

The SFU logo consists of the letters 'SFU' in white, bold, sans-serif font, set against a solid red rectangular background.

**SFU**

SIMON FRASER UNIVERSITY  
THINKING OF THE WORLD

# OPERATING BUDGET & FINANCIAL PLAN 2011/12

APPROVED BY THE BOARD OF GOVERNORS  
MARCH 25, 2011



# Preface

This document was prepared to present the operating budget and financial plan for the year beginning April 1, 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.

## Contacts:

Janis Kennedy  
Director, Budgets  
778-782-3233

Martin Pochurko  
Associate Vice-President, Finance  
778-782-7581

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# President's Message

Dear Colleagues,

I am pleased to present Simon Fraser University's operating budget and financial plan for the year beginning April 1, 2011. This budget reflects our commitment to deliver an outstanding student experience, maintain our exceptional record of research, and strengthen our engagement with community.

As part of our ongoing commitment to accountability, and based upon feedback from various stakeholder groups, a performance-based budget model was introduced for the 2011/12 cycle. This new budget model is consistent with the principle of responsibility-centered management. It provides greater flexibility and predictability, and resource alignment with enhanced focus on strategic priorities.

The 2011/12 budget year will also be defined by the development of a broad strategic vision and an associated set of goals. Early in 2011 the University embarked on **envision>SFU**, a consultation process that will produce a strategic vision that reflects SFU's strengths and enhances its reputation as an institution that is student-centred, research-driven, and community-engaged.

Building on these strengths, a broad strategic vision will not only guide the University over the next five years, but will help to define and differentiate SFU as the best Canadian university of its kind. Engaging both internal and external communities in this process will strengthen our identity and cultivate a shared sense of mission.

Our budget model will continue to evolve with the **envision>SFU** process to ensure that the framework provided by the strategic vision is reflected in our budget priorities.

SFU's operating budget for 2011/12 is balanced. We must, however, be cognizant of risks in the external and internal environment. In addition to broader economic factors, the University faces significant actuarial funding deficiencies with respect to its pension plans and challenges caused by deferred maintenance on our campus buildings. These and other costs may present fiscal challenges for SFU in the future.

I would like to extend my thanks to the faculty and staff who contributed to our operating budget and financial plan this year. Your patience and persistence in collaborating on the new budget model is appreciated. I would also like to thank my colleagues, the campus community, and the Board of Governors for their input and support.

Sincerely,



Andrew Petter  
President

# SFU at a Glance



3

CAMPUSES

8

FACULTIES

21,803

UNDERGRADUATE STUDENTS

3,534

GRADUATE STUDENTS

\$437 M

TOTAL OPERATING REVENUES

\$247 M

ENDOWMENT FUND MARKET VALUE

2,582

FACULTY AND STAFF

\$90 M

RESEARCH FUNDING TARGET

\$35 M

FUNDRAISING TARGET

\$44 M

ANCILLARY REVENUES

# Executive Summary

## University Overview

Simon Fraser University is one of Canada's leading comprehensive universities, with deep commitments to undergraduate learning, advanced research, graduate studies and community engagement. Currently enrolling over 25,000 full-time equivalent credit students, more than 20,000 students in non-credit courses, and approximately 980 instructional and research faculty members, SFU's strengths lie in its ability to offer a broad range of choice in academic programming within the context of a research-intensive university.

SFU has a strong commitment to providing programs in areas of emerging social, scientific, and global importance, and in learning outside the classroom. The University offers traditional programs in the natural sciences, engineering sciences, social sciences, and humanities, and is currently engaged in building its disciplines of health sciences and environment. Providing students with opportunities to extend their learning through engagement with both local communities and global partners, the University enriches the student's experience.

The three distinct campuses in Burnaby, Surrey and Vancouver offer the finest facilities for scholarly pursuits. In addition, each of SFU's three campuses offers a distinctive model for community engagement. The Burnaby campus provides academic and research space for all Faculties as well as residences for 1,874 students. It also includes UniverCity, a sustainable urban community that supports and enhances the University environment.

SFU Surrey, with the fervent support of Surrey municipality, is forming the nucleus of a vibrant new Surrey city centre. The Surrey campus offers a modern learning environment with courses from all Faculties and with progressive programs in science, technology, communication, and engineering.

In Vancouver, the Harbour Centre campus provides a home for SFU's business programs, Office of Lifelong Learning, and numerous other graduate programs, credit and non-credit courses. The Vancouver campus encompasses the Wosk Centre for Dialogue, the Beedie School of Business, and the Goldcorp Centre for the Arts.

## Current Financial Picture

The University finished fiscal year 2010 in an improved financial position, with assets over \$1 billion and consolidated revenues increasing by 27% over the previous year. The recovery was attributable to international enrolment, which was higher than anticipated and greater than planned; a strong recovery of investment portfolios caused by the rebound in financial markets; and diligent financial management which resulted in a 2% reduction of expenses. As a result, we began the current fiscal year with a recovery of our reserves and department balances with a surplus of almost \$20 million.

On the other hand, fiscal year 2011 has given rise to some challenges. Preliminary valuations of the employee pension plans indicate substantial actuarial funding deficiencies, and deferred maintenance on Burnaby campus buildings continues to rise.

The University's endowment fund has a forecasted market value of approximately \$247 million and provides a source of funds for student financial aid, research, athletics, and library materials. Fiscal 2011 has seen generous philanthropic donations to support SFU's programs: \$10 million pledge from Goldcorp Inc. to provide capital funds for the Goldcorp Centre for the Arts and endowment funds to support programming at the School for the Contemporary Arts. More recently, a record \$22 million donation from alumnus Ryan Beedie and his father, Keith, to support SFU Business — now named the Beedie School of Business, which includes an endowment supporting students, professorships and research chairs.

For the current fiscal year, we are projecting a consolidated surplus again, caused by tuition revenues being over budget and investments performing better than planned. Operating reserves are expected to climb to \$30 million and will provide some flexibility for the University to fund non-recurring expenses. Nevertheless, the challenges associated with funding the current pension plans and deferred maintenance of our campus buildings continue to pose a financial risk.

# 2011/12 Budget Overview

While we expect to be entering the fiscal year 2012 in a healthy financial position, we will continue to face challenges. This will be the first year for no student growth funding from the provincial government. In addition, financial market fluctuations have had significant impacts to pension funds; preliminary actuarial analysis shows large funding deficiencies in the solvency and going concern valuations for the Pension Plan for Administrative/Union Staff.

Deferred maintenance on our Burnaby campus buildings has been growing. With the reduction in annual capital allowance in 2010/11 to \$0.5 million, government support for cyclical and preventative building maintenance has been virtually eliminated. Moreover, the 5-Year Capital Plan identifies some significant Burnaby campus renovation projects for which funding has not yet been identified.

A new performance-based budget model has been introduced for 2011/12. The goal is to shift the focus to revenue growth and diversification, and provide support for strategic plans and University priorities. This new model aligns Faculty budgets with the number of students they enroll and provides a mechanism for linking other portfolio budgets with revenue generation: research support with research revenues and advancement activity with funds raised. Moreover, it provides a mechanism for departments to better control available resources through their activities.

Two key components of the 2011/12 budget model are the University Priority Fund and the Budget Review Committee. The University Priority Fund (detailed on page 13 and in Appendix II on page 73) provides \$4.3 million of funding to support strategic priorities. The aim of this fund is to support initiatives that enhance progress towards meeting strategic goals outlined in the 3-Year Academic Plan, Strategic Research Plan, and University Planning Framework.

The Budget Review Committee is a mechanism to review budgets that are not linked to identifiable cost drivers or revenue generating areas, but are fundamental in supporting the University's academic and research mission. The Budget Review Committee, comprised of the Vice-

President Academic, Vice-President Finance & Administration and a Faculty Dean, have evaluated these portfolio budgets and their activities and made recommendations for adjustments to their funding. These recommendations were included in the overall budget model.

## Summary of Budget Changes

### Government funding

The provincial operating grant is expected to be \$216.7 million which is consistent with prior year funding. There is no increase for student growth. Support for the Electronic Library Network has remained stable and the grant to support French language programs has decreased slightly to \$1.5 million.

Federal grants include the Indirect Cost of Research funding which is expected to be \$6.3 million for 2011/12.

### Tuition and student fees

Tuition and student fees are the second major source of operating income and are budgeted at \$185 million. Over-enrolment in credit courses continuing from fall 2009 has significantly increased SFU's revenues and total enrolment planned for 2011/12 is 25,337 full-time equivalent students. While this is an increase in planned enrolments, it is a 3% decrease from the projected enrolment for the current year as we are attempting to bring enrolment back to manageable levels.

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 government guidelines which are expected to be 2% for 2011/12. Tuition fee schedules can be found in Appendices III-V on pages 74-76.

### Other revenues

While the rebound in equity markets has helped recover the market value of the investment portfolio, continued uncertainty in the markets remains. The budget for 2011/12 investment income is conservative at \$4 million for the year. Other revenues have decreased due to an accounting

change which has moved Meeting, Event, and Conference Services out of the operating fund and into the Ancillary Fund (see page 68 for details).

### **Salaries and benefits**

Salaries and benefits comprise the majority of the University's operating expenses. With more than 2,500 continuing full-time employees, as well as part-time and temporary faculty and staff, the salary and benefits costs comprise over 70% of total expenses. Salary and benefit cost increases associated with progression through the ranks and step increases are not funded by government. The 2011/12 salary and benefit increase is related to career progression and proposed new positions.

While the SFU Faculty Association and Administrative & Professional Staff (APSA) have agreed to an extension of their collective agreements, with no salary increases, negotiations with CUPE and the Teaching Support Staff Union (TSSU), the bargaining unit for sessional lecturers and instructors, teaching assistants and tutor markers, are on-going.

### **Non-salary expenses**

Other expense increases are related to the creation of the University Priority Fund of \$4.3 million. This fund has been allocated to the Vice-President Academic, \$2.9 million, Vice-President Finance & Administration, \$1.0 million, and Vice-President Research, \$0.4 million (see Appendix II, page 73 for details).

Funding has been awarded under the University Priority Fund to bridge the transition from the historical model to the new performance-based model, reallocation has been provided to support Faculties that are negatively impacted. This support will continue for three years until the Faculties have re-organized to a level that they can sustain based on the revenue they generate.

In addition, the University continues to maintain an Emergency Reserve fund of \$8.5 million which will be used to fund unplanned and unexpected events throughout the year.

# Performance-Based Budget Model

Like many universities, SFU has traditionally used a method of incremental budgeting to fund University operations and initiatives. In recent years, the combination of increasing constraints on funding and rising operating costs resulted in annual structural deficits which could not be adequately addressed through an incremental budget model.

SFU's performance-based budget allocates funding based upon revenue and cost drivers, linking resources with key operating plans.

The budget model for 2011/12 is based on four performance-based budget centres:

- Faculties, whose budgets are aligned with the enrolment plan;
- Research, whose budget is based on a three-year historical trend in research funding;
- Advancement, whose budget is aligned with fundraising performance and targets;
- Support units, whose budgets are incremental, but are now tied to the overall growth of the University and subject to annual reviews by the Budget Review Committee.

A contingency fund also was established in the 2009/10 budget to cover unavoidable costs that arise during the course of the year. In 2009/10 the reserve level was established at 1% of the University's operating revenues; this was ramped up to 2% in fiscal 2010/11 with the availability of over-enrolment funding, and currently remains at 2% or \$8.5 million for 2011/12.

## Budget Review Committee

A Budget Review Committee (BRC) was formed to review budgets that are not linked to identifiable cost drivers or revenue generating areas, but are fundamental in supporting the University's academic and research mission. This process will annually review and recommend budget adjustments for these specific portfolios. The BRC is comprised of the Vice-President Academic, a Faculty Dean, and the Vice-President Finance and Administration. The BRC ensures an equitable, responsive, transparent process that maintains the stability required to advance SFU's institutional goals.

## Goals of the Performance-Based Budget Model

**Financial sustainability.** The model is revenue based as opposed to cost based. After several years of cuts and cost focus, this has been exhausted. Consequently the new budget model shifts emphasis to revenue growth and diversification.

**Localized decision making.** There is greater local control as units understand and have input into the factors that will determine their budgets. Autonomy for budget decisions is localized by giving flexibility to the people best positioned to make choices.

**Transparency.** The model provides an explicit rationale for the University budget that is tied to performance, and ensures that the resources for non-revenue generating units are reviewed annually by an independent committee.

**Strategic alignment.** The model incorporates a mechanism to seed strategic initiatives, such as research growth and course accessibility.

**Stakeholders want change in the budgeting process.** The model is an improvement to address concerns raised about the historical biases perpetuated by incremental budgeting.

# Budget Guiding Principles

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

**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.

# Strategic Drivers

**Student-Centred.** Our vision will describe an environment that contributes to engaged learning and creates an enriched experience for both undergraduate and graduate students.

**Research-Driven.** Our vision will celebrate and support SFU research, through which faculty and student curiosity and creativity contribute to knowledge and to community well-being.

**Community-Engaged.** Our vision will acknowledge and promote our dynamic presence in local, national and international communities, and our engagement with a multiplicity of groups and interests.

Throughout 2011 the President will champion a process called **envision>SFU** to develop a strategic vision for the University that will build upon the University's core commitments to being student-centred, research-driven, and community-engaged.

These combined strengths in undergraduate education, advanced research, graduate studies, and community betterment reflect the deep commitment to a comprehensive model of university education. SFU remains dedicated to fostering a university environment in which there is a positive and productive interplay amongst these strengths. In such an environment, intellectual engagement and academic enquiry are energized by motivated undergraduate students who, in turn, benefit from their exposure to accomplished scholars, talented graduate student mentors, and advanced research practices.

The current mechanism for communicating priorities is the University Planning Framework which encompasses Strategic Goals from the University's key plans and groups them under five core themes.

## Core Themes and Strategic Goals

### Teaching & Learning

- Offer quality programs from a diverse set of disciplines across all faculties, with growth in areas of strategic importance.
- Support and promote teaching excellence.

### Research

- Increase the level and quality of research and promote our profile as a research intensive university.

### Student Experience & Success

- Provide an outstanding student experience.

### Community & Citizenship

- Engage and involve our many communities.
- Mobilize University resources and expertise to reflect the distinctive contributions we can make to regional, national and global concerns.

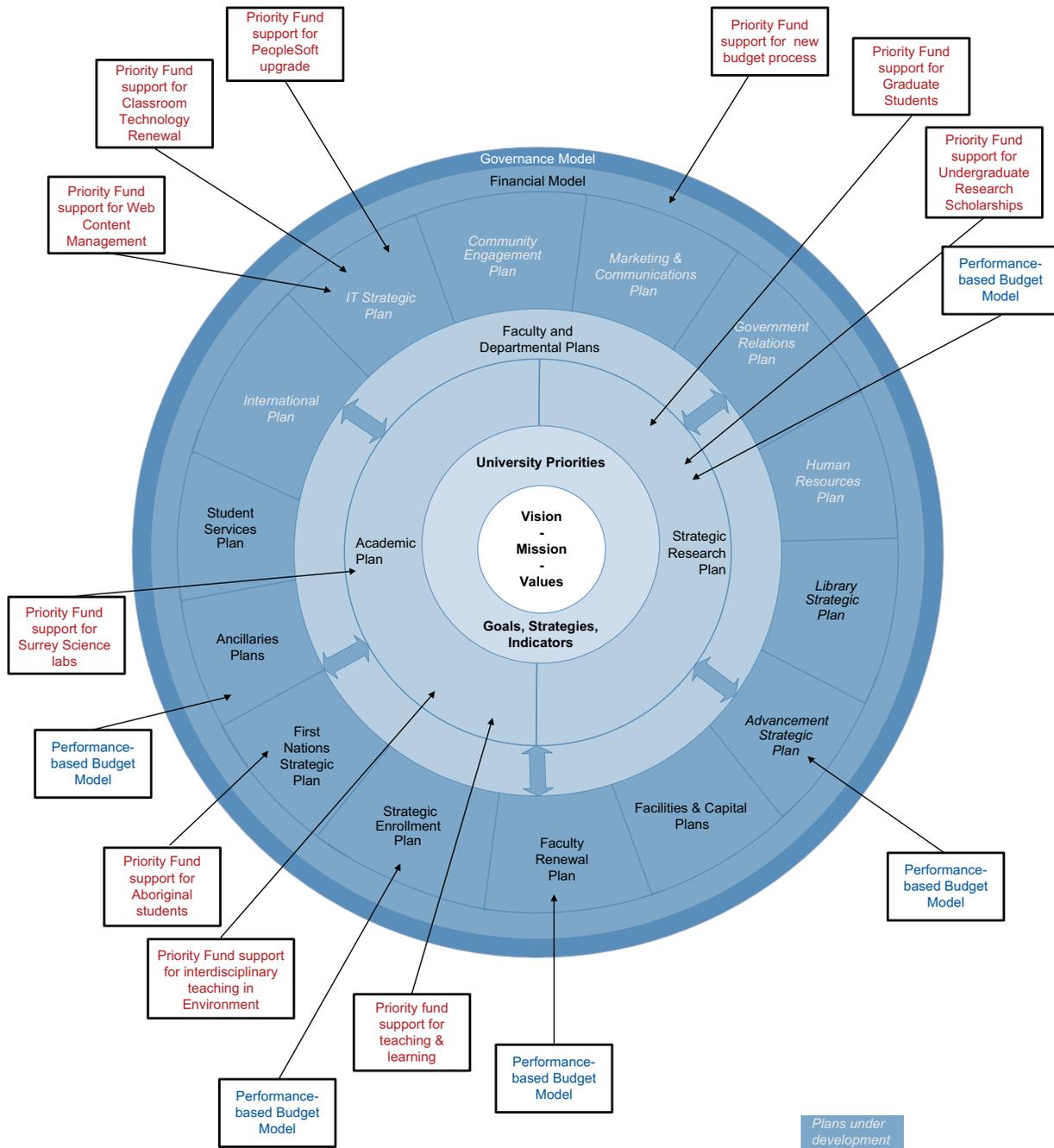
Within the University Planning Framework, consideration is also given to goals of

### Institutional Strength

- Continuously improve our administrative systems and become financially flexible.
- Recruit, retain, and engage the best people.
- Strengthen and leverage our infrastructure.

# Strategic Resource Allocation

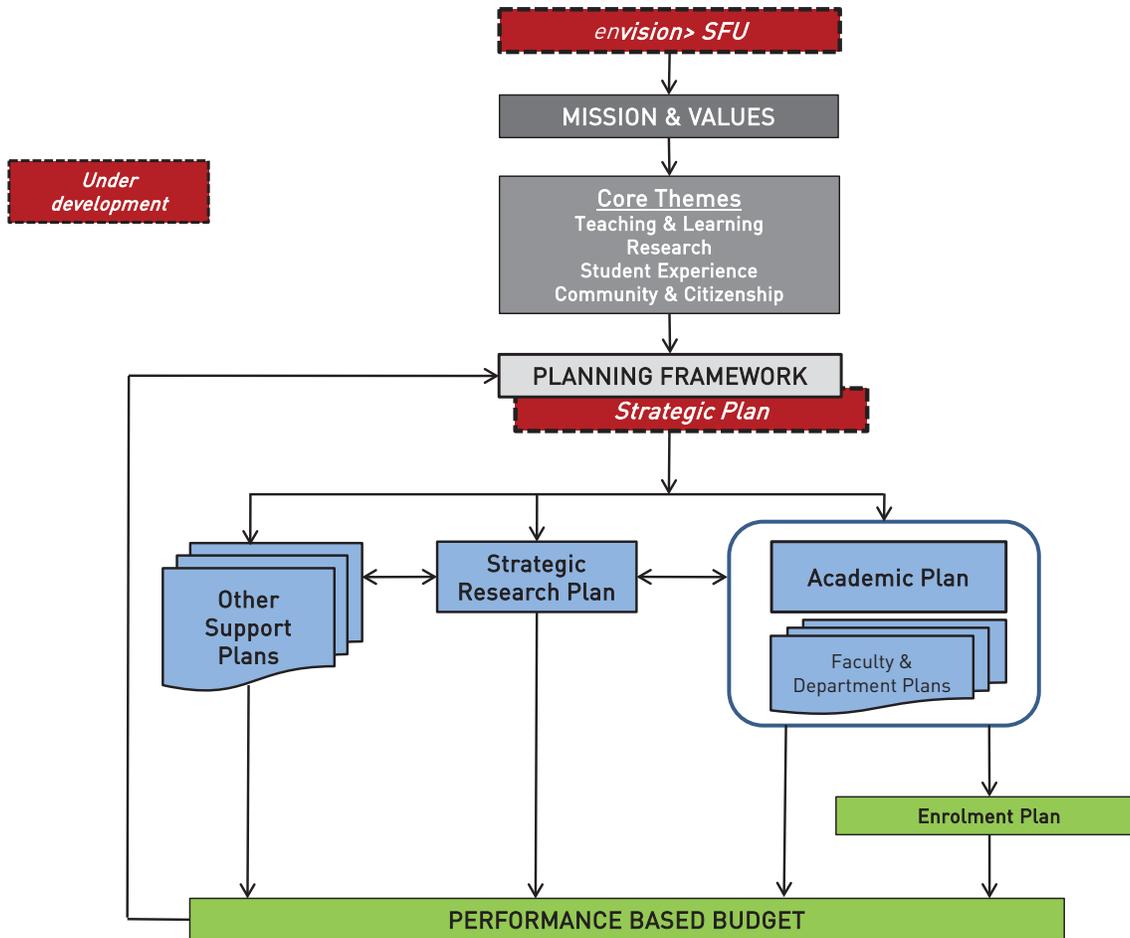
## University Planning Framework



There are three mechanisms by which resources may be aligned with strategic priorities.

