

2016 – 2017 Environmental Scan

November 26, 2015

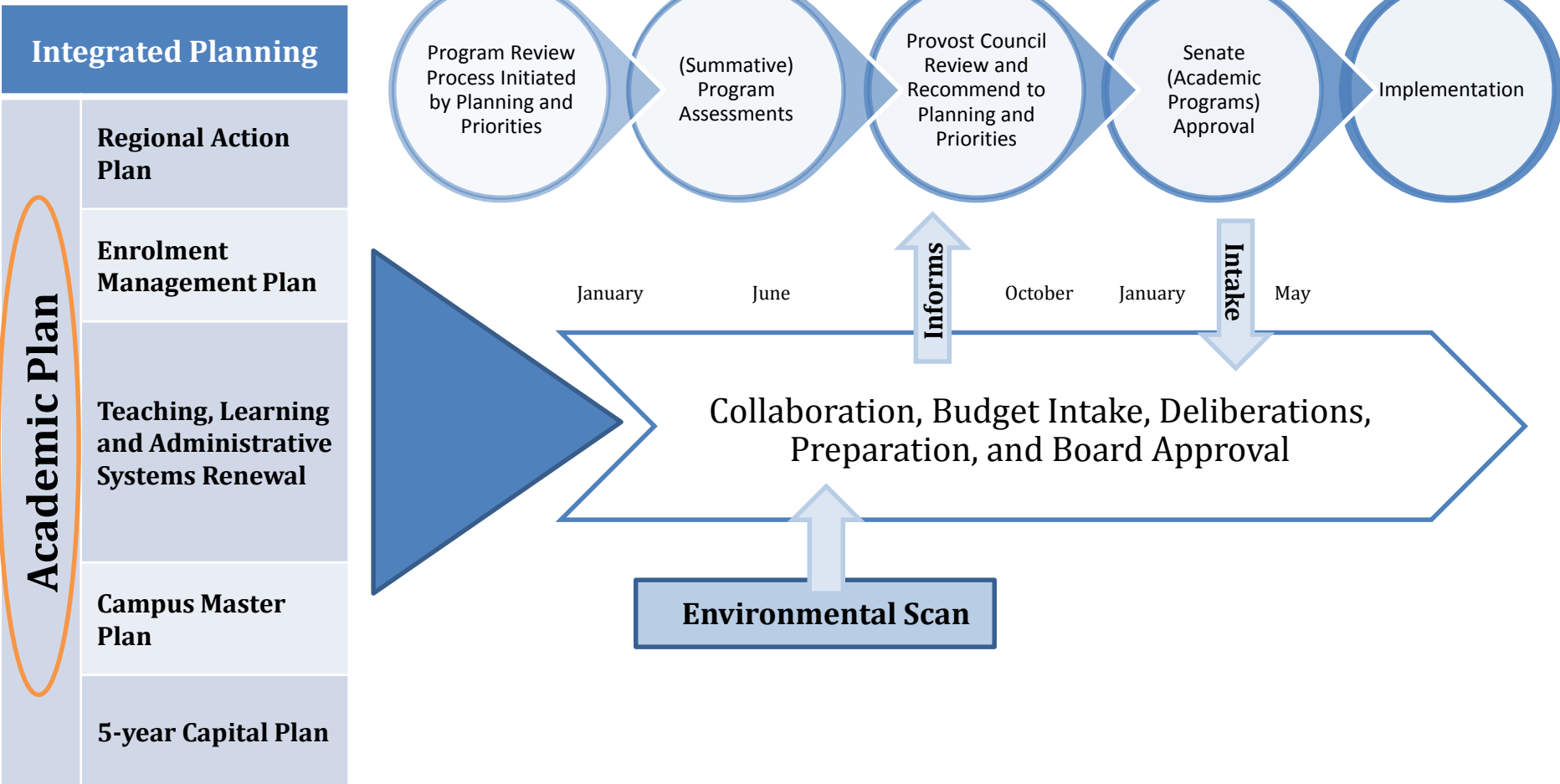


Purpose of the Environmental Scan

Within the context of budgeting:

- informs planning and strategic decision making
- provides an opportunity for dialogue and clarification
- disseminates data from central sources to budget holders and stakeholders
- establishes community understanding of constraints and opportunities
- highlights and reinforces alignment and support of the Academic Plan and supporting Integrated Plans

The budget process provides the mechanisms for informing and being informed AND collaboration





The Academic Plan and Integrated Plans



VIU's Visionary Purpose

As a leader in providing **high-quality learning**, Vancouver Island University supports the well being of the people of Vancouver Island and coastal British Columbia by promoting a high quality of life for their communities through **commitment to student success, community engagement, and associated scholarship.**



Value-based

Learning: we support student success, access to education, appropriate use of technology, development of literacies, communication and exchange of ideas across disciplines and locations, exploration and application of new thought and pursuit of lifelong learning

Discovery: through the pursuit of free enquiry we promote an enduring learning community

Engagement: we value ongoing cooperation with our partners in education, with communities in our region and with colleagues throughout the world

Achievement: we believe in the potential of our learners and are committed to promoting the excellence and success of our students, faculty, staff and alumni

Diversity: we value human diversity in all its dimensions and are committed to maintaining learning and working environments which are equitable, diverse and inclusive

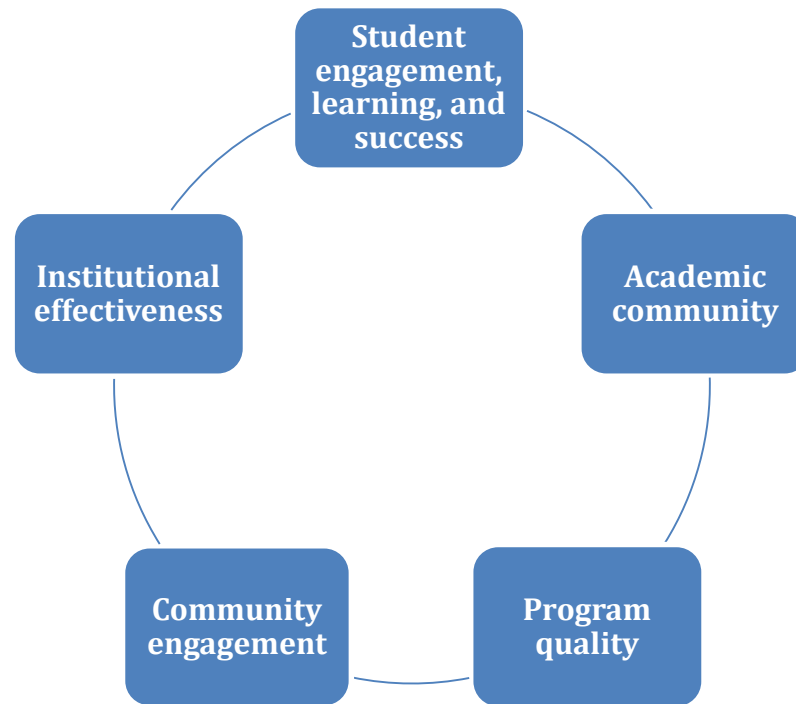
Celebration: we celebrate the achievements of our students, faculty, staff, alumni and the communities we serve

Sustainability: we support a healthy sustainable environment through progressive operational practices and promotion of environmental awareness

The VIU Academic Plan – a foundation plan upon which to align faculty and departmental plans...



- For 2016-17 resource allocation will continue to focus on our five objectives:



- Spring 2016 – Academic Plan refresh
- VIU’s Integrated Plans provide further clarity and direction to assist us to advance attainment of our goals

Academic Program Priorities

- Implementing Senate-approved academic priorities
- Approving and implementing a VIU Aboriginal Education Plan
- Enhancing experiential education opportunities in Arts and Science programs
- Developing a co-curricular record and program for VIU
- Enhancing university teaching and learning
- Promoting “learning commons” model
- Improving processes for identifying and approving new programs (Planning and Priorities)
- Bachelor of General Studies degree developed



Integrated Plans



The Regional Action Plan...

Enhancing the delivery of programs and partnerships:

- **Cowichan:** Aboriginal, Trades, Education (3&4 year), Dual Credit
- **Deep Bay:** Focusing on an Educational Hub
- **Parksville:** Centre for Healthy Aging
- **Powell River:** Aboriginal, Targeted Programming, Dual Credit

Integrated
Planning

Regional Action
Plan

Enrolment
Management
Plan

Teaching,
Learning and
Administrative
Systems Renewal

Campus Master
Plan

5-year Capital
Plan

Academic Plan

IT Plan - Teaching, Learning and Administrative Systems Renewal Initiative

- Evolve the department structure to support strategy
- Training and development to build core competencies
- Build-out of Project Management Office
- Establish IT Governance to prioritize
- Begin System Renewal Planning / Funding
- Teaching, Learning and Administrative Systems Renewal:
 - ✓ Upgrade Information Technology Infrastructure
 - ✓ Replace Information Systems – Human Resources Information System, Payroll, Financial Record System, Student Record System
 - ✓ Enhance Existing Classroom Technology



Direction from the...

AVED Five-Year Capital Plan - Top Three Priorities:

1. Health and Science Centre - \$75 million
2. Teaching, Learning, and Administrative Systems Renewal - \$30 plus million
3. Educational and Paralympic Physical Activity Centre

Campus Master Plan (goals)

- Create a framework for growth for 50 years
- Set a standard for sustainable operations
- Build a culturally diverse university community
- Respond to needs identified in the Academic Plan

Academic Plan

Regional Action Plan

Enrolment Management Plan

Teaching, Learning and Administrative Systems Renewal

Campus Master Plan

5-year Capital Plan



**Essential to our Continued Success...
increasing domestic enrolment.**

PHYSIOLOGY

Regional Action Plan

Enrolment Management Plan

Teaching, Learning and Administrative Systems Renewal

Campus Master Plan

5-year Capital Plan

Academic Plan

The Enrolment Management Plan...

Issues central to the enrolment management challenge:

1. Responsive Program Planning

- achieving enrolment goals is dependent on a strong, relevant and in-demand program profile

2. Enrolment Management Infrastructure

- integration of services and support units to optimize resources and supports for students throughout their learning journey (to enhance retention)
- relevant data and analysis

The Enrolment Management Plan...

Issues central to the enrolment management challenge (con't):

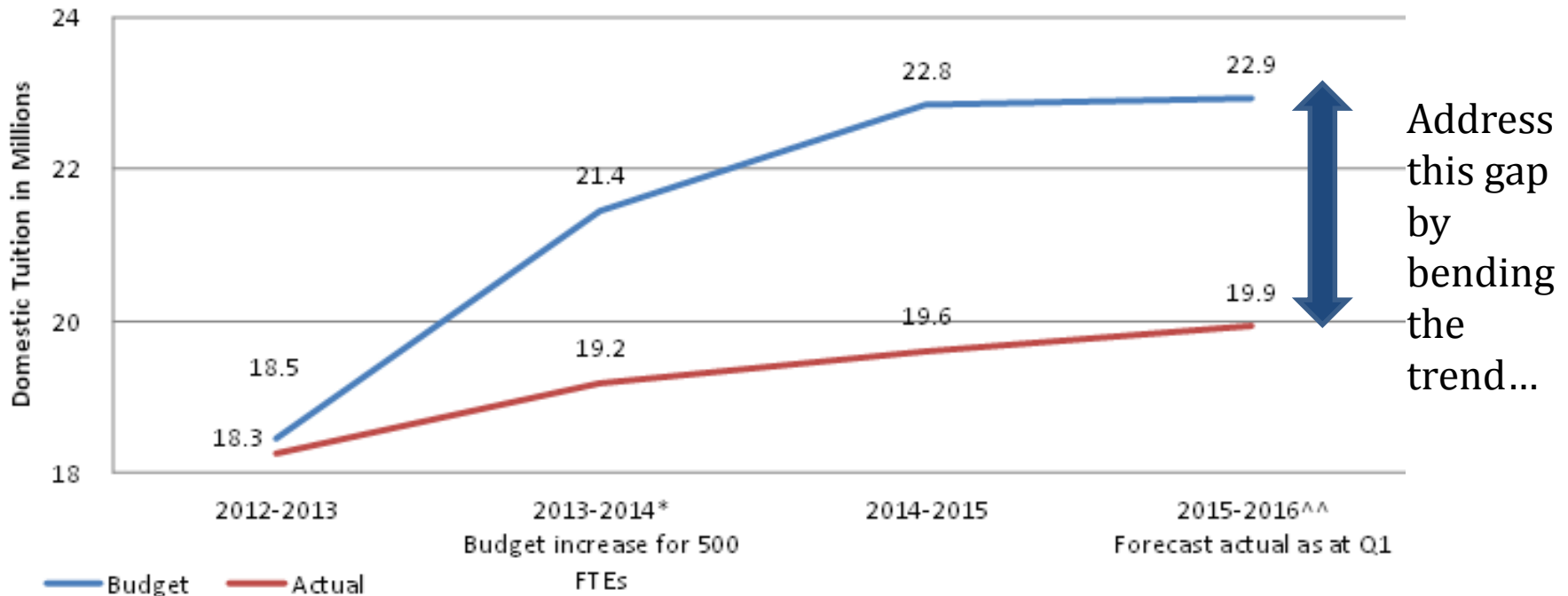
- assessment and augmentation of current student service and supports functions
- well defined, managed and optimized processes

