

BUDGET AND FINANCIAL PLAN

2022-23

CONTENTS

PRESIDENT'S MESSAGE	1
EXECUTIVE SUMMARY	2
STRATEGIC DIRECTION	7
ANNUAL PLANNING & BUDGETING PROCESSES	9
OPERATING BUDGET	13
PRESIDENT	21
GENERAL COUNSEL AND UNIVERSITY SECRETARY	25
ACADEMIC	29
RESEARCH AND INTERNATIONAL	57
EXTERNAL RELATIONS	63
ADVANCEMENT AND ALUMNI ENGAGEMENT	71
FINANCE AND ADMINISTRATION	75
GENERAL UNIVERSITY REQUIREMENTS	89
ANCILLARY	93
CONSOLIDATED BUDGET	99
APPENDICES	109



PRESIDENT'S MESSAGE

Dear Colleagues,

Simon Fraser University has overcome another challenging year with all members of the university community demonstrating exceptional response to COVID-19 to provide the best learning experience to our students. We continue to prioritize the health and safety of our community while ensuring our students continue to have an exceptional learning experience.

I am pleased to present SFU's Budget and Financial Plan for the fiscal year beginning April 1, 2022. As SFU is included within the Provincial Government's Reporting Entity, both operating and consolidated budgets are presented for 2022/23.

Our preparations for the upcoming year have included taking stock of the lessons learned from the COVID-19 pandemic and developing responses to address the challenges that lie ahead. In addition to uncertainties stemming from COVID-19 and the broader economic environment, the university faces pressures associated with rising costs, sustainability of the staff pension plan and deferred maintenance of campus buildings. As we face these issues, we do so with a strong strategic vision that draws on our core values and strengths.

The 2022/23 Budget and Financial Plan is designed to advance SFU's mission to be Canada's "engaged university defined by its dynamic integration of innovative education, cutting-edge research and far-reaching community engagement." In alignment with our mission, the operating budget seeks to protect program quality, maintain research support and ensure access for qualified students. The consolidated budget includes a modest surplus driven by investments required to renew infrastructure. The budget continues to reflect the university's plans to recover from the effects of the COVID-19 pandemic while investing in areas of priority.

I am grateful for the faculty, students and staff who have contributed to the development of this Budget and Financial Plan. I would also like to thank my colleagues, the campus community and the Board of Governors for their continued support.

Sincerely,

A handwritten signature in blue ink, which appears to read "Joy Johnson". The signature is fluid and cursive, with a long horizontal line extending to the right.

Joy Johnson
President and Vice-Chancellor

EXECUTIVE SUMMARY

UNIVERSITY OVERVIEW

With vibrant campuses in British Columbia's three largest cities—Burnaby, Surrey and Vancouver—SFU is not just shaping minds, we are also shaping communities.

Established in 1965 on Burnaby Mountain, SFU was renowned in those early years as the “radical campus” for our students’ activism. Today, the campus houses the majority of our world-class academic and research infrastructure.

We opened the Vancouver campus in 1989 to foster connections with the business community and meet the educational demands of working professionals. Known today as the intellectual heart of the city, the Vancouver campus comprises nine sites, including a multi-venue arts and cultural space, a centre for dialogue and our graduate school of business.

Our youngest campus opened in 2002 in Surrey, extending our community outreach into B.C.’s fastest-growing city, where we have established some of our most cutting-edge initiatives, including the Quantum Algorithm Institute, the Sustainable Energy Engineering program and the School of Interactive Arts and Technology.

With a vision to be Canada’s engaged university, we have become a global leader in building community. Our commitment to engage and support the communities we serve is what sets SFU apart. Students, faculty and staff are engaged in initiatives and projects in British Columbia and around the world that help secure our economy, protect our environment and contribute to our health and well-being.

Today, we are recognized as Canada’s top comprehensive university. Internationally renowned for our scholarship and research excellence, we are consistently ranked as one of Canada’s top 15 research universities.

Each year, we deliver an exceptional experiential education to more than 37,000 students studying in eight faculties. In 2021, we attracted more than 8,600 international students from 137 countries.

Committed to disseminating knowledge and harnessing new ideas to benefit society, we consistently rank among the top 20 Canadian universities in annual research income. From 2016-2021, our sponsored research income grew by more than 50 per cent, reaching over \$171 million in 2021.

In 2016, our Strategic Research Plan (2016-2022) identified six priority research challenges to push our limits of discovery and knowledge dissemination and to deliver impactful breakthroughs.

Under this plan we’ve now established four research areas, or clusters, that have bolstered our researchers’ capacity to tackle large, cross-cutting challenges related to big data, health and technology, new materials and technology for sustainability and community-engaged research.

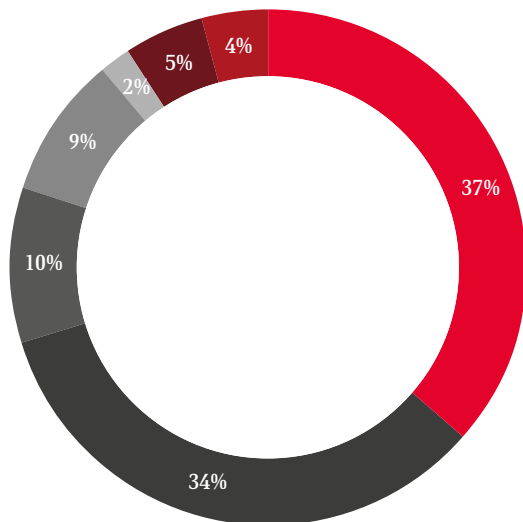
Working in partnership with government, business and community partners, our faculty, staff and students are accelerating innovations and transformative discoveries for positive social and economic impact.

CONSOLIDATED FINANCIAL PICTURE

SFU falls within the Government Reporting Entity (GRE) of the Province of B.C. and as such, is required to present its financial statements in accordance with Canadian Public Sector Accounting Standards (PSAS) issued by the Public Sector Accounting Board of Canada (PSAB).

As at March 31, 2021 fiscal year end the university had financial assets of \$861 million and non-financial assets of \$1.1 billion (compared to \$643 million and \$1.0 billion respectively for the year ending March 31, 2020). The increase in financial assets was largely due to the addition of a receivable from SFU Faculty Association members to reimburse the university for costs to be paid to the College Pension Plan of BC on their behalf and an improvement in equity and bond market strength.

While there is diversity in the revenues received by the university, as noted in the following chart, the most significant revenue sources include funding from the provincial government, tuition and student fees.



2021 Revenue by Type

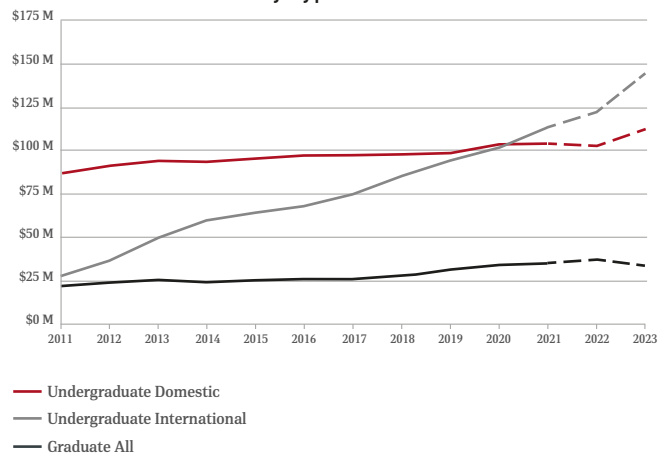
- Tuition and student fees
- Province of British Columbia
- Donations, grants, contract and other
- Government of Canada
- Sales of goods and services
- Amortization of deferred capital contributions
- Investment income

The Province of British Columbia provides operating funding to deliver credit courses to eligible students and sets enrolment targets for Full Time Equivalent domestic undergraduate and graduate students. Both of these types of enrolments are stable and have consistently exceeded the targets.

The university is strategically directing its future growth toward programs and operations that align with the Ministry of Advanced Education and Skills Training's mandate for post-secondary education. As domestic undergraduate and graduate enrolments have been stable, domestic tuition revenue increases primarily arise from annual tuition fee increases of 2%, which is the limit mandated by the provincial government.

International undergraduate revenue has grown as a result of both enrolment and fee increases, and this growth has been a primary contributing factor toward the increase in the tuition revenues of the university.

Credit Tuition Revenue by Type



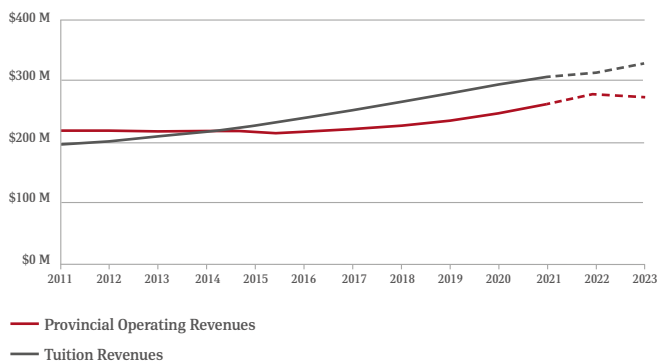
Historically, prospects to achieve target requirements have been strong, considering there is a large diverse population adjacent to SFU's campuses in British Columbia's three largest cities: Vancouver, Burnaby and Surrey. Additionally, the provincial government's B.C. Labour Market Outlook anticipates that the majority of job openings within the next 10 years will require post-secondary education or training. Continuity of provincial government funding is dependent on achieving alignment with the Ministry of Advanced Education and Skills Training's mandate for post-secondary education.

Tuition fees for international students are higher than for domestic students as there is no associated provincial government funding provided for international students. The fees are set in the context of a competitive global market and are not subject to government restrictions.

The COVID-19 global pandemic has impacted international enrolment, particularly in 2021/22. It is unknown at this time what the extent of the future impact will be. Historically, the university's ability to attract and retain international undergraduate students has been strong. This is primarily due to the strength of global demand for university education, SFU's international reputation and long involvement in international education marketing and delivery, and the desirable location of Metro Vancouver.

Growth of revenues is essential to consistent multi-year service delivery and financial health. The university has experienced steady, modest growth of total revenues over the past five years. Total annual revenues have grown from \$652 million in 2016 to \$825 million in 2021. While revenues have steadily increased, the composition of those revenues has shifted over time. Since 2015, annual tuition revenues have exceeded provincial operating funding, and continue to trend upwards.

Provincial Operating and Tuition Revenues

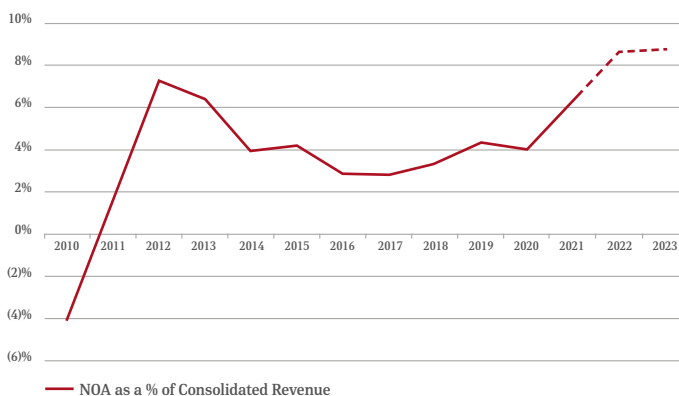


Contributions in support of the university's research activities and towards the acquisition of depreciable tangible capital assets have also increased. Additional information regarding the accounting treatment of externally restricted contributions (grants and donations) for research, specific purpose, capital and endowment is outlined in the Budget by Fund section found in pages 104-108.

SFU's Strategic Research Plan positions the university to continue to grow its capacity in research and knowledge mobilization across diverse sectors. It also identifies strengths at SFU that have led to the establishment of four research clusters: Big Data; Health Technology and Health Solutions; New Materials and Technology for Sustainability; and Community-based Research.

The university's operating reserve financial performance measure is Net Operating Assets as a Percentage of Total Consolidated Revenues. A positive operating reserve level of approximately 4% to 9% of consolidated revenues represents a reasonable operating reserve level for SFU. Except for the 2009 year, where there was a significant negative impact due to the global financial crisis, this indicator has operated within the acceptable range.

Net Operating Assets as a Percentage of Total Consolidated Revenues



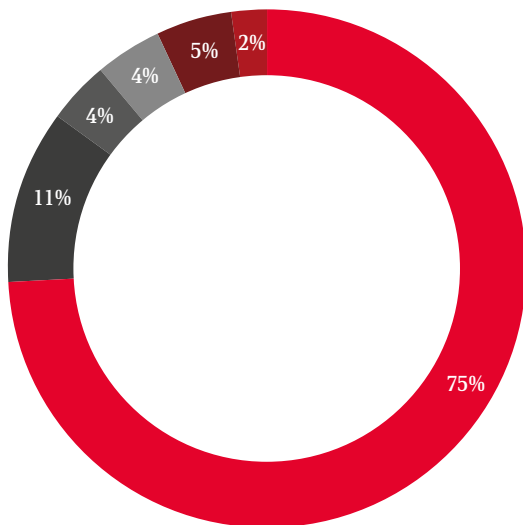
The consolidated annual operating surplus before restricted endowment contributions was \$41.3 million in for the year ended March 31, 2021. The 2021/22 forecast of the consolidated operating surplus before restricted endowment contributions is \$28.7 million, with restricted endowment contributions forecast to be \$74.2 million, for a total consolidated operating surplus of \$102.9 million. The Net Restricted Endowment Contributions are forecasted to be high in 2021/22 due to a \$45 million endowment capitalization entry approved by the Board of Governors in May 2021. Additionally, higher anticipated BC-CPI rates and success in obtaining donations also factor into the figures. The university does not contribute operating funds to the endowments.

BUDGET IN BRIEF

The consolidated financial statements recognize activities that occur within a fund structure that includes Operating, Internal Research, Capital, Endowment, Specific Purpose, Research and Ancillary.



Each fund operates within specific accounting rules with some of the funds being externally restricted or designated for specific purposes. The Operating Fund is the primary focus of the Budget Book, and accounts for 75% of the total consolidated revenues. The following highlights reflect some key changes to the budget of the Operating Fund.



2022/23 Proportion of Total Revenues by Fund

- Operating Fund
- Research
- Capital
- Ancillary Operations
- Specific Purpose
- Endowment

2022/23 BUDGET HIGHLIGHTS

The budget reflects an increase in the provincial operating grant primarily due to the collective agreement settlement with APSA under the Sustainable Services Negotiating Mandate (SSNM) in 2021/22. No assumptions have been incorporated into the 2022/23 budget regarding operating grant changes related to future public sector bargaining mandates & agreements.

Also reflected in the budget is an increase in tuition and student fee revenues relating to enrolment changes as well as an increase of 2% for new and existing domestic students and a 4% increase for new and existing international students. Additionally, some student fee revenues are expected to move closer to pre-pandemic levels as in-person services and facilities are made available, such as athletics and recreation. SFU is deeply committed to student supports and services, including student bursaries, and will retain its investment in these offerings by allocating 25% of the tuition increase for new and existing international students (beyond 2%) to directly support these programs. The University Enrolment Plan to be approved by Senate in early March, 2022 reflects a slight decrease in year-over-year planned undergraduate enrolments, primarily due to international enrolments with continued pandemic related impacts resulting from Fraser International College enrolment levels during the pandemic, and a slight decrease in graduate enrolments.

Compensation increases reflect the recent collective agreement settlement with APSA and the balance of salary expense recognition for the other employee groups with agreements expiring in the 2022-23 fiscal year as negotiated under the SSNM. Increases in compensation also reflect step and career progress increases embedded within the collective agreements, plans to hire for position vacancies, and increased investments in university priorities such as Equity, Diversity and Inclusion with the establishment of a new Vice-President, People, Equity and Inclusion (VPPEI) portfolio, along with other investments in areas of increased growth. Other increased compensation expenses relate to benefit cost increases as it is expected that the actuarial report for employee-future benefits and pension expenses will result in higher expenses to be reported.

Non-compensation related expenses remain relatively flat from the previous year's budget, with an increased budget for scholarships, bursaries and awards, as well as some expense increases due to the expectation that activities and projects delayed due to the pandemic will resume.

The planned use of carry forward spending is not included in the 2022/23 expense budget presented here, as discussions take place in the spring regarding commitments and planned use strategies.

2022/23 OPERATING BUDGET

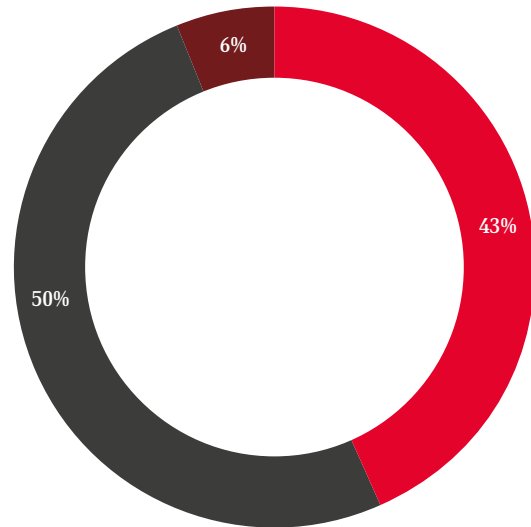
REVENUES

Operating Revenues are budgeted to be \$653 million for 2022/23, an increase of \$29 million or 4.6% over the prior year's budget, mainly attributable to:

- Tuition and student fee increases.
- Increased funding for collective bargaining agreements.
- Increase in investment income

2022/23 Operating Budget: Revenues (\$653M)

- Government grants
- Tuition and fees
- Other revenue



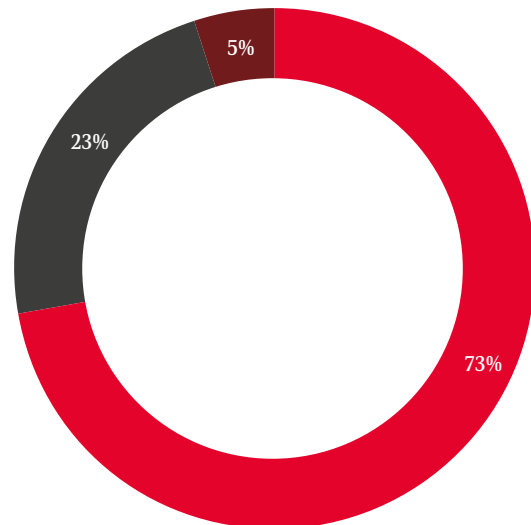
EXPENSES

Operating Expenses are budgeted to be \$653 million (including funding transfers between the Operating Fund and other funds of \$31 million), an increase of \$29 million or 4.6% over the prior year's budget, mainly attributable to:

- Increased scholarship and bursary funding to support students
- Increased compensation costs for collective bargaining agreements and additional positions.

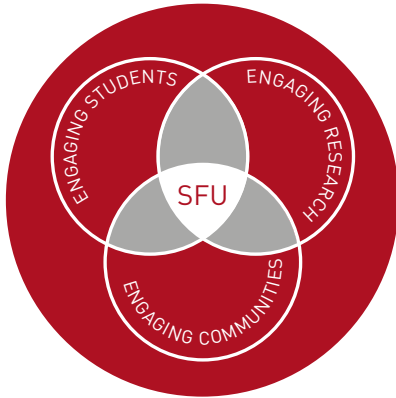
2022/23 Operating Budget: Expenses (\$653M)

- Salaries and benefits
- Supplies and expenses
- Interfund transfer



STRATEGIC VISION

SFU's vision is to be Canada's engaged university. The vision has three core themes: Engaging Students, Engaging Research, and Engaging Communities.



For each core theme, the university has identified a strategic goal and supporting activities that are intended to lead to the attainment of that goal. These activities are underpinned by an established set of underlying principles and guided by the following Values and Commitments:

- We are an open, inclusive university whose foundation is intellectual and academic freedom.
- Our scholarship unites teaching and research: we celebrate discovery, diversity and dialogue.

- Our students and communities can expect teaching that is personal and learning opportunities that are lifelong.
- We champion the liberal arts and sciences and pioneering interdisciplinary and professional programs.
- We are a university where risks can be taken and bold initiatives embraced.
- Upon these foundations, we will engage all our communities in building a robust and ethical society.

In addition, for SFU to be successful in achieving its goals and commitments, it must leverage the strength of its infrastructure: human, financial and capital.

SFU has also identified three priority areas:

1. **Equity, Diversity and Inclusion (EDI)** – Creation of an environment where every person is treated with respect, and there are equal opportunities for engagement and success.
2. **Reconciliation** – Building upon the important reconciliation and decolonization work being done across SFU as the university continues the process of implementing the SFU Aboriginal Reconciliation Council's calls to action.
3. **Student Experience** – Commitment to strengthening the university's supports and services for students, and to enriching the student experience.

STRATEGIC VISION

To be the leading engaged university, defined by its dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement.

CORE THEMES

Engaging Students

Engaging Research

Engaging Communities

GOALS

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

Being a world leader in knowledge mobilization, building on a strong foundation of fundamental research.

Being Canada's most community-engaged research university.

UNDERLYING PRINCIPLES

- Academic and Intellectual Freedom
- Commitment to Reconciliation
- Equity, Diversity and Inclusion
- Internationalization
- Respect for Aboriginal Peoples and Cultures
- Supportive and Healthy Work Environment
- Sustainability

UNIVERSITY PLANNING FRAMEWORK

SFU's University Planning Framework sets out an integrated framework which reflects how various functional plans are integrated and aligned within the university's long-term strategic vision. Each component of the framework is intended to support the achievement of SFU's vision and mission, in a manner consistent with an established set of underlying principles.

The university's core functions of teaching, research, and community engagement are central to the strategic framework. The Academic Plan, Strategic Research Plan, and Community Engagement Plan are guided by the overall strategic vision and, in turn, drive the faculty and departmental strategic planning processes. The faculty and departmental plans support the overall vision and collectively shape the overall direction and priorities for SFU. Plans are updated based upon institutional priorities for each planning cycle.



ANNUAL PLANNING & BUDGETING PROCESSES

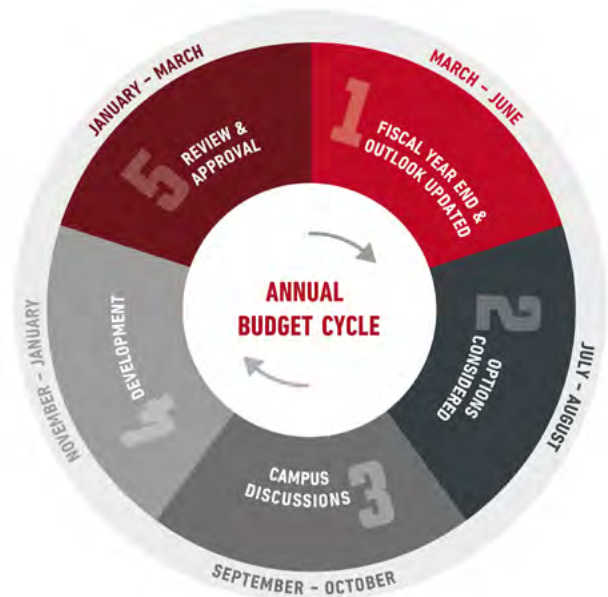
PLANNING AND BUDGETING CONSTRUCT

The following diagram reflects the relationship between SFU's Strategic Vision, strategic planning processes and annual budget process.



ANNUAL BUDGET PROCESS

1. Preparations for the budget cycle begin in the spring as the financial results from the previous fiscal year are finalized. Financial projections are updated based upon approved and updated plans, year-end results, and changes in economic factors. Revenues are forecasted and a multi-year projection is prepared by the Budget Office.
2. During the summer months, alternatives may be considered with a view to key priorities, trade-offs, opportunity costs and value for money.
3. In the fall, a series of budget consultations are held within the broader university community, including a joint student budget consultation on tuition fees. The president, vice-president academic and provost, and vice-president finance and administration discuss the current financial picture and the budget challenges for the forthcoming year.
4. Following the budget consultation process, the feedback received is considered by the vice-presidents. Budget reference points, distributed in late fall, provide the total amount of funding allocated to each vice-president's portfolio. Budget development is localized; decisions regarding budget allocations at the portfolio level are the responsibility of the respective vice-president. The vice-president academic and provost develops reference points based upon an allocation model that takes into account actual enrolments.
5. All units on campus submit their budget plans early in the new calendar year. The budgets are reviewed and consolidated for submission to the Board of Governors for approval prior to the start of the new fiscal year.



UNIVERSITY BUDGET MODEL

Historically, SFU utilized an incremental budget model to determine resourcing levels across the university's portfolios. A shift towards a different budget model was undertaken in 2011/12 to recognize and support the following five goals:

1. **Financial Sustainability:** To shift the emphasis from a cost-based model to one that is revenue-based. After several years of cuts and cost focus, cost-cutting opportunities were largely exhausted. Consequently, the new budget model shifted emphasis to revenue growth and diversification.
2. **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.
3. **Transparency:** The model provides an explicit rationale for the university budget that is tied to performance and activity levels. The model's processes ensure that resource allocations and expenditures are published annually.
4. **Strategic Alignment:** The model incorporates a mechanism to seed strategic initiatives, such as research growth and course accessibility.
5. **Change in the Budgeting Process in Response to Stakeholders:** The model is an improvement to address concerns raised about the historical biases perpetuated by incremental budgeting.

Since being implemented, the budget model has undergone some adjustments to fine-tune the allocation methods, with five primary components of the model remaining. These components are noted in the following subsections.

REVENUE-BASED BUDGET CENTRES

The budget model attributes revenues to the academic portfolio primarily based upon enrolments. Recognition is also associated with each faculty's success in the receipt of Tri-Council awards.

ACTIVITY-BASED RESEARCH UNITS

In 2020/21, a new budget allocation model was developed to recognize that SFU had the fastest growing research income among all Canadian universities, and a way of supporting the units that support research activities was required so that the services could be adjusted in response to changes in activity. Moving some service units to this activity-based model provided an increased investment in those services.

SPACE MANAGEMENT

In 2021/22, a new approach was introduced to use space more efficiently by incorporating an incentive-based space management model into the overall SFU budget model. A key objective of this model is to drive a lessening of the need for new space by attributing a cost to space.

SERVICE UNITS

The non-academic service units' budgets are indirectly linked to revenue generation, with adjustments based upon inflationary factors or approvals for specific initiatives made at the executive level.

UNIVERSITY STRATEGIC INITIATIVES

A Strategic Initiatives program was established with the objective to focus on institutional priorities that would better support the vision and goals of being an engaged university. Additional information regarding each of the specific initiatives are noted in Appendix I.

This year's budget process included a number of key assumptions with regard to revenues and expenses. Key budget assumptions are summarized in Appendix III.

BUDGET GUIDING PRINCIPLES

The following guiding principles are published alongside the annual budget guidelines, and 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 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 the allocation of resources based on alignment with the academic and other strategic plans, 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 unit's flexibility to engage in revenue generating activities. To the extent the idea offers a net gain (financially and academically) to the university as a whole, we will encourage and use a portion of the additional revenue to offset budget reductions.
9. We will be mindful and respectful of the human side of cost reductions. A university's strength is its 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.

OPERATING BUDGET

BASIS OF PRESENTATION

METHODOLOGY

The consolidated statements recognize all of the activities captured within the different funds, as described in the following section. As the consolidated budget figures will also be presented in the financial statements in each of the appropriate years, the budget presentation is consistent with the financial statement presentation.

The Operating Statement of Operations captures the activities primarily related to academic program delivery and the administration of the university. The distribution of the operating budget is presented in the portfolio budget details in the balance of this document. In the Consolidated Statement of Operations all activities related to academic program delivery, research and community engagement are captured.

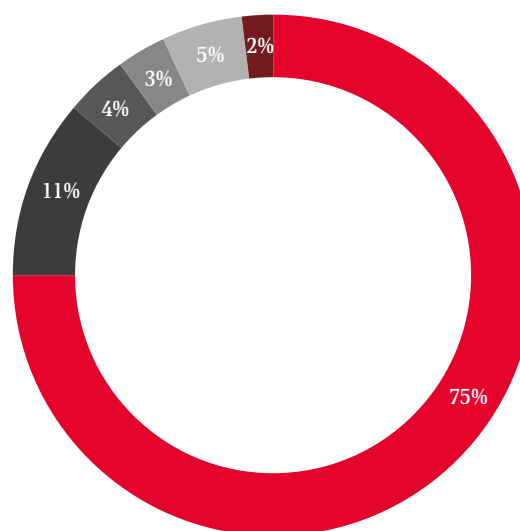
FINANCIAL REPORTING ENVIRONMENT

The financial information presented within this Budget and Financial Plan reflects 2021/22 forecasted and 2022/23 budgeted information. Actual results, as presented in SFU's Annual Financial Reports, may differ from those anticipated.

The university is deemed to be within the Government Reporting Entity (GRE) of the Province of British Columbia and, as such, is required to present its financial statements in accordance with section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia and the Restricted Contribution Regulation 198/2011 issued pursuant to it; the Financial Reporting Framework (FRF). Additional information regarding the reporting requirements is available in SFU's Annual Financial Report.

FUND OVERVIEW

Revenues and the related expenditures are managed in various funds to ensure proper stewardship and control of resources, and to ensure that restricted grants, donations and contributions are used as the donor intended. The relative proportion of the 2021/22 revenues in each of the funds is illustrated below.



2021/22 Proportion of Total Revenues by Fund

- Operating Fund
- Research
- Capital
- Ancillary Operations
- Specific Purpose
- Endowment

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 and student fees, and the Research Support Fund grant from the Federal Government. Budget details for the Operating Fund begin on page 16.

Ancillary Fund

Ancillary operations include: Residence and Housing; Bookstore & Spirit Shop; Document Solutions; Parking & Sustainable Mobility Services; Meeting, Event and Conference Services (MECS); 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 financial sustainability of those operations. Additional information regarding the Ancillary Fund is provided on pages 94-97.

Specific Purpose Fund

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 are 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. Additional information regarding the Specific Purpose Fund is provided on page 105.

Research Fund

The Research Fund accounts for revenues and expenses related to externally funded research projects. These activities are funded through federal, provincial, and private sector research grants. See page 106 for further details on the Research Fund.

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. See page 107 for further details on the Capital Fund.

Endowment Fund

The Endowment Fund includes restricted donations and contributions. The principal amounts are held in perpetuity and a specified amount of the income generated from investing these amounts is used for designated purposes. The remaining income is reinvested to maintain purchasing power. Additional information is provided on page 108.

OPERATING BUDGET

STATEMENT OF OPERATIONS

(\$ Thousands)

	Notes	2020/21 Actuals	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Revenues					
Government grants and contracts					
Province of British Columbia		261,290	272,607	264,471	273,135
Government of Canada		8,236	10,402	9,561	10,431
Other governments					
Tuition					
Credit courses		286,813	290,432	296,202	304,436
Non-credit courses and other student fees	1	18,984	23,488	21,237	24,511
Sales of goods and services		2,007	3,086	3,085	3,941
Donations, non-government grants and contracts	2	20,267	18,533	21,156	23,710
Investment income	3	13,473	18,499	4,499	8,585
Amortization of deferred capital contributions					
Other revenue		3,790	4,275	3,517	3,826
Total Revenues		614,860	641,322	623,728	652,575
Expenses					
Salaries					
Academic and Instructional Salaries		191,398	202,018	200,436	204,913
Support Salaries	4	163,370	170,719	160,275	177,920
Employee benefits	5	74,013	86,074	76,871	90,802
Supplies and other operational expenses	6	54,241	63,990	81,613	77,676
Amortization of tangible capital assets					
Professional and contracted services	7	28,367	30,909	23,599	23,873
Scholarship and bursaries	8	28,025	29,533	27,932	28,698
Travel and personnel	9	1,823	5,716	6,901	6,990
Cost of goods sold		1	70	47	51
Interest on long-term debt					
Utilities	10	9,733	10,723	9,636	10,507
Total Expenses		550,971	599,752	587,310	621,430
Interfund Transfers - to / (from)	11	(52,982)	(39,797)	(36,418)	(31,145)
Annual Operating Surplus (Deficit)		10,907	1,773		
Departmental Operating Budget Carry Forward, Ending		57,960	58,733	56,960	57,733
Internal Advance for Tangible Capital Assets, Ending		(26,000)	(25,000)	(25,000)	(24,000)

Notes:

Annual Operating Surplus (Deficit) arises from the timing of commitments for projects and activities in support of SFU's academic, research and community engagement activities. The renewal of capital infrastructure has been advanced by leveraging the use of working capital. Given the uncertainties associated with future enrolments, it is anticipated that additional reserves will help to stabilize the financial effects ensuring the resilience of the university both now and in the future.

NOTES

(\$ Thousands)

The variances explained in the table below reflects those changes between the 2021/22 Budget and Forecast, and/or the change between the 2021/22 and 2022/23 Budget. Those variances greater than \$1,000,000 and 5% have been explained.