1. Performance-based budget model aligns resources with plans, as identified in blue text above.
2. The Vice-President Academic (VPA) may align faculty budget allocations relative to strategic plans of the Faculties. In 2011/12, to support growth in strategic academic areas, the VPA reallocated funding to the Faculties of Applied Sciences, Environment, and Communication, Art and Technology.
3. The University Priority Fund has been established to fund strategic initiatives. For 2011/12, the University Priority Fund was established at \$4.3 million and has been allocated to various initiatives that are aligned with University priorities in the strategic plans. See Appendix II, page 73 for details of the initiatives that have been funded from the University Priority Fund as identified in red text above.

# Planning Processes



## Budget Process

1. The budget is developed annually. During the summer months, revenues are forecast and a multi-year projection is prepared by the Budget Office.
2. In the fall, budget consultations are held with the University community. The President, Vice-President Academic, and Vice-President Finance and Administration discuss the current financial picture and the budget challenges for the forthcoming year.
3. Also in the fall, under the new performance-based budget model, the BRC sessions are held.
4. Budget reference points which provide the total amount of funding allocated to a Vice-President's portfolio are provided in late fall. Budget development is decentralized and decisions regarding budget allocations and changes within the portfolio are managed by the Vice-President.
5. Each department enters their budget into the budget system. Budget Guidelines are provided each year to assist with budget preparation.
6. The Budget Office coordinates the budget process and consolidates and analyzes budget variances prior to review and approval by the senior administration.
7. An information session with the Finance and Administration Committee of the Board is held prior to presentation for approval at the Board. This enables questions and feedback prior to the Board meeting.
8. The budget is presented to the Board of Governors for their approval in March.
9. Actual spending is monitored throughout the year and budget variances are reported to the Board through the Finance and Administration Committee.

# Funds 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 17.

## 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 60 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 2011/12 are included on page 59 and endowment spending for 2011/12 is on page 58.

## 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 2011/12 are found on page 61.

## Ancillary Fund

Ancillary operations include the SFU Residence and Housing, Bookstore, Document Solutions, Parking Services, Meeting, Event and Conference Services and Dining 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 64 through 69 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.

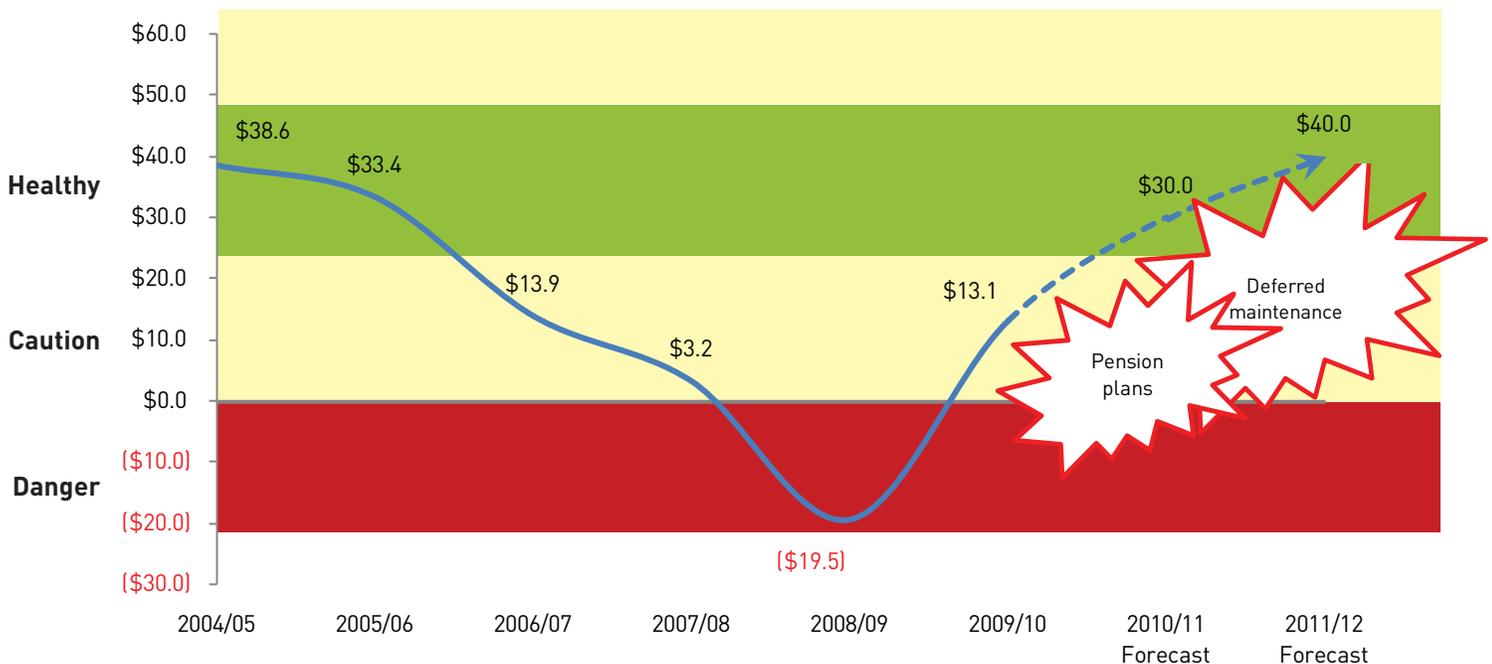
# Balance Sheet View

Operating reserves reflect the cumulative surpluses (losses) generated from the operating fund, and are an indicator of the overall financial health of the University. The operating reserves are internally restricted to fund commitments, and as such, are comprised of various components such as departmental carry forwards, investment surplus (loss) carryovers, and unfunded future employee benefit costs. An operating reserve level of 5-10% of consolidated revenues represents a healthy operating reserve level for SFU.

the University with the ability to handle future unplanned liabilities and funding requirements. In 2010, a preliminary valuation of the University employee pension plans show substantial actuarial funding deficiencies that will require funding. In addition, deferred maintenance of the capital buildings on the Burnaby campus are starting to pose financial risks.

In the past, balancing the operating budget was managed through expense reductions, as well as supplemented with cash infusions taken from operating reserves. In 2009/10, the Board of Governors limited spending from cash reserves in an effort to start rebuilding the net assets. This has been successful as net assets have recovered from a deficit of \$19.5 million at the end of 2009 to a forecasted surplus of \$30 million for this fiscal year. Ensuring a healthy balance sheet position provides

INTERNALLY RESTRICTED NET OPERATING ASSETS  
(\$ MILLIONS)



# Budget by Account

(\$ in thousands)	Notes	2009/10 Actual (a)	2010/11 Budget (b)	2010/11 Forecast (c)	2011 /12 Budget (d)	%Budget Change (d)/(b)
<b>Revenues</b>						
Government Grants and Contracts						
Province of British Columbia	1	215,849	219,989	221,334	219,097	0%
Government of Canada		6,495	6,380	6,572	6,409	0%
<b>Total Government Grants and Contracts</b>		<b>222,344</b>	<b>226,370</b>	<b>227,906</b>	<b>225,506</b>	<b>0%</b>
Tuition						
Credit Courses	2	150,326	149,834	166,562	163,241	9%
Non-Credit Courses	3	7,881	8,476	8,099	10,306	22%
Other Student Fees	4	11,025	9,718	11,632	11,665	20%
<b>Total Tuition</b>		<b>169,233</b>	<b>168,028</b>	<b>186,292</b>	<b>185,212</b>	<b>10%</b>
Other Revenues						
Gifts, Non-Government Grants, Contracts	5	6,908	6,937	6,865	7,635	10%
Sales of Goods and Services	6	4,009	6,276	5,678	3,478	-45%
Investment Income		14,148	3,803	6,900	4,000	5%
Miscellaneous Income	7	5,160	5,805	4,040	4,194	-28%
<b>Total Other Revenues</b>		<b>30,226</b>	<b>22,821</b>	<b>23,484</b>	<b>19,307</b>	<b>-15%</b>
<b>Total Revenues</b>		<b>\$421,803</b>	<b>\$417,219</b>	<b>\$437,682</b>	<b>\$430,025</b>	<b>-</b>
<b>Expenses</b>						
Salaries - Academic						
Salaries - Staff	8	129,046	132,897	133,693	136,893	3%
Benefits	9	98,133	105,959	104,549	106,890	1%
	10	55,955	56,551	66,624	60,304	7%
<b>Total Salaries &amp; Benefits</b>		<b>283,134</b>	<b>295,407</b>	<b>304,865</b>	<b>304,086</b>	<b>3%</b>
Non-Salary Expenses						
Other Operational Expenses	11	35,600	45,483	42,218	49,516	9%
Scholarships, Bursaries & Awards	12	17,851	18,114	17,589	17,251	-5%
Renovations & Alterations	13	15,251	12,446	16,540	13,072	5%
Materials & Supplies	14	6,374	3,201	3,839	3,551	11%
Travel & Personnel Costs		5,574	6,090	6,828	6,517	7%
Contract Services		6,022	8,087	7,312	7,831	-3%
Utilities		4,857	7,260	6,447	7,415	2%
Professional Fees	15	4,992	4,348	4,728	5,324	22%
Equipment, Rent & Maintenance	16	3,275	3,168	3,133	2,331	-26%
Communications		1,363	1,464	1,463	1,452	-1%
Debt Servicing	17	10,429	12,153	10,953	11,679	-4%
<b>Total Non-Salary Expenses</b>		<b>111,589</b>	<b>121,812</b>	<b>121,051</b>	<b>125,939</b>	<b>3%</b>
<b>Total Expenses</b>		<b>\$394,723</b>	<b>\$417,219</b>	<b>\$425,916</b>	<b>\$430,025</b>	<b>3%</b>
<b>Operating Surplus (Deficit)</b>		<b>27,080</b>	<b>-</b>	<b>11,766</b>	<b>-</b>	

## Notes:

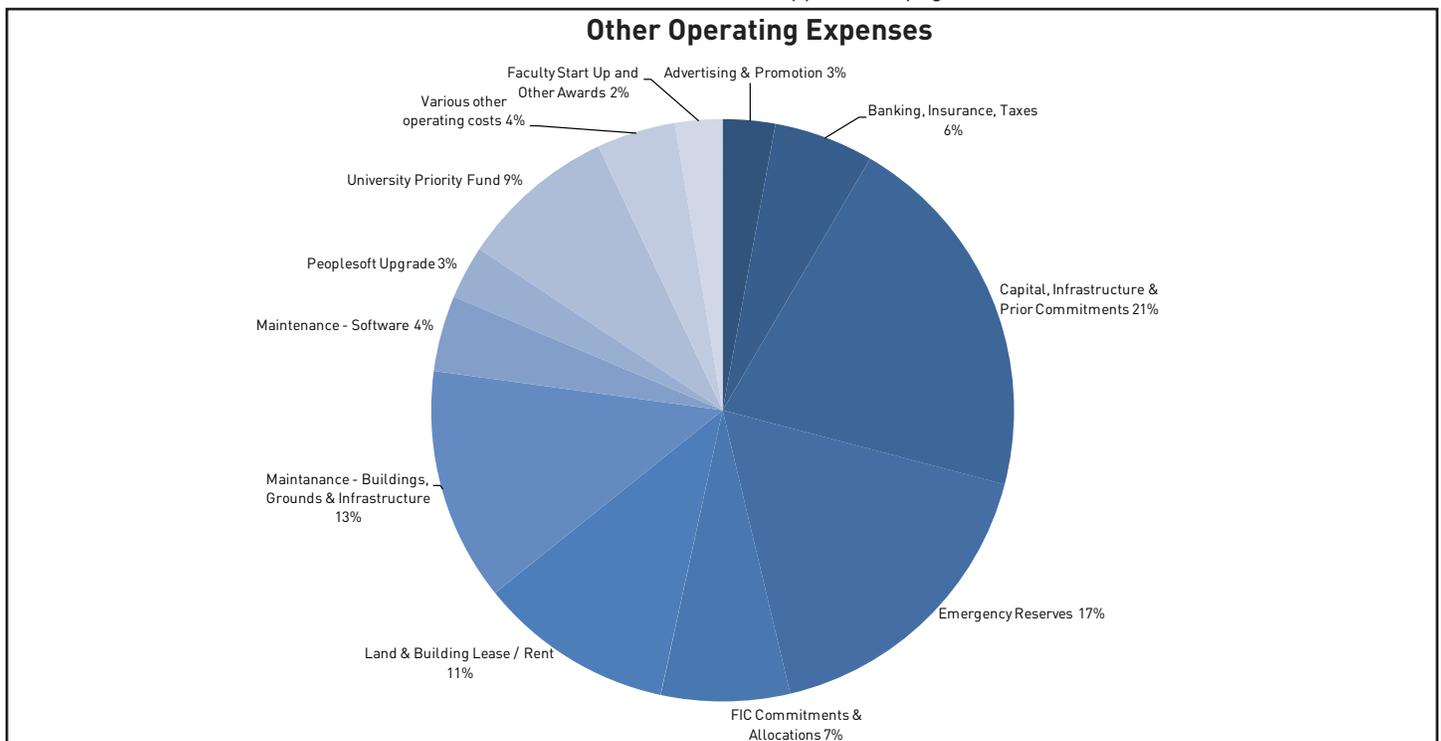
(a) 2009/10 Actuals reflects a surplus of \$27M largely related to investment gains as the market recovered losses from the previous year, departmental carry forwards, and over-enrolments.

(b) 2010/11 Budget reflects the budget approved by the Board on March 25, 2010, adjusted to incorporate reclassifications as detailed in Appendix I, page 72.

(c) The 2010/11 Forecast reflects that of the \$417,219 million annual budget plus the \$12,194 million carry forward spending plan that was authorized (details in Appendix I), only \$425,916 is projected to be spent. This 2010/11 forecast is based upon an analysis using trend analysis, as well as known transfers and commitments. The 2010/11 surplus reflects projected departmental carry forwards and commitments to be funded from contingency and other one-time sources of funding.

# Notes

	<b>Account</b>	<b>Variance</b>	<b>Description of Variance</b>
1	Provincial Funding	(893)	Funding has been reduced as 2010/11 was the final year of the Pacific Century Grad Scholarship grant \$0.5M, and the Office of Francophone and Francophile Affairs grant installment is \$0.2M below that in 2010/11.
2	Credit Course Fees	13,407	Proposed fee increase of 2% based upon the long term rate of inflation (as measured by the BC Consumer Price Index), with enrolment levels based upon the enrolment plan.
3	Non-Credit Course Fees	1,830	The increase is related to the fees for the Preparation in Academic Skills and English Bridge Program that are now being recognized in the operating fund \$0.9M, rather than being collected in specific purpose fund. Also projected enrolment increases in several programs in Continuing Studies \$0.6M.
4	Other Student Fees	1,947	Increase is largely related to Student Service fee and Athletics and Recreation fee projections, based upon enrolment plan. Additional increases relate to Faculty of Education field trip fees.
5	Gifts, Grants & Contracts	698	Increased revenues based upon continuing growth in international students enrolling with Fraser International College.
6	Sales of Services & Products	(2,798)	The decrease is due to the transfer of Meeting, Event & Conference Services (MECS) from the Operating Fund to the Ancillary Fund. See page 68 for details.
7	Miscellaneous Income	(1,611)	The decrease is related to the transfer of MECS to Ancillaries \$2.0M. This is offset by an increase of \$0.5M relating to an increase in the annuity payments in support of the Harbour Centre lease.
8	Salaries - Academic	3,996	The increase is related to career progress of \$1.3M and proposed new positions \$2.4M.
9	Salaries - Staff	930	The increase relates to step increases \$0.9M. Net staff positions across the University remains relatively constant.
10	Benefits	3,753	The increase is attributable to the increase in salary costs noted above \$0.9M, an expected increase in the actuarial valuation of the obligations relating to staff pension plan \$2.0M, and a projected increase in current benefit obligations \$0.5M.
11	Other Operating Expenses	4,034	The increase is attributable to an investment of \$4.3M in support of various strategic and operational priorities. The allocations from the University Priority Fund are noted in Appendix II, page 73.



12	Scholarships, Bursaries & Awards	(862)	The decrease is attributable to a reduction in the Pacific Century Grad Scholarship grant \$0.5M, and one-time funding \$0.5M designated for student financial support from over-enrolments in 2010/11. Overall, funding for Scholarships, Bursaries & Awards remains constant, due to the addition of \$0.9M being allocated from the University Priority Fund, as noted in Appendix II, page 73.
13	Renovations & Alterations	626	The increase is largely attributable to increased IT equipment purchase costs, with many leases expiring in 2010/11, and an increase in library acquisition costs.
14	Materials & Supplies	350	The increase in deferred maintenance costs \$1.0M is largely offset by accounting changes relating to the English Bridge Program, the Program in Academic Skills, and Parking.
15	Professional Fees	976	The increase is attributable to the establishment of a Centre for Education Technology in Faculty of Education, increased costs for web design, increased costs in support of NCAA projects and the Athletic Director's search.
16	Equipment, Rent & Maintenance	(837)	The decrease is largely attributable to the reduction in equipment lease costs. This is offset by increased equipment purchase costs classified under Renovations & Alterations.
17	Debt Servicing	(474)	Debt servicing for Woodward's was budgeted (\$1.2M) in anticipation of pursuing external financing, however with the recent Goldcorp donation, is no longer required. This is offset by an increase in support for Residence & Housing's deferred maintenance costs \$0.6M.
Notes 18-21 reference the Budget by Portfolio on page 20			
18	VP Academic	6,432	The increase is related to University Priority Funding \$2.9M, as noted in Appendix II. Other increases relate to additional revenues to Lifelong Learning for SFU NOW program \$0.7M and Student Service & Athletics & Recreation fees \$0.5M, as well as \$0.9M in increases for units such as SFU Surrey, Vancouver Campus, and Graduate Studies.
19	VP Advancement & Alumni Engagement	600	The increase is related to additional funding in support of increased fundraising targets to \$35.0M in 2011/12.
20	VP Finance & Administration	4,419	The increase is related to University Priority Funding \$1.0M, as noted in Appendix II. Additional increases relate to organizational changes \$0.7M, accounting changes in Parking Services \$1.4M, and Multi-Tenant Facility \$0.4M.
21	VP Research	559	The increase is related to University Priority Funding \$0.4M in support of Undergraduate Research Scholarships, \$0.1M relating to increased research revenue generation, and \$0.2M for library services.

# Budget by Portfolio

(\$ in thousands)	Notes	2009/10 Actual	2010/11 Budget	2010/11 Department Forecast	2011 /12 Budget	%Budget Change
		(a)	(b)	(c)	(d)	(d)/(b)
Expenses						
President		919	979	927	1,018	4%
VP Academic	18	267,554	286,913	289,007	293,345	2%
VP Advancement & Alumni Engagement	19	3,353	3,447	3,547	4,047	17%
VP External Relations		2,968	2,736	2,888	2,954	8%
VP Finance & Administration	20	44,109	47,555	46,886	51,974	9%
VP Legal Affairs		8,215	7,711	7,660	7,769	1%
VP Research	21	22,836	23,217	22,509	23,776	2%
General University Requirements		44,769	44,661	48,680	45,142	1%
<b>Total Expenses</b>		<b>\$394,723</b>	<b>\$417,219</b>	<b>\$422,105</b>	<b>\$430,025</b>	<b>3%</b>

Notes:

(b) 2010/11 Budget reflects the budget approved by the Board on March 25, 2010, adjusted to incorporate reclassifications as detailed in Appendix I, page 72.

(c) The 2010/11 Forecast reflects the \$417,219 million annual budget plus the \$12,194 million carry forward spending plan that was authorized for a total fiscal spending plan for 2010/11 of \$429,413 million; departments forecast that only \$422,105 million will be spent.



# Portfolio Budgets



# President's Office

Professor Andrew Petter, President and Vice-Chancellor

## 2011/12 Strategic Priorities

With an emphasis on sound fiscal management, the President's Office will support the development of a strategic vision and pursue initiatives that promote and enhance SFU's reputation as one of Canada's top comprehensive universities, distinguished by its commitment to providing an outstanding undergraduate experience, its exceptional record of research, and the depth and strength of its engagement with the community.

- Complete the strategic visioning process, **envision>SFU**, which will culminate in a document, to be endorsed at Senate and the Board of Governors in Fall 2011, that will guide SFU over the next five years.
- Complete the search for a new Vice-President External Relations.
- Introduce the President's Dream Colloquium.
- Continue to advocate for the University's interests in all areas.
- Cultivate diverse sources of funding.
- Promote SFU as the 'best of its kind'.

## OPERATING BUDGET



Total Expenses	\$1,076,684	\$904,628	\$919,158	\$978,595	\$926,999	\$1,017,700
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# Academic

## Dr. Jon Driver, Vice-President and Provost

The primary objectives of the Vice-President Academic and Provost (VPA) 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. The VPA contributes to the research mission of the University by hiring high quality researchers, encouraging the development of research programs, supporting graduate students, and collaborating with the Vice-President Research.

