

SUBJECT	BUDGET PROCESS 2018-2019
MEETING DATE	DECEMBER 5, 2017

Forwarded to the Board of Governors on the Recommendation of the President

**APPROVED FOR
SUBMISSION**



Santa J. Ono, President and Vice-Chancellor

FOR INFORMATION

Report Date	November 3, 2017
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Presented By

- Andrew Szeri, Provost and Vice-President Academic
- Andrew Simpson, Vice-President Finance & Operations
- Deborah Buszard, Deputy Vice-Chancellor, UBC Okanagan
- Ian Burgess, Comptroller
- David Shorthouse, Director, Academic Initiatives
- Pamela Ratner, Vice-Provost and AVP Enrolment & Academic Facilities
- Rob Einarson, Associate Vice-President Finance & Operations, UBC Okanagan

EXECUTIVE SUMMARY

Please find enclosed the UBC 2018-2019 budget process plan (both campuses) for information.

The budget process will start with detailed budget submissions from Faculties and Administrative units to campus-specific Budget Review Committees, including representatives of the Provosts' and VP Finance and Operations' offices. Budget submissions and requests for funding will be summarized and presented for review and consultation with stakeholders along the following timeline:

- Detailed Faculty/Unit budget meetings – Nov/Dec
- Okanagan Leadership Team – Dec
- Executive preliminary review – Dec
- Deans'/VP's group review - Jan
- Vancouver & Okanagan Senate Budget Subcommittee review – Jan
- Vancouver & Okanagan Senates reviews - Jan
- Academic Heads/Unit Directors, AVPs, Student leadership review – Jan
- Board preliminary review – Feb
- Executive approval – Mar
- Board approval - Apr

INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED

- Learning
 Research
 Innovation
 Engagement
 International
 (Internal / External)
- or Operational



Budget Process 2018/19

Executive Summary

This report outlines the budget approach and timetable for the 2018/19 year. It also provides an update on the university's financial position.

After several years of operating within a constrained financial environment in relation to limited growth in government operating funding and constraints on domestic students' tuition increases, we are seeing some revenue growth. This comes from growth in international tuition as well as from increased summer use of the campus. As well our operating grant has stabilized over the last couple of years. We will likely be notified of provincial funding for 2018/19 in June 2018, however, based on discussions with government officials we anticipate no change in funding levels. The provincial government will fund wage increases from 14/15 through 18/19 to the extent that the increases fall within the PSEC mandate. Limitations on domestic tuition and mandatory fee increases (currently 2%) through provincial policy are likely to continue.

The university continues to face cost pressures from a wide range of sources, including salary and wages, employee benefits, costs of operating and maintaining our facilities, information technology, systems, library, and various other operating expenses.

As a consequence of this tight fiscal environment, there is an ongoing need to focus on new sources of revenue, as well as the identification of efficiencies in all our activities and operations. This is consistent with ensuring that the university optimises the use of resources on programs, activities and services that are of strategic importance to UBC's ongoing success.

The university has embarked on a series of activities designed to improve the revenue base, with the aim of meeting the needs of existing academic programs and support services, and importantly creating funds for new strategic developments designed to meet UBC's aspiration to be preeminent among peer institutions and to provide an outstanding student learning experience.

It will be important to continue to develop a wider and more integrated view of operating and administrative efficiencies. Going forward, the university will need more information and data to guide the focus on opportunities for creating efficiencies. The university will continue with a benchmarking study (UniForum) that will guide analysis and decision-making for improvement in services, and improved efficiencies.

The budget approach for 2018/19 will include a preliminary review of detailed financial plans by the Provost's Office and finance unit managers. This will be followed by a more strategic review of individual faculties and administrative units with the President, Provost and VP Finance and Operations. From these reviews, final budget proposals and recommendations will be made to the Board.

2017/18 Outlook

Consolidated Results

- In the context of revenues in excess of \$2b, and where the provincial government does not permit the university to run an operating deficit, we expect to report a small consolidated surplus. We will continue to monitor this over the remainder of the year.
- Based on past experience, forecasted operating results may be conservative for some parts of the university. To the extent that actual expenditure is lower than forecast, the consolidated surplus will improve. That said, it is very difficult to predict what impact investment market fluctuations will have on UBC's endowment returns. We are currently modelling a number of scenarios to assess the possible impacts on the operating results of the university.

