

Campus Operations & Risk Management

Town hall

May 2017



WHAT SUCCESS LOOKS LIKE...

<https://youtu.be/loL-HRRMDM?t=1796>





CAMPUS UPDATES - NEW AND UPCOMING

Major Buildings

- Teaching and Learning Centre (2017/18)
- Okanagan Commons and Residence (2017 – 2019)
- Skeena Residence (2017 – 2019)

Transportation

- John Hindle Drive Construction and Connections to UBCO (Alumni and Upper Campus Way): May 2017 – July 2018
- Upper Campus Parking Lot Improvements (Lots C, G and MW Office; 2017)
- Transit Exchange (Sept 2017)
- University Way Pedestrianizing (late 2018 and/or 2019)
- Transportation Management Planning (parking, demand management, etc.) (2018)

Campus Public Realm

- Commons Field (2017)
- Greenhouse (2018?)

Campus and Infrastructure Planning

- Innovation Precinct Planning (2017/18...)
- Avcorp Siting, Design and Servicing (potential “Innov. Precinct Phase 1”) (2018/19)
- Integrated Rainwater Management Plan (IRMP) and implementation of guidelines (2017/18)
- Campus Design Guidelines (2017/18)
- Whole Systems Infrastructure Implementation, including DES Expansion Study (2017/18)

