

**CAPILANO UNIVERSITY**

**Fiscal 2014/2015 Draft Recommended Changes to Balance the Budget  
At February 7, 2014**

	Draft Fiscal 2014/15	Approved Fiscal 2013/14	Variance
<b>Revenue:</b>			
Grants from the Province of British Columbia	38,438,157	39,695,209	(1,257,052)
Amortization of deferred capital contributions	3,964,369	4,488,668	(524,299)
Tuition fees	34,084,126	34,592,166	(508,040)
Project and other revenue	3,203,511	3,970,462	(766,951)
Investment income	1,441,500	1,329,000	112,500
Sales of goods	2,726,347	2,966,347	(240,000)
Parking, Children's Centre and Theatre	1,878,694	1,690,695	187,999
Donations and gifts-in-kind	775,000	775,000	-
	<b>86,511,704</b>	<b>89,507,547</b>	<b>(2,995,843)</b>
<b>Expenses:</b>			
Salaries and benefits	62,999,010	64,082,682	(1,083,672)
Operating expenses	17,659,881	18,417,043	(757,163)
Amortization of capital assets	7,909,739	7,007,822	901,917
	<b>88,568,630</b>	<b>89,507,547</b>	<b>(938,918)</b>
			-
<b>Feb 7 Annual Operating Surplus/(Deficit) - (Revenue - Expenses)</b>	<b>(2,056,926)</b>	-	<b>(2,056,926)</b>
Mar 18 Budget completion of all non Operating funds			(138,718)
<b>Mar 18 Annual Operating Surplus/(Deficit)</b>			<b>(2,195,643)</b>
<b>Recommended Changes:</b>			
VFX Bursary no longer offered		12,500	
Suspend student employment		98,722	
National championships travel/accommodation		(10,500)	
Non-active/disability benefits split from active employees benefits		(107,700)	
Revenue Increases based on 5% reduction plans	182,758		
Reductions in salaries & expenses from 5% reduction plans	1,922,386		
Parking fund increase from 5%	10,000		
Net Increases based on 5% reduction plans		2,115,144	
One time Non FTE add-ons	(537,457)		
Non FTE add-ons	(287,563)	(825,020)	
FTE add-ons		637,939	
Reductions in salaries CSEE from 5% reduction plans		48,181	
Reduction in Sunshine Coast discretionary budget		20,448	
Reduction in Squamish discretionary budget		18,000	
Reduction in Tourism Initiatives discretionary budget		3,000	
Reduction in Arts & Sciences discretionary budget		6,000	
Section Reduction in Fine & Applied Arts		12,900	
BCAIU membership reduction		50,000	
Suspend section reserve		33,124	
Reduction in capital renovations budget		40,000	
Further reduction in operating grant as notified by Ministry		(31,769)	
Net adjustments from new contracts		74,674	
<b>April 17 Annual Operating Surplus/(Deficit)</b>		<b>-</b>	