3. Role of Faculty

- continued high-quality teaching as a major factor in supporting higher student retention rates



Domestic Tuition: Budget vs Actual

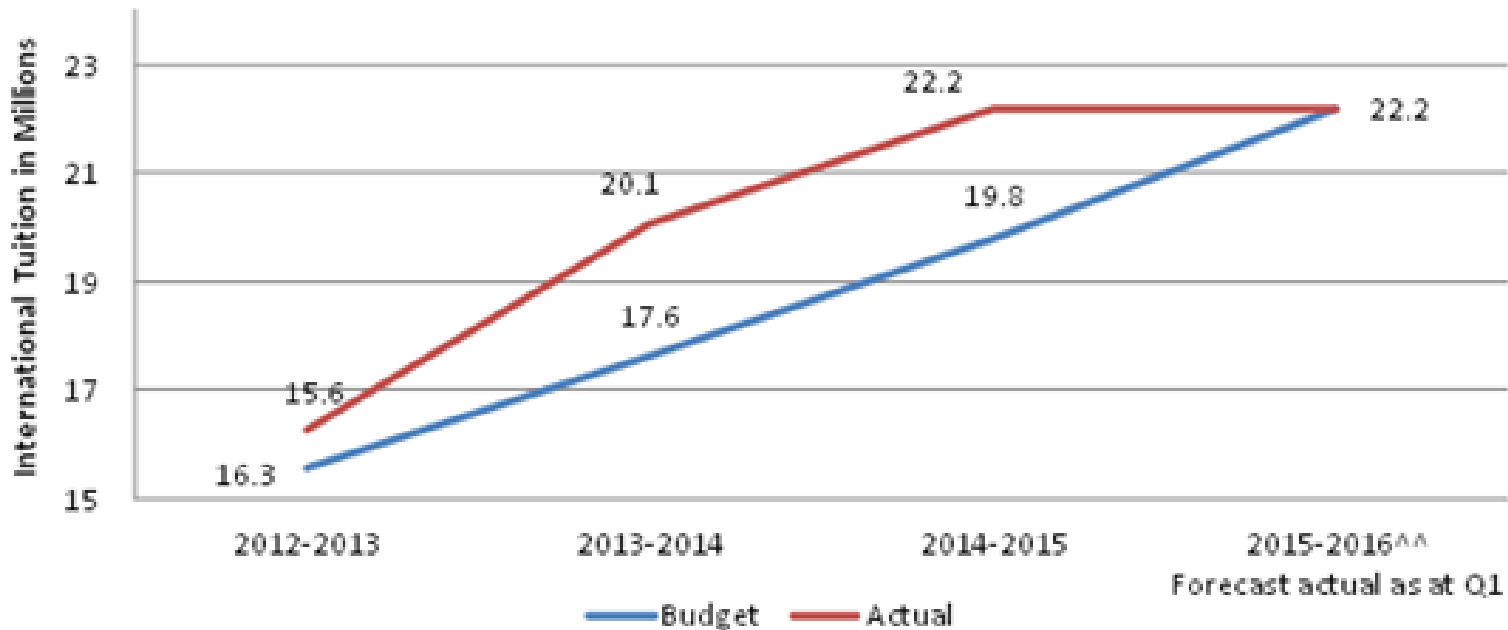


Legend

Budgeted target: equivalent to +500 domestic student FTEs

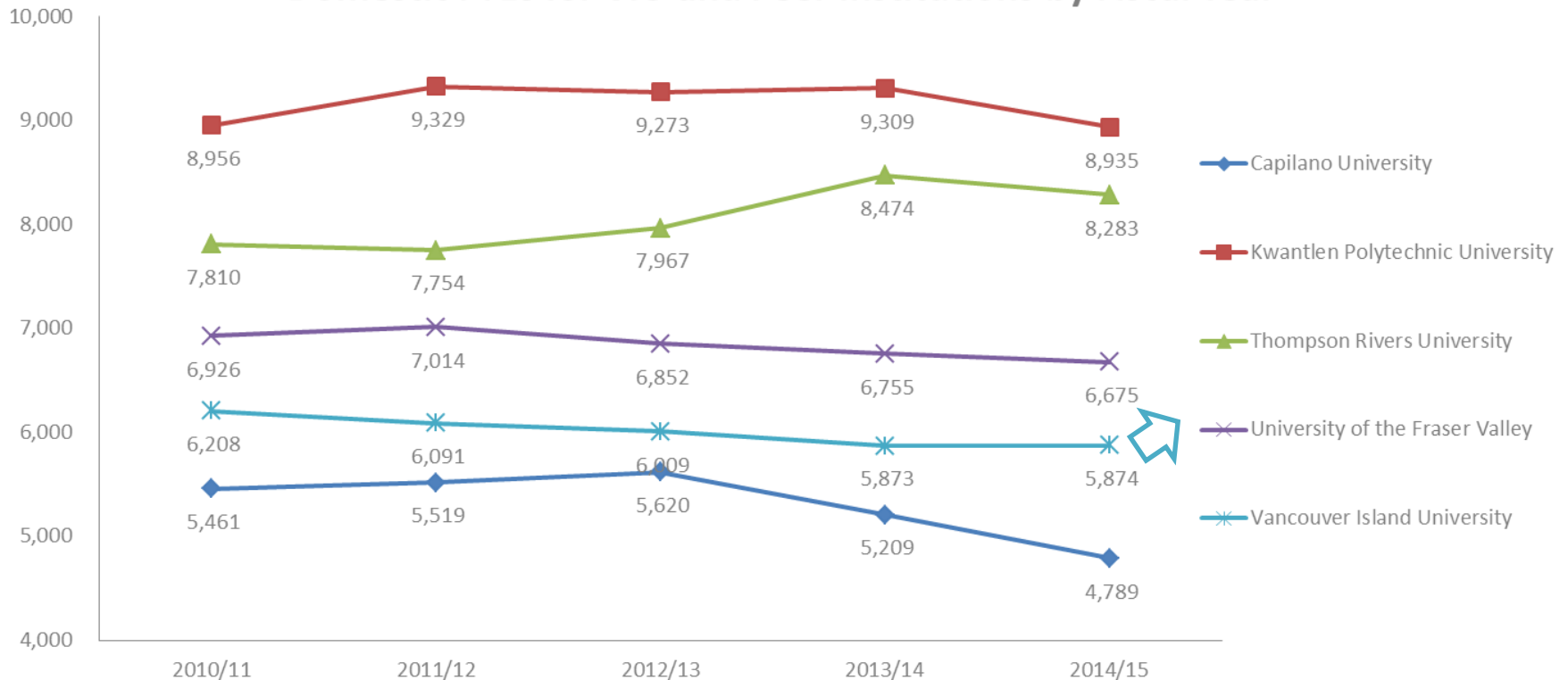
Actual: not yet hitting the target

International Tuition: Budget vs Actual



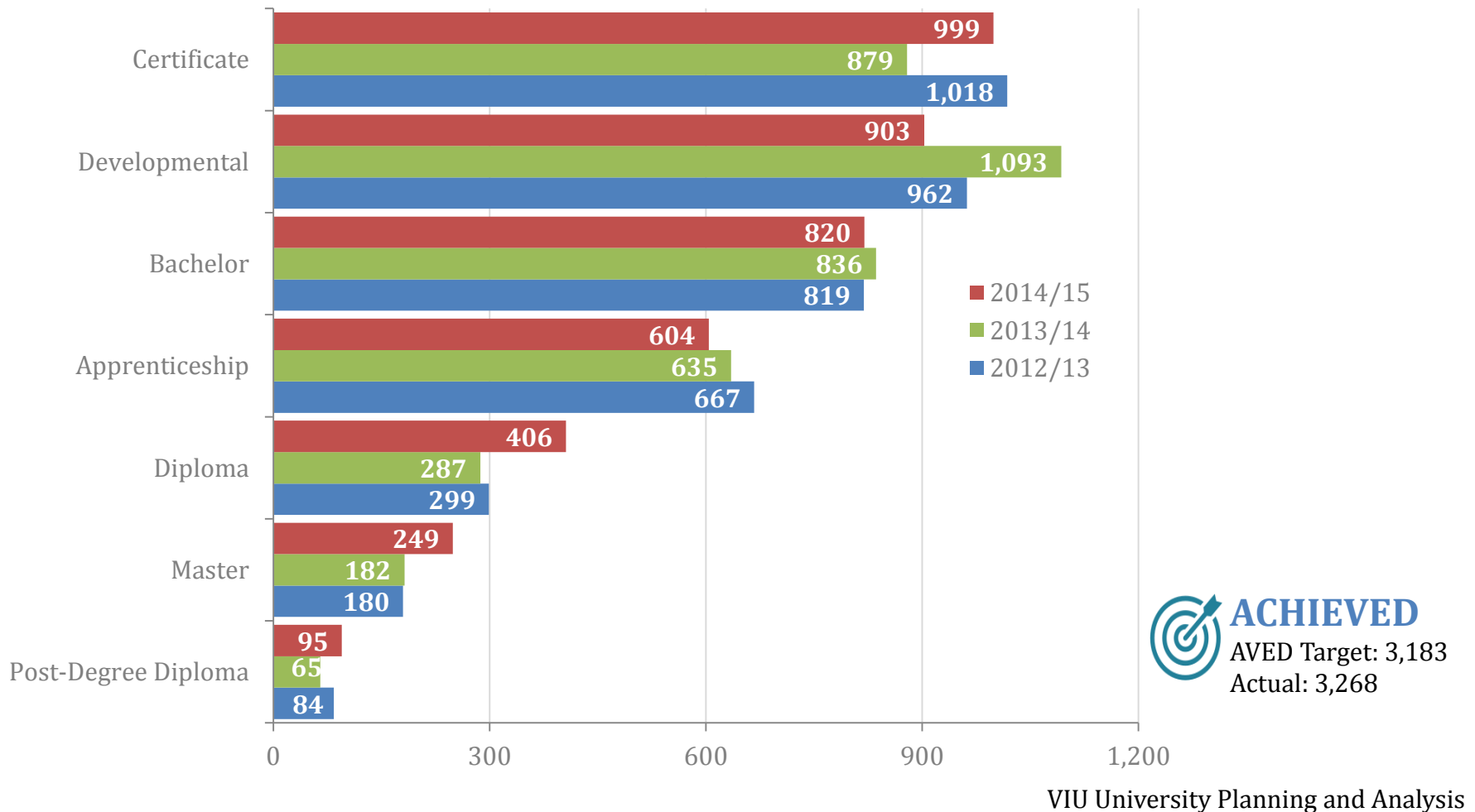
Best In Class – But Need to Bend the Trend...