### 2011/12 Strategic Priorities

- Continue to implement the three year Academic Plan 2010-2013 focusing on the student experience and teaching & learning in a research-intensive university.
- Review academic goals in relation to **envision>SFU**.
- Continue to support the First Nations Strategic Plan and expand Aboriginal programming opportunities.
- Successfully complete the next stages of accreditation with the Northwest Commission on Colleges and Universities.
- With the implementation of the new performance-based faculty allocation model work more closely with Deans and Chairs to better align budgets with University priorities and revenue generation opportunities.
- Secure commitment from the Provincial government for new Surrey students.
- Meet enrolment plan targets for 2011/12 and develop strategic enrolment management process to better manage international enrolment.
- Review English as an Additional Language support, expand delivery and streamline administration.
- Support transition of varsity athletics to National Collegiate Athletic Association.

### OPERATING BUDGET

**Enrolment Plan\*** (see pages 33 to 55 for enrolment by Faculty)  
(Activity FTE)

	2007/08	2008/09	2009/10	Plan 2010/11	Forecast 2010/11	Plan 2011/12
Undergraduate	19,818	20,612	21,547	20,696	22,587	21,803
Graduate	3,198	3,223	3,392	3,354	3,509	3,534
<b>Total</b>	<b>23,016</b>	<b>23,835</b>	<b>24,939</b>	<b>24,050</b>	<b>26,096</b>	<b>25,337</b>

**Operating Budget** (see pages 32 to 57 for Faculty and Academic Support budgets)

	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	206,818,180	219,274,489	218,149,426	227,209,111	228,890,435	231,647,948
Non-salary expenses	53,148,328	50,546,164	49,404,600	59,704,114	60,116,080	61,697,397
<b>Total Expenses</b>	<b>\$259,966,508</b>	<b>\$269,820,653</b>	<b>\$267,554,026</b>	<b>\$286,913,225</b>	<b>\$289,006,515</b>	<b>\$293,345,345</b>

\*Note: The budget model and enrolment figures contained herein are based on the Enrolment Plan that was discussed at the November 2010 Senate Committee on Enrolment Management and Planning (SCEMP) meeting and includes restated coop student FTE's.

# Finance and Administration

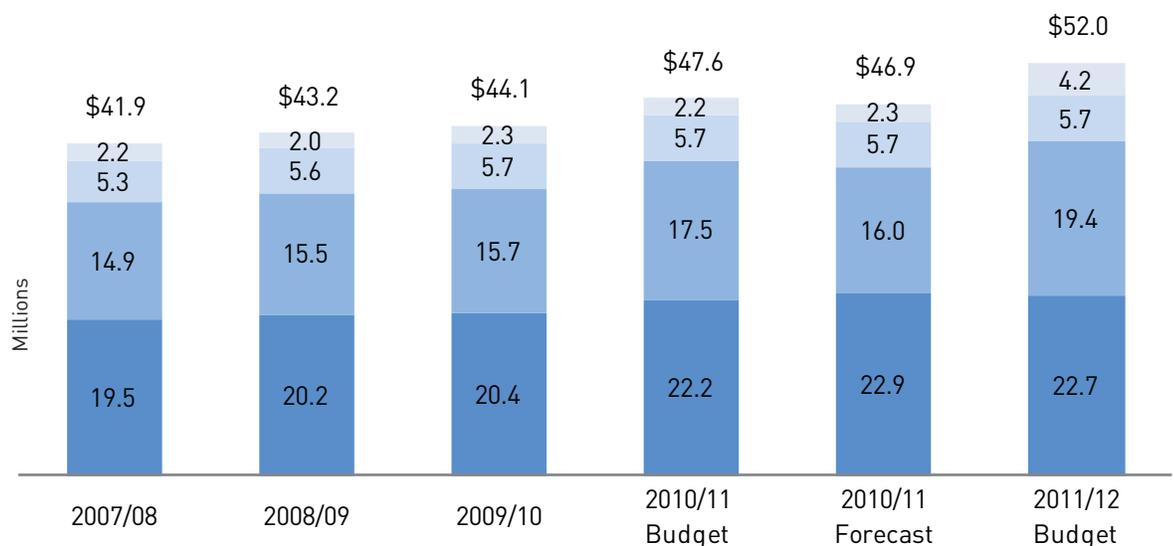
Dr. Pat Hibbitts, Vice-President

The Vice-President Finance and Administration is responsible for providing leadership to all aspects of SFU's Facilities, Information Technology (with Associate Vice-President Academic), Campus Security, Environmental Health & Safety, Finance, and Ancillaries. The increase in 2011/12 budget is related to funding from the University Priority Fund, accounting changes relating to cost recoveries in Campus Security, and reorganization of Classroom Technologies from the Vice-President Academic.

## 2011/12 Strategic Priorities

- Implement sustainable solution for pension plans.
- Develop a plan for the PeopleSoft HAP upgrade.
- Continue the Data Centre move to the Burnaby campus Water Tower building.
- Maintain campus operations, renovations, and maintenance of buildings, campus planning, property management, ground and utility system.

## OPERATING BUDGET



	2007/08	2008/09	2009/10	2010/11 Budget	2010/11 Forecast	2011/12 Budget
Safety Office	2,160,975	1,960,727	2,331,245	2,174,565	2,257,300	4,236,180
Finance & Admin	5,296,718	5,556,316	5,724,783	5,677,556	5,694,271	5,652,550
IT Services	14,917,147	15,464,749	15,676,206	17,474,173	16,011,302	19,386,165
Facilities	19,511,652	20,195,705	20,376,974	22,228,546	22,923,358	22,699,202
<b>Total Expenses</b>	<b>\$41,886,492</b>	<b>\$43,177,497</b>	<b>\$44,109,206</b>	<b>\$47,554,840</b>	<b>\$46,886,231</b>	<b>\$51,974,097</b>

	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	22,470,379	23,838,311	25,301,942	26,939,389	26,698,957	28,335,271
Non-salary expenses	19,416,113	19,339,186	18,807,264	20,615,451	20,187,274	23,638,826
<b>Total Expenses</b>	<b>\$41,886,492</b>	<b>\$43,177,497</b>	<b>\$44,109,206</b>	<b>\$47,554,840</b>	<b>\$46,886,231</b>	<b>\$51,974,097</b>

# Legal Affairs

## Professor Judith Osborne, Vice-President

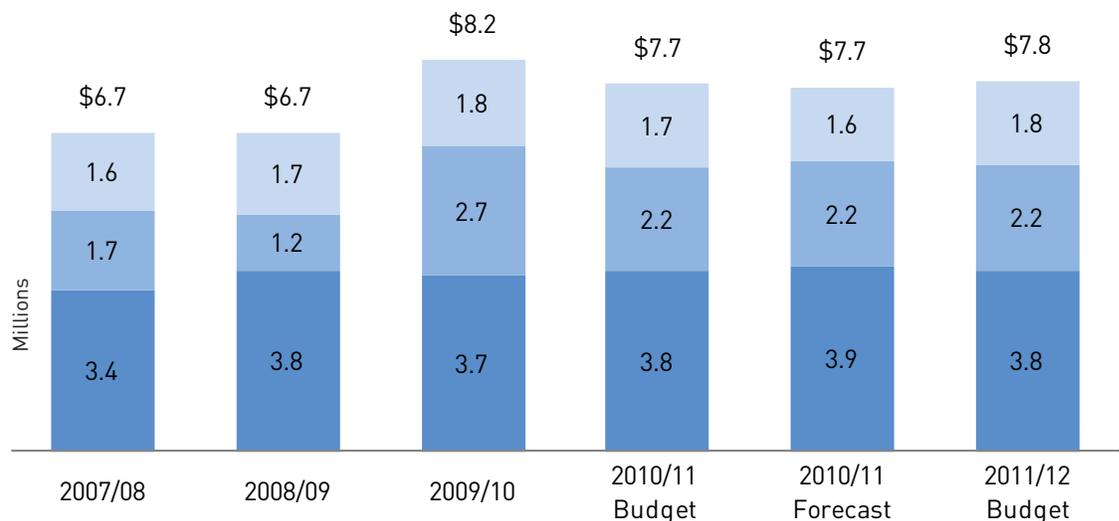
The Vice-President Legal Affairs (VPLA) provides executive management of the University's legal affairs, including advice on access to legal services, risk and case management, education and training. VPLA is responsible for advising on policy development and interpretation; and serves as senior advisor on equity issues.

The VPLA also serves as University Secretary, supporting the Board of Governors and is 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.

### 2011/12 Strategic Priorities

- To implement the recommendations contained in the External Review of Human Resources/ Academic Relations, including a strategic human resources plan.
- To reach collective agreements for 2011/12 with the remaining employee groups.
- To employ proactive and preventative strategies to limit the University's exposure to legal challenges.

### OPERATING BUDGET



	2007/08	2008/09	2009/10	2010/11 Budget	2010/11 Forecast	2011/12 Budget
Other	1,649,761	1,717,564	1,807,860	1,746,229	1,579,205	1,760,908
Academic Relations	1,657,532	1,166,054	2,723,025	2,192,110	2,196,301	2,208,108
Human Resources	3,387,213	3,803,545	3,684,417	3,772,685	3,884,819	3,800,219
<b>Total</b>	<b>\$6,694,506</b>	<b>\$6,687,163</b>	<b>\$8,215,303</b>	<b>\$7,711,024</b>	<b>\$7,660,325</b>	<b>\$7,769,235</b>

	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	5,984,562	6,126,094	7,559,899	7,149,455	6,994,091	7,191,869
Non-salary expenses	709,943	561,068	655,402	561,569	666,234	577,366
<b>Total Expenses</b>	<b>\$6,694,506</b>	<b>\$6,687,163</b>	<b>\$8,215,303</b>	<b>\$7,711,024</b>	<b>\$7,660,325</b>	<b>\$7,769,235</b>

# Research

## Dr. Mario Pinto, Vice-President

The Vice-President Research (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 VPR portfolio are to raise the research profile of SFU, support all research initiatives, promote interdisciplinary research, and maintain critical research facilities and support staff.

### 2011/12 Strategic Priorities

- Increase research intensity by implementing the Strategic Research Plan.
- E-journals and related research materials - researchers require continued access to information resources to be able to complete their research and be competitive.
- Liaison librarian program - supports research, teaching, learning endeavours.
- Public Knowledge Project provides broad-based support for communication and dissemination of research results to researchers at SFU and beyond.

### OPERATING BUDGET



	2007/08	2008/09	2009/10	2010/11 Budget	2010/11 Forecast	2011/12 Budget
Other	3,905,706	3,545,523	4,293,430	5,478,352	4,715,580	5,987,979
Library	19,395,578	19,407,191	18,542,607	17,738,374	17,793,435	17,788,023
<b>Total Expenses</b>	<b>\$23,301,284</b>	<b>\$22,952,714</b>	<b>\$22,836,037</b>	<b>\$23,216,726</b>	<b>\$22,509,015</b>	<b>\$23,776,002</b>

	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	11,127,172	11,178,688	12,413,820	12,772,877	12,580,628	12,971,686
Non-salary expenses	12,174,112	11,774,026	10,422,217	10,443,849	9,928,387	10,804,316
<b>Total Expenses</b>	<b>\$23,301,284</b>	<b>\$22,952,714</b>	<b>\$22,836,037</b>	<b>\$23,216,726</b>	<b>\$22,509,015</b>	<b>\$23,776,002</b>

# External Relations

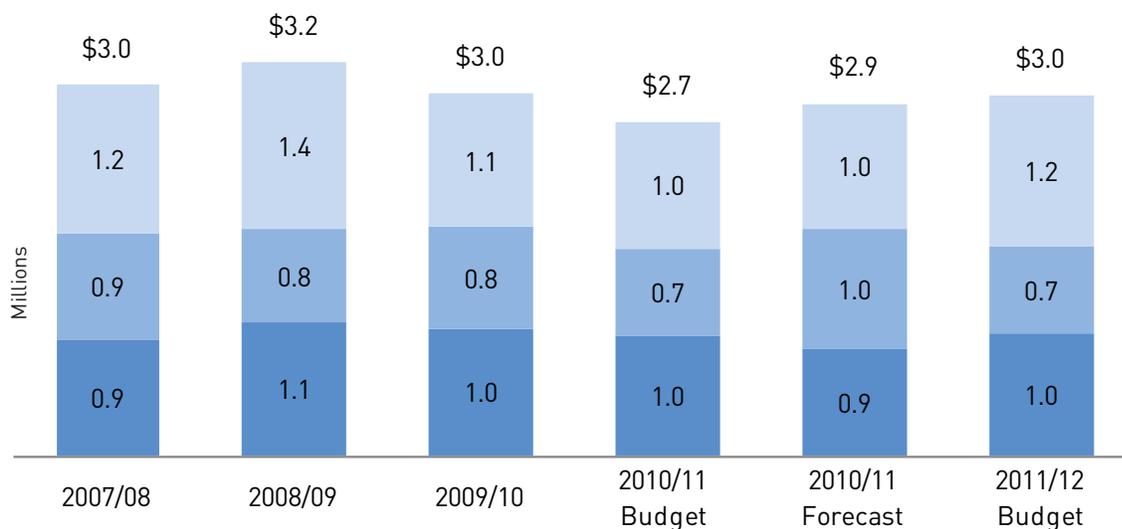
Cathy Daminato, Vice-President (Acting)

External Relations is one of the main links between SFU and the community. The VP External Relations portfolio is comprised of Government Relations, Community Relations, International Relations, Ceremonies & Events, Public Affairs and Media Relations, and the Design Group. The objectives of the portfolio include building relationships that heighten SFU's profile with governments at all levels, developing an international strategy that positions SFU for future success, and strengthening SFU's connections with community partners and stakeholders.

## 2011/12 Strategic Priorities

- Recruitment of a Vice-President External Relations.
- Expand use of "social media".
- Use video production to provide footage of SFU stories and announcements, and media monitoring to monitor and feed positive stories about SFU in ethnic language news media.
- Facilitate meetings for the President with Ministers and senior bureaucrats to identify opportunities for funding support for the University.
- Continue efforts to gain support for expanding the SFU Surrey campus.

## OPERATING BUDGET



	2007/08	2008/09	2009/10	2010/11 Budget	2010/11 Forecast	2011/12 Budget
Other	1,213,458	1,375,265	1,095,488	1,037,122	1,027,684	1,239,406
Ceremonies & Events	873,163	758,677	830,970	718,070	992,303	724,838
Public Affairs	949,345	1,090,038	1,041,370	980,860	867,628	989,561
<b>Total Expenses</b>	<b>\$3,035,967</b>	<b>\$3,223,980</b>	<b>\$2,967,828</b>	<b>\$2,736,052</b>	<b>\$2,887,615</b>	<b>\$2,953,805</b>

	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	1,889,298	1,953,156	1,978,130	2,050,803	1,963,420	2,043,896
Non-salary expenses	1,146,669	1,270,823	989,699	685,249	924,195	909,909
<b>Total Expenses</b>	<b>\$3,035,967</b>	<b>\$3,223,980</b>	<b>\$2,967,828</b>	<b>\$2,736,052</b>	<b>\$2,887,615</b>	<b>\$2,953,805</b>

# Advancement and Alumni Engagement

Cathy Daminato, Vice-President

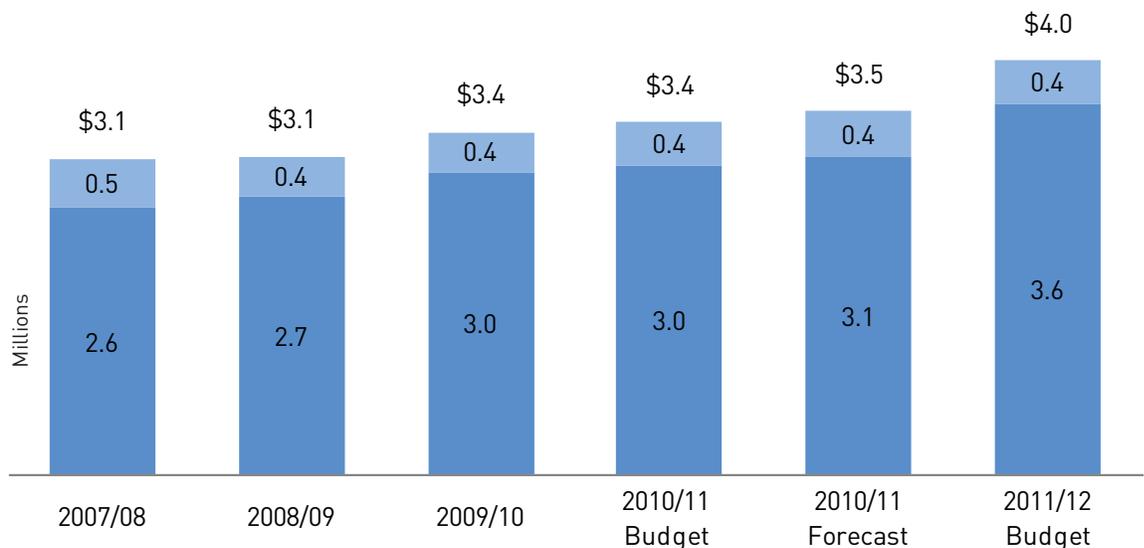
University Advancement solicits financial support from SFU alumni, community friends, foundations, and corporations in support of University priorities, including student and faculty support and retention, capital projects, and other initiatives as identified by the President, Vice-Presidents and Deans.

University Advancement's expectations for improved fundraising results in 2010/11 have been confirmed; our fundraising goal of \$28 million was met by December 31, and there is a very strong likelihood of reaching \$50 million by the end of the fiscal year.

## 2011/12 Strategic Priorities

- Enhance mid-range fundraising.
- Expand major gift fundraising.
- Enhance donor relations.
- Plan for 50th Anniversary Capital Campaign.
- Implement Strategic Plan to 2015.

## OPERATING BUDGET



	2007/08	2008/09	2009/10	2010/11 Budget	2010/11 Forecast	2011/12 Budget
Alumni Relations	486,760	388,508	388,722	424,329	444,361	424,329
Advancement	2,606,515	2,728,300	2,964,142	3,022,727	3,103,089	3,622,727
<b>Total Expenses</b>	<b>\$3,093,275</b>	<b>\$3,116,808</b>	<b>\$3,352,864</b>	<b>\$3,447,056</b>	<b>\$3,547,450</b>	<b>\$4,047,056</b>

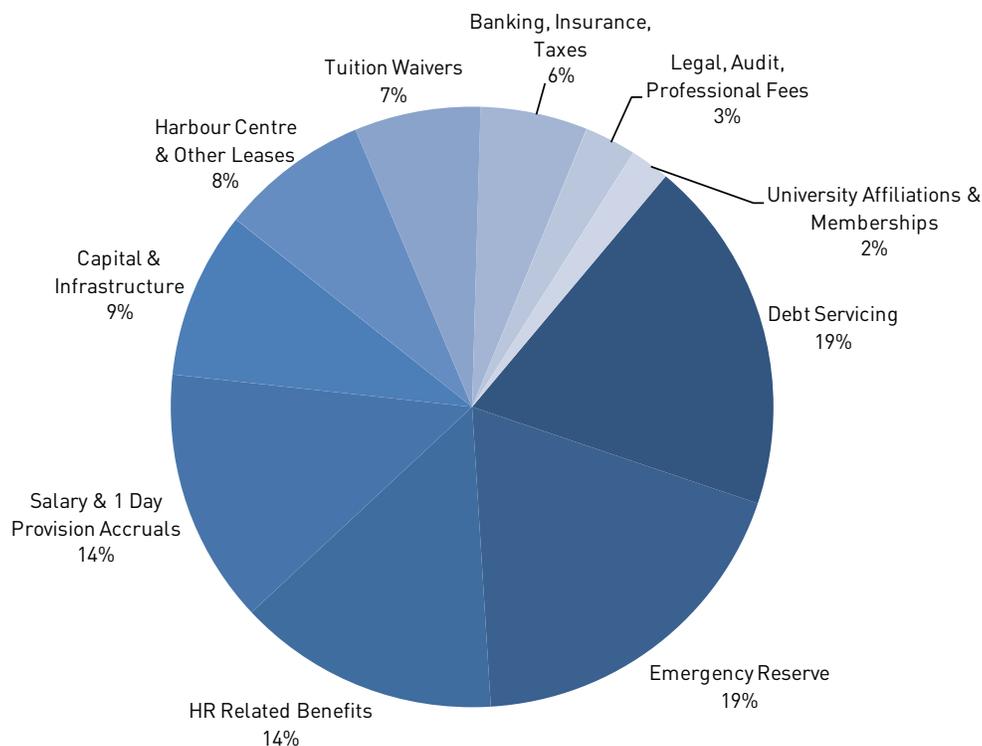
	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	2,421,755	2,582,870	2,748,177	3,017,207	2,893,108	3,410,680
Non-salary expenses	671,519	533,938	604,688	429,849	654,342	636,376
<b>Total Expenses</b>	<b>\$3,093,275</b>	<b>\$3,116,808</b>	<b>\$3,352,864</b>	<b>\$3,447,056</b>	<b>\$3,547,450</b>	<b>\$4,047,056</b>

# General University Requirements

Dr. Pat Hibbitts

The General University Requirements (GUR) 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 and are distributed upon agreement by the senior administration.