Operating Results

- The university currently has fully committed its central contingency available for the year.
- While a number of Faculties are achieving healthy financial results, some Faculties remain financially strained, particularly those which are unable to attract sizeable numbers of international undergraduate students or alternative sources of revenue. These include Education, Law, Medicine, and Pharmaceutical Sciences.

Budget Strategy for 2018/19

- The base operating budget will include allocations to Faculties of incremental tuition, according to existing tuition allocation formulas.
- Funding for GWI is available for Faculties and administrative units to the extent that the increases fall within the provincial mandate.
- The allocation of tuition to Faculties, plus revenue that Faculties can generate independently, is intended to cover inflationary pressures and strategic initiatives of the Faculty.
- With the exception of funding for GWI, administrative units will not receive additional funding for other inflationary cost increases. However, units can submit proposals for strategic initiatives or where cost pressures will unavoidably impact service delivery. Proposals should be ranked in order of priority for the unit.
- The university continues to be committed to creating efficiencies in operations. Accordingly, administrative units are requested to include identification of efficiencies as a key part of their budget proposals.
- The Excellence Fund will continue to be available to support strategic opportunities to attract the best faculty and students, support world-changing research, and deliver an exceptional learning experience.

Detailed Budget Meetings

- Reviews will take place in November. Attending will be Pam Ratner, Ian Burgess, David Shorthouse, Stuart Mackenzie, Faculty/VP portfolio Finance Directors and whomever the VP/Dean wishes to include.

Administrative and Ancillaries Units

- Documentation to be similar to last year.
- Discussion should focus on the issues. Requests for incremental funding should be prioritized.
- We do not need representation of units within the VP's portfolio in attendance unless there is a request supported by the VP.

Faculties

- Reviews will focus on the financial outlook only.
- Documentation will be the 5 year template previously provided, a three year faculty hiring plan, any major (> \$2.5m) future capital priorities, and a PowerPoint template (to be provided shortly) summarizing achievements, risks and challenges with the emphasis placed on the financial outlook.

Executive Review

- Once all detailed reviews are held, results will be summarised and presented to the Executive for their input, with preliminary budget recommendations expected to be identified at that time.

Deans' and VPs' Retreat

- A two day overview of campus operations, including presentations from Deans and VP's on their respective areas
- Dates and format are yet to be confirmed

Community Consultation

- We will present preliminary budgets to the Board and Senate Budget committee in January to solicit their input.
- We will present preliminary budgets to and seek feedback from stakeholders, including Deans, Academic Heads/Directors of units, AVPs, and the elected student leadership.

Executive Approval

- The final budget will be presented to the Executive for approval prior to submission to the Board.

Board Approval

- Final budget will be presented to the Board for approval at the April Board meetings.

Schedule

Tentative dates are as follows:

Date:	Meeting:
November	Detailed meetings - Finance Officers
December 5 (TBC)	Executive preliminary review
December/January (TBC)	Deans' & VPs' Retreat
January 18	Senate Budget Committee Review
January xx (TBC)	Academic Heads/Directors of units, AVP's and elected student leadership Review
February 6	Board preliminary review
February 13 (TBC)	Executive approval
April 10	Board approval



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

2018/19

Planning and Forecasting Guidelines

Okanagan Campus

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Introduction

The University prepares the annual budget for submission to the Executive Committee, Board of Governors and Provincial Government. In this guideline, the 2018/19 budget will be referred to as the **Plan** and the 2017/18 projection as the **Forecast**; please see the glossary at the end of this document for definitions.

The primary goals of the **Plan** are:

1. To provide a unit level operations' financial plan for the upcoming fiscal year;
2. To provide the Executive and Board with a consolidated view of the University's operations for the upcoming fiscal year

Budget Review Committee

Consistent with the prior year a Budget Review Committee will review budget presentations and make recommendations to Executive. The Committee for this year consists of the following members:

Dr. Cynthia Mathieson, Provost and Vice Principal Academic
Dr. Patricia Lasserre, Associate Provost, Enrollment & Academic Programs
Dr. Phil Barker, Vice-Principal Research
Rob Einarson, AVP Finance and Operations
Ian Cull, AVP Students
Curtis Morcom, Director, Finance Strategies
Carri Lawrence, Director, Finance Operations

What's New This Year?

