

UPEI
UNIVERSITY
of Prince Edward
ISLAND

Vice-President Finance & Facilities

ANNUAL OPERATIONS REPORT | 2010-11



people ■ excellence ■ impact

A Message from the Vice-President

Another exciting year of growth is behind us at the University. With this growth and development is an ever increasing need for services and for finding new revenue sources for the University. The UPEI Finance & Facilities Management Team and staff continue to work together to positively influence UPEI's mission of: **People; Excellence; Impact.**

We have documented some of the most significant accomplishments in the last year for the VP's Office as well as for the seven reporting units within this report – the fourth *Annual Operations Report for the Office of Vice-President Finance & Facilities*. We hope you enjoy our overview.

Management and staff of Finance & Facilities continue to work towards our goals and update our priorities based on stakeholder input and evolving university priorities. I would like to thank all of you who have contributed towards our accomplishments over the past year.

We look forward to the year ahead, as we enter the final year of our strategic plans and we start preparing our plans for the next three years. Your comments are always greatly appreciated.

Sincerely,



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

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people ■ excellence ■ impact



Vice-President of Finance & Facilities

The Vice-President of Finance & Facilities has the following vision, mission, and guiding principles, which provide the overall direction and framework in which the VP's Office and seven reporting units operate:

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.

MISSION

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.

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:*

- 1. Strong leadership, planning, and guidance*
 - 2. Exemplary performance, service, and support*
 - 3. Optimal allocation and use of resources*
 - 4. Strategic organizational entrepreneurship*
 - 5. Effective enterprise risk management*
 - 6. Integrated leadership in sustainability*
-





A continued emphasis on planning.

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1.0 An Introduction

This Annual Operations Report for the Office of Vice-President Finance & Facilities is for the fiscal year May 1, 2010 to April 30, 2011. This report presents the responsibilities, goals and priorities, and accomplishments within the past year for the Vice-President (VP) and for each of the seven reporting units (Section 2.0). Priorities for the year ahead are presented in Section 3.0. An overview of the Vice-President’s Office (VP’s Office) and the strategic planning process introduced by the Finance & Facilities Management Team, UPEI’s 2010-2011 financial overview, and highlights of growth on campus are presented in the appendices.

2.0 A Look At The Year Past

Responsibilities, goals and priorities, and accomplishments for the past year are identified for the Vice-President’s Office and for each of the reporting units in the following sections.

2.1 Vice-President’s Office

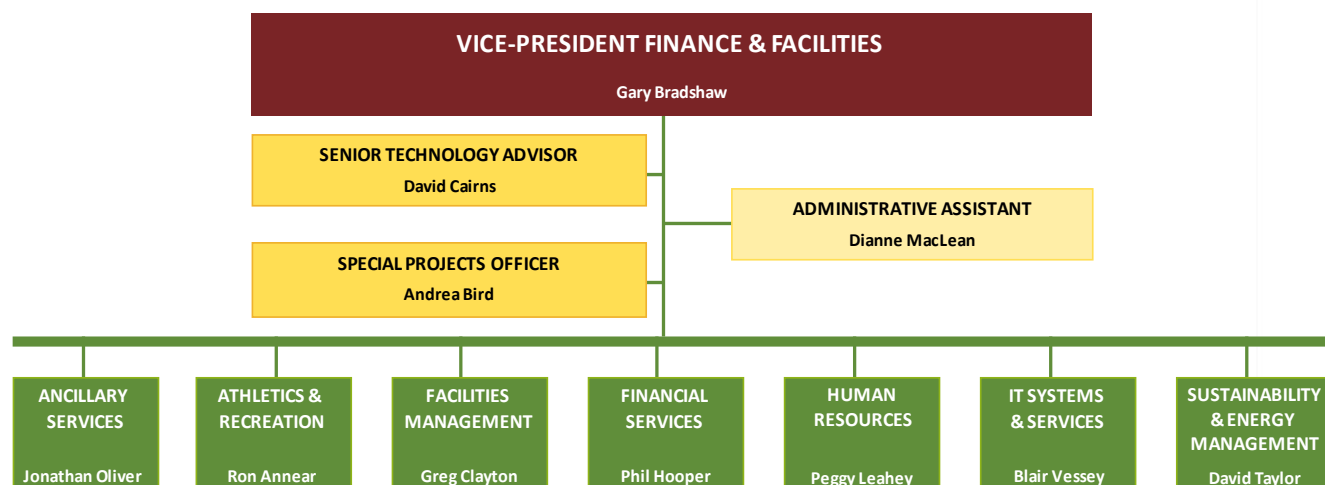
2.1.1 Responsibility

The Vice-President Finance & Facilities provides 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 VP’s Office is responsible for ten functional areas(Appendix A):



The VP’s responsibilities are achieved by working closely with the Management Team and staff. The Director of Athletics & Recreation joined the Finance and Facilities Management Team in 2010.

Figure 1: The Office of the Vice-President Finance & Facilities Management Team





Finance & Facilities Management Team



2.1.2 Goals and Priorities

Strategic goals and priorities (2009-2012) for the VP's Office are as follows:¹

Goal #1: Strategic Leadership

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

Goal #2: Campus Planning and Development

- *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

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

¹ www.upei.ca/vpfinance/strategicgoals

Goal #4: Sustainability Leadership

- *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

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

2.1.3 2010-2011 Accomplishments

Highlights from the past year for the VP's Office are as follows:

Strategic Leadership

- The second full year of the three-year strategic planning cycle, introduced in 2008 by the Finance & Facilities Management Team, was implemented including strategic planning, success planning and review, and annual reporting processes (Appendix B).
- The Vice-President became Chair of the Executive Steering Committee (ESC) formed to manage the new Enterprise Resource Planning (ERP) Project which will benefit the University by identifying and implementing recommendations on future development of administrative applications for the student, financial, human resources systems, and other related business processes and information requirements. The ESC consists of the three university vice-presidents, a Board member with extensive ERP experience, and the University's Comptroller as the Chair of the Systems Evaluation Team (SET), which consists of the directors of student information, finance, and human resources systems, the Director of IT Systems & Services, Information Systems Manager, Senior Technology Advisor, and the dedicated ERP Project Coordinator. The ERP Project has three distinct phases:
(1) Recommendation on future development and identification of business requirements;
(2) Development and approval of future state business processes and selection of ERP software solution; and (3) Data migration, training, and implementation of ERP software solution.
- Athletics & Recreation joined the Office of Vice-President Finance & Facilities and the Director became a member of the Finance & Facilities Management Team (Figure 1).
- Negotiations with Chartwells were finalized and the Food Services Contract renewed which was a collaborative effort by the Vice-President and Ancillary Services.
- Capital renewal initiatives were implemented for food service facilities in partnership with Chartwells.
- The VP's Office continued to meet with the City of Charlottetown to ensure strong communications and to share information on projects.
- The VP's Office coordinated efforts with the City of Charlottetown on the development of plans for the new roundabout traffic circle on Belvedere Avenue which was completed in 2010-2011.
- The VP's Office began an initiative to develop a campus-wide Information Master Plan.
- Two Town Halls were held with the campus community to discuss the sustainability of UPEI's Pension Plan.
- Plans were developed to support Athletics & Recreation with its financial administration.
- The impacts of recent decisions on Mandatory Retirement were analyzed from both a staffing and budgeting perspective.

Strategic Leadership (Continued)

- The Provincial Government's multi-year *Island Prosperity* strategy continues to play an important role in the strategic direction of the University. The Vice-President continues to ensure various UPEI plans integrate with overall objectives and are in support of the Province's strategic direction.
- The Vice-President continued to represent 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 Vice-President, Finance & Facilities and Vice-President, Research & Development continued to represent UPEI on the management committee for the Centre for Bioresources and Health (CBH), along with representatives of 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 assumed the role as President on the Board of Directors of the Canadian Association of University Business Officers (CAUBO) and continued his position on the Board of Directors of Interuniversity Services Incorporated (ISI), which supplies administrative services to nineteen Atlantic Canadian universities.

The VP's Office of Finance & Facilities works to secure, preserve, and enhance the financial, human, and physical environment that supports students, faculty and staff in carrying out their respective missions and in achieving their goals. The new ERP Project is a major initiative that will help to secure, preserve and enhance the University's business processes and computer applications.

Campus Planning and Development

- Implementation of the seven-year Landscape Design Plan continued.
- The final plans for the new School of Nursing, Family and Nutritional Sciences building were completed and construction began in the fall of 2010.
- Planning continued for the use of the 618 University Avenue property which was purchased by the University with the support of the Provincial Government.

Sustainability Leadership

- Sustainability efforts continued with greater collaboration with Holland College, other regional institutions, and the City of Charlottetown.
- 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.
- Meetings with PEI Energy Systems and Maritime Electric continued in order to foster good working relationships and improve services provided to UPEI.

Communications

- Finance & Facilities web sites continued to be updated.

Finance & Facilities continues to implement initiatives and processes that will enhance the resources available to them and support the sustainability of the University's significant growth and development over the last decade.

2.2 Ancillary Services

2.2.1 Responsibility

MISSION

To consistently provide 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. Ancillary Services strives to provide excellent customer service through professionalism, respect, loyalty, accountability, and leadership.

Ancillary Services is responsible for the following:



Residence Services Unit: works to build a safe and supportive living and learning environment that facilitates academic success, social interaction, and personal growth.

Food Services: manages food services contract and has overall responsibility for food services locations on campus including Wanda Wyatt Dining Hall, the AVC Café, the Courtyard Café, and Samuels in the Robertson Library. Catering is also available to campus and off-campus clients through the food service provider. Ancillary Services is also responsible for vending on campus.

Conference Services Unit: responsible for coordination of local, regional, and international events, conferences, and meetings held at UPEI by on- and off-campus clients.

Bookstore Unit: manages staff, merchandising (textbooks, clothing, and other supplies), and other operations of the Bookstore located on campus as well as the online store.

Ancillary Services is also responsible for the UPEI campus card.

2.2.2 Goals and Priorities

Ancillary Services' 2009-2012 goals and priorities are summarized below.²

Goal #1: Financial Stewardship and Revenue Growth

- *Achieve a 95% overall residence occupancy; increase annual revenue from residence, food, and conference operations to \$7 million; and achieve breakeven status by 2013.*
- *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.*
- *Develop a deferred maintenance plan by December 31, 2009.*
- *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.*

² www.upei.ca/residence; www.upei.ca/conference; www.upei.ca/bookstore; www.dineoncampus.ca/upei

Goal #2: Marketing and Communication

- *Develop and implement a plan, in consultation with Integrated Communications, to enhance the effectiveness of marketing and communications for each unit within Ancillary Services.*
- *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

- *Create and foster a customer-focused, team-oriented working environment.*
- *Develop a structured customer engagement plan that solicits ongoing feedback from customers and implement plan in 2009-2010 using benchmarks and annual comparisons.*
- *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. (Completed in 2009).*
- *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

- *Develop an improved model of staffing and service for the provision of cleaning, maintenance, and utility working in collaboration with Facilities Management.*
- *Develop a vision (in collaboration with the Vice-President Finance & Facilities) for Food Services at UPEI and evaluate the potential for establishing a "UPEI Food Service" brand.*
- *Maximize efficiency through the most effective use of existing and new technology.*
- *Develop a model for Campus Cards that improves integration of services and allows the card to be financially self-sufficient within a reasonable time frame.*
- *Make a decision on potential renewal of Chartwells' food services contract to expire in April 2010 and manage negotiations of any contract/tender process thereafter. (Contract renewed in 2010).*
- *Develop new, and enhance existing, emergency preparedness and business continuity plans.*
- *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.*
- *Update policy on use of space by internal and external clients and develop policy related to the sale and distribution of food by faculty, staff, and students to minimize associated risks (in collaboration with Financial Services).*

2.2.3 2010-2011 Accomplishments

Ancillary Services' most significant accomplishments during the past year are identified below.

Strategic Leadership

- *Interim positions of Director of Ancillary Services and Manager of Residence Services became permanent.*
- *Annual revenue of \$8 million (including bookstore) exceeded UPEI's goal to increase revenue to \$7 million annually by 2013; and breakeven status has been achieved for the third consecutive year.*
- *Ancillary Services exceeded financial targets, including an accelerated decrease in long-term debt, identified in the business plan for residence, conference and food services.*
- *Short-term debt was eliminated prior to fiscal year end.*
- *Bookstore Manager became a member of the Campus Stores Canada Board (CSC).*

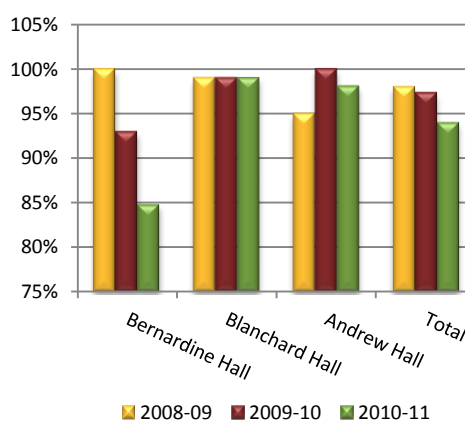
Strategic Leadership (Continued)

- Manager of Residence Services received a Strategic Initiatives Fund (SIF) Grant through the VP Academic's Office to develop a Learning Communities Program that creates a learning environment connecting students and faculty. The premise is to link student learning and success with the student experience at UPEI.
- Manager of Residence Services and Residence Life Coordinator attended the Atlantic Association of College and University Student Services (AACUSS) conference in NS; the Director attended the Canadian College and University Food Service Association (CCUFSA) annual conference in Montreal; an employee attended the Canadian University and College Conference Organizers Association (CUCCOA) in British Columbia; Manager of Residence Services co-presented at the annual NASPA – Student Affairs Administrators in Higher Education conference in Philadelphia, PA; Manger of Conference Services attended the annual PEI Convention Partnership marketing tour in Ontario.
- The Manager of Conference worked with UPEI faculty to attract the Canadian National Science Fair conference to be held on campus in the next few years.
- A review of financial records resulted in the identification of outstanding account receivables; follow-up calls were made to external clients with outstanding accounts and funds were collected.

