

UNIVERSITY OF THE FRASER VALLEY



2022/2023

CONSOLIDATED BUDGET PLAN





Indigenous Teaching Garden | Photographs Front & Inside Cover: Mitch Huttema, University Relations

UFV's Indigenous Teaching Garden showcases carvings created by carver Rocky LaRock which were carved from repurposed cedar trees. The garden aims to create spaces of beauty, healing, and contemplation – spaces to reflect on Reconciliation. This beautiful space is located beside the Student Union Building on the UFV Abbotsford campus.

PRESENTATIONS

- February 7, 2022 President's Advisory Committee
- February 8, 2022 Labour and Management
- February 17, 2022 Senate Budget Committee
- March 8, 2022 Budget Town Hall
- March 18, 2022 Senate
- March 31, 2022 Student Union Society
- April 1, 2022 Finance & Audit Committee
- April 7, 2022 Board of Governors

CONTACT

Jackie Hogan

Chief Financial Officer & Vice President Administration
604-864-4676
jackie.hogan@ufv.ca

Betty Poettcker

Associate Vice President, Planning & Resource Allocation
604-851-6384
betty.poettcker@ufv.ca

Mark Brosinski

Manager, Budgets & Financial Planning
604-864-4636
mark.brosinski@ufv.ca

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
FRAMEWORK.....	2
BUDGET PLANNING CONTEXT.....	4
PLANNING & PRIORITIES	6
BUDGET OVERVIEW	8
INVESTMENTS.....	14
BUDGETS BY CATEGORY	17
RISK.....	24
SCHEDULES	
1. 2022-23 CONSOLIDATED BUDGET DETAIL – BY FUND	25
2. 2022-23 NON-BASE BUDGET.....	26
3. 2022-23 ANCILLARY BUDGET	27
APPENDICES	
A. 2022-23 BUDGET PRINCIPLES.....	28
B. SUMMARY OF PROGRAM CHANGES	29
C. STUDENT TUITION FEES.....	30
D. BENCHMARK INFORMATION	33
E. OPERATING FUND BY PORTFOLIO.....	34

EXECUTIVE SUMMARY

The 2022-23 Consolidated Budget plan has been prepared through a consultative process, guided by approved Budget Principles and a commitment to align resources to identified priorities. While the budget development framework is familiar and similar to prior years, the impact of COVID-19 continues to influence the planning environment and shape budget assumptions and conversations.

The impact of COVID-19 will extend beyond the timing and distribution of vaccinations, the lifting of health restrictions and the return of gathering and travelling safely. It also includes anticipating and responding to emerging and enduring changes that impact teaching, learning and the delivery of services. The 2022-23 Budget begins to reveal some of these emerging changes. The Enrolment Plan signals an increase in courses delivered online or in hybrid format (mix of online and in-person instruction), and student support services will continue to be available online as well as in person. The increased flexibility and choice for students in instructional delivery and support services results in a change in work and related resources, including a significant investment in digital licensing and technical support services.

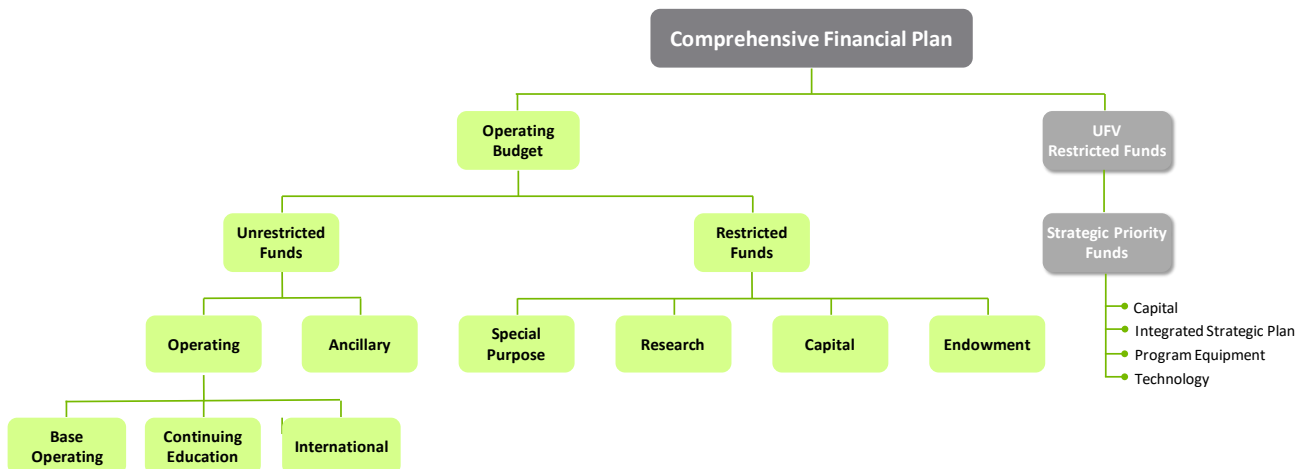
The 2022-23 Budget was developed with strategic intention, aligning resources to university priorities while being mindful of the impact on individuals, programs, and institutional financial sustainability. Opportunities for renewal, restructuring and investment were identified through reallocation of vacant positions to areas of priority and maximizing efficiencies and savings in non-salary expenditures.

It is through the combined efforts and continued commitment of our amazing faculty, staff, and students that UFV has been resilient and financially stable. The 2022-23 Budget demonstrates our continued commitment to advancing our goals and priorities while ensuring the core academic mission remains strong and financially sustainable.

FRAMEWORK

UFV's consolidated budget is prepared using Public Sector Accounting Standards (PSAS), which is consistent with the reporting required for the annual audited financial statements. The consolidated budget reflects the university's entire operations including both unrestricted and restricted funds (Figure 1).

Figure 1: Framework for Consolidated Budget



Operating Budget

Operating budget refers to the university's annual operating budget and uses fund accounting to segregate major activities and funding sources.

Unrestricted Funds

Unrestricted funds are funds over which the university has spending and allocation flexibility and authority. Main unrestricted revenue sources are government operating grants, student fees, investment income, and sales of services and products. Major expenditure items include salary and benefit costs, facilities operations, scholarships, materials, and contracted services.

Budgets in the unrestricted funds are developed using a hybrid Responsibility Centered Management (RCM)¹ budget methodology that incorporates a shared revenue model to allocate resources. Revenue-generating centers allocate a portion of their revenues to cover administration, technical and student support, facility maintenance and other overhead costs.

The largest unrestricted fund is the operating fund which includes the ongoing operating expenses of the institution and recognizes revenues from the university's primary activities. Although categorized as unrestricted, there are various targets and expectations linked to the provincial funding envelope within this fund.

¹ <https://www.ufv.ca/media/assets/budgets--planning/budget-model-review/UFV-Budget-Model.pdf>

Restricted Funds

Restricted funds include funds received from external agencies, donors and organizations for specific purposes, or funds allocated for specific activities such as capital investment. Revenue sources include research or capital grants, donations and endowed funds, and contracted services. Restricted revenues are recognized in the fiscal year in which they are spent and must be spent within the limitations of the funding as directed by the external agencies, donors and organizations that contributed the funds to the university.

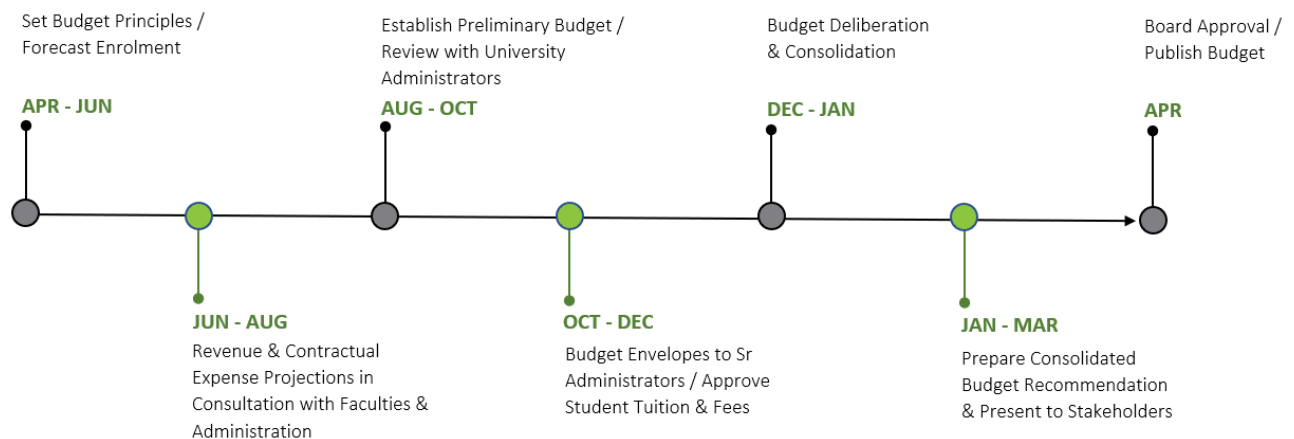
UFV Restricted Funds

UFV Restricted Funds are one-time funds generated from general operating surpluses. These funds are an important part of UFV’s financial planning as they are reserved and strategically used to finance initiatives and project priorities of the institution such as capital assets, program equipment, technology needs, and one-time initiatives to achieve UFV’s goals. Allocations of funding for the Capital Plan, including program equipment renewal and technology infrastructure renewal are included in Table 4 p.21 under the Capital Fund. One-time funding allocations to support the Integrated Strategic Plan are approved based on the 2021-22 operating surplus and listed in Appendix B.

Budget Planning Cycle¹

The budget planning cycle runs year long and includes input and regular consultation with university stakeholders.

Figure 2: Budget Development Timeline



¹ <https://www.ufv.ca/media/assets/budgets--planning/2022-23-Budget-Timeline.pdf>

BUDGET PLANNING CONTEXT

The Consolidated Budget Plan is the mechanism for allocating resources to achieve the university's integrated Strategic Plan – IYAQAWTXW (House of Transformation) 2021-2026¹, approved in February 2021. It ensures financial resources are aligned with the institution's priorities and areas of focus.

The context and significant assumptions for the 2022-23 Budget are as follows:

- There is considerable financial uncertainty regarding the economic impact and recovery from the COVID-19 pandemic. Potentially high unemployment rates may offer opportunities for reskilling Canadians but may also limit international travel and access for international students. Student enrolments are expected to be uncertain for budget planning for 2022/23.
- UFV is susceptible to trade-related uncertainties and risks related to protectionism, geopolitics and the impact of COVID-19 on the economic outlook of the province, country, and world.
- Restrictions due to the COVID-19 coronavirus pandemic are expected to continue until there is a widespread vaccination or until widespread immunity is established. The University will be guided by health and safety recommendations from the Provincial Health Authority and the Ministry of Advanced Education and Skills Training.
- UFV activities will align with government goals, expectations, priorities, and accountabilities included in the Budget Letter², Mandate Letters³, Ministry of Advanced Education and Skills Training 2021/22 – 2023/24 Service Plan⁴, and the University Act⁵.
- Operating grant funding is not expected to be increased for FTE growth or general inflationary costs; targeted funding may be received for additional FTE that align with the Ministry's key strategies to achieve their goals. Funding for Adult Basic Education and English-language Learning is directly linked to FTE targets established annually by UFV and the Ministry.
- The Ministry of Advanced Education and Skills Training is expected to conduct a review of post-secondary education operating grant funding.
- The current Collective Agreement will end March 31, 2022. The mandate for the next round of collective bargaining has not yet been set.

¹ [UFV-integrated-strategic-plan-2021-2026_p2.pdf](#)

² <https://www2.gov.bc.ca/assets/gov/education/post-secondary-education/institution-resources-administration/budget-letters/budget-letter-university-of-the-fraser-valley.pdf>

³ https://www.ufv.ca/media/assets/board-governors/121833_2021MandateLetter_UFV_Signed.pdf

⁴ [Ministry of Advanced Education and Skills Training 2021/22 - 2023/24 Service Plan \(gov.bc.ca\)](#)

⁵ http://www.bclaws.ca/Recon/document/ID/freeside/00_96468_01

- Implementation of apprenticeship ratios on public infrastructure projects, the community benefits framework, and harmonization of training of Red Seal trades across BC and the country have the potential to affect apprenticeship in the coming years¹. ITA funded programs will be offered consistent with the approved ITA training plan and funding in accordance with agreement.
- Government funding for capital and maintenance projects include a cost-sharing commitment; the University will be required to contribute to the cost of approved major renovations, upgrades and capital projects. The 5-Year Capital Plan and the Campus Master Plans will provide direction for projects.
- The Government's climate plan² outlines significant greenhouse gas emission reduction measures. The university is expected to align operations with the Clean BC plan.
- Domestic student tuition and mandatory fees are guided by the Ministry's Tuition Limit Policy³. Programs with differential fees will be reviewed periodically.
- UFV will participate in the Post-Secondary Administrative Services Collaborative (ASC)⁴ program, a collaboration on administrative and support services between B.C.'s 25 public post-secondary institution. Administrative service efficiencies and shared services through ASC will be considered where consistent with UFV goals and where savings can be realized.
- UFV will adhere to taxation, legislative, contractual and regulatory requirements.

