

# VICE-PRESIDENT FINANCE & FACILITIES

## ANNUAL OPERATIONS REPORT

2008-2009



**UPEI**  
UNIVERSITY  
of Prince Edward  
ISLAND

## *Message from Vice-President, Finance & Facilities*

I am pleased to present the second Annual Operations Report for the Office of Vice-President Finance & Facilities. This report provides an overview of the progress made in 2008-2009 and of the upcoming priorities for the Office and six reporting units.

During the year the Finance & Facilities Management Team embarked on the establishment and implementation of a new formal strategic planning framework. Our first step was working together to identify a process for planning, reporting, and evaluation, which began in the fall of 2008. By the end of the fiscal year, the strategic plan for the VP's Office was completed and the reporting units were finalizing their respective plans. Clear direction and focus was established for the upcoming year.

I would like to thank all of those who have contributed towards the achievements identified in this report. I look forward to working more closely with our management team and staff and other on- and off-campus stakeholders to achieve the strategic goals and priorities identified for the Office of VP Finance & Facilities and the reporting units over the upcoming year.

Sincerely,

Gary Bradshaw

Vice-President, Finance & Facilities  
University of Prince Edward Island

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# 1.0 Introduction

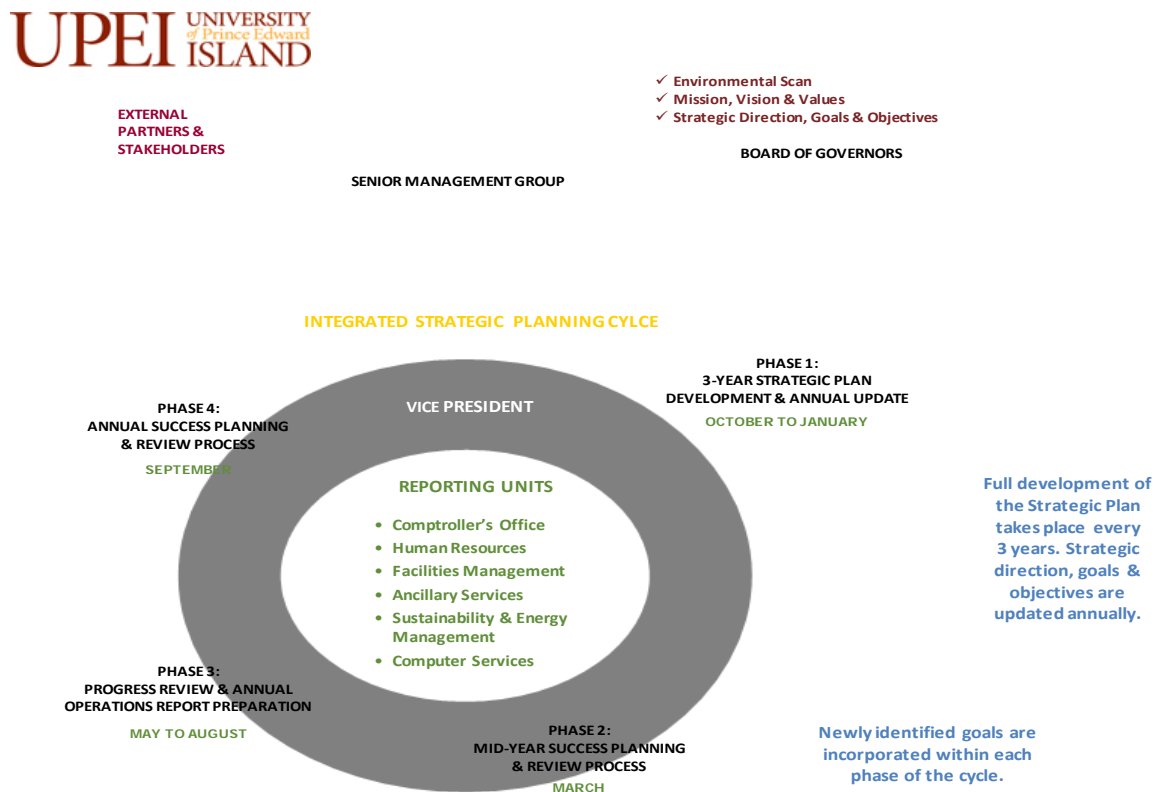
## 1.1 Overview

The following 2008-2009 Annual Operations Report introduces a new strategic process to guide the management team of Finance & Facilities, highlights the most significant accomplishments over the past year, and identifies priorities for the upcoming fiscal year for the VP’s Office and reporting units. The 2008-2009 Financial Overview is presented in the attached Appendix I.

## 1.2 A New Strategic Framework

The Vice-President and Directors initiated a comprehensive three-year strategic planning process for the Office of VP Finance & Facilities in the fall of 2008. The four-phased process, as outlined in Figure 1, is client-focused and evolves with changes to the university environment.

Figure 1: Four-Phased Annual Strategic Planning and Review Framework



The first phase included obtaining a greater understanding of UPEI's priorities. Those identified in the President's *UPEI's Strategic Overview to the Board of Governors* (2008), most directly related to Finance & Facilities, include multi-year operating funding with sustainable year-over-year increases for the Main Campus and Atlantic Veterinary College; expenditure growth not outpacing available resources; and meeting or exceeding revenue targets and growth expectations for Ancillary Services. Sustainability of campus development, operations, and revenue generation is also increasingly more important to meet ever-expanding university priorities in today's economy.

During the fiscal year 2008-2009, the Vice-President finalized his strategic plan with the input of his management team. Directors and Managers of each reporting unit continue to develop their plans reflective of their responsibilities and the Vice-President's priorities. Annual updates will capture new and evolving challenges and opportunities faced by the university.

The management team is accountable for the achievement of desired outcomes through the new Success Planning and Review Process. This process includes a mid-year review in March (phase 2) and an annual planning and review process in August (phase 4). The Annual Operations Report (phase 3) highlights progress made on priorities during the fiscal year and the outcomes support the evaluation for success planning and review.

### 1.3 Mission Statement

The Office of VP Finance & Facilities' mission is:

*to secure, preserve, and enhance the financial, human, and physical environment that supports the University of Prince Edward Island and its students, faculty, and staff in carrying out their respective missions and in achieving their goals.*

**Vision**  
To provide an exemplary level of service and support in all areas of responsibility and in a manner that optimizes the financial, human, and physical resources of the University of Prince Edward Island.

### 1.4 Guiding Principles

UPEI strives to create an environment focused on **people, excellence, and impact**. The VP's Office contributes to this vision by embracing the following **six guiding principles**:

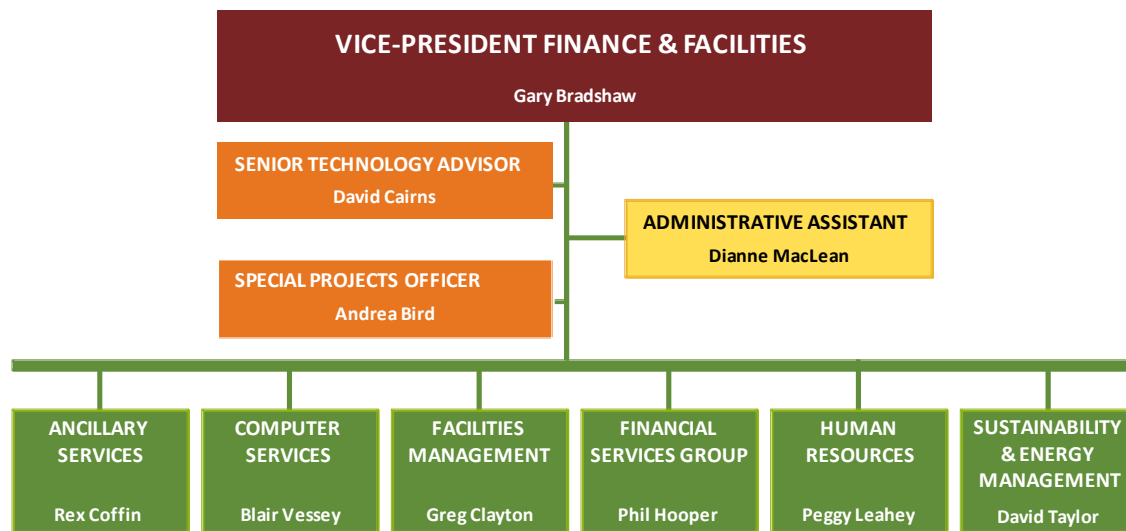
- ✓ **Strong leadership, planning, and guidance**
- ✓ **Exemplary performance, service, and support**
- ✓ **Optimal allocation and use of resources**
- ✓ **Strategic organizational entrepreneurship**
- ✓ **Effective enterprise risk management**
- ✓ **Integrated leadership in sustainability**

Each reporting unit has identified guiding principles that are closely aligned with those of the VP's Office in its strategic plan.