## GENERAL UNIVERSITY REQUIREMENTS BUDGET \$45 MILLION



	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
GUR Expenses	17,833,426	29,484,692	28,330,937	26,607,120	34,144,378	28,031,633
Debt servicing	6,209,750	6,209,750	7,976,000	9,818,000	8,383,000	8,612,000
Emergency reserve	-	-	3,715,555	8,235,896	8,235,896	8,500,000
<b>Total Expenses</b>	<b>\$24,043,176</b>	<b>\$35,694,441</b>	<b>\$40,022,492</b>	<b>\$44,661,016</b>	<b>\$50,763,274</b>	<b>\$45,143,633</b>

Notes:

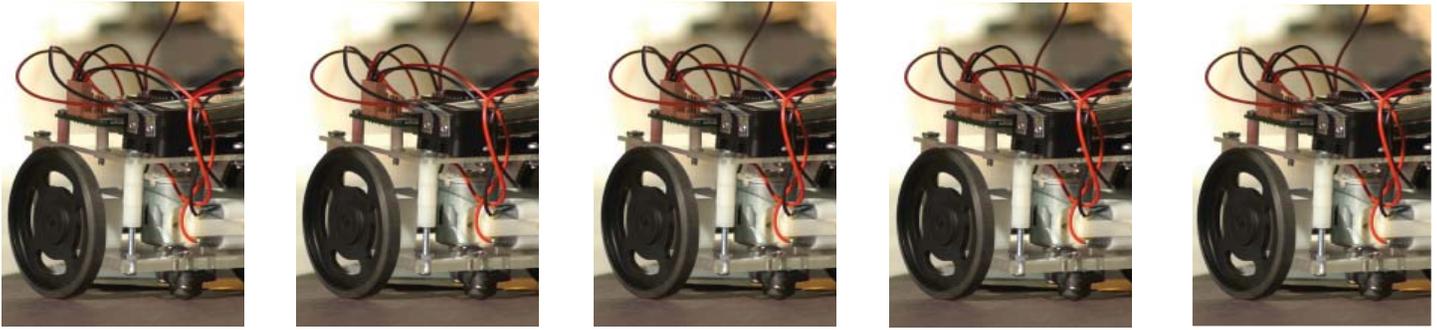
(1) 2008/09 increase over 2007/08 was due to contractual obligations such as benefits and tuition waivers.

(2) The difference between 2010/11 Budget and Forecast relates to budget transfers distributing the additional \$8.2 million over-enrolment to the VPA portfolio to offset costs associated with the additional cost of course delivery and program support.



# Academic Budgets





# Faculty of Applied Sciences

Dr. Nimal Rajapakse, Dean

Faculty of Applied Science (FAS) consists of two key technology-based academic units of SFU, the Schools of Computing Science and Engineering Science, each with an international reputation for innovative academic programs and leading edge research.

Undergraduate students in Computing Science have access to a broad set of joint majors and honours programs with other disciplines, while engineering students can choose from five options under the Engineering Science undergraduate program or a full degree program in Mechatronics. Computing Science offers a unique dual-degree program with Zhejiang University in China. The faculty members attract nearly \$7M per year in research funding.

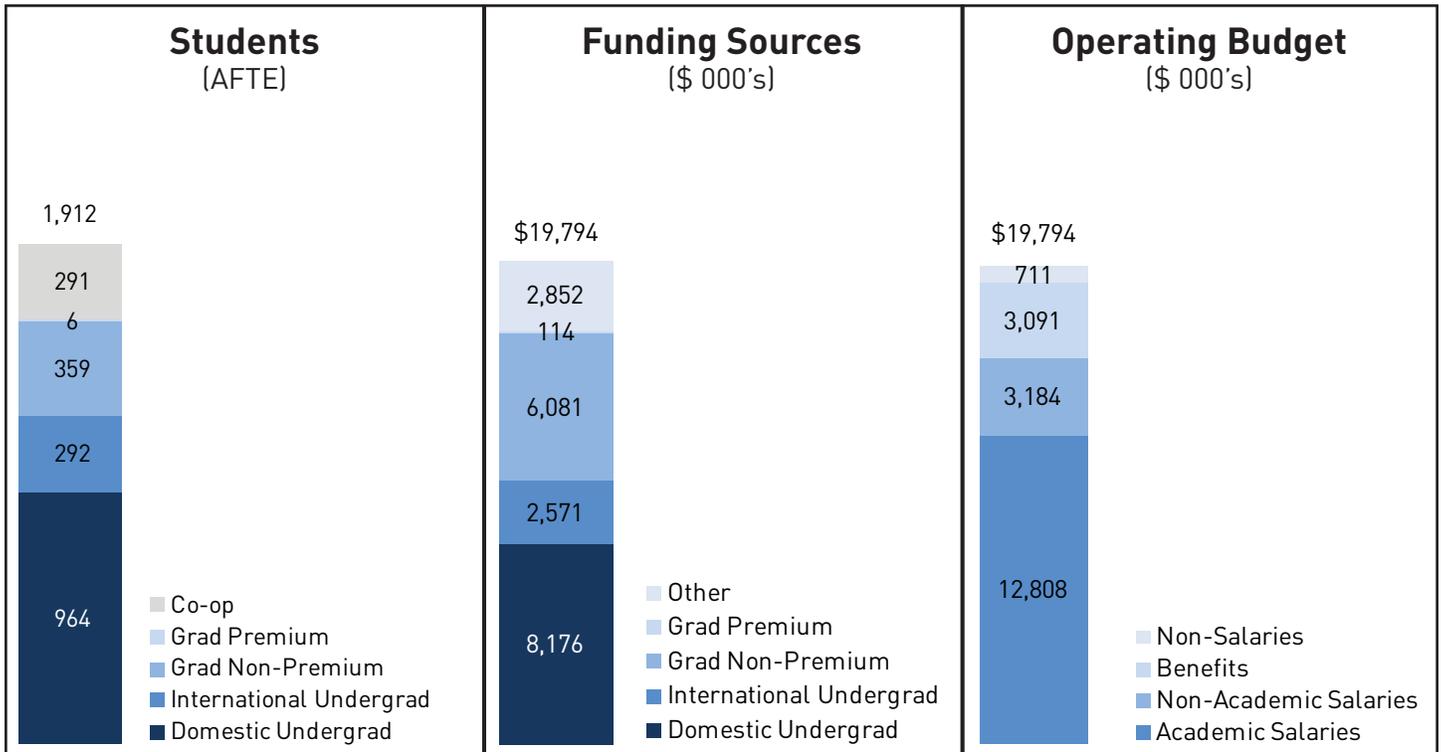
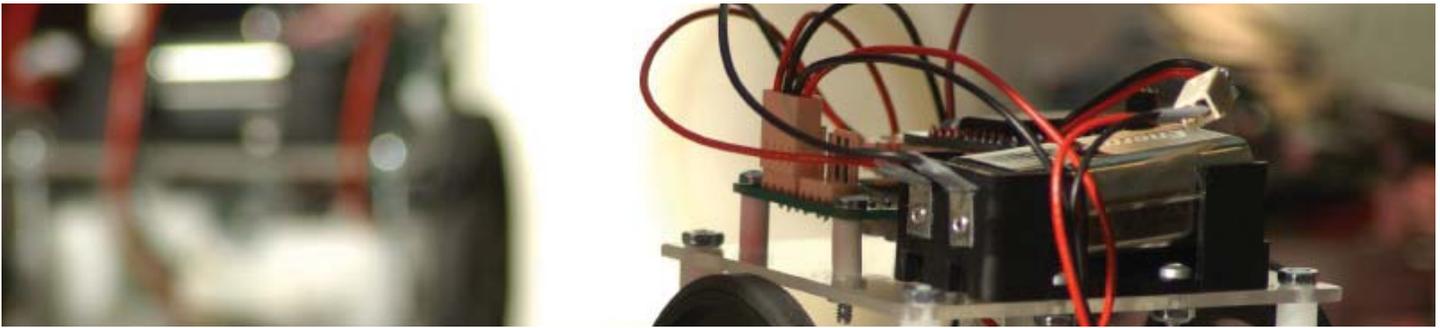
Co-op is mandatory for engineering students and the majority of Computing Science students are enrolled in co-op. FAS has external involvement through research and consulting with industry, service to professional organizations and government, student outreach, and alumni and development efforts.

## 2010/11 Highlights

- The Mechatronic Systems Engineering (MSE) program at Surrey campus received \$925k from the federal government's Western Diversification Program to invest in new leading-edge equipment.
- Dr. Carolyn Sparrey received a \$300k Canada Foundation for Innovation grant to enable the development of the Neurospine Biomechanics Laboratory within MSE.
- Mohamed Hefeeda, Associate Professor; Joseph Peters, Professor; and Tamara Smyth, Assistant Professor received an NSERC grant of over \$461k to advance research on next generation services for wireless networks regarded to mobile gaming and 3D video games.

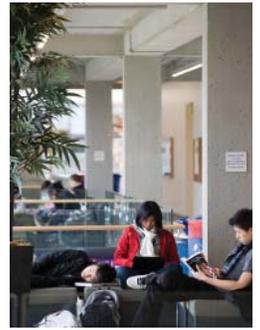
## 2011/12 Strategic Priorities

- Develop an Energy Systems Engineering Program for the Surrey campus.
- Seek accreditation of the Mechatronics program.
- Continue to increase research excellence by allocating resources to teaching assistants and technical support staff.
- Continue to improve the undergraduate curriculum by allocating resources to laboratory upgrades and course development.



Enrolment Plan (Activity FTE)	2007/08	2008/09	2009/10	Plan 2010/11	Forecast 2010/11	Plan 2011/12
Domestic Undergraduate	768	879	953	992	1,051	964
International Undergraduate	113	169	226	233	325	292
Grad Non-Premium	234	272	319	335	358	359
Grad Premium	5	4	5	7	3	6
Coop	299	264	269	-	357	291
<b>Total</b>	<b>1,419</b>	<b>1,588</b>	<b>1,772</b>	<b>1,568</b>	<b>2,094</b>	<b>1,912</b>

Operating Budget	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	17,503,434	18,857,664	18,209,866	19,038,512	19,160,871	19,083,352
Non-salary expenses	1,977,073	1,281,940	1,603,205	1,420,635	2,029,437	710,688
<b>Total Expenses</b>	<b>\$19,480,507</b>	<b>\$20,139,604</b>	<b>\$19,813,071</b>	<b>\$20,459,147</b>	<b>\$21,190,308</b>	<b>\$19,794,040</b>



# Faculty of Arts & Social Sciences

Dr. John Craig, Dean (Pro Tem)

Faculty of Arts and Social Sciences (FASS) is the largest Faculty at SFU comprised of over 30 departments, centres and programs in the humanities and social sciences, including professional programs such as the Master's in Public Policy.

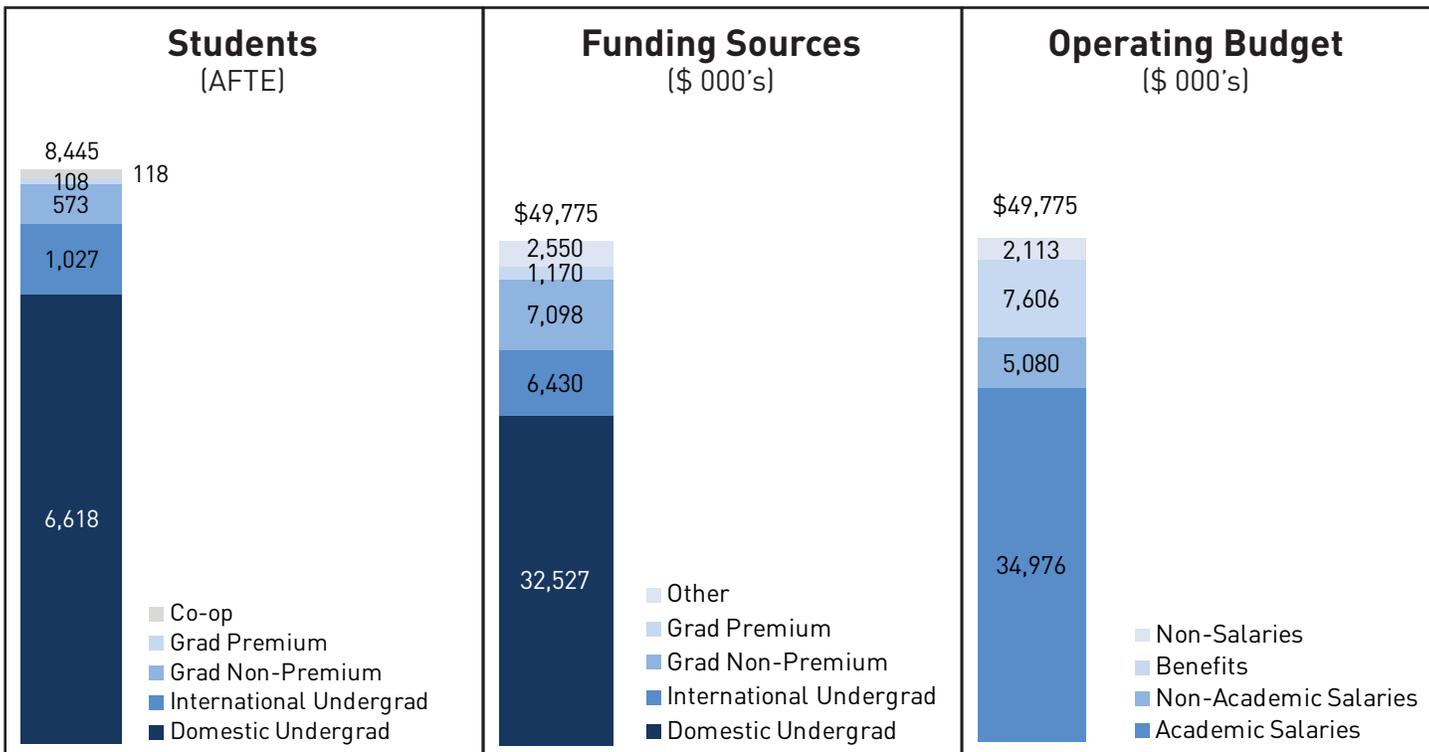
What unites this diverse Faculty is the commitment to the importance of a liberal education and a belief in the life-changing nature of such teaching and learning. FASS shares a commitment to the finest traditions of research in their many disciplines.

## 2010/11 Highlights

- Developed a new Major in First Nations Studies with a First Nations Language Centre (currently under development).
- 2010 was the first year for students graduating from the World Literature program, the first undergraduate program of its kind in North America.
- Adam Blanchard, student in the Department of Psychology, won the American Psychology-Law Society Award for Best Undergraduate Paper.

## 2011/12 Strategic Priorities

- Develop a First Nations Language research centre.
- Allocate resources to streamline and simplify the admissions process into the Faculty.



<b>Enrolment Plan</b>	2007/08	2008/09	2009/10	Plan 2010/11	Forecast 2010/11	Plan 2011/12
(Activity FTE)						
Domestic Undergraduate	6,922	6,917	6,887	6,805	6,901	6,618
International Undergraduate	591	694	891	861	1,125	1,027
Grad Non-Premium	504	527	553	590	556	573
Grad Premium	115	111	117	119	106	108
Coop	111	91	79	0	85	118
<b>Total</b>	<b>8,243</b>	<b>8,340</b>	<b>8,528</b>	<b>8,375</b>	<b>8,773</b>	<b>8,445</b>

<b>Operating Budget</b>	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	45,776,619	47,691,588	47,315,623	46,765,083	48,991,746	47,662,440
Non-salary expenses	2,722,526	1,139,417	781,059	1,187,043	714,006	2,112,590
<b>Total Expenses</b>	<b>\$48,499,145</b>	<b>\$48,831,005</b>	<b>\$48,096,682</b>	<b>\$47,952,126</b>	<b>\$49,705,752</b>	<b>\$49,775,030</b>



# Beedie School of Business

Dr. Daniel Shapiro, Dean

The Beedie School of Business provides management education at every level, including undergraduate, MBA and PhD degrees. This array of programs makes us among the largest business schools in Canada, measured by student numbers. We are one of approximately sixty business schools (less than one percent of the world total) to have obtained both AACSB and EQUIS accreditation. Our research performance now ranks us among the top business schools in the world, and among the top 5 in Canada, based on publications in elite journals and citations.

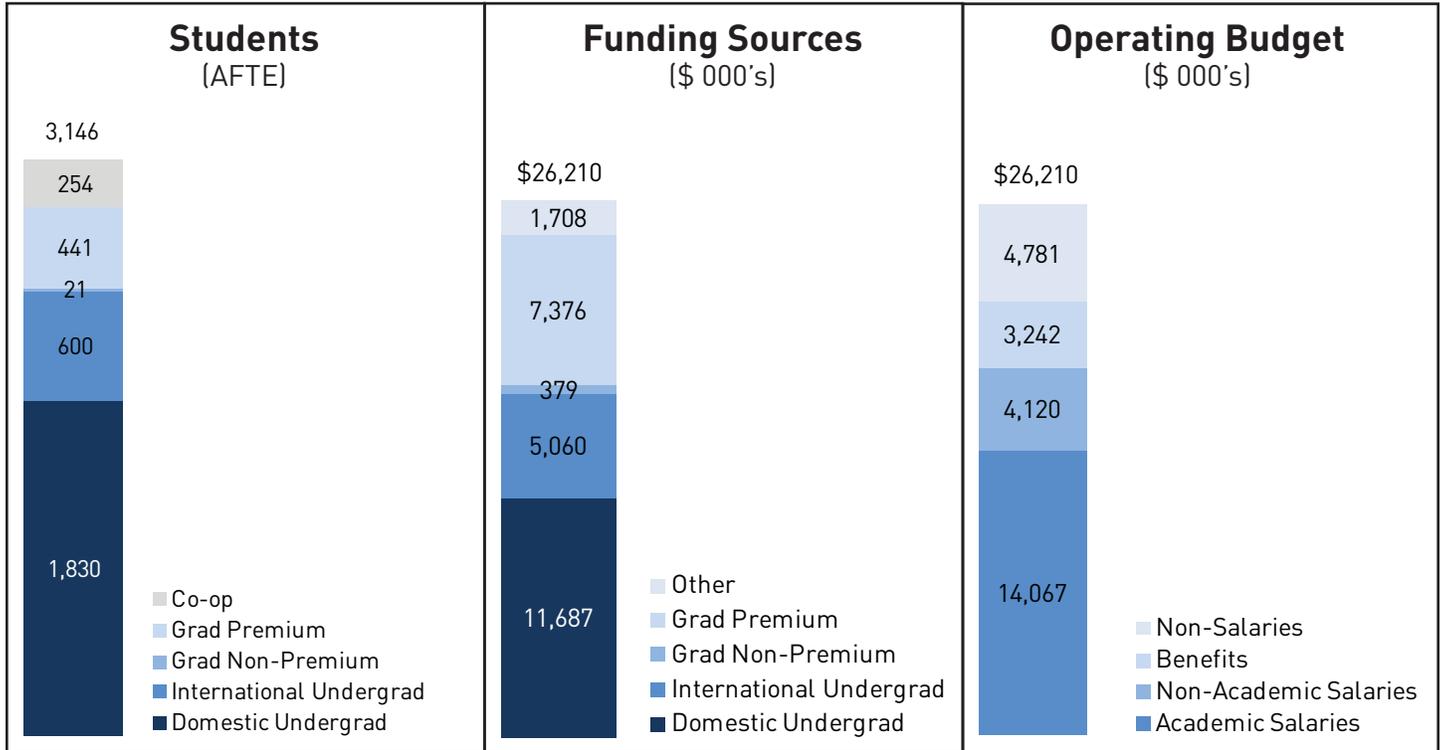
Both our graduate and undergraduate programs continue to attract large numbers of excellent students, at premium fees. Since the creation of Canada's first Executive MBA in 1968, SFU Business has been seen as a program innovator. We have developed a strategy that builds on our strengths, provides focus, and clearly positions us in terms of research, programs, and our relationship to the community.

## 2010/11 Highlights

- Ryan and Keith Beedie donated \$22 million to Ryan's alma mater - SFU Business, which will now be named the Beedie School of Business. SFU will use the gift to create an endowment supporting students, professorships and research chairs.
- The Faculty was ranked among the top 40 business schools in the world in the International Business Review.
- The Centre for Workplace Health and Safety and the Jack Austin Centre for Asia Pacific Business Studies were approved by Senate.
- Kirk Plangger, a PhD student, received the Experiential Classroom's Outstanding Teacher Award from Spears School of Business, Oklahoma State University.
- Dr. Mark Wexler was awarded the Confederation of University Faculty Associations (CUFA) Paz Buttedahl Career Achievement Award.

## 2011/12 Strategic Priorities

- Continue to develop a customized Executive MBA (EMBA) for First Nations.
- Launch a Centre for Global Mining.
- Initiate partnerships with a European or Asian university to offer a Bologna-compliant global Master's degree and/or a variation of the Management of Technology MBA.