For FY18, the Faculty Budget Retreat will be held during the Okanagan Leadership Team meeting on December 11, 2017. In past years, each Faculty presented to the Budget Committee and other Faculties, however, this year the meeting format will focus on informal discussions. Budget materials will be shared in advance, allowing time for review before the meeting. More details will follow closer to the date.

Beginning in FY18, there is a requirement to present the Operating Grant as one-time and recurring funding. Please present budget revenue components as follows:

- ALOPLAN is one-time
- ALOSAL is recurring

Continuing from FY17, there is a reporting requirement to present quarterly year to date actuals against the Plan. To continue supporting this requirement, please consider the timing of amounts being planned for both revenue and expenses in the FY19 Plan.

In past years, the Endowment and Specific Purpose funds have been included in the Hyperion Budget Review and Faculty 5 Year Plan templates, however for FY18 and FY19 these funds are no longer required to be planned. The requirement for FY19 is that only operating funds be planned, consistent with quarterly reporting.

Planning Process Overview

The University's planning software is Oracle Hyperion Planning (Hyperion). Hyperion is a centralized, web-based planning and forecasting solution that integrates financial and operational planning.

Hyperion is now open for units to start working on FY19 budget cycle. Meetings with the Budget Review Committee have been set for December 11th for Faculties, and early December for Administrative and Ancillary units. The tentative meeting schedule is attached and the final will be distributed in a separate communication once all dates have been confirmed.

Budget Review Meetings

The purpose of the meetings is to review the current year FY18 (2017/18) Forecast and the upcoming FY19 (2018/19) Plan. Final recommendations will be made to the Executive in February 2018 and to Board in March 2018.

Faculty Budget Retreat

For FY18, the Faculty Budget Retreat will be held during the Okanagan Leadership Team meeting on December 11, 2017. In past years, each Faculty presented to the Budget Committee and other Faculties, however, this year the meeting format will focus on informal discussions. Budget materials will be shared in advance, allowing time for review before the meeting. This allows for an integrated approach amongst the senior leadership of the current and future financial position of the academic operations of the University. The focus of the retreat is on the strategic direction of each Faculty and the 5 Year Outlook.

There will also be a Financial Highlights Review meeting prior to the December 11, 2017 OLT meeting, for Finance Managers to present to Committee members the key assumptions and 5 year plans for their Faculties. The exact date and time of this meeting will be communicated shortly. Note: the full Committee may not be present at the Financial Highlights Review meeting.

Presentation templates must be submitted by Monday, November 20th, in advance of the Financial Highlights Review meeting. Any changes resulting from this meeting can be made prior to presentations being distributed to retreat participants. The assumption is that everyone will have reviewed the presentations prior the retreat; please keep the in-person presentations focused on high level strategic directions and limited to 1/3 of the allotted time to also allow time for discussion.

Please submit electronically to Christine Simon (christine.simon@ubc.ca) in the AVPF&O office, with a copy to Mitchal Derksen (mitchal.derksen@ubc.ca) by the end of day on November 20th the following documents:

1. Budget Review Presentation (PowerPoint template)
2. Budget Review Template from Hyperion (pdf)
3. Faculty 5 year plan Excel Template
4. Faculty Assumptions used to complete the 5 year plan (included as tab in Excel template).

Administrative and Ancillary Units

Administrative and Ancillary units will follow a similar process to prior years and present their individual budget to the Committee. Not all Administrative units will be reviewed in person (refer to the Budget Schedule); however, all units which are not subject to review are still required to submit these documents prior to the deadline, which will then be reviewed with appropriate follow-up as required

For Administrative and Ancillary units, please see the Budget Review Schedule for your meeting date and time. Please submit electronically to Christine Simon (christine.simon@ubc.ca) in the AVPF&O office, with a copy to Mitchal Derksen (mitchal.derksen@ubc.ca), your submission 10 days before your presentation date, the following documents:

1. Budget Review Presentation (PowerPoint template)
2. Budget Review Template from Hyperion (pdf)
3. 5 Year Plan Excel Template (for all Ancillaries and pre-determined Admin units)