## 1.5 The Office of Vice-President Finance & Facilities Management Team

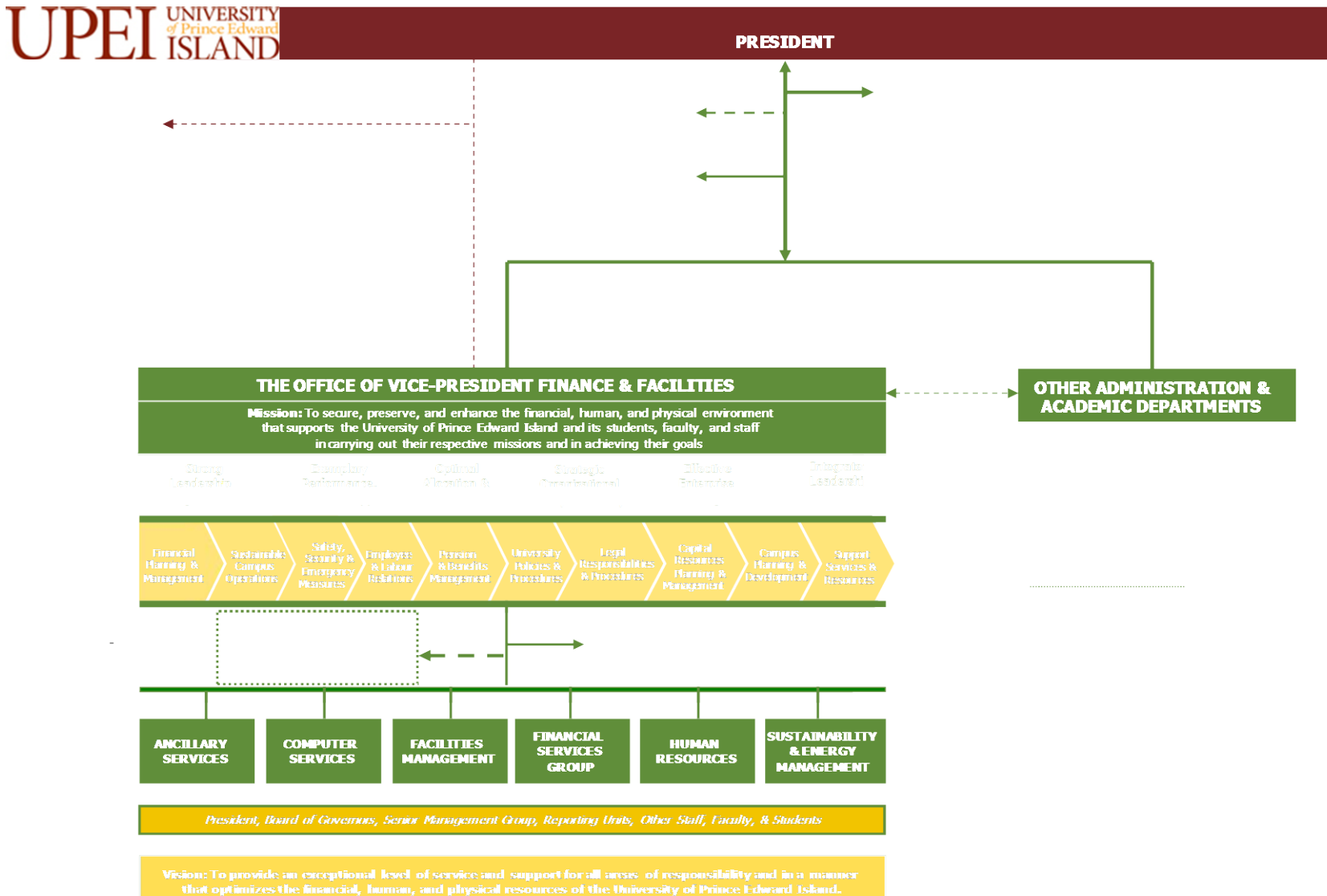
The responsibilities of the Office of VP Finance & Facilities are carried out by the Vice-President, staff, and members of reporting units. The number of reporting units increased to six within the past year when Computer Services became a direct responsibility of the Office of VP Finance & Facilities. The Vice-President and his management team provide the necessary leadership and guidance to support an environment that enables the University and its students, faculty, and staff to carry out their respective missions and achieve their goals. The Management Team is as follows:

Figure 2: The Office of the Vice-President Finance & Facilities Management Team



The strategic overview, including mission and guiding principles, for the Office of VP Finance & Facilities is highlighted in Figure 3 on the following page. This figure also presents the Office's functional areas of responsibility and organizational chart, including lines of direct responsibility and reporting, as well as internal and external communications.

Figure 3: The Office of Vice-President Finance & Facilities' Strategic, Functional, and Organizational Chart



## 2.0 A Look At The Year Past

An overview of responsibilities, goals and priorities, and accomplishments for the past year are identified in the following sections for the Vice-President's Office and the reporting units.

### 2.1 Vice-President's Office

#### 2.1.1 Responsibility

The Office of VP Finance & Facilities is responsible for diverse functions and special initiatives that directly impact, and require close collaboration with, UPEI's administrative and academic departments. Areas of responsibility are: financial planning and management; sustainable campus operations; safety, security, and emergency measures; employee and labour relations; pension and benefits management; university policies and procedures; legal responsibilities and procedures; capital resource planning and management; campus planning and development; and support services and resources.



#### 2.1.2 Goals and Priorities

The strategic goals and priorities for the VP's Office over the next three years are as follows:<sup>1</sup>

##### Goal #1: Strategic Leadership

- To establish and nurture a culture of strategic planning and ongoing review that ensures all reporting units and individuals are accountable.
- To create and foster a service delivery culture with a strong customer focus and processes which are efficient, effective, and innovative.
- To provide an environment supportive of professional development and wellness at UPEI.

##### Goal #2: Campus Planning and Development

- To operate, maintain, and develop the university campus and infrastructure in a sustainable manner that is consistent with the Campus Master Plan and evolving university priorities.

##### Goal #3: Financial Stewardship

- To structure and strategically manage the University's budget to meet current and anticipated financial challenges related to revenue, expenditures, and new priorities.

##### Goal #4: Sustainability Leadership

- To develop and integrate a sustainability framework and culture within UPEI administrative and operational areas; thereby ensuring UPEI is recognized as a leader in environmental stewardship within the province and the national post-secondary educational sector.

##### Goal #5: Communications

- To communicate, in an effective manner, pertinent and timely information related to financial, human, and physical resources to appropriate internal and external stakeholders.

<sup>1</sup> [www.upei.ca/vpfinance/strategicgoals](http://www.upei.ca/vpfinance/strategicgoals)



### 2.1.3 2008-2009 Accomplishments

The highlights for the fiscal year 2008-2009 are provided below.

#### Strategic Leadership

- Computer Services began reporting to the Vice-President and the Director became a member of the Management Team. On an interim basis, a new position entitled Senior Technology Advisor was implemented to assist in the strategic planning process and campus-wide IT development.
- The Vice-President and his management team established the strategic planning framework outlined in Figure 1. Implementation of the Strategic Planning Process commenced in January 2009 with the finalization of the Vice-President's 2009-2012 *Strategic Plan*. Plans for each reporting unit will be finalized in early 2009-2010. Success Planning and Review Process was initiated with a mid-year review in March 2009.
- The Vice-President, other VPs, and Director, Human Resources implemented the Professional Leadership Development Plan for UPEI directors and managers.
- The Provincial Government's multi-year *Island Prosperity* plan plays an important role in the strategic direction of the University. The Vice-President will ensure various UPEI plans integrate with overall objectives, and are in support of the province's direction.
- The Vice-President represents UPEI as a Director on the Board of Capital Area Recreational Inc. (CARI), a not-for-profit community aquatics and arena complex located at UPEI.
- The VP's Office hosted the first of an ongoing series of meetings with the City of Charlottetown to ensure strong communications and share information on projects.
- The Vice-President, Finance & Facilities and Vice-President, Research and Development continued to represent UPEI on the management committee for the Centre for Bioresources and Health (CBH), along with representatives of the National Research Council (NRC) and Agriculture and Agri-Food Canada (AAFC). The VP's Office coordinates the delivery of services and facility support to the NRC and AAFC presence on campus.
- The Vice-President holds a seat on the Board of Directors of the Canadian Association of University Business Officers (CAUBO) and of the Interuniversity Services Incorporated (ISI), which supplies administrative services to nineteen Atlantic Canadian universities.

#### Campus Planning and Development

- The Landscape Design Plan was initiated at the beginning of the fiscal year and the Main Quadrangle Revitalization project was completed in the fall of 2008.
- A \$6.8 million state-of-the-art athletic complex was constructed to host almost 50 track and field events as well as the Closing Ceremony during the upcoming 2009 Canada Games.

#### Financial Stewardship

- The Budget Development Task Force was initiated as a result of the need for UPEI to reduce expenditures and find new revenues. Under the leadership of the Vice-President, the Task Force committee sought feedback from across campus through two Town Halls and an on-line forum. Recommendations were identified and responsibility for carrying out recommendations was tasked to committees.

The Town Halls were well received by UPEI faculty and staff because they provided an open forum for receiving input from diverse stakeholders.

- The Office played a leadership role in developing proposals for approval by provincial government and for submission to the federal government under the Knowledge Infrastructure Program (KIP). The four projects totaled \$21.5 million.

### Sustainability Leadership

- Sustainability efforts continued with greater collaboration with Holland College, other regional institutions, and the City of Charlottetown.
- The proposed Sustainability Policy, which was developed in collaboration with other campus stakeholders, was presented to, and approved by, the Senior Management Group.
- The Vice-President utilized his role as Director of ISI and CAUBO to promote the University's sustainability initiatives on a regional and national basis.
- An annual process for meeting with PEI Energy Systems and Maritime Electric was launched in the fall to foster good working relationships and improve services to UPEI.

