

Comprehensive Institutional Plan (CIP) 2017-2020

General Faculties Council

January 30, 2017



- Outline
- Overview of the CIP
 - Purpose and audience
 - Provincial requirements
 - Alignment with *For the Public Good*
- Development process
- Highlights
- Next steps

CIP Overview

- Three-year planning document integrating institutional goals, budget and capital plan
- Prepared according to guidelines issued by Advanced Education (prescribed content, format)
 - Satisfies legislative accountability requirements
- Structured around Alberta adult learning system principles:
 - Accessibility, Affordability, Quality, Coordination, Accountability

Alignment with *For the Public Good*

- CIP priorities align directly with *For the Public Good* goals and objectives:
 - Build, Experience, Excel, Engage, Sustain
- Alignment demonstrates how *For the Public Good* supports government's system-wide objectives
- Document should enable cross-referencing between government principles and *For the Public Good*

Development Process

- Draft being developed by Working Group representing all VP portfolios, led by Deputy Provost
- Built directly on *For the Public Good* consultations
- Review and approval route (budget, capital plan):
 - Briefings: GFC (Jan. 30), Board and committees (Feb. 3)
 - GFC APC, Feb. 15 – recommendation (approval)
 - BLDC, Feb. 27 – recommendation (approval)
 - BFPC, Feb. 28 – recommendation (approval)
 - Board of Governors, Mar. 17 – approval
 - Full document approved through subsequent cycle

Highlights: CIP Goals (focus on 5 government principles)

- Accessibility
 - Prioritize health, wellness, and safety for students, faculty, staff
 - Respond to the Truth and Reconciliation Commission
 - Build a diverse and inclusive community of students from Alberta, Canada, and the world
 - Support recruitment and retention of diverse and inclusive faculty and staff
- Affordability
 - Ensure infrastructure meets ongoing needs
 - Secure and steward financial resources for our core mission and strategic goals
 - Support an integrated approach to sustainability

Highlights: CIP Goals

- Quality
 - Build a portfolio of signature research and teaching areas
 - Enable researchers to succeed and excel
 - Facilitate interdisciplinary and cross-unit collaboration
 - Create a faculty renewal program
 - Increase access to curricular experiential learning
 - Inspire, model, and support excellence in teaching and learning

Highlights: CIP Goals

- Coordination
 - Build partnerships with research agencies, governments, universities, communities, and other organizations
 - Mobilize the unique experiences of all U of A campuses
 - Enhance mutually beneficial community relations and engaged scholarship
 - Continuous improvement in administration and governance
- Accountability
 - Build a strategy to tell the U of A's local, national, and international story
 - Ensure and demonstrate responsible stewardship of resources

GFC Budget Overview

January 30, 2017



Provincial Funding Review

- The government has initiated a funding review of the Campus Alberta grant.
- May include review of per student funding.

Tuition Fee Regulation

- The government has initiated a review of the regulation.
- Potential revenue impact on international differential fees, general tuition and MNIFs.

Revenue Generation

- The government has slowed the approval process or temporarily stopped the capacity of the university to generate new revenue streams.

Provincial Government Fiscal Position

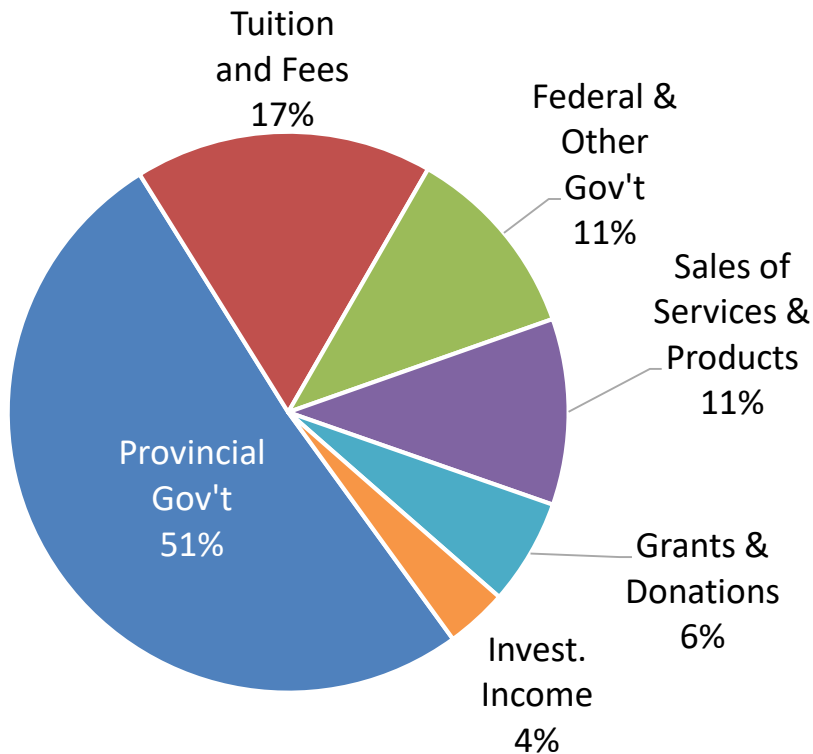
- Q2 Fiscal Update projected a provincial deficit of \$10.8 billion, an increase of \$449 million from budget.
- Provincial in-year reductions, including \$40 million for Advanced Education. Must be found in base for 17-18. Equals 2% reduction to province-wide Campus Alberta grant