Domestic FTEs for VIU and Peer Institutions by Fiscal Year



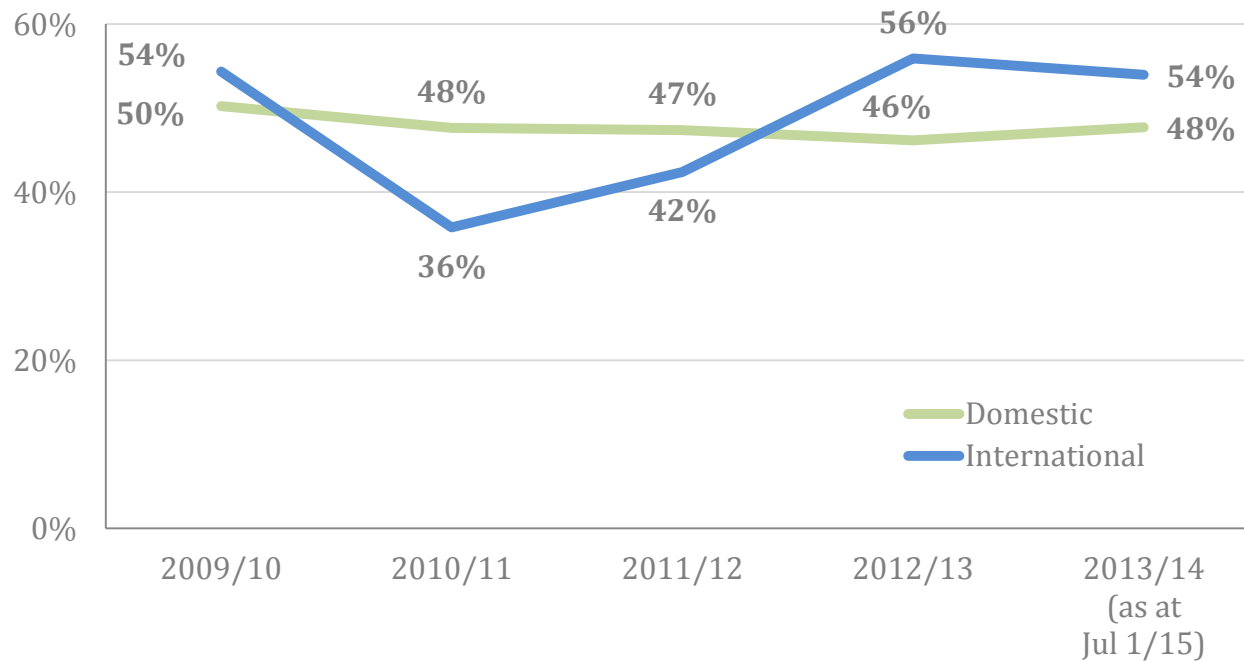
Credentials Awarded

Number of credentials awarded to VIU students by fiscal year



First-to-Second Year Retention Rates

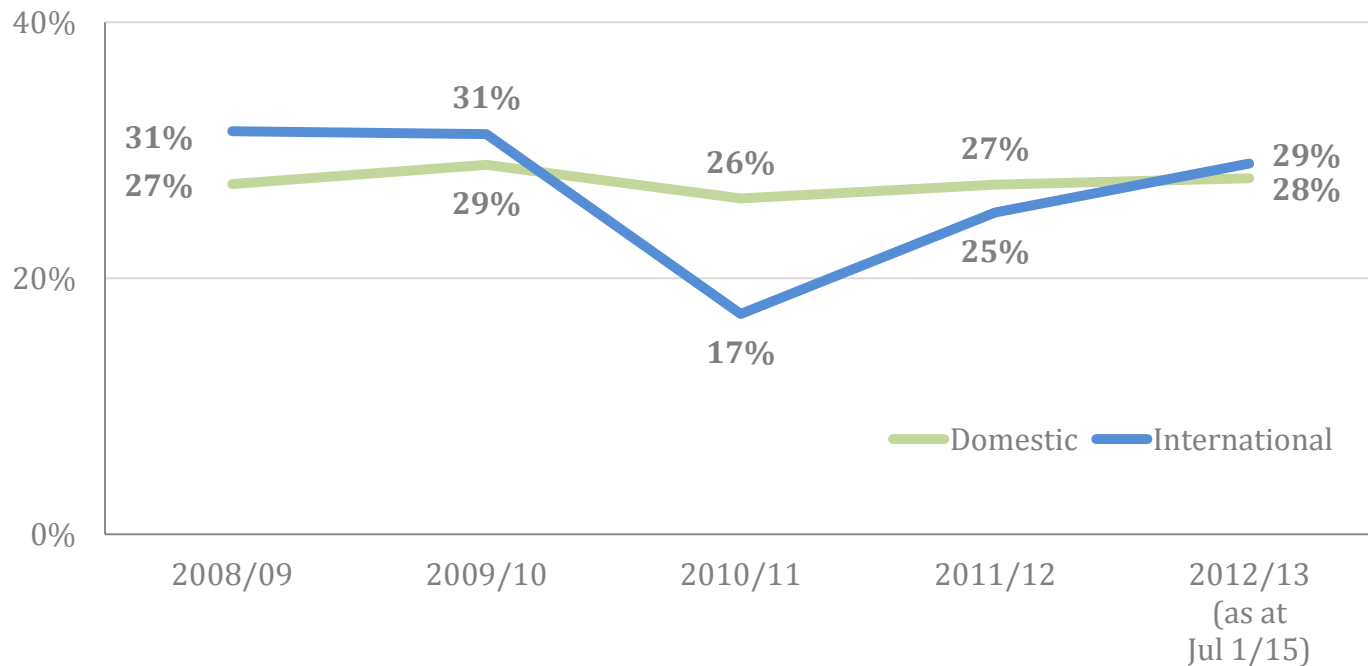
First-to-second year distinct retention rates for domestic and international bachelor students by cohort entry year



Domestic n=	2,213	2,278	1,977	1,999	1,819
International n=	195	296	342	245	302

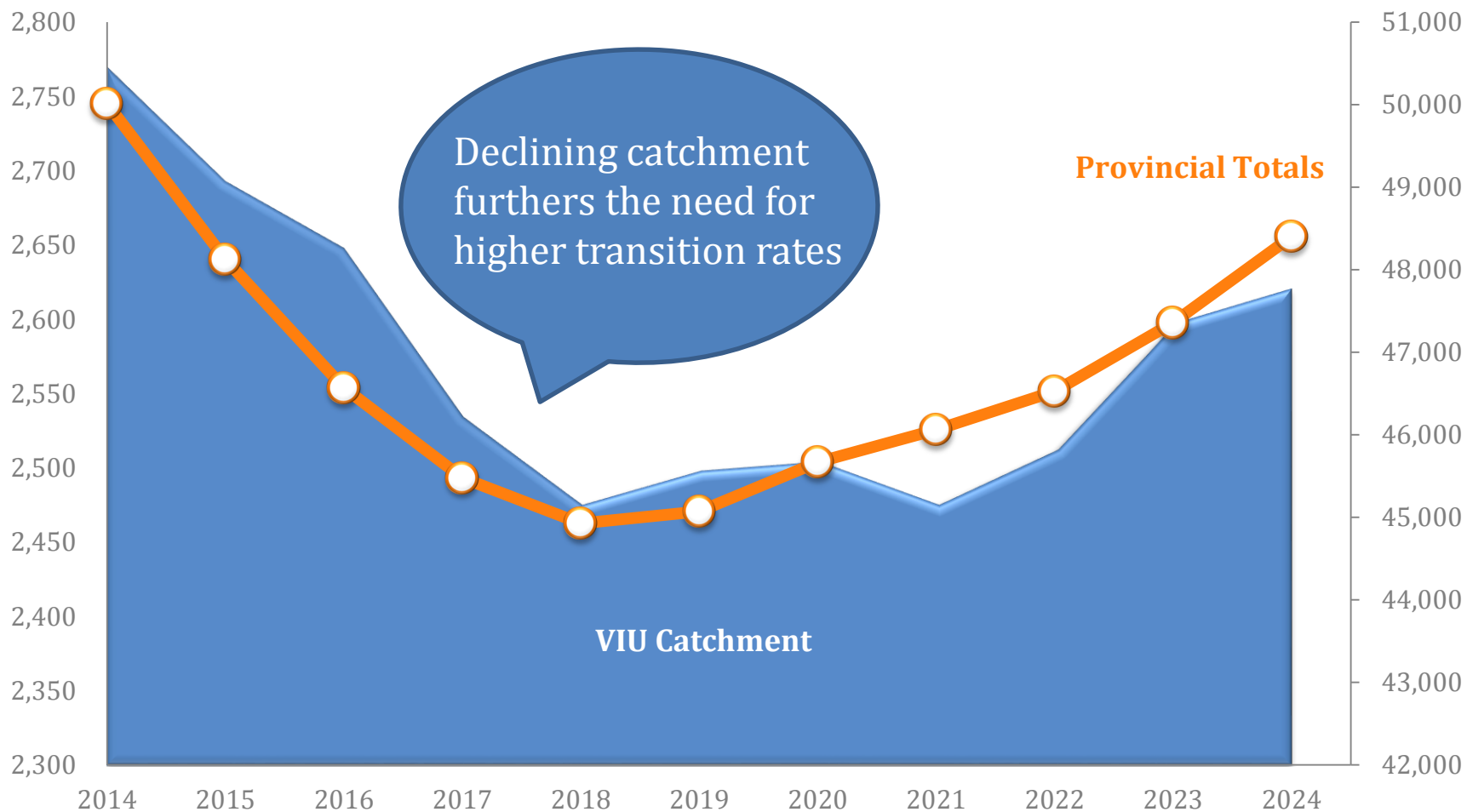
Second-to-Third Year Retention Rates

Second-to-third year distinct retention rates for domestic and international bachelor students by cohort entry year



Domestic n=	2,083	2,213	2,278	1,977	1,999
International n=	127	195	296	342	245

Grade 12 Enrolment Projections for VIU Catchment Area



The Enrolment Management Plan - Keys to Success

- ✓ Developing and implementing strategies for recruitment and retention at institutional and departmental levels
- ✓ Continued focus on student success
- ✓ Further streamlined enrolment processes
- ✓ Focus on transition support activities
- ✓ Continued recruiting from new domestic markets





The Budget Letter – Preliminary Context



Budget Letter Synopsis – Preliminary Context

(issued to budget holders August 2015)

Our ability to sustain current activity level and increase capacity or distribute new expenditure budgets beyond existing levels depends on the degree to which we are impacted by:

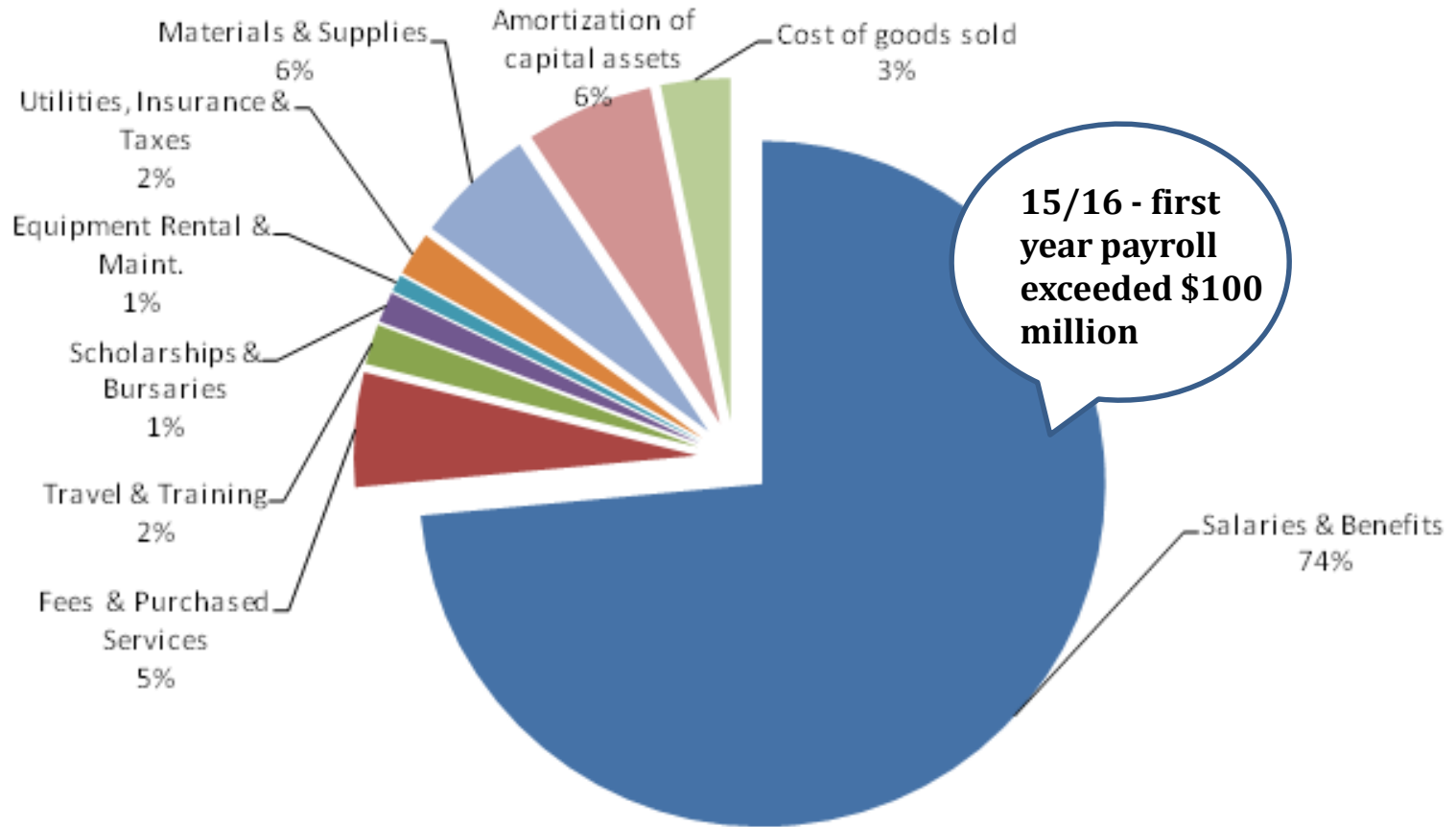
- All sources of funding level changes
- Enrolment growth and retentions rates
- Expenditure realignments for existing levels of activity
- Investments to accelerate the pace of implementation of VIU's integrated plans, and
- The willingness of budget holders to critically assess and review activities during the Summative Program Assessment (SPA) process and respond with strategies that will align activity with current or projected resource availability

and...

