

2010-2011

Operating Budget and Financial Plan



Fei and Milton Wong Experimental Theatre
SFU School for the Contemporary Arts at Woodward

SFU

SIMON FRASER UNIVERSITY
THINKING OF THE WORLD

Approved by the Board of Governors
March 25, 2010

Preface

This document was prepared to present the operating budget for the year ending March 31, 2011 to the Board of Governors. It provides an account of the operating fund budget and a description of the planning process and context within which it was prepared. Additionally, it illustrates how strategic initiatives will be funded, provides an overview of planned capital projects, and outlines our intent in regard to research funding and fundraising.

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Table of Contents

President’s Message.....	1
SFU at a Glance	2
Executive Summary	3
Reserve Adequacy.....	7
Strategic Drivers	8
2010/11 Budget Guiding Principles	9
2010/11 Operating Budget Process	10
Fund Overview.....	12
Schedule A - 2010/11 Operating Budget by Portfolio	13
Schedule B - 2010/11 Operating Budget by Account	14
Operating Budget Notes.....	15
Operating Budget by Portfolio	17
President’s Office	17
VP Academic.....	18
VP Finance & Administration	20
VP Legal Affairs.....	21
VP Research	22
VP University Relations	23
VP Advancement.....	24
General University Requirements	25
Academic Budgets	26
Faculty of Applied Sciences.....	26
Faculty of Arts & Social Sciences	28
Faculty of Business Administration	30
Faculty of Communication, Art & Technology	32
Faculty of Education.....	34
Faculty of Environment.....	36
Faculty of Health Sciences	38
Faculty of Science	40
Graduate Studies	42
Continuing Studies	44
Student Services & SFU International	46

Fundraising	48
Endowments	49
Research	50
Major Capital Projects	51
Annual Capital Allowance	51
Ancillaries	52
Residence and Housing	52
Bookstore	53
Document Solutions	54
Parking Services	55
Dining Services	56
Appendix I – 2009/10 Budget Restated	57
Appendix II – Undergraduate Tuition Fees	58
Appendix III – Graduate Tuition Fees	59
Appendix IV – Student Service & Recreation-Athletics Fees	61
Appendix V – Proposal for Official Transcript Charges	62
Appendix VI – Proposal for Supplementary Application Fee to the Faculty of Business Administration ..	64

Table of Figures

Figure 1: Operating Net Assets as a Percentage of Revenues	7
Figure 2: Other Operational Expense Detail	16
Figure 3: 2010/11 General University Requirements	25
Figure 4: Total Fundraising	48
Figure 5: 2010/11 Endowment Spending	49
Figure 6: Total Research Funding	50
Figure 7: Research Intensity	50

President's Message

Dear Colleagues,

I am pleased to present Simon Fraser University's operating budget and financial plan for the year ending March 31, 2011. This budget reflects our commitment to sustaining our core strengths while pursuing our goal to diversify and expand our academic and research programs in unique areas of scientific, technological, social and economic priority.

The past year was highlighted by the introduction and development of new Faculties designed to advance our programs and research in the fields of environment and applied sciences, and to consolidate our strengths in the fields of communication, art, technology, and design. Moreover, all Faculties and departments embarked on innovative changes to enrich their programs and services and increase the quality of the student experience. As part of government economic stimulus plans, SFU received additional funding for education and research infrastructure. We obtained resources to renew our facilities in critical areas such as the chemistry laboratories, and to develop our Surrey campus. We also experienced great success in enrolment, attracting our largest student body ever in the fall of 2009.

Fiscal year 2010/11 is expected to be the last year of government stimulus spending in response to the global economic downturn and it is anticipated that governments will start to reduce deficits and to focus on fiscal performance. While we applaud their commitment to preserve funding for higher education, and we appreciate that the Province has maintained resource levels for post-secondary education through the recession, this is the last year of additional funding for graduate students and growth funding for undergraduates has ceased with this new fiscal year. We also continue to advocate for a provincial funding formula that recognizes the impact of inflation and mitigates the growing gap between inflating costs and real income from our provincial operating grant. Absent such an adjustment, we face significant challenges in providing a balanced budget while maintaining the quality of education and research based on the substantial investments of the past.

As a result of the measures built into the 2009/10 budget, namely limiting the spending of cash reserves, implementing a voluntary faculty exit incentive plan, conscientiously managing resources in all areas of the University, and recovering some of the value of our investment portfolios, our financial position has greatly improved over the past year. We are projecting that our operating net assets will recover from a \$19.5 million deficit at the end of 2008/09 to a \$1.6 million deficit at the end of this fiscal year.

Although SFU's operating budget for 2010/11 is balanced, it includes another round of targeted expense reductions. Each year the cuts become more and more threatening to our programs and services. They erode student and teaching support, reduce our ability to fund growth areas, impact class sizes and course access, and reduce our ability to maintain equipment and facilities.

I would like to thank my colleagues, the campus community, and the Board of Governors for their input and support in developing this budget. We will continue to promote the importance of higher education as we know that better educated students will provide a brighter future. At the same time, we will recognize the needs of our students and of the greater population, invest our resources wisely, and fulfill our mandate in providing the best education and research possible.

Sincerely,



Michael Stevenson
President

SFU at a Glance

Campuses	3
Faculties	8
Total Undergraduate Students (includes International) (2010/11 Plan Activity FTE's)	20,696
Total Graduate Students (2010/11 Activity FTE's Plan)	3,354
Total Undergraduate International Students (2010/11 Activity FTE's Plan)	2,397
Consolidated Revenues (2008/09 Actual)	\$483 million
Provincial Funding (2010/11 Plan)	\$220 million
Tuition & Student Fees (2010/11 Plan)	\$168 million
Fundraising Target (2010/11 Plan)	\$28 million
Research Funding Target (2010/11 Plan)	\$90 million
Total Ancillary Revenues (2010/11 Plan)	\$39.5 million
Major Capital Projects (Life-To-Date Budget at December 31, 2009)	\$147.5 million

Executive Summary

University Overview

Simon Fraser University is a public university serving students from British Columbia, Canada, and the world. The University is a research intensive, comprehensive post-secondary learning institution with approximately 24,000 full-time equivalent credit students, over 20,000 enrolments in non-credit courses, and more than 930 instructional and research faculty members. The University's three distinct campuses offer a broad range of degrees from eight Faculties as well as many varied continuing education and mature learner courses.

Dedicated to the mission of instruction, research and community engagement, the University is recognized internationally for the quality of its faculty, students, academic programs, and research. SFU consistently ranks among the nation's top comprehensive universities.

SFU's strengths lie in its ability to offer students a broad range of choice in interdisciplinary programming, in areas of emerging social, scientific, and global importance, and in learning outside the classroom. The University offers innovative and diversified core programs in the natural sciences, engineering sciences, social sciences, and humanities, and is currently engaged in building its expertise in the health and environment fields. Providing students with opportunities to extend their learning through engagement with local communities and global partners, the University enriches their educational and research experiences.

SFU is currently one of the top five universities in Canada with respect to research intensity in the natural and health sciences. The research mandate of the University is successful due to its prominent researchers and talented graduate students. External support for research continues to grow and is expected to exceed \$80 million in 2009/10.

At December 31, 2009, the University's endowment fund holds a market value of \$219 million. It supports academic and research programs as well as provides on-going resources for student financial aid, athletics, and library materials. In addition, generous philanthropic support from alumni and donors provide the capital for new buildings and facilities.

The three distinct campuses in Burnaby, Vancouver, and Surrey, offer the finest facilities for scholarly pursuits. The main Burnaby campus provides academic and research space for all Faculties as well as residences for 1,874 graduate and undergraduate students; the Surrey campus offers a modern learning environment with courses from all Faculties and with progressive programs in science, technology, communication, and engineering; and the Vancouver campus provides a home for SFU's graduate business programs, numerous other interdisciplinary graduate programs, as well as credit and non-credit continuing education courses.

In addition to academic and research pursuits, SFU's Clan athletics is viewed as one of the top athletic departments in Canada and SFU has 15 varsity sports teams involving more than 300 student athletes. Lastly, the University provides essential services to students, faculty and staff on campus through several ancillary operations which are run as self-sustaining businesses. These include the SFU bookstores, residences and housing, parking services, document solutions, and dining services.

2010/11 Budget

With the development and finalization of the three-year Academic Plan (2010-2013), the update to the Strategic Research Plan (2010-2015), and the introduction of the University Planning Framework, resource allocation for 2010/11 continues to be more tightly aligned with the intention to grow areas of academic and research priority while maintaining resources to support the University's core strengths.

Government funding

The provincial operating grant is expected to be \$219.7 million in 2010/11. This includes \$6.4 million which was restored by government after approval of last year's budget, a minimal increase for growth in graduate students (98 FTE's), and costs associated with salary costs under the final few months of the 2006-2010 Negotiating Framework. There is no growth funding for undergraduate students however the grant to support the Electronic Library Network has remained stable and the federal grant to support French language programs has increased to \$1.7 million.

Federal grants include the Indirect Cost of Research funding which is expected to be \$6.3 million for 2010/11.

Tuition and student fees

Tuition and student fees are the second major source of operating income. Over-enrolment in fall 2009 has significantly increased 2010/11 revenues and total enrolment planned for 2010/11 is 24,050 FTE's. This is slightly lower than the forecast for 2009/10, as enrolment needs to be brought back to manageable levels. Revenues from tuition fees are offset by the additional cost of course delivery and program support.

In some Faculties, differentiated tuition fees have been implemented to reflect the higher cost of delivering premium programs. All tuition fees, however, are capped by a legislated annual increase which is expected to be 2% for 2010/11. Tuition fee schedules can be found in Appendix II and III.

Other revenues

With the rebound in equity markets, the value of investments has significantly recovered through 2009/10 and it is expected that operating support from investments will be modest in 2010/11. Sales of goods and services from ancillary operations, which is included in the consolidated picture only, remains stable at \$39.5 million. Research revenues are expected to grow to \$90 million and with continuing economic recovery, a target for fundraising of \$28 million has been established.

Summary of Incremental Operating Revenues		(\$ in thousands)
2009/10 Revenue Budget		390,648
Changes:		
+ Re-statement of 2009/10 revenues (see Appendix I)		2,298
+ Tuition and student fees		13,348
+ Provincial operating grant		9,837
+ Other income		702
- Other government funding		386
2010/11 Total Revenue Budget		417,219

Salaries and benefits

Salaries and benefits comprise the majority of the University's operating expenses. With more than 6,000 employees in four employee groups, the salary and benefits costs comprise over 70% of total expenses. While provincial funding supports compensation agreements made under the Province's Negotiating Framework, salary and benefit costs associated with progression through the ranks and step increases are not funded. Moreover, market pressures on salaries continue to force salaries to increase and the abolition of mandatory retirement also impacts salaries and benefits as fewer faculty are retiring. Compensation agreements are scheduled for negotiation in 2010, although the Faculty Association has agreed to a 2-year extension of the current contract, with no salary increase.

Non-salary expenses

Other expense increases are related to the growth of campus infrastructure including operating costs of buildings, including the School for the Contemporary Arts which opens in 2010, increased debt servicing for the Woodward's development, information technology system upgrades and maintenance, and support for research.

The Annual Capital Allowance funding provided by the provincial government to support maintenance, renovations, and upgrade of buildings, has been severely reduced from an original budget of \$6.6 million in 2009/10 to \$1.7 million in 2010/11. As part of the 2009/10 budget, the University created an emergency reserve of approximately 1% of operating revenues to provide the financial flexibility to fund unplanned events. The overall goal is to build the emergency reserve to 2% of operating revenues by 2012/13. The reserve for 2010/11 is supplemented from one-time funding sources and is \$8.2 million.

The 2010/11 expense budget also includes an allocation to fund the additional costs of supporting over-enrolment.

Summary of Incremental Operating Expenses	(\$ in thousands)
2009/10 Expense Budget	390,648
Changes:	
+ Re-statement of 2009/10 expenses (see Appendix I)	2,298
+ Over-enrolment (including emergency reserve \$3.2M)	8,471
+ Infrastructure requirements	6,176
+ Allocation for student growth	5,884
+ Increases attributable to salary & benefits	5,630
+ Strategic initiatives	5,607
+ Commitments and contractual obligations	3,750
- Expense reductions (average 2.6%)	(10,107)
- Less one-time funds (in 2009/10 budget)	(1,138)
2010/11 Total Expense Budget	417,219

Reduction to Operating Budget

To balance the operating budget a \$10.1 million reduction to expenses was taken throughout the University. The major components are:

- **Salary & benefits**

To decrease salary and related expenses, staff have been reduced through attrition, not filling vacant positions, and the reduction of temporary positions. Responsibilities have been redistributed and administrative re-organizations are in process. In addition, the base budgets for sessional instructors, limited term faculty, and teaching assistant have been reduced in several Faculties, though the reduction may be offset by one-time funding. Faculty hiring has also been limited to positions with high strategic priority.

- **Non-salary expenses**

Reductions have been made to discretionary costs such as conferences, travel, and professional development. In addition, budgets for furniture, equipment, and computer equipment have been reduced.

- **Revenue generation**

To offset the decrease in expenses, departments are encouraged to develop programs and services that will generate additional income. This includes increasing funding from external sources and generating revenue through fees for services.

Reserve Adequacy

The University’s reserves consist of two principal components: internally restricted operating funds and investment market adjustments. The internally restricted funds include operating budget carry forwards and funding for other specific commitments. These are offset by accrued unfunded liabilities for employee future benefits and vacation pay. The investment market adjustment component is the cumulative change in market value of operating investments. The Q3 Forecast for 2009/10 included a \$13.8 million market recovery for operating investments.

In prior years, operating budgets were reduced through expense reductions, as well as supplemented with cash infusions taken from operating reserves. In 2008/09, the Board of Governors limited spending from cash reserves in an effort to start rebuilding the net assets. This has been successful as the forecast for 2009/10 shows a recovery from a deficit of \$19.5 million at the end of last fiscal year to a deficit of \$1.6 million at the end of 2009/10.

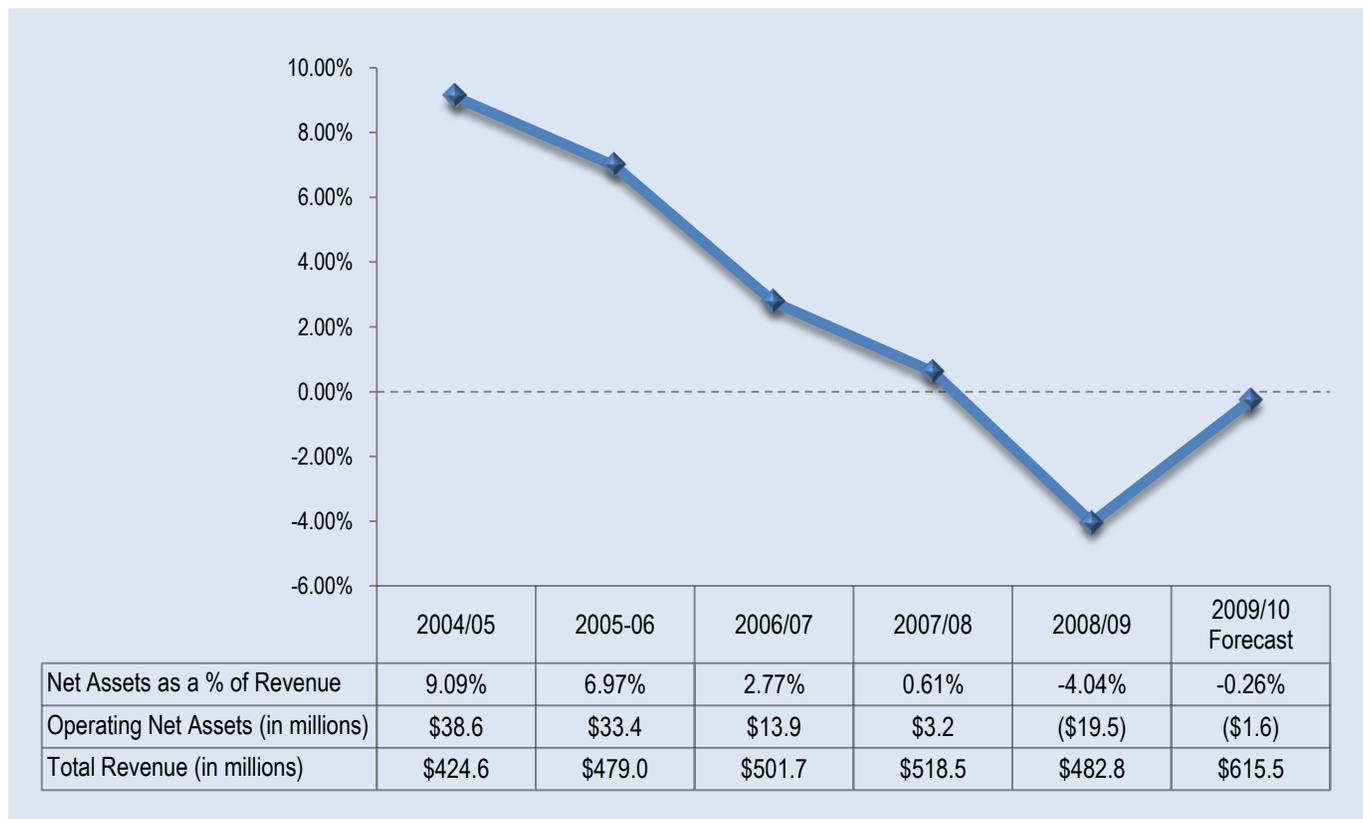


FIGURE 1: OPERATING NET ASSETS AS A PERCENTAGE OF REVENUES

Strategic Drivers

The University is in the process of finalizing the next iteration of its new three-year Academic Plan (2010-2013) and updating the Strategic Research Plan (2010-2015). These plans build on the strategic priorities in the President's Agenda and provide the mission for their respective areas for the next fiscal year and beyond. The research themes in the Strategic Research Plan and the academic themes in the Academic Plan embody a number of strategic objectives which provide the initial building blocks for a university-wide planning framework. This framework highlights the goals from the academic and research areas and merges them with the President's priorities. Its aim is to consolidate and align all plans and strategic initiatives within a single planning schema.

The following core themes and strategic goals are from the University Planning Framework and are supported by strategies, actions, and key performance indicators. A multi-year budget model to support the planning framework is in development.

Core Theme 1 - Teaching and Learning

Strategic Goals:

1. Offer academic programs in areas of strength and strategic importance.
2. Promote teaching excellence.

Core Theme 2 - Research Intensity

Strategic Goal:

3. Increase our research profile.

Core Theme 3 - Student Experience and Success

Strategic Goal:

4. Provide an outstanding student experience.

Core Theme 4 - Community and Citizenship

Strategic Goals:

5. Engage and involve our many communities.
6. Promote and leverage the distinctiveness of our University.

Core Theme 5 - Financial Sustainability and Institutional Strength

Strategic Goals:

7. Build sustainable financial and administration models for the University.
8. Recruit, retain, and engage the best people.
9. Strengthen and leverage our infrastructure.

2010/11 Budget Guiding Principles

The following Guiding Principles were presented to the Board and to the University community as part of the budget consultation process. They are used to guide budget decision making.

1. We will consult widely and be transparent in our decision making.
Input and suggestions are welcome from all. We will not be speculative with respect to what decisions are possible, but once decisions are made they will be explained.
2. We will continue to position the University for the future by making select investments in accordance with the University Planning Framework.
We will selectively invest in those areas that are strategically important for the University.
3. We will place University priorities over unit priorities.
Decisions made at all levels must be in the best interest of the University as a whole as opposed to just the specific unit. Decisions that adversely impact other units must be brought forward prior to inclusion.
4. We will allocate budgets strategically.
At every level, we will strive to increase or cut differentially (as opposed to across the board) to preserve our core strengths.
5. We will respect local decision making within the context of these principles.
We respect that people closest to the department or program are best positioned to make local decisions. Department Chairs and School Directors must make decisions within the overall context of these principles.
6. We will strive above all to protect the University's two core missions – teaching and research.
Where the choice exists, we will give priority to teaching, research, and student financial support. Non-teaching and non-research services in both academic and non-academic units will be subject to a higher level of scrutiny, but this does not preclude reductions in teaching or research areas.
7. We accept that the University cannot be all things to all people. We will prioritize allocation of resources based on alignment with the academic plan, enrollment patterns, and improvements to course accessibility.
All departments and programs, continued and proposed, must have appropriate and sustained funding to support their current mission and provide a solid foundation for maintenance of quality teaching and research. Teaching loads must be equitable and aligned across disciplines in support of student demand.
8. We will allow units flexibility to engage in revenue generating activities.
To the extent the idea offers a net gain (financially and academically) to the University as a whole, we will encourage and use a portion of the additional revenue to offset budget reductions.
9. We will be mindful and respectful of the human side of cost reductions.
A University's strength is people. Reductions are costly both from a financial and a personal perspective. We will take a strategic view towards position elimination.
10. We will not add any new facilities unless capital and operating funding can be secured.
New facilities will be added only where the business case indicates a cost reduction, or is tied to additional funding associated with student growth. We will continue to invest and maintain our buildings and infrastructure which is subject to deferred maintenance.

2010/11 Operating Budget Process

1. The budget is developed annually and includes consultations with the University community. In October 2009, the President, Vice President Academic, and Vice President Finance & Administration presented the current financial challenges and recommended approach to address the 2010/11 budget challenge. The resulting budget model encompasses the feedback gathered as part of these consultations.
2. The Guiding Principles (listed on page 9) were presented as part of the Board and community consultations and are used to inform budget allocation decisions.
3. The budget model is based on an incremental revenue approach to arrive at the mandated balanced budget. Projected revenues are allocated to the Vice Presidents' portfolios based on the selected budget model. Implementation of the expense budget is decentralized and decisions regarding budget reductions are managed by the Vice President within his/her portfolio.
4. The 2010/11 budget model includes differentiated expense reductions at the Vice President portfolio level and within the VP Academic portfolio. Areas excluded from the expense reductions include those that have non-discretionary costs such as contractual agreements, utilities, and expenses related to specific grants, and those areas of strategic importance to the University.

