

Finances

UBC Emeritus College

Council Meeting

December 4, 2024



THE UNIVERSITY OF BRITISH COLUMBIA

Emeritus College

Why Update on Financial situation?

- Change in UBC Finance Guidelines – no use of reserves and balanced budgets for all UBC units, mainly due to fewer international undergraduate students.
- We present the past, current and future financial situation in simplified overviews in the next slides.
- We'd like to discuss the strategies the College could take to raise more funds and request more UBC funding.
- If you have any questions or remarks on the exact numbers, please send an email to the Executive via principal@emerituscollege.ubc.ca before or after the Council meeting.

Contributions to UBC of Emeriti and the Emeritus College

Research and Scholarship - 74 emeriti serve as the Principal Investigators on outside grants that bring in \$5.5 million annually in 2023-24

Teaching - 44 emeriti continue to teach (self-reported in 2024)

Mentoring and Committee work - 41 emeriti doing committee work and mentoring colleagues (self-reported in 2024)

Fundraising – donating to UBC and United Way, assisting the Development Office in identifying and approaching potential donors

Enhancing UBC's Reputation and Visibility - More than 100 emeriti are listed as Experts with UBC Media relations; Recipients of major awards; represented UBC at 30 conferences as (keynote) speakers in 2023-24. Display of video on Climate Emergency at UBC Sustainability Week.

Other Services to UBC - Serving on the UBC Senate, the UBC Pension Board, the President's Advisory Committee on Campus Enhancement.

Community Service - Serving on the boards of over 100 organizations (self-reported in 2024); Executive Director of Academics without Borders

Emeritus College – securing enhanced travel medical insurance and extended health insurance for emeriti; Speaking at the pre-retirement workshops co-organized by Faculty Relations; liaison between UBC departments, such as IT and HR, and emeriti; showcasing the different pathways to retirement to current faculty; offering assistance and advice to faculty contemplating retirement by organizing small events in new office space.

Revenue Emeritus College

The overall revenue has been \$280 - \$292K from 2019 onwards

The College has 4 main revenues

1. UBC Funding received from Provost's Office ~\$250K (88%) Received as a lump sum.

~\$142K goes to salaries and other expenses. Initially, \$100K was designated for research subsidies.

During the Covid years, the applications went down to ~\$25,000. As staff support has always been used to process the applications, part of the research subsidy has been used to fund operating expenses. UBC does not make a distinction for this funding.

2. Insurance Rebates \$24K to \$30K (9%)

The College receives an allowance from Johnson Insurance and RTOERO. The allowance is 2 percent for the premiums paid by College members for their products. As more members subscribed to the insurance policies and the rebates increased from \$24K to \$30K from 2019-2024.

3. Donations and Grants \$0 - \$1K (0.4%)

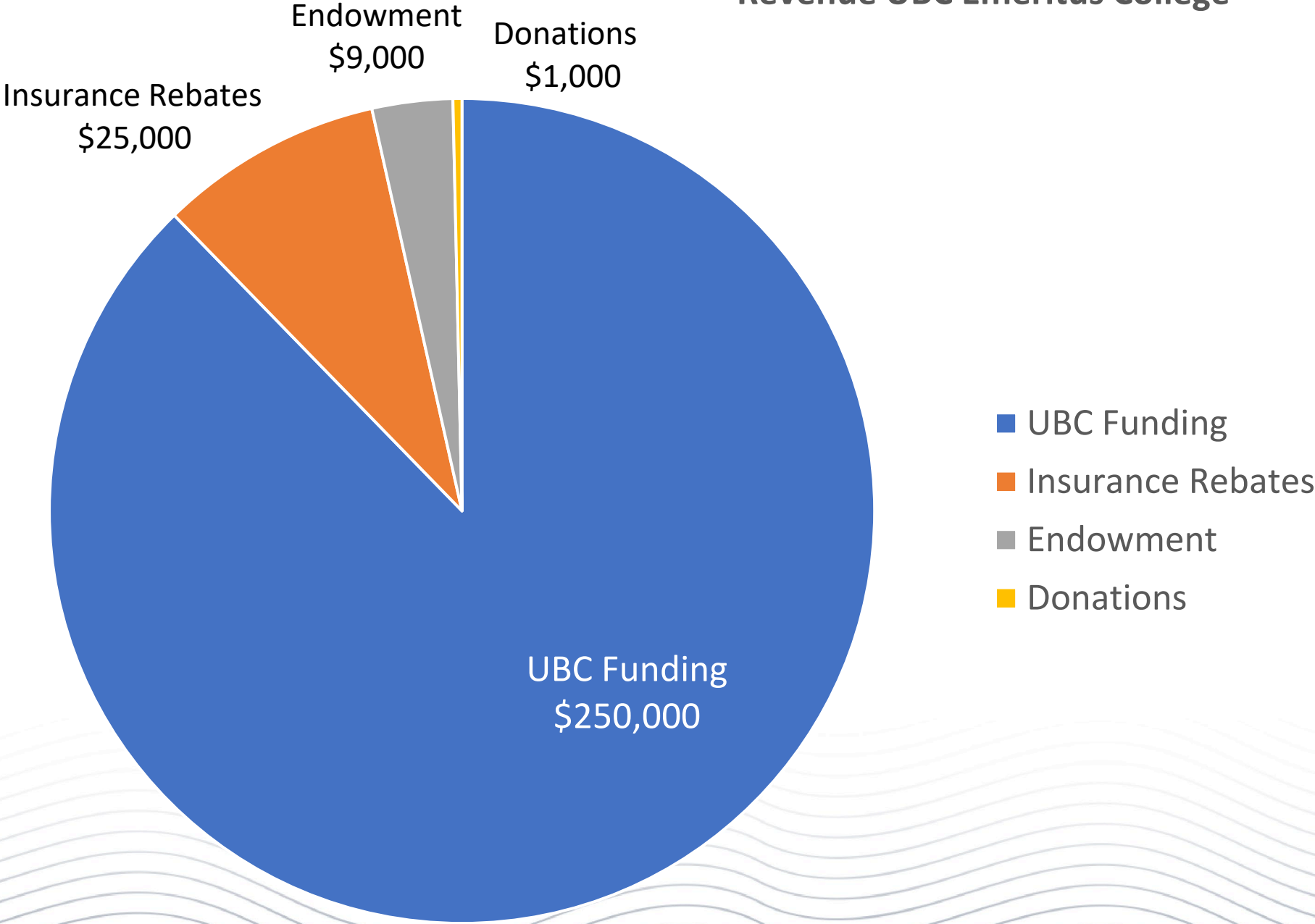
The College typically receives a \$1,000 or less in donations. One exception was in 2022, when the College received a donation of \$25K for the Indigenous Artwork.

