



**Fredericton Campus  
and  
University-Wide Units**

**2011-12  
Operating Budget**

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## **Commentary from the Vice-President (Fredericton)**

### ***Introduction***

Financial sustainability is a cornerstone in academic planning. The Fredericton Campus has not enjoyed a sustainable academic or financial model for some time nor will it enjoy sustainability until definitive change is undertaken.

With the approval of the University's strategic plan, Deans and Directors can now become engaged in the process of evaluating how the Fredericton Campus can meet the joint goals of stabilizing academic quality while addressing financial sustainability. While the Fredericton Campus has undertaken its sixth year of consecutive cost reduction (yielding an estimated \$15 Million), it is increasingly evident that revenue generation is of strategic importance in order for this Campus to achieve its goals.

### ***Environment***

The provincial operating grant comprises 67% of our revenues. Prior to 2008-09, historical increases of approximately 3% per year were insufficient to keep pace with even conservative economic increases in most collective agreements. Even non-salary items, in an educational environment such as our own, tend to experience inflation at a higher rate. In 2008-09, Provincial Operating Grants were expanded to include grants in lieu of tuition increases. While welcome to maintain our competitiveness, these special restrictions tend to limit the flexibility of the institution to inflate tuition and fees in areas not considered by the Province. The tuition freeze of 2009-10, and the uncertainty created by the transition of governments including the lack of multi-year funding agreement make multi-year planning very difficult.

Tuition revenues comprise 28% of our overall revenues. Fredericton Campus enrolments have now declined from 8,401 full-time equivalents (in 2005-06) to 7,248 (in 2010-11), a decrease of 1,153 full-time equivalent (or 13.7%). This has created a steady downward pressure on tuition revenues. The Fredericton Campus is not satisfied to continue this trend and is aggressively investing in recruitment and retention in order to stabilize, then grow, our undergraduate enrolment.

### ***Rising to the Challenge***

This Campus (including University-wide units) assigned ongoing budget reductions nearing \$3.6 Million. These reductions are occurring in a context where almost 80% of costs represent human resources. Many of these human resources are continuing positions.

This Campus successfully achieved \$3.2 Million (88%) of its target on an ongoing basis. An additional 9% has been committed in one-time funds from units requesting a one-year deferral. Overall, 97% of budget reductions have been realized.

### ***Governance***

In dealing with these ongoing budget reductions, portfolio managers engaged in collegial consultation with their own internal management groups, *e.g.* Deans discussed with Chairs and Faculty Councils; Directors with their managers and coordinators. In particular, the Deans' Council undertook a significant process to revisit a structure for the assignment of budget reductions to their Faculties. This structure was grounded in both collegiality as well as the assumption that "across-the-board cuts" were not acceptable. A variety of metrics were developed and used to mete out budget reductions. Deans are eager to resume this process even more constructively in the *building and/or reallocation* of budgets to strategic areas.

Both Faculties and support departments continue to review and reconsider their academic and operational staffing requirements and adjust workload to reflect fewer resources.

## ***Strategic Areas***

Believing that they form the foundation of improved recruitment and retention, the Vice-President (Fredericton) allocates resources in order to:

- Increase student engagement;
- Improve student experience;
- Improve and promote safety and security on Campus.

Regarding undergraduate recruitment and retention, the Fredericton Campus will:

- Target increased enrolment (6,098 undergraduate full-time equivalents) representing a 195 (or 3.3%) increase over the current budget for 2011-12.
- Enhance the existing geographic sales territory recruitment approach by assigning a recruiter *and* client service representative to work together in each territory.
- Recruit from the geographic sales territories of Western NB, Eastern NB & PEI, NS & NFLD, and Ontario & Western Canada, specifically aimed at high school, transfer and re-admit students.
- Increase the number of recruiters in Ontario (from 1 to 2), Atlantic Canada (from 4 to 4.5) and increase the number of client services representatives (from 3 to 4)<sup>1</sup>.
- In partnership with key UNB stakeholder offices, assist in the launch of an online application/admission program to enhance ease-of-use for prospective students, as well as to enhance efficiency and enrolment yield.
- Increase advertising, partnership, and relationship building initiatives with key external stakeholder groups including high schools, guidance counselors, high school teachers, high school students and parents.
- Enhance internal recruitment-to-admissions processes to increase yield from application to enrolment.
- Build new innovative content through online platforms such as the UNB website, Facebook, Twitter, photos, blogs, videos, contests, etc. as well as through increased utilization of the Career Connections website.
- Devise a campus measurement plan to focus strategic attrition programming.
- Support and improve student transitioning by providing information kiosks throughout campus during first few weeks of classes; by supporting student-run student experience initiatives such as Townhouse, and the Red Shirt volunteers; providing "Arrive & Thrive" presentations to 1<sup>st</sup> and 2<sup>nd</sup> year students and improvements to our Opening Ceremony.
- Develop partnerships with UNB's retired faculty and staff (UNBREA) and Alumni to increase their role in student retention initiatives.

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<sup>1</sup> These new positions are entirely funded by one-time priority funds to be provided on a five-year basis.

- Continue student outreach programs such as Tuesdays with Tony, regular meetings with student leaders, and special communications to students as well as student outreach initiatives including student-written student experience blogs.
- Improve student, faculty, and staff satisfaction and safety through work with Security & Traffic.
- Review 1<sup>st</sup> year experience on our Campus, call students with good academic standing who left with an invitation to return and complete the review of our current student advising system.
- Improve our Summer Orientation, Advising, and Registration events.
- Work with Deans to identify areas for improvement to NSSE measurement areas.
- Continue work with the Community Engagement Committee to increase satisfaction of students and employees with their UNB experience.

Regarding graduate recruitment, the Fredericton campus will:

- Assist the School of Graduate Studies with the enhancement of the online admissions program to include more graduate programs.
- Recruit from Ontario universities, Maritime universities that do not have graduate programs, as well as from among UNB's undergraduate cohort.
- Continue to develop strong relationships with key external stakeholder groups including career counseling offices in other universities as well as other schools of graduate studies.

**University of New Brunswick**  
**Fredericton Campus and University-Wide Units**  
**2011-12 Operating Budget**

## ***Executive Summary***

The Fredericton Campus including University-Wide Units ("Fredericton Campus") is proposing a balanced budget for 2011-12 for the second consecutive year. This budget is not, however, balanced on a "structural" basis (i.e. ongoing revenues less ongoing expenses) for 2011-12. The Fredericton Campus deficit before one-time sources (uses) of funds is \$775 K. There is considerable pressure on that sustainability in future years due to ongoing uncertainty regarding government revenues, enrolment-based tuition revenues as well as our largest expense, the cost of our people.

## **Revenues**

Fredericton Campus revenues have increased by \$4.5 Million (or 3.3%) over 2010-11. Major drivers of that increase include:

- \$1,491 K increase attributed to a Provincial Operating Grant increase;
- \$1,349 K increase attributed to the implementation of a raised tuition and international supplementary fees;
- \$750 K increase attributed to the implementation of additional mandatory student fees;
- \$434 K increase attributed to higher enrolment in graduate and summer undergraduate programs;
- \$394 K increase attributed to increased contributions to central revenues from units in lieu of expenditure reductions;
- \$251 K increase attributed to additional contributions from our College of Extended Learning and pilot programs within the Faculties; and,
- \$154 K increase attributed to additional cost recoveries for Shared Services from our Saint John Campus.

These increases are offset by:

- \$313 K decrease attributed to lower enrolment in fall and winter undergraduate programs.

## **Expenses**

Fredericton Campus expenses have increased by \$5.3 Million (or 4.0%) over 2010-11.

As in prior years, there has been a tremendous amount of pressure on expenses leading into the 2011-12 budget. Without mitigation, it is estimated that the Fredericton Campus would have experienced additional expenses of at least \$3.6 Million (or 2.7%).

Almost \$3.2 Million (or 88%) of these ongoing budget reductions have been realized with an additional commitment from units who were unable to meet their reduction for \$0.3 Million of one-time or ongoing funds. While these payments will allow the Campus to realize an additional 9% of the targeted budget reductions on a one-time basis, units remain aware that their unmet targets will be revisited in the next budget year.

Major drivers of this year's \$5.3 Million (or 4.0%) expense growth are:

- Maintenance and Utilities of \$1.8 Million;
- Faculties and Departmental Costs of \$1.6 Million;
- Administrative and Development of \$0.8 Million;
- In-Year Contingency of \$0.5 Million;
- Academic & Student Support of \$0.3 Million; and,
- Net cost of Ancillary Operations totaling \$0.3 Million.

### **One-Time Sources (Uses) of Funds**

In addition to the \$775 K structural deficit, the Fredericton Campus estimates that \$889 K of additional one-time funds will be required in order to adequately transition employees through proposed position reductions. These additional one-time costs, as well as the structural deficit, will be funded in 2011-12 using internal reserves on the Fredericton Campus. These reserves originated from a borrowing program on departmental budget carry forwards. The borrowing program funded a scholarship (and other trusts) "backstop" to safeguard spending levels during the economic downturn of 2008 and 2009. In the current financial context, it is proposed that these reserves be accessed and units forgive their loans to central.