Portfolio/Faculty Budget Reductions	(\$ '000's)	%
President	(28)	-2.9%
VP Finance & Administration	(1,723)	-3.8%
VP Legal Affairs	(139)	-1.8%
VP Research	(427)	-1.9%
VP University Relations	(148)	-4.5%
VP University Advancement	(88)	-2.9%
VP Academic	(7,554)	-2.7%
VP Academic Support Units	(639)	-1.9%
Faculty of Applied Science	(663)	-3.3%
Faculty of Arts & Social Science	(1,648)	-3.3%
Faculty of Business Admin	(710)	-3.1%
Faculty of Communication, Art & Technology	(533)	-3.3%
Faculty of Education	(615)	-3.3%
Faculty of Environment	-	0.0%
Faculty of Health Sciences	-	0.0%
Faculty of Science	(1,292)	-3.3%
Faculty of Graduate Studies	-	0.0%
Continuing Studies	(640)	-3.9%
Student Services & SFU International	(815)	-3.0%
Scholarships, Bursaries & Awards	-	0.0%
Total	\$ (10,107)	-2.6%

5. For 2010/11, the budget model excludes departmental use of carry forward amounts from the recurring budget. Budgeting for carry forward amounts will occur after the fiscal year end and will be presented to the Board of Governors for approval.
6. An information session with the Finance and Administration Committee will be held prior to presentation for approval at the Board. This will enable questions and feedback prior to the Board meeting.
7. The operating budget is presented to the Board of Governors for their approval in March.
8. Actual spending is monitored throughout the year and budget variances are reported to the Board through the Finance and Administration Committee.

Fund Overview

Revenues and the related expenditures are managed in various funds to ensure proper stewardship and control of resources, and to ensure that restricted grants, donations, and contributions are used as the donor intended. The funds are as follows:

Operating Fund: The Operating Fund includes the unrestricted revenues used for academic program delivery and administration of the University. The principal revenue sources are the provincial operating grant, tuition fees, and the Indirect Cost of Research grant from the federal government. Budget details for the Operating Fund begin on page 13.

Research Fund: The Research Fund accounts for revenues and expenses related to externally funded research projects. It is funded through federal, provincial, and private sector research grants. See page 50 for further research funding details.

Endowment Fund: The Endowment Fund is comprised of restricted donations and contributions. The principal is held in perpetuity and a specified amount of the income generated from investing these funds is used for the designated purposes. The balance of income is reinvested to maintain consistent purchasing power. Fundraising activities for 2010/11 are included on page 48 and endowment spending for 2010/11 is on page 49.

Capital Fund: Funds allocated for both major and minor capital projects are managed in the Capital Fund. Revenues for major projects consist of contributions from government and private sponsors as well as funds allocated by the University. Capital projects in progress during 2010/11 are found on page 51.

Ancillary Fund: Ancillary operations include the SFU Residence and Housing, Bookstores, Document Solutions, and Parking Services. The revenues generated from the products and services delivered by these businesses are intended to cover all related expenses and debt service payments, as well as provide reinvestment to ensure long term sustainability. See pages 52 through 55 for further details.

Specific Purpose Funds: These funds contain revenues from externally funded non-research service contracts, grants, and activities. Contributions are classified as restricted or unrestricted based on external accounting requirements. Externally restricted contributions are subject to contributor imposed stipulations that specify the purpose for which the contribution is to be used and recorded in an externally restricted specific purpose fund. All specific purpose funding that is not externally restricted is recorded separately in an internally restricted fund. Revenue for these funds is not budgeted since they are received periodically during the year. Expenditures are matched in accordance with the requirements of the external or internal restriction.

Schedule A

2010/11 Operating Budget by Portfolio

(\$ in thousands)		2008/09	2009/10	2009/10	2010/11	% Budget
	Notes	Actual	Budget	Forecast	Budget	Change
		(a)	(b)	(c)	(d)	(b) / (d)
Revenues						
Government Grants & Contracts						
Province of British Columbia	1	198,253	209,531	216,797	219,748	5%
Government of Canada		6,769	6,390	6,511	6,380	0%
Other Government Grants		241	226	237	241	7%
Total Government Grants & Contracts		205,263	216,147	223,545	226,370	5%
Student Fees						
Credit Courses	2	135,709	137,733	149,753	149,834	9%
Non-Credit Courses	3	7,620	7,323	7,333	8,476	16%
Other		9,817	9,624	10,032	9,718	1%
Total Student Fees		153,146	154,681	167,118	168,028	9%
Other Revenues						
Gifts, Grants & Contracts		6,184	6,864	6,392	6,937	1%
Sales of Services and Products	4	7,584	5,716	6,045	6,276	10%
Investment Income		(13,878)	4,000	13,873	3,803	-5%
Miscellaneous Income		(1,644)	5,539	6,390	5,805	5%
Total Other Revenues		(1,755)	22,119	32,699	22,821	3%
Total Revenues		356,654	392,946	423,362	417,219	6%
Expenses						
President		905	982	889	979	0%
Vice President Academic	5	272,752	277,820	277,155	286,913	3%
Vice President Finance & Administration	6	43,178	45,689	44,162	47,555	4%
Vice President Research	7	22,953	22,401	22,183	23,217	4%
Vice President University Relations		3,612	3,284	3,372	3,160	-4%
Vice President Legal Affairs		6,687	7,568	7,658	7,711	2%
Vice President University Advancement		2,728	3,062	3,072	3,023	-1%
General University Requirements	8	25,553	32,140	43,896	44,661	39%
Total Expenses		378,368	392,946	402,387	417,219	6%
Surplus (Deficit)		(21,715)	-	20,975	-	-

Summary of Changes:

- 2008/09 Actual reflects a \$21.7 million shortfall which is primarily due to the investment losses of \$18.9 million below budget and costs relating to the Voluntary Faculty Exit Incentive Plan of \$4.9 million.
- 2009/10 Budget reflects the March 26, 2009 Board Approved Budget, with adjustments to VP portfolios based upon organizational changes across portfolios, such as the transfer of Vancouver Campus to the VP Academic portfolio and the reclassification noted in Appendix I.
- 2009/10 Forecast reflects actual revenues and expenses projected to year-end by departments. It incorporates \$12.1 million in additional fees relating to student over-enrolments and the allocation of the tuition surpluses to offset the associated pressures in teaching and services units and to fund capital project shortfalls. Recovery of 2008/09 investment losses are projected with investment returns of \$13.8 million, and funding for the 2008/09 Voluntary Faculty Exit Incentive Plan \$4.9 million improving operating reserve balances.
- 2010/11 Budget incorporates \$8.4 million of additional credit course fees relating to student over-enrolments and the impact of allocating over-enrolment tuition surpluses to offset the associated pressures in teaching and services units, and to fund capital project shortfalls.

Schedule B

2010/11 Operating Budget by Account

(\$ in thousands)	Notes	2008/09 Actual	2009/10 Budget ¹	2009/10 Forecast	2010/11 Budget	% Budget Change
Revenues						
Government Grants & Contracts						
Province of British Columbia		198,253	209,531	216,797	219,748	5%
Government of Canada		6,769	6,390	6,511	6,380	0%
Other Government Grants		241	226	237	241	7%
Total Government Grants & Contracts		205,263	216,147	223,545	226,370	5%
Student Fees						
Credit Courses		135,709	137,733	149,753	149,834	9%
Non-Credit Courses		7,620	7,323	7,333	8,476	16%
Other		9,817	9,624	10,032	9,718	1%
Total Student Fees		153,146	154,681	167,118	168,028	9%
Other Revenues						
Gifts, Grants & Contracts		6,184	6,864	6,392	6,937	1%
Sales of Services and Products		7,584	5,716	6,045	6,276	10%
Investment Income		(13,878)	4,000	13,873	3,803	-5%
Miscellaneous Income		(1,644)	5,539	6,390	5,805	5%
Total Other Revenues		(1,755)	22,119	32,699	22,821	3%
Total Revenues		356,654	392,946	423,362	417,219	6%
Expenses						
Salaries – Academic	9	132,340	124,818	131,465	132,897	6%
Salaries – Staff	10	94,188	103,681	103,509	105,959	2%
Benefits	11	51,536	53,689	53,800	56,551	5%
Total Salaries and Benefits		278,065	282,189	288,774	295,407	5%
Non-Salary Expenses						
Other Operational Expenses	12	20,034	36,558	34,467	45,483	24%
Scholarship, Fellowships & Bursaries	13	16,905	17,018	18,124	18,114	6%
Renovations & Alterations	14	16,424	14,226	15,226	12,446	-13%
Materials & Supplies	15	5,098	2,189	4,821	3,201	46%
Travel & Personnel Costs		6,617	6,181	6,503	6,090	-1%
Contract Services		8,922	7,746	7,705	8,087	4%
Utilities	16	5,919	5,994	5,889	7,260	21%
Professional Fees	17	6,022	5,096	5,326	4,348	-15%
Equipment, Rent & Maintenance	18	4,351	3,927	3,489	3,168	-19%
Communications		1,538	1,511	1,452	1,464	-3%
Debt Servicing	19	8,472	10,311	10,611	12,153	18%
Total Non-Salary Expenses		100,303	110,757	113,613	121,812	10%
Total Expenses		378,368	392,946	402,387	417,219	6%
Surplus (Deficit)		(21,715)	-	20,975	-	-

¹ 2009/10 Budget reflects the March 26, 2009 Board Approved Budget adjusted to incorporate reclassifications as detailed in Appendix I.

Operating Budget Notes

The following provides the details for year over year budget variances of over \$500,000.

Note	Account	Variance (\$ in thousands)	Description of Variance(s)
1	Province of BC	\$10,217	Additional recurring funding received in 2009/10 after budget approval of \$6.4 million, 98 additional spaces in 2010/11 of \$1.9 million, funding associated with wage settlements of \$1.4 million, and a grant increase associated with the Office of Francophone and Francophile Affairs of \$0.2 million.
2	Credit Course Fees	\$12,101	Proposed 2% fee increase based upon the long term rate of inflation (as measured by the BC Consumer Price Index), a proposed increase in international fees of \$1.8 million, and enrolments over government targets of \$8.4 million.
3	Non-Credit Course Fees	\$1,153	Increase in the Student Success Program, Continuing Studies Management Professional Program, and Athletics & Recreation Youth Camps programs.
4	Sales & Services	\$560	Student Services and Recreation fees, Fraser International College, and Convocation fees \$0.25 million, and funding from BC Council on Admissions & Transfer of \$0.15 million.
5	VP Academic	\$9,093	Increased costs related to wage settlements, support for additional spaces of \$2.8 million, scholarships & bursaries, School for the Contemporary Arts of \$1.0 million, distribution of fees relating to enrolments over target of \$3.0 million, offset by cost reductions.
6	VP Finance & Administration	\$1,865	Increased costs related to wage settlements, the upgrade of enterprise-wide system upgrades of \$1.4 million, contractual facilities costs and the carbon tax of \$1.7 million, offset by cost reductions
7	VP Research	\$816	Increased costs related to wage settlements, library acquisitions of \$0.3 million, offset by cost reductions.
8	General University Requirements	\$12,521	Distribution of a portion of over-enrolment funding for capital financing shortfalls of \$2.1 million, additional debt financing of \$1.2 million (Woodwards), funding related to the international fee increase of \$1.8 million to be distributed, increase to emergency reserve of \$4.5 million, and unfunded capital (Water Sewage Pump Station) of \$0.8 million.
9	Salaries - Academic	\$8,078	\$3.4 million relating to wage settlements, \$1.0 million in proposed positions, \$0.7 million in teaching assistants, and \$2.1 million in support for additional support to relieve over-enrolment pressures.
10	Salaries – Staff	\$2,278	\$1.7 million relating to wage settlements, and \$0.8 million in proposed positions (for operating School for Contemporary Arts at Woodward's and information technology).
11	Benefits	\$2,861	Increase in salary costs noted above of \$1.9 million, an expected increase in the actuarial valuation of benefit obligations relating to Future Employee Benefits of \$0.25 million, and a projected increase in current benefit obligations of \$0.6 million.
12	Other Operational Expenses	\$8,924	An increase in the emergency reserve of \$4.5 million, capital & infrastructure support of \$2.9 million and international support \$1.8 million (to be allocated). A breakdown of the expenses in this category is included on Page 16.
13	Scholarships, Bursaries, & Awards	\$1,096	Increased base funding of \$0.5 million and additional one-time funding of \$0.6 million relating to the student enrolments beyond student targets.
14	Renovations & Alterations	(\$1,780)	A reduction in renovation costs of \$0.7 million attributable to Fraser International College, \$0.7M reduction in the Faculty of Science, and a \$0.3M decrease in computer equipment purchases for 2010/11.

Note	Account	Variance (\$ in thousands)	Description of Variance(s)
15	Materials & Supplies	\$1,012	Facility / rental maintenance costs by the Fraser International College of \$0.7 million.
16	Utilities	\$1,266	Projected increase in the usage of power \$0.4 million and the increased carbon tax cost \$0.5 million.
17	Professional Fees	(\$749)	Faculty of Business Administration is hiring fewer consultants for the Learning Strategies Group due to the economic downturn \$0.3 million, and reduced costs in various other areas.
18	Equipment, Rent & Maintenance	(\$760)	An initiative by the CIO office to review equipment leases & re-negotiate or evaluate costs relative to purchase decisions \$0.4 million, and anticipated savings on maintenance of equipment \$0.2 million.
19	Debt Servicing	\$1,842	Additional funding for Woodward's \$1.2 million and for residences to offset debt costs \$0.6 million.

Other Operational Expenses

The category Other Operational Expenses includes a budget of \$45.5 million for 2010/11. The breakdown of these costs is as follows:

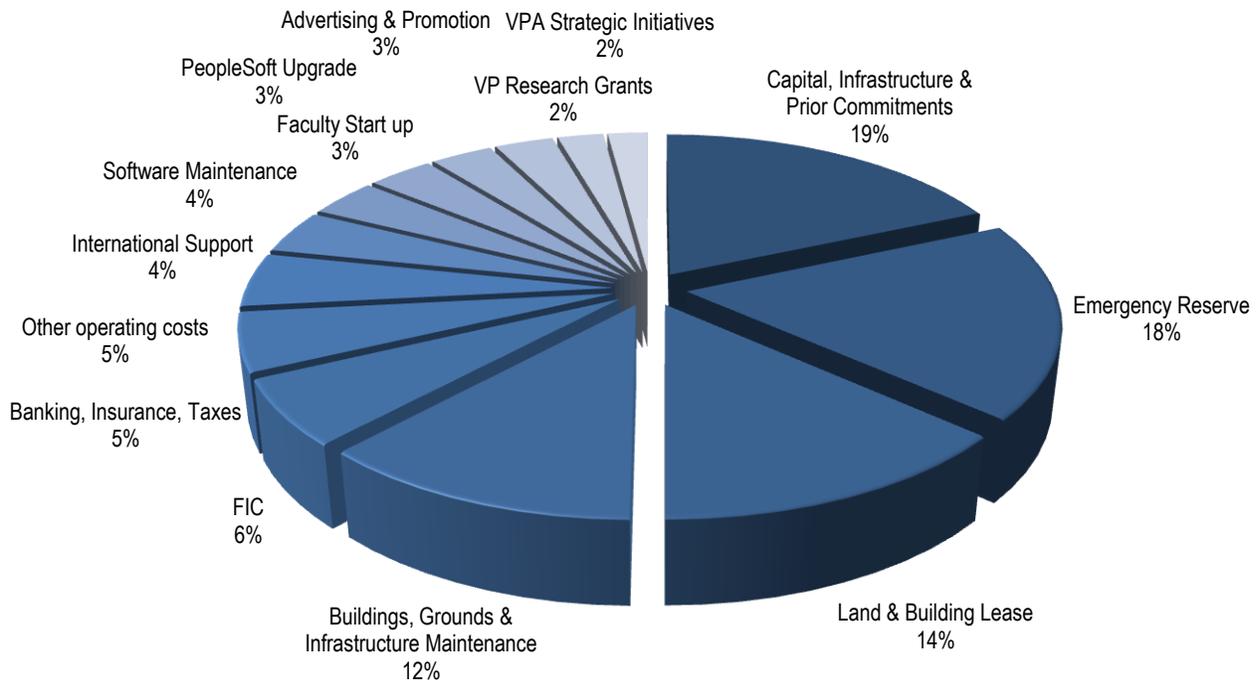


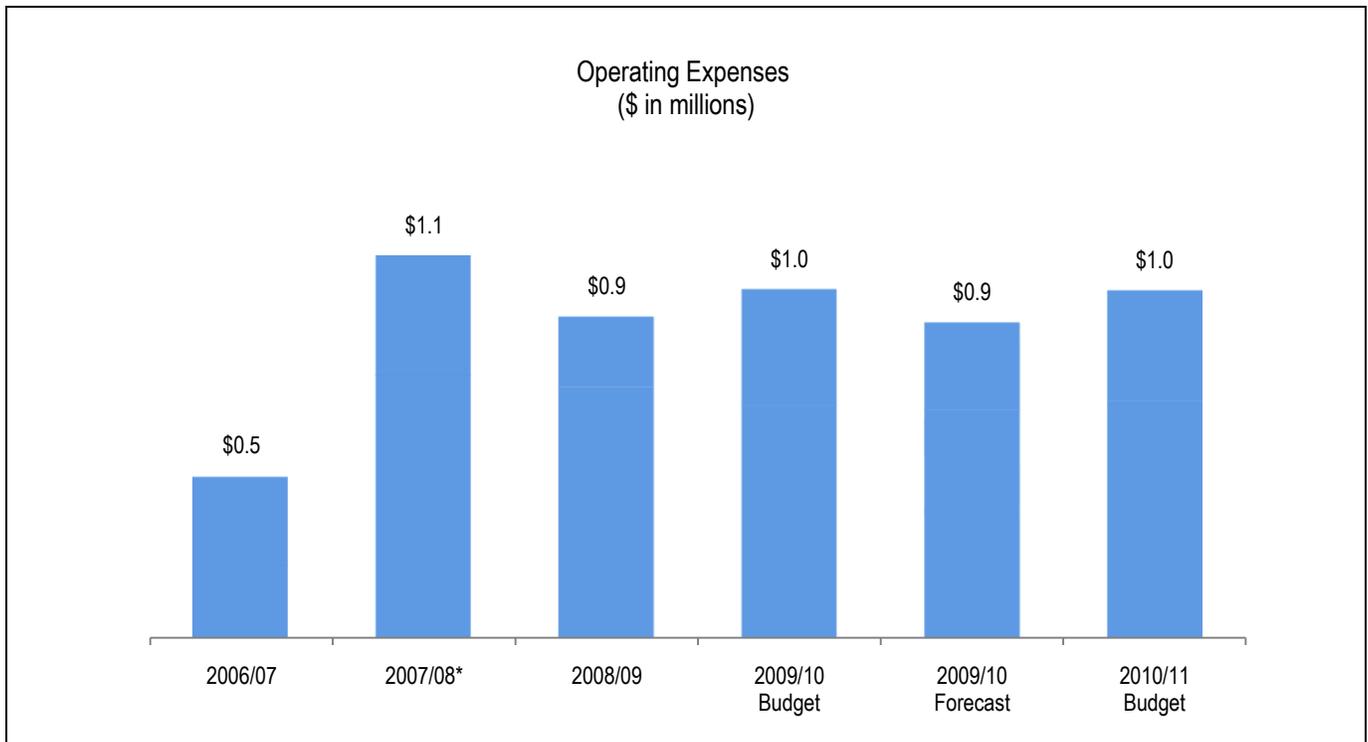
FIGURE 2: OTHER OPERATIONAL EXPENSE DETAIL

Operating Budget by Portfolio

President's Office

Dr. Michael Stevenson, President

With a focus on sound fiscal management, the President's Office will continue to support key events and initiatives at the University. Internationalization will continue to be a strategic priority for the President in 2010/11, as will the cultivation of diversified sources of funding for the University.



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Total Expenses	\$ 455,281	\$ 1,076,684	\$ 904,628	\$ 982,122	\$ 889,095	\$ 978,595

*Note: The President's salary and other costs were budgeted in General University Requirements prior to 2007/08.

VP Academic

Dr. Jon Driver, Vice President and Provost

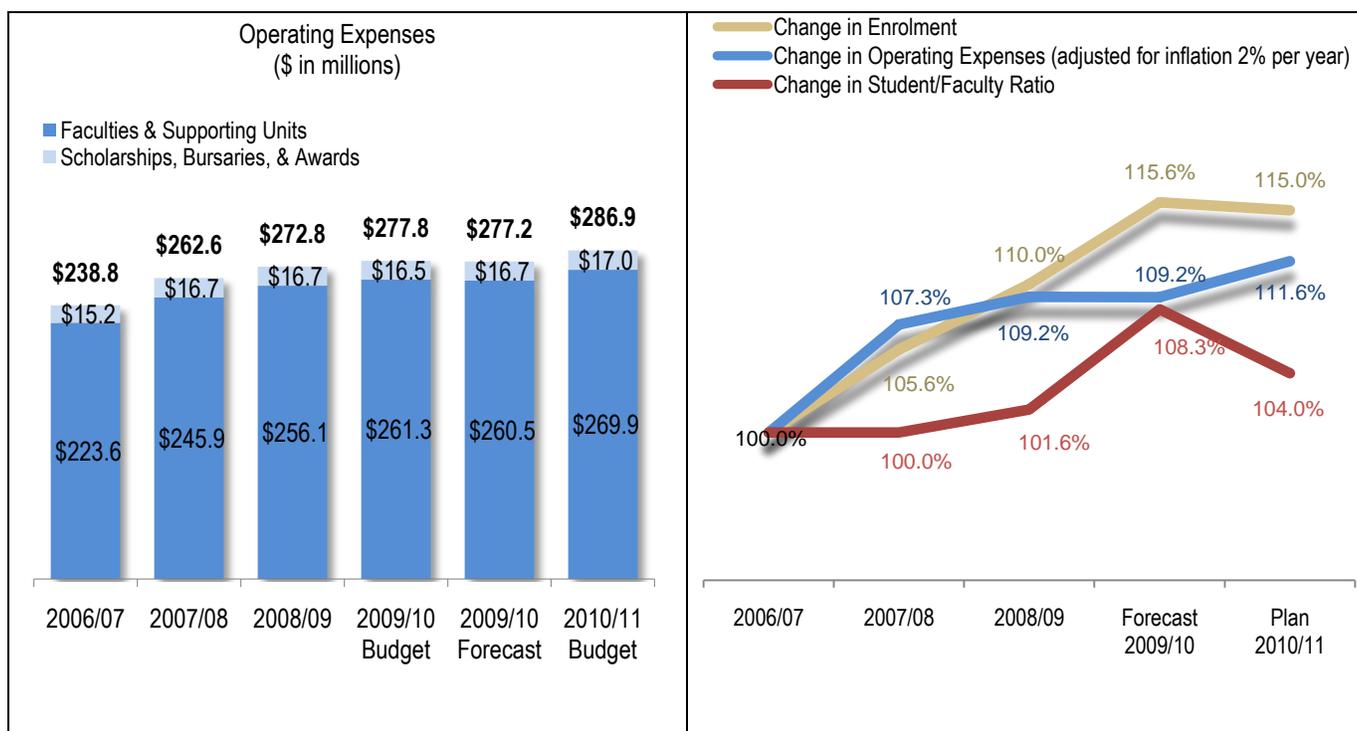
The Vice-President, Academic and Provost provides vision and leadership for the academic activities of SFU which are contained in SFU's eight Faculties, Continuing Studies, Graduate Studies, and Student Services. The primary objectives of the Vice-President, Academic and Provost are to resource and support an outstanding education for SFU students, provide a productive research environment, promote excellence in research and scholarship, and respond to community needs for education and research.