		\$1,000k and 5%		
	Revenue/ Expense/ Category	Forecast to Budget Variance	Budget to Budget Variance	Description of Variance
1	Non-credit courses and other student fees	2,251	3,275	The favourable variance is due to higher athletic and recreational fees due to more in-person activities starting in September. The increase in revenues primarily relates to the athletic and recreational fees as in-person activities resume to pre-covid levels.
2	Donations, non-government grants and contracts	(2,623)	2,553	The unfavourable variance is mainly due to lower FIC enrolments during the pandemic resulting in lowered royalty revenue from FIC, this decrease is offset by additional revenue growth in Beedie Executive Education programs. The increase in revenues is primarily related to projected revenue increases in the Executive Education programs of SFU's Beedie School of Business, offset by lower royalties expected from FIC due to continued lower international student enrolments.
3	Investment income	14,000	4,085	The favourable variance is due to strong market performance. Investment portfolio rebalancing also crystalized some of the accumulated unrealized gains into realized gains. The favourable variance is due to an adjustment of the 2022/23 budget and economic outlook to pre-COVID levels.
4	Support Salaries	(10,444)	(17,645)	The unfavourable variance is mainly driven by the settlement of the new APSA agreement. The unfavourable variance is primarily associated with the new APSA collective agreement, and step increases across employee groups. The increase is also attributable to additional positions in Beedie relating to increased Executive Education programming, Applied Science for a staffing structure that supports an additional school (SEE-Sustainable Energy Engineering), various IT initiatives and projects, Student Services support for return to campus with continued investment in areas such as Access Advising and Mental Health support, and lastly, additional support for the new VPPEI portfolio.
5	Employee Benefits	(9,203)	(13,931)	The unfavourable variance is mainly due to the increase of overall salary costs. Additionally, increased expenses for Mortgage Subsidy and Down Payment Assistance, vacation accrual, and anticipated higher expenses for Pensions & Employee Future Benefits, including additional expenses for Long-Term Disability. The unfavourable variance in benefits is primarily associated with increased salary expenses, CPP, EI and pension contributions, and continued increased Pension and Employee Future Benefit costs anticipated as a result of year-end actuarial reports.
6	Supplies and other operational expenses	17,623		The favourable forecast variance relates to the allocation of strategic initiative funding in support of Aboriginal Strategic Initiatives, the Wosk Centre, Student Experience Initiatives, and Experiential Learning. Additionally, the allocation of funding for ITS projects managed within the information systems stewardship model and funding for various activities from contingency also contributes to the favourable variance. In addition, funds have been allocated for future commitments.
7	Professional and contracted services	(7,310)		The unfavourable forecast variance is primarily related to increased security during the pandemic and low in-person attendance, technical support for various IT projects, and the increased consulting fees associated with new Executive programs in Beedie School of Business.
8	Scholarship and bursaries	(1,601)		The forecast variance reflects increases in student bursaries to provide financial assistance during COVID.
9	Travel and personnel	1,185		The forecast variance is mainly due to reduced travel due to COVID.
10	Utilities	(1,088)		The unfavourable forecast variance is a result of the newly added CORIX plant that has increased heating costs as expected, offset by savings in gas and electrical costs.
11	Interfund Transfers - to / (from)	(3,379)	5,273	The increase in interfund transfers is mainly driven by the additional transfers to capital projects such as Applied Science Building renovations and Science Spaces. The increase is offset by lower than anticipated transfers to internal research projects and other commitments. The favourable variance is mainly due to the decrease in transfers to internal research and other projects such as New Faculty Start-up Grants.

FINANCIAL HEALTH INDICATORS

There are a variety of indicators of financial health and flexibility. Some of these indicators include, but are not limited to, the level of net operating assets, the level of the university's contingency, whether revenues are sufficient to cover expenses, growth of revenues (including the diversity and stability of revenue sources), the composition and variability of expenditures, the debt burden, the level of operating reserves, and the sustainment of capital infrastructure. Many of these indicators are explored in SFU's 2021 Annual Financial Report.

A positive level of net operating assets and a healthy balance sheet position is essential to protect operations from variability in revenues and expenses. Additionally, operating reserves are necessary to support the completion of commitments not concluded prior to the end of the fiscal year. While necessary, the level of net operating assets should not be excessive such that they are detrimental to the delivery of current services.

The university's key operating asset financial performance measure is net operating assets as a percentage of total consolidated revenues. A positive operating reserve level of approximately 4% to 9% of consolidated revenues represents a reasonable operating asset level for SFU. This indicator is relatively stable and within an acceptable range, as noted in the graph on the following page. Net operating assets are comprised of the following components:

- Departmental operating budget carry forward
- Internally funded research
- Internal advance for tangible capital assets

Departmental operating budget carry forward

This component of net operating assets arises from the cumulative fiscal differences between unrestricted revenues and expenses incurred for academic program delivery and administration of the university. The building up and drawing down of carry forwards across academic and business cycles is required to stabilize university programs and operations. Carry forward levels are actively managed to ensure that levels are within the financial limits established by management. Threshold levels are set for each VP portfolio, and differ for the academic and support areas. Each VP establishes the appropriate level for faculties and support units within their portfolio. In the event that a VP portfolio exceeds the threshold, the carry forward held in excess of the maximum will be redeployed by the Executive Team. Departmental carry forwards by portfolio are reflected on pages 23-87.

Internally funded research

The internal research fund captures the financial impact related to specific purpose activities primarily funded through internally restricted allocations from the Operating Fund. Funding allocated under the Faculty Recruitment Grant policy and the New Faculty Start-up Grants program resides within projects in the Internal Research Fund. Internal Research Funds, and any carry forwards, are maintained at the project level for continued use for that specific purpose in accordance with the policy associated with that use, with 95% of the carry-over held by faculty for academic purposes. Additional information regarding the Internal Research Fund is reflected on page 104.

Internal advance for tangible capital assets

The university has substantial facilities across its three campuses to support high-quality education and research. SFU's Burnaby campus has an aging physical infrastructure that is experiencing physical deterioration and functional obsolescence, resulting in deferred maintenance requirements.

Extending the useful lives and updating the functional utility of buildings and related infrastructure involves considerable cost. Significant funding challenges arise from limitations on acquiring debt, availability of government capital contributions and capacity of the university to fund capital renewal from operations.

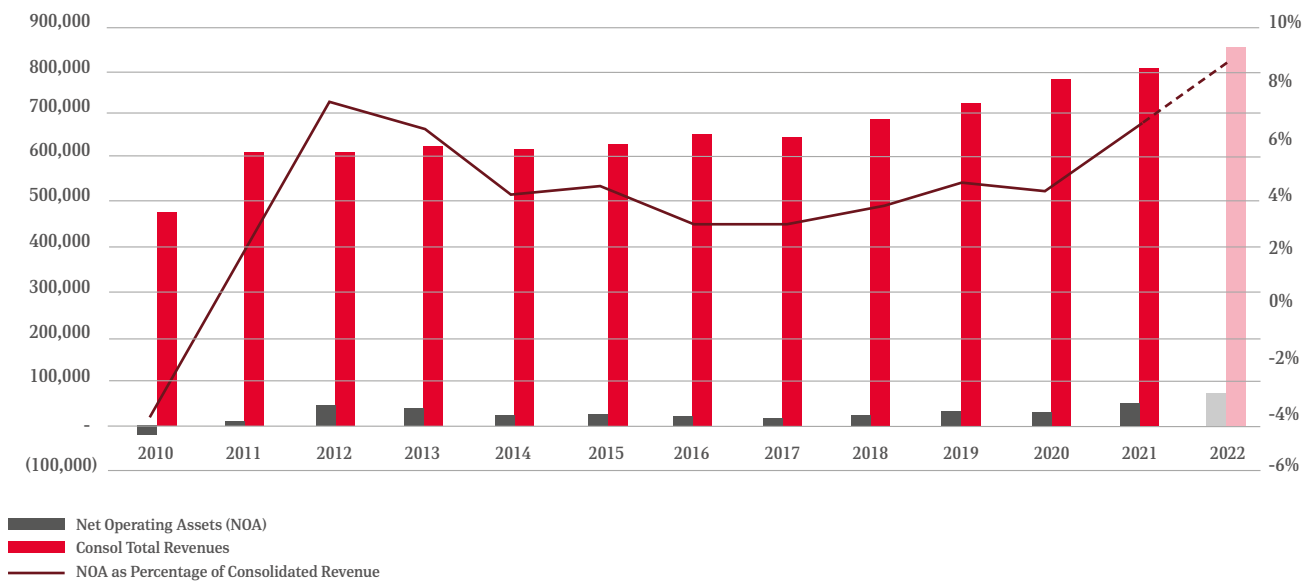
To ensure responsible stewardship of university assets, a long-term advance was made available using existing working capital in order to fast-track larger deferred maintenance projects that could not otherwise be undertaken given the insufficiency of annual routine capital funding.

In recent years, with increased routine capital support from the Province of British Columbia along with SFU's efforts toward building renewal, the university is beginning to make significant progress on the deferred maintenance issue. With the increase in the Routine Capital grants provided by the Ministry of Advanced Education, Skills & Training and SFU's requirement to provide match funding, the annual funds available to support deferred maintenance are now approximately \$41 million per year. As a result, the internal advance from working capital is currently in a repayment phase, with repayment extending over multiple years. Deferred maintenance on the Burnaby campus continues to be a high priority for the university.

NET OPERATING ASSETS

SFU's consolidated revenues exceeded \$825 million in 2020/21 and are projected to exceed \$851 million in 2021/22 and \$871 million in 2022/23. Modest and continued growth in consolidated revenues are projected based upon strong enrolment levels, stable provincial operating funding, and success in attracting research awards as well as the efforts to work in partnership with government, business and community partners in accelerating innovations and transformative discoveries for positive social and economic impact.

Net Operating Assets are projected to increase to just under 9% in 2021/22. This is due in large part to realized investment income exceeding expectations, as well as some continued cost savings in areas of travel, meetings and events. Given continuing uncertainties associated with international enrolment levels in 2022/23, it is anticipated that the additional reserves will help stabilize any financial effects, ensuring the university's resilience both now and in the future. Nevertheless, as we move towards the post-pandemic future, reserve levels are anticipated to decrease as processes have been established for 2022/23 to better leverage reserves in support of university priorities.



PRESIDENT



PRESIDENT'S OFFICE

Joy Johnson, President and Vice-Chancellor

The Office of the President supports the work of the president including high-priority initiatives and the overall strategic goals of the university.

The Office of the President will continue to focus its efforts on supporting the broad goals of the strategic vision and will work to advance the president's priorities of equity, diversity and inclusion, reconciliation and the student experience.

2021/22 HIGHLIGHTS

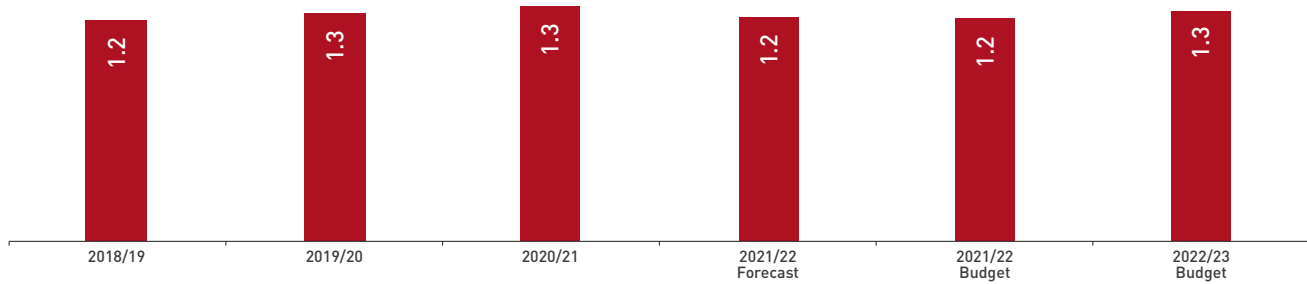
- Exceptional response to the COVID-19 pandemic by all members of the university community to ensure safe return to campus and to provide the best learning experiences possible for our students.
- SFU was rated Canada's top comprehensive university for the 13th time in the last 14 years in Maclean's annual ranking.
- SFU was once again ranked among the world's top 10 universities for its commitment to tackling climate change according to the Times Higher Education (THE) 2021 University Impact Rankings.
- SFU signed onto the Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education, taking an important step toward creating a more equitable and inclusive university community for Black faculty, staff, students, alumni and visitors.
- SFU announced its commitment to a full divestment from fossil fuels by 2025.
- SFU joined United Nations-backed Race-to-Zero campaign in support of global effort to achieve net zero emissions by 2050.

2022/23 STRATEGIC PRIORITIES

- **Equity, diversity and inclusion:** An equitable, diverse and inclusive SFU is deserved by all. We are committed to creating an environment where everyone feels like they are treated with respect and where there are equal opportunities for engagement and success.
- **Reconciliation:** Important reconciliation and decolonization work is being done across SFU by individuals, teams and departments as the university continues the process of implementing the SFU Aboriginal Reconciliation Council (ARC) calls to action. We want to recognize the legacy of colonization, to restore our relationships with Indigenous communities, and to meaningfully build Indigenous perspectives into the university's work and curriculum.
- **Student experience:** SFU students are the changemakers at the heart of the university. We engage students to learn about their priorities and ideas, and to understand their needs and goals. We are committed to strengthening SFU's supports and services for students, and to enriching the student experience.

PRESIDENT'S OFFICE

Original Base Budget (\$ Millions)



■ President

Operating Expenses (\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	2	39	104	274	N/A	N/A
Original Base Budget	1,228	1,254	1,278	1,240	1,240	1,258
Departmental Revenues						
Budget Transfers	(41)	20	(35)	2	N/A	N/A
Total Funding Available	1,189	1,313	1,347	1,516	1,240	1,258
Academic & Instructional Salaries	8	8	8	68	8	8
Support Salaries	777	780	784	754	861	959
Benefits	170	186	174	172	158	190
Operational Expenses	195	235	107	232	213	101
Interfund Transfers to Capital						
Total Expenses	1,150	1,209	1,073	1,226	1,240	1,258
Cumulative Carry Forward, End	39	104	274	290	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

**GENERAL COUNSEL
AND UNIVERSITY
SECRETARY**



GENERAL COUNSEL AND UNIVERSITY SECRETARY

Li-Jeen Broshko, General Counsel and University Secretary

The General Counsel and University Secretariat (GC & USec) is responsible for all legal matters and disputes involving the university and is solely responsible for engaging and instructing external legal counsel retained by the university. The Office of the GC & USec provides leadership and counsel in legal, policy, and governance matters for the university. The Office has operational responsibility for the Board of Governors, through the Board Office, University Legal Counsel, University's Archives and Records Management, including Access to Information and Privacy, the Human Rights Office, Internal Audit, and the University Ombudsperson's Office.

The Office of the GC & USec was created in 2020/21 to consolidate two formerly separate portfolios to align them with institutional priorities and to bring a more strategic focus to the management of these units, to increase operational efficiencies and to leverage cross-functional opportunities.

2021/22 HIGHLIGHTS

- Built capacity by hiring key personnel into the Office of the GC & USec:
 - Erika Brimacombe joined in June 2021 as Legal Counsel providing advice on the university's administration of the BC Freedom of Information and Protection of Privacy Act (FIPPA), including evaluating university policies, agreements and Privacy Impact Assessments to ensure overall FIPPA compliance and best practices;
 - Shamin Malmas joined in February 2021 as Records Management Archivist responsible for the continued development, implementation and maintenance of the university's records management program; and
 - Kristen Woo joined in September 2021 as the Director of the Human Rights Office, responsible for administering the university's Human Rights Policy (GP18) and procedures and providing advice and support on human rights issues including discrimination.
- Reviewed the university's policy collection and developed a policy on how policies are created and amended. Worked on over 40 policies to revise and update policies, create new policies and eliminate outdated ones. This work is on-going and will be resourced by a new Policy Office.

- Undertook an ambitious governance review with a working group of the Board, which included the Chair and Deputy Chair and President, and the Governance and Nominating Committee of the Board.
- Commenced several initiatives to address systemic issues and process improvements. These included mapping of policy approvals through Senate and Board processes; establishing an enterprise Legal Compliance regime; undertaking a template creation project for major projects for facilities and procurement; and, in conjunction with the Office of the Vice-President Advancement and Alumni Engagement, Financial Aid and Awards, and Graduate and Postdoctoral Studies, developing an Ameliorative Awards framework and mapping approval processes with a specific focus on Board approvals.
- Managed internal and external dispute resolution processes and provided significant advice and support in relation to the university's bullying and harassment program and to the university's Labour Relations and Faculty Relations units.

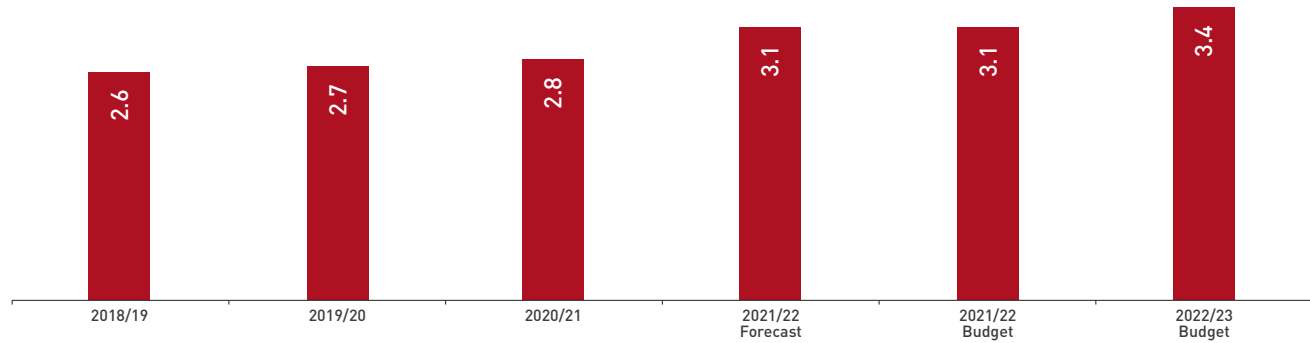
2022/23 STRATEGIC PRIORITIES

- Maintain excellence in the standard of advice provided to administrators to support consistent and effective evidence-informed and analysis-based decision making. Continue to develop and support initiatives to strengthen and enhance the effective management and administration of the university.
- Increase clarity and consistency of policies and processes across the institution by creating a Policy Office and hiring a Director of University Policies to administer the University's policies and to provide support to administrators in creating and revising policies.
- Increase resiliency in the portfolio by developing a succession plan for Internal Audit and enhancing collaboration and functionality across the various units in the portfolio.
- Support the personnel and human rights components of the new People, Equity and Inclusion portfolio.

GENERAL COUNSEL & UNIVERSITY SECRETARIAT

Original Base Budget

(\$ Millions)



■ General Counsel and University Secretariat

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	623	698	583	765	N/A	N/A
Original Base Budget	2,605	2,678	2,767	3,112	3,112	3,369
Departmental Revenues						
Budget Transfers	(100)	89	26	(246)	N/A	N/A
Total Funding Available	3,128	3,465	3,376	3,631	3,112	3,369
Academic & Instructional Salaries	529	459	509	616	605	618
Support Salaries	1,127	1,409	1,370	1,492	1,664	1,981
Benefits	326	432	431	504	544	639
Operational Expenses	448	482	301	563	299	131
Interfund Transfers to Capital		100				
Total Expenses	2,430	2,882	2,611	3,175	3,112	3,369
Cumulative Carry Forward, End	698	583	765	456	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

ACADEMIC



ACADEMIC

Catherine Dauvergne, Vice-President Academic and Provost

The Office of the Vice-President Academic and Provost (VPA) is responsible for ensuring the university's programs and faculty are of the highest quality, and receive the support they require to offer outstanding education for SFU students. The VPA also strives to provide a productive research environment that promotes research excellence and responds to the needs of the wider community.

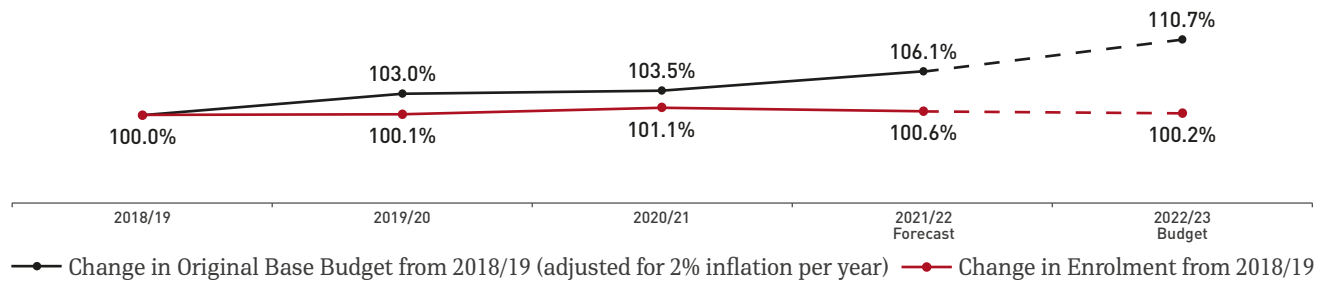
2021/22 PORTFOLIO HIGHLIGHTS

- Provided leadership for SFU's safe return to campus in fall 2021 in collaboration with other areas of the university after 1.5 years of remote learning during the pandemic.
 - Led the mandatory vaccination self-declaration process for incoming students, staff, and faculty. As of December 15, 2021, more than 99% of faculty, 95% of staff, and 93% of students submitted their self-declaration, with more than 97% of the SFU community self-declaring as fully vaccinated.
 - Began implementation of the Pathways Report entitled "Looking Forward... Indigenous Pathways To and Through Simon Fraser University." This included beginning to shape a new AVP-Indigenous leader position, investing new resources in bursaries and awards for Indigenous students, and creating a three-year implementation plan to address the full range of the report's recommendations.
 - Continued to prioritize the Aboriginal Strategic Initiatives program emerging from the ARC Report.
 - Successfully transitioned faculty members to the defined benefit College Pension Plan, as part of the SFU Faculty Association's latest collective agreement.
 - Launched planning for a proposed medical school by building a partnership with the Fraser Health Authority and the First Nations Health Authority and began engaging with the SFU community and partners about the kind of medical program we want to see.
 - Began implementation of the long-term strategic enrollment plan designed to ensure SFU continues to meet enrollment targets, while aligning with student demand and future societal needs.
 - Continued to develop a roadmap for student affordability, in collaboration with the Simon Fraser Student Society (SFSS) and the Graduate Student Society (GSS).
- Continued the transition to assessment of educational goals as evidence of student learning.
 - Embedded university-wide initiatives to promote equity, diversity and inclusion throughout the portfolio.
 - Implemented a university-wide space management system.
 - Renewed leadership in the VPA portfolio:
 - Ujwal Kayande, dean, SFU's Beedie School of Business.
 - Tom Nault, registrar and executive director, student enrollment.
 - Ella Forbeschilibeck, executive director, Faculty Relations

2022/23 STRATEGIC PRIORITIES

- Plan for learning and research continuity through and post-pandemic.
- Continue implementation of the Pathways Report, including hiring a senior Indigenous leader within our portfolio.
- Prepare to launch the next phase of planning and community engagement for SFU's new medical school, pending provincial government approval.
- Complete the searches and renewals for leadership positions:
 - Associate vice-provost and associate vice-president, Academic
 - Dean, Faculty of Arts and Social Sciences
 - Dean, Faculty of Science
 - Dean renewal, Faculty of Applied Sciences
 - Dean renewal, Faculty of Health Sciences
- Continue implementation of the long-term strategic enrollment plan designed to ensure SFU continues to meet enrollment targets, while aligning with student demand and future societal needs.
- Continue transition to assessment of educational goals as evidence of student learning.
- Embed university-wide initiatives to promote equity, diversity and inclusion throughout the portfolio.

ACADEMIC



Enrolment Plan

(Activity FTE)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Total	27,046	27,080	27,344	27,207	26,795	27,109

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Faculty of Applied Sciences	31,879	30,380	34,103	42,355	37,899	41,859
Faculty of Arts and Social Sciences	57,958	61,969	67,131	70,126	66,711	70,266
Beedie School of Business	35,742	39,284	41,099	48,637	44,749	52,692
Faculty of Communication, Arts and Technology	20,757	22,396	23,139	25,611	24,475	25,417
Faculty of Education	21,564	22,116	21,006	24,791	23,223	23,558
Faculty of Environment	10,896	12,112	12,735	14,095	13,524	14,999
Faculty of Health Sciences	9,432	9,361	9,735	10,699	10,368	10,638
Faculty of Science	50,772	52,735	54,490	58,664	55,802	57,894
Graduate and Postdoctoral Studies	2,283	2,461	2,444	2,467	2,312	2,421
Learning & Teaching	11,079	9,029	8,621	8,754	7,712	7,501
Lifelong Learning	12,947	12,443	10,839	10,267	9,899	9,538
Students & International	40,117	40,615	36,497	40,611	37,175	38,876
Scholarship, Bursaries & Awards ¹	24,542	26,060	27,168	28,502	23,585	24,582
VPA - Support Units*	17,730	21,338	16,122	18,147	30,603	33,569
Total Expenses	347,698	362,299	365,129	403,726	388,037	413,810
*Includes VP Academic Admin and AVP Academic Admin						
Cumulative Carry Forward, Beg	31,475	20,478	22,858	28,969	N/A	N/A
Original Base Budget	313,611	329,612	337,703	353,179	353,178	375,743
Departmental Revenues	40,617	45,383	33,358	34,466	34,859	38,067
Budget Transfers ^{2,3}	(17,527)	(10,316)	179	6,440	N/A	N/A
Total Funding Available	368,176	385,157	394,098	423,054	388,037	413,810
Academic & Instructional Salaries	167,481	175,321	180,694	190,530	182,502	195,078
Support Salaries	72,872	79,186	82,383	87,530	85,731	92,186
Benefits	39,384	46,882	48,939	54,181	51,209	57,785
Operational Expenses	60,360	55,842	45,815	62,387	66,554	65,761
Interfund Transfers to Capital ⁴	7,601	5,068	7,298	9,098	2,041	3,000
Total Expenses	347,698	362,299	365,129	403,726	388,037	413,810
Cumulative Carry Forward, End	20,478	22,858	28,969	19,328	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. The Scholarship, Bursaries and Awards listed include all funds provided to undergraduate and graduate students, net of any supplemental funding received

2. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: in 2018/19 total receipts from Faculties of \$3M in support of the First Peoples' Gathering House was offset by a distribution of \$5M to GUR, \$3.1M was distributed to the Flexible Education savings project in GUR, and total receipts of \$4.9M from GUR in support of SE3P building was offset by a distribution of \$3.5M to GUR. In 2019/20, a contribution of \$1.1M to GUR Project Savings for CFI commitments, and \$3M distributed from the VPA in support of Scholarships, Bursaries & Awards. In 2020/21, \$4.7M was distributed from the VPA in support of Scholarships, Bursaries & Awards, and a distribution of \$1M from VPA in support of Science initiatives. In 2021/22, \$4.1M was distributed from the VPA in support of Scholarships, Bursaries & Awards. The 2022/23 Budget for Scholarships, Bursaries & Awards is supported by a planned budget transfer in the amount of \$4M.

3. Included in Budget Transfers in 2021/22 Forecast is Carry Forward Reallocations of \$1.43M to the VPA total from Learning & Teaching, Students International and Lifelong Learning.

4. Reflects transfers to the capital fund for capital renewal. Interfund transfers > \$1 million include the following: a transfer of \$1M in support of Education Building renovation in 2018/19. Transfers of \$1M in support of the Applied Sciences Building renovations in 2019/20, 2020/21, and 2021/22. A transfer of \$5.5M in support of ASB capital project in 2021/22.



FACULTY OF APPLIED SCIENCES

Eugene Fiume, Dean

SFU's Faculty of Applied Sciences (FAS) educates and performs research on the technological infrastructure of our society. Home to the Schools of Computing Science (CMPT), Engineering Science (ENSC), Mechatronic Systems Engineering (MSE), and Sustainable Energy Engineering (SEE), FAS continues to grow with more than 4,000 undergraduate and close to 600 graduate students. FAS faculty advance innovative teaching practices to create engaging learning experiences for students, and are renowned for their research excellence in developing technology for social good.

In addition to traditional bachelor's, master's and doctoral degrees, FAS offers novel programs such as the Master of Science in Professional Computer Science and the new Master of Engineering in Smart Manufacturing and Systems. Additional professional programs are currently under development in our engineering schools. FAS undergraduate Engineering Science and Mechatronic Systems Engineering programs are accredited by the Canadian Engineering Accreditation Board, with accreditation for our Sustainable Energy Engineering program expected in 2022. Co-operative Education placements and industry internships provide our students with practical hands-on experience.

2021/22 HIGHLIGHTS

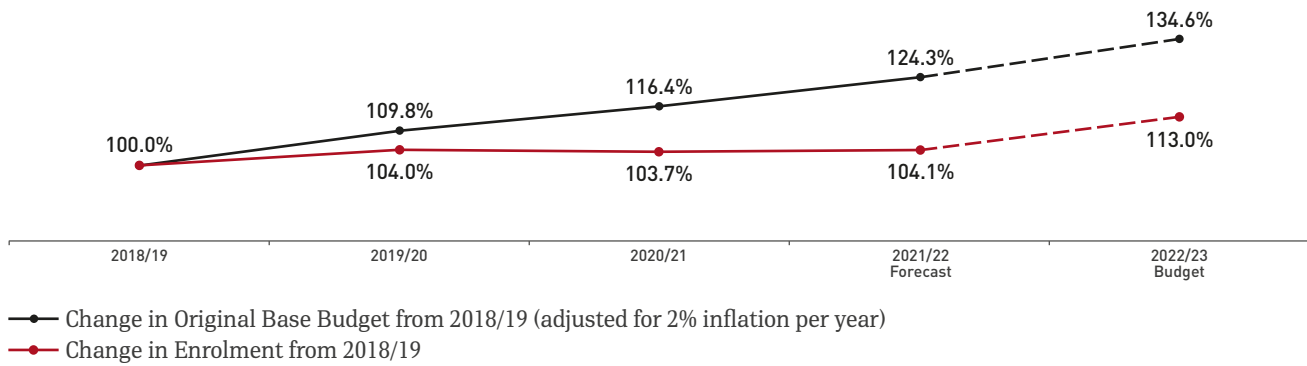
- Announced first-of-its-kind professional graduate program in MSE with a unique Industry 4.0 focus. The Master of Engineering in Smart Manufacturing and Systems will begin in fall 2022 at the Surrey campus.
- Construction and remediation work continues in the Applied Sciences Building, which will lead to updated teaching, collaboration and administrative spaces.
- Received more than \$400 thousand from Natural Sciences and Engineering Research Council of Canada (NSERC) PromoScience program to expand youth outreach activities and help lower barriers in accessing Science, Technology, Engineering, Arts, Mathematics (STEAM) education in B.C.
- Marked a milestone as SEE celebrated its first two graduates from the Master of Applied Science program.
- In partnership with SFU's Beedie School of Business developed the Uggla Family Scholarship and welcomed the inaugural cohort of Scholars into programs in Applied Sciences in September 2021.
- CMPT professor Sheelagh Carpendale named Fellow of the Royal Society of Canada.

- CMPT professor Mo Chen appointed Canada Canadian Institute for Advanced Research AI Chair.
- SEE professor Sami Khan named 2021-22 Action Canada Fellow.
- CMPT professor Martin Ester recognized as 2021 Distinguished SFU Professor.
- MSE professor Carolyn Sparrey received the 2020 SFU Excellence in Teaching award and CMPT University Lecturer Diana Cukierman received the 2021 SFU Excellence in Teaching award.
- CMPT professor Parmit Chilana named Ebco Eppich Research Chair.
- MSE professor Majid Bahrami and collaborators received \$2.6 million from NSERC and Mitacs to create the Hybrid Thermal Electric Microgrid (HyTEM) program.
- Faculty members across FAS were awarded funding from the BC Knowledge Development Fund, the Canadian Foundation for Innovation's John R. Evans Leaders Fund, Innovate B.C. Award and three SEE professors received the Transitions Pathways Grant.

2022/23 STRATEGIC PRIORITIES

- Align scholarly priorities and deliver on learning outcomes as shared in the FAS Academic Plan, despite limitations from the pandemic.
- Ensure professional staff are recruited, retained, and compensated in accordance with our professional school requirements.
- Ensure competitive faculty hiring practices are supported and available.
- Build upon efforts and commitment to EDI in our faculty and staff hiring activities.
- Reinvigorate the faculty's ongoing commitment to student health and wellness in collaboration with SFU Health and Counselling.
- Strengthen the advancement agenda, including broader industry relations and philanthropy.
- Mount three new professional programs over the coming year.
- Support building remediation, renovation, and evergreen projects that will allow the faculty to deliver computer and engineering programming in suitably outfitted spaces.

FACULTY OF APPLIED SCIENCES



Enrolment Plan

(Activity FTE)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Plan	2022/23 Plan
Domestic Undergrad	1,450	1,468	1,611	1,526	1,542	1,653
International Undergrad	603	653	706	602	707	686
Grad Premium	128	160	101	172	135	159
Grad Non-Premium	308	335	341	326	369	371
Co-op	751	755	602	747	533	791
Total	3,240	3,371	3,361	3,373	3,286	3,660

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	3,149	(222)	1,713	2,675	N/A	N/A
Original Base Budget	28,729	32,167	34,788	37,899	37,899	41,859
Departmental Revenues	26	26	22	(1)		
Budget Transfers ¹	(247)	122	255	1,492	N/A	N/A
Total Funding Available	31,657	32,093	36,778	42,065	37,899	41,859
Academic & Instructional Salaries	16,157	17,699	19,118	21,445	20,627	23,670
Support Salaries	4,269	5,727	5,884	6,642	6,977	7,657
Benefits	3,267	4,302	4,682	5,467	5,225	6,321
Operational Expenses	3,236	2,652	2,368	3,301	5,070	4,211
Interfund Transfers to Capital ²	4,950		2,051	5,500		
Total Expenses	31,879	30,380	34,103	42,355	37,899	41,859
Cumulative Carry Forward, End	(222)	1,713	2,675	(290)	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: A distribution of \$1M to Sustainable Energy Engineering (SEE) Program Bridge Savings in GUR in 2018/19. A receipt of \$1.6M funded from AEST for SEE bridge funding in 2018/19.

2. Reflects transfers to the capital fund for capital renewal. Interfund transfers > \$1 million include the following: a transfer of \$4.95M in support of the Applied Sciences Building renovation in 2018/19. A transfer of \$5.5M in support of the Applied Sciences Building renovation project in 2021/22.



FACULTY OF ARTS & SOCIAL SCIENCES

Peter Hall, Dean *pro tem*

SFU's Faculty of Arts and Social Sciences (FASS) is the university's largest and most diverse faculty. Comprised of 27 departments, schools and programs, the faculty is home to approximately one-third of SFU's students and more than 400 continuing faculty members and staff.