¹ <https://www.itabc.ca/sites/default/files/docs/about-ita/service-plan/Service%20Plan%202020-2021%20to%202022-2023.pdf>

² https://blog.gov.bc.ca/app/uploads/sites/436/2019/02/CleanBC_Full_Report_Updated_Mar2019.pdf

³ <http://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/tuition-limit-policy>

⁴ <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/administrative-services-collaborative>

PLANNING & PRIORITIES

Vision, Mission, Values

Our vision

UFV will be known as a gathering place for learners, leaders, and seekers. We will pursue diverse pathways of scholarship, leading to community connection, reconciliation, and prosperity, locally and beyond.

Our values

Integrity | letse o sqweleweł

We act honestly and ethically, upholding these values and ensuring our mission is delivered consistently.

Inclusivity | lexwsq'eq'ostexw

We welcome everyone, showing consideration and respect for all experiences and ideas.

Community | st'elt'elawtexw

We cultivate strong relationships, acting as a hub where all kinds of communities — educational, scholarly, local, global, and cultural — connect and grow.

Excellence | ey shxweli

We pursue our highest standard in everything we do, with determination and heart.

Our mission

Engaging learners, transforming lives, building community.
yoystexw ye totilthet, ayeqet kw'e shxwaylexws, thayt kw'e st'elt'elawtexw

Our goals

Provide inclusive learning environments for everyone.

Provide opportunities for people to discover, develop, and share their gifts while also recognizing and celebrating the gifts of others.

Collaborate and partner in pursuits that enrich the lives of all people on our campuses, in our local communities, and beyond.

Priorities

The 2022-23 budget is the mechanism by which resources are allocated to achieve the strategic plans and priorities of the university. Investment priorities for 2022-23 align with the university Integrated Strategic Plan (ISP) – the IYAQAWTXW (House of Transformation) - and continue to build on investment priorities of prior years. The strategic themes that emerged from the ISP are the basis for prioritizing investments in the following areas:

Indigenization and Reconciliation

To see Indigenous students and communities reflected in UFV and embrace and fulfill our commitment to Aboriginal Peoples. (Board policy BRP-200.05)¹

Equity, Diversity, and Inclusion (EDI)

To implement inclusive excellence principles² to advance equity, diversity, and inclusion; commitment to implement the Equity, Diversity, & Inclusion Action Plan 2020/21³ and to integrate equity, diversity, and inclusivity into all that we do.

Applied Research

To integrate research and education through research opportunities for faculty that engages our students, establishes partnerships and alliances with other post-secondary institutions, community stakeholders, and private industry.

Student Experience and Success

To support students through flexible service options, programming and activities that encourage domestic and international students to achieve their goals. Create opportunities to incorporate experiential learning both inside and outside of the classroom.

Lifelong Learning

Provide accessible and flexible opportunities to support personalized, lifelong learning.

Personal and Professional Development

To develop strategies and supports that take a holistic approach to employee and student health and wellness; to support employee professional development through a lead learner strategy.

Engagement with Community

To model civic engagement and social responsibility by committing to our communities; develop meaningful community partnerships and action-oriented projects that support social innovation, economic development, and environment sustainability.

In achieving these priorities, we emphasize UFV values, as well as sustainability, responsible resource allocation, accountability, and quality assurance.

¹ <https://www.ufv.ca/media/assets/secretariat/policies/BRP-200.05-Fulfilling-Our-Commitment-to-Aboriginal-Peoples.pdf> . See also <https://www.univcan.ca/media-room/media-releases/universities-canada-principles-on-indigenous-education/>

² <https://www.univcan.ca/media-room/media-releases/universities-canada-principles-equity-diversity-inclusion/>

³ <https://www.ufv.ca/president/presidents-task-force-on-equity-diversity-and-inclusion/equity-diversity-and-inclusion-action-plan/>

BUDGET OVERVIEW

The university uses fund accounting to segregate major activities and funding sources. It provides enhanced accountability, control, and stewardship of the university's funds.

The base operating fund includes all activity related to the delivery of academic, vocational, and developmental programming offered by the university, including instructional delivery, student support, facility operations, general administration, and governance. Revenues in base operations consist mainly of government operating grants and domestic student tuition and fees.

Activities in funds outside of the base operating fund generate revenue to cover direct costs and contribute to the base operating and capital funds. International tuition and fees are collected as part of the non-base fund and contributes for the cost of instruction and student support services for international students recognized in the base operating fund. The base operating fund and the capital fund are reliant on net revenues generated by the university's non-base, ancillary and special project activities (Table 1). The aggregate of these activities allows the university to operate in an all funds, no deficit position.

With a balanced budget mandate, consolidated revenues and expenditures for 2022-23 are budgeted to increase by 2.4% (1.0% in 2021-22, 6.8% in 2020-21, 8.6% in 2019-20) to \$161M, an increase of \$3.7M over prior year. See Schedule 1 for a detailed consolidated budget summary.

Table 1: UFV Consolidated Operations, net year-over-year comparison prior to inter-fund transfers (\$ thousands)

	Base		Total	Research			2022-23	2021-22	Change Increase (Decrease)	% Chg
	Operating	Non-Base	Operating Budget	Ancillary Services	& Special Purpose	Capital	Consolidated Budget	Consolidated Budget		
Revenue Budget	\$ 105,756	\$ 37,544	\$ 143,301	\$ 6,562	\$ 4,857	\$ 6,398	\$ 161,119	\$ 157,399	\$ 3,719	2.4%
Expense Budget	128,911	11,122	140,033	4,440	4,733	11,912	161,119	157,399	3,719	2.4%
	(23,155)	26,422	3,268	2,122	125	(5,514)	-	-	-	
Interfund Transfers										
Capital Allocations	(1,478)	(3,048)	(4,526)	(988)	-	5,514	-	-	-	
Fund Balance	\$ (24,633)	\$ 23,374	\$ (1,258)	\$ 1,134	\$ 125	\$ -	\$ -	\$ -	\$ -	

Strategy for approaching the 2022-23 Budget

Three main strategies guided our approach to the 2022-23 Budget:

- Guided by approved budget principles (Appendix A) the budget commits to aligning resources to achieve university priorities, being mindful of the impact on individuals, programs, and institutional financial sustainability. Using these principles, the budget strategically reduces, reallocates and invests new funding to achieve priorities rather than an 'across the board' approach;
- Prepare for planned enrolment, ensuring programming, instruction and support are in place to meet planned future students;
- Develop a comprehensive financial plan by integrating operating budget planning together with planning for university restricted resources, coordinating all funds to reduce risk and achieve the strategic priorities of the university.

The 2022-23 consolidated budget was balanced (Table 2) with an additional \$3.7M in revenues. The total increase was largely driven by the increased student enrolment projections. The additional revenue was utilized to cover operating costs and hire new faculty and support positions in priority areas. Provincial grant funding of \$875K was broken out from amortization of deferred contribution to recognize the \$875K of maintenance and minor repairs activity funded but not capitalized.

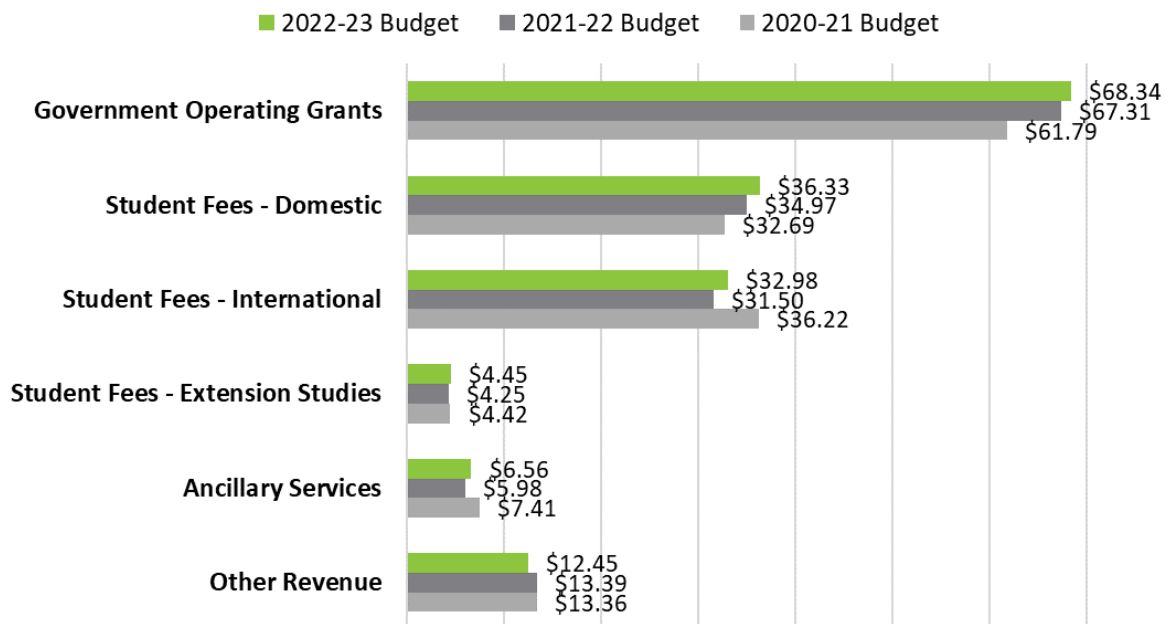
Table 2: UFV 2022-23 Final Consolidated Budget compared to Preliminary Budget position (\$ thousands)

	2021-22		2022-23			
	Consolidated	Incremental	Consolidated		% Change	
	Budget	Change	Budget			
Revenues:						
Gov't Operating Grants	\$ 67,313	\$ 1,029	\$ 68,342	↑	1.5%	
Student Tuition & Fees	70,736	3,047	73,783	↑	4.3%	
Other Revenue	12,457	520	12,977	↑	4.2%	
Amortization of Def. Cont.	6,893	(875)	6,018	↓	(12.7%)	
	157,399	3,720	161,119	↑	2.4%	
Expenditures:						
Salaries & Benefits	114,839	2,116	116,955	↑	1.8%	
Non-Salary Expenses	32,810	1,604	34,414	↑	4.9%	
Amortization	9,750	-	9,750		0.0%	
	157,399	3,720	161,119	↑	2.4%	
Net Budget Position	\$ -	\$ -	\$ -			

CONSOLIDATED REVENUES

Revenues from government operating grants and student fees are UFV’s largest sources of revenue, totaling 88% or \$142M of a total budget of \$161M. Since 2019-20, total student fees make up the largest portion of the budget. In 2022-23, \$73.8M or 46% of total revenues come from student fees, and \$68.3M or 42% of revenues in government operating grants (Figure 3).

Figure 3: Consolidated Revenue Budget Comparison 2022-23 to 2020-21 (\$ millions)



Government Operating Grants

Government operating grants increased by \$1.0M to \$68.3M for 2022-23, an 1.5% increase over 2021-22. A shift in accounting practice accounts for \$900K of this increase, with restricted funding for annual building maintenance and minor repairs now recognized as annual grant revenue rather than capitalized. With no general wage increases in this budget, Government grant funding decreased to 42% of total budgeted revenues from 43% in 2021-22.

Salary and Benefit Funding

This budget does not include increases to government grants or salary expense budgets past the expiry of the agreement on March 31, 2022, with the assumption that any general wage increases negotiated as part of future agreements will be funded by the government.

Student Funded Spaces

The university is expected to deliver education for 6,716 full time equivalent domestic (FTE) student spaces with the provincial operating grant funding from the Ministry of Advanced Education and Skills Training (AEST). Except for 40 spaces for new Technology programming in 2019-20, this target has not changed in the last 9 years. Other than specific targets for health and developmental programming, the university has discretion to choose the

programs it wishes to deliver with AEST funding. Industry Training Authority (ITA) grant funding is tied to specific trades and technology programs.