2010/11 Objectives:

- Initiate implementation of the Academic Plan (2010-2013) focusing on student experience and teaching & learning.
- Continue the campaign to secure commitment for new Surrey FTE's.
- Meet enrolment plan targets for 2010/11 and develop strategic enrolment management process.
- Work closely with Deans and Chairs to better align budget and planning.
- Continue progress on major capital plans and associated academic programs at three campuses.
- Review and implement recommendations of Teaching and Learning Task Force, including reviewing and restructuring support for Teaching and Learning.
- Investigate prospects for new professional programs (medical education and law school).

The VP Academic will support strategic research priorities by:

- Prioritizing research initiatives that complement teaching programs.
- Prioritizing support for interdisciplinary research.
- Supporting development and maintenance of research facilities.
- Reviewing Canada Research Chair allocations.
- Supporting a limited number of new research initiatives as identified in the Faculty plans.



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Faculties & Other ¹	223,624,146	245,883,929	256,101,093	261,327,343	260,471,799	269,921,020
Scholarships, etc	15,183,798	16,739,298	16,650,933	16,492,205	16,683,505	16,992,205
Total	\$238,807,944	\$262,623,227	\$272,752,026	\$277,819,548	\$277,155,304	\$286,913,225

Enrolment Plan Activity FTE's	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Undergraduate	17,898	18,881	19,782	19,464	20,770	20,696
Graduate	3,008	3,199	3,223	3,483	3,392	3,354
Total AFTE's	20,906	22,080	23,004	22,948	24,162	24,050

Student/Faculty Ratio (AFTE/Filled CFL FTE) ²	2006/07	2007/08	2008/09	-	2009/10	2010/11
	24.0	24.0	24.4	-	26.0	24.9

¹ The amounts have been restated to reflect adjustment of external revenues relating to catering costs at Vancouver Campus as noted in Appendix I.

² Student/Faculty Ratio is calculated by dividing student Activity FTE's (AFTEs) by Filled CFL FTE's (CFL). The 2009/10 Forecast is at January 22, 2010.

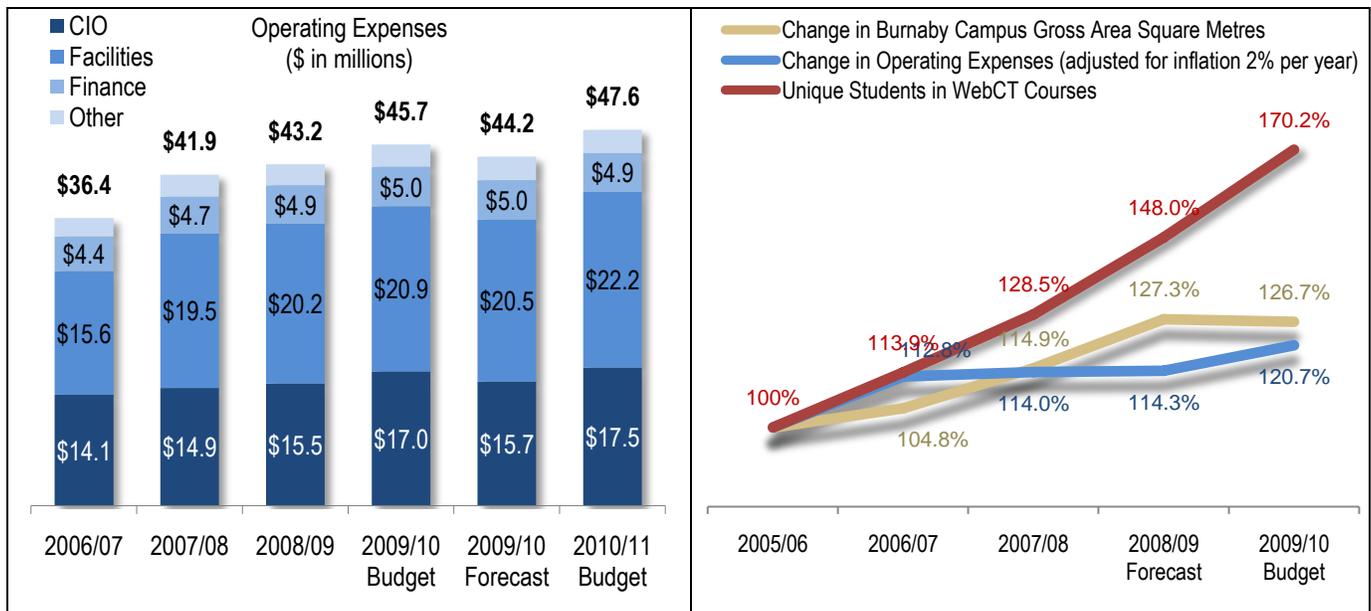
VP Finance & Administration

Dr. Pat Hibbitts, Vice President

The VP Finance and Administration is responsible for providing leadership to all aspects of SFU's Facilities, Information Technology (with VP Academic), Campus Security, Environmental Health & Safety, Finance, and Ancillaries.

2010/11 Objectives

- Finance's priorities are work with the VP Academic in further aligning budgeting and planning, continue to develop and implement the University Planning Framework, lead the administrative review process, and implement the HST for July 1, 2010.
- Facilities Services is in the process of an organizational restructuring and implementation of systems to improve response to the issues of deferred maintenance and infrastructure renewal. Efforts on the capital side are focused on the delivery of Knowledge Infrastructure Projects (KIP) in order to meet mandated schedules and budgets.
- IT plans to use a new IT governance structure to develop more accountable and responsive governance of all aspects of IT.



Operating Expenses	Actual			Budget	Forecast	Budget
	2006/07	2007/08	2008/09	2009/10	2009/10	2010/11
Facilities	15,608,446	19,511,652	20,195,705	20,887,718	20,488,320	22,228,546
CIO	14,065,544	14,917,147	15,464,749	16,974,561	15,691,431	17,474,173
Finance	4,386,096	4,673,135	4,869,547	5,013,009	5,021,296	4,897,756
Other	2,336,793	2,784,558	2,647,496	2,814,103	2,960,569	2,954,365
Total Expenses	\$ 36,396,879	\$ 41,886,492	\$ 43,177,497	\$ 45,689,391	\$ 44,161,616	\$ 47,554,840

Students in WebCT Courses	2006/07	2007/08	2008/09	estimated	estimated
	36,426	41,729	46,816	53,903	61,988

Burnaby Campus Growth (Gross Area Square Metres)	2006/07	2007/08	2008/09	2009/10	2010/11
	216,151	226,578	248,420	275,222	273,821

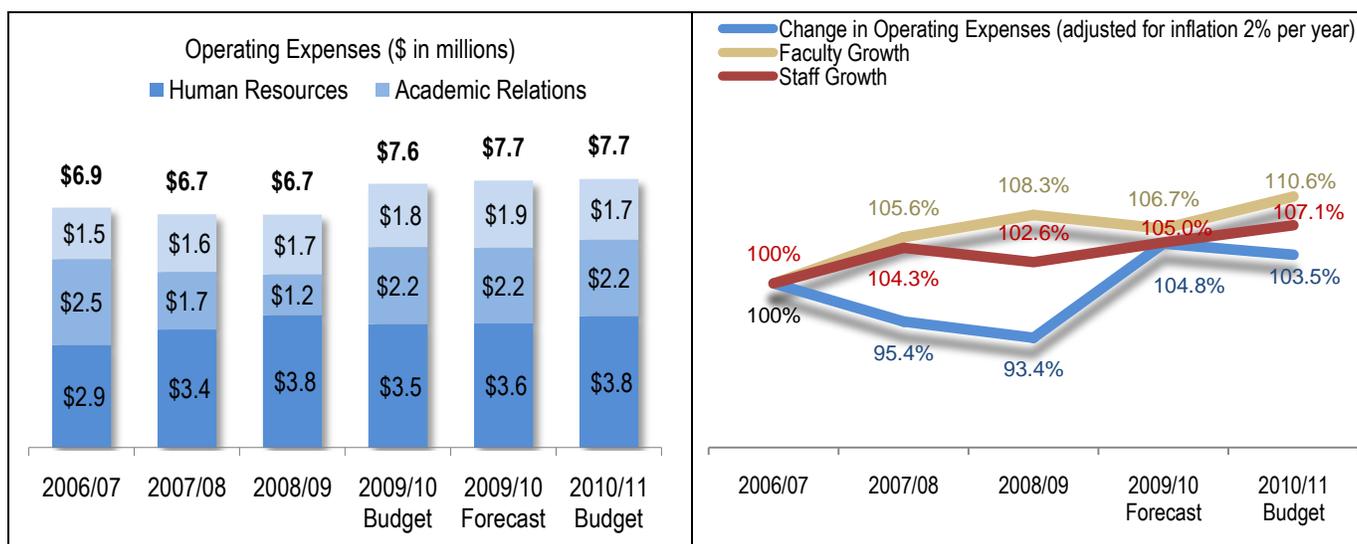
VP Legal Affairs

Professor Judith Osborne, Vice President

The Vice President, Legal Affairs (VPLA) provides executive management of the University's legal affairs, including advice on access to legal services, risk and case management, education and training; is responsible for advising on policy development and interpretation; and serves as senior advisor on equity issues. The VPLA is also responsible for negotiations with the Faculty Association. The VPLA oversees several administrative areas with related mandates, including Human Resources, Academic Relations, Human Rights Office, Internal Audit, Legal Contracts, Special Projects, University Archives and Records Services and University Secretariat.

2010/11 Objectives

- To protect the budgets of small but important units: Internal Audit, Human Rights, Archives, Records Management, Information and Privacy.
- To reach new collective agreements with our employee groups.
- To employ proactive and preventative strategies to limit the University's exposure to legal challenges.



	Actual 2006/07	Actual 2007/08	Actual 2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Operating Expenses						
Human Resources	2,944,688	3,387,213	3,803,545	3,549,077	3,561,612	3,772,685
Academic Relations ¹	2,467,352	1,657,532	1,166,054	2,203,938	2,178,669	2,192,110
Other	1,470,753	1,649,761	1,717,564	1,814,671	1,917,806	1,746,229
Total Expenses	\$ 6,882,793	\$ 6,694,506	\$ 6,687,163	\$ 7,567,686	\$ 7,658,087	\$ 7,711,024

Staff²	1,480	1,544	1,518	1,554	1,585
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Faculty³	872	921	945	930	964
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¹ Fluctuations in the Academic Relations' operating expenses are due to: a) the inclusion of NSERC Faculty Awards in 2006/07 that was subsequently transferred to the VP Academic portfolio; and b) timing of processing faculty professional development expenses.

² Staff includes all continuing APSA, APSA Excluded, CUPE, and Poly Party employees. Data is from the HAP system and from the budget system for 2010/11.

³ Filled Faculty Complement from 2010/11 Faculty Renewal Plan. The 2009/10 Forecast is as of January 22, 2010.

VP Research

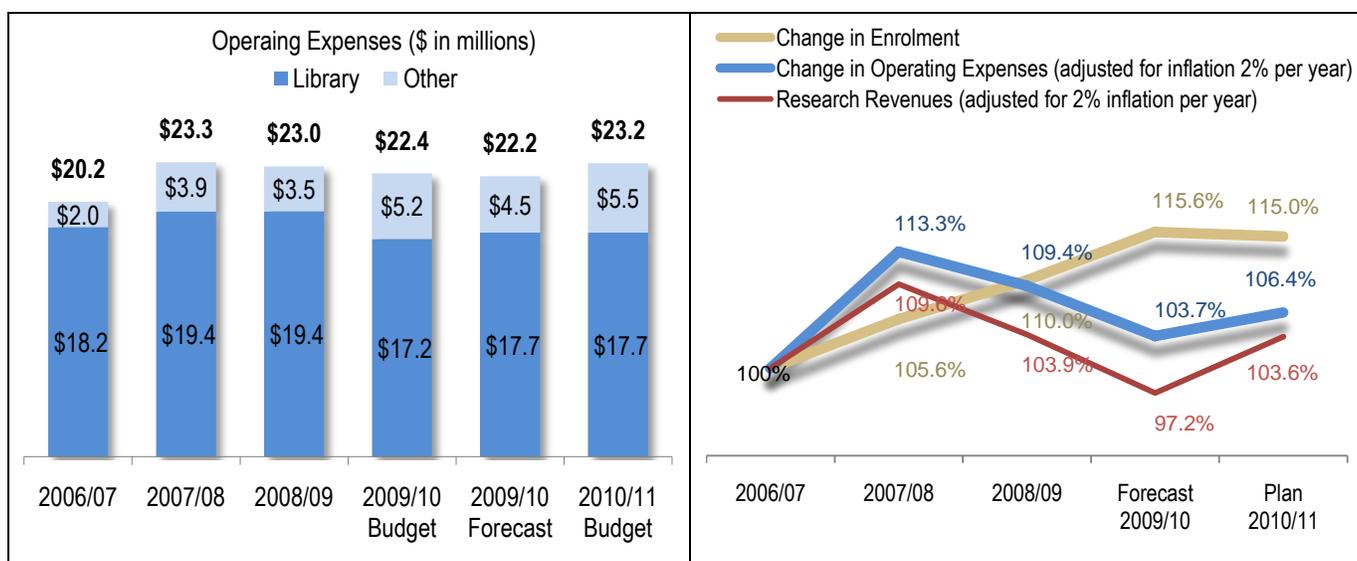
Dr. Mario Pinto, Vice President

The VPR reporting units include the offices of Research Ethics, Research Services, University / Industry Liaison, as well as Animal Care Services, and the SFU Library, and Radiation Safety. The objectives of the VP Research portfolio are to raise the research profile of SFU, support all research initiatives, promote interdisciplinary research, and maintain critical research facilities and support staff.

2010/11 Objectives

The Strategic Research Plan guides the University in responding effectively to the changing environment in research opportunities, and provides a platform for participation in international research-related initiatives. Objectives for 2010/11 include:

- Implement the Strategic Research Plan to clearly articulate SFU's research priorities for the future.
- Establish appropriate outcome measurement criteria for research performance in individual Faculties.
- Advocate for the research interests of SFU and the university sector in provincial and national policy making circles.



	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Operating Expenses						
Library	18,152,495	19,395,578	19,407,191	17,220,057	17,716,509	17,738,374
Other	2,011,265	3,905,706	3,545,523	5,180,969	4,466,344	5,478,352
Total Expenses	\$ 20,163,761	\$ 23,301,284	\$ 22,952,714	\$ 22,401,026	\$ 22,182,853	\$ 23,216,726

Sponsored Research						
Revenues (\$ in 000's) ¹	\$ 77,586	\$ 86,739	\$ 83,838	\$ 80,000	\$ 87,000	\$ 90,000

Total Enrolment						
(Activity FTE's)	20,906	22,080	23,004	22,948	24,162	24,050

¹ 2007/08 research revenues were restated to include SFU's interest in joint research ventures.

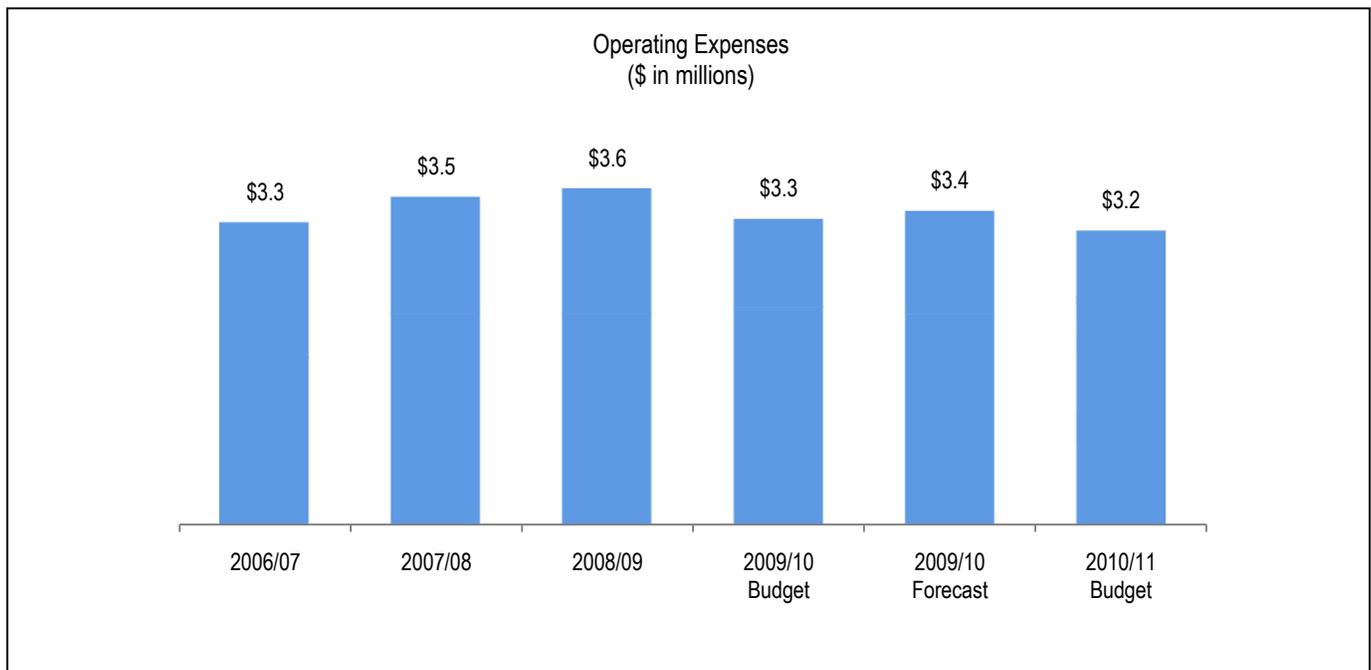
VP University Relations

Dr. Warren Gill, Vice President

University Relations is one of the main links between the University and the community. The portfolio includes: Public Affairs & Media Relations, Government Relations, Alumni Relations, Ceremonies & Events, The Design Group, the Simon Fraser Gallery, and Community Relations.

2010/11 Objectives

- Develop and execute communications, community, and government relations strategies and supporting events for the transition of the new President.
- Work to advance the University's strategic priorities related to program and campus expansion.
- Execute the plan for the launch and official opening of the School for the Contemporary Arts at Woodward's and expand community relations profile in the arts and in the Downtown Eastside.
- Subject to funding, begin to implement the Marketing Plan developed in 2009/10.
- Continue to work at improving the University's visibility and access in Ottawa and Victoria.
- Continue to strengthen Alumni Relations.
- Continue the re-establishment of Simon Fraser Gallery as a premier collecting and exhibition gallery.
- Further establish SFU's branding at all three campuses and assist in re-branding Athletics.



	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Total Expenses	\$ 3,250,862	\$ 3,522,727	\$ 3,612,488	\$ 3,284,367	\$ 3,372,039	\$ 3,160,381

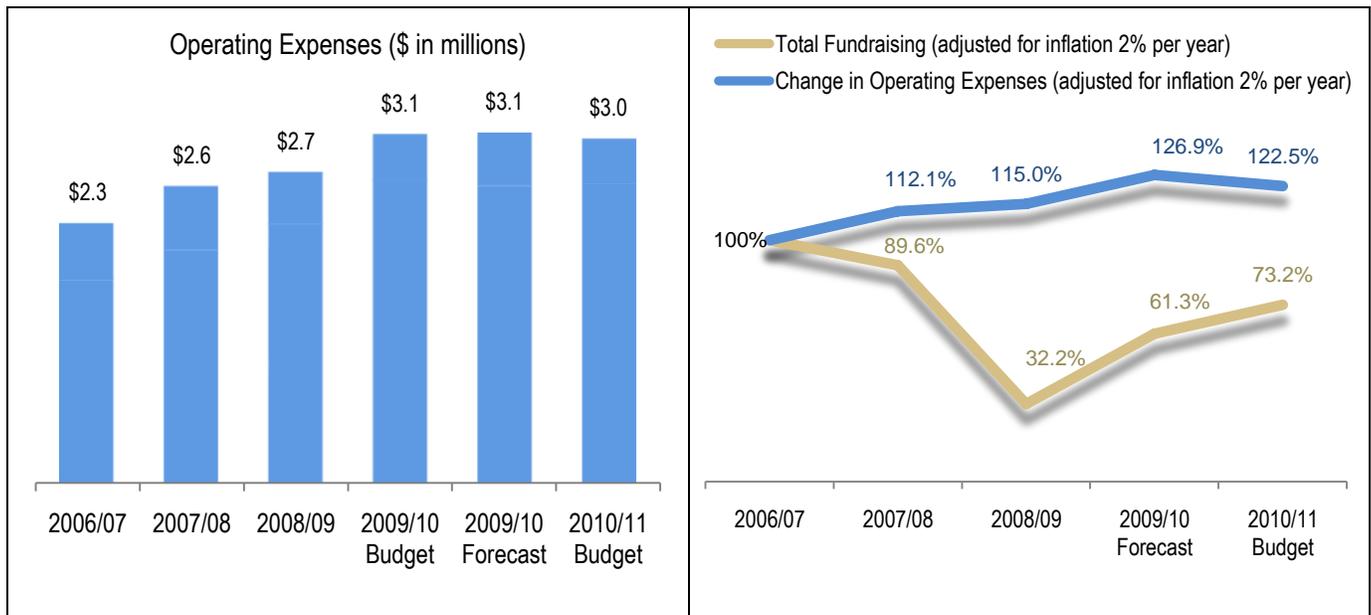
VP Advancement

Ms. Cathy Daminato, Vice President

University Advancement solicits financial support from SFU alumni, community friends, foundations, and corporations in support of University priorities, including student and faculty support and retention, capital projects, and other initiatives as identified by the President, VPs, and Deans. In 2010/11, University Advancement will shift its focus from major capital campaigns toward raising money for endowments to support research and student scholarships, bursaries and awards.