### Communications

- Consultations as part of strategic planning took place in February and March, whereby feedback on priorities was received from members of the Senior Management Group and key external stakeholders and was incorporated into future planning.
- The website presence was enhanced in an effort to provide updates and support communications with internal and external stakeholders.<sup>2</sup>

## 2.2 Ancillary Services

### 2.2.1 Responsibility

Ancillary Services is:

*a dedicated team committed to supporting the mission of the University of Prince Edward Island by consistently providing products and services that enhance the quality of experience that students, faculty, staff, and the broader community have at UPEI, while generating revenue in support of the Department's and University's overall financial planning. We strive to provide excellent customer service through professionalism, respect, loyalty, accountability, and leadership.*



Ancillary Services works towards meeting or exceeding revenue targets that adequately pay down debt according to UPEI's Residence Renewal Strategy. The Department is to be financially self-sufficient and contributes a portion of revenue to UPEI's budget.

The Department takes an entrepreneurial focus, developing new partnerships and initiatives, and improving overall service within its units, which include: Residence Services, Food Services, Conference Services, and Bookstore, as well as vending machines.

<sup>2</sup> [www.upei.ca/vpfinance](http://www.upei.ca/vpfinance)

## 2.2.2 Goals and Priorities

The three-year goals and priorities of Ancillary Services are summarized below.<sup>3</sup>

### Goal #1: Financial Stewardship and Revenue Growth

- To achieve a 95% overall residence occupancy; increase annual revenue from residence, food, and conference operations to \$7 million; and achieve breakeven status by 2013.
- To develop a deferred maintenance plan by December 31, 2009.
- To meet or exceed financial targets outlined for the Bookstore in the UPEI 2009-2010 operating budget and develop a long-term plan for annual growth in sales.
- To implement appropriate recommendations made by the Canadian College and University Food Service Association's Visiting Directors Evaluation Report of food service operations at UPEI and recommendations identified in Unique Venues' report for Conference Services.

### Goal #2: Marketing and Communication

- To develop and implement a plan, in consultation with Integrated Communications, to enhance the effectiveness of marketing and communications for each reporting unit.
- To implement appropriate recommendations made in the external consultant's review of marketing and communications for Conference Services and Food Services.

### Goal #3: Customer Service and Satisfaction

- To create and foster a customer-focused, team-oriented working environment.
- To develop a structured customer engagement plan that solicits ongoing feedback from customers and implement plan in 2009-2010 using benchmarks and annual comparisons.
- To improve customer service to conference clients by directly managing all aspects of UPEI services through a "one-stop-shop" model starting in the fall of 2009.
- To create and foster a living and learning environment within residence that contributes to, and improves upon, residence recruitment and retention and student satisfaction with particular focus on support needed for international students.

### Goal #4: Strategic Initiatives

- To develop an improved model of staffing and service for the provision of cleaning, maintenance, and utility work in collaboration with Facilities Management.
- To develop a vision (in collaboration with Vice-President, Finance & Facilities) for Food Services at UPEI and evaluate the potential for establishing a "UPEI Food Service" brand.
- To maximize efficiency through the most effective use of existing and new technology.
- To develop a model for Campus Card that improves integration of services and allows the card to be financially self-sufficient within a reasonable time frame.
- To make a decision on potential renewal of Chartwell's food services contract to expire in April 2010 and manage negotiations of any contract/tender process thereafter.
- To develop new, and enhance existing, emergency preparedness and business continuity plans.
- To identify and implement risk management initiatives and review strategies and policies on an as needed basis, as part of UPEI's increasing efforts on risk management.
- To update policy on use of space by internal and external clients and to develop policy related to the sale and distribution of food by faculty, staff, and students to minimize associated risks (in collaboration with Financial Services Group).

<sup>3</sup> [www.upei.ca/residence](http://www.upei.ca/residence); [www.upei.ca/conference](http://www.upei.ca/conference); [www.upei.ca/bookstore](http://www.upei.ca/bookstore); [www.dineoncampus.ca/upei](http://www.dineoncampus.ca/upei)

### 2.2.3 2008-2009 Accomplishments

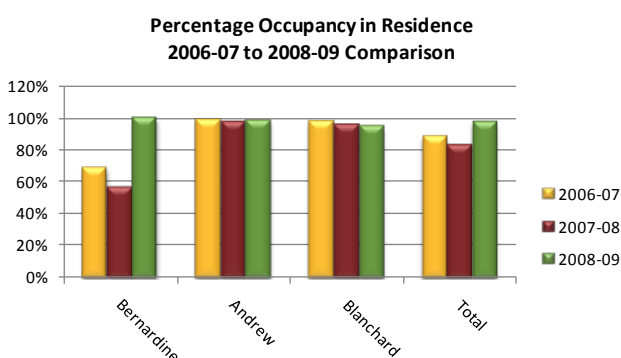
The most significant accomplishments during the fiscal year 2008-2009 are identified below.

#### General

- Ancillary Services hired a new Manager of Conference Services in August and a new Manager of the Bookstore in June.
- Additional vending machines were added to the university.
- Management of UPEI's Campus Card became the responsibility of Ancillary Services.
- Significant efforts were made to develop and renew websites.<sup>4</sup>

#### Residence Services

- UPEI residences operated at 98% capacity, resulting in a record year.
- International students represented 19% of resident student population.
- Greater interaction on programming ideas, awareness campaigns, recruitment, and support services helped to build stronger connections with Student Services.
- Residence Life implemented a new programming model that enhances student engagement, builds community spirit, and increases student awareness on issues of interest, providing greater accountability to the Residence Life Advisor team.
- The first annual Residence Recognition Night, which recognizes students who have contributed to the residence community, was held in March.
- The Residence Life Coordinator shared ideas with colleagues during the annual conference for Ontario Association of College and University Housing Officers.



**In 2008-2009, UPEI residences operated at 98% capacity, the highest usage in history.**

#### Food Services

- New furniture was purchased for the Murphy Student Centre under a cost-shared model between Ancillary Services, UPEI, and the Student Union.
- The catering menu expanded to include choices that support local goods and suppliers.
- The food service contractor, Chartwells, acquired a delivery van and golf cart to improve services for catering deliveries, satellite retail outlets, and servicing of vending machines.
- Samuels coffee outlet opened at the Robertson Library with support from Facilities Management and the Library. This is the sole location on campus to offer evening service.
- The Director was selected as one of the Canadian directors to review Chartwells' food services at Memorial University through the Canadian College and University Food Service Association (CCUFSA). The Director gained knowledge of practices at other institutions.

<sup>4</sup> [www.upei.ca/residence](http://www.upei.ca/residence); [www.upei.ca/conference](http://www.upei.ca/conference); [www.upei.ca/bookstore](http://www.upei.ca/bookstore); [www.dineoncampus.ca/upei](http://www.dineoncampus.ca/upei).

## Conference Services

- 2008-2009 was a record year financially, with over 100 conferences, meetings, and events held between May and August. Accommodations for 22,000 room nights were provided in residence. Groups included the Tour de PEI, National Criminal Law Program, Explore Summer Language Program, and National Junior and Juvenile Baseball Championships.
- Occupancy rates were 18% in May, 30% in June, 68% in July, and 75% in August.
- Co-hosted with Holland College, the Canadian University and College Conference Organizers Association’s annual conference. The Director received a leadership award, and a tree planting ceremony was held at UPEI.
- Unique Venues Consultants was hired to receive client feedback, conduct an assessment of facilities and services, and develop a sales action plan.
- Rates for meeting room and audio visual rentals were updated to reflect market rates.

*“The 2008 summer season was the busiest in the history of Conference Services at the University of Prince Edward Island. . . The nature of the events held this past summer serves as a tremendous illustration of just how multifaceted the campus is and the important role it plays as a venue for activity within the community.”*

*UPEI President*

## Bookstore

- Clothing, giftware, and supplies were updated to incorporate the new UPEI logo.
- Total gross revenue for the Bookstore increased by almost 3% from 2007-2008 to 2008-2009, returning to a level more consistent with that achieved during the fiscal year 2006-2007. Book sales account for the largest percentage (74%) of total sales.

UPEI Bookstore	2006-2007	2007-2008	2008-2009
Books	\$1,801,522	\$1,695,974	\$1,789,121
Clothing	261,625	259,308	257,228
Office Supplies	203,837	210,231	198,818
Other	<u>181,358</u>	<u>166,125</u>	<u>158,588</u>
Total Gross Revenue	<u>\$2,448,342</u>	<u>\$2,331,639</u>	<u>\$2,403,755</u>

## 2.3 Computer Services

### 2.3.1 Responsibility

The Computer Services’ mission is:

*to provide information technology services and assistance to members of the campus community and to maximize the benefits this technology can bring to our clients.*

Computer Services achieves this mission by:

- selecting, installing, configuring, maintaining, repairing, and optimizing a wide variety of IT assets including personal computer hardware and



Photo by UPB Photography

software systems, servers and the services they offer, and the campus computer network.

- providing advice and assistance in selection and use of information technologies.
- developing custom software solutions to meet institutional needs.
- investigating new and innovative ways to utilize information technology to solve problems and meet opportunities presented to the campus.