Residence Services

- Total occupancy of 94% was slightly less than the 95% annual goal; however, this was a result of the University's commitment to supporting mobility agreements through the Student Exchange Program which resulted in international students requiring residence during the first semester only (Figure 2).
- Manager of Residence Services worked with the Department of Advancement to acquire new furniture, paint, and white boards for Bernardine Hall study lounges.
- The new After-Hours Study Hall Program at the Wanda Wyatt Dining Hall was well received by students.
- Constructive feedback was received from residence students through the online Residence Services survey in May 2010 and will be incorporated into future plans.
- A Residence of the Month Program was introduced to recognize student contributions to the residence community.
- Residence Student Staff Training Week involved specialized staff from across campus, enhancing relationships between Residence Services and other campus departments.
- Web site improvements included updated content and more user friendly access.

Figure 2: Percentage Occupancy in Residence
2008-09 to 2010-11 Comparison



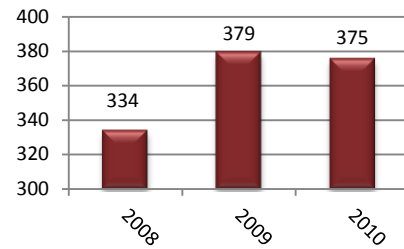
Food Services

- The University and Chartwells partnered on capital improvements including new counters, lighting, furniture, and equipment for the Courtyard Café, Wanda Wyatt Dining Hall and Samuels'.
- Chartwells strengthened its management team to enhance customer service and continue to provide a high level of food quality.
- The Chartwells Food Services Director and Director of Ancillary Services jointly developed and implemented programs to increase awareness of on-campus offerings at each location.

Conference Services

- Annual revenue in excess of \$1 million is attributed to more than 375 conferences, meetings and events held on campus. Examples include the return of LM Montgomery Institute, Grant Thornton CA Exam preparation course, the Red Rock Basketball tournament, and the World Junior Track and Field training camps which attracted teams from Germany, Switzerland, Ukraine, and Great Britain.
- The Canadian Synchronized Swimming Championships were held in May 2010 with over 150 participants staying on campus. The championship also included Olympic trials with competitors from France and Puerto Rico.
- The Manager of Conference Services participated in the PEI Convention Partnership booth at the Religious Leadership Tradeshow in Tampa Bay, Florida for the second consecutive year.

Figure 3: Annual Events Held on Campus
(Based on Calendar Year)



Providing a quality experience to all.

Conference Services generated annual revenue in excess of \$1 million for the third consecutive year. Conferences and events held on campus generate incremental revenue for the University to help support and sustain campus growth and development and create awareness of the excellence on campus.

Bookstore

- Financial targets identified in the annual UPEI Operating Budget were exceeded again this year.

UPEI Bookstore	2008-2009	2009-2010	2010-2011
Books	\$1,789,121	\$2,023,471	\$1,927,986
Clothing	257,228	250,827	266,027
Office Supplies	198,818	232,531	232,649
Other	<u>158,588</u>	<u>164,103</u>	<u>166,783</u>
Total Gross Revenue	<u>\$2,403,755</u>	<u>\$2,670,932</u>	<u>\$2,593,445</u>

- Demand for the Used Textbook Buyback Program continues to grow. The Bookstore gave students \$78,000 for used textbooks, of which \$43,000 in books will be resold at the Bookstore.

Under the Used Textbook Buyback Program total dollars given to students increased by 23% from \$63,400 in 2009-2010 to \$78,000 in 2010-2011. Books are resold through the Bookstore at a 25% savings to students.

- Number of online access codes and e-books available for purchase increased, further diversifying course material offerings and responding to a long-term trend for demand by faculty and students.
- The first annual student survey was favourably received with more than 900 responses. Feedback received will be incorporated into plans to improve the Bookstore.
- Support for the Island community continued with donations made to various fundraising groups, such as public school safe-grad committees, benefit fundraisers, and QEH Volunteer prizes. This continues with the tradition of UPEI's involvement in the community and support for many great causes.

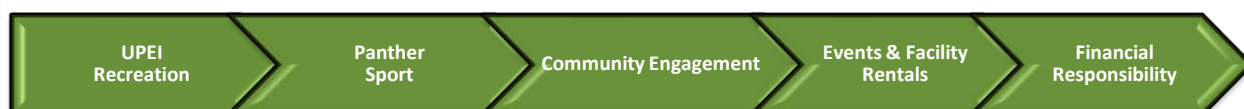
2.3 Athletics & Recreation

2.3.1 Responsibility

MISSION

UPEI Athletics & Recreation supports the University's mission by providing leadership in the promotion and delivery of sport excellence and of quality physical activity programs and services that enhance health, wellness, and a sense of community. The Department enables the University to meet its diverse physical activity needs, integral to the educational experience.

The responsibilities for the Department of Athletics & Recreation are as follows:



UPEI Athletics & Recreation's primary role is to promote sport and physical activity as an integral part of the university experience and lifestyle development. The Department is responsible for the continual enhancement and delivery of programs and services in the areas of sport, fitness, recreation, wellness, community programming and services, and facility operations.

Recreation: involves development and offering of sport leagues, sport clubs, memberships, personal training, group sessions, fitness classes, and wellness programs.

Panther Sport: involves development and offering of competitive sports such as soccer, women's rugby, women's field hockey, basketball, hockey and swimming and fostering of relationships with organizations including provincial sport organizations, Sport PEI, the Province, and the City of Charlottetown as well as UPEI Student Athletic Council, Alumni Outreach, and Friends of Panther Sport.

Community Engagement: involves engaging individuals from outside of the campus community, participating in community and other fundraising events, as well as encouraging student-athletes, faculty, and staff to be actively involved outside of the campus community.

Events and Facility Rentals: involves hosting events including UPEI Sport Legacy Celebrations and facility rental to enhance the profile of UPEI and Panther Sport and/or generate revenue and cost efficiencies.

Athletics & Recreation strives to be financially responsible and has a mandate to be entrepreneurial and identify new revenue generation for all areas of responsibility. The Department aims to build an environment for academic and athletic excellence, while providing opportunities for physical, social, and community development.

2.3.2 Goals and Priorities

The Department of Athletics & Recreation undertook an extensive internal review and strategic planning process during the fiscal year ended 2011. Goals and priorities for 2010-2014 are summarized on the following page.³

³ www.upei.ca/athletics

Goal #1: Provide Leadership and Opportunity for Staff Development

- *Update strategic priorities on an annual basis and review strategic goals and strategies every three years. Implement Success Planning and Review Process developed by the VP Finance & Facilities and Directors by January 2011.*
- *Rename the Department as UPEI Athletics & Recreation and incorporate new branding in marketing and print materials by May 2011.*
- *Review job descriptions to ensure efficiencies across all areas of responsibility; review operations of departments at other similar-sized universities; identify other staffing needs; and develop and implement a plan for addressing these needs and office space requirements by January 2011.*
- *Coordinate staff vacations so that they are in compliance with HR policy and to ensure preparations for departmental programming are complete for the upcoming semester.*
- *Implement regular Management Meetings on a pre-determined frequency, primarily to set the direction for upcoming months and to review strategic goals.*
- *Develop and implement a policy and procedures manual, endorsed by Management Team, by August 2011 and ensure ongoing compliance with, and annual updates to the manual.*

Goal #2: Establish and Grow Recreational Programming to Enhance the Experience of, and Participation by, the Campus Community

- *Implement a stakeholder engagement process for the vision for Panther Recreation and prepare an action plan by fall 2011.*
- *Partner with Student Union to support campus recreational offerings by May of each year.*
- *Establish a Panther Recreational Advisory Committee that will meet on a pre-determined basis to provide strategic guidance for Panther Recreation by fall 2011.*
- *Engage students to enhance their campus experience.*
- *Develop and implement a plan for growing memberships at the Sports Centre by April each year.*
- *Continue to enhance fitness training offerings and maintain state-of-the-art training facility.*
- *Implement annual recommendations from the Healthy Campus Initiative that relate to programming that falls under the mandate of UPEI Athletics & Recreation.*
- *Engage Island Community by providing opportunities to access facilities and programs.*

Goal #3: Enhance Student-Athlete Experience and UPEI's Reputation through Panther Sport Excellence

- *Develop the vision for Panther Sport at UPEI and prepare an action plan by March 2011.*
- *Establish a working group with representatives of Friends of Panther Sport tasked with developing and implementing revenue generation opportunities.*
- *Continue to attract, develop, and retain the finest coaches.*
- *Support student-athletes in pursuit of championships.*
- *Access annual core budget for recruitment efforts beginning in next fiscal year and develop and implement a plan for recruitment in partnership with Student Services by May 2011.*
- *Establish Captain's Roundtable tasked with updating annual Student Athlete checklist and work plan.*

Goal #4: Make UPEI Destination of Choice as a Host Site for Sporting Events and Athlete Development

- *In partnership with Ancillary Services, re-establish the Events Committee comprised of internal and external stakeholders responsible for developing opportunities for hosting events at UPEI.*
- *Create and host three significant events in the next three years.*
- *Increase rental use of facilities for events and tournaments.*

Goal #5: Operate in a Financially Responsible Manner

- *Maintain fiscal accountability through sound financial decision-making.*
- *Ensure ongoing development by maximizing fundraising opportunities and philanthropic donations, capitalizing on sponsorship assets, and stewarding relationships.*
- *More proactively pursue financial opportunities and alternate sources of funding that may be in partnerships with internal and external stakeholders.*

Goal #6: Continue to Improve Customer Service to All Stakeholder Groups

- *Develop and implement an annual customer service feedback process.*
- *Develop annual training, policies, and procedures for Athletics & Recreation staff.*
- *Better integrate technology into operations.*
- *Continue to find annual funding for hiring a lead student assistant for the Sports Centre during peak usage times to oversee facility (control, safety, equipment, gym floor, and improved customer service).*
- *Work with Facilities Management to define relationships and services and to implement a process for working together to meet program and client needs in a timely manner.*

Goal #7: Enhance Communications with Internal and External Collaborators and Clients Ensuring a Consistent Message that Leverages the UPEI Brand

- *Develop a long-term marketing strategy that encompasses the new Panther brand.*
- *Work with Integrated Communications to develop and implement bi-annual marketing plans to increase campus pride in UPEI Athletics & Recreation.*
- *Develop a master communications plan encompassing all areas of UPEI Athletics & Recreation and implement the plans in collaboration with Integrated Communications.*
- *Roll-out new web site by August 2011 and establish a plan for updates.*

2.3.3 2010-2011 Accomplishments

Athletics & Recreation's most significant accomplishments during the past year are identified below.

Strategic Leadership

- The Department was renamed as Athletics & Recreation (from Athletics, Recreation, Wellness & Physical Education) and with the support of Integrated Communications, the new brand was incorporated in marketing and print materials.
- Athletics & Recreation started reporting to the Office of Vice-President Finance & Facilities and the Director joined the Finance & Facilities Management Team as of May 2010.
- Staff and coaches participated in an internal operational review and strategic planning process which resulted in the development of the three-year strategic plan.
- Success Planning and Review Process implemented under the leadership of the Vice-President Finance & Facilities was introduced to the Athletics & Recreation management team.
- The Director is a member of the Executive of Atlantic University Sport (AUS) and is the AUS representative on the Athletics Financial Awards Committee and Eligibility Committee of Canadian Interuniversity Sport (CIS).
- Newly established management meetings were held regularly to focus on a progress review of strategic goals and direction for upcoming months.
- Job descriptions were reviewed and updated based on findings of the internal operational review.
- A master communications plan was developed and is regularly updated.

Strategic Leadership (Continued)

- Meetings were held with Facilities Management to discuss upcoming plans and requirements.
- Waste management guidelines were developed in collaboration with the Office of Sustainability & Energy Management.