<b>Enrolment Plan</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Plan 2010/11</b>	<b>Forecast 2010/11</b>	<b>Plan 2011/12</b>
(Activity FTE)						
Domestic Undergraduate	1,744	1,975	1,895	1,971	1,837	1,830
International Undergraduate	345	391	499	490	674	600
Grad Non-Premium	22	25	23	24	21	21
Grad Premium	305	361	424	410	441	441
Coop	289	252	242	-	243	254
<b>Total</b>	<b>2,704</b>	<b>3,004</b>	<b>3,082</b>	<b>2,895</b>	<b>3,216</b>	<b>3,146</b>

<b>Operating Budget</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Budget 2010/11</b>	<b>Forecast 2010/11</b>	<b>Budget 2011/12</b>
Salaries & benefits	17,331,259	18,962,487	18,786,119	19,941,910	19,788,984	21,428,303
Non-salary expenses	4,406,575	3,728,165	3,234,833	3,055,665	3,435,760	4,781,365
<b>Total Expenses</b>	<b>\$21,737,834</b>	<b>\$22,690,652</b>	<b>\$22,020,952</b>	<b>\$22,997,575</b>	<b>\$23,224,744</b>	<b>\$26,209,668</b>



# Faculty of Communication, Art, and Technology

Dr. Cheryl Geisler, Dean

The Faculty of Communication, Art, and Technology (FCAT), a new faculty established in April 2009, offers what may be the broadest range of degrees and programs in its five units, which include the Schools of Communication, Interactive Arts and Technology (SIAT), Contemporary Arts, as well as a Master's of Publishing Program, and TechOne, a first-year cohort program. It also hosts the Master's in Digital Media, a joint effort of UBC, BCIT, Emily Carr, and SFU.

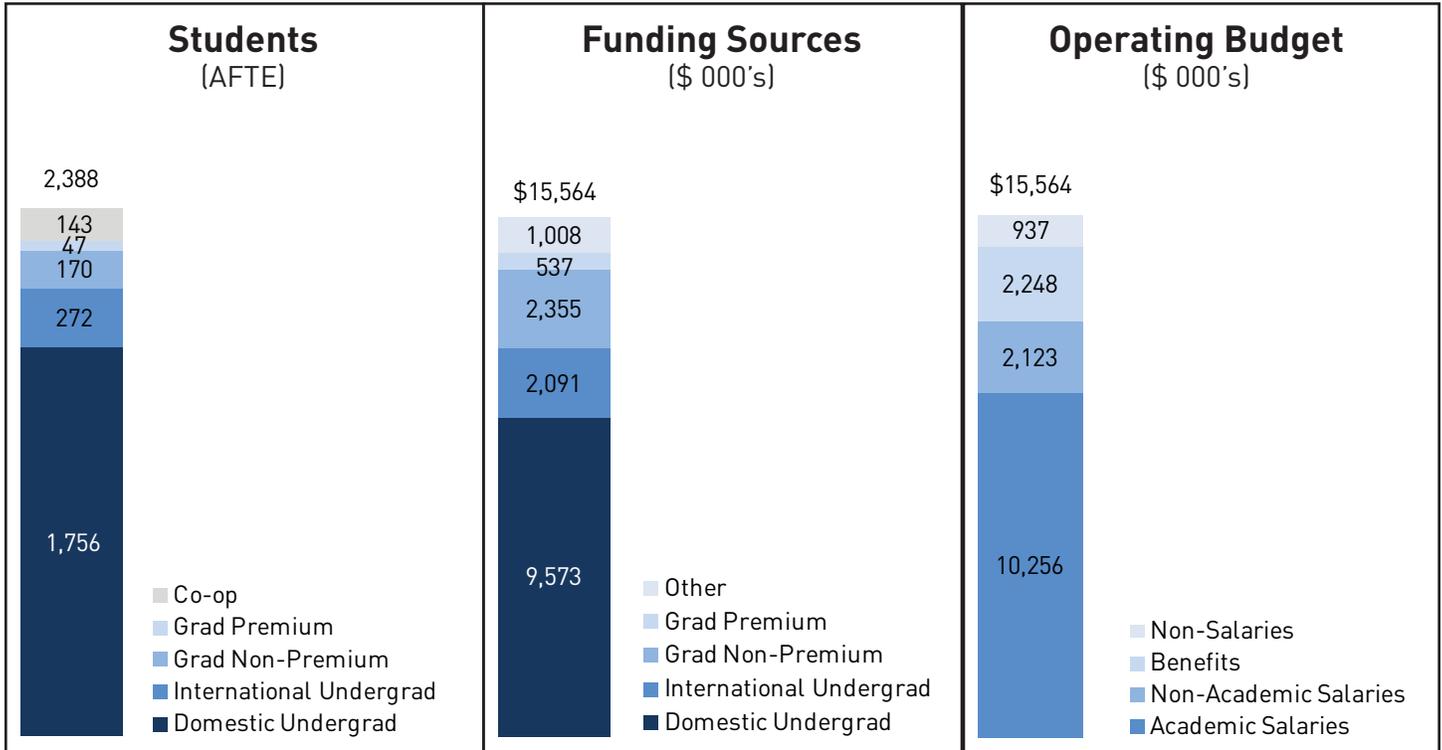
FCAT has research strengths in Cultural Policy & Practice, Media Analysis, the Social Impact of New Media, Film, Dance, Music Composition, Visual Arts, Interactive Media, and Visual Analytics. Working in the leading edge area of new media, culture, and emerging technologies, FCAT has a rich history of innovation and collaboration in its component units and is excited by the potential of collaboration across its schools and with the community. We are on the edge of a period of intense faculty renewal over the next decade that will dramatically reshape the faculty.

## 2010/11 Highlights

- The School for the Contemporary Arts moved to the Goldcorp Centre for the Arts in the Woodward's building in Vancouver; and a new school for visual analytics, VIVA, was established.
- The Master's in Digital Media program was adopted by SFU.
- An Memorandum of Understanding was signed with the Communication University of China for the development of a joint Master's in Global Communication.
- Diane Gromala, SIAT, was appointed to the National Faculty of the Michael G. DeGroot National Centre for Pain.
- A National Centre for Excellence in New Media, Animation, and Games was established.

## 2011/12 Strategic Priorities

- Develop a full proposal for the Master's in Creative Enterprise in collaboration with the Beedie School of Business.
- Complete TechOne program revisions.
- Develop plans for streamlining the curricula in all units.



Enrolment Plan (Activity FTE)	2007/08	2008/09	2009/10	Plan 2010/11	Forecast 2010/11	Plan 2011/12
Domestic Undergraduate	1,621	1,653	1,748	1,787	1,749	1,756
International Undergraduate	143	175	219	230	274	272
Grad Non-Premium	132	141	163	145	170	170
Grad Premium	43	39	42	48	45	47
Coop	186	160	147	-	167	143
<b>Total</b>	<b>2,125</b>	<b>2,168</b>	<b>2,318</b>	<b>2,210</b>	<b>2,405</b>	<b>2,388</b>

Operating Budget	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	13,555,877	13,947,554	14,609,835	14,903,724	15,427,141	14,626,794
Non-salary expenses	1,694,319	1,318,921	1,606,206	886,504	1,579,937	937,131
<b>Total Expenses</b>	<b>\$15,250,196</b>	<b>\$15,266,475</b>	<b>\$16,216,040</b>	<b>\$15,790,228</b>	<b>\$17,007,078</b>	<b>\$15,563,925</b>



# 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.

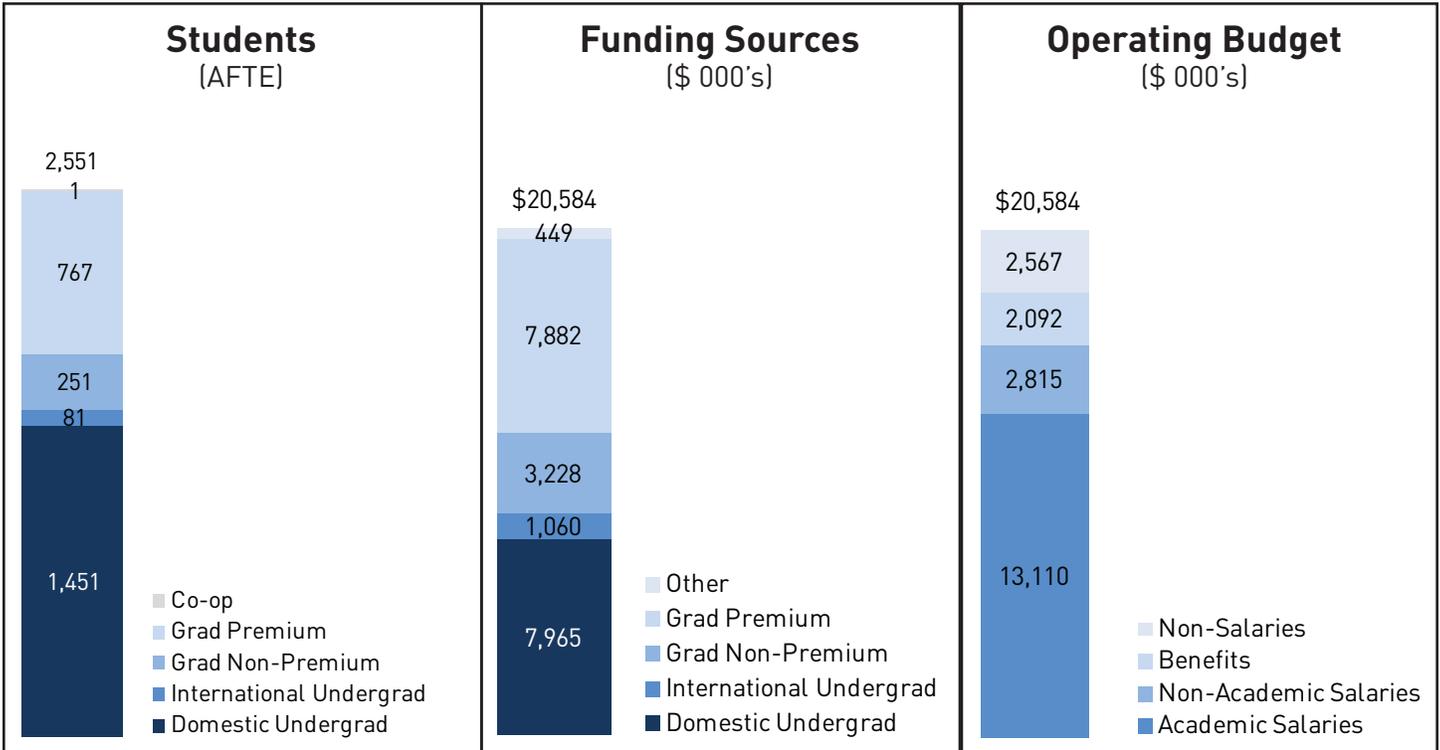
Throughout its forty years of history, the Faculty has grown and evolved in response to the ever-changing challenges and needs of its constituencies. It follows a rigorous research program to investigate theory and provide innovative leadership in issues of educational pedagogy.

## 2010/11 Highlights

- Senate approved the Centre for Research in International Education (CRIE) which will bring together faculty and graduate students across SFU who are dedicated to the internationalization of education.
- Senate approved the Institute for Environmental Learning, an Institute that involves the Faculties of Education and Environment working together with Metro Vancouver, the Ministry of Education, and other collaborators.
- Nathalie Sinclair, a pre-tenured faculty member, was nominated for a Tier 2 Canada Research Chair.
- Launched Dare-to-Care video, a joint project between the Centre for Education, Law and Society and Life is Short Entertainment (Directors Mike Hawley and Darcy Van Poelgeest), which is based on research supported by the Social Sciences and Humanities Research Council of Canada.

## 2011/12 Strategic Priorities

- Establish an Office of Indigenous Education in the Faculty.
- Continue development within Education Central to provide increased support in infusing technology into our teaching.
- Develop communications and advancement strategies for the Faculty.



<b>Enrolment Plan</b> (Activity FTE)	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Plan 2010/11</b>	<b>Forecast 2010/11</b>	<b>Plan 2011/12</b>
Domestic Undergraduate	1,524	1,483	1,519	1,494	1,549	1,451
International Undergraduate	43	52	67	65	76	81
Grad Non-Premium	286	279	272	281	259	251
Grad Premium	853	739	737	613	796	767
Coop	3	2	-	-	-	1
<b>Total</b>	<b>2,708</b>	<b>2,555</b>	<b>2,595</b>	<b>2,454</b>	<b>2,680</b>	<b>2,551</b>

<b>Operating Budget</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Budget 2010/11</b>	<b>Forecast 2010/11</b>	<b>Budget 2011/12</b>
Salaries & benefits	17,134,595	17,348,795	16,778,664	17,095,239	16,831,790	18,017,162
Non-salary expenses	2,344,142	1,681,398	1,541,988	1,211,231	1,994,053	2,566,590
<b>Total Expenses</b>	<b>\$19,478,737</b>	<b>\$19,030,193</b>	<b>\$18,320,652</b>	<b>\$18,306,470</b>	<b>\$18,825,843</b>	<b>\$20,583,752</b>



# Faculty of Environment

Dr. John Pierce, Dean

This new Faculty encompasses the School of Resource and Environmental Management, the Departments of Geography and Archeology, the Environmental Science program, the Centre for Sustainable Community Development, the Development and Sustainability Program, and the Centre for Coastal Studies.

Students can acquire competencies in core areas of environmental science study, and foundational skills in communications, critical thinking and analysis. With these components, the vision is to build a faculty that encompasses a truly interdisciplinary approach to environmental issues.

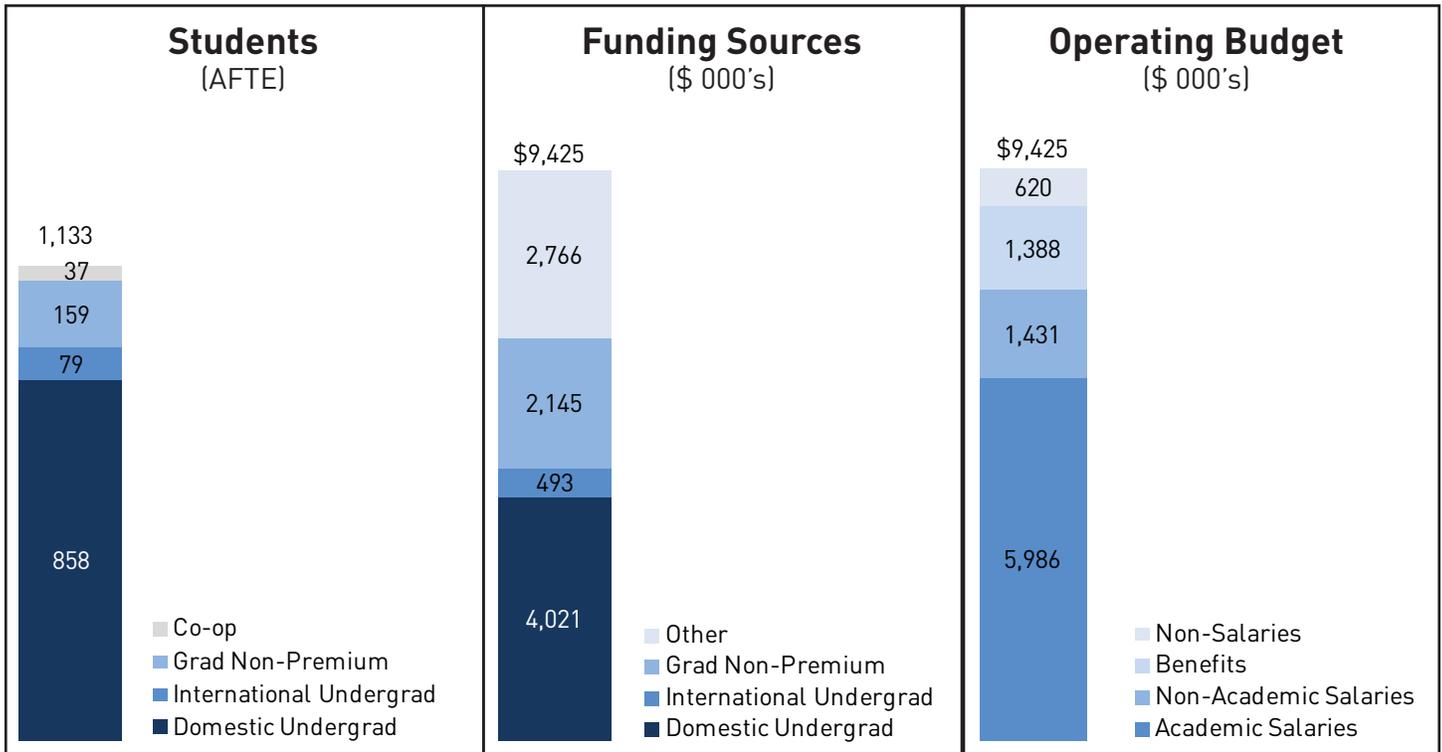
The Faculty will develop new outstanding interdisciplinary initiatives as well as to further those that already exist, expanding opportunities for students to achieve breakthroughs beyond conventional approaches to environmental sustainability. Students in the new Faculty will gain critical insight into how we are changing our world while developing strategies to create a more sustainable future.

## 2010/11 Highlights

- The Tula Group pledged \$8M to fund a formal partnership between the Faculty and the Tula Foundation/Hakai Beach Institute to form the Hakai Network of Coastal People, Ecosystems and Management - a research network whose projects will focus on the sustainability, resilience and well-being of the people and ecosystems of BC's Central Coast.
- Successfully filled the Liber Ero Chair by Jonathan Moore whose joint appointment will benefit Biological Sciences and Resource and Environmental Management.
- Two new endowments were created: the Alix Vikki Patterson Bursary to support undergraduate students; and the Canadian Pacific/Teck Resources pledge to support environmental stewardship and/or sustainability research.

## 2011/12 Strategic Priorities

- Increase collaborative teaching and learning opportunities within the Faculty.
- Complete the Department of Archeology move to the Faculty.
- Build and strengthen the Hakai Network via next stage of research and graduate hiring.
- Partner with Faculty of Arts and Social Sciences to continue Kefalonia semester abroad program.



Enrolment Plan [Activity FTE]	2007/08	2008/09	2009/10	Plan 2010/11	Forecast 2010/11	Plan 2011/12
Domestic Undergraduate	840	817	844	848	824	858
International Undergraduate	30	34	57	57	74	79
Grad Non-Premium	161	161	156	166	154	159
Grad Premium	-	-	-	-	-	-
Coop	41	40	35	-	38	37
<b>Total</b>	<b>1,073</b>	<b>1,052</b>	<b>1,093</b>	<b>1,071</b>	<b>1,090</b>	<b>1,133</b>

Operating Budget	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	7,702,942	7,974,998	8,315,363	8,806,404	8,808,491	8,805,227
Non-salary expenses	512,835	249,556	435,420	630,366	701,029	620,233
<b>Total Expenses</b>	<b>\$8,215,778</b>	<b>\$8,224,554</b>	<b>\$8,750,783</b>	<b>\$9,436,770</b>	<b>\$9,509,520</b>	<b>\$9,425,460</b>



# Faculty of Health Sciences

Dr. John O'Neil, Dean

Health Sciences 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 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.

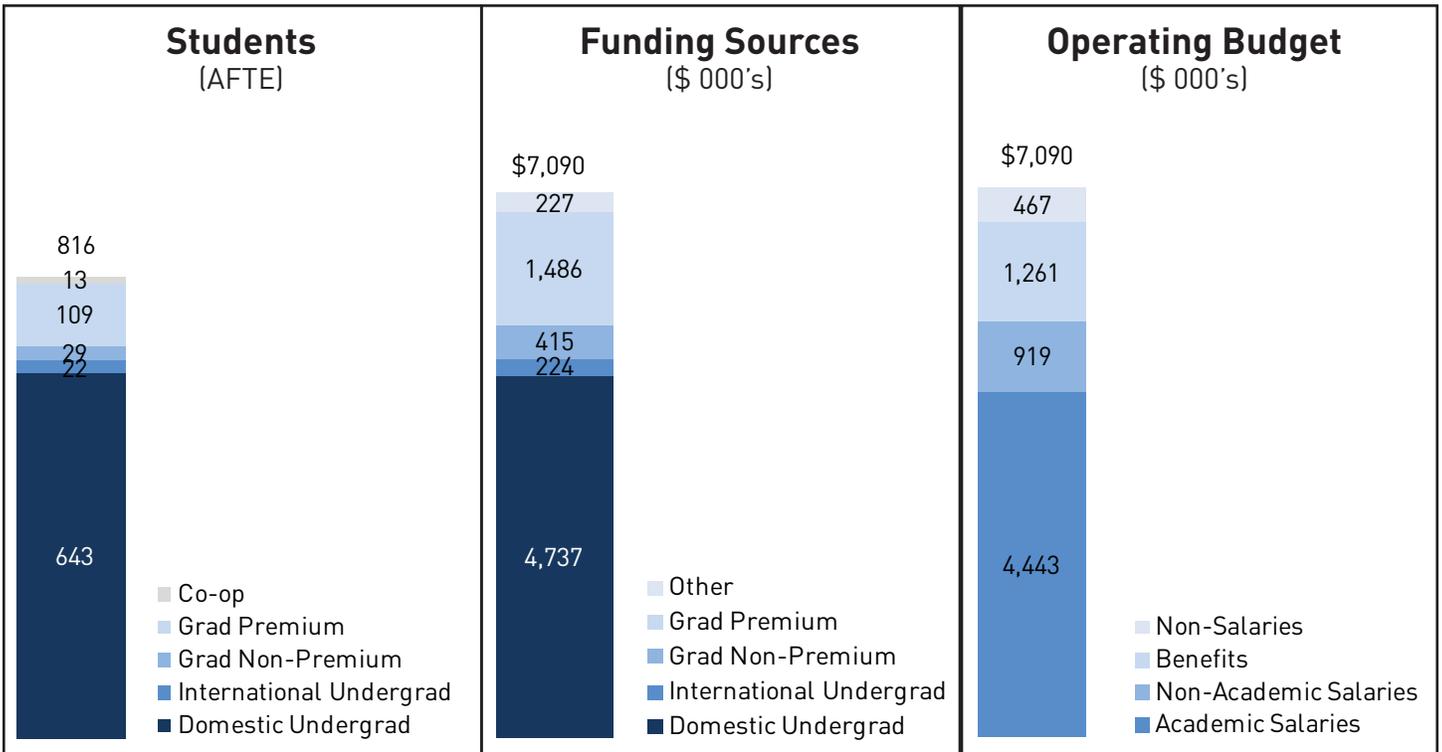
The Faculty brings together experts from the social sciences, biomedical, and public health sectors who are dedicated to sharing their knowledge and expertise to provide students with the skills to tackle issues and make a difference in the lives and health of people in Canada and around the world.

