



2012/2013

OPERATING BUDGET & FINANCIAL PLAN

Approved by the Board of Governors
March 22, 2012

SFU

SIMON FRASER UNIVERSITY
ENGAGING THE WORLD

PREFACE

This document was prepared to present the operating budget and financial plan for the year beginning April 1, 2012 to the Board of Governors. It provides an account of the operating fund budget and a description of the planning process and context within which it was prepared. Additionally, it illustrates how strategic initiatives will be funded, provides an overview of planned capital projects, and outlines our intent in regard to research funding and fundraising.

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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, 2012. This budget reflects the commitment set out in our new strategic vision: "to be the leading engaged university defined by its dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement".

SFU's new vision emerged out of an extensive year-long consultation process with both internal and external communities to "envision>SFU". The goals of the envisioning process were to identify the underlying strengths of SFU and develop a vision that would harness those strengths to establish SFU as the best university of its kind. SFU's new strategic vision and its associated goals will guide the University over the next five years, further strengthen our identity, and cultivate a shared sense of mission.

A new budget model was introduced last year to provide greater flexibility, predictability, and enhanced focus on aligning resources with strategic priorities. Based upon feedback from stakeholder groups, the budget model was refined for the 2012/13 budget cycle. The resulting budget reflects a continued investment in areas of strategic importance. Future budgets will evolve in tandem with implementation of the strategic vision to ensure that the goals of that vision are reflected in our budget priorities.

SFU's operating budget for 2012/13 is balanced. As part of the budget process, a significant financial investment in furthering strategic and institutional priorities has been made. Nevertheless, there continues to be uncertainty relating to the broader economic environment, together with fiscal challenges relating to our staff pension plan and deferred maintenance on our campus buildings.

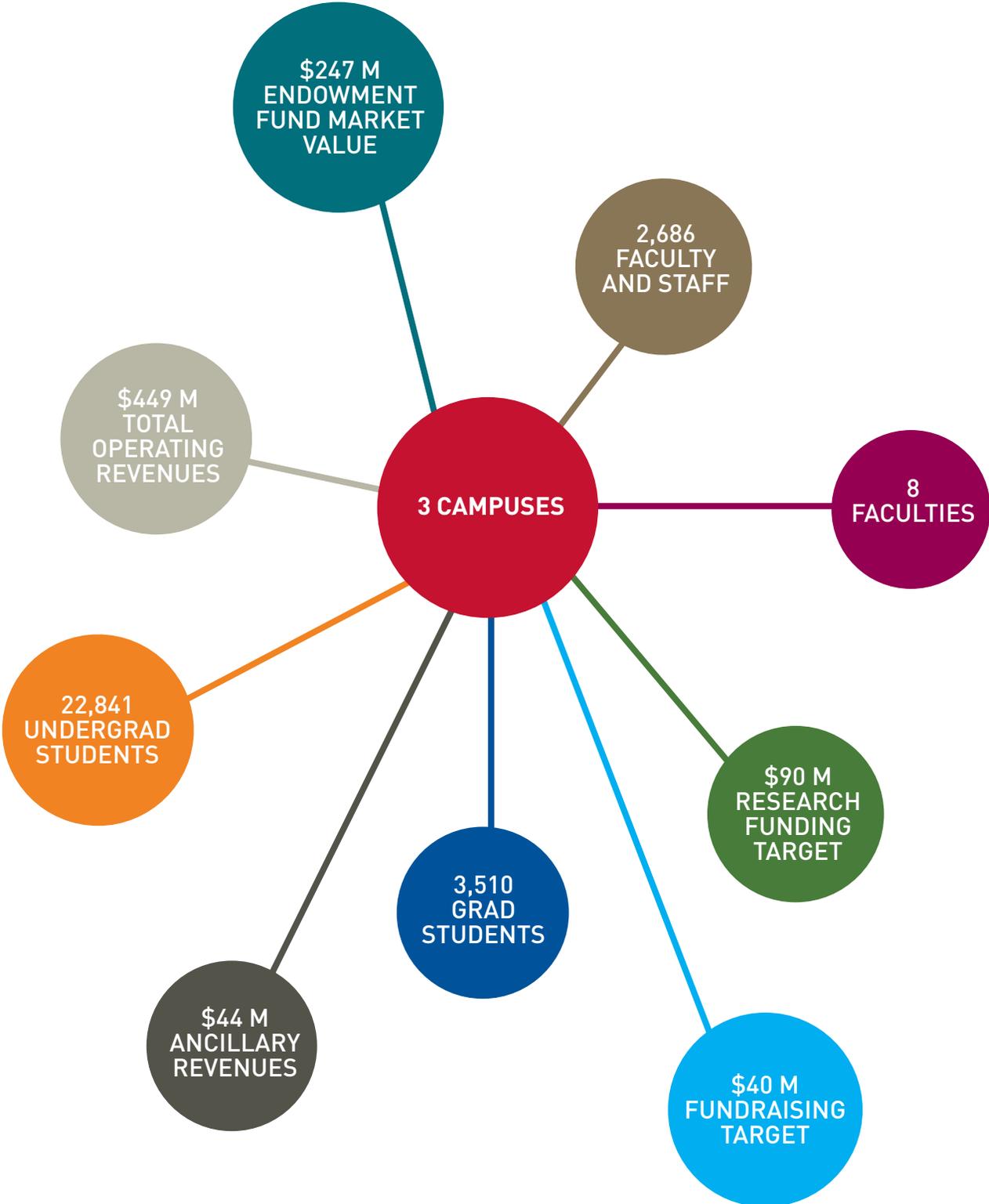
I would like to extend my thanks to the faculty and staff who have contributed to our operating budget and financial plan this year. I would also like to thank my colleagues, the campus community, and the Board of Governors for their input and support.

Sincerely,

A handwritten signature in black ink that reads "Andrew Petter". The signature is written in a cursive, flowing style.

Andrew Petter
President and Vice-Chancellor

SFU AT A GLANCE



EXECUTIVE SUMMARY

University Overview

Simon Fraser University, with three distinct campuses, is a public university with a diverse student population from both local and global regions. One of Canada's leading comprehensive universities, SFU is firmly committed to undergraduate student learning, advanced research, graduate studies and community engagement. This commitment to being student-centred, research-driven and community engaged reflects the sentiments of both the internal and external community, as indicated in the consultations undertaken in relation to the strategic visioning project, **envision>SFU**.

SFU currently enrolls over 26,000 full-time equivalent credit students and more than 20,000 students in non-credit courses. SFU meets the needs of a diverse community of students with its tri-semester system, flexible curriculum including night and weekend courses, and new programs in areas such as public health, environment and applied sciences. Approximately 20% of eligible students participate in Co-op or international courses and opportunities. By providing students with opportunities to extend their learning through engagement with both local communities and global partners, and by incorporating research into the curriculum and providing an opportunity for undergraduate and graduate students to perform research, the University enriches the student experience.

SFU has been successful in identifying new research funding opportunities, resulting in a significant increase in research income over the past decade. SFU now ranks among the top 20 Canadian post-secondary institutions in this measure, and within the top five comprehensive universities. By bringing together the necessary teams to capitalize on new funding opportunities, expanding and optimizing our physical and personnel infrastructure, in developing collaborative networks, and promoting our faculty for prestigious awards, SFU has ensured that our researchers remain competitive in attracting external support for their research projects.

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 1,829 students. It also includes UniverCity, a sustainable urban community that supports and enhances the University environment.

SFU Surrey is uniquely situated in the middle of BC's next great metropolitan centre. With the support of Surrey municipality, the campus 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 University is reaching out to residents of the Downtown Eastside through community programming at the Woodward's Cultural Unit, located at the Goldcorp Centre for the Arts, along with the Faculty of Communication, Art and Technology. The campus provides a home for SFU's business programs, Office of Lifelong Learning, as well as numerous other graduate programs, credit and non-credit courses. The Vancouver campus encompasses Harbour Centre, the Wosk Centre for Dialogue, the Beedie School of Business, and the Goldcorp Centre for the Arts.

Current Financial Picture

The University's March 31, 2011 fiscal year ended in an improved financial position, with assets over \$1 billion and consolidated revenues over \$600 million. This growth was attributable to continued strength in the financial markets; international enrolment that was higher than anticipated and greater than planned; and actively managed costs. As a result, the year ended with departmental carry forwards increasing by 22.7% to \$24 million.

In fiscal year 2011/12, international enrolments have continued to be stronger than planned, which has led to increased sessions to meet student demand. Nevertheless, costs continue to be actively managed and it is expected that departmental operating reserves will continue to increase.

Throughout fiscal year 2011/12, we have experienced uncertainty relating to the broader economic environment, as markets continue to stabilize. In addition, the actuarial results of our staff pension plan reflect the need for a financially sustainable plan, which SFU is committed to working collaboratively together with our employee groups to resolve. Lastly, the continued challenges caused by deferred maintenance on our Burnaby campus buildings presents fiscal challenges for SFU in the future.

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 year 2011/12 has seen generous philanthropic donations to support SFU's programs, such as the SFU Beedie School of Business, the Stavros Niarchos Foundation Endowment, and the Goldcorp Centre for the Arts Community Engagement Endowment.

For the current fiscal year ending March 31, 2012, we are projecting a consolidated surplus again, due to tuition revenues being over budget and investments performing better than planned. Operating reserves, which include departmental carry forwards, and auxiliaries, research and special grants reserves, are expected to climb to \$54 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.

2012/13 BUDGET OVERVIEW

While we expect to be entering fiscal year 2012/13 in a healthy financial position, we will continue to face challenges. This will be the second year of no student growth funding from the provincial government. In addition, financial market fluctuations have had a significant impact on pension funds throughout North America. The actuarial results for our Pension Plan for Administrative/Union Staff reflect the need for a financially sustainable plan, which SFU is committed to working collaboratively with our employee groups to resolve.

Lastly, the deferred maintenance on our campus buildings continue to present fiscal challenges for SFU into the future. 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.

SFU has undertaken a number of cost savings initiatives over the last few years and these have largely been exhausted. A shift from an incremental budget model, which necessitated departmental budget cuts, to a revenue-based budget model was one key initiative to facilitate financial sustainability.

As we progress into the future, other cost efficiencies and savings opportunities arise at times, such as through competitive bid and direct negotiation procurement strategies, organizational and business process efficiencies, and service redesign. Capitalizing on these opportunities provides departments with some additional flexibility in funding additional salary costs that are not funded as part of the government operating grant.

Last year, a new budget model was introduced. Further refinements have been made in the 2012/13 budget to reflect feedback from various stakeholders. The goal of the model is to shift the focus to revenue growth and diversification, and provide support for strategic plans and University priorities. The 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 other key components of the budget model are the University Priority Fund and the Budget Review Committee. The 2012/13 University Priority Fund (detailed on page 15 and in Appendix II on page 81) provides \$6.45 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, which comprises the Vice-President Academic, Vice-President Finance & Administration and a Faculty Dean, has evaluated these portfolio budgets and their activities and made recommendations for adjustments to their funding. These recommendations are included in the overall budget model.

Summary of Budget Changes

Government funding

A steady level of government support is projected, with no changes expected in the coming budget year. The provincial operating grant is expected to be \$216.7 million, with no increase for student growth. Support for the Electronic Library Network and the French language programs also remains steady with no growth.

Federal grants include the Indirect Cost of Research funding which is expected to be \$6.5 million for 2012/13.

Tuition and student fees

Tuition and student fees are the second major source of operating income and are budgeted at \$199 million. Strong enrolments in credit courses, particularly with international students, have continued to drive increases in tuition revenues. The total enrolment planned for 2012/13 is 26,169 full-time equivalent students, which is an increase in year-over-year planned enrolments.

In some Faculties, differentiated tuition fees have been implemented to reflect the higher cost of delivering premium programs. All tuition fee increases, however, are capped by government guidelines which are expected to be 2% for 2012/13. Tuition and Student Services fee schedules can be found in Appendices III-V on pages 82 - 85.

Other revenues

While market fluctuations were observed during 2011/12, the year is projected to close with an operating investment return beyond the budgeted level. However, investment income for the endowment fund is not expected to be favourable at year end. Consequently, the 2012/13 budget has been increased to \$7 million, which still reflects a conservative projection given the continuing uncertainties in the market.

Other revenues have increased as a result of increased enrolments at Fraser International College and other changes in departmental revenues.

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 benefit 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 2012/13 salary and benefit increase is related to proposed new positions, incremental salary increases, such as career progression and step increases, and an increase in Teaching Assistants and other limited term teaching instructors.

Bargaining for the 2012-2014 agreements will commence this coming year for all employee groups. For CUPE, Teaching Support Staff Union (TSSU), and Poly Party, the discussions regarding 2010-2012 agreements are on-going.

Non-salary expenses

Other expense increases are related to the ramp up of the University Priority Fund by \$2.15 million to \$6.45 million. This fund has been allocated in support of Vice-President Academic initiatives of \$4.0 million, Vice-President Finance & Administration for university-wide administrative related IT projects of \$1.0 million, Vice-President Research in support of research initiatives of \$1.0 million, and Vice-President Legal of \$0.4 million (see Appendix II, page 81 for details).

Other expense increases are reflected across various departments, including academic portfolios based upon the budget alignment with student enrolments, and in support of the strategic goals and initiatives identified by each of the areas. Consistent with the budget plan last year, funding has been awarded under the University Priority Fund for 3-years in order to bridge the transition from the historical model to the new budget model. This reallocation has been provided to support Faculties that are negatively impacted, and to provide Faculties a period of time to re-organize 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.

STRATEGIC DRIVERS

Throughout 2011, the President championed a strategic visioning process called **envision>SFU** which involved extensive consultation within and beyond the University. Resulting from this dialogue, a Discussion Paper was prepared proposing a new strategic vision for SFU, with further discussion and input invited. Based upon that feedback, in November a Vision Statement was brought forward to SFU's Senate and Board of Governors. The resulting Strategic Vision is intended to serve as the university's road map for the next five years.

The Strategic Vision centres on being **An Engaged University**, as defined by its dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement, forming the core themes and goals reflected in the vision document.

Core Themes and Strategic Goals

Engaging Students

- To equip SFU students with the knowledge, skills, and experiences that prepare them for life in an ever-changing and challenging world.

Engaging Research

- To be a world leader in knowledge mobilization building on a strong foundation of fundamental research.

Engaging Communities

- To be Canada's most community-engaged research university.

The success of these goals depends not just on their individual attainment but on their integration – on the degree to which each contributes to the others. Students will aid and inspire research and contribute to community. Research will enhance the learning experience while enriching the community, socially, economically, scientifically and artistically. The SFU community of communities – local and global – will serve as a dynamic and limitless classroom, offering context and applicability for students, as well as partnerships, challenges and opportunities for research¹.

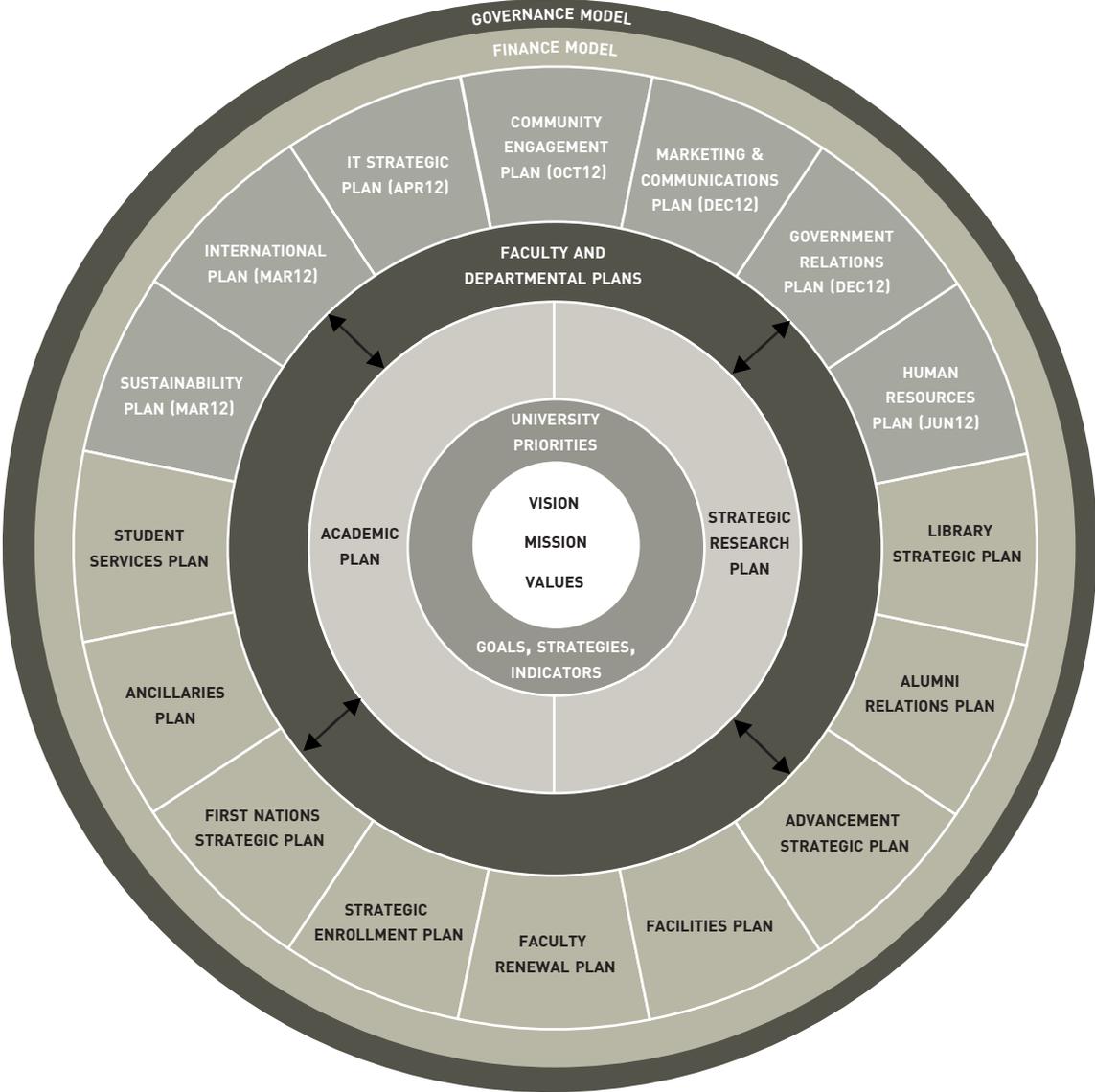
In addition to the above themes and goals, SFU commits to the following underlying principles:

- Academic and Intellectual Freedom
- Diversity
- Internationalization
- Respect for Aboriginal Peoples and Cultures
- Supportive and Healthy Work Environment
- Sustainability

The mechanism for communicating priorities is the University Planning Framework. This document shows how SFU's vision and mission is to be achieved and supported through the contributions of other institutional plans and planning processes, and their alignment with **envision>SFU**.

Note: ¹envision>SFU, January 25, 2012, http://envision.sfu.ca/wp-content/uploads/2011/12/Strategic_Vision1.pdf

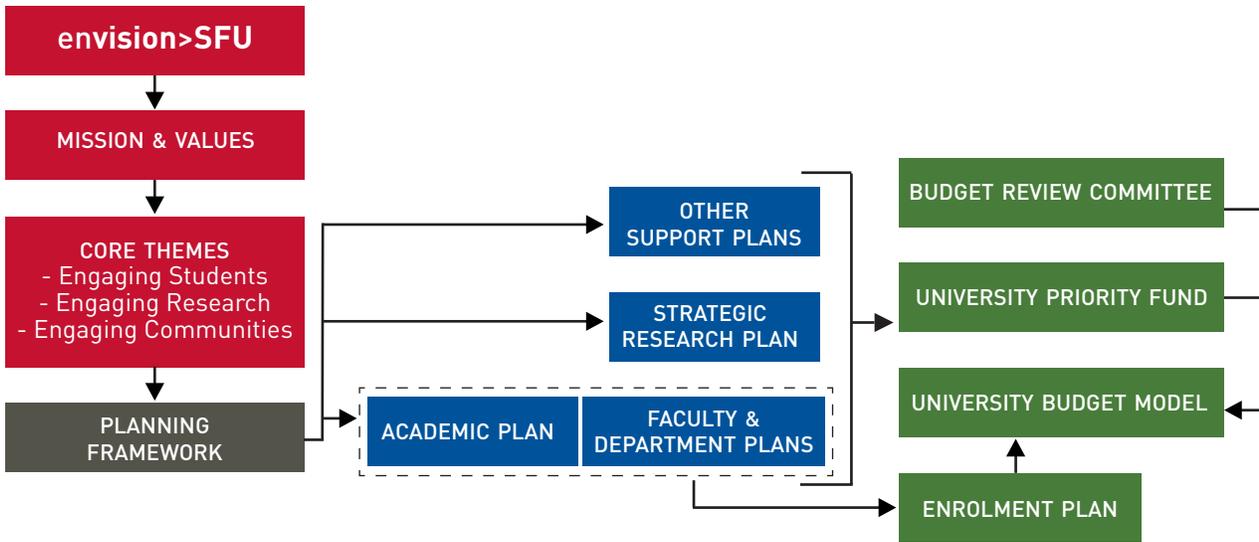
INTEGRATED PLANNING FRAMEWORK



Reflected within the University Planning Framework, this figure reflects how various functional plans are integrated and aligned within our long-term strategic vision. Plans are updated based upon our institutional priorities for the coming year.