4. Endowment Spending \$8-10K (3%)

The College receives an annual revenue of ~4% of the Endowment Capital. Until 2022, the annual revenue were returned to the capital of the Endowment Fund. In 2022, it was decided that these funds would be transferred to the College account for the next two years. **Current Endowment is: ~\$250K.**

Revenue UBC Emeritus College

UBC Emeritus College



Expenses Emeritus College

UBC Emeritus College

Overall expenses have increased from \$257K to \$345K from 2019-2024

4 main expense categories:

1. Salaries and Benefits: \$92K to 237K (68%)

In 2018, the College was supported by 1.2 FTE staff which increased to 2.4 FTE in 2024 to support the activities. The College is only funded by UBC for 1.2 FTE and has funded the extra FTEs with reserves. Due to Covid, the extra asks to cover the increase of salaries and benefits expenses were not approved.

2. Research Subsidy \$100K dropped to \$21K, rose to 60K (17%)

3. Scholarships, Fellowships and Bursaries \$2K (1%)

The two annual awards fall in this category. Award recipients receive \$1,000 each.

4. Supplies and Sundries \$16K to 48K (14%)

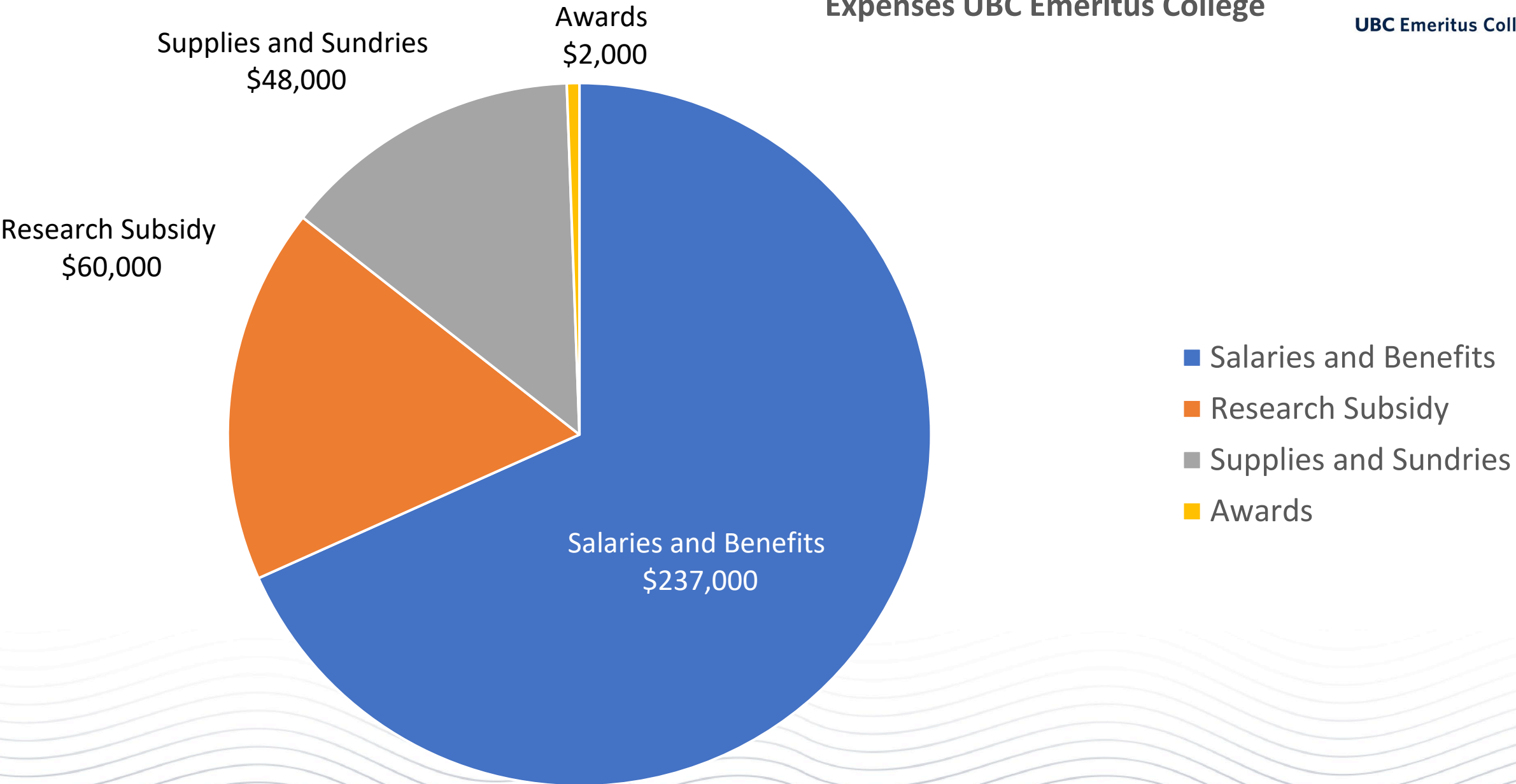
All other expenses to fund the activities, such as catering, rentals and AV for meetings; office expenses, memberships to other organizations; conference registration fees, digital and creative services, etc.