**Summary of 5% Reduction Plans**

Apr.9.14

<b>Recommended Items</b>	<b>Sections</b>	<b>Section Cost</b>	<b>Adm</b>	<b>Adm Costs</b>	<b>Staff</b>	<b>Staff Costs</b>	<b>Lab Hours</b>	<b>Lab Costs</b>	<b>Expenses</b>	<b>Revenue</b>	<b>Total</b>	<b>% of Tot</b>
Pres/Adv/VP Academic/Stuc	14.30	185,156	1	169,320	0.80	41,078	94.50	5,413	54,100	19,000	<b>474,067</b>	13%
Finance & Administration	-	-	-	-	3.00	144,826	-	-	107,000	-	<b>251,826</b>	7%
Arts& Science	21.02	272,214	-	-	0.65	59,033	953.58	46,470	26,174	87,726	<b>491,617</b>	14%
Fine & Applied Arts	6.19	80,135	-	-	0.25	32,900	113.47	6,500	3,133	101,588	<b>224,256</b>	6% *
Business	19.50	252,486	-	-	-	11,239	670.00	38,535	26,200	-	<b>328,460</b>	9%
Ed, Health Human & Sunshi	7.58	98,146	-	-	0.43	23,533	-	-	85,821	79,444	<b>286,944</b>	8%
Global & Squamish	9.15	118,474	-	-	-	-	-	-	34,500	(105,000)	<b>47,974</b>	1%
	<b>77.74</b>	<b>1,006,611</b>	<b>1</b>	<b>169,320</b>	<b>5.13</b>	<b>312,609</b>	<b>1,831.6</b>	<b>96,918</b>	<b>336,928</b>	<b>182,758</b>	<b>2,105,144</b>	<b>58%</b>
<b>From FTE add-on Sheet or Parking Fund</b>												
Finance & Administration			-	-	-	-	-	-	-	10,000	<b>10,000</b>	0%
Fine & Applied Arts	2.06	26,673	-	-	(0.76)	(41,527)	(184.6)	(10,573)	(84,417)	598,229	<b>488,385</b>	14% *
Ed, Health Human & Sunshi	-	-	-	-	-	-	-	-	(900)	40,434	<b>39,534</b>	1%
	<b>2.1</b>	<b>26,673</b>	<b>-</b>	<b>-</b>	<b>(0.76)</b>	<b>(41,527)</b>	<b>(185)</b>	<b>(10,573)</b>	<b>(85,317)</b>	<b>648,663</b>	<b>537,919</b>	<b>15%</b>
<b>Not Recommended Items</b>												
Pres/Adv/VP Academic/Stuc	2.0	25,896	1	143,951	2.98	183,750	-	-	137,027	8,000	<b>498,624</b>	14%
Finance & Administration			2	214,033	3.50	191,707			29,500	-	<b>435,240</b>	12%
Arts& Science	0.5	6,474			-	-	-	-	-	-	<b>6,474</b>	0%
Fine & Applied Arts	-	-	-	-	-	-	-	-	-	-	<b>0</b>	0%
Business	-	-			-	-	-	-	-	-	<b>0</b>	0%
Ed, Health Human & Sunshi	-	-			-	-			2,700	-	<b>2,700</b>	0%
Global & Squamish	1.5	19,422							1,500		<b>20,922</b>	1%
	<b>4.0</b>	<b>51,792</b>	<b>3</b>	<b>357,984</b>	<b>6.48</b>	<b>375,457</b>	<b>-</b>	<b>-</b>	<b>170,727</b>	<b>8,000</b>	<b>963,960</b>	<b>27%</b>
<b>Grand total of all Items</b>												
Pres/Adv/VP Academic/Stuc	16.3	211,052	2	313,271	3.78	224,828	94.5	5,413	191,127	27,000	<b>972,691</b>	27%
Finance & Administration			2	214,033	6.50	336,533			136,500	10,000	<b>697,066</b>	19%
Arts& Science	21.5	278,688			0.65	59,033	953.6	46,470	26,174	87,726	<b>498,091</b>	14%
Fine & Applied Arts	8.2	106,808	-	-	(0.5)	(8,627)	(71)	(4,073)	(81,284)	699,817	<b>712,641</b>	20%
Business	19.5	252,486			-	11,239	670.0	38,535	26,200	-	<b>328,460</b>	9%
Ed, Health Human & Sunshi	7.58	98,146			0.43	23,533			87,621	119,878	<b>329,178</b>	9%
Global & Squamish	10.7	137,896			-	-			36,000	(105,000)	<b>68,896</b>	2%
	<b>83.8</b>	<b>1,085,076</b>	<b>4</b>	<b>527,304</b>	<b>10.85</b>	<b>646,539</b>	<b>1,647</b>	<b>86,345</b>	<b>422,338</b>	<b>839,421</b>	<b>3,607,023</b>	<b>100%</b>

\* Mainly by redevelopment of programs resulting in increased revenue

Area	Proposal	Section	Section C	Adm	Adm Cost	Staff	Staff Costs	Lab Hour	Lab Costs	Expenses	Revenue	Total
<b>RECOMMENDED</b>												
Arts& Scien HUM	English reduction based on last year	6.75	87,399									87,399
Arts& Scien HUM	Lang Super and lab based on last year	2.25	29,133					42.65	2,484			31,617
Arts& Scien HUM	Lang student support reduction		0			0.05	2,289					2,289
Arts& Scien HUM	Philosophy increase class max 28-35		0								25,271	25,271
Arts& Scien HUM	Reduce writing centre operating hours	1.25	16,185									16,185
Arts& Scien HUM	10% reduction across all HUM budgets									4,000		4,000
Arts& Scien LSBA	Unmounted section last year	1.00	12,948									12,948
Arts& Scien LSBA	Expenses reduced with no immediate impact		0							1,125		1,125
Arts& Scien P&A	Biology lab support reorganization					0.6	46,877					46,877
Arts& Scien P&A	Chemistry lab restructuring							455.72	26,537			26,537
Arts& Scien P&A	Chemistry & Biology lab restructuring						9,867					9,867
Arts& Scien P&A	Chemistry expense reductions									2,380		2,380
Arts& Scien P&A	Math reduction based on last year	1.67	21,584									21,584
Arts& Scien P&A	Math reduction based on last year	0.33	4,316								-2,527	1,789
Arts& Scien P&A	Math Centre reduction based on last year	1.33	17,264									17,264
Arts& Scien P&A	Engineering unused portion of section	0.19	2,460									2,460
Arts& Scien P&A	Reduce expenses in Math		0							910		910
Arts& Scien P&A	Reduce Physics lab hours based on last year							135.21	7,874			7,874
Arts& Scien P&A	Physics lab restructuring							320	9,575			9,575
Arts& Scien P&A	Reduce expenses in Physics									600		600
Arts& Scien P&A	Reduce expenses in Pure & Applied Division									2,800		2,800
Arts& Scien P&A	Reduce summer school coordination	0.25	3,237									3,237
Arts& Scien Social	ABA Autism reduction based on last year	2.00	25,896									25,896
Arts& Scien Social	Anthropology field school to regular sections										14,440	14,440
Arts& Scien Social	Economics reduction based on last year	3.00	38,844								5,776	44,620
Arts& Scien Social	Increase credits in Geography (3 to 4)										44,766	44,766
Arts& Scien Social	History reduction based on last year	1.00	12,948									12,948
Arts& Scien Social	Reduction across all Social Sciences budgets									14,359	0	14,359
		<b>21.02</b>	<b>272,214</b>	<b>0.00</b>	<b>0</b>	<b>0.65</b>	<b>59,033</b>	<b>953.58</b>	<b>46,470</b>	<b>26,174</b>	<b>87,726</b>	<b>491,617</b>
Business	Bus.Adm.Int.Dip suspended last year	12.00	155,376							13,000		168,376
Business	Applied Business reorg students accommo	2.00	25,896									25,896