PLANNING AND BUDGETING PROCESSES

The following diagram reflects the process by which the contributions of institutional plans and planning processes are integrated with the annual budget process.



Annual 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, applications for funding in support of strategic initiatives are reviewed and approved by the Vice-Presidents, with funding awarded from the University Priority Fund.
4. A process for reviewing and recommending adjustments to specific portfolios is undertaken by a Budget Review Committee, consisting of the Vice-President Academic, a Faculty Dean, and the Vice-President Finance and Administration.
5. 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 localized and decisions regarding budget allocations at the portfolio level are the responsibility of the respective Vice-President.
6. Each department enters their budget into the budget system. Budget Guidelines are provided each year to assist with budget preparation.
7. The Budget Office coordinates the budget process and consolidates and analyzes budget variances prior to review and approval by the senior administration.
8. 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.
9. The budget is presented to the Board of Governors for their approval in March.
10. Actual spending is monitored throughout the year and budget variances are reported to the Board through the Finance and Administration Committee.

UNIVERSITY BUDGET MODEL

In 2011/12, SFU moved from an incremental budgeting method to a new budget model. While incremental budgeting was traditionally used, a combination of increasing constraints on funding and rising operating costs resulted in annual structural deficits which could not be adequately addressed with this method. Additionally, five goals were identified in moving to the new budget model as noted below.

SFU's performance-based budget allocates funding based upon revenue and cost drivers, thereby linking resources with key operating plans. The model is based upon three distinct components:

- Revenue-based budget centres;
- University Priority Fund;
- Budget Review Committee (BRC).

Revenue-based Budget Centres

This component reflects that the budgets for centres are tied directly to the institution's plans or to other revenue drivers, such as:

- 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 reviewed by BRC.

Goals of the University 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 revenues, 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.

University Priority Fund

A fund was established in 2011/12 to support one-time strategic priorities so as to advance the achievement of the University's strategic goals. In the 2011/12 budget, a reserve level was established at 1% of the University's operating revenues; this was ramped up to 1.5% for fiscal 2012/13 or \$6.45 million. In the fall, a review was conducted of the strategic project proposals and the related resourcing requirements. Those projects awarded funding have been noted in Appendix II.

Budget Review Committee

A Budget Review Committee (BRC) was formed to review budgets that are not linked to identifiable cost drivers or revenue generation, but are fundamental in supporting the University's mission. The BRC will annually review and recommend budget adjustments for these specific portfolios. The BRC comprises 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 support the advancement of SFU's institutional goals.

BUDGET GUIDING PRINCIPLES

The following Guiding Principles were presented to the Board of Governors and the University community as part of the budget communications 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 support University priorities.
- 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 three core missions – students, research and community engagement.**

Where the choice exists, we will give priority to students, research, community engagement and student financial support. Support services provided by both academic and non-academic units will be subject to a higher level of scrutiny, but this does not preclude reductions in the other 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, enrolment 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.**

The 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.**

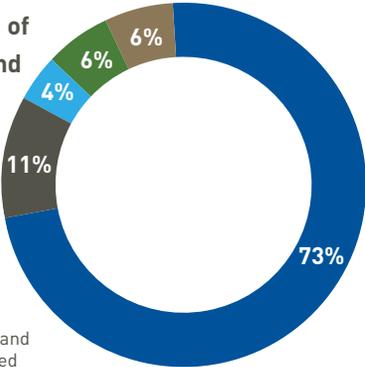
New facilities will be added only where the business case indicates a cost reduction, or is tied to additional funding associated with student growth. We will continue to invest and maintain our buildings and infrastructure which is subject to deferred maintenance.

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 relative proportion of the 2010/11 revenues in each of the funds is illustrated below.

2010/2011 Proportion of Total Revenues by Fund

- Operating
- Research
- Capital
- Ancillary
- Specific Purpose



Note: Endowment donations and contributions are not recognized as revenue.

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 19.

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 64 for further research funding details.

Endowment Fund

The Endowment Fund includes 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 within the specific purpose fund. The balance of income is reinvested to maintain consistent purchasing power. Endowment donations and contributions are not recognized as income, however the fundraising activities for 2012/13 are included on page 63 and endowment spending for 2012/13 is on page 62.

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.

Ancillary Fund

Ancillary operations include 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 68 through 78 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. Revenues for these funds are 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

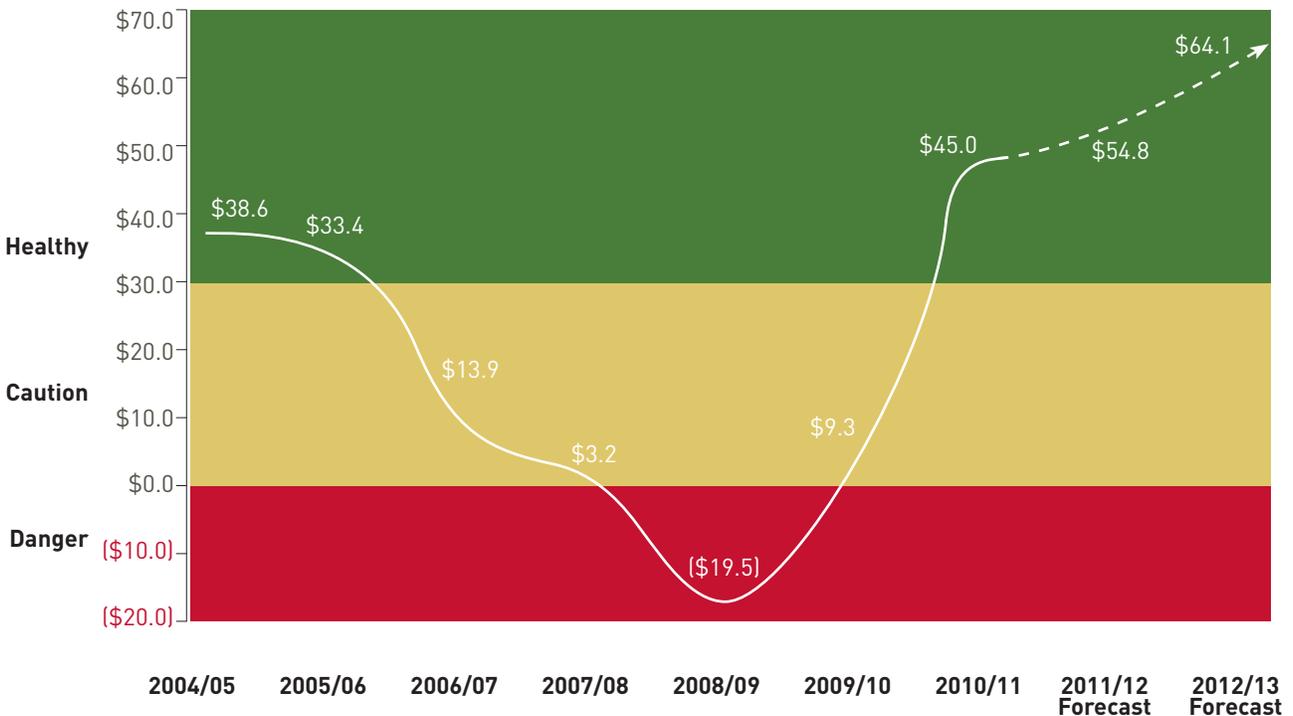
Operating reserves reflect the cumulative surpluses (losses) generated from the operating fund, and are an indicator of the overall financial health of the University. The operating reserves are internally restricted to fund commitments, and as such, may include various components such as departmental 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.

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 re-building the net assets. This has been successful as net assets have recovered from a deficit of \$19.5 million at the end of 2008/09 to a projected \$64 million for the end of 2012/13. A continuing stabilization of the economy and positive investment

returns, over-enrolment of international students, and fiscally prudent spending at the departmental levels is responsible for the improvement. The \$64 million projection reflects a projected growth of departmental carry forwards to \$32 million, cumulative reserves related to one-time projects managed by departments of \$15 million, and departmental managed funding in support of internally sponsored research and conferences of \$16 million.

Ensuring a healthy balance sheet position provides the University with the ability to handle future unplanned liabilities and funding requirements. In 2011, a valuation of the University employee pension plans reflected substantial actuarial funding deficiencies that do require funding. The University has been engaging the employee groups in discussions of the different kinds of solutions that might be considered as we continue to work together to resolve these challenges. In addition, deferred maintenance of the capital buildings on the Burnaby campus continue to pose a financial risk.

Internally restricted net operating assets (\$ millions)



BUDGET BY ACCOUNT

(\$ in Thousands)	Notes	2010/11 Actual (a)	2011/12 Budget (b)	2011/12 Forecast (c)	2012/13 Budget (d)	% Budget Change (d) / (b)
Revenues						
Government Grants & Contracts						
Province of British Columbia		221,945	219,097	219,136	219,066	-
Government of Canada		6,564	6,409	6,701	6,655	4%
Student Fees						
Credit Fees - Undergrad Domestic		95,055	91,743	94,814	94,587	3%
Credit Fees - Undergrad International	1	48,635	46,742	58,467	57,131	22%
Credit Fees - Graduate		23,370	24,756	24,330	25,360	2%
Non-Credit Course Fees	2	7,277	10,306	9,618	9,807	-5%
Other Student Fees		12,157	11,665	12,003	12,030	3%
Other Revenues						
Gifts, Grants & Contracts	3	7,054	7,635	8,719	9,661	27%
Sales of Services & Products	4	7,296	3,478	3,239	2,900	-17%
Investment Income	5	11,808	4,000	6,877	7,000	75%
Miscellaneous Income	6	7,592	4,194	5,538	4,072	-3%
Total Revenues		448,753	430,025	449,442	448,269	-
Expenses						
Salaries & Benefits						
Salaries - Academic	7	132,933	136,893	138,407	143,142	5%
Salaries - Staff		99,084	106,890	100,594	109,007	2%
Benefits	8	67,815	60,303	62,453	64,404	7%
Total Salaries & Benefits		299,832	304,086	301,454	316,553	4%
Non-Salary Expenses						
Other Operational Expenses	9	36,729	49,516	41,511	54,995	11%
Scholarship, Fellowships & Bursaries	10	18,001	17,251	19,869	17,119	-1%
Renovations & Alterations		15,501	13,072	17,579	13,159	1%
Materials & Supplies	11	21,412	5,628	19,915	5,922	5%
Travel & Personnel Costs	12	6,383	6,517	6,804	6,976	7%
Contract Services		9,257	7,831	7,850	7,689	-2%
Utilities		6,248	7,415	6,776	7,135	-4%
Professional Fees		5,248	5,324	6,396	5,367	1%
Equipment, Rent & Maintenance		2,968	2,331	2,512	2,328	-
Communications		1,530	1,452	1,768	1,566	8%
Debt Servicing		9,171	9,602	8,978	9,460	-1%
Total Non-Salary Expenses		132,448	125,939	139,958	131,716	5%
Total Expenses		432,280	430,025	441,412	448,269	4%
Surplus (Deficit)		16,473	-	8,030	-	

Notes: (a) 2010/11 Actuals reflects a surplus of \$16M largely related to departmental carry forwards and over-enrolments.

(b) 2011/12 Budget reflects the budget approved by the Board on March 24, 2011, adjusted to incorporate a reclassification between expense lines.

(c) 2011/12 Forecast reflects the actual expenditures projected to year-end by departments, and based upon an analysis conducted using trends, as well as known commitments and activities. The operating surplus reflects the projection for departmental carry forwards.

NOTES

	Account	Variance¹	Description of Variance
1	Credit Fees - Undergraduate International	10,389	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.
2	Non-Credit Course Fees	(499)	The decrease in year-over-year budget relates to several program closures in Lifelong Learning, and a decrease in some programs offered by Student Services, such as the Back on Track and summer camp programs. Actual revenues in 2010/11 do not include the fees for the Preparation in Academic Skills and English Bridge Program that were previously recorded in the specific purpose fund.
3	Gifts, Grants & Contracts	2,026	The increased revenues are attributable to continuing growth in international students enrolling with Fraser International College, and other departmental revenues.
4	Sales of Services & Products	(578)	The decrease in year-over-year budget is due to a process change related to flowing Fraser International College funding to Student Services, and the expiration of a lease with Discovery Parks Trust. The decrease from 2010/11 to 2011/12 relates to the transfer of Meeting, Event, and Conference Services from the Operating Fund to the Ancillary Fund as part of the 2011/12 Budget.
5	Investment Income	3,000	The increase reflects continuing market stabilization and less conservative investment return projections.
6	Miscellaneous Income	N/A	The decrease from 2010/11 to 2011/12 relates to the transfer of Meeting, Event and Conference Services from the Operating Fund to the Ancillary Fund.
7	Salaries - Academic	6,249	The increase is related to salary increases, such as career progress, and proposed new positions, including the filling of vacant faculty positions. In addition, an increase in limited term faculty and instructional teaching staff (TA) as a result of higher enrolments.
8	Benefits	4,101	The increase is attributable to the incremental increase in salary costs noted above, and an increase in the going concern costs relating to staff pension plan.

Note: ¹The variance reflects the difference between 2011/12 and 2012/13 budgets greater than \$250,000 and 5% have been noted.

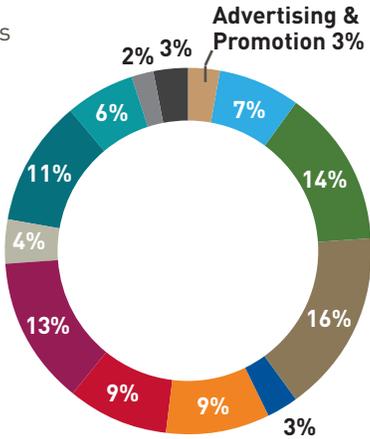
NOTES

Account	Variance ¹	Description of Variance
9 Operational Expenses	5,479	The increase is attributable to an increase in the University Priority Fund, in support of various strategic and operational priorities. The allocations to various projects from the University Priority Fund are noted in Appendix II. Additional increases relate to a top up to the self-insurance reserve, maintenance costs for Discovery Parks, and various projects and support for research grants and space renovations.

Other Operating costs include the following costs:

Other Operating Expenses

- Advertising & Promotion
- Banking, Insurance & Taxes
- Capital, Infrastructure & Prior Commitments
- Emergency Reserve
- Faculty Start Up & Other Awards
- FIC Commitments & Allocations
- Land & Building Lease / Rent
- Maintenance - Buildings, Grounds & Infrastructure
- Maintenance - Software
- University Priority Fund
- Various Other Operating Costs
- Conferences & Events Hosting
- Peoplesoft Upgrade



10 Scholarship, Fellowships & Bursaries	N/A	The 2011/12 Forecast is higher than the 2011/12 Budget due to higher enrolments during the year, and reflects the planned use of carry forward funding in support of graduate awards.
11 Materials & Supplies	294	<p>The increase in year-over-year budget is mainly attributable to Facilities operational and maintenance services provided for new space, such as Discovery Parks.</p> <p>Actual expenses are higher than budgeted reflecting distributions of additional revenues in support of deferred maintenance and projects managed in the Capital Fund, as well as the disbursement of funding budgeted under the Other Operational category.</p>
12 Travel & Personnel Costs	459	The increase is mainly due to larger graduate cohorts in the Beedie School of Business, which has resulted in increased orientation and accommodation costs.

	Account	Variance¹	Description of Variance
13	VP Academic	5,117	The increase is primarily related to the flow of increased tuition revenues due to enrolment growth, and additional revenues from Fraser International College. These increases are offset by reduced revenues in Lifelong Learning due to program closures, and fewer projected external contracts with the Learning Strategies Group in the Beedie School of Business.
14	VP Advancement & Alumni Engagement	1,460	The increase is related to additional funding in support of increased fundraising targets to \$40M in 2012/13.
15	VP External Relations	2,306	The increase is primarily related to the changes in the strategic composition of the portfolio and the amalgamation of International, including additional funding for Woodward's Cultural Unit.
16	VP Finance & Administration	2,276	The increase is primarily attributed to one-time funding for various new University Priority Fund projects that support initiatives in areas across the University, such as the Teaching Management Application project and the Virtual Campus Infrastructure project.
17	VP Legal Affairs	518	The increase is primarily related to a new University Priority Fund project to leverage IT infrastructure in creating electronic forms.
18	VP Research	1,541	The increase is primarily attributed to two new University Priority Fund projects: the Bridging Research Fund initiative and the Library's Data Repository Services project. The increase also relates to increased research revenues and additional support for Library collections.
19	General University Requirements (GUR)	5,004	The increase is related to a transfer of West Gym loan costs to GUR, support for deferred maintenance, increased costs related to self-insured claims, and Budget Review Committee funds held in reserve subject to strategic planning.

BUDGET BY PORTFOLIO

(\$ in Thousands)	Notes	2010/11 Actual	2011/12 Budget	2011/12 Forecast	2012/13 Budget	% Budget Change
			(a)	(b)	(c)	(a) / (c)
Expenses						
President's Office		960	1,018	953	1,041	2%
VP Academic	13	260,339	276,751	281,166	281,868	2%
VP Advancement & Alumni Engagement	14	4,397	4,772	4,848	6,232	31%
VP External Relations	15	21,058	18,823	20,485	21,129	12%
VP Finance & Administration	16	45,853	51,974	47,957	54,250	4%
VP Legal Affairs	17	7,280	7,769	7,785	8,287	7%
VP Research	18	23,733	23,776	23,238	25,317	6%
General University Requirements	19	68,660	45,142	54,980	50,145	11%
Total Expenses		432,280	430,025	441,412	448,269	4%

Notes: (a) 2011/12 Budget reflects the budget approved by the Board on March 24, 2011.

(b) 2011/12 Forecast reflects the actual expenditures projected to year-end by departments.

PORTFOLIO BUDGETS

PRESIDENT'S OFFICE

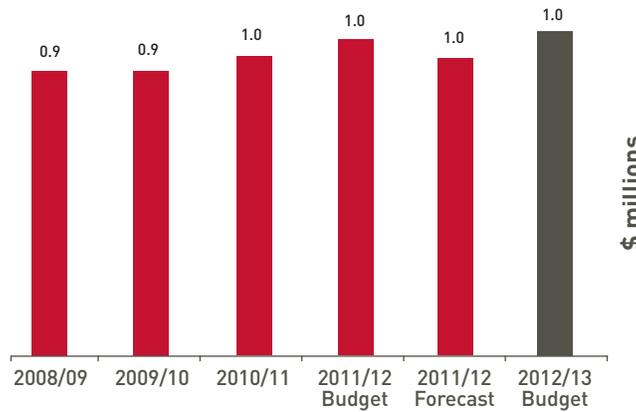
Professor Andrew Petter, President and Vice-Chancellor



The President's Office will support the launch and implementation of the University's recently approved strategic vision, and will pursue policies and initiatives that support and enhance SFU's status as "the leading engaged university defined by its dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement."

2012/13 Strategic Priorities

- Launch the strategic vision with a series of events and defining initiatives.
- Draw upon the strategic vision to set goals, demonstrate results, and foster a deeper sense of a shared mission.
- Support the development and implementation of various high level strategic plans including the Academic Plan and Strategic Research Plan.
- Assist SFU's continued efforts to secure accreditation from the Northwest Commission on Colleges and Universities (NWCCU).
- Advocate the University's interests and reputation at every level, both at home and abroad.
- Cultivate diverse sources of funding.