UFV does not receive grant funding for international student spaces in any programs.

Estimated FTEs for the 2022-23 budget are calculated based on program and course plans submitted by Faculties as part of the annual budget process (Table 3).

Table 3: Historical FTE Trends to Advanced Education & Skills Training Ministry Target

	2020-21 Ministry FTE Target	2020-21 Final FTE	2021-22 Ministry FTE Target	2021-22 Interim FTE Projection	2022-23 Projected Ministry FTE Target	2022-23 Planned FTE
Health	475	457	475	494	475	487
Developmental	325	302	325	227	325	322
Tech Expansion	40	41	40	51	40	40
AEST Balance	5,876	6,019	5,876	5,868	5,876	5,965
AEST Total Targeted FTE	6,716	6,819	6,716	6,640	6,716	6,814
Industry Training Authority		548		777		722
International		1,470		1,201		1,577
Total FTE		8,837		8,618		9,113
<i>AEST % FTE to Target:</i>		<i>101.5%</i>		<i>98.9%</i>		<i>101.5%</i>

Student Fees

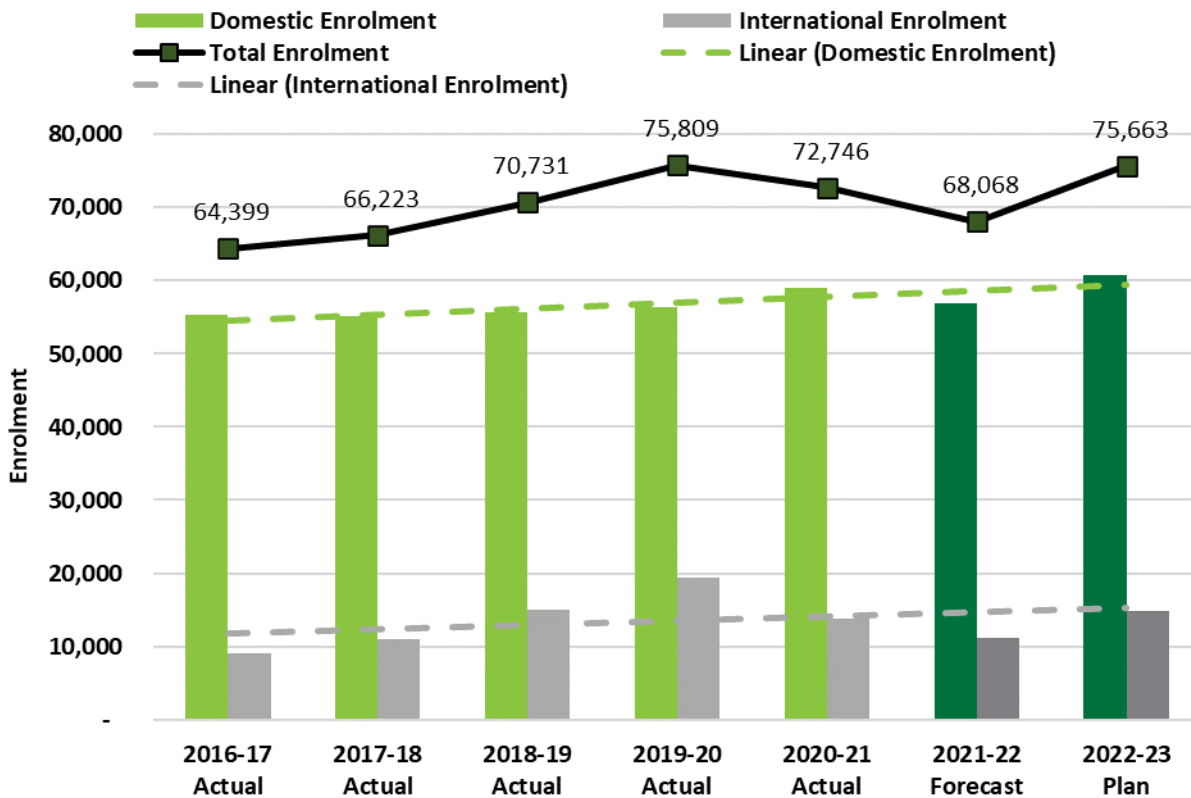
Student fee revenues are 46% of total revenues (45% in 2021-22) and are directly linked to annual enrolment plans. This revenue is projected to be up by \$3.0M over prior year to \$73.8M.

Domestic student enrolments at UFV peaked in 2011-12 and then a gradual decline until 2018-19 (Figure 4). In 2020-21, domestic student numbers increased and exceeded Ministry student FTE targets. However, FTE projections for 2021-22 are expected to be slightly below the Ministry FTE target. Nationally and provincially, the number of college-age citizens has been declining, but projections indicate that from 2022 onwards, the Fraser Valley will see a growing college-age demographic. The enrolment plans for 2022-23 factor in further domestic student enrolment growth.

For the three years prior to COVID-19 in 2020-21, the university experienced significant growth in international student numbers, exceeding budget targets each year. With the advent of COVID-19 and related travel restrictions and study permit processing delays, new international student numbers declined. During this time, the university has also seen record numbers of international student’s graduating (over 900 graduated since Fall 2020) resulting in fewer returning students. As a result, the university did not achieve international revenue targets in 2020-21 or 2021-22. While the numbers of new first year students have been lower since the start of the COVID-19 pandemic, current application numbers suggest growth in new first year international students. The enrolment plan for 2022-23 reflects the strong international application numbers and anticipates that international student numbers at UFV will begin to increase again going forward.

Overall, the 2022-23 budget plan anticipates approximately 65 more full-time equivalent domestic students and 30 more international students than the prior year budget. Overall, domestic student fee revenues for academic programming increase by \$1.35M and international student fee revenues increase by \$1.48M.

Figure 4: Enrolment Trend 2016-17 to 2022-23



Other Revenue and Ancillary Revenue

The change in Other Revenue is related to the shift in accounting practice for annual building maintenance and minor repairs referenced earlier. Ancillary Services revenues increase by \$587K with the assumption that on-campus activity returns, and students and employees begin to utilize campus services again. The increase is used to reinstate contributions for debt repayment, capital renewal and repairs, budgets that were temporarily suspended to balance the prior year budget.

CONSOLIDATED EXPENDITURES

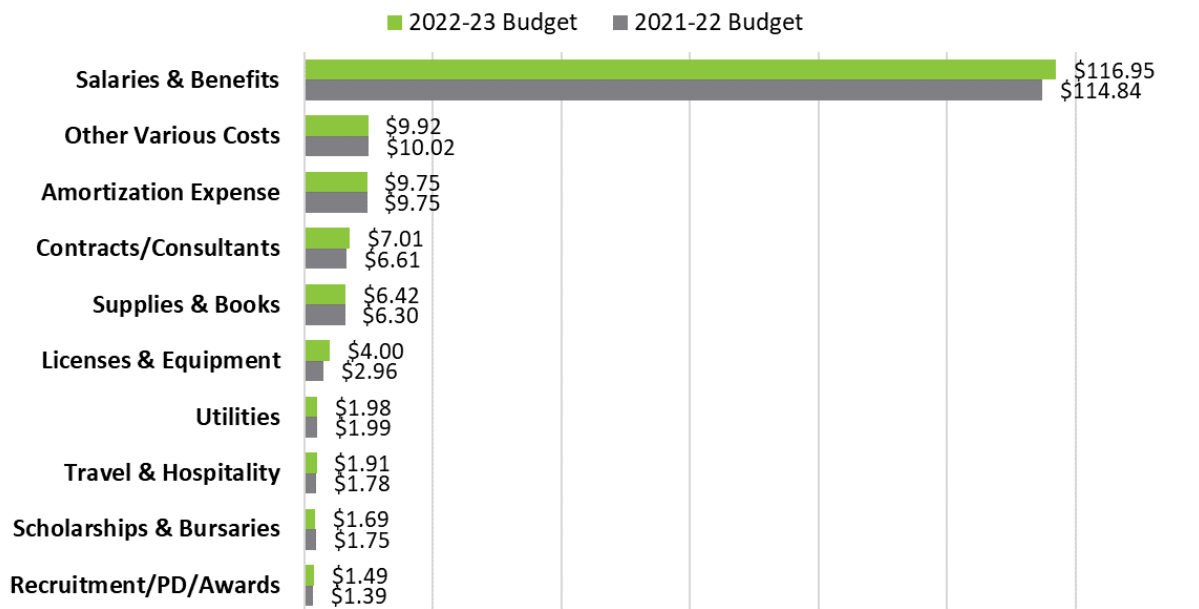
Salaries and benefits

Salaries and benefits are the university’s largest expenditure and account for 73% of consolidated expenditures (Figure 5). Total salaries and benefits increased by \$2.1M or 1.8% to \$117M. The preliminary position began with a net increase of \$950K for contractual salary and benefit increments and adjustments. Investments in faculty and support positions added an additional \$1.2M to salaries and benefits.

Non-salary expenditures

Non-salary budgets, excluding amortization expense, make up 21% of total budget expenditures. Non salary budgets increased by \$1.6M (4.9%) to \$34.4M. The main driver of these increases is software licenses, with smaller increases attributed to obligations for insurance, campus security, janitorial supply, and increased travel costs to comply with changing travel guidelines for athletic teams. (Figure 5)

Figure 5: Distribution of 2022-23 Consolidated Expenditures (\$ millions)



INVESTMENTS

Budget 2022-23 decisions were guided by the university's budget principles (Appendix A) to support achievement of the university's integrated strategic plan. Investments to achieve the strategic plan are categorized and framed within the context of the budget priorities and principles for accountability. Although some investments fit multiple priorities, they are only highlighted once to avoid confusion.

Indigenization and Reconciliation

UFV's Indigenization plan is guided by the vision *Lálém ye mestiyexw* or "House of the Peoples," which mirrors the Stó:lō longhouse structure. *Lálém ye mestiyexw* is both a communication mechanism and a structural model for Indigenization at UFV. This plan and vision, adopted by Senate in May 2021, underpins and supports UFV's Integrated Strategic Plan – IYAQAWTXW (House of Transformation); particularly the strategic imperatives of honouring Indigenous knowledge at all touchpoints of learning, dismantling settler colonialism by centering Stó:lō ways of knowing and being, and commitment to achieving the Calls to Action from the *Truth and Reconciliation Commission* and the *United Nations Declaration on the Rights of Indigenous Peoples*.

The 2022-2023 budget continues to invest in areas to support the building of *Lálém*. This year's budget supports a structural reorganization to improve Indigenous participation. It also includes a support position within the Indigenous Affairs office and funding for the expansion of Halq'eméylem language instruction.

Previous budget investments included the development of Indigenous Studies major/minor and certificate programs, support for incorporating Indigenization and Indigenous ways of learning into curriculum, and funding for five new Indigenous faculty positions that will bring a comprehensive understanding of the lived experience of Indigenous peoples and can provide experienced teaching and mentorship to Indigenous students. Hiring for the last two of the five approved positions is in progress; the 2022-23 Budget adds funding for one more Indigenous hire.

Equity, Diversity, and Inclusion (EDI)

Inclusivity is one of UFV's core values and the university is committed to integrating equity, diversity, and inclusivity (EDI) into all aspects of the institutional culture. An EDI Action Plan was developed in 2020-21 that identifies 4 overarching goals and recommendations to achieve them.¹

The 2022-23 budget builds on last year's investments in an EDI Director and funding for EDI training with funding for a new conflict resolution, mediation & harassment prevention position to manage both harassment prevention and discrimination under the Human Rights legislation. A new faculty position within Social Justice and Global Stewardship with a focus on peace and conflict studies has been added to support growth in this program area. The budget also includes the addition of an exam coordinator within the Centre for Accessibility Services to support the removal of barriers to student inclusion and success.

Student Success

UFV recognizes that the success of its students requires supports and experiences which positively impact their intellectual, physical, professional, psychological, social, and cultural well-being. The pandemic challenged the university to find creative ways to deliver programming and supports to students. Many of the online instructional

¹ <https://www.ufv.ca/president/presidents-task-force-on-equity-diversity-and-inclusion/equity-diversity-and-inclusion-action-plan/>

programs and student support programs and platforms are valued by students. This budget invests in the ongoing commitment to delivering flexible programming and support options for our students.

To deliver on instructional programming, 10 net new faculty positions are added for program renewal, expertise, demand, or changing needs.