UPEI Recreation

- The Panther Recreational Advisory Committee, which consists of representatives of Student Union, Residence, campus clubs, and other stakeholder groups, was established to provide strategic guidance to Panther Recreation starting in the upcoming year.
- Feedback was received at the end of each week for camps and was incorporated into future plans.
- Panther camps underwent a financial analysis with the objective of identifying quality camp offerings that will support Athletics & Recreation's refocus on revenue generation and sustainability.
- Number of memberships by faculty, staff, and community members continued to increase and will be tracked starting in 2011-2012.
- New fitness training including Zumba and Drums Alive was offered.
- New fitness equipment valued at \$35,000 was purchased.
- Plans for recreational activities were identified for the upcoming academic year in collaboration with the Student Union.

Panther Sport

- Plans to establish a Panther Endowment Fund, starting in the spring of 2011, were identified under the leadership of the Vice-President of Finance & Facilities.
- A Coaches Code of Conduct was developed and communicated.
- A Sports Club Handbook was prepared.



Enhancing our reputation for excellence.

Community Engagement

- The Department hosted a blood-donor clinic at the Chi Wan Young Sports Centre and encouraged student-athletes, staff, and coaches to donate blood.
- Student-athletes, coaches, and staff contributed more than 2,500 community service hours, which is on average 13 hours per person. Examples of volunteer activities are as follows:
 - Student-athletes, coaches, and staff supported minor teams and free sports clinics, including soccer, basketball, and hockey, held throughout the province.
 - UPEI held its 3rd Annual Relay for Life at the Sports Centre, raising over \$12,600 for the Canadian Cancer Society, in March 2011; this marked the 10th Anniversary of the Relay for Life on PEI.
 - UPEI Women's Hockey Team participated in the 2010 Terry Fox Run at Confederation Bridge.
 - UPEI Women's Basketball Team organized fundraising activities to contribute to the Canadian Interuniversity Sport (CIS) "Shoot for the Cure" Campaign in February 2011. Fundraising initiatives raised \$3,900 for the Canadian Breast Cancer Foundation.
 - Men's teams initiated an internal challenge to support Movember, Prostate Cancer Awareness.
 - Support for UPEI Homecoming Events including hosting of home games and fundraising barbeque in support of Passion for Life award.
 - Hosting of Charlottetown Christmas Parade and an Athletics & Recreation Team float.

Events and Facility Rentals

- Events Committee was re-established with representation from UPEI Conference Services, CARI and the City of Charlottetown and is tasked with pursuing opportunities for hosting events at UPEI.

Financial Responsibility

- Recommendations presented in the 2009 Internal Review of Athletics & Recreation provided by the Comptroller's Office were completed and/or initiated including a focus on increasing sponsorships, supporting membership growth, ensuring ease of camp registration, and encouraging facility rentals.

2.4 Facilities Management

2.4.1 Responsibility

MISSION

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 planning of deferred maintenance, enhancement of buildings, and new capital investment in facilities.

The areas of responsibility for Facilities Management are as follows:



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

Security Services Division: responsible for the safety of students, faculty, staff, and visitors, and for providing a secure environment within the university campus. This division is also responsible for building access control and the communication and enforcement of parking regulations and the 24-hour security line and alarm monitoring centre.

Maintenance Division: responsible for repairs and maintenance of buildings, grounds, equipment, and department vehicles. Staff members provide internal and external delivery services, room setups, and other event support. The Division is also responsible for the electrical distribution system, building heating systems, interior and exterior lights and controls, and management of efficient usage.

Custodial Services: responsible for the cleaning of all buildings across campus including the AVC animal healthcare areas, campus labs, and classrooms.

Special Projects: UPEI's Accessibility Audit Plan, Landscape Design Plan, Capital Asset Plan, signage wayfinding plans, classroom audits, as well as various other projects.

2.4.2 Goals and Priorities

The 2009-2012 goals and priorities for Facilities Management are summarized below.⁴

Goal #1: Strategic Leadership

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

⁴ www.upei.ca/facilities

Goal #2: Campus Planning and Development

- Complete a comprehensive deferred maintenance and capital asset plan and present it to the Property and Assets Committee by spring 2011.
- Complete physical assessments of all buildings on campus to provide detailed information on the condition of each system and develop a five-year project plan.
- Enhance the condition of grounds by implementing the Landscape Design Plan.
- Increase access for people with disabilities by implementing priority recommendations as identified in the seven-year Accessibility Audit Plan.
- Improve the Globe and Mail – Attractiveness of Your Campus rating from “B” in 2007 to “A” by 2013.
- Develop and implement a campus-wide, community-based security.

Goal #3: Communications

- Enhance and promote existing Facilities Management web site and encourage greater campus usage by 20% by June 2012. Enhancements to include project updates, an online query, and a Q&A section.

2.4.3 2010-2011 Accomplishments

Facilities Management’s most significant accomplishments during the past year are identified below.

Strategic Leadership

- The management team participated in the Finance & Facilities Success Planning and Review Process.
- A Professionalism in the Workplace program was implemented and included staff training and the development of new policies and procedures.
- The Manager of Sustainability & Energy Management joined the Facilities Management team, became the Manager of Environmental Services, and took over responsibility of Custodial Services. In March 2011.
- The Director is the Chair of the Continuing Education Committee of Engineers PEI, the Association of Professional Engineers of Prince Edward Island.
- The Director is Treasurer and Vice-President of Membership of APPA, an international association of representatives engaged in the field of educational facilities management. The Director assisted with the organization of the Eastern Region Conference to be held in Halifax, NS in the fall of 2011.
- Working with various user groups, energy guidelines were implemented with the goal of increasing comfort, achieving building temperature consistency, and reducing the campus CO₂ footprint.
- Allocation and management of internal resources continued to be a priority to meet the demands of the campus growth and development. The gross square footage of the buildings has increased by 30% within the last decade (Appendix D).
- Web site enhancement planning continued over the past year. The goal is to coordinate the web site design and appearance with the reporting units of Finance & Facilities and improve communications with the campus community. Data on the number of web site visits is being collected for this base year to measure the success of this initiative over the next two years.
- A Facilities Management communication plan was developed. Goals and objectives include orientation communication for new employees, enhanced web site and usage tracking, and improved customer communications.

Square footage of campus buildings has grown by more than 30% in the last decade and will continue to expand with the new School of Nursing, Family and Nutritional Sciences building to be completed in 2011-2012. This keeps us busy!

Capital Planning and Renewal

- Standards identified in the Landscape Design Plan continue to be implemented including a new flag plaza, landscape beds, a walkway, and light standards on the west side of campus near the University Avenue entrance.
- Planning and design work for the new School of Nursing, Family and Nutritional Sciences building was finalized and construction began in the fall of 2010. The new building will be located in the Quadrant bounded by Main Building, W.A. Murphy Student Centre, Chi-Wan Young Sports Centre, and Central Utility Building and is scheduled to be completed in the fall of 2011.
- Plans to enhance traffic circulation and safety of pedestrians were implemented and included improvements to roadways and circulation paths on the west side of the Central Utility Building. This work will be completed by the fall of 2011.
- The property at 618 University Avenue was acquired and a consultant was hired to complete the planning and design for building renovations, which are expected to begin the fall of 2011.
- Other campus developments included Robertson Library washroom renovations, Student Health Centre renovations, squash court refurbishments, Blanchard Hall roof replacement, and Main Building interior stairs replacement.

An indicator: The Globe and Mail – *Attractiveness of Your Campus* rating for UPEI increased from “B” in 2007 to “B+” in 2010. This rating is closer to Facilities Management’s strategic goal of an “A” rating by 2013.

- The facility condition assessment software was implemented and 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. The software has been populated with detailed data for all UPEI buildings and a report will be presented to the Property and Assets Committee in the fall of 2011.

Security and Safety Management

- A Hearing Conservation Plan was incorporated into the safety manual and safety training.
- Safety training continues to be a priority. Eight safety courses were offered this year including confined space rescue, basic spill response, asbestos awareness, hearing conservation, first aid, transportation of dangerous goods, and soft tissue injury prevention. These courses resulted in a total of 527 staff training hours. On average 22 staff members attended each of the eight courses, which is an increase from an average of 9 people in 2009-2010.
- Security Services continues to work with the RCMP and Charlottetown Police to implement the School Actions for Emergencies (SAFE) Program. Work continues on the implementation of recommendations for Lock Down procedures including a review of locking hardware requirements for identified safe rooms on campus.

Security and Safety Management (Continued)

- New security police training regulations, as outlined in the new Police Act, were implemented including a non-violent intervention training session for student security staff held in collaboration with the Student Union.
- A new handheld ticketing system was implemented for a more accurate and efficient process.

Maintenance and Operations

- Total work orders decreased to 6,150 from 6,650 during the previous year but accounted for a 15% increase from three years ago. Almost 13,000 deliveries, an average of 53 per day, were made on- and off-campus, which is a 10% decrease from last year.
- Collective bargaining negotiations continued with unions representing Facilities Management staff.
- Tree maintenance continues to be a priority, with UPEI being one of the first locations in Canada to implement a vaccine to help prevent Dutch Elm disease.

Custodial Services

- A re-organization resulted in Custodial Services reporting to the newly titled position of Manager of Environmental Services (formerly the Manager of Sustainability & Energy Management who joined the Facilities Management team as of March 2011).
- A new Evening Cleaning Foreman position was created to provide support and supervision to the evening shift custodial staff working at the AVC and across campus.
- The development of a formalized training and orientation program was initiated.

Special Projects

- The fifth year of implementation of the seven-year Accessibility Audit Plan took place jointly with the Access-Ability Committee. Projects included new accessible door hardware at Robertson Library, new barrier free tables in classrooms, automatic door openers installed at Robertson Library and the Fitness Centre, and visual strips installed on stairs in various buildings.



Working together to create a vibrant campus.



2.5 Financial Services

2.5.1 Responsibility

MISSION

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

Areas of responsibility for Financial Services are as follows:



The Comptroller's Office: responsible for financial management of the University including budget, financial systems, insurance, procurement, as well as investment and risk management. The Unit maintains a repository of university contracts, memorandum of understandings, and agreements and supervises the approval process. The Unit also maintains a database of official university policies and the on-line policy manual.

Financial Management and Budgets: responsible for preparation of financial statements, liaison between UPEI and external auditors, and internal and external financial reporting (Appendix C). This unit ensures financial management systems are in accordance with generally accepted accounting principles (GAAP) and prepares, monitors, and enforces budgets approved by the UPEI Board of Governors.

Risk Management and Business Planning: provides leadership in university risk management by helping Departments to identify and mitigate risks. The Unit conducts reviews of systems, processes, and procedures to test internal controls and compliance with policy and procedures and coordinates the development and approval of new and amended Official University Policies.⁵ The Unit administers UPEI insurance policies and reviews university contracts.

Accounting Office: responsible for business operations including accounts payable, accounts receivable, financial data administration, payments and deposits, student accounts, and financial administration of research accounts. The Office maintains the University's financial information system with support from IT Systems & Services. It is the primary contact for students on financial matters including student loans and provides support to all departments on campus on financial processes.

Procurement and Shipping & Receiving: responsible for purchasing, central shipping and receiving, and mail services, as well as the campus phone system. The Unit handles all procurement functions including tendering, bulk orders, quotations, supplier selection, and international brokerage.

Central Printing: responsible for photocopy and printing services provided on campus including brochures; business cards; colour copying and binding; and collating course packs. The Unit also manages the public copier services provided in the Library and AVC (note that the Library became responsible for the management of onsite public copiers in February 2011).

⁵ www.upei.ca/policy/

2.5.2 Goals and Priorities

The following 2009-2012 goals and priorities were identified for Financial Services:⁶

Goal #1: Communications and Productivity Enhancements

- *Improve communication within functional Units, with the campus community, and with clients in general.*
- *Improve effectiveness of systems and processes.*
- *Develop a document management and archiving plan for Financial Services.*
- *Identify and recommend 'future states' for all business processes in Financial Services.*

Goal #2: Reporting

- *Improve timeliness in the preparation of the University's Financial Statements, Annual Budgets, and other reports, as required.*
- *Lead the process of replacing the existing legacy Financial Information System with a vendor supplied Enterprise Resource Planning (ERP) system.*

Goal #3: Risk Management

- *Improve risk management practices for the University.*
- *Develop a risk management profile for each reporting office and develop risk management strategies and policies to manage campus-wide exposures.*

Goal #4: Leadership

- *Develop and support a training and professional development plan for managers and staff in Financial Services.*
- *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 2010-2011 Accomplishments

Financial Services' most significant accomplishments during the past year are identified below.

Strategic Leadership

- Bi-weekly Manger meetings and success planning and review process for Unit Managers continued.
- A Financial Information System Project Team was formed to review business processes and recommend improvements.
- A Finance Officer was assigned to provide assistance to the Research Accounting Unit of the Accounting Office to meet the needs of a growing research program at UPEI.
- Management staff attended national and regional meetings including:
 - CAUBO national meetings in St. John's, NL;
 - Atlantic Associations of Universities Finance Officers (AAUFO) meeting;
 - National and regional risk management seminars and meetings;
 - Procurement regional meetings; and
 - Document Management site visit to Dalhousie in Halifax, NS.
- New policies were approved and posted to the official policy web site.