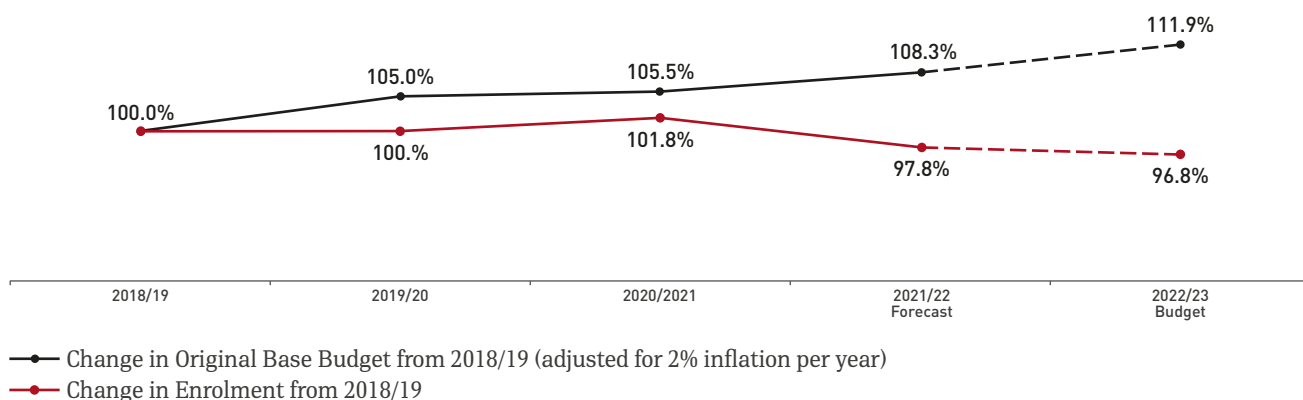
2021/22 HIGHLIGHTS

- Reopened the faculty successfully for in-person teaching, research and service.
- Continued to respond to challenges related to COVID-19, including technology support for remote teaching and development of notetaking program.
- Exceeded the national average in success with Social Sciences and Humanities Research Council (SSHRC). SFU researchers have a success rate of 78% compared to the 56% national average. Kendra Straus (Labour Studies) is leading a \$2.5 million SSHRC Partnership Grant entitled Understanding Precarity in BC.
- Earned recognition included the following: Marianne Ignace and Betty Schellenberg were named Distinguished SFU Professors; Associate Dean Dr. Lara Campbell (Gender Sexuality and Women's Studies, GSWS) won the Basil Stuart-Stubbs Prize for outstanding scholarly book on British Columbia for her book *A Great Revolutionary Wave: Women and the Vote in British Columbia*; Economics Associate Professor Luba Petersen won the 2021 Young Researcher Award by the Canadian Women Economics Committee; GSWS Assistant Professor Vaibhav Saria received the Joseph W. Elder Prize in the Indian Social Sciences for their book *Hijras, Lovers, Brothers: Surviving Sex and Poverty in Rural India*; Ron Ignace, former chief of the Skeetchestn Indian Band, acclaimed researcher and respected alumnus and adjunct (PhD, Sociology & Anthropology) was appointed as the first Commissioner of Indigenous Languages; and Psychology Associate Professor David Cox was inducted into the BC Sports Hall of Fame.
- Appointed 12 new continuing faculty members across nine departments, programs and schools.
- Had a second successful year offering FASS Forward, a one-credit courses in experiential and skill-based learning.
- In conjunction with the Faculty of Education, ran the online Developing Minds Conference for secondary school teachers.
- Increased outreach projects such as program pathways as well as "FASS in the Class" presentations which involved FASS grad students presenting to high school classes through Zoom, FASS Mentorship program, FASS calling campaigns and the FASS One program at the Surrey campus.
- Completed work on a new Interdisciplinary undergraduate minor in Public Policy.
- Increased the faculty's research capacity through investing in Canada Foundation for Innovation-funded research facilities (neuroscience, digital humanities), concluding five Tier-2 Canada Research Chair searches, and enhancing stewardship of endowment-supported FASS research centres.
- Successfully held the Cormack Symposium followed by an in-person event for the Cormack, Dean's Medal and Employee Achievement Awards.
- Initiated annual capital plan and funding process, with two rounds of funding focused on pandemic recovery, technology support and intensified space use.

2022/23 STRATEGIC PRIORITIES

- Welcome and orient new Dean of Arts and Social Sciences.
- Continue strategic and contingency planning to deal with impacts of the pandemic.
- Prioritize instruction by continuing faculty across the curriculum, and especially in core and foundational courses.
- Work with faculty to examine and implement staffing models that will better serve the diverse programmatic, research, system and administrative needs of the faculty.
- Develop a strategic plan for FASS Marketing and Communications, and enhance supporting infrastructure in this area.
- Fill three endowed faculty positions: the Professorship in Indian Political Development (endowed by Professor Emeritus A.H. Somjee and Geeta Somjee), the Hellenic Canadian Congress of B.C. Chair in Hellenic Studies, and the J.S. Woodsworth Chair in the Humanities.
- Launch FASS Teaching Assistant training pilot in Fall 2022.

FACULTY OF ARTS & SOCIAL SCIENCES



Enrolment Plan

(Activity FTE)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Plan	2022/23 Plan
Domestic Undergrad	5,837	5,797	5,974	5,673	5,671	5,685
International Undergrad	1,374	1,414	1,461	1,393	1,460	1,308
Grad Premium	215	219	218	223	209	206
Grad Non-Premium	483	463	435	428	474	430
Co-op	153	168	123	169	129	174
Total	8,062	8,061	8,211	7,886	7,943	7,803

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	4,398	3,841	3,235	3,426	N/A	N/A
Original Base Budget	57,770	61,857	63,395	66,393	66,393	70,000
Departmental Revenues	32	435	134	318	318	266
Budget Transfers ¹	(401)	(929)	3,793	2,807	N/A	N/A
Total Funding Available	61,799	65,204	70,557	72,944	66,711	70,266
Academic & Instructional Salaries	41,492	43,535	47,451	48,542	45,637	47,296
Support Salaries	6,369	7,214	8,081	8,136	8,306	8,702
Benefits	7,769	9,212	9,871	10,866	10,393	11,199
Operational Expenses	2,169	1,658	896	2,586	2,375	3,069
Interfund Transfers to Capital	159	350	832	(4)		
Total Expenses	57,958	61,969	67,131	70,126	66,711	70,266
Cumulative Carry Forward, End	3,841	3,235	3,426	2,818	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: a contribution of \$1M to the VPA for the First Peoples' Gathering House and receipt of \$1.1M from the VPA for FIC Support in 2018/19. A contribution of \$1.1M to GUR Project Savings for CFI commitments in 2019/20.



BEEDIE SCHOOL OF BUSINESS

Ujwal Kayande, Dean

Operating across all three of SFU's campuses and serving more than 4,000 undergraduate students and over 850 graduate students, SFU's Beedie School of Business offers a highly competitive Bachelor of Business Administration (BBA) program and seven graduate level part-time and full-time degrees. SFU Beedie also works directly with leading companies across Canada and internationally to deliver customized executive education for their management teams.

As a double-accredited business school, we are in the top 1% of business schools worldwide. SFU Beedie's 2022 Vision and Calling is to develop innovative and socially responsible business leaders with a global perspective through education, inspired by research and grounded in practice

2021/22 HIGHLIGHTS

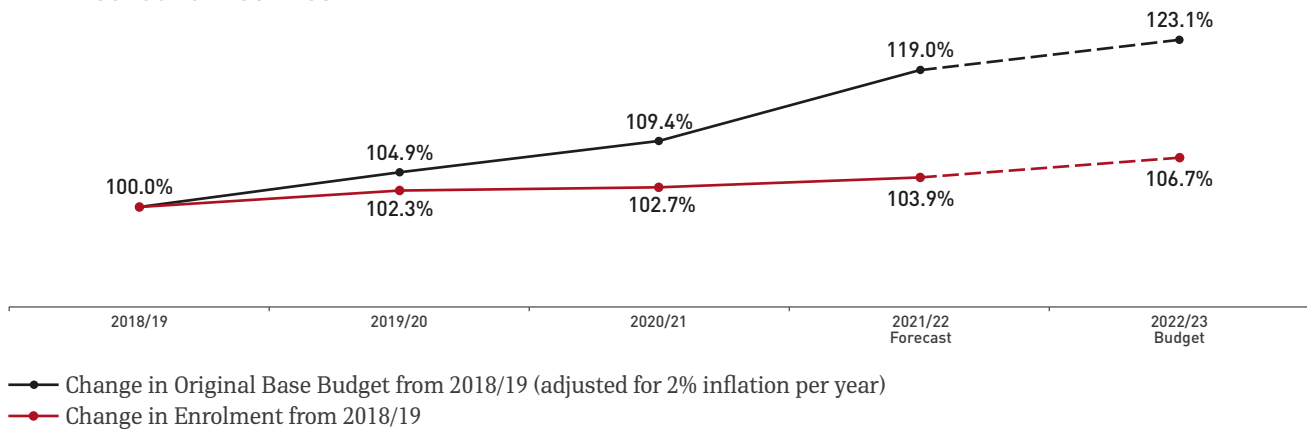
- Dr. Ujwal Kayande was appointed dean effective January 2022.
- The 2022 Maclean's rankings placed SFU Beedie in the top 10 business schools in Canada.
- Executive Education was awarded up to \$4 million in matched funding from the Digital Technology Supercluster for what they call their flagship program, Digital Innovation and Leadership, which will upskill and reskill people for the digital economy.
- KPMG Canada and Executive Education piloted the first of many micro-credentials in data analytics and visualization and extended their contract, including expansion to KPMG China for the Certificate and Masters in Accounting with Cognitive Analytics.
- The Indigenous Business Leadership Executive MBA was recognized by the province of BC as a separate degree and we welcomed Alexia McKinnon as the Director of Indigenous Business Programs.
- Welcomed the first cohort of Ugglu Family Scholars to campus.
- SFU Beedie's two student-managed investment funds committed to full divestment from fossil fuels by the end of 2022.
- Four SFU Beedie BBA students placed 2nd in the multi-day Lazaridis International Case Competition, beating out 15 other teams from globally ranked universities.

- MBA students earned a first-place win at the Telfer School of Management Diversity & Inclusion case competition.
- EMBA alumni Rene Blanco, Jaspal Brar and Ryan Klatt won the top prizes in SFU's 10th annual Coast Capital Savings Venture Prize competition for the Labora Consulting Services Corp., which was started while they were students in the program.
- Emily Davies, BBA 2015, Partner at Linde Equity, and current BBA student Lee Joo Hwang, founder of Meaningful Work, honored in BC Business' 30 Under 30.
- Rosalie Tung, Professor, was awarded the John H. Dunning Academy of International Business for her outstanding service to the Academy of International Business
- Elicia Maine, Professor, was appointed Special Advisor on Innovation to the SFU VP, Research and International.
- June Francis, Associate Professor, was appointed to serve as Special Advisor to SFU President Joy Johnson on Anti-Racism.

2022/23 STRATEGIC PRIORITIES

- Continue building a strong organizational culture at SFU Beedie, move forward a focus on new faculty hires, and implement strategic priorities in line with our Vision and Calling.
- Design and enact program changes to align with our Vision and Calling: implement the restructured BBA program; redesign several of our graduate programs; and launch of new Graduate Certificates and a new unique cross-disciplinary Master in Management program.
- Continue to make progress in line with the commitments of SFU Beedie and SFU to equity, diversity and inclusion, and Indigenization and reconciliation.
- Continue growing SFU Beedie Executive Education through implementation of new programs.
- Develop sufficient revenue, resources and space for SFU Beedie to continue to meet its strategic goals.

BEEDIE SCHOOL OF BUSINESS



Enrolment Plan

(Activity FTE)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Plan	2022/23 Plan
Domestic Undergrad	1,648	1,666	1,732	1,573	1,655	1,666
International Undergrad	815	843	892	749	844	827
Grad Premium	622	645	635	839	763	745
Grad Non-Premium	10	13	16	17	19	20
Co-op	450	459	365	506	338	525
Total	3,545	3,626	3,640	3,684	3,619	3,783

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	3,445	2,461	2,760	3,568	N/A	N/A
Original Base Budget	33,429	35,759	38,037	42,214	42,214	44,549
Departmental Revenues	1,334	2,394	2,213	5,088	2,535	8,143
Budget Transfers	(5)	1,430	1,657	990	N/A	N/A
Total Funding Available	38,203	42,044	44,667	51,860	44,749	52,692
Academic & Instructional Salaries	18,809	20,059	21,527	22,741	22,235	23,819
Support Salaries	7,088	8,102	8,984	10,307	9,957	11,310
Benefits	4,032	5,013	5,455	6,303	6,127	7,379
Operational Expenses	5,813	5,730	4,337	9,000	6,430	10,184
Interfund Transfers to Capital		380	796	286		
Total Expenses	35,742	39,284	41,099	48,637	44,749	52,692
Cumulative Carry Forward, End	2,461	2,760	3,568	3,223	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.



FACULTY OF COMMUNICATION, ART AND TECHNOLOGY

Carman Neustaedter, Dean

SFU's Faculty of Communication, Art and Technology (FCAT) comprises five schools and programs at the intersection of media, art, culture, design, science and technology. We are represented on each of SFU's three campuses, and at the Centre for Digital Media at the Great Northern Way campus in Vancouver.

Nurturing the curiosity and creativity of our students, SFU Communication, Art and Technology proudly educates the next generation of thinkers, makers and doers. Our faculty's vibrancy lies in the range and diversity of our schools and programs. We promote interdisciplinary study and community connection, as well as equity, diversity and inclusion (EDI). Our unity lies in our collective dedication to imaginative intellectual inquiry, maintaining the highest standards of academic rigour, and the continuous expansion of knowledge through innovative research methods, experiential teaching and creative production.

2021/22 HIGHLIGHTS

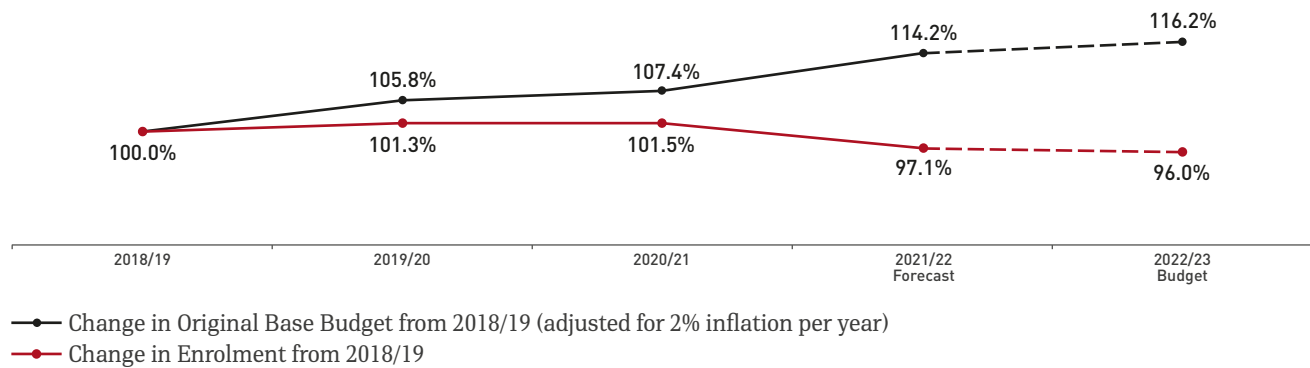
- Successfully transitioned back to a mixture of in-person and remote teaching during the COVID-19 pandemic, with the majority of our classes delivered in-person.
- Successfully recruited nine new faculty members. Our recruitment processes reflect our commitment to EDI, and establishing a stronger presence of faculty members who are Black, Indigenous or Persons of Colour (BIPOC) across our programs.
- Received over \$3 million to date in new research funding, including Tri-Council Agency (with a success rate of 80% for Insight Grants) and the Canada Council for the Arts.
- Successfully awarded two John R. Evans Leader Fund (JELF) proposals in our schools for the Contemporary Arts (SCA) and Interactive Arts & Technology (SIAT).
- SIAT Professor, Steve DiPaola, was named to the Royal Society of Canada's College of New Scholars, Scientists and Artists.
- SIAT developed a course-based option for its Master's program to support student needs and reflect industry job demand.
- SCA had an inaugural fall intake of students for their new PhD program. SCA also established a Summer Intensive program for Contemporary Performance.

- The School of Communication developed a Masters in Social Justice Program.
- The Master of Digital Media Program successfully recruited a managing director, academic and business operations after an extensive search.
- The Publishing Program established the Indigenous Editors Association, the Greg Younging Award, and the inaugural Greg Younging Memorial Lecture to support emerging Indigenous publishers.
- Partnered with Canada HomeShare to launch Metro Vancouver HomeShare, an innovative intergenerational housing solution pairing SFU students in need of affordable housing with older adults.
- Celebrated the outstanding work of our faculty's research, teaching, staff, alumni, and EDI with the creation of new FCAT Excellence Awards.

2022/23 STRATEGIC PRIORITIES

- Recruit a Canada Research Chair (CRC) in Indigenous Technological Change for Inclusion.
- Address reconciliation and EDI across our faculty through new faculty hires, curriculum reviews and updates, and faculty-wide governance.
- Create a strategic plan for FCAT's alumni relations, interaction with school districts, and community and institutional partnerships to improve engagement, address student admissions, recruitment and retention.
- Expand our local and national student recruitment efforts, and develop Indigenous undergraduate and graduate student recruitment and retention plans, and culturally sensitive curriculum programming.
- Update undergraduate and graduate curriculum to meet student needs; expand course options, including micro credentials; support research; and reflect industry demands.
- Develop an FCAT External Advisory Board to engage external partners from various sectors for knowledge sharing and philanthropy.
- Develop and mobilize strategies to increase public awareness of SFU Communication, Art and Technology research.
- Support and develop large-scale Tri-Council research grants.

FACULTY OF COMMUNICATION, ART AND TECHNOLOGY



Enrolment Plan

(Activity FTE)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Plan	2022/23 Plan
Domestic Undergrad	1,432	1,406	1,388	1,298	1,358	1,276
International Undergrad	600	661	725	666	674	665
Grad Premium	48	51	42	41	37	29
Grad Non-Premium	164	161	150	154	160	170
Co-op	219	215	195	232	191	225
Total	2,463	2,494	2,500	2,391	2,420	2,365

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	239	637	690	891	N/A	N/A
Original Base Budget	20,134	21,737	22,499	24,399	24,399	25,329
Departmental Revenues	165	186	45	74	76	88
Budget Transfers	856	526	796	1,273	N/A	N/A
Total Funding Available	21,394	23,086	24,030	26,637	24,475	25,417
Academic & Instructional Salaries	13,739	14,387	15,038	16,220	15,459	15,913
Support Salaries	2,853	3,033	3,178	3,323	3,505	3,658
Benefits	2,633	3,223	3,423	3,768	3,643	3,893
Operational Expenses	1,532	1,679	1,014	1,968	1,868	1,953
Interfund Transfers to Capital		74	486	332		
Total Expenses	20,757	22,396	23,139	25,611	24,475	25,417
Cumulative Carry Forward, End	637	690	891	1,026	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.



FACULTY OF EDUCATION

Susan O'Neill, Dean

SFU's Faculty of Education is a global leader in educational research and scholarly inquiry, and a pathfinder in Canada's teacher education and professional development programs. The faculty hosts the largest contingent of graduate students at the university, and has a longstanding history of offering innovative and community-based programs.

Based across all three of SFU's campuses, SFU Education's activities are united by a strong commitment to the core values of equity, Indigeneity and a culture of inquiry. Our community-first approach guides our intentions and ensures we are sharing and giving back to the communities in which we lead and serve. We are proud that the faculty has played a key role in advancing individual scholarly pursuits and enhancing local educational practices across the globe, with impact on the lives of alumni and partners in over 50 countries.

SFU Education's teacher education Professional Development Program, established in 1965, has helped develop more than 25,000 teachers across the province. The faculty's graduate programs provide interdisciplinary, international, leadership and equity-focused educational opportunities across a range of specialized areas of study, preparing students for academic and professional careers in elementary, secondary, tertiary and community-based education. We also offer Advanced Professional Studies programs—professional development Graduate Diploma programs designed in partnership with B.C. school districts—that address the specific needs of particular educational communities.

2021/22 HIGHLIGHTS

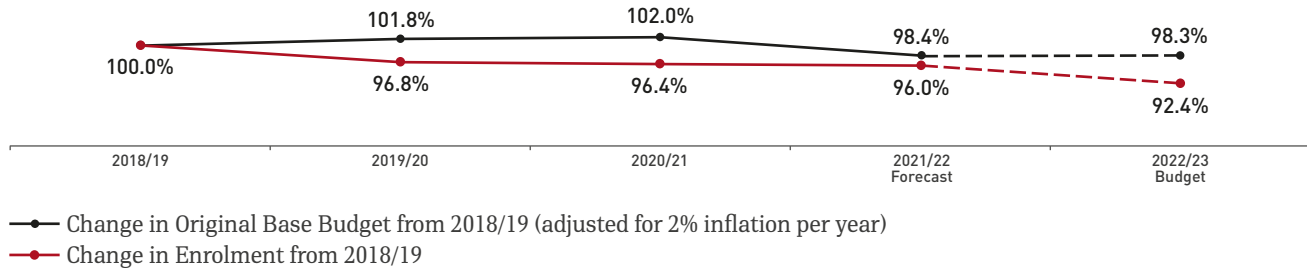
- Held a naming ceremony for the associate dean, Indigeneity (AD-I), ʔəkʷstənəq ts'up'néwásentas that was attended by members of local Indigenous communities and a ceremonial robe was presented to the inaugural AD-I Michelle Pidgeon.
- Established a new Online Learning Hub (OLH) for the delivery of quality undergraduate online courses that are innovative and informed through research.
- Appointed one new assistant professor, Magally Constant in French Education and a continuing lecturer in Counselling Psychology, Gillian Smith.

- Professor Nathalie Sinclair received the title of Distinguished SFU Professor as recognition of her exceptional performance and accomplishments in mathematics education.
- Faculty members were awarded over \$1 million in Tri-Council grants to support research.
- Established a new faculty-wide strategic initiative called Paths Forward for return-to-campus planning, hybrid work consultations and implementation processes, and for exploring lessons learned during the pandemic.
- Received a donation of \$1.5 million to establish an endowed chair in Indigenous art pedagogy and an award from the Victoria Foundation for an Indigenous artist-in-residence program.
- Graduated a cohort of 20 Indigenous students from a master's degree program that took place in community and in partnership with the Squamish Nation.
- Implemented a new Equity Working Group to make concrete, evidence-based and contextually-achievable recommendations for advancing equity-related work in the faculty.
- Professor Phil Winne was honoured as the American Educational Research Association's Open Outstanding Reviewer for 2020.

2022/23 STRATEGIC PRIORITIES

- Implement a comprehensive curriculum review across all of SFU Education's undergraduate and graduate programs.
- Open a new Community Counselling Centre at the Surrey campus to provide access to free counselling services and support students in our masters in Counselling Psychology program.
- Create a new Creative Hub to support art making and creative programming across the faculty, including Indigenous arts pedagogies.
- Establish a new Tier 2 Canada Research Chair in Indigenous Governance in Education.
- Review hiring processes with focus on equity, diversity and inclusion, and recruit from equity-deserving groups.
- Produce an interim progress report on the Faculty of Education's Five-Year Academic Plan to highlight accomplishments and direct future activities.

FACULTY OF EDUCATION



Enrolment Plan

(Activity FTE)

	2018/10	2019/20	2020/21	2021/22 Forecast	2021/22 Plan	2022/23 Plan
Domestic Undergrad	1,457	1,419	1,510	1,545	1,421	1,469
International Undergrad	191	190	155	168	194	147
Grad Premium	575	518	487	425	433	414
Grad Non-Premium	298	316	280	285	311	300
Co-op	2					2
Total	2,523	2,443	2,432	2,423	2,359	2,332

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/10	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	3,347	3,288	1,789	2,544	N/A	N/A
Original Base Budget	21,995	22,832	23,343	22,966	22,966	23,398
Departmental Revenues	628	557	266	202	257	160
Budget Transfers ¹	(1,118)	(2,772)	(1,848)	524	N/A	N/A
Total Funding Available	24,852	23,905	23,550	26,236	23,223	23,558
Academic & Instructional Salaries	13,219	13,746	13,999	15,003	14,722	15,187
Support Salaries	3,587	3,731	3,713	4,293	3,815	4,097
Benefits	2,360	2,699	2,737	3,267	2,856	3,216
Operational Expenses	2,398	1,940	557	1,828	1,830	1,058
Interfund Transfers to Capital				400		
Total Expenses	21,564	22,116	21,006	24,791	23,223	23,558
Cumulative Carry Forward, End	3,288	1,789	2,544	1,445	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: a contribution of \$1M to the VPA for the First Peoples' Gathering House in 2018/19.



FACULTY OF ENVIRONMENT

Naomi Krogman, Dean

Established in 2009, SFU's Faculty of Environment (FENV) is one of only a handful in Canada. It is an interdisciplinary faculty integrating social and natural science with other knowledge systems (e.g., Traditional Knowledge) to understand human-land interactions in natural and built environments in the past, present and future. FENV considers Indigenization and community engagement as integral to learning and environmental research that informs positive change.

Academic units include the Schools of Environmental Science and Resource and Environmental Management (REM); and the Departments of Archaeology and Geography. In addition to the traditional bachelor's, master's and doctoral degrees in Arts and Science, the faculty offers the only Bachelor of Environment in Canada, a Masters in REM and a Professional Master's in Heritage Resource Management. It also offers professional accreditation programs in Planning, Geoscience and Agrology.

2021/22 HIGHLIGHTS

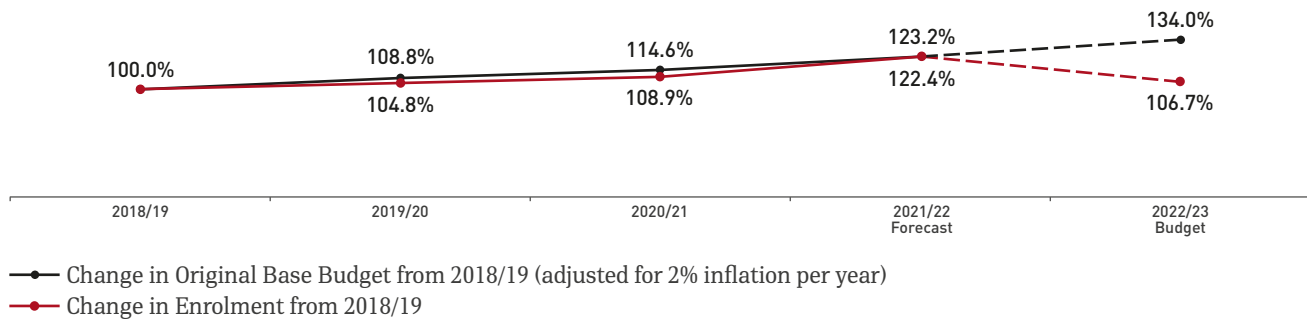
- Increased SFU FENV's undergraduate enrollment by over 10% from 2020/21 and almost 20% over the past two years based on strategic enrollment efforts.
- Expanded our strategic enrollment management efforts with a focus on recruitment, transition and retention initiatives. Built awareness of SFU FENV programs through digital advertising and fostering relationships with counsellors and environmentally-focused clubs at local high schools.
- Developed a faculty research strategy to target collaborative opportunities and increase our research impact.
- Increased recognition of research impact with two new Tier 2 Canada Research Chairs (Sharon Luk, Geographies of Racialization, and Rudy Reimer, Archaeology Community-Engaged Research), a Royal Society of Canada inductee (Jonn Axsen, REM, tackling sustainable transportation) and two university Distinguished Professors (geographer and climate scientist Kirsten Zickfeld and ecotoxicologist, Frank Gobas, REM).

- Offered a large catchment course (in person, online and at the Surrey campus) on Climate Change and Action – led by REM Director Mark Jaccard.
- Increased undergraduate programming at the Surrey campus by offering the first of three courses in support of the Sustainable Energy Engineering program.
- Completed an inventory of FENV's Indigenous engagement, partnerships and experiential learning opportunities to inform the development of a Sea to Sky Education proposal to expand student learning opportunities with Indigenous knowledge holders.

2022/23 STRATEGIC PRIORITIES

- Transforming the approved Department of Geography's Notice of Intent to offer a bachelor of arts in urban change to a full proposal, potentially working in partnership with the Faculty of Arts and Social Sciences.
- Pilot some of the potential offerings in a FENV Sea to Sky Education proposal to reinforce and build in Indigenous-led education and partnerships.
- Finalize our Faculty Equity, Diversity and Inclusivity (EDI) statement and support units in developing action plans around EDI.
- Operationalize a Peer-Assessment process for FENV instructors who seek formative feedback on their teaching, as well as support departments to revise their teaching assessment guidelines for tenure and promotion.
- Implement action items from the FENV Research Strategy, as guided by a newly formed FENV Research Strategy task force.
- Revise the accredited Planning Program to increase admittance for qualified students.
- Develop clear advancement goals and networking activities with our new director of Advancement in the Faculty of Environment.
- Develop a new certificate in Climate Change or Sustainability Leadership, potentially in partnership with the Office of Sustainability and the Beedie School of Business.

FACULTY OF ENVIRONMENT



Enrolment Plan

(Activity FTE)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Plan	2022/23 Plan
Domestic Undergrad	836	870	901	978	872	871
International Undergrad	173	196	226	294	201	202
Grad Premium	27	24	28	34	32	32
Grad Non-Premium	143	149	150	153	162	155
Co-op	61	61	45	59	43	54
Total	1,240	1,300	1,350	1,518	1,310	1,314

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	(561)	795	246	155	N/A	N/A
Original Base Budget	10,319	11,449	12,306	13,496	13,496	14,971
Departmental Revenues	41	18	(7)	28	28	28
Budget Transfers ¹	1,892	96	345	928	N/A	N/A
Total Funding Available	11,691	12,358	12,890	14,607	13,524	14,999
Academic & Instructional Salaries	7,307	7,872	8,287	8,790	8,328	9,419
Support Salaries	1,714	1,940	2,143	1,959	2,148	2,342
Benefits	1,522	1,863	1,971	2,142	2,042	2,405
Operational Expenses	353	437	334	1,204	1,006	833
Interfund Transfers to Capital						
Total Expenses	10,896	12,112	12,735	14,095	13,524	14,999
Cumulative Carry Forward, End	795	246	155	512	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: a receipt of \$2.1M from VPA to resolve a structural deficit 2018/19.



FACULTY OF HEALTH SCIENCES

Tania Bubela, Dean

Established in 2004, SFU's Faculty of Health Sciences (FHS) offers one of Canada's most comprehensive interdisciplinary programs. The faculty offers Bachelor of Arts (BA) and Bachelor of Science (BSc) in Health Sciences, Master of Public Health (MPH), Master of Science (MSc), and PhD in Health Sciences degree programs. The MPH, BA, and BSc programs have all been accredited by the U.S.-based Council for Education in Public Health.

SFU Health Sciences is a unique faculty that serves as an innovative platform to support and develop interdisciplinary education and research, integrating the social and natural sciences with population health outcomes, societal application and policy analysis. The faculty brings together experts from the population, social and biomedical sciences, and from public health sectors that are dedicated to sharing their knowledge and expertise. This equips our students with the skills to tackle health science-related issues and make a difference in the lives of people in Canada and around the world.

2021/22 HIGHLIGHTS

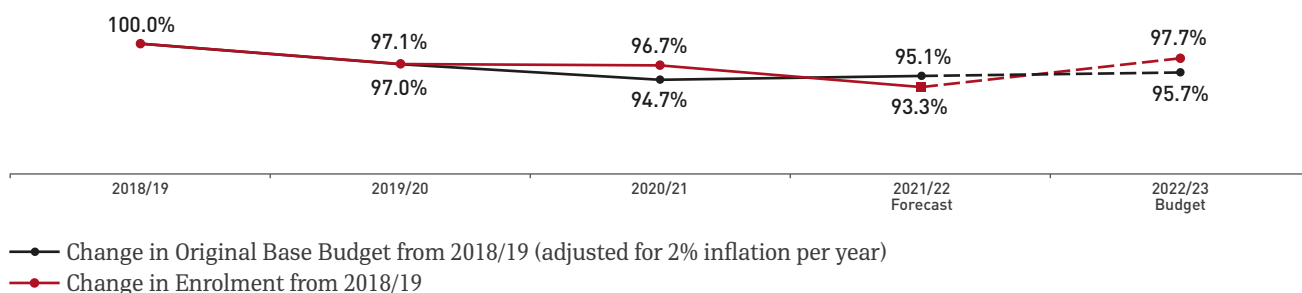
- Returned to in person teaching in September 2021 after more than a year of virtual classes.
- Received more than \$9 million in research funding from diverse sources, including more than \$3.4 million in awards for COVID-19-related research and \$4.6 million in Tri-Council funding including \$3 million from CIHR.
- Hired five new faculty members, including one Canada Research Chair and three grant tenure faculty.
- Since the start of the global COVID-19 pandemic, FHS faculty have worked with partners and collaborators, locally, nationally and globally on the biology and genetics of the SARS-CoV2 virus and immunity, diagnostic tests, public health measures, governance and implementation of research and pandemic responses and their societal impacts.
- Completed construction of the FHS Student Commons.
- Professor Bob Hogg was inducted as a Fellow of the Royal Society of Canada.
- Professor Meghan Winters was named a 2021 SFU Distinguished Professor.

- Assistant Professors Lindsay Hedden and Kiffer Card received Michael Smith Health Research BC Scholar Awards (MSHRBC).
- University Research Associate Dawn Hoogeveen received both national and provincial awards, including from the First Nations Health Authority
- Associate Professor Angela Kaida received the MSHRBC 2021 Convening and Collaborating Award (C2).
- SFU Health Sciences professor Ralph Pantophlet received the 2021 CAHR-CANFAR Excellence in Research Awards and was named Scientific director for SFU's Containment Level 3 lab.
- Celebrated the many accomplishments of SFU Health Sciences students:
 - 365 students graduated and 250 students completed co-ops and practicum placements in 2021.
 - Stefanie Machado , Brandi Berry, Iveoma Udevi-Aruevoru and Meridith Sones received Tri-Council graduate scholarships; Logan Burd received the 2021 BC Indigenous Student Award (Masters/Doctoral) and the 2021 Hauer and Co Indigenous Bursary; and Reilly Baldwin received the International Society for Quality in Healthcare (ISQua) Fellowship Programme award.
 - MSc graduand Marco Zenone was awarded the 2021 Graduate Dean's convocation medal and BSc graduand Signe MacLennan was awarded the Dean's convocation medal.