<b>Business</b>	Reduce Applied Business Lab hours							250	14,378			14,378
<b>Business</b>	Reduce Applied Business Convener	0.50	6,474									6,474
<b>Business</b>	Applied Business staff rate adjustment						11,239					11,239
<b>Business</b>	Now part of BC Campus teach-out	4.00	51,792							3,200		54,992
<b>Business</b>	Dean's office will suspend misc activities							260	14,954			14,954
<b>Business</b>	Communications reorg students accommo	1.00	12,948									12,948
<b>Business</b>	Legal Adm eliminate Lab hours							160	9,203			9,203
<b>Business</b>	Bach Legal expense reduction									10,000		10,000
		<b>19.50</b>	<b>252,486</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>11,239</b>	<b>670</b>	<b>38,535</b>	<b>26,200</b>	<b>0</b>	<b>328,460</b>
<b>President</b>	VP Ext & Intl reduction 1x			1	169,320							169,320
<b>President</b>	Reduce intl partnership activities		0		0		0			19,000		19,000
<b>Library</b>	Reduced Library hours - Sunday closure					0.63	31,367					31,367
<b>Library</b>	Reduced Librarian non-contact duties	1.80	23,306									23,306
<b>CIE</b>	Discontinue viewbook & print regionally		0							7,000		7,000
<b>CIE</b>	1x Discontinue conference participation									5,000		5,000
<b>CIE</b>	Incr Intl Application Fee to 135										7,000	7,000
<b>CIE</b>	Revise Intl refund policy										12,000	12,000
<b>Counselling</b>	Reduction of counselling services	1.5	19,422			0.17	9,711			1,500		30,633
<b>VP Academic</b>	Student Learning Outcomes	2	25,896									25,896
<b>VP Academic</b>	Student Learning Outcomes reduction	2.00	25,896									25,896
<b>VP Academic</b>	1x suspension of Ed Tech	4	51,792									51,792
<b>VP Academic</b>	Ed Tech lab hours not required in future							94.5	5,413			5,413
<b>VP Academic</b>	1x Articulation funds not all used									5,000		5,000
<b>VP Academic</b>	1x Teaching & Learning suspension									4,600		4,600
<b>VP Academic</b>	1x Mgmt Intl Office									5,000		5,000
<b>VP Academic</b>	Regional reduction not planned to be used	3.00	38,844									38,844
<b>Athletics</b>	Suspend laundering services									2,000		2,000
<b>Athletics</b>	Travel savings - smaller PACWEST league									5,000		5,000
		<b>14.30</b>	<b>185,156</b>	<b>1.00</b>	<b>169,320</b>	<b>0.80</b>	<b>41,078</b>	<b>94.5</b>	<b>5,413</b>	<b>54,100</b>	<b>19,000</b>	<b>474,067</b>
<b>Ed Health</b>	<b>ABE-NV</b> Reduce section	0.13	1,683									1,683
<b>Ed Health</b>	<b>ABE-SC</b> Reduce section	1.00	12,948									12,948
<b>Ed Health</b>	<b>EAP</b> Reduce section	1.50	19,422									19,422