⁶ www.upei.ca/vpfinance/comptroller/procurement/

www.upei.ca/accounting/

Enterprise Resource Planning (ERP)

- The Comptroller became Chair of the Systems Evaluation Team and member of the Executive Steering Committee (Chaired by the VP Finance & Facilities) responsible for managing the new Enterprise Resource Planning (ERP) Project. The ERP Project was initiated because of the tremendous growth in enrolments, academic programs, research activity, and capital infrastructure at the University over the last decade. UPEI's core application for financial, information, and human resources administrative systems is currently the in-house developed and managed University Information Systems (UIS). A discovery process involving university stakeholders and external consultant, Moran Technology Consulting led to the recommendation to replace UPEI's existing UIS system with a vendor provided fully integrated system specifically designed for the University.
- Phase one of the ERP Project was to identify a recommendation on future development and business requirements. A budget and an operational plan will be prepared in early 2011-2012 and the second phase to develop and receive approval of 'future state' business processes and select the ERP software solution will continue. Phase three is data migration, training and implementation of the ERP software solution and will take place once the solution provider is selected in early 2012-2013. Moran Technology Consulting was engaged to support the Request for Proposal (RFP) process.

The ERP Project was initiated to enhance and secure UPEI's administrative systems due to the tremendous growth in enrolments, academic programs, research activity, and capital infrastructure over the last decade.



Protecting our resources and our legacy.



Financial Management and Budgets

- Support continued for budget planning projects such as paper and printing reduction, travel and entertainment policy, and student payment methods initiated by Budget Development Task Force.
- An annual report of Endowments and Special Purpose Funds was prepared and presented to the Board of Governors.
- Monitoring of assets and liabilities of the pension plan continued and the Pension Status Report as at April 30, 2010, was prepared and presented to the Finance & Audit Committee of the Board of Governors.
- A three-year budget estimate was prepared and presented to the PEI Government. A special report on the UPEI Pension Plan was also presented to the Province.
- Special finance assignments undertaken throughout the year included:
 - Special financial analyses support provided to the VP Academic, Faculty, and Athletics & Recreation to manage budget issues and improve processes.
 - Preparation of revised budgets and detailed analysis of costs related to the re-organization of Student Engagement, Advancement, and Integrated Communications were completed.
- An in-depth review of Research Accounts in debit balance was conducted in response to the recommendation by UPEI's auditors.
- Training in budget preparation and use of the University Information System (UIS) were provided to Department Heads and Directors as well as the Science Administrative Support Group.
- Deadlines for preparing financial reports (e.g., Consolidated Financial Statements, Pension Plan Financial Statements, Annual Registered Charity Information Return and Registered Pension Return, CAUBO Reports, 2011-2012 Operating Budget, and 2009-2010 Operating Budget to Actual Report) of the University were met or exceeded. Other financial reporting requirements were met on schedule including taxes and Statistics Canada reporting.
- The Comptroller reported detailed financial information to the Finance & Audit Committee of the University's Board of Governors.

Risk Management

- The following policies were approved or amended during 2010-2011: Biosafety in Research and Teaching; Corporate Credit Card, Assignment and Use; Endowment and Special Purpose Funds – Governance and Administration; Endowment and Special Purpose Funds – Investment Policy Statement; Graduate Faculty Approval and Supervisory Role; Health and Safety Policy; Moving and Relocation Policy; Post Doctoral Fellows Policy; Space Planning and Administration; Travel Expenses Policy.
- The operational processes of the Tourism Research Centre were reviewed and recommendations for improvement were provided.
- The development of a Risk Management Framework for the University continued.
- Risk management profiles were developed for Finance & Facilities Departments, identifying risks rated based on impact and likelihood. This process was initiated with other departments and faculties. Risk management consultations were held with departments involved in student practicum placements with the goal of developing uniform policies, procedure, and risk avoidance strategies.

The level of service provided by Financial Services continues to increase annually with the growth and development on campus.

Risk Management (Continued)

- The Alcohol Safety Committee's terms of reference was amended and several new initiatives were developed to promote alcohol safety.
- Lab Safety Reviews were conducted by Canadian University Reciprocal Insurance Exchange (CURIE, which is a reciprocal insurance exchange whose 58 member universities across Canada share losses arising from their operating risks), and recommendations will be implemented by Risk Management in cooperation with Health and Safety and Biosafety.
- CURIE, the University's insurer, also conducted property reviews of several buildings on campus and recommendations are being implemented by Facilities Management.
- The Manager serves as the Conflict of Interest in Research Advisor on campus.

Accounting

- Approximately 2,650 active general ledger accounts, 9,100 cheques, and 10,500 direct deposit payments were processed. For the first year ever, electronic payments exceeded paper cheques. This trend is expected to continue.
- The number of general ledger accounts decreased by 700 due to efforts to clear up old research and project accounts.
- UPEI's decision to cease accepting credit card payments for tuition, residence, and fees effective July 2010 was implemented with minimal complaints and resulted in \$143,000 savings in credit card discount fees.
- Work continued on developing the UPEI document imaging system piloted with Accounts Payable. The effectiveness of the newly introduced system will be evaluated in 2011-2012.
- Work commenced on mapping business processes and developing best practice recommendations in preparation for the selection of the new ERP software.

Procurement

- The level of service provided continued to increase:
 - Approximately 10,280 purchase orders were generated with a value of \$31 million. Research grants and contracts accounted for 31% of purchase orders processed, which is a 5% increase over the previous year.
 - 41 tender processes were managed with a value of \$12.8 million.
 - Campus phone system support increased by 15% with over 1,100 service orders handled.
 - Mail Services processed more than 100,000 outbound, inbound, and internal mail distributions.
 - Central Receiving received and distributed over 42,900 courier and freight pieces, a 10% increase from the previous year, and approximately 6,000 outbound shipments.

Central Printing

- Public copiers located in the Robertson Library became the responsibility of the Library as of February.
- Annual revenue was \$186,174 and expenses were \$180,494 for printing, copying and binding services provided to the campus community.

2.6 Human Resources

2.6.1 Responsibility

MISSION

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.

The areas of responsibility are as follows:



Staffing Services: responsible for staff recruitment and selection, employment protocols, coordination of government employment initiatives, administration of personnel transactions, contract administration, position descriptions, position evaluation, and service awards.

Employee Services: responsible for administration of leave and attendance, faculty and staff group benefits, the UPEI Health Trust, the UPEI Pension Plan, and group RRSP Compensation, as well as providing support for campus wellness initiatives and HR information systems.

HR Information Systems & Payroll: responsible for payroll services and compensation levels and evaluation.

Pension & Group Benefit Administration: responsible for pension and group benefit administration on behalf of the university.

Labour Relations: responsible for coordination of, participation in, and support provided during bargaining processes, as well as administration of collective agreements, resolution of grievance actions, and advice and assistance provision on employee and labour relation matters.

Health, Safety, & Emergency: responsible for development, maintenance, and compliance of UPEI's health, safety, and biosafety policies and programs, in collaboration with university committees and local and regional regulatory authorities.

The Director of Human Resources provides management and direction on university HR matters; acts as a resource to the Board of Governors' HR Strategic Standing Committee, which 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 Goals and Priorities

The following 2009-2012 goals and priorities were identified for Human Resources:⁷

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

- *Build and support a risk-management culture.*
- *Develop and improve the effectiveness of Human Resources systems.*
- *Assess service delivery.*
- *Celebrate faculty and staff achievement of service milestones.*
- *Improve the turnaround and general service delivery in staffing, HR, payroll, and health and safety.*

Goal #2: Provide Exceptional Value to the University

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

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

- *Develop a formal departmental communications plan.*
- *Increase Health and Safety Communications.*
- *Enhance communication tools and methods.*

Goal #4: Make UPEI the University Of Best Practices

- *Integrate health, safety, and wellness into the university culture.*
- *Further develop and refine Emergency Preparedness Measures.*
- *Support harmonious relationships with faculty and staff.*
- *Support the Professional Development of HR Department staff.*

2.6.3 2010-2011 Accomplishments

Human Resources' most significant accomplishments during the past year are identified below.

Strategic Leadership

- A staff member was seconded to work as coordinator of HR activities for UPEI's Enterprise Resource Planning (ERP) Project while the Director and other staff members were actively involved in project planning and implementation. HR has devoted 20% of its time to this important initiative.
- Departmental work completed in support of ERP included a readiness assessment, preliminary mapping of business processes, and identification of requirements, implementation plan, and HR systems options, and recommendations presented to the ERP Executive Steering Committee.

⁷ www.upei.ca/humanres

HR staff spent 20% of their time on UPEI's ERP Project which is critical to the continued success and improvement of HR systems and services provided to UPEI faculty and staff.

- An enhanced pension benefit and modest re-balancing of contribution rates resulted from the discussions with campus unions, involving the HR Department, over the last three years. As a result, HR amended the Pension Plan document and implemented the changes. The Board Pension Advisory Committee recommended a change to payment calculation when retired UPEI employees withdraw pension contributions. HR personnel participated in the reinstatement of faculty and staff who challenged the University's mandatory retirement program. The UPEI Pension Plan is one of, if not, the most important ongoing liability facing the University.
- Collective bargaining concluded, and resulting changes were implemented for the two faculty association units and two of the four staff bargaining units. After numerous staff hours, bargaining concluded satisfactorily to all parties and within budget. One set of staff negotiations remains in the conciliation stage, pending a decision from the Labour Relations Board.
- The Success Planning and Review model developed in 2009 was further refined and piloted with the departments reporting to the VP Finance & Facilities. Feedback received will be incorporated into the process prior to a campus-wide roll-out for the Contract Administrative Group in 2011-2012.
- The Director of Human Resources acted as a resource to the Board of Governors' HR Strategic Standing Committee which approves appointments; approves HR policies and terms of employment for Senior Management and other key personnel; co-chairs the Health and Safety Steering Committee; was spokesperson at four negotiation tables; sat on the Infectious Disease Planning Committee, Emergency Operations Team, Board Pension Advisory Committee, Pension Investment Review Committee, Joint Benefits Advisory Committee, Wellness Initiative, and ERP Systems Evaluation Team; and is a Trustee on the UPEI Supplementary Health Care Trust.
- Sustainability efforts continued with increased electronic information management, reduced printing, and the well-received electronic employment competition process, launched in 2009-2010. Reduced printing resulted in the elimination of two personal printers and a fax machine.
- Staff professional development continued with participation in: CAUBO Faculty Bargaining Services workshops; employee benefits workshops; InterUniversity Services Inc. (ISI) semi-annual meetings; EMO Emergency Operations Training; database query system training; and other HR-related continued education opportunities. A staff member obtained the Certified Human Resource Professional (CHRP) designation, resulting in 60% of staff having formal HR credentials.
- Staff actively participates in the campus Wellness Initiative, including campus safety as well as planning and design of a campus-wide employee engagement survey planned for the fall of 2011.
- Focus groups on HR services were held for the third consecutive year. An external consultant facilitated discussions with academic Department Chairs and Administrative Assistants and compiled and analyzed findings. Recommendations have been incorporated into 2011-2012 priorities including improved communications, greater collaboration with the Vice-President Academic and Faculty Relations Officer, and enhancements to HR information systems and web site.
- Finance & Facilities Directors and Managers incorporated professional and personal development goals into individual success and review plans.
- A well-attended Retiree Luncheon was hosted in conjunction with Founders' Day celebration and the third annual Service Recognition Award Celebration was held during the Presidential Annual Update.

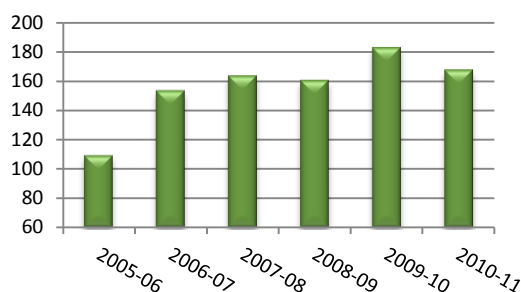
Strategic Leadership (Continued)

- Eighty (80) faculty and staff enrolled in credit courses under the UPEI Tuition Waiver Policy, representing a notional investment in learning upwards of \$45,000. While not covered by the UPEI Tuition Waiver Policy, faculty and staff are showing interest in the new Executive MBA program.

Staffing Services

- Number of annual staff competitions has increased significantly since 2005-2006, peaking in 2009-2010 before dropping back in 2010-2011. There were 45 posted faculty positions posted, which is in line with previous years. Of the 167 staff competitions in 2010-2011, 10% were permanent positions and 90% were term and casual positions. The ratio of term to permanent positions is explained by the impact of research and the domino effect of internal movement of term staff into longer term and/or permanent positions.
- Work levels are also negatively impacted by the domino effect of internal movement of term staff to longer term and/or permanent appointment.
- The new electronic competition system has resulted in a reduction of 2 to 5 days in the selection process depending on the position.
- Number of position evaluation requests increased by 2% from the previous year, due mostly to departmental requests for several positions.
- Position descriptions for Directors reporting to the Vice-President, Finance & Facilities and coaches and assistant coaches for Athletics & Recreation were revised.