The Department is organized in two groups, each of which reports to a manager. The Operations Group is responsible for desktop support, hardware maintenance and repair, server operation and maintenance, and operation of the campus data network. The Information Systems Group is responsible for the design, development, deployment, and operation of the information systems that support the business activities of the University, including financial and student information systems, and the systems that support the AVC.

### 2.3.2 Goals and Priorities

The three-year goals and priorities for Computer Services are summarized below.<sup>5</sup>

#### Goal #1: Predictability in Response to Client Requests

- To design and distribute standardized desktop configurations.
- To develop and implement an “evergreening” program for hardware renewal.
- To develop and implement new trouble ticket procedures.
- To establish a campus IT governance and standards framework.

#### Goal #2: Substantially Improve Communication With, and Between, Clients

- To develop, utilize, and promote a project management framework
- To develop new contact methods.
- To develop and implement an interactive web site for communication with our clients.
- To re-design our public-facing web site into a more effective communication channel.
- To develop clear and accurate user-focused documentation and documentation standards for locally developed systems.
- To develop a closer relationship with other departments heavily involved in IT.

#### Goal #3: Deliver Exemplary IT Services

- To adopt ITIL (Information Technology Infrastructure Library) practices.
- To utilize virtualization to consolidate servers and increase resiliency.
- To identify and elimination “single points of failure”.
- To deliver services using the web and other open technologies.
- To design and implement centralized storage facilities.
- To develop and distribute guidelines and procedures for information integrity and security.

#### Goal #4: Invest in Staff

- To develop and carry out group- and individual-based training plans.
- To keep up to date with trends in technology.
- To increase one-on-one time between our staff and campus clients.
- To identify relevant industry groups and support staff involvement.

<sup>5</sup> [www.upei.ca/computerservices/](http://www.upei.ca/computerservices/)

### Goal #5: Seek out New Opportunities for Acquiring Needed Resources

- To establish connections needed to identify funding opportunities.
- To take a more entrepreneurial approach to service delivery.
- To make better use of available student resources.

### Goal #6: Increase Level of IT Proficiency Across Campus

- To foster a campus work environment that encourages learning about job-related IT.
- To participate in the development of IT proficiency standards for the campus.
- To devote staff time to the preparation and delivery of IT training.

## 2.3.3 2008-2009 Accomplishments

The most significant accomplishments during the fiscal year 2008-2009 are identified below.

### General

- Computer Services has experienced changes in the management of its reporting areas:
  - A new management position of Senior Technology Advisor was created.
  - The Manager of Operations Group became the Acting Director.
  - A competition was held to fill the position of Manager of Operations.
  - Two term positions were added to increase server and desktop support.
  - Two permanent positions were added to the Information Systems Group to assist with the growing demands of developing and maintaining locally-developed systems.

### Strategic Leadership

- A project management website has been created using Drupal Content Management System to improve communication and track progress on projects.
- The management team received training for the Information Technology Infrastructure Library (ITIL), which is an internationally recognized framework for delivery of IT services. The adoption of this new system is expected to result in improved service delivery.
- The Department is actively working with client departments to capture business processes using the recently adopted Business Process Management Notation (BPMN) system and to promote the use of this system across campus.

### Operations Group

- Commissioning of McDougall Hall required effort in a variety of areas, including work related to the building's IT infrastructure as well as setup of desktop computers.
- A second campus server facility is hosted in McDougall Hall to allow for the distribution of critical campus IT assets to a second location in accordance with business continuity plans.
- UPEI was selected to receive Storage Area Network (SAN) equipment as part of a seed program through Hewlett Packard. This equipment is integral to the proposed storage architecture that will underpin UPEI's IT services.
- Wireless network coverage was expanded to all areas of the campus by increasing the number of installed wireless access points from 30 to over 130. More sophisticated management and monitoring systems were deployed to manage the expanded network.

As both technology and the University evolve, Computer Services must continue to seek out ways to maximize the benefits IT brings to the UPEI community.

- Computer Services assisted staff from Robertson Library and the Modern Languages Department in developing plans for a new digitally-based language lab.
- A new contract for campus Internet service was signed that increases UPEI's connection speed by 50%, providing additional bandwidth for people accessing the website and other services from off-campus, and for on-campus clients to access Internet resources.
- The AVC structured data cabling was replaced; the new combination of fibre optic and twisted-pair cabling increased data transfer speeds by a factor of 100 in most locations.
- Services were migrated from physical to virtual servers consolidating to fewer servers.

### **Information Systems Group**

- Research and planning took place for the challenging task of replacing the original character-based terminal forms of the two major software systems, UPEI's University Information System (UIS) and AVC's support system, with web-based interfaces for greater flexibility and ease-of-use.
- A new project to implement a document management system that will manage information electronically and reduce paper usage was undertaken.
- Changes were made to systems supporting the Registrar and Accounting Offices to reflect unique aspects of the new MBA program, including payment schedules and course timing.
- Enhancements were made to on-line functions for searching awards and scholarships.
- Programs were modified to extend access control to the new turnstiles installed at the Sports Centre and the new door-style card scanners.
- Changes were made to recognize students meeting the criteria for the Provincial Government's new George Coles Bursary, which is available to students who are entering a post-secondary institution for the first time.
- Changes to course schedules can now be made on-line at any time after the course begins and not just at fixed times during the year as was previously the case.
- Numerous ad hoc reports were requested by, and produced for, campus clients.
- The campus login was expanded to include the sessional teaching roster.
- The moodle learning management system now receives course and student enrolment information from UIS, making it much easier for students and faculty at the beginning of a semester to access a list of their courses and course materials through moodle.
- The student account creation process was modified to generate usernames and passwords for incoming students earlier than in previous years allowing students who have not yet registered for courses to take advantage of on-line resources such as activities through the campus moodle server and scholarly databases through the library.
- In consultation with the Webster Centre for Teaching and Learning and the Centre for Life-long Learning, Computer Services purchased a license for Atomic Learning, an extensive set of on-line resources that helps clients increase their IT knowledge and skills.



## 2.4 Facilities Management

### 2.4.1 Responsibility

Facilities Management's mission is:

*to serve the University community through the planning, design, construction, operation, protection, and maintenance of its physical facilities, and to provide direction and support to senior administration in the planning of deferred maintenance, enhancement of buildings, and new capital investment in facilities.*

Facilities Management is responsible for capital planning and renewal, security and safety management, maintenance, and cleaning, as well as for special projects such as UPEI's Accessibility Audit Plan, Landscape Design Plan, and classroom audits. The Department is comprised of three divisions: Capital Projects, Maintenance, and Security Services.

The Capital Projects Division is responsible for capital planning, design, and construction delivery for all new construction and renovations, and manages relationships with external engineers and technical support. Responsibilities also include producing and maintaining accurate drawings and information for all UPEI facilities and signage.

The Maintenance Division is responsible for repairs and maintenance of buildings, grounds, utilities, equipment, and department vehicles. The staff also provides internal and external delivery services, room setups, and other event support.

The Security Services Division is responsible for providing ongoing safety of people, property, and information resources of the university community. The Division provides students, faculty, staff, and visitors with a secure environment in which to live, work, study, and play.

### 2.4.2 Goals and Priorities

The three-year goals and priorities for Facilities Management are summarized below.<sup>6</sup>

#### Goal #1: Strategic Leadership

- *To implement multi-year strategic planning process including development and implementation of a strategic plan and the Success Planning and Review Process.*
- *To incorporate a culture of responsibility and accountability by the leadership team and for the deliverables and timelines identified in their respective plans.*



**A safe and secure environment at UPEI is a priority for Facilities Management and the Office of VP Finance & Facilities.**

<sup>6</sup> [www.upei.ca/facilities](http://www.upei.ca/facilities)

### Goal #2: Campus Planning and Development

- To complete a comprehensive deferred maintenance and capital asset plan and present it to the Property and Assets Committee by April 2010.
- To complete physical assessments of all buildings on campus to provide detailed information on the condition of each system and to develop a five-year project plan.
- To increase access for people with disabilities by implementing priority recommendations as identified in the Accessibility Audit Plan.
- To enhance the condition of grounds by implementing the Landscape Design Plan.
- To improve the Globe and Mail – Attractiveness of Your Campus rating from “B” in 2007 to “A” by 2013.
- To develop and implement a campus-wide community-based security model with policies and procedures developed and technology requirements and community partnerships identified in year one. Year two will focus on plan implementation.

### Goal #3: Communications

- To enhance and promote the existing Facilities Management website and to encourage greater campus usage by 20% by June 2011. Enhancements to include project updates, an on-line query, and a Q&A section.
- To review the development of a web-based work order submission/tracking system to provide feedback on receipt, scheduling, and conclusion of a work order.

#### 2.4.3 2008-2009 Accomplishments

The most significant accomplishments during the fiscal year 2008-2009 are identified below.

##### General

- Work orders increased by 23% to 6,500 from the previous year and took an average of 2.5 hours each to complete. Almost 14,700 deliveries, an average of 60 per day, were made on and off campus.
- Collective bargaining negotiations were undertaken with the unions representing Facilities Management staff.