### **Ongoing Initiatives**

Despite considerable fiscal challenges, the Campus has invested additional ongoing funding towards the following strategic items:

- Stabilization of the funding model for our Development and Donor Relations (\$500 K)<sup>2</sup>;
- Provision to safeguard against fundraising risk within Development and Donor Relations (\$470 K); and,
- Stabilization of administrative functions at the Human Rights Office (\$77 K).

### **Term and One-Time Initiatives**

The Fredericton Campus has invested additional one-time (discretionary) funding towards the following strategic items:

- Incremental recruitment and retention initiatives (\$350 K);
- Incremental retention and student experience initiatives (\$112 K);
- Academic restructuring of Arts 1000 (\$160 K);
- Support for Congress 2011 (\$140 K);
- Additional one-time athletic scholarships (\$50 K); and,
- Continued support of employment equity (\$35 K).

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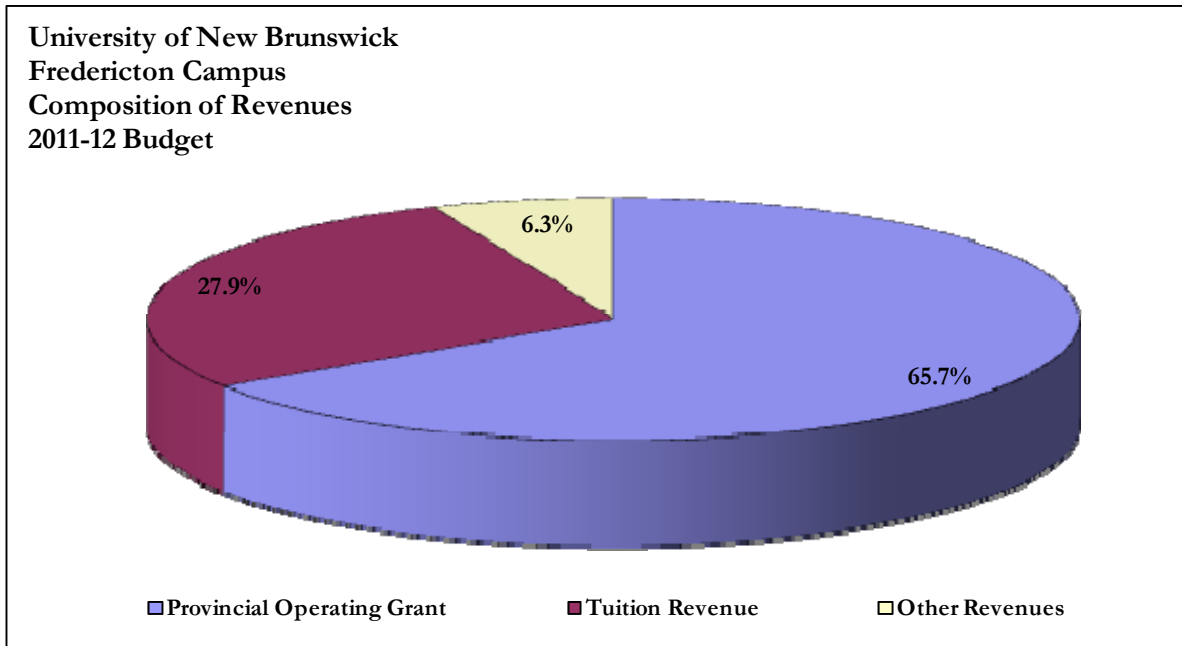
<sup>2</sup> In order to support the full cost of this initiative, an additional \$100 K has been invested by the Saint John Campus in this area.



In addition, approximately \$200 K of In-Year Priority Funding (\$973.3 K) remains unallocated in support of other recruitment and retention strategies as well as initiatives identified during the strategic planning process.

## Revenue

Overall operating revenues for the Fredericton Campus are budgeted at \$137.6 Million. This represents an increase of \$4.5 Million (or 3.3%) over the 2010-11 budget. Revenue is comprised of the following sources:



The following table further illustrates the composition of budgeted revenues and provides a year-to-year comparison of each source:

Fredericton Campus	Budgeted Revenues (\$000)					Notes:
	Approved Budget	Approved Budget	Proposed Budget	Increase(Decrease)		
	2009/10	2010/11	2011/12	Dollars	Percent	
Provincial Operating Grant	\$83,744.9	\$88,953.7	\$90,444.7	\$1,491.0	1.1%	Change over 2010/11 Total Revenue
Tuition Revenue	38,085.5	36,558.5	38,421.5	\$1,862.9	1.4%	Change over 2010/11 Total Revenue
Other Revenues	7,380.8	7,527.4	8,726.6	\$1,199.2	0.9%	Change over 2010/11 Total Revenue
<b>Total Revenues</b>	<b>\$129,211.2</b>	<b>\$133,039.7</b>	<b>\$137,592.8</b>	<b>\$4,553.1</b>	<b>3.3%</b>	

The following table provides a comparison of the relative portion of budgeted revenues, by source, for the last three years:

Fredericton Campus	Relative contribution to Revenues		
	Approved Budget	Approved Budget	Proposed Budget
	2009/10	2010/11	2011/12
Provincial Operating Grant	64.8%	66.9%	65.7%
Tuition Revenue	29.5%	27.5%	27.9%
Other Revenues	5.7%	5.7%	6.3%
<b>Total Revenues</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Base revenue for 2011-12 includes the following key government assumptions:

- An announcement by the Provincial Government of a 2% base grant increase translates to a 1.7% increase in the base grant and a 1.1% increase to overall budgeted operating revenue; and,
- No new "operating grant in lieu of tuition increase" was provided to institutions in 2011-12. An announcement by the Provincial Government of a \$200 limit on basic tuition increase for domestic, undergraduate students translates to a 3.6% increase in tuition rates.

### Provincial Operating Grant

Provincial Operating Grant revenues in 2011-12 are budgeted to increase by \$1.5 Million (or 1.7%) over 2010-11. The following table provides a comparison of the 2011-12 budget to previous year's grant:

	(\$000)			Increase(Decrease)		Notes:
	Approved Budget	Approved Budget	Proposed Budget	Dollars	Percent	
	2009/10	2010/11	2011/12			
<b>Fredericton Campus analysis:</b>						
Base Grant	\$79,245.3	\$82,126.8	\$83,617.9	1,491.0	1.8%	1.7% Change over 2010/11 Total
Grant in Lieu of Tuition Increase	\$4,499.6	\$6,826.8	\$6,826.8	-	0.0%	0.0% Change over 2010/11 Total
<b>Total</b>	<b>\$83,744.9</b>	<b>\$88,953.7</b>	<b>\$90,444.7</b>	<b>1,491.0</b>	<b>1.7%</b>	<b>1.7%</b>

As compared to last year's budget, Base Grant is budgeted to grow by \$1.4 Million (or 1.5% of total grant revenues in 2011-12). While the Provincial Government ("Government") announced a 2.0% increase to operating assistance, the formula applied by the Maritime Provinces Higher Education Commission (MPHEC) actually results in a lower-than-announced increase on an institutional year basis.

Government did not opt to provide New Brunswick universities with an operating grant in lieu of a tuition increase. Government instead placed special restrictions on the actions of universities limiting domestic, undergraduate tuition increases to \$200. An excerpt from the Department of Finance budget, published March 22<sup>nd</sup> 2011, follows:

*"Tuition fees have not increased over the past three years at universities and the past five years at colleges. As such, our government will be capping modest tuition increases at \$200 per full-time college and university student."*

Pursuant to Board of Governor's policy, the base grant is allocated on the same basis as that used by the MPHEC to assign the grant to all New Brunswick institutions. The operating grant in lieu of tuition increase continues to be allocated to each campus using the same calculation as that used by the MPHEC.

### Tuition Revenue

Tuition Revenue is budgeted to increase in 2011-12 by \$1.9 Million (or 5.1%) over 2010-11.

Major drivers of this increase include:

2011-12 Operating Budget

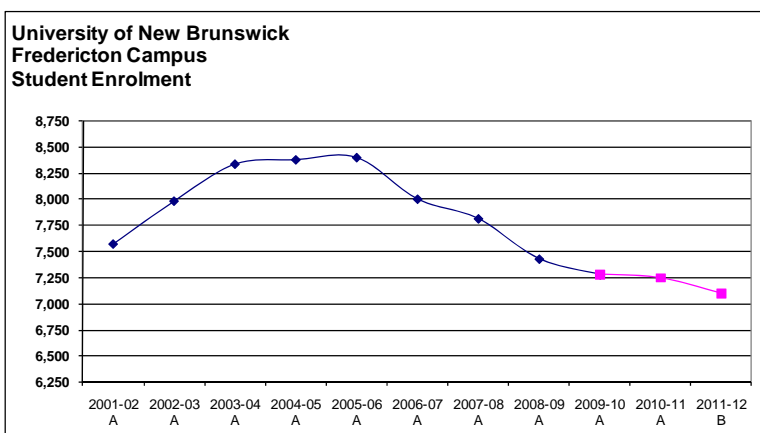
- \$1,349 K of undergraduate tuition increase attributed to the application of a \$200 increase to basic undergraduate and graduate tuitions as well as the undergraduate international supplementary fees;
- \$434 K of graduate tuition attributed to higher enrolment as well as undergraduate tuition due to higher enrolment during summer;
- \$394 K of central contributions of Faculty program fees to central revenues in lieu of reducing expenses.