Figure 4: Comparison of Annual Competitions Held for Staff



Employee Services

- Premiums for UPEI's Supplementary Health Trust, which have been consistent for the last three years, increased while premiums for the Faculty Association Health Plan remained the same.
- Number of inquiries by faculty and staff about retirement options increased significantly due to demographics at the University and across the country.

Labour Relations

- After a decision by the PEI Human Rights Commission in June 2010, three individuals were reinstated employment at UPEI. Public hearings were also held to determine the cost of damages for three additional retired faculty members.
- Collective bargaining for staff contracts that expired in April 2007 was on hold until the resolution of UPEI pension concerns in early 2011. Negotiations resulted in two-year agreements with UPEIFA Unit #2, CUPE local 1870, and IBEW local 1432 which then expired in April 2010. The unions initiated negotiations for new agreements effective May 2010. Negotiations with CUPE local 501 remain, pending the outcome of an Unfair Practice decision from the Labour Relations Board.
- Bargaining with the Faculty Association Unit #1 concluded in March 2011, with external assistance at the conciliation stage, and resulted in a new two-year contract that expires June 30, 2012.
- Number of grievances filed was similar to previous years and no rights arbitrations were required.

HR Information System and Payroll

- HR Project Officer continued to be responsible for managing HR systems and overseeing and tracking improvements to processing time and accuracy through electronic reporting, Records of Employment, and competition system for file sharing and applicant review and assessment.
- HR processes were mapped, tracked, and streamlined to increase efficiencies, data integrity, and reporting effectiveness (e.g., salary breakdown, history display, and competition number tracking).
- Implementation of Collective Agreement settlements and pension plan changes accounted for a considerable amount of time by Staffing Services and Payroll staff.

Health, Safety, and Emergency

- The Main Campus Site Committee carried out their rotation of workplace safety inspections. An action plan for lab safety was developed based on the laboratory inspections conducted by Canadian University Reciprocal Insurance Exchange (CURIE), UPEI's insurance provider.
- Training was provided across campus including: ergonomic and soft tissue injury prevention; chemical spills response for laboratory staff; hearing conservation; and a well-attended Biosafety training seminar held by the federal government.
- A hazard/risk assessment table was developed and incorporated into the HR strategic plan in order to identify both the extent and probability of risk by activity.
- Implementation of the Human Pathogens and Toxins Act continued with the development of an online inventory system currently used by Biosafety research permit holders.
- Number of Biosafety permit applications increased significantly because of the growth in research on campus and the increasing knowledge and awareness of Biosafety by faculty and staff.

Communications

- An extensive review of the HR web site was initiated, with the assistance of UPEI Integrated Communications. The objective is to increase user friendliness (in response to focus group feedback) and to integrate the web site appearance with Vice-President Finance & Facilities and UPEI brand.
- A Virtual Research Environment (VRE) was set up to track faculty relation issues and actions.

The HR Department has been actively seeking feedback on its services from UPEI faculty and staff and will continue to implement recommendations.



Having an impact on campus through people.



2.7 IT Systems & Services

2.7.1 Responsibility

MISSION

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.

The areas of responsibility are as follows:



Operations Group: responsible for desktop support, hardware maintenance and repair, server operation and maintenance, and operation of the campus data network.

Information Systems Group: 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, as well as the systems that support the Atlantic Veterinary College (AVC).

2.7.2 Goals and Priorities

The 2009-2012 goals and priorities identified for IT Systems & Services (ITSS) are summarized below.⁸

Goal #1: Predictability in Response to Client Requests

- *Design and distribute standardized desktop configurations.*
- *Develop and implement an “evergreening” program for hardware renewal.*
- *Develop and implement new trouble ticket procedures.*
- *Establish a campus IT governance and standards framework.*

Goal #2: Substantially Improve Communication with, and between, Clients

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

Goal #3: Deliver Exemplary IT Services

- *Adopt ITIL (Information Technology Infrastructure Library) practices.*
- *Utilize virtualization to consolidate servers and increase resiliency.*
- *Identify and eliminate “single points of failure”.*

⁸ www.upei.ca/itss/

Goal #3: Deliver Exemplary IT Services (Continued)

- *Deliver services using the web and other open technologies.*
- *Design and implement centralized storage facilities.*
- *Develop and distribute guidelines and procedures for information integrity and security.*

Goal #4: Invest in Staff

- *Develop and carry out group- and individual-based training plans.*
- *Keep up-to-date with trends in technology.*
- *Increase one-on-one time between our staff and campus clients.*
- *Identify relevant industry groups and support staff involvement.*

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

- *Establish connections needed to identify funding opportunities.*
- *Take a more entrepreneurial approach to service delivery.*
- *Make better use of available student resources.*

Goal #6: Increase Level of IT Proficiency Across Campus

- *Foster a campus work environment that encourages learning about job-related IT.*
- *Participate in the development of IT proficiency standards for the campus.*
- *Devote staff time to the preparation and delivery of IT training.*

2.7.3 2010-2011 Accomplishments

The most significant accomplishments for ITSS during the past year are identified below.

Strategic Leadership

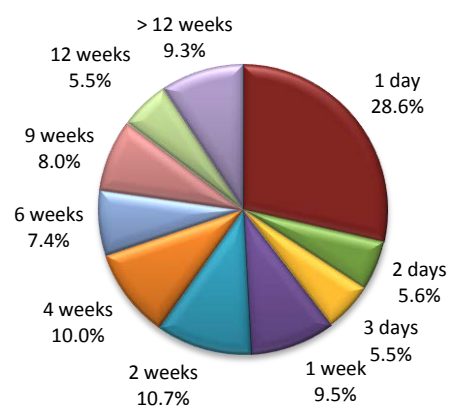
- Five staff members attended the Canadian Higher Education IT Conference (CANHEIT) in St. John's, Newfoundland. This annual conference provides the best opportunity to stay abreast of the IT landscape at Canadian universities and exchange information with peers.
- The Director attended meetings of the Canadian University Council of Chief Information Officers (CUCCIO) in November 2010 (Toronto) and February 2011 (Edmonton). This group represents the heads of IT support units from universities across the country, providing members with a forum to share problems and opportunities and to collaborate on joint projects.
- The Manager of Information Systems attended the Banner Users Group Conference in Vancouver to investigate the use of Banner and to gain first-hand knowledge from IT staff at other universities on their experience with Enterprise Resource Planning (ERP) systems (which integrates internal and external management information).
- The Manager of Operations attended a three-day training course in Information Technology Infrastructure Library (ITIL) foundations, which guide ITSS' processes and procedures.
- Four staff members attended an IT-customer service focused workshop in Fredericton in November 2010, which was organized by the NB/PEI Education Computer Network (ECN).
- The IT Activity Coordination Team (ITACT) was formed with representation from on-campus IT-related support providers - ITSS, the Robertson Library, and Integrated Communications and meets every two weeks to share information on projects and service delivery.
- An Information Master Plan has been initiated and will act as a guide for IT-related initiatives, projects, and services undertaken on campus.

The Information Master Plan will provide a comprehensive, coherent approach to the planning, development, and delivery of IT services at UPEI. This plan recognizes information as a valuable asset to UPEI and the many different ways information can be gathered, stored, secured, accessed, and so forth.

IT Infrastructure

- Services of older, less powerful and less energy-efficient servers were shifted to virtual machines (VMs) running on modern high-density server clusters. Benefits include reduced power consumption, reduced air cooling load, smaller physical footprint, and improved equipment use.
- Funding for a project to significantly increase central storage capacity for client files was approved.
- Support was provided for planning the infrastructure requirements for the new School of Nursing, Family and Nutritional Sciences building.
- The wireless network continues to expand in terms of coverage (reaching remote areas that had weak or no signal) and density (increasing the capacity for wireless devices in popular areas of the campus) with increased usage of wireless devices on campus.
- More than one quarter of the requests for service were completed within one day and almost half within one week from the time the request was made (Figure 6). The time required to resolve requests for service within the first day increased by 3% from the previous year.

Figure 6: Time to Resolve



IT Operations

- The ITSS Depot was established to further centralize IT equipment procurement and facilitate the more rapid deployment of new computer equipment by ITSS. By ordering in batches and preparing computers prior to use, the amount of time required to respond to new computer requests is reduced, and the standardization of models is increased.
- UPEI Shibboleth Single Sign-On Service was implemented across campus, permitting the use of a single username and password for a variety of web-based services and reducing the number of times the client has to enter this information. This service also positions UPEI to take part in the Canadian Access Federation, a national initiative aimed at simplifying access to shared resources at participating institutions.
- Google Apps for Education is now supported for use by staff and faculty members. ITSS is currently developing simplified tools and procedures required to migrate content from UPEI's local servers to Google's cloud services. Plans to migrate student email services to Google Apps by September 2011 are underway.
- ITSS participated as part of the Print and Paper Working Group (PPWG) in the planning and roll out of a new fleet of multifunction devices, which combine document scanning, copying, and printing into one unit. This working group will also be responsible for deployment of these plans.

Information Systems

- Significant time and effort was invested in the review of existing Enterprise Resource Planning (ERP) software, which led to a recommendation to purchase a vendor supplied system rather than to continue developing solutions in-house. This significant undertaking for UPEI has required, and will continue to require, active involvement by ITSS staff.
- A comprehensive Business Process Review Project was undertaken, for which ITSS has extensively participated in group meetings, identified tools and standards, and developed an online repository for information gathered. The information gathered will be critical for evaluating and implementing a new system.
- Significant progress in the design and development of the Electronic Medical Record (EMR) system for the Veterinary Teaching Hospital (VTH) has been made, leading to an expected roll out beginning in the summer of 2011. A small team has been tasked with creating this large and complex system and with responsibility for the operation and maintenance of the legacy system. This team is also responsible for other IT-related needs of the VTH and the Diagnostic Services Laboratory (DSL).
- ITSS was involved in the planning and implementation of a new parking ticket system in collaboration with Facilities Management and T2 Systems, a parking solution provider. The goal of the project is to reduce the effort required to issue and track parking citations while providing officers with information about the past history of violators.



Recognizing information is a valuable asset.



2.8 Sustainability & Energy Management

2.8.1 Responsibility

MISSION

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

The areas of responsibility are as follows:



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 & Energy Management in collaboration with the Director of Environmental Studies and other UPEI stakeholders.

2.8.2 Goals and Priorities

The Vice-President and Manager of Sustainability & Energy Management will work with internal and external stakeholders to achieve the following 2009-2012 goals and priorities:⁹

Goal #1: The Office

- *Develop a communications plan with Integrated Communications to inform campus and external stakeholders of our progress.*
- *Develop a web site that includes a listing of projects and initiatives on campus by fall 2009 (which was completed) and continue to update the web site with relevant and timely information.*
- *Develop a risk management strategy to mitigate issues on campus.*
- *Develop a change management strategy for implementing successful programs.*
- *Develop partnerships and good working relationships with government, industry, and research organizations to further on-campus initiatives and seek out funding partners.*

Goal #2: Sustainability

- *Establish the Sustainability Advisory Committee by the summer of 2009. (Completed in 2009).*
- *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. (Completed in 2009).*
- *Establish and adopt a system to measure and monitor campus environmental footprint.*
- *Develop a system to track projects by type (e.g. waste) and functional area on campus.*
- *Identify and implement 40 sustainability initiatives between September 2007 and 2010.*

⁹ www.sustainability.upei.ca

Goal #2: Sustainability (Continued)

- Engage campus groups (students, faculty, and staff) and external partners in sustainability initiatives on campus coordinated through Sustainability Advisory Committee.
- 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.
- Develop a benchmark and incorporate into a transportation management strategy.
- 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.

Goal #3: Energy Management

- 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.
- Develop a comprehensive energy management reporting system that provides regular updates and measures progress against benchmarks.
- Develop an energy database, in collaboration with Facilities Management and IT Systems & 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.
- 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.
- Develop a process to produce an annual energy forecast, updated quarterly, that informs the university and departmental budget processes.
- Develop an alternative energy evaluation process to assess potential opportunities.
- Develop building energy management guidelines outlining new building and renovation requirements.

2.8.3 2010-2011 Accomplishments

The most significant accomplishments of the Office of Sustainability & Energy Management in 2010-2011 are identified below.

Strategic Leadership

- The Office of Sustainability & Energy Management became part of Facilities Management in March 2011 and the Manager's title changed to Manager of Environmental Services.
- UPEI embarked on an environmental evaluation of campus utilizing the BOMA BEST standard which is anticipated to be completed by July 2011.
- Plans and progress to-date in pursuing a sustainable university were presented to the Communities in Bloom Committee after an invitation was extended to UPEI by the City of Charlottetown.
- The Manager was asked to participate in the Innovation PEI funding application review committee in the spring of 2011.

Sustainability Advisory Committee

- The Committee was mandated by the Sustainability Policy adopted in March 2009, and includes representation from faculty, staff, and graduate and undergraduate students as well as external members representing Holland College, the City of Charlottetown, and alumni. The Committee met three times to review proposals on topics including environmental standards (e.g., BOMA BEST), energy audits, document management, and waste management guidelines.