2022/23 STRATEGIC PRIORITIES

- Continue the implementation of the 2018-2023 Faculty of Health Sciences Academic and Strategic Research Plans.
- Complete accreditation visits from the Council for Education in Public Health (CEPH).
- Continue to embed equity, diversity and inclusion best practices in our governance and educational programs.
- Implement programming in the new FHS Student Commons.
- Continue to implement key recommendations in the final report of SFU's Aboriginal Reconciliation Council as reflected in the 2018-2023 Faculty of Health Sciences Academic and Strategic Research Plans.

FACULTY OF HEALTH SCIENCES



Enrolment Plan

(Activity FTE)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Plan	2022/23 Plan
Domestic Undergrad	644	617	621	552	632	591
International Undergrad	85	78	91	99	90	91
Grad Premium	92	96	87	81	90	93
Grad Non-Premium	50	49	44	49	45	50
Co-op	73	76	70	100	68	97
Total	944	916	913	881	925	922

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	600	927	873	799	N/A	N/A
Original Base Budget	10,268	10,165	10,119	10,368	10,368	10,638
Departmental Revenues			(1)			
Budget Transfers	(509)	(858)	(457)	(109)	N/A	N/A
Total Funding Available	10,359	10,234	10,534	11,058	10,368	10,638
Academic & Instructional Salaries	5,808	6,192	6,496	6,461	5,967	6,406
Support Salaries	1,308	1,391	1,434	1,487	1,530	1,667
Benefits	1,206	1,420	1,462	1,578	1,430	1,739
Operational Expenses	279	358	343	1,173	1,441	826
Interfund Transfers to Capital	831					
Total Expenses	9,432	9,361	9,735	10,699	10,368	10,638
Cumulative Carry Forward, End	927	873	799	359	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.



FACULTY OF SCIENCE

Michael Silverman, Dean *pro tem*

SFU's Faculty of Science is the university's second largest in terms of student enrollment, and represents approximately one-quarter of all academic faculty and staff members at SFU. We educate approximately 5,000 undergraduate students annually in more than 30 undergraduate degree programs, along with providing masters and doctorate level research training for over 600 graduate students.

Our faculty members bring in more than \$60 million annually in grants and contracts, representing approximately 40% of the university's total. SFU Science undertakes world-class research and maintains strong collaborations with TRIUMF, the B.C. Cancer Agency, the Bamfield Marine Sciences Centre, the Pacific Institute for Mathematical Sciences, and the Canadian Statistical Sciences Institute.

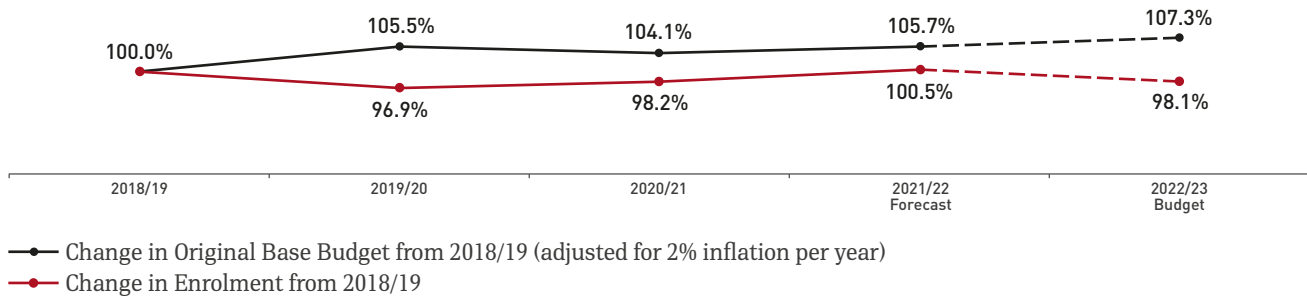
2021/22 HIGHLIGHTS

- Successfully recruited the largest intake of new Science undergraduate students in the fall term representing an increase of 18% compared to fall 2020.
- Developed a detailed program plan for and continued community consultation around a new academic program in agricultural technology (AgriTech) based at SFU's Surrey Campus.
- Filled the BC Leadership Chair in Neuroscience and Technology Translation Throughout the Lifespan.
- Established the Institute for Neuroscience and Neurotechnology.
- Continued to improve capacity to support students through new programming and the appointment of an associate advisor based in Sci-Space.
- With the hiring of a strategic partnership manager, we have increased the capacity to support Science faculty members undertaking research in partnership with industry, government, and non-governmental organizations. This person also works collaboratively with SFU's Partnerships Hub.

2022/23 STRATEGIC PRIORITIES

- Complete construction and implement programming in Sci-Space, to provide academic and non-academic support to Science students.
- Continue to build on prior consultation around development of a new academic program in AgriTech—this program will be based at SFU's Surrey Campus.
- Develop an integrated first-year Life Science program to provide students with an improved experience and broader understanding of their academic options.
- Continued progress on a new Life Science building which will encourage collaboration across disciplines and better support research and teaching.
- Recruit a new dean of Science.

FACULTY OF SCIENCE



Enrolment Plan

(Activity FTE)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Plan	2022/23 Plan
Domestic Undergrad	3,500	3,376	3,374	3,494	3,397	3,325
International Undergrad	788	778	890	846	860	890
Grad Premium						
Grad Non-Premium	441	446	449	451	471	460
Co-op	298	271	225	261	205	255
Total	5,027	4,871	4,938	5,052	4,933	4,930

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	581	867	2,211	3,869	N/A	N/A
Original Base Budget	49,584	53,357	53,713	55,600	55,600	57,578
Departmental Revenues	294	300	186	266	202	316
Budget Transfers ¹	1,180	422	2,249	1,481	N/A	N/A
Total Funding Available	51,639	54,946	58,359	61,216	55,802	57,894
Academic & Instructional Salaries	34,236	35,321	36,770	39,276	37,547	40,548
Support Salaries	6,386	7,060	7,349	7,727	7,723	8,131
Benefits	6,570	7,719	8,011	9,020	8,463	9,462
Operational Expenses	3,382	2,309	1,572	1,417	2,028	(247)
Interfund Transfers to Capital ²	198	326	788	1,224	41	
Total Expenses	50,772	52,735	54,490	58,664	55,802	57,894
Cumulative Carry Forward, End	867	2,211	3,869	2,552	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes.

Budget transfers > \$1 million include the following: a receipt of \$1M from VPA in support of Science initiatives in 2020/21.

2. Reflects transfers to the capital fund for capital renewal. Interfund transfers > \$1 million include the following: a transfer of \$1.2M in support of Science Space capital project in 2021/22.



GRADUATE AND POSTDOCTORAL STUDIES

Jeff Derksen, Dean and Associate Provost

Graduate and Postdoctoral Studies facilitates the operation of over 140 graduate programs across more than 50 academic units in SFU's eight faculties in a number of ways. GPS ensures applications for admission meet the university's standards and that the Graduate General Regulations are followed from admission to graduation. All internal and most external merit-based awards are also administered by Graduate and Postdoctoral Studies. Additionally, GPS advises on, and administers the development, of new graduate programs.

To support the student experience, GPS assists graduate students, postdoctoral fellows, faculty members and graduate programs to resolve individual and system problems in all areas while also facilitating various professional development programs.

2021/22 HIGHLIGHTS

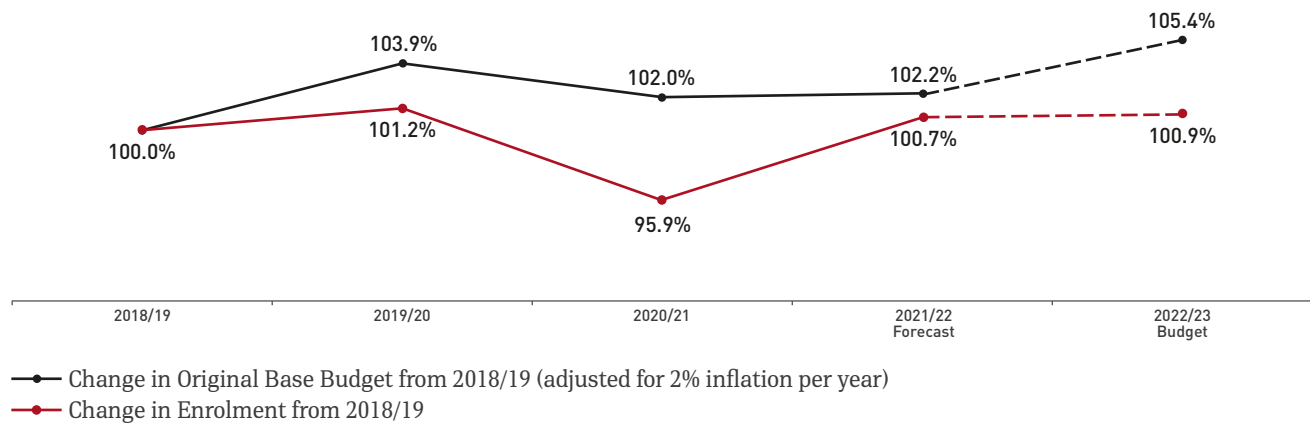
- Recruited an Associate Director, Indigenous Policy & Pedagogy position to Graduate and Postdoctoral Studies to increase support of Indigenous graduate students.
- Received three Vanier Canada Graduate Scholarships and two Banting Postdoctoral Fellowships.
- Selected a new admission and entrance system for re-platforming
- The Senate Graduate Studies Committee (SGSC) discussed various issues that affected students and graduate programs: commencement of face-to-face course delivery and in-person research; SFU policies around student complaints; the transcript policy for prospective students. Other issues reviewed included revisions to graduate course units and credit hours, standardization of capstone units, parchment standardization and the removal of in progress/completed IP/CO grade.
- SGSC reviewed, recommended, approved and submitted to Senate curriculum changes related to the addition, deletion and modification of programs and courses, as well as a full program proposal for a Master of Engineering (M.Eng.) in Smart Manufacturing and Systems.
- Executed strategies across all units to minimize the impact of COVID-19 on the academic progress of SFU graduate students.

- Collaborated with SFU Advancement & Alumni Engagement to increase the number and value of graduate scholarships.
- Offered seminars and workshops for students and faculty through the Supervision for the 21st Century initiative.
- Participated in the international Scholars at Risk program and supported threatened scholars from Afghanistan and other regions.

2022/23 STRATEGIC PRIORITIES

- Continue assessing the graduate student experience as a result of COVID-19 and impacts to research.
- Implement a new admission and entrance scholarship system for re-platforming.
- Work with Indigenous faculty and staff to develop new programs for Indigenous students.
- Establish a Graduate Studies Indigenous Advisory Council.
- Provide a flexible funding model for graduate units to support students.
- Increase the resources for academic student support.
- Increase mentoring and professional development opportunities for graduate program chairs and graduate program assistants.
- Increase direct financial support to graduate students through SFU Advancement & Alumni engagement.

GRADUATE AND POSTDOCTORAL STUDIES



Enrolment Plan

(Activity FTE)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Grad Premium	1,708	1,713	1,598	1,815	1,699	1,678
Grad Non-Premium	1,900	1,932	1,865	1,863	2,011	1,956
Co-op	155	165	145	111	113	162
Total	3,763	3,810	3,608	3,789	3,823	3,796

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	511	369	188	248	N/A	N/A
Original Base Budget	2,114	2,241	2,243	2,293	2,292	2,411
Departmental Revenues	17	0	28	21	20	10
Budget Transfers	10	39	233	(1)	N/A	N/A
Total Funding Available	2,652	2,649	2,692	2,561	2,312	2,421
Academic & Instructional Salaries	232	301	273	282	244	260
Support Salaries	1,460	1,480	1,627	1,688	1,553	1,717
Benefits	470	446	488	498	409	505
Operational Expenses	121	234	56	(1)	106	(61)
Interfund Transfers to Capital						
Total Expenses	2,283	2,461	2,444	2,467	2,312	2,421
Cumulative Carry Forward, End	369	188	248	94	N/A	N/A
Scholarships, Bursaries & Awards ¹	9,630	10,183	9,830	11,575	11,086	11,586

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been restated for comparative purposes.

1. Scholarships, Bursaries & Awards base budget funding is supplemented with budget transfers that take place during the year which are in addition to the 2021/22 and 2022/23 Budgets presented in the table above. The 2019/20, 2020/21, and the 2021/22 Forecast figures reflect the additional budget transfer in the stated figures. Supplemental budget transfers include, but are not limited to the following: a receipt of \$1.75M, 2.45M, and \$2.75M funding from the VPA in support of scholarships and awards in 2019/20, 2020/21, and 2021/22 respectively. The 2022/23 Budget for Scholarships, Bursaries & Awards is supported by a planned budget transfer in the amount of \$2.75M.



LEARNING AND TEACHING

Elizabeth Elle, Vice-Provost and Associate Vice-President

The Office of the Vice-Provost and Associate Vice-President Learning & Teaching (AVPLT) provides leadership for the teaching and learning initiatives of the university. The AVPLT oversees and sets the vision for SFU's teaching support units, including the Centre for Educational Excellence (CEE), the Institute for the Study of Teaching and Learning in the Disciplines (ISTLD), Learning Experiences Assessment and Planning (LEAP), and the Office of Francophone and Francophile Affairs (OFFA).

The AVPLT strives to build a learning and teaching environment that supports instructors and academic units in the delivery of excellent student learning experiences.

2021/22 HIGHLIGHTS

- Planned for learning continuity during the pandemic.
- Provided significant support to instructors (faculty and teaching assistants) for the ongoing pivots between in-person and remote teaching.
- Collected and analyzed student opinions to guide the return to campus, as a follow-up to student surveys conducted to guide the pivot to remote learning in 2020.
- Implemented a new process for educational goals assessment, linked to external review of academic units.
- Provided leadership, analysis, and draft recommendations to improve the university's general education program (writing, quantitative, and breadth courses).
- Piloted career-focused skill-building modules with undergraduate research and work-study students, funded by the Future Skills Centre as part of the FUSION (Future Skills Innovation for Universities) inter-university partnership.
- Created new professional development programming to support equity and diversity in the classroom using anti-racist and inclusive pedagogies.
- Launched the Student Experience Framework with AVP Students & International.
- Broadened French-language scholarship programs and increased their value; launched new French education partnerships in school districts.
- Increased online options for teacher professional development and graduate studies in French, extending

the university's reach beyond the Lower Mainland to underserved B.C. communities.

- Supported teaching and learning inquiry, with emphases on decolonizing curricula, exploring well-being in learning environments, and improving the student learning experience.
- Supported academic units in the development of new approaches to summative teaching assessment in keeping with the new SFU-SFUFA Collective Agreement.

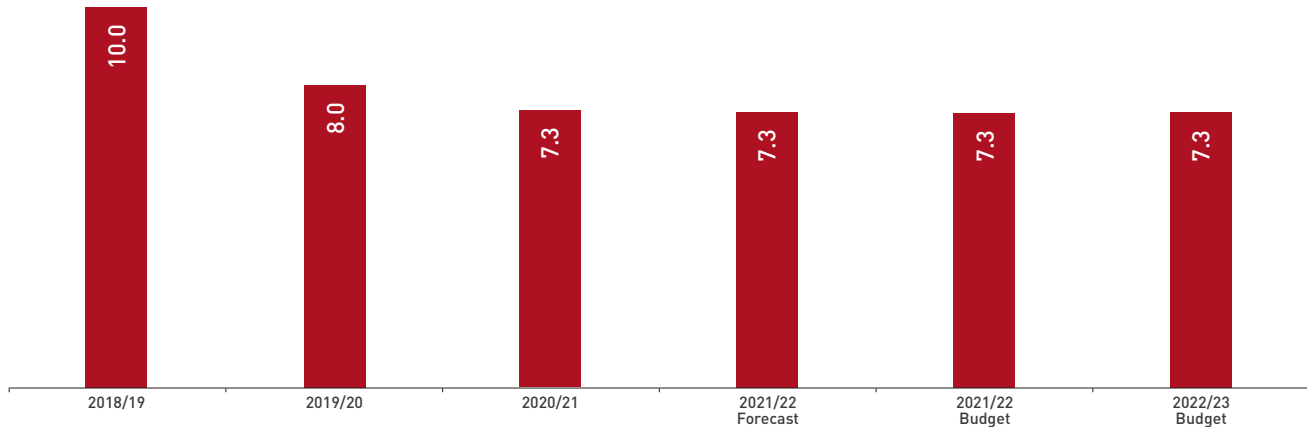
2022/23 STRATEGIC PRIORITIES

- Support learning continuity as the university continues its return to campus. Support teaching innovation and retention of important lessons learned during the pandemic.
- Further student opportunities for experiential education; socialize a definition and framework and complete an inventory of curricular and co-curricular options (collaboration with AVP Students & International).
- Roll out the Student Experience Framework and communication plan in consultation with the university community (collaboration with AVP Students & International).
- Review and improve the Student Experience of Teaching and Courses (SETC) survey. Improve student response rates. Align use of survey data by tenure and promotion committees with SETC purpose.
- Provide instructor training for a new hybrid in-person/online teaching mode—blended (B) courses—as part of SFU's Flexible Education Initiative. Develop, launch, and assess pilot courses.
- Create an online training hub to develop core teaching and professional competencies among teaching assistants (with Human Resources).
- Revise the current Excellence in Teaching Award policy and implement a more inclusive awards system.
- Explore a forward-looking vision for general education at SFU based on analysis and consultation completed to date. Consult on a revised model and develop an implementation plan.
- Bring educational goals for SFU undergraduates to Senate and launch an assessment program aligned with NWCCU expectations for accreditation.

LEARNING AND TEACHING

Original Base Budget

(\$ Millions)



Learning and Teaching

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	2,455	(23)	1,433	588	N/A	N/A
Original Base Budget ¹	10,042	7,998	7,347	7,271	7,271	7,332
Departmental Revenues	413	2,855	698	640	441	169
Budget Transfers ^{1,2}	(1,854)	(368)	(269)	926	N/A	N/A
Total Funding Available	11,056	10,462	9,209	9,425	7,712	7,501
Academic & Instructional Salaries	4,051	2,708	1,810	1,520	1,254	782
Support Salaries	4,817	4,248	4,731	5,220	5,188	5,272
Benefits	1,428	1,327	1,346	1,407	1,412	1,494
Operational Expenses	783	395	676	607	(142)	(47)
Interfund Transfers to Capital		351	58			
Total Expenses	11,079	9,029	8,621	8,754	7,712	7,501
Cumulative Carry Forward, End	(23)	1,433	588	671	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Starting 2019/20, the operation of the Office of Francophone and Francophile Affairs was transferred to Fund 25 as the grant is restricted for specific purposes and has to meet federal reporting requirements. Declining budget funding is due to instructional teaching responsibilities moving to the Faculties from the Center for Online and Distance Education.

2. Included in Budget Transfers in 2021/22 Forecast is a CarryForward Reallocation of \$105K from Learning & Teaching to the VPA.



LIFELONG LEARNING

Dr. Julia Denholm, Dean

Since 1971, SFU Lifelong Learning has delivered responsive education that extends the accessibility and reach of the university within Canada and around the world. We use flexible programming and community-engaged education initiatives to reach people not served by more formal academic pathways. Our programs not only extend learning but also empower and inspire participants to be change agents for their lives and communities.

SFU Lifelong Learning includes two primary program areas: Continuing Studies, which offers non-credit and community-engaged education; and the English Language and Culture (ELC) program, which opens opportunities for international students. We also support special audit opportunities, as well as undergraduate for-credit courses at the Harbour Centre building of SFU's Vancouver campus. Through online and face-to-face programming, we engage more than 5,000 learners each year. Our community programming puts us on the front lines of SFU knowledge mobilization and attracts over 10,000 reservations annually.

2021/22 HIGHLIGHTS

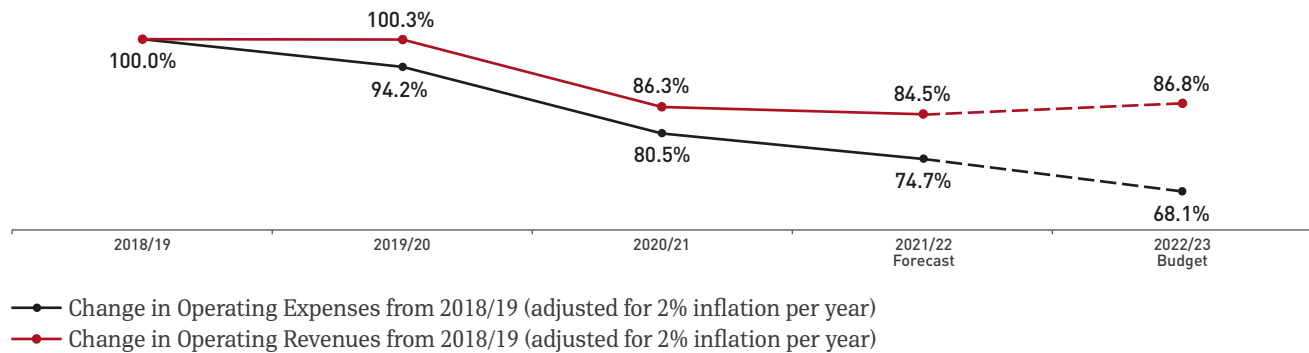
- Continued to deliver most programming online or remotely.
- Welcomed the first in-person international ELC program participants since the start of the pandemic.
- Received Senate approval for an upper-level ELC program to satisfy the English language competency requirement for undergraduate admission to SFU.
- Received two B.C. Community Workforce Response Grants to support Community Capacity Building Certificate program participants as well as a pilot program to help unemployed and precariously employed participants learn business fundamentals and communication skills.
- Completed a program renewal plan for career and professional programming.
- Celebrated the 50th anniversary of Continuing Studies.
- Launched new websites for both Continuing Studies and Lifelong Learning.

- In collaboration with SFU's IT Services, performed essential registration system upgrades.
- Embedded a Knowledge Holders group—consisting of members that have personal knowledge of equity, diversity and inclusion (EDI) issues from lived experience—into program and operational planning.

2022/23 STRATEGIC PRIORITIES

- Launch renewed career and professional programming.
- Increase our portfolio of fully online program offerings, including an online option for ELC.
- Develop a formal pathway between ELC programming and undergraduate studies at SFU.
- Re-introduce select in-person programming.
- In consultation with SFU's IT Services, improve operational efficiency by linking non-credit registration system data with Canvas, and invest in marketing automation to support planned growth.
- Advance Indigenous rights and opportunities, including Indigenizing curriculum and creating programming that advances Indigenous inclusion, decolonization and reconciliation.
- Continue building toward the goals of our 2019-2024 Lifelong Learning Five-Year Academic Plan: implement a revitalized program proposal, development and assessment/review framework; create a community engagement action plan; and finalize a credential framework to support development of new program offerings.

LIFELONG LEARNING



Revenues (\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Non-Credit Course	8,564	8,745	7,685	7,693	7,867	8,077
Other	30	48	33	14	3	1
Total Revenues	8,594	8,793	7,718	7,707	7,870	8,078

Note: In addition to generating revenues from non-credit courses and other sources, Lifelong Learning's expenses are also funded through the receipt of a base budget, as noted in the table below.

Operating Expenses (\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	1,494	1,563	1,476	2,278	N/A	N/A
Original Base Budget	4,712	4,197	2,547	2,029	2,029	1,460
Departmental Revenues	8,594	8,793	7,718	7,707	7,870	8,078
Budget Transfers ^{1,2}	(290)	(634)	1,376	(1,089)	N/A	N/A
Total Funding Available	14,510	13,919	13,117	10,925	9,899	9,538
Academic & Instructional Salaries	3,928	4,646	3,598	2,825	2,754	2,854
Support Salaries	4,770	4,012	4,531	4,530	4,327	4,672
Benefits	1,201	1,366	1,380	1,382	1,448	1,493
Operational Expenses	2,931	2,342	1,245	1,530	1,370	519
Interfund Transfers to Capital	117	77	85			
Total Expenses	12,947	12,443	10,839	10,267	9,899	9,538
Cumulative Carry Forward, End	1,563	1,476	2,278	658	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Declining budget funding is primarily due to a re-distribution of SFU NOW funding to the Faculties.

2. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: Included in Budget Transfers in 2021/22 Forecast is a CarryForward Reallocation of \$1.246M from Lifelong Learning to the VPA.



STUDENTS & INTERNATIONAL

Rummana Khan Hemani, Vice-Provost and Associate Vice-President

The Office of the Vice-Provost and Associate Vice-President Students and International provides leadership to Student Services by maintaining and strengthening our commitments to the overall student experience at SFU. We foster transformative student experiences by anticipating, facilitating, and providing services, programs and environments that support student learning.

2021/22 HIGHLIGHTS

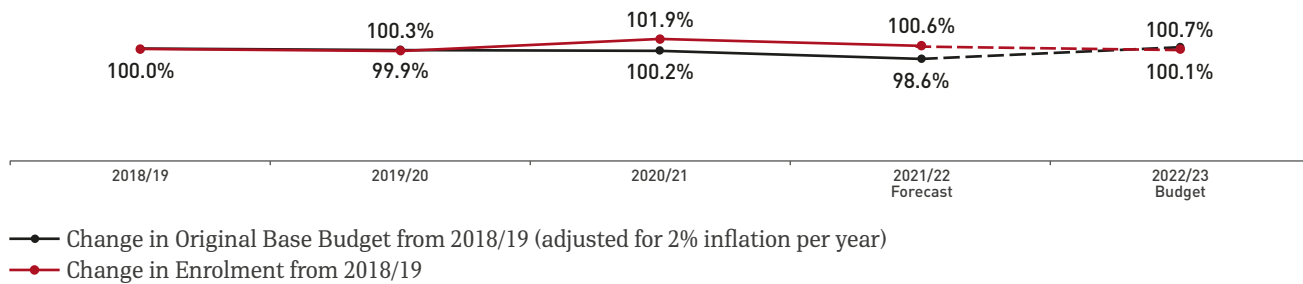
- Resumed full, in-person delivery of services and programs to support the return to on campus learning in fall 2021 and leveraged in-person and virtual service delivery to increase access to services at all three campuses.
- Launched a strategic planning process in alignment with the institutional strategic planning initiated by the President's office. Student Services is participating as a core resource in the institutional process.
- Developed a plan to operationalize Year One priorities from the long-range strategic enrollment management plan.
- Selected and onboarded a new Registrar and Executive Director of Student Enrollment.
- Developed mental health programs for specific equity-deserving student populations, hired a Black counsellor, a counsellor for students with disabilities, an additional Indigenous counsellor, and identified a case manager to serve as a navigator for former youth-in-care students.
- Provided one year of funding for an additional Ombudsperson.
- Reviewed and updated the Bullying and Harassment policy, launched the Bullying and Harassment Central Hub and hired a case manager.
- Launched a robust student communications toolkit for communicators institution-wide.
- Established a Varsity Team Name Working Group to lead the process of developing a new team name. Currently engaging with host First Nations for feedback.
- Administered the Student Work Placement Program (SWPP), a wage subsidy program that returned 75% of co-operative education, teaching assistant (TA) and tutor-marker (TM) wages to SFU (over \$2 million).

- Opened and expanded new student spaces including: the stadium, two new residence towers, expanded Indigenous Student Centre spaces at SFU's Surrey and Burnaby campuses, new housing for students with families, a new Surrey Welcome Centre, expansion to the Centre for Accessible Learning spaces at the Burnaby and Surrey campuses, and expansion of faith spaces at both Vancouver and Surrey campuses, including prayer space and ablution stations.
- Improved welcome and transition programming for new students including: improving the Home for Interactive Virtual Engagement (HIVE) curriculum and leader training; amending SFU 101 to improve inclusivity and accessibility; creating personalized, student-led tours and programming.
- Launched Salesforce Advisor Link, including a unified advising record and self-service appointment booking for undergraduate students.
- Initiated a project to review the needs of students at the Surrey campus.

2022/23 STRATEGIC PRIORITIES

- Refresh the Student Services strategic plan and priorities building from the institutional strategic planning process, and realign the budget to reflect the updated plan.
- Undertake a review of undergraduate academic advising practices, launching in March 2022 (collaboration with Associate Vice-President, Learning & Teaching).
- Design an enhanced service delivery model for the Surrey campus based on outcomes of the project analyzing student needs.
- Continue to enhance programs and support services for international and newcomer students, including additional employment, career and transition programming.
- Complete the selection of a new name for the varsity athletics team.
- Establish a Black Student Centre as part of SFU's commitment to the Scarborough Charter on Anti-Black Racism and Black Inclusion in Higher Education.
- Continue to prioritize investment in resources supporting student well-being and accessibility accommodations.
- Continue to enhance and support commitments to Equity, Diversity and Inclusion, and Truth and Reconciliation within the VPSI portfolio.

STUDENTS & INTERNATIONAL



Enrolment Plan

(Activity FTE)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Plan	2022/23 Plan
Domestic Undergrad	16,805	16,619	17,111	16,639	16,548	16,536
International Undergrad	4,629	4,813	5,146	4,817	5,030	4,816
Co-op	1,851	1,840	1,480	1,963	1,394	1,961
Total	23,285	23,272	23,737	23,419	22,972	23,313

Note: The activity FTEs noted above reflect the enrolments dated November 2, 2021 reviewed by SCEMP, other than those noted in the 2021/22 Plan which are based upon the enrolment plan dated Oct 28, 2020 reviewed by SCEMP and used for developing the 2021/22 Budget.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	1,682	313	737	2,522	N/A	N/A
Original Base Budget	32,171	32,926	33,531	33,664	33,664	35,068
Departmental Revenues	5,455	5,966	2,892	4,242	3,511	3,808
Budget Transfers ¹	1,122	2,147	1,859	1,495	N/A	N/A
Total Funding Available	40,430	41,352	39,019	41,923	37,175	38,876
Academic & Instructional Salaries	2,774	2,656	1,723	2,227	1,467	1,820
Support Salaries	23,933	25,360	25,863	26,546	25,792	27,150
Benefits	5,562	6,439	6,629	6,732	6,582	6,784
Operational Expenses	7,848	6,160	2,282	5,106	3,334	3,122
Interfund Transfers to Capital						
Total Expenses	40,117	40,615	36,497	40,611	37,175	38,876
Cumulative Carry Forward, End	313	737	2,522	1,312	N/A	N/A
Scholarships, Bursaries & Awards ²	13,841	14,928	16,972	16,278	15,449	15,946

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been restated for comparative purposes. Residence Life is captured in Fund 40 for 2021/22 onward. All pre-2021/22 information on Residence Life is in Fund 11.

1. Included in Budget Transfers in 2021/22 Forecast is a CarryForward Reallocation of \$79K from Students & International to the VPA.

2. Scholarships, Bursaries & Awards funding is supplemented by Budget transfers that take place during the year which are in addition to the 2021/22 and 2022/23 Budgets presented in the table. 2019/20, 2020/21, and the 2021/22 Forecast include a supplemental Budget transfer in the stated figures. Supplemental Budget transfers include the following: a receipt of \$1.25M, \$2.25M, and \$1.35M from the VPA in support of Scholarships, Bursaries, and Awards in 2019/20, 2020/21, and 2021/22 respectively. The 2022/23 Budget for Scholarships, Bursaries & Awards is supported by a planned budget transfer in the amount of \$1.25M.

RESEARCH AND INTERNATIONAL



RESEARCH AND INTERNATIONAL

Dugan O'Neil, Vice-President

The Office of the Vice-President, Research and International (VPRI) serves to encourage, facilitate, administer and promote SFU research. We support university research while guiding policy development at academic and government levels. We facilitate international opportunities that foster collaborations and student exchange. Our portfolio works with faculty, students and staff to secure research partnerships within the community, industry and around the world. We have departments, services and initiatives that help researchers across all eight faculties launch a successful and fulfilling research program.

2021/22 HIGHLIGHTS

- Saw growth in research income to \$171 million.
- In 2021, researchers published over 2,800 papers and there were more than 118,000 publications world-wide citing SFU publications.
- Worked with faculties, Safety & Risk Services and other departments to support research productivity during the COVID-19 pandemic by maintaining access to on-campus resources.
- Continued to work on the extended Strategic Research Plan (SRP) as we transitioned to our new VPRI.
- Produced the SRP Progress Report and shared with the SFU community in January 2022.
- Started to prepare for the next SRP consultations.
- Solidified SFU's interdisciplinary research strengths while building critical mass in areas that are globally relevant and strategically important.
- SFU Sustainability joined the VPRI portfolio, as well as the ACT – Action on Climate Team. Part of the redesign is grounding our work in a wider framework of the United Nations (UN) Sustainable Development Goals (SDGs).
- Worked on an SDGs mapping project to broaden our understanding of activities taking place at SFU that contribute to the SDGs and mobilize the community to strengthen our work towards achieving these goals.
- Launched an SDGs website that showcases some of the many impacts that the community has made across all 17 SDGs (www.sfu.ca/sdgs).

- Joined the UN-led Race To Zero campaign in support of a global effort to act on climate change. We set ambitious emission reduction targets that will see 85 per cent GHG emissions reductions by 2030, net zero reductions of direct emissions by 2035 and net zero of all emissions by 2050.
- Launched SFU's Research Expertise Engine to help faculty and staff find a researcher with specific expertise and interests, and help researchers find each other to start interdisciplinary collaborations.
- Worked on and evaluated the reputational rankings pilot project with a cross-departmental working group. The pilot demonstrated progress toward improving SFU's position in the 2021 Times Higher Education (THE) and QS World Rankings.
- Hired SFU's BC Leadership Chair in Neuroscience and Technology Translation Across the Lifespan, supported by the Leading Edge Endowment Fund program. The Chair leads the SFU Institute for Neuroscience and Neurotechnology, serving as a hub for neuroscience research, training and community engagement.