Offset by a decrease of:

- \$313 K of undergraduate tuition attributed to lower enrolment in the fall and winter terms.

The following provides a comparison of budgeted enrolment to prior years:

University of New Brunswick Fredericton Campus Student Enrolment					
	Under		Total	Inc(Dec)	
	graduate	Graduate		FTE	Percent
2001-02 A	6,820	756	7,576		
2002-03 A	7,109	877	7,986	410	5.4%
2003-04 A	7,338	1,001	8,339	353	4.4%
2004-05 A	7,317	1,063	8,380	41	0.5%
2005-06 A	7,284	1,117	8,401	21	0.3%
2006-07 A	6,924	1,080	8,004	(397)	(4.7%)
2007-08 A	6,735	1,082	7,817	(187)	(2.3%)
2008-09 A	6,345	1,087	7,432	(385)	(4.9%)
2009-10 A	6,162	1,120	7,282	(150)	(2.0%)
2010-11 A	6,079	1,169	7,248	(34)	(0.5%)
2011-12 B	5,903	1,198	7,101	(147)	(2.0%)



Overall enrolment on the Fredericton Campus is budgeted to decrease in 2011-12.

As shown above, 2011-12 undergraduate enrolment is budgeted to decrease by 176 FTE (or 2.9%) against 2010-11 actual FTE (i.e. 6,079) and 61 FTE (or 1.0%) against 2010-11 budgeted FTE (i.e. 5,964). This cautious budgeting approach assumes that the positive enrolment growth experienced in 2010-11 may be anomalous and does not represent sustainable financial growth.

Recruitment and retention initiatives (including strategic investment) remain ongoing on the Fredericton Campus and the **undergraduate enrolment target for 2011-12 is 6,098 FTE**. This target represents an increase of 19 FTE (or 0.3%) over 2010-11 actual FTE. It also represents an increase of 134 FTE (or 2.2%) increase over the 2010-11 budgeted FTE.

As shown above, 2011-12 graduate enrolment is budgeted to increase by 29 FTE (or 2.5%) over 2010-11 actual FTE (i.e. 1,169). This represents an increase of 26 FTE (or 2.2%) over 2010-11 budgeted FTE (i.e. 1,172).

2011-12 Operating Budget

Enrolment projections by the Office of the Registrar continue to reflect:

- A declining population in New Brunswick;
- An already high rate of participation in universities in New Brunswick; and,
- An increasingly complex and competitive marketplace.

**Other Revenue**

Other Revenue has traditionally represented nearly 6% of budgeted revenues on the Fredericton Campus. Other Revenue is budgeted to increase by \$1.2 Million (or 15.9%) in 2011-12. Other Revenue is comprised of the following items:

Fredericton Campus and University-wide Units	(\$000)				
	Approved Budget	Approved Budget	Proposed Budget	Increase(Decrease)	
	2009-10	2010-11	2011-12	Dollars	Percent
	(Restated)	(Restated)			
Indirect Costs of Research	\$3,269.6	\$3,292.0	\$3,270.4	(\$21.6)	(0.7%)
Short-term Investment Income	725.0	725.0	725.0	0.0	0.0%
Management Fees & Campus Overhead	291.0	561.6	679.5	117.9	21.0%
Contribution from Saint John Campus	743.0	845.2	999.4	154.2	18.2%
Contract Overhead (Net of distributions)	441.6	441.6	398.8	(42.8)	(9.7%)
Contribution from (to) Capital, Net	564.9	266.0	266.0	0.0	0.0%
Parking Fees and Fines	412.6	423.0	483.8	60.7	14.4%
Application Fees	305.0	305.0	342.0	37.0	12.1%
Outreach and Extension	368.1	368.0	501.3	133.3	36.2%
Mandatory Student Fees	260.0	300.0	1,060.4	760.4	253.5%
All Other	-	-	-	0.0	
<b>Total</b>	<b>\$7,380.8</b>	<b>\$7,527.4</b>	<b>\$8,726.6</b>	<b>\$1,199.2</b>	<b>15.9%</b>

Major drivers of this increase include:

- An increase of \$750 K attributed to the implementation of a facility access fee for the new Richard J. Currie Center. While the proposed fee will generate \$1,050 K to offset operating, repairs & maintenance, major capital investment, and programming costs, approximately 20% will be allocated to Campus Recreation and 10% to Facility Operations (both within the Academic and Student Support category of units) with the remaining \$750 K remaining central to offset university costs borne within the Maintenance and Utilities category of units on the Fredericton Campus.
- An increase of \$154 K attributed to the Contribution from Saint John Campus related to certain shared services which have been reviewed during the last fiscal year;
- An increase of \$133 K attributed to the College of Extended Learning; and,
- An increase of \$118 K attributed to Campus Overhead generated by entrepreneurial academic programs conducted within certain Faculties.

Other Revenue flows to the central budget of the Fredericton Campus and becomes available to offset all other expenses. In addition to these centrally budgeted amounts, Faculties and support departments generate \$23.3 Million of revenues and/or cost recoveries which directly offset expenditure within their own budgets.

## **Revenue Proposals**

The following are included in the University-wide budget package:

- A proposal to Implement a Facility Access Fee;
- A proposal to Implement Business Administration Program Fee;
- A proposal to Implement Registration Confirmation Deposit (MBA); and,
- A proposal to Increase Application Fee (Intensive MBA).

2011-12 Operating Budget

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## Expenses

Overall expenses (including Ancillary Operations, In-Year Contingency and In-Year Priority Allocations) for the Fredericton Campus are budgeted at \$138.3 Million. This represents an increase of \$5.3 Million (or 4.0%) over the 2010-11 budget. This rate of growth in Expenses compares to 0.5% in the prior year.

The following table illustrates the composition of budgeted Expenses and provides a year-to-year comparison of each major category:

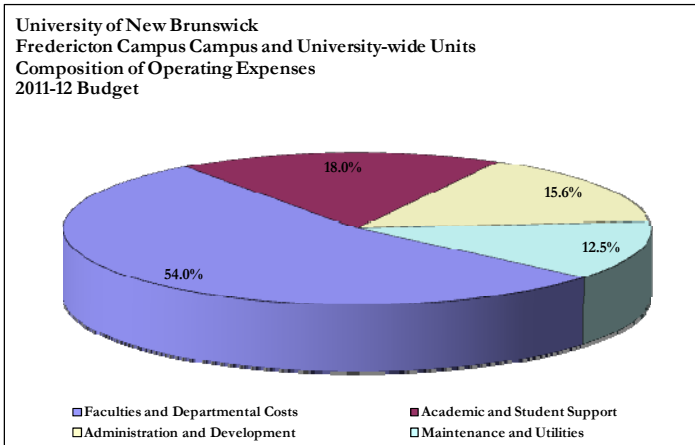
Fredericton Campus and University-wide Units	(\$000)				
	Approved	Approved	Proposed	Increase(Decrease)	
	Budget	Budget	Budget		
	2009/10	2010/11	2011/1211	Dollars	Percent
	(Restated)	(Restated)			
Faculties and Departmental Costs	\$71,016.8	\$70,717.8	\$72,347.3	\$1,629.5	2.3%
Academic and Student Support	24,632.8	23,818.3	24,070.5	252.2	1.1%
Administration and Development	19,608.9	20,021.4	20,863.6	842.3	4.2%
Maintenance and Utilities	13,945.9	14,987.2	16,811.8	1,824.6	12.2%
<b>Total Operating Expenses</b>	<b>129,204.4</b>	<b>129,544.7</b>	<b>134,093.2</b>	<b>4,548.5</b>	<b>3.5%</b>
Ancillary Operations (Net)	1,189.4	1,521.8	1,801.6	279.8	18.4%
In-Year Contingency	1,000.0	1,000.0	1,500.0	500.0	50.0%
In-Year Priority Allocations	973.3	973.3	973.3	-	0.0%
<b>Total Expenses</b>	<b>\$132,367.1</b>	<b>\$133,039.8</b>	<b>\$138,368.1</b>	<b>\$5,328.3</b>	<b>4.0%</b>

Without mitigation, it is estimated that the Fredericton Campus would have had an additional \$3.2 Million of ongoing expenses. Including these additional expenses, the Fredericton Campus would have increased by \$8.4 Million (or 6.4%) over the 2010-11 budget.