- Achieving domestic enrolment growth projection of approximately 3% in next three years
- Alleviating pressures related to existing activity levels include increases for re-rated positions, utilities, commitments made in prior years, and increased capital funding pressures (10%)
- Financing targeted investments, including:
 - Enrolment Management
 - Student Support
 - Leveraging major and minor Ministry capital funding
 - Teaching, Learning and Administrative Systems Renewal Initiative

Where does the money go?

2015-2016 Budget Distribution of Expenditures



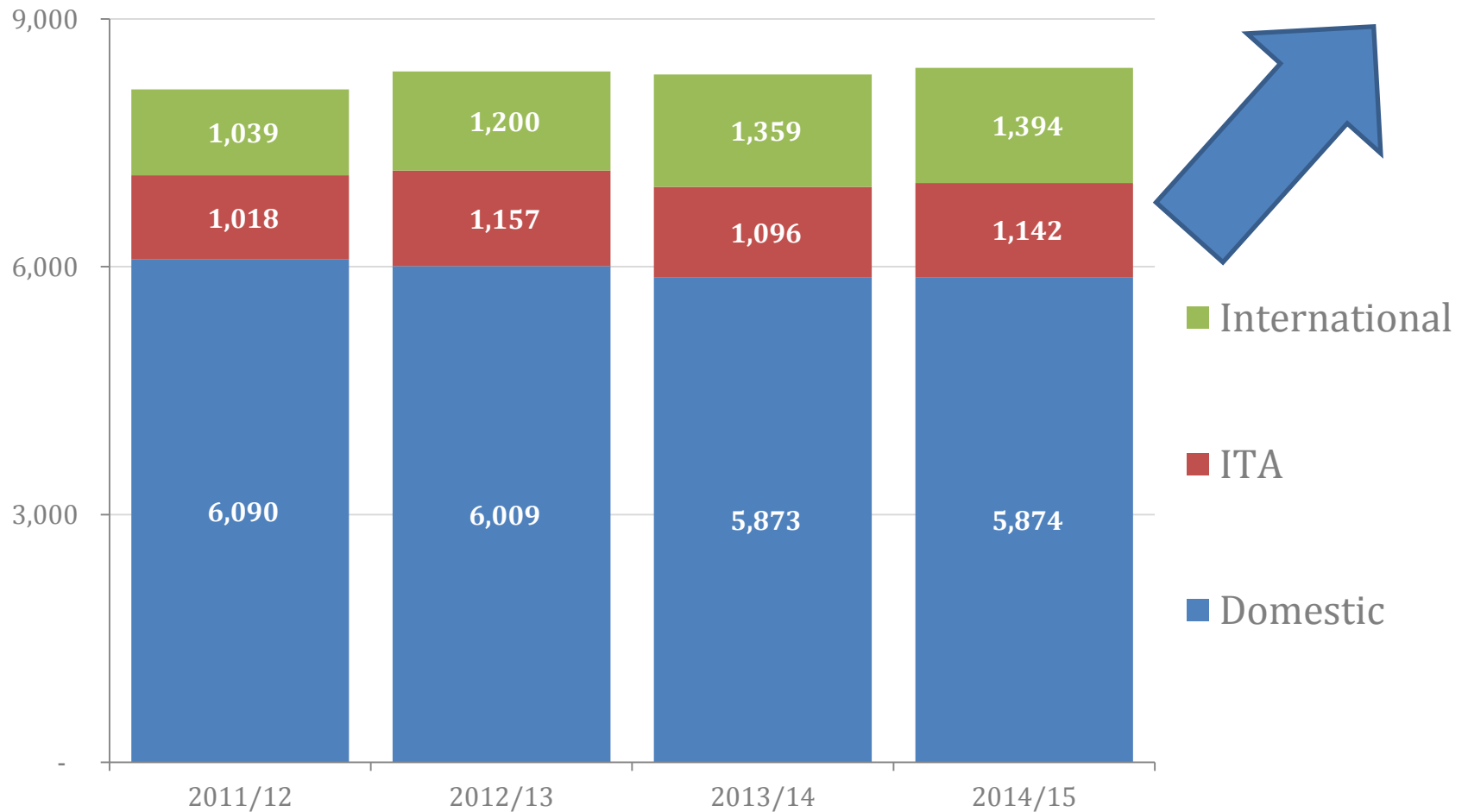


**More on the topic of ... VIU Student Enrolment
And the need to Bend the Trend**



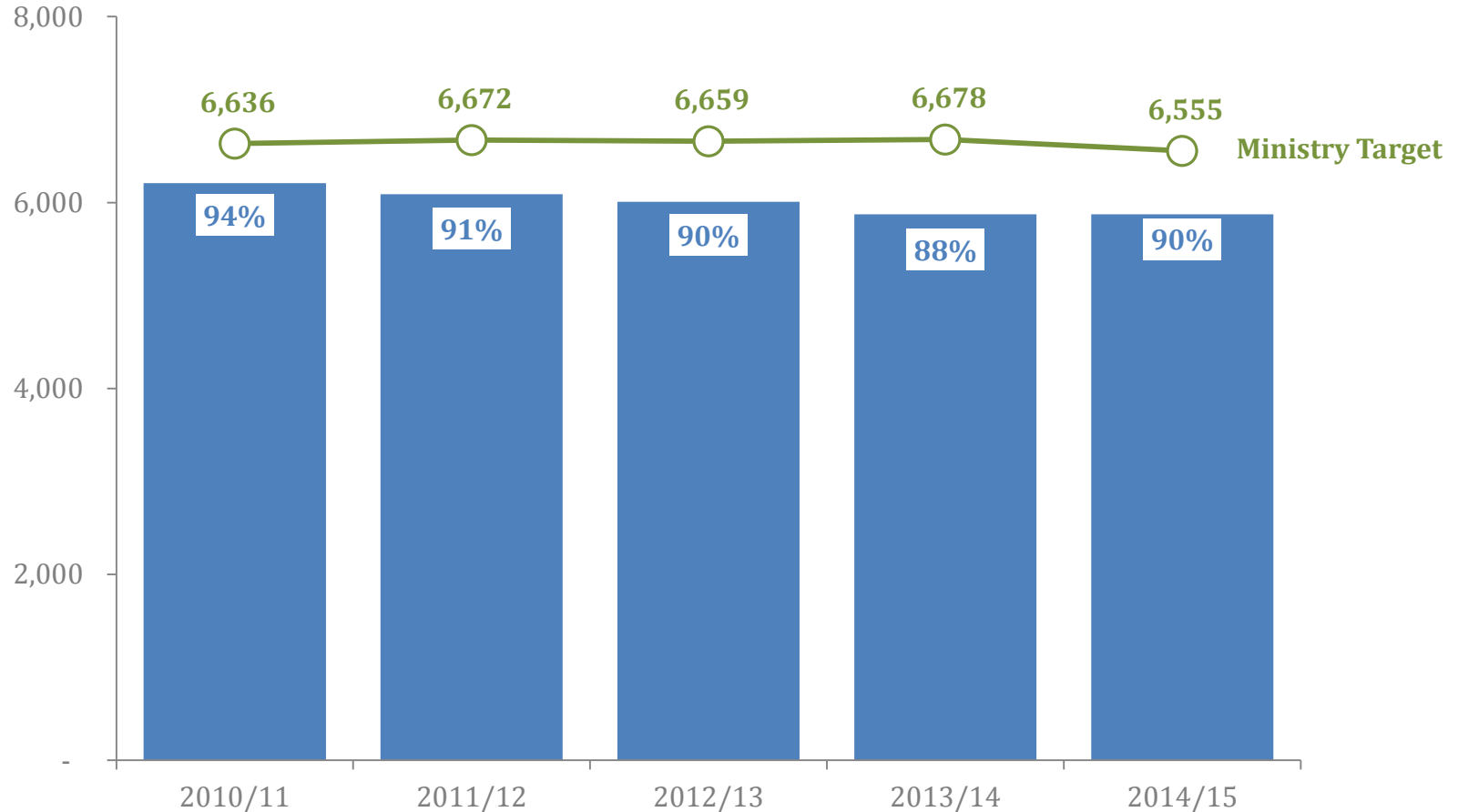
Total Student FTEs

Domestic, Industry Training Authority (ITA), and international FTEs by fiscal year