Recognizing that student academic needs are complex and diverse, a new Director will be responsible for ensuring a holistic and coordinated approach to student academic support and for key aspects of the student learning journey; they will also lead and contribute to institutional initiatives which advance student progress, retention, and success.

An investment in student wellness will connect multiple support services and take a proactive approach to student health and wellness. Expanding front desk student service support on the Chilliwack campus will help reduce barriers and increase accessibility of support services across campuses and platforms.

In the area of Continuing Education, an investment will be made to support and coordinate access to experiential learning opportunities and work placements across the many diverse program offerings.

The need for IT support has grown significantly as the university now offers programming and support services on campus, online, and in various forms of hybrid delivery. Additional investment in the IT Service Desk will support and improve the student experience and extend service hours.

Applied Research

A strategic emphasis on applied research at UFV supports achievement of our institutional goals of community engagement, providing experiential learning opportunities for students, and developing new knowledge that enhances understanding and provides benefit to society. UFV is currently engaged in the development of a new five-year Strategic Research Plan: *Research that Transforms (2022-2027)*. This plan will provide direction and goals to incorporate applied research into the student experience, support interdisciplinary research, and engage with external community and industry partners.

The development and support of UFV research centres, institutes and designated laboratories through innovation funding and administrative support has provided students with paid research experience, built connections with external partners, and provided mentoring opportunities. UFV is continuing funding for a support position for the research centres and institutes in 2022-23.

Lifelong Learning

Lifelong learning supports and provides opportunities for individuals at different stages in life and careers, building on their experiences, and providing the opportunities they need and want on their learning journey. In addition to previous investments in student prior learning assessments, UFV is investing in curriculum redesign. Curriculum redesign will focus on building flexibility and laddering pathways, experiential learning opportunities, recognition for prior learning, and Indigenous ways of knowing into our programs.

A reorganization of faculty units has established a new Faculty: *Faculty of Education, Community and Human Development*. The units in this Faculty connect education to all stages of life – Early Childhood Education, Teacher Education, Masters of Education, Youth and Family Studies, and Adult Education.

Personal and Professional Development

The Tenure and Promotion system at UFV was developed to inform, support, and encourage the professional and knowledge growth and goals of teaching faculty. Ongoing funding has been added to this year's budget to mentor and support faculty in achieving their professional aspirations.

Opportunities for research and scholarly activity continue to be supported, delivered, and funded through various means at the institution and Human Resources has introduced ongoing learning and development workshops on a variety of topics available to all employees of the University.

Engagement with Community

The pandemic has highlighted the need for effective and ongoing communications through multiple platforms as a means for sharing information and engaging with students and employees, and our external community and stakeholders. An investment in university communications will support improved and timely communications in this changing environment.

Building on prior investments in web design and content management, UFV is adding support for integrated marketing campaigns, as well as a digital engagement strategist with a focus on reaching and better serving the needs of our alumni. Resources have also been added to support and coordinate changing outreach campaigns and events in the Advancement Office.

Sustainability

Environmental sustainability is a key focus of government mandates. UFV is committed to modeling sustainability and developing meaningful community partnerships and action-oriented projects that support environmental sustainability. To support leadership of this important focus, and with matching funding from our utility partners, UFV is adding a Director to give leadership to the Center for Environmental Sustainability.

In related academic programming, a new faculty hire in the School of Land Use & Environmental Change is funded with a focus on community and regional planning.

Accountability & Quality Assurance

The past few years have highlighted the value and the necessity of being able to quickly adapt to changing operating environments while also balancing institutional risks and operational sustainability. A reorganization of units results in the creation of a General Council office to provide strategic legal counsel and provide institutional oversight to ensure legal assessment and compliance, protecting the University from undue liability and reputational risk. A further reorganization combines risk planning and management with financial planning and resource allocation in a revised portfolio of Resource Planning and Enterprise Risk. These re-organizations and reallocations result in a new General Counsel and additional support for managing organizational risk.

To assist with changing operating environments in health and athletics programming, general administrative and oversight support has been added to these areas. Additional support resources are added to the program review office that provides assurance for quality of existing and new instructional programming at UFV.

To preserve and maintain long term holdings of the university a new Archivist position will be added to complete a comprehensive catalogue of historical and archival holdings and establish a formal archive. This archive will ensure that the deep history the university has established with the communities it serves is preserved.

The university continues the work of a major upgrade to the university enterprise resource planning (ERP) system. Ongoing resources will support the transition and the implementation of new functionality and processes, and ensure the university stays on target with this project and stays current with emerging ERP functionality.

UFV has an ambitious capital plan with numerous approved projects and additional projects in progress (see Table 4 p. 21 Capital Fund). Resources in project management, technology infrastructure and financial reporting have been added from project funding to support the successful completion of these capital projects.

BUDGETS BY CATEGORY

UNRESTRICTED FUNDS

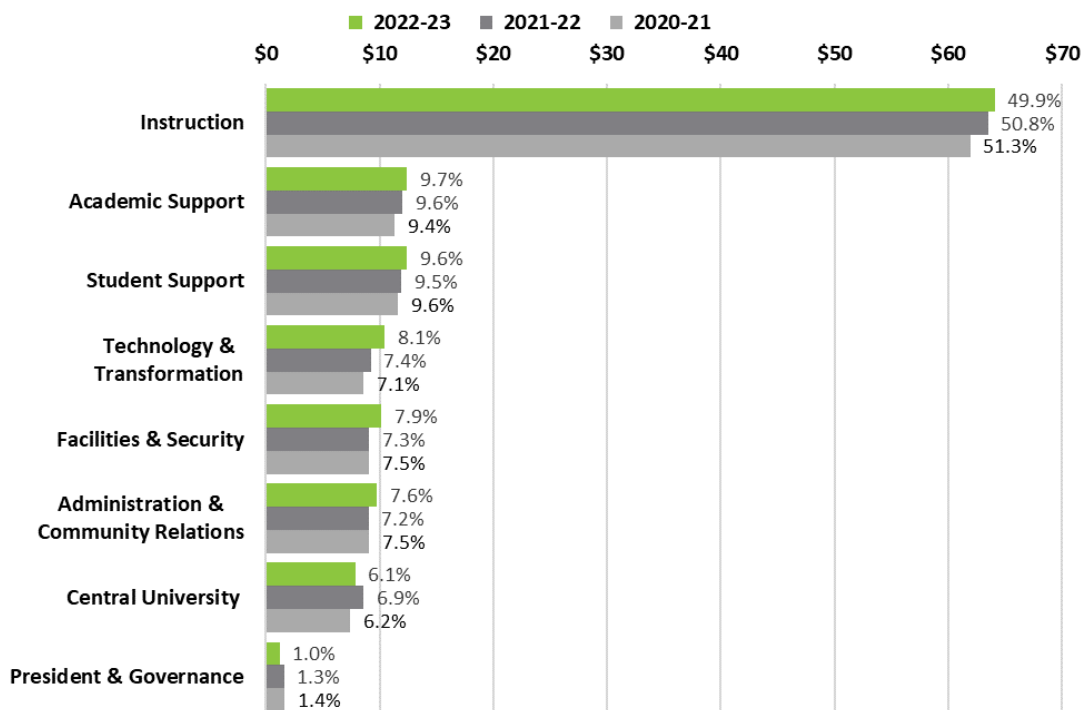
Operating Fund

Figure 6 shows broad expenditure categories and resource allocation decisions within the operating fund over the past three years. The chart reflects both the dollar budget value spent in each category, but also the percent of the total budget for each fiscal year. The reductions, reallocations and investment choices in this year’s budget are reflected in the category allocations for 2022-23.

Intentional investments in technology and the necessary support to achieve the pedagogical and business process transitions to accommodate online instruction and student support services is highlighted by a larger percentage of the budget allocated to these activities this year. The largest increase in total dollars is in Technology (\$1.2M) and Facilities & Security (\$1.1M). This recognizes the impact of inflationary cost pressures, the additional costs of new/increased technology licenses and related support services, and the costs of adequately supporting our capital plans. Direct instructional costs in academic programming (Instruction) is still the largest portion of the operating budget at 50% of total budget.

While Figure 6 is an indication of how budget resources are allocated at UFV, Appendix E provides comparative Financial Information of Universities and Colleges (FIUC) based on an annual publication that is jointly prepared by the Canadian Association of University Business Officers (CAUBO) and Statistics Canada. Appendix F offers a summary of changes in the Operating Funds by portfolio.

Figure 6: Base Fund Budget by Category (\$ millions) and a % of Total Base Budget

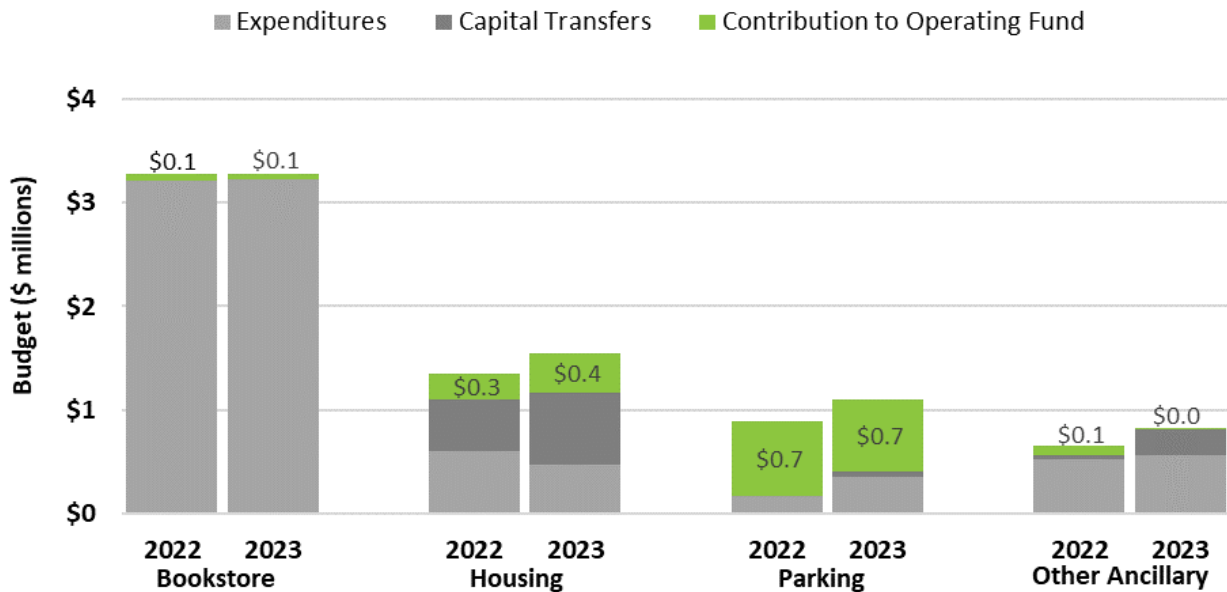


Ancillary Fund

The Ancillary Fund accounts for the university’s business enterprise that provides services and products to the university community including the bookstore, print services, student housing, food services, conferencing services and parking. These services operate as a self-sustaining unit, funding direct costs, capital repairs and maintenance, and related capital assets. Prolonged health restrictions and fewer students and employees on campus had a significant impact on 2021-22 ancillary revenues. The 2022-23 Budget assumes significant on-campus activity throughout the year, anticipates that some health restrictions will remain and that there may be some enduring impact to campus service operations. It also assumes that UFV will continue to offer 30% of academic programming on-line.

Additional revenues in the 2022-23 Ancillary Budget are mainly attributed to demand for campus services resuming on campuses. Small increases in student housing rates and parking rates cover related inflationary costs. Capital allocations for debt repayment and capital maintenance and repairs were temporarily deferred for one year to manage the 2021-22 budget. These allocations have been reinstated in the 2022-23 budget.