2010/11 Objectives:

- To confirm and begin implementing the proposed five year University Advancement Strategic Plan, 2010 to 2015. The key goals of this plan include:
 - to develop a comprehensive and compelling case for a new fundraising campaign for SFU;
 - to build fundraising capacity to \$50 million sustainable by 2015;
 - to provide more opportunities for mid-level giving at SFU;
 - to provide a comprehensive and cost effective stewardship plan that improves our donor retention rate and increases donor giving levels;
 - to develop a volunteer engagement strategy that will assist SFU in reaching its fundraising targets and raises SFU's profile in the community.
- To raise \$28 million in 2010/2011.



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Total	\$ 2,280,547	\$ 2,606,515	\$ 2,728,300	\$ 3,061,896	\$ 3,072,304	\$ 3,022,727

Fundraising (\$ in thousands)	2006/07	2007/08	2008/09	2009/10 Budget	2009/10 Forecast	2010/11 Budget
Total	\$ 35,333	\$ 32,307	\$ 11,821	\$ 21,000	\$ 21,000	\$ 28,000

General University Requirements

Dr. Pat Hibbitts, Vice President Finance & Administration

The General University Requirements portfolio includes centrally managed operating expenses that are attributable to the entire University and whose budgets cannot be decentralized. It includes human resources costs related to tuition waivers, retirees benefits, severance costs, and extraordinary salary and benefit provisions, as well as general administrative expenses such as banking, taxes, insurance, leases, and University memberships. Contingency funds, including the Emergency Reserve, are also contained within this portfolio.

Operating Budget	2006/07	2007/08	2008/09	2009/10 Budget	2009/10 Forecast	2010/11 Budget
GUR Expenses	14,587,147	10,265,254	19,343,724	20,363,551	24,924,813	20,860,803
Budget transfers	9,668,936	7,568,172	10,140,967	-	-	-
Debt servicing	7,370,001	6,209,750	6,209,750	7,976,000	8,276,000	9,818,000
Capital & infrastructure	-	-	-	-	6,894,926	3,915,333
Emergency Reserve	-	-	-	3,800,000	3,800,000	8,235,896
International support	-	-	-	-	-	1,830,984
Total GUR Expenses	\$ 31,626,084	\$ 24,043,176	\$ 35,694,441	\$ 32,139,551	\$ 43,895,739	\$ 44,661,016

Note:

- 1) 2008/09 increase over 2007/08 was due to contractual obligations such as benefits and tuition waivers.
- 2) The difference between 2009/10 Budget and Forecast relates to budget transfers distributing the additional over-enrolment tuition to the VPA portfolio to offset costs associated with the additional cost of course delivery and program support.

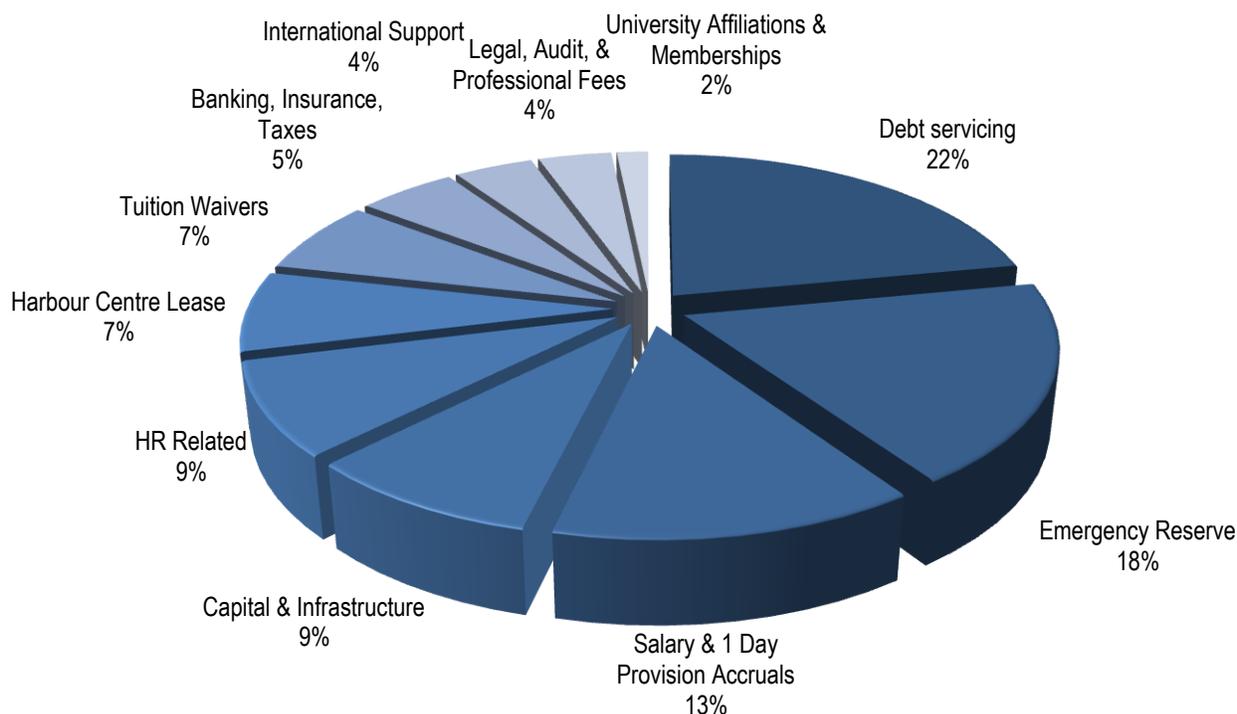


FIGURE 3: 2010/11 GENERAL UNIVERSITY REQUIREMENTS

Academic Budgets

Faculty of Applied Sciences

Dr. Nimal Rajapakse, Dean

The Faculty comprises the two progressive schools of Computing Science and Engineering Science, each with an international reputation for excellence built on leading edge research, and on graduates who regularly find themselves at the forefront of vital new breakthroughs. Throughout the faculty, scholarship is advanced by learning beyond the lab and lecture hall, and through the invaluable experience of national and international co-operative work terms. Computing Science features a dual degree program with China. Engineering Science offers programs in biomedical engineering and mechatronic systems.

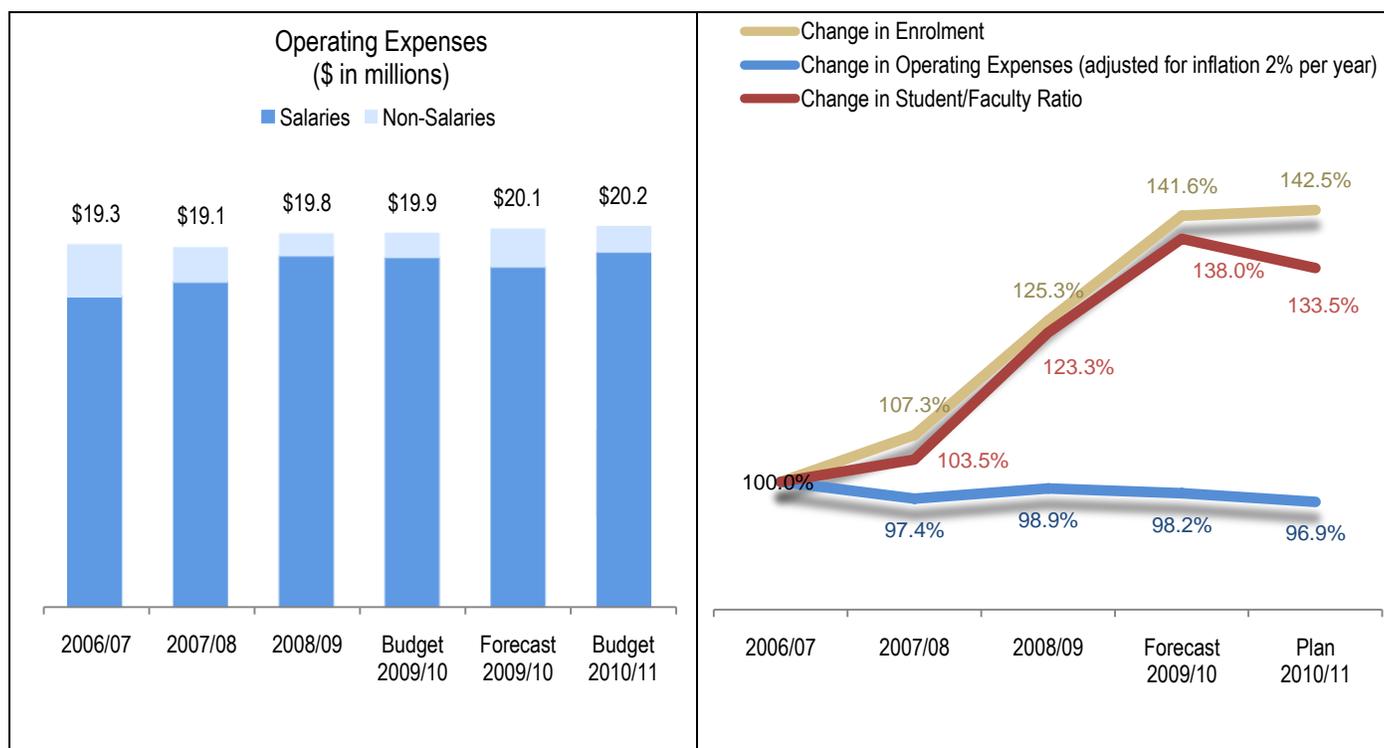
2009/10 Highlights

- ✓ Three Computing Science faculty members, Dr. Alexandra Fedorova, Dr. Greg Mori, and Dr. Jiangchuan Liu, were recognized as new research stars under the NSERC Discovery Accelerator Grants Program. Of all computing/computer science departments in Canada, only SFU, Waterloo and Toronto have had more than one faculty member receive such an award.
- ✓ Two Computing Science faculty members, Dr. Anoop Sarkar and Dr. Alexandra Fedorova, have received Google Fellowships.
- ✓ The first Dual Degree Program student from Zhejiang University became eligible for graduation.
- ✓ Funding from Sierra Wireless, with additional support from CFI was received to establish a chair in wireless communication.

2010/11 Priorities

- Sustainable Energy Engineering is a strategic area for expansion as there is growing interest in sustainable energy production, storage, distribution and utilization from all levels of government and industry. The Faculty would like to develop Canada's first accredited undergraduate program in Energy Systems Engineering at SFU Surrey.
- In the area of biomedical technologies and health, the Faculty would like to hire a LEEF Chair in medical imaging to work collaboratively with the Schools of Engineering Science and Computing Science to increase their joint activities in this area.
- Researchers from Faculty of Applied Sciences and Faculty of Communication, Art & Technology are working with UBC and with support from major commercial partners to create a new Institute for Visual Analytics.
- Interdisciplinary initiatives in the area of information and communication technology remain a priority for the School of Computing Science. The development of a Bachelor of Computing Science initiative as an umbrella for such programs is being pursued.
- Curriculum for both Engineering Science and Computing Science will be reviewed, in part to ensure the inclusion of information and communication technology content is clearly identified in both programs.

Faculty of Applied Sciences



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	16,521,758	17,290,255	18,647,135	18,557,718	18,071,687	18,825,809
Non-Salaries	2,742,592	1,843,293	1,184,644	1,296,350	2,010,035	1,372,146
Total Expenses	\$ 19,264,350	\$ 19,133,548	\$ 19,831,779	\$ 19,854,068	\$ 20,081,722	\$ 20,197,955

Enrolment Plan Activity FTE's	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Undergraduate	861	941	1,101	1,133	1,233	1,225
Graduate	239	239	277	324	325	342
Total AFTE's	1,100	1,180	1,378	1,457	1,558	1,568

Student/Faculty Ratio (AFTE/Filled CFL FTE)	2006/07	2007/08	2008/09	-	2009/10	2010/11
	11.5	11.9	14.2	-	15.9	15.4

Faculty of Arts & Social Sciences

Dr. Lesley B. Cormack, Dean

The Faculty of Arts & Social Sciences strength lies in its diversity, its important contributions to research and learning, and its engaged and engaging teachers, researchers and students. What unites this diverse Faculty is the commitment to the importance of a liberal education and a belief in the life-changing nature of such teaching and learning. Equally we share a commitment to the finest traditions of research in our many disciplines.

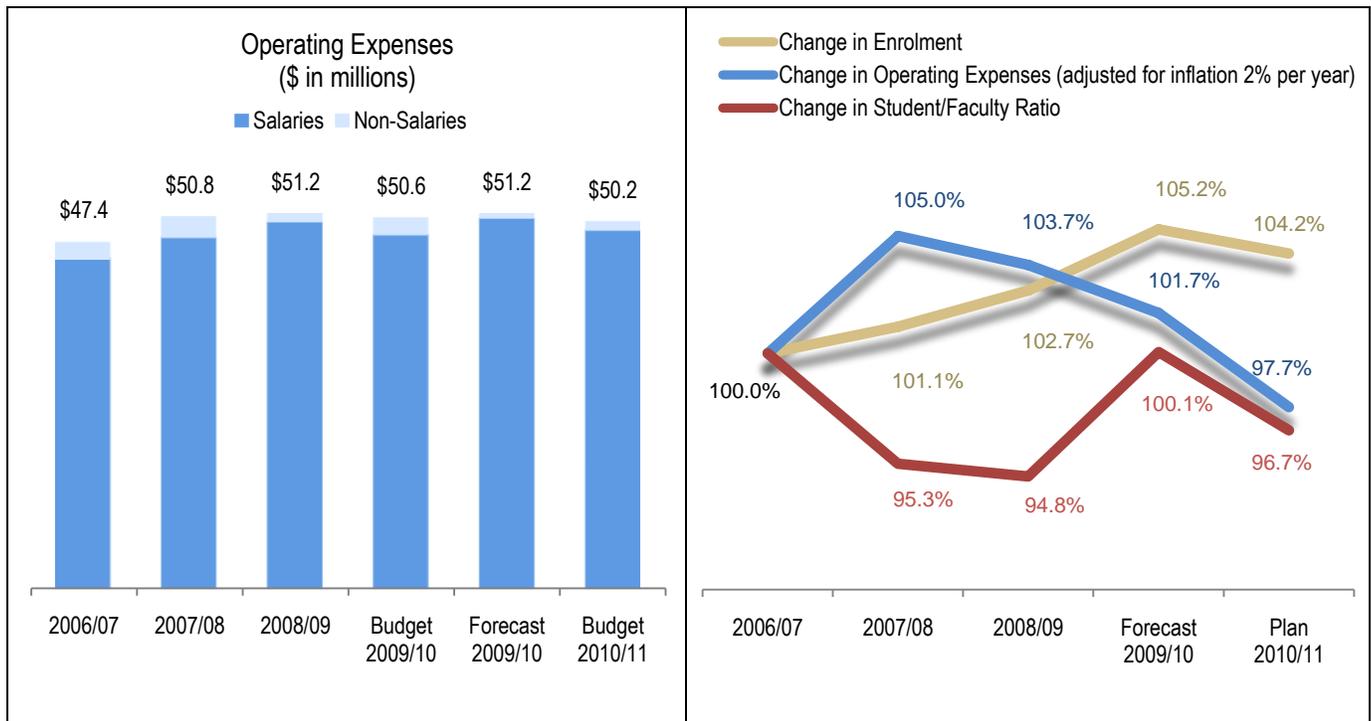
2009/10 Highlights

- ✓ Dr. Marlene Moretti (Psychology) and Dr. Olena Hankivsky (Public Policy) were among six leading Canadian researchers awarded a prestigious chair in New Perspectives in Gender, Sex and Health CIHR's Institute of Gender Health.
- ✓ Dr. David Andolfatto (Economics) was awarded the 2009 Bank of Canada's Research Fellowship.
- ✓ Dr. Arthur Robson (Economics) was appointed to the Royal Society.
- ✓ Students Nadine Deslauriers-Varin (Criminology) and Kim Reeves (Psychology) were awarded Vanier Canada Graduate Scholarships.

2010/11 Priorities

- Continue the search for a new CRC Tier I Chair in Linguistics / Philosophy.
- Establish First Nations as a department and develop a First Nations major.
- The School of Criminology's Cybercrime Research Centre will move into the new highly visible research space in the new Podium 2 expansion at SFU Surrey. SFU's first professor in Cybercrime has been hired.
- Create a School of Public Policy.
- Use Arts Central as a model of integrated advising services for students.
- Continue to develop a lively, interactive and informative website that ensures the Faculty's events are promoted to the broader community, highlights student achievements.
- Complete the hiring for the LEEF Chair in Youth Violence.
- Explore the feasibility of a Centre in Applied Ethics.

Faculty of Arts and Social Sciences



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	45,067,805	47,934,893	49,974,381	48,290,383	50,469,803	48,885,948
Non-Salaries	2,369,905	2,855,775	1,230,537	2,332,837	731,188	1,292,566
Total Expenses	\$ 47,437,710	\$ 50,790,668	\$ 51,204,918	\$ 50,623,220	\$ 51,200,991	\$ 50,178,514

Enrolment Plan Activity FTE's	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Undergraduate	7,769	7,836	7,950	7,599	8,137	8,016
Graduate	635	664	679	734	709	744
Total AFTE's	8,405	8,500	8,629	8,334	8,846	8,760

Student/Faculty (AFTE/Filled CFL FTE)	2006/07	2007/08	2008/09	-	2009/10	2010/11
	27.7	26.4	26.2	-	27.7	26.8

Faculty of Business Administration

Dr. Daniel Shapiro, Dean

SFU Business's close connections with the business community guide its decisions on management research, business and executive programs as well as community outreach. With a footprint in three communities in the Lower Mainland of BC, SFU Business provides management education at every level, from undergraduate business programs to MBA, Master, Diploma and Executive programs at the graduate level, as well as a Ph.D. in Business Administration.

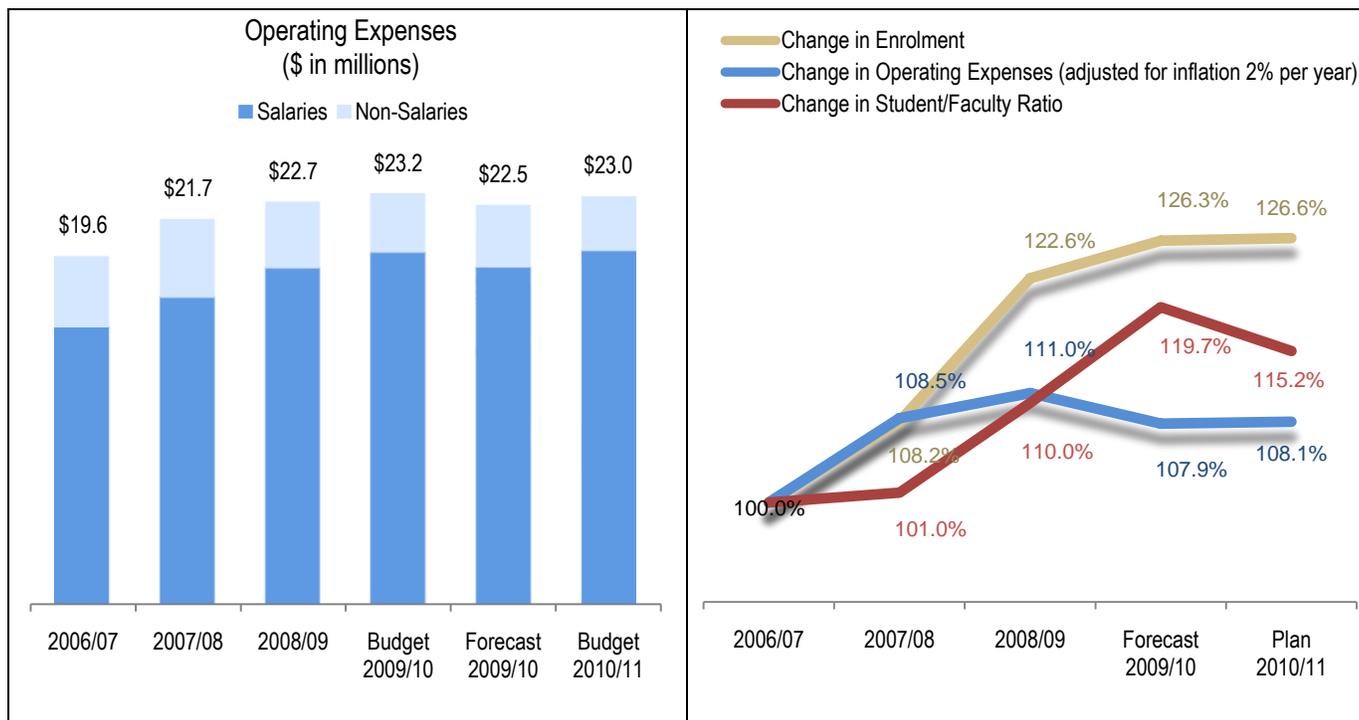
2009/10 Highlights

- ✓ Two Research Centres were launched: the Jack Austin Centre for Asia Pacific Business Studies and the Centre for Global Workforce Strategy.
- ✓ European Quality Improvement System (EQUIS) Accreditation was received. Business has earned a level of distinction among an elite group of business schools worldwide that satisfy rigorous international management education standards. Approximately 50 institutions have both AACSB and EQUIS accreditation.
- ✓ SFU Business students Tim Coleman, Helen Lu, and Jessica Wang placed first at the prestigious L'Oréal EStrat International Finals, one of the world's largest business simulations competitions.
- ✓ Successfully piloted a broad based admissions program that will be fully implemented for the coming academic year.