## Operating Expenses

Operating Expenses of the Fredericton Campus are budgeted at \$134.1 Million. This represents an increase of \$4.5 Million (or 3.5%) over the 2010-11 budget. Operating Expenses are comprised of the following major categories:

University of New Brunswick  
**Fredericton Campus and University-Wide  
 Units**  
 2011-12 Operating Budget



Fredericton Campus and University-wide Units	Approved Budget 2009-10 (Restated)	Approved Budget 2010-11 (Restated)	Proposed Budget 2011-12
Faculties and Departmental Costs	55.0%	54.6%	54.0%
Academic and Student Support	19.1%	18.4%	18.0%
Administration and Development	15.2%	15.5%	15.6%
Maintenance and Utilities	10.8%	11.6%	12.5%
<b>Total Operating Expenses</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### Faculties and Departmental Costs

Budget Change from Previous Year Faculties and Departmental Costs			
		Approved 2010-11 (Restated)	Proposed 2011-12
Year to Year Increase(Decrease)	(\$000)	(\$299.0)	\$1,629.5
	Percent	(0.4%)	2.3%

Faculties and Departmental Costs for the Fredericton Campus are budgeted at \$72.3 Million. This represents an increase of \$1.6 Million (or 2.3%) over the 2010-11 budget. This compares to a 0.4% decrease in the prior year.

This category of expense includes funding for teaching and non-sponsored research activities on the Fredericton Campus, including the salaries and benefits for faculty and support staff as well as day-to-day operating costs (i.e. “non-salary” expenses). It is important to note that only 7.4% of costs within this category are non-salary in nature.

Faculty and Departmental Costs are subject to the normal increases related to human resources as well as non-salary inflationary pressures. Without mitigation, Faculties and Departmental Costs would have increased by an additional \$2,076 K (or 2.9%) in 2011-12.

Major drivers of this year’s \$1,630 K increase include:

- \$2,133 K increase attributed to salary adjustments for prior years (2.5% economic adjustment for faculty in 2010-11) as well as an increase to salary increase provisions for the current year (3.5% economic adjustment for faculty in 2011-12) to reflect recently settled collective agreement; and,
- \$593 K increase attributed to provisions for Fringe Benefits.

These increases were offset by:

- \$336 K decrease attributed to the funding of one-time transition costs (resulting from faculty turnover) using one-time funds;
- \$311 K of provision to receive one-time funding in lieu of ongoing budget reductions from Faculties unable to achieve their ongoing budget reduction; and,
- \$115 K decrease attributed to the reduction of discretionary provisions related to temporary academic appointments.



In addition to the assigned budget reductions for 2011-12, those units requesting a one-year deferral in 2010-11 and who did not meet their ongoing budget reduction at that time were subject to those additional budget reductions this year. Including these additional amounts, the total ongoing budget reduction sought in 2011-12 was \$2,650 K (or 3.7%).

The budgets categorized as Faculties and Departmental Costs include cost recoveries of \$2.5 Million related to continuing academic positions that are financed from external sources such as Canada Research Chairs, endowed or other research chairs. In addition, there are \$0.3 Million of non-academic positions recoverable in a similar manner. These budgets also include an additional \$11.9 Million of revenue or recovery related to programs within the Faculties. All costs related to such cost recoveries or revenues are recorded, with revenues, within the Faculty.

## Academic and Student Support

Budget Change from Previous Year Academic and Student Support			
		Approved Budget 2010-11 (Restated)	Proposed Budget 2011-12
Year to Year Increase(Decrease)	(\$000) Percent	(\$814.4) (3.3%)	\$252.2 1.1%

Academic and Student Support for the Fredericton Campus is budgeted at \$24.0 Million. This represents an increase of \$0.3 Million (or 1.1%) over the 2010-11 budget. This rate of growth compares to a 3.3% decrease in the prior year.

This category of expense includes operating budget contributions towards direct funding to students (e.g. graduate research assistantships (GRA), teaching assistantships (GTA), and undergraduate scholarships,) as well as costs associated with offices oriented toward academic and student support like the Vice-President (Research), Associated Vice-President (Academic-Learning Environment), Centre for Enhanced Teaching and Learning, Student Affairs & Services and libraries on the Fredericton Campus.

In the 2011-12 budget, direct funding to students make up over 22% of this category of expenses. Without mitigation, Academic and Student Support would have increased by an additional \$208 K (or 0.9%) in 2011-12. Academic and Student Support costs are subject to the normal increases related to human resources and non-salary inflationary pressures.

Major drivers of this year's \$252 K growth include:

- \$188 K increase attributed to the provisions related to for annual salary increase and Fringe Benefits; and,
- \$45 K increase attributed to the allocation of resources to manage our copyright clearances.

### Administration and Development Services

Budget Change from Previous Year Administration and Development			
		Approved Budget 2010-11 (Restated)	Proposed Budget 2011-12
Year to Year	(\$000)	\$412.5	\$842.3
Increase(Decrease)	Percent	2.1%	4.2%

Administration and Development Services for the Fredericton Campus is budgeted at \$20.9 Million. This represents an increase of \$0.8 Million (or 4.2%) over the 2010-11 budget. This compares to a 2.1% increase in the prior year.

This category of expenses includes costs of various administrative and support activities on the Fredericton Campus, as well as units with a university-wide mandate, such as the Offices of the President, Vice-President (Finance & Corporate Services)<sup>3</sup>, Vice-President (Fredericton), Associated Vice-President (Capital Planning & Property Development), the Chief Advancement Officer<sup>4</sup>, and Integrated Technology Services.

Without mitigation, Administration and Development Services would have increased by an additional \$781 K (or 3.9%) in 2011-12. The total ongoing budget reduction sought in 2011-12 was \$634 K (or 0.4% of the Administration and Development Services 2010-11 budget). Administration and Development Services are subject to the normal increases related to human resources and non-salary inflationary pressures.

Major drivers of this year’s \$842 K growth include:

- \$317 K increase attributed to the provision of ongoing funding for the Chief Advancement Office's Development and Donor Relations in order to improve longstanding funding issues;
- \$157 K increase attributed to provisions for Fringe Benefits;
- \$132 K increase attributed to provisions for one-time support for Deans and other administrative positions;
- \$79 K increase attributed to provisions for salary increases;
- \$30 K increase attributed to provisions for executive administrative leave; and,
- \$77 K increase attributed to the provision of ongoing funding for the Human Rights Office.

<sup>3</sup> The Vice-President (Finance and Corporate Services) budget portfolio includes Financial Services, Human Resources and Organizational Development, Risk Management including Campus Safety..

<sup>4</sup> The Chief Advancement Office budget portfolio includes Alumni, Development & Donor Relations, Government Relations Office and Communications & Marketing.

**Maintenance and Utilities**

Budget Change from Previous Year Maintenance and Utilities			
		Approved Budget 2010-11 (Restated)	Proposed Budget 2011-12
Year to Year Increase(Decrease)	(\$000) Percent	\$1,041.3 7.5%	\$1,824.6 12.2%

Maintenance and Utilities for the Fredericton Campus are budgeted at \$16.8 Million. This represents an increase of \$1.8 Million (or 12.2%) over the 2010-11 budget. This rate of growth compares to 7.5% in the prior year.

The majority of this category of expenses is allocated to Buildings & Grounds (i.e. operational maintenance and cleaning). These costs represent 43% of all costs in Maintenance and Utilities. This category is generally subject to the normal increases related to human resources and non-salary inflationary pressures, however, Facilities Management was asked to mitigate cost increases for the 2011-12 budget. Without mitigation, Maintenance and Utilities would have increased by an additional \$50 K (or 0.3%) in 2011-12.

Another major category within this budget is Utilities, i.e. the costs of heat, electricity, water, cleaning and operational maintenance for all academic, research and support facilities on the Fredericton Campus. It represents 39% of all costs within this category of expenses. While this category of expenses is generally subject to the same pressures on human resource and non-salary inflation, it is particularly sensitive to fluctuations in weather, as well as the volatility of fuel prices.

While the Fredericton Campus relies on a variety of fuels<sup>5</sup>, fuel purchases are generally indexed on the world oil market. Every one cent change in the price of No. 6 Oil represents almost \$19,000 of impact on the Fredericton Campus’ operating budget: the Fredericton Campus currently relies on No. 6 Oil for 16% of its heating load and is estimating it will use over 1.9 Million Litres in 2011-12.

Major drivers of this year’s \$1,825 change include:

- \$1,278 K increase attributed to the operating costs, utilities and other maintenance related to the new Richard J. Currie Center;
- \$250 K increase attributed to provisions to safeguard against major repairs and deferred maintenance which may arise during the break-in of this new facility;
- \$76 K increase attributed to provisions to safeguard against inadequate recoveries of operating, utilities and other maintenance costs from chargeback and other revenues;
- \$60 K increase attributed to provisions for Fringe Benefit increase; and,
- \$40 K increase attributed to provisions for salary increase.

<sup>5</sup> The 2011-12 budget assumes 43% of steam production will be fueled by wood, 40% by natural gas and 16% by No. 6 Oil.

The Fredericton Campus has completed Phase I and nears completion of Phase II of a \$3.4 Million Energy Management Program. Currently there are 24 active projects, which had a \$1.98 Million initial investment producing an annual cost avoidance of \$0.39 Million per year. To date \$2.63 Million of costs have been avoided on these 24 projects. Under Amendment 2 to the Energy Management Program (Phase III) \$3.57 Million of the \$7.0 Million approved has been committed and projects initiated.