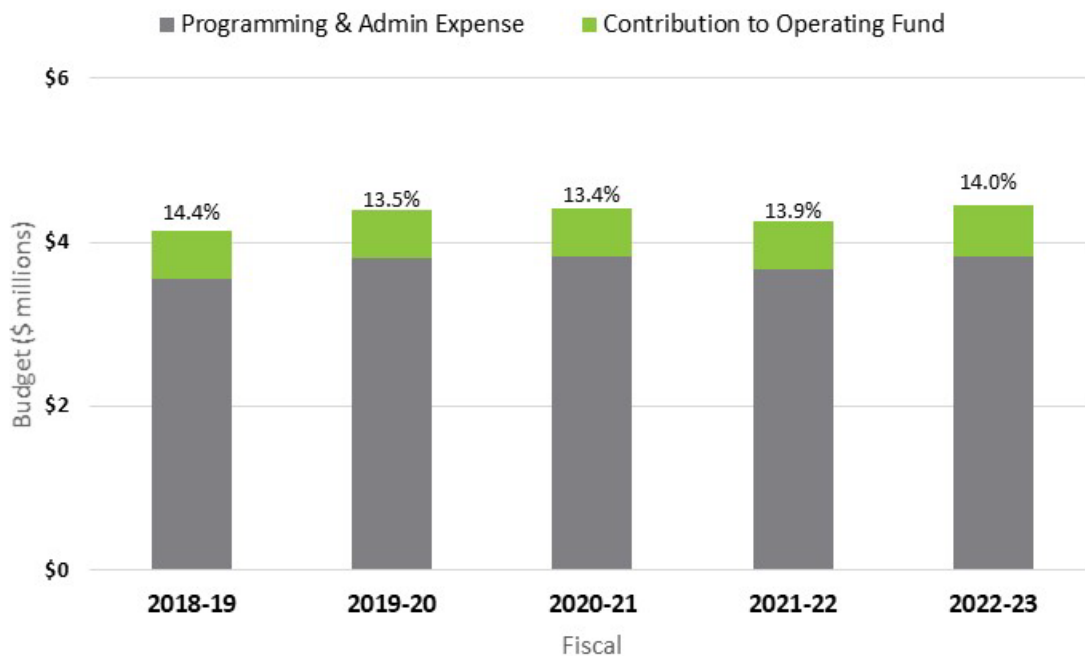
Figure 7: Prior Year Comparison of Ancillary Services Budget and Contribution to Base Operating Fund (\$ millions)



Extension Studies

Extension studies includes programming for community based continuing education, part-time vocational and trades training, and contract training provided to industry partners. These programs operate as self-sustaining units funding direct costs and contributing to base operations. Extension studies have consistently contributed approximately 14% of their revenues (\$600K) to base operations while providing additional training and education to our local communities and industry partners. Extension studies revenues are budgeted to remain relatively consistent to prior year (Figure 8).

Figure 8: Extension Studies Budget (\$ millions) and % Contribution to Base Operating Fund



International Fund

International student education has seen significant growth since 2018-19 (Figure 9). The impact of COVID-19, including travel restrictions and challenges for international students to receive study permits, has resulted in a reduction to international enrolments in the last two years. The international recruitment budget covers student recruitment costs, international office administration, and contingency budget for international enrolment. The cost of educating and providing student services to international students is reflected in the contribution to the university's operating fund. International student fees revenue also contributes to the capital fund to support the development and maintenance of the university's infrastructure.

Figure 9: International Budget (\$ millions), and Enrolments



International enrolments are expected to grow again as Covid-19 immunizations increase and travel restrictions ease. Additionally, in 2021 the Federal government introduced an initiative that creates more permanent residence pathways for international students making it more attractive for international students to study in Canada.

International student tuition and fees are approximately 21% of the university's revenue budget. The impact of COVID-19 to international enrolments will continue to be monitored and cost mitigation strategies will be employed if enrolments for 2022-23 do not achieve targets.

RESTRICTED FUNDS

Capital Fund

UFV’s capital plan is fundamental to achieving our vision of becoming known as a gathering place for learners, leaders and seekers; for supporting diverse pathways for scholarship and community connections. Our physical spaces contribute significantly to engaging learners, transforming lives, and building community.

The capital plan focuses on creating spaces that align with strategic directions and addresses safety and deferred maintenance priorities.

Funds for capital investment come from a combination of government contributions, budget contributions and UFV restricted reserves for capital investment. Debt financing opportunities are limited by government direction and currently a specific debt fund is available to support student housing projects. UFV has applied for new housing spaces from this fund.

The following three year-capital budget includes approved major capital projects, as well as annual renovations, maintenance, and repair projects. These projects are funded from a combination of UFV reserves, annual Ministry contributions for renovations and maintenance, and Ministry funding for specific major projects.

A five-year capital plan that includes major projects in the planning stages but not yet approved for funding will be brought forward separately.

Table 4: UFV Approved Projects and Annual Maintenance & Repairs Budget (\$ thousands)

	2022-23	2023-24	2024-25
Major Capital Projects - New Construction, Renovations & Deferred Maintenance			
Building 1041 capital lease & renovation ¹	\$ 6,000	\$ -	\$ -
Mission Campus renewal	5,050	2,900	
Dining Hall expansion ²	1,100	7,400	
Faculty & student space - D Bldg 3rd floor - Abbotsford ³	5,800		
	17,950	10,300	-
Annual Maintenance & Repairs, ITS Infrastructure, Program Equipment Renewal			
Minor renovations & repairs ⁴	3,890	3,000	3,000
Technology infrastructure ⁵	3,000	2,000	1,500
Program equipment renewal	500	500	500
	7,390	5,500	5,000
Approved Projects, Maintenance & ITS Infrastructure	\$ 25,340	\$ 15,800	\$ 5,000

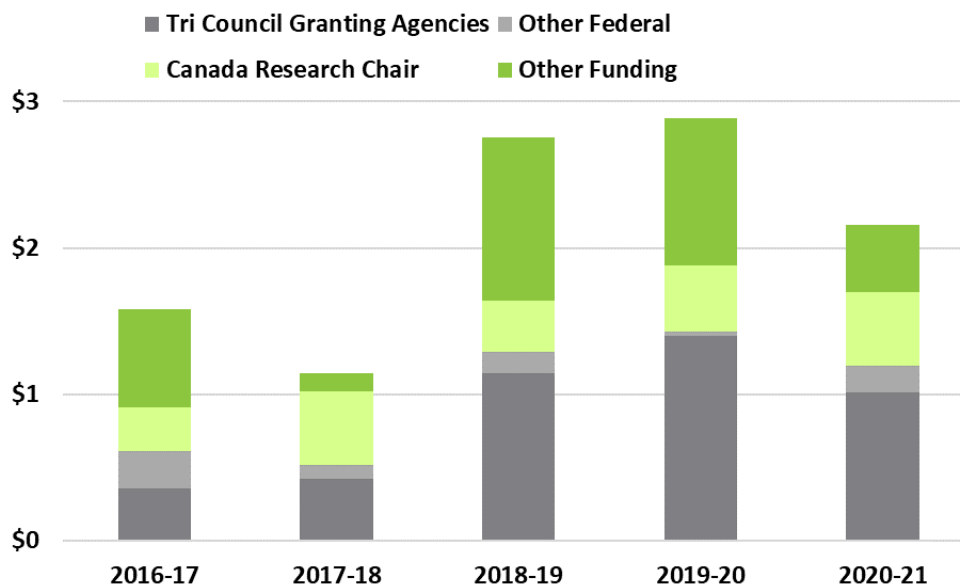
Notes

- ¹ Includes \$5M Ministry funding
- ² Includes \$8M Ministry funding
- ³ Includes \$4M Ministry funding
- ⁴ Includes \$2.975 Ministry funding
- ⁵ Includes \$1.4M Ministry funding

Research Fund

Activity in this fund is funded by grants and contracts restricted for specific research activity. Tri-Council granting agencies providing sponsored research grants include the Natural Sciences & Engineering Research Council (NSERC), Social Sciences and Humanities Research Council (SSHRC), and Canadian Institutes of Health Research (CIHR). Funding for Canada Research Chairs (CRC) and research funded by business and industry partners rounds out activity in this fund. Figure 10 shows the research funding received and recognized over the past 5 years.

Figure 10: Research Income 2016-17 to 2020-21 - Actuals (\$ millions)



UFV is currently in the process of posting a Tier 2 Canada Research Chair in Berry Horticulture supported by funding from industry. UFV has invested in hiring post-doctoral scholars to support its Research Centres and anticipates additional research funding will follow the research interests of these scholars.

Endowment Fund

Endowments consist of externally restricted donations received by the university, the principal of which is required to be maintained intact in perpetuity. Endowed funds are professionally managed by Phillips Hager & North Investment Management (PH&N) guided by the university’s Investment policy. The market value of UFV’s endowed funds as of December 31, 2021, is \$19M. New contributions along with steady annual returns have resulted in consistent growth of endowed funds over the last five years.

Figure 11: Market Value of Investment Portfolio versus Rate of Return (\$ millions)

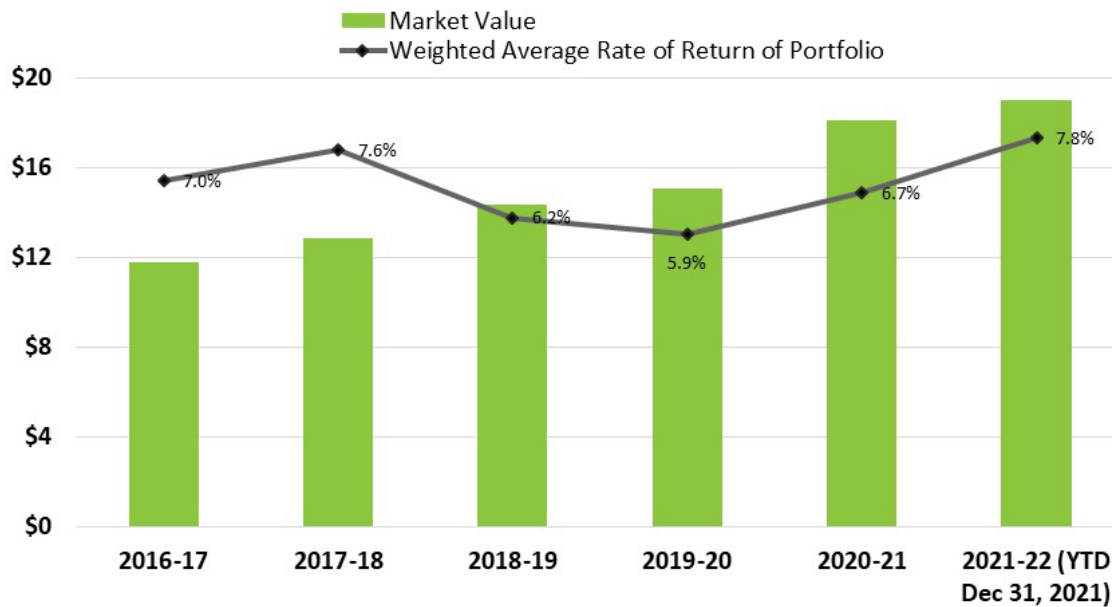
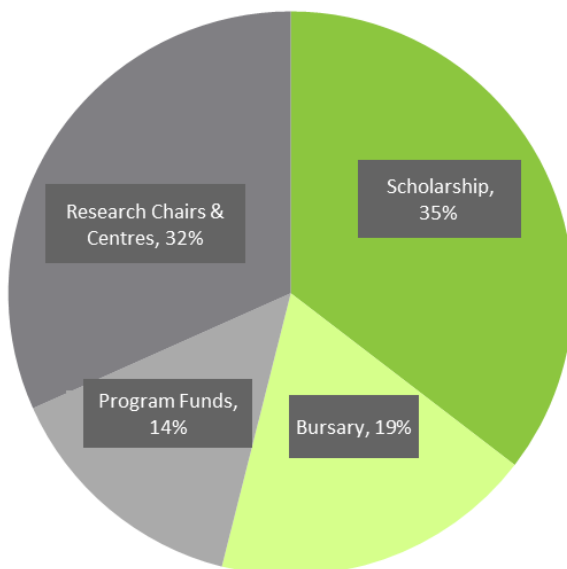


Figure 12: 2021-22 Endowment Budget



Investment income earned on endowments must be used in accordance with the purposes established by the donors. Stability and predictability are important for planning scholarships and other programs and activities that are supported by endowment earnings. The policy spending rate of 4% ensures necessary spending room for fluctuating returns and inflation protection. In 2021-22, \$800K was available for disbursement from endowed funds, restricted for student scholarships and bursaries, programs and research.

RISK

The intent of risk management is to support opportunities and focus on what's important to the organization, and to identify and prepare for what could go wrong.

From a financial perspective, the budget is the mechanism by which resources are allocated to university priorities and this document has endeavored to clearly show how the 2022-23 Budget connects and allocates resources to university priorities.

So, what could go wrong? The impact of COVID-19 continues to be a dominating force. The global scope and complexity of the COVID-19 virus creates evolving health restrictions, and the longer-term economic and political effect of managing the impact of this virus adds additional uncertainty. We do not yet fully understand the full and enduring impact of COVID-19 on the delivery of education and the way students choose to learn and the way employees choose to work. This budget responds to some emerging changes by funding flexibility and more online options in the delivery of instruction and student support.