2010/11 Priorities

- Re-accreditation for Association to Advance Collegiate Schools of Business (AACSB).
- Pilot a Masters degree in Business Analytics.
- Finalize the program for a customized, self-funded Executive Masters Business Administration for First Nations.
- Form at least one international partnership with a European university to offer a Bologna-compliant global masters degree.
- Receive approval for a Certificate in Corporate Social Responsibility.
- Create student entrepreneur incubator in Surrey
- Launch a Centre for Sustainable Global Mining and a Centre for Workplace Health and Safety.

Faculty of Business Administration



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	15,663,756	17,331,259	18,962,487	19,840,889	19,018,772	19,941,910
Non-Salaries	3,982,316	4,406,584	3,728,165	3,312,705	3,484,864	3,055,665
Total Expenses	\$ 19,646,072	\$ 21,737,843	\$ 22,690,652	\$ 23,153,594	\$ 22,503,636	\$ 22,997,575

Enrolment Plan Activity FTE's	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Undergraduate	1,970	2,147	2,417	2,348	2,442	2,461
Graduate	317	327	386	400	447	435
Total AFTE's	2,287	2,474	2,803	2,747	2,889	2,895

Student/Faculty Ratio (AFTE/Filled CFL FTE)	2006/07	2007/08	2008/09	-	2009/10	2010/11
	32.5	32.8	35.8	-	38.9	37.5

Faculty of Communication, Art & Technology

Dr. Cheryl Geisler, Dean

The Faculty brings together three Schools: the School of Communication which includes courses covering media and culture, technology and society, communication policy, and political economy; the School for the Contemporary Arts which offers programs in art and culture studies, dance, film, music, theatre, and visual art focused on developing creative artists and scholars with diverse skills; and the School of Interactive Arts and Technology (SIAT) which is a future-focused school where technologists, artists, designers and theorists thrive in collaborative research, invention and theoretical thinking.

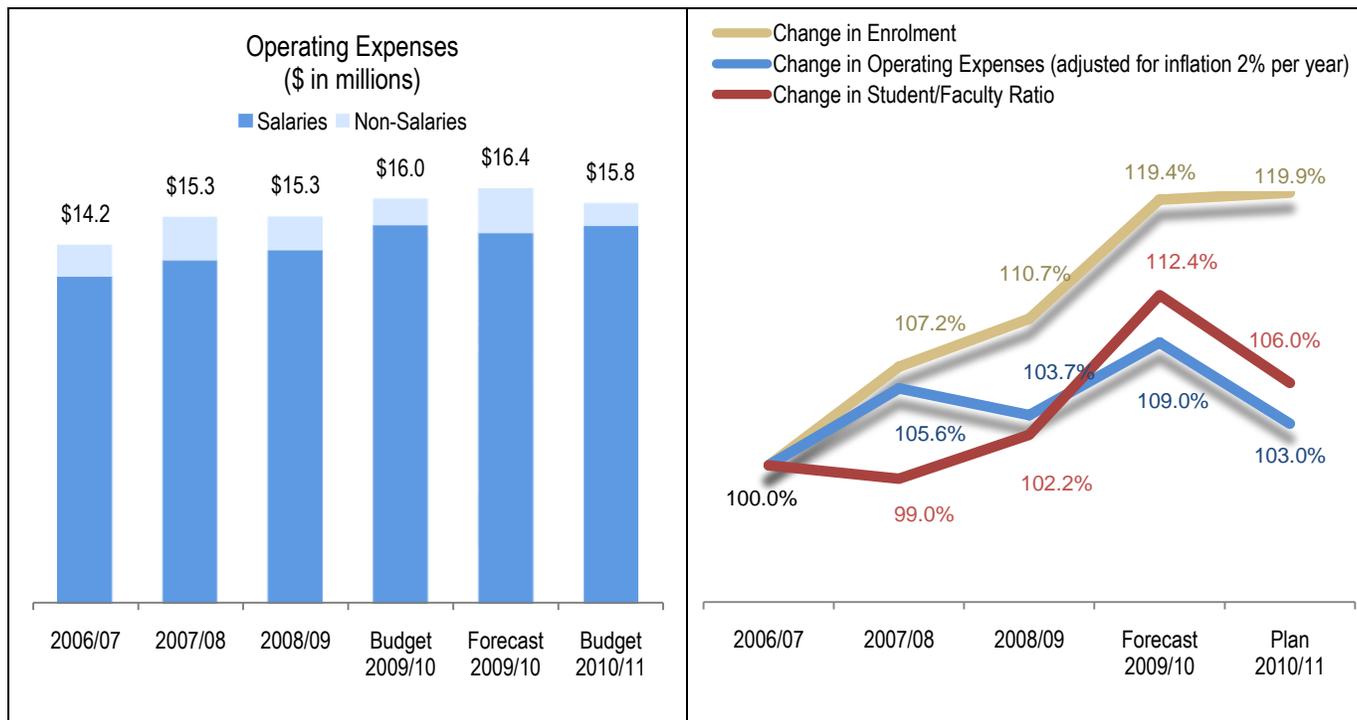
2009/10 Highlights

- ✓ Dr. Yuezhi Zhao won a prestigious Chang-Jiang Scholar Award from the People's Republic of China, Ministry of Education.
- ✓ Received Boeing gift to establish Visual Analytics Institute in conjunction with Faculty of Applied Sciences and UBC.
- ✓ Won Networks of Centres of Excellence (NCE) 2009 Award: Graphics, Animation and New Media Canada (GRAND).
- ✓ Received Western Economic Diversification grant for Woodward's.
- ✓ North House, an energy-efficient structure, won 4th place at Solar Decathlon and West House, a rebuild of the North House, has been built for the 2010 Olympics.
- ✓ Thecla Schiphorst, Lyn Bartram and Magy Seif El-Nasr won a highly competitive CCA-NSERC grant of \$470,000 over 3 years for "Meaning from Motion for Interaction and Visualization".

2010/11 Priorities

- Create social, technical, and policy infrastructure to support faculty collaboration and innovation.
- Explore the use of distance technologies to support learning.
- Support interaction of the School for the Contemporary Arts with Downtown Eastside.
- Develop signature learning experiences for undergraduates.
- Develop a mentoring infrastructure for faculty.
- Explore the development of new professional master's programs.
- Successfully adopt the Master of Digital Media program from Great Northern Way.
- Partnership with Communication University of China.

Faculty of Communication, Art & Technology



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	12,908,361	13,555,876	13,947,554	14,922,999	14,626,964	14,903,724
Non-Salaries	1,248,460	1,694,320	1,318,921	1,040,412	1,742,388	886,504
Total Expenses	\$ 14,156,822	\$ 15,250,196	\$ 15,266,475	\$ 15,963,411	\$ 16,369,352	\$ 15,790,228

Enrolment Plan Activity FTE's	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Undergraduate	1,666	1,801	1,860	1,852	1,996	2,017
Graduate	177	174	180	188	205	194
Total AFTE's	1,843	1,976	2,040	2,040	2,201	2,210

Student/Faculty Ratio (AFTE/Filled CFL FTE)	2006/07	2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
	25.4	25.2	26.0	-	28.6	27.0

Faculty of Education

Dr. Kris Magnusson, Dean

The Faculty of Education at SFU is a global education leader engaged in research and scholarly inquiry, committed to advancing knowledge, and dedicated to improving the practice of teaching and the learning experience. The Faculty promotes innovation in the way teachers teach and learners learn. Its faculty members are recognized for their work in developing, advancing, and enacting knowledge that makes a difference in public education. Throughout its forty years of history, the Faculty has grown and evolved in response to the ever-changing challenges and needs of its constituencies. It follows a rigorous research program to investigate theory and provide innovative leadership in issues of educational pedagogy.

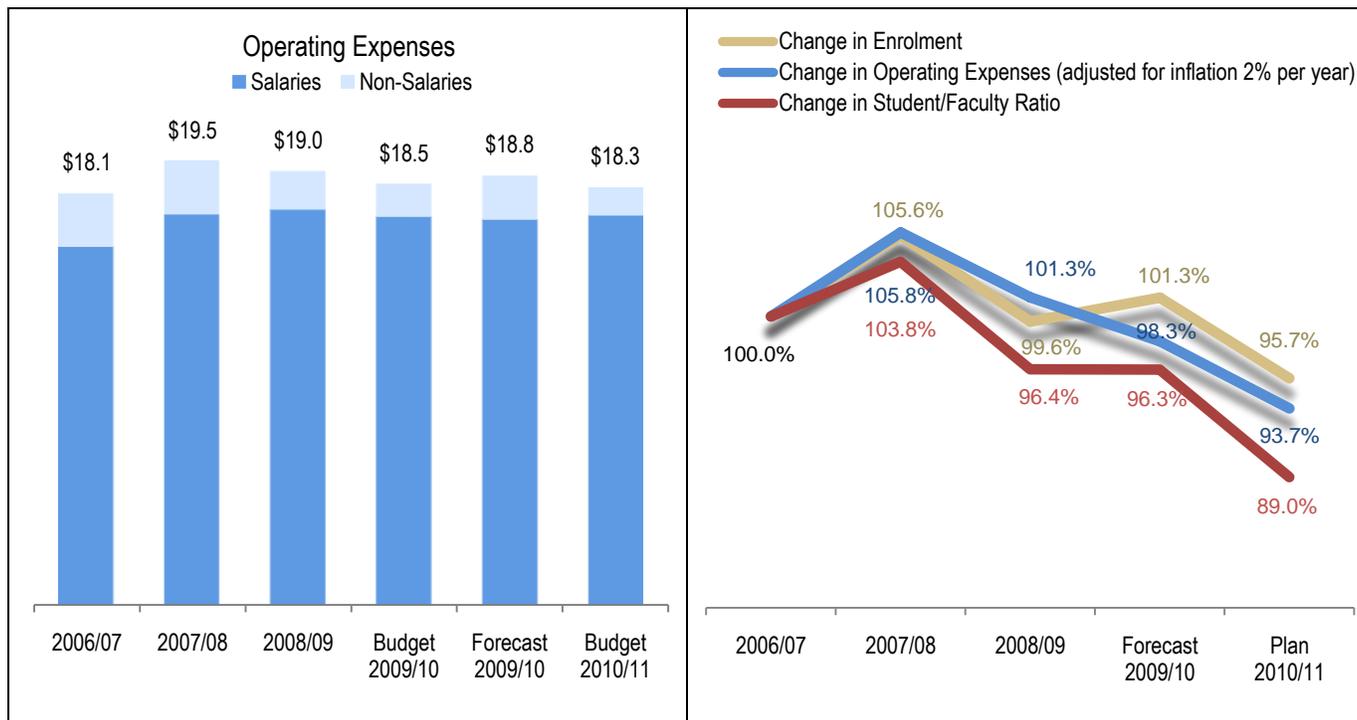
2009/10 Highlights

- ✓ Successful start to the Bachelor of General Studies (Education) degree.
- ✓ Professional Linking Program has been passed at Senate Commission on Undergraduate Studies and will be going to Senate early in 2010.
- ✓ Overhauled the procedures in the Education Doctorate Program resulting in an accelerated pace of completion.
- ✓ Dr. David Paterson received a lifetime achievement award from the Canadian Counseling and Psychotherapy Association (CCPA).
- ✓ The Faculty facilitated successful research and writing workshops aimed at junior faculty.
- ✓ Attended the BC Superintendents' retreat which has opened the door to working more closely with the districts.
- ✓ A group of faculty received a Research Development Initiative grant in Environmental Education. Dr. David Zandvliet and other faculty have been working closely with the new Faculty of Environment.

2010/11 Priorities

- Maintain our reputation as a Faculty of Education that supports groundbreaking scholarship in our well-established areas of strength and establish this position in emerging areas.
- Re-conceptualize and re-tool the Centre for Educational Technology to become a "hub" for scholarship, pedagogy, and engagement in education and technology.
- Research priorities include: multiculturalism and diverse population; technologies for education the "21st Century Learner"; Foundations of Learning for success (FAL) - amplify research in math education.

Faculty of Education



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	15,724,131	17,134,595	17,348,795	17,042,487	16,915,932	17,095,239
Non-Salaries	2,329,631	2,344,142	1,681,398	1,431,173	1,916,759	1,211,231
Total Expenses	\$ 18,053,762	\$ 19,478,737	\$ 19,030,193	\$ 18,473,660	\$ 18,832,691	\$ 18,306,470

Enrolment Plan Activity FTE's	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Undergraduate	1,535	1,567	1,536	1,533	1,587	1,560
Graduate	1,028	1,138	1,018	1,082	1,009	894
Total AFTE's	2,563	2,705	2,554	2,615	2,595	2,454

Student/Faculty Ratio (AFTE/Filled CFL FTE)	2006/07	2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
	43.4	45.1	41.9	-	41.9	38.6

Faculty of Environment

Dr. John Pierce, Dean

The Faculty encompasses the School of Resource and Environmental Management, the Department of Geography, the Environmental Science program, the Centre for Sustainable Community Development and the Graduate Certificate in Development Studies. Students can acquire competencies in core areas of environmental study, and foundational skills in communications, critical thinking and analysis. The Faculty is committed to being student-centred, creating learning environments that are challenging, collaborative, experiential, interdisciplinary, skill-based and ethically-informed. Ultimately, our goal is to educate and train the next generation of environmental leaders.

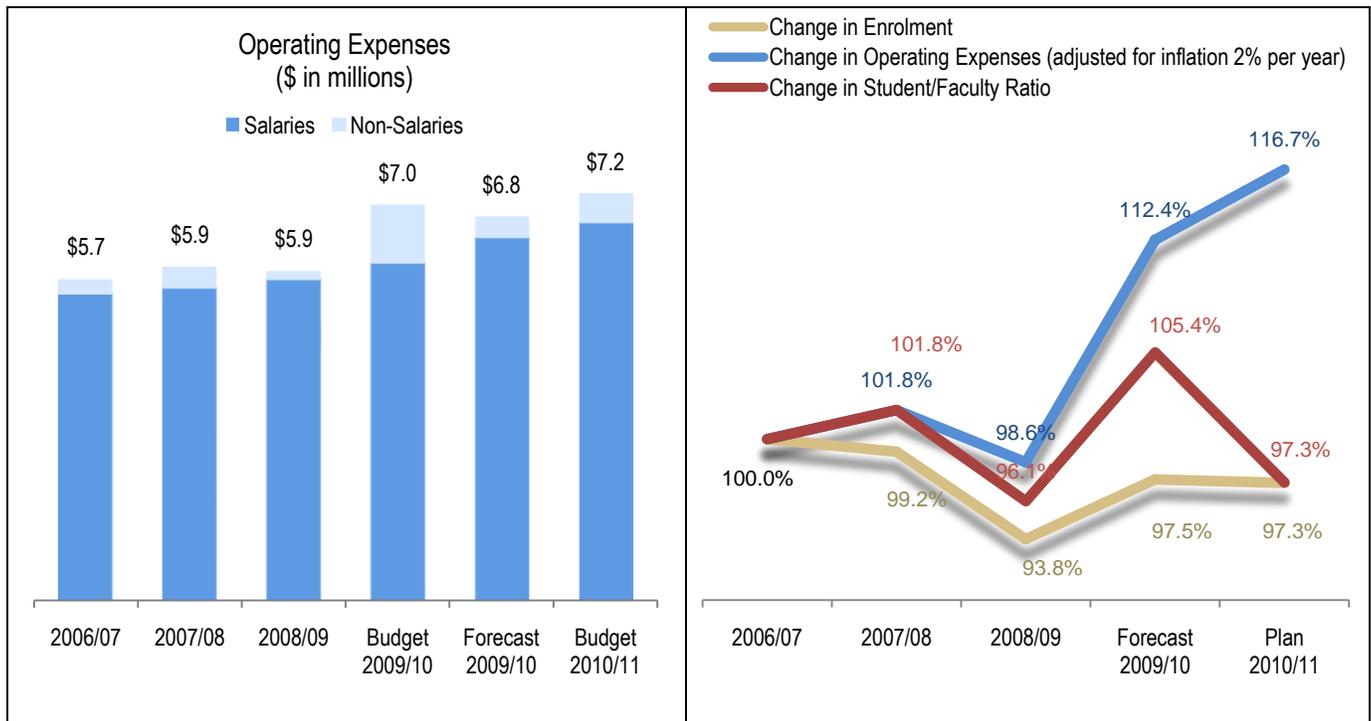
2009/10 Highlights

- ✓ SFU economist Mark Jaccard was made fellow of the Royal Society of Canada, one of Canada's highest academic honours.
- ✓ Student Daniel Peach (Environmental Science Co-Op) received 2009 We Sydor Memorial Co-op Award for his outstanding research work experience with Agriculture Canada and his volunteer efforts with Mossom Creek Fish Hatchery.
- ✓ Randall Peterman (School of Resource and Environmental Management) was named a member of an expert panel of the Royal Society of Canada on Ocean Climate Change and Marine Biodiversity.
- ✓ Mark Roseland (School of Resource and Environmental Management) and Mario Molina (Nobel Prize winner in Chemistry) were two highly esteemed experts invited as keynote speakers at the First International Conference on Sustainable Cities in Morella Michoacan Mexico.
- ✓ Student Sai Soe Win Latt (Geography) received a Vanier Canada Graduate Scholarship.
- ✓ The Faculty of Environment celebrated its first convocation ceremony on October 9, 2009.

2010/11 Priorities

- Planning will continue on a number of fronts including academic/curricular, space, advancement, and communications. We will also begin our hiring plan for four new faculty positions.
- The Faculty intends to identify 5-6 research foci and establish new research centres or institutes to support those efforts.

Faculty of Environment



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	5,436,787	5,544,668	5,692,205	5,978,889	6,423,528	6,685,539
Non-Salaries	268,907	379,586	158,436	1,031,420	380,286	524,843
Total Expenses	\$ 5,705,693	\$ 5,924,254	\$ 5,850,641	\$ 7,010,309	\$ 6,803,814	\$ 7,210,382

Enrolment Plan Activity FTE's	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Undergraduate	589	576	538	526	564	555
Graduate	117	124	124	126	123	131
Total AFTE's	705	700	661	652	688	686

Student/Faculty Ratio (AFTE/Filled CFL FTE)	2006/07	2007/08	2008/09	-	2009/10	2010/11
	17.4	17.7	16.7	-	18.3	16.9

Faculty of Health Sciences

Dr. John O'Neil, Dean

The Faculty brings together experts from the social sciences, biomedical, and public health sectors who are dedicated to sharing their knowledge and expertise to provide students with the skills to tackle issues and make a difference in the lives and health of people in Canada and around the world. The Faculty offers a BA and a BSc in Health Sciences, a Master of Public Health (MPH) and a Master of Science (MSc) in health sciences. The MPH is a practice-based or thesis-based program that integrates core public health knowledge with the attainment of professional skills as a public health practitioner. Concentrations have been established in global health, environmental and occupational health, infectious disease, and social inequities and health disparities.

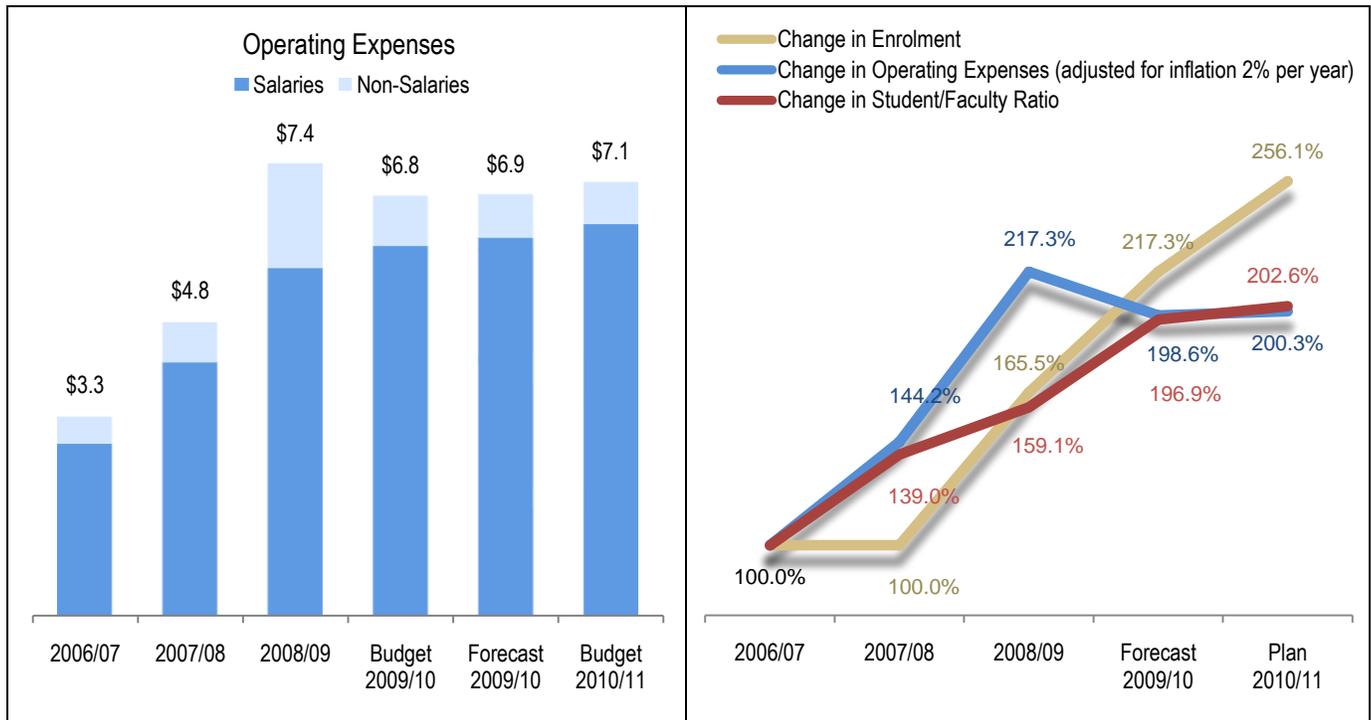
2009/10 Highlights

- ✓ Elevated research profile and capacity in the area of mental health and addictions when faculty Dr. J. Somers, Dr. D. Zabkiewicz, and colleagues were awarded a Mental Health Commission of Canada \$3.9 million five year project to help homeless Canadians.
- ✓ Nine graduate students received CIHR Graduate Fellowships and Dr. Zabrina Brumme received a CIHR New Investigator award.
- ✓ A self study report for international accreditation for our Masters Public Health, BA and BSc programs was submitted in late summer. A site visit was conducted in October and the review panel's report was due in January 2010.
- ✓ Applied to the BC Campus On-Line program and awarded a grant to develop an on-line graduate diploma in Public Health Practice. The Faculty is also working with SFU's Centre for Online and Distance Education (CODE) to explore other on-line opportunities.