Special Transfers to Endowment Account - \$50K and \$45K

In 2019 and 2021, transfers were made to the Endowment Capital.

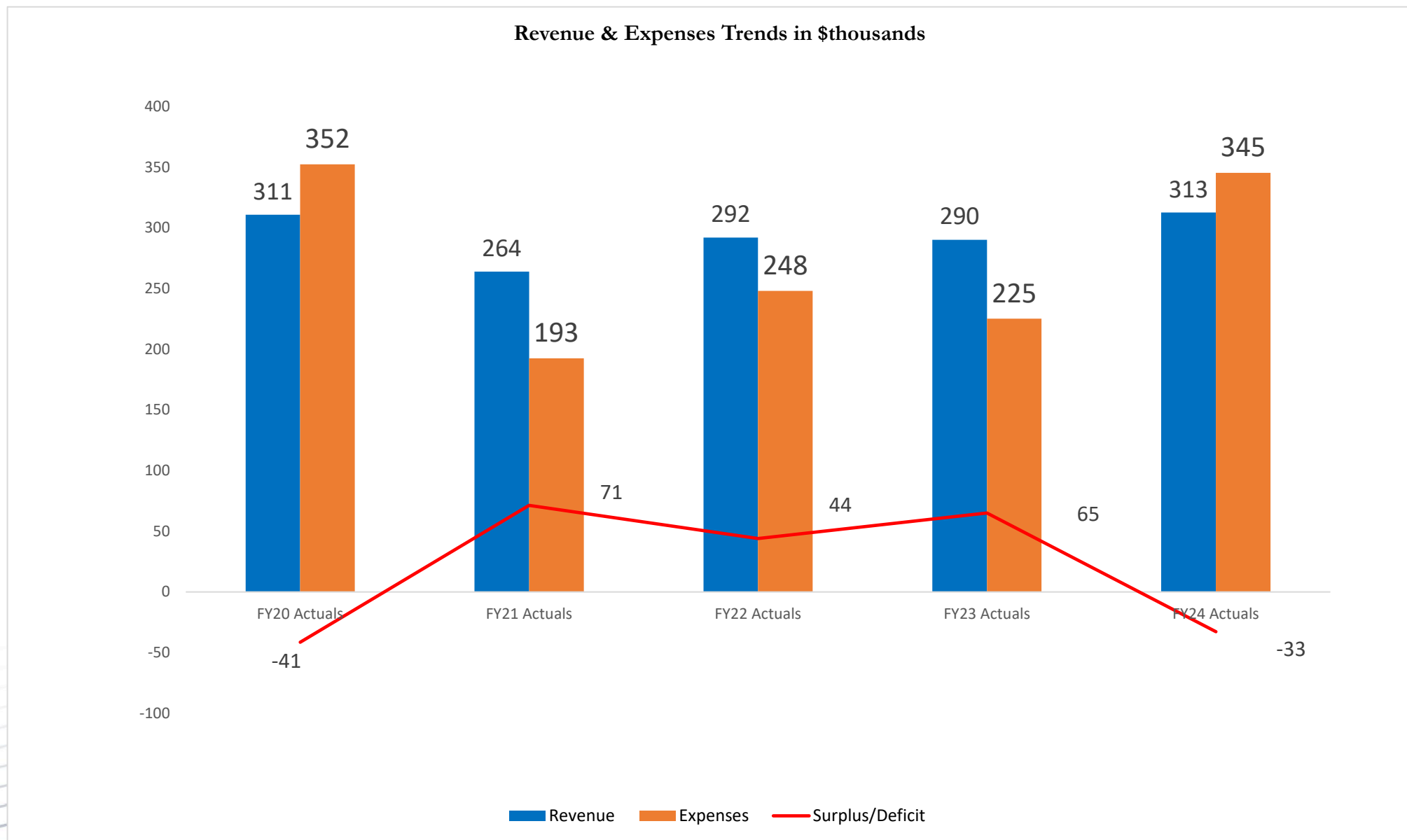
Expenses UBC Emeritus College

UBC Emeritus College



Overview Actuals Emeritus College 2019-2024

UBC Emeritus College



Financial Decisions 2019-2024

During Covid years (FY21-FY23), expenses decreased due to 2 main factors

1. All events online – no expenses for rentals, catering and AV (savings of \$10-\$15K)
2. Requests for scholarly subsidy decreased to \$21K (savings of \$80K)

Use of Reserves

Because of the decrease in expenses, the College was able to use the reserves (from the funds of the UBC Association of Professors Emeriti) to cover for the extra expenses for salaries and benefits not funded by UBC. No budget asks were approved during the Covid-years.