##### Capital Planning and Implementation

- Phase two of the AVC expansion plan, which is overseen by Facilities Management, was completed in September 2008. Phase three is scheduled to be completed in August 2009. Work is in progress for the startup of the Atlantic Centre for Bio-Product Valuation (ACBV).
- The Don and Marion McDougall Hall project, consisting of a 26,000 square feet addition with lecture space and the Schurman Market Square, was completed in May 2008. This addition is an extension of the existing Marian Hall Building, which was converted from a residence to office space for the School of Business. New landscaping was also developed.
- The Main Quadrangle was the first development to follow the design principles outlined in the Landscape Design Plan (2007) and was completed in September 2008.
- A consultant was engaged to work with UPEI to develop a wayfinding plan that incorporates the guiding principles of the Campus Master Plan and the Landscape Design

**Facilities Management provides support services to clients throughout the campus. Demand for these services is increasing with the growth and expansion of UPEI.**

Plan. The plan was completed in the fall of 2008 and the first signage project planned for the Main Quadrangle is scheduled to be completed in June 2009.

- In preparation for the 2009 Canada Games, operational and capital requirements for on-campus development and event hosting were prepared and the new UPEI Alumni Canada Games Place track and field complex was completed.
- A review of the external water supply distribution system on campus was completed and a consultant was engaged to design a new water connection to Mount Edward Road. A request for project funding was submitted to the Federal Government's Knowledge Infrastructure Program (KIP).
- Other campus developments included a new chiller in the central cooling plant, complete window replacement project in the Main Building, two-level refurbishment in Kelley Memorial Building, new Gaming Lab in the Cass Science Hall, new decorative fence along University Avenue, and new horse grazing area.

### **Capital Renewal**

- Facilities Management started implementing the recently purchased facility condition assessment software, which will keep records of facility condition data for buildings and grounds, generate building condition reports including the Facilities Condition Index (FCI), and provide useful information for capital planning.

### **Accessibility Audit Plan**

- The third year of implementation of the Accessibility Audit Plan took place jointly with the Access-Ability Committee. Work was completed in the Main Building, Robertson Library, Kelley Memorial Building, and Memorial Hall. Examples include a new accessible ramp, washroom upgrades, and visual strips on stairway treads.

### **Classroom Audits**

- Implementation of year two of the plan for classroom improvements included new furnishings, flooring, window treatments, lighting, and paint in the Main Building, Memorial Hall, Dalton Hall, Kelley Memorial Building, and Robertson Library. The report that identifies classroom space and priority needs was prepared by the Classroom Audit Team, which was represented by faculty, staff, and students, and prepared in 2008.

### **Security and Safety Management**

- A safety manual was prepared and the safety program was enhanced, with measures such as roof fall protection, confined space planning, and mould remediation procedures. A hearing conservation plan and drivers' safety policy and training program were included.
- UPEI met with the City of Charlottetown to review options for pedestrian safety on University Avenue. A new decorative fence was installed to prevent people from crossing the busy highway in non-designated areas.
- Security Services worked with the RCMP and Charlottetown Police to begin implementation of the School Actions for Emergencies (SAFE) program. Activities included completing the RCMP SAFE Report, which is housed on a secure national police database. A draft university "Lock Down" Policy was developed, including coordinating "Lock Down" alarms with other provincial secondary and post-secondary facility plans.

## 2.5 Financial Services Group

### 2.5.1 Responsibility

The Financial Services Group is mandated:

*to support and promote the University's mission by providing financial leadership and innovation in business strategy and processes.*

Financial Services Group (FSG) (formerly referred to as the Comptroller's Office) consists of units reporting to the Comptroller: Budget and Financial Analysis; Business Planning and Enterprise Risk; Accounting; Procurement; and Central Printing.

The Budget and Financial Analysis unit is responsible for preparation of financial statements, liaison between UPEI and external auditors, and internal and external financial reporting. It ensures financial management systems are in accordance with generally accepted accounting principles (GAAP) and provides leadership in business and enterprise risk planning. This unit prepares, monitors, and enforces budgets approved by Board of Governors.

The Business Planning & Enterprise Risk unit coordinates and maintains the University's investments. The Comptroller chairs the Pension Investment Review Committee and Endowment Investment Committee, which monitor investment performance and provide advice to the Board on investment policy and selection of managers. The Comptroller and staff manage university property, liability, and auto insurance policies. The unit coordinates the development of policies and maintains the university policy manual.<sup>7</sup>

The Accounting Office is responsible for processing financial transactions including deposits, payables, and receivables and the financial administration of research accounting. The Office maintains the University's financial information system with support from Computer Services. Procurement Services is responsible for purchasing, central shipping and receiving, and mail services, as well as the campus phone system. The Office handles all procurement functions including tendering, bulk orders, quotations, supplier selection, and international brokerage. Central Printing provides photocopy and printing services to the campus including brochures; business cards; colour copying and binding; and collating course packs.



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<sup>7</sup> [www.upei.ca/policy/](http://www.upei.ca/policy/)

## 2.5.2 Goals and Priorities

The following three-year goals and priorities were identified for Financial Services Group:<sup>8</sup>

- To improve communication within functional units, with the campus community, and with clients in general.
- To improve effectiveness of systems and processes.
- To improve timeliness in the preparation of the University's Financial Statements, Annual Budgets, and other reports, as required.
- To improve the Financial Information System by working closely with Computer Services in the development of programs: (1) to make the system more user friendly, (2) to improve documentation of programs, and (3) to improve the flexibility of reporting tools.
- To develop a document management and archiving plan for the Financial Services Group.
- To develop a risk management profile for each reporting office and develop risk management strategies and policies to manage campus wide exposures.
- To develop and support a training and professional development plan for managers and staff in the Financial Services Group.
- To support the strategic priorities of the University and improve the financial and administrative systems to support the growth in research at UPEI.

## 2.5.3 2008-2009 Accomplishments

The most significant accomplishments during the fiscal year 2008-2009 are identified below.

### General

- Bi-weekly meetings of managers were initiated to improve communications and workflow.
- A new position tasked with risk management, internal audit, and workflow and process improvements started in September.
- Various management staff attended national and regional meetings including:
  - CAUBO national meetings in Ottawa;
  - Atlantic Associations of Universities Finance Officers meeting in Cape Breton;
  - Risk management seminars and meetings; and
  - Procurement regional meetings.
- A website was launched that provides an overview of each unit and information on policies, procedures, and commonly used forms.<sup>9</sup>

### Financial Governance and Budgeting

- Support was provided to the Budget Development Task Force which is responsible for identifying \$1.5 million in expenditure savings and increased revenues for UPEI.
- A review of Endowment and Special Purpose invested accounts was conducted, which led to a new income distribution model to protect these accounts from wide fluctuation in market returns and the introduction of a stable funding policy for scholarships and other expenditures supported by endowments. An annual report of Endowments and Special Purpose funds was prepared.

<sup>8</sup> [www.upei.ca/vpfinance/comptroller/procurement/](http://www.upei.ca/vpfinance/comptroller/procurement/)

[www.upei.ca/accounting/](http://www.upei.ca/accounting/)

<sup>9</sup> [www.upei.ca/vpfinance/comptroller/procurement/](http://www.upei.ca/vpfinance/comptroller/procurement/)

[www.upei.ca/accounting/](http://www.upei.ca/accounting/)

- A review of the Pension Investment Policy Statement was also conducted and a global equity manager and a real estate manager were selected.
- Continued monitoring of the assets and liabilities of the Pension Plan and preparation of the Pension Status report as at April 30, 2008 took place.
- Deadlines for preparing major financial reports (e.g., Consolidated Financial Statements, Pension Plan Financial Statements, Annual Registered Charity Information Return and Registered Pension Return, CAUBO Reports, 2009-2010 Operating Budget and 2008-2009 Operation Budget to Actual Report) of the University were met or exceeded.
- A three-year budget estimate was prepared and presented to the PEI Government.
- Special finance assignments undertaken throughout the year included:
  - An analysis of costs and review of budget approval process for sessional teaching.
  - A review of Athletics Department budgets and external funding.
  - Preparation of revised budgets and detailed analysis of costs related to the re-organization of Student Engagement, Advancement, and Integrated Communications.
  - Development of budgets for Atlantic Innovation Fund (AIF) funded research projects.
- Efforts were made to analyze and project energy costs and to assist the Manager of Sustainability and Energy Management in developing energy management strategies.
- Support was provided to Ancillary Services to update its business plan and budgets.
- Financial reporting requirements were met on schedule for internal and external purposes including budgets, financial statements, taxes, Statistics Canada, and CAUBO reporting. In addition, the Comptroller reported detailed financial information to the newly constituted Finance & Audit Committee of the University's Board of Governors.
- An excel template for budget submissions was created and tested as a pilot project in collaboration with the Academic Support Units.

**In addition to the Consolidated UPEI Financial Statements, audited statements were prepared for UPEI Foundation US Inc., AVC Inc., UPEI Pension Plan, UPEI Financial Statements (US dollar), UPEI Health Trust, AVC Infrastructure Agreement Compliance Report, and US Federal Student Loan Compliance Report. Financial reporting for Three Oaks Innovation Inc., a wholly owned UPEI subsidiary, was also provided.**

#### **Procurement and Related Services**

- Procurement Services continued to experience increases in the level of services:
  - Purchase order generation increased 7% to 10,570 with an approximate value of \$66 million. Research grants accounted for 27% of purchase orders processed.
  - Forty-two tender processes were managed with a value of \$20 million.
  - Approximately 38,000 courier and freight pieces were received and distributed.
  - Over 600 phone service requests were handled in support of 1,200 campus and 300 residence phone lines.
  - Mail Room processed on average 7.5 thousand outbound mail pieces monthly.
- New outbound call display for UPEI telephone numbers enhances emergency procedures.
- A new Wireless Communication Device Policy was implemented, allowing for greater control, review, and authorization of existing and new cell phone activations.