2010/11 Priorities

- Continue to recruit additional faculty into tenure track and endowed chair positions.
- Continue to monitor our student experience to ensure program content relevance and satisfaction as we plan for program expansion at the undergraduate and graduate level.
- Modify curriculum as recommended by the Council on Education for Public Health (CEPH) for the accreditation of our MPH, BA and BSc programs.
- Recruit adequate faculty resources for our Global Health concentration (~50% of students in the MPH program) to ensure our signature program's reputation.
- Identify and develop opportunities for expanded clinical and public health practice programs with Health Authorities and other agencies in BC and globally.
- Advance understanding of global determinants of health disparities in vulnerable populations, of health risks associated with environmental threats and changes, of molecular and epigenetic mechanisms underlying disease, and of the impact of policy and program interventions on health disparities over the life course.

Faculty of Health Sciences



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	2,810,685	4,131,741	5,664,585	6,024,824	6,158,380	6,376,428
Non-Salaries	440,788	650,900	1,687,391	806,024	694,147	674,843
Total Expenses	\$ 3,251,473	\$ 4,782,641	\$ 7,351,976	\$ 6,830,848	\$ 6,852,527	\$ 7,051,271

Enrolment Plan Activity FTE's	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Undergraduate	71	187	344	433	487	565
Graduate	56	87	109	150	108	136
Total AFTE's	127	274	453	583	595	701

Student/Faculty Ratio (AFTE/Filled CFL FTE)	2006/07	2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
	8.8	12.2	13.9	-	17.2	17.7

Faculty of Science

Dr. Michael Plischke, Dean

The Faculty of Science is among the best of its kind in Canada with award-winning researchers and outstanding teachers. We are committed to introducing as many of our undergraduate students to cutting edge research either in faculty laboratories or through our co-op programs in government laboratories or industry.

The Faculty offers more than thirty different programs leading to the B.Sc. degree. These range from traditional programs in the core disciplines to imaginative interdisciplinary programs such as a joint major in Computing Science and Molecular Biology. More such innovative programs are coming on stream with programs in Quantitative Epidemiology and Infectious Diseases under development in partnership with the new Faculty of Health Sciences. We now also offer cohort programs, Science I and Life Sciences II at SFU Surrey.

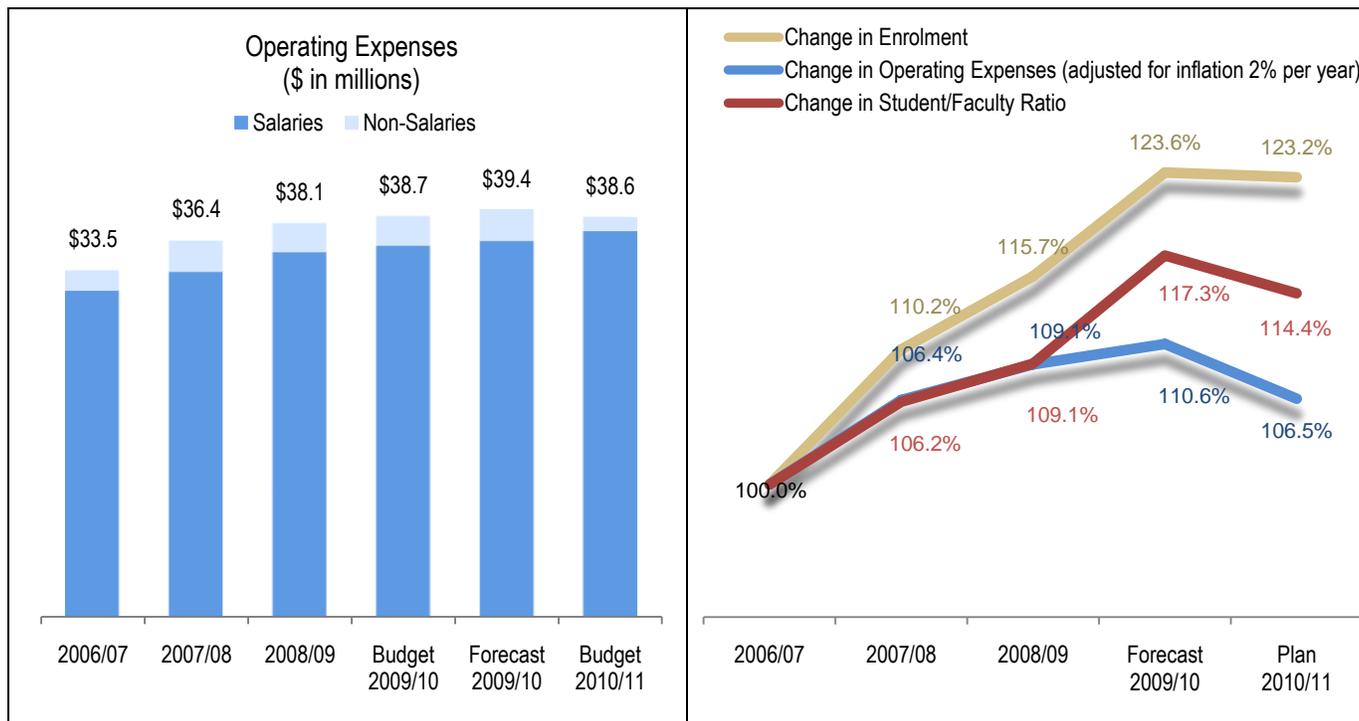
2009/10 Highlights

- ✓ Faculty received numerous awards during 2009/10 including:
 - Isabelle Cote, Marsh Award for Conservation Biology, Zoological Society of London.
 - Nick Dulvy, Marsh Award for Marine and Freshwater Conservation, Zoological Society of London.
 - Andy Bennet, 2009 Bernard Belleau Award, Canadian Society for Chemistry.
 - Sophie Lavieri, 2009 YWCA Women of Distinction Award.
 - Gwenn Flowers, 2009 Canadian Geophysical Union Young Scientist Award.
 - Doug Stead, 2009 Canadian Geotechnical Society John A. Franklin Award.
 - Bob Russell, Fellow of the Society for Industrial and Applied Mathematics (SIAM).
 - Willie Davidson, Genome BC Award for Research Excellence.
 - Rick Routledge, Statistical Society of Canada Award for Impact of Applied and Collaborative Research.
- ✓ Students Rowan Trebilco (Biology), Karen Chan (Chemistry), and Alan Cheng (Chemistry) received Vanier Canada Graduate Scholarships.

2010/11 Priorities

- Research priorities continue to be Genomics and the Genome Sciences Institute.
- Build out our Program in Coastal Studies and Aquatic Conservation.
- Rebuild Statistics and Actuarial Science, Biomedical Physiology and Kinesiology and Chemistry.
- Strengthen the program in Soft Matter and Biological Physics in Physics and the Materials Science program in Chemistry and Physics.
- Get the undergraduate BSc program in Genomics up and running.
- Get the BPK program “Exercise and Nutrition in Health and Disease” running at SFU Surrey, assuming FTE funding by the Ministry.
- Institute a “cohort” option in Science at Burnaby for direct admits from grade 12.
- New interdisciplinary MSc programs between Faculty of Health Sciences and Statistics.

Faculty of Science



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	31,585,800	33,424,901	35,293,538	35,908,104	36,388,122	37,317,500
Non-Salaries	1,944,444	2,958,156	2,758,400	2,808,100	2,967,595	1,326,889
Total Expenses	\$ 33,530,244	\$ 36,383,057	\$ 38,051,939	\$ 38,716,204	\$ 39,355,717	\$ 38,644,389

Enrolment Plan Activity FTE's	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Undergraduate	3,438	3,826	4,037	4,041	4,324	4,297
Graduate	439	446	450	479	467	479
Total AFTE's	3,877	4,272	4,486	4,520	4,790	4,776

Student/Faculty Ratio (AFTE/Filled CFL FTE)	2006/07	2007/08	2008/09	-	2010/11	20.6
	18.0	19.1	19.6	-	21.1	20.6

Graduate Studies

Dr. Wade Parkhouse, Dean

The Office of the Dean of Graduate Studies facilitates the operation of graduate programs in SFU's eight Faculties in the following ways:

1. Ensures that applications for admission meet University standards.
2. Ensures that Graduate General Regulations are followed as students progress from admission through their programs to graduation.
3. Organizes competitions for all internal and most external merit-based awards. Keeps records of competitions and results; administers payments; and liaises with national and provincial granting agencies.
4. Assists students, faculty members and graduate programs resolve individual and systemic problems in all areas.
5. Advises on and administers the development and approval of new graduate programs. Advises on program changes.

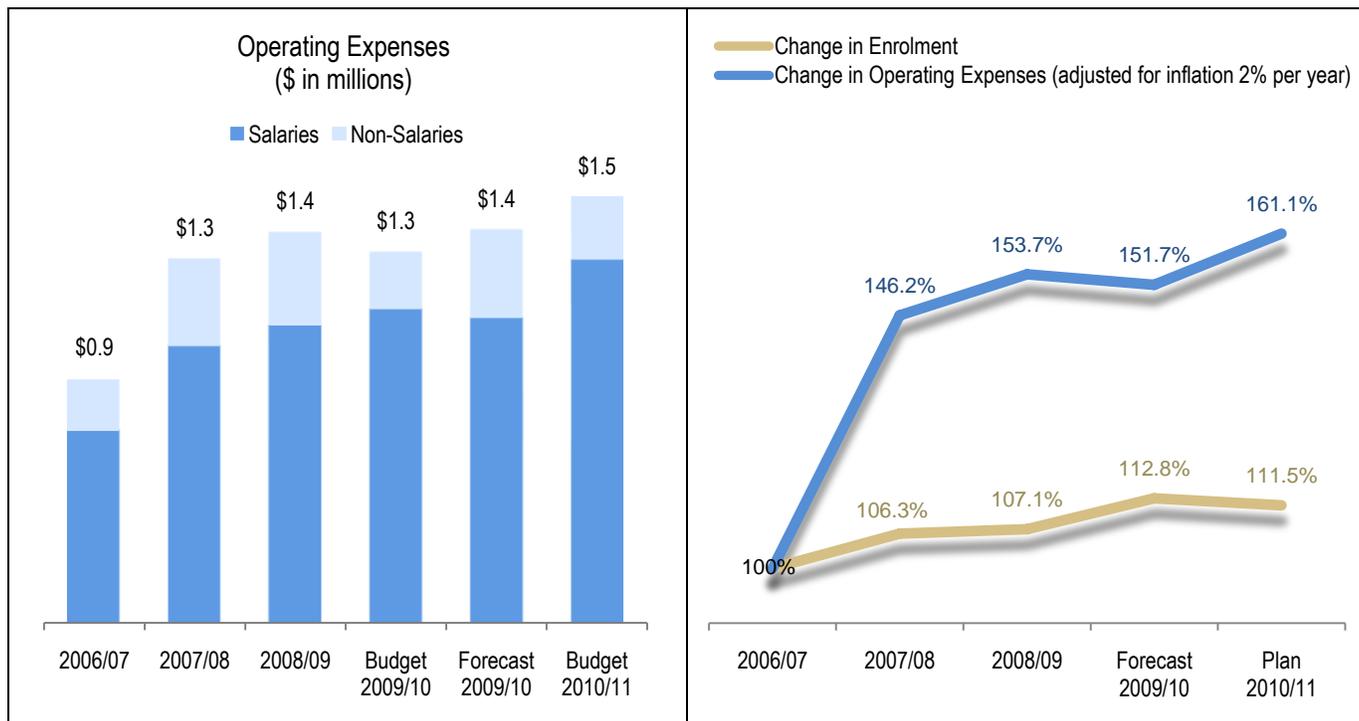
2009/10 Highlights

- ✓ SFU students won six Vanier Canada Graduate Scholarships for a success rate of 75%, the fourth highest success rate in the country.
- ✓ Created and established new programs: Master of Humanities, Certificate in Latin American Studies, and Certificate in Modeling of Complex Social Systems
- ✓ Graduate students brought in \$6.4 million in external support.

2010/11 Priorities

- Enhance the graduate student educational experience.
- Develop strategies for enrolment management as it relates to recruitment issues related to funding, admission offers, and retention.
- Develop a plan for internationalization of graduate affairs at SFU including dual degrees, student exchanges, field schools and international recruitment.
- Develop training materials/workshops for new graduate chairs and graduate program assistants.

Graduate Studies



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	687,022	987,922	1,060,164	1,118,762	1,086,602	1,293,327
Non-Salaries	183,566	310,229	331,629	203,185	315,343	224,671
Total Expenses	\$ 870,588	\$ 1,298,151	\$ 1,391,793	\$ 1,321,947	\$ 1,401,945	\$ 1,517,998

Enrolment Plan (Activity FTE's)	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Graduate	3,008	3,199	3,223	3,483	3,392	3,354

Continuing Studies

Dr. Tom Nesbit, Dean Pro Tem

SFU provides a significant number of non-credit programs and courses. Each year over 20,000 students take part in continuing education activities at one of the three SFU campuses. Continuing Studies programs introduce many adult and non-traditional learners to a university environment, act as a public showcase for the university's teaching and research activities, present SFU's professional and educational expertise to the wider community, create a positive public image of the university, and help build new and lasting partnerships.

SFU Continuing Studies provides learning opportunities and services to thousands of British Columbians and visitors from across North America and the world. Work with industry experts within and beyond the University, Continuing Studies establishes learning partnerships locally, provincially, nationally, and internationally.

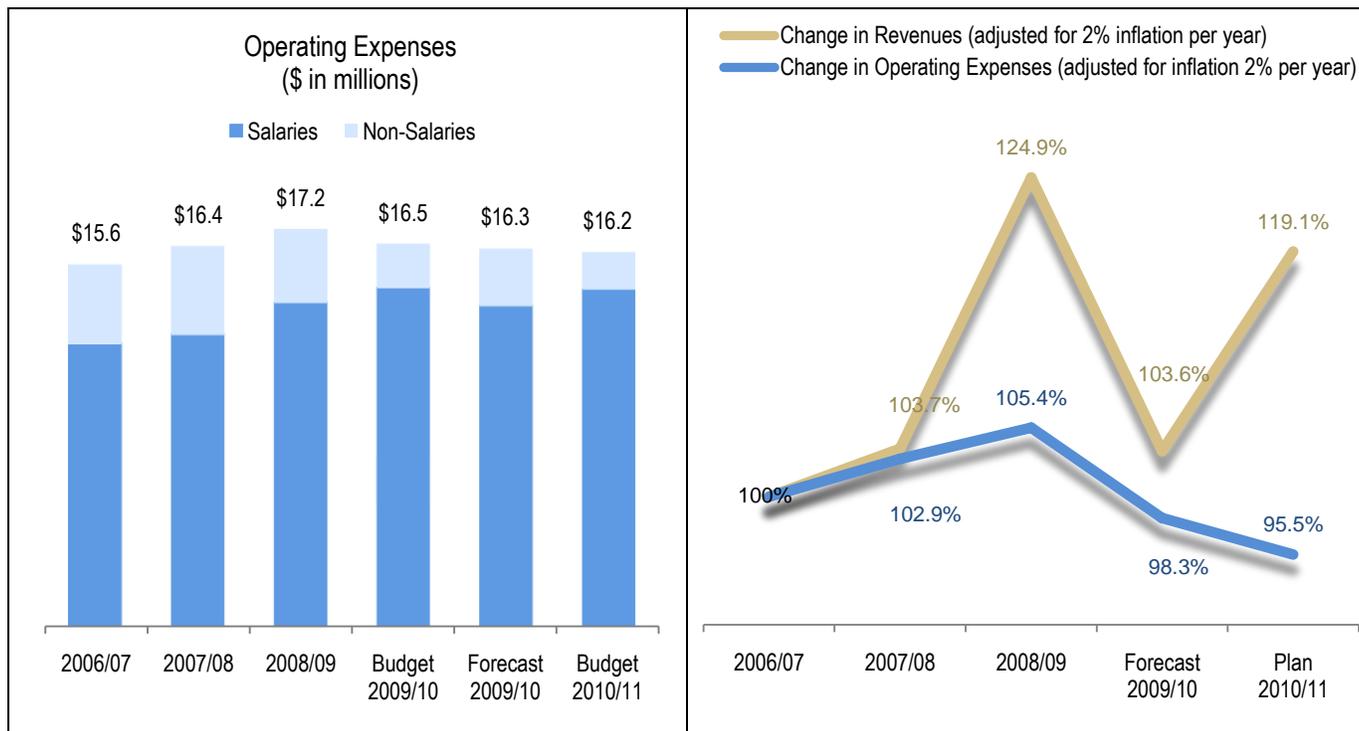
2009/10 Highlights

- ✓ Successful introduction and development of the SFU NOW program at SFU Vancouver Campus.
- ✓ Establishment of a new Career and Life Planning program at SFU Surrey.
- ✓ Total credit and non-credit enrolments reached 43,930 last year, including 20,924 non-credit registrations.
- ✓ The Community Engagement cluster of Continuing Studies was awarded two grants for over \$1 million over two years.
- ✓ In partnership with several external organizations Community Education received a grant of \$765,452 to deliver literacy and essential skills training in the downtown eastside. Several other notable initiatives include the Aboriginal Employment Prep Program and the Aboriginal University Prep Program.

2010/11 Priorities

- Seek to develop “quick admit” and “university prep” systems for prospective adult and other “non-traditional” students.
- Develop community-driven language and cultural bridging programs for youth in ethnic communities.
- Develop integrated programs that include a public health education component to promote resilient and healthy communities.
- Develop and execute an integrated marketing communications plan.
- Enhance financial and budget planning, assessment, management and measurement strategies in order to better determine performance.
- Develop an enhanced and integrated marketing strategy and augment our abilities to communicate with adult learners.
- Implement the SERA System, a flexible, Internet-based, student-centered, administrative information system that is responsive to our diverse and complex programming goals.
- Improve systems of recruitment, retention and professional development for all levels of staff.

Continuing Studies



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	12,238,897	12,639,526	14,005,499	14,629,321	13,869,861	14,585,678
Non-Salaries	3,411,040	3,793,624	3,152,647	1,904,145	2,458,392	1,588,472
Total Expenses	\$ 15,649,937	\$ 16,433,150	\$ 17,158,147	\$ 16,533,466	\$ 16,328,253	\$ 16,174,150

Continuing Studies Revenues	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Non-Credit Courses	4,320,227	4,055,310	5,414,582	4,806,210	4,696,219	5,676,692
Other	1,974,871	2,605,576	2,767,349	3,122,490	2,222,755	2,441,799
Total Revenues¹	\$ 6,295,098	\$ 6,660,886	\$ 8,181,931	\$ 7,928,700	\$ 6,918,974	\$ 8,118,491

¹ The revenue drop in 2009/10 Forecast is largely due to fewer contracts for the 7th Floor Media, a decrease in non-credit fees for English Language & Culture program, and a decrease in international students due to swine flu and the Olympics. The revenue is expected to rebound for 2010/11 Budget.

Student Services & SFU International

Dr. Nello Angerilli, Associate Vice President

Student Services has four major divisions: Athletics, Enrollment Services, Student and Community Life, and Student Learning and Retention. Some of the major units within the portfolio include Health and Counseling Services, the Office of the Registrar, Residence and Housing, SFU International, and Work Integrated Learning. The mission of Student Services is to foster transformative student experiences by collaboratively anticipating, facilitating, and providing services, programs and environments for student learning and success.

With an institutional focus on the student experience, Student Services undertook a major restructuring in 2006/07 and Cooperative Education and SFU International were transferred into the portfolio in the same year. Initiatives to improve the quality of student services include the Student Success Program, the streamlining of admissions processes, the reorganization of Student Financial Aid, and the strengthening of the Resident & Housing program.