In 2022, the Council approved the following motion:

Council recommends that, anticipating the need for increased resources to achieve key goals from the strategic plan, and assuming an increased focus on development, projected expenditures in 2023/24 and 2024/25 should reduce the balances available in the Operating and College accounts to zero at the end of 2024/25. *(see all motions on slide 23)*

Overview of activities needing staff support (2019-2024)

2019-20	2020-21	2021-22	2022-23	2023-24
<ul style="list-style-type: none"> 47 Events 4 SIG's 2 Awards President's Reception for new emeriti in-person Newsletter Senior Scholars' Series Scholarly Subsidy Program <p>NEW</p> <ul style="list-style-type: none"> Established Endowment Attended CURAC and EAPE Conference Prepared 2020 CURAC conference with SFU and UVic Prepared Symposium on the <i>Cities of the Future</i> Planning Brock Commons Move for 2022-23 Website Updated 	<ul style="list-style-type: none"> 46 Events 5 SIG's 2 Awards President's Reception for new emeriti online Newsletter Senior Scholars' Series Scholarly Subsidy Program <p>NEW</p> <ul style="list-style-type: none"> My Health, My Responsibility Survey 2021 Organizational restructure EC Conversations Unit Reps meeting UBC APE History All events online 	<ul style="list-style-type: none"> 73 Events 6 SIG's 2 Awards President's Reception for new emeriti online Newsletter Green College Speaker Series Scholarly Subsidy Program <p>NEW</p> <ul style="list-style-type: none"> Emeritus Climate Cohort Pre-retirement seminars Emeritus College Guide to Insurance update UBC Indigenous Strategic Plan information meeting Healthy Ageing Symposium on October 1 2022 CURAC Virtual Assembly organized by College 	<ul style="list-style-type: none"> 103 events 7 SIG's 3 Awards President's Reception for new emeriti online Newsletter Green College Speaker Series Scholarly Subsidy Program Pre-retirement Seminars <p>NEW</p> <ul style="list-style-type: none"> Implementation First Strategic Plan Emeritus Cohort for Peter Wall Institute Annual Report new style 	<ul style="list-style-type: none"> 84 Events 12 SIG's 2 Awards President's Reception for new emeriti online Newsletter Green College Speaker Series Scholarly Subsidy Program Pre-retirement Seminars Implementation Strategic Plan continued <p>NEW</p> <ul style="list-style-type: none"> Survey 2024 Indigenous Information booklet for members Two videos from the Climate Cohort First UBC Giving Day Move to new building in Brock Commons
<p>1.2 FTE (1.2 FTE funded by UBC) *Admin Manager (0.6 FTE) *Admin Assistant (0.6 FTE)</p>	<p>1.6 FTE (1.2 FTE funded by UBC) *Admin Manager (0.8 FTE) *Admin Assistant (0.8 FTE) *Work-Learn Student for Communications and Events *Grad Student for UBC APE History</p>	<p>2.1 FTE (1.2 FTE funded by UBC) *Admin Manager (0.8 FTE) *Admin Assistant (0.8 FTE) *Events and Comm Assistant (0.5 FTE)</p>	<p>2.4 FTE (1.2 FTE funded by UBC) *Admin Manager (0.8 FTE) *Admin Assistant (0.8 FTE) *Events and Engagement Coordinator (0.8 FTE)</p>	<p>2.4 FTE (1.2 FTE funded by UBC) *Admin Manager (0.8 FTE) *Admin Assistant (0.8 FTE) *Events and Engagement Coordinator (0.8 FTE) *Grad Student for Indigenous Information Booklet</p>

Forecast for FY25 (2024-25):
current fiscal year April 1, 2024 – March 30, 2025

Revenues

Operating Grant Allocation	259K	Actual: 243K plus GWI increase New recurring UBC fund
<i>Funding received by UBC (Provost's Office)</i>		
Non-Government Donations	19K	Actual: Annual Giving Day April 2024; no other donations expected
<i>General Donations, UBC Giving Day, Specific Donations such as Climate Cohort</i>		
Sales and Services	23K	Estimate; might be the same as last year (\$30K)
<i>Insurance Rebates</i>		
Endowment Revenue	8K	Actual
<i>Annual Revenue from Endowment Capital</i>		
Total Revenues	<hr/> 310K	

Forecast for FY25 (2024-25):

UBC Emeritus College

current fiscal year April 1, 2024 – March 30, 2025

Expenses

Salaries and Benefits

315K

Forecast; Hired new Communications Manager to implement Communications Plan

Professional Fees

10K

Actual: no other expenses expected

Consultant Fees for specific projects, such as the Retreat facilitator

Capital Expenditures

2K

Estimate

Laptops: furniture in new office

Grants and Reimbursements to Other Agencies

59K

Actual

Subsidies for Scholarly Expenses

Scholarships, Fellowships and Bursaries

2K

Actual

Two awards \$1,000 each

Supplies and Sundries

51K

Initially \$60K; but changes:
\$2K for unit rep – will likely be online
Forecast not this fiscal year:
\$5K informal gathering for 200 new emeriti
\$2K legal aspects for pre-post retirement for 200 emeriti
These large meetings will likely be held in small meetings within the new space.

All other expenses, such as catering, rentals and AV for meetings; office expenses, memberships to other organizations; conference registration fees, digital and creative services, etc.