For the Public Good

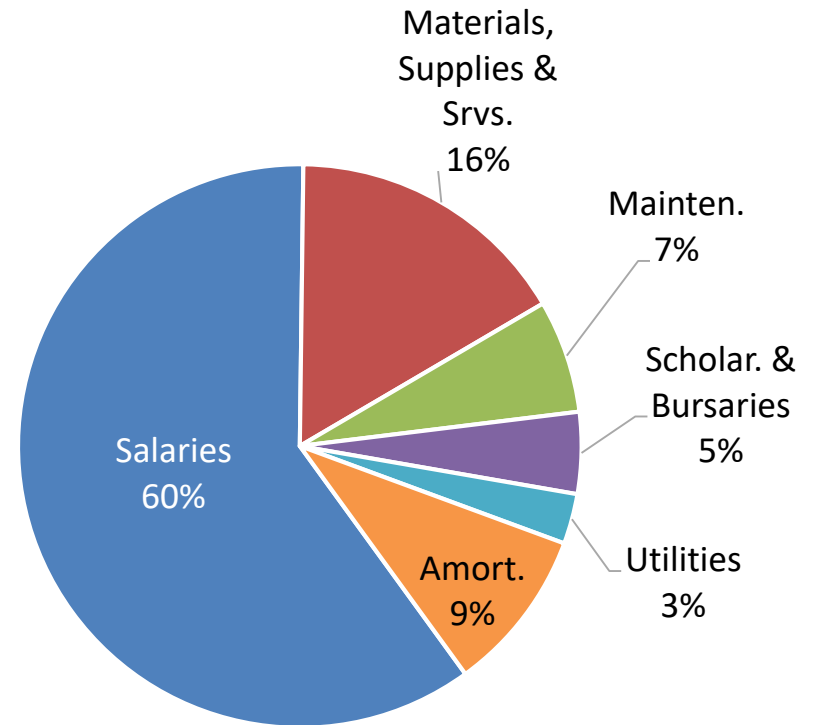
- Funding support for the university's new strategic plan.

Consolidated Budget, 2017-18

Revenue: \$1,919 million



Expense: \$1,903 million



	2016-17		Budget
	Budget	Forecast	2017-18
Provincial government	969.6	963.8	981.0
Tuition and Related Fees	334.4	324.9	330.0
Investment Income	62.7	67.0	68.2
Other	509.9	500.6	540.0
Total Revenue	1,876.6	1,856.4	1,919.1
Salaries & Benefits	1,118.7	1,108.4	1,145.4
Materials, Supplies & Services	306.4	299.5	311.3
Utilities	58.6	51.3	54.8
Maintenance	92.0	100.0	123.5
Scholarships and Bursaries	87.1	86.5	89.2
Amortization of Capital Assets	176.2	175.5	178.5
Total Expense	1,839.0	1,821.3	1,902.7
Excess (Deficiency)	37.6	35.1	16.4