## 2010/11 Highlights

- Received international accreditation for MPH, BA and BSc programs from the Council of Public Health Education (CEPH) which is the world's premier accreditation organization for Schools and Programs in Public Health. SFU is the only Anglophone program in Canada to receive accreditation.
- Recruited Dr. Charlie Goldsmith to the Maureen and Milan Illich/Merck Chair in Statistics for Arthritis and Musculoskeletal Diseases. Dr. Goldsmith was a Professor Emeritus, Faculty of Medicine, McMaster University and an international authority in evidence-based medicine.
- Benedikt Fischer (with 11 coauthors) received the Public Health First Prize in the 2010 British Medical Association Book Competition, for their book, *Drug Policy and the Public Good*, Oxford University Press, December 2009.
- Negotiated agreements with Schools of Public Health in Vietnam, Cambodia and Lao PDR for MPH student exchanges.

## 2011/12 Strategic Priorities

- Develop new health programming for Surrey campus in support of the President's initiative to roll out Phase 2 of Surrey campus.
- Support continuing development of interdisciplinary research platforms in prevention and treatment of HIV/AIDS; mental health and addictions policy research; chronic disease prevention and treatment; global health.
- Collaborative work with UVic, UNBC and MSFHR (Michael Smith Foundation for Health Research) to develop research platform in support of development of BC First Nations Health Authority.



<b>Enrolment Plan</b> (Activity FTE)	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Plan</b> <b>2010/11</b>	<b>Forecast</b> <b>2010/11</b>	<b>Plan</b> <b>2011/12</b>
Domestic Undergraduate	181	330	461	545	569	643
International Undergraduate	5	12	22	21	32	22
Grad Non-Premium	2	5	11	11	25	29
Grad Premium	84	99	91	125	85	109
Coop	3	19	29	-	37	13
<b>Total</b>	<b>276</b>	<b>464</b>	<b>614</b>	<b>701</b>	<b>748</b>	<b>816</b>

<b>Operating Budget</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Budget</b> <b>2010/11</b>	<b>Forecast</b> <b>2010/11</b>	<b>Budget</b> <b>2011/12</b>
Salaries & benefits	4,131,741	5,664,585	5,968,891	6,376,428	6,693,825	6,622,750
Non-salary expenses	650,900	1,687,391	698,556	674,843	738,405	466,792
<b>Total Expenses</b>	<b>\$4,782,641</b>	<b>\$7,351,976</b>	<b>\$6,667,447</b>	<b>\$7,051,271</b>	<b>\$7,432,230</b>	<b>\$7,089,542</b>



# Faculty of Science

## Dr. Claire Cupples, Dean

The Faculty of Science is among the best of its kind in Canada with award-winning researchers and outstanding teachers. 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.

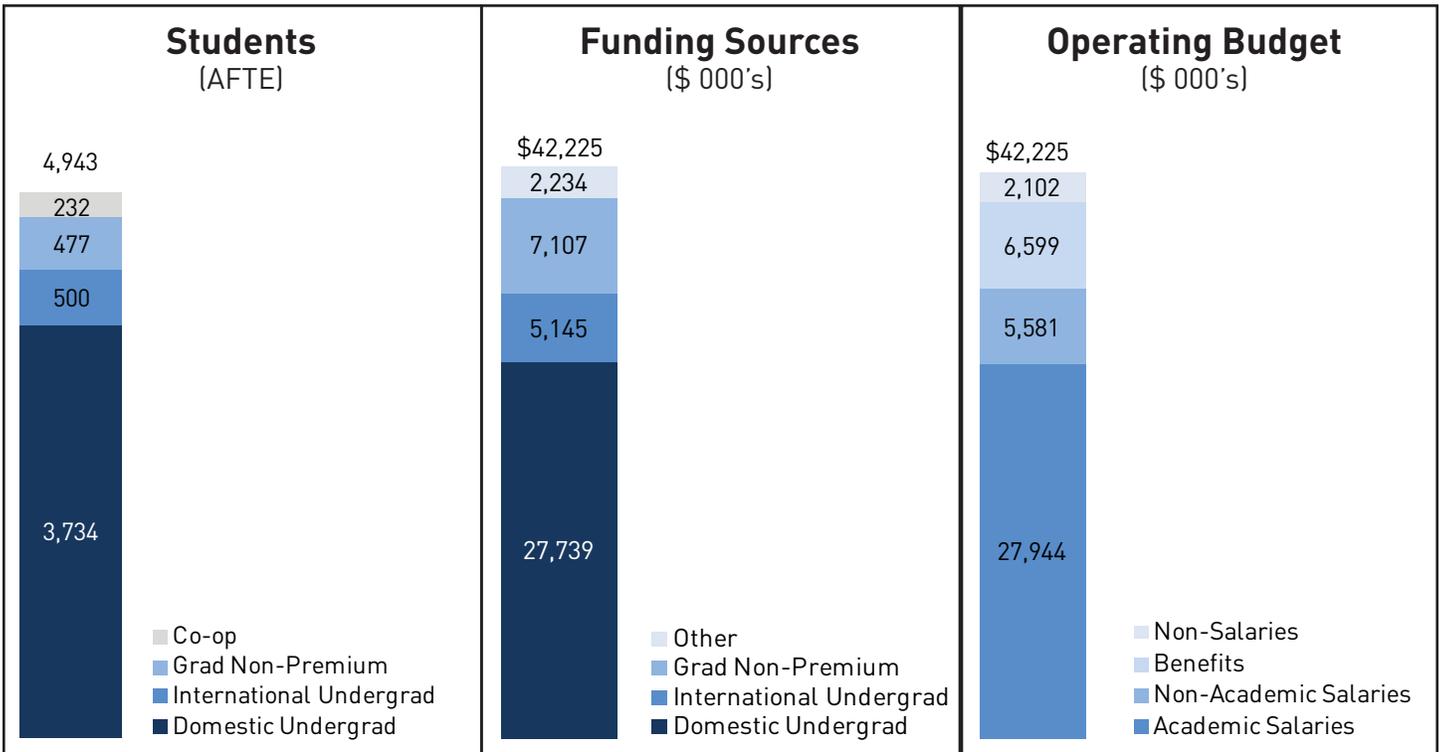
More such innovative programs are coming on stream with programs in Quantitative Epidemiology and Infectious Diseases under development in partnership with the new Faculty of Health Sciences. Science also offers cohort programs, Science I and Life Sciences II at SFU Surrey. A full range of graduate programs is also offered by the Faculty.

### 2010/11 Highlights

- Statistics & Actuarial Science program was designated Centre of Actuarial Excellence by the Society of Actuaries.
- Bernard Crespi, Professor Biological Sciences, was elected a Fellow of the Royal Society of Canada.
- Extensive reconstruction of the Chemistry Department on the Burnaby Campus was started, funded by the Knowledge Infrastructure Program.
- Construction of new undergraduate science teaching labs began on the Surrey Campus, funded by the Knowledge Infrastructure Program.

### 2011/12 Strategic Priorities

- Build undergraduate labs at the Surrey campus for health related research.
- Development of interdisciplinary graduate courses.
- Enhance introductory life science courses (including labs), which are taken by the majority of students in the Faculties of Science, Health Science and Environment.
- Make substantial progress towards the construction of Telescope/Science Outreach Centre.



Enrolment Plan (Activity FTE)	2007/08	2008/09	2009/10	Plan 2010/11	Forecast 2010/11	Plan 2011/12
Domestic Undergraduate	3,539	3,687	3,836	3,857	3,881	3,734
International Undergraduate	239	305	452	440	543	500
Grad Non-Premium	435	441	458	474	467	477
Grad Premium	6	5	7	5	5	-
Coop	251	226	184	-	193	232
<b>Total</b>	<b>4,469</b>	<b>4,664</b>	<b>4,936</b>	<b>4,776</b>	<b>5,089</b>	<b>4,943</b>

Operating Budget	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	33,424,901	35,293,538	35,023,788	37,317,500	37,414,417	40,123,302
Non-salary expenses	2,958,156	2,758,400	1,577,786	1,326,889	3,036,266	2,102,068
<b>Total Expenses</b>	<b>\$36,383,057</b>	<b>\$38,051,939</b>	<b>\$36,601,574</b>	<b>\$38,644,389</b>	<b>\$40,450,683</b>	<b>\$42,225,370</b>



# Office of 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:

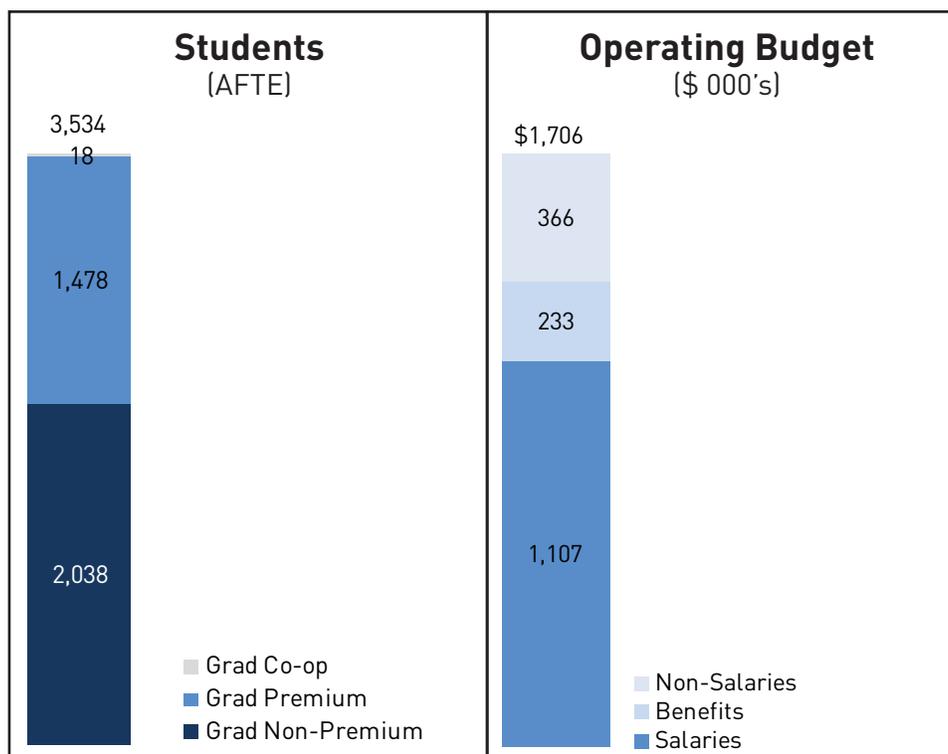
1. Ensures that applications for admission meet University standards.
2. Ensures that Graduate General Regulations are followed as students progress from admission through their programs to graduation.
3. Organizes competitions for all internal and most external merit-based awards. Keeps records of competitions 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.

## 2010/11 Highlights

- Established a double degree program between Zhejiang University (ZU) and SFU in Computing Science (MSc and PhD). It is a cohort-based program admitting up to 25 Computing Science students annually from SFU and ZU respectively.
- Two new funding programs were implemented starting in the Fall 2010 term to increase the success rate in recruitment and retention of graduate students. The Provost Prize of Distinction and the Provost International Fellowship guarantee funding to cover tuition fees for the duration of a student's graduate studies (up to a maximum of 1 year for master's students and 3 years for doctoral students).

## 2011/12 Strategic Priorities

- Develop electronic data management systems related to student records and annual progress reports.
- Address challenges facing international students to enhance their success in their graduate programs.
- Simplify Graduate tuition structure.
- Assess University-wide completion data and timeliness of degree completion.
- Assess program satisfaction of graduate students through the development and implementation of an exit survey.



<b>Enrolment Plan</b> (Activity FTE)	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Plan</b> 2010/11	<b>Forecast</b> 2010/11	<b>Plan</b> 2011/12
Grad Non-Premium	1,776	1,850	1,956	2,027	2,010	2,038
Grad Premium	1,409	1,358	1,422	1,327	1,481	1,478
Grad Co-op	12	14	14	-	18	18
<b>Total</b>	<b>3,198</b>	<b>3,223</b>	<b>3,392</b>	<b>3,354</b>	<b>3,509</b>	<b>3,534</b>

<b>Operating Budget</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Budget</b> 2010/11	<b>Forecast</b> 2010/11	<b>Budget</b> 2011/12
Salaries & benefits	987,922	1,060,164	1,023,717	1,293,327	1,159,016	1,339,684
Non-salary expenses	310,229	331,629	265,052	224,671	287,968	366,314
<b>Total Expenses</b>	<b>\$1,298,151</b>	<b>\$1,391,793</b>	<b>\$1,288,769</b>	<b>\$1,517,998</b>	<b>\$1,446,984</b>	<b>\$1,705,998</b>

<b>Scholarships, Bursaries &amp; Awards</b>	<b>\$6,466,932</b>	<b>\$6,253,341</b>	<b>\$7,092,680</b>	<b>\$7,277,236</b>	<b>\$6,355,190</b>	<b>\$7,422,236</b>
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# Office of Lifelong Learning

Dr. Helen Wussow, Dean

Continuing Studies was renamed to the Office of Lifelong Learning. The new title reflects the changing nature of university education and the increasing demand for access to education throughout one's life. It also reflects some evolution that has taken place at SFU over the past few years, including the reorganization of the Learning and Instructional Development Centre (LIDC) to the Teaching and Learning Centre, and a new reporting relationship to the Dean of Lifelong Learning.

Lifelong Learning also reflects the Dean's responsibilities for a number of other initiatives, including:

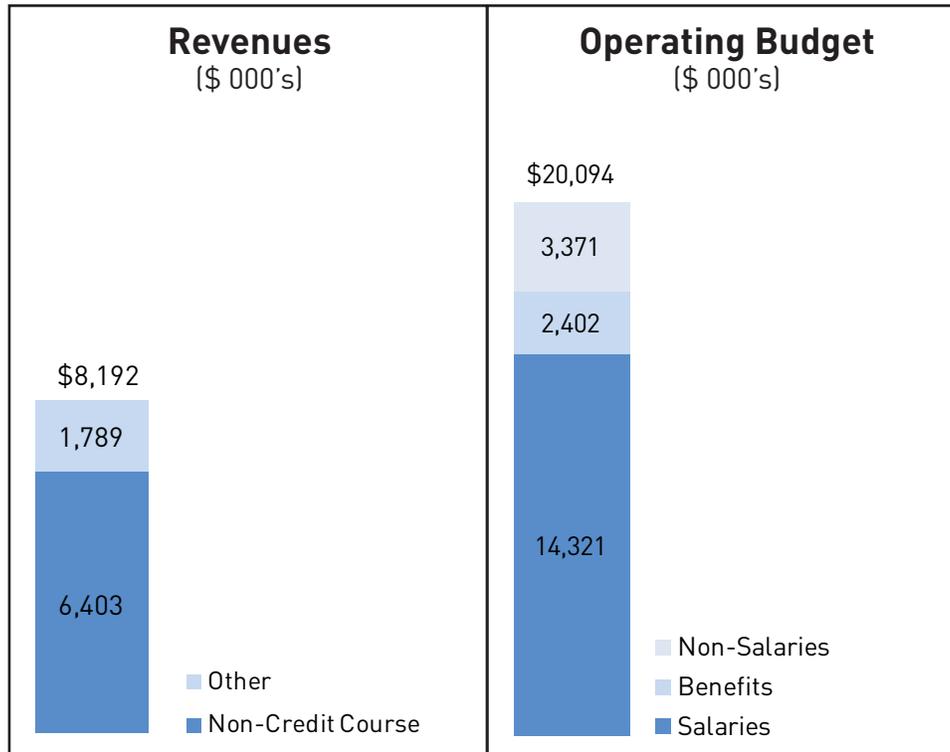
- online and distance education;
- programs that help individuals upgrade their education to meet university admission standards;
- the international Teaching Assistant/Tutor Marker program;
- credit programs for mature learners;
- education and outreach programs for the general public.

## 2010/11 Highlights

- In Fall 2010, the Senate Committee on Continuing Studies approved three new certificate programs: Human Resource Management, Journalism, and Public Relations.
- The Community Education Program successfully received funding (\$220k) for Advanced English in the Workplace Program.
- Non-credit Technical Writing Certificate is now totally in an online environment and non-credit editing courses are also being developed for online.
- Completed implementation of the long-awaited SERA (enrolment management system).

## 2011/12 Strategic Priorities

- Restructure the new Teaching and Learning Centre to better respond to the VP Academic's strong focus on creating a culture of teaching and learning at SFU.
- Continue collaboration with Faculties to create clearer and stronger pathways to degree completion for mature students.
- Implement project management practices in the development of online courses.



<b>Revenues</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Budget 2010/11</b>	<b>Forecast 2010/11</b>	<b>Budget 2011/12</b>
Non-Credit Course Revenues	4,106,767	5,411,851	5,040,828	5,691,692	5,234,283	6,402,597
Other	2,716,936	2,961,367	2,045,488	2,446,799	2,135,711	1,789,407
<b>Total Revenues</b>	<b>\$6,823,703</b>	<b>\$8,373,218</b>	<b>\$7,086,316</b>	<b>\$8,138,491</b>	<b>\$7,369,994</b>	<b>\$8,192,004</b>

<b>Operating Budget</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Budget 2010/11</b>	<b>Forecast 2010/11</b>	<b>Budget 2011/12</b>
Salaries & benefits	16,975,862	17,528,664	17,466,193	18,387,049	16,408,751	16,722,991
Non-salary expenses	4,366,675	3,503,447	3,189,648	1,785,465	3,530,356	3,371,293
<b>Total Expenses</b>	<b>\$21,342,537</b>	<b>\$21,032,111</b>	<b>\$20,655,841</b>	<b>\$20,172,514</b>	<b>\$19,939,107</b>	<b>\$20,094,284</b>



## Students & International

Dr. Tim Rahilly, Associate Vice-President (pro tem)

Student Services has three major divisions: Athletics and Recreation, Enrolment Services, and Student Affairs. 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.

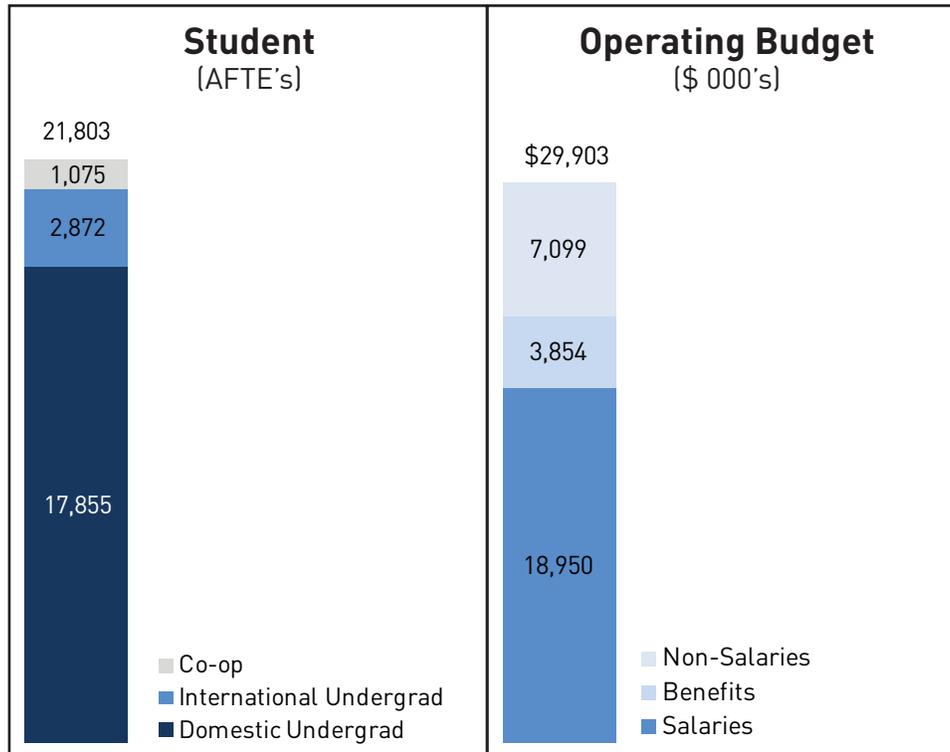
Student Services' on-going strategy is to maintain and strengthen commitments to the overall student experience at SFU with a focus on enrolment management (student recruitment and retention), student engagement, and the on-going provision of essential student services.

### 2010/11 Highlights

- Increased efficiency and expanded student programs and support despite financial constraints. This includes supporting higher than anticipated enrolment of international students.
- Full implementation of the Degree Progress Report for use by academic advisors and students to track student degree completion. This includes a degree requirement exception tracking process and a maintenance and testing process to ensure the system is kept current.
- Managed the transition to year-two candidacy of the National Collegiate Athletic Association (NCAA) with the aim for obtaining full membership in the coming years.

