

**The University of British Columbia**  
**3 Year actual and 5-Year Projection**

(In \$thousands)

<b>Faculty of Creative and Critical Studies</b>								
	<b>18/19 Actuals</b>	<b>19/20 Actuals</b>	<b>20/21 Actuals</b>	<b>21/22 Full-Year Forecast (Q2)</b>	<b>22/23 Plan Working</b>	<b>23/24 Plan Working</b>	<b>24/25 Plan Working</b>	<b>25/26 Plan Working</b>
<b>Operating Revenue</b>								
<b>Funding Allocations</b>								
Undergraduate Tuition								
Domestic	2,146,000	2,249,194	2,290,654	2,765,976	2,489,044	2,514,281	2,552,167	2,596,499
International	2,535,000	2,786,196	3,016,639	3,487,531	3,409,900	3,457,247	3,536,234	3,607,824
Graduate Tuition	119,000	154,385	180,638	227,920	192,696	196,550	200,481	204,490
Operating Allocation								
Recurring	6,113,396	5,855,735	6,256,215	6,497,741	6,628,293	6,863,283	7,111,579	7,374,274
One-time	179,158	362,247	1,925,471	1,273,195	2,499,096	874,024	517,124	607,527
<b>Total</b>	<b>11,092,554</b>	<b>11,407,757</b>	<b>13,669,617</b>	<b>14,252,362</b>	<b>15,219,029</b>	<b>13,905,385</b>	<b>13,917,585</b>	<b>14,390,614</b>
<b>Departmental Revenue</b>								
Government grants and contracts								
Province of British Columbia	7,441	26,234	5,420	12,257	-	-	-	-
Other Governments	500	1,000	-	-	-	-	-	-
Non-Government Grants, Contracts & Donations								
Sales and Services	32,955	36,227	35,633	54,184	34,868	35,566	36,277	37,002
<b>Total</b>	<b>40,895</b>	<b>76,789</b>	<b>55,086</b>	<b>73,011</b>	<b>41,437</b>	<b>42,266</b>	<b>43,111</b>	<b>43,973</b>
<b>Total Operating Revenue</b>	<b>11,133,449</b>	<b>11,484,546</b>	<b>13,724,702</b>	<b>14,325,373</b>	<b>15,260,466</b>	<b>13,947,650</b>	<b>13,960,696</b>	<b>14,434,588</b>
<b>Operating Expenses</b>								
Salaries - Academic	8,358,447	9,184,661	10,020,150	10,812,554	10,955,747	11,292,829	11,893,369	12,617,677
Salaries - Student	389,923	471,966	609,048	659,186	443,591	452,222	449,027	458,007
Salaries - Staff	537,558	607,666	722,037	795,030	751,625	781,470	812,509	844,790
<b>Total Salaries</b>	<b>9,285,928</b>	<b>10,264,293</b>	<b>11,351,234</b>	<b>12,266,770</b>	<b>12,150,962</b>	<b>12,526,521</b>	<b>13,154,905</b>	<b>13,920,474</b>
Employee Benefits	1,518,647	1,812,688	1,962,175	2,113,107	2,043,507	2,110,704	2,226,820	2,357,936
<b>Total Salaries and Benefits</b>	<b>10,804,575</b>	<b>12,076,981</b>	<b>13,313,409</b>	<b>14,379,877</b>	<b>14,194,469</b>	<b>14,637,225</b>	<b>15,381,725</b>	<b>16,278,410</b>
Supplies and Sundries	153,051	188,170	131,990	236,828	232,510	237,161	241,904	246,742
Cost of goods sold			15		-	-	-	-
Scholarships, fellowships and bursaries	1,000	3,950	9,212	9,000	9,180	9,364	9,551	9,742
Travel and Field Trips	87,142	122,488	20,367	78,258	122,276	124,721	127,215	129,760
Professional and Consulting Fees	16,347	86,743	65,076	89,544	24,010	24,490	24,980	25,479
Utilities	7,312	5,503	9,709	4,469	9,685	9,879	10,076	10,278
<b>Total Operating Expenses</b>	<b>11,069,425.8</b>	<b>12,483,836.0</b>	<b>13,549,778</b>	<b>14,797,977</b>	<b>14,592,130</b>	<b>15,042,839</b>	<b>15,795,451</b>	<b>16,700,411</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>64,023</b>	<b>(999,290)</b>	<b>174,924</b>	<b>(472,604)</b>	<b>668,336</b>	<b>(1,095,189)</b>	<b>(1,834,756)</b>	<b>(2,265,823)</b>
Transfers to (from) non-operating funds	104,796	94,675	104,701	(395,226)	23,500	23,500	23,500	23,500
Interfund transfers - (In)	(14,803)	(1,325)	(8,305)	(617,577)	-	-	-	-
Interfund transfers - Out	119,599	96,000	113,006	222,351	23,500	23,500	23,500	23,500
Change in invested in capital assets	49,838	82,339	55,393	145,950	69,962	71,362	72,789	74,245
Capital expenditures	49,838	82,339	55,393	145,950	69,962	71,362	72,789	74,245
<b>Net change in unrestricted fund balance</b>	<b>(90,610)</b>	<b>(1,176,303)</b>	<b>14,831</b>	<b>(223,327)</b>	<b>574,874</b>	<b>(1,190,050)</b>	<b>(1,931,044)</b>	<b>(2,363,567)</b>
Accumulated Reserves - Opening	891,981	801,371	(374,932)	(360,102)	(583,429)	(8,555)	(1,198,606)	(3,129,650)
<b>Accumulated Reserves - Closing</b>	<b>801,371</b>	<b>(374,932)</b>	<b>(360,102)</b>	<b>(583,429)</b>	<b>(8,555)</b>	<b>(1,198,606)</b>	<b>(3,129,650)</b>	<b>(5,493,217)</b>