	Operating ¹	Ancillary	Research	Capital	Special Purpose	TOTAL (2017-18)	2016-17 Forecast
Provincial government	670.1	-	134.6	104.0	72.2	981.0	963.8
Tuition and Related Fees	330.0	-	-	-	-	330.0	324.9
Investment Income	19.0	0.0	29.4	0.1	19.8	68.2	67.0
Other	117.36	97.65	285.24	29.00	10.70	539.96	500.6
Total Revenue	1,136.4	97.7	449.2	133.1	102.7	1,919.1	1,856.4
Salaries & Benefits	833.2	30.0	219.0	-	63.2	1,145.4	1,108.4
Materials, Supplies & Services	122.9	26.8	134.8	-	26.7	311.3	299.5
Utilities	47.8	7.0	0.0	-	-	54.8	51.3
Maintenance	34.0	23.5	2.7	63.2	0.1	123.5	100.0
Scholarships and Bursaries	35.9	-	44.1	-	9.1	89.2	86.5
Amortization of Capital Assets	53.31	11.03	-	114.19	-	178.52	175.5
Total Expense	1,127.1	98.4	400.6	177.4	99.2	1,902.7	1,821.3
Excess (Deficiency)	9.3	(0.7)	48.6	(44.3)	3.5	16.4	35.1
Unrestricted Net Assets	(183.7)	33.0	67.5	11.0	-	(72.2)	(34.2)

(1) Includes unfunded benefits liability, which includes \$9.3 million 'recovery in expense', and a net asset deficiency of \$262 million Not including all institutional commitments.

a. Academic Commitments:	
- Academic hiring commitments	\$3.5 M
- Libraries	\$1.4 M
b. Advancement	\$2.3 M
c. Contractual Obligations	
- F & O contracts	\$0.6 M
- Learning Mgmt. consortium	\$0.3 M
- F & A SupplyNet	\$0.5 M
- IST contracts	\$0.7 M
- Benefits	\$3.4 M
- Utilities	\$3.0 M
	Sub-total
	\$15.7 M
	For the Public Good
	\$3.5 M
	Total *
	\$19.2 M

* Excludes ATB and merit of \$12 M transferred to Faculties/Units

Budget Assumptions	2017-18	1% Sensitivity
Campus AB Grant	2.0%	\$6.2 M
Tuition Fees:		
• Domestic	0.0%	\$1.9 M
• International	3.02%	\$0.8 M
Salary Settlement ¹		
• AASUA	1.5%	\$4.1 M
• NASA	0.0% ²	\$2.2 M
Merit ¹ (average)		
• AASUA	1.1%	\$4.1 M
• NASA	1.1%	\$2.2 M
UAPP	6%	\$0.7 M
PSPP	3%	
Base Operating Budget Cut	1% = approx. \$7.5 million	

1. Faculties and units continue to fund ATB and merit.
2. To be re-opened if the Alberta Government and its employees achieve a general increase in 2017.

	2% Grant	0% Grant	- 2% Grant
New Revenue 2017-18:			
Grant Increase (decrease)	\$12.3 M	\$0.0 M	(\$12.3 M)
Tuition	3.0 M	3.0 M	3.0 M
Funding Available	\$15.3 M	\$3.0 M	(\$9.3 M)
Institutional Commitments	(\$15.7M)	(\$15.7M)	(\$15.7M)
For the Public Good	(\$3.5 M)	(\$3.5 M)	(\$3.5 M)
Shortfall	(\$3.9 M)	(\$16.2 M)	(\$28.5 M)
Institutional Budget Cut²	0.5%	2.2%	3.8%
Impact of ATB & Merit	2.6%	2.6%	2.6%

(1) A 1% cut is approximately \$7.5 M

Budget Source

Revenue

Campus Alberta Grant

Tuition & Fees

Interest Income

Alternative Revenue

Expense

Compensation

Benefit Costs

Contractual Obligations

Utilities

US Exchange

Academic Price Index

GFC Budget Overview

January 30, 2017



Consolidated Budgets	2016-17		Budget 2017-18	Forecast		
	Budget	Forecast		2018-19	2019-20	2020-21
Provincial government	969.6	963.8	981.0	1,000.7	1,026.6	1,045.7
Tuition and Related Fees	334.4	324.9	330.0	343.5	347.3	355.0
Investment Income	62.7	67.0	68.2	71.2	74.0	74.8
Other	509.9	500.6	540.0	531.3	543.8	561.4
Total Revenue	1,876.6	1,856.4	1,919.1	1,946.7	1,991.7	2,037.0
Salaries & Benefits	1,118.7	1,108.4	1,145.4	1,171.2	1,205.8	1,233.6
Materials, Supplies & Services	306.4	299.5	311.3	325.4	331.7	340.8
Utilities	58.6	51.3	54.8	56.4	53.9	56.3
Maintenance	92.0	100.0	123.5	79.0	76.7	76.1
Scholarships and Bursaries	87.1	86.5	89.2	92.4	95.7	99.2
Amortization of Capital Assets	176.2	175.5	178.5	184.5	193.1	194.5
Total Expense	1,839.0	1,821.3	1,902.7	1,908.9	1,956.9	2,000.5
Excess (Deficiency)	37.6	35.1	16.4	37.7	34.8	36.4