### 2011/12 Strategic Priorities

- Continue to focus on providing service by using technology to increase effectiveness and efficiency.
- Continue to realign business processes to extend our student services and programming.
- Continue to work towards full membership in the NCAA.



<b>Enrolment Plan</b> (Activity FTE)	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Plan</b> 2010/11	<b>Forecast</b> 2010/11	<b>Plan</b> 2011/12
Domestic Undergraduate	17,139	17,742	18,142	18,299	18,362	17,855
International Undergraduate	1,509	1,832	2,433	2,397	3,122	2,872
Undergrad Co-op	1,171	1,038	972	-	1,103	1,075
<b>Total</b>	<b>19,818</b>	<b>20,612</b>	<b>21,547</b>	<b>20,696</b>	<b>22,587</b>	<b>21,803</b>

<b>Operating Budget</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Budget</b> 2010/11	<b>Forecast</b> 2010/11	<b>Budget</b> 2011/12
Salaries & benefits	19,834,517	21,396,074	21,453,314	21,994,504	23,000,909	22,803,482
Non-salary expenses	6,851,884	8,427,292	7,826,809	7,026,756	7,908,704	7,099,160
<b>Total Expenses</b>	<b>\$26,686,402</b>	<b>\$29,823,366</b>	<b>\$29,280,122</b>	<b>\$29,021,260</b>	<b>\$30,909,613</b>	<b>\$29,902,642</b>

<b>Scholarships, Bursaries &amp; Awards</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>\$9,714,969</b>	<b>\$11,683,697</b>	<b>\$9,714,969</b>
	<b>\$10,272,366</b>	<b>\$10,397,592</b>	<b>\$10,368,417</b>			

Note: The decrease from 2010/11 Forecast to 2011/12 Plan in Scholarships, Bursaries, and Awards is due to one-time funding in 2010/11 from over enrolment revenues.



# SFU Surrey

Joanne Curry, Executive Director

Established in 2002, SFU Surrey offers programs and courses in applied sciences, arts and social sciences, business administration, communication, art, and technology, education, mathematics, and science, as well as credit and non-credit continuing education courses and programs.

The Surrey campus appeals to students who value the benefits associated with being part of a smaller supportive learning community and an intimate and friendly campus. Over 3,300 full-time equivalent students attend classes at SFU Surrey.

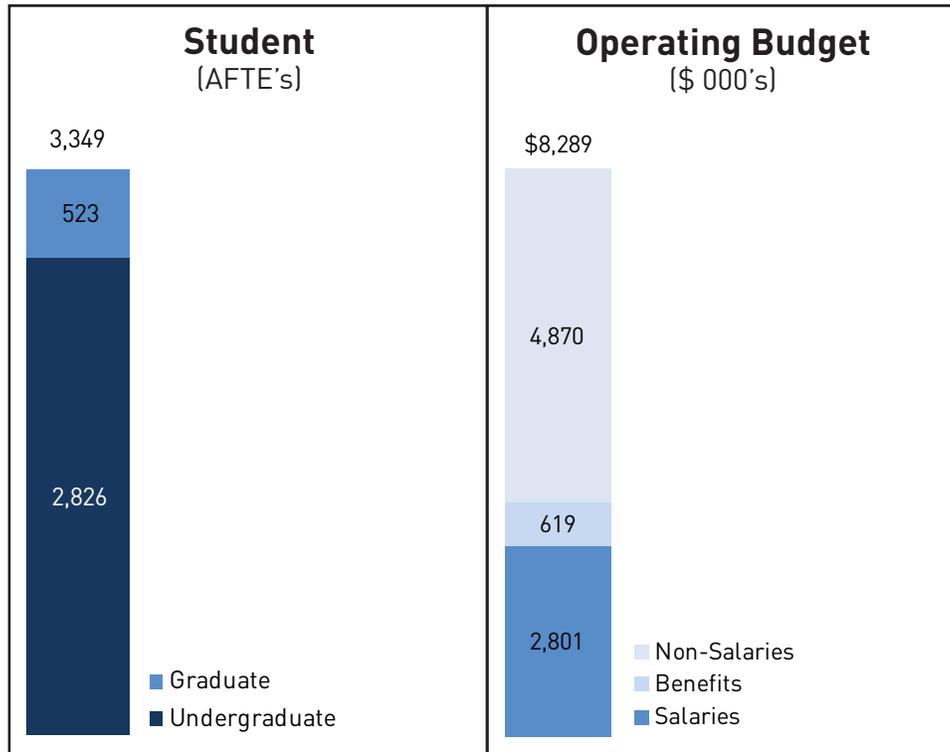
Professors encourage the pursuit of academic excellence through first-year cohort programs and unique programs in computing science, interactive arts and technology, mechatronic systems engineering, entrepreneurship, management and technology, mathematics operations research, criminology police studies, and world literature. The breadth of first-year programs offered at SFU Surrey allows students to begin most SFU degrees at the Surrey campus.

## 2010/11 Highlights

- Completion of the purchase and fit out of Podium 2 with the \$10 million grant in Knowledge Infrastructure funding from the Federal government.
- Completion of space modifications to accommodate move of entire departments from the 14th and 15th Floors.
- Establishment of Clean Energy Collaborative (the Collaborative) with the City of Surrey, BC Hydro and Powertech Labs. The Collaborative will support economic development through clean energy demonstration projects, a company accelerator to be located at Powertech Labs, and the development of undergraduate and graduate engineering programs.

## 2011/12 Strategic Priorities

- Work with Surrey City Development Corporation to conclude student resident agreement and construction on residences.
- Develop business case for Lifelong Learning instructional space in new City of Surrey civic library.
- Engage the community through Podium 2 Open House.
- Promote BC-India Innovation and Exchange and Mobility Initiative.
- Continue to explore potential support for research chairs and joint research projects in clean energy with BC Hydro, Powertech and other partners.



<b>Enrolment Plan (Activity FTE)</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Plan 2010/11</b>	<b>Forecast 2010/11</b>	<b>Plan 2011/12</b>
Undergraduate	1,724	2,220	2,469	2,725	2,711	2,826
Graduate	361	392	523	395	553	523
<b>Total</b>	<b>2,085</b>	<b>2,611</b>	<b>2,991</b>	<b>3,120</b>	<b>3,264</b>	<b>3,349</b>

<b>Operating Budget</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>Budget 2010/11</b>	<b>Forecast 2010/11</b>	<b>Budget 2011/12</b>
Salaries & benefits	2,619,281	2,899,034	3,064,213	3,174,310	3,139,015	3,419,542
Non-salary expenses	4,502,694	4,131,543	4,081,520	4,683,442	4,818,926	4,869,550
<b>Total Expenses</b>	<b>\$7,121,975</b>	<b>\$7,030,577</b>	<b>\$7,145,733</b>	<b>\$7,857,752</b>	<b>\$7,957,941</b>	<b>\$8,289,092</b>



# Vancouver Campus

Dr. Laurie Anderson, Executive Director

SFU's Vancouver campus has five sites: the original SFU Harbour Centre, which celebrated its 20th anniversary in May 2009; the Morris J. Wosk Centre for Dialogue; the Segal Graduate School of Business; the Alexander Street studio space; and now the School for the Contemporary Arts at the Goldcorp Centre for the Arts in the Woodward's re-development.

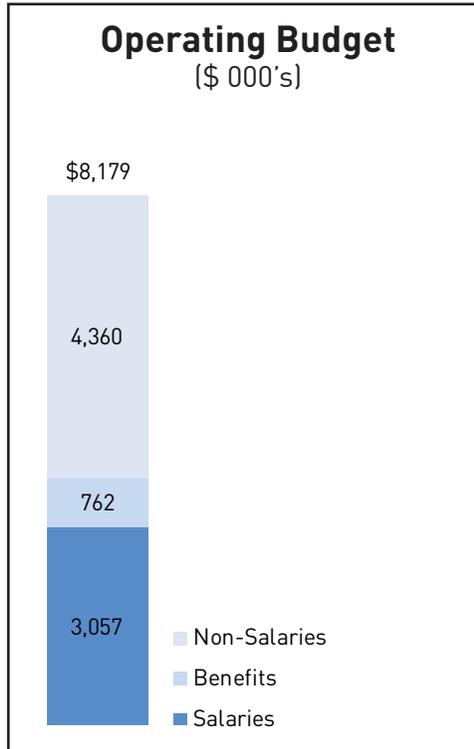
The campus currently serves over 70,000 people annually. Approximately 10,000 are students enrolled in credit and non-credit courses. In addition to leading edge research programs, a wide, and varying, range of undergraduate courses are offered each semester. Professional graduate degrees are available in business, gerontology, international studies, liberal studies, public policy, publishing and urban studies, in addition to programs offered by the School for the Contemporary Arts.

## 2010/11 Highlights

- Successful fundraising efforts to support the School for the Contemporary Arts in the Woodward's redevelopment, including:
  - \$10 million donation for endowments and capital costs resulting in the facility being named the Goldcorp Centre for the Arts;
  - \$4 million from philanthropist Djavad Mowafaghian; and
  - \$2 million from philanthropist Michael Audain.
- Inaugural program in Fei and Milton Wong Experimental Theatre and Audain Gallery from January through June 2010.

## 2011/12 Strategic Priorities

- Conduct preliminary review/feasibility study related to campus requirements given 2017 expiration of lease at Harbour Centre premises.
- Continue to assist with transition of MECS to Ancillaries to ensure MECS continued success.
- Envision ideas and develop best prospects toward new services in pursuit of revenue opportunities (e.g. student experience).
- Continue to develop the SFU Woodward's Cultural program and maintain our status as a dynamic new artistic and cultural hub in the City of Vancouver.
- Develop community engagement activities that will make the Golcorp Centre for the Arts a positive and supportive contributor to the Downtown Eastside and other communities.



### Operating Budget

	2007/08	2008/09	2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Salaries & benefits	4,014,834	4,253,559	4,968,707	5,262,858	5,235,275	3,818,671
Non-salary expenses	1,887,680	2,289,171	3,404,704	5,879,410	5,535,710	4,359,928
<b>Total Expenses</b>	<b>\$5,902,514</b>	<b>\$6,542,730</b>	<b>\$8,373,411</b>	<b>\$11,142,268</b>	<b>\$10,770,985</b>	<b>\$8,178,599</b>

# Endowments

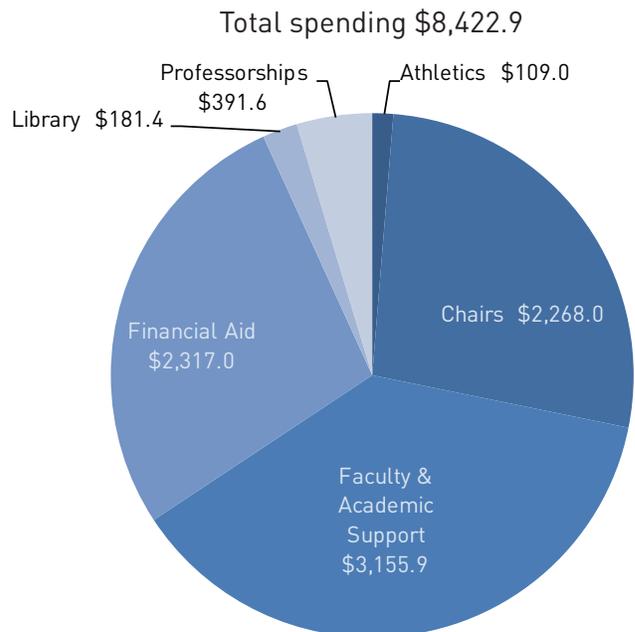
The University's endowment fund consists of over 750 individual endowments for an approximate forecasted market value of \$247 million. The endowment provides support for academic programs, professorships, student financial aid, athletics, and research chairs.

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 university 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.

MARKET VALUE OF ENDOWMENT  
(\$ MILLIONS)



ENDOWMENT SPENDING  
(\$ THOUSANDS)

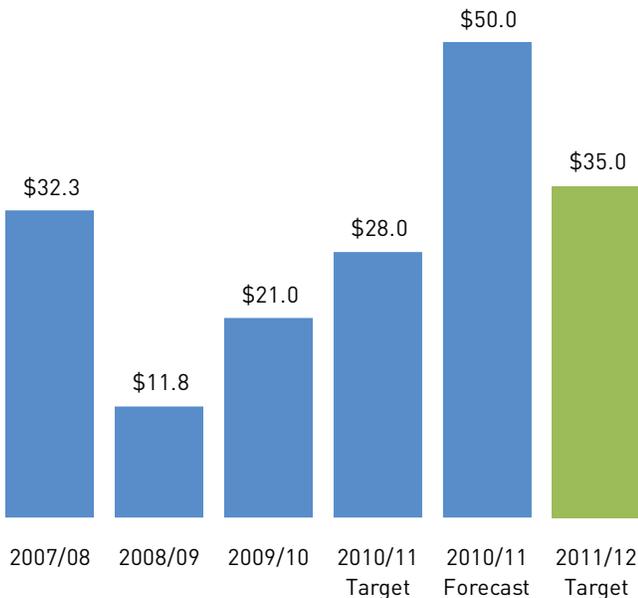


# Fundraising

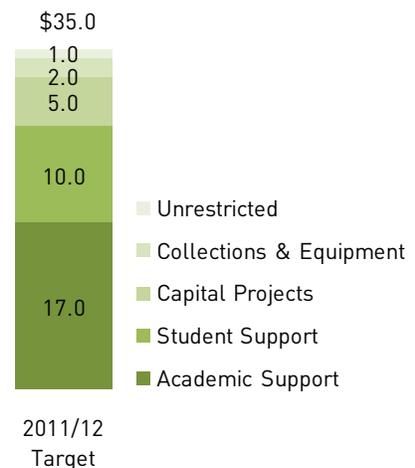
In 2011/12, Advancement will continue its shift away from capital project fundraising, since the campaign for the School for the Contemporary Arts building (now the Goldcorp Centre for the Arts) is nearly complete. In the coming year, Advancement will concentrate on building enduring support for the university by working to attract donations to student and faculty support, and particularly to endowed funds supporting these two important areas.

Advancement anticipates that the President's new strategic visioning process - **envision>SFU** - will provide the basis for a comprehensive, long-term fundraising campaign. Planning for this initiative will begin in 2011/12 as Advancement aims for sustainable fundraising levels of \$50 million per year at SFU's 50th anniversary.

TOTAL FUNDRAISING  
(\$ MILLIONS)



2011/12 FUNDRAISING BY PURPOSE  
(\$ MILLIONS)



# Research

Our significant growth in research output over the past number of years has been enabled by a corresponding growth in research input. We have made significant progress toward our goal to become the most research-intensive comprehensive university in Canada.

With a staggering four-fold increase in research income over the past decade, SFU now ranks among the top 20 of Canadian postsecondary institutions in this measure. Approximately three-quarters of our total research funding comes from the federal government (through the Tri-Councils, CFI, and other sources), with 13% from provincial funds and just 2% from the private sector.

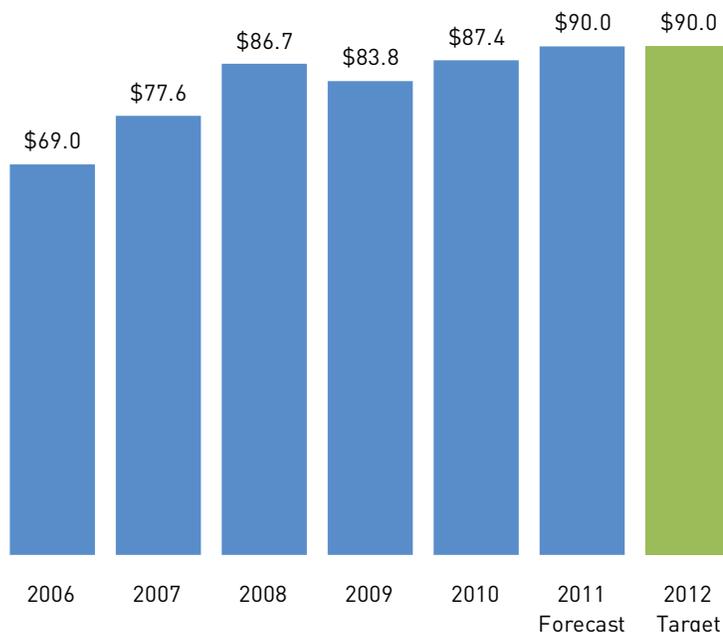
We are currently one of the top five universities in Canada with respect to research intensity in the natural and health sciences, as defined by average NSERC and CIHR funding per eligible faculty member. Our researchers have consistently exceeded the national success rates in NSERC and SSHRC competitions.

We have been successful in identifying new funding opportunities and bringing together the necessary teams to capitalize on these opportunities, in expanding and optimizing our physical and personnel infrastructure, in developing collaborative networks, and in promoting our faculty for prestigious awards.

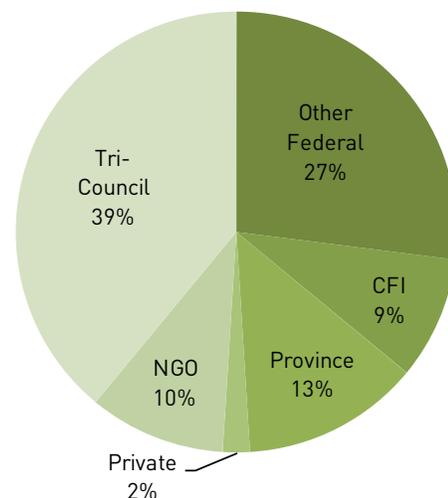
We have been active at the federal and provincial levels to ensure continued investment in SFU's research enterprise. SFU continues to mobilize its Strategic Research Plan to capitalize on its strengths in independent scholarly efforts and in pan-disciplinary initiatives.

Our researchers are embedded in local, national, and international communities, investigating issues relevant to today's societal and economic needs. We are preparing students for tomorrow's challenges and career opportunities, and mobilizing next-generation models to transfer knowledge through the pipeline of ideas, to innovation, to commercialization.

TOTAL RESEARCH FUNDING (\$ MILLIONS)



SOURCES OF RESEARCH INCOME



# Capital Projects

## 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.

## Surrey Podium 2

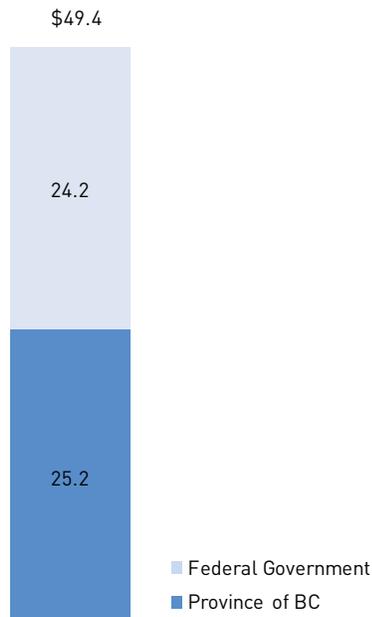
SFU will increase its teaching and research capacity at the Surrey campus by replacing space on the 14th and 15th floors with the premium podium space. The project consists of two components: acquisition and fit out. The project was started in 2009 and is expected to complete in 2011.

Note: The capital cost includes the purchase price and the Knowledge Infrastructure Program funding amount.

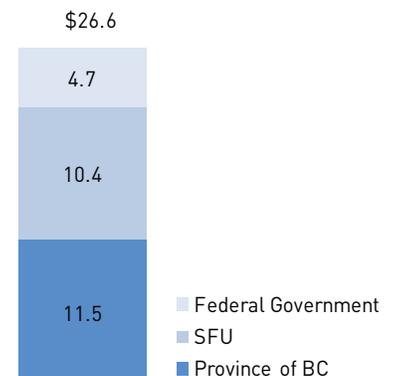
## Annual Capital Allowance

The provincial government provides funding for maintenance, renovations, and upgrade of buildings. The baseline funding of \$6.6 million for previous years has been progressively reduced over the last several years. For 2011/12, it is projected to be \$0.5 million. To cope with limited funding, required maintenance and upkeep will have to be deferred.

CHEMISTRY BUILDING RENEWAL  
(\$ MILLIONS)



SURREY PODIUM 2  
(\$ MILLIONS)





# Ancillary Budgets



# 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 undergraduate and graduate students and in the summer term, R&H provides safe and comfortable accommodations to various groups, generally youth groups to fill a niche market.

R&H has been able to generate surplus revenues for the last three years as a result of ongoing operational efficiencies Residence Life and financial support through Student Services. The department has also made policy changes that help improve occupancy rates, which result in improved finances. At the moment R&H does not have a deferred maintenance fund and has been using operating expenses to fix maintenance issues that require immediate attention.

Strategic decisions will need to be made about deferred maintenance and long term strategic plans will be implemented to address housing needs of SFU students once a final decision has been made regarding future private partnerships.

## 2011/12 Strategic Priorities

- Maintain a minimum of 97% occupancy rate for all terms.
- Increase the number of guest bednights by 5% and increase hotel bednights by 5%.
- Add to stock of rentable properties. Expand housing services provided.
- Increase the average length of stay for residents while maintaining access levels for new students.
- Respond to offers in a timely manner that is conducive to students' housing plans.
- Offer amenities and utilities that are both desired and needed by students and guests.