### **Accounting**

- In 2008-2009, there were approximately 3,400 active general ledger accounts. Approximately 9,100 cheques and 7,000 direct deposit payments were made.
- Bi-weekly meetings of Accounting Office supervisory staff were initiated.
- The Internal Accounting Procedural Manual was initiated to ensure consistent approaches to interpretations of university policy.
- Systems were updated to meet the US Department of Homeland Security's new requirements for cross border payments and necessary information was embedded on cheques with support from the Royal Bank.
- On-line wire payments were initiated which proved more efficient and less costly for UPEI.
- A committee was established to facilitate UPEI's decision to cease accepting credit card payments for tuition, residence, and fees effective July 2010.
- Collections were awarded through an RFP process to a new vendor with substantial savings on the commission rate for UPEI.

### **Risk Management and Business Planning**

- Policies were reviewed and updated and risk management consultations took place with UPEI managers since the commencement of the new staff in September.
- The implementation of regular monitoring helped to improve cash flow monitoring and an increase in the Line of Credit limit supported cash needs.
- A new policy website was launched; new policies on Signing Authority and Wireless Communication Devices were developed; the Official University Policy was reviewed for updates; and assistance was provided in developing and amending policies including alcohol safety, procurement, research overhead, and travel.

### **Central Printing**

- Scanning functionality was added to the services offered to the university campus.
- The Office converted to 100% recyclable paper.

### **Cross Function Projects**

- A Request For Information (RFI) on Electronic Document Management for more efficient management of documents and reduction in paper usage was initiated through a collaborative effort involving Accounting and Risk Management and Business Planning.
- A working committee was established to oversee a review of the University's import custom procedures with representation from Accounting and Risk Management and Business Planning. KPMG was contracted to conduct the review and to identify recommendations for improvement to be implemented during the upcoming fiscal year.
- The new electronic telephone directory included support for set up and administration of the telephone directory by individual departments.

## 2.6 Human Resources

### 2.6.1 Responsibility

The mission statement is that:

*as an active partner, we will further the strategic mission of the university by providing exceptional human resources leadership and management. We will impact the university by fostering a positive, safe and healthy environment that attracts, retains and inspires excellence in people.*



Human Resources is responsible for: recruitment and selection; compensation; position evaluation; pension and group benefit administration; labour relations; contract administration; health and safety advisement and coordination; research biosafety advisement and coordination; organizational planning; and training and development. The Director of Human Resources acts as a resource to the Board of Governors' HR Strategic Standing Committee. This committee approves appointments; approves HR policies and terms of employment for Senior Management and other key personnel; and provides guidance on labour relations, health and safety, and employee pension and benefit plans.

### 2.6.2 Priorities and Goals

The following three-year goals and priorities were identified for Human Resources:<sup>10</sup>

#### Goal #1: Build a Client-Oriented, Service-Focused Culture

- To build and support a risk-management culture.
- To develop and improve the effectiveness of Human Resources systems.
- To assess service delivery.
- To celebrate faculty and staff achievement of service milestones.
- To improve the turn around and general service delivery in staffing, HR, payroll, and health and safety.

#### Goal #2: Provide Exceptional Value to the University

- To develop and implement the employee Success Planning and Review Program.
- To establish and deliver an orientation program for staff.
- To review existing policies and develop new human resources-related policies that improve the effectiveness of campus operations.
- To establish and implement a leadership development program.

#### Goal #3: Create and Implement a Communications Strategy for Human Resources

- To develop a formal departmental communications plan.
- To increase Health and Safety Communications.
- To enhance communication tools and methods.

<sup>10</sup> [www.upei.ca/humanres](http://www.upei.ca/humanres)



#### Goal #4: Make UPEI the University Of Best Practices

- To integrate health, safety, and wellness into the university culture.
- To further develop and refine Emergency Preparedness Measures.
- To support harmonious relationships with faculty and staff.
- To support the Professional Development of HR Department staff.

### 2.6.3 2008-2009 Accomplishments

The most significant accomplishments during the fiscal year 2008-2009 are identified below.

#### General

- The role of the Health and Safety Advisor was expanded to include Emergency Measures and Pandemic Preparedness.
- A new position of Biosafety Officer was established to oversee compliance for research involving biohazardous materials.
- Attendance at seminars, workshops, and forums included the Canadian Association of University Business officers (CAUBO) HR benchmarking initiative and Faculty Bargaining Services forums.

**The Human Resources Department is a strategic partner in leadership development for the University of Prince Edward Island.**

#### Leadership and Human Resource Development

- A Success Planning and Review plan was developed for directors and managers and a presentation was made for the implementation of this plan.
- An annual faculty and staff service award celebration was launched.
- Working closely with UPEI VPs, the Leadership Training and Development Program was launched with a series of VP Lunch & Learn events held in the beginning of 2009.
- Seventy-two faculty and staff enrolled in UPEI credit courses under the UPEI tuition waiver policy resulting in an investment of \$30,000 by UPEI in professional development.

#### Human Resource Information System and Payroll

- With the assistance of Computer Services, a comprehensive review of HR and payroll systems and transaction mapping took place resulting in improved access to records of employments, timesheets, and employment history.
- An electronic competition process was developed and is in the final stages of testing.
- Improvements were made to the pension calculator that is available to faculty and staff.
- Development of skills in project management, DRUPAL, moodle, and other technologies took place within the Department with support provided by Integrated Communications.

## Staffing Services

- The number of staff competitions posted was the same as the previous year. Forty-one permanent and 130 term positions were hired. Forty positions are funded by research grants or by research money. The number of applications for staff positions decreased by 35% from the previous year.
- Student competitions increased by 24% and the number of applications received increased by 43% from 2007-2008.
- Nine full-time summer students were hired through the Government Summer Student Program, which funded wages of \$16,905.
- The timeframe to fill positions was streamlined, taking five weeks for hiring internally and seven weeks for hiring people external to the University.

## Employee Services

- The new Staff Orientation Handbook was developed and is ready for print and to be posted on the HR website in 2009-2010.
- A checklist to assist new staff in finding their way around campus was prepared.

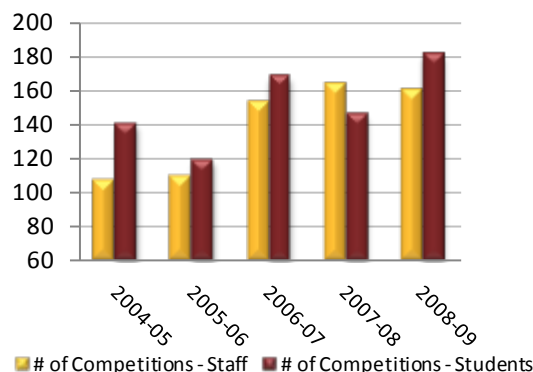
## Labour Relations

- Unions proposed changes to the UPEI pension plan, which resulted in contract negotiations coming to a standstill mid-year. Discussions are progressing and parties hope to reach a resolution by the end of 2009.
- The PEI Labour Act was amended to replace the right to strike with binding arbitration for UPEI Security Officers and Attendants.
- UPEI graduate students who work as Laboratory Assistants, Research Assistants, and Tutorial Assistants became unionized through the Public Service Alliance of Canada with negotiation of the first collective agreement to take place in the upcoming year.
- Few grievances were filed during 2008-2009 and many of the grievances that were outstanding from previous years with UPEI Faculty Association (UPEIFA) were resolved.

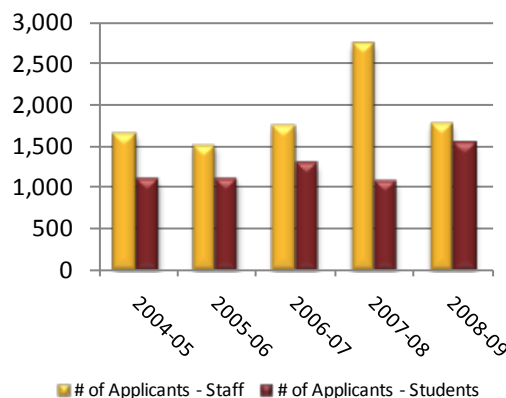
## Health and Safety

- Policies for working alone, a scent free environment, and guidelines for hiring foreign workers were developed and implemented.
- The Health and Safety Advisor worked closely with other stakeholders from both on and off campus in preparation for UPEI's role in hosting the 2009 Canada Summer Games.

Comparison of Annual Competitions Held for Staff and Students (For Fiscal Year Ended)



Comparison of Annual Applicants for Staff and Students Competitions (For Fiscal Year Ended)



- The Biosafety Officer provided leadership in revitalizing the Biosafety committee, raising awareness of campus regulatory requirements, and assisting faculty, students, and technical support staff with processes for research involving biohazardous materials.

### Emergency Operations

- An Infection Disease and Pandemic Planning Program was developed and implemented to address the H1N1 pandemic.
- The Emergency Measures Operations Team participated in a three-day media training that involved stakeholders from on and off campus.