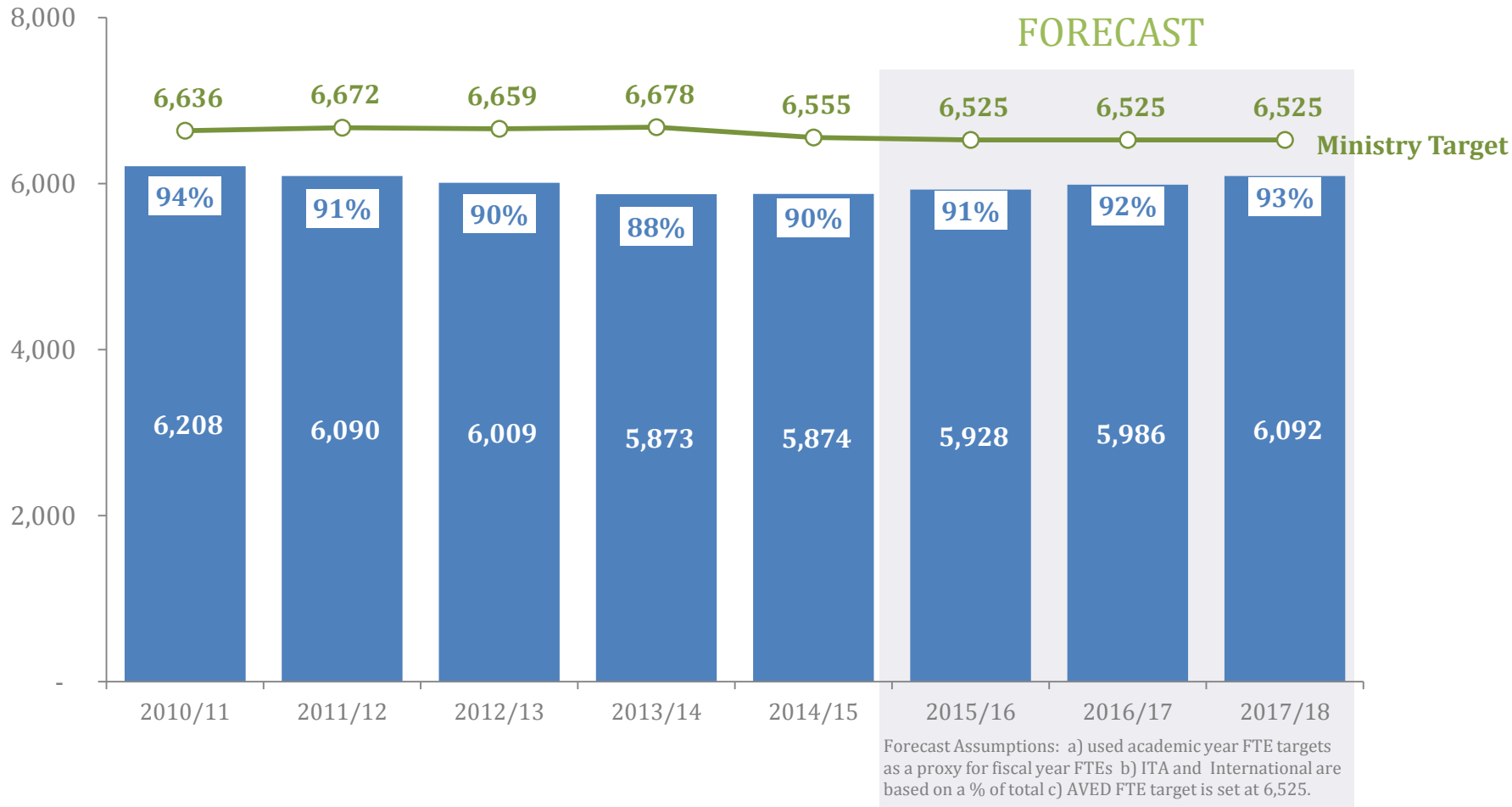
FTEs Versus Ministry Target

- Ministry-countable FTEs versus Ministry target by fiscal year



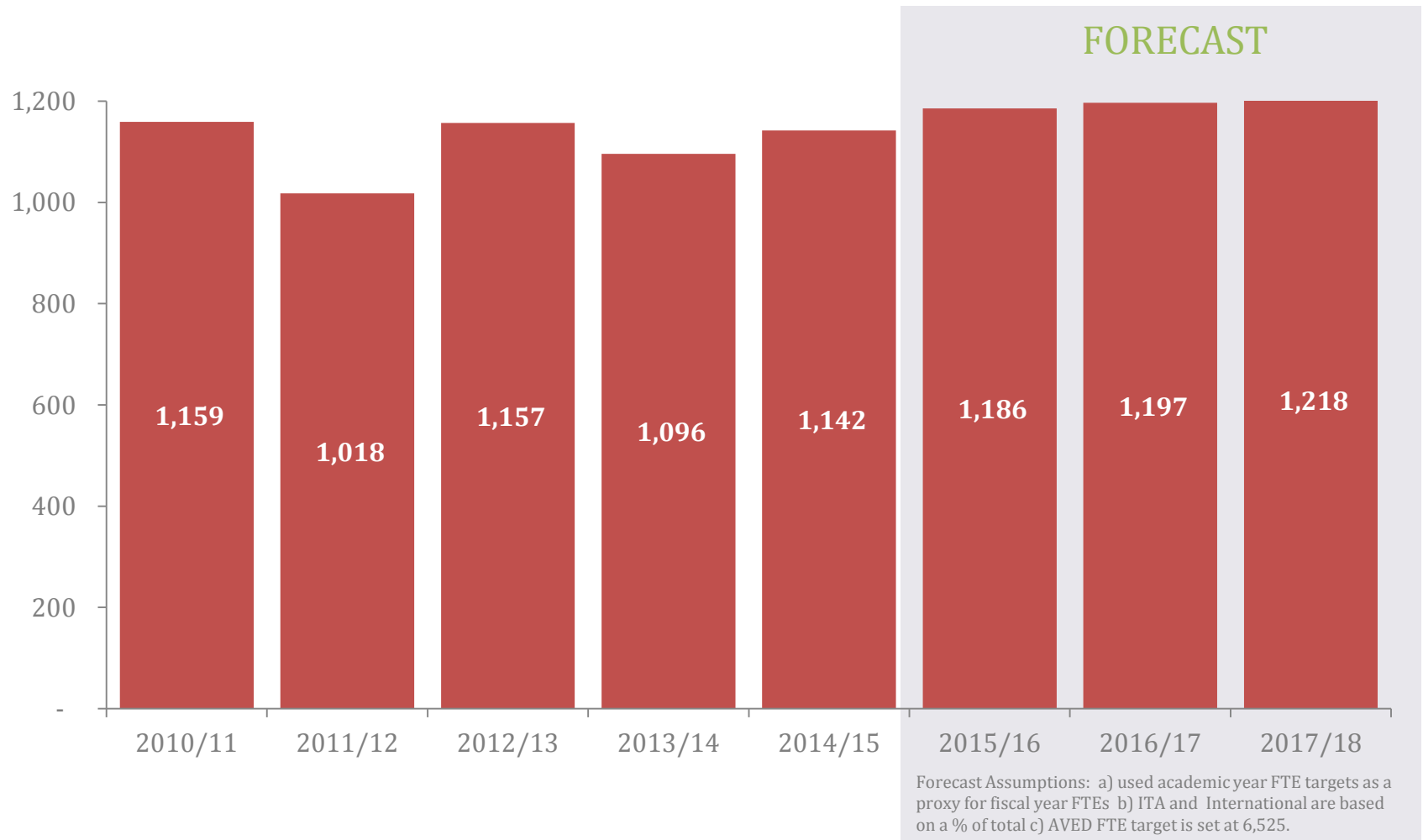
Ministry-Countable FTEs with 3-Year Targets

Ministry-countable FTEs versus Ministry target by fiscal year



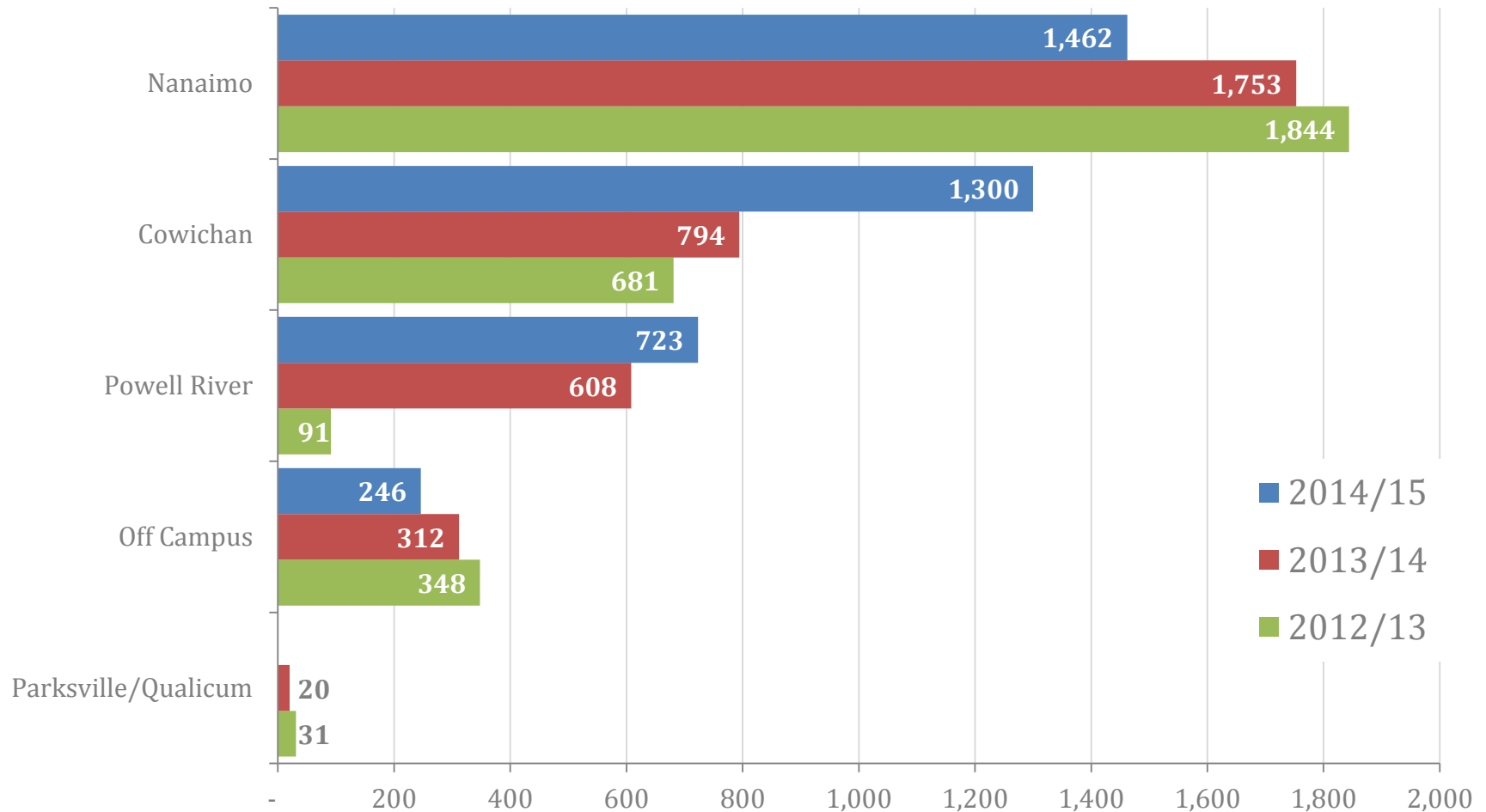
ITA-Funded FTEs with 3-Year Targets

Industry Training Authority (ITA) FTEs by fiscal year



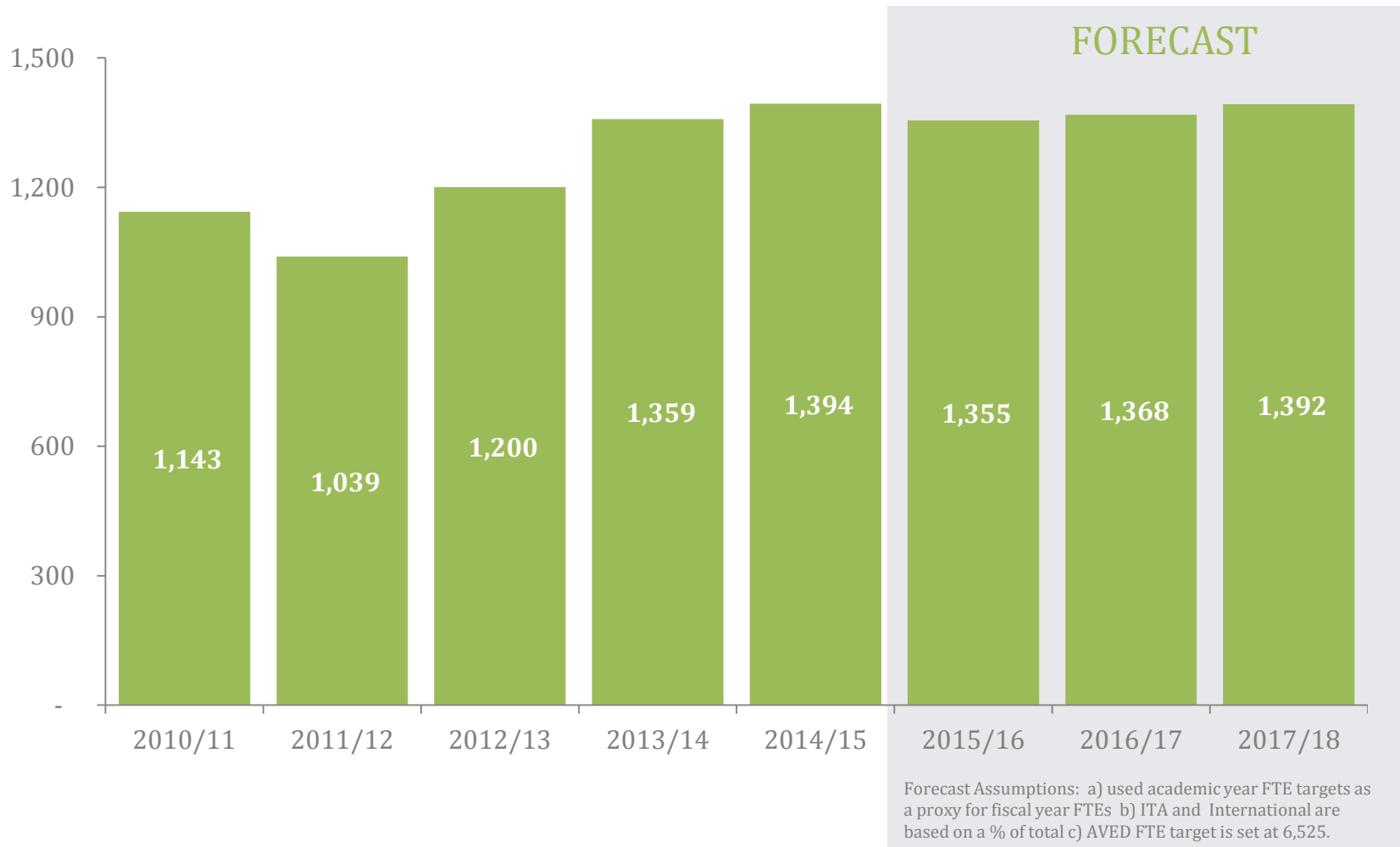
Dual Credit

Number of VIU registrations in dual credit courses (including Career Technical Centre courses and pre-university courses) by campus and fiscal year. More than 90% of dual credit students take Trades and Applied Technology courses.