The Fredericton campus has an Energy Management Program that was approved by the Board of Governors. The purpose of this program is to reduce overall energy and utility utilization and costs at the University. Additional benefits that arise are a reduction in deferred maintenance and enhanced building functionality. There are two phases to the program:

- Phase 1 was completed in 2008 and comprised of 68 projects, costing a total of \$3.2 million, with an estimated annual cost avoidance of nearly \$700,000.
- Phase II is a \$7 million program that began in 2009, a total of 26 projects have been identified to date, costing \$3.6 million, with an estimated annual cost avoidance of \$635,000. A total of 20 buildings will have project work in 2011-12, with an estimated cost of \$2.8 million and annual cost avoidances of \$362,000.

### ***Ancillary Operations (Net)***

Certain operations of the Fredericton Campus are accounted for as business units having separate budgets as well as profit/loss statements. The following table details the net costs (contributions) from Ancillary Operations on the Fredericton Campus:

Fredericton Campus	(\$000)			Increase(Decrease)	
	Approved Budget 2009-10 (Restated)	Approved Budget 2010-11 (Restated)	Proposed Budget 2011-12	(\$000)	Percent
	Residential Life, Campus and Conference Services	\$911.1	\$1,011.5		
Aitken University Centre	583.1	611.1	576.6	(34.5)	(5.6%)
Turf Field and Dome	-	233.4	359.5	126.1	54.0%
Wu Conference Centre	(26.3)	(21.3)	(19.3)	2.0	(9.5%)
Bookstore	(278.5)	(312.9)	(195.0)	117.9	(37.7%)
<b>Total Operating Expenses</b>	<b>\$1,189.4</b>	<b>\$1,521.8</b>	<b>\$1,801.5</b>	<b>\$279.8</b>	<b>18.4%</b>

Ancillary units are expected to either remain self-sustaining or generate a small contribution towards the Fredericton Campus. To that end, the Fredericton Campus has now assigned responsibility for all of these units to the Residential Life, Campus and Conference Services portfolio in an effort to promote synergies and a business-orientation.

This budget package contains a separate section which describes the Fredericton residence system (i.e. Residential Life, Campus and Conference Services), including details about revenues, proposed fees, expenses and capital investment requirements. This package outlines the reasons for the budget shortfall of almost \$1.1 Million including occupancy rates, costs of utilities and major capital improvement costs.

The Aitken University Centre (“AUC”) is budgeted as a net cost to the Fredericton Campus of \$0.6 Million. Despite recent major repairs to the roof and ice surface, major drivers of this net cost remain increased operational costs, utilities and heating costs and increasing maintenance costs attributed to the facility's age.

The Turf Field and Dome facility located at Chapman Field is now completing its second full year of operation and the revenues and expenses related to this facility continue to undergo review by management. While the current budgeted shortfall is revenue-based, it is important to note that the annual operating costs include \$389 K in repayment of capital costs to the Fredericton Campus.

Ancillary units are not eligible for any provincial government funding related to infrastructure renewal. Certain ancillary units were eligible for federal programs, such as the University Deferred Maintenance Program. While the Wu Conference Centre, alone among our Ancillary Operations, has a small endowment to assist it with such matters our other Ancillaries do not have adequate surplus funds to address renewal requirements.

**University of New Brunswick**

**Fredericton Campus  
and  
University-wide Units**

***2011-12 Operating Budget Statement***

University of New Brunswick  
**Fredericton Campus and University-wide Units Operating Budget**  
 2011-12 Operating Budget  
 (\$000's)

	Approved Budget	Proposed Budget	Increase(Decrease)	
	2010-2011	2011-2012	Dollars	Percent
<b>Revenue</b>				
Provincial Operating Grant	\$88,953.7	\$90,444.7	\$1,491.0	1.7%
Tuition Revenue	36,558.5	38,421.5	1,862.9	5.1%
Other Revenue	7,527.4	8,726.6	1,199.2	15.9%
<b>Total Revenue</b>	<b>133,039.7</b>	<b>137,592.8</b>	<b>4,553.1</b>	<b>3.4%</b>
<b>Expense</b>				
<b>Academic and Research</b>				
Faculties and Departmental Costs	70,717.7	72,347.3	1,629.6	2.3%
Academic and Student Support	23,818.3	24,070.5	252.2	1.1%
Sub-total	94,536.0	96,417.8	1,881.8	2.0%
<b>Administration and Support Services</b>				
Administration and Development	20,021.4	20,863.6	842.3	4.2%
Maintenance and Utilities	14,987.2	16,811.8	1,824.6	12.2%
Sub-total	35,008.6	37,675.4	2,666.8	7.6%
<b>Total Operating Expense</b>	<b>129,544.5</b>	<b>134,093.2</b>	<b>4,548.7</b>	<b>3.5%</b>
<b>Ancillary Operations (Net)</b>	<b>1,521.8</b>	<b>1,801.6</b>	<b>279.8</b>	<b>18.4%</b>
<b>In-Year Contingency</b>	<b>1,000.0</b>	<b>1,500.0</b>	<b>500.0</b>	<b>50.0%</b>
<b>In-Year Priority Allocations</b>	<b>973.3</b>	<b>973.3</b>	<b>0.0</b>	<b>0.0%</b>
<b>Total Expense</b>	<b>133,039.6</b>	<b>138,368.1</b>	<b>5,328.5</b>	<b>4.0%</b>
<b>(Deficit) before One-Time Funds</b>	<b>0.0</b>	<b>(775.3)</b>	<b>(775.3)</b>	
<b>One-Time Sources (Uses) of Funds</b>				
Provision for Complement Reduction Costs	(447.4)	(889.0)	(441.6)	
Utilization of Internal Reserves	447.4	1,664.3	1,216.9	
<b>Sub-total</b>	<b>0.0</b>	<b>775.3</b>	<b>775.3</b>	
<b>Net Position</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	

# **University of New Brunswick**

**Fredericton Campus  
and  
University-wide Units**

**2011-12 Capital Budget**



## Capital Budget Overview

The 2011-12 Fredericton Campus capital budget totals \$10.9 Million and is comprised of:

- \$8,635.2 K Building & Space Program; and,
- \$2,251.4 K Equipment & Technology Program.

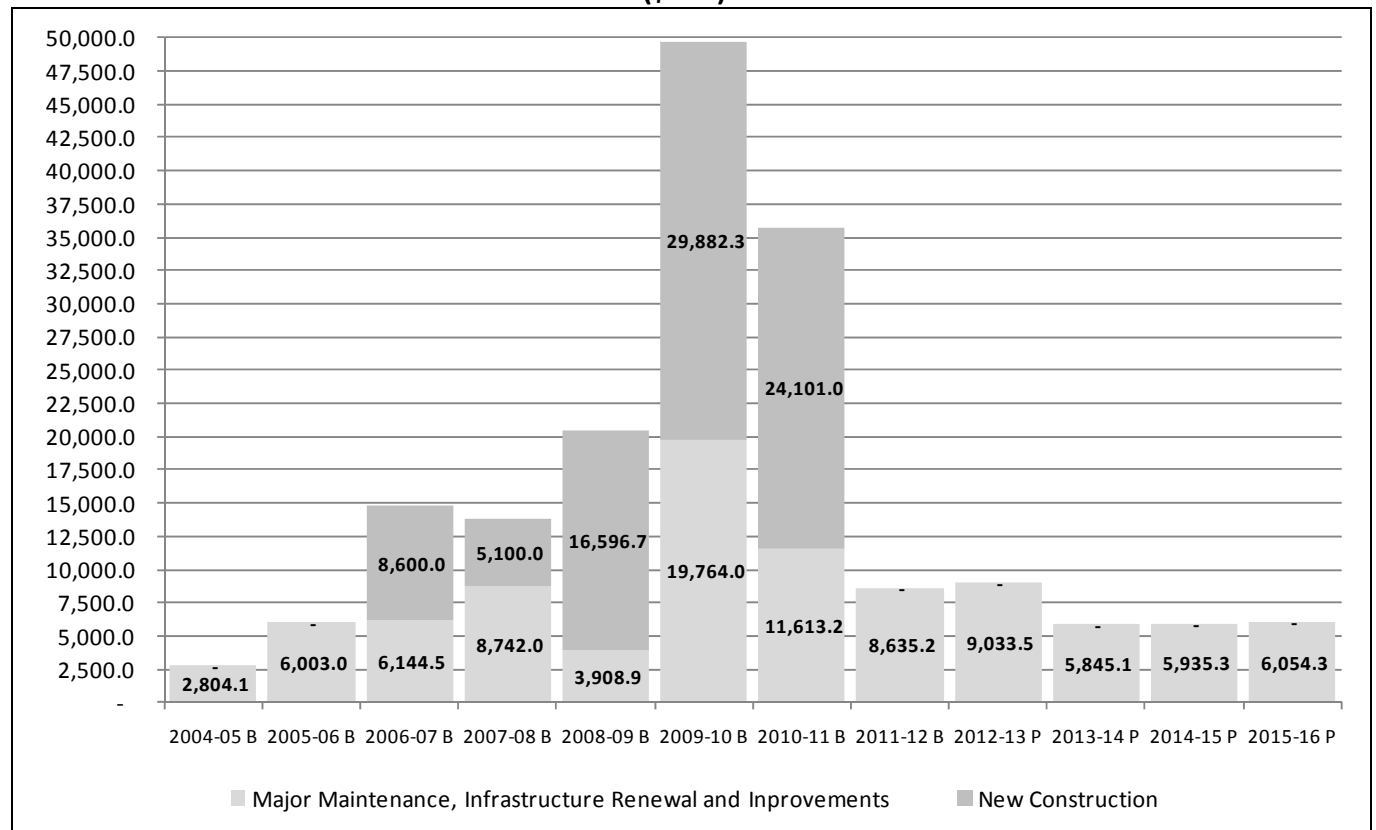
The 2010-11 capital budget totaled \$37.9 Million and was comprised of \$24.1 Million of new construction, \$11.6 Million of major maintenance, infrastructure renewal and improvements and \$2.2 Million of Equipment & Technology spending. The significant decrease over these two years is attributed to the completion of the Richard J. Currie Center and the wind-down of the University Deferred Maintenance Program and Knowledge Infrastructure Program.