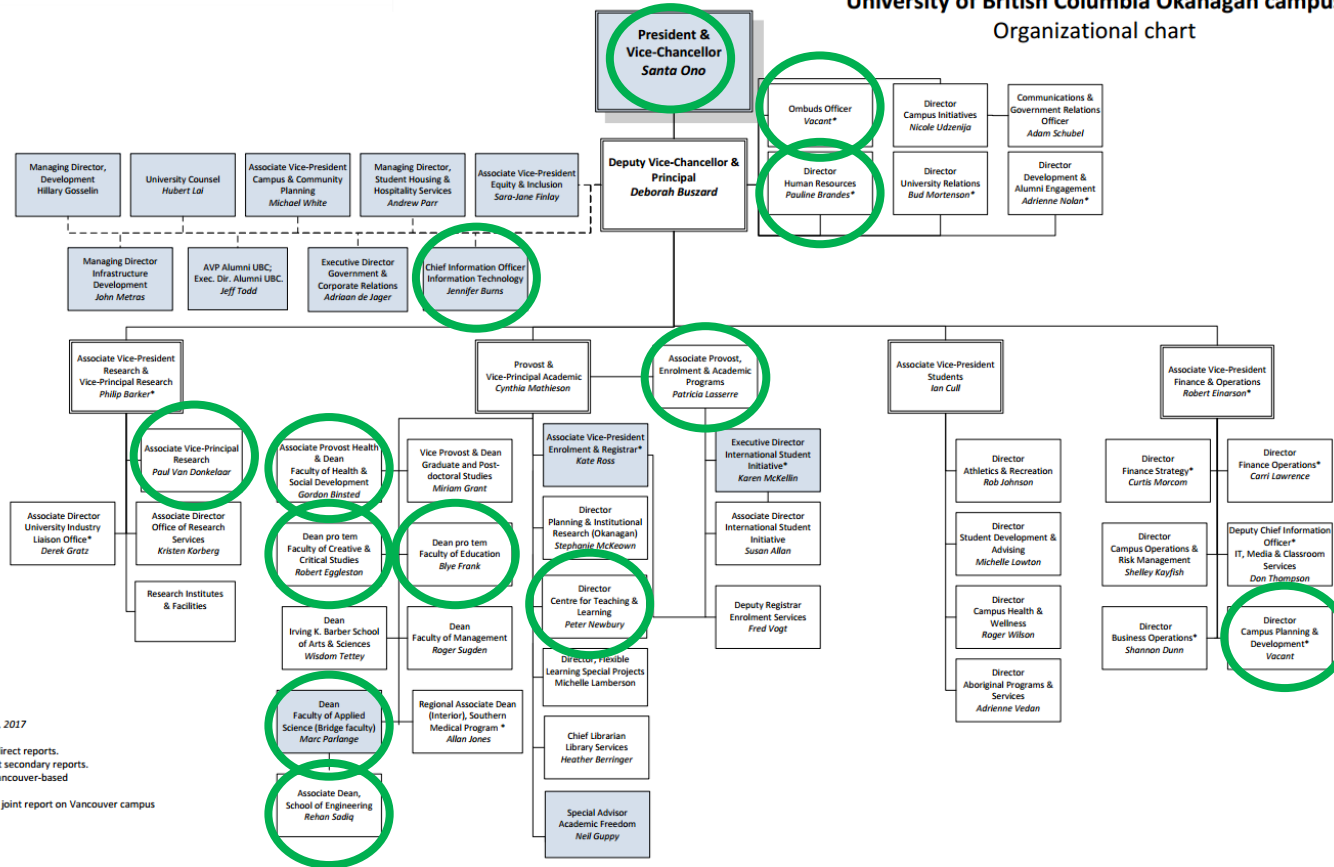


Leadership Changes



THE UNIVERSITY OF BRITISH COLUMBIA

University of British Columbia Okanagan campus Organizational chart



Effective: February 10, 2017

Solid lines represent direct reports.
Dotted lines represent secondary reports.
Blue shading = UBC Vancouver-based