	2016-17		Budget 2017-18	Forecast		
	Budget	Forecast		2018-19	2019-20	2020-21
Total Revenue	1,876.6	1,856.4	1,919.1	1,946.7	1,991.7	2,037.0
Total Expense	1,839.0	1,821.3	1,902.7	1,908.9	1,956.9	2,000.5
Excess (deficiency)	37.6	35.1	16.4	37.7	34.8	36.4
Investment in Capital Assets	(47.9)	(27.3)	(54.4)	5.3	(13.7)	(1.2)
Unrestrict. Net Assets, Begin of Yr.	(59.2)	(42.0)	(34.2)	(72.2)	(29.1)	(8.1)
Unrestricted Net Assets, End	(69.5)	(34.2)	(72.2)	(29.1)	(8.1)	27.1

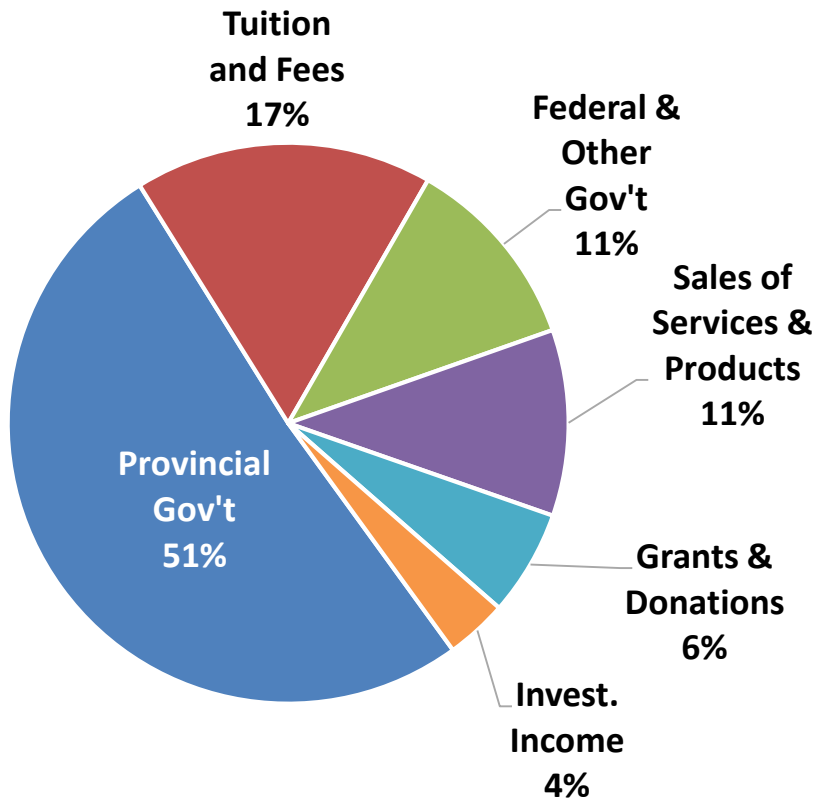
Version A: No separate line item for \$6.1 M

	2016-17		Budget ¹ 2017-18	Forecast		
	Budget	Forecast		2018-19	2019-20	2020-21
Provincial government	648.7	653.2	670.1	682.8	695.6	708.8
Tuition and Related Fees	332.4	323.0	330.0	343.5	347.3	355.0
Investment Income	14.0	18.2	19.0	21.9	24.4	25.1
Other	101.4	115.3	117.4	119.5	121.8	124.2
Total Revenue	1,096.6	1,109.7	1,136.4	1,167.6	1,189.2	1,213.1
Salaries & Benefits	817.3	812.9	833.3	852.0	879.0	899.1
Materials, Supplies & Services	110.8	115.2	122.9	127.9	128.9	129.8
Utilities	51.7	44.8	47.8	48.8	46.0	48.3
Maintenance	31.4	40.0	34.0	34.3	34.7	35.0
Scholarships and Bursaries	35.5	35.4	35.9	36.5	37.1	37.7
Amortization of Capital Assets	47.6	47.6	53.3	55.0	56.4	57.0
Total Expense	1,094.2	1,095.8	1,127.1	1,164.6	1,182.0	1,206.8
Excess (Deficiency)	2.3	13.9	9.3	13.0	7.2	6.3