System Wide Units

System Wide units' presentations are still being coordinated with Vancouver. Dates for presentation are still being confirmed and will be forwarded once finalized. Please submit the following documentation electronically to Christine Simon (christine.simon@ubc.ca) in the AVPF&O office, with a copy to Mitchal Derksen (mitchal.derksen@ubc.ca):

1. Budget Review Presentation (PowerPoint template)
2. Budget Review Template from Hyperion (pdf)
3. 5 Year Plan (for pre-determined units)

For all units, the Budget Review Template (see Appendix A) is generated from planning data in Hyperion, therefore it is expected that all FY18 Forecast and FY19 Plan data is entered in Hyperion before the Budget Review meetings. Units should aim to run their template at least one week prior to submission to allow time for their own review. 5 Year Plans are mandatory for Ancillary Units and are only necessary for pre-determined Administrative Units (ask your Finance Manager for clarification).

Planning Activities Overview

The Budget Review Template will compare 2016/17 **Actuals Approved**, 2017/18 **Forecast Annual**, and 2018/19 **Plan Annual**.

Please work with your Finance Manager to update the current year forecast (**Forecast Working**) as well as develop a plan for FY19 operations (**Plan Working**). Administrative Units should exclude any new initiatives for which funding requests are being made to the Budget Committee for the upcoming year. If new funding or carry forward funds are being requested (administrative units only), please summarize these "Asks" at the bottom of the Budget Review Template (see Appendix A). Units should only reflect a deficit position, if unfunded progression/market survey increases are contributing to the overall deficit position, or otherwise approved by the Budget Review Committee. Once the **Forecast Working** and **Plan Working** are final, your Finance Manager will create a copy of each, and they will become **Forecast Annual** and **Plan Annual**, respectively, and will be ready for the Budget Review Template. Also included on the Budget Review Template is **Plan Recurring**, which reflects the annual financial

impact of ongoing operations. This column must be populated manually; the data cannot be pulled from Hyperion.

Consistent with the prior year, Faculties are required to present a 5 year plan to the Budget Review Committee. Excel templates, which include the tuition allocation model (TAM), as well as key assumptions have been provided to your Finance Manager by the Budget Office. Please ensure planned uses of carry forward are included and are consistent with your unit's strategic plan and not used to support recurring operations. The 5 year plans presented are required to include initiatives to support a balanced budget. Any new programs presented in the Plan have to be self-sustaining based on tuition revenue (i.e no government grant). In addition, the 5 year plan must only reflect domestic seat changes that have been formally approved through Strategic Enrolment Management (SEM).

An updated Faculty Composite Report is expected to be ready for distribution by the end of October.

Below is a high level overview of activities throughout the 2018/19 planning process:

October & November	<ul style="list-style-type: none"> • Units update FY18 Forecast Working and prepare FY19 Plan Working • Faculties prepare a 5 year plan, using the Excel Template provided to Finance Managers • Finance Managers 'copy' unit FY18 Forecast Working and FY19 Plan Working to FY18 Forecast Annual and FY19 Plan Annual • November 20 – Faculty documentation due • Late November/early December - Admin/Ancillary unit submissions due, see schedule (submit 10 days before presentation)
December	<ul style="list-style-type: none"> • December 11 – Faculty at OLT • Administrative and Ancillary unit meetings with Budget Review Committee
January	<ul style="list-style-type: none"> • Senate Budget Review • Preliminary Board Review • Units update FY19 Plan Annual with decisions from Budget Review meetings
February	<ul style="list-style-type: none"> • Executives review FY19 Plan Annual and Budget Office makes adjustments, if needed • February 28* - Plan Annual 'locked' (*final date tbd) • Budget Office start consolidation process
March	<ul style="list-style-type: none"> • FY19 Plan Annual remains 'locked' pending approval • FY19 Plan Annual submitted to the Board for approval
April	<ul style="list-style-type: none"> • FY19 Plan Annual becomes Plan Approved and becomes starting point for FY19 Forecast

Planning Guidelines

As a general guideline, plan for all revenue and expense accounts anticipated for FY19, based on best estimates.

Funding

Units are expected to plan for the General Purpose Operating Fund (ALOGPO), which will appear as revenue on the Budget Review Template.

