funding Allocation (One-time only)	13/14 Funding Allocation (Recurring only)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time only)	Restated 12/13 Funding Allocation (Recurring only)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% increase (decrease) - (Recurring only)	Notes
Utilities - Capital	-	600	600	-	600	600	-	-	
Utilities - Operating	-	21,081	21,081	(5)	20,470	20,465	611	3.0%	Utilities for new buildings
Infrastructure Development	-	2,927	2,927	961	2,994	3,955	(67)	(2.2%)	
Insurance	-	4,459	4,459	-	4,459	4,459	-	-	
Risk Management Services	-	2,988	2,988	(9)	2,988	2,979	-	-	
UBC Card	-	470	470	-	470	469	-	-	
VP Communications & Community Partnership	-	6,906	6,906	(159)	6,338	6,179	568	9.0%	
Ceremonies and Events	-	879	879	(2)	854	851	25	2.9%	
Communications	-	1,637	1,637	(191)	1,448	1,257	190	13.1%	Additional funding in 13/14 for 2 new positions
Community Affairs	-	266	266	111	266	377	-	-	
Government Relations	-	656	656	5	479	484	177	37.0%	Corporate relation Phase I
Learning Exchange	-	788	788	4	788	792	-	-	
Public Affairs	-	1,907	1,907	(55)	1,931	1,875	(24)	(1.2%)	
Robson Square	-	39	39	21	39	59	-	-	
VP Office	-	734	734	(51)	534	484	200	37.4%	Funding for e@UBC, effective Fiscal 13/14
VP Development and Alumni Engagement	-	25,003	25,003	600	25,003	25,603	-	-	
Advancement Services	-	5,160	5,160	1,076	5,160	6,237	-	-	
Alumni Affairs	-	3,463	3,463	10	3,463	3,473	-	-	
Communications	-	2,523	2,523	46	2,523	2,569	-	-	
Development	-	12,804	12,804	(1,030)	12,804	11,774	-	-	
Strategic Initiatives Units	-	356	356	959	356	1,315	-	-	
VP Office	-	697	697	(462)	697	235	-	-	



Portfolio / Description	13/14 Funding Allocation (One-time only)	13/14 Funding Allocation (Recurring only)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time only)	Restated 12/13 Funding Allocation (Recurring only)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% increase (decrease) - (Recurring only)	Notes
VP Research and International	1,113	18,183	19,295	2,350	17,498	19,848	685	3.9%	
Animal Care Centre	813	3,845	4,658	996	3,200	4,197	645	20.2%	
International Office	-	616	616	(2)	616	614	-	-	
Office of Research Services	-	1,611	1,611	(4)	1,611	1,607	-	-	
Research and Partnerships	-	357	357	-	357	356	-	-	
Research and Trust Accounting	-	1,050	1,050	121	965	1,087	85	8.8%	
Research Ethics	-	803	803	(4)	803	799	-	-	
Sustainability USI Office	-	1,134	1,134	52	1,134	1,186	-	-	
UBC Press	-	167	167	(5)	167	163	-	-	
University-Industry Liaison Office (UILO)	100	2,758	2,858	(11)	2,758	2,746	-	-	
VP Office	200	5,671	5,871	1,207	5,716	6,923	(45)	(0.8%)	
Western Canadian Universities Marine Biological Station	-	170	170	-	170	170	-	-	
VP Students	10	11,854	11,864	1,179	10,961	12,140	893	8.1%	
Access and Diversity	-	1,826	1,826	(7)	1,826	1,819	-	-	
Athletics	-	1	1	-	1	1	-	-	
Career Services	-	11	11	778	11	790	-	-	
Child Care Services	-	8	8	399	8	406	-	-	
Community Services Learning	(98)	1,276	1,178	(222)	1,108	886	168	15.2%	
Counselling Services	-	1,307	1,307	7	1,207	1,214	100	8.3%	One new counsellor
Director's Office	(25)	737	712	31	737	768	-	-	
Go Global	-	771	771	369	771	1,141	-	-	
International Student Development	10	1,768	1,778	692	1,087	1,780	681	62.6%	Jump Start funding now reflected as recurring
Student Development	28	2,098	2,126	(752)	2,031	1,279	67	3.3%	
Student Health	25	651	676	3	606	608	45	7.4%	
VP Office	70	1,400	1,470	(119)	1,568	1,449	(168)	(10.7%)	