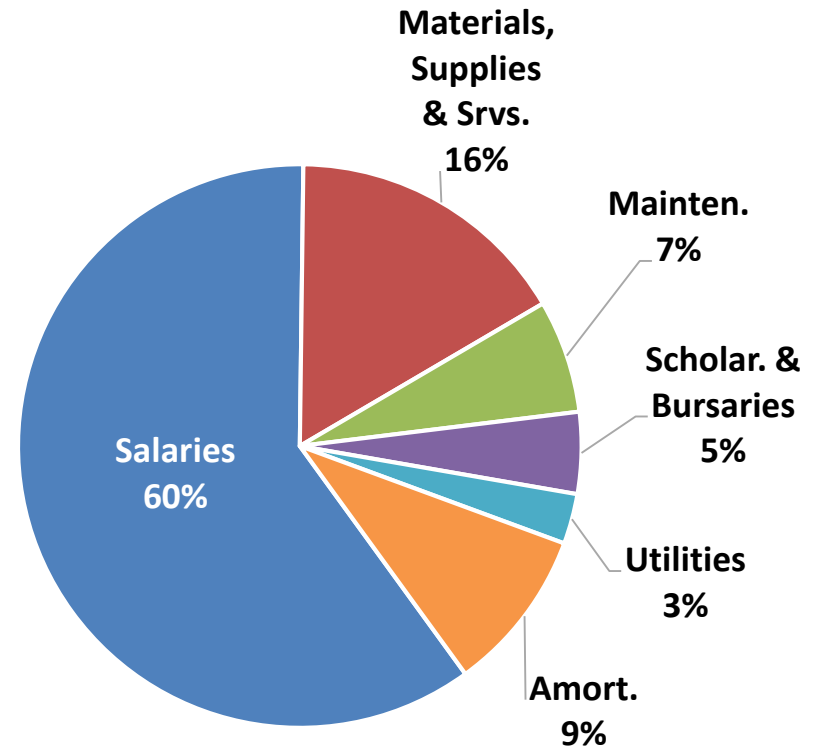
(1) Includes \$9.3 million recovery for unfunded benefits liability.