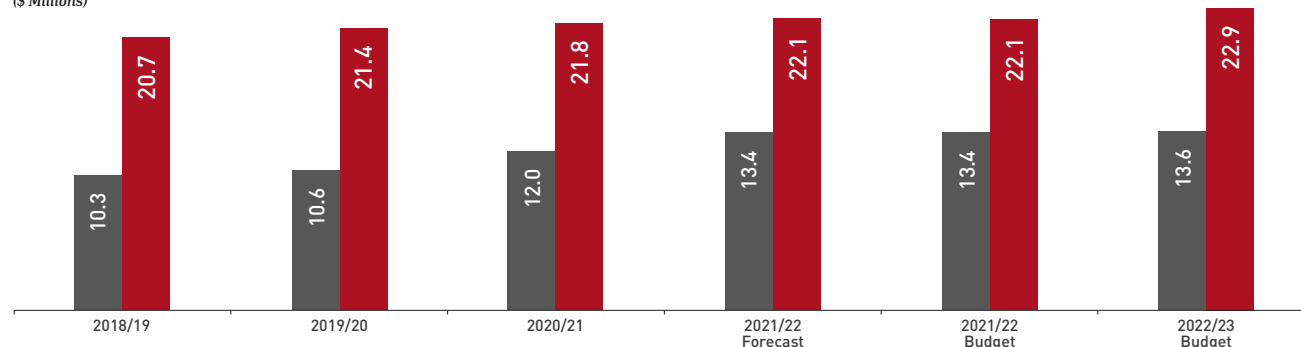
2022/23 STRATEGIC PRIORITIES

- Implement the priorities of the 2016-2022 SRP and lead the consultations process for the next SRP.
- Hire the new AVP Research, AVP Knowledge Mobilization and Innovation, and Executive Director, SFU International positions.
- Capitalize on new opportunities, invest in strategic growth areas, carry out initiatives that enhance our research performance and position us to grow our capacity in research, sustainability and innovation.
- Break-through in some major federal funding programs (Canada First Research Excellence Fund, Canada Excellence Research Chair, New Frontiers in Research Fund, etc.)
- Expand our core facilities.
- Improve SFU's international reputation rankings in the 2022 THE and QS World Rankings and the THE Impact Rankings.
- Reshape SFU's international narrative and update the University Policy on International Activities (GP 23).

RESEARCH AND INTERNATIONAL

Original Base Budget

(\$ Millions)



■ Research* ■ Library

Note: SFU's research income has grown from \$103 million in 2014 to \$171.6 million at the end of 2020/21, making it one of the fastest growing research income of any university in Canada. To better enable the portfolio to scale research support with the increasing volume of research activity, some units within the research portfolio have transitioned to an activity-based budget allocation method effective as of the 2020/21 budget. 2021/22 was the first year where the Original Base Budget included 2 new sustainment fundings for \$1.5M Big Data Hub/Strategic Partnership Hub, and \$0.35M SFU Innovates.

Operating Expenses ¹

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Research*	16,351	18,260	15,057	18,663	16,095	17,251
Library	23,774	24,206	24,741	24,488	22,219	23,011
Total Expenses	40,125	42,466	39,798	43,151	38,314	40,262

*Includes SFU Sustainability, Research Administration, Research Operations, Research Animal Care, SFU International, BC Electronic Library Network.

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	(80)	778	2,073	2,728	N/A	N/A
Original Base Budget	30,976	32,057	33,856	35,534	35,534	36,520
Departmental Revenues	2,441	2,184	1,485	2,983	2,780	3,742
Budget Transfers ²	7,566	9,520	5,112	3,680	N/A	N/A
Total Funding Available	40,903	44,539	42,526	44,925	38,314	40,262
Academic & Instructional Salaries	5,747	6,081	6,211	6,785	6,081	6,635
Support Salaries	12,678	13,016	13,644	14,756	14,182	15,651
Benefits	3,703	4,388	4,628	4,969	5,007	5,545
Operational Expenses	17,797	17,414	15,422	16,680	13,044	12,431
Interfund Transfers to Capital ³	200	1,567	(107)	(39)		
Total Expenses	40,125	42,466	39,798	43,151	38,314	40,262
Cumulative Carry Forward, End	778	2,073	2,728	1,774	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been restated for comparative purposes.

1. Operating Expenses reflect reorganization related to the movement of SFU Sustainability to Research & International.

2. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: a receipt of \$3M and \$2.6M in support of Big Data in 2018/19 and 2019/20 respectively. A receipt of \$1.1M in support of SFU Innovates in 2018/19. A receipt of \$1.6M and \$0.7M funding in support of Community-Engaged Research in 2019/20 and 2020/21 respectively. A receipt of \$1.4M, \$2M, \$2.1M, and \$1.8M in the Library resulting from USD exchange in 2018/19, 2019/20, 2020/21, and 2021/22 respectively.

3. Reflects transfers to the capital fund for capital renewal. Interfund transfers > \$1 million include the following: a transfer of \$1.4M in support of tenant improvements at 312 Main Street, a hub for social, economic, and cultural programming in the Downtown Eastside in 2019/20.



LIBRARY

Gwen Bird, University Librarian and Dean of Libraries

The SFU Library has a presence on each SFU campus: WAC Bennett Library in Burnaby, Fraser Library in Surrey, and Belzberg Library in Vancouver. In addition to the physical spaces and collections available in those locations, the Library maintains a vibrant online presence that acts as a gateway to rich online collections, and provides navigation assistance and information about library services. The Library houses a print collection of more than three million volumes across its three locations. Rapidly growing electronic collections encompass more than 64,000 journal subscriptions, close to 10 million digital files, and the Research Data Library's expansive collection of maps and datasets. In addition to providing access to information resources, the Library serves as a significant site of scholarship creation, including the growing Digital Humanities Innovation Lab, and the Media and Maker Commons in WAC Bennett Library. Special Collections and Rare Books is home to a broad range of unique content, including book arts, B.C. labour history, contemporary poetry, and papers of significant literary and public figures.

The Library offers a full array of information services, as well as comprehensive writing and learning support through the Student Learning Commons. Graduate students are accommodated in the Research Commons, with dedicated space, programming, and tailored support for all phases of their research. The Library is also home to the Public Knowledge Project, developer of the world's most widely used open source journal publishing software, and the B.C. Electronic Library Network, a provincial consortium of post-secondary libraries.

2021/22 HIGHLIGHTS

- Implemented Emergency Temporary Access Service from HathiTrust Digital Library, providing online access to over 400,000 in-copyright print items from our collection during pandemic closures.
- Managed safe re-start of on-site library services at all locations, re-instating in-person services and opening libraries to students and researchers for Fall 2021 semester.
- Completed concept plan for the first phase of the WAC Bennett Library renewal, comprised of a new 39,000

square foot wing, north of existing building.

- Completed successful feasibility study for advancement campaign to raise funds for addition to WAC Bennett Library.
- Launched Research Commons on 7th floor of Harbour Centre to provide dedicated space for graduate students at Vancouver campus.
- Began renewal of Library Strategic Plan to guide library priorities for the next three years in line with academic, research, sustainability, and other university plans.
- Launched the online Indigenous Curriculum Resource Centre, and made progress toward creation of physical Centre in the WAC Bennett Library.
- Began rollout of an anti-racism education program for all Library employees.
- Continued to grow the Library's collections in all formats, including many distinctive additions to Special Collections.

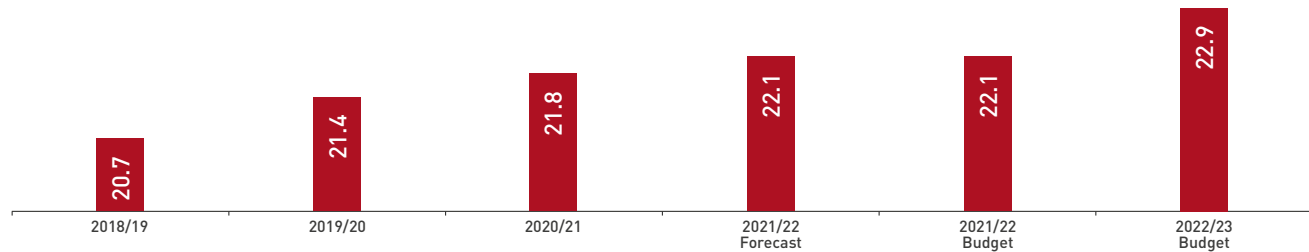
2022/23 STRATEGIC PRIORITIES

- Complete new Library Strategic Plan for 2022-2024 with input from students, faculty, staff, Senate Library Committee, and community members.
- Begin quiet phase of advancement campaign to raise funds for addition to WAC Bennett Library.
- Complete construction and launch Indigenous Curriculum Resource Centre in WAC Bennett Library.
- Make significant progress on creation of Dick Kouwenhoven Book Arts Studio in WAC Bennett Library.
- Expand student study area in Fraser Library at SFU Surrey by incorporating adjacent space.
- Complete transition of Public Knowledge Project to university core facility.
- Make progress on significant digitization projects to expand access to selected Special Collections.

LIBRARY

Original Base Budget

(\$ Millions)



■ Library

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	(162)	(58)	(10)	(21)	N/A	N/A
Original Base Budget	20,720	21,410	21,831	22,123	22,123	22,924
Departmental Revenues ¹	824	435	(60)	40	96	87
Budget Transfers ²	2,334	2,409	2,959	2,603	N/A	N/A
Total Funding Available	23,716	24,196	24,720	24,745	22,219	23,011
Academic & Instructional Salaries	4,262	4,594	4,965	5,308	4,868	5,457
Support Salaries	4,508	4,613	4,719	4,735	4,674	4,730
Benefits	1,864	2,168	2,236	2,324	2,292	2,489
Operational Expenses	13,140	12,696	12,728	12,120	10,385	10,335
Interfund Transfers to Capital		135	93	1		
Total Expenses	23,774	24,206	24,741	24,488	22,219	23,011
Cumulative Carry Forward, End	(58)	(10)	(21)	257	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Departmental revenues are primarily due to foreign exchange gains and losses on collections expenditures.

2. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: a receipt of \$1.4M, \$2M, \$2.1M, and \$1.8M in the Library resulting from USD exchange in 2018/19, 2019/20, 2020/21, and 2021/22 respectively.

EXTERNAL RELATIONS



EXTERNAL RELATIONS

Joanne Curry, Vice-President

External Relations supports SFU's vision to be Canada's most community-engaged research university. We provide strategic leadership and supportive infrastructure to foster relationships between the university's faculty, staff, students, alumni, and our communities.

The External Relations portfolio comprises SFU's Office of Community Engagement, Communications & Marketing, Government Relations, SFU Galleries, Goldcorp Centre of the Arts Production & Event Services, Woodward's Cultural Unit, SFU's Vancouver and Surrey campuses, SFU Public Square, SFU's Vancity Office of Community Engagement (VOCE), the SFU Surrey-TD Community Engagement Centre, the Morris J. Wosk Centre for Dialogue (with VPA), and Ceremonies & Events.

2021/22 HIGHLIGHTS

- Co-led planning for the new 12,000 square foot SFU Gibson Art Museum. SFU Galleries stewards a collection that includes over 5,500 significant regional and national art works spanning the last century.
- Created an SFU and Student Services COVID-19 Communications Plan incorporating video and text messaging from SFU's president, vice-president academic and provost, and other university leaders.
- Co-facilitated the university's Aboriginal Strategic Initiative. To date, almost 30 projects addressing the ARC's calls to actions have been advanced, including the expansion of the Indigenous Student Centre and planning and consultation for the First Peoples' Gathering House.
- Morris J. Wosk Centre for Dialogue continues its fund-raising success with a \$3.5 million grant and the goal to develop a self-sustaining business unit was achieved. Through Renewable Cities, successfully supported the launch of the Zero Emission Innovation Centre (LC3 Centre).
- Received renewal of funding support for the SFU Surrey TD Community Engagement Centre.
- Renewed a protocol agreement with Squamish Nation.
- Continued to expand and diversify SFU's public engagement reach, despite challenges from the COVID-19 pandemic, through the Woodward's Cultural Unit's co-presentation of "Red Sky Performance" in the first live performance of 2021. The VOCE's Below the Radar podcast

is now at about 50,000 listens and 140 episodes. SFU Public Square's Community Summit "Hope in Resistance: Stories of Climate Justice" attracted over 700 participants.

- Enhanced university's spring online convocation events and held Canada's first in-person convocation since the pandemic started. Viewership numbers have continued to be impressive with over 40,000 views of the June 2021 ceremony. Ceremonies and Events received two noteworthy national awards in 2021 in recognition of the use of indigenous cultural elements in convocation ceremonies.

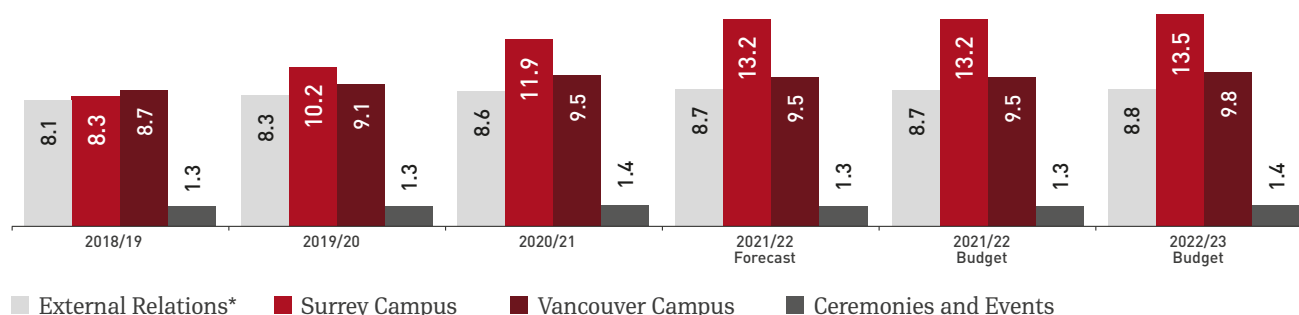
2022/23 STRATEGIC PRIORITIES

- Obtain Burnaby Council support for the Burnaby Mountain Gondola and Mayors' Council inclusion in the next 10-year vision.
- Confirm government capital funding for the Interdisciplinary Life Sciences Building and community and government support for the proposed SFU Medical School. Advance SFU's proposal for additional tech-related seats in program areas of high demand.
- Support and deepen SFU's community relationships as the university continues to navigate the changing landscape. Add one additional convocation in May for graduates who have not graduated in-person.
- Host a Global Times Higher Education Forum on Sustainable Cities in Spring, 2022 and continue to participate in the BC Collaborative for Social Infrastructure with BCIT, UNBC, and VIU.
- Continue communicating SFU's reputation and building the university's brand and public profile with additional effort post-pandemic.
- Support the building of collaborative projects with municipalities including the City of Burnaby, City of Vancouver and City of Surrey.
- Celebrate the 20th year anniversary of the founding of SFU's Surrey campus with faculty, staff, students, alumni and community.
- Advance planning of the First Peoples' Gathering House with commencement of construction.
- Enter into an agreement with Tsleil-Waututh Nation to deepen collaboration and draft indigenous naming principles for naming of places and spaces on campuses.

EXTERNAL RELATIONS

Original Base Budget

(\$ Millions)



Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
External Relations*	10,014	13,703	11,715	12,190	9,033	9,084
Surrey Campus	8,908	11,792	12,463	13,393	13,217	13,683
Vancouver Campus	9,054	10,178	9,733	9,615	9,728	9,965
Ceremonies and Events	1,398	1,282	1,067	1,339	1,342	1,358
Total Expenses	29,374	36,955	34,978	36,537	33,320	34,090

Note: * Includes External Relations Admin., Government Relations, Community Engagement, External Communications & Marketing, SFU Galleries, Public Square, and Woodward Cultural Unit.

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	2,902	3,263	868	1,533	N/A	N/A
Original Base Budget	26,380	28,848	31,481	32,843	32,843	33,422
Departmental Revenues	1,118	813	123	239	477	668
Budget Transfers ¹	2,237	4,899	4,039	3,732	N/A	N/A
Total Funding Available	32,637	37,823	36,511	38,347	33,320	34,090
Academic & Instructional Salaries	1,422	1,723	2,004	2,050	1,773	1,609
Support Salaries	11,330	12,585	13,460	13,697	13,435	13,803
Benefits	2,860	3,460	3,746	3,782	3,726	3,950
Operational Expenses	13,588	18,840	14,036	16,323	14,316	14,528
Interfund Transfers to Capital	174	347	1,732	685	70	200
Total Expenses	29,374	36,955	34,978	36,537	33,320	34,090
Cumulative Carry Forward, End	3,263	868	1,533	1,810	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: a receipt of \$1M funding in support of the SFU brand management program in both 2018/19 and 2019/20. A receipt of \$1.1M funding in support of the Surrey Expansion in 2019/20. A receipt of \$1M in support of the Wosk Centre Strategic Initiative in 2019/20, 2020/21, and 2021/22. A receipt of \$1.5M and \$2.1M in support of the Aboriginal Strategic Initiative in 2020/21 and 2021/22 respectively. A clawback of \$1.3M to be distributed back to GUR for the Aboriginal Strategic Initiative is anticipated in the 2021/22 Forecast.



SURREY CAMPUS

Stephen Dooley, Executive Director

Situated in Surrey's city centre for 19 years, SFU's Surrey campus plays a pivotal role in the social and economic growth and development of the region.

Occupying more than 600,000 square feet of space across seven sites, the campus serves over 8,000 students and offers more than 30 undergraduate and graduate degree and continuing studies programs. SFU's Faculties of Applied Sciences, Communication, Arts & Technology, Education, Beedie School of Business, Arts and Social Sciences, Science and Lifelong Learning deliver courses and programs at the Surrey campus.

SFU Surrey has a history of being an academic and research leader in education, interactive arts and technology, and engineering to name a few areas. The strong relationship with the City of Surrey and the number and range of regional business, government and community partnerships continues to grow. The campus also has strong entrepreneurial programming and is deepening its engagement with underserved and Indigenous communities south of the Fraser River.

2021/22 HIGHLIGHTS

- Planned, prepared and successfully reopened the Surrey campus in Fall 2021 following a period of campus closure due to COVID-19.
- Expanded on-campus student services resources with the establishment of a new Student Welcome Centre and Indigenous Student Centre.
- Performed upgrades to campus common and teaching spaces that included new furniture and software and hardware installations, as well as building signage.
- Continued to support the Surrey campus health, sustainability, systems engineering and digital media research activities. This included work conducted at the Additive Manufacturing Lab, Intelligent Sensing Laboratory, ImageTech Lab and eBrain Centre.
- Led and supported a series of campus community virtual wellness activities to support social connectedness and well-being of faculty, staff and students.

- Engaged with the region's Indigenous community (Surrey Urban Indigenous Leadership Committee (SUILC) and Kwantlen First Nation to mark National Indigenous Peoples Day and the first National Day for Truth and Reconciliation. Both events recognized the discovery and loss of children from Indian residential schools in BC.
- Supported an array of community events that celebrated the achievements of SFU students and alumni in the region, including the Surrey Board of Trade's Top 25 Under 25 Awards, The Surrey Now-Leader Community Leaders Awards, and the Darpan and Drishti Awards.

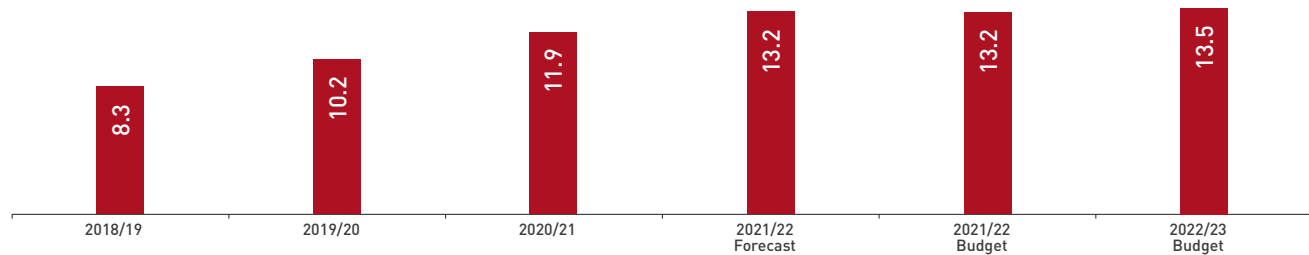
2022/23 STRATEGIC PRIORITIES

- Through community events (e.g., campus open house, special lectures) and communications, promote and celebrate SFU Surrey's 20th anniversary, its academic, research and community engagement achievements, and its social and economic contributions to the region.
- Support and advance SFU's key university priorities: equity, diversity and inclusion; reconciliation; and the student experience.
- Support the activation of the new Quantum Algorithms Institute at SFU.
- Advance the consultation and commissioning process of the Surrey campus' first Indigenous welcome figure(s), and on-campus Indigenous public art project.
- Continue to support and strengthen the university's academic, research and community engagement initiatives with existing regional business, government and community partners including: the City of Surrey, Fraser Health, the Surrey Board of Trade, the Downtown Surrey Business Improvement Association, Surrey Schools, SUILC, and numerous other community-serving agencies. Explore further campus-community partnership opportunities across Surrey's townships and neighbouring cities.
- Expand, promote and support academic, research and community engagement opportunities with Surrey's Indigenous communities, newcomers and other marginalized communities.
- Create engagement opportunities with university alumni and prospective donors in and around Surrey, in collaboration with SFU Advancement & Alumni Engagement.

SURREY CAMPUS

Original Base Budget

(\$ Millions)



■ Surrey Campus

Activity FTE

	2018/19	2019/20	2020/21	2021/22
Undergraduate	2,673	2,733	N/A	1,602
Graduate	439	386	N/A	272
Total	3,112	3,119	N/A	1,874

Note: Actual AFTEs reported are non-co-op AFTEs reviewed by SCEMP on November 2, 2021. In 2020/21, due to COVID-19, all courses were taught remotely and the data regarding location of course delivery is unavailable. There were some sections that were able to incorporate face-to-face for parts of the course, but the number of such courses were very small. In 2021/22, summer courses were taught remotely. Some summer sections may have incorporated face-to-face for some parts of the course. In-person classes resumed in fall 2021. The 2021/22 figures are lower than pre-pandemic levels because summer 2021 courses were taught remotely.

Operating Expenses

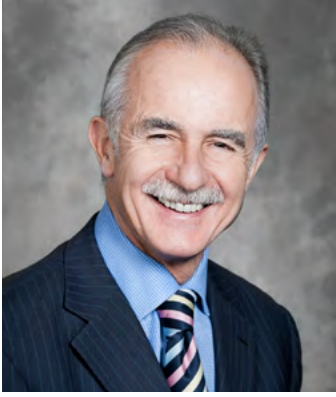
(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	428	488	603	698	N/A	N/A
Original Base Budget	8,317	10,162	11,937	13,233	13,233	13,527
Departmental Revenues	392	368	39	92	(16)	156
Budget Transfers ¹	259	1,377	582	(283)	N/A	N/A
Total Funding Available	9,396	12,395	13,161	13,740	13,217	13,683
Academic & Instructional Salaries	456	468	524	561	521	653
Support Salaries	2,752	3,232	3,841	4,092	4,292	4,290
Benefits	724	904	958	1,075	1,173	1,216
Operational Expenses	4,976	7,188	7,140	7,625	7,231	7,524
Interfund Transfers to Capital				40		
Total Expenses	8,908	11,792	12,463	13,393	13,217	13,683
Cumulative Carry Forward, End	488	603	698	347	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: a receipt of \$1.1M funding in support of the Surrey Expansion in 2019/20.



VANCOUVER CAMPUS

Laurie Anderson, Executive Director

In non-pandemic times, SFU's Vancouver campus serves approximately 10,000 credit and non-credit students and hosts over 11,000 events for internal and external communities. The Vancouver campus has grown from a modest storefront space on Howe Street in the early 1980's to become the pre-eminent post-secondary institution downtown. SFU's contribution to Vancouver's intellectual, economic, social and cultural foundation is remarkable.

The Vancouver campus spans over half a million square feet and includes nine sites. The newest additions in 2016 included the Charles Chang Innovation Centre and graduate residence facility, SFU VentureLabs and the SFU collection of Northwest Coast Art at the Bill Reid Gallery. In December 2019, SFU opened its ninth site downtown at 312 Main Street, joining with the Vancouver Centre for Social and Economic Innovation.

In addition to leading-edge research and lifelong learning certificates, the Vancouver campus offers degree programs from undergraduate to PhD. Community engagement is embedded in the identity and mandate of the campus, with many events showcasing the impacts of SFU's research and programs.

2021/22 HIGHLIGHTS

- Supported the resumption of campus services with the lifting of COVID-19 restrictions, and welcomed the return of students, faculty and staff to in-person university activities.
- Worked with the Burnaby and Surrey campuses to develop a university-wide approach to advance SFU president's priorities: equity, diversity and inclusion; reconciliation and the student experience.
- Expanded Lunch 'n' Learn series beyond original research focus and provided a forum for discussions on relevant and topical issues affecting our city and downtown core.
- Continued to improve the student experience through SEI projects, new graduate student research commons space programming, and further progress on the graduate student engagement project.

- Promoted and fostered health, well-being and resilience during the pandemic: Wellness Day programming, Active Challenge, and Campus Care consultation and survey.
- Successfully renovated more student lounges, classrooms, washrooms, and implemented sustainable lighting, and directional signage during the pandemic.
- Collaborated with SFU Communications & Marketing to enhance the profile of the Vancouver campus by highlighting our strategic priorities, initiatives and faculty research.

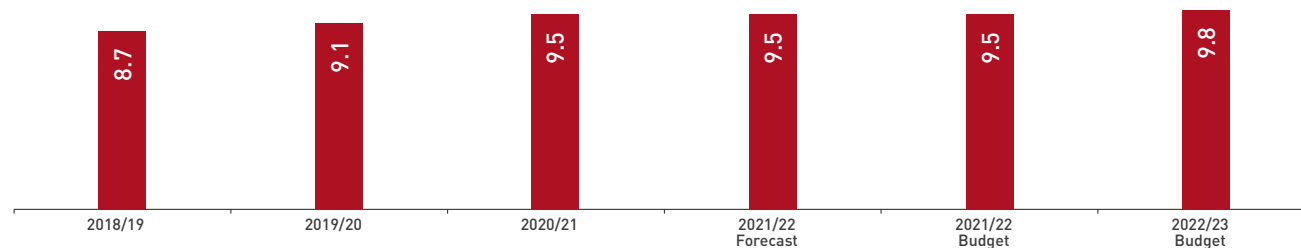
2022/23 STRATEGIC PRIORITIES

- Continue work with the Burnaby and Surrey campuses with a university-wide approach to advance SFU president's priorities: equity, diversity and inclusion; reconciliation; and the student experience.
- Consult with Vancouver-based faculty and staff regarding ideas to promote equity, diversity and inclusion.
- Develop a strategic, multi-year plan to support Reconciliation and in particular, the Truth and Reconciliation Commission's Calls to Action directly relevant to education.
- Conduct the Student Experience Initiative (SEI) project assessment and plan more programming to continue improving the student experience.
- Continue implementation of the Vancouver campus facilities renewal plan.
- Take next steps in development of a greener campus plan with SFU's Sustainability Office.
- Re-establish and strengthen community and business partnerships that were put on hold due to the pandemic: City of Vancouver, the Downtown Vancouver Business Improvement Association, and the Hastings Crossing Business Improvement Association.

VANCOUVER CAMPUS

Original Base Budget

(\$ Millions)



Vancouver Campus

Activity FTE

	2018/19	2019/20	2020/21	2021/22
Undergraduate	1,332	1,255	N/A	674
Graduate	779	804	N/A	690
Total	2,111	2,059	N/A	1,364

Note: Actual AFTEs reported are non-co-op AFTEs reviewed by SCEMP on November 2, 2021. In 2020/21, due to COVID-19, all courses were taught remotely and the data regarding location of course delivery is unavailable. There were some sections that were able to incorporate face-to-face for parts of the course, but the number of such courses were very small. In 2021/22, summer courses were taught remotely. Some summer sections may have incorporated face-to-face for some parts of the course. In-person classes resumed in fall 2021. The 2021/22 figures are lower than pre-pandemic levels because summer 2021 courses were taught remotely.

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	117	364	(159)	123	N/A	N/A
Original Base Budget	8,705	9,077	9,543	9,522	9,522	9,762
Departmental Revenues	356	322	8	7	206	203
Budget Transfers	240	256	464	1	N/A	N/A
Total Funding Available	9,418	10,019	9,856	9,653	9,728	9,965
Academic & Instructional Salaries	576	582	576	636	615	610
Support Salaries	2,557	2,654	2,558	2,671	2,839	2,925
Benefits	665	751	771	805	839	905
Operational Expenses	5,082	6,032	5,146	5,103	5,365	5,325
Interfund Transfers to Capital	174	159	682	400	70	200
Total Expenses	9,054	10,178	9,733	9,615	9,728	9,965
Cumulative Carry Forward, End	364	(159)	123	38	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

ADVANCEMENT AND ALUMNI ENGAGEMENT



ADVANCEMENT AND ALUMNI ENGAGEMENT

Erin Morantz, Vice-President

Advancement and Alumni Engagement (AAE) serves to advance SFU's mission. We develop lifelong relationships with donors and engage our community of more than 180,000 alumni through meaningful programs and services. AAE is responsible for the solicitation, acceptance and administration of all donations to SFU, as outlined in SFU policy GP-03.

2021/22 HIGHLIGHTS

- This past year, AAE secured the largest donation in SFU's history—a remarkable gift of more than \$34 million from alumnus Lance Uggla and his family to support students with financial need from equity-deserving groups.
- AAE helped provide refugee students and at-risk scholars with opportunities to teach, research and study at SFU. With the help of our supporters and partners—including the Mowafaghian Foundation—we are enabling them to pursue their goals.
- The SFU Student Urgent Response Fund, supporting students most adversely affected by COVID-19, raised over \$425 thousand, including \$245 thousand in major gifts from the SFU Alumni Association, First Nations Student Association, and Simon Fraser Student Society as well as almost \$49 thousand from SFU faculty and staff.
- AAE helped secure funding to establish the Faculty of Education's first endowed Chair, which will focus on Indigenous art pedagogy.
- AAE received a \$600 thousand gift from Shiva and Elizabeth Nanda in support of the Faculty of Arts and Social Sciences. This donation will establish an endowment in Economics to support graduate students.
- This past year SFU received a generous gift of \$500 thousand from TD Bank Canada to support the SFU Surrey – TD Community Engagement Centre for the next five years.
- AAE's student mental health appeal raised funds in support of SFU Health & Counselling Services. Donations from alumni and partners have enabled SFU to continue providing vital services that allow students to reach out for professional counselling and guidance.
- SFU was thrilled to be ranked among the top 100 charities in Canada by Charity Intelligence Canada (CIC). This is especially significant because of CIC's robust rating

methodology, which examines charities and universities based on the quality of its reports, financial transparency and other key benchmarks.

- AAE engaged donors through a number of meaningful activities including our 2nd annual Endowment Event and our first virtual Donor Appreciation Reception.
- During the 2020/21 fiscal year, AAE welcomed over 3,800 alumni to over 80 events.
- AAE's Alumni Relations team hosted a mental health panel discussion moderated by President Joy Johnson.
- The Alumni Relations team also hosted several engaging events focused on building community, including the Life of Wine virtual event and a fun "Who done it?" mystery event.
- SFU Reads, our first-ever online book club, was launched. Over 700 alumni signed up in its first 12 weeks!
- Alumni Relations was thrilled to host a Charter and early years alumni, staff and faculty reunion.
- Alumni corresponded increased by 63% in the past year.

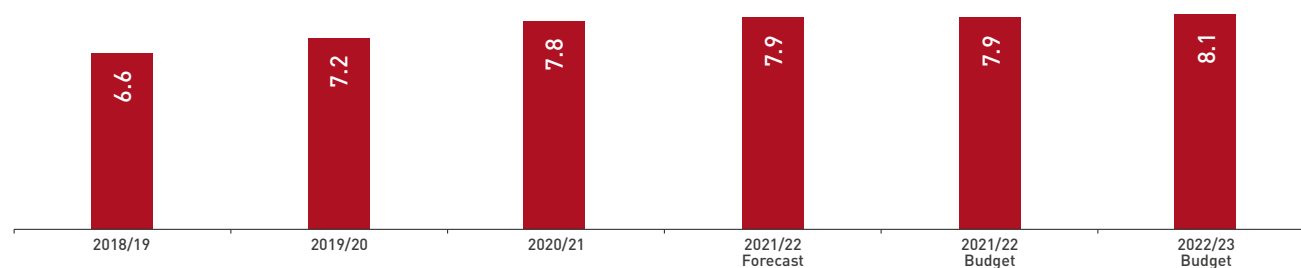
2022/23 STRATEGIC PRIORITIES

- Establishing a suite of donor events, programming and stewardship activities to better engage SFU's donor community.
- Recruit and onboard a full complement of major-gift, faculty fundraisers.
- Work with university partners to establish the processes required to accept and appropriately utilize funding for equity deserving groups.
- Better align resources within AAE's team to build for future growth.
- Build partnerships across the institution to create a foundation for Indigenous alumni engagement and support student recruitment.

ADVANCEMENT AND ALUMNI ENGAGEMENT

Original Base Budget

(\$ Millions)



■ Advancement and Alumni Engagement

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	35	507	647	658	N/A	N/A
Original Base Budget ¹	6,641	7,226	7,830	7,940	7,940	8,051
Departmental Revenues	23	36		5	10	2
Budget Transfers ²		215	(275)	3	N/A	N/A
Total Funding Available	6,699	7,984	8,202	8,606	7,950	8,053
Academic & Instructional Salaries	87	183	235	200	197	200
Support Salaries	3,666	4,610	5,073	5,382	5,021	4,990
Benefits	858	1,164	1,297	1,316	1,444	1,548
Operational Expenses	1,581	1,380	939	1,046	1,288	1,315
Interfund Transfers to Capital						
Total Expenses	6,192	7,337	7,544	7,944	7,950	8,053
Cumulative Carry Forward, End	507	647	658	662	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Base budget increases are in support of the Advancement & Alumni Engagement portfolio growth plan, increases of \$400K were received in 2018/19, 2019/20, and 2020/21 respectively.

2. 2018/19 Budget Transfers were re-stated for comparability as follows: Growth funding was reclassified from Budget Transfers to Original Base Budget.