	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	707,171	738,307	665,645	701,891	713,738	712,469
Non-Salary Expenses	197,457	180,851	294,230	315,809	239,451	328,249
Total Expenses	\$904,628	\$919,158	\$959,875	\$1,017,700	\$953,189	\$1,040,718

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 strengths, supporting graduate students, and collaborating with the Vice-President Research.

2011/12 Highlights

- The Northwest Commission on Colleges and Universities (NWCCU) granted SFU candidate status (accreditation initiative).
- In response to recommendations by the Task Force on Teaching and Learning and to support the Academic Plan, Educational consultants were designated for each Faculty and are providing discipline-specific consultation, support or teaching enhancement programming in collaboration with members within the Faculty.
- Development and planning of renovated space to consolidate the operations of Fraser International College in the Discovery 1 building. The move of the college from Multi Tenant Facility (Discovery 2) and the South East Classroom Block (SECB) will allow the incorporation of these spaces into the SFU classroom inventory, providing much needed additional space for SFU course scheduling.
- In consultation with the Deans, the Faculty Allocation Model was revised to be more streamlined and transparent.

2012/13 Strategic Priorities

- Focus on new initiatives relating to teaching and learning, including development of better teaching evaluation processes and introduction of learning outcomes and assessment.
- Use strategic enrolment management to more accurately meet enrolment targets.
- Enhance the student academic experience by implementing new support for students with English as an Additional Language (EAL) by using over-enrolment revenues to improve course access, and by expanding “Semester in Dialogue” programs.
- Encourage a scholarly approach to teaching and learning by increasing faculty applications for Teaching & Learning Development Grants.
- Disseminate SFU’s experiences in educational development, institutional change and knowledge about teaching and learning centres to the broader educational community.
- Ensure that new faculty members contribute to the strategic research plans of the units into which they are hired, during the faculty renewal process.

	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	211,856,401	209,933,885	218,058,704	224,252,606	223,310,848	229,103,057
Non-Salary Expenses	44,130,483	41,919,739	42,280,341	52,498,717	57,854,697	52,764,997
Total Expenses	\$255,986,884	\$251,853,624	\$260,339,045	\$276,751,323	\$281,165,545	\$281,868,054

The operating budget for Academic and Support units, and the enrolment plan¹ for the Faculties within the VP Academic portfolio are reflected on pages 34 to 55.

Notes: ¹ The budget model and enrolment figures contained herein are based on the October 21, 2011 Enrolment Plan prepared in advance of the November 2011 Senate Committee on Enrolment Management and Planning (SCEMP) meeting. Slight changes in FTEs may be noted. The final University Enrolment Plan will be discussed at the February 15, 2012 SCEMP meeting.

FINANCE AND ADMINISTRATION

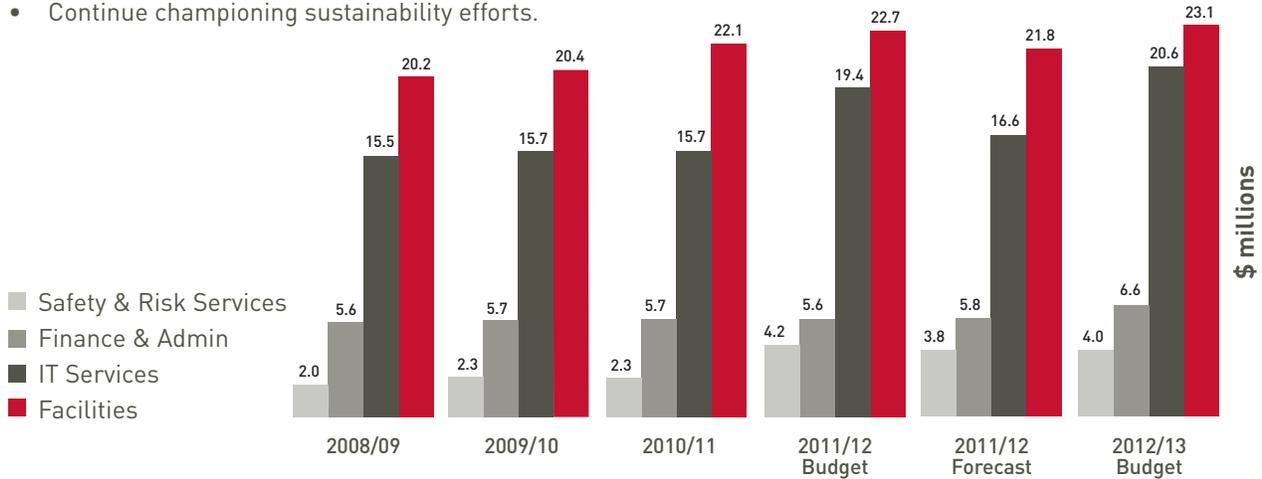
Dr. Pat Hibbitts, Vice-President



The Vice-President Finance and Administration (VPFA) is responsible for providing leadership to all aspects of SFU's Facilities, IT Services (with Associate Vice-President Academic), Safety & Risk Services, Finance, and Ancillaries.

2012/13 Strategic Priorities

- Convert to Public Sector Accounting Board standards, promote environmental sustainability through electronic document workflow, financial sustainability through position management, and infrastructure sustainability through the Request For Proposal process for Residence.
- Respond to immediate strategic IT needs, while upgrading the student administration system to maintain currency and to exploit new functionality.
- Fully implement Safety & Risk Services' strategic plan to ensure development of a comprehensive culture of safety across all SFU campuses and activities.
- Maintain campus operations, renovations, and maintenance of buildings, campus planning, property management ground and utility system.
- Continue championing sustainability efforts.



	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Safety & Risk Serv	1,960,727	2,331,245	2,341,913	4,236,180	3,783,053	3,985,534
Finance & Admin	5,556,316	5,724,783	5,727,756	5,652,550	5,806,985	6,564,647
IT Services	15,464,749	15,676,205	15,705,119	19,386,165	16,588,839	20,589,206
Facilities	20,195,705	20,376,973	22,077,766	22,699,202	21,777,920	23,111,071
Total Expenses	\$43,177,497	\$44,109,206	\$45,852,554	\$51,974,097	\$47,956,797	\$54,250,458

	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	23,838,311	25,301,942	26,279,613	28,335,271	27,280,372	30,204,600
Non-Salary Expenses	19,339,186	18,807,264	19,572,941	23,638,826	20,676,425	24,045,858
Total Expenses	\$43,177,497	\$44,109,206	\$45,852,554	\$51,974,097	\$47,956,797	\$54,250,458

LEGAL AFFAIRS

Professor Judith Osborne, Vice-President

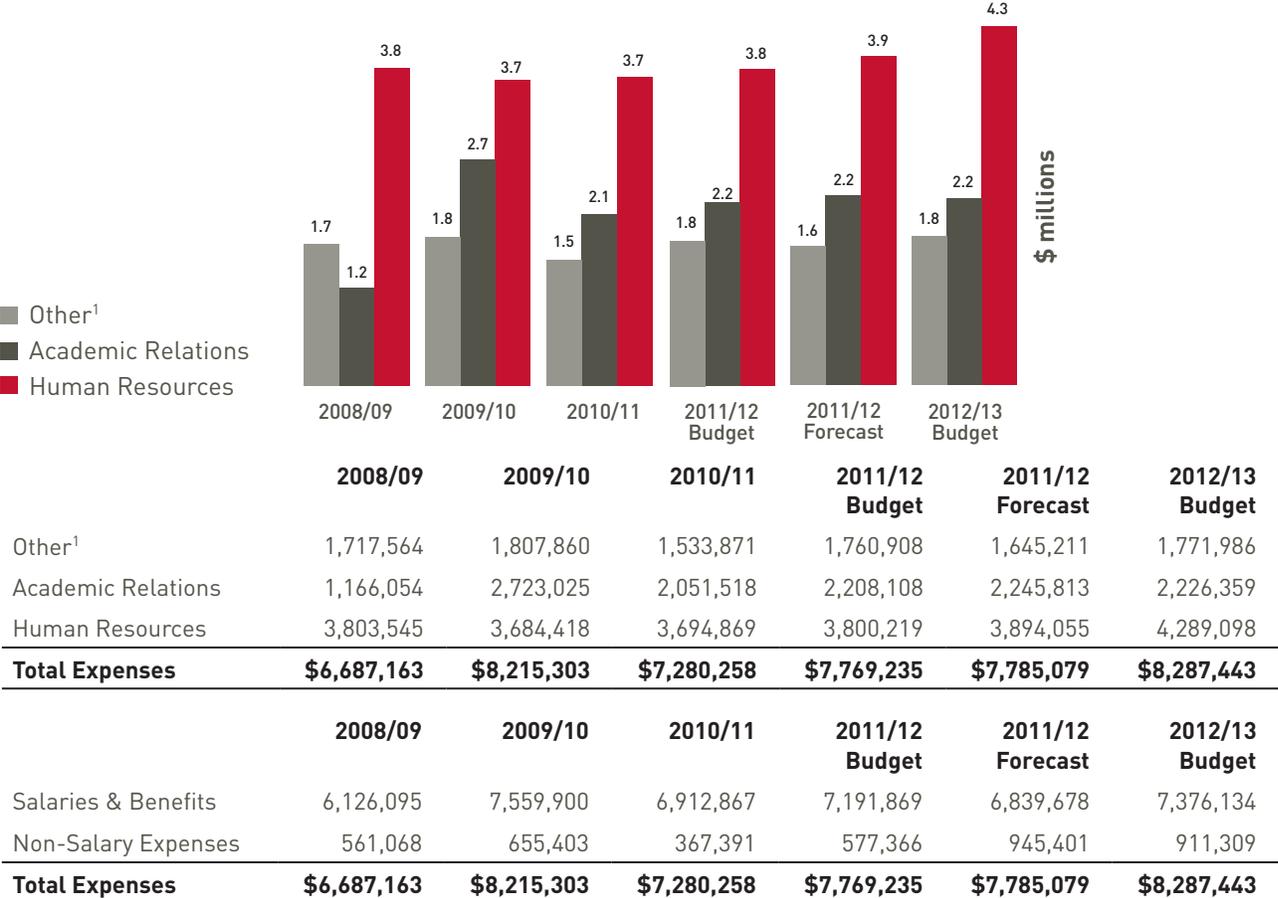


The Vice-President Legal Affairs (VPLA) provides executive management of the University’s legal affairs, including advice on access to legal services, risk and case management, education, and training. The VPLA is responsible for advising on policy development and interpretation, and serves as senior 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, University Secretariat, Internal Audit, Legal Contracts, Special Projects, and University Archives and Records Services. Human Resources and Academic Relations also manage and administer specific benefit and professional development costs, within their portfolio, on behalf of the University.

2012/13 Strategic Priorities

- Negotiate changes to the Administrative/Union Staff pension plan to make it financially sustainable for the long-term.
- Reach collective agreements for 2012 - 2014 with the employee groups.
- Employ proactive and preventative strategies to limit the University’s exposure to legal challenges.



Notes: 1 Includes Human Rights Office, University Secretariat, Internal Audit, Legal Contracts, Special Projects, and University Archives and Records Services.

RESEARCH

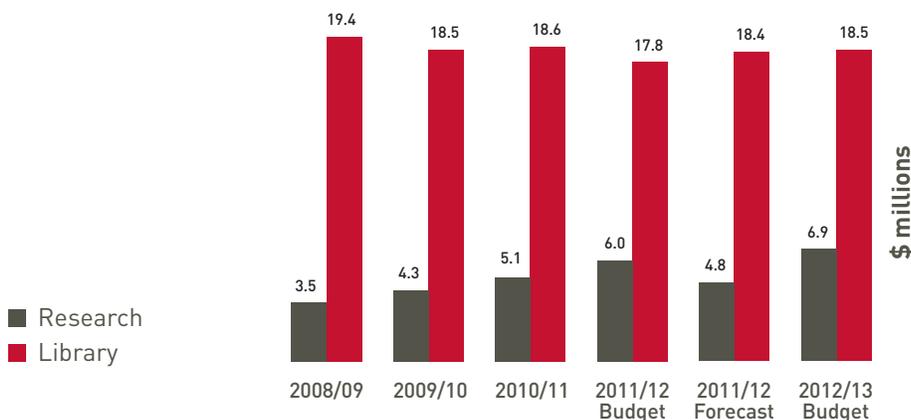
Dr. B. Mario Pinto, Vice-President



The Vice-President Research (VPR) reporting units include the offices of Research Ethics, Research Services, Innovation, as well as Animal Care Services, 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.

2012/13 Strategic Priorities

- Increase research intensity by implementing the Strategic Research Plan.
- Support and retain outstanding students through undergraduate research scholarships and Community Trust Endowment Fund (CTEF) graduate fellowships.
- Support the preservation of SFU research data using the Research Data Repository Service.
- Provide bridge research funding for one year to highly meritorious Natural Sciences and Engineering Research Council (NSERC) and Canadian Institutes of Health Research (CIHR) grant applications.



	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Research	3,545,523	4,293,430	5,089,435	5,987,979	4,836,502	6,860,819
Library	19,407,191	18,542,607	18,643,833	17,788,023	18,401,733	18,455,841
Total Expenses	\$22,952,714	\$22,836,037	\$23,733,268	\$23,776,002	\$23,238,235	\$25,316,660

	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	11,178,688	12,413,820	12,624,788	12,971,686	12,659,258	13,559,081
Non-Salary Expenses	11,774,026	10,422,217	11,108,480	10,804,316	10,578,977	11,757,579
Total Expenses	\$22,952,714	\$22,836,037	\$23,733,268	\$23,776,002	\$23,238,235	\$25,316,660

EXTERNAL RELATIONS

Dr. Philip Steenkamp, Vice-President

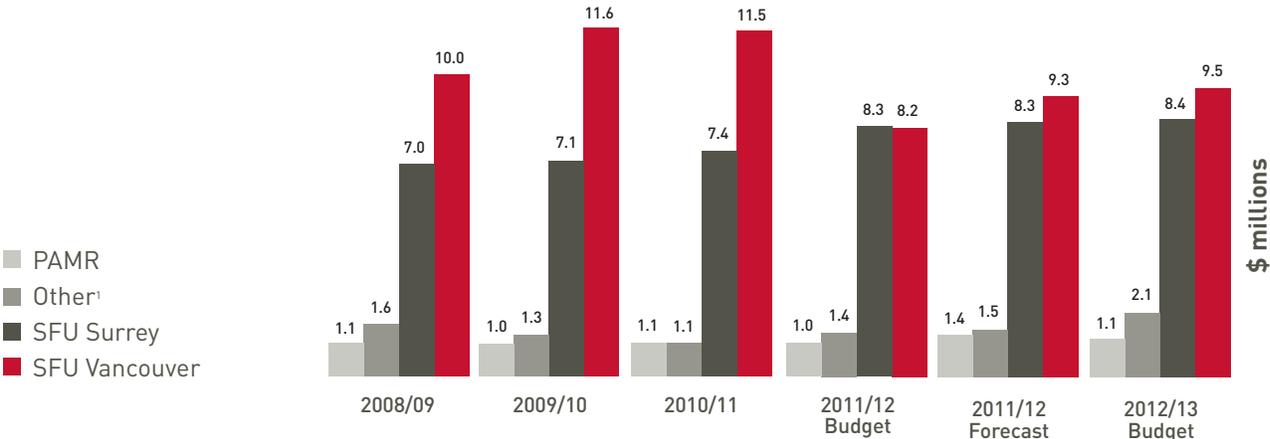


The Vice-President External Relations (VPER) links SFU and community by supporting engagement, both locally and internationally. The portfolio comprises Government Relations, Community Relations, International, Public Affairs and Media Relations (PAMR), the Design Group, the Art Gallery in Burnaby, as well as the SFU Vancouver, the Woodward’s Cultural Unit, and SFU Surrey. Major activities include strengthening relationships with community, international partners, and stakeholders, and building relationships that heighten SFU’s profile with the community and government at all levels.

2011/12 was an exciting year with the opening of the School for Contemporary Arts, a donation from Bill Reid Foundation of its entire collection of Northwest Coast art worth more than \$10 million, the SFU President’s successful mission to India and China with new partnership and funding opportunities, and support of the successful **envision>SFU** strategic visioning process.

2012/13 Strategic Priorities

- Launch SFU’s new vision and several signature initiatives.
- Develop institutional strategies for international, government relations, and community engagement.
- Gain support for SFU Surrey expansion.



	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
PAMR	1,090,038	1,041,370	1,085,188	989,561	1,357,397	1,126,642
Other ¹	1,635,727	1,276,958	1,064,862	1,365,737	1,522,806	2,080,348
SFU Surrey	7,030,577	7,145,733	7,441,859	8,289,092	8,332,468	8,415,935
SFU Vancouver	9,991,324	11,561,651	11,466,228	8,178,599	9,272,027	9,505,819
Total Expenses	\$19,747,666	\$21,025,712	\$21,058,138	\$18,822,989	\$20,484,698	\$21,128,744

	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	8,981,252	9,742,544	10,037,403	8,985,764	9,130,293	10,291,546
Non-Salary Expenses	10,766,414	11,283,168	11,020,735	9,837,225	11,354,405	10,837,198
Total Expenses	\$19,747,666	\$21,025,712	\$21,058,138	\$18,822,989	\$20,484,698	\$21,128,744

Note: ¹ Includes Government Relations, Community Relations, International, External Relations Administration, the Design Group, and the Art Gallery in Burnaby.

ADVANCEMENT AND ALUMNI ENGAGEMENT

Cathy Daminato, Vice-President



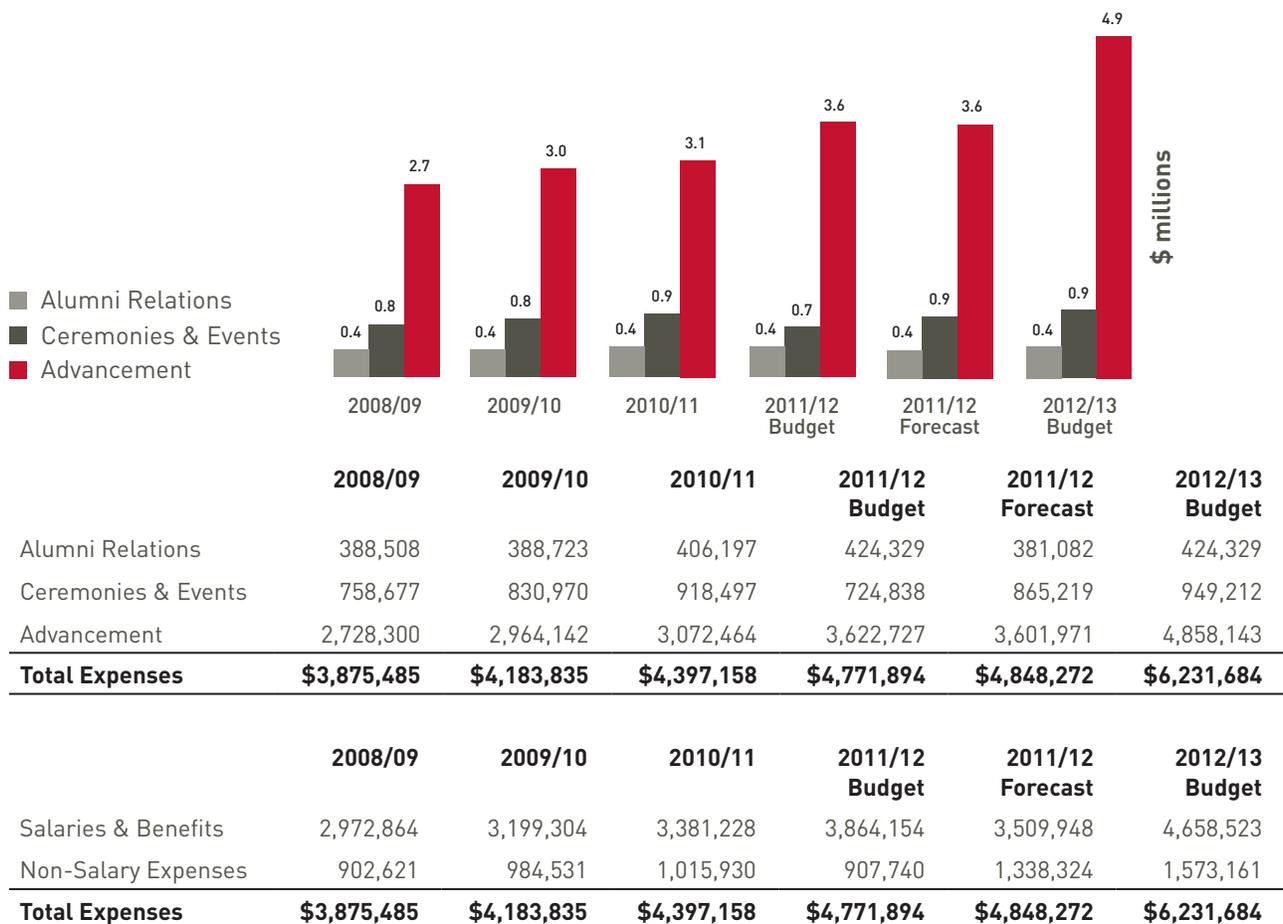
The VP Advancement and Alumni Engagement (VPAAE) office comprises University Advancement, Ceremonies and Events, and Alumni Relations.