Ed Health	SAAP	Reduce Staffing				0.43	23,533					23,533	
Ed Health	HCA	1x with no student impact	1.70	22,012								22,012	
Ed Health	MT	Music Therapy skills taught in other course	1.00	12,948				165	1,612			14,725	
Ed Health	RADP	Reorganization of work	1.00	12,948								12,948	
Ed Health	ECCE	Increase number students (26 to 30)								28,882		28,882	
Ed Health	EA	Increase credits (26 to 30)								20,300		20,300	
Ed Health	EA	Increase number students (25 to 30)								28,650		28,650	
Ed Health	H&E	Decrease summer convenor	0.50	6,474								6,474	
Sunshine		Reduce Expenses such as advertising								8,600		8,600	
Sunshine		Reduce Mountain Bike expenses (field trip)								9,200		9,200	
Sunshine		Sunshine Coast campus reductions	0.75	9,711						200		9,911	
Sunshine		Scuba program expenses reduction								67,656		67,656	
			<b>7.58</b>	<b>98,146</b>	<b>0.00</b>	<b>0</b>	<b>0.43</b>	<b>23,533</b>	<b>0.0</b>	<b>0</b>	<b>85,821</b>	<b>79,444</b>	<b>286,944</b>
<b>Fin &amp; Adm</b>		Reorganization of work and no temp backup						3		144,826			144,826
Facilities		Switch to more native plantings								5,000			5,000
Facilities		Use own forces for Squamish groundskeeping								12,000			12,000
Facilities		Improved vendor management								30,000			30,000
Facilities		More recycling fewer garbage bags								10,000			10,000
Facilities		Improved practices such as standardized signs								15,000			15,000
Facilities		PC monitor shut down energy savings								30,000			30,000
Facilities		Regular waste to compost \$40/tonne								5,000			5,000
			<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>3.00</b>	<b>144,826</b>	<b>0.0</b>	<b>0</b>	<b>107,000</b>	<b>0</b>	<b>251,826</b>
<b>Fine &amp; Appl Bosa/MPA</b>		SMPA Increase recruitment (add on list)											0
Fine & Appl Bosa/MPA		SMPA Increase seat maximums									19,102		19,102
Fine & Appl Bosa/MPA		IIDF Reduce coordination	0.39	5,037									5,037
Fine & Appl Bosa/MPA		Docs section reduction	1.00	12,948									12,948
Fine & Appl Bosa/MPA		Cinematography seat max									15,000		15,000
Fine & Appl Bosa/MPA		1x vacancy delay in hire								20,000			20,000
Fine & Appl BlueShore		Reduce convening	0.50	6,474									6,474
Fine & Appl BlueShore		Reduce expenses								2,000			2,000
Fine & Appl SPA		TECT Increase number students									23,040		23,040
Fine & Appl SPA		Reduce Staffing					0.25	12,900					12,900

<b>Fine &amp; Appl SPA</b>	MUTH Increase number students									11,600	11,600	
<b>Fine &amp; Appl SPA</b>	ASAS Increase number students									18,624	18,624	
<b>Fine &amp; Appl SPA</b>	Removal of 1 Chair in SMA	1.00	12,948								12,948	
<b>Fine &amp; Appl SPA</b>	AEM Increase number students									8,100	8,100	
<b>Fine &amp; Appl SPA</b>	Jazz Decrease sections	1.50	19,422								19,422	
<b>Fine &amp; Appl SPA</b>	PMI expenses										0	
<b>Fine &amp; Appl SPA</b>	Music Diploma	1.50	19,422							-9,828	9,594	
<b>Fine &amp; Appl SPA</b>	Music Dipl Extra pay for jury evaluations	0.30	3,884								3,884	
<b>Fine &amp; Appl Art + Desig</b>	Reduction of lab for HUB	0.00	0				113.47	6,500			6,500	
<b>Fine &amp; Appl Art + Desig</b>	IDEA one add seat 1st year 30 to 31									9,000	9,000	
<b>Fine &amp; Appl Art + Desig</b>	IDEA Reduce expenses								1,133		1,133	
<b>Fine &amp; Appl Art + Desig</b>	IDEA one add seat 2nd year									6,950	6,950	
		<b>6.19</b>	<b>80,135</b>	<b>0.00</b>	<b>0</b>	<b>0.25</b>	<b>32,900</b>	<b>113.5</b>	<b>6,500</b>	<b>3,133</b>	<b>101,588</b>	<b>224,256</b>
<b>Global &amp; Community</b>	1x Suspend Scuba	6.50	84,162							15,500	-105,000	-5,338
<b>Global &amp; Community</b>	Reduce Wilderness course options	0.85	11,006							5,000		16,006
<b>Global &amp; Community</b>	Outdoor rec remove multi-day kayak field	1.30	16,832							2,000		18,832
<b>Global &amp; Community</b>	1x Reduce Tourism not required in 14/15	0.50	6,474							1,500		7,974
<b>Global &amp; Community</b>	Reduce expenses/field trips/marketing									10,500		10,500
		<b>9.15</b>	<b>118,474</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>34,500</b>	<b>-105,000</b>	<b>47,974</b>

### **NOT RECOMMENDED**

<b>Advanceme Developm</b>	Foundation Matching Funds									25,000		25,000
<b>Advanceme Marketing</b>	Marketing support costs									11,000		11,000
<b>Advanceme Marketing</b>	Promotional expenses									23,000		23,000
<b>Advanceme Marketing</b>	Domestic Recruitment Costs									6,000		6,000
<b>Advanceme Events</b>	Reduce Convocation food									2,500		2,500
<b>Athletics</b>	Limit travel rosters									2,000		2,000
<b>Athletics</b>	Limit medical & field supplies									1,000		1,000
<b>Athletics</b>	Cancel Athletic Award Banquet									7,000		7,000
<b>CIE</b>	Reduce recruiting conference participation									5,000		5,000
<b>Counselling</b>	Reduction Squamish									250		250
<b>Counselling</b>	Reduction Sunshine Coast									250		250
<b>Counselling</b>	Exam Invigilation - last 3 years earnings										8000	8,000
<b>Library</b>	Reduce Collections budget									9,027		9,027