## Building & Space Program

This year's \$8,635 K program is funded largely from:

- \$3,354 K of University Deferred Maintenance Program funding;
- \$2,067 K of Alteration & Renovation restricted operating grant;
- \$1,247 K of Heritage Land revenues;
- \$1,167 K of infrastructure renewal fee revenue; and,
- \$800 K of contribution to capital from the Fredericton Campus residence budget.

**Building & Space Program (Historical and Pro Forma)**  
 (\$000)



## Elements of the Building & Space Program for 2011-12

### University Deferred Maintenance Program

Portfolio/Priority Name	Amount Approved
<b>UW-Assoc Vice President (Capital Planning &amp; Property Development)</b>	
UDMP Water and Sewer(Bailey Dr)	\$ 800,000
UDMP Re-Insulation(Asbestos Abatement)	700,000
UDMP Window replacement(Tilley)	550,000
UDMP Tunnell Top Replacement	350,000
UDMP Roof repalcement (Tilley)	290,000
UDMP Infrastructure Upgrade(ITS)	280,000
UDMP Change Fluid in 5 Elevators(Wellfield)	200,000
UDMP Upgrade Bulding(SUB)	166,250
UDMP Campus Accessibility	17,500
<b>Grand Total</b>	<b>\$ 3,353,750</b>

### Heritage Land Revenues

Portfolio/Priority Name	Amount Approved
<b>FR-Facilities Management</b>	
Campus Master Plan	\$ 100,000
<b>FR-Revenue (Fredericton Campus)</b>	
Contribution To Operating	265,000
<b>UW-Assoc Vice President (Capital Planning &amp; Property Development)</b>	
Reserve for Unplanned Items	281,996
Real Estate/Property Manager	195,000
Asbestos	100,000
Accessibility	100,000
Wellfield	75,000
Professional Fees	75,000
Risk Management	50,000
Other real Estate/Prop Mgr Non-Salary	5,400
<b>Grand Total</b>	<b>\$ 1,247,396</b>

### Infrastructure Renewal Fee Revenue

Portfolio/Priority Name	Amount Approved
<b>UW-Assoc Vice President (Capital Planning &amp; Property Development)</b>	
Theatre Upgrade(Toole)	\$ 879,725
Strategic Priorities to be Determined	212,265
SHDH Egress Issues(Heritage Steps)	75,000
<b>Grand Total</b>	<b>\$ 1,166,990</b>

**Alteration & Renovation Restricted Operating Grant**

<b>Portfolio/Priority Name</b>	<b>Amount Approved</b>
<b>FR-Facilities Management</b>	
2011 Asbestos Abatement & Mould Remediation Program - Academics Building T3616	\$ 100,000
Academic Buildings Phase IV DHW Tank Inspection and Repair T361623	99,200
FM Initiatives of Equipment Specific Lockout/Tagout and Asset Management Software	75,000
Various Academic Buildings - Upgrade Interior & Exterior Doors T362036	62,300
Tilley Hall Replace Flush Valves & Corroded Floor Drains T361993	62,300
Water & Sewer Infrastrute Rehabilitation T362110	60,000
Old Engineering Roof Replacement T361622	60,000
Carleton Hall Foundation Waterproofing T361621	53,450
Enterprise UNB Building 1 Chimney Repair T360165	41,500
Bailey Hall Fire Alarm Upgrade T362112	40,500
Toole Hall Domestic Water Piping Modifications T361991	36,800
IUC Central Core Roof Top Patio Slab Replacement T357203	35,000
Bailey Hall Stairwell Guard Upgrade T357182	32,000
Keirstead Hall Foundation Repairs T357136	29,300
Toole Hall - Replace Steam Coils - System A T361992	28,850
2011 Asbestos Abatement and Re-insulating - Tunnels T361884	25,000
Carleton Hall Replace Corroded Floor Drains T361994	22,000
SUB Sidewalk Handrail T357129	21,000
Memorial Hall - Replace Main Entrance Steps T361336	18,950
Marshall d'Avray Hall Secondary Electrical Upgrade T 362113	18,500
Toole Hall Replace Front Canopy T357199	17,400
Bailey Hall - Replace Damaged Rooftop Mechanical Insulation T362025	12,000
SUB Foundation Repairs T357135	12,000
Sir Howard Douglas Hall - Replace leaking sewer piping T361995	11,800
Various Academic Buildings - Connect Existing Steam Metering to Building Automatio	11,200
IUC Physics Roof Top Observatory Railing and Electrical Room Separation Upgrades	7,400
Head Hall Stairway Modifications T357645	5,000
<b>FR-Faculty of Arts</b>	
A & R	32,915
Ceiling repair Memorial hall RM 08	8,250
<b>FR-Faculty of Science</b>	
Toole Hall 241 ventilation	16,900
<b>FR-Vice President Fredericton (Academic)</b>	
Code Blue Phones	9,000
<b>UW-Assoc Vice President (Capital Planning &amp; Property Development)</b>	
Strategic Capital Priorities to be determined	1,001,550
<b>Grand Total</b>	<b>\$ 2,067,065</b>

### Residence Budget Contribution To Capital

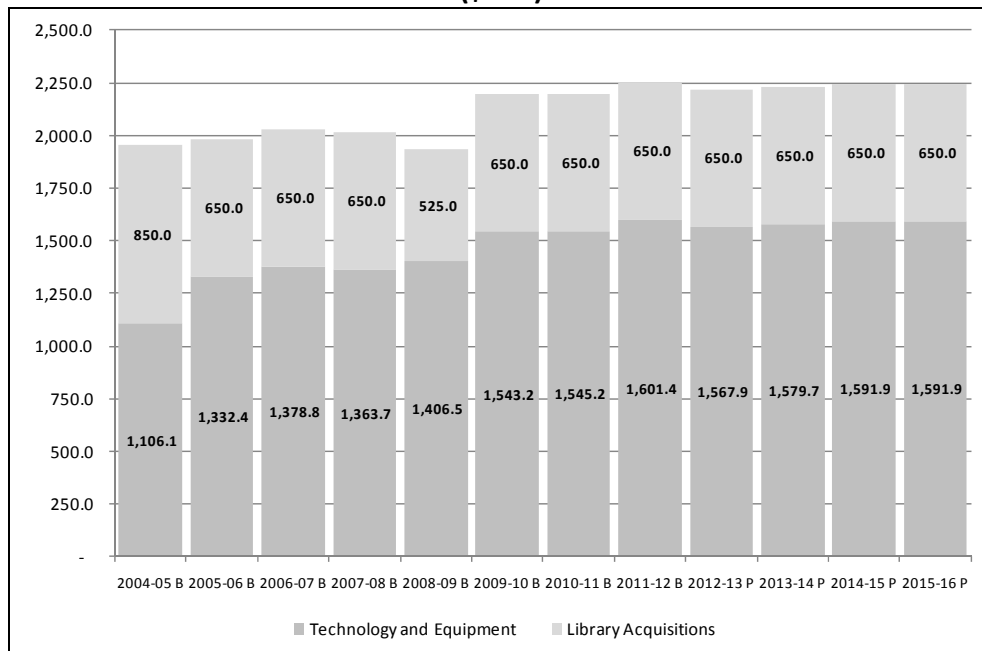
Portfolio/Priority Name	Amount Approved
<b>FR-Residential Life, Campus &amp; Conference Services</b>	
Washroom upgrades	\$ 196,300
Partial Roof Replacement	121,700
Hot Water Tank Relining various locations	83,100
Gable end replacement - various bldgs	68,000
Replace tile in Breezeway Harrison-Neville	68,000
Masonry Repairs- various bldgs	61,160
Apartment Upgrades	56,980
Joy Kidd Wellness Center	44,500
Chimney Replacement	36,600
Renovate Back Entrance	36,000
Residence Capital Contingency	30,000
Water Infiltration, Foundation Repair	27,000
Capital Contingency-asbestos & mold abatement	25,000
Repair Windows	17,700
<b>Grand Total</b>	<b>\$ 872,040</b>

### Equipment & Technology Program

This year's \$2,251 K program is funded from:

- \$1,823 K of Non-Space restricted operating grant; and,
- \$383 K of student technology fee revenue as well as \$45 K of student technology fee revenue allocated to projects in a previous year but returned through project savings.