Campus Sustainability

- The Manager of Sustainability & Energy Management continued to chair the Atlantic Universities and Colleges Sustainability Network (AUCSN) which meets bi-annually (in the spring and fall). The network was established to share best practices and provide a forum for collaboration on sustainability issues across diverse campuses.
- The Manager helped to organize, and participated in, the AUCSN meeting at Saint Mary's University in Halifax in the fall of 2010, which included an energy savings educational session sponsored by Natural Resources Canada and Inter-University Services Inc. AUCSN's spring meeting was held at the Nova Scotia Agricultural College and included a tour of its biomass fired central boiler system.
- The Manager was invited to sit on the UPEI Environmental Studies Constellation Committee, which is comprised of faculty, researchers, and staff involved with sustainability and environmental management and chaired by the VP Research & Development. The Committee will enable participants to share information on sustainability and environmental issues.
- Implementation of the BOMA BEST standard¹⁰ for an environmental evaluation of buildings on campus continues with completion planned for the summer of 2011.
- Energy efficient and sustainability-related advice was provided on the design of the new School of Nursing, Family and Nutritional Sciences building. The design incorporates many of the same features as McDougall Hall, the most energy efficient building on campus, including district heating and cooling, occupancy sensors, and low-VOC (volatile organic compounds) materials.

Energy Management

- Annual meetings with energy providers, Maritime Electric Limited and PEI Energy Systems, continue to foster strong working relationships, manage issues, and improve services provided to UPEI.
- The third annual Residence Energy Conservation Challenge, a partnership between the Office of Sustainability & Energy Management and UPEI residence students, continued to reach out to other Maritime universities to encourage residence occupants to reduce energy usage. Seven institutions (compared to six during the previous year) with 36 residences and more than 6,000 students across the region participated in this energy saving challenge.



Sharing our energy throughout the Maritimes.

¹⁰ www.bomabest.com

Energy Management (Continued)

- The Manager of Sustainability & Energy Management and the Manager, Capital Projects, visited the Wind Energy Institute of Canada in North Cape, PEI to evaluate a vertical wind turbine for possible use on campus.
- The Manager attended the ION Enterprise (power management solution) User Group meeting in Fredericton, NB that brought together end users to compare experiences and provided training on the metering software used at UPEI for its electrical metering sub-network.
- Direct Energy Services completed UPEI's Energy Audit in February of 2011. As a result of the audit, lighting upgrades were initiated in early 2011 and will continue into the next fiscal year.

Resource Preservation

- A project was implemented with engineering students to determine why Bernardine Hall (a campus residence) was using more water than other residences on campus. The ongoing project has resulted in reduced water consumption of 4 million litres per year.

With the help of our engineering students, UPEI was able to reduce water consumption by 4 million litres per year at Bernadine Hall. That is a lot of water!

- New waste stations were deployed across campus to improve source separation in buildings.
- An evaluation of water fountains began in the spring of 2011 to determine the best approach for each building in providing fresh drinking water.
- The Manager and the Director of Facilities Management met with representatives from Mount Allison University to discuss custodial improvements and waste management.
- Waste management guidelines were presented to the UPEI Senior Management Group in the fall of 2010 and will be implemented on campus during the 2011-2012 fiscal year.
- Participation in the Paper, Printing, and Photocopying Task Force, contributing to the research and initiation of ways to reduce paper usage on campus, continued.
- A "green brief" outlining green choices for UPEI departments during the campus Non-Space (Restricted Grant) Budget call was developed.
- A new waste management program was developed and implemented at UPEI residences to improve source separation of waste, compost, and recyclables.

Communications

- Projects and initiatives were updated on the web site.
- The Manager continued as a member of the Engineers PEI Environment Committee, which raises awareness of environmental practices and promotes sustainable design practices.
- The Manager joined Engineers PEI's Personal Development (PD) and Continuing Education Committee, which evaluates engineering PD requirements and provides learning opportunities for members.
- A presentation on UPEI's sustainability efforts was made to the Charlottetown Rotary Club.

3.0 The Year Ahead

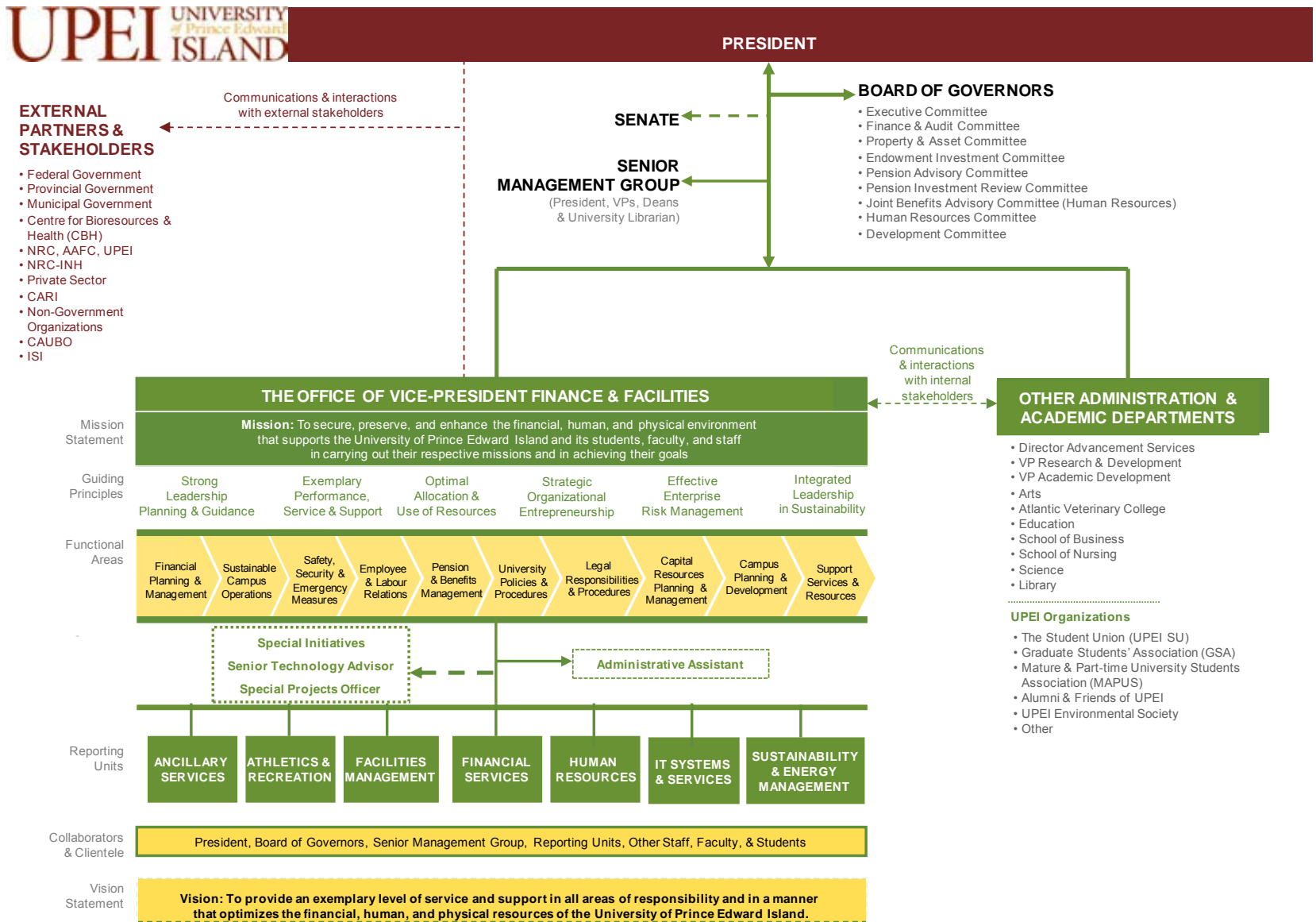
The Office of VP Finance & Facilities is committed to supporting the University in achieving its mission of people, excellence, impact. Priorities for 2011-2012 are as follows:

- The Finance & Facilities Management Team will update their priorities based on feedback received and evolving university priorities and will initiate the process for developing their new three-year strategic plans. Metrics for measuring progress will be more clearly defined, where possible.
- Success Planning and Review Process will continue to be rolled out within Finance & Facilities and elsewhere throughout the University under the leadership of HR. Professional development and leadership activities will continue to be a priority.
- The Enterprise Resource Planning (ERP) Project will continue to be a priority for Finance & Facilities and will include the preparation of a budget and implementation of the Request for Proposal (RFP) process for a vendor supplied solution. Business processes will continue to be modeled and best practices developed. The recommended vendor and solution will be presented to the Finance & Audit Committee for approval (along with the budget) by the end of the fiscal year.
- Enterprise Risk Management (ERM) profiles and strategies for mitigating risk will continue to be developed.
- A draft of the Information Master Plan will be developed based on campus stakeholder feedback.
- A Campus Food Committee will be formed with representation from Ancillary Services, Chartwells, students, faculty, and staff, and meetings will be held twice per semester to discuss food quality, customer service, and recommendations for improvement.
- In support of annual targets and long-term business plan objectives, financial management of residence, conference and food service operations will continue to be a high priority for Ancillary Services.
- ITSS will develop and implement a centralized electronic information storage service that will improve access and security to clients and simplify the computer's software configuration process.
- Facilities Management will continue to compile systems condition data for UPEI buildings and will add grounds infrastructure data into the facility condition assessment software for capital planning.
- Building assessments will be completed for Memorial Hall, Dalton Hall, and Steel Building.
- The new School of Nursing, Family and Nutritional Sciences building will be completed in the fall.
- Options will be considered to improve the sustainability of the UPEI Pension Plan.
- Planning and negotiations will take place with faculty and staff unions.
- Recreational programming and Panther Sport infrastructure will continue to be enhanced and strengthened.
- Plans for building community engagement and fundraising for Athletics & Recreation will be developed.
- A new budget development model will be introduced to the campus in preparation for the 2012-2013 budget.
- The Healthy Campus initiative will be rolled out, beginning with an engagement survey and focused initiatives to promote wellness, safety, and engagement.
- Fostering working relationships with internal and external stakeholders to support and promote sustainability efforts on campus will continue.

Appendix A: An Overview of Finance & Facilities

The Office of Vice-President of Finance & Facilities is responsible for securing, preserving, and enhancing 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. The Vice-President of Finance & Facilities carries out its roles and responsibilities by working closely with staff, reporting units, Senior Management, and other UPEI stakeholders. An overview of the VP Office's strategic direction (mission, vision, and guiding principles), functional and organizational responsibilities (functional areas and reporting units), as well as interactions and communications with internal and external stakeholders is presented on the following page.

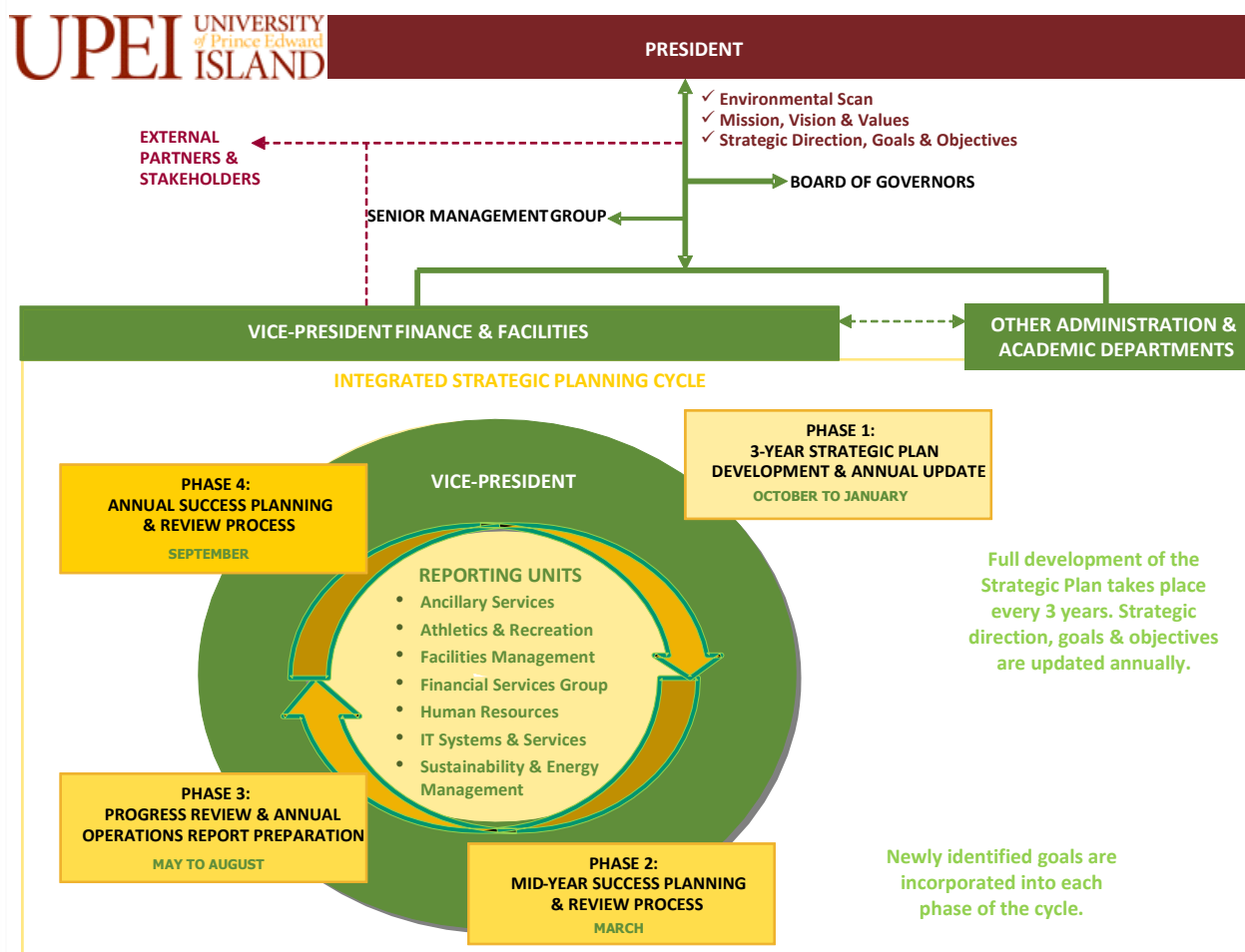
The Office of Vice-President Finance & Facilities' Strategic, Functional, and Organizational Chart



Appendix B: Strategic Planning Framework

The 2010-2011 fiscal year resulted in the second complete cycle of the strategic planning process, which was initiated in the fall of 2008 by the Vice-President and Directors. The four-phased process, as outlined in Figure B.1, is client-focused and evolves with changes to the university environment.