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, special projects, and other initiatives as identified by the President, Vice-Presidents, and Deans. University Advancement met its 2011/12 fundraising goal of \$35 million by November 30, and expects to reach \$40 million by the end of the fiscal year.

Alumni Relations engages with SFU's graduates locally, across Canada, and around the globe. Ceremonies and Events advises on protocol and manages the University's twice-yearly convocation, in addition to dozens of other internal and external events every year.

2012/13 Strategic Priorities

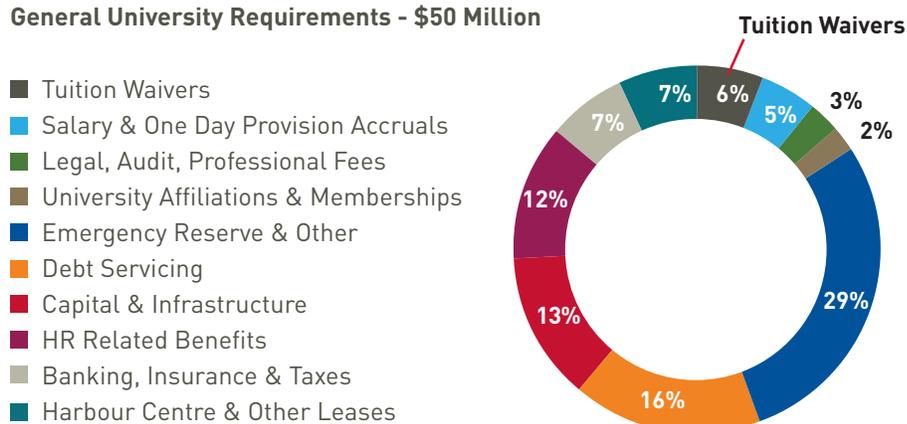
- Implement Strategic Plans for University Advancement to 2015 and for Alumni Relations.
- Continue plans for the 50th Anniversary Capital Campaign, which include recruiting a campaign cabinet and volunteer leaders, developing a case for support, and designing marketing and communications strategies.



GENERAL UNIVERSITY REQUIREMENTS

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.

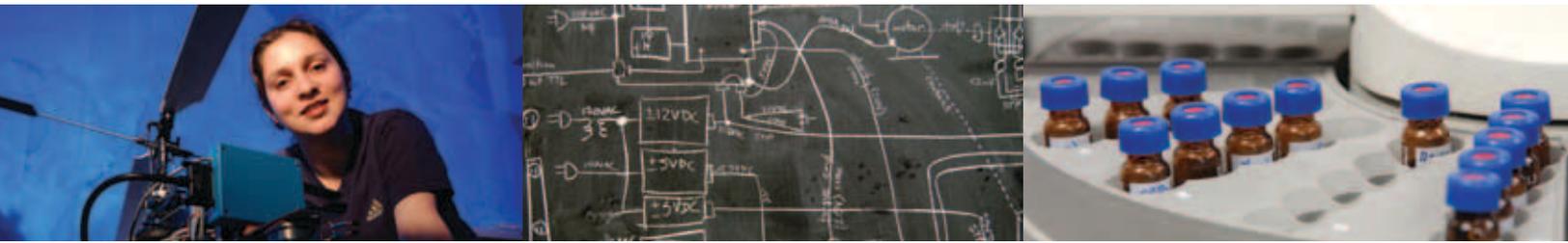
General University Requirements - \$50 Million



	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
GUR Expenses & Transfers	35,694,441	36,306,937	41,485,290	36,643,633	32,872,397	35,545,206
Additional Revenues ¹	-	-	19,034,711	-	13,607,655	-
Emergency Reserve & Other	-	3,715,555	8,235,896	8,500,000	8,500,000	14,600,000
Total Expenses	\$35,694,441	\$40,022,492	\$68,755,897	\$45,143,633	\$54,980,052	\$50,145,206

Note: ¹ Additional revenues are largely comprised of additional tuition revenues arising from over-enrolments.

ACADEMIC BUDGETS



FACULTY OF APPLIED SCIENCES

Dr. Nimal Rajapakse, Dean

Faculty of Applied Sciences (FAS) consists of two key academic units of SFU; the School of Computing Science and the School of Engineering Science, which both have international reputations for innovative academic programs and leading edge research.

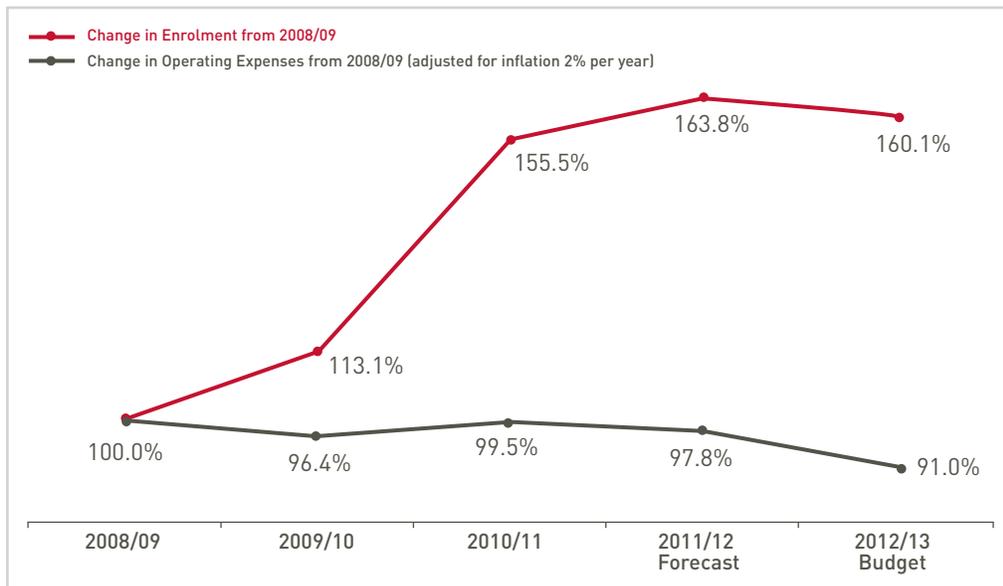
Undergraduate students in Computing Science have access to a broad set of joint majors and honours programs with other disciplines. All undergraduate engineering programs are accredited by the Canadian Engineering Accreditation Board. Co-op is mandatory for engineering students and the majority of Computing Science students are enrolled in Co-op. Faculty members attract over \$7 million per year in research funding.

2011/12 Highlights

- The Canadian Engineering Accreditation Board accredited the Mechatronic Systems Engineering (MSE) program for three years.
- The Lab for Computational Biology in the School of Computing Science is making international headlines among the genetics research community, and was featured on the December 2011 cover of Genome Research.
- Natural Sciences and Engineering Research Council (NSERC) Automotive Partnership Canada and the Canadian Foundation for Innovation announced an investment of close to \$5 million to support collaboration between SFU, and other educational and industrial partners.
- Through two trade missions and the SFU BC-India Mobility Initiative, FAS has several initiatives underway including collaborations between BC and Indian researchers on IT and clean energy projects.

2012/13 Strategic Priorities

- Complete the curriculum reviews of Computing and Engineering Science programs offered at Burnaby.
- Continue the planning and curriculum development of Energy Systems Engineering and Health Informatics (jointly with the Faculty of Health Sciences) programs to be offered at SFU Surrey.
- Increase advancement efforts and develop a dual-degree program in Engineering to generate more revenue.
- Establish a Leading Edge Endowment Fund (LEEF) Chair at SFU Surrey in collaboration with Surrey Memorial Hospital and the Fraser Health Authority.
- Expand research activities in clean energy in collaboration with the City of Surrey, industry, and funding agencies.
- Increase research collaboration with industry, and pursue an industrial research chair and NSERC CREATE project.



Note: The introduction of the new budget model revealed disparities between prior levels of funding and teaching capacity in certain Faculties. The university enrolment plan has and will be adjusted over time so that its targets align more closely with the Faculties' operating budgets.

Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Domestic Undergrad	879	953	1,089	1,095	1,124	1,124
International Undergrad	169	226	310	313	355	340
Grad Premium	4	5	4	6	6	19
Grad Non-Premium	272	319	353	350	337	344
Co-op	53	54	386	378	434	378
Total	1377	1557	2142	2142	2256	2205

Note: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	18,857,664	18,209,866	19,277,004	19,083,352	19,886,528	18,822,041
Non-Salary Expenses	1,281,940	1,603,205	1,571,096	710,688	1,017,466	1,007,959
Total Expenses	\$20,139,604	\$19,813,071	\$20,848,100	\$19,794,040	\$20,903,994	\$19,830,000



FACULTY OF ARTS & SOCIAL SCIENCES

Dr. John Craig, Dean

Faculty of Arts and Social Sciences (FASS) is the largest Faculty at SFU comprising approximately 30 departments, schools, and programs in the humanities and social sciences, including professional programs such as the Master in Public Policy.

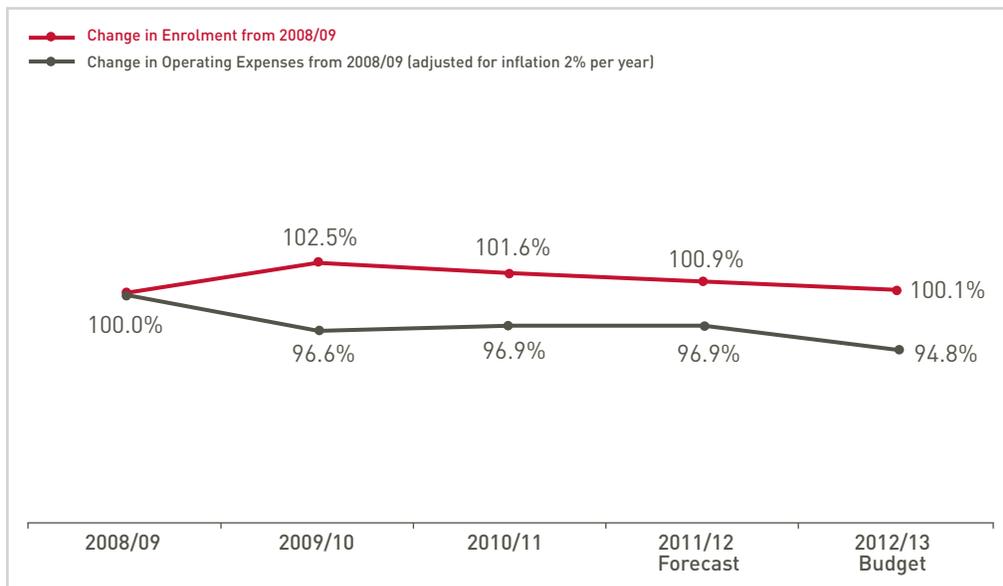
In 2011, the Faculty was home to 19% of all graduate students and 35% of all undergraduate students in the University. The four largest units of Criminology, Economics, English and Psychology combined taught more than 4,300 undergraduate students, comprising almost 20% of SFU's total.

2011/12 Highlights

- Established the Stavros Niarchos Foundation Centre for Hellenic Studies with a \$7 million endowment from the Stavros Niarchos Foundation.
- Established the Morgan Centre for Labour Studies with a \$2 million gift.
- Alana Gerecke, PhD student in English received a Trudeau Scholarship of \$180,000.
- Successfully obtained Social Sciences and Humanities Research Council (SSHRC) grants with a success rate of 55%, which was well above the national average.
- Three FASS departments (Psychology, Linguistics, and History) were ranked in the top 100 in the QS World University Rankings for 2011.

2012/13 Strategic Priorities

- Continue with the external review of the Faculty's structure to determine if further efficiencies and collaborations through closer associations of related units can be realized.
- Centralize Arts Central advising and Co-op offices in a single space on the main concourse of the AQ and improve the advising function to students.
- Continue to streamline and simplify the admissions process into the Faculty.
- Provide rapid response funding for faculty to organize public events connecting academic work to community concerns.
- Address the need for more faculty in the Department of Economics.
- In conjunction with Canada Foundation for Innovation (CFI), establish a research lab directed by Leading Edge Endowment Fund (LEEF) Chair Dr. Robert McMahon for his work on youth violence.
- Maintain our higher than national average Social Sciences and Humanities Research Council (SSHRC) awards success rate within the new granting structure.



Note: The introduction of the new budget model revealed disparities between prior levels of funding and teaching capacity in certain Faculties. The university enrolment plan has and will be adjusted over time so that its targets align more closely with the Faculties' operating budgets.

Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Domestic Undergrad	7,224	7,210	6,901	6,817	6,712	6,707
International Undergrad	708	912	1,107	1,124	1,232	1,202
Grad Premium	143	147	140	110	141	135
Grad Non-Premium	532	558	536	567	526	497
Co-op	21	19	83	88	95	96
Total	8,628	8,846	8,767	8,706	8,706	8,637

Notes: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above. The 2010/11 decrease in enrolment is mainly attributable to the transfer of Archaeology to the Faculty of Environment.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	47,691,588	47,315,623	48,446,160	47,662,440	47,223,540	48,619,633
Non-Salary Expenses	1,139,417	781,059	790,200	2,112,590	2,978,458	1,490,699
Total Expenses	\$48,831,005	\$48,096,682	\$49,236,360	\$49,775,030	\$50,201,998	\$50,110,332



BEEDIE SCHOOL OF BUSINESS

Dr. Daniel Shapiro, Dean

The Beedie School of Business has emerged as one of Canada's leading business schools, and is home to prolific research output and some of Canada's most innovative and market-responsive management programs.

Beedie is ranked among the top 25 business schools globally and top five in Canada for management research and is rated among the world's best for management information systems and international business. The Beedie School is part of an elite class of business schools (less than one percent of the world total) that has received accreditation from both the Association to Advance Collegiate Schools of Business (AACSB) and the European Quality Improvement System (EQUIS).

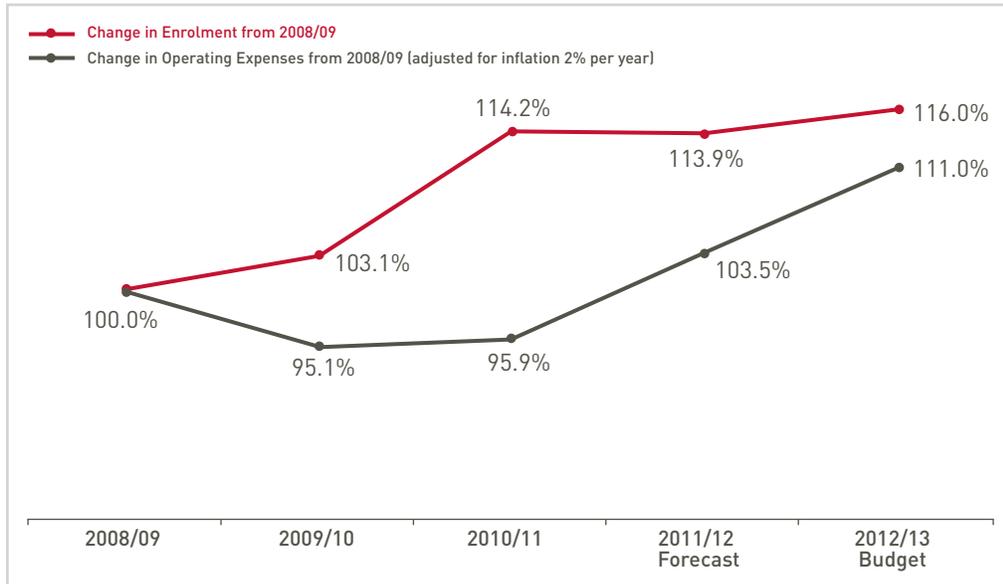
Beedie School's graduate and undergraduate degrees include Bachelor and Master of Business Administration (BBA and MBA respectively), Master of Science in Finance, and PhD. The programs have been expanded to include two new cohorts: the Executive MBA (EMBA) for the Aboriginal Business and Leadership, and the EMBA for the Americas.

2011/12 Highlights

- The \$22 million Beedie endowment is being used to support student activities, scholarships, and research chairs and professorships and a portion of the endowment is being managed by our students.
- Shanghai Jiao Tong University's Academic Ranking of the top 500 World Universities placed Beedie among the top 75 schools internationally in the category of economics and business.
- Beedie students earned the Premier's One World Scholarship, the BC Export Student Award for International Business Studies, and took top marks at international case competitions.

2012/13 Strategic Priorities

- Implement major curriculum initiatives including undergraduate Business minor and new EMBA cohorts (i.e. Aboriginal Cohort).
- Develop more experiential opportunities for students through international field schools and incubators for social innovation and for entrepreneurship.
- Perform community engagement activities such as implementing alumni engagement strategy, repositioning Beedie Executive Education, and further developing the Responsible Mineral Sector Initiative and Globally Responsible Leadership Initiative.
- Ensure that Beedie's four strategic research themes of: Globalization and Emerging Markets; Knowledge, Innovation and Technology; Sustainability and Governance; and Capital and Risk Management provide ongoing focus for faculty activities and recruitment of tenure track faculty members.
- Establish criteria and begin recruitment of Beedie Chairs and Professorships.



Note: The introduction of the new budget model revealed disparities between prior levels of funding and teaching capacity in certain Faculties. The university enrolment plan has and will be adjusted over time so that its targets align more closely with the Faculties' operating budgets.

Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Domestic Undergrad	1,975	1,895	1,793	1,775	1,676	1,722
International Undergrad	391	499	670	731	775	759
Grad Premium	361	424	442	426	425	481
Grad Non-Premium	25	23	22	22	21	21
Co-op	51	48	272	250	295	268
Total	2,803	2,889	3,199	3,204	3,192	3,251

Note: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	18,962,487	18,786,119	19,420,547	21,428,303	20,516,874	22,779,410
Non-Salary Expenses	3,728,165	3,234,833	3,217,683	4,781,365	4,399,536	4,477,840
Total Expenses	\$22,690,652	\$22,020,952	\$22,638,230	\$26,209,668	\$24,916,410	\$27,257,250



FACULTY OF COMMUNICATION, ART AND TECHNOLOGY

Dr. Cheryl Geisler, Dean

The Faculty of Communication, Art and Technology (FCAT) is the exciting intersection of communication, art, and technology: when creativity meets new technology, when science meets art, and when design encounters new media. FCAT's four units include the Schools of Communication (CMNS), Interactive Arts and Technology (SIAT), Contemporary Arts (SCA), as well as a Publishing Program. It also hosts the Master of Digital Media, a joint effort of UBC, BCIT, Emily Carr, and SFU.

One of the signature aspects of FCAT is its connection to the vibrant creative economy of Greater Vancouver. Not only is FCAT on Burnaby Mountain, it is also centrally located along the skytrain at SFU Surrey, downtown at SFU Vancouver and in the exciting new Woodward's complex, a stunning new cultural facility.