Travel and Accommodation

8K

Total Non-Salary Expenses

132K

Total Expenses

447K

Net Income

-138K

Accumulated Surplus

207K

Ending Balance

70K

Overview of current activities (2024-25)

Priorities:

1. Enrich retirement for College members
2. Increase community profile locally, nationally and internationally
3. Enhance recognition of emeriti and College to the university
4. Ensure the college is effective, efficient, and sustainable

3.2 FTE (1.2 FTE funded by UBC)

- *Admin Manager (0.8 FTE)
- *Admin Assistant (0.8 FTE)
- *Events and Engagement Coordinator (0.8 FTE)
- *Communications Manager (0.8 FTE)

Strategic Plan 2023-25	Projects 2024-25	Annual Projects	Communications and Engagement	Events	Operational
Implementation of Strategic Plan/Goals	Website restructure: November-May	Awards	Newsletter	General Meetings 4x	Finances
Goal 1: Communications Plan	Upgrade Website Drupal 7 to 10 Jan-Dec 2024	Research Subsidies	E-News: twice a month	Annual General Meeting 1x	HR
Goal 2: Opening Celebration	Implementation of Microsoft 365 - Oct-Dec 2024	Annual Report	Website	New Emeriti Reception	Executive Support
Goal 3: Succession Plan	Move to Brock Commons plus aftercare	Retreat	Social Media	Adhoc Meetings	Committees support
Goal 4: Development and Fundraising	Implement New mailing system: Envoke	Unit Reps Meeting	General Communication		Membership Administration
Goal 5: Connect personally with members	Refresh UBC Strategic Plan	Benefits Info Meeting	Special Interest Groups 12x		Database Maintenance
Goal 6: Reach non-tenure track faculty	Opening of Brock Commons	Pre-Retirement Seminars (2x)			Building Operations
Goal 7: Lists and Collect Data on UBC Emeriti		Order of Canada/BC Letters (2x)			IT support
Goal 8: Community Volunteer Opportunities		New Emeriti Letters (2x)			
		Council Meetings (5x)			
		Local BC Universities Meeting			
		National (CURAC), North American (AROHE) and European (EAPE) Conferences			
		Survey (once in 3 years)			

New UBC Financial Guidelines for next fiscal year

- No extra funding available
- Requirement that all units work to present a fiscally balanced budget for FY26 or reduce their structural deficit
- Met with Deputy Provost in October and submitted two proposals that were not balanced and included appropriate funding for projects and staffing.
- **Feedback:** we are unable to approve the budget that was submitted with a deficit of \$263k.

Response Provost Office

- In order to offer some relief, the Provost office will support and honour the previous request for funding to augment the administrative support by .20 FTE made before COVID. We were not aware that this did not go through after COVID. This will bring the Emeritus GPO funding budget up by \$25k.
- This is to address a previous funding request and is not a new ask. We strongly suggest you go back to review the budget submission with the leadership team and adjust the budget to reduce the deficit to be no more than \$70k which would make the unit fiscally balanced but would have utilized the full reserve available.

Extra received asks for current fiscal year

- SIG Poetry proposal for publication of poems: \$ 5K
- Climate Cohort: 2 videos \$45K

Initial thought: Funds are available.

Second thought after receiving new UBC Financial Guidelines:
No funds available

Current budget for FY26 accepted by Provost

Revenues

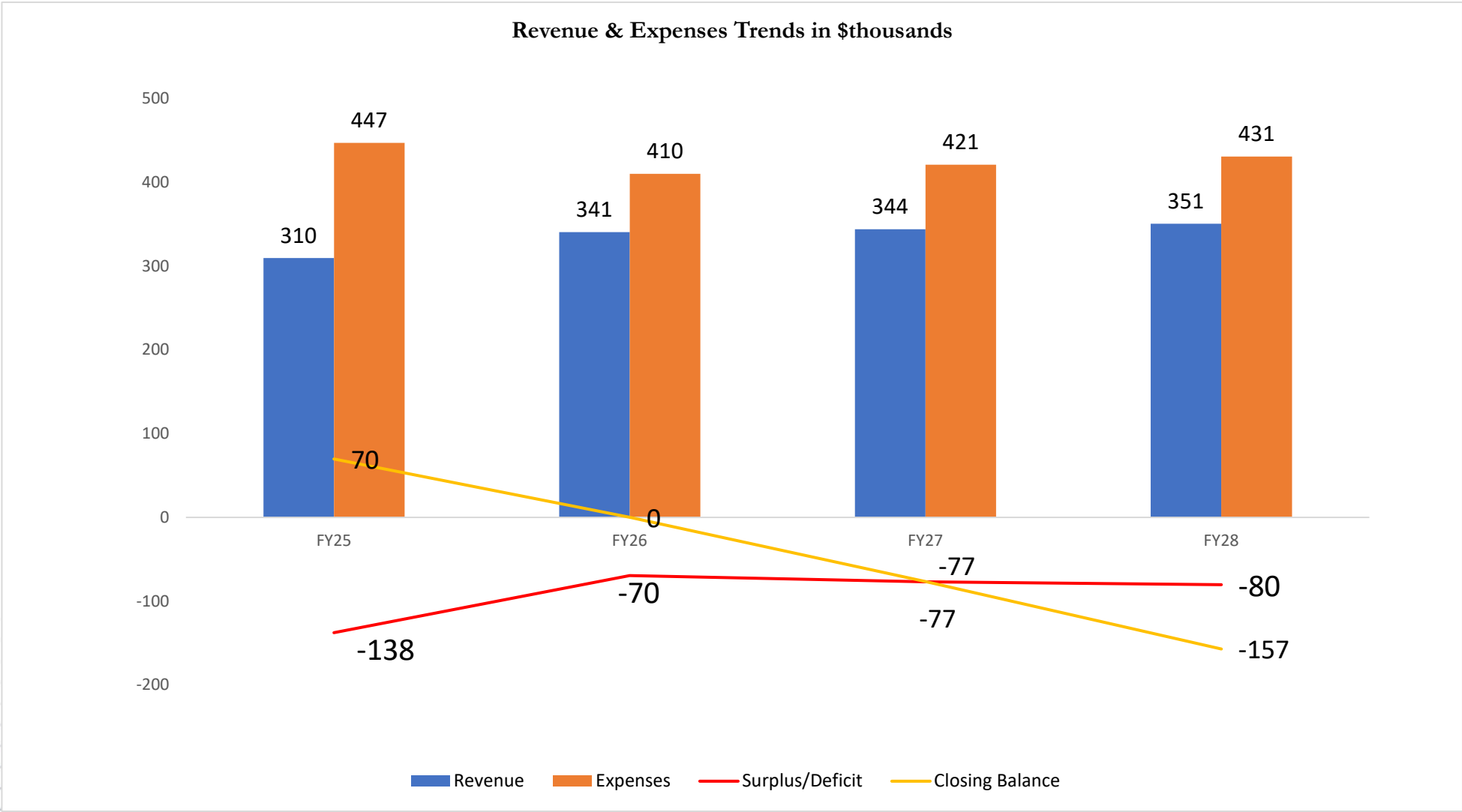
Operating Grant Allocation	284K
<i>Funding received by UBC (Provost's Office)</i>	
Non-Government Donations	25K
<i>General Donations, UBC Giving Day, Specific Donations such as Climate Cohort</i>	
Sales and Services	23K
<i>Insurance Rebates</i>	
Endowment Revenue	8K
<i>Annual Revenue from Endowment Capital</i>	