Portfolio / Description	13/14 Funding Allocation (One-time only)	13/14 Funding Allocation (Recurring only)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time only)	Restated 12/13 Funding Allocation (Recurring only)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% increase (decrease) - (Recurring only)	Notes
Student Financial Aid	-	55,922	55,922	8	54,701	54,709	1,222	2.2%	
Go Global	-	1,000	1,000	104	1,000	1,104	-	-	
International Partial Tuition Scholarships (IPTs)	-	6,802	6,802	-	6,802	6,802	-	-	
Student Financial Aid - Domestic	-	15,307	15,307	(96)	15,307	15,211	-	-	
Student Financial Aid - Graduate	-	21,597	21,597	-	21,237	21,237	360	1.7%	Rebalance recurring funding vs. one-time
Student Financial Aid - ISI	-	7,828	7,828	-	6,966	6,966	862	12.4%	Driven by rate and growth increases
Work Study	-	3,389	3,389	-	3,389	3,389	-	-	
VP Human Resources	-	11,293	11,293	466	11,293	11,759	-	-	
Human Resources	-	6,903	6,903	474	6,903	7,377	-	-	
Professional Development - Employee Bargaining Commitments	-	4,390	4,390	(8)	4,390	4,382	-	-	
Campus Wide Expenses	(983)	32,584	31,601	(2,173)	29,567	27,394	3,017	10.2%	
BC Integrated Research Library	-	-	-	4,970	-	4,970	-	-	
Central Benefits	-	2,440	2,440	(360)	2,440	2,080	-	-	
Centrally Funded Capital Projects	-	-	-	(800)	-	(800)	-	-	
Contingency	2,323	125	2,447	(5,082)	1,499	(3,583)	(1,374)	(91.7%)	
Credit Card Fees	-	1,240	1,240	(96)	1,240	1,144	-	-	
Endowment Top-Ups	-	375	375	303	375	678	-	-	
India Office	103	225	328	-	103	103	122	118.0%	
Indirect Cost of Research - Share to Hospitals	-	7,019	7,019	-	6,950	6,950	69	1.0%	
Internal Loans Funded Centrally	(770)	13,680	12,910	156	12,410	12,566	1,270	10.2%	13/14 recurring increase is from AMPPEL loan, worst case scenario assuming no fundraising, and the central share of VSE building



Portfolio / Description	13/14 Funding Allocation (One-time only)	13/14 Funding Allocation (Recurring only)	13/14 Funding Allocation (Recurring + One-time)	Restated 12/13 Funding Allocation (One-time only)	Restated 12/13 Funding Allocation (Recurring only)	Restated 12/13 Funding Allocation (Recurring + One-time)	Annual increase (decrease) - (Recurring only)	% increase (decrease) - (Recurring only)	Notes
Memberships	-	993	993	(92)	993	901	-	-	Recurring increase includes \$1m start-up costs for Flexible Learning, and \$0.8m for TEF building rental
Miscellaneous Expenses	(2,638)	5,129	2,490	(1,156)	2,198	1,042	2,930	133.3%	
Non-GPO Pay Equity	-	499	499	-	499	499	-	-	
Tuition Write-Off	-	860	860	(17)	860	843	-	-	
Total Funding Allocations	3,594	941,103	944,697	32,347	920,654	953,001	20,449	2.2%	
Prior Year (Surplus) / Deficit	(1,512)	-	(1,512)	(7,863)	-	(7,863)	-	-	
Prior Year (Surplus) / Deficit	(1,512)	-	(1,512)	(7,863)	-	(7,863)	-	-	
Structural Result	-	-	-	-	-	-	-	-	



Retained Risk Reserve (Vancouver)

- Reserve exists to fund **unexpected cost overruns but does not cover scope changes, which are paid for by the user (all costs to be approved by VP FRO and by Board for amounts greater than \$1.5m)**
- Funded from surpluses on completed projects (less a share passed back to contributing units) plus a charge to new projects of 25% of project contingency (1% \pm 25bps)
- Cap set at the greater of \$5m or 1% of expected projects over the next 3 years (\$600m currently with Board 1 approval minimum)
- Current balance in the UBC Vancouver campus retained risk fund is \$6.2m. The only charge to date has been \$867,200 for the Tennis Facility project
- Board approved projects currently in the development process are anticipated to contribute another \$1.9m over the next two years