### Communications

- The website was updated for ease of navigation and incorporation of the new UPEI brand.<sup>11</sup> A biosafety section was included for ease of access to this information.
- A series of focus groups were held to obtain comments from campus leaders and support staff regarding the effectiveness and relevance of HR services. The feedback received identified the need for more frequent, simple, and current access to information.
- Other efforts included increased email notices, an enhanced website with content upgrades and a notice board, Personal Transaction Forms, and UPEI pension booklets.

## 2.7 Sustainability and Energy Management

### 2.7.1 Responsibility

The Office of Sustainability and Energy Management's mission is:

*to foster a culture of sustainability and improve energy efficiency in all aspects of university life including services, infrastructure, operations, academics, and research.*

The Office of Sustainability and Energy Management (also referred to as Office of Sustainability):

- provides leadership and oversight for campus sustainability and energy management.
- raises awareness on campus and in the broader community of initiatives at UPEI.
- monitors and reports on UPEI's progress towards a sustainability and energy efficiency.
- acts as a steward to departments and steering committees by providing policy, planning, and cultivating internal and external relationships.

UPEI is committed to developing an environmentally responsible campus that is economically viable and reflects the values of the community. The sustainability of resources and energy savings are university priorities and responsibilities falling under the Vice-President, Finance & Facilities and Manager of Sustainability and Energy Management in collaboration with the Director of Environmental Studies, and other UPEI stakeholders.



<sup>11</sup> [www.upei.ca/humanres](http://www.upei.ca/humanres)

## 2.7.2 Goals and Priorities

The Vice-President and Manager, Sustainability and Energy Management will work with internal and external stakeholders to achieve the following three-year goals and priorities:<sup>12</sup>

### Goals: The Office

- To develop a communications plan with Integrated Communications to inform campus and external stakeholders of our progress.
- To develop a website that includes a listing of projects and initiatives on campus by fall 2009.
- To develop a risk management strategy to mitigate issues on campus.
- To develop a change management strategy for implementing successful programs.
- To develop partnerships and good working relationships with government, industry, and research organizations to further on-campus initiatives and seek out funding partners.

### Goals: Sustainability

- To establish the Sustainability Advisory Committee by the summer of 2009.
- To establish and adopt a system to measure and monitor campus environmental footprint.
- To develop a system to track projects by type (e.g. waste) and functional area on campus.
- To identify and implement 25 sustainability initiatives between September 2007 and 2010.
- To support establishment of a network of university and college sustainability professionals in Atlantic Canada for working under a common framework and sharing best practices that involves the new Canadian University Sustainability Professionals by spring of 2010.
- To engage campus groups (students, faculty, and staff) and external partners in sustainability initiatives on campus coordinated through Sustainability Advisory Committee.
- To implement a tracking process for paper consumption by department by fall 2009 in keeping with UPEI's goal to reduce paper consumption by 20% by 2010 and 30% by 2012.
- To develop a benchmark and incorporate into a transportation management strategy.
- To develop or contribute to strategies for key areas of focus including energy utilization, waste management and sustainable procurement by the fall of 2009, water conservation by spring of 2010, and alternative transportation options by fall of 2010.

### Goals: Energy Management

- To complete development of a campus energy data acquisition system that will allow for timely and consistent reporting of campus energy usage, including real-time updates.
- To develop a comprehensive energy management reporting system that provides regular updates and measures progress against benchmarks.
- To develop an energy database, in collaboration with Facilities Management and Computer Services, that includes heat, electricity, and water data and to design the database to be expandable and accessible by users that need access to accurate and consistent energy data.
- To establish targets and benchmarks on a campus and building basis consistent with industry best practices using the database. Report on benchmarks on a quarterly basis.
- To develop a process to produce an annual energy forecast, updated quarterly, that informs the university and departmental budget processes.
- To develop an alternative energy evaluation process to assess potential opportunities.
- To develop building energy management guidelines that outline requirements for new buildings and for renovations on campus.

<sup>12</sup> [www.upei.ca/sustainability](http://www.upei.ca/sustainability)

### 2.7.3 2008-2009 Accomplishments

The most significant accomplishments of the Office of Sustainability in 2008-2009 are identified below.

#### General

- An overview of the Office of Sustainability was presented to the Property and Asset committee of the Board of Governors in March 2009.

#### Sustainability

- A new Sustainability Policy, setting the direction for initiatives on campus, was developed in collaboration with key stakeholders and was adopted by UPEI after a presentation to the Property and Asset Committee of the Board of Directors in March 2009.
- The Manager attended the Summer Institute in Sustainability for guidance on development of sustainable policies in a post-secondary educational setting. The Institute was held at the University of British Columbia in July with representatives from academia, government, industry, and professional services from throughout Canada.
- The Manager attended an Energy Star seminar in Halifax to learn more about the rating system and how it can reduce energy costs at UPEI.
- The Atlantic University and Colleges Sustainability Network formed in 2008 with the involvement of UPEI, expanded to include over twenty Atlantic Canadian institutions.
- A new electric-gas hybrid vehicle was purchased for security in 2008 to reduce overall fuel consumption and promote UPEI's commitment to sustainability.
- In collaboration with the Director, Environmental Studies and with the assistance of the students of the Environmental Studies 301 class, a sustainability survey was developed and administered across campus. The results will be used for future benchmarking.<sup>13</sup>

#### Energy Management

- Annual meetings with energy providers, Maritime Electric Limited and PEI Energy Systems, were initiated to foster working relationships, manage issues, and improve service.
- The first annual Residence Energy challenge encouraged residence occupants to reduce energy usage. The residence with the greatest improvement in energy efficiency was awarded a prize by Ancillary Services. These efforts were successful in reducing energy consumption in the residences, even after the challenge was completed.
- UPEI's centralized chiller plant provides chilled water to a number of buildings on campus. The formula to determine how those costs are allocated on campus was reviewed and updated to reflect new construction and building renovations.
- The Manager participates in the Energy Subcommittee of the Budget Development Task Force, which has already started to implement recommendations identified in 2008-2009.

#### Resource Preservation

- Steps were initiated to establish benchmarks for each department's paper usage under the 100% Recycled Paper Policy. UPEI's efforts have supported price reductions for recycled forestry certified paper.

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<sup>13</sup> [www.upei.ca/environment/surveysummarizedresults](http://www.upei.ca/environment/surveysummarizedresults)

- The Environmental Society held its first annual “Dump and Run” event on campus in the spring. The Office supported students with the planning and coordination of this event, which allows students leaving campus to drop off unwanted items for resale or donation.

### Communications

- An article was written for the UPEI Magazine raising awareness of sustainability initiatives and encouraging community members to participate in future efforts.
- The Manager was featured in a Provincial Government document supporting wind energy on PEI, contributing to the Office’s commitment to encourage renewable energy on PEI.
- The Manager became a member of the Engineers’ PEI Environment Committee, which raises awareness of environmental practices and concerns and works to integrate sustainable design practices across the engineering profession.
- The Office met with the City of Charlottetown to discuss joint sustainability projects including alternative transportation, green space, and habitat protection on campus and invited a representative to sit on UPEI’s Sustainability Advisory Committee.
- The Office met with the PEI Department of Environment to discuss energy efficiency and management practices at UPEI and to identify best practices.
- The Manager presented at the annual meeting of the Canadian University and College Conference Organizers Association. The presentation showcased ideas for hosting sustainable conferences and events and was an opportunity to highlight UPEI’s efforts.
- The Manager was a guest speaker at the Students for Sustainability event that highlighted student commitment to sustainability from across Canada, held at UPEI in the fall of 2008.
- The Manager attended CAUBO’s national conference on Sustainability in Toronto in March. The conference focused on campus initiatives from across the country and included discussions on how to adapt these and similar initiatives locally.
- The Office continued to work with Atlantic Canadian institutions to develop a consistent Green House Gas (GHG) measuring framework through a coordinated effort by ISI.

**“In addition to the 100% PC Recycled Paper requirement, the University will target a reduction in paper consumption campus wide by 20% within 3 years and 30% within 5 years.”**

## 3.0 The Year Ahead

The Office of VP Finance & Facilities is committed to supporting the University in achieving its mission of **people, excellence, impact**. Some of the priorities for 2009-2010 are as follows:

- The newly developed Success Planning and Review Process will be rolled out, the Annual Operations Report will be prepared and communicated to key stakeholders and strategic goals and priorities will be updated as needed.
- The Professional Leadership Development Plan will be implemented for UPEI directors and managers. Other professional development opportunities will be made available to management and staff of Finance & Facilities through the VP's Office.
- The Office of VP Finance & Facilities and each reporting unit will prepare and implement a communications plan.
- Management of capital projects including the School of Nursing building construction, Knowledge Infrastructure Program (KIP) projects, and other priorities identified in the UPEI Capital Budget will take place.
- All collective agreements will be negotiated and managed within the anticipated budget constraints.
- Facilities Management will develop a customer service plan that will include reviewing existing service delivery standards and external best practices, and identifying areas of improvement.
- A comprehensive vision for IT at UPEI will be developed.
- The 2010-2011 annual operations budget incorporating strategies identified through the Budget Development Task Force initiative as well as projections for fiscal year 2011-2012 will be presented to the Board of Governors for approval.
- Efforts to increase revenue from residence, food, and conference operations to meet UPEI's goal of \$7 million annually by 2012-2013 will continue.
- The fostering of working relationships with internal and external stakeholders to support and promote sustainability efforts on campus will continue in 2009-2010.