The most significant risk in the 2022-23 budget is achieving our revenues budgets, particularly the student revenue and ancillary revenue budgets. The university will work to mitigate these risks through the development of strategic enrolment management and an international recruitment strategy.

Led by the Provost and Vice-President Academic, UFV is currently updating its Strategic Enrolment Management (SEM) Plan to align with UFV's integrated strategic plan IYAQÁWTXW: House of Transformation. The SEM Plan will outline key institutional enrolment strategies to assist academic programs in successful long-term enrolment planning that is aligned with the Integrated Strategic Plan. The intended framework for the SEM plan is to engage learners, transform lives, and build communities by positioning UFV to meet the growing educational needs and demands within the Fraser Valley; balanced with, opportunities to welcome international students from around the world.

Welcoming students from around the world to UFV and supporting their success remains an important strategic priority. However, the global COVID-19 pandemic that has severely limited border access has highlighted the precarious and geopolitical risks inherent with international recruitment. As a result, UFV International has invested a considerable amount of time to explore ways in which we can strategically rebuild and sustain international enrolments in a post-pandemic world. Priorities such as increasing diversity from new and emerging markets, fostering more pathways with domestic and international academic partners, increasing the level of international student preparedness to be successful before arriving at UFV, significant investments in student scholarships, improving international student retention rates, and enhancing UFV's global reputation while also building from our previous successes in international recruitment have become a focal point for UFV International.

While entering another year filled with uncertainty, the university will be vigilant in monitoring results to budget. If it becomes apparent that revenues will not achieve targets, the university will follow the mitigation strategy employed in prior years: we will be guided by the budget principles (take a strategic perspective); call on the contingency built into the budget; strategically hold hiring and discretionary spending; and defer capital allocations for repairs and maintenance on ancillary assets for one more year. The University has a sufficient capital reserve for ancillary assets for 2022-23. As clarity emerges, UFV's response to the enduring effects of COVID-19 will be reflected in strategic allocation decisions in future year budgets.

SCHEDULE 1

2022-23 CONSOLIDATED BUDGET DETAIL – BY FUND

2022-23 UFV Consolidated Budget (\$ Thousands)										
	Base Operating	Non-Base Operating	Total Operating	Ancillary Services	Research & Special Purpose	Capital	2022-23 Consolidated Budget	2021-22 Consolidated Budget	Change Increase (Decrease)	% Chg
Revenues:										
Government Operating Grants	\$ 66,882	\$ -	\$ 66,882	\$ -	\$ 1,079	\$ 381	\$ 68,342	\$ 67,313	\$ 1,029	
Student Tuition & Fees	35,944	37,429	73,373	21	369	-	73,763	70,736	3,026	
Contracts/Research Revenue	182	-	182	-	1,576	-	1,758	1,945	(187)	
Other Revenue	1,364	115	1,479	470	1,493	-	3,441	3,151	290	
Sales of Goods & Services	-	-	-	5,698	-	-	5,698	5,321	377	
Rental & Lease Revenue	-	-	-	373	-	-	373	314	59	
Investment Income	1,385	-	1,385	-	341	-	1,726	1,726	-	
Amortization of Deferred Contribution	-	-	-	-	-	6,018	6,018	6,893	(875)	
	105,756	37,544	143,301	6,562	4,857	6,398	161,119	157,399	3,719	2.4%
Expenditures:										
Salaries & Benefits	109,106	4,866	113,972	1,396	1,587	-	116,955	114,839	2,115	
Cost of Goods Sold	170	-	170	2,469	-	-	2,639	2,639	-	
Other Operating Costs	18,956	5,896	24,852	506	2,396	2,162	29,916	28,202	1,714	
Scholarships & Bursaries	679	360	1,039	5	750	-	1,794	1,754	40	
Debt Service Costs	-	-	-	64	-	-	64	214	(150)	
Amortization Expense	-	-	-	-	-	9,750	9,750	9,750	-	
	128,911	11,122	140,033	4,440	4,733	11,912	161,119	157,399	3,719	2.4%
Interfund Transfers:										
Capital Allocations	1,478	3,048	4,526	988	-	(5,514)	(0)	-	(0)	
Fund Balance	\$ (24,633)	\$ 23,374	\$ (1,259)	\$ 1,134	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -

SCHEDULE 2

2022-23 NON-BASE BUDGET

2022-23 UFV Non-Base Budget (\$ Thousands)							
	Continuing Education	Industry Services	Extension Studies	Total	2022-23 Non-Base Budget	2021-22 Non-Base Budget	Change Increase (Decrease) % Chg
Revenues:							
Government Operating Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Student Tuition & Fees	2,269	2,177	4,446	32,983	37,429	35,755	1,674
Contracts/Research Revenue	-	-	-	-	-	87	(87)
Other Revenue	-	-	-	115	115	50	65
Sales of Goods & Services	-	-	-	-	-	-	-
Rental & Lease Revenue	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-
Amortization of Deferred Contribution	-	-	-	-	-	-	-
	2,269	2,177	4,446	33,098	37,544	35,892	1,652
Expenditures:							4.6%
Salaries & Benefits	1,381	1,029	2,410	2,456	4,866	4,672	194
Cost of Goods Sold	-	-	-	-	-	-	-
Other Operating Costs	444	948	1,392	4,504	5,896	5,953	(57)
Scholarships & Bursaries	-	-	-	360	360	320	40
Debt Service Costs	-	-	-	-	-	-	-
Amortization Expense	-	-	-	-	-	-	-
	1,825	1,977	3,802	7,320	11,122	10,945	177
Interfund Transfers:							1.6%
Capital Allocations	20	-	20	3,028	3,048	2,777	271
	\$ 424	\$ 200	\$ 624	\$ 22,750	\$ 23,374	\$ 22,170	\$ 1,204
Fund Balance							5.4%

SCHEDULE 3

2022-23 ANCILLARY BUDGET

2022-23 UFV Ancillary Budget (\$ Thousands)										
Ancillary Services	2022-23					2021-22		Change Increase (Decrease)	% Chg	
	Admin	Bookstore & Conf.	Events	Food Services	Parking	Other Ancillary	Student Housing			Ancillary Budget
Revenues:										
Government Operating Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Student Tuition & Fees	-	-	-	-	-	-	21	15	6	
Contracts/Research Revenue	-	-	-	-	-	-	-	-	-	
Other Revenue	-	200	200	200	31	39	470	327	143	
Sales of Goods & Services	3,281	-	-	-	1,098	1,320	5,698	5,321	377	
Rental & Lease Revenue	-	-	-	-	-	166	373	312	62	
Investment Income	-	-	-	-	-	-	-	-	-	
Amortization of Deferred Contribution	-	-	-	-	-	-	-	-	-	
	3,281	200	200	200	1,098	1,545	6,562	5,975	587	9.8%
Expenditures:										
Salaries & Benefits	233	425	106	-	10	396	225	1,343	52	
Cost of Goods Sold	-	2,469	-	-	-	-	2,469	2,469	-	
Other Operating Costs	29	332	34	14	346	(446)	197	271	235	
Scholarships & Bursaries	-	-	-	-	-	5	5	5	-	
Debt Service Costs	-	-	-	-	-	14	64	214	(150)	
Amortization Expense	-	-	-	-	-	-	-	-	-	
	262	3,227	140	14	356	(31)	4,440	4,303	137	3.2%
Interfund Transfers:										
Capital Allocations	-	-	-	150	50	95	693	538	450	83.7%
Fund Balance	\$ (262)	\$ 54	\$ 60	\$ 36	\$ 692	\$ 175	\$ 1,134	\$ 1,134	\$ -	0.0%

APPENDIX A

2022-23 BUDGET PRINCIPLES

2022/23 Budget Planning Principles

The Consolidated Budget Plan is the mechanism for allocating resources to achieve the university's Education Plan and related supporting plans. It ensures financial resources are aligned with the institution's priorities and areas of focus.

Budget Principles

The following principles are used to guide budget decisions.

1. **We will be transparent and accountable in our decision making.** Budget decisions will be evidence based and will be guided by a consultative process.
2. **We will align resources with our strategic goals.** Budget allocations will be aligned with university strategic goals and related supporting plans. We will selectively invest in those areas that are strategically important to the university.
3. **We will develop a budget that considers the relationship between support costs and instructional delivery.** Faculty and support services will be aligned with consolidated enrolment plans.
4. **We will encourage revenue generating activities, mindful of our capacity and constraints in keeping with our budget principles and strategic goals.** Entrepreneurial activities will be encouraged where a net gain is projected within an acceptable risk-tolerance level.
5. **We will support the long-term financial sustainability of the university.** UFV must ensure that the rate of future cost growth is in line with the rate of revenue growth. Opportunities that increase efficiency while maintaining quality will be given priority.
6. **We will recognize the importance of comprehensive programming,** mindful of the need to respond to strategic directions and student needs.
7. **We will take a strategic perspective in our hiring decisions.** Position changes will be mindful and respectful of the impact on individuals, departments and institutional priorities. Vacancies will not be filled automatically allowing for limited resources to be allocated according to institutional priorities.
8. **We will promote academic and service quality in our planning.** Programs and support services will reflect our commitment to excellence and student success for all students.
9. **We will develop the budget in a manner that manages risk to the university.** An annual contingency will be maintained as a provision for enrolment declines, emergency response, unforeseen expenditures and the ability to take advantage of strategic opportunities.

APPENDIX B

SUMMARY OF PROGRAM CHANGES

College/Faculty	Program	Status
Applied & Technical Studies	Certificate in Aircraft Structures Technician	Discontinued
Applied & Technical Studies	Certificate in Aircraft Maintenance Engineer M-Licence	Discontinued
Applied & Technical Studies	Certificate in Hospitality Event Planning	Suspended
Applied & Technical Studies	Diploma in Automation and Robotics	Suspended
Applied & Technical Studies	Diploma in Engineering Physics in Mechatronics	Suspended
Applied & Technical Studies	Diploma in Applied and Technical Studies	Withdrawn
Arts	Certificate in Indigenous Studies	Commenced Fall 2021
Arts	Associate Certificate in Intercultural Studies	In process
Arts	Bachelor of Arts, Freelance Backpack Journalism (Minor & Extended Minor)	In process
Arts	Bachelor of Arts, Communications (Major)	Commenced Fall 2022
Arts	Graduate Certificate and Diploma in Halq'eméylem	In process
Arts	Graduate Certificate in Program Evaluation	Suspended
Arts	Master of Arts (Criminal Justice)	Suspended
Continuing Studies	Microcredential in Digital Marketing	Commenced Winter 2021
Continuing Studies	Certificate in Civic Governance and Innovation	In process
Education, Community & Human Develop	Certificate in Health and Human Services	Discontinued
Education, Community & Human Develop	Certificate in Extended Studies in Social Services - First Nations Option	Discontinued
Education, Community & Human Develop	Certificate in Substance Abuse Counselling	Discontinued
Education, Community & Human Develop	Diploma in Aboriginal Culture and Language Support	Discontinued
Education, Community & Human Develop	Post-Baccalaureate Certificate in Teaching English Language Learners	In process
Professional Studies	Bachelor of Business Administration, Int'l Business (Major & Minor)	Commenced Fall 2021
Professional Studies	Bachelor of Integrated Studies, Applied Management (Concentration)	Commenced Winter 2022
Professional Studies	Graduate Certificate in Technology, Innovation and Society	In process
Professional Studies	Professional Sales (Minor)	In process
Professional Studies	Post-Baccalaureate Certificate in Management	Suspended
Science	Environmental Studies (Minor & Extended Minor)	In process
Science	Bachelor of Regional and Community Planning	In process

APPENDIX C

STUDENT TUITION FEES

Tuition Fees

Item	Fee Unit	2021-22	2022-23	% Change
Regular Programs - Domestic				
		\$	\$	
Adult Basic Education Courses (ABE) ¹	Credit	-	-	0.0%
English Language Studies (ELS) ¹	Credit	-	-	0.0%
Graduate Courses (Level 700)	Credit	570.74	570.74	0.0%
Trades & Technology Courses	Weekly	127.44	129.99	2.0%
Undergraduate Courses (Level 100 - 400)	Credit	153.92	157.00	2.0%
Vocational Courses	Credit	153.92	157.00	2.0%
Regular Programs - International				
Undergraduate and Developmental per Credit Fee ²	Credit	643.00	656.00	2.0%
International Differential Fee Programs				
Cooperative Education Work term - International	Semester	1,200.00	1,200.00	0.0%
Graduate Certificate in Program Evaluation	Credit	643.00	656.00	2.0%
Graduate Certificate in Mindfulness-Based Teaching & Learning	Credit	678.00	691.56	2.0%
Master's Programs	Program	25,000.00	25,000.00	0.0%
Graduate Studies in Citizenship & Migration	Credit	1,000.00	1,000.00	0.0%
Post-Baccalaureate Certificate Programs	Credit	678.00	691.56	2.0%
Specific Programs - Differential Tuition³				
Applied Business Technology	Credit	308.00	314.16	2.0%
Civic Governance & Innovation	Credit	-	361.03	0.0%
Cooperative Education Work Term	Credit	93.34	95.21	2.0%
Digital Manufacturing	Credit	285.60	291.31	2.0%
Electronics (including Automation & Robotics)	Credit	168.92	172.30	2.0%
Environmental Studies	Credit	265.30	270.61	2.0%
Graduate Certificate in Program Evaluation	Credit	300.00	300.00	0.0%
Graduate Certificate in Mindfulness-Based Teaching & Learning	Credit	416.67	416.67	0.0%
Graphic and Digital Design	Credit	246.89	251.83	2.0%
Media Arts	Credit	269.23	274.61	2.0%
Planning ⁴	Credit	-	270.61	0.0%
Practical Nursing	Credit	192.50	196.35	2.0%
Teacher Education Program	Credit	189.53	193.32	2.0%
Workplace TASK	Credit	124.20	126.68	2.0%

Notes:

¹ A tuition-free policy for ABE and ELS programs was implemented by the Provincial government effective September 1, 2017.