Units can use account ALOPLAN for one-time funding transfers that are currently uncertain. Please note no actual funding is moved by using ALOPLAN, the real GPO funding transfers will need to be processed in the relevant year. ALOPLAN will be reflected as funding on the Budget Review Template and will be reflected as such in Board Approved funding allocations. All ALOPLAN transfers will have to balance to \$0 at the consolidated level. ALOPLAN entries will be done centrally; transfer forms must be submitted to mitchal.derksen@ubc.ca.

Faculty and Administrative units should use the account ALOSAL for estimated funding allocations expected from Central to cover GWIs, under the government's Economic Stability Mandate (ESM). Please see Appendix B for timing of these approved increases. Finance Managers can input data directly into this account; transfer forms are not required. Similar to ALOPLAN, no actual funding is moved by using ALOSAL, the real GPO funding transfer will need to be processed in the relevant year. It is the Faculty and Administrative units' responsibility to monitor, and reverse (remove) the ALOSAL data once the actual transfer has been processed, to avoid double counting the funding in the forecast. ALOSAL should not be used to transfer funds between departments, or in lieu of any other funding arrangements. Please see discussion below regarding planning of GWI expense.

Faculties should plan for additional funding related to tuition rate increases and FTE growth by using the account PLNTUIT. PLNTUIT is created for planning purpose only; it is not available in FMS. Planning using this alpha account will be done centrally; the request form must be submitted to mitchal.derksen@ubc.ca.

To acknowledge the growing resource constraints of administrative units from staff salary increases, for FY19 the following increases will be funded on a recurring basis (based on average rates). Funding will be loaded with an ALOPLAN transfer by the Budget Office by the end of October.

- AAPS:
 - o Merit (2%)
- BCGEU:
 - o Step increase (3.5%)

Please summarize and present to the Budget Committee as an "Ask", all M&P Staff salary increases resulting from progression and market survey review, which are contributing to a Unit's deficit balance. In this situation, units are not expected to present a balanced budget, however should be prepared to demonstrate what has been done to attempt to absorb these costs, as well as all other inflationary expenses absorbed within the Forecast and Plan. Examples include efficiencies found, program reviews or the identification of new revenues. Please see "Guidance on Cost Saving Measures" below for further discussion of this topic.

Operating Revenue

FY19 operating revenue should be based on best estimates. Units can use FY18 Forecast as reference.

Salary Costs

The government will be funding the cost of General Wage Increases (GWIs), to the extent the collective agreement settlements fall within the parameters established by the government's Economic Stability Mandate (ESM).

The following groups on the Okanagan campus have collective agreements and handbooks/agreements within the ESM: AAPS (2014-2019), BCGEU (2014-2019), and Executive Administrative Staff (2014-2019), Faculty Association (2016-2019)

The approved increases in accordance with the ESM are shown in Appendix B. Due to different effective dates, it may be complex to budget increases at a detailed level. Units may choose to make assumption on timing of increases in order to simplify the calculation.

Progression Through the Ranks (PTR) is assumed to average 2.7% overall, however Finance Managers will be provided the percentage by faculty by the Budget Office. As a reminder, these increases are not funded centrally, they are to be supported within your projected allocation.

Information about collective agreements that have been negotiated to date is located at: <http://www.hr.ubc.ca/faculty-staff-resources/collective-agreements/>.

Current salary scales are located at:

<http://www.hr.ubc.ca/compensation/salary-administration/salary-scales/>

Units should review their existing positions in Workforce to ensure data has been accurately captured from Position Management. For detailed information on how the data flows from Position Management to Workforce, please refer to Position Management website:

<http://www.hr.ubc.ca/administrators/erecruit/position-management/>. Units are encouraged to make all changes within Position Management as there is no direct link from Hyperion back to Position Management.

Within the Plan, the numeric accounts for salary costs will reconcile to Position Management data and these fields will be read-only. Users can make high level adjustments to their future salary costs by using the alpha planning accounts (i.e. SALFAC).

Benefits

Benefit percentages are defined within the Position Management system. These will be automatically reflected in Hyperion for existing positions. New for FY19 planning, benefits will be recalculated to better reflect the timing of actual expense (higher at start of the year, lower at the end). Benefits should be considered when planning for new positions and salary increases. Units can make high level adjustments to their future benefit costs by using the alpha planning account (BENEFT).