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



The Vice-President of Finance & Facilities continues to work towards the goals and priorities identified for the 2009-2012 fiscal year period. Directors and Managers of each reporting unit have identified plans that are reflective of their responsibilities and the Vice-President's priorities. Priorities will be revisited in the fall of 2011 in order to reflect the most recent circumstances facing the University and the individual departments.

The Management Team is accountable for the achievement of desired outcomes through the Success Planning and Review Process first implemented in the winter of 2009, with a mid-year review in March (Phase 2) and an annual planning and review process in August (Phase 4) of each year. The Annual Operations Report (Phase 3) highlights progress made on priorities during the most recent fiscal year and the outcomes support the evaluation for success planning and review.

Appendix C: 2010-2011 Financial Overview

The financial overview for the 2010-2011 fiscal year includes a summary of UPEI’s operating revenue and expenses. Detailed audited financial statements are available at www.upei.ca/home/publications.

(1) UPEI Operating Revenues

Total Operating Revenue

The University of Prince Edward Island’s total operating revenue was \$105.4 million in 2010-2011, increasing by 4.6% from \$100.7 million from the previous year (Figure C.1). UPEI’s operating revenue grew by slightly more than 28% in the last five years.

Operating grants accounted for 54% of UPEI’s operating revenue and increased by almost 5% (compared to almost 6% in 2009-2010) to \$57.4 million in 2010-2011 (Figure C.2). One fourth of the operating revenue came from student fees, which accounted for almost \$27.5 million in revenue with an annual growth of 6% (compared to 12% in 2009-2010) from the previous year. Sales and service revenue grew from \$15.3 million in 2009-2010 to \$15.7 million in 2010-2011, a growth of slightly more than 2%.

Research Grants

External grants and contracts experienced an increase of slightly more than 6% (from \$17.2 million to \$18.3 million in the most recent year). The research program at UPEI has grown by over 250% in the last decade (Figure C.3).

Figure C.1: UPEI Operating Revenue Five-Year Summary
(As at Fiscal Year End)

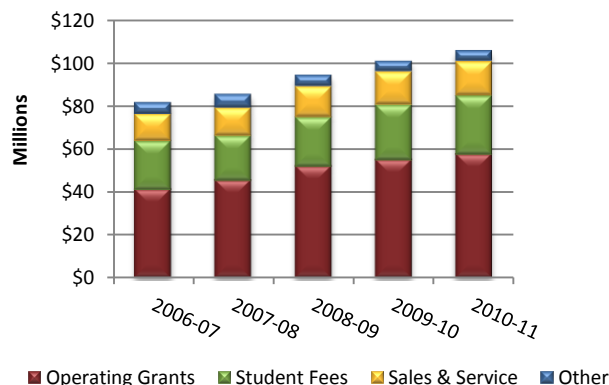


Figure C.2: 2010-2011 UPEI Operating Revenue Percentage Breakdown

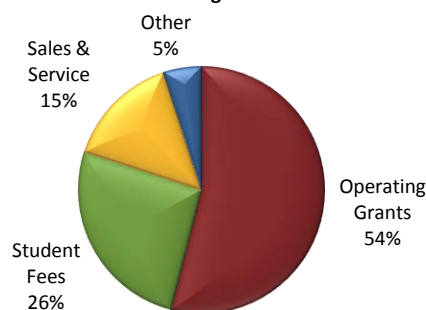
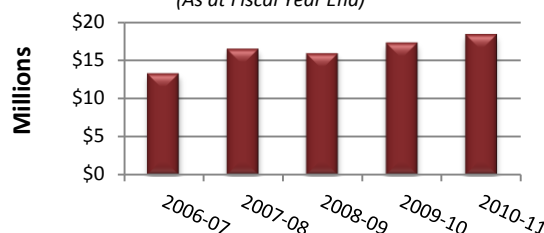


Figure C.3: Research at UPEI External Grants and Contracts
(As at Fiscal Year End)



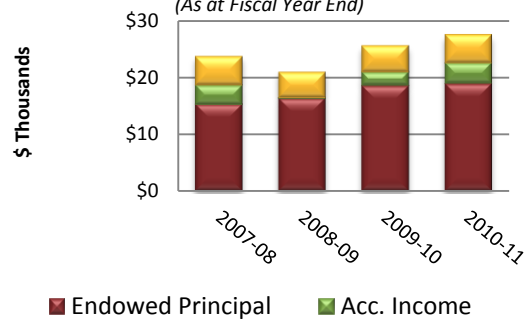
The University of Prince Edward Island has experienced financial growth over the last 10 years. The UPEI Research Program has grown by more than 250%.

(1) UPEI Operating Revenues (Continued)

Endowments & Special Purpose Funds

UPEI’s Endowment Fund is made up of gifts that honour the name and life of a donor, friend, or family member. Endowment principal increased by almost 2% to \$18.8 million as of April 30, 2011. The market value of restricted funds including endowments, accumulated income and special purpose funds increased from \$25.4 million in 2009-2010 to \$27.3 million in 2010-2011. Endowments are carefully managed for annual growth by an independent investment firm that reports directly to the Endowment Investment Committee chaired by the Comptroller. Endowments contribute to the long-term stability and growth of UPEI.

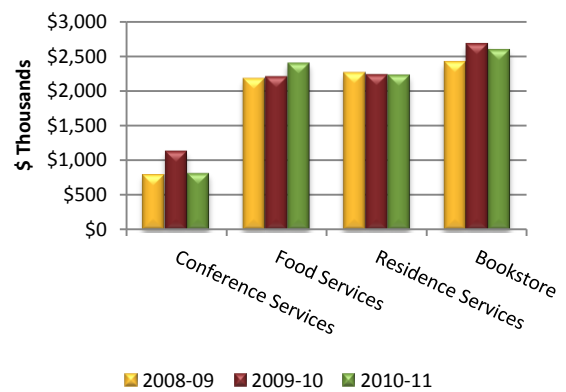
Figure C.4: Market Value of Endowments & Special Purpose Funds
(As at Fiscal Year End)



Ancillary Services Gross Revenue

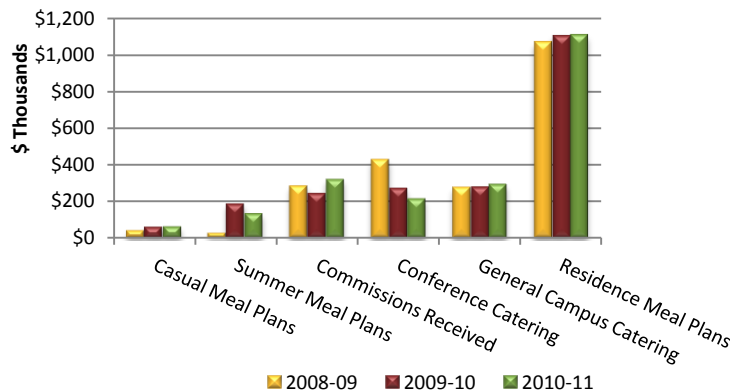
Ancillary Services gross revenue includes sales from Food Services, Residence Services, Conference Services, and the Bookstore. Total gross revenue declined slightly to \$8 million in fiscal year 2010-2011 from \$8.2 million during the previous year (Figure C.5). The decline was caused by exceptional revenue earned in Conference Services in the previous year when UPEI hosted the Canada Summer Games and by more normal revenue patterns recurring in 2010-2011.

Figure C.5: Annual Comparison of Ancillary Services Gross Revenue
(As at Fiscal Year End)



Food Services revenue, which includes vending machines, was relatively stable over the last two years with only a 1% growth during the fiscal year 2009-2010 (Figure C.6). Revenue from summer meals plans increased while revenue from conference catering declined.

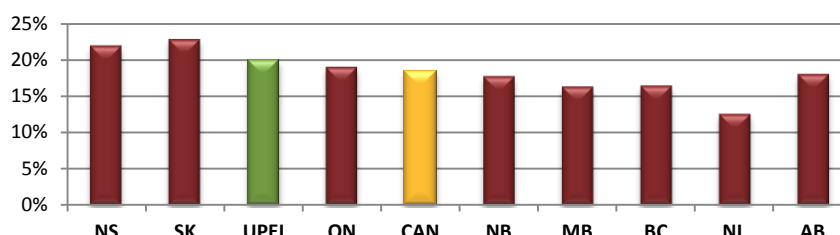
Figure C.6: Food Services Revenue
(As at Fiscal Year End)



(1) UPEI Operating Revenues (Continued)

As shown in Figure C.7, the proportion of overall revenues from sales and service at UPEI ranked among the highest for universities across Canada in 2009-2010 (based on the most recent information).

Figure C.7: Ancillary & Other Revenues as a Percentage of Total Revenues
University Revenues (CAUBO 2009-2010)



*Information on universities in Quebec was not available

(2) UPEI Operating Expenditures

UPEI's operating expenditures were slightly more than \$103.5 million during the fiscal year 2010-2011, which is a 4% increase from the previous year. Operating revenue experienced greater growth (almost 5%) during the same time period, resulting in an increase in the operating fund balance.

The largest operating expenditure continues to be salaries and benefits, representing 68% (compared to 69% in 2009-2010) of total operating expenditures during the 2010-2011 fiscal year (Figure C.8). Supplies (15%), utilities (5%), scholarships (4%), and other (8%) make up the remainder of the operating expenditures.

UPEI's expenditures as a percentage of total operating expenditures for the fiscal year 2009-2010 were compared to the national average of universities from across Canada, based on 'expenditure by function' data provided by CAUBO. As shown in the Table C.1, UPEI spent a greater percentage of total operating expenditures on instruction during the most recent fiscal year when compared to other universities from across Canada. At the same time, the percentage of administration and general expense was lower.

Figure C.8: 2010-2011 University Operating Expenditures
Percentage Breakdown

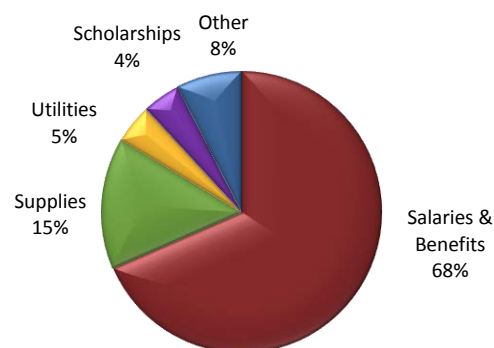


Table C.1: Comparison of National and UPEI
2009-2010 Operating Expenditures
(As a Percentage)

	National	UPEI
Instruction	59%	63%
Library	5%	4%
Computing	4%	2%
Administration & general	10%	8%
External relations	2%	2%
Physical plant	8%	7%
Utilities	3%	5%
Scholarships	5%	5%
Student services	5%	4%

(3) Energy Efficiencies and Cost Savings

At a time when consumption continues to increase due to campus development and expansion, UPEI has been able to improve energy efficiencies and reduce energy costs within the last two fiscal years. Energy intensity continues to decrease due to improved efficiency in older buildings and construction of energy efficient new buildings and is considered to be low compared to similar operations.

Figure C.9 presents the year-over-year energy efficiencies associated with electricity costs since 2004-2005. Electricity intensity has been decreasing even as the cost of energy has continued to escalate over the longer term. The exception is the 2006-2007 energy increase as a result of the construction of the NRC building and renovations to Duffy Science Centre. The University is focused on continued improvements and efficiencies to further reduce these costs.