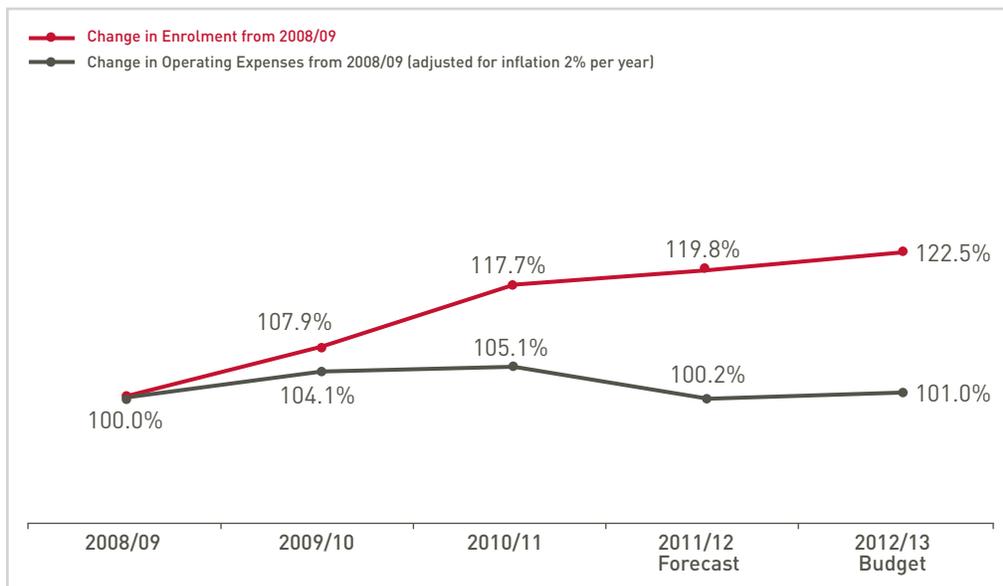
FCAT has research strengths in Cultural Policy & Practice, Media Analysis, the Social Impact of New Media, Film, Dance, Music Composition, Visual Arts, Interactive Media, and Visual Analytics, and is on the edge of a period of intense faculty renewal over the next decade that will dramatically reshape the Faculty.

2011/12 Highlights

- The Master of Digital Media program was stabilized under the new leadership of Richard Smith and has launched curricular revisions that will open new markets.
- The proposal for a Dual Masters in Global Communication with the Communication University of China (CUC) is in the process of approval.
- The proposal for a Virtual Campus Infrastructure has been approved and awarded funding from the University's strategic priority fund for 2012/13. The expected completion of this initiative is March 2015.

2012/13 Strategic Priorities

- Launch the Dual Masters program with the Communication University of China (CUC).
- Update the curriculum, balance enrolment, and streamline access in SCA, SIAT, and CMNS.
- Grow the program in Publishing through development of new undergraduate offerings.
- Establish new FCAT Research Centres in Critical Networks and Interactive Design.
- Engage in global outreach on the theme of interactive media and technologies.



Note: The introduction of the new budget model revealed disparities between prior levels of funding and teaching capacity in certain Faculties. The university enrolment plan has and will be adjusted over time so that its targets align more closely with the Faculties' operating budgets.

Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Domestic Undergrad	1,653	1,748	1,767	1,780	1,751	1,831
International Undergrad	175	219	271	281	330	313
Grad Premium	39	42	47	46	43	44
Grad Non-Premium	141	163	166	169	167	174
Co-op	32	29	150	138	154	137
Total	2,040	2,201	2,401	2,414	2,445	2,499

Note: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	13,947,554	14,609,834	15,298,359	14,626,794	15,142,086	15,603,638
Non-Salary Expenses	1,318,921	1,606,206	1,393,214	937,131	1,090,289	1,079,862
Total Expenses	\$15,266,475	\$16,216,040	\$16,691,573	\$15,563,925	\$16,232,375	\$16,683,500



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. Its faculty members are recognized for their work in developing, advancing, and enacting knowledge that makes a difference in public education.

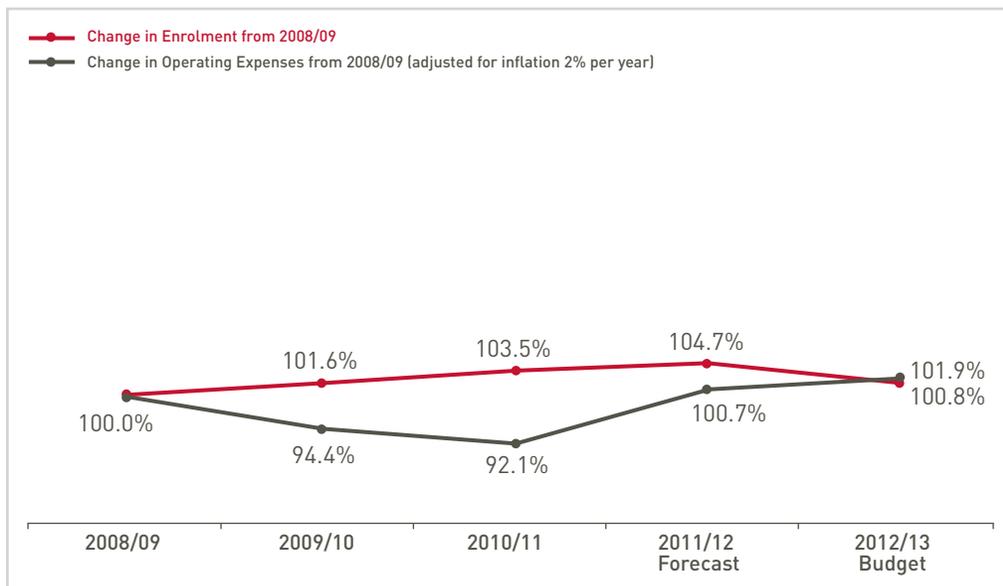
Throughout its forty-five year history, the Faculty has grown and evolved in response to the ever changing challenges and needs of its constituencies. It follows a rigorous research program to investigate theory and provide innovative leadership in issues of educational pedagogy.

2011/12 Highlights

- Dr. Kieran Egan received the 2011 Upton Sinclair Award, an innovative search for the heroes of American education.
- The Friends of Simon Tutoring Project (FOS) at SFU was one of the three outreach organizations who received a Celebration of Community Award at the Scotiabank and United Way Community Spirit Awards breakfast ceremony.
- Four remarkable First Nations women from the same family (two sisters - Marlene and Colleen Erickson, along with Colleen's daughter, Sarah John and stepdaughter, Shana Schwentner) all completed their graduate degrees in SFU's Master of Education in Arts Education offered in Prince George.

2012/13 Strategic Priorities

- Open the Office of Indigenous Education.
- Review Education's strategy for international programs and activities.
- Promote integrated programs with colleges, school districts and other universities across the Province.
- Continue infusion of technology into teaching and create a new learning lab environment for innovative teaching and learning strategies.
- Continue the evidence-based program review of graduate programs.
- Pilot an innovative program delivery mechanism for off-campus programs.



Note: The introduction of the new budget model revealed disparities between prior levels of funding and teaching capacity in certain Faculties. The university enrolment plan has and will be adjusted over time so that its targets align more closely with the Faculties' operating budgets.

Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Domestic Undergrad	1,484	1,519	1,551	1,498	1,533	1,438
International Undergrad	52	67	78	80	112	90
Grad Premium	739	737	753	774	738	783
Grad Non-Premium	279	272	262	258	290	263
Co-op	-	-	-	1	1	1
Total	2,554	2,595	2,644	2,611	2,674	2,575

Note: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	17,348,795	16,778,663	16,713,253	18,017,162	17,259,677	18,119,287
Non-Salary Expenses	1,681,398	1,541,990	1,526,303	2,566,590	3,072,890	2,865,150
Total Expenses	\$19,030,193	\$18,320,653	\$18,239,556	\$20,583,752	\$20,332,567	\$20,984,437



FACULTY OF ENVIRONMENT

Dr. John Pierce, Dean

The Faculty of Environment encompasses the School of Resource and Environmental Management (REM), the Departments of Geography and Archaeology, the Environmental Science program, the Centre for Sustainable Community Development, the Development and Sustainability Program, and the Centre for Coastal Science and Management.

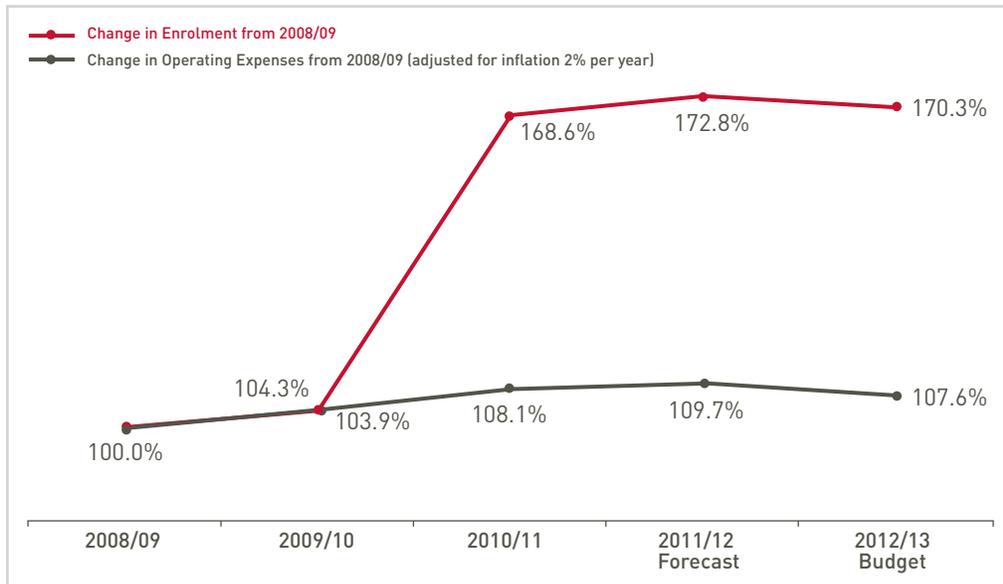
The Faculty is developing new interdisciplinary initiatives as well as furthering those that already exist, such as expanding opportunities for students to achieve breakthroughs beyond conventional approaches to environmental sustainability. Students will gain critical insight into how we are changing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

2011/12 Highlights

- Sarah St. John, a student in the Centre for Sustainable Community Development program, was named a 2012 Rhodes Scholar, and Brent Loken, a PhD student in REM, was named a Trudeau Scholar.
- The China Program annual meeting was held in Beijing in November. Its Secretariat, which has been centred at SFU for twenty years, was recognized for its many efforts at coordinating research and action on China's environmental problems.
- SFU's Dig Greece program operated another highly successful archaeological dig in Kefalonia. A new Mycenaean site was excavated for the first time capturing international attention.

2012/13 Strategic Priorities

- Diversify the Faculty's undergraduate programming opportunities, particularly in the social sciences.
- Attract a greater number of international students.
- Integrate the Department of Archaeology more fully into the Faculty.
- Develop new proposals to reduce the Faculty's operating expenses.
- Strengthen the governance and external research partnerships of the Hakai Network.
- Focus on a very select number of research modes to develop Centres of Research Excellence.
- Develop a new Institute dedicated to coordinating analysis and action on environmental changes.

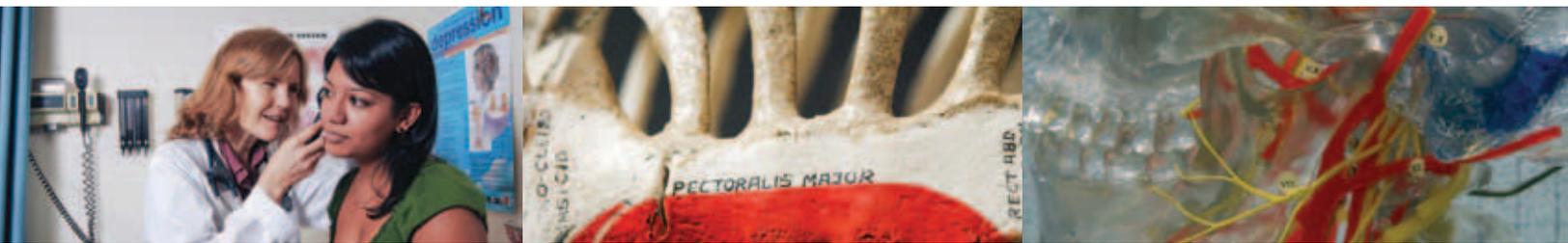


Notes: The introduction of the new budget model revealed disparities between prior levels of funding and teaching capacity in certain Faculties. The university enrolment plan has and will be adjusted over time so that its targets align more closely with the Faculties' operating budgets.

Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Domestic Undergrad	510	522	840	854	830	847
International Undergrad	20	37	82	82	109	90
Grad Premium	-	-	-	-	-	-
Grad Non-Premium	124	121	155	161	157	157
Co-op	8	8	39	32	47	33
Total	662	688	1,116	1,129	1,143	1,127

Notes: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above. The 2010/11 increase in enrolment is mainly attributable to the transfer of Archaeology from the Faculty of Arts and Social Sciences.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	7,974,998	8,315,363	8,661,732	8,805,227	8,825,712	9,033,443
Non-Salary Expenses	249,556	435,420	586,969	620,233	745,353	543,423
Total Expenses	\$8,224,554	\$8,750,783	\$9,248,701	\$9,425,460	\$9,571,065	\$9,576,866



FACULTY OF HEALTH SCIENCES

Dr. John O'Neil, Dean

Established in 2004, SFU's Faculty of Health Sciences offers one of Canada's most comprehensive interdisciplinary programs in health sciences. Health Sciences offers a Bachelor of Arts (BA) and a Bachelor of Science (BSc) degree in Health Sciences, a Master of Public Health (MPH), a Master of Science (MSc), and a PhD in Health Sciences.

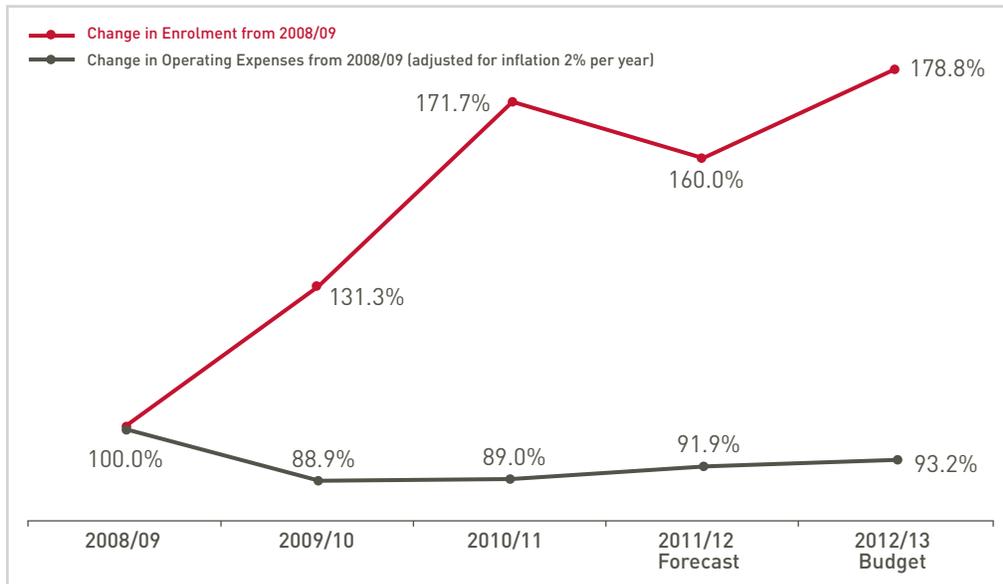
The Faculty brings together experts from the population, social and biomedical sciences, and public health sectors who are dedicated to sharing their knowledge and expertise to provide students with the skills to tackle issues and make a difference in the health of people in Canada and around the world.

2011/12 Highlights

- The PhD program was approved in 2011.
- Health Sciences student Sarah St. John (BSc undergraduate) was selected as the fourth Rhodes Scholar in SFU's history.
- Successfully undertook governance and decanal review with appropriate changes to governance structure and processes.
- SFU Health Network Advisory Committee and the Office of the Vice-President Research hosted its first "SFU Health Research Day" at IRMACS Theatre and Atrium.

2012/13 Strategic Priorities

- Recruit faculty to Endowed Chairs in Cancer Survivorship and HIV/AIDS Health Economics.
- Conclude discussions with UBC and Fraser Health Authority around a collaborative Memorandum of Understanding for developing health-related education programs and research opportunities.
- Implement and strengthen collaborative research partnerships in southern Africa, India, Cambodia, Vietnam and China.
- Strengthen research collaborations with First Nations Health Authority in BC, and with Fraser Health Authority in the area of health system sustainability.



Note: The introduction of the new budget model revealed disparities between prior levels of funding and teaching capacity in certain Faculties. The university enrolment plan has and will be adjusted over time so that its targets align more closely with the Faculties' operating budgets.

Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Domestic Undergrad	330	461	580	585	513	581
International Undergrad	12	22	37	36	34	40
Grad Premium	99	91	89	100	85	101
Grad Non-Premium	5	11	26	41	33	42
Co-op	8	11	47	40	61	48
Total	454	596	779	802	726	812

Note: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	5,664,585	5,968,891	6,627,484	6,622,750	6,669,102	7,047,889
Non-Salary Expenses	1,687,391	698,556	181,527	466,792	504,793	372,111
Total Expenses	\$7,351,976	\$6,667,447	\$6,809,011	\$7,089,542	\$7,173,895	\$7,420,000



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 Bachelor of Science (BSc) 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.

The second largest Faculty at SFU, it comprises eight departments with over 240 faculty members. Science's researchers bring in over half of the research income of the University from government and foundation grants, and from research contracts.

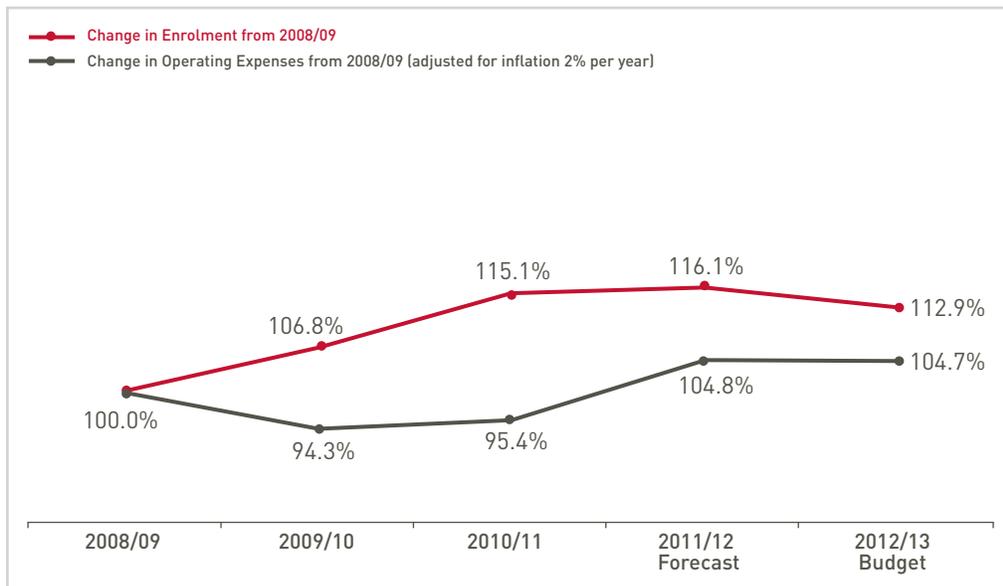
The Faculty hosts four research centres, plays a major role in SFU's two largest Research Institutes (IRMACS and 4D Labs), and is instrumental in research conducted at off-campus facilities such as TRIUMF, BC Cancer Agency, Bamfield Marine Sciences Centre, and the Pacific Institute for Mathematical Sciences (PIMS).

2011/12 Highlights

- Completed renovations to the Chemistry wing in Burnaby's Shrum Science Centre, and to the Podium 2 expansion at SFU Surrey, funded by the Knowledge Infrastructure Program (KIP).
- Diane Finegood, Biomedical Physiology and Kinesiology, was appointed as President and CEO of the Michael Smith Foundation of Health Research.
- Major research accomplishments which made local and international headlines during the year included: the successful trapping of anti-matter, and discoveries of fossilized giant prehistoric ants, stick insects reproducing without sex for over one million years, and the microbiology of colorectal cancer.

2012/13 Strategic Priorities

- Develop an integrated undergraduate science program at the Surrey campus.
- Re-develop comprehensive criteria and procedures for the recruitment and admission of undergraduate and graduate students.
- Replace outdated undergraduate laboratory and field equipment on an on-going basis, particularly in the Department of Earth Sciences.
- Reorganize and enhance the Science Stores and Science Technical Centres to better support research activities within the Faculty and in the larger SFU community.
- Develop strategy and funding to sustain researchers and graduate students in the face of the decreasing availability of federal research grants, particularly Natural Sciences and Engineering Research Council (NSERC) and Canadian Institutes of Health Research (CIHR) awards.
- Work with VP Academic, VP Research, and Deans of other Faculties to develop sustainable funding and leadership in the two largest research institutes, IRMACS and 4D Labs.



Note: The introduction of the new budget model revealed disparities between prior levels of funding and teaching capacity in certain Faculties. The university enrolment plan has and will be adjusted over time so that its targets align more closely with the Faculties' operating budgets.

Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Domestic Undergrad	3,687	3,835	3,927	3,876	3,815	3,805
International Undergrad	305	452	558	561	701	614
Grad Premium	5	7	5	-	1	-
Grad Non-Premium	441	458	471	476	488	447
Co-op	48	38	204	198	204	198
Total	4,486	4,790	5,165	5,111	5,209	5,064

Note: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	35,293,539	35,023,788	36,226,656	40,123,302	40,034,365	40,861,675
Non-Salary Expenses	2,758,400	1,577,786	1,545,569	2,102,068	2,300,969	2,270,579
Total Expenses	\$38,051,939	\$36,601,574	\$37,772,225	\$42,225,370	\$42,335,334	\$43,132,254



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:

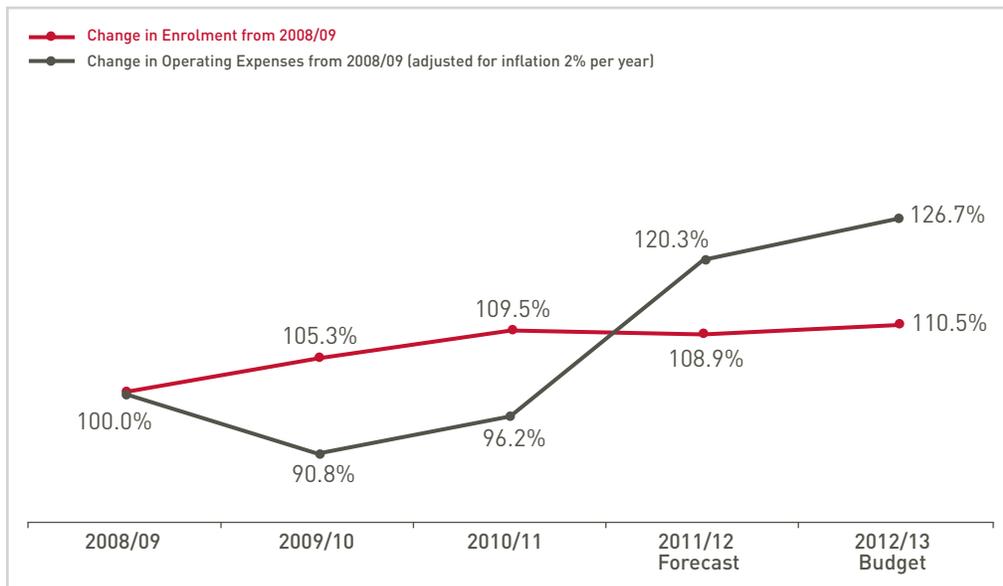
- Ensures that applications for admission meet University standards.
- Ensures that Graduate General Regulations are followed as students progress from admission through their programs to graduation.
- Organizes competitions for all internal and most external merit-based awards. Keeps records of competitions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

2011/12 Highlights

- Developed and implemented a fast-track admission process resulting in faster admission for students who meet the basic SFU entrance requirements for graduate programs.
- Added a permanent Communication Officer resulting in a doubling of Graduate Studies webpage views and increased visitors' time on the website, introduced a web blog highlighting graduate student/faculty/staff profiles and award competitions, and changes to graduate policies and procedures.
- Two graduate students won Trudeau Scholarships, and four graduate students won Vanier Scholarships.

2012/13 Strategic Priorities

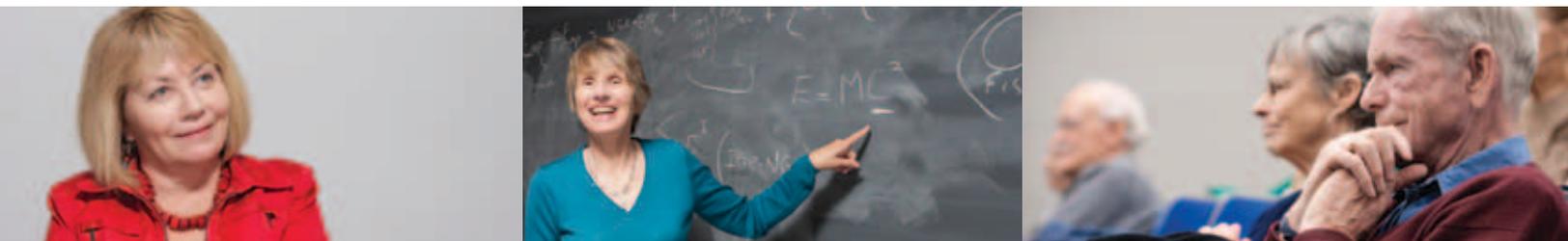
- Develop student electronic record systems.
- Assess program satisfaction of graduate students through both the exit and graduate student supervision surveys, and develop action plans for addressing issues identified in the surveys.
- Review and revise the Graduate General Regulations, develop an admissions and awards handbook, and improve admission processes and credential evaluation.
- Analyze degree program outcomes across all graduate programs.



Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Grad Premium	1,390	1,452	1,479	1,461	1,439	1,564
Grad Non-Premium	1,819	1,926	1,991	2,042	2,019	1,945
Grad Co-op	14	14	58	20	52	54
Total	3,223	3,392	3,528	3,523	3,510	3,563

Note: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	1,060,164	1,023,717	1,156,027	1,339,684	1,310,196	1,417,373
Non-Salary Expenses	331,629	265,052	236,477	366,314	466,093	491,111
Total Expenses	\$1,391,793	\$1,288,769	\$1,392,504	\$1,705,998	\$1,776,289	\$1,908,484
Scholarships, Bursaries & Awards	\$6,253,341	\$7,092,680	\$6,442,381	\$7,422,236	\$7,761,812	\$7,222,236



OFFICE OF LIFELONG LEARNING

Dr. Helen Wussow, Dean

The Office of Lifelong Learning includes Continuing Studies offering non-credit and community outreach learning opportunities, the Centre for Online and Distance Education (CODE), and the Centre for Integrated and Credit Studies.

Lifelong Learning supports the University's mandate through various offerings. Lifelong Learning engages individuals throughout the lower mainland with intimate discussions on current issues through the Philosophers' Café series, provides career professionals with workshops and sessions on topics important to them, offers pathways to degree completion for mature learners, and serves Aboriginal students through University preparation programs.

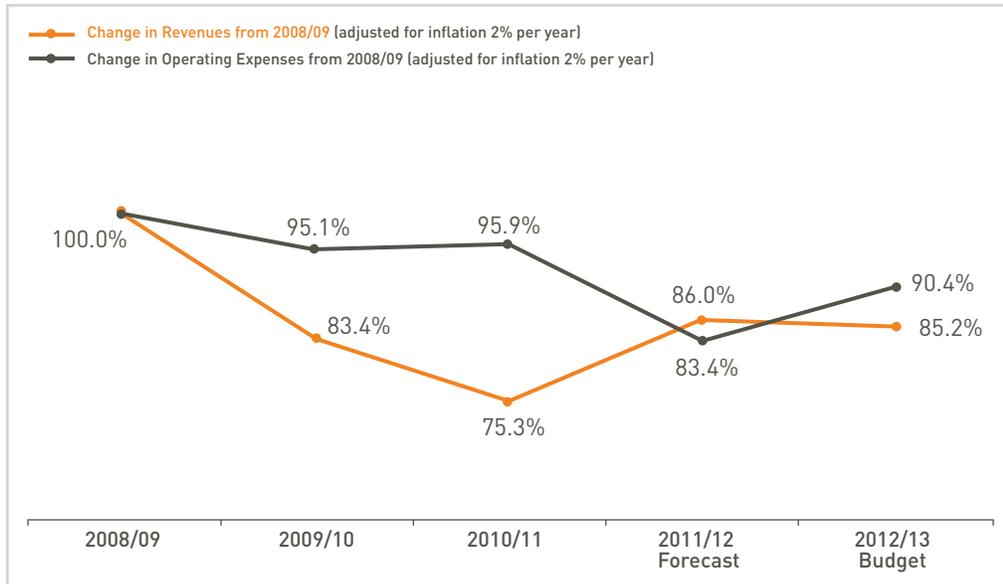
Lifelong Learning also ensures that its non-credit course and program offerings generate sufficient revenue to not only cover costs but to also contribute financial returns to the University.

2011/12 Highlights

- Restructured program areas resulting in significant financial savings.
- Introduced new certificate programs in Restorative Justice, Human Resources, Community Capacity Building, and Journalism, and redesigned programs in Applied Business Analysis, Rehabilitation and Disability Management, and Aboriginal Pre-Health.
- Increased access by offering programming in Surrey's new City Centre Library.

2012/13 Strategic Priorities

- Explore ways to provide additional pre-university preparation programs for Aboriginal students.
- Continue the level of community engagement through our Philosophers' Cafe and Seniors programs, the largest sustained community outreach programs at SFU.
- Continue to develop, market, and launch new programs and certificates, especially in social media, marketing, and arts, history, and culture.
- Work collaboratively with Faculties to explore collaborative online and face-to-face opportunities.
- Renovate Harbour Centre space to provide operational efficiencies and to meet future needs as a result of program expansion.



Note: Operating support has remained relatively stable, while program re-structuring has resulted in reductions in revenue and financial cost savings.

Revenues	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Non-Credit Course Revenues	5,414,582	5,036,764	4,547,458	6,397,597	6,034,837	6,168,230
Other	2,767,349	1,925,560	1,864,501	1,689,407	1,429,714	1,373,842
Total Revenues	\$8,181,931	\$6,962,324	\$6,411,959	\$8,087,004	\$7,464,551	\$7,542,072

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	14,005,500	13,892,027	13,679,624	13,532,065	12,956,713	13,028,250
Non-Salary Expenses	3,152,647	2,757,402	3,439,696	3,009,345	2,224,281	3,755,888
Total Expenses	\$17,158,147	\$16,649,429	\$17,119,320	\$16,541,410	\$15,180,994	\$16,784,138



STUDENTS

Dr. Tim Rahilly, Associate Vice-President

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, International Services For Students, Centre for Students with Disabilities, Indigenous Student Centre, and Work Integrated Learning.

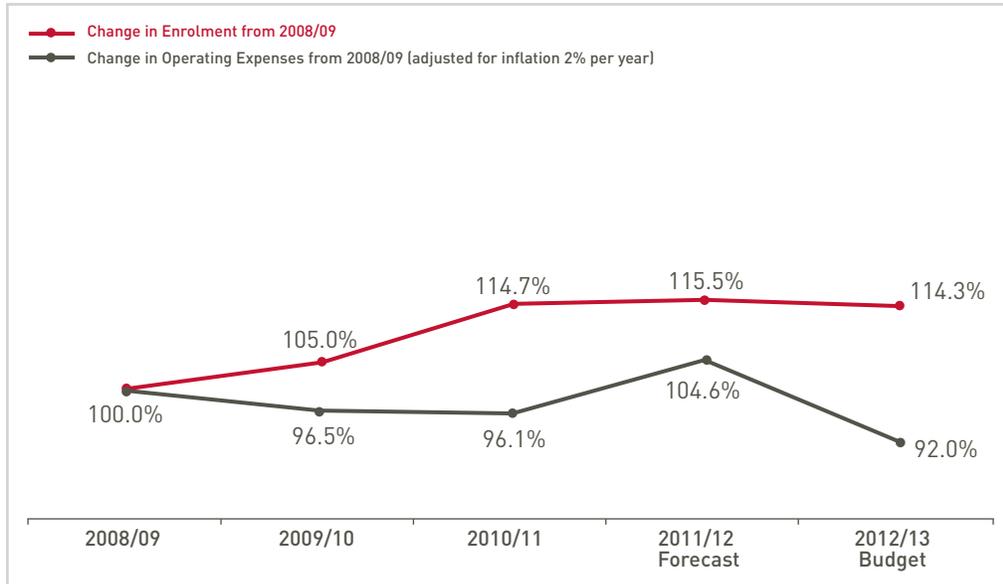
The mission of Student Services is to foster transformative student experiences by collaboratively anticipating, facilitating, and providing services, programs and environments for student learning and success.

2011/12 Highlights

- Implemented several system and software projects that added efficiency and effectiveness to business processes including: U-Pass, Contact Centre, online University Calendar, Clockworks database for Disabilities Centre, online scholarship application, and a new 360° virtual tour website.
- Initiated several new programs that broaden and enhance support services for students including new programming for international and indigenous students, Cultural Competency Training for front-line staff, development of a community-wide mental health strategy to support institutional crisis, and established protocol for critical assistance in mediating sensitive campus events.
- Successfully became a provisional member of the National Collegiate Athletic Association (NCAA), and the Men's Soccer ranked #1 in NCAA Division Two.

2012/13 Strategic Priorities

- Maintain high levels of services to all students and enhance programs and services for international and indigenous students.
- Encourage the widespread adoption of single-source publishing via the content management system.
- Ensure Residence and Housing programs and services are maintained at current high levels even in the event of a change in management.
- Continue to utilize SFU, national and provincial surveys on student enrolment, engagement and satisfaction to evaluate services and practices as these are linked to the strategic research priorities of Student Services.



Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Domestic Undergrad	17,742	18,143	18,451	18,286	17,955	18,053
International Undergrad	1,832	2,433	3,111	3,206	3,648	3,448
Undergrad Co-op	208	194	1,122	1,105	1,238	1105
Total	19,782	20,770	22,684	22,597	22,841	22,606

Note: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	21,130,579	21,270,692	22,124,331	22,646,353	23,921,807	23,069,243
Non-Salary Expenses	8,432,325	7,828,170	7,428,808	7,129,958	8,881,248	6,361,716
Total Expenses	\$29,562,904	\$29,098,862	\$29,553,139	\$29,776,311	\$32,803,055	\$29,430,959
Scholarships, Bursaries & Awards	\$10,397,592	\$10,368,417	\$11,429,343	\$9,714,969	\$11,824,187	\$9,714,969

**VP EXTERNAL RELATIONS
SFU SURREY AND SFU VANCOUVER**



SFU SURREY

Joanne Curry, Executive Director

Established in 2002, SFU Surrey offers over thirty degree programs. Several thousand adult learners are pursuing a variety of Lifelong Learning courses and programs at both SFU's Surrey campus as well as the new classroom site located in Surrey's new City Centre Library.

Professors encourage the pursuit of academic excellence through supportive first-year programs and unique offerings in computing science, interactive arts and technology, mechatronic systems engineering, entrepreneurship, finance, marketing, management and systems science, mathematics operations research, criminology police studies, world literature, education, and science. Students are drawn to these distinctive programs and to the benefits associated with a friendly campus environment and smaller class sizes.

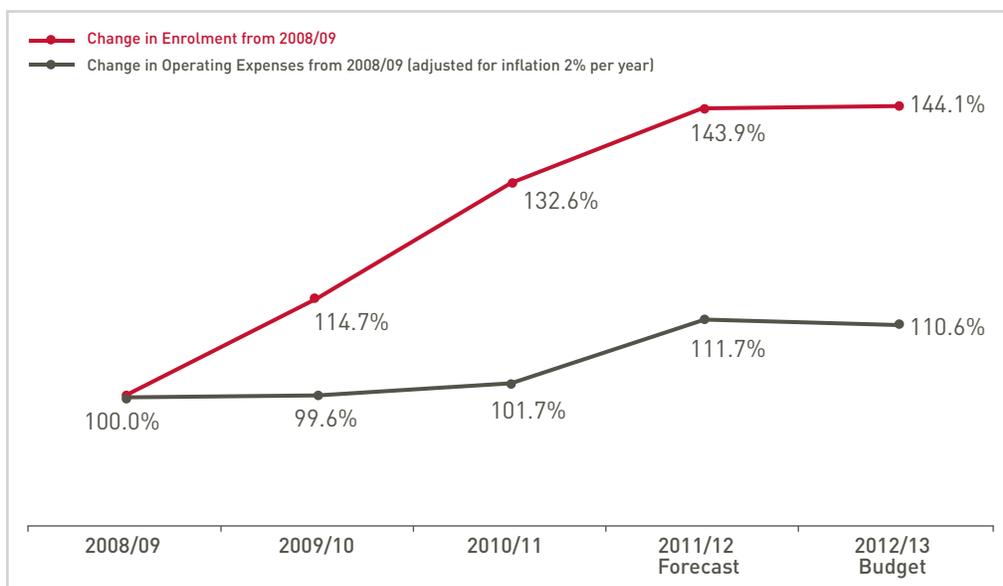
Community engagement has been at the forefront of the development of SFU Surrey. A variety of community advisory councils, outreach activities, and collaborative economic and social development initiatives are underway to support the communities of the South Fraser and beyond.

2011/12 Highlights

- Opened Podium 2 with the support of a \$10 million grant. Podium 2 includes SFU Surrey's first chemistry, biology and biomedical, physiology and kinesiology teaching labs as well as new classrooms, research labs, and administrative space for the School of Interactive Arts and Technology.
- Leased three new classrooms in the Surrey City Centre Library for SFU's Lifelong Learning programs.
- Attained funding from various sources including a new \$5 million research funding grant to SFU's mechatronics systems, a donation from Coast Capital Savings to support Venture Connections mentorship of student entrepreneurs, and funding for the BC-India Innovation, Exchange and Mobility Initiative.
- Supported a substantial student increase across the Surrey Campus.

2012/13 Strategic Priorities

- Continue to promote SFU Surrey's expansion to 5,000 students.
- Continue to explore potential support for industrial research chairs and joint research projects in clean energy with the City of Surrey, BC Hydro, Powertech, and other partners.
- Identify and commence high priority collaborative projects with the Fraser Health Authority in areas of education, research, and research dissemination and community outreach.
- Attract further funding and community partnerships to support expanded community engagement in Surrey and the South Fraser.
- Conclude proposals for student residence agreement to provide this important amenity for SFU students in Surrey.



Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12 Plan	2011/12 Forecast	2012/13 Plan
Domestic Undergrad	1,987	2,144	2,375	2,457	2,539	2,461
International Undergrad	167	255	352	384	429	500
Grad Premium	183	238	264	212	288	276
Grad Non-Premium	209	284	297	319	309	320
Co-op	13	14	105	130	118	130
Total	2,559	2,935	3,393	3,502	3,683	3,687

Note: To ensure comparability and consistency across BC Research Universities, the definition for Co-op was changed effective 2010/11 and is reflected in the enrolment numbers above.

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	2,899,034	3,064,213	3,208,326	3,419,542	3,299,838	3,551,924
Non-Salary Expenses	4,131,543	4,081,520	4,233,533	4,869,550	5,032,630	4,864,011
Total Expenses	\$7,030,577	\$7,145,733	\$7,441,859	\$8,289,092	\$8,332,468	\$8,415,935



SFU VANCOUVER

Dr. Laurie Anderson, Executive Director

SFU's Vancouver campus includes five sites: the original SFU Harbour Centre, which celebrated its 22nd anniversary in May 2011, the Morris J. Wosk Centre for Dialogue, the Segal Graduate School of Business, the Alexander Street studio space, and the School for the Contemporary Arts at the Goldcorp Centre for the Arts in the Woodward's re-development.

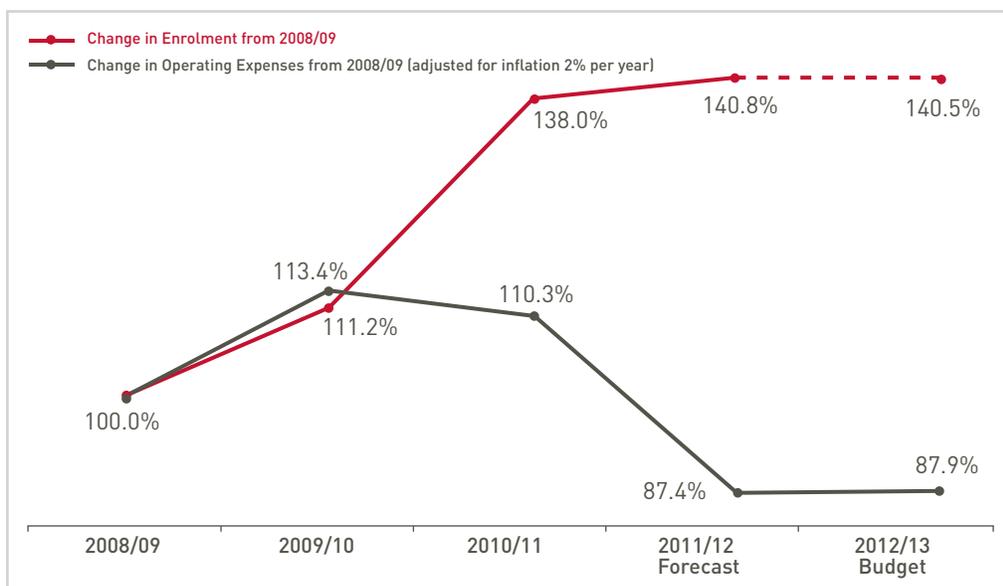
Over 70,000 staff, faculty, Meeting, Event and Conference Services (MECS) clientele and visitors, and students (including approximately 10,000 credit and non-credit students), flow through Vancouver campus annually to access a variety of services at the five facilities including Registrars, Library, classrooms, and meeting rooms. 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 the programs offered by the School for the Contemporary Arts.