<b>Library</b>	Reduced Copyright Budget									10,500		10,500
<b>President</b>	Eliminate one Faculty (Dean & expenses)			1	143,951			0		22,500		166,451
<b>Misc</b>	Services to students	2	25,896	0	0	2.98	183,750	0	0	12,000	0	221,646
		<b>2.00</b>	<b>25,896</b>	<b>1.00</b>	<b>143,951</b>	<b>2.98</b>	<b>183,750</b>	<b>0.0</b>	<b>0</b>	<b>137,027</b>	<b>8,000</b>	<b>498,624</b>
<b>Facilities</b>	Removal of all campus Coffee Pots									5,000		5,000
<b>IT</b>	Slower PC maint & unsupported software									16,100		16,100
<b>IT</b>	2 Adm reduction - PMO & Systems			2	214,033					6,000		220,033
<b>Misc</b>	Health, Safety, services to students					3.50	191,707			8,400		200,107
		<b>0.00</b>	<b>0</b>	<b>2.00</b>	<b>214,033</b>	<b>3.50</b>	<b>191,707</b>	<b>0.0</b>	<b>0</b>	<b>35,500</b>	<b>0</b>	<b>441,240</b>
<b>Arts&amp; Scien Dean</b>	Chat Live reduction	0.50	6,474									6,474
<b>Ed Health Dean</b>	Dean's expenses									2,500		2,500
<b>Sunshine</b>	Sunshine Coast operating budget									200		200
										<b>2,700</b>		<b>2,700</b>
<b>Global &amp; Community</b>	Must be retained if SCUBA suspended	1.50	19,422							1,500		20,922
		<b>1.50</b>	<b>19,422</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,500</b>	<b>0.00</b>	<b>20,922</b>

# 2014/15 BUDGET ADD-ONS: NON-INSTRUCTIONAL (non FTE generating)

Apr.16.14

#	Strat Prior	Strat Plan	Priority	1x	Program/Service	Adm	Cord	Fac	Lab Sup	Staff	Operating	Admin	Extra Cost
1			R	1x	IT Consulting						195,000		\$ 195,000
			R	1x	IT temporary staffing					135,000			\$ 135,000
2			R	1x	Accreditation reporting			4.0		80,925	10,000		\$ 142,717
3			R	1x	Accreditation assessment reports			5.0			0		\$ 64,740
4			R		2 International Student Recruiters			-		124,500	40,000		\$ 164,500
5			R		Community Communications					68,475	1,000		\$ 69,475
6			R		Succession Planning					52,088	1,500		\$ 53,588
7			N	1x	Curriculum development					68,475	1,000		\$ 69,475
8			N		Manager of Academic and Student Affairs					104,175	3,000		\$ 107,175
9			N		Motion Picture Arts International Recruiter					74,700	30,000		\$ 104,700
10			N		America's International Student Recruiter			-		80,925	10,000		\$ 90,925
11			N		Supervisor of Registration Systems					80,925	3,000		\$ 83,925
12			N		Section Reserve			5.0					\$ 64,740
13			N		Portfolio Project			4.0			5,000		\$ 56,792
14			N		Succession Planning					52,088	1,500		\$ 53,588
					<b>GRAND TOTAL</b>			<b>18.0</b>		<b>922,276</b>	<b>301,000</b>	<b>0</b>	<b>\$ 1,456,340</b>

\$ -

1x One time  
 R Recommended  
 N Not Recommended  
 P Prior Year commitment  
 12,948 14/15 Section Cost

Total One-Time - Recommended	\$ 537,457
Total One-Time - Not Recommended	\$ 69,475
Total Recommended	\$ 287,563
Total Not Recommended	\$ 561,845
<b>Total</b>	<b>\$ 1,456,340</b>
Total Recommended	<b>\$ 825,020</b>

## 2014/15 BUDGET ADD-ONS: NON-INSTRUCTIONAL (non FTE generating)

#	Description of Item
1	Summer lab refresh \$135,000 temp employees, \$95,000 KPMG recommended projects, \$100,000 consulting CIO.
2	To support the on-going requirements for improvement to maintain accreditation.
3	To support the on-going reporting requirements to maintain accreditation.
4	In order to increase the number of international students from 9% to 15% in order to support global understanding with students and to help support the budget in future years.
5	To tell the Capilano story in the community for support from a fundraising perspective, working with the district on the future building development on and off campus, as well as improving political support.
6	Approximately 6 months of administrators time to pre-hire for retirement to allow a smooth transition. This is for a known retirement.
7	Support of the curriculum approval process by developing supporting documents and forms to facilitate the work completed by program areas, allowing for an ongoing increased response rate and efficiency in all areas, and ensuring the institution's ability to meet increased demand for program changes due to budget, the Academic Plan, and Ministry Core review, etc.
8	This position would be responsible for supporting student affairs functions on campus, as well as liaising with appropriate counterparts in other institutions, ensuring that our policies, practices, and structures are in compliance with provincial expectations while providing a dedicated person for individual student affairs issues ranging from accommodation and grade appeal to front-line risk assessment and intervention
9	A dedicated marketer/recruiter with in depth knowledge of the School of Motion Picture Arts programs and Bosa facilities, whose mandate will be to raise awareness of same worldwide and increase international student applications
10	A dedicated marketer/recruiter with in depth knowledge of North American markets, especially the United States and those Central and South American nations identified as growth areas for recruitment, whose mandate will be to follow and anticipate trends, stay informed, and above all raise awareness of Capilano across North America and increase international student applications
11	This position would be responsible for supporting system implementations, upgrades and functionality to ensure that the Registrar's Office can meet the timelines necessary to keep our systems functioning at the level expected by the institution
12	in previous years there has been a section reserve available to the academic areas; currently there are no discretionary sections available for program development, special projects, or any other academic support of emerging opportunities; these sections would be used for these purposes
13	A one-time grant from the ministry enabled Capilano to investigate, design, and implement a pilot project in 2013-14 focused on the use of portfolios to help scaffold student learning, success, and workplace preparation; results from this pilot indicate opportunities for expansion in this area, with additional funding
14	Approximately 6 months of administrators time to pre-hire for retirement to allow a smooth transition. This is contingency in case there is another retirement.