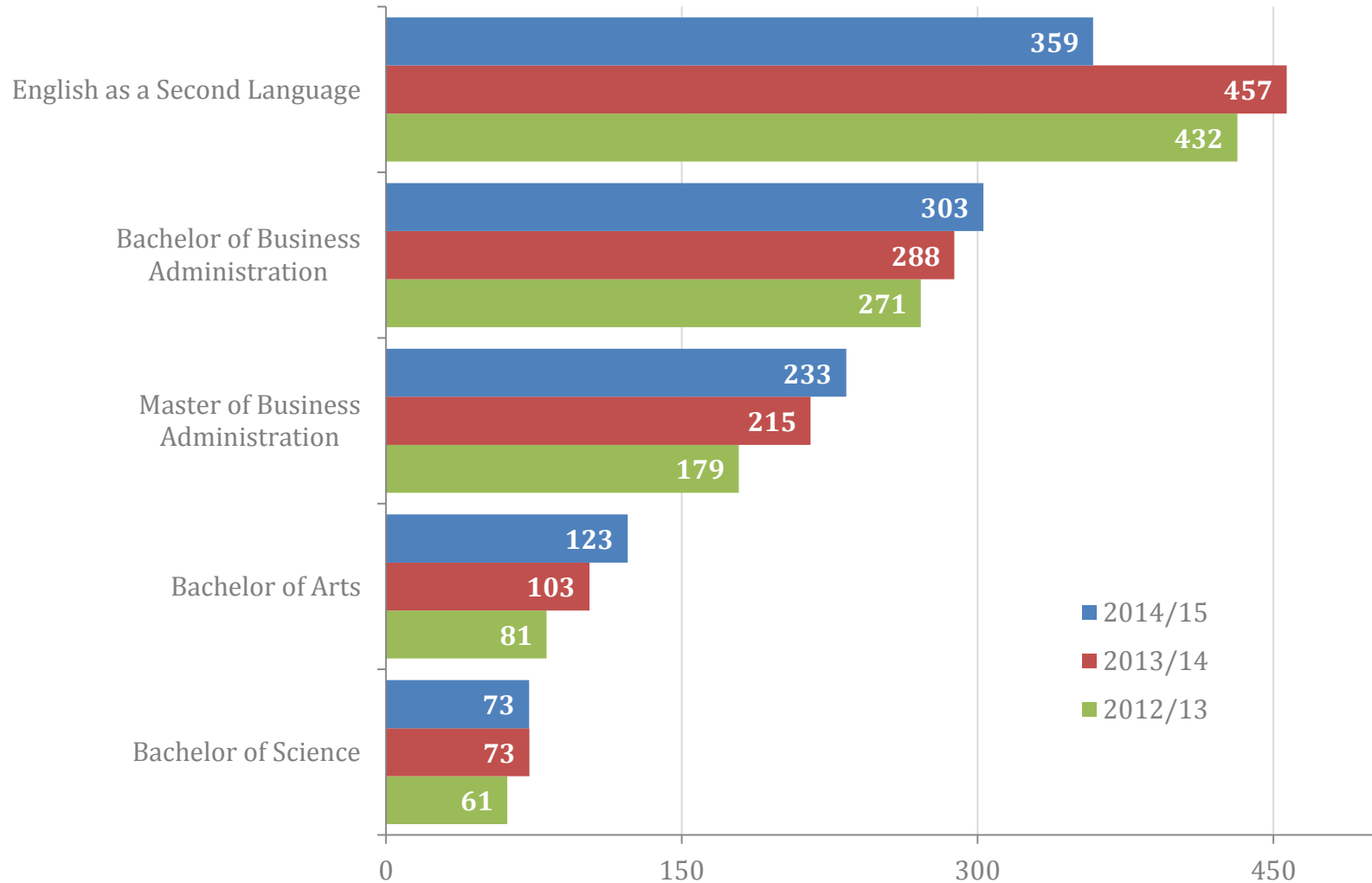
International Student FTEs with 3-Year Targets

International student FTEs by fiscal year



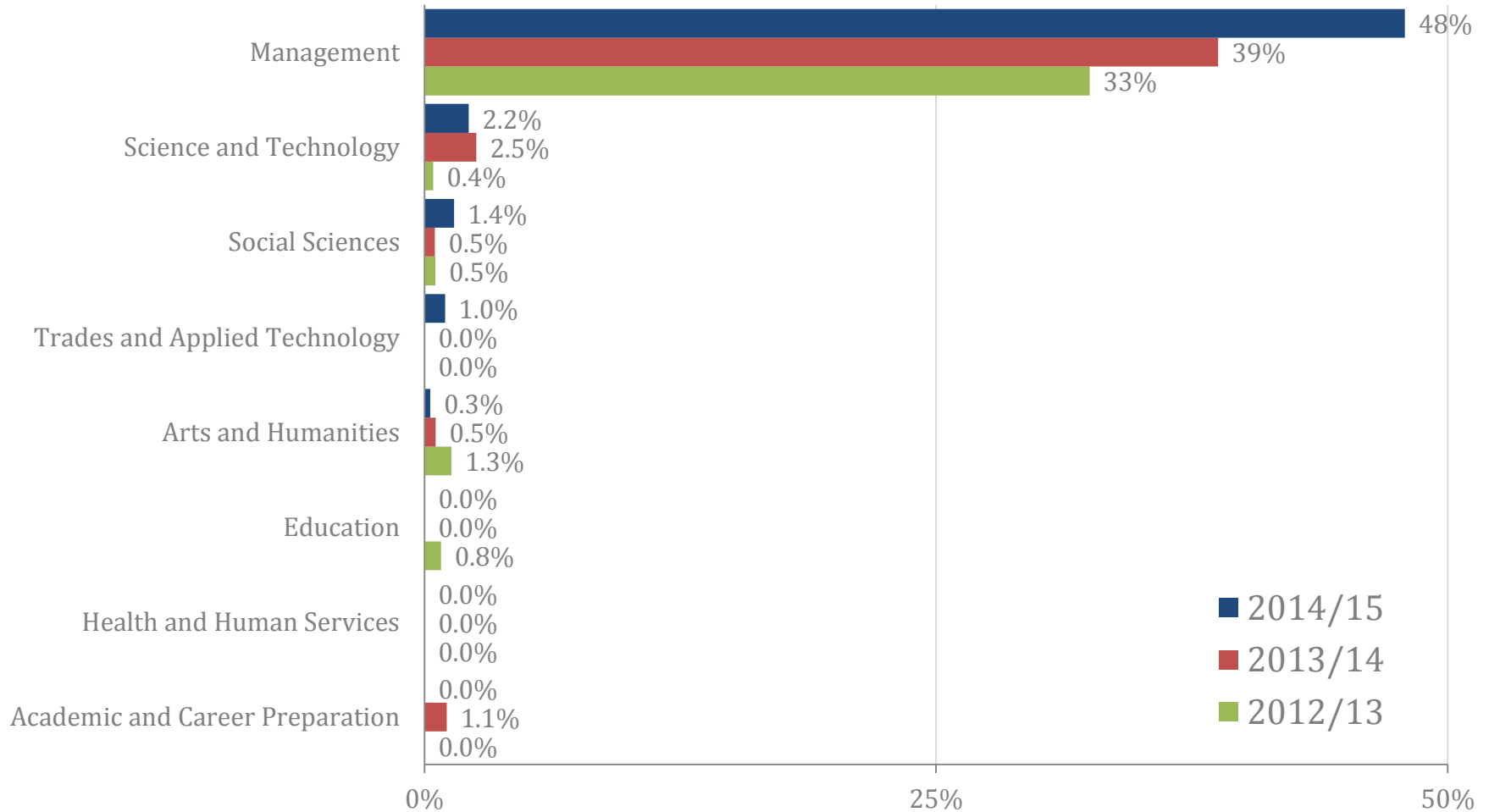
Top Programs for International Students

Top five programs for International student FTEs by fiscal year



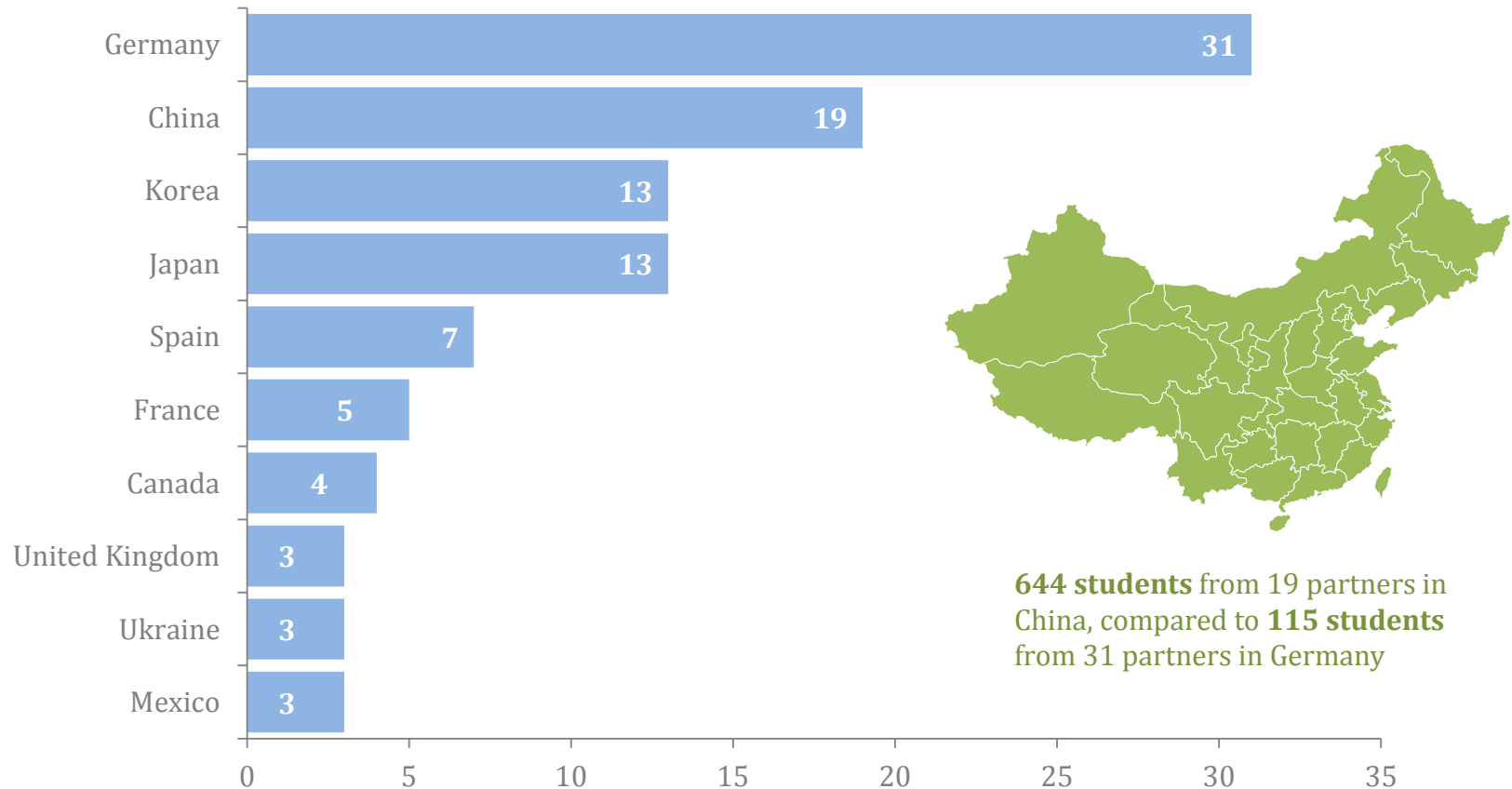
Courses with International Students

Percentage of courses with 50% or more international students by Faculty and fiscal year.



International Partnership Agreements

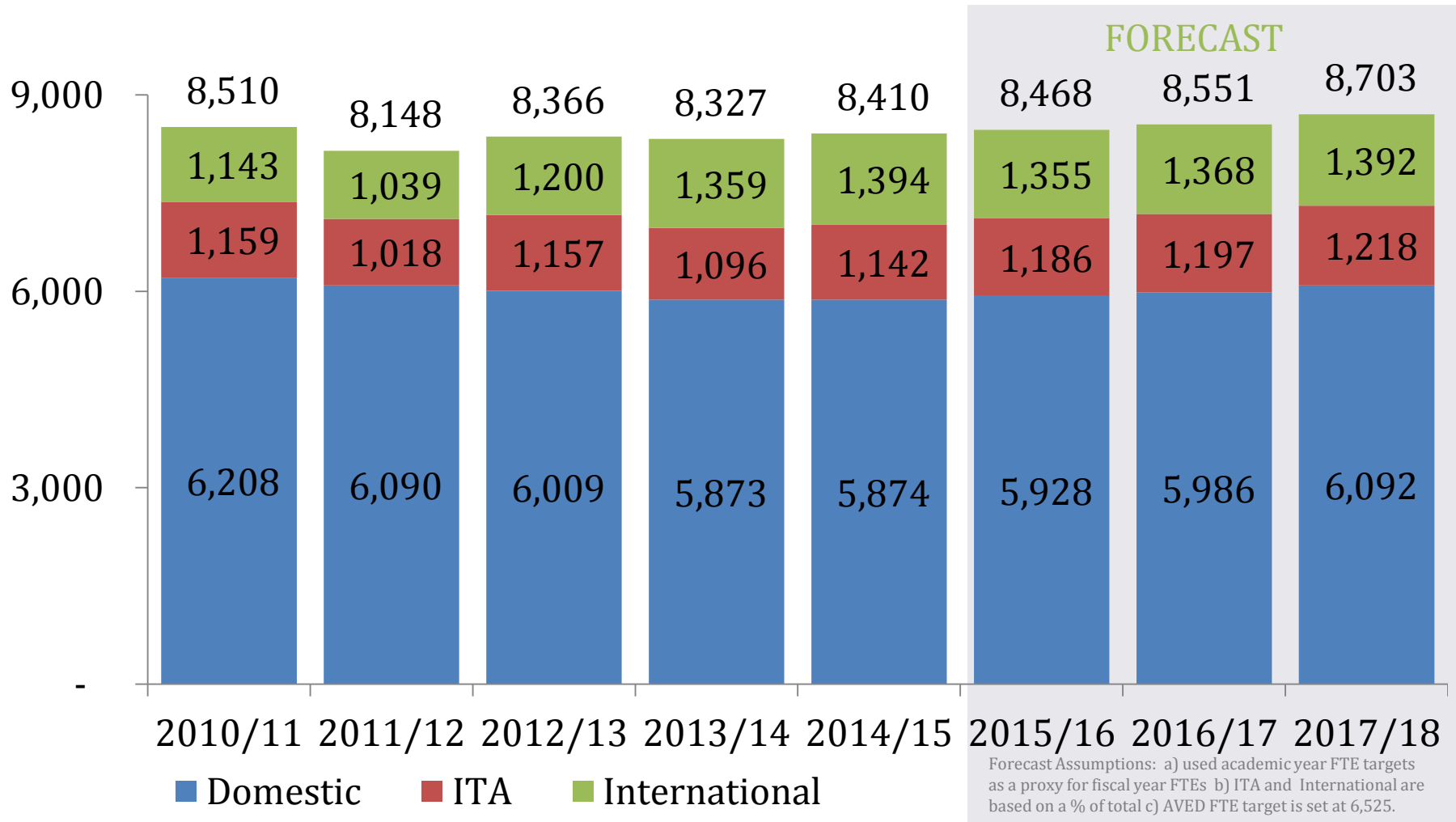
Top 10 international education partners by country and number of partnership agreements. In fiscal year 2014/15, VIU had 134 active partnership agreements from over 30 countries.