2011/12 Highlights

- Developed and implemented a strategic plan for SFU Vancouver through a series of faculty and staff feedback sessions.
- Enjoyed a promising opening year for the multi-use Goldcorp Centre for the Arts.
- Launched an enhanced "student success" initiative towards improved social media, increased orientation activities, and student events.

2012/13 Strategic Priorities

- Implement enhanced and updated SFU Vancouver signage for all downtown buildings and a street kiosk.
- Develop an expanded teaching, learning and research needs plan as part of a long-term facility solution for the Harbour Centre site.
- Launch various new community engagement initiatives, such as the SFU Vancouver Speaker Series.
- Continue to develop synergistic projects between and among programs and faculties in all downtown campus sites.



Notes: The decrease between 2010/11 Actual Expenses and 2011/12 Forecast is attributable to the transition of Meeting, Event and Conference Services from the Operating Fund to the Ancillary Services Fund. Enrolment data for 2012/13 has been projected upon the University's growth rate trend in 2012/13.

Enrolment Plan (Activity FTE)	2008/09	2009/10	2010/11	2011/12
Undergraduate	987	1,090	1,493	1,536
Graduate	612	689	714	717
Total	1,599	1,779	2,207	2,253

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
SFU Vancouver	9,991,324	11,561,651	10,802,416	7,806,039	8,148,673	8,149,868
Woodward's Cultural Unit	-	-	663,812	372,560	1,123,354	1,355,951
Total Expenses	\$9,991,324	\$11,561,651	\$11,466,228	\$8,178,599	\$9,272,027	\$9,505,819

Operating Expenses	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Salaries & Benefits	4,253,559	4,968,706	5,196,352	3,818,671	4,047,133	4,344,331
Non-Salary Expenses	5,737,765	6,592,945	6,269,876	4,359,928	5,224,894	5,161,488
Total Expenses	\$9,991,324	\$11,561,651	\$11,466,228	\$8,178,599	\$9,272,027	\$9,505,819

Note: Woodward's Cultural Unit was established in 2010/11.

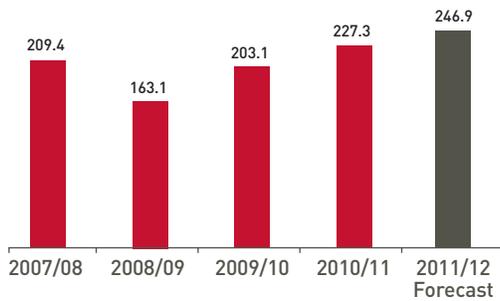
ENDOWMENTS

The University's endowment fund consists of over 750 individual endowments for an approximate forecasted market value of \$248 million. The endowment provides support for academic programs, professorships, student financial aid, athletics, and research chairs.

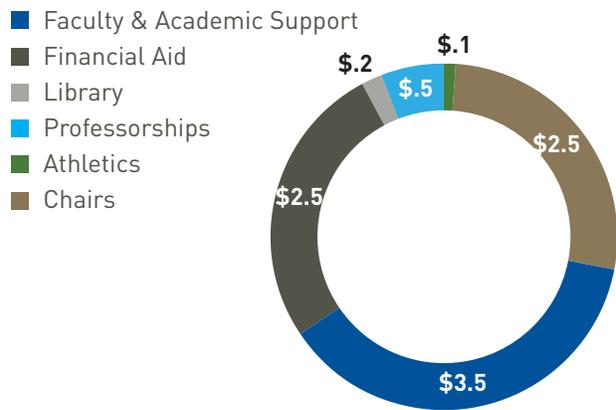
2011/12 has shown a remarkable increase of \$20 million in endowment donations. Most notably are the generous donations in the amounts of \$10.4 million to the SFU Beedie School of Business, \$3 million to the Stavros Niarchos Foundation Endowment, and \$1.7 million to the Goldcorp Centre for the Arts Community Engagement Endowment. The market value of the endowment is forecasted to be similar to the prior year due to the unrealized losses from the decline in market conditions.

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 (\$9.3 Million)



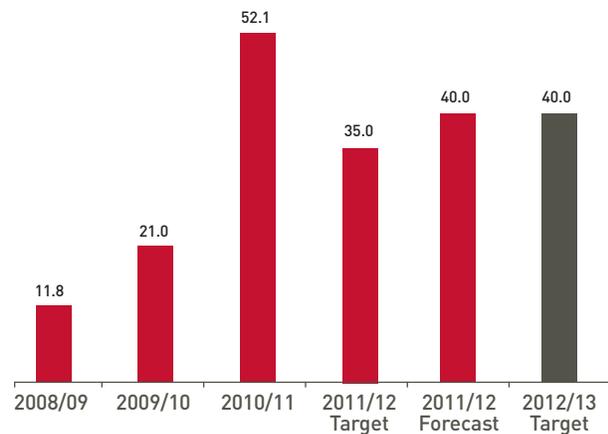
FUNDRAISING

In 2012/13, Advancement will continue to build capacity and develop campaign strategies to achieve sustainable fundraising levels of \$50 million per year by SFU's 50th anniversary in 2015.

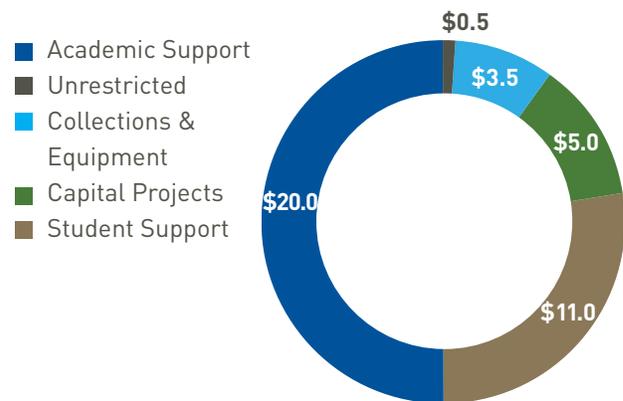
2012/13 Strategic Priorities

- Articulate compelling campaign priorities to help SFU achieve its vision as an engaged university.
- Recruit high profile and influential campaign chairs and a campaign cabinet member.
- Develop a marketing and communications plan to key SFU stakeholders and the broader community.

Total Fundraising Activity (\$ Millions)



2012/13 Target - \$ 40.0 Million

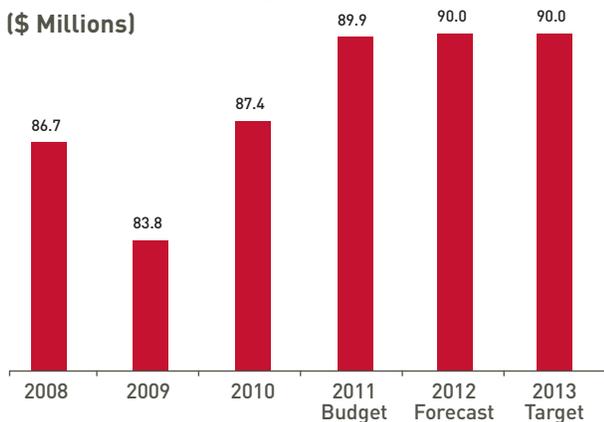


RESEARCH

SFU is committed to ensuring that its researchers are competitive in attracting external support for their research projects. In 2009/10, SFU's research income rose by 4.2% to \$87.4 million compared to the 3.6% national average. Tracking over a longer horizon, SFU almost quadrupled its research income between 1998/99 and 2009/10. In 2010/11, SFU's research income was \$89.9 million, of which approximately three-quarters came from the federal government through the Tri-Council, the Canada Foundation for Innovation (CFI), and other sources. The Canadian Tri-Council granting agencies consist of Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council (NSERC), and Social Sciences and Humanities Research Council (SSHRC).

SFU ranked in the top three of comprehensive universities in research publication intensity, based upon the average number of publications per full time faculty member, with close to a 29% gain over a 5-year period. Additionally, SFU ranked first among the comprehensive universities for its publication impact, a measure of the probability of an article being cited in journals. Further examples of success in research is reflected in the way that SFU researcher's have consistently exceeded the national success rates in SSHRC and NSERC competitions, and SFU's research intensity, as defined by research income per full-time faculty position, which increased 7% over the previous year compared with an average national growth of 2.3%.

Total Research Funding (\$ Millions)



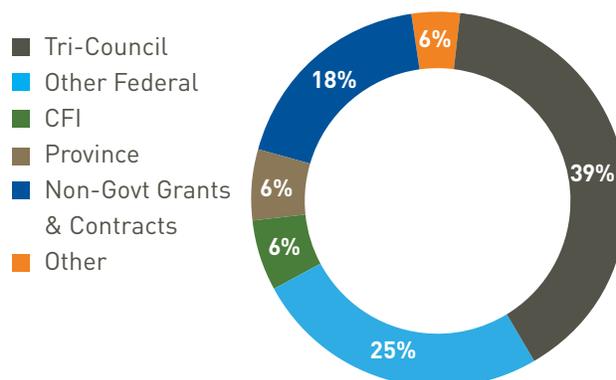
SFU engages its communities in university research, such as by bringing remote and Aboriginal communities together to collaborate on research projects that aim to preserve BC's heritage and ecosystems. SFU also continues to engage with industry and build its culture of entrepreneurship and innovation. With each new startup company generating an average of five new jobs, SFU has spun-out, mentored, incubated or assisted over 400 local early stage businesses that have contributed over 2,300 new jobs to our economy, and that contribute annual tax revenues of approximately \$186 million.

In 2011/12, SFU will continue to mobilize its Strategic Research Plan to capitalize on the University's strengths in independent scholarly efforts and in pan-disciplinary initiatives, and to train the next generation of researchers in areas of key importance to Canada's Science and Technology strategy.

2010/11 Tri-Council Grant Application Success Rates

Agency ¹	SFU Success Rate	National Average
SSHRC	50%	37%
NSERC	65%	58%
CIHR	24%	17%

Sources of Research Income, FY 2010/11



Note: ¹ SSHRC Standard Grants, NSERC Discovery Grants, and CIHR Operating Grants.

CAPITAL PROJECTS

Each year, SFU publishes a 5-year Capital Plan outlining the construction of new facilities and renewal of existing facilities and infrastructure. The 5-year Capital Plan reflects the following strategic initiatives:

- **Expansion – SFU Surrey:** The plan reflects the capital funding required to support expansion, particularly in relation to student growth at the Surrey campus. The existing facilities at Surrey have reached capacity much sooner than projected, and course offerings in the sciences and in technology have proven to be very attractive.
- **Renewal and Rehabilitation – SFU Burnaby:** As SFU’s Burnaby campus is now over 45 years old, the renewal of existing facilities is a priority. With the reduction of the Annual Capital Allowance funding to \$0.5 million in 2010/11, and no expected increase to that funding level, the support for cyclical and preventative building maintenance has been virtually eliminated.
- **Replacement / Renewal at Harbour Centre – SFU Vancouver:** With the expiration of the existing lease in 2017, renewal of the existing lease or a new location will need to be secured.
- **Sustainability and Climate Action:** SFU is committed to reducing its impact on the environment, and projects reflect goals that align with Provincial government mandates and priorities, including carbon neutrality, provincial greenhouse gas emissions reductions, and infrastructure renewal.



ANCILLARY BUDGETS



RESIDENCE AND HOUSING

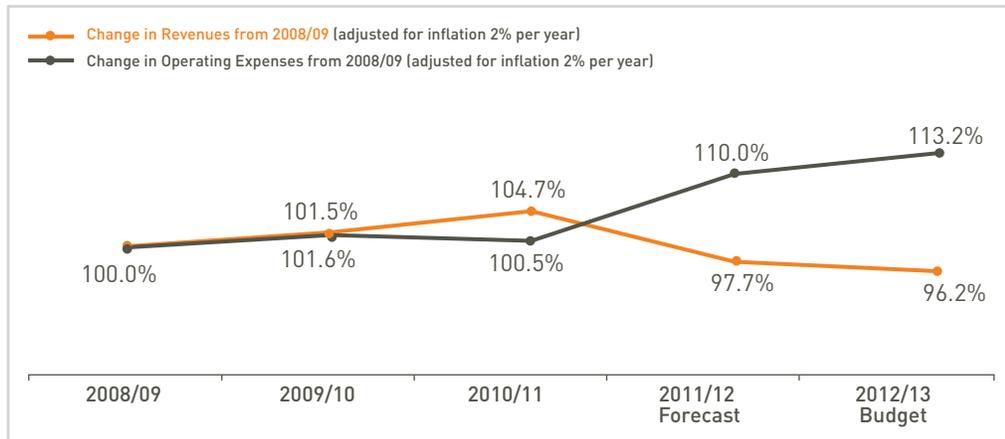
Residence and Housing (R&H) provides reasonable and affordable short-term housing for students and groups. R&H fosters transformative student experiences by collaboratively anticipating, facilitating, and providing services, programs, and environments for student learning and success. During the fall and spring terms, R&H provides short-term housing to undergraduate and graduate students. 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 few years as a result of ongoing operational efficiencies and having Residence Life financial support provided through Student Services. 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.

In 2012/13, R&H will be in a financial position to begin establishing a deferred maintenance fund allowing for strategic decision making on large deferred maintenance expenses and to address the housing needs of SFU students once a final decision has been made regarding future private partnerships.

2012/13 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 to expand the 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.



	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Sales and Services	13,213,466	13,677,342	14,393,895	13,713,652	13,705,543	13,757,678
Operating Expenses:						
Salaries & Benefits	871,312	954,673	1,064,993	1,221,272	1,211,588	1,550,237
Non-Salary Expenses	6,997,967	7,257,436	6,963,968	8,725,282	8,287,103	8,665,497
Debt Servicing	4,457,173	4,564,115	4,860,373	4,887,314	4,887,314	4,887,314
Total Expenses	\$12,326,452	\$12,776,224	\$12,889,334	\$14,833,868	\$14,386,006	\$15,103,048
Revenues Less Expenses	887,014	901,118	1,504,561	(1,120,216)	(680,463)	(1,345,370)
Operating Support to R&H	217,957	823,915	1,497,149	2,077,000	2,077,000	2,077,000
Accumulated surplus (deficit)						
Beginning of year	(6,794,371)	(5,689,400)	(3,964,367)	(3,423,214)	(962,657)	433,880
End of year	\$(5,689,400)	\$(3,964,367)	\$(962,657)	\$(2,466,430)	\$433,880	\$1,165,510



BOOKSTORE

The mission of the Bookstore is to supply new, used, custom, and digital course materials to students and faculty in support of the academic mission of SFU. The Bookstore is recognized as the official purveyor of course materials, general books, technology products, supplies, and SFU insignia clothing, gifts, and memorabilia that supports and enhances the image of the University. The Bookstore operates as a self-funded and long-term sustainable business model.

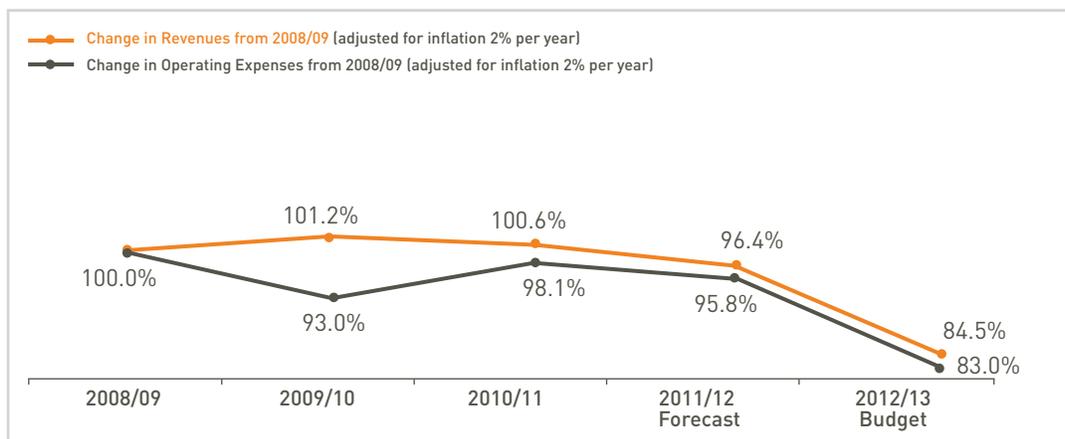
The SFU Bookstore operation consists of three physical stores in Burnaby, Surrey, and Vancouver, as well as an e-Service store on the internet. The Burnaby location also contains a technology store (Tech Shop), a computer repair shop, and provides university banking services to campus departments.

The customer base, in order of volume, is students, staff, faculty, Lower Mainland residents, visitors, and tourists.

As the industry changes and book sales decline, the goal is to prepare and position the Bookstore to provide digital course content. The purpose is to prepare for the future by ensuring the Bookstore has the proper platforms to handle digital delivery and to strengthen its position as the official SFU purveyor of course materials.

2012/13 Strategic Priorities

- Coordinate sales of digital course content.
- Renovate and realign service areas in the Burnaby store to provide client consulting for customized services or products.
- Enhance competencies involving the use of IT systems and advance retail systems capabilities.
- Facilitate departmental contract sales to increase sales through the development of new business opportunities.



	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Sales and Services	13,946,819	14,008,967	17,297,389	15,704,300	14,936,508	14,360,985
Less: Cost of Goods Sold	10,411,935	10,358,467	13,596,107	12,061,212	11,319,623	11,126,327
Gross Profit	\$3,534,884	\$3,650,500	\$3,701,283	\$3,643,088	\$3,616,885	\$3,234,658
Other Revenues	43,034	95,026	185,711	128,250	103,642	54,750
Operating Expenses:						
Salaries & Benefits	1,955,979	2,130,204	2,306,263	2,185,158	2,128,706	2,120,557
Non-Salary Expenses	1,650,152	1,291,596	1,373,162	1,256,498	1,537,220	1,118,641
Total Operating Expenses	\$3,606,131	\$3,421,800	\$3,679,425	\$3,441,656	\$3,665,927	\$3,239,198
Revenues Less Expenses	(28,213)	323,726	207,569	329,682	54,601	50,210
Accumulated surplus (deficit)						
Beginning of year	1,714,019	1,685,806	2,009,532	2,249,271	2,217,102	1,021,703
Ancillary Renovations Loan	-	-	-	-	(1,250,000)	-
End of year	\$1,685,806	\$2,009,532	\$2,217,101	\$2,578,953	\$1,021,703	\$1,071,913



DOCUMENT SOLUTIONS

Document Solutions provides end-to-end printing and document solution service to all three 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.

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

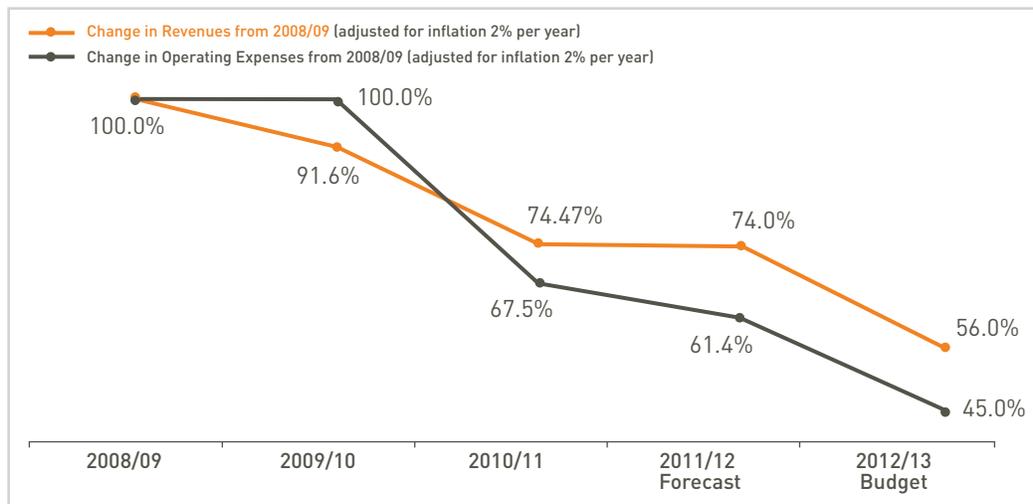
Document Solutions is meeting industry challenges by using the most appropriate technology available to provide creative and cost effective solutions. Part of the strategy is to diversify and provide more services and focus on promoting new product lines that bring new benefits and satisfy SFU's document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

Document Solutions has successfully promoted scanning services to departments which has introduced many departments to electronic filing and has saved them both time and labour costs, in addition to supporting SFU's Go Green initiative.