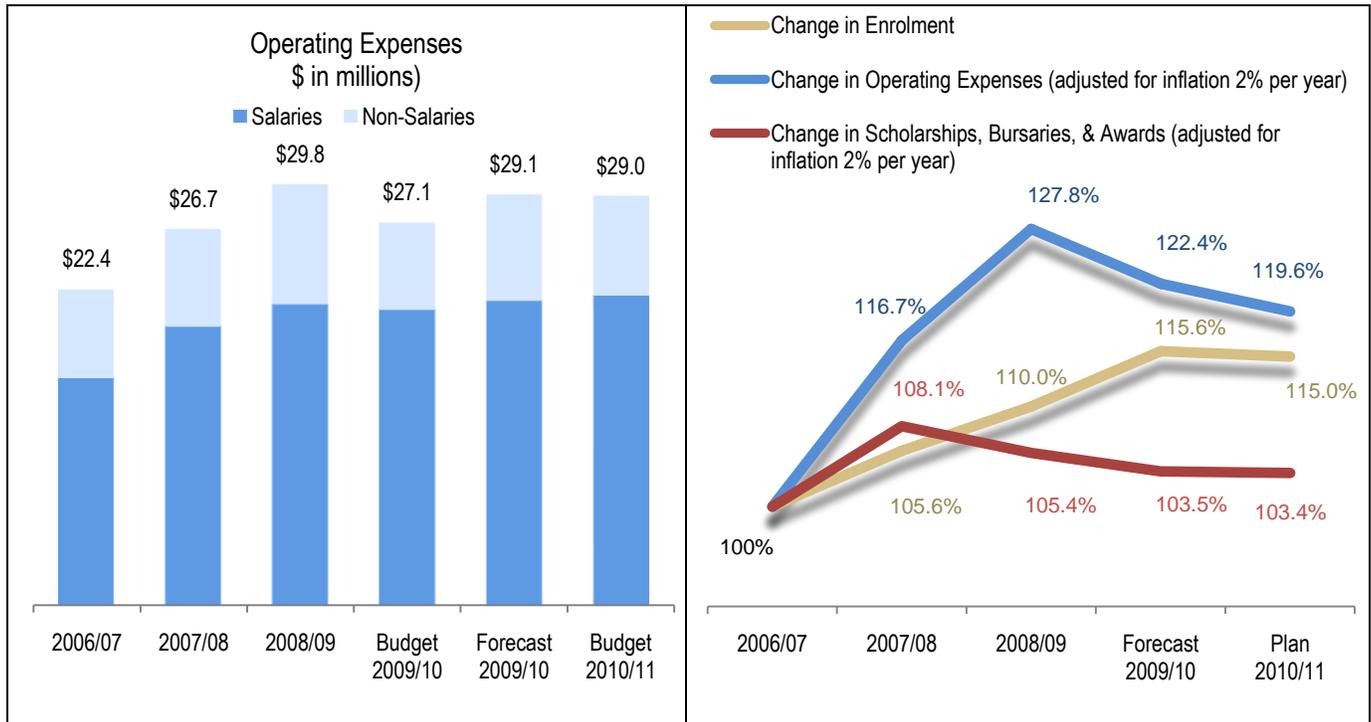
2009/10 Highlights

- ✓ In September 2009, SFU welcomed almost 900 new international undergraduate students (a 73% increase over two years) and likely a reflection of new approaches to international student recruitment implemented over the last five years including the creation of Fraser International College.
- ✓ Work Integrated Learning (WIL) continued to be a flagship program for SFU. The entire WIL unit (Career Services, Co-operative Education, Volunteer Services and Community-Based Learning) launched a new comprehensive website showcasing all units.
- ✓ Student participation in international educational experiences through field schools and exchanges continued to grow. More than 500 SFU students spent at least one semester abroad and more than 200 international students chose SFU for a semester abroad.
- ✓ SFU won the Shrum Bowl again by a very wide margin.

2010/11 Priorities

- Student Services has proposed a new organizational structure comprised of two major divisions and a plan for Strategic Enrollment Management that is a seamless component of the institution's enrollment management mechanisms. This reorganization is currently under discussion.
- Student Services will collaborate in the application of results from the National Survey of Student Engagement (NSSE) and other survey instruments to improve the student experience at SFU.

Student Services & SFU International



Operating Expenses	2006/07	Actual 2007/08	2008/09	Budget 2009/10	Forecast 2009/10	Budget 2010/11
Salaries	16,213,081	19,834,517	21,396,074	20,997,210	21,630,041	21,994,504
Non-Salaries	6,210,753	6,851,884	8,427,292	6,142,537	7,487,493	7,026,756
Total Expenses	\$ 22,423,834	\$ 26,686,402	\$ 29,823,366	\$ 27,139,747	\$ 29,117,534	\$ 29,021,260

Enrolment Plan (Activity FTE's)	2006/07	Actual 2007/08	2008/09	Plan 2009/10	Forecast 2009/10	Plan 2010/11
Undergraduate	17,898	18,881	19,782	19,464	20,770	20,696
Graduate	3,008	3,199	3,223	3,483	3,392	3,354
Total	20,906	22,080	23,004	22,948	24,162	24,050

Scholarships, Bursaries & Awards	2006/07	2007/08	2008/09	2009/10	2009/10	2010/11
	\$ 15,183,798	\$ 16,739,298	\$ 16,650,933	\$ 16,492,205	\$ 16,683,505	\$ 16,992,205

Fundraising

University Advancement’s fundraising goals for 2010/11 have increased from the prior year as it appears the economy is beginning to recover from the global economic recession and financial crisis. However, targets have not yet returned to the level of previous years.

In 2010/11, University Advancement will shift its focus from major capital campaigns toward raising money for endowments to support research and student scholarships, bursaries and awards. Building endowments will allow SFU to continue to attract high quality faculty members and students for years to come and help to ensure that we maintain our position as Canada's top comprehensive university.

Purpose	2010/11 Target
Academic Support	12,000,000
Capital Projects	7,000,000
Student Support	6,000,000
Collections and Equipment	2,000,000
Unrestricted	1,000,000
Total	\$ 28,000,000

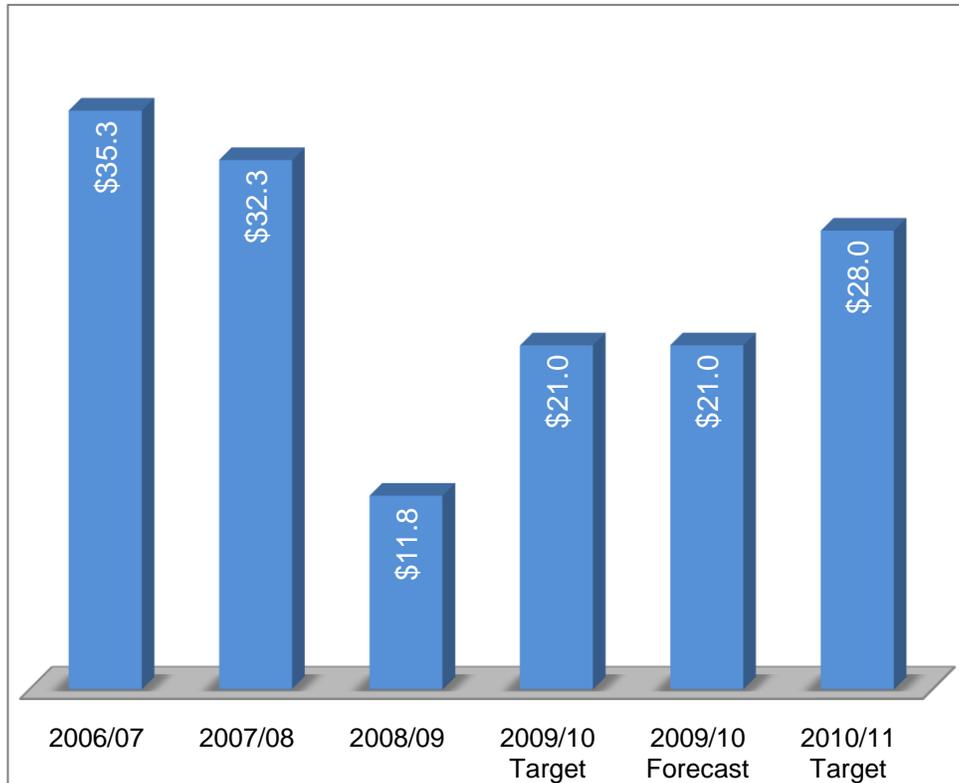


FIGURE 4: TOTAL FUNDRAISING (\$ IN MILLIONS)

Endowments

The University’s endowment fund consists of over 740 individual endowments for an approximate total market value of \$219 million. The endowment provides support for academic programs, professorships, student financial aid, athletics, and research chairs.

The investment of the endowment fund is managed with an objective to maintain the long-term capital value into perpetuity while earning an acceptable return to annually fund the activities and programs. The fund is invested in accordance with the Endowment Management Policy and Investment Governance Policy which stipulates an asset mix range for the fund.

Due to the global decline in market values in the 3rd quarter of 2008, SFU reviewed the inflation factor and spending rate for the endowments and revised the spend rate from 5% to 4% starting in fiscal 2009/10.

Endowment Type	2010/11 Spending Allocation
Faculty & Academic support	\$ 3,099,620
Financial Aid	2,199,639
Research Chairs	1,943,835
Professorships	383,754
Library	178,299
Athletics	107,846
Total	\$ 7,912,993

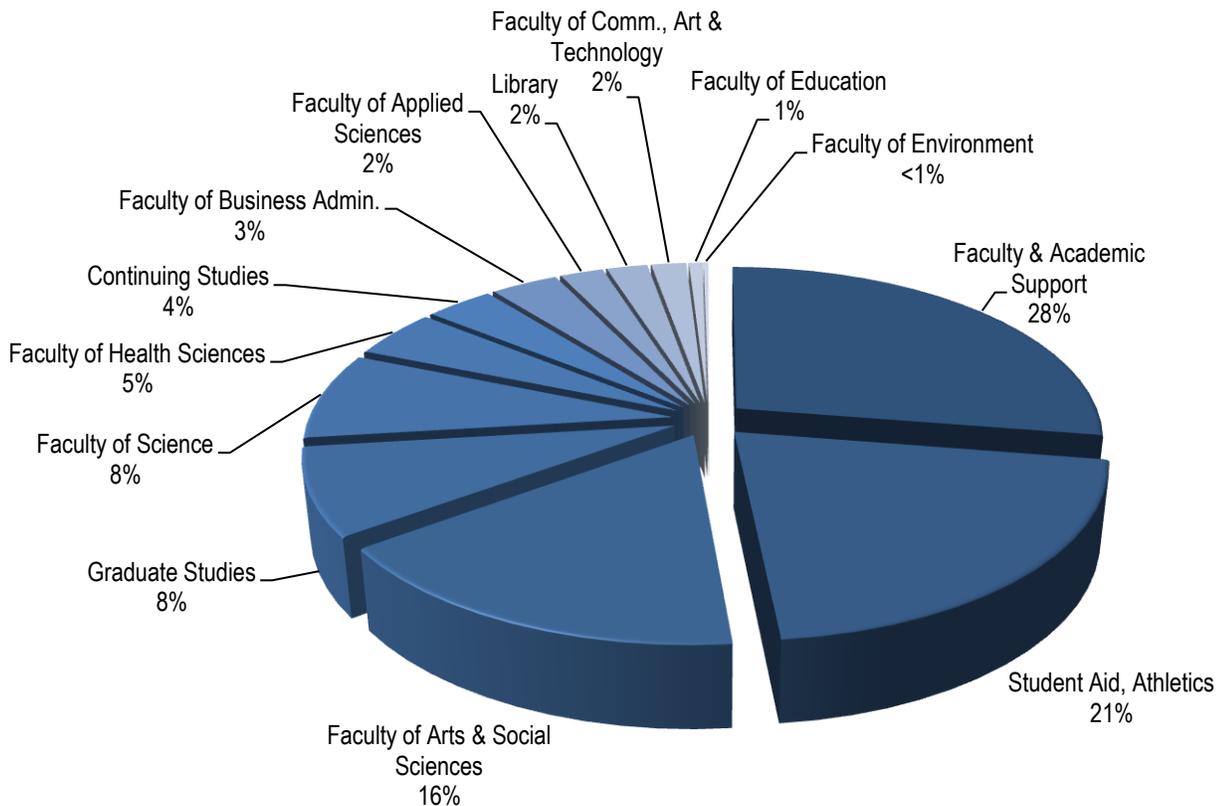


FIGURE 5: 2010/11 ENDOWMENT SPENDING

Research

Our significant growth in research output over the past number of years has been made possible by a corresponding growth in research input, and we have made significant progress toward creating a supportive environment within which research and scholarship can flourish.

We are currently one of the top five universities in Canada with respect to research intensity in the natural and health sciences, as defined by average NSERC and CIHR funding per eligible faculty member. Our researchers have consistently exceeded the national success rates in NSERC and SSHRC competitions, and in the latest competition we also exceeded the national success rate in the CIHR operating grant program. Our astounding 126% growth in research income between 2002 and 2007 — and attracting \$87 million in sponsored research funding in 2008 — has put us into the Top 20 group of Canadian postsecondary institutions in this measure.

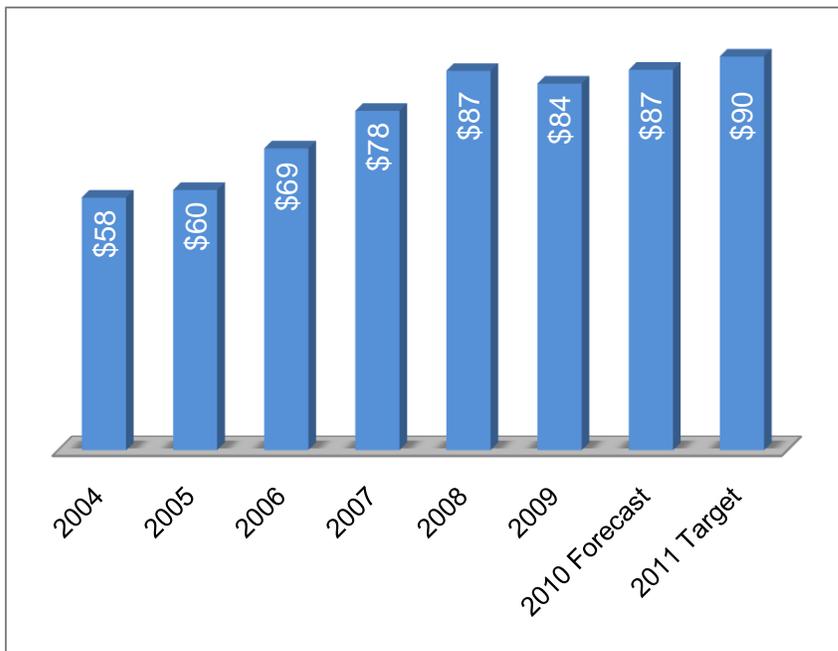


FIGURE 6: TOTAL RESEARCH FUNDING (\$ IN MILLIONS)

We have been successful in obtaining funding to seed key initiatives, in recruiting several high-profile faculty members and students, in building our research infrastructure, and in developing extensive collaborative and international networks. SFU continues to optimize its Strategic Research Plan to capitalize on its strengths in independent scholarly efforts and in pan-disciplinary initiatives. We are working actively to inform changes in federal government policy and administration and to ensure provincial investment in higher education and research.

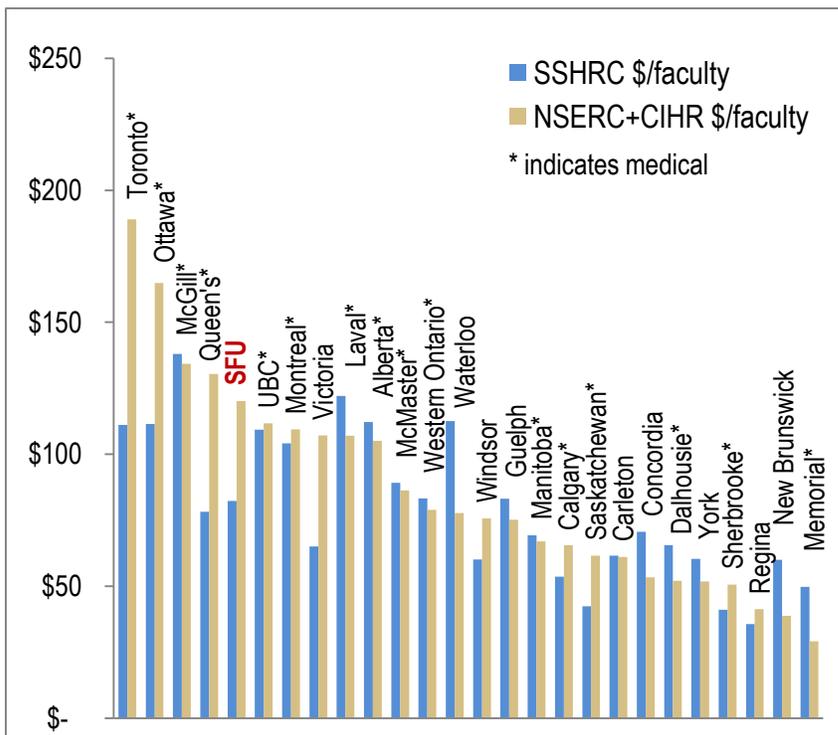


FIGURE 7: RESEARCH INTENSITY (\$ IN THOUSANDS)

Major Capital Projects

School for the Contemporary Arts

The School for the Contemporary Arts is relocating to the redevelopment of the historic Woodward's site in Vancouver. The school will occupy up to 127,500 sq ft of space and full completion is planned for mid-2010.

Note: In addition to the budget of \$71.5 million, the project also includes \$9.9 million in donated property.

(\$ in millions)

Budget:		\$ 71.5
Funding Sources:	Province of BC	49.3
	SFU fundraising	20.0
	SFU	2.2
		\$ 71.5

Chemistry Building Renewal

As part of the SFU Renewal identified in the 5-year Capital Plan, the renovation and repurposing of the Chemistry wing of the Shrum Science Centre was started in 2009 and is expected to complete in Spring 2011.

(\$ in millions)

Budget:		\$ 49.4
Funding Sources:	Federal government	24.2
	Province of BC	25.2
		\$ 49.4

Surrey Podium 2

SFU will increase its teaching and research capacity at the Surrey campus by replacing space on the 14th and 15th floors with the premium podium space. The project consists of two components: acquisition and fit out. The project was started in 2009 and is expected to complete in 2011.

(\$ in millions)

Budget:		\$ 26.6
Funding Sources:	Federal Government	4.7
	Province of BC	11.5
	SFU (14 th & 15 th Floors)	10.4
		\$ 26.6

Annual Capital Allowance

The provincial government provides funding for maintenance, renovations, and upgrade of buildings. The original funding of \$6.6 million for 2009/10 was reduced to \$4.5 million midway during the fiscal year. For 2010/11, it has been further drastically reduced to \$1.7 million. To cope with this new budget, some required maintenance and upkeep will have to be deferred.

Annual Capital Allowance	Budget 2010/11
Renovations	400,000
Public Works & Student Space Projects	100,000
Campus Planning	420,000
Cyclical Maintenance	733,370
Access, Fire & Safety	65,000
Total	\$ 1,718,370

Ancillaries

Residence and Housing

Residence and Housing (R&H) provides reasonable and affordable, short-term housing for students and groups. We foster transformative student experiences by collaboratively anticipating, facilitating, and providing services, programs and environments for student learning and success. During the fall and spring terms, R&H provides short-term housing to admitted undergraduate and graduate students and in the summer term, in addition to providing short-term housing to students, R&H provides safe and comfortable accommodations to various groups, generally youth groups to fill a niche market.

Residence Facilities	Rooms
Three Towers	727
Shell House, McTaggart-Cowan Hall	331
Nine 3-story Townhouses	396
Hamilton Hall	103
Louis Riel House (single)	148
Louis Riel House (double)	62
Madge Hogarth House	62

Residence and Housing has been able to generate surplus revenues as a result of ongoing operational efficiencies as well as ongoing Residence Life financial support through Student Services. Having all properties operational, with the exception of Madge Hogarth, has provided additional student revenue. Having fewer spaces in 2008/09 for graduate students left a need to re-market a dedicated graduate space to ensure 100% occupancy; this was successfully done in Fall 2009. The volume of deferred maintenance required in older buildings remains a challenge in light of existing fiscal constraints. Strategic efforts are being implemented to address deferred maintenance for the short-term, and once a final decision has been made regarding future private partnerships, long term strategic plans can be implemented to address housing needs of SFU students.

Financial Summary

	Actual 2008/09	Budget 2009/10	Projected Actual 2009/10	Budget 2010/11
Sales and Services	13,213,465	13,339,267	13,021,970	13,766,596
Support from Operating Fund	217,957	793,000	793,000	1,435,000
Total Revenues	13,431,422	14,132,267	13,814,970	15,201,596
Operating Expenses				
Salaries & benefits	871,312	997,341	1,000,846	1,107,227
Non-salary expenses	6,997,967	8,560,057	8,179,210	8,834,363
Debt Servicing	4,457,173	4,754,917	4,520,286	4,887,215
Total Operating Expenses	12,326,452	14,312,315	13,700,342	14,828,805
Excess of revenue over expenses	1,104,971	(180,049)	114,628	372,791
Accumulated operating surplus (deficit), beginning of year	(6,794,371)	(7,566,954)	(5,689,400)	(5,574,773)
Accumulated operating surplus (deficit), end of year	(5,689,400)	(7,386,906)	(5,574,773)	(5,201,982)

Bookstore

The mission of the Bookstore is to supply new, used and custom learning materials to students and faculty in support of the academic mission of Simon Fraser University. Moreover, the Bookstore supplies general reading books, school supplies, technology products, SFU insignia clothing and gifts, and memorabilia that supports the mission and enhances the image of the University. Course materials constitute 91% of sales. The bookstore operates as a self-funded sustainable business and consists of three physical stores in Burnaby, Vancouver, and Surrey as well as an e-Service store. The Burnaby location also provides university banking services to campus departments. The customer base, in order of volume, is students, staff, faculty, lower mainland residents, visitors and tourists.

In 2009/10, several key initiatives were completed: the installation of new retail point of sale software, the expansion of the Surrey retail space, and the addition of the SFU Microcomputer Store.

2010/11 Objectives

- Fully merge and integrate the Microcomputer store with the Bookstore to form one ancillary business. This partnership will increase convenience to customers by facilitating technology product sales at all campuses via the Bookstores and online e-Service.
- Continue to realize operational efficiencies with the new software, including improvements to inventory management, leveraging the wireless technology, implementing paperless gift cards, integrating the credit/debit card processing, and partnering with Finance to integrate the point of sale software with PeopleSoft to enhance financial reporting.