## RESIDENCE AND HOUSING

	Actual 2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Sales and Services	13,677,341	13,766,596	13,689,393	13,713,652
Support from Operating Fund	823,915	1,435,000	1,435,000	2,077,000
<b>Total Revenues</b>	<b>\$14,501,257</b>	<b>\$15,201,596</b>	<b>\$15,124,393</b>	<b>\$15,790,652</b>
Operating Expenses				
Salaries & benefits	954,673	1,107,227	1,165,508	1,221,271
Non-salary expenses	7,257,436	8,834,362	8,530,801	8,725,282
Debt servicing	4,564,115	4,887,215	4,886,930	4,887,314
<b>Total Operating Expenses</b>	<b>\$12,776,224</b>	<b>\$14,828,804</b>	<b>\$14,583,239</b>	<b>\$14,833,867</b>
<b>Excess of revenue over expenses</b>	<b>\$1,725,033</b>	<b>\$372,792</b>	<b>\$541,154</b>	<b>\$956,785</b>
Accumulated surplus (deficit), beginning of year	\$(5,689,400)	\$(5,574,773)	\$(3,964,367)	\$(3,423,214)
Accumulated surplus (deficit), end of year	\$(3,964,367)	\$(5,201,981)	\$(3,423,214)	\$(2,466,429)

# Bookstore

The mission of the Bookstore is to supply new, used and custom course materials to students and faculty in support of the academic mission of SFU and to supply general reading books, technology products, stationery, clothing, gifts and memorabilia that supports and enhances the image of the University. The Bookstore is recognized as the official purveyor of course materials, general books, technology products, stationery, and SFU insignia clothing/gifts. The Bookstore operates as a self-funded and long-term sustainable business model that is profit generating and responsible for all current and future costs.

The SFU Bookstore operation consists of three physical stores in Burnaby, Surrey, and Vancouver as well as an internet presence of an e-Service store. The Burnaby location also contains a Tech Shop, Service Department and provides university banking services to campus departments. The customer base in order of volume is students, staff, faculty, lower mainland residents, visitors and tourists. Based on sales trends within the industry, we are expecting a decrease in Sales and Services by 3%.

## 2011/12 Strategic Priorities

- Continue integration of the Tech Shop within the Bookstore and make it more convenient for customers and better serve the needs of the SFU community.
- Improve inventory management by maintaining detailed and accurate data, taking advantage of new wireless technology, converting our existing website to focus more on sales than information and enhancing financial reporting.
- Reduce overall operating expenses by 3%.
- Re-capture and increase sales within our clothing, gifts, stationery and tech products divisions.

## BOOKSTORE

	Actual 2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Sales and Services	14,008,967	18,295,000	16,117,858	15,704,300
Less: Cost of Goods Sold	10,358,467	14,396,000	12,483,633	12,061,211
<b>Gross Revenues</b>	<b>\$3,650,500</b>	<b>\$3,899,000</b>	<b>\$3,634,225</b>	<b>\$3,643,089</b>
Other Revenues	95,026	95,000	160,250	128,250
Operating Expenses				
Salaries & benefits	2,130,204	2,696,000	2,310,945	2,185,158
Non-salary expenses	1,291,596	1,298,000	1,243,791	1,256,499
<b>Total Operating Expenses</b>	<b>\$3,421,800</b>	<b>\$3,994,000</b>	<b>\$3,554,736</b>	<b>\$3,441,657</b>
<b>Excess of revenue over expenses</b>	<b>\$323,726</b>	<b>-</b>	<b>\$239,739</b>	<b>\$329,682</b>
Accumulated surplus (deficit), beginning of year	\$1,685,806	\$1,936,271	\$2,009,532	\$2,249,271
Accumulated surplus (deficit), end of year	\$2,009,532	\$1,936,271	\$2,249,271	\$2,578,953

# Document Solutions

Document Solutions provides end to end printing and document solution service to all 3 campuses and some non-profit organizations. The mission of Document Solutions is to provide all document and digital media communication needs for SFU, so that SFU can operate its core business effectively and efficiently. The primary purpose is to support the educational environment in production of learning material and educational support materials for the entire SFU operation.

Currently the printing industry is declining and exceedingly competitive. One of the main reasons for the decline in Document Solutions' revenues is the increased use of digital media.

Document Solutions is meeting the industry challenges by using the most appropriate technology available to provide creative and cost effective solutions. Part of the strategy is to diversify and provide more services and focus on promoting new product lines that bring new benefits and satisfy SFU's document requirements.

Some previously undeveloped and exciting new products are Variable Data Printing, Scanning Services, Large Format, Screen Printing and Book on Demand. In support of SFU's efforts to Go Green, Scanning and Document Management will be the most promising products of the future.

## 2011/12 Strategic Priorities

Document Solutions' strategy will be to focus on cost efficiency and new products. The steps to be taken to achieve the objective are:

- To restructure work processes, automate where possible, and reorganize the department where necessary.
- Introduce new products, which will cater to the new demand caused by the void created by declines in printing. These new products are expected to improve the creativity, efficiency and productivity of SFU. This strategy is expected to turn around the decline in revenue starting from year 2010/11.
- Increase marketing activities to raise awareness of new products.

## DOCUMENT SOLUTIONS

	Actual 2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Sales & Services	2,842,885	2,800,000	2,307,554	1,804,082
<b>Total Revenues</b>	<b>\$2,842,885</b>	<b>\$2,800,000</b>	<b>\$2,307,554</b>	<b>\$1,804,082</b>
Operating Expenses				
Salaries & benefits	960,622	946,756	872,893	763,518
Non-salary expenses	1,547,224	1,624,899	1,151,087	971,563
Debt servicing	203,528	203,528	590,128	0
<b>Total Operating Expenses</b>	<b>\$2,711,374</b>	<b>\$2,775,183</b>	<b>\$2,614,109</b>	<b>\$1,735,082</b>
<b>Excess of revenue over expenses</b>	<b>\$131,511</b>	<b>\$24,817</b>	<b>\$(306,555)</b>	<b>\$69,000</b>
Accumulated surplus (deficit), beginning of year	\$185,355	\$217,302	\$316,866	\$10,311
Accumulated surplus (deficit), end of year	\$316,866	\$242,119	\$10,311	\$79,311

# 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 strives to ensure that all our policies, regulations, and decisions embody the concepts of fairness and consistency. We want to ensure the long term sustainability of parking through the development and maintenance of facilities. We balance supply and demand 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.

SFU is committed to providing the campus community with affordable parking choices and to this end we provide various options at different price levels. Pricing of campus parking is consistent with market rates and other post secondary institutions.

## 2011/12 Strategic Priorities

- Update the Parking Management Plan as per the Board's suggestion.
- Adapt to the new UPass structure.
- Implement the 2008 Auditor's recommendations to promote fair and consistent pricing for event and department parking.
- Continue to investigate ways to generate parking revenue from outside our community.
- Continue to implement sustainable parking options including upgrading the Convocation Mall Parkade (Phase 1) and West Mall Visitor Parkade (Phase 2) to LED lighting.
- Investigate the feasibility of constructing a parking structure on SFU land to address the spaces lost to current and future development.
- Incorporate the management of parking in Discovery Parks into the overall management of parking on campus.
- Update parking website and increase communication through the possible use of social media.

## PARKING SERVICES

	Actual 2009/10	Budget 2010/11	Forecast 2010/11	Budget 2011/12
Sales and Services	4,270,495	4,381,727	3,969,923	4,163,827
Other Revenues	159,870	172,946	172,946	183,435
<b>Total Revenues</b>	<b>\$4,430,366</b>	<b>\$4,554,673</b>	<b>\$4,142,869</b>	<b>\$4,347,262</b>
Operating Expenses				
Salaries & benefits	827,983	913,302	830,925	384,106
Non-salary expenses	1,128,054	1,450,521	1,172,867	1,373,777
Debt servicing	699,612	699,612	699,612	641,311
<b>Total Operating Expenses</b>	<b>\$2,655,649</b>	<b>\$3,063,435</b>	<b>\$2,703,404</b>	<b>\$2,399,193</b>
<b>Excess of revenue over expenses</b>	<b>\$1,774,716</b>	<b>\$1,491,238</b>	<b>\$1,439,465</b>	<b>\$1,948,069</b>
Operating Contribution	\$1,171,456	\$1,318,448	\$1,283,962	\$1,616,667
Accumulated surplus (deficit), beginning of year	\$3,982,609	\$4,166,310	\$4,585,870	\$4,741,372
Accumulated surplus (deficit), end of year	\$4,585,870	\$4,339,100	\$4,741,372	\$5,072,774

# Meeting, Event and Conference Services

Effective November 1st 2010, the reporting relationship for Meeting, Event and Conference Services (MECS) was transferred from the Operating Fund to the Ancillary Services Fund. The key objectives of this change are to better utilize the University's physical resources as well as support MECS' focus on generating additional revenues.

MECS services both the Vancouver and Burnaby campus event needs. It operates in the four distinct buildings on the downtown campus, including the newly opened Goldcorp Centre for the Arts. The Burnaby campus office operates as the University conference office, where events and conferences are managed from preliminary budgets, logistics, off-site events and transportation as well as on-line registration.

By marketing MECS as a single entity we are able to create a single message to our target audience that we have a one-stop shop for all services. By centralizing the administration of this department, we achieve a strong department that is able to provide consistent standards across the Vancouver and Burnaby campus.

The Morris J Wosk Centre for Dialogue is BC's only accredited member of the International Association of Conference Centres, a standard of quality recognized by leading businesses and decisions-makers around the world. The Centre for Dialogue is a purpose built facility, providing the perfect backdrop for fostering creativity, imagination and learning.

## 2011/12 Strategic Priorities

- Complete the re-organization of MECS into an Ancillary Service and change in reporting structure from the Vancouver Campus to the Burnaby Campus.
- Increase Vancouver room rental sales by 15%.
- Better manage space in Burnaby to increase sales and the services.
- Become compliant with Payment Card Industry standards to manage credit card information.
- Implement an on-line calendar for internal users to access.

## MEETING, EVENT AND CONFERENCE SERVICES

	<b>Budget 2011/12</b>
Sales and Services	4,666,600
Other Income	1,952,600
<b>Gross Revenues</b>	<b>\$6,619,200</b>
Operating Expenses	
Salaries & benefits	1,595,702
Non-salary expenses	3,369,050
Debt servicing	400,000
<b>Total Operating Expenses</b>	<b>\$5,364,752</b>
<b>Excess of revenue over expenses</b>	<b>\$1,254,448</b>
Operating Contribution	\$1,390,441
Accumulated surplus (deficit), beginning of year	-
Accumulated surplus (deficit), end of year	\$(135,993)

# 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 million.

SFU 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.



# Appendices



# Appendix I: Restated 2010/11 Budget

	Board Approved (a)	Re- Classifications (b)	Revised Board	Carry Forward Approved (c)	Fiscal Budget
<b>Carry Forward to 2010/11</b>				<b>\$19,896</b>	<b>\$19,896</b>
<b>Revenues</b>					
Government Grants and Contracts					
Province of British Columbia	219,748	241	219,989	-	219,989
Government of Canada	6,380	-	6,380	-	6,380
Other Government Grants	241	[241]	-	-	-
<b>Total Government Grants &amp; Contracts</b>	<b>226,370</b>	<b>-</b>	<b>226,370</b>	<b>-</b>	<b>226,370</b>
<b>Tuition</b>					
Credit Courses	149,834	-	149,834	-	149,834
Non-Credit Courses	8,476	-	8,476	-	8,476
Other	9,718	-	9,718	-	9,718
<b>Total Tuition</b>	<b>168,028</b>	<b>-</b>	<b>168,028</b>	<b>-</b>	<b>168,028</b>
<b>Other Revenues</b>					
Gifts, non-government grants & contracts	6,937	-	6,937	-	6,937
Sales of Services and Products	6,276	-	6,276	-	6,276
Investment Income	3,803	-	3,803	-	3,803
Miscellaneous Income	5,805	-	5,805	-	5,805
<b>Total Other Revenues</b>	<b>22,821</b>	<b>-</b>	<b>22,821</b>	<b>-</b>	<b>22,821</b>
<b>Total Revenues</b>	<b>\$417,219</b>	<b>-</b>	<b>\$417,219</b>	<b>\$19,896</b>	<b>\$437,115</b>
<b>Expenses</b>					
<b>Salaries</b>					
Salaries - Academic	132,897	-	132,897	2,280	135,177
Salaries - Staff	105,959	-	105,959	668	106,627
Benefits	56,551	-	56,551	56	56,607
<b>Total Salaries &amp; Benefits</b>	<b>295,407</b>	<b>-</b>	<b>295,407</b>	<b>3,004</b>	<b>298,411</b>
<b>Non-Salary Expenses</b>					
Other Operational Expenses	45,483	-	45,483	2,930	48,413
Scholarship, Fellowships & Bursaries	18,114	-	18,114	1,691	19,805
Renovations & Alterations	12,446	-	12,446	2,423	14,869
Materials & Supplies	3,201	-	3,201	109	3,310
Travel & Personnel Costs	6,090	-	6,090	185	6,275
Contract Services	8,087	-	8,087	77	8,164
Utilities	7,260	-	7,260	-	7,260
Professional Fees	4,348	-	4,348	136	4,484
Equipment, Rent & Maintenance	3,168	-	3,168	849	4,017
Communications	1,464	-	1,464	265	1,729
Debt Servicing	12,153	-	12,153	525	12,678
<b>Total Non-Salary Expenses</b>	<b>121,812</b>	<b>-</b>	<b>121,812</b>	<b>9,190</b>	<b>131,002</b>
<b>Total Expenses</b>	<b>\$417,219</b>	<b>-</b>	<b>\$417,219</b>	<b>\$12,194</b>	<b>\$429,413</b>
<b>Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$7,702</b>	<b>\$7,702</b>

## Notes:

(a) Reflects the 2010/11 Budget approved by the Board on March 25, 2010.

(b) Adjustment to reflect funding received from provincial sources.

(c) Reflects 2010/11 Carry Forward Plan approved by the Board on May 27, 2010.

# Appendix II: 2011/12 University Priority Fund

	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Academic Plan</b>					
Strategic Goal: Develop a more navigable curriculum and improve course access					
Science labs in Surrey	500,000	-	-	-	-
Strategic Goal: Create multiple admission routes to attract a diverse student body					
Support for aboriginal students	350,000	350,000	350,000	-	-
Strategic Goal: Increase our International, First Nations and interdisciplinary exposure					
Interdisciplinary teaching in environment	180,000	120,000	120,000	-	-
Strategic Goal: Encourage greater financial efficiency					
Bridge to new budget process	1,000,000	666,666	333,334	-	-
Strategic Goal: Diversify our pedagogy					
Creating a culture of teaching and learning	200,000	200,000	200,000	-	-
<b>Strategic Research Plan</b>					
Strategic Goal: Recruit and retain outstanding students, research fellows and faculty					
(i) Graduate Scholarships	650,000	450,000	250,000	-	-
(ii) Undergraduate Research Scholarships	405,000	405,000	405,000	405,000	405,000
<b>University Planning Framework</b>					
Strategic Goal: Promote teaching excellence					
Classroom Technology Renewal	360,000	360,000	80,000	-	-
Strategic Goal: Strengthen and leverage our infrastructure					
(i) Web Content Management	220,000	-	-	-	-
(ii) System Upgrade	435,000	-	-	-	-
<b>Total</b>	<b>\$4,300,000</b>	<b>\$2,551,666</b>	<b>\$1,738,334</b>	<b>\$405,000</b>	<b>\$405,000</b>

# Appendix III: Undergraduate Tuition Fees

UNDERGRADUATE - DOMESTIC		Fee Unit	2010/11	2011/12	% Change
Normal & Course Challenge	BASIC - Credit Hour		\$160.50	\$163.80	2.1%
Co-op Practicum	Semester		\$678.80	\$692.40	2.0%
200/300/400 Faculty of Business <sup>1</sup>	PREMIUM - Credit Hour		\$214.00	\$218.40	2.1%
200/300/400 Engineering Science <sup>2</sup>	PREMIUM - Credit Hour		\$176.60	\$180.20	2.0%
200/300/400 Computing Science <sup>3</sup>	PREMIUM - Credit Hour		\$168.60	\$172.00	2.0%

Notes:

- (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.

UNDERGRADUATE - INTERNATIONAL		Fee Unit	2010/11	2011/12	% Change
<b>International "A": Entered SFU on September 1, 2003 or later</b>					
Normal & Course Challenge <sup>1</sup>	Credit Hour		\$527.20	\$530.50	0.6%
Co-op Practicum	Semester		\$678.80	\$692.40	2.0%
200/300/400 Faculty of Business <sup>1</sup>	Credit Hour		\$580.70	\$585.10	0.8%
200/300/400 Engineering Science <sup>1</sup>	Credit Hour		\$543.30	\$546.90	0.7%
200/300/400 Computing Science <sup>1</sup>	Credit Hour		\$535.30	\$538.70	0.6%

<b>International "B": Entered SFU on August 31, 2003 or earlier</b>					
Normal & Course Challenge <sup>2</sup>	Credit Hour		\$481.40	\$491.10	2.0%
Co-op Practicum	Semester		\$678.80	\$692.40	2.0%
200/300/400 Faculty of Business <sup>2</sup>	Credit Hour		\$534.80	\$545.50	2.0%
200/300/400 Engineering Science <sup>2</sup>	Credit Hour		\$497.40	\$507.40	2.0%
200/300/400 Computing Science <sup>2</sup>	Credit Hour		\$489.40	\$499.20	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.

(2) The fee rates for international "B" students are determined by applying a 2% increase over the 2009/10 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 IV: Graduate Tuition Fees

PROGRAM	Fee Unit	2010/11	2011/12	% Change
<b>Research Programs</b>				
Full-Time Fee	Semester	\$1,597.00	\$1,629.00	2.0%
Continuing Fee	Semester	\$798.50	\$814.50	2.0%
On-Leave Fee	Semester	\$199.70	\$203.70	2.0%
Graduate Co-op Program practicum	Semester	\$678.80	\$692.40	2.0%
<b>SPECIALTY PROGRAMS</b>				
<b>Faculty of Applied Sciences</b>				
Computing Science, Course-based MSc	Credit Hour	n/a	\$451.00	n/a
Computing Science, Dual Degree MSc	Credit Hour	n/a	\$451.00	n/a
Master of Engineering	Credit Hour	\$451.00	\$451.00	0.0%
<b>Faculty of Arts and Social Sciences</b>				
Master of Arts in Liberal Studies	Credit Hour	\$151.10	\$154.20	2.1%
Public Policy Program (MPP)	Credit Hour	\$222.30	\$226.80	2.0%
Graduate Diploma in Urban Studies	Credit Hour	\$259.00	\$264.20	2.0%
Master of Urban Studies (MUrb)	Credit Hour	\$259.00	\$264.20	2.0%
<b>Beedie School of Business</b>				
Executive MBA	Semester	\$9,500.00	\$9,500.00	0.0%
MBA	Credit Hour	\$600.00	\$600.00	0.0%
Management of Technology MBA	Credit Hour	\$574.10	\$585.60	2.0%
Graduate Diploma in Business	Credit Hour	\$584.00	\$595.70	2.0%
Master of Financial Risk Management	Credit Hour	\$569.00	\$580.40	2.0%
<b>Faculty of Communication, Art &amp; Technology</b>				
Publishing Program (MPub)	Credit Hour	\$306.00	\$312.20	2.0%
<b>Master of Digital Media</b>				
Domestic students	Semester	\$9,360.96	\$9,548.20	2.0%
International students	Semester	\$14,360.96	\$14,648.20	2.0%
<b>Faculty of Education</b>				
Master of Education (MEd), Educational Practice and Off-campus	Semester	\$2,534.00	\$2,584.70	2.0%
Master of Education (MEd), International Cohorts	Semester	\$6,224.00	\$6,348.50	2.0%
Doctor of Education (EdD)	Semester	\$4,177.10	\$4,260.70	2.0%
Graduate Diploma in Education	Credit Hour	\$262.60	\$267.90	2.0%
<b>Faculty of Health Sciences</b>				
Graduate Diploma in Global Health	Credit	\$252.40	\$257.50	2.0%
Master of Public Health	Credit	\$252.40	\$257.50	2.0%

## ADDITIONAL FEE INFORMATION:

(a) Fees are no longer grand-parented for cohorts starting Fall 2009 (Summer 2008 for Education). Students admitted prior to this should check with their programs to see if they qualify for grand-parented fees. The Master of Digital Media program, which currently has grand-parented fees, is exempt.

(b) Non-degree, exchange and qualifying students will pay whatever the rate is for the courses in which they enrol. (i.e. Undergraduate \$163.80 or premium fee if applicable; GRAD \$245.70 or premium if applicable).

(c) Continuing fees are set at 50% of the rate for the student's program. This excludes the Executive MBA program, which charges the same continuing fee as research programs.

(d) Audit fees are set at 50% of the rate for the courses in which the student enrolls.

(e) Graduation fee is \$12/semester for three semesters.

# Appendix V: Student Service and Recreation-Athletics Fees

	<b>Fee Unit</b>	<b>2010/11</b>	<b>2011/12</b>	<b>% Change</b>
Student Services Fee	Semester	\$39.39	\$40.18	2.00%
Full Time Recreation-Athletics Fee	Semester	\$65.65	\$66.96	2.00%
Part Time Recreation-Athletics Fee	Semester	\$32.82	\$33.48	2.00%



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