Number of Active Agreements in Fiscal Year 2014/15

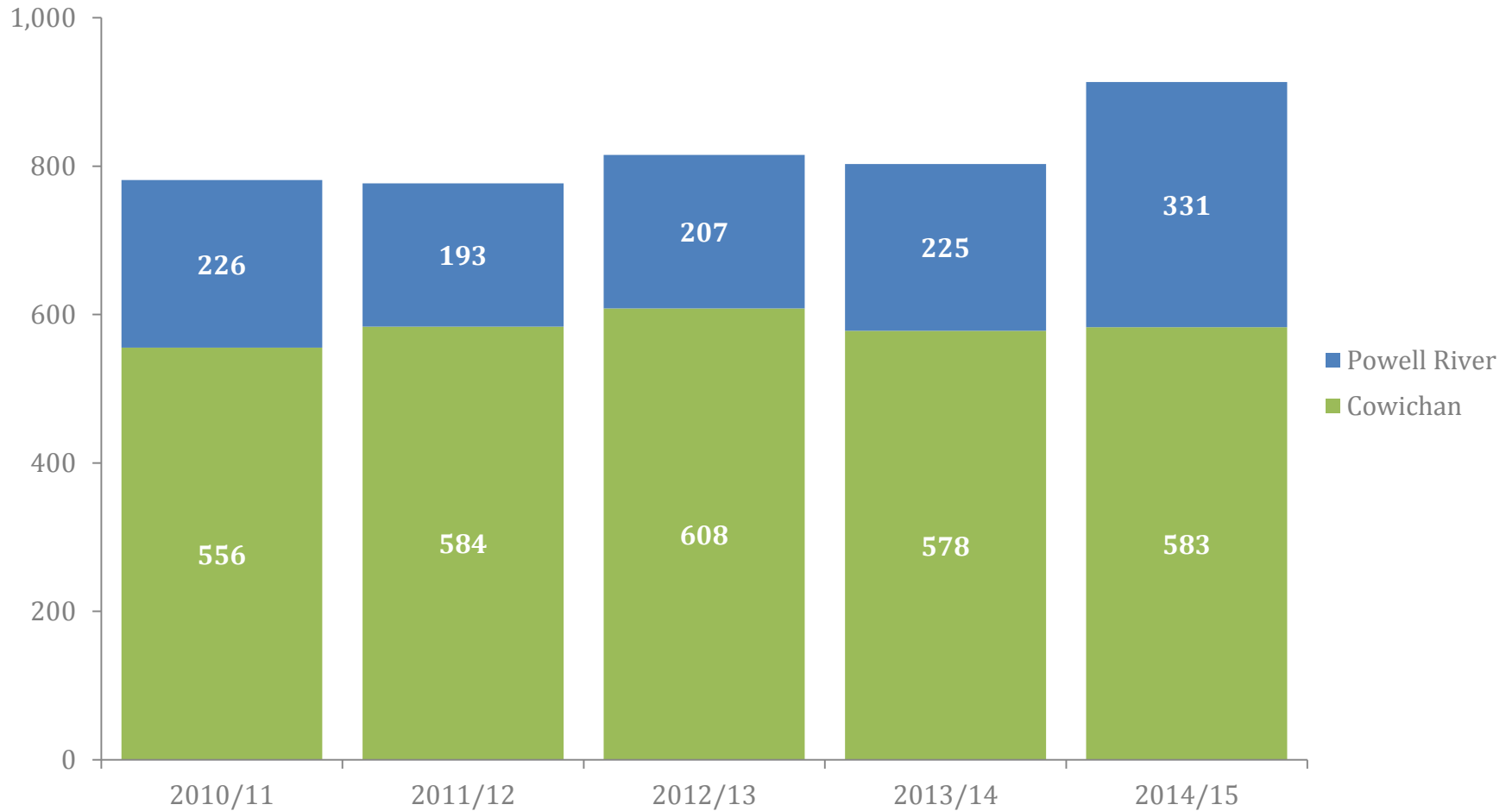
Student FTEs with 3-Year Targets

Domestic, Industry Training Authority (ITA), and international FTEs by fiscal year



Student FTEs for Regional Campuses

Student FTEs by fiscal year and by campus





Bending the Trend

- Catchment reductions require that growth comes from new domestic markets, non-traditional student populations AND higher grade 12 transition rates
- Increased retention
- Programming that aligns with labour market demands
- Considerations for aligning program mix for unmet demand (example: upper level course variety)
- Lessening reliance on international student FTE growth



BC Skills for Jobs Blueprint: Progress to Plan



BC Skills for Jobs Blueprint – Re-Engineering the Operating Grant



Pillar Two

Ensure students are first in line for B.C. jobs by **matching**



\$40 million
for **Student Financial Aid** for **high-demand occupations**

Investing in Programs

\$6.8M
for **critical trade seats**

\$185M targeted
for **skills and trades training infrastructure and equipment**

25% public post-secondary operating grants targeted to in-demand jobs

A pie chart with a yellow slice representing 25% of the total. The text '25%' is written in large yellow font over the slice. The rest of the text is in yellow and dark blue.



The Blueprint – VIU alignment is strong; shifts will create further advantage

- Based on data analysis, VIU programming is strongly aligned with labour market demands including aboriginal education, health and trades
- Shifts will create advantage and follow the Summative Program Assessment process
- Program mix is our prerogative within the 25/75 split
- Data and analysis become increasingly important
- VIU's progress to the ~25% target:
 - 2013/14 – 7.7%
 - 2014/15 – 10%
 - 2015/16 – 15%
 - 2016/17 - ~ 20%
 - 2017/18 - ~23% (VIU's contribution to sector 25%)



Operating Grant Funding

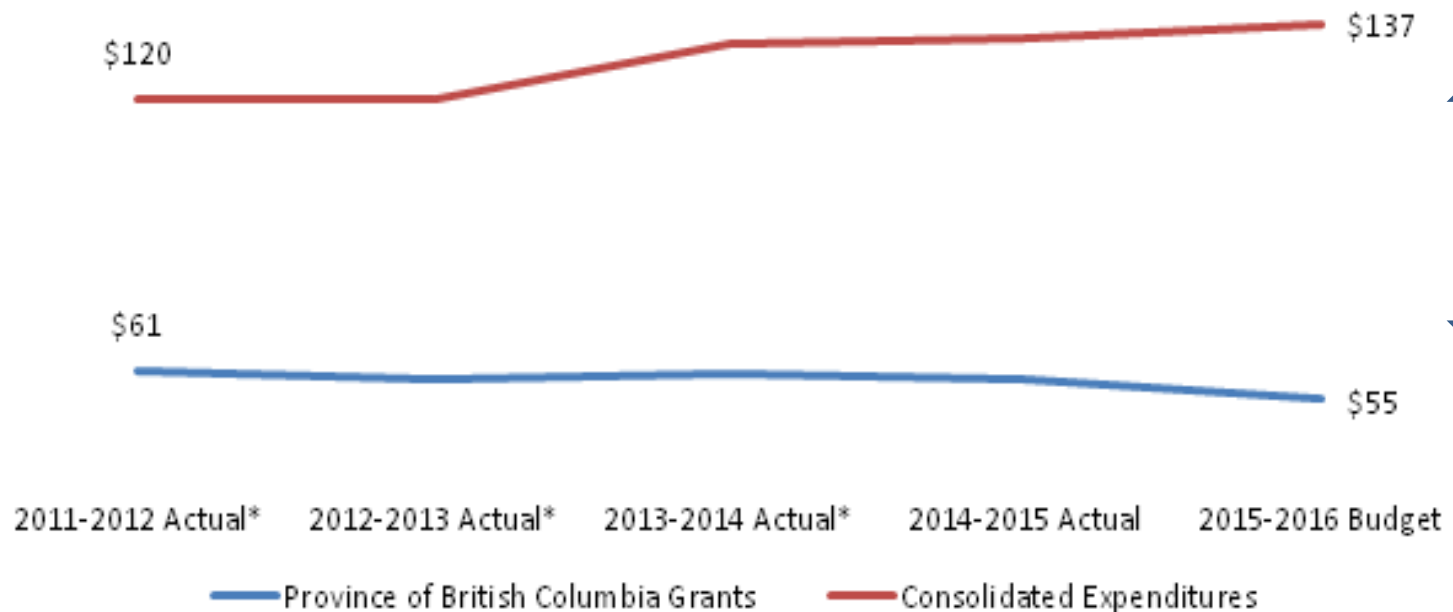


Provincial Funding Gap

Gap between Provincial Funding and Expenditures on a consolidated basis is growing

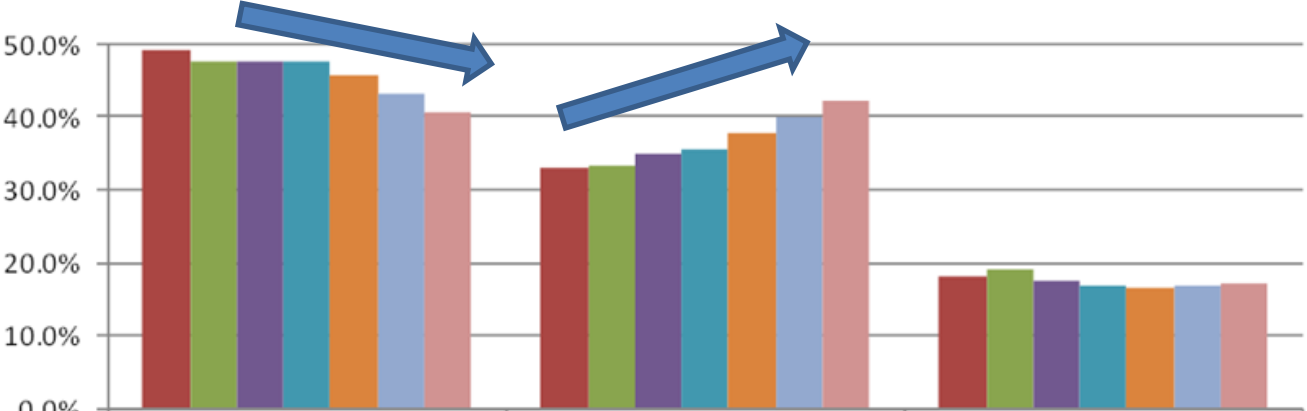
Gap: Provincial Funding & Expenditures

(in millions)



Sources of Budgeted Revenue...

**Comparison of Sources of Revenue
2009-2010 to 2015-2016**



	Province of British Columbia Grants	Tuition & Student Fees	All Other
■ 2009-2010	49.1%	32.9%	18.0%
■ 2010-2011	47.6%	33.3%	19.1%
■ 2011-2012*	47.5%	34.9%	17.6%
■ 2012-2013*	47.7%	35.4%	16.9%
■ 2013-2014*	45.8%	37.8%	16.4%
■ 2014-2015 Budget	43.0%	40.0%	17.0%
■ 2015-2016 Budget	40.6%	42.1%	17.3%


* Adoption of PSAB accounting standards restated prior year actuals.