FINANCE AND ADMINISTRATION



FINANCE AND ADMINISTRATION

Martin Pochurko, Vice President

The Office of the Vice President Finance and Administration (VPFA) provides support services to aid in the academic, research and community engagement mission of the university.

Serving students, staff and faculty across SFU's three campuses—as well as the wider community—the VPFA meets the university's day-to-day operational and administrative needs through the work of Ancillary Services, Facilities Services, Finance, IT Services and Safety and Risk Services.

The Office of the VPFA has undergone and is preparing for some changes to the portfolio with Sustainability transitioning to the VP, Research and International this past year and Human Resources will transfer to the new VP, People, Equity and Inclusion over the coming year. We thank these teams for their continued contributions to the university and want to ensure they have VPFA's continued support in the work they do.

Looking back, it has been another challenging year with the continuing COVID-19 pandemic. After two years of securing and maintaining our campus in providing off-campus remote (and essential) services, the VPFA pivoted to provide needed services for our students, staff and faculty in preparation for the university's return to campus this past fall 2021.

2021/22 HIGHLIGHTS

- Successfully supported transitioning the university back to on-campus in fall 2021.
- SFU again retained its ranking as a Top Employer in Canada.
- Celebrated the completion and opening of both the new stadium and the Student Union Building on the Burnaby campus (a project that has been generously supported by the Simon Fraser Student Society [SFSS] and SFU students).
- Successfully opened Phase 1 of the student housing expansion program in Burnaby.
- Committed to the elimination of all fossil fuel investments by 2025.
- Rolled out the UniForum@SFU benchmarking program.

- Launched a new Social Procurement initiative for the university.
- Created a new IT Services Chief Information Security Officer (CISO) position as part of ITS' new governance model.
- Working with Student Services, IT successfully launched the Advisor Link project.
- Launched a 'test and learn' initiative for Hybrid Work Arrangements, which will inform SFU's guidelines moving forward.
- New Community Vibrancy initiatives were launched to bring back vibrancy to our campuses.

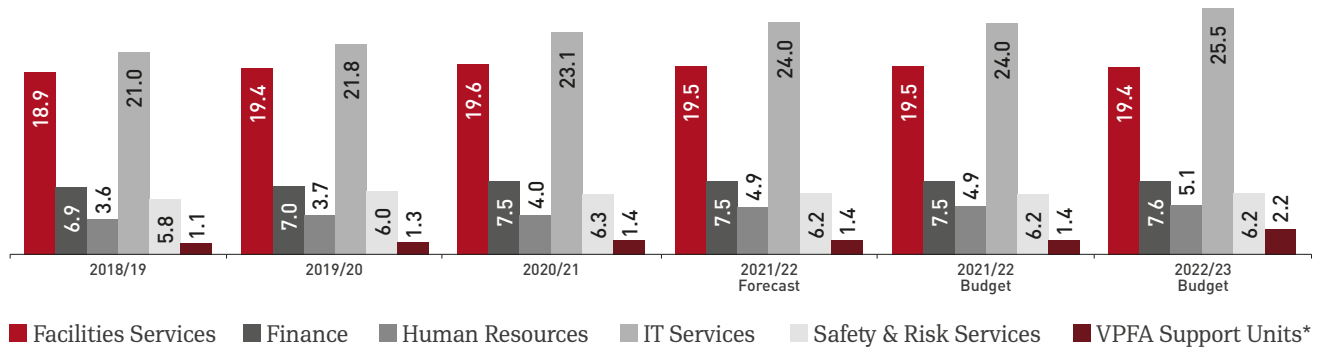
2022/23 STRATEGIC PRIORITIES

- Starting construction of the First Peoples' Gathering House as well as the Gibson's Art Museum.
- Continuing to enhance information security.
- With the Vice President Research and International, implementing the Research Enterprise Systems Program.
- Transitioning Human Resources to the new Vice President People, Equity and Inclusion and supporting a new round of Collective Bargaining for the majority of our unions across SFU.
- Opening the new Dining Hall for students on campus.
- Opening of the mature student housing residences at UniverCity as well as Phase 2 residential housing for students. Together, the student housing expansion program will provide over 1,300 new beds for students on campus.

FINANCE AND ADMINISTRATION

Original Base Budget

(\$ Millions)



Operating Expenses ¹

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Facilities Services	20,547	22,557	19,054	19,739	20,149	20,075
Finance	7,499	7,808	7,768	8,097	7,595	7,647
Human Resources	4,192	5,198	5,759	5,897	4,875	5,144
IT Services ²	27,023	25,227	27,735	30,670	24,014	25,481
Safety & Risk Services	6,472	6,160	8,444	6,367	6,222	6,236
VPFA Support Units*	1,083	1,301	1,235	1,708	1,377	2,161
Total Expenses	66,816	68,251	69,995	72,478	64,232	66,744

*Includes VP Finance Admin Office and Fund 11 Ancillary Services

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	1,862	900	[478]	3,757	N/A	N/A
Original Base Budget	57,316	59,292	61,760	63,412	63,412	66,024
Departmental Revenues	1,150	1,159	1,027	749	820	720
Budget Transfers ³	7,388	6,422	11,443	5,977	N/A	N/A
Total Funding Available	67,716	67,773	73,752	73,895	64,232	66,744
Academic & Instructional Salaries	[132]	[248]	234	304	103	121
Support Salaries	36,632	37,423	38,328	38,011	37,408	40,757
Benefits	8,216	9,591	10,091	9,895	10,245	11,435
Operational Expenses	21,647	21,433	21,342	24,268	16,226	14,181
Interfund Transfers to Capital	453	52			250	250
Total Expenses	66,816	68,251	69,995	72,478	64,232	66,744
Cumulative Carry Forward, End	900	[478]	3,757	1,417	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Operating Expenses reflect reorganization related to the movement of SFU Sustainability to Research & International.

2. The IT Technologies Renewal Fund resides in GUR in support of project funding. As technology related projects are approved funding is transferred from GUR, accordingly ITS expenses will fluctuate based on project life cycles, and as sustainment costs are operationalized.

3. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: a receipt of \$1.07M from the VPA in support of Salesforce CRM project, a receipt of \$1.22M from GUR in support of Research Enterprise project, and a receipt of \$1.86M from GUR in support of increased IT security costs was received by IT Services in 2020/21.



FACILITIES SERVICES

Larry Waddell, Chief Facilities Officer

Facilities Services reports to the Vice President Finance and Administration (VPFA) portfolio. The department is comprised of three units: Administration & Real Estate Services, Campus Planning & Development, and Maintenance & Operations. Collectively, our 155 employees and contracted partners are responsible for the stewardship of SFU's lands and buildings, which encompass more than five million square feet of campus buildings on approximately 157 hectares of land.

Our responsibilities include campus planning, a diverse range of real estate services including leasing, purchase and sale of property, granting and obtaining access rights, development of new buildings, maintenance, operations, building renovations, grounds, utility systems, space and infrastructure inventory record keeping in addition to supporting sustainability initiatives across all three campuses. Facilities Services is dedicated to providing welcoming, clean and comfortable facilities and grounds as required by students, staff and faculty, helping to promote excellence in teaching, research and public service activities at SFU. Our goal is to provide reliable, timely, cost-effective and high levels of services to support the facility and operational needs of the university community.

2021/22 HIGHLIGHTS

- 2021 saw the official opening of the new Student Union Building, which had been delayed since construction was completed in 2020 due to the COVID-19 pandemic.
- The 468 bed Student Residence Phase 1 Expansion project was officially opened to its first residents in May 2021.
- The Stadium project at the Burnaby campus was opened for use in May 2021.
- Approximately \$50 million of deferred maintenance and campus renewal work was completed, including the rebuilding of South Campus Road.
- Construction continued on the Dining Hall Expansion, Applied Sciences Building Envelope Upgrade project and the Student Residence Phase 2 project on the Burnaby campus.

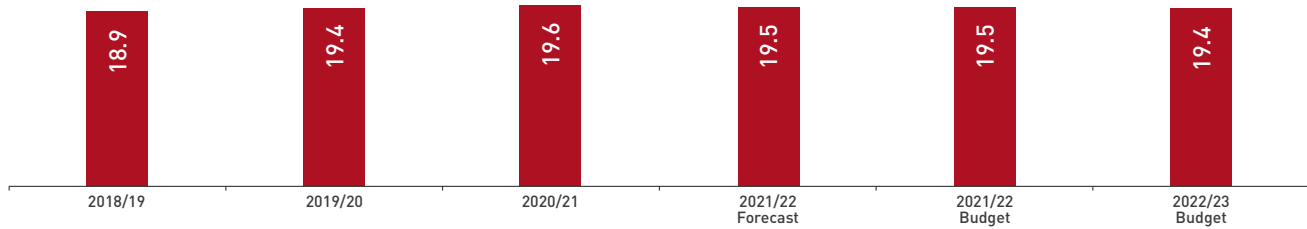
- Received SFU Board and Surrey Council approval of the Partnering Agreement with Surrey - the guiding plan for changes to SFU lands supporting the development and transit changes in Surrey City Centre.
- Our departmental Organizational Excellence initiative continued with implementation of numerous process and service improvements. Over 450 Kaizen initiatives have now been completed.
- Successfully took over maintenance responsibility for the UniverCity Childcare facility on Lot 22 and new student residence building on Lot 21 in UniverCity.
- The detailed design of the new 14,000 square foot First Peoples' Gathering House was completed following extensive consultation on the design concept.
- The design team for the new SFU Art Museum was selected and the design development completed.
- Successfully met our annual target of two per cent energy reduction at the Burnaby campus.

2022/23 STRATEGIC PRIORITIES

- Complete construction of the Dining Hall Expansion, Applied Sciences Building Envelope Upgrade and Student Residence Phase 2 projects.
- Start construction of the Lorne Davies Complex Upgrade project, the First Peoples' Gathering House, and the SFU Art Museum.
- Develop plans for the Student Residence Phase 3 and 4 projects and a replacement Child Care facility.
- Continue to undertake work to address deferred maintenance requirements, particularly at the Burnaby campus.
- Complete the cultural landscape study of the Burnaby campus and develop heritage guidelines.
- Complete rezoning of the Burnaby campus to provide clarity regarding allowable development on SFU lands, including the proposed Innovation Precinct.
- Develop plan for the upgrade of the Burnaby campus district energy system.

FACILITIES SERVICES

Original Base Budget (\$ Millions)



■ Facilities Services

Operating Expenses (\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	(91)	(83)	(1,583)	210	N/A	N/A
Original Base Budget	18,922	19,401	19,571	19,456	19,456	19,432
Departmental Revenues	771	893	793	671	694	644
Budget Transfers	864	763	482	(91)	N/A	N/A
Total Funding Available	20,466	20,974	19,263	20,246	20,150	20,076
Academic & Instructional Salaries	20	19	15			
Support Salaries	9,234	9,656	9,220	7,427	8,964	9,155
Benefits	2,170	2,503	2,574	2,270	3,003	3,117
Operational Expenses	9,125	10,379	7,244	10,043	7,933	7,554
Interfund Transfers to Capital					250	250
Total Expenses	20,549	22,557	19,053	19,740	20,150	20,076
Cumulative Carry Forward, End	(83)	(1,583)	210	506	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.



FINANCE

Alison Blair, Associate Vice-President Finance

The vision of SFU Finance is to be a trusted and innovative partner to the university by providing exceptional service through financial leadership, decision support and robust systems that are delivered by an engaged team. SFU Finance is dedicated to providing outstanding customer service, accelerating change, ensuring the university's financial resources are strategically directed and protected through sustainable means and fostering a skilled, empowered and collaborative team.

SFU Finance is comprised of a number of units that deliver a variety of financial services to the university: Banking, Budget, Financial Reporting, Payment Services, Payroll, Planning & Analysis, Procurement, Research Accounting, and Treasury.

2021/22 HIGHLIGHTS

- Despite the COVID-19 crisis, the audit of the university's 2020/21 financial statements was successfully completed on time.
- Prepared the 2022/23 budget and engaged in consultations with students, faculty and staff as well as SFU student societies.
- Expanded Responsibility Centered Budget modeling by incorporating processes to allocate space costs to units.
- Implemented the project costing phase of the overall Research Enterprise Systems Program.
- Collected data and reported on administrative services benchmarking under the UniForum@SFU/Cubane program which compares SFU with its Canadian and international peers.
- Began the process of revamping the Finance website to enhance usability, information sharing and communication with our target audiences.
- Explored further opportunities to leverage social value from the university's procurement practices and continue SFU's leadership of the B.C. Collaborative for Social Infrastructure.
- Created a Social Procurement Toolkit for the sector.
- SFU announced divestment from fossil fuels in its investment funds by 2025.
- Developed a funding model to support the implementation

of Phase 3 and 4 of the Housing Master Plan.

- Provided costing information and support for the medical school project.
- Continued contributing to team success by identifying opportunities to enhance our work environment and promote our goals and values, including holding interactive Town Halls.
- Completed planning for the capital asset module to prepare for implementation of the asset retirement obligation accounting standard.

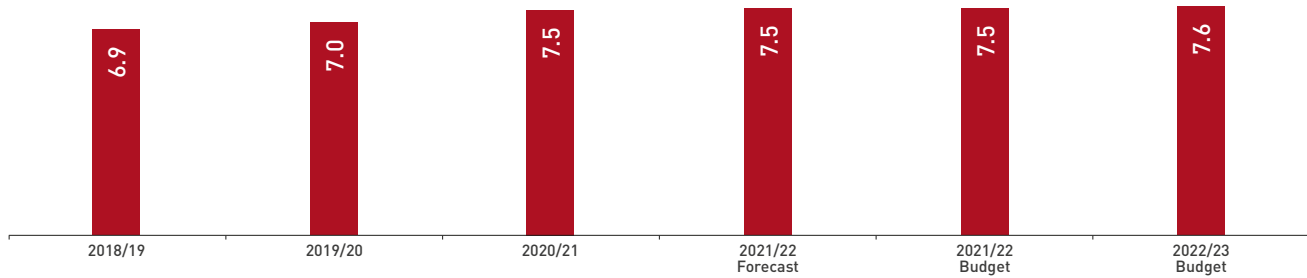
2022/23 STRATEGIC PRIORITIES

- Continue development of initiatives outlined in the SFU Finance 2020/21-2022/23 Strategic Plan.
- Continue progress of the Research Enterprise Systems program with a focus on building a common repository for financial data on research projects, a new Research Administration System and a dashboard for principal investigators.
- Contribute to team success with an engagement survey and results sharing.
- Continue enhancing the Finance website.
- Perform a requirements and cost estimation for implementation of the supplier contract module.
- Explore workflow enhancements to automate Accounts Payable and journal vouchers approval processes.
- Implement finance training enhancements developed through stakeholder consultations.
- Explore Credit Card-FINS system integration with initiation of discovery and planning phases.
- Begin discovery phase to explore multi-year budgeting, adding and enhancing Responsibility Centered Budget items to the budget model.
- Continue implementation of a Procure to Pay System through readiness testing.
- Provide financial expertise and advice in support of the university's new medical school as announced by the Province of B.C.

FINANCE

Original Base Budget

(\$ Millions)



■ Finance

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	210	(49)	(340)	(208)	N/A	N/A
Original Base Budget	6,851	7,044	7,500	7,535	7,535	7,587
Departmental Revenues	139	105	118	60	60	60
Budget Transfers	250	368	282	796	N/A	N/A
Total Funding Available	7,450	7,468	7,560	8,183	7,595	7,647
Academic & Instructional Salaries	29	29	20	15	23	24
Support Salaries	5,516	5,730	5,883	5,900	5,773	6,058
Benefits	1,257	1,488	1,512	1,497	1,490	1,599
Operational Expenses	697	561	353	685	309	(34)
Interfund Transfers to Capital						
Total Expenses	7,499	7,808	7,768	8,097	7,595	7,647
Cumulative Carry Forward, End	(49)	(340)	(208)	86	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.



HUMAN RESOURCES

Chris Hatty, Executive Director (*interim*)

Human Resources (HR) is responsible for providing strategic leadership and facilitation of effective 'people practices' to ensure SFU is able to recruit and retain a high-performing, engaged workforce. HR provides strategic and operational services, support and guidance to SFU's managers and staff. In addition, a critical role of the department is developing and maintaining effective partnerships and negotiation of collective agreements with all staff and management employee groups.

Human Resources will be transitioning to the new VP People, Equity and Inclusion portfolio in 2022.

2021/2022 HIGHLIGHTS

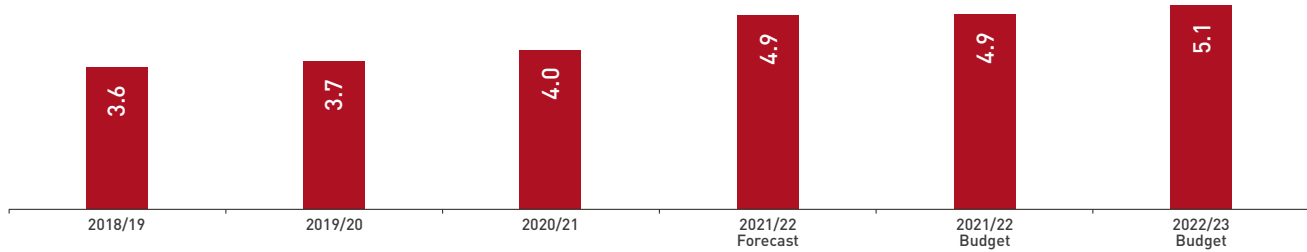
- Acted as an integral part of the university's COVID-19 response team supporting return to campus planning, navigating complex issues, supporting employee wellness and accommodation needs and providing change management support to all areas of the university.
- Advanced the university's shift to a new strategic service delivery partnership model to support departments and leaders with comprehensive 'people practices'.
- Led development of the university's hybrid work arrangements program and successfully trialed with a variety of academic and service departments in preparation for university-wide roll out.
- Advanced SFU's Research Personnel Initiative (RPI) by developing key processes with faculties and onboarding research personnel as employees of the university.
- Created virtual learning and development opportunities for leaders and employees with new topics such as: leading in times of transition; coaching skills for leaders; and intercultural foundations.
- Continued a focus on providing learning sessions on Equity, Diversity and Inclusion (EDI) topics; conflict and communication; and Indigenous Cultural Safety.
- Completed the first fully remote cohort for the Leadership Foundation Program and launched a new hybrid version of the program.
- Made individual coaching available to leaders through a vetted list of credentialed professional coaches.
- Started the framework for a total wellness strategy and increased wellness workshops for staff and faculty focusing on mental health.
- Concluded collective bargaining with the university's four employee groups.
- Revamped in-person orientation program for staff, integrating and building upon our online onboarding course and resources.
- Designed the next phases of SFU's Total Compensation programs including: process improvement; benefits review; staff education; and enhanced integration with performance management.

2022/23 STRATEGIC PRIORITIES

- Commence collective bargaining for the renewal of the remaining collective agreements.
- Implement a revised Wellness and Recovery framework and expand offerings focused on enhancing physical and mental health, including additional support for managers and staff.
- Build talent development and workforce planning capabilities of leaders across the university through tools, training and support.
- Continue to expand upon strategic and inclusive recruitment strategies and support for hiring managers.
- Support implementation of the university's hybrid work program and integrate into recruitment strategies.
- Conclude and implement the first collective agreement for research assistants as members of TSSU.
- Continue enhancing HR service delivery through a client experience lens, streamlining processes and internal touch points.
- Explore options for demographic data capture as part of the university's commitment to EDI.
- Update and revise employee-related policies and procedures.
- Design and implement an expanded Leadership Coaching program.
- Continue expanding learning and development opportunities for leaders and employees, with a focus on leadership; EDI; resilience and well-being; conflict and communication; and coaching as well as teaching assistant core competency training.

HUMAN RESOURCES

Original Base Budget (\$ Millions)



■ Human Resources

Operating Expenses (\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	328	(235)	(469)	(428)	N/A	N/A
Original Base Budget	3,589	3,684	3,996	4,875	4,875	5,144
Departmental Revenues	35	31	45	1		
Budget Transfers	5	1,249	1,759	288	N/A	N/A
Total Funding Available	3,957	4,729	5,331	4,736	4,875	5,144
Academic & Instructional Salaries						
Support Salaries	2,722	2,979	3,752	4,332	3,625	5,232
Benefits	596	743	834	1,031	798	1,258
Operational Expenses	874	1,476	1,173	534	452	(1,346)
Interfund Transfers to Capital						
Total Expenses	4,192	5,198	5,759	5,897	4,875	5,144
Cumulative Carry Forward, End	(235)	(469)	(428)	(1,161)	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.



IT SERVICES

Keith Fong, Chief Information Officer (*interim*)

IT Services (ITS) empowers the university to thrive and innovate through the effective use of data and technology. To achieve this, ITS ensures our initiatives are aligned with the university's strategic goals while developing trusting relationships and delivering on our promises with consistency and transparency.

ITS is responsible for several university-wide services including: maintaining an enterprise service desk; setting technology standards and policies; selecting, implementing, operating and provisioning new and existing technology services and software; and managing the devices that use our services.

2021/22 HIGHLIGHTS

- Implemented Microsoft 365 Cloud services and built a foundation for future unified collaboration services.
- Redesigned the IT governance model to focus on supporting the university's strategic goals as well as the experience of students, faculty and staff.
- Continued our investment in building the university enterprise faculty administration system (eTRACS) with the launch of additional modules.
- Launched an enterprise student advising system, Advisor Link, that empowers advisors to be more efficient and proactive while at the same time improving student experience and success.
- Implemented a cohesive service that allows researchers to see their financial data holistically within one system.
- Successfully migrated PeopleSoft systems to a new database platform to maintain vendor support.

2022/23 STRATEGIC PRIORITIES

- Continue our journey in defining and clarifying our data governance model, roles and responsibilities through the implementation of a formal program.
- Increase flexibility in our faculty administration system by introducing eTRACS as a platform, allowing faculties to create their own modules within a single secure platform.
- Improve the researcher experience by launching a unified research proposal submission system and update processes and systems to ensure financial information is efficient for research projects.
- Provide more diverse gender identity options in our enterprise systems.

INFRASTRUCTURE, RESEARCH & INFORMATION SECURITY

Michael Thorson, Chief Information Security Officer (*interim*)

Infrastructure, Research and Information Security enables SFU to become an organization that meets the access needs of a diverse landscape of users while ensuring robust cybersecurity. A secure network infrastructure is a requirement to maintaining consistent business operations and communications. The need for identity, access and management systems further strengthens our ability to protect data from unauthorized access or use. By focusing on initiatives that increase SFU's security posture (overall state of cyber readiness), risk of exposure or loss from cyberattacks, data breaches and cyber threats can be minimized.

2021/22 HIGHLIGHTS

- Implemented Multi-Factor Authentication (MFA) as a required standard of account security for the SFU community.
- Implemented a Virtual Private Network (VPN) which enables secure, remote access to the campus network.
- Developed an 18-month Security Program to improve the security posture of SFU.
- Consolidated all data centre computing and storage services to new SFU Cloud offering.

2022/23 STRATEGIC PRIORITIES

- Continue to improve our security posture by establishing a Board-approved Information Security Policy Framework.
- Execute an information security plan that provides improved confidentiality, integrity and systems availability.
- Build the next generation research cluster to support the research mission of SFU and Canada.
- Develop operational excellence initiatives that improve our services, delivery and support for our users.

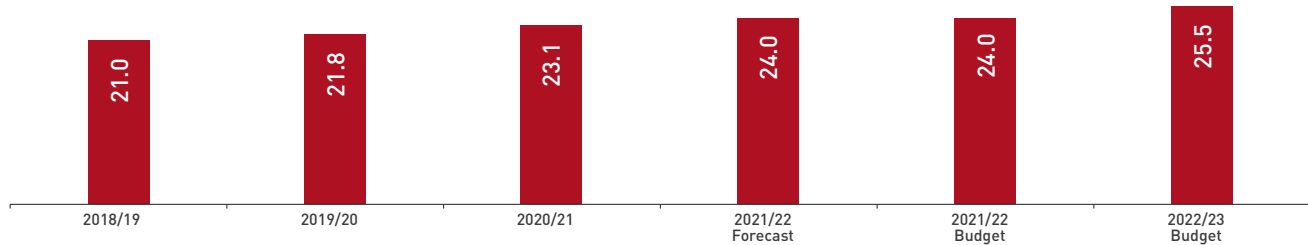
2022/23 JOINT STRATEGIC PRIORITIES

- Further develop the new IT governance model to ensure initiatives are strategically aligned.
- Formalize the IT Career Framework to clearly identify roles, responsibilities and career options within IT Services.
- Transition to existing services in the Microsoft 365 Cloud for SFU Mail and SharePoint to further lower operating costs.
- Review and simplify how we fund cost-recovery services, such as device and room technology management.
- Improve our ticket managing process and system to ensure consistent levels of service.

IT SERVICES

Original Base Budget

(\$ Millions)



■ IT Services

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	977	1,016	980	3,227	N/A	N/A
Original Base Budget	21,043	21,797	23,060	23,964	23,964	25,481
Departmental Revenues	163	114	56		50	
Budget Transfers ¹	5,856	3,280	6,866	4,909	N/A	N/A
Total Funding Available	28,039	26,207	30,962	32,100	24,014	25,481
Academic & Instructional Salaries	(268)	(356)	109	208		19
Support Salaries	15,276	15,167	15,383	15,839	14,813	15,519
Benefits	3,276	3,747	4,053	3,948	3,872	4,217
Operational Expenses	8,339	6,617	8,190	10,675	5,329	5,726
Interfund Transfers to Capital	400	52				
Total Expenses	27,023	25,227	27,735	30,670	24,014	25,481
Cumulative Carry Forward, End	1,016	980	3,227	1,430	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. IT Services has funding available in the IT Technologies Renewal Fund (GUR) for project funding. As technology related projects are approved funding is transferred from GUR, accordingly ITS expenses will fluctuate based on project life cycles and as sustainment costs are operationalized. Budget transfers > \$1 million include the following: In 2018/19 \$3.8M was transferred from GUR and in 2019/20 \$4.96M was transferred from GUR. A receipt of \$1.07M from the VPA in support of Salesforce CRM project, and a receipt of \$1.22M from GUR in support of Research Enterprise project.



SAFETY & RISK SERVICES

Mark LaLonde, Chief Safety Officer

Safety & Risk Services (SRS) is a key component within the Vice President Finance and Administration (VPFA) portfolio. The mission of SRS is to collaboratively deliver world-leading services in safety, security and risk management in support of excellence in learning, teaching and research for the university community. Our department consists of three units: Campus Public Safety, Enterprise Risk & Resilience (including Enterprise Risk Management), and Environmental Health & Safety.

2021/2022 HIGHLIGHTS

- Supported departments in the development of unit specific safety plans for COVID-19 response and contributed to the development of plans and guidance for the university.
- Updated the Terms of Reference for university health & safety committees and submitted a variance application to WorkSafeBC for SFU's unique safety committee structure.
- Updated guidelines and drafted Terms of Reference for a new Field Safety Advisory Committee.
- Led the development of the Respectful Working and Learning Environment training module to align with SFU's new Bullying & Harassment Policy.
- Worked with General Counsel to develop and implement a software tool for tracking university wide legal compliance.
- Updated SFU's Biosafety policy R20.02.
- Created and launched electronic waiver and acknowledgement of risk forms for students and faculty members travelling for SFU approved business.
- Implemented construction inspections through SFU's insurer for newly built SFU structures to help prevent possibility of future incidents.
- Developed water damage metrics for Facilities Services to showcase the history and locations of water damage claims over the previous five years.
- Created Field Activities Working Group to review student risks and updated Field Activity Safety Guidelines.
- Drafted University Related International Travel Policy and Procedures for consultation.

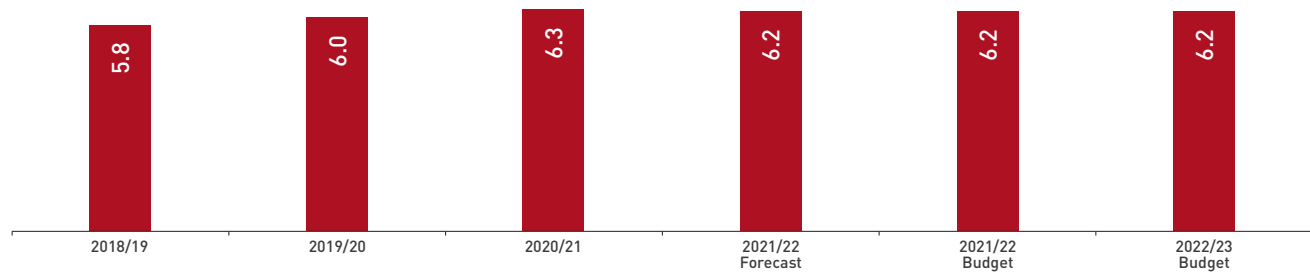
2022/2023 STRATEGIC PRIORITIES

- Continue to develop and update training, including a new project manager responsibilities module, hazardous building materials awareness module and safety committee co-chair module.
- Implement a new Safety Management System software solution for the university.
- Increase the use of claims data to better mitigate and manage operational risks and reduce claims events.
- Enhance the Business Continuity Planning Program and implement the development of an annual plan review process.
- Update SFU's policies for Emergency Management as well as Fire Safety.
- Implement the SFU International Travel Policy and Procedures.
- Further develop a three-year migration, implementation and maintenance plan for additional security risk prevention via integrated CCTV and access control technologies.
- Expand CPS-led educational programming, community outreach and access to support safety-related university policies, systems, structures and university projects.
- Establish best practices for integrated violence prevention, community safety and institutional security risk mitigation measures in Canadian Post Secondary Institutions (PSI).
- Reimagine data collection and analysis to assist with identifying strategic priorities, resource allocation, transparency and service delivery alignment with Equity, Diversity and Inclusion principles.
- Onboard new CPS Director; recruit and onboard new Operations Manager; transition Security Operations Centre Dispatch and continue departmental reassessment of structure, roles and resources.

SAFETY & RISK SERVICES

Original Base Budget

(\$ Millions)



■ Safety & Risk Services

Operating Expenses

(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Cumulative Carry Forward, Beg	329	155	388	336	N/A	N/A
Original Base Budget	5,813	6,045	6,260	6,206	6,206	6,220
Departmental Revenues	17	16	15	16	16	16
Budget Transfers ¹	468	332	2,117	(4)	N/A	N/A
Total Funding Available	6,627	6,548	8,780	6,554	6,222	6,236
Academic & Instructional Salaries	87	60	90	81	80	78
Support Salaries	3,165	3,133	3,284	3,372	3,332	3,487
Benefits	819	922	916	894	896	955
Operational Expenses	2,348	2,045	4,154	2,020	1,914	1,716
Interfund Transfers to Capital	53					
Total Expenses	6,472	6,160	8,444	6,367	6,222	6,236
Cumulative Carry Forward, End	155	388	336	187	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. Budget transfers take place during the year with the purpose of re-allocating budget funding across portfolios and/or designating funding for specific purposes. Budget transfers > \$1 million include the following: a receipt of \$1.86M from GUR in support of increased security costs as a result of COVID in 2020/21 .

GENERAL UNIVERSITY REQUIREMENTS

GENERAL UNIVERSITY REQUIREMENTS

The General University Requirements (GUR) portfolio includes budget provisions and operating expenses that are attributable to the entire university. Budget provisions reflect budget funding held within GUR that is allocated by way of a budget transfer to fund activities during the fiscal year based upon the approved designated purpose. Additionally, the GUR budget includes operating expenses for university-wide revenues and costs that are charged to GUR as they are not readily attributable to specific units, or are highly variable and uncertain.

The graph at the bottom of page 91 reflects each of the major components that comprise the budget provisions and operating expenditure categories.

GUR includes the following budget provisions and operating expenses:

- a. Strategic initiatives: The projects funded from this provision are winding down as they reached or are nearing completion. The Strategic Priority Project Program (SPPP) was in effect since 2016/17 with five SPPP-funded initiatives and strategies: Big Data at SFU, the Student Experience Initiative, Aboriginal Strategic Initiatives, SFU Innovates, and Engaging the Academy with the Community. Big Data and SFU Innovates moved out of a project phase and into sustainment mode in 2020/21. The SPPP initiatives and strategies have the purpose of providing university-wide benefits by supporting SFU's strengths in key areas—such as big data, economic and social innovation, and community-engaged research—and advancing the university's goals with respect to Indigenous initiatives and student engagement.

On an overall basis, strategic initiative funding is budgeted as a lump sum. The lump sum funding for the upcoming fiscal year resides in GUR until the prior fiscal year has been completed. The funding approval for individual projects (as determined by the SFU Executive Team, based upon a robust progress review process) takes place after each fiscal year end, when the actual spend is known and can then be used to assist with the assessment of future project funding requirements. A mid-year review of each project's performance, deliverables and spend is performed by the Executive Team such that any necessary adjustments to current year funding can be determined.

Additional information regarding the active projects funded from the SPPP is noted in Appendix I on page 110.

- b. Renewal of technologies: As every information systems decision is an investment, governance structures and processes are in place to ensure that investment decisions align with, and provide support to, the university's goals including dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement.

A key element of these governance structures and process is the establishment of prioritization criteria and application of the criteria to select and rank all information systems investments at the university. The model applies to all information systems from all areas of the university including educational, administrative, and research systems, and to all information systems in academic and administrative units.

Two recurring provisions, the IT Technologies Renewal Fund (\$2.5 million), and the IT Administrative Systems Fund (\$1.5 million) established in 2017/18 and 2010/11, respectively, are contained within GUR. Technology renewal provisions are budgeted as a lump sum, until business cases are approved by the appropriate governance committee, at which point projects, often with multi-year budgets, project management oversight, and sustainment requirements are established under the financial management of IT Services.