Total Revenues	341K
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Current budget for FY26 accepted by Provost

Salaries and Benefits	298K
Professional Fees	3K
<i>Consultant Fees for specific projects, such as the Retreat facilitator</i>	
Capital Expenditures	2K
<i>Laptops: furniture in new office</i>	
Grants and Reimbursements to Other Agencies	60K
<i>Subsidies for Scholarly Expenses</i>	
Scholarships, Fellowships and Bursaries	2K
<i>Two awards \$1,000 each</i>	
Supplies and Sundries	40K
<i>All other expenses, such as catering, rentals and AV for meetings; office expenses, memberships to other organizations; conference registration fees, digital and creative services, etc.</i>	
Travel and Accommodation	5K
Total Non-Salary Expenses	112K
Total Expenses	410K
Net Income	-70K
Accumulated Surplus	70K
Ending Balance	0K

Forecast for FY25 and beyond



Actions to increase revenue and reduce expenses

Increase Revenue

- Put received donation of \$50K in Endowment Capital to increase recurring funding
- Increase Endowment Capital from \$250K to \$2M (return from 8K to 70K based on 3.5% return) through fundraising
- Meetings with Deputy Provost, Janice Steward, and other UBC Administration to discuss increased funding, possibly bridge funding. **A recurring funding of \$450K** is needed to keep similar activity.
- Ongoing discussions with Fundraising and Finance Committee to decide on best strategy.

Reduce Expenses

- Change staffing positions – less salary expenses – \$15K
- Keep research subsidies at same level at \$60K
- No funding for extra projects (Poetry and Climate Cohort)
- Reduce funding for travel to conferences (CURAC once a year; EAPE once in the two years)

Overview of future activities (2024-2030)

UBC Emeritus College

2024-25	2025-26	2026-27	Comments
<ul style="list-style-type: none"> 84 Events 12 SIG's 2 Awards President's Reception for new emeriti online Newsletter Green College Speaker Series Scholarly Subsidy Program Pre-retirement Seminars Implementation Strategic Plan continued <p>NEW</p> <ul style="list-style-type: none"> Survey 2024 Indigenous Information booklet for members Two videos from the Climate Cohort First UBC Giving Day Move to new building in Brock Commons 	<ul style="list-style-type: none"> 80-100 Events 12 SIG's 2 Awards President's Reception for new emeriti in-person Newsletter Green College Speaker Series Scholarly Subsidy Program Pre-retirement Seminars Implementation Strategic Plan continued <p>NEW</p> <p>?</p>	<ul style="list-style-type: none"> 60 Events 12 SIG's 2 Awards President's Reception for new emeriti in-person Newsletter Green College Speaker Series Scholarly Subsidy Program Pre-retirement Seminars Implementation Strategic Plan continued <p>NEW</p> <p>?</p>	<ul style="list-style-type: none"> Less events and less event support No new SIG's 2 Awards –remains the same President's Reception for new emeriti in-person Newsletter – no staff support Green College Speaker Series Scholarly Subsidy Program – <i>no increase, remains at \$60,000</i> Pre-retirement Seminars Reduced Implementation Strategic Plan <p>NEW</p> <p>?</p>
<p>3.2 FTE (1.2 FTE funded by UBC)</p> <ul style="list-style-type: none"> *Admin Manager (0.8 FTE) *Admin Assistant (0.8 FTE) *Events and Engagement Coordinator (0.8 FTE) *Communications Manager (0.8 FTE) *Work Learn Student Communications 	<p>3.2 FTE (1.4 FTE funded by UBC)</p> <ul style="list-style-type: none"> *Admin Manager (0.8 FTE) *Admin Assistant (0.8 FTE) *Events and Engagement Coordinator (0.8 FTE) *Communications Coordinator (0.8 FTE) 	<p>1.4 FTE funded</p> <ul style="list-style-type: none"> *Admin Manager (0.8 FTE) *Admin Assistant (0.6 FTE) 	