**BUDGET ADD-ONS INSTRUCTIONAL (FTE generating) - 2014/15**

Apr.9.14

**2014/15 Rates:** Tuition Rate per credit 120.34 2% increase as per the Ministry Tuition Limit Policy  
 Faculty Section Cost 12,948 \$10,400 per section plus 24.5% benefits

LINE #	Strategic Plan	Strategic Priority	PROGRAM	ADMIN	INST. SECTIONS	CREDITS	COOR SECTIONS	OPERATING EXPENSES	LAB	STAFF	PROJECTED ENROL THIS YEAR	CLASS MAX ENROL	TUITION SURCH	TOTAL OPERATING (Expenses) COSTS	TUITION REVENUE @ \$/CRED INIT ENROL YEAR	TUITION REV FROM SURCHARGE	TOTAL TUITION (Revenue) INITIAL ENROLMENT YEAR	TOTAL UNIVERSITY CONTRIBUTION (SUBSIDY)	SUB/CRED				
1	2.2	2.2	Communicat	GF	1.00	3.00					32	35		12,948	11,553	-	11,553	(1,395)	(44)				
2	2.2	2.2	Paralegal	GF	1.00	3.00					32	35	44.17	12,948	11,553	4,240	15,793	2,845	89				
3	2.2	2.2	School of Bu	GF	10.00	30.00		20,000			32	35	44.17	149,480	115,526	42,399	157,925	8,445	26				
4	2.2	2.2	Technical Th	JM	5.35	30.00	0.0	5,375			16	20	100.00	74,647	57,763	46,800	104,563	29,916	349				
5	2.2	2.2	Existing Tech	JM	5.33	33.00	0.0	4,750			10	12	82.00	73,804	39,712	27,060	66,772	(7,032)	(132)				
6	2.2	2.2	Difference:	JM	0.02	(3.00)	0.0	625	-	-	2	2	18.00	843	18,051	19,740	37,791	36,948	481				
7	2.2	2.2	Dipl in Comn	JB	4.00	12.00		900			28	35	0.00	52,692	40,434	-	40,434	(12,258)	(109)				
8	2.2	2.2	Comm Devel	JB	4.00	12.00					22	20	0.00	51,792	-	-	-	(51,792)	(589)				
9	2.2	2.2	Difference:	JB	0.00	-	0.0	(900)	0	0	6	15	0.00	900	40,434	-	40,434	39,534	479				
10	2.2	2.2	Bach of Desi	JM	12.00	30.00	2.0	14,699	13,757	27,955	24	30	247.00	237,683	86,645	142,272	228,917	(8,766)	(30)				
11	2.2	2.2	Existing IDE	JM	14.60	31.00	1.5	11,629	7,280	16,264	24	30	92.00	243,636	89,533	68,448	157,981	(85,655)	(244)				
12	2.2	2.2	Difference:	JM	(2.60)	(1.00)	0.5	3,070	6,477	11,691	0	0	155.00	(5,953)	(2,888)	73,824	70,936	76,889	214				
13	2.2	2.2	Jazz Diploma	JM	24.69	33.00	2.0	4,500	2,751	18,243	42	52	250.00	371,076	187,935	178,500	366,435	(4,641)	(4)				
14	2.2	2.2	Existing Jazz	JM	25.65	33.50	2.0	5,550	660	18,243	42	52	0.00	382,465	163,051	-	163,051	(219,414)	(204)				
15	2.2	2.2	Difference:	JM	(0.96)	(0.50)	0.0	(1,050)	2,091	-	0	0	175.00	(11,389)	24,884	178,500	203,384	214,773	199				
16	2.2	2.2	2D Animator	JM	10.75	33.75	1.0	33,200	5,530	35,472	20	25	340.00	226,341	81,229	168,300	249,529	23,188	108				
17	2.2	2.2	Existing com	JM	10.50	31.50	1.0	13,725	0	13,684	18	23	0.00	176,311	68,233	-	68,233	(108,078)	(572)				
18	2.2	2.2	Difference:	JM	0.25	2.25	0.0	19,475	5,530	21,788	(2)	2	340.00	50,030	12,997	168,300	181,297	131,267	680				
19	2.2	2.2	3D Animator	JM	10.75	32.50	1.0	19,051	33,017	35,472	20	25	363.00	239,679	78,221	212,355	290,576	50,897	237				
20	2.2	2.2	Existing Digit	JM	10.00	36.00	1.0	33,046	36,542	13,684	18	23	108.00	225,700	77,980	69,984	147,964	(77,736)	(432)				
21	2.2	2.2	Difference:	JM	0.75	(3.50)	0.0	(13,995)	(3,525)	21,788	2	2	255.00	13,979	241	142,371	142,612	128,633	669				
			<b>Totals</b>		<b>9.46</b>	<b>30.25</b>	<b>0.50</b>	<b>27,225</b>	<b>10,573</b>	<b>55,267</b>	<b>104</b>	<b>126</b>	<b>-</b>	<b>223,786</b>	<b>232,349</b>	<b>629,375</b>	<b>861,725</b>	<b>637,939</b>	<b>2,794</b>				
														Expenses	Tuition	Surcharge	Revenue	Rev-Exp					