* Individual also has a joint report on Vancouver campus



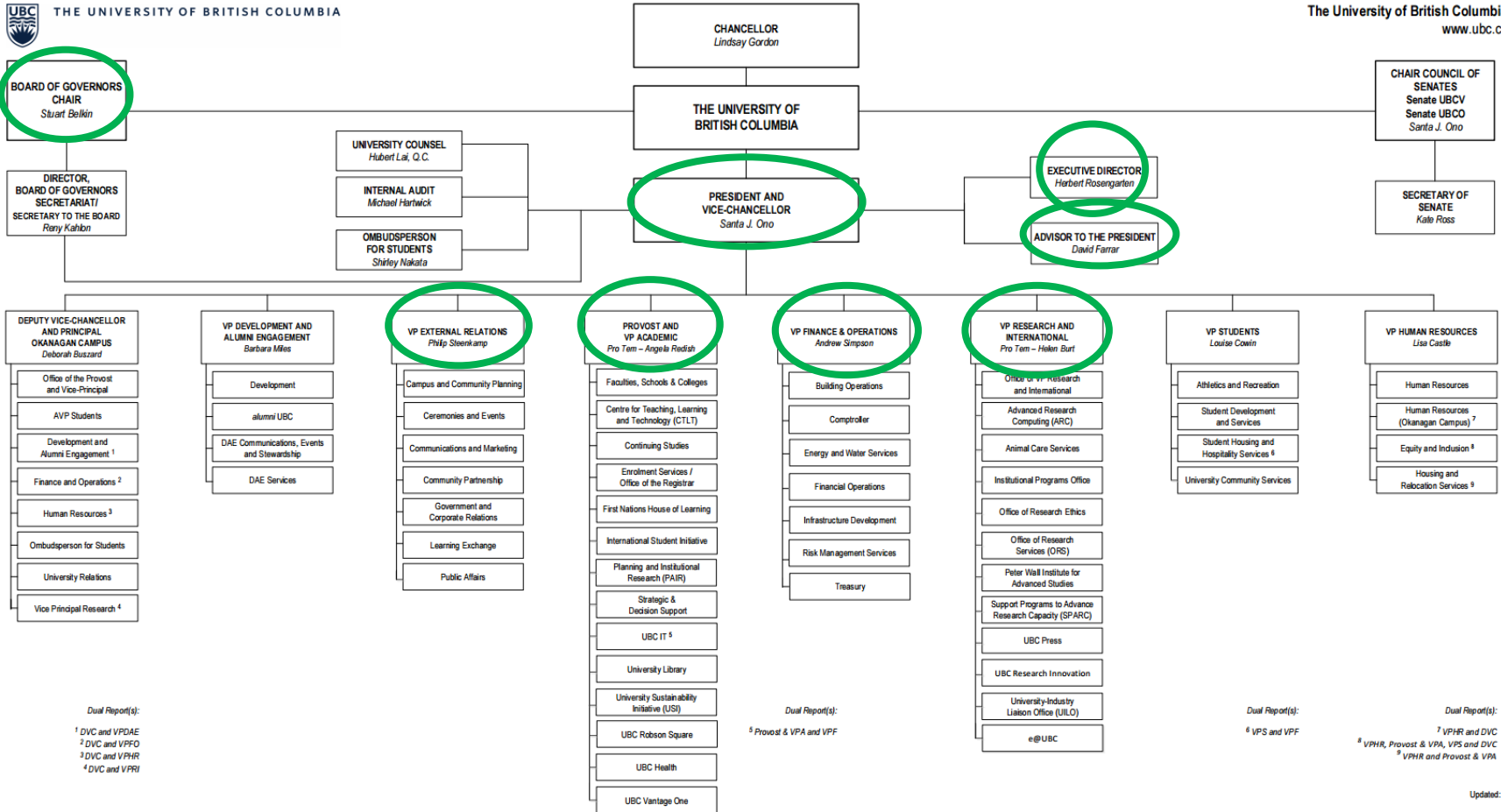
Leadership changes

New faces/positions in the last few years

- Santa Ono, President and Vice-Chancellor
- Jennifer Burns, Chief Information Officer
- Dave Waldron, Director, Campus Planning and Development, Okanagan
- Gillian Henderson, incoming Director, Human Resources, Okanagan
- Paul van Donkelaar, Associate Vice-Principal, Research
- Patricia Lasserre Associate Provost, Enrolment and Academic Programs
- Gord Binsted, Associate Provost, Health
- Bryce Traister, incoming Dean, Creative and Critical Studies
- Blye Frank, Dean pro tem, Education, Okanagan
- Rehan Sadiq, Associate Dean, Applied Science, Okanagan
- Marc Parlange, outgoing Dean, Applied Science, system
- Peter Newbury, Director, Centre for Teaching and Learning



Leadership Changes



Dual Report(s):

¹ DVC and VPDAE

² DVC and VPFO

³ DVC and VPHR

⁴ DVC and VPRI

Dual Report(s):

⁵ Provost & VPA and VPF

Dual Report(s):

⁶ VPS and VPF

Dual Report(s):

⁷ VPHR and DVC

⁸ VPHR, Provost & VPA, VPS and DVC

⁹ VPHR and Provost & VPA



Leadership changes across the UBC system

New faces/positions in the last few years

- Stuart Belkin, Board Chair
- Santa Ono, President and Vice-Chancellor
- Emma Cunliffe, Advisor to the President
- Julie Wagemakers, Executive Director, Office of the President
- Andrew Szeri, Provost and VP Academic (Vancouver)
- Philip Steenkamp, VP External Relations
- Andrew Simpson, VP Finance
- Helen Burt, outgoing VP Research pro tem



BUDGET



Funding Context

- Balanced operating budget
- Government grant cuts from FY14 to FY16. Annual budget impact of \$1.9m, cumulative effect of \$7.4m
- Impact of FY16 faculty settlement: \$2.0m retroactive (\$1.6m unfunded), recurring \$1.6m (\$1.2m unfunded)
- Domestic enrolment increase of 2% planned for FY18, and tuition rate increase of 2%
- Faculties budgeting approx. 15% FTE growth for FY18 and 15% tuition rate growth for new incoming students; mitigating risk by planning 4% FTE growth for central unit budgets
- FY18 international tuition growth of \$6.4m is allocated as follows:
 - \$2.2m to the Faculties
 - \$1.6m to the Excellence Fund
 - \$0.5m to Student Financial Aid
 - \$1.3m held back as tuition retained risk (10% FTE growth)
 - \$0.8m to central support services
- Excellence Fund allocation of \$0.7m in FY17 and \$1.6m in FY18 for total funding of \$2.3m



OPERATING FUND (\$MILLIONS)

	Forecast ¹ <u>2016/17</u>	Plan <u>2017/18</u>	Increase/ <u>(Decrease)</u>
Revenues			
Provincial government	67.3	68.3	1.0
Undergraduate credit domestic tuition	32.7	34.2	1.5
International undergraduate tuition	24.0	30.4	6.4
Graduate tuition	3.9	4.1	0.2
Research revenues	0.9	0.9	-
Business revenues	1.1	1.1	-
Faculty revenues	0.9	0.8	(0.1)
Central support unit revenues	8.9	9.6	0.7
Total Operating revenues	<u>139.7</u>	<u>149.4</u>	<u>9.7</u>

¹ Forecast is based on projection as at Q3 FY17 forecast.