Consolidated Budget, 2017-18

Revenue: \$1,919 million

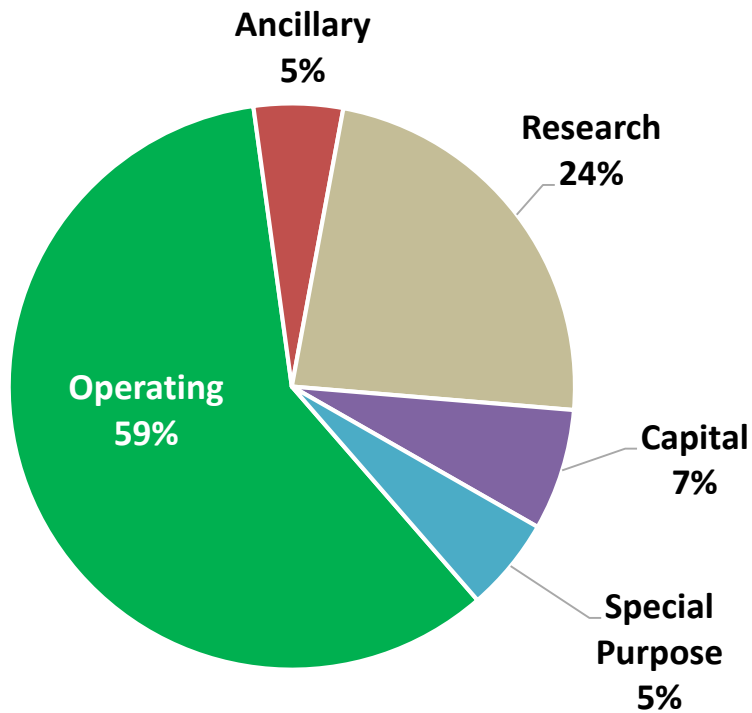


Expense: \$1,904 million

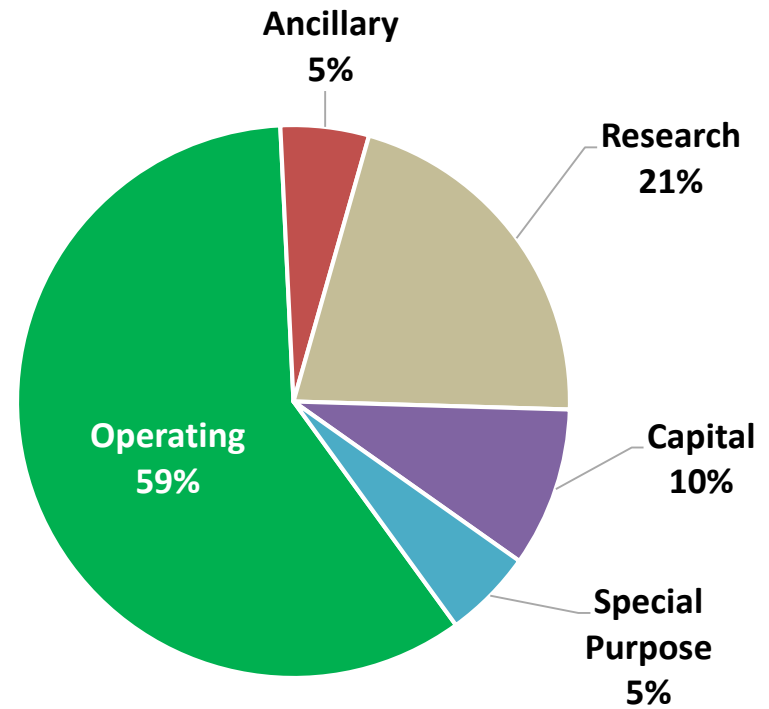


Budget by Fund, 2017-18

Revenue: \$1,919 million