Non-Salary Expenses

Plan should be based on best estimates for FY19. Units should plan their non-salary expenses to align with their unit objectives for the fiscal year, reallocating current resources and identifying cost saving opportunities where possible.

Interfund Transfers

Units can initiate Interfund Transfers in FundPlan for planning purposes. The actual Interfund Transfer will need to be made in FMS in FY19. Units can initiate **Transfers Out** only, and need to communicate with the receiving units to ensure funding transferred as expected. All Interfund transfers have to balance to \$0 at the consolidated level.

Guidance on Cost Saving Measures

Please follow the zero-based budgeting approach when forecasting and planning expenses for FY19. While consideration can be given to prior year activities, all forecasted and planned amounts should have supporting detail to justify need.

The following measures provide a framework to assist units with reducing costs to cover unfunded expenses. These are examples only, not an exhaustive list. Please review all areas within your units to identify any opportunities for cost reduction as well as revenue generation.

Salary and Benefits

Review position vacancies against current operational needs:

- Term, i.e. hiring a term replacement position for medical or maternity leaves
- Ongoing, i.e. rehiring for retirements and ensuring ongoing positions are aligned with current operational needs
- Consider opportunities to share resources with other units to create efficiencies

Operating Costs

- Travel - ensure all travel is required and planned efficiently. Look for opportunities to use teleconferencing and virtual meetings when possible.
- Capital expenditure - all capital expenditures should be well documented to demonstrate contribution to long-term strategic needs
- Other - operating expenditures should be reviewed for effectiveness and alignment with core commitments of transformative learning, research excellence and community engagement.

Presentations

- The budget committee will have read the materials prior to the presentations, therefore, speak only to the most important points you want to highlight.
- Please allow one third your unit's allotted time for a high level review and question period with the budget committee.
- Questions to consider for your planning and presentations:
 - What processes are slow and cumbersome?
 - What improvements can be made?
 - What investments can be made?

Contacts

Should you have any questions regarding the preparation of your forecast and plan, please call/email Mitchal Derksen (7-8103/mitchal.derksen@ubc.ca), Joseph Ferguson (7-9615/joseph.ferguson@ubc.ca), or your specific Finance Manager below:

Faculty:

- Fiona Stirling - Arts and Sciences
- Chris Brunet - Creative and Critical Studies, Health and Social Development
- Valerie Nichol - Management, Engineering, Education and College of Graduate Studies, Graduate Student Financial Aid

Administrative units/portfolios:

- Lisa Wilson - AVP Students Portfolio, Enrolment Services, International Student Initiative, Student Financial Aid (Undergraduate and International), Business Operations
- Chris Brunet - Provost and Vice Principal Academic Portfolio, Library, Equity Office
- Gerald Levac - Vice Principal Research Portfolio
- Leanne Avdich - Campus Operations and Risk Management, IT, Campus Planning and Development Portfolio, AVP Finance and Operations Office, DVC Portfolio, Human Resources, and Development and Alumni.

Glossary

Plan Annual	The unit's best estimate of their operations for the upcoming fiscal year. The Plan Annual is a copy of the Plan Working after the unit is satisfied with all estimates and projections; it is the Plan that is approved by the Budget Review Committee. This Plan is then locked until final Board Approval prior to the beginning of the fiscal year.
Plan Working	The unit's preliminary working version on their operations for the upcoming fiscal year. Once units are satisfied with their estimates, this version will be copied to Plan Annual. This Plan will remain open until the end of the current fiscal year.
Plan Recurring	The unit's best estimate of their ongoing operations, beyond FY19. For example, this Plan includes the 12 month impact of salary increases.
Forecast Annual	The unit's best estimate of their operation for the current fiscal year. The Forecast Annual is a copy of the Forecast Working after the unit is satisfied with all estimates and projections; it is the Forecast that is presented to the Budget Review Committee. This Forecast remains static and does not get updates from Position Management and FMS.
Forecast Working	An updated estimate of the unit's operations for the current fiscal year. It continues to be updated by actual data from FMS after month end close. Theoretically, on the first day of the year the Forecast is equal to the Plan and on the last day of the year the Forecast is equal to the Actuals;
FY18	Fiscal year 2017/18 - the current fiscal year
FY19	Fiscal year 2018/19 - the upcoming fiscal year
GPO Funding Allocation	This represents the Unit's share of the University's GPO revenue.
Carry Forward	This is a surplus or deficit remaining from prior fiscal year. All carry forward surpluses require Board approval.
Forecasted Carry Forward	This represents the available surplus or the deficit projected for the end of the current fiscal year.
Operating Fund	It includes General Purpose Operating Fund.
Entity	An entity is an academic or operational unit that has defined planning responsibility. In Hyperion Planning system, an entity has a prefix with a "D", e.g. D632300.
Position Management	A Human Resources system which captures all employee data by position.
Workforce Planning	A series of forms in Hyperion specifically designed for the planning of salary and benefit expenses.