**Equipment & Technology Program (Historical and Pro Forma)  
(\$000)**



## Elements of the Equipment & Technology Program for 2011-12

### Non-Space Restricted Operating Grant

<b>Portfolio/Priority Name</b>	<b>Amount Approved</b>
<b>FR-Centre for Enhanced Teaching &amp; Learning</b>	
HD DSLR Cameras	\$ 14,265
Learning Management System Upgrade	170,000
Pool Loaner Equipment - \$75K Earmarked	9,031
Smart Classroom Maintenance - \$75 Earmarked	11,221
Smart Classroom Renewal - \$75K Earmarked	54,751
Teaching & Learning Facilities Fund AR and NS	17,500
<b>FR-Facilities Management</b>	
2011-2012 FM Computer Renewal	22,047
Exam Chairs	9,900
Exterior Recycle Stations	17,245
Interior Recycling Stations	13,982
Plasma Metal Cutter	3,924
Tree Management - New Plantings	12,390
<b>FR-Faculty of Arts</b>	
Faculty of Arts - Computer Equipment - Line Bessery	28,874
non-space	3,175
<b>FR-Faculty of Business Administration</b>	
Office Furniture Upgrades	11,703
<b>FR-Faculty of Computer Science</b>	
Computers for Instructional Lab GC-112	59,997
Computers for Instructional Lab GD-124a	11,950
<b>FR-Faculty of Engineering</b>	
Design & Projects Laboratory NS Priority 2 (2011-12)	30,000
Tray Drier	29,313
<b>FR-Faculty of Forestry and Environmental Management</b>	
Purchase of a 6-year PCI Geomatica UNB site license	42,375
<b>FR-Faculty of Kinesiology</b>	
KIN 2160 Laboratory Methods in Kinesiology - Part 2	20,322
KIN 2160 Laboratory Methods in Kinesiology Part 1	39,442
<b>FR-Faculty of Law</b>	
Furnishings for La Forest Rare Books Reading Room	22,050
<b>FR-Faculty of Nursing</b>	
New computers and printers upgrade	8,008
Screening Equipment	5,728

*Note: total on next page.*

**Non-Space Restricted Operating Grant, cont'd**

<b>Portfolio/Priority Name</b>	<b>Amount Approved</b>
<b>FR-Faculty of Science</b>	
Logitech PM5 Precision Lapping and Polishing Machine	50,000
Physiology and Anatomy Lab Equipment	51,074
<b>FR-Harriet Irving Library and Branches</b>	
Acquisitions	650,000
<b>FR-Renaissance College</b>	
Administrative Office Upgrades	2,106
College Furnishings	8,972
<b>FR-Residential Life, Campus &amp; Conference Services</b>	
Cafeteria Furniture Upgrade	31,715
<b>FR-Student Affairs and Services</b>	
New Computers	9,160
<b>FR-Vice President Fredericton (Academic)</b>	
A&R Non-Space	10,745
Code Blue Phones	11,500
<b>UW-Assistant Vice President (Finance &amp; Corporate Services)</b>	
Equipment (including computers and printers)	12,785
<b>UW-Assoc Vice President (Capital Planning &amp; Property Development)</b>	
Reserve for Non-Space	110,599
<b>UW-Chief Advancement Office</b>	
Computer replacements for C&M	1,500
Personal Computer Replacement	1,914
<b>UW-Integrated Technology Services</b>	
Computer & Monitor Refresh	18,803
Enterprise Server Replacement	19,600
Priority Data Path to UNB Saint John's network	20,395
Productivity Platform Infrastructure	84,200
Wireless Infrastructure	17,270
Workstations & Chairs	15,916
<b>UW-President</b>	
New Computers	2,192
Furniture in Support of Right to Information/Privacy	6,627
<b>UW-School of Graduate Studies</b>	
Computers	1,944
<b>UW-Vice President (Finance &amp; Corporate Services)</b>	
Computer Upgrades	3,279
<b>UW-Vice President (Research)</b>	
VPR Computers & Equipment	11,717
<b>Grand Total</b>	<b>\$ 1,823,205</b>

### Student Technology Fee Revenue

<b>Portfolio/Priority Name</b>	<b>Amount Approved</b>
<b>FR-Centre for Enhanced Teaching &amp; Learning</b>	
IMIL Teaching Lab Projector Upgrade	\$ 4,145
Keirstead 103 Smart Classroom Upgrade	8,658
Media Lab Upgrade	11,967
Tilley 5 Smart Classroom Upgrade	8,066
<b>FR-Faculty of Arts</b>	
SmartBoard for History Dept Windsor Room	7,937
Stat Transfer Software - 10 licenses	203
Student Tech Fee	1,780
Student Technology Fee	735
<b>FR-Faculty of Computer Science</b>	
Projector for Instructional Lab GC-112	5,338
<b>FR-Faculty of Education</b>	
Graduate Student lab upgrade	3,475
<b>FR-Faculty of Engineering</b>	
GWB114 computers	5,553
Network Upgrading Digital Systems Lab 2011-1:	13,664
Network Upgrading Electronics/Electromagneti	24,118
Technology Upgrade for Compression Testing l	15,860
<b>FR-Faculty of Kinesiology</b>	
Graduate Students - Computers	27,492
<b>FR-Faculty of Law</b>	
Purchase of two loaner laptops for student use	3,313
<b>FR-Centre for Enhanced Teaching &amp; Learning</b>	
IMIL Teaching Lab Projector Upgrade	\$ 4,146
Keirstead 103 Smart Classroom Upgrade	15,324
<b>FR-Harriet Irving Library and Branches</b>	
SmartBoards for Engineering Library Group Stuc	7,455
<b>FR-Residential Life, Campus &amp; Conference Services</b>	
Increase Power Source to support LapTop Use	5,596
Wireless Internet Access	354
<b>FR-Student Affairs and Services</b>	
Netbooks For Outcome Evaluation	2,002

*Note: Total on next page.*

<b>Portfolio/Priority Name</b>	<b>Amount Approved</b>
<b>UW-Integrated Technology Services</b>	
CLUBS (ALPS) - Printer request for SUB lab	389
CLUBS (ALPS) Lab Renewal ED130A	3,475
CLUBS (BRUNS) - Network drops	3,061
CLUBS (BRUNS) - Replacement iMac	2,382
CLUBS (SU) - Laptops for Exec.	3,169
CLUBS (SU) - Plasma Monitor for Boardroom	4,567
CLUBS (SU) Backup storage for SU office	500
GRADS - Anthro 3D scanner and workstation	8,482
GRADS - Anthro network drops	4,506
GRADS - Psychology HLM software	1,746
GRADS - Psychology workroom renewal	4,634
ITS - Desktop & Application Virtualization	146,181
ITS - Lab Renewal Chairs for GD118	10,352
ITS - Lab Renewal GD117	11,584
ITS - Lab Renewal HB17	28,308
<b>Grand Total</b>	<b>\$ 428,692</b>



# **University of New Brunswick**

**Fredericton Campus  
and  
University-wide Units**

**2011-12 Residence Budget**

## Introduction

This budget includes the traditional academic-year operations of our residence system, the summer conference season and the Wu Conference Centre, i.e. the Residential Life and Conference Services portion of the Residential Life, Campus and Conference Services budget portfolio. These activities, along with Bookstore operational, the Aitken University Centre, Turf Field & Dome, and Student Union Building are also accountable to the Executive Director of Residential Life, Campus and Conference Services.

The Fredericton Campus residence system comprises a maximum of 1,606 rentable beds within 11 residences located in or near the campus core. Beds are often reconfigured to maximize revenue potential and to allow for renovation and renewal. This may decrease the number of rentable beds. The budgeted configuration for 2011-12 offers 1,440 beds. The current inventory of the Fredericton Campus includes:

- Aitken, Bridges, Harrison, MacKenzie, Neill and Neville/Jones are six traditional undergraduate residences located in the academic core;
- Lady Dunn, Joy Kidd and Tibbits are three traditional undergraduate residences contained in a single-structure close to the academic core;
- McLeod is a traditional undergraduate residence located slightly off campus;
- Lady Beaverbrook is a traditional undergraduate residence located on the periphery of the Campus;
- Maggie Jean is a traditional undergraduate residence located off campus;
- Suite-style residence located close to the academic core; and,
- Magee which is an apartment-style residence located slightly off campus.

## Executive Summary

- The residence and conference services deficit for 2010-11 is budgeted at \$1.08 Million (an increase over prior year of 6.7%).
- Room and Board rates for the traditional undergraduate residences are budgeted to increase by 2.7% in 2011-12 (approximately the same as in 2010-11). This is comprised of a 3.6% increase to the meal plan (driven by inflation and contractually requisite,) and a 2.0% increase to residence room rates.
- Of 1,606 rentable units, the current configuration assumes 1,440 units will be offered in 2011-12. Occupancy of 79% is budgeted for the traditional residences, while the suite-style and apartments are assumed at 94% occupancy. Overall occupancy is budgeted at 81%.