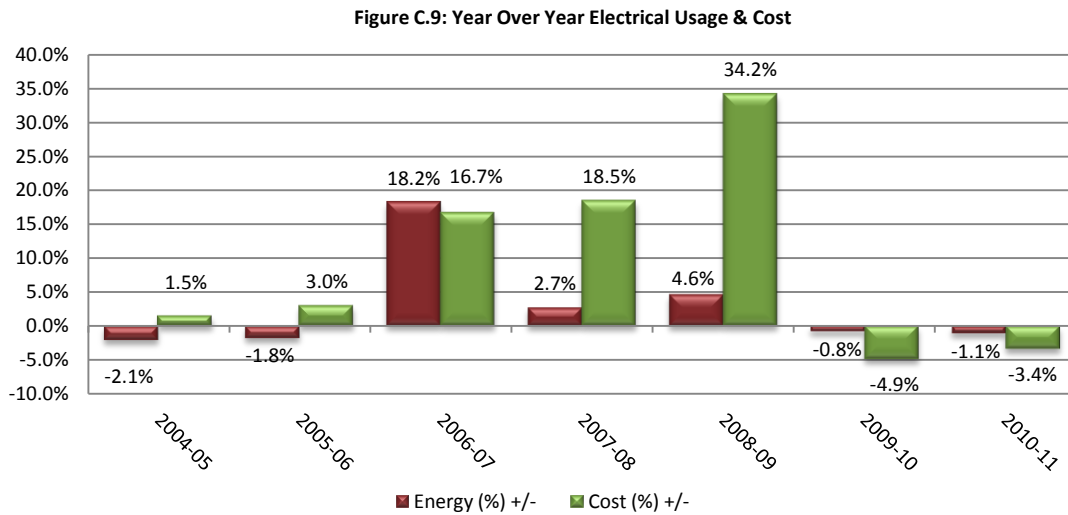
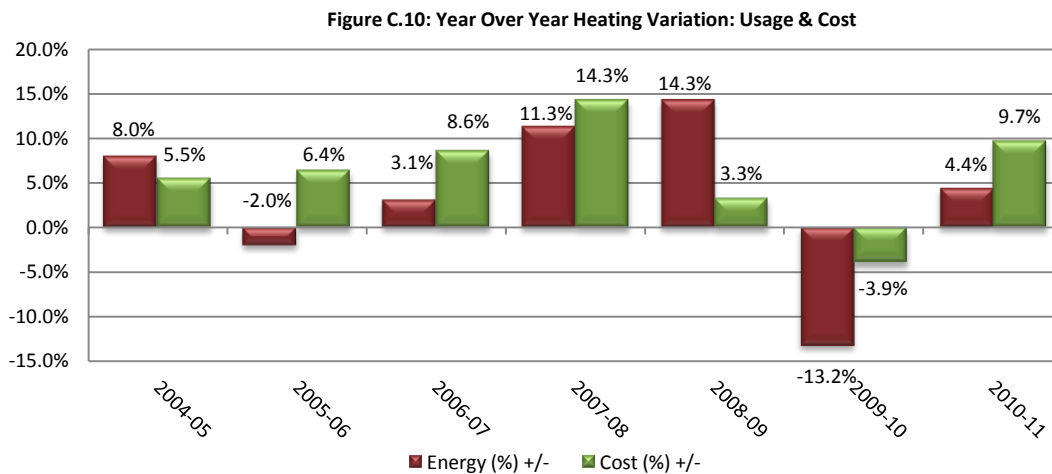


Figure C.10 shows the year-over-year percentage change in usage and cost of heat since the 2004-2005 fiscal year. The University's long-term contract with PEI Energy Systems continues to provide value for the University with an average cost of about \$0.081/kWh of heat provided in 2010-2011. Since 2003-2004, UPEI has saved more than \$10 million by not using electricity as the heating source. Heating costs for 2010-2011 increased from the previous year due to a normal winter and increase in oil prices.



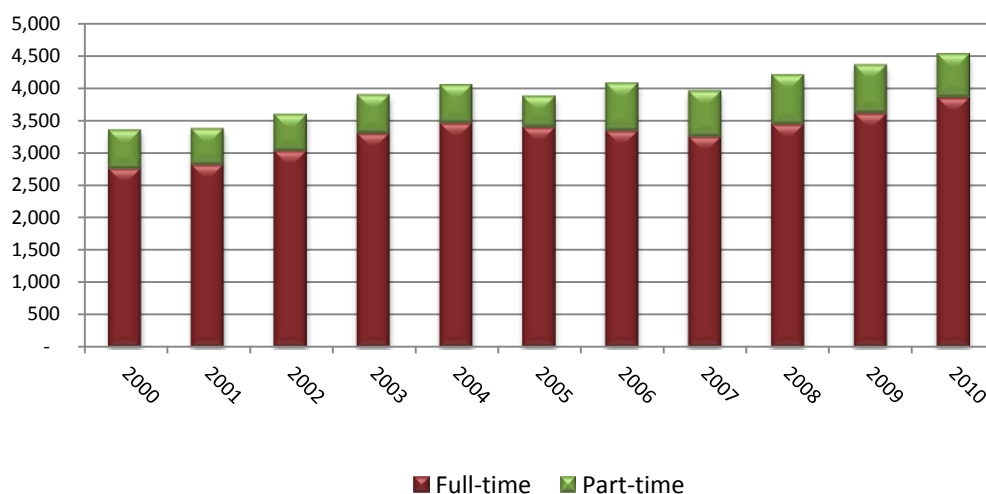
Appendix D: Campus Growth

The University of Prince Edward Island has achieved significant growth in the last decade. This growth impacts the level of services provided on campus. The growth in facilities, human resources, and network devices is provided below.

(1) UPEI Enrolment

Student enrolment at UPEI grew by 33.5% since 2000.

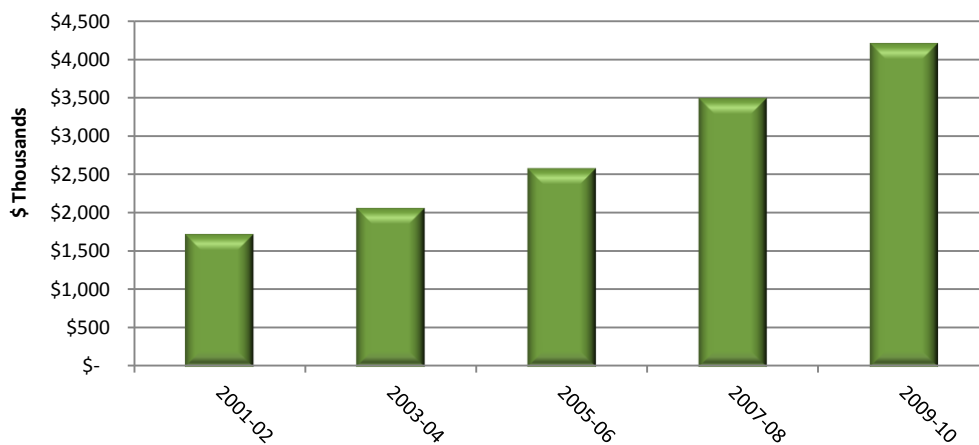
Figure D.1: UPEI Enrolment History



(2) Scholarships/Bursaries Awarded

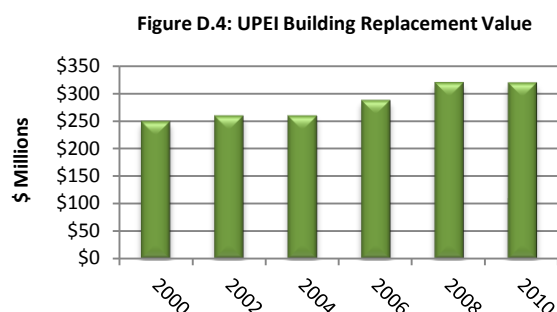
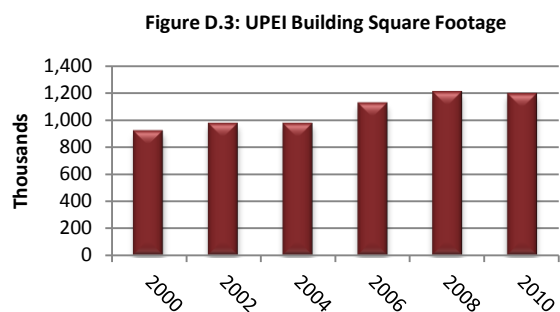
While student enrolment has tripled at UPEI, the dollar value of scholarships and bursaries awarded has grown by 143.6%. Scholarships and bursaries help to attract high quality students to UPEI.

Figure D.2: Scholarships/Bursaries Awarded



(3) Facilities

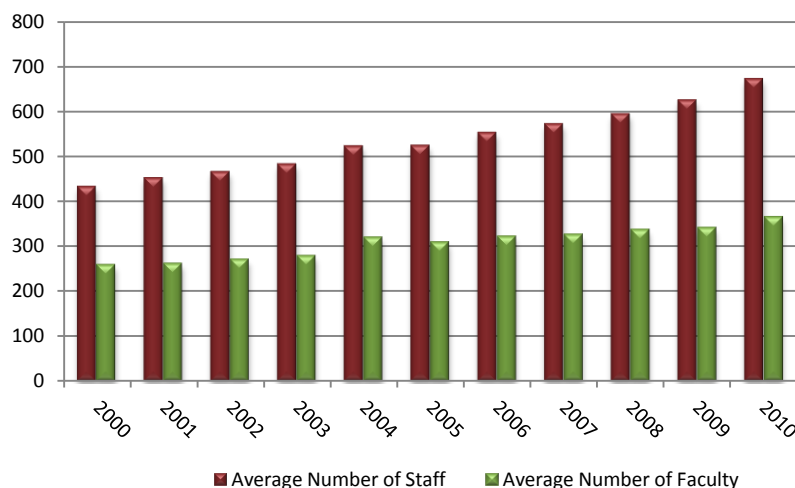
The footprint of the UPEI campus increased by 30% from 2000 to 2010 (Figure D.3). There was a slight decline in the number of square feet from 2008 to 2010 because of the closure of the Classroom Centre. The newly acquired 618 University Avenue property, which includes a 9,700-square foot building, and the new School of Nursing, Family and Nutritional Sciences building to be completed in the fall of 2011 will be added to the reporting for the 2011-2012 Annual Operations Report. The replacement value of buildings on campus has increased by 28% during the same period (Figure D.4).



(4) Human Resources

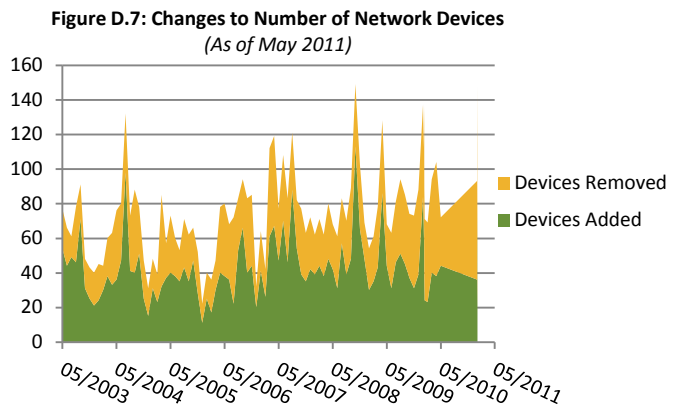
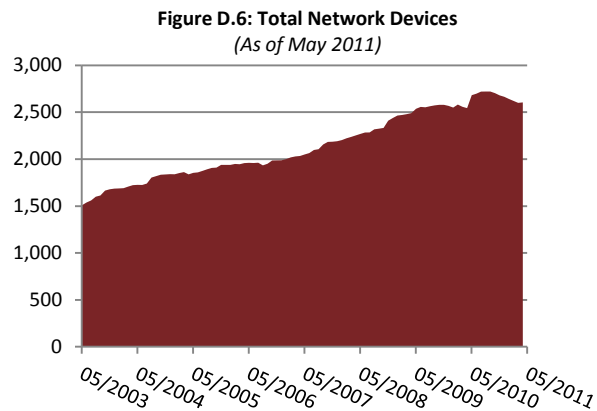
The total average number of faculty and staff employed at UPEI has grown significantly within the last decade, and fluctuates during any given year. The average number of faculty and staff employed at UPEI for each year since 2000 is presented in Figure D.5. This figure includes all term and part-time appointments and is simply based on an average headcount of the number of staff and faculty employed at the University.

**Figure D.5: Average Annual Number of Employees:
Staff, Faculty, and Students**



(5) Computer Networks

The number of network devices located across campus has been growing along with the University. Figure D.6 presents the total number of active devices (e.g., PCs, networked printers, and network switches) on the core of the campus network (which does not include the wireless network and network users in residences). Figure D.7 presents the number of devices removed and added to the network by month since May 2003.



Over the last decade UPEI has had tremendous growth in enrolment, academic programs, research activity, and capital infrastructure. This growth has greatly increased the demands on services provided on campus. Facilities & Finance service providers are doing their best with the resources they have and are working together to find new solutions and ways to improve services provided.

UPEI
UNIVERSITY
of Prince Edward
ISLAND

people ■ excellence ■ impact

Photo Credits: UPEI Photography, David McCannell