Financial Summary

	Actual 2008/09	Budget 2009/10	Projected Actual 2009/10	Budget 2010/11
Sales and Services	13,946,819	13,759,742	14,750,466	18,295,000
Less: Cost of Goods Sold	10,411,935	10,526,441	11,059,730	14,396,000
Gross Revenue	3,534,884	3,233,301	3,690,736	3,899,000
<i>Gross Margin %</i>	25.3%	23.5%	25.0%	21.3%
Other Revenues	43,034	89,850	99,204	95,000
Operating Expenses				
Salaries & benefits	1,955,979	2,057,405	2,172,722	2,696,000
Non-salary expenses	1,650,152	1,215,746	1,366,752	1,298,000
Total Operating Expenses	3,606,131	3,273,151	3,539,474	3,994,000
Excess of revenue over expenses	(28,213)	50,000	250,465	-
Accumulated operating surplus (deficit), beginning of year	1,714,019	1,413,024	1,685,806	1,936,271
Accumulated surplus (deficit), end of year	1,685,806	1,463,024	1,936,271	1,936,271

Document Solutions

Document solutions primary purpose is to support the educational environment in the production of learning and educational support materials. It is a self funded unit that provides services for duplication and production of print and digital media materials in a variety of physical and on-line formats for SFU staff, faculty, and students. The Bookstore, Business Administration, and Continuing Studies comprise the major customer groups.

Currently the printing industry is declining and competitive. One of the main reasons the industry is in decline is due to the consumer moving to digital media. Part of Document Solutions' strategy is to diversify and provide more services and focus on promoting our new product line to bring new benefits and satisfy SFU Document requirements. Some previously undeveloped and exciting new products are Scanning Services, Screen Printing, 1:1 Marketing, and Photobook.

SFU Document Solutions strives for excellence through its personnel, expertise, and technology and provides students, faculty and staff with the most compelling and highest quality service in areas of document management, scanning, cross-media publishing, printing and promotional products.

2010/11 Objectives

- To introduce new products and cater to the new demand caused by the void created by the decline in printing.
- Create market awareness of our services to internal and external customers (Universities) to increase business opportunities.
- Approaching Internal Departments on scanning services and share the benefits of cost saving through electronic filing.

Financial Summary

	Actual 2008/09	Budget 2009/10	Projected Actual 2009/10	Budget 2010/11
Sales and Services	3,044,198	3,078,391	2,834,093	2,800,000
Total Revenues	3,044,198	3,078,391	2,834,093	2,800,000
Operating Expenses				
Salaries & benefits	976,444	880,891	954,626	946,756
Non-salary expenses	2,514,129	1,987,309	1,643,993	1,624,899
Debt Servicing	203,528	203,528	203,528	203,528
Total Operating Expenses	3,694,101	3,071,728	2,802,146	2,775,183
Excess of revenue over expenses	(649,903)	6,663	31,947	24,817
Accumulated surplus (deficit), beginning of year	835,258	(104,258)	185,355	217,302
Accumulated surplus (deficit), end of year	185,355	(97,595)	217,302	242,119

Parking Services

The Parking Services Department is committed to being responsive to our community in the delivery of quality services. Together with the five major user groups of parking on campus: Faculty, Staff, Students, Departments, and Visitors, we strive to provide the necessary parking services to support the day-to-day operations, activities, and events of our overall community.

Parking Services will ensure that all our policies, regulations, and decisions embody the concepts of fairness and consistency. We will ensure the long term sustainability of parking on campus through the development and maintenance of facilities and physical assets. We will strive to balance supply and demand between all stakeholder groups while ensuring the long term financial stability of the operation through a fee structure that generates revenues sufficient for operational, maintenance and current and future capital costs. The above goals are derived from the Parking Principles approved by the Board of Governors in June 2007.

2010/11 Objectives

- Adapt to any potential revenue changes as a result of the decision by the Provincial government and Translink to increase the PST on parking from 7% to 21%.
- Work with UniverCity and Facilities Services to minimize the impact of construction projects to parking.
- Investigate the feasibility of constructing a new parking structure on campus.
- Maintain our mandate of serving the SFU community while accommodating the parking requests of residents and businesses associated with the UniverCity.
- Adapt the operations of Parking Services to meet the changing needs of the community while adhering to our overall mission and goals.

Financial Summary

	Actual 2008/09	Budget 2009/10	Projected Actual 2009/10	Budget 2010/11
Sales and Services	4,375,554	4,395,281	4,267,376	4,381,727
Other Revenues	-	167,186	167,186	172,946
Total Revenues	4,375,554	4,562,467	4,434,562	4,554,673
Operating Expenses				
Salaries & benefits	902,196	855,672	846,086	913,302
Non-salary expenses	2,111,101	2,342,107	2,225,163	2,268,969
Debt Servicing	699,612	699,612	699,612	699,612
Total Operating Expenses	3,712,909	3,897,391	3,770,861	3,881,883
Excess of revenue over expenses	662,645	665,076	663,701	672,790
U-Pass Commitment	(270,956)	(500,000)	(480,000)	(500,000)
Accumulated surplus (deficit), beginning of year	3,590,920	3,590,863	3,982,609	4,166,310
Accumulated surplus (deficit), end of year	3,982,609	3,755,939	4,166,310	4,339,100

Dining Services

The University engages the services of Chartwells College and University Dining Services to provide food, beverage and related services on the Burnaby Mountain campus through four primary food outlets: McKenzie cafeteria, the Diamond Alumni Club (DAC), White Spot Triple O's, and Tim Horton's in the old Raven's café. In addition, Chartwells provides food services to the Residence Dining Hall, operates the Simon C's convenience store, and offers catering services to the University campus for small informal meetings or full-service banquets. Annual sales to the University community are approximately \$7.5 million.

Striving to provide both food and services that exceed guest's expectations, Chartwells continues to set industry standards by combining fresh ideas with industry's best talents. Simon Fraser University was the first University awarded the designation of "Ocean Wise". This designation is a North America wide endeavor by the international aquariums. It is earned by changing and adapting to the needs of fish species and by the way in which those fish are caught.

Chartwells is committed to reducing their carbon footprint. All take-out boxes and cutlery are compostable and they worked with suppliers to eliminate more than 390 deliveries to the University. They also closed one of the kitchens and are producing all of the hot food from the Mackenzie cafe.

Appendix I – 2009/10 Budget Restated

(\$ in thousands)	Notes	2009/10 Board Approved	Reclassifications	2009/10 Revised Budget
Revenues				
Government Grants & Contracts				
Province of British Columbia		209,531	-	209,531
Government of Canada		6,390	-	6,390
Other Government Grants		226	-	226
Total Government Grants & Contracts		216,147	-	216,147
Student Fees				
Credit Courses		137,733	-	137,733
Non-Credit Courses		7,323	-	7,323
Other		9,624	-	9,624
Total Student Fees		154,680	-	154,680
Other Revenues				
Gifts, Grants & Contracts		6,864	-	6,864
Sales of Services and Products	(a)	3,418	2,298	5,716
Investment Income		4,000	-	4,000
Miscellaneous Income		5,539	-	5,539
Total Other Revenues		19,821	2,298	22,119
Total Revenues		390,648	2,298	392,946
Expenses				
Salaries – Academic		124,818	-	124,818
Salaries – Staff		103,681	-	103,681
Benefits		53,689	-	53,689
Total Salaries and Benefits		282,189	-	282,189
Non-Salary Expenses				
Other Operational Expenses	(b) (c)	27,391	9,167	36,558
Scholarship, Fellowships & Bursaries		17,018	-	17,018
Renovations & Alterations		14,226	-	14,226
Unallocated Expenses	(b)	6,190	(6,190)	-
Materials & Supplies	(c)	5,166	(2,977)	2,189
Travel & Personnel Costs		6,181	-	6,181
Contract Services	(a)	5,448	2,298	7,746
Utilities		5,994	-	5,994
Professional Fees		5,096	-	5,096
Equipment, Rent & Maintenance		3,927	-	3,927
Communications		1,511	-	1,511
Debt Servicing		10,311	-	10,311
Total Non-Salary Expenses		108,549	2,298	110,757
Total Expenses		390,648	2,298	392,946
Surplus (Deficit)		-	-	-

(a) Vancouver Campus external revenues relating to catering costs have been reclassified as revenue \$2.2 million from Contract Services.

(b) Unallocated Expenditure category has been amalgamated under Other Operating costs \$6.1 million.

(c) Internal recoveries relating to Science Stores has been re-classified under Materials & Supplies to offset purchase costs of materials \$2.9 million.

Appendix II - Undergraduate Tuition Fees

Item	Fee Unit	2009 / 2010	2010 / 2011	% Change
UNDERGRADUATE - DOMESTIC				
Normal & Course Challenge	BASIC - Credit Hour	\$157.30	\$160.50	2.0%
Co-op Practicum	Semester	\$665.40	\$678.80	2.0%
200/300/400 Faculty of Business ¹	PREMIUM - Credit Hour	\$209.80	\$214.00	2.0%
200/300/400 Engineering Science ²	PREMIUM - Credit Hour	\$173.10	\$176.60	2.0%
200/300/400 Computing Science ³	PREMIUM - Credit Hour	\$165.20	\$168.60	2.1%

1. The differential fee rate for Business is 33.33% of the basic fee rate.
2. The differential fee rate for Engineering Science is 10% of the basic fee rate.
3. The differential fee rate for Computing Science is 5% of the basic fee rate.

Item	Fee Unit	2009 / 2010	2010 / 2011	% Change
UNDERGRADUATE - INTERNATIONAL				
<i>International "A": Entered SFU on September 1, 2003 or later</i>				
Normal & Course Challenge ¹	Credit Hour	\$490.70	\$527.20	7.4%
Co-op Practicum	Semester	\$665.40	\$678.80	2.0%
200/300/400 Faculty of Business ¹	Credit Hour	\$543.20	\$580.70	6.9%
200/300/400 Engineering Science ¹	Credit Hour	\$506.50	\$543.30	7.3%
200/300/400 Computing Science ¹	Credit Hour	\$498.60	\$535.30	7.4%
<i>International "B": Entered SFU on August 31, 2003 or earlier</i>				
Normal & Course Challenge ²	Credit Hour	\$471.90	\$481.40	2.0%
Co-op Practicum	Semester	\$665.40	\$678.80	2.0%
200/300/400 Faculty of Business ²	Credit Hour	\$524.30	\$534.80	2.0%
200/300/400 Engineering Science ²	Credit Hour	\$487.60	\$497.40	2.0%
200/300/400 Computing Science ²	Credit Hour	\$479.80	\$489.40	2.0%

1. The fee rates for international "A" students are determined by applying a \$11,000 premium over the domestic rates, assuming 30 credits per year. The fee rates for international "B" students are determined by applying a 2% increase over the 2008/09 fee rates.

Notes:

- a. Fees are rounded up to the nearest \$0.10
- b. Audit fees per credit are one-half the applicable fee

Appendix III - Graduate Tuition Fees

Program	Fee Unit	2009/2010	2010/2011	% Change
RESEARCH PROGRAMS				
Full-Time Fee	Semester	\$1,565.60	\$1,597.00	2.0%
Continuing Fee	Semester	\$782.80	\$798.50	2.0%
On-Leave Fee	Semester	\$195.70	\$199.70	2.0%
All graduate credit programs - basic	Credit Hour	\$157.30	\$160.50	2.0%
Graduate Co-op Program practicum	Semester	\$665.40	\$678.80	2.0%
PREMIUM FEE PROGRAMS				
<i>Faculty of Applied Sciences</i>				
Master of Engineering	Credit Hour	\$451.00	\$451.00	0.0%
<i>Faculty of Arts and Social Sciences</i>				
International Leadership (MA)	Credit Hour	\$204.00	\$208.10	2.0%
Master of Arts in Liberal Studies	Credit Hour	\$148.10	\$151.10	2.0%
Public Policy Program (MPP)				
Entered Fall 2008/Spring 2009	Credit Hour	\$213.60	\$213.60	0.0%
Entered Fall 2009 or later	Credit Hour	\$217.90	\$222.30	2.0%
Graduate Diploma in Urban Studies	Credit Hour	\$253.90	\$259.00	2.0%
Master of Urban Studies (MUrb)	Credit Hour	\$253.90	\$259.00	2.0%
<i>Faculty of Business Administration</i>				
Executive MBA ¹				
Entered Fall 2005/Spring 2006	Semester	\$7,500.00	\$7,500.00	0.0%
Entered Fall 2006/Spring 2007	Semester	\$7,650.00	\$7,650.00	0.0%
Entered Fall 2007/Spring 2008	Semester	\$7,803.00	\$7,803.00	0.0%
Entered Fall 2008 or later	Semester	\$9,500.00	\$9,500.00	0.0%
MBA	Credit Hour	\$600.00	\$600.00	0.0%
Management of Technology MBA				
Entered Fall 2005/Spring 2006	Credit Hour	\$625.00	\$625.00	0.0%
Entered Fall 2006/Spring 2007	Credit Hour	\$561.00	\$561.00	0.0%
Entered Fall 2007/Spring 2008	Credit Hour	\$572.20	\$572.30	0.0%
Entered Fall 2008 or later	Credit Hour	\$574.10	\$574.10	0.0%
Global Asset and Wealth Management MBA				
Entered Fall 2005/Spring 2006	Credit Hour	\$750.00	\$750.00	0.0%
Entered Fall 2006/Spring 2007	Credit Hour	\$765.00	\$765.00	0.0%
Entered Fall 2007/Spring 2008	Credit Hour	\$780.30	\$780.30	0.0%
Entered Fall 2008/Spring 2009	Credit Hour	\$773.80	\$773.90	0.0%
Entered Fall 2009/Spring 2010	Credit Hour	\$714.30	\$714.30	0.0%
Graduate Diploma in Business	Credit Hour	\$572.90	\$584.00	1.9%
Master of Financial Risk Management	Credit Hour	\$558.60	\$569.00	1.9%

Program	Fee Unit	2009/2010	2010/2011	% Change
<i>Faculty of Communication, Art & Technology</i>				
Publishing Program (MPub)	Credit Hour	\$300.00	\$306.00	2.0%
<i>Faculty of Education</i>				
Master of Education (MEd), Educational Practice and Off-campus	Semester	\$2,484.30	\$2,534.00	2.0%
Master of Education (MEd), International Cohorts	Semester	\$6,101.90	\$6,224.00	2.0%
Doctor of Education (EdD)				
Entered Fall 2005/Spring 2006	Semester	\$3,783.20	\$3,783.20	0.0%
Entered Fall 2006/Spring 2007	Semester	\$3,858.90	\$3,858.90	0.0%
Entered Fall 2007/Spring 2008	Semester	\$3,936.10	\$3,936.10	0.0%
Entered Fall 2008 or later	Semester	\$4,095.10	\$4,177.10	2.0%
Graduate Diploma in Education	Credit Hour	\$257.40	\$262.60	2.0%
Master of Education (MEd), MA Counselling Psych ²				
Entered Prior to Fall 2007	Credit Hour	\$161.00	\$164.30	2.0%
Entered Fall 2007 and later (non-premium)	Semester	\$1,565.60	\$1,597.00	2.0%
<i>Faculty of Health Sciences</i>				
MSc (Population and Public Health) ³				
Entered Fall 2005/Spring 2006	Semester	\$2,100.00	\$2,100.00	0.0%
Entered Fall 2006/Spring 2007	Credit	\$233.00	\$233.00	0.0%
Entered Fall 2007/Spring 2008	Credit	\$237.70	\$237.70	0.0%
Graduate Diploma in Global Health				
Entered Fall 2008/Spring 2009	Credit	\$242.50	\$242.50	0.0%
Entered Fall 2009 or later	Credit	\$247.40	\$252.40	2.0%
Master of Public Health				
Entered Fall 2008/Spring 2009	Credit	\$242.50	\$242.50	0.0%
Entered Fall 2009 or later	Credit	\$247.40	\$252.40	2.0%
<i>Faculty of Science</i>				
Master of Science in Kinesiology	Credit Hour	\$208.10	\$212.30	2.0%

1. The executive MBA program changed from a 6 term program to a 5 term program in 2008/09.
2. The MA/Med in Counselling Psychology will no longer be a premium fee graduate program beginning Fall 2007. Students entering Fall 2007 or later will be charged the research programs semesterly full-time rate.
3. The Master of Public Health replaces the MSc (Population and Public Health) and Masters in Global Health programs.

NOTES:

- a. International students in graduate programs pay the same fees as domestic students.
- b. Fees per credit for non-degree, exchange and qualifying students are set at the applicable undergraduate rate.
- c. Audit fees per credit are as for the domestic undergraduate; one half the applicable undergraduate fee.
- d. Fees will no longer be grandfathered for cohorts starting Fall 2009 or later (Summer 2008 for Education).

Appendix IV - Student Service & Recreation-Athletics Fees

<u>Item</u>	<u>Fee Unit</u>	<u>2009 / 2010</u>	<u>2010 / 2011</u>	<u>% Change</u>
Student Services Fee	Semester	\$38.62	\$39.39	2.00%
Full Time Recreation-Athletics Fee	Semester	\$64.36	\$65.65	2.00%
Part Time Recreation-Athletics Fee	Semester	\$32.18	\$32.82	2.00%

Appendix V – Proposal for Official Transcript Charges

Proposal

To introduce a charge for official transcript requests and to enhance our service for official transcript requests to include “Rush - on the spot” production and expedited postage service.

Rationale

Since our conversion to the current student information system in October 2003 we have been providing official transcripts free of charge as the functionality for charging for official transcript in the Peoplesoft student information system was not available at that time. Prior to this point, the Registrar’s Office charged \$3.25 per transcript request, (\$3.00 for the transcript and \$.25 for GST). The need to charge has arisen from the current rising cost of transcript paper printing, envelopes and postage, not to mention the cost of staff time in preparing transcripts for mail out.

A survey of several other institutions reveals that most charge for transcript production and almost all charge for enhanced services as per below:

	UBC*	UVIC	Calgary	Alberta	Van. Island^	Kwantlen	Guelph
Transcript Cost -hard copy	\$ 7.00	\$10.00	\$4.00 to \$8.00	no charge	\$ 8.00	\$ 7.35	\$10.00
Transcript Cost -electronic						\$ 5.25	
Rush (on the spot)	\$14.00	\$17.00	\$10.00	no charge	\$15.00	\$26.25	
Fax					\$ 5.00		\$ 5.00
Courier -within Canada	\$20.00	\$18.00	\$12.00 to \$16.00	\$15.00	n/a	n/a	\$30.00
Courier - U.S.	\$25.00	\$30.00	\$20.00	\$30.00	n/a	n/a	\$35.00
Courier - International	\$30.00	\$45.00	\$32.00	\$45.00	n/a	n/a	\$40.00
	*+GST						^Uses Canada Post envelopes

Statistics from December 1, 2008 to November 20, 2009 show that SFU has produced 50,300 official transcript requests for 1 year period. This is an average of just over 4,100 per month. Many of these transcripts are never picked up. It is believed that by implementing a transcript fee it will reduce transcript requests by more than half so the revenue projections for the first year are modest. Total annual projected revenue in 2010/11 is \$100,000.

Recommendation

In conjunction with an effort to both enhance our service to include Rush and expedited postage service and to recover some of the cost for the production of official transcripts, the following charges per official transcript request is suggested:

Transcript (hard copy)	\$ 10.00 plus GST
Transcript (Additional copies)	\$ 7.00 plus GST
Transcript (electronic)	\$ 7.00 plus GST
 <u>Additional Fees for Service</u>	
Rush “within 1 hour” service	\$ 15.00 plus GST
Transcript (hard copy mailing plus faxing)	\$ 15.00 plus GST
Canada Post B.C. Western Region i.e. Van to Winnipeg	\$ 20.79*
Canada Post Canada (next day)	\$ 31.11*
Canada Post USA	\$ 36.85*
Canada Post International	\$ 67.67*

**Rates subject to change as per Canada Post.*

Courier requests will not be provided by the institution and must be prepaid and arranged by the student.

Note:

SFU is participating in an electronic transcript transfer exchange project so once it is implemented the plan will be to move to sending transcripts electronically where possible to improve service and decrease the potential of fraudulent activities. This will also reduce the revenue for this fee for service.

Appendix VI - Proposal for Supplementary Application Fee to the Faculty of Business Administration

Proposal

To regularize the fee of \$75 to cover the costs for the supplementary application under broad-based admissions to the Faculty of Business Administration.

Rationale

In September 2009, Senate received information from Senate Committee on Undergraduate Studies (SCUS) concerning the approval of the continuation of the pilot for broad-based admission to the Faculty of Business Administration. The permanent change will begin in fall 2011 and was approved by Senate in December 2009.

Broad-based admissions to the Faculty of Business Administration involves a supplementary application which addresses the additional broad-based criteria required for consideration for admission to the Faculty. This process seeks to admit exceptional students who have demonstrated leadership and/or achievement in one or more of the following extra-curricular areas: entrepreneurship, social activism, athletics, arts (performing, visual, music, and writing), community leadership and/or involvement, and career progression in other areas, in addition to strong academic performance (GPA greater than 80%). Broad-based admissions was developed in response to ever increasing GPA admission requirements for the Faculty (90% in 2009). The goal is to broaden the potential applicant pool beyond the very high GPA to include students who were not only accomplished academically, but also had achieved excellence in other areas and who would make good business students and ultimately succeed in business.

Students with interim GPA of 95% or higher will be admitted directly to the Faculty in 2010. Other applicants to the Faculty with interim GPA of 80% or higher, will be invited to participate in the broad-based process at the time of their application to SFU. Prospective students will be directed to the website where they will access the online application form and submit the supplemental application fee. The deadline for submission of the online form will be early May 2010. In fall 2011, all students will be admitted to the Faculty via broad-based admissions.

At UBC, all applicants to the Bachelor of Commerce program must pay a \$75 Supplemental Application Fee that is paid at the time they submit their Supplemental Application Form. This fee has been in effect since 2004.

Recommendation

To cover the costs associated with processing the additional application, a fee of \$75 will be assessed for the supplementary application. Costs incurred by both the registrar and the Faculty include staff time, including contract employment and overtime to develop and create web-based application, coordination of SFU and the Faculty supplementary application, managing contacts with students who are accepted, doing a first cut on applications, setting up applications for the evaluation team, faculty time, including evaluating applications, and decision support software.