Funding

- necessitates a continued reliance on cost-recovery/off-grant programs and initiatives to sustain our evolution
- new income streams more important than ever:
 - appetite for innovation
 - measured risk taking and new frontiers
- nice to do versus need to do?
 - critical thinking and beginning “zero-based budget assessment”; evolving from an “add budget exercise”
- priority investments to remain relevant and competitive (comparative)
- use of funding → operating vs capital

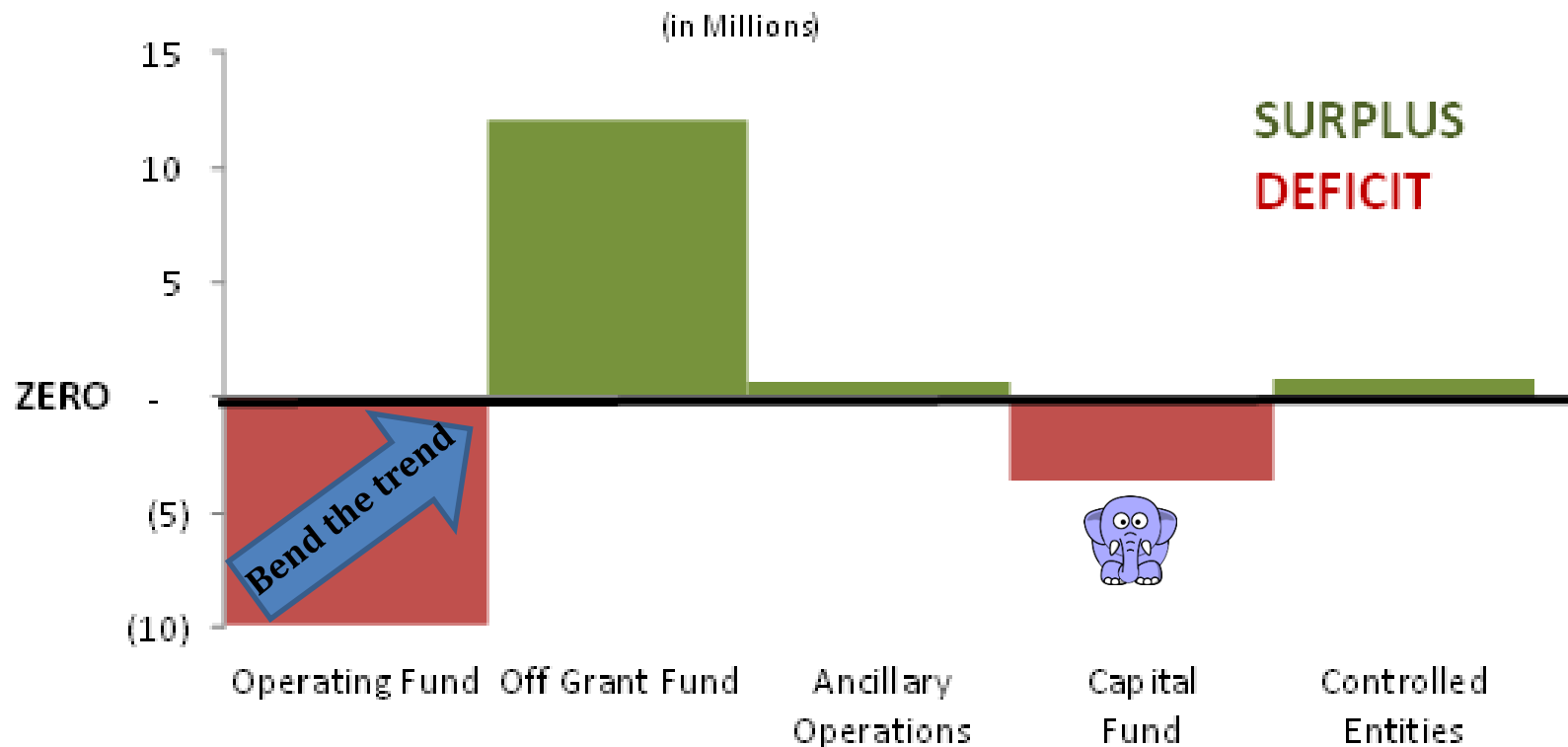
The baby elephant in the room...



Government directive to have a balanced budget on an all-funds basis means increasingly stretched operating dollars to feed the amortization schedule () creating ongoing fiscal challenges.

2015-2016 Balanced All Funds Budget

2015-2016 balanced all funds budget



On an all funds basis the VIU consolidated budget is zero.



Long Term Constraints and Risks

Constraints and Risks

- Declining government funding and constrained tuition and fee policy
- Sustainable budget: need strong and diversified revenue streams
- Dependency on International and off-grant/cost-recovery activity currently 27.7% or \$37.9m of consolidated revenue – many factors outside our control can affect this activity stream
- Deferred maintenance – a number of academic programs reside in buildings that are over 30 years old and the deferred maintenance deficit is growing

Constraints and Risks (con't)

- Several structures are not adaptable to current teaching methods and are expensive to operate
- Outdated Teaching, Learning and Administrative systems and infrastructure
- Capital availability
- Government policy and impacts that create shortfalls (more with less)



Continued Success

Leverage What We Do Well

Student Experience Survey – Top 5 Ranking:

- ✓ 93% - my instructors are knowledgeable in the subjects they teach
- ✓ 90% - my instructors are passionate about what they teach
- ✓ 90% - my instructors interact with students in a respectful manner
- ✓ 91% - I learn theories and fundamental principles in my program
- ✓ 90% - my program increases my factual knowledge about my field of study



Address Deficiencies

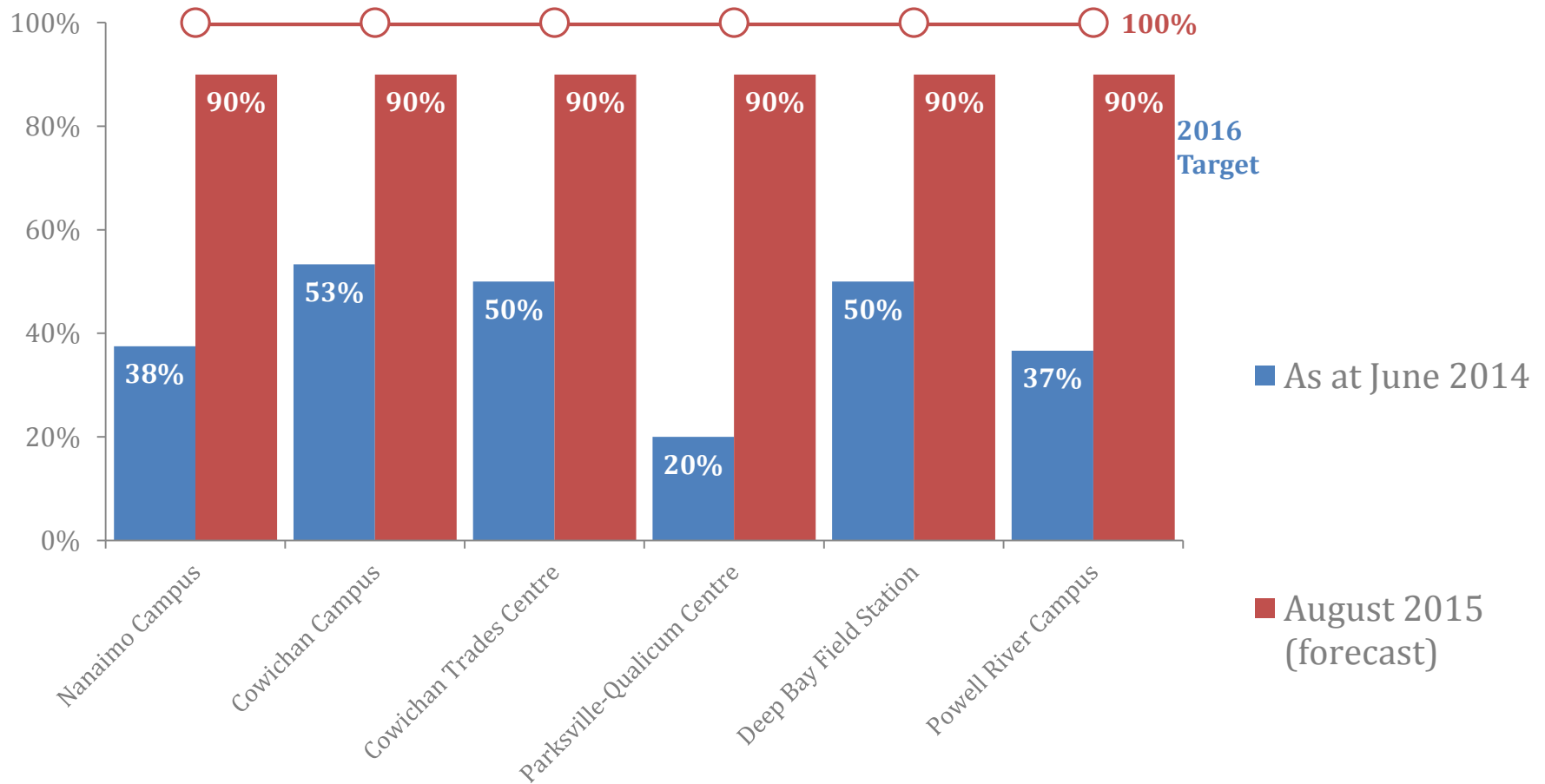
Student Experience Survey – Lowest 5 Ranking:

- ✓ 59% - Wi-Fi on campus (*note: 90% coverage will be complete Aug 2015**)
- ✓ 61% - overall social experience
- ✓ 61% - value of education for the price
- ✓ 64% - I am given the chance to evaluate my courses
- ✓ 66% - my program uses technology to enhance learning (*note: Teaching, Learning and Administrative Systems Renewal*)



*Wireless Coverage

Percentage of wireless coverage of interior spaces expected by August 2015. Information Technology department is currently working on a project to achieve 100% coverage by spring 2016.



Impressions of VIU - Survey

32% would choose VIU over UVic, UBC, and NIC

79% of respondents have favourable impression of VIU

37% of those favourable impressions had personal affiliation with VIU

30% of respondents were likely to make a financial donation to VIU

Convenient location, program variety and class size were top reason to choose VIU

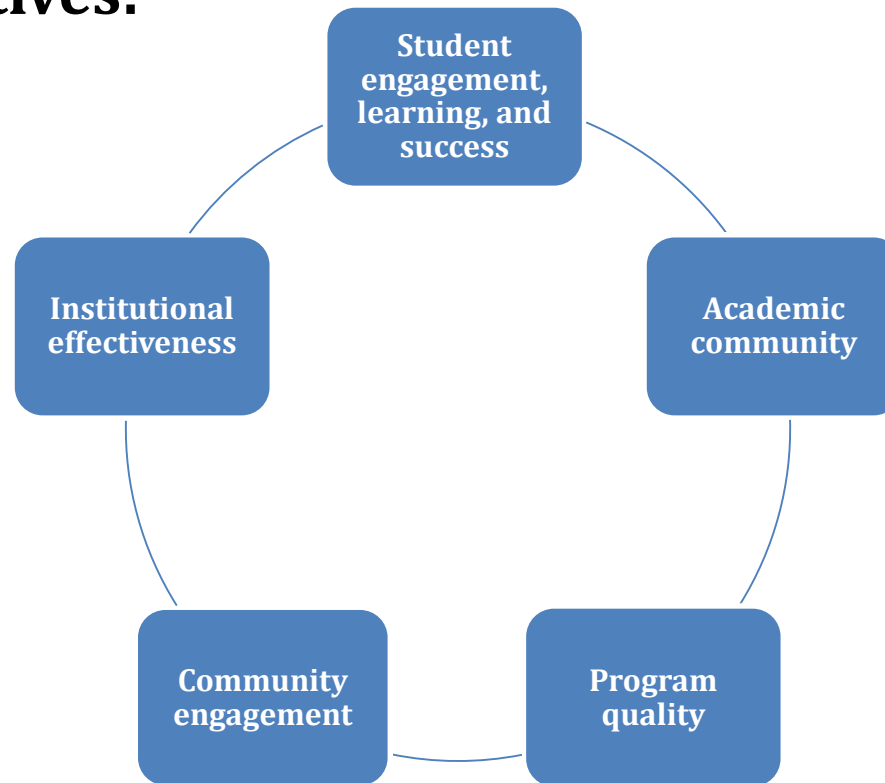
Results from June 2015 survey - Conducted by NRG Research Group

- 602 phone interviews conducted in four federal ridings where VIU has a presence:
 - Cowichan-Langford
 - Nanaimo-Ladysmith
 - Courtenay-Alberni
 - North-Island-Powell River



Staying the Course

Decisions made for 2016-2017 will continue to focus on the following objectives:



Continuing this Course

Is dependent upon:

- Achieving enrolment and retention targets
- Generating new revenue
- Drive efficiencies that allow for realigning our resources and strategic investments
- Assess resource allocations using critical thinking and begin zero-based assessment; evolving from an “add budget exercise”

Continuing this Course

...and:

- Maximizing resource utilization (human, financial, and physical)
- Attracting and growing community and industry partnerships
- Continued meaningful dialogue with the Ministry and all levels of government
- Building on a phenomenal reputation (brand equity) one interaction at a time

Questions/Comments