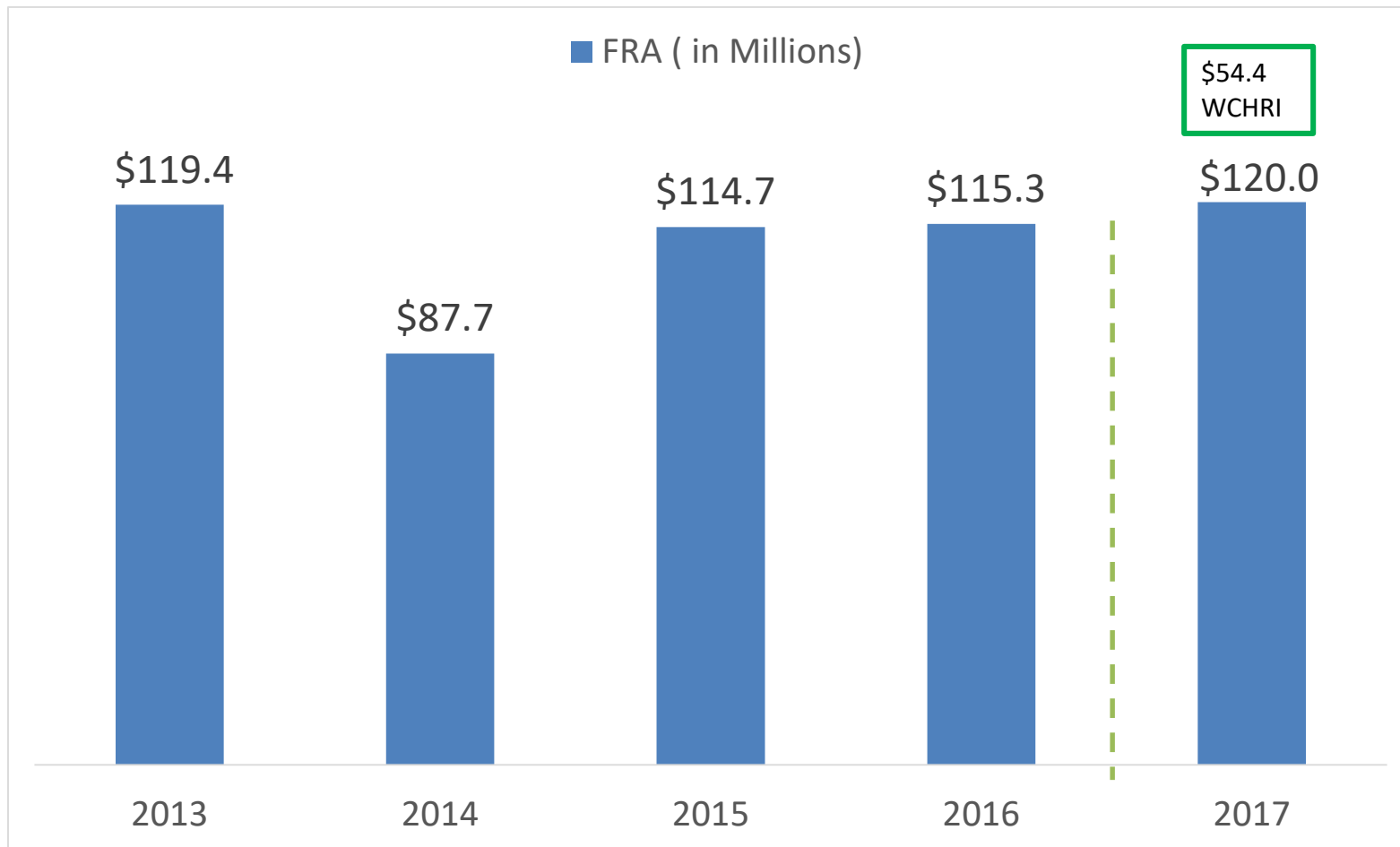
Expense: \$1,903 million



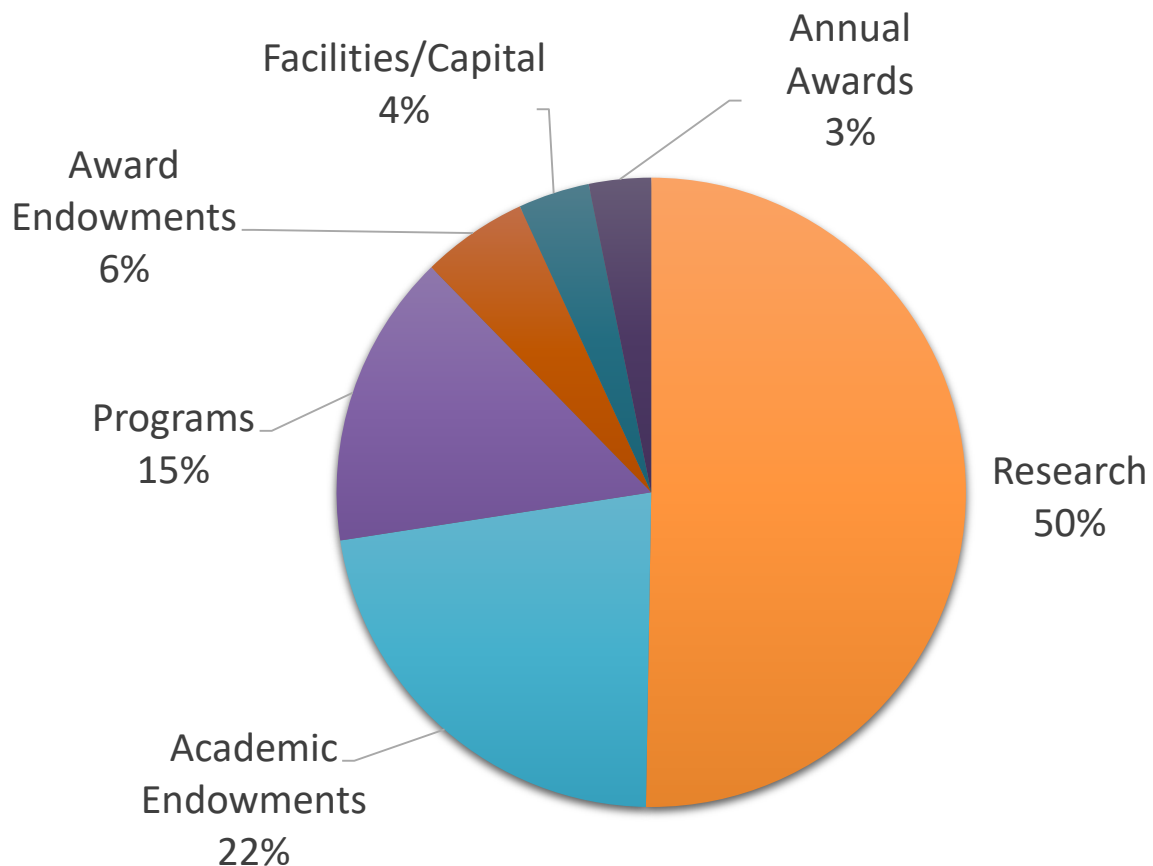
CAMPUS ALBERTA GRANT

2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
6.0%	6.0%	6.0%	0.0%	0.0%	2.0%	-4.6%	0.0%	2.0%	2.0%