- c. Renewal of capital assets: Funding allocations for the renewal of capital infrastructure may be of a recurring or one-time nature. For 2022/23 there are four ongoing provisions in support of capital renewal including funding for SFU's match to the Province's Routine Capital Maintenance grant (\$10.3 million), Deferred Maintenance Fund (\$3.3 million), Residence & Housing deferred maintenance (\$2.1 million), and provision for the renewal of learning spaces (\$1.5 million). SFU's match to the Province's Routine Capital Maintenance grant and the Deferred Maintenance Fund are budget provisions established to invest in SFU's capital renewal efforts with the aim of addressing some of the deferred maintenance issues, estimated at \$90 million in 2021/22 based upon the 2020 VFA Canada's facility condition assessment. Deferred maintenance requirements are projected to rise in future years. In addition, recurring funding is budgeted to support Residence and Housing in addressing deferred maintenance issues associated with student housing, as a significant proportion of the non-residence buildings at the Burnaby campus are currently considered to be in poor condition.
- d. Contingency: Consists of funding of \$12.8 million set aside to mitigate against risks resulting from unanticipated financial consequences. The contingency level is based upon a best practice assessment of 2% of total operating revenues. The contingency budget resides in GUR with transfers subsequently made to address issues approved by the Executive Team.

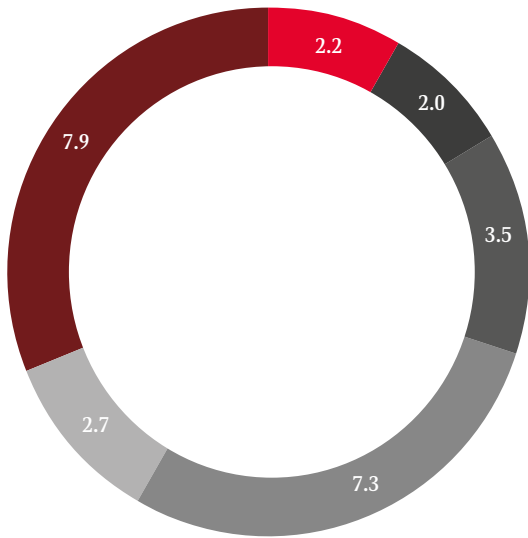
e. Employee-related expenses: Primarily includes centrally administered employee benefit programs. A one-time budget provision is also included to capture the 2022/23 impact of the APSA collective agreement as the settlement was reached after budget reference points were distributed. The funding will be distributed to departments and areas in accordance with the settlement in 2022/23. Programs with budgets greater than \$1 million are noted in the applicable chart.

f. Other operational expenses: Includes costs that are attributable university-wide but where it is ineffective to allocate the costs to specific units as the ability of a single unit to influence the resulting cost is not feasible and/or where there is a long-term contractual agreement in place. The costs greater than \$1 million are noted in the applicable chart.

2022/23 Employee-Related Expenses (\$25.7M)

Dollars in Millions

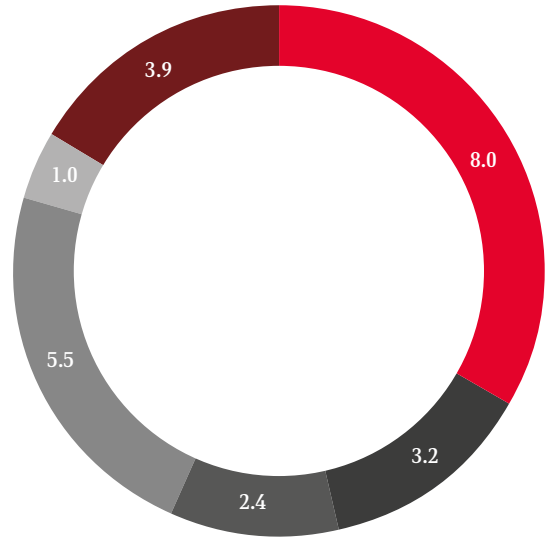
- Mortgage subsidy
- SFUFA PD expenses
- Tuition waivers
- Collective Agreements
- One-day provision
- Other expenses



2022/23 Operational Expenses (\$24.1M)

Dollars in Millions

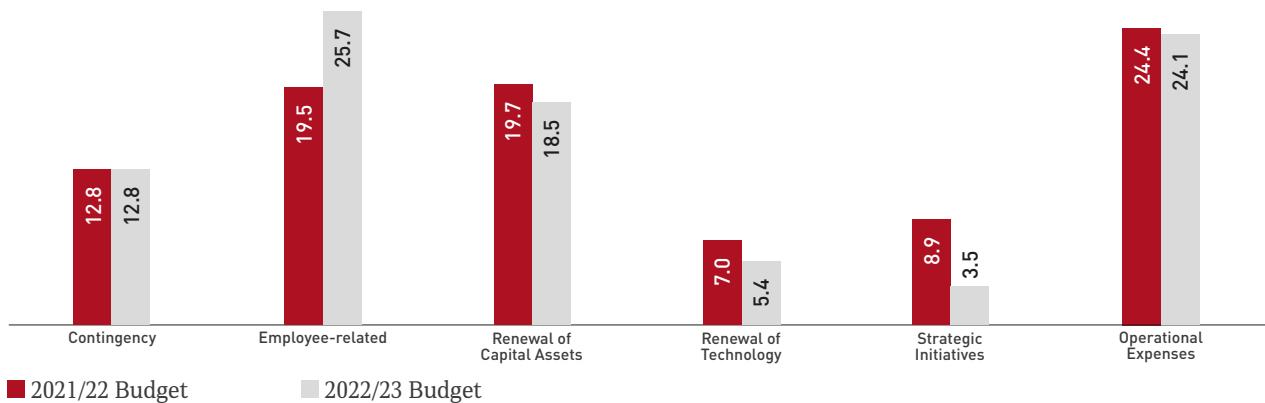
- Utilities
- Harbour centre lease
- Insurance premiums
- Bond repayment
- Legal services
- Other expenses



The table below reflects the fiscal budget held in GUR in each of these components:

OPERATING EXPENSE CATEGORIES

Dollars in Millions



Note: Internal recoveries from Ancillary Services, internal loan repayments, and ancillary overheads are not included in the graph above.

ANCILLARY



ANCILLARY SERVICES

Mark McLaughlin, Chief Commercial Services Officer

Ancillary Services, a self-funded department within the Vice President Finance and Administration (VPFA) portfolio, is comprised of various business and retail units that enhance the living and learning environment of the university while providing resources for its financial stability and growth.

As an innovative and award-winning leader, Ancillary Services is comprised of the Bookstore & Spirit Shop, Food, Document Solutions, MECS (Meeting, Event & Conference Services) and Parking & Sustainable Mobility Services.

Ancillary Services strives to provide exemplary customer service, either in-person or virtually, while creating memorable experiences that contribute to student and campus life.

We demonstrate leadership through sustainable practices, innovation, sector engagement and commitment as a Fair Trade Campus. Ancillary Services continues to be recognized as Canada's first and only Fair Trade Gold Campus by Fairtrade Canada.

The lack of on-campus presence and activities due to COVID-19 continues to have a huge impact on revenues. Albeit, we are a much leaner operation than we were pre-COVID-19, a return to financial health is very much dependent on the eventual full return to campus life. In the interim, we continue to offer campus services, many of which are essential, look for operational efficiencies, and continually seek new revenue opportunities both internal and external to the university.

2021/22 HIGHLIGHTS

- Relaunched on-campus services for Fall 2021, including leading staff and student Welcome Back initiatives.
- Kept the Dining Hall open throughout the pandemic to serve students living in residences.
- Launched the Foodie project, including new vending options, food trucks and pop-ups.
- Eliminated use of single-use plastic bottles.

- Implemented online self-service options for parking, including the new Honk payment and Flexpass aimed at employees and students working/studying less than full-time on campus.
- Implemented MECS Space Booking Process and updated Use of University Space policy GP-36.
- Updated SFU policy, procedures and contract for campus filming in order to augment revenue.
- Implemented new Bookstore Point Of Sale (POS) to enhance eCommerce.
- Led the Burnaby Campus Community Vibrancy project.
- Led the SFU BC Flood relief response for our SFU community.
- Achieved Fair Trade Gold campus status.
- Implemented an umbrella sharing service across all three campuses.

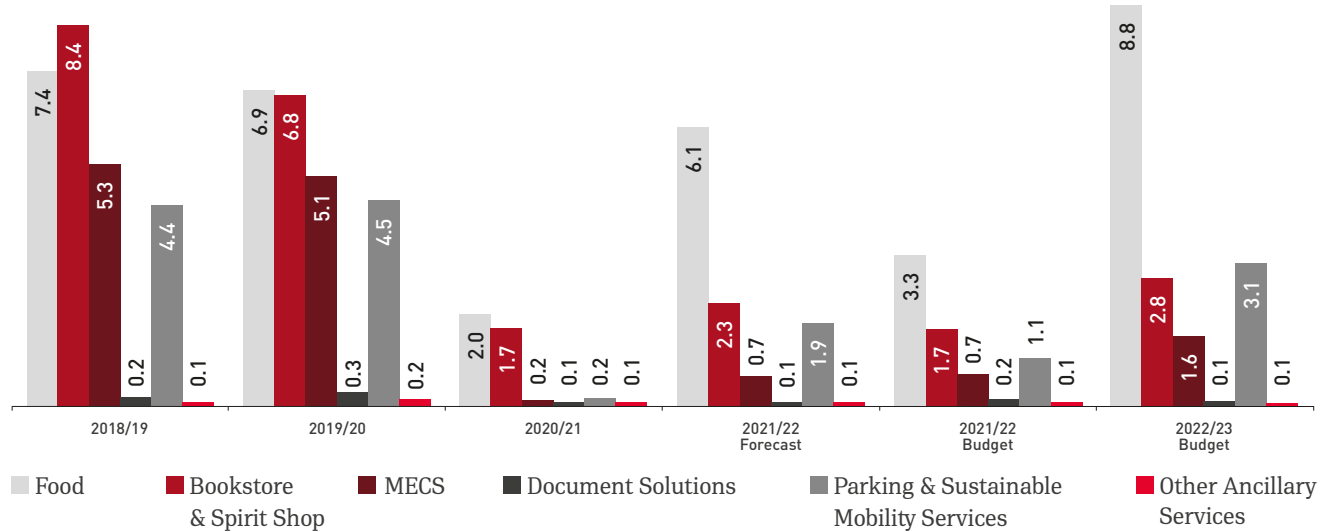
2022/23 STRATEGIC PRIORITIES

- Develop Campus Services kiosk for Surrey.
- Open new Dining Commons to support the growth of the Burnaby campus student residential population.
- Grow internal and external sales for Bookstore & Spirit Shop as well as Document Solutions.
- Collaborate with internal departments to augment the number of EV charging stations.
- Pursue revenue growth from film shoots across all campuses.
- Secure an Indigenous catering service for all campuses.
- Launch SFU Esports program, including a steering committee and tournament hosting.
- Maintain Fair Trade Gold campus status.
- Improve financial reporting processes, including Key Performance Indicator (KPI) monitoring
- Continue to lead the Burnaby community vibrancy initiative.
- Undertake community vibrancy planning for Surrey and Vancouver campuses.

ANCILLARY SERVICES

Ancillary External Revenues

(\$ Millions)



(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Food	7,355	6,927	2,031	6,131	3,313	8,803
Bookstore & Spirit Shop	8,378	6,842	1,741	2,284	1,701	2,798
MECS	5,320	5,059	153	690	726	1,564
Document Solutions	229	324	116	113	163	114
Parking & Sustainable Mobility Services	4,429	4,538	182	1,855	1,077	3,146
Other Ancillary Services	116	171	111	92	93	83
Total External Revenues	25,827	23,861	4,334	11,165	7,073	16,508
MECS	4,065	4,154	31	582	217	1,095
Document Solutions	1,942	1,989	686	770	532	835
Parking & Sustainable Mobility Services	84	67	11	10	15	24
Total Internal Revenues	6,091	6,210	728	1,362	764	1,954
Total Revenues	31,918	30,071	5,062	12,527	7,837	18,462
Academic & Instructional Salaries						
Support Salaries	4,405	4,865	4,445	3,732	3,497	4,438
Benefits	982	1,179	1,096	991	1,001	1,274
Operational Expenses ¹	23,766	22,477	5,230	13,356	10,275	17,314
Interfund Transfers to Capital ²	1,306	800	258	150		
Total Expenses	30,459	29,321	11,029	18,229	14,773	23,026
Surplus (Deficit)	1,459	750	(5,967)	(5,702)	(6,936)	(4,564)
	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Opening Reserve Balance	10,939	12,398	13,148	7,181	N/A	N/A
Change from Operations	2,765	1,550	(5,709)	(5,552)	(6,936)	(4,564)
Change from Capital Investments	(1,306)	(800)	(258)	(150)		
Ending Reserve Balance	12,398	13,148	7,181	1,479	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes.

1. For the purposes of developing the 2021/22 Forecast, it was assumed that the annual operating contribution (dividend) of \$1.641M was waived. Actual contribution amount is pending year-end outcome.

2. Reflects transfers to the capital fund for capital renewal. Interfund transfers > \$1 million include the following: a distribution of \$1.2M for parking lot expansion in 2018/19.



RESIDENCE AND HOUSING

Zoe Woods, Director

The Residence and Housing department is part of the VP, Students & International portfolio. It is composed of service areas that enhance the living and learning environment for over 2,000 students and occasional guests. These service areas include Residence Life, Occupancy and Assignments, Front Desk, Residence Facilities, and Guest Accommodations. We support the academic mission of SFU and Student Services by creating purposeful, healthy residence communities that, through our programs and services, emphasize academic support, student success and leadership development. Our department is committed to effective management and administration of our operations, and is proud to provide student-centred living and learning environments that are clean, attractive, well-maintained, comfortable and welcoming.

This year, Residence and Housing continued to adapt our services and operations in support of a safe living and learning community during the ongoing COVID-19 pandemic. Residence and Housing was proud to continue serving students with the health and safety of our community remaining our highest priority. We continue to follow guidance and health orders from public health officials to ensure our residents are living in a safe and comfortable environment.

2021/22 HIGHLIGHTS

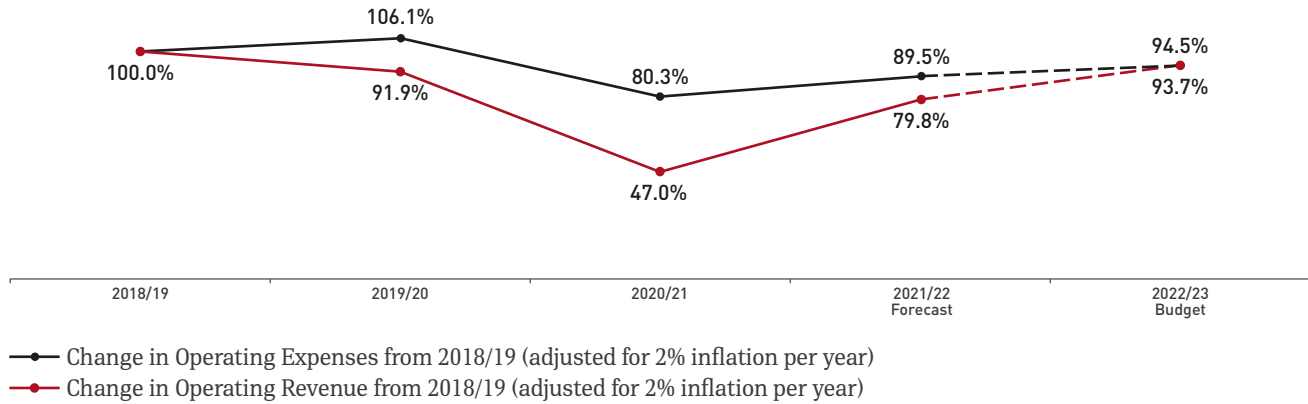
- Provided safe housing and support services throughout the year to students living in residence during the pandemic.
- Continued to offer a diverse range of housing options to prospective and current SFU students.
- Successfully recruited and welcomed back students to the residence community with steadily increased occupancy (47% summer 2021; 90% fall 2021; 90% projected for spring 2022).
- Carried out financial and operational plans applicable to the pandemic for all residence spaces.
- Deferred residence furniture upgrades and other capital projects to mitigate some of the financial loss from the pandemic and maintain our reserve at a sustainable level.

- Progressed SFU's Housing Master Plan with the opening of East Tower and West Tower (Phase 1) adding 482 new beds for first-year undergraduate students and a wide variety of amenity spaces for the residence community. Planning for Phase 2 and 3 also continues.
- Continued construction of new Family Housing project on the university's Parcel 21 site, with expected completion in spring 2022.
- Fostered a sense of belonging and community connection within the residence community through virtual and in-person Residence Orientation program, supports, and social and educational programs throughout the pandemic.
- Relunched the Living Learning Communities, inclusive of the Engaged Global Citizenship Community, SFU's Beedie School of Business Undergraduate Community, and Indigenous Living Learning Community.

2022/23 STRATEGIC PRIORITIES

- Continue implementation of marketing and recruitment strategy to build upon strong demand for student housing.
- Develop sustainable financial and operational plans that recognize the pandemic and recovery planning along with forecasted new residence spaces and capital renovation projects.
- Completion and opening of the Phase 2 Residence Project inclusive of 369 undergraduate beds for first-year and second-year undergraduate students, Indigenous community space and departmental office space.
- Open and welcome SFU students to SFU's Family Housing building and residence community pavilion located on the boundary of UniverCity and SFU.
- Continue implementation on the university's Housing Master Plan with a focus on building and planning Phase 3.
- Continue to develop and foster living and learning opportunities within the residence community through the delivery of hybrid and face-to-face supports, programs and support services.
- Prepare for re-opening of Simon Short Stay Rooms and the Guest Accommodation season to welcome SFU guests and visitors and support departmental financial goals.

RESIDENCE AND HOUSING



(\$ Thousands)

	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Revenues	14,812	13,891	7,237	12,550	12,525	15,156
Academic & Instructional Salaries	55	36		11		40
Support Salaries	1,531	1,827	1,927	2,628	3,100	3,089
Benefits	329	424	452	596	677	653
Operational Expenses ¹	8,576	8,235	6,117	7,414	8,801	8,005
Interfund Transfers to Capital ²	3,207	4,299	2,948	2,358	2,200	2,100
Total Expenses	13,698	14,821	11,444	13,007	14,778	13,887
Surplus (Deficit)	1,114	(930)	(4,207)	(457)	(2,253)	1,269
	2018/19	2019/20	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Opening Reserve Balance	12,766	13,880	12,950	8,743	N/A	N/A
Change from Operations	4,321	3,369	(1,259)	1,901	(53)	3,369
Change from Capital Transfers	(3,207)	(4,299)	(2,948)	(2,358)	(2,200)	(2,100)
Ending Reserve Balance	13,880	12,950	8,743	8,286	N/A	N/A

Notes:

The 2022/23 budget does not include beginning carry forward as it is not known until completion of the March 31st year-end. The 2021/22 budget has been re-stated for comparative purposes. Residence Life is captured in Fund 40 for 2021/22 onward. All pre-2021/22 information on Residence Life is in Fund 11.

1. Operational Expenses includes the receipt of an annual interfund transfer from operating to Residence & Housing for deferred maintenance of \$2.1M.

2. Reflects transfers to the capital fund for capital renewal. Interfund transfers > \$1 million include the following: a transfer of \$1.1M for Townhouse Exterior Repair and a \$1.1M transfer for tower water shedding improvements in 2018/19. A transfer of \$1.2M for residence tower washroom renovations and \$1.7M for tower water shedding improvements in 2019/20. A transfer of \$2.4M for re-roofing McTaggart Cowan Hall and \$1M for boiler room occurred in 2020/21.

CONSOLIDATED BUDGET

CONSOLIDATED BUDGET

STATEMENT OF OPERATIONS

(\$ Thousands)

	Notes	2020/21 Actuals	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Revenues					
Government grants and contracts					
Province of British Columbia		277,499	284,528	277,355	288,218
Government of Canada	1	73,501	69,575	61,671	66,542
Other governments		3,777	2,854	3,391	3,392
Tuition					
Credit courses		286,810	290,432	296,202	304,436
Non-credit courses and other student fees	2	19,095	24,547	22,296	25,571
Sales of goods and services	3	13,102	25,920	21,755	34,353
Donations, non-government grants and contracts	4	65,433	58,695	57,369	65,859
Investment income	5	34,225	40,695	27,567	32,147
Amortization of deferred capital contributions	6	42,597	41,105	43,500	39,018
Other revenue	7	9,330	12,850	8,810	11,556
Total Revenues		825,369	851,201	819,917	871,092
Expenses					
Salaries	8	448,325	456,660	436,753	468,737
Employee benefits	9	83,266	94,099	83,985	98,370
Supplies and other operational expenses	10	57,859	64,349	86,264	80,837
Amortization of tangible capital assets		78,769	79,625	78,239	78,547
Professional and contracted services	11	43,412	47,915	39,421	43,677
Scholarship and bursaries		46,721	47,095	45,894	47,311
Travel & personnel	12	3,391	9,569	11,981	15,184
Cost of goods sold		2,099	1,594	1,397	1,955
Interest on long-term debt		9,152	9,078	9,078	8,797
Utilities		11,051	12,491	11,524	12,506
Total Expenses		784,045	822,475	804,536	855,921
Operating Surplus Before Restricted Contributions		41,324	28,726	15,381	15,171
Net restricted endowment contributions ¹		12,161	74,171	19,489	22,380
Annual Operating Surplus (Deficit)		53,485	102,897	34,870	37,551

Annual Surplus was allocated to increase Net Assets:

Internally restricted for operating commitments	6,882	6,270	(285)	1,820
Investment in tangible capital assets	34,442	22,458	15,573	13,352
Endowment	12,161	74,169	19,582	22,379
Annual Operating Surplus	53,485	102,897	34,870	37,551

Notes:

1. Net restricted endowment contributions are forecasted to be high in 2021/22 due to a \$45 million endowment capitalization entry approved by the Board of Governors in May 2021. Additionally, higher anticipated BC-CPI rates and success in obtaining donations also factor into the figures. The university does not contribute operating funds to the endowments.

NOTES

(\$ Thousands)

The variances explained in the table below reflects those changes between the 2021/22 Budget and Forecast, and/or the change between the 2021/22 and 2022/23 Budget. Those variances greater than \$1,000,000 and 5% have been explained.

		\$1,000k and 5%		
	Revenue/ Expense Category	Forecast to Budget Variance	Budget to Budget Variance	Description of Variance
1	Government of Canada	7,904		The favourable variance is primarily attributed to the revenue recognition associated with restricted research projects, and federal funding associated with the Beedie School of Business' new Digital Technology Supercluster strategic initiative, Digital Innovation and Leadership (DIAL).
			4,871	The favourable variance is mainly due to the continued increase in revenue recognition associated with restricted research projects, and the Beedie School of Business' new programming.
2	Non-credit courses and other student fees	2,251		The favourable variance is due to higher athletic and recreational fees due to more in-person activities starting in September.
			3,275	The increase in revenues primarily relates to the athletic and recreational fees as in-person activities resume to pre-covid levels.
3	Sales of goods and services	4,165		The favourable variance is due to a higher than anticipated return to campus presence which resulted in higher bookstore, dining, and parking revenues.
			12,599	The favourable variance is due primarily to increased occupancy rates across all residence buildings and new mature student housing as well as increased dining revenue due to the opening of the new Dining Commons in Fall 2022. Other ancillary revenue is also anticipated to increase with recovery being a multi-year venture.
4	Donations, non-government grants and contracts		8,490	The favourable variance is related to projected revenue increases in the Executive Education programs of SFU's Beedie School of Business, offset by lower royalties expected from FIC due to continued lower international student enrolments. Additionally, the variance reflects an increase in restricted research and specific purpose revenues.
5	Investment income	13,128		The favourable variance is due to strong market performance. Investment portfolio rebalancing also crystalized some of the accumulated unrealized gains into realized gains.
			4,579	The favourable variance is due to an adjustment of the 2022/23 budget and economic outlook to pre-COVID levels.
6	Amortization of deferred capital contributions	(2,395)		The unfavourable variance is mainly due to the decrease of CFI-related capital and equipment purchases. The decrease is offset by lower amortization expenses.
			(4,482)	The unfavourable variance is mainly due to the decrease of CFI-related capital and equipment purchases. The decrease is offset by lower amortization expenses.
7	Other revenue	4,040		The favourable increase is primarily attributed to increased external project funding in specific purpose project funds as activities recover from pandemic levels.
			2,746	The favourable increase is primarily attributed to increased external project funding in specific purpose and internal research project funds, as well as higher facility rentals as COVID restrictions ease.
8	Salaries		(31,983)	The increase is driven mainly by general wage, step and career progress increases from collective agreements, and additional planned academic and staff positions to support teaching, programs, projects and return to campus activities. The anticipated higher salary costs in restricted research and specific purpose projects also contributes to the increase, and is offset by increased revenues.
9	Employee benefits	(10,115)		The unfavourable variance is mainly due to the increase of overall salary costs. Additionally, increased expenses for Mortgage Subsidy and Down Payment Assistance, vacation accrual, and anticipated higher expenses for Pensions & Employee Future Benefits, including additional expenses for Long-Term Disability.
			(14,385)	The unfavourable variance in benefits is primarily associated with increased salary expenses, CPP, EI and pension contributions, and continued increased Pension and Employee Future Benefit costs anticipated as a result of year-end actuarial reports.
10	Supplies and other operational expenses	21,915		The favourable forecast variance relates to the allocation of strategic initiative funding in support of Aboriginal Strategic Initiatives, the Wosk Centre, Student Experience Initiatives, and Experiential Learning. Additionally, the allocation of funding for ITS projects managed within the information systems stewardship model as well as funding for various items from contingency also contributes to the favourable variance. The expenditures anticipated in restricted research activities are also expected to be lower, and offset by increased compensation expenses.
			5,427	The favourable budget variance relates to lower funding required for strategic projects such as Aboriginal Strategic Initiatives, the Wosk Centre, Student Experience Initiatives, and Experiential Learning as project phases begin to wind down.
11	Professional and contracted services	(8,494)		The unfavourable forecast variance is primarily related to increased security during the pandemic and low in-person attendance, technical support for various IT projects, and the increased consulting fee associated with new Executive programs in Beedie School of Business.
			(4,257)	The unfavourable variance primarily relates to Dining Services with increased food contractor costs offset by higher meal plan sales as the opening of the new Dining Commons is set for Fall 2022.
12	Travel & personnel	2,412		The forecast variance is mainly due to reduced travel due to COVID.
			(3,203)	The unfavourable variance relates primarily to an increase in travel in externally funded projects in specific purpose and research funds, as activities move towards pre-pandemic levels, and are offset by increased external grant funding.

EXPENSE BY FUNCTIONAL CATEGORIES

(\$ Thousands)	Note	2020/21 Actuals	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Expenses					
Instruction		502,725	554,217	549,106	580,122
Research	1	130,761	126,324	118,870	132,776
Community Engagement	2	24,860	25,300	23,160	23,453
Facilities		46,943	49,330	49,300	49,588
Specific Purposes	3	78,756	67,303	64,100	69,983
Total Expenses		784,045	822,475	804,536	855,921

Notes:

1. Research functional expenses reflect significant growth in the 2021/22 forecast due to higher restricted research expenses, offset by external research revenues, in addition to additional operating research administration expenses. 2022/23 budget growth is attributable both to increased research project expenses and operating support for research activities.

2. Community engagement functional expenses increased beyond budget in 2021/22 due to additional funding received & spent on strategic initiatives including ASI, Community-engaged research, and Marketing & Branding.

3. Specific Purposes growth in 2021/22 is primarily due to the growth in restricted externally funded project expenses, and offset by increased external funding. This growth is anticipated to continue into 2022/23 along with increased project expenses in internally restricted and endowment supported areas as well.

CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

(\$ Thousands)	2020/21 Actuals	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Annual Operating Surplus	53,485	102,897	34,870	37,551
Net restricted endowment contributions	(12,161)	(74,171)	(19,489)	(22,380)
Contribution of residual interest in real property				
Net effect of remeasurement gains (losses)	59,967	18,038	4,329	5,473
	47,806	(56,133)	(15,160)	(16,907)
Acquisition of tangible capital assets	(176,338)	(223,374)	(139,165)	(187,277)
Proceeds from sale of tangible capital assets				
Amortization of tangible capital assets	78,769	79,625	78,239	78,547
Deferred capital contributions	55,262	51,870	51,543	42,573
Amortization of deferred capital contributions	(42,597)	(41,105)	(43,500)	(39,018)
	(84,904)	(132,984)	(52,883)	(105,175)
Net effect of prepaid expense	(1,629)	(9,027)		(927)
Net effect of prepaid lease				
Net effect of inventories held for use	(115)	(133)		(33)
	(1,744)	(9,160)		(960)
Increase (Decrease) in Financial Assets in the Year	14,643	(95,380)	(33,173)	(85,491)
Net Financial Assets, Beginning of Year	81,622	96,265	96,265	885
Net Financial Assets, End of Year	96,265	885	63,092	(84,606)

BUDGET SCHEDULE BY FUND

STATEMENT OF OPERATIONS

(\$ Thousands)	Operating							Total
	Operating Fund	Ancillary Operations	Internal Research	Specific Purpose	Research	Capital	Endowment	
Revenues								
Government grants and contracts								
Province of British Columbia	273,135			12,261	8,071	(5,249)		288,218
Government of Canada	10,431		43	10,596	50,755	(5,283)		66,542
Other governments			1	563	2,828			3,392
Tuition								
Credit courses	304,436							304,436
Non-credit courses and other student fees	24,511		103	956				25,571
Sales of goods and services	3,941	30,332		80				34,353
Donations, non-government grants and contracts	23,710		757	11,492	29,650	250		65,859
Investment income	8,585			147		3,987	19,428	32,147
Amortization of deferred capital contributions						39,018		39,018
Other revenue	3,826	1,332	1,068	4,963	502	(135)	1	11,556
Total Revenues	652,575	31,664	1,972	41,058	91,806	32,588	19,429	871,092
Expenses								
Salaries	382,833	7,567	4,105	15,520	53,453		5,259	468,737
Employee benefits	90,802	1,928	205	1,340	3,140		956	98,370
Supplies and other operational expenses	77,676	11,885	2,064	5,598	28,117	(46,139)	1,636	80,837
Amortization of tangible capital assets					59	78,488		78,547
Professional and contracted services	23,873	9,831	890	5,149	3,505	138	291	43,677
Scholarship and bursaries	28,698		853	11,365	53		6,341	47,311
Travel & personnel	6,990	71	2,301	2,516	3,149		156	15,184
Cost of goods sold	51	1,892	4	2	5			1,955
Interest on long-term debt		201		1	7	8,589		8,797
Utilities	10,507	1,562		11	421	5		12,506
Total Expenses	621,430	34,937	10,422	41,502	91,909	41,081	14,639	855,921
Interfund Transfers - to / (from)	(31,145)	(23)	11,272	2,738	818	21,130	(4,790)	
Operating Surplus Before Restricted Contributions		(3,296)	2,822	2,294	715	12,637		15,171
Net restricted endowment contributions							22,380	22,380
Annual Operating Surplus (Deficit)		(3,296)	2,822	2,294	715	12,637	22,380	37,551

INTERNAL RESEARCH

FUND DEFINITION AND PURPOSE

Internal Research captures the financial impact related to specific purpose activities primarily funded through internal allocations from the Operating Fund. Such activities include support for research, publications, conferences or other development initiatives. The most common internally funded research projects include the New Faculty Startup Grant (NFSG), Faculty Recruitment Grant (FRG), University Publication Fund, and Deans, Directors and Chairs Grants.

CURRENT MAGNITUDE

As of March 31, 2021, the university administered 1,163 active internal research projects, with a combined accumulated surplus of \$35.7 million for the fiscal year ending March 31, 2021. This figure increased from the previous year, with an accumulated surplus of \$30.1 million for the fiscal year ending March 31, 2020.

SIGNIFICANT ACCOUNTING TREATMENTS

The funds allocated to Internal Research have been restricted by the university through agreement or contract for a specific purpose. External funding is recorded as revenue in the Statement of Operations in the period it is received. Internal funding designated from the Operating Fund is recorded as revenue in the Operating Fund, with the transfer netting out on the consolidated statements.

Operating - Internal Research
(\$ Thousands)

	2018/19 Actuals	2019/20 Actuals	2020/21 Actuals	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Revenues	1,592	1,436	680	872	1,472	1,972
Expenses:						
Salaries and Benefits	3,650	4,876	5,315	3,910	3,910	4,310
Non-Salary Expenses	5,385	4,098	788	3,411	4,611	6,112
Total Expenses	9,035	8,974	6,103	7,321	8,521	10,422
Interfund Transfer - to / (from)	10,125	13,551	11,005	10,679	13,479	11,272
Annual Operating Surplus (Deficit)	2,682	6,013	5,582	4,230	6,430	2,822

SPECIFIC PURPOSE

FUND DEFINITION AND PURPOSE

Specific purpose funds include both internally and externally restricted funds where the use of the funds has been restricted by the contributor for a specific purpose. Externally restricted sponsored research and capital-related projects are captured under Research Funds and Capital Funds respectively.

Externally restricted specific purpose activities are primarily funded from donations and government grants. Externally supported activities are numerous and include support and awards for students, as well as furthering the academic endeavors of faculty and the university as a whole.

Internally restricted specific purpose activities are primarily funded from service contracts, grants, donations and other activities. Internally supported activities are designated by the university for a specific purpose and include faculty and program support, as well as community outreach. Faculties and business units are responsible for ensuring the activities within the projects remain in a surplus position. Deficit balances must be guaranteed by the cost centre's general operating funds.

CURRENT MAGNITUDE

As at March 31, 2021, the university administered 924 active projects, of which 460 were externally restricted and 464 were internally restricted. Deferred revenue associated with externally restricted projects was \$29.8 million for the fiscal year ending March 31, 2021. This figure increased from the previous year, with deferred revenue \$27.2 million for the fiscal year ending March 31, 2020. Deferred revenue figures exclude the impact associated with SFU Foundation.

The accumulated surplus associated with internally restricted projects was \$24.6 million for the fiscal year ending March 31, 2021. This figure increased from the previous year, with an accumulated surplus of \$24.0 million for the fiscal year ending March 31, 2020.