## **Governance of Residential Life and Conference Services**

In addition to its direct reporting relationship to the Vice-President (Fredericton), Residential Life and Conference Services is a member of the Learning Environment, led by the Associate Vice-President (Academic-Learning Environment), as well as a member of the Joint Board Senate Residence Committee. In addition, annual consultation is conducted at the Residence Budget Committee and various other residence boards. The following principles have been developed in the context of this governance:

Residential Life and Conference Services shall:

- **Maintain Accommodation Availability**  
Residence accommodation should support the enrolment goals of the Fredericton Campus and be available to all prospective and returning students requiring or wishing it. Since 2003, approximately 20% of undergraduate students became part of the residence system. This participation has recently increased to 21%. Also since that time, enrolment has dropped by over 1,200 undergraduate headcount - resulting in a 170 bed decrease in demand.
- **Maintain Accommodation Suitability**  
Residence inventory should reflect life-long learning and appropriate accommodations reflecting students' developmental stages. In general, the Fredericton Campus offers a full spectrum of options ranging from "full-support/low-privacy" in the traditional undergraduate residences to "full-independence/high-privacy" in its apartments. However, as with virtually every university in North America, the majority of Campus inventory is comprised of double-rooms, while there is a greater demand for privacy in general (and washroom privacy in particular) among young adults. A simple conversion of double-rooms to singles is not a feasible solution in many of our traditional undergraduate residences although a more extensive plan for converting traditional residences from 100 beds with communal washrooms to 75 beds with greater privacy (i.e. singles) with washroom privacy is ready for implementation in 2013 and future years.
- **Maintain Developmental Programming**  
Student accommodations should encompass stage-appropriate co-curricular and social programming in support of their developmental needs, including physical wellness, psychological and social needs.
- **Maintain Fiscal Prudence**  
As an ancillary operation, revenues from residence fees and rents should equal residence expenses over the long term.
- **Uphold Cohort Fairness**  
Cohorts of incoming and continuing students in residence should receive value in their residence experience commensurate with the resources they contribute (i.e. with the price they pay).
- **Maintain Room & Board Affordability**  
Pricing should reflect a fair and attractive price/value relationship. UNB room and board prices should be near the median for the Atlantic universities and be competitive with local off-campus rates.

Institution	<u>2010-11</u>	Prices for Campus double-rooms approximate the mean for Atlantic Universities. The price of our singles and supersingles (i.e. double-rooms reconfigured as singles) are at or near the top of the price range for Atlantic universities. Traditionally, Fredericton Campus room and board fees (double-room and 14 meal per week plan) are consistent with the average of Atlantic universities.  More importantly, a recent Canada Mortgage and Housing Corporation forecast (February 2011) suggests that competitive rents (two-bedroom units) in Fredericton will rise by between 2.5% and 3.5% in the coming year. This compares favorably to the proposed increase to residence rooms of 2.0%.
Dalhousie	\$ 8,380	
St. Francis-Xavier	8,175	
St. Mary's	7,955	
<b>University of New Brunswick- Fredericton</b>	<b>7,860</b>	
Mt. Allison	7,785	
University of Prince Edward Island	7,604	
St. Thomas	7,500	
Acadia	7,118	
Mount St. Vincent	6,870	
Memorial	6,038	
<b>Average</b>	<b>\$ 7,529</b>	

While some of these principles suggest that it might be appropriate for “current students” to bear “current costs”, Residential Life and Conference Services would need to increase rents by a further 9% to achieve a balanced budget. This would likely lead to decreased occupancy and, perhaps, decreased enrolment – further exacerbating the current challenges.

The following table provides a summary of rate increases for 2011-12 and provides an overall comparison to prior years:

	2011-12	2010-11	2009-10	2008-09	Increase(Decrease) in 2011-12		Increase(Decrease) Proposed in Prior Fiscal Years			
					\$	%	2010-11	2009-10	2008-09	2007-08
<b>Meal Plan</b>	\$ 3,688	\$ 3,561	\$ 3,444	\$ 3,255	\$ 127	3.6%				
<b>Undergraduate Residence (Two Terms)</b>										
Special	6,099	5,979	5,979	5,805	\$ 120	2.0%				
Single	5,396	5,290	5,186	5,035	\$ 106	2.0%				
Double	4,079	3,999	3,920	3,806	\$ 80	2.0%				
<b>Magee House (Monthly)</b>										
1 Bedroom	679	666	653	631	\$ 13	2.0%				
2 Bedroom	804	788	773	753	\$ 16	2.0%				
3 Bedroom	934	916	898	872	\$ 18	2.0%				
<b>Suite-Style Residence (Monthly)</b>										
Single	821	805	805	782	\$ 16	2.0%				
One-Bedroom in Double Suite	704	690	690	670	\$ 14	2.0%				
One Bedroom in Triple Suite	632	620	620	602	\$ 12	1.9%				
<b>Overall Room &amp; Board Fees</b>						<b>2.74%</b>	<b>2.66%</b>	<b>4.29%</b>	<b>4.40%</b>	<b>4.50%</b>

Overall Room & Board Fees based on Meal Plan and Double Room in traditional Undergraduate Residence.  
 2010-11 and prior years restated to convert Suite-Style Residence rates from monthly to 8-month lease options.

University of New Brunswick  
**Fredericton Campus**  
 Residential Life and Conference Services  
 Consolidated Operating Statement

	2011-12 Proposed Budget	2010-11 Approved Budget	Increase (Decrease)	
			Dollars	Percent
<b>Revenue</b>				
Residence Room & Board	\$ 9,405,500	\$ 9,683,457	(\$ 277,957)	(2.9%)
Magee House Rent	863,331	846,403	16,928	2.0%
Food Service Revenue	695,000	610,000	85,000	13.9%
Group Accomodation Revenue	140,000	120,200	19,800	16.5%
Student Hotel Revenue	100,000	75,600	24,400	32.3%
Tourist Hotel Revenue	84,000	48,900	35,100	71.8%
Apartment Rental	69,000	56,000	13,000	23.2%
Youth/Sport Camp Revenue	60,000	164,500	(104,500)	(63.5%)
Coin Laundry Revenue	58,000	60,000	(2,000)	(3.3%)
Vending Machines	53,834	20,000	33,834	169.2%
Summer Residence Revenue	40,000	0	40,000	
Miscellaneous Leases	36,109	45,000	(8,891)	(19.8%)
Room rental revenue	26,000	10,000	16,000	160.0%
Within 10-12	25,000	25,000	0	0.0%
Miscellaneous/Sundry	12,500	29,260	(16,760)	(57.3%)
NonAcadSal 10-12 to/fr 40-69	11,275	64,513	(53,238)	(82.5%)
Conference Management Revenue	10,000	12,750	(2,750)	(21.6%)
<b>Revenue Total</b>	<b>11,689,549</b>	<b>11,871,583</b>	<b>(182,034)</b>	<b>(1.5%)</b>
<b>Support Salaries</b>				
			<b>0</b>	
Charge Out-From Central Acct	318,806	310,219	8,587	2.8%
Non Academic-Full Time	1,416,819	1,436,327	(19,508)	(1.4%)
Non Academic-Overtime	43,164	49,166	(6,002)	(12.2%)
Non Academic-Students	204,933	200,535	4,398	2.2%
Non Academic-Term/hourly	0	10,011	(10,011)	(100.0%)
<b>Support Salaries Total</b>	<b>1,983,722</b>	<b>2,006,258</b>	<b>(22,536)</b>	<b>(1.1%)</b>
<b>Non-Salary Expense</b>				
Chargebacks	1,160,496	1,177,932	(17,436)	(1.5%)
Debt Repayment	2,314,257	2,313,585	672	0.0%
External Services (incl. Food Services)	4,202,236	4,175,349	26,887	0.6%
Furniture & Equipment	212,600	275,957	(63,357)	(23.0%)
ICR-Computing Services	(6,000)	(6,000)	0	0.0%
Insurance	42,310	40,836	1,474	3.6%
Membership Fees	2,600	4,200	(1,600)	(38.1%)
Professional Fees	35,000	30,000	5,000	16.7%
Supplies-	947,640	1,067,390	(119,750)	(11.2%)
Travel Budget	45,000	47,000	(2,000)	(4.3%)
Utilities	936,264	950,548	(14,284)	(1.5%)
<b>Non-Salary Expense Total</b>	<b>9,892,403</b>	<b>10,076,797</b>	<b>(184,394)</b>	<b>(1.8%)</b>
<b>Expense Total</b>	<b>11,876,125</b>	<b>12,083,055</b>	<b>(206,930)</b>	<b>(1.7%)</b>
<b>(Deficit) before Contribution to Capital</b>	<b>(186,576)</b>	<b>(211,472)</b>	<b>24,896</b>	<b>(11.8%)</b>
<b>Contribution to Capital</b>	<b>893,200</b>	<b>800,000</b>	<b>93,200</b>	<b>11.7%</b>
<b>Deficit</b>	<b>\$ 1,079,776</b>	<b>\$ 1,011,472</b>	<b>68,304</b>	<b>6.8%</b>
<i>Deficit as a percentage of revenue</i>	9.2%	8.5%		

Note: 2011-12 includes \$75,000 of food service revenue and cost previously reported elsewhere on the operating statement of the Fredericton Campus. 2010-11 has not been restated.