Overview activities with 1.6 FTE

Priorities:

- 1. Enrich retirement for College members
- 2. Increase community profile locally, nationally and internationally
- 3. Enhance recognition of emeriti and College to the university
- 4. Ensure the college is effective, efficient, and sustainable

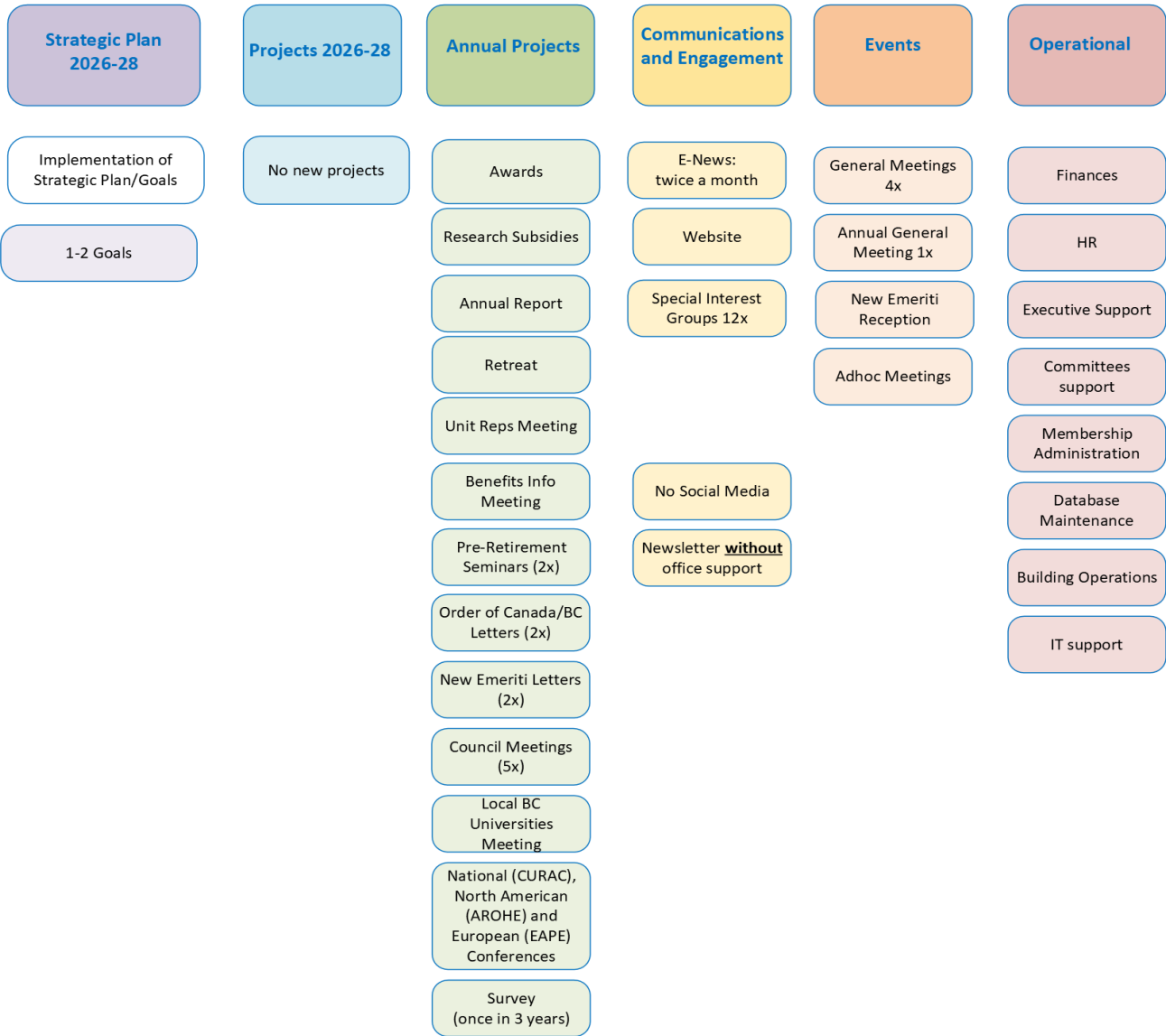
1.6 FTE (1.4 FTE funded by UBC)

*Admin Manager (0.8 FTE)

*Admin Assistant (0.8 FTE)

Priorities:

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- 4. Ensure the College is effective, efficient, and sustainable



Discussion led by Sandra Bressler



Background information

- **Motions approved by Council**
- **UBC Budget Guidelines and Criteria**

Motions approved by Council

UBC Emeritus College

2022

Motion 1: Council recommends that no funds be transferred from the Operating or College accounts to the Endowment account in the financial years 2022/23 or 2023/24.

Motion 2: Council recommends that available interest from the Endowment account should be transferred to the College account in the financial years 2022/23 and 2023/24.

Motion 3: Council recommends that, anticipating the need for increased resources to achieve key goals from the strategic plan, and assuming an increased focus on development, projected expenditures in 2023/24 and 2024/25 should reduce the balances available in the Operating and College accounts to zero at the end of 2024/25.

2021

Motion 1: Endowment account annual earnings of \$7,506 be deposited to the Endowment account.

Motion 2: \$20,000 be transferred from the College account to the Endowment account.

Motion 3: Approval of 2022-23 budget.

2020

Motion 1: The Finance Committee recommends to the Council that the returns in the Endowment Account (in FY20-21: \$8,889) will be added to the capital of the account (in FY20-21: \$157,766) for FY 20-21.