SIGNIFICANT ACCOUNTING TREATMENTS

Contributions for Externally Restricted purposes are externally restricted through donor imposed conditions and are initially reported as deferred revenue on the Statement of Financial Position. The funding is recognized in revenues in the Statement of Operations in the period that the specified expenditure is incurred. Externally restricted specific purpose activities have no impact on the annual operating surplus and no associated accumulated surplus.

The internally restricted funds have been restricted by the university through agreement or contract for a specific purpose. External funding is recorded as revenues in the Statement of Operations in the period it is received.

Specific Purpose Funds

(\$ Thousands)

	2018/19 Actuals	2019/20 Actuals	2020/21 Actuals	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Revenues	34,994	39,695	49,167	43,089	36,508	41,058
Expenses:						
Salaries and Benefits	12,813	16,555	27,159	18,209	14,409	16,860
Non-Salary Expenses	21,241	24,634	23,792	22,123	23,003	24,642
Total Expenses	34,054	41,189	50,951	40,332	37,412	41,502
Interfund Transfer - to / (from)	2,448	2,896	2,357	3,669	3,376	2,738
Annual Operating Surplus (Deficit)	3,388	1,402	573	6,426	2,472	2,294

RESEARCH

FUND DEFINITION AND PURPOSE

The Research Fund captures the financial impact of the direct costs of externally funded projects designated for research purposes, research funds received for the purpose of capital expenditures, and the proportionate consolidation of two research joint ventures.

Sponsored research contributions reported in this fund are subject to contributor imposed stipulations that specify the purpose for which the contribution is to be used. Research activities are primarily funded by three federal granting agencies: Natural Sciences and Engineering Research Council (NSERC), Social Sciences and Humanities Research Council (SSHRC) and Canadian Institutes of Health Research (CIHR).

CURRENT MAGNITUDE

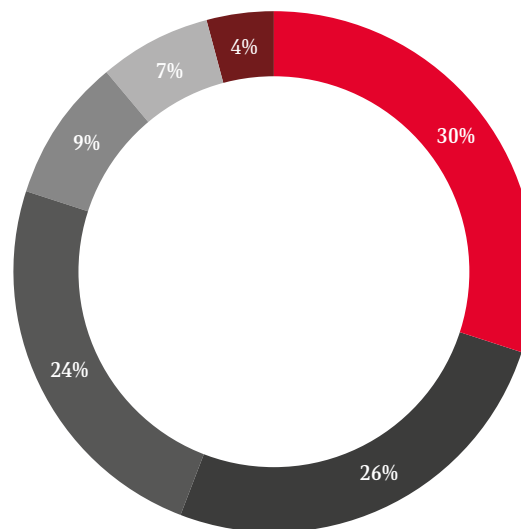
The university administers approximately 2,400 research projects, with a combined deferred revenue balance of \$92.9 million for the fiscal year ending March 31, 2021. This figure increased from the previous year, with a deferred revenue balance of \$60.8 million for the fiscal year ending March 31, 2020.

SIGNIFICANT ACCOUNTING TREATMENTS

Contributions for Sponsored Research are externally restricted and are initially reported as deferred revenue on the Statement of Financial Position. The funding is recognized as revenue in the Statement of Operations in the period that the specified expenditure is incurred. Sponsored research activities have no impact on Annual Operating Surplus and no associated accumulated surplus.

Sources of Research Revenues 2020/21

- Other
- Tri-Council
- Other Federal
- CFI
- Province
- Non-Government



Research funds received for the purpose of capital expenditures are recorded as deferred capital contributions on the Statement of Financial Position. They are amortized to income on the Statement of Operations at the same rate that the related tangible capital assets are amortized to expense within the Capital Fund.

The research joint ventures have been proportionately consolidated into the research fund based upon the degree of interest in each: TRIUMF (7.14% interest) and Western Canadian Universities Marine Sciences Society (20% interest).

Research
(\$ Thousands)

	2018/19 Actuals	2019/20 Actuals	2020/21 Actuals	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Revenues	101,858	105,527	104,715	92,253	93,974	91,806
Expenses:						
Salaries and Benefits	48,640	51,294	58,067	55,902	50,593	56,593
Non-Salary Expenses	55,785	63,113	37,955	36,454	45,536	35,316
Total Expenses	104,425	114,407	96,022	92,356	96,129	91,909
Interfund Transfer - to / (from)	830	815	695	819	819	818
Annual Operating Surplus (Deficit)	(1,737)	(8,065)	9,388	716	(1,336)	715

CAPITAL

FUND DEFINITION AND PURPOSE

The Capital Fund captures the financial impact of funding designated for capital projects, funding received for maintenance, and recording of the university's tangible capital assets and the associated amortization. The activities are primarily funded from provincial or federal grants, donations, or are designated from other sources.

CURRENT MAGNITUDE

As at March 31, 2021, the university administered 254 capital projects, with deferred capital contributions of \$612 million. This reflects an increase of \$12.7 million from last year, due in large part to provincial funding.

SIGNIFICANT ACCOUNTING TREATMENTS

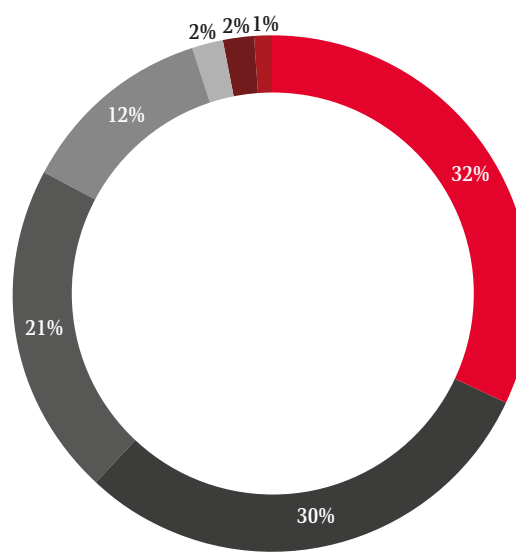
Funding received or contributed for the acquisition of depreciable tangible capital assets is recorded as deferred capital contributions on the Statement of Financial Position and is amortized to income on the Statement of Operations at the same rate that the related tangible capital assets are amortized to expense.

Contributions received for maintenance and ongoing repairs that have not been externally restricted by the donor or granting agency are recorded as revenue in the period received.

Tangible capital asset acquisitions such as computers and furnishings expensed against the original funding source (Research, Operating, Internally and Externally Restricted Funds) that meet a minimum threshold of \$5,000 are recognized within the capital fund to record the asset addition and the related amortization.

Amortization Expenses 2020/21

- Computer equipment
- Buildings - concrete
- Equipment and furnishings
- Library books
- Site services
- Buildings - wood
- Leasehold improvements



Capital (\$ Thousands)

	2018/19 Actuals	2019/20 Actuals	2020/21 Actuals	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Revenues	27,055	16,190	27,997	31,809	26,494	32,588
Expenses:						
Salaries and Benefits						
Non-Salary Expenses	31,445	22,866	44,681	39,544	32,228	41,081
Total Expenses	31,445	22,866	44,681	39,544	32,228	41,081
Interfund Transfer - to / (from)	49,959	35,201	41,738	29,479	22,645	21,130
Annual Operating Surplus (Deficit)	45,569	28,525	25,054	21,744	16,911	12,637

ENDOWMENT

FUND DEFINITION AND PURPOSE

Endowment contributions are made to the university with the understanding that the principal amount will be held in perpetuity and invested by the university to generate earnings that can be spent as directed by donors. Both the principal and the related earnings are externally restricted by donors as agreed in the Terms of the Agreement. Endowment activity captures the financial impact related to the endowment contributions and the spending of investment income.

CURRENT MAGNITUDE

There were 978 individual endowment funds in 2020/21, with an accumulated surplus (principal) of \$392.9 million. The endowment accumulated surplus grows each year with new donations and inflation protection. The endowment principal provides an enduring source of financial support for financial aid, faculty and academic support, library, professorships, chairs and athletics. Given the same spend rate, as the accumulated surplus grows, so does the annual spend allocation and the amount of investment income required to match program expenditures. The annual spend allocation (5.0%) in 2020/21 was \$21.3 million. This is up from \$20.1 million (5.0%) in 2019/20.

POLICY

The endowment program seeks to achieve a balance between short and long-term needs, and risks and rewards between the present and future. The university's endowment policies are in place to achieve this balance. Endowment principal is invested in accordance with the Investment Governance Policy which stipulates an asset mix range for the Fund. The investment objective is to maintain long-term capital value into perpetuity while earning an acceptable rate of return to fund university activities and programs.

The university's Endowment Management Policy provides spending allocation guidance that stabilizes the impact of volatile capital markets by providing a stable annual distribution based on a percent of the inflation-adjusted average monthly balance of principal held in individual endowment accounts.

The surplus and deficits of the endowment program (net impact of investment earnings and losses, inflation protection and annual spending allocations) are held in the Endowment Income Stabilization Account.

SFU does not contribute operating funding to Endowment principal.

SIGNIFICANT ACCOUNTING TREATMENTS

Endowment contributions are externally restricted and recorded in the Consolidated Statement of Operations as net restricted endowment contributions. Endowment investment earnings are externally restricted and initially recorded as deferred revenue in the Statement of Financial Position. As expenditures occur, the related investment income is recognized as revenue in the Consolidated Statement of Operations.

Endowment
(\$ Thousands)

	2018/19 Actuals	2019/20 Actuals	2020/21 Actuals	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Revenues	17,262	14,882	16,944	18,142	18,142	19,429
Expenses:						
Salaries and Benefits	4,581	4,252	4,341	5,969	5,969	6,214
Non-Salary Expenses	5,568	6,512	8,182	7,635	7,685	8,425
Total Expenses	10,149	10,764	12,523	13,604	13,654	14,639
Interfund Transfer - to / (from)	(7,113)	(4,118)	(4,421)	(4,540)	(4,395)	(4,790)
Operating Surplus Before Restricted Contributions				(2)	93	
Net restricted endowment contributions	23,442	20,603	12,161	74,171	19,489	22,380
Annual Operating Surplus (Deficit)	23,442	20,603	12,161	74,169	19,582	22,380

APPENDICES

APPENDIX I: UNIVERSITY STRATEGIC INITIATIVES

The Strategic Initiatives program was established in 2016/17 to identify and support university-wide strategic initiatives. Since inception, of the five initiatives initially awarded funding, two have been completed. The below chart illustrates funding distribution to each of the existing projects:

1. Student Experience Initiative – To enhance social and academic integration and provide students with experiences that are relevant, flexible and easily accessible.
2. Aboriginal Strategic Initiatives – To establish SFU as the leader in educating the aboriginal leadership of the future.
3. Engaging the Academy with the Community – To deepen SFU's relationship with the community by building upon SFU strengths and linking initiatives across the vice-president academic and provost (VPA), vice-president research and international (VPRI), and vice-president external relations (VPER) portfolios in order to leverage existing resources, attract new resources, and maximize community impact.

A progress report for each project is reviewed bi-annually with a recommendation being approved by the Executive Team as to whether to advance further instalments. A total funding amount of \$3.4 million has been budgeted for 2022/23 with decisions on distribution to be determined and approved by the executives in spring 2022.

APPENDIX II: TUITION AND FEE SCHEDULE

UNDERGRADUATE

Item	Fee Unit	2021/22	2022/23	% Change
UNDERGRADUATE - DOMESTIC				
Normal & Course Challenge	BASIC - Unit	\$199.80	\$203.80	2.0%
Co-op	Term	\$844.21	\$861.09	2.0%
200/300/400 Beedie School of Business ¹	PREMIUM - Unit	\$266.40	\$271.73	2.0%
200/300/400 School of Engineering Science ²	PREMIUM - Unit	\$219.78	\$224.18	2.0%
200/300/400 School of Mechatronic Systems Engineering ²	PREMIUM - Unit	\$219.78	\$224.18	2.0%
200/300/400 School of Sustainable Energy Engineering ²	PREMIUM - Unit	\$219.78	\$224.18	2.0%
200/300/400 School of Computing Science ³	PREMIUM - Unit	\$209.79	\$213.99	2.0%

Notes regarding domestic undergraduate fees:

1. The differential fee rate for Business is 1/3 of the basic fee rate.
2. The differential fee rate for Engineering Science, Mechatronic Systems Engineering, and Sustainable Energy Engineering is 10% of the basic fee rate.
3. The differential fee rate for Computing Science is 5% of the basic fee rate.

Item	Fee Unit	2021/22	2022/23	% Change
UNDERGRADUATE - INTERNATIONAL				
Normal & Course Challenge				
for students who entered SFU in 2016/17 or earlier	BASIC - Unit	\$894.08	\$929.84	4.0%
for students who entered SFU in 2017/18 or 2018/19	BASIC - Unit	\$945.66	\$983.49	4.0%
for students who entered SFU in 2019/20 or later	BASIC - Unit	\$1,018.41	\$1,059.15	4.0%
Co-op	Term	\$844.21	\$861.09	2.0%
200/300/400 Beedie School of Business				
for students who entered SFU in 2016/17 or earlier	PREMIUM - Unit	\$985.98	\$1,025.42	4.0%
for students who entered SFU in 2017/18 or 2018/19	PREMIUM - Unit	\$1,042.85	\$1,084.56	4.0%
for students who entered SFU in 2019/20 or later	PREMIUM - Unit	\$1,203.28	\$1,251.41	4.0%
200/300/400 School of Engineering Science				
for students who entered SFU in 2016/17 or earlier	PREMIUM - Unit	\$921.55	\$958.41	4.0%
for students who entered SFU in 2017/18 or 2018/19	PREMIUM - Unit	\$974.73	\$1,013.72	4.0%
for students who entered SFU in 2019/20 or later	PREMIUM - Unit	\$1,087.20	\$1,130.69	4.0%
200/300/400 School of Mechatronic Systems Engineering				
for students who entered SFU in 2016/17 or earlier	PREMIUM - Unit	\$921.55	\$958.41	4.0%
for students who entered SFU in 2017/18 or 2018/19	PREMIUM - Unit	\$974.73	\$1,013.72	4.0%
for students who entered SFU in 2019/20 or later	PREMIUM - Unit	\$1,087.20	\$1,130.69	4.0%
200/300/400 School of Sustainable Energy Engineering				
for students who entered SFU in 2016/17 or earlier	PREMIUM - Unit	\$921.55	\$958.41	4.0%
for students who entered SFU in 2017/18 or 2018/19	PREMIUM - Unit	\$974.73	\$1,013.72	4.0%
for students who entered SFU in 2019/20 or later	PREMIUM - Unit	\$1,087.20	\$1,130.69	4.0%
200/300/400 School of Computing Science				
for students who entered SFU in 2016/17 or earlier	PREMIUM - Unit	\$907.73	\$944.04	4.0%
for students who entered SFU in 2017/18 or 2018/19	PREMIUM - Unit	\$960.11	\$998.51	4.0%
for students who entered SFU in 2019/20 or later	PREMIUM - Unit	\$1,070.89	\$1,113.73	4.0%

Notes regarding international undergraduate fees:

1. Additional information on international fee cohorts is available at: <https://www.sfu.ca/students/fees/international.html>
2. International students who entered in 2017/18 or later who continue beyond 5 years would migrate to the subsequent fee cohort.

Notes applicable to both domestic and international undergraduate fees:

- Fees are rounded to the nearest \$0.01
- Audit fees per unit are one-half the applicable fee

GRADUATE

Item	Fee Unit	2021/22	2022/23	% Change
Regular Programs				
Full-Time Fee	Term	\$1,985.88	\$2,025.60	2.0%
Continuing Fee	Term	\$992.94	\$1,012.80	2.0%
Other Fees				
Graduate Co-op	Term	\$844.21	\$861.09	2.0%
Basic Per-Unit Fee	Unit	\$299.74	\$305.73	2.0%
Specialty Programs				
Faculty of Applied Sciences				
Master of Engineering in Smart Manufacturing ¹				
Domestic Students	Term		\$8,700.00	
International Students	Term		\$12,400.00	
Master of Science in Professional Computer Science ^{1,2}				
Domestic Students	Term	\$7,941.81	\$8,100.65	2.0%
International Students	Term	\$10,963.05	\$11,401.57	4.0%
Faculty of Arts and Social Sciences				
Graduate Diploma in Urban Studies	Unit	\$322.14	\$328.58	2.0%
Master of Arts in Applied Legal Studies	Unit	\$259.32	\$264.51	2.0%
Master of Arts in Liberal Studies	Unit	\$188.08	\$191.84	2.0%
Master of Public Policy	Unit	\$276.66	\$282.19	2.0%
Master of Urban Studies	Unit	\$322.14	\$328.58	2.0%
Beedie School of Business				
Graduate Certificate in Science and Technology Commercialization	Unit	\$707.71	\$721.86	2.0%
Graduate Certificate in Accounting with Digital Analytics	Unit	\$707.71	\$721.86	2.0%
Graduate Diploma in Business Administration ³	Unit	\$726.34	\$740.87	2.0%
Master of Business Administration, Executive ^{3,4}	Term	\$11,580.49	\$11,812.10	2.0%
Master of Business Administration, Executive Indigenous Business ^{4,5}	Term	\$11,580.49	\$11,812.10	2.0%
Master of Business Administration, Executive Indigenous Business, 2020/21 cohort ^{4,5}				
Master of Business Administration ⁶				
Domestic Students	Unit	\$726.34	\$740.87	2.0%
International Students	Unit	\$962.40	\$1,000.90	4.0%
Master of Business Administration Management of Technology				
Domestic Students	Unit	\$707.71	\$721.86	2.0%
International Students	Unit	\$937.71	\$975.22	4.0%
Master of Science in Finance ⁵				
Domestic Students	Unit	\$707.71	\$721.86	2.0%
International Students	Unit	\$937.71	\$975.22	4.0%
Master of Science in Accounting with Cognitive Analytics	Unit	\$707.71	\$721.86	2.0%
Faculty of Communication, Art & Technology				
Master of Arts in Global Comm., Dual Degree - 1st year	Term	\$4,530.48	\$4,621.09	2.0%
Master of Publishing ⁷	Unit	\$380.70	\$388.31	2.0%
Faculty of Education				
Graduate Certificate in Curriculum and Instruction	Term	\$3,150.84	\$3,213.86	2.0%
Graduate Certificate in Educational Leadership	Term	\$3,150.84	\$3,213.86	2.0%
Graduate Diploma in Education	Unit	\$326.69	\$333.22	2.0%
Master of Education, Educational Practice and Off-campus	Term	\$3,150.84	\$3,213.86	2.0%
Master of Education, International Cohorts	Term	\$6,000.00	\$6,120.00	2.0%
Doctor of Education ⁸	Term	\$5,193.99	\$5,297.87	2.0%

Faculty of Environment				
Graduate Certificate in Heritage Resource Management Archaeology	Unit	\$756.31	\$771.44	2.0%
Master of Arts in Heritage Resource Management ^{2, 9}	Term	\$4,783.76	\$4,879.44	2.0%
Faculty of Health Sciences				
Master of Public Health	Unit	\$314.03	\$320.31	2.0%
FEES COLLECTED ON BEHALF OF OTHER INSTITUTIONS				
Faculty of Communication, Art & Technology				
Pre-Master of Digital Media ¹⁰	Term	\$6,667.00	\$6,667.00	0.0%
Master of Digital Media ^{2, 10}				
Regular courses: Domestic Students	Term	\$11,609.09	\$11,841.27	2.0%
Regular courses: International Students	Term	\$19,302.67	\$20,074.78	4.0%
Internship fee				
First Term	Term	\$600.00	\$600.00	0.0%
Subsequent Terms	Term	\$300.00	\$300.00	0.0%
Master of Digital Media Visiting Audit Students ¹⁰	Term	\$350.00	\$350.00	0.0%
Faculty of Environment				
Master of Science in Ecological Restoration ^{2, 11, 12}				
Domestic Students	Term	\$4,286.44	\$4,372.17	2.0%
International Students	Term	\$6,042.94	\$6,284.66	4.0%

ADDITIONAL FEE INFORMATION:

- a. 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-unit fee will apply. For courses in regular graduate programs, the graduate basic per-unit fee will apply.
- b. A continuing fee of 50% will apply after 6 successfully completed terms of full-time fees as a master's student, or 8 successfully completed terms of full-time fees as a doctoral student in regular fee programs. Terms on leave or withdrawn do not qualify as a completed term.
- c. Audit fees are set at 50% of the rate for the courses in which the student enrolls.
- d. The non-refundable graduation fee is payable in three installments of \$12 in each of the student's first three terms of enrollment in the graduate program.
- e. Undergraduate students registered in an Accelerated Master's will pay the graduate rate per unit (or premium per unit rate if applicable) for graduate courses taken during their undergraduate career which have been approved for use in the Accelerated Master's.

Notes:

1. The term fee will be charged for the first four terms, and then a 50% continuing fee will be applied for the remainder of the program. The co-op fee is not charged separately for this program because it has been included in the overall program fee.
2. Tuition fees in this program are grandfathered based on the year the student entered the program. The percentage increase shown represents the increase in fees for students entering in 2022/23 compared to those who entered in 2021/22. Tuition fees for any given student in this program do not increase each year.
3. The tuition and ancillary fees for the Teck Master of Business Administration, Executive and Teck Graduate Diploma in Business Administration programs are not collected through the student's account.
4. Total program tuition for the Master of Business Administration, Executive Indigenous Business is the same as the program tuition for the Master of Business Administration, Executive program. Prior to 2021/22 the per term tuition amount was lower because the EMBA Indigenous program was 6 terms while the EMBA was 5. Beginning 2021/22, the EMBA Indigenous will change to a 5 term program. During the 2022/23 academic year, there may be students from the 2020/21 cohort paying the lower fee and students from the 2021/22 and 2022/23 cohorts paying the higher fee. Note that the continuing fee for EMBA programs is the same as the continuing fee for regular programs.
5. Students enrolled in this program have at least one option to exit early with a different credential. These are not listed separately as they carry the same fees as the primary program and cannot be entered independently. Early exit options are Graduate Certificate (Master of Science in Finance and Master of Business Administration, Executive Indigenous Business) and Graduate Diploma (Master of Business Administration, Executive Indigenous Business).
6. Cross-cultural experiences will include additional costs related to programming, transportation, flights, and accommodation. The estimated amounts will be between \$5,500-6,000 CAD for the international applied project course and \$250 CAD for the Business & Indigenous Communities course. The actual cost is subject to currency fluctuations and may vary depending on location.
7. The unit fee will apply for the first enrollment of PUB 900, the second and subsequent enrollment will be charged at 50% of the unit fee.
8. The term fee will be charged for the first eight terms, and then a 50% continuing fee will be applied for the remainder of the program.
9. For students entering in 2019/20 or later, the term fee will be charged for the first six terms, and then a 50% continuing fee per term will be applied for the remainder of the program.
10. Digital Media programs are jointly offered by UBC, SFU, ECUAD and BCIT. Their tuition is set by the Great Northern Way Board of Directors.
11. For students entering the MSc in Ecological Restoration in 2018/19 or earlier, the term fee will be charged for the first four terms and then a \$900 continuing fee per term will be applied for the remainder of the program. For students entering in 2019/20 or later, the term fee will be charged for the first five terms and then a \$900 continuing fee per term will be applied for the remainder of the program.
12. Students in the MSc in Ecological Restoration are charged ancillary fees at the part-time rate for SFU and BCIT.

STUDENT SERVICES FEE & RECREATION - ATHLETIC FEE

Item	Fee Unit	2021/22	2022/23	% Change
Student Services Fee	Term	\$49.01	\$49.99	2.0%
Full-Time Recreation-Athletics Fee	Term	\$81.64	\$83.27	2.0%
Part-Time Recreation-Athletics Fee	Term	\$40.83	\$41.65	2.0%

APPENDIX III: KEY BUDGET ASSUMPTIONS

1. **Pandemic:** It is assumed that both a hybrid learning and working model continues into the 2022-23 fiscal year, and that international travel protocols and restrictions continue to have an impact.
2. **Provincial operating grant:** The estimate for 2022/23 is based upon the July 22, 2021 provincial operating grant letter, which includes information regarding SFU's operating grant and student full-time equivalent (program FTE) target for 2021/22. The estimate for 2022/23 also factors in anticipated increases for general wage increases (GWI) associated with the 2019 Sustainable Services Negotiating Mandate (SSNM) and an increase for the final year of funding in support of Surrey Expansion. No assumptions have been incorporated into the 2022/23 budget regarding operating grant changes related to future public sector bargaining mandates & agreements.
3. **Provincial revenues:** Provincial revenues are comprised of the provincial operating grant, an assumption that a portion of the operating grant will be restricted for capital purposes, one-time grants in support of operating and specific purpose activities, in addition to support for restricted specific purpose and research activities. Provincial revenue assumptions incorporated into the 2022-23 are as noted in the table below.
5. **Credit course revenue:** It is assumed that enrolment levels are as indicated on page 31 under the VP Academic portfolio, reflecting the internal enrolment targets approved by SCEMP on Nov 2, 2021. Internal enrolment targets are presented for approval at the March Senate meeting scheduled for March 7, 2022, and are anticipated to exceed the FTE targets set in the provincial operating grant letter. Tuition and student fees are as approved on March 18, 2021 and indicated in Appendix II.
6. **Investment Income:** In November 2019, the University committed a 45% reduction of its investment portfolio carbon footprint below the 2016 baseline, and to achieve this reduction by 2025. In November 2021, the University further announced to achieve a full divestment from fossil fuels by 2025. However, for the 2022/23 budget, it is assumed that there are no changes to the current investment portfolio asset mix and investment strategies, with stock dividends and interest income continuing to be paid out at the historical level. It is further assumed, that there are no major disruptions to the long term capital assumptions notwithstanding that there will be short-term market volatility. The university is currently working on developing a divestment timeline and strategy to achieve the university's divestment goal, which will result in changes to both the asset mix and the investment strategies.

Provincial Revenues <i>(in thousands \$)</i>	2021-22	2022-23
Provincial Operating grant	277,786	272,139
Restriction of Operating Grant for Capital Purposes	(6,600)	
Misc other grants	1,421	995
Total Operating	272,607	273,135
Other Funds	11,921	15,083
Total Consolidated	284,528	288,218

In addition to the figures noted above, it is anticipated that a portion of the 2022/23 provincial operating grant will be restricted for capital purposes in the amount of \$10 million, with an assessment of the overall financial situation to be made in the fourth quarter of the fiscal year.

4. **Routine capital grant:** It is assumed that the value of the grant will be \$30.8 million in 2022/23 based upon the notional amount indicated in the May 5, 2021 letter. Based upon this level of funding, SFU's matching contribution is assumed to be \$10.3 million.
7. **Salaries:** Collective agreements under the 2019 SSNM are set to expire in 2022. The University will be preparing for the next round of collective bargaining in the months to come. As compensation levels are dependent upon the next Provincial mandate and collective bargaining outcomes, assumptions for 2022/23 incorporate only step increases and career progress increases for employee groups as laid out in collective agreements. Due to timing of the Administrative & Professional Staff Association (APSA) settlement, the general wage increases under the 2019 SSNM of a 2.0% wage increase for each of July 1, 2019, July 1, 2020 and July 1, 2021 are not captured in the positions budgeted at the departmental levels, but are incorporated into the overall budget under General University Requirements (GUR), with budget transfers slated to take place during the 2022/23 fiscal year. General increases for the SFU Faculty Association (SFUFA), incorporated into the overall budget in 2021/22, are recognized and budgeted at departmental levels for 2022/23. No assumptions have been incorporated into the 2022/23 budget regarding future public sector bargaining mandates & agreements.

8. Supplies and other operational expenses: The following table reflects a consolidated picture of the cost components and activities comprising this expense.

Supplies & other operational expenses

(\$ Thousands)

	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Materials & Supplies	14,274	14,323	14,391	13,572
Communications	2,013	1,816	2,072	1,774
Equipment, Renovations & Rentals	5,802	7,939	6,272	6,317
Capital Expenditures	10,954	10,726	9,568	10,058
Other Operational Expenses	21,198	27,190	24,068	26,122
GUR Provisions ¹		1,995	25,242	19,832
Subtotal - Operating Fund	54,241	63,990	81,613	77,676
Ancillary Operations	7,739	10,839	11,429	11,885
Internal Research	(275)	864	1,864	2,064
Specific Purpose	5,387	5,558	5,558	5,597
Research	32,039	30,757	39,339	28,117
Capital	(42,833)	(48,755)	(54,685)	(46,139)
Endowment	1,561	1,096	1,146	1,636
Total Consolidated	57,859	64,349	86,264	80,837

Notes:

1. GUR Provisions: Reflect budget funding held within GUR that is allocated by way of a budget transfer to fund activities during the fiscal year based upon the approved designated purpose and includes contingency, strategic initiatives and IT Technology Renewal as noted on pages 90-91.

9. Scholarships and bursaries: The following table reflects a consolidated picture of the increased commitment towards student support funding since 2018/19, with a total 2022/23 budget of more than \$47 million. The university recognizes that the last two years have been a challenging time for students and that some students are acutely affected. While student tuition has increased, SFU along with representatives from the SFSS and GSS have been actively looking at opportunities to address student affordability challenges.

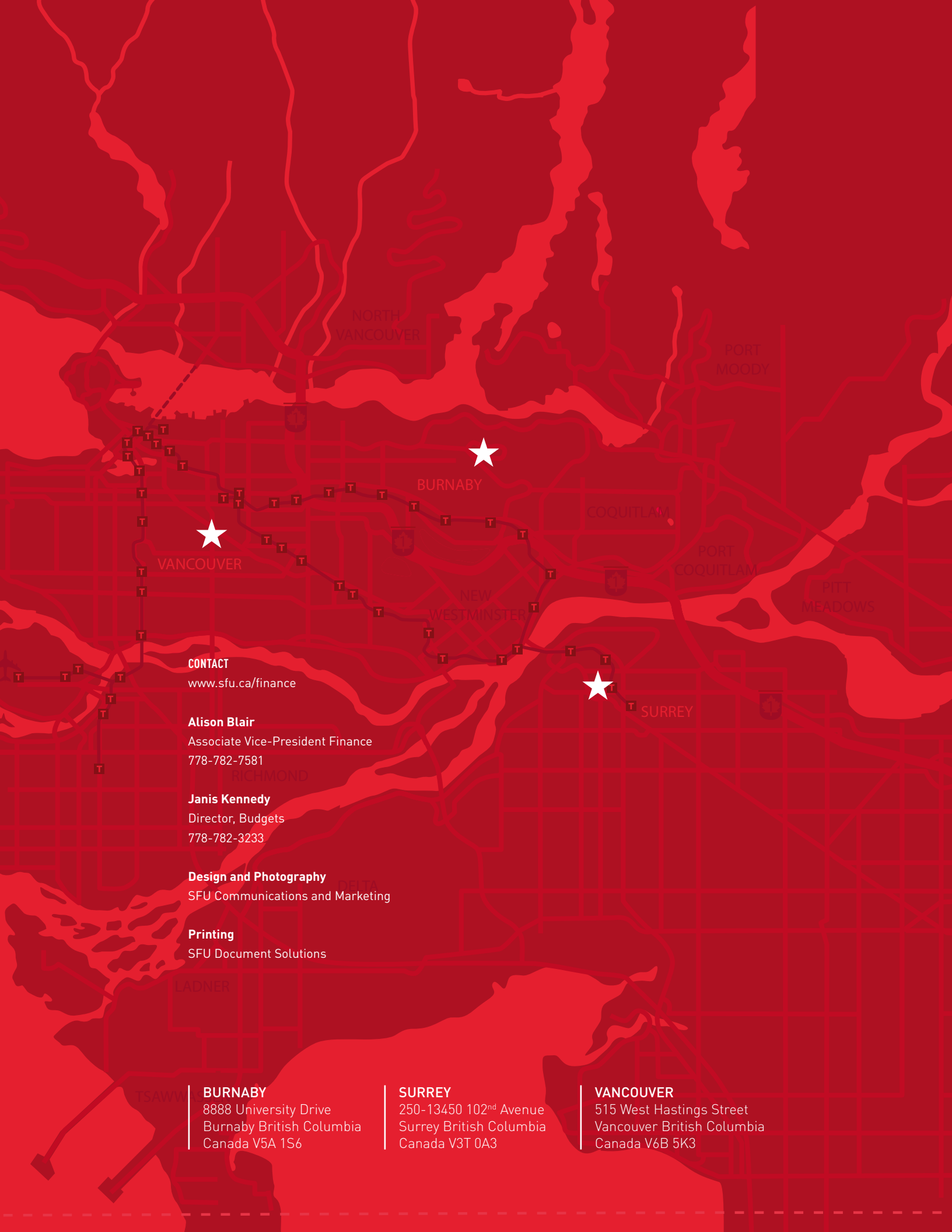
The scholarships and bursaries expenses administered by Graduate Studies and Student Services are noted on pages 49 and 55 respectively.

Scholarships and Bursaries

(\$ Thousands)

	2020/21	2021/22 Forecast	2021/22 Budget	2022/23 Budget
Faculties	696	909	822	578
Graduate Studies	9,830	11,575	11,086	11,586
Student Services	16,972	16,278	15,449	15,946
Other VPA areas	31	209	3	2
Other VP areas	496	562	572	586
Subtotal - Operating Fund	28,025	29,533	27,932	28,698
Internal Research	258	453	853	853
Specific Purpose	11,674	10,965	10,965	11,365
Research	202	52	52	53
Endowment	6,562	6,092	6,092	6,342
Total Consolidated	46,721	47,095	45,894	47,311

10. Organizational Structure: Following extensive community consultation, an international search, and approval of the SFU Board of Governors, Dr. Yabome Gilpin-Jackson will be SFU's first Vice-President, People, Equity and Inclusion (VPPEI). She will begin April 15, 2022. The Vice-President, People, Equity and Inclusion will provide strategic leadership across the university to advance SFU's commitment to EDI, is the primary people leader and strategist of the university and a key member of the executive team. As the leader of SFU's People Planning and Faculty Relations functions and driven by an EDI mandate, the VPPEI will be accountable for strategic, inspired and collaborative leadership that drives change and impacts culture as it relates to the recruitment, retention and engagement of exceptional staff and faculty who can thrive and reach their full potential. The VPPEI portfolio budget will be consolidated to include existing budgets along with an additional investment, for a total portfolio budget of \$9.2 million.



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