Fundraising Achievement

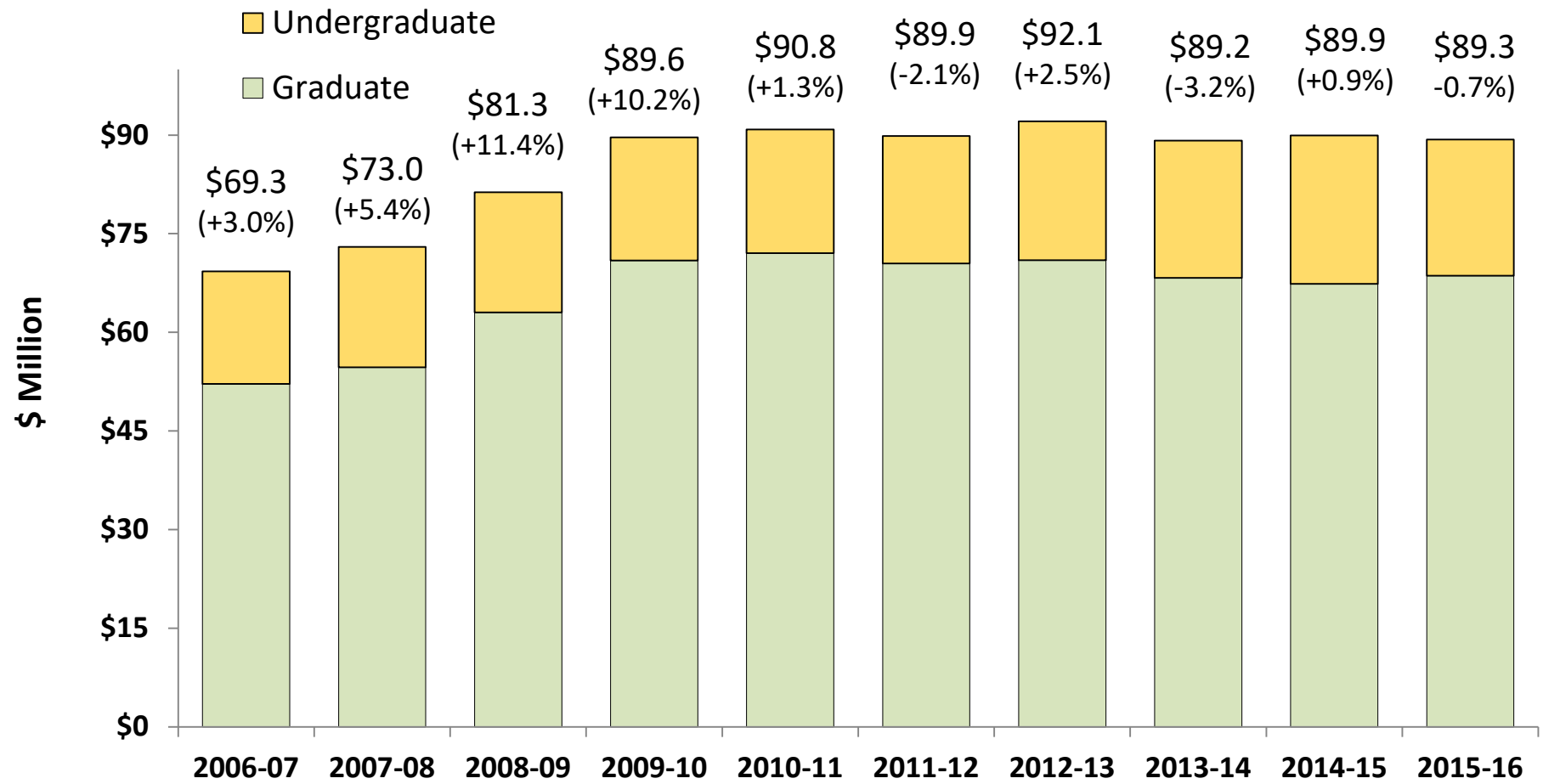


Fundraising Achievement By Allocation – 2016 (\$115.3M)



U OF A BURSARY & AWARD EXPENDITURES

(consolidated)



U OF A BURSARY & AWARD EXPENDITURES (Operating)