² Effective Fall 2020 all international students pay per credit tuition. Minimum tuition charge for the Fall and Winter semesters will be based on 12 credits at the per credit rate (\$7,872 minimum for 2022-23). Summer Semester will remain charged at per credit with no minimum tuition charge.

³ Only tuition fees are reflected, other student ancillary and experiential learning and wellness fees are not included.

⁴ Planning (PLAN) courses are part of the Bachelor of Regional & Community Planning program not currently offered, but going through the approval process. Anticipated start in Fall 2022. Tuition for Planning courses will be set in-line with Environmental Studies courses.

Other Student Fees

Table of Other Student Fees

Item	Fee Unit	2021-22	2022-23	% Change
Admission Fees		\$	\$	
Citizenship and Migration Studies Graduate Programs	Admission	500.00	500.00	0.0%
Ancillary Fees				
Domestic Students	Tuition	10%	10%	0.0%
International Students ¹	Semester	440.00	445.00	1.1%
International Administration Fee ²	Admission	1,450.00	1,450.00	0.0%
Student Experiential Learning and Wellness Fee	Tuition	2%	2%	0.0%
Application Fees				
Developmental level applicant	Application	-	-	0.0%
Graduate level applicant	Application	78.03	78.03	0.0%
New applicant - Domestic	Application	50.68	51.69	2.0%
New applicant - International	Application	150.00	150.00	0.0%
New applicant - International - Post Degree or Graduate Program	Application	250.00	250.00	0.0%
New application - Program change	Application	22.52	22.97	2.0%
Study Abroad Application Fee	Application	100.00	100.00	0.0%
Other Student Fees³				
Application to Graduate	Credential	25.00	25.00	0.0%
Late Application to Graduate	Credential	75.00	75.00	0.0%
External invigilation services ⁴		50.00	50.00	0.0%
Graduate Programming Continuance Fee	Semester	428.06	428.06	0.0%
International Refund Processing Fee		150.00	150.00	0.0%
Late Registration fee	Course	20.00	20.00	0.0%
Out of country document evaluation - Domestic students		75.00	75.00	0.0%
Out of country document evaluation - International students		250.00	250.00	0.0%
Official transcript request		10.00	10.00	0.0%
Request transcript - rush - same day ⁵		15.00	15.00	0.0%
Request transcript - specialized electronic delivery ⁵		15.00	15.00	0.0%
Request transcript by courier - within Canadian ⁵		25.00	25.00	0.0%
Request transcript by courier - USA ⁵		30.00	30.00	0.0%
Request transcript by courier - International ⁵		35.00	35.00	0.0%
Request transcript by registered mail ⁵		15.00	25.00	66.7%
Parchment - replacement		25.00	50.00	100.0%
Parchment - verified copy or specialized letter		-	15.00	
Third party requests for student information - digital		50.00	51.00	2.0%
Third party requests for student information - paper		-	25.00	

Notes:

¹ Includes student ancillary fee, experiential learning & wellness fee, and all student society fees.

² Payable in the first semester of study for incoming credential program students. Prior to 2018-19, payable over first 2 semesters.

³ Other student fees are tentative and subject to change in the final budget submission for 2022-23.

⁴ For services over 3 hours, an additional \$10/hour is assessed.

⁵ This fee is in addition to the official transcript request fee.

Table of Other Student Fees (continued)

Item	Fee Unit	2021-22	2022-23	% Change
Student Residence Fees		\$	\$	
Application Fee		50.00	50.00	0.0%
Holiday Break		200.00	200.00	0.0%
Residence Fee	Month	730.00	745.00	2.1%
Resident Programming Fee - Fall/Winter Semester		130.00	130.00	0.0%
Resident Programming Fee - Summer Semester		50.00	50.00	0.0%

Table of Student Society Fees 2021-22¹

Item	Fee Unit	2021-22	2022-23	% Change
Student Union Society Fees		\$	\$	
Health and Dental - Domestic ²	Annual	195.59	TBA	0.0%
IT Support Service	Semester	5.16	TBA	0.0%
Student Union Building	Semester	35.00	TBA	0.0%
Student Union Society Membership	Semester	36.50	TBA	0.0%
Transportation (Campus Connector)	Semester	27.23	TBA	0.0%
Universal Bus Pass	Semester	41.40	TBA	0.0%
Other Student Society Fees				
World University Service of Canada Student Refugee Prog	Semester	2.00	TBA	0.0%
Cascade Student Newspaper	Semester	6.36	TBA	0.0%
CIVL Student Radio Station	Semester	7.85	TBA	0.0%

Note:

¹ Notice of proposed fee changes by student society for 2022-23 has not been received at this time.

² Health & Dental fees are assessed to students enrolled in 9+ credits. For students starting in Winter semester the fee is \$130.39.

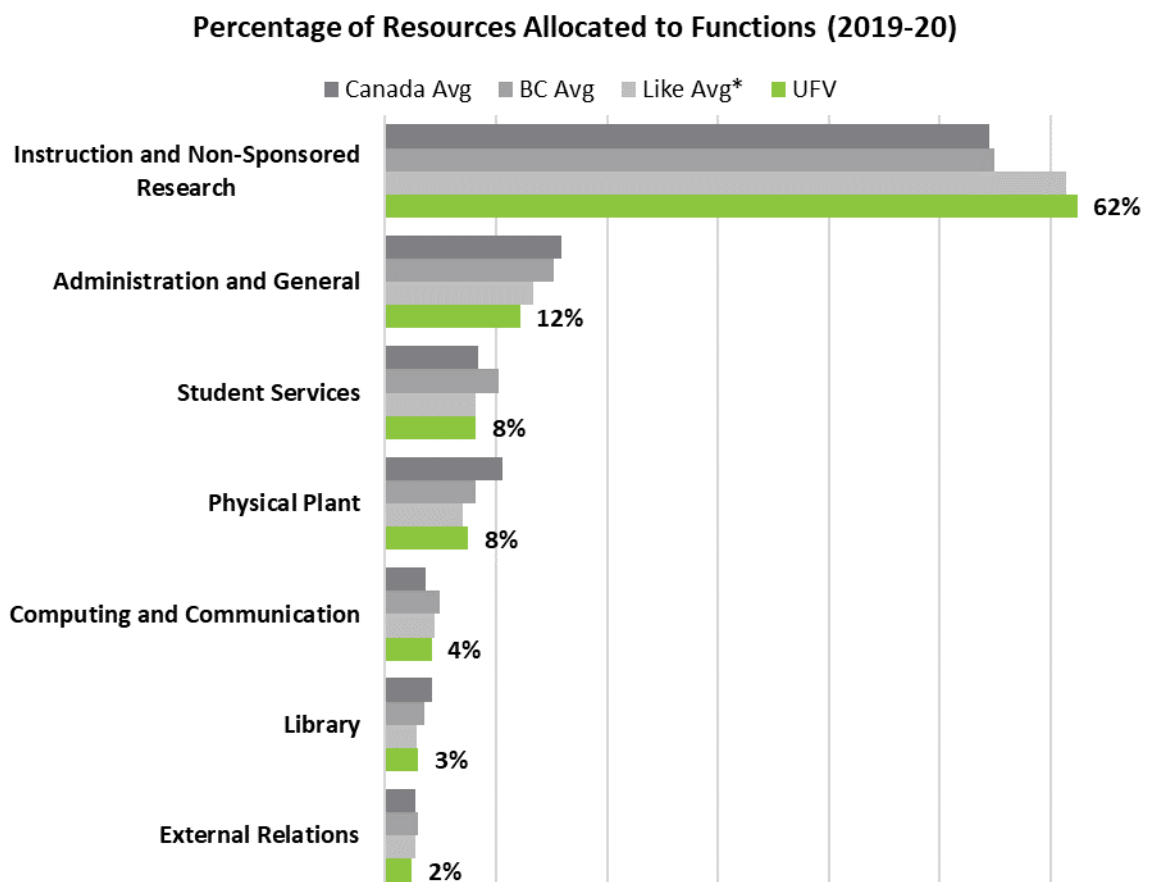
APPENDIX D

BENCHMARK INFORMATION

The comparative Financial Information Universities and Colleges (FIUC) in this appendix is based on an annual publication that is jointly prepared by the Canadian Association of University Business Officers (CAUBO) and Statistics Canada. It is the only national source for comparable financial information and is based on an annual return completed and submitted by each member institution. British Columbia has 11 member institutions. Members self-report financial information according to guidelines provided to assist in the preparation of the information.

The functional categories in the FIUC report are not perfectly matched to the way the university manages budgets, accounts and expenses so UFV information is reclassified to fit the national report. Additionally, the FIUC data is based on actual expenditures, whereas the comparative information in Figure 5 is based on annual operating fund budgets.

The comparative information in Figure 5 in the 2022-23 Budget Recommendation is useful to see budget allocation trends for UFV. The benchmark information included in the table below is useful to see how UFV expenditure allocations compare to other universities in B.C. and Canada at a particular point in time.

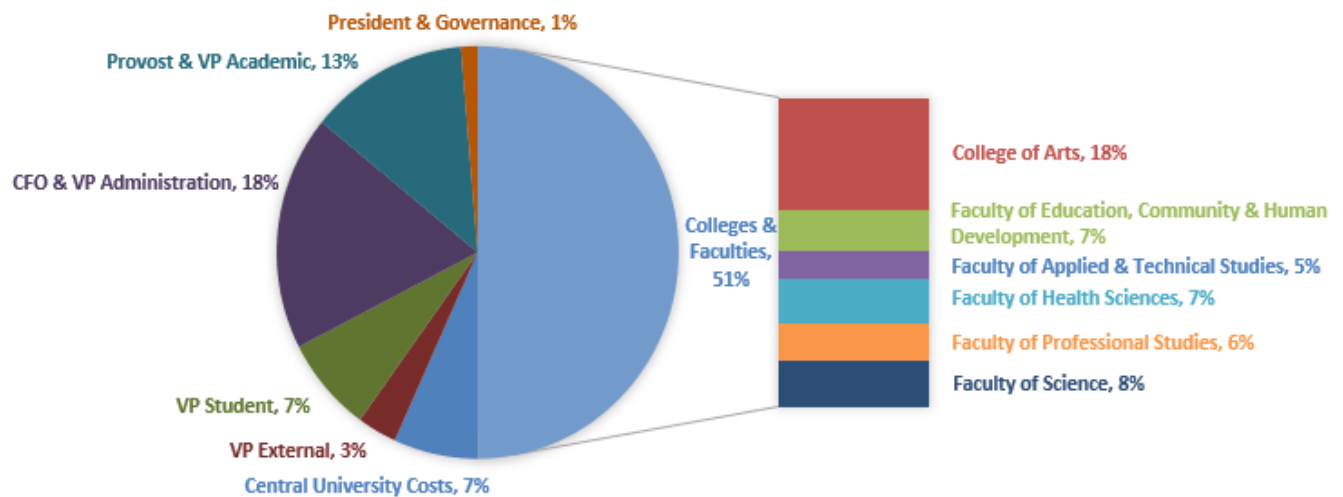


*Like universities in this analysis include similar universities in B.C. that largely focus on undergraduate education.