OPERATING FUND (\$MILLIONS)

	Forecast ¹ <u>2016/17</u>	Plan ² <u>2017/18</u>	Increase/ <u>(Decrease)</u>
<i>Allocations and unit revenues</i> ³			
Faculties	69.9	72.4	2.5
Student Financial Aid	7.4	8.4	1.0
Provost and Vice-Principal Academic	10.8	11.5	0.7
Excellence Fund	0.3	1.4	1.1
Deputy Vice-Chancellor and Principal	3.0	3.1	0.1
Vice-Principal Research	3.1	3.8	0.7
Finance and Operations	25.4	26.8	1.4
Students	8.6	9.0	0.4
Academic	0.1	0.2	0.1
Development and Alumni Engagement	1.7	1.7	-
Human Resources	1.3	1.4	0.1
Campus wide expenses	4.2	4.1	(0.1)
Contribution to UBCV	3.9	4.3	0.4
International Tuition Retained Risk ⁴	-	1.3	1.3
Total Allocations and unit revenues	139.7	149.4	9.7

¹ Forecast is based on projection as at Q3 FY17 forecast.

² Plan 2017/18 subject to Board approval.

³ Funding allocations reflect fiscal funding allocations and departmental revenues.

⁴ Faculties have planned 15% FTE Growth for International Undergraduate. Limited FTE growth, for purposes of administrative unit allocations to 4%.



BUDGET RESULTS - HOW DID WE DO?

Total campus budget = 140M

Total budget requests = 2.8M

Funding available = 1.8M

CORM results:

Area	Item	Fiscal
Project Services	Project Management Software	34,045
	Admin Support	33,744
Facilities Management	Furniture Replacement	120,000
	MWO Maintenance	52,249
	MWO Chiller	275,000
	Service contracts	36,155
	Energy Team	95,500
	Energy Projects	250,000
Campus Security	Information Systems – 0.5 2 year term position	89,563
Total funding		986,256



CURRENT FUNDING PRIORITIES – RISK BASED APPROACH

- Transit Exchange – Impact to Operations
- Flu Clinic – Increased demand
- AED Program – Equipment renewal
- IT review of security systems – Outcome
- RMS Governance and core services review – Outcome
- Salary increases – not centrally funded (progression to mid-point)



STRATEGIC PLANNING UPDATE



Planning Outcomes



STRATEGIC STATEMENTS & ROLLING PLANS

Strategic Statements

Own it:

Invest in a culture of openness, curiosity, and empowerment, where system challenges are shared and transformed into solutions.

Know where we're going:

Create and embrace adaptive processes and performance measures that add value and are empowering (not bureaucratic), to achieve our goals.

Communication is key:

Enable effective all-way communication as it is our greatest ally in achieving excellence through our teams, departments and those we serve.

Invest in our people:

Maximize the wellbeing, energy, and potential of our greatest asset.



OUTCOME & FUTURE DIRECTION – 2017/18

- Continue system improvements – supporting our strategic statements
 - Communications Task Force
 - Wellbeing Task Force
 - Risk based spending
 - SIF projects – 3.8M
 - Process improvements
 - Cost centres – Biosciences, Transit Exchange
 - Digitization of old records
 - Records Management
 - RMS core services review
 - Project Services review
 - Neighbourhood network
 - UHSC Review
 - Salto rationalization
 - Gardening Club/Lee Valley Partnership
<https://www.youtube.com/watch?v=6SG3foK9LMs>
- Host 2017 strategic planning workshop – phase 2 – UBC communications
- Celebrate successes – summer BBQ, X-mas party, day to day kudos!





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