Motion 2: The Finance Committee recommends to the Council that \$25,000 be transferred from the College Account (currently \$ 66,707) to the Endowment Account (currently \$157,766) before the end of FY 20-21.


Motion 3: The Finance Committee recommends to the Council that the expected General Surplus of \$38,118 in 2020-2021 will be used to cover the projected \$26,426 salary shortfall in 2021-2022 accruing from an increase of 0.6 to 0.8 FTE M&P.

Motion 4: The Finance Committee recommends to the Council that the cost of administrative support be available to a maximum of 5% of the funds from the Research Subsidy (currently \$5,000 of \$100,000) to assist with the preparation of research applications.

UBC Budget Guidelines and Criteria

Forecasted Results: Fiscal 2024/25

As of Q1, the projected operating deficit for fiscal year 2024/25 is \$21 million, compared to the planned balanced budget. The forecasted operating deficit is mainly due to:

- Fewer international undergraduate students at both the UBC Vancouver and UBC Okanagan campuses
 - Lower enrolment in the Vancouver Summer Program
 - Continued pressure from unfunded salary and benefits increases
 - Inflationary costs on utilities, construction, licenses, etc.
 - Incremental IRP Student project expenses
- 

UBC Budget Guidelines and Criteria

Looking Ahead: Fiscal 2025/26

Anticipated cost pressures for fiscal 2025/26 total ~\$79m, based on a high-level projection (this value should be considered as directional, but is intended to demonstrate magnitude). This cost pressure is driven by four key areas:

- Reduced tuition revenue
- Unfunded salary and benefit increases
- Unavoidable costs, including inflation impacting utilities and safety/compliance requirements
- Standing commitments/potential investments

UBC Budget Guidelines and Criteria

Achieving Balanced Budgets

Faculties and administrative units are expected to target a fiscally balanced budget for FY2025/26 and to submit a plan that demonstrates a strategy for long-term financial sustainability.

Managing Structural Deficits

Where necessary, both faculties and units are expected to share detailed information about program or service reductions being proposed to manage cost pressures. Keep in mind when preparing financial plans that additional pressures might arise in future years, above and beyond what has been forecasted for the current fiscal year and next (FY 2024/25 and FY 2025/26). The impact of mitigating strategies on 2026/27 and 2027/28 will be recalculated as future cost pressures become clearer.

UBC Budget Guidelines and Criteria

Administrative Units:

Units in structural deficits should be prepared to share a detailed recovery plan outlining how they will resolve structural deficits within 3 years at the November meetings.

At a high level, Units in structural deficit positions are expected to resolve combined cost pressures from 2024/25 and 2025/26 within three years, as follows:

Year 1: Mitigation of projected deficit, up to 2% of operating budget.

Year 2: Mitigation of any remaining projected deficit, up to 3% of operating budget.

Year 3: Mitigation of any remaining projected deficit.



UBC Budget Guidelines and Criteria

UBC Emeritus College

Cost Containment, New Revenue Generation Opportunities, and Prioritization Considerations

All faculties and units should consider identifying areas for cost containment and/or reduction, efficiency improvements, and potential reallocation of resources to priority areas – as a part of the long-term sustainability plan.

Discretionary Spending Curtail discretionary spending and professional fees to ensure resources are focused on key services. Consider utilizing internal UBC resources, ensuring that all expenditures are carefully reviewed and that benefits align with the costs.

Shared Services: Consider sharing services (e.g., IT, HR, finance, communications) across departments/units to increase efficiency, aligning these with central services where possible.

Portfolio Review: Identify inefficiencies, redundancies and areas for improvement in both administrative and academic delivery, mindful of key constraints.

Organizational Design: Review organizational structures to ensure appropriate administrative oversight and proper spans of control.



UBC Budget Guidelines and Criteria

UBC Emeritus College

Cost Containment, New Revenue Generation Opportunities, and Prioritization Considerations

Workforce Planning: Consider conducting a strategic staffing review to focus on long-term workforce planning and/or establishing central hiring review committees at the faculty/unit-level (if one is not already in place). Consider hiring lags or hiring pauses as necessary. Where necessary, liaise with UBC HR on contractual requirements to post, work jurisdiction, and other employment obligations.

Space Usage: Explore more flexible or multipurpose use of physical space, potentially consolidating underutilized infrastructure or equipment.

Technology Usage: Investigate technologies that can support administrative and academic efficiency, reducing operational overhead.

New Revenue Generation Opportunities: Encourage exploration of a variety of revenue-generating opportunities beyond traditional streams. In addition to supporting credited academic programs, it may be beneficial to consider expanding offerings such as micro credentials, executive education, and professional development. Consider monetizing research innovations, fostering entrepreneurship, and commercializing intellectual property as potential avenues for revenue generation.

UBC Budget Guidelines and Criteria

UBC Emeritus College

Strategic Budget Timeline

Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025
Forecast for remainder of the year sent to Provost's office based on Q2 actuals. (Oct) <i>This used to be based on Q3 and sent in January</i>	Meeting with Provost's Office to present FY25-26 budget (2 scenarios) Submission of balanced FY25-26 budget (Nov 7)	Deans and VP's retreat	Community Information sessions Final FY25-26 budget for review	Budget presentation reviews with Executive Budget Ctee (Feb 18 & 21)	Board submission Board of Governors approval (Mar 28)
Sandra van Ark	Bill McCutcheon Paul Harrison Anthony Boardman Sandra van Ark				