## 2013/14 BUDGET ADD-ONS: INSTRUCTIONAL (FTE generating)

#	Description of Item
1	Roll out of 4th year of Communications Degree.
2	Roll out of the program revisions to meet eligibility for student aid.
3	Upper level courses are needed to deal with demand and wait lists of graduating students who are often forced to take upper level courses online through Thompson Rivers University.
4	New first year of redeveloped/new Technical Theatre program . Replaces 1st year of previous program. Second year of current program continues in 2014/15 and new program second year rolls out in 2015/16.
7	CDO is re-allocating 4 non tuition bearing sections from their base budget to the new diploma which charges tuition
10	Implementation of first year of the Bachelor of Design; Visual Communications, replacing the current first year of the IDEA program. Second year and third year of the current program continues in 2014/15 and new program second year rolls out in 2015/16. 3rd year and 4th year to follow
13	New first year of redeveloped / new Jazz Diploma program . Replaces 1st year of previous program. Second year of current program continues in 2014/15 and new program second year rolls out in 2015/16.
16	New first year of new 2D Animation Diploma program . Replaces 1st year of previous Commerical Animation Diploma program. Second year of current program continues in 2014/15 and new program second year rolls out in 2015/16.
19	New first year of new 3D Animation Diploma program. Replaces 1st year of previous Digital Animation Certificate one year program. New program's second year rolls out in 2015/16.

# 2014/15 CAPITAL BUDGET (3 Year Outlook)

Mar.21.14

#	Description	Asset Class	2014/15 Additions	2015/16 Additions	2016/17 Additions
<b>HARDWARE</b>					
1	IT Lifecycle	C	1,500,000	1,500,000	1,500,000
2	University Network BC Net	C		16,500	
3	Data Backup Capacity Increase	C	150,000		
4	Increased Disk Storage	C		125,000	125,000
5	Moodle Server Upgrade	C	60,000		
6	Enterprise Portal Project	C		160,000	
7	Data Warehouse	C	0	365,000	
8	Public Website high availability upgrade	C			150,000
9	UPS Lifecycle	C	20,000	20,000	20,000
10	Fine & Applied Arts 3D Servers	C	60,000	130,000	0
11	Fine & Applied Arts Computer Replacement-2d Dig	C	17,650		
12	Fine & Applied Arts Computer Replacement-3d Dig	C	24,237	54,600	0
	New projects	C	0	0	0
			<b>1,831,887</b>	<b>2,371,100</b>	<b>1,795,000</b>
<b>SOFTWARE</b>					
1	Degree Works	S	170,000		
2	HR Payroll Project	S	200,000	0	0
3	Network Security Software	S	150,000		
4	Instructional Collaboration	S	75,000		
5	Small Software Projects	S	100,000	500,000	500,000
6	Fine & Applied Arts -2d DigAn	S	0		
7	Fine & Applied Arts -3d DigAn	S	17,250		400,000
			<b>712,250</b>	<b>500,000</b>	<b>900,000</b>
<b>EQUIPMENT</b>					
1	Facilites Building Equipment Replacement	E	1,000,000	1,000,000	1,000,000
2	Capital Pool (Equipment/Building/Computers)	E	177,600	400,000	400,000
	Theatre Equipment	E	22,400		
3	Film equipment	E	191,250	191,250	191,250
4	Fine & Applied Arts Computer Replacement-IDEA	E	120,000	191,000	400,000
5	Bosa Film Centre Donation	E	224,000	500,000	
6	Learning Commons Furniture - Phase 1	E			
7	Food Services Revitalization - Furniture	E			
8	Centre for Community Engage - Furniture	E			
9	Dishwasher - Food Services	E	50,000		
	Other Equipment	E	0		
			<b>1,785,250</b>	<b>2,282,250</b>	<b>1,991,250</b>
<b>Vehicles</b>					
1	Parking Vehicle	V	35,000	0	0
			<b>35,000</b>	<b>0</b>	<b>0</b>