# Appendix I: 2008-2009 Financial Overview

The financial overview for the 2008-2009 fiscal year includes a summary of UPEI's operating revenue and expenses. Detailed audited financial statements are available at [www.upei.ca/home/publications](http://www.upei.ca/home/publications).

## (1) Operating Revenues

### UPEI Operating Revenue

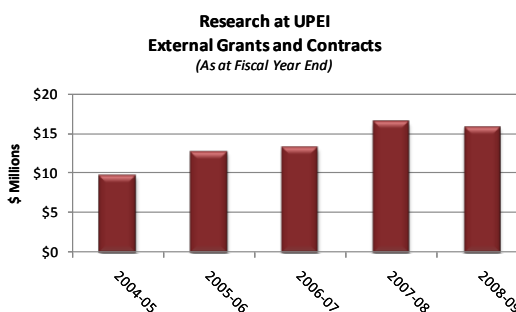
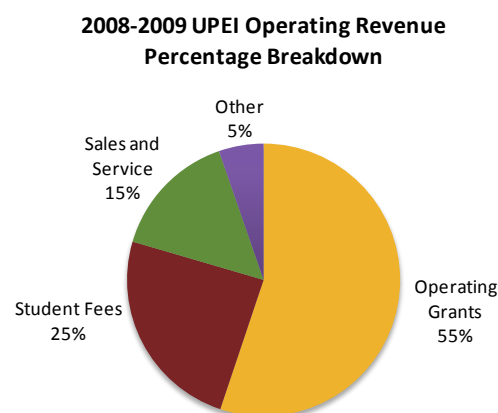
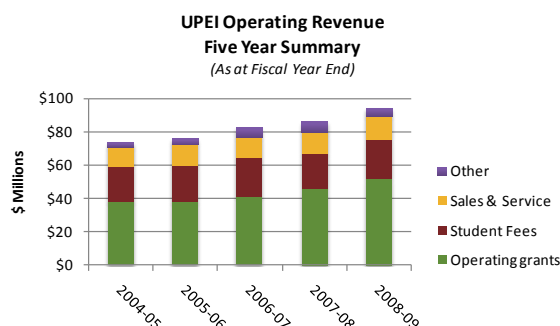
The University of Prince Edward Island's total operating revenue was \$94.3 million in 2008-2009, increasing by 10.0% from \$85.8 million during the previous year. UPEI's operating revenue grew by 28.3% in the last five years.

Operating grants accounted for 55% of UPEI's operating revenue and increased by almost 14.2% to \$51.9 million in 2008-2009. One fourth of the operating revenue came from student fees, which accounted for almost \$23.1 million in revenue with a growth of 9.3% from the previous year. Sales and services revenue grew from almost \$13.0 million in 2007-2008 to \$14.3 million in 2008-2009.

### Research Grants

External grants and contracts decreased slightly by 3.7% from \$16.4 million in 2007-2008 to \$15.8 million in the most recent year. The University continues to maintain a robust research program which has seen research revenues increase by 464% since 1999-2000.

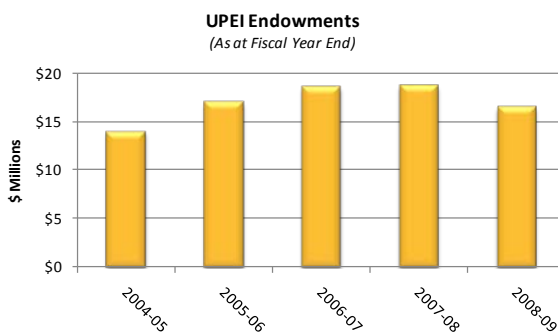
**Revenues from research at UPEI has increased by 464% from 1999-2000 to 2008-2009.**





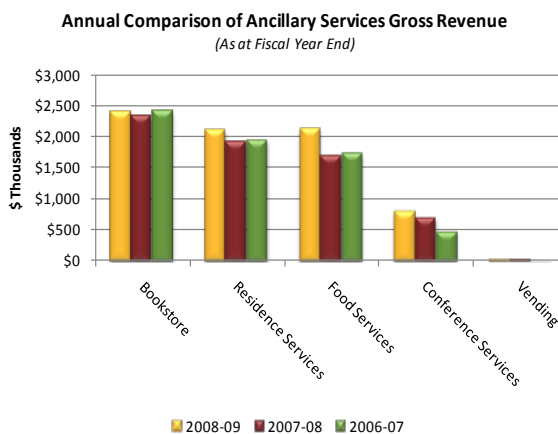
## Endowments

UPEI's Endowment Fund is made up of gifts that honour the name and life of a donor, friend, or family member. The fund had a market value of \$16.5 million as of the end of the 2008-2009 fiscal year compared to \$18.7 million at the end of the previous year. This is due the general downturn in equity market returns. Endowments are carefully managed for annual growth by an independent investment firm that reports directly to the Endowment Investment Committee chaired by the Comptroller. The fund has increased by almost 17.9% since the 2004-2005 fiscal year. Endowments contribute to the long-term stability and growth of UPEI.



## Ancillary Services Gross Revenue

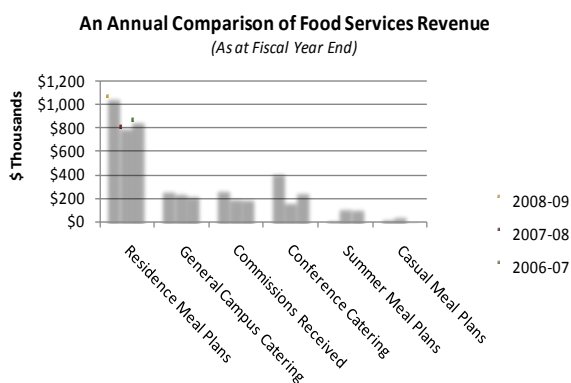
Ancillary Services gross revenue includes sales from Food Services, Residence Services, Conference Services, the Bookstore, and vending machines. Total gross revenue grew to almost \$7.5 million in fiscal year 2008-2009 from \$6.7 million during the previous year.



Gross revenue from the Bookstore accounted for the largest percentage (32.1%) of total gross revenue and increased by almost 3.1% from the previous year. Gross revenue from Food Services experienced the largest growth, increasing by almost 25.5% from \$1.7 million in 2007-2008 to \$2.1 million in 2008-2009. Residence Services gross revenue was higher in 2008-2009 at almost \$2.1 million compared to the previous year (\$1.9 million), accounting for a 10.1% growth.

Conference Services experienced a record financial year, with annual gross revenue of slightly more than \$800,000, almost a 14.2% growth from the previous year.

Gross revenue from vending machines grew from \$36,500 to \$39,250 within the past year.



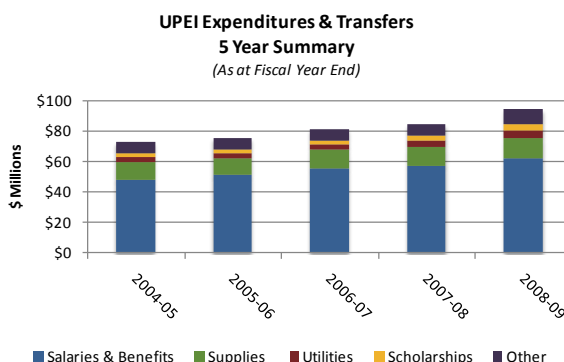
Food Services revenue saw strong growth for residence meal plans during the fiscal year 2008-2009. Revenue from conference catering also experienced strong growth, which is a reflection of the overall increased activity for Conference Services.

## (2) Operating Expenditures

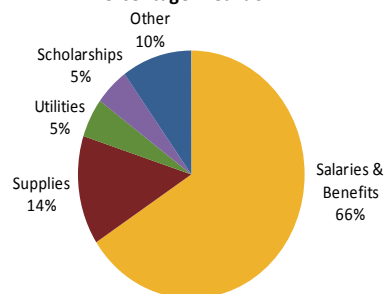
UPEI's operating expenses were almost \$93.9 million during the fiscal year 2008-2009, which is an increase of 11.6% compared to that of the previous year. Operating revenue increased by 10.0% during the same time period. Overall UPEI experienced a 29.2% increase over the past five years, since the fiscal year 2004-2005 when operating expenses were almost \$72.7 million.

The largest operating expenditure continues to be salaries and benefits, representing 66% of total operating expenditures during the 2008-2009 fiscal year. Supplies (14%), utilities (5%), scholarships (5%), and other (10%) make up the remainder of the operating expenditures.

UPEI's operating expenditures as a percentage of total operating expenditures for the fiscal year 2007-2008 were compared to the national average of universities from across Canada, based on 'expenditure by function' data provided by CAUBO. As shown in the figure below, UPEI spent a greater percentage of total operating expenditures on instruction in 2007-2008 when compared to other universities from across Canada. At the same time, the percentage of administration and general expense was lower.



**2008-2009 University Operating Expenditures  
Percentage Breakdown**



**Comparison of National and UPEI  
2007-2008 Operating Expenditures  
as a Percentage**

	National	UPEI
Instruction	55%	64%
Library	5%	4%
Computing	4%	2%
Administration & general	16%	9%
External relations	2%	1%
Physical plant	8%	7%
Utilities	3%	5%
Scholarships	4%	4%
Student services	3%	4%