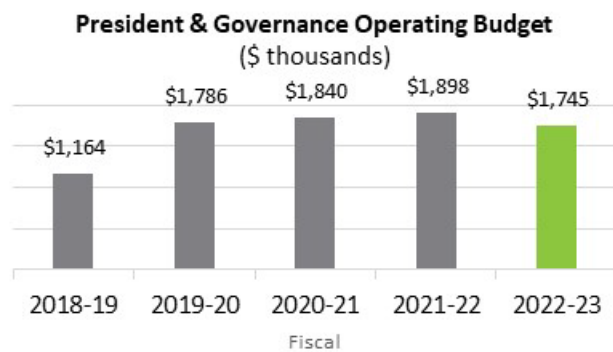
APPENDIX E

OPERATING FUND BY PORTFOLIO

Figure 13: 2022-23 Base Budget Allocation by Portfolio



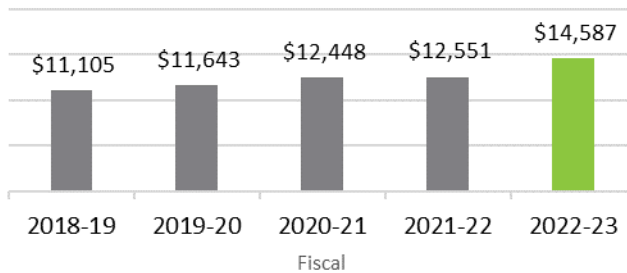
Over time, organizational restructuring has shifted activities and responsibilities between portfolios. Budgets and enrollment data have not been restated to align with the current portfolio of responsibility.



OFFICE OF THE PRESIDENT AND GOVERNANCE

- Restructuring: shifting Legal Counsel from the CFO to the President's portfolio to form new General Council
- Special Advisor to President amalgamated with Indigenous Affairs in the Vice Provost portfolio

Provost & VP Academic Operating Budget
(\$ thousands)



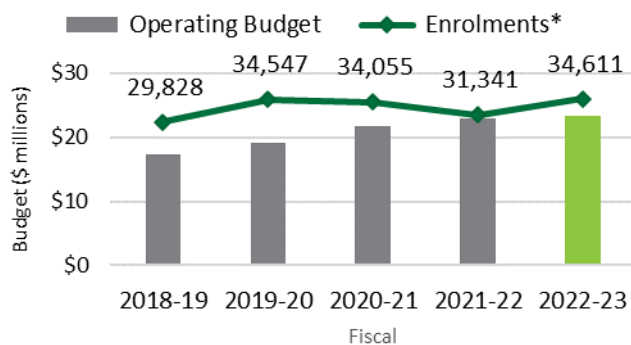
PROVOST AND VICE-PRESIDENT ACADEMIC

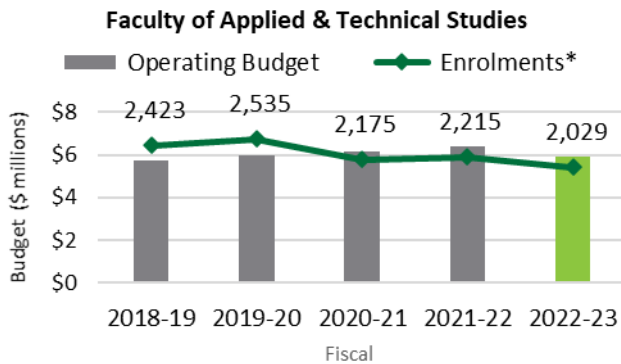
- Restructuring: Office of the Registrar and Student Recruitment from VP Student to the Provost; Academic Success Centre and CECE moved to VP Students
- Amalgamated Special Advisor to the President with Indigenous Affairs; 1 new support staff
- HR – Addition for Conflict Resolution, Mediation & Harassment Prevention
- Archivist to establish and maintain university records
- Support for Faculty Tenure and Promotion
- Support for Program Review

College of Arts:

- New Associate Certificate in Intercultural Studies in development.
- Programs in development: Freelance Backpack Journalism; Major in Communications; Graduate Certificate and Diploma in Halq'eméylem
- 3.57 new faculty positions
- Director School of Cultural, Media & Society
- Support staff increase in Arts Studies

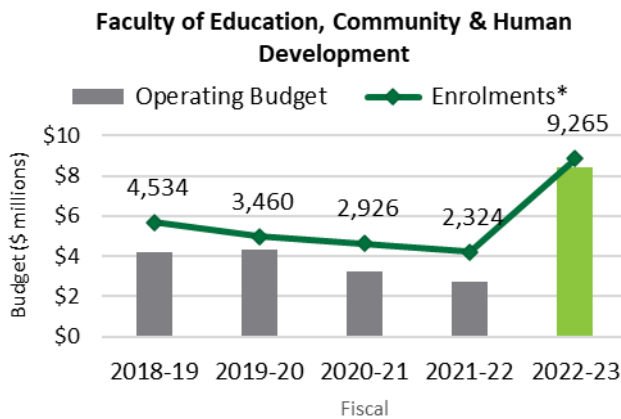
College of Arts





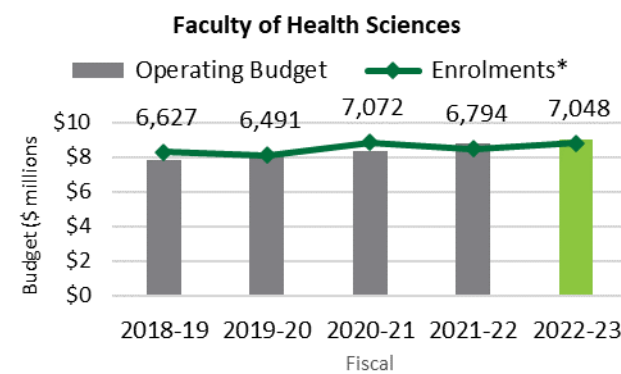
Faculty of Applied and Technical Studies:

- Restructuring: Department of Agriculture to Faculty of Science
- 1 new faculty position



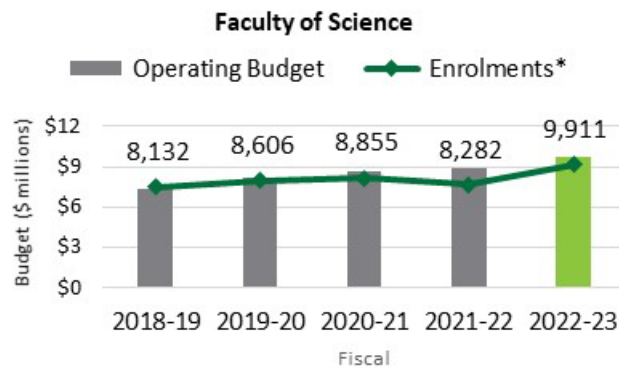
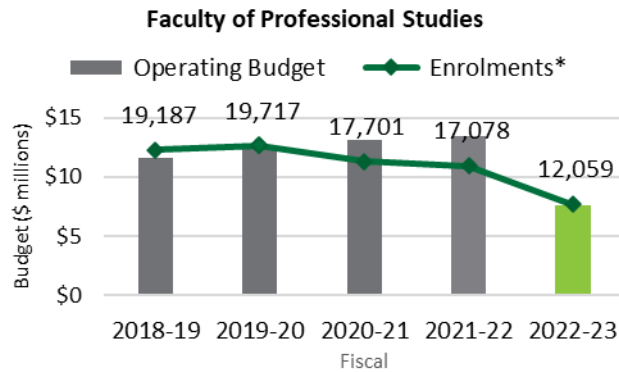
Faculty of Education, Community & Human Development:

- Faculty of Education, Community & Human Development: restructuring of Faculty of Professional Studies and Faculty of Access & Continuing Education
- Departments realigned to the new Faculty are Applied Business Technology, Adult Education, Assessment Services, Child Youth & Family Studies, English Language Studies, Information Studies, School of Social Work, Teacher Education, and Upgrading & University Preparation
- Programs in development: Baccalaureate Certificate in Teaching English Language Learners



Faculty of Health Sciences:

- 3 new faculty positions



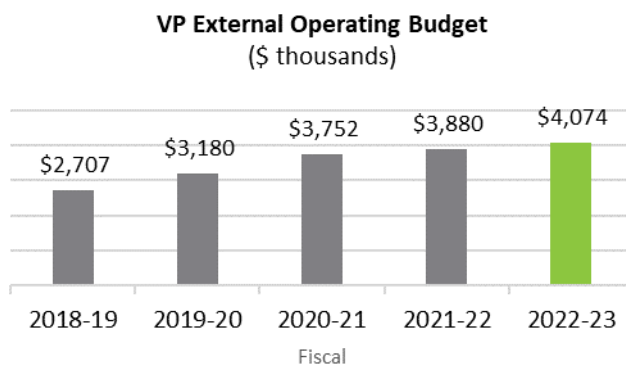
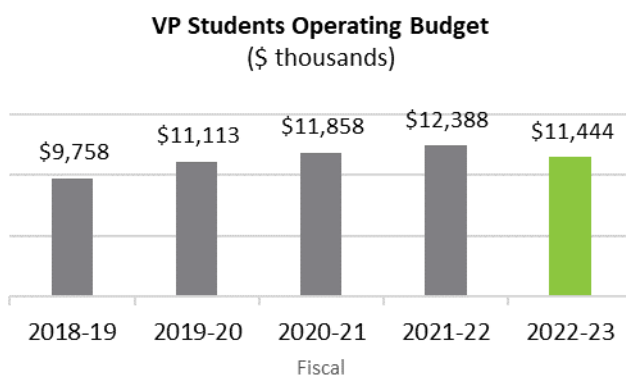
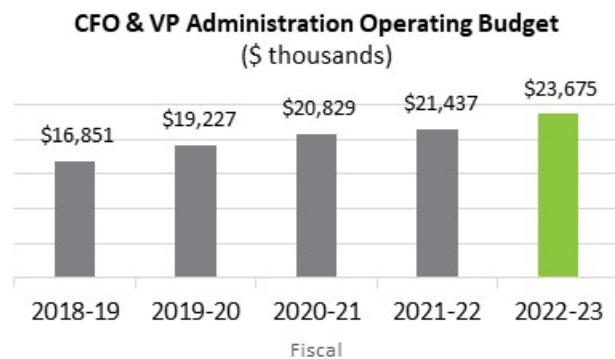
*Enrolment is based on actual enrolment for 2018-19 to 2020-21, forecasted enrolment for 2021-22 and planned enrolment for 2022-23. Prior years are not re-stated to align with restructuring in a given year.

Faculty of Professional Studies:

- Restructuring: 5 departments to the new Faculty Education, Community & Human Development; remaining under Professional Studies is the School of Business and the School of Computing.
- 1 new faculty position
- Programs in development: Graduate Certificate in Technology, Innovation & Society; Minor in Professional Sales

Faculty of Science:

- Restructuring: Department of Agriculture from Faculty Applied & Technical Studies to Faculty of Science
- 2 new faculty positions
- Programs in development: Minor in Environmental Studies; Bachelor of Regional & Community Planning



CHIEF FINANCIAL OFFICER AND VICE-PRESIDENT ADMINISTRATION

Through reallocations and restructuring:

- Restructuring: Legal Counsel to President & Governance; Risk & Safety into Health & Safety, and Enterprise Risk to Resource Planning & Enterprise Risk;
- Support for risk management
- Director of Environmental Sustainability
- Capital Projects: project management, ITS Infrastructure; financial and capital reporting
- Functional Analysts - ERP upgrade and ongoing maintenance
- Student and employee technical service support

VICE-PRESIDENT STUDENTS

- Restructuring: Office of the Registrar and Student Recruitment to the Provost's portfolio; Academic Success Centre and CECE moved from Provost's portfolio
- Additional support: Athletics; Student Life & Development.
- Manager, Student Mental Health and Wellness
- Director, Student Academic Affairs

VICE-PRESIDENT EXTERNAL

Investments:

- Digital Strategy and Engagement (alumni)
- Campaign coordination and events
- University communications

Toll-free (Canada):
1-888-504-7441

ufv.ca/budgets