#	Description	Asset Class	2014/15 Expense	2015/16 Expense	2016/17 Expense
	<b>RENOVATIONS EXPENSED</b>				
1	Ministry Routine Maintenance Grant	E	370,000	370,000	370,000
2	Capital Pool (renovations/small equipment)	E	0	100,000	100,000
3	Door Security Enhancement	E	10,000		
4	Centre for Community Engagement	B	0	535,000	0
5	Cedar Elevator	E	130,000		
6	Misc parking lot work	B			100,000
7	Lot 4 repaving	B			400,000
8	Lot 8 paving	E			
9	Health Lab - FIR204	B			
10	IDEA Lab - AR310	B			
11	Learning Commons - Phase 1	B			
12	Food Services Revitalization	B			
13	Food Services Staircase and Outside space	B			
14	Advancement/Market & Comm Relocation	B			
			<b>510,000</b>	<b>1,005,000</b>	<b>970,000</b>
	<b>TOTAL</b>		<b>4,874,387</b>	<b>6,158,350</b>	<b>5,656,250</b>
			<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
	Last year's expense		7,492,496	7,088,148	7,142,597
	Amortization with no additions		-846,471	-1,287,838	-1,755,739
	Amortization related to above additions		442,123	1,342,287	2,119,434
	Total Amortization with above additions		7,088,148	7,142,597	7,506,292

**CAPILANO UNIVERSITY**  
**Fiscal 2014/2015 Draft All-Funds Budget**  
**At April 17, 2014**

	Draft Fiscal 2014/15	Approved Fiscal 2013/14	Variance	Note
Revenue:				
Grants from the Province of British Columbia	38,935,659	39,695,209	(759,550)	1
Amortization of deferred capital contributions	3,628,920	4,488,668	(859,748)	2
Tuition fees	35,762,381	34,592,166	1,170,215	3
Project and other revenue	4,176,617	3,970,462	206,155	4
Investment income	1,441,500	1,329,000	112,500	5
Sales of goods	2,649,903	2,966,347	(316,444)	6
Parking, Children's Centre and Theatre	1,806,454	1,690,695	115,759	7
Donations and gifts-in-kind	775,000	775,000	-	
	<b>89,176,434</b>	<b>89,507,547</b>	<b>(331,113)</b>	
Expenses:				
Salaries and benefits	62,639,199	64,082,682	(1,443,483)	8
Operating expenses	19,449,087	18,417,043	1,032,044	9
Amortization of capital assets	7,088,148	7,007,822	80,326	10
	<b>89,176,434</b>	<b>89,507,547</b>	<b>(331,113)</b>	
			-	
<b>Annual operating surplus (deficit)</b>	<b>0</b>	<b>-</b>	<b>0</b>	

**Notes:**

1	Estimated reduction in operating grant from the Province of BC ESL grant one time Estimated reduction in contract funding from the Province of BC	(973,634) 568,245 (354,161)	(759,550)	
2	Reduction in amortization of deferred capital contributions Funds received previously now fully amortized to revenue		(859,748)	
3	Reduced tuition from suspended programs Estimated 2% increase to domestic tuition Estimated 2.75% increase to international tuition plus other adjs. Increases to tuition based on 5% reduction plans Estimated reduction in Ministry billing for domestic ESL tuition FTE add-ons Estimated increase to CSEE tuition Tuition budget overstated - adjustment	(350,000) 441,256 1,938,859 163,758 (164,746) 861,725 279,363 (2,000,000)	1,170,215	
4	Estimated decrease to CSEE contracts Estimated increase to other contracts Estimated increase in Capilano Review revenue Increase in international fees from 5% reduction plans Miscellaneous changes across funds	(750,050) 879,506 91,000 19,000 (33,301)	206,155	
5	Estimated increase to operating and investment earnings		112,500	
6	Estimated decline in Bookstore sales and other sales		(316,444)	
7	Re-estimation increase of parking & children's centre revenue Increases to parking based on 5% reduction plans	105,759 10,000	115,759	
8	Reductions from suspended programs Decrease of severance budget Est reduction in CSEE salaries due to contract reductions Non-active/disability benefits split from active All salary reductions from 5% reduction plans FTE add-ons Non-FTE add-ons Non-FTE one time add-ons Estimated one time faculty costs for Ministry for domestic ESL transition Net change in salaries due to increases and contract changes	(854,180) (504,765) (286,472) 107,700 (1,585,458) 196,561 380,063 197,457 52,100 853,511	(1,443,483)	

9	Change in budgeted renovation budget	(850,000)	
	Reduction in cost of goods sold - bookstore	(129,493)	
	BCAIU membership	(50,000)	
	VFX Bursary	(12,500)	
	Increase in Hydro	82,500	
	Increase in software & support agreements	142,829	
	Business degree completion	77,700	
	National championships travel/accommodation	10,500	
	Estimated one time expenses for Ministry for domestic ESL transition	174,077	
	Expenses reduced on 5% reduction plans	(336,928)	
	FTE add-ons	27,225	
	Non FTE add-ons	42,500	
	Non FTE One time expenses	205,000	
	Reduced recoveries on contracts	405,000	
	Expenses related to new contracts	934,590	
	Increased expenses related to Capilano Review	73,600	
	Increased expenses related to Parking	38,600	
	Reduced recoveries from printing/copying	102,000	
	Expenses related to exchange waivers	60,000	
	Miscellaneous changes across funds	34,844	1,032,044
10	Change in amortization expense		80,326