Appendix A

Sample Administrative Unit Budget Review Template:

	2016/17 Actuals Approved Fiscal	2017/18 Forecast Working Fiscal	2018/19 Plan Annual Fiscal	2018/19 Plan Recurring
Operating Revenue				
Funding Allocations				
Operating Funding - Recurring				
Operating Funding - One-Time				
Planned Funding Adjustments (PLNTUIT)				
Departmental Revenue				
Other Tuition				
Other Revenue				
Total Operating Revenue				
Operating Expenses				
Salaries				
Faculty				
Other				
Total Salaries				
Benefits				
Cost of Goods Sold				
Scholarships, Fellowships and Bursaries				
Travel				
Professional Fees				
Grants to Other Agencies				
Other Operating Expenses				
Debt Service - Interest				
Debt Service - Principal				
Capital Expenditures				
Interfund Transfers (net)				
Total Operating Expenses				
Surplus / (Deficit)				
Operating Carryforward - Opening				
Operating Carryforward - Closing				
Planned Uses of Carry-Forward:			-	
			-	
			-	
			-	
FY19 Reductions to Existing Programs:			-	-
			-	-
			-	-
			-	-
FY19 New Funding Asks:			-	-
			-	-
			-	-
			-	-

Appendix B

The University of British Columbia Summary of Salary Increases for Planning

Employee Group	Effective Date	Increase Type*	Increase %	Funding %	Funding Source	FY18 Forecast		FY19 Plan	
						Expense	Funding	Expense	Funding
Faculty only	July 1, 2016	PTR	2.70%	0.00%	N/A	After Oct. 15th, salaries to project accurately, without adj.	N/A	After Oct. 15th, salaries to project accurately, without adj.	N/A
Faculty only	July 1, 2016	GWl**	2.00%	0.50%	Ministry	After Oct. 15th, salaries to project accurately, without adj.	By end Oct/early Nov funding to be tsf'd.	After Oct. 15th, salaries to project accurately, without adj.	By end Oct/early Nov funding to be tsf'd.
Faculty only	July 1, 2017	PTR	2.70%	0.00%	N/A	3 mths accrued, 6 mths fcst (12 mths recurring)	N/A	12 mths recurring	N/A
Faculty only	July 1, 2017	GWl	2.00%	1.50%	Ministry	3 mths accrued, 6 mths fcst (12 mths recurring)	1.5% to ALOSAL for 9 mths fiscal (12 mths recurring)	12 mths recurring	1.5% to ALOSAL for 12 mths recurring
Faculty/Sessionals	June 30, 2018	Lump Sum	1.00%	0.00%	N/A	N/A	N/A	Fiscal only	N/A
AAPS/BCGEU/ Exec Admin	May 1, 2018	GWl	1.00%	1.00%	ESM	11 mths fiscal impact	1% to ALOSAL	11 mths fiscal impact	1% to ALOSAL
AAPS/BCGEU/ Exec Admin	July 1, 2018	GWl	0.50%	0.50%	ESM	9 mths fiscal impact	0.5% to ALOSAL	9 mths fiscal impact	0.5% to ALOSAL
AAPS/BCGEU/ Exec Admin	July 1, 2018	Merit, Step increase	***	2% 3.5%	Central	N/A	N/A	9 mths fiscal, 12 mths recurring	Funded by Central to ALOPLAN

* PTR and GWl are both based on June 30 salaries, increases are not cumulative

** Faculty July 1, 2016 GWl for FY18 Forecast: 9 mths retro accrued in FY17, and fully funded (0.5% Ministry, 1.5%

*** Salary increases to be based on standard planning rates

Based on existing collective agreements

Estimated based on ratified agreements

Budget Office