2012/13 Strategic Priorities

Document Solutions' strategy will be to provide expertise and solutions on document handling, and will be focusing on the following initiatives:

- Implement Managed Print Services for Multi-Function Devices (MFD Management Services).
- Provide scanning and professional services.
- Propose new printing and scanning policies.
- Provide new pricing structure for on demand printing and high-ticket items.
- Implement new version of web order submissions.



	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Sales & Services	3,044,198	2,842,885	2,357,464	1,804,082	1,841,290	1,845,700
Other Revenues	-	-	-	-	548,800	-
Total Revenues	\$3,044,198	\$2,842,885	\$2,357,464	\$1,804,082	\$2,390,090	\$1,845,700
Operating Expenses:						
Salaries & Benefits	976,444	960,622	855,873	763,518	768,301	799,121
Non-Salary Expenses	2,514,129	1,547,224	1,150,114	971,564	1,637,424	999,430
Debt Servicing	203,528	203,528	590,129	-	-	-
Total Operating Expenses	\$3,694,101	\$2,711,374	\$2,596,116	\$1,735,082	\$2,405,725	\$1,798,551
Revenues Less Expenses	(649,903)	131,511	(238,652)	69,000	(15,635)	47,149
Accumulated surplus (deficit)						
Beginning of year	835,258	185,355	316,866	10,311	78,214	62,579
End of year	\$185,355	\$316,866	\$78,214	\$79,311	\$62,579	\$109,728



PARKING SERVICES

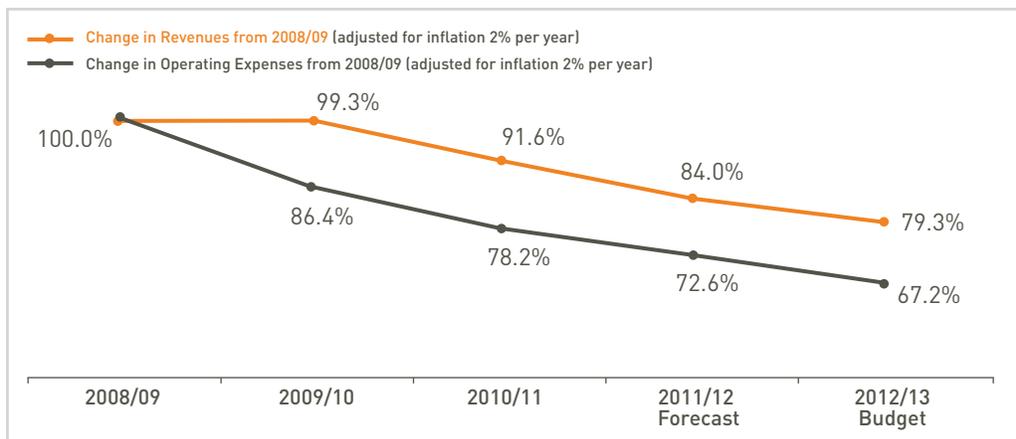
Parking Services is committed to being responsive to the community in the delivery of quality services. Parking provides the necessary parking services to support the day to day operations, activities, and community events, together with the five major user groups of parking on campus: faculty, staff, students, departments, and visitors.

Parking Services strives to ensure that all policies, regulations, and decisions are fair and consistent. Parking Services ensures the long term sustainability of parking through the development and maintenance of facilities. Parking Services balances supply and demand while ensuring long-term financial stability through a fee structure that generates revenues sufficient for operational, maintenance, and current capital costs.

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

2012/13 Strategic Priorities

- Develop a new parking management/strategic plan.
- Assess the impact of the loss of a significant number of parking spaces due to SFU Community Trust construction.
- Implement a new e-business module and pay by phone parking in the visitor parkades.
- Implement sustainable parking options including upgrading the West Mall Visitor Parkade to LED lighting.
- Incorporate the management of parking in Discovery Parks into the overall management of parking on campus.
- Continue to address the parking related transportation services needed by the SFU community.
- Improve communication through such mediums as informational emails, leaflets, and advertisements to create an environment of open communication and information exchange.



	2008/09	2009/10	2010/11	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Sales and Services	4,375,554	4,270,495	3,981,150	4,163,828	3,717,986	3,575,986
Other Revenues	-	159,870	189,651	183,434	183,434	178,600
Total Revenues	\$4,375,554	\$4,430,365	\$4,170,802	\$4,347,262	\$3,901,420	\$3,754,586
Operating Expenses:						
Salaries & Benefits	902,196	827,983	824,430	491,106	505,743	517,965
Non-Salary Expenses	1,412,646	1,128,054	927,320	1,188,777	1,056,322	1,312,206
Debt Servicing	699,612	699,612	699,612	641,311	761,681	362,264
Total Operating Expenses	\$3,014,454	\$2,655,649	\$2,451,362	\$2,321,194	\$2,323,746	\$2,192,435
Revenues Less Expenses	1,361,100	1,774,716	1,719,440	2,026,068	1,577,674	1,562,151
Contribution to Operating	(969,411)	(1,171,456)	(1,280,030)	(1,694,666)	(1,611,972)	(1,528,000)
Accumulated surplus (deficit)						
Beginning of year	3,590,920	3,982,609	4,059,888	4,741,372	4,499,298	4,465,000
Capital Reserve	-	(525,981)	-	-	-	-
End of year	\$3,982,609	\$4,059,888	\$4,499,298	\$5,072,774	\$4,465,000	\$4,499,151



MEETING, EVENT AND CONFERENCE SERVICES

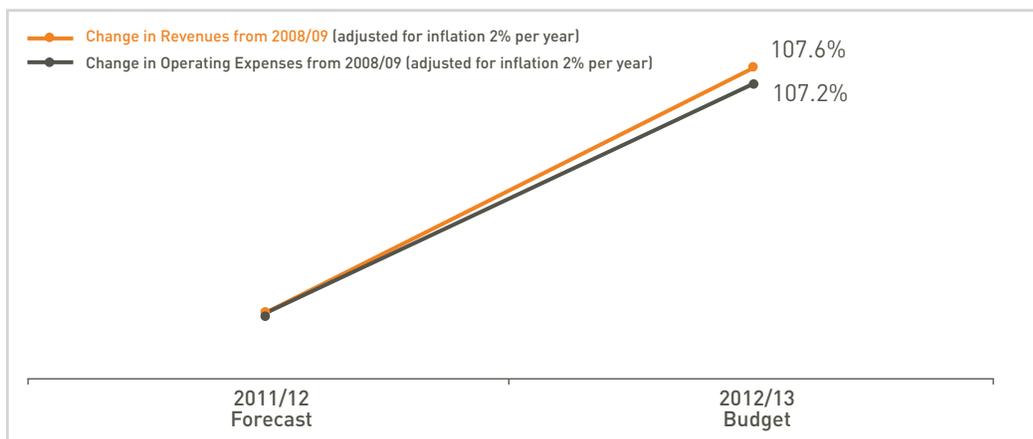
Meeting, Event and Conference Services (MECS) provides a single point of contact for event organizers, both internal and external to the University, regarding their event needs for the Vancouver and Burnaby campuses. This single point of contact for event-related services enables MECS to provide a distinctive message to its target audience.

MECS manages conference needs on the downtown campus in the four distinct buildings of Harbour Centre, Segal Graduate School of Business, Morris J. Wosk Centre for Dialogue, and the Goldcorp Centre for the Arts. The Burnaby campus office also operates as the University conference office where events and conferences are fully managed from preliminary budgets, logistics, off-site events, transportation, and online registration.

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

2012/13 Strategic Priorities

- Continue to strengthen relationships with industry partners.
- Explore new promotional opportunities to increase awareness of all venues.
- Increase revenues by 9% and focus the sales team to drive incremental revenues.
- Lead the Burnaby Campus Theatre renovation project.
- Complete the strategic plan.
- Conduct website "Search Engine Optimization" process to increase traffic to sfu.ca/mecs website.
- During 2012/13, the Burnaby Campus Theatre will be renovated, allowing MECS to rent this space for conferences, meetings, films, and other public gatherings.



	2011/12 Budget	2011/12 Forecast	2012/13 Budget
Sales and Services	6,615,200	6,683,121	7,338,050
Other Revenues	4,000	13,183	10,000
Total Revenues	\$6,619,200	\$6,696,304	\$7,348,050
Operating Expenses:			
Salaries & Benefits	1,595,702	1,457,118	1,622,568
Non-Salary Expenses	3,369,050	3,631,343	3,926,100
Debt Servicing	400,000	400,000	450,000
Total Operating Expenses	\$5,364,752	\$5,488,461	\$5,998,668
Revenues Less Expenses	1,254,448	1,207,843	1,349,382
Contribution to Operating	(1,390,441)	(1,390,441)	(1,390,441)
Accumulated surplus (deficit)			
Beginning of year	-	-	(182,598)
End of year	\$(135,993)	\$(182,598)	\$(223,657)



DINING SERVICES

The University is currently under contract with Chartwells College and University Dining Services to provide food, beverage, and related services on the Burnaby campus through five main venues: Alexander MacKenzie Cafeteria, the Diamond Alumni Centre (DAC), White Spot Triple O's, Renaissance Café, and Tim Hortons. In addition, Chartwells provides food services at the Residence Dining Hall, operates the Simon C's Convenience Store, and offers catering services to the University campus through Meeting, Event and Conference Services (MECS). Annual sales to the University community have now attained approximately \$8 million.

Sustainability Initiatives

In the past year, a successful reusable "take-out" container program was implemented in the Residence Dining Hall. During 2011/12, separate composting collection bins were being introduced at all food venues at the Burnaby campus under the leadership of the SFU Sustainability Advisory Committee and their Green Team Ambassadors.

The University is actively working towards becoming a Fair Trade Certified University. Key components of this undertaking require that all coffee sold by the University be Fair Trade Certified and requires that significant varieties of Fair Trade Certified tea be available for sale as well. The changeover is almost complete and SFU will be applying for certification shortly.

Food for Thought

Flowing from the **envision>SFU** strategic vision process, a Food for Thought consultation campaign was undertaken in Fall 2011 to solicit feedback from the SFU Burnaby community about campus food services.

Students, faculty, and staff on the Burnaby campus responded enthusiastically to the opportunity to provide input. More than 6,000 people gave their views on all food services through an online survey, focus groups, individual interviews, and social media.

The University will now move forward over the next year to implement significant changes and upgrades to revitalize the food venues on campus with fresh concepts while improving quality and service and adding more diverse and healthy food choices, and increased sustainability measures.

APPENDICES

APPENDIX I: RESTATED 2011/12 BUDGET

(\$ in Thousands)	Board Approved (a)	Carry Forward Approved (b)	Fiscal Budget (a) + (b)
Carry Forward to 2010/11	-	24,420	24,420
Revenues			
Government Grants & Contracts			
Province of British Columbia	219,097	-	219,096
Government of Canada	6,409	-	6,409
Other Government Grants	-	-	-
Total Government Grants & Contracts	225,506	-	225,506
Student Fees			
Credit Course Fees	163,241	-	163,241
Non-Credit Course Fees	10,306	-	10,306
Other	11,665	-	11,665
Total Student Fees	185,212	-	185,212
Other Revenues			
Gifts, Grants & Contracts	7,635	-	7,635
Sales of Services and Products	3,478	-	3,478
Investment Income	4,000	-	4,000
Miscellaneous Income	4,194	-	4,194
Total Other Revenues	19,307	-	19,307
Total Revenues	\$430,025	\$24,420	\$454,445
Expenses			
Salaries			
Salaries - Academic	136,893	2,692	139,585
Salaries - Support Staff	106,890	3,077	109,967
Benefits	60,303	93	60,396
Total Salaries & Benefits	304,086	5,862	309,948
Non-Salary Expenses			
Other Operational Expenses	49,516	1,860	51,376
Scholarship, Fellowships & Bursaries	17,251	2,578	19,829
Renovations & Alterations	13,072	4,769	17,841
Materials & Supplies	5,628	740	6,368
Travel & Personnel Costs	6,517	367	6,884
Contract Services	7,831	52	7,883
Utilities	7,415	-	7,415
Professional Fees	5,324	745	6,069
Equipment, Rent & Maintenance	2,331	85	2,416
Communications	1,452	-	1,452
Debt Servicing	9,602	-	9,602
Total Non-Salary Expenses	125,939	11,196	137,135
Total Expenses	\$430,025	\$17,058	\$447,083
Surplus (Deficit)	-	\$7,362	\$7,362

Notes: (a) Reflects the 2011/12 Budget approved by the Board on March 24, 2011.

80 (b) Reflects the 2011/12 Carry Forward Spending Plan, approved by the Board on May 26, 2011.

APPENDIX II: 2012/13 UNIVERSITY PRIORITY FUND

	2011/12	2012/13	2013/14	2014/15
Engaging Students				
Teaching Management Application	-	794,000	-	-
Virtual Campus Infrastructure	-	377,870	559,506	446,556
Support for aboriginal students	350,000	350,000	350,000	-
Creating a culture of teaching and learning	200,000	200,000	200,000	-
SIMS upgrade	-	135,000	135,000	-
Classroom upgrade	-	126,464	-	-
Interdisciplinary teaching in environment	180,000	120,000	120,000	-
Science labs in Surrey	500,000	-	-	-
Classroom Technology Renewal	360,000	-	-	-
Engaging Research				
Bridging Research Fund	-	500,000	350,000	150,000
Graduate Scholarships - Joint VPA / VPR Proposal	650,000	450,000	250,000	-
Undergraduate Research Scholarships	405,000	405,000	405,000	405,000
Research Data Repository	-	200,000	200,000	-
Engaging Communities				
Web Content Management	220,000	330,000	330,000	330,000
Leveraging Institutional Strength				
Electronic Document Management System	-	800,000	100,000	-
Bridge to new budget process	1,000,000	666,666	333,334	-
Authority paradigm renewal in Travel & Expense	-	495,000	-	-
Electronic PAR	-	350,000	100,000	-
Electronic Award Adjudication System	-	150,000	-	-
ERP Upgrade & Maintenance	435,000	-	-	-
Total Project Initiatives	4,300,000	6,450,000	3,432,840	1,331,556

APPENDIX III: UNDERGRADUTE TUITION FEES

	Fee Unit	2011/12	2012/13	% Change
Undergraduate - Domestic				
Normal & Course Challenge	Basic - Credit Hour	\$163.80	\$167.10	2.0%
Co-op Practicum	Semester	\$692.40	\$706.30	2.0%
200/300/400 Beedie School of Business ¹	Premium - Credit Hour	\$218.40	\$222.80	2.0%
200/300/400 School of Engineering Science ²	Premium - Credit Hour	\$180.20	\$183.90	2.0%
200/300/400 School of Computing Science ³	Premium - Credit Hour	\$172.00	\$175.50	2.0%
Undergraduate - International				
International "A": Entered SFU on September 1, 2003 or later				
Normal & Course Challenge ¹	Credit Hour	\$530.50	\$541.20	2.0%
Co-op Practicum	Semeseter	\$692.40	\$706.30	2.0%
200/300/400 Beedie School of Business ¹	Premium - Credit Hour	\$585.10	\$596.90	2.0%
200/300/400 Engineering Science ¹	Premium - Credit Hour	\$546.90	\$557.90	2.0%
200/300/400 Computing Science ¹	Premium - Credit Hour	\$538.70	\$549.50	2.0%
International "B": Entered SFU on August 31, 2003 or earlier				
Normal & Course Challenge ²	Credit Hour	\$491.10	\$501.00	2.0%
Co-op Practicum	Semeseter	\$692.40	\$706.30	2.0%
200/300/400 Beedie School of Business ²	Premium - Credit Hour	\$545.50	\$556.50	2.0%
200/300/400 Engineering Science ²	Premium - Credit Hour	\$507.40	\$517.60	2.0%
200/300/400 Computing Science ²	Premium - Credit Hour	\$499.20	\$509.20	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.

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

	Fee Unit	2011/12	2012/13	% Change
Regular Programs				
Full-Time Fee	Semester	\$1,629.00	\$1,661.60	2.0%
Continuing Fee	Semester	\$814.50	\$830.80	2.0%
On-Leave Fee	Semester	\$203.70	\$207.70	2.0%
Specialty Programs				
Faculty of Applied Sciences				
Computing Science, Course-based MSc	Credit Hour	\$451.00	\$460.10	2.0%
Computing Science, Dual Degree MSc	Credit Hour	\$451.00	\$460.10	2.0%
Master of Engineering	Credit Hour	\$451.00	\$460.10	2.0%
Faculty of Arts and Social Sciences				
Graduate Diploma in Urban Studies	Credit Hour	\$264.20	\$269.50	2.0%
Master of Applied Legal Studies ¹	Credit Hour		\$216.90	
Master of Arts in Liberal Studies	Credit Hour	\$154.20	\$157.30	2.0%
Master of Public Policy (MPP)	Credit Hour	\$226.80	\$231.40	2.0%
Master of Urban Studies (MUrb)	Credit Hour	\$264.20	\$269.50	2.0%
Beedie School of Business				
Executive MBA	Semester	\$9,500.00	\$9,690.00	2.0%
Graduate Diploma in Business Administration	Credit Hour	\$595.70	\$607.70	2.0%
Management of Technology MBA	Credit Hour	\$585.60	\$592.10	1.1%
Master of Business Administration	Credit Hour	\$600.00	\$607.70	1.3%
Master of Science in Finance ²	Credit Hour	\$580.40	\$592.10	2.0%
Faculty of Communication, Art & Technology				
Master of Publishing (MPub)	Credit Hour	\$312.20	\$318.50	2.0%
Master of Digital Media (MDM) ¹				
Regular Courses - Domestic Students	Credit Hour		\$715.00	
Regular Courses - International Students	Credit Hour		\$1,100.00	
Internship Fee - First Semester	Semester		\$600.00	
Internship Fee - Subsequent Semesters	Semester		\$300.00	
Faculty of Education				
Doctor of Education (EdD)	Semester	\$4,260.70	\$4,346.00	2.0%
Graduate Diploma in Education	Credit Hour	\$267.90	\$273.30	2.0%
Master of Education (MEd), Educational Practice and Off-campus	Semester	\$2,584.70	\$2,636.40	2.0%
Master of Education (MEd), International Cohorts	Semester	\$6,348.50	\$6,475.50	2.0%
Faculty of Health Sciences				
Graduate Diploma in Global Health	Credit	\$257.50	\$262.70	2.0%
Master of Public Health	Credit	\$257.50	\$262.70	2.0%
Other Fees				
Graduate Co-op Practicum	Semester	\$692.40	\$706.30	2.0%
Basic Per-credit Fee	Credit Hour	\$245.70	\$250.70	2.0%

Additional Fee Information:

- a. Fees will no longer be 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. This excludes the Master of Digital Media program, which currently has grand-parented fees.
- b. Non-degree, exchange and qualifying students, and students who take courses that are outside their program requirements will pay whatever the rate is for the courses in which they enroll (i.e. if an undergraduate course, the applicable undergraduate domestic or international fee, if a graduate course, the applicable graduate fee, etc.) in addition to their regular graduate tuition payable. For courses in specialty graduate programs, the relevant per-credit fee will apply. For courses in regular graduate programs, the graduate basic per-credit fee will apply.
- 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.

Notes: ¹ The Master of Applied Legal Studies and Master of Digital Media programs are changing from semester-based fees to credit-based fees for 2012/13. The MDM will continue to charge semester-based fees for internships.

² The Master of Financial Risk Management is being replaced with the Master of Science in Finance in 2012/13.

APPENDIX V: STUDENT SERVICES FEES

Item	Fee Unit	2011/12	2012/13	% Change
Student Services Fee	Semester	\$40.18	\$40.99	2.00%
Full Time Recreation-Athletics Fee	Semester	\$66.96	\$68.30	2.00%
Part Time Recreation-Athletics Fee	Semester	\$33.48	\$34.15	2.00%

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