

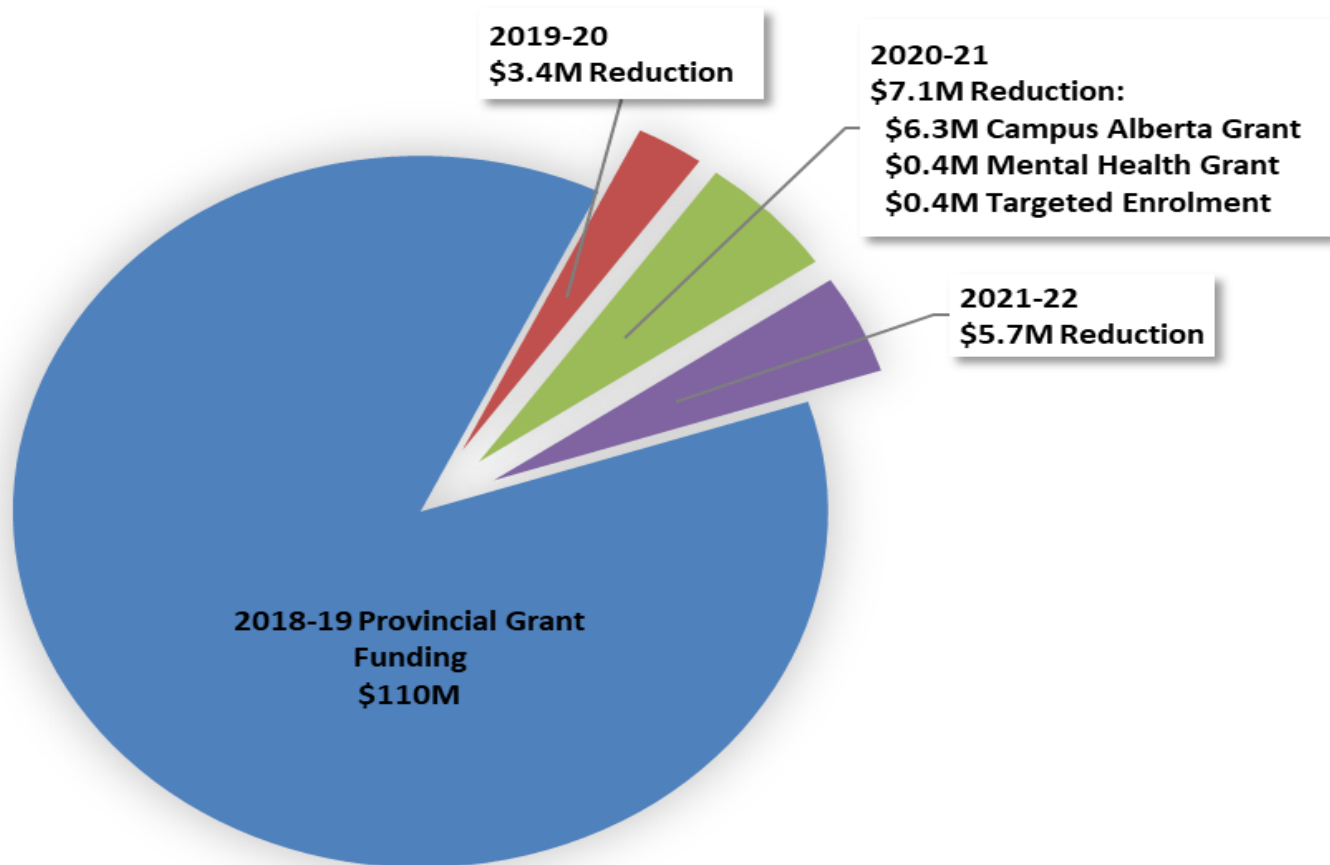
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2021-2022 BUDGET

2019-20 to 2021-22 Provincial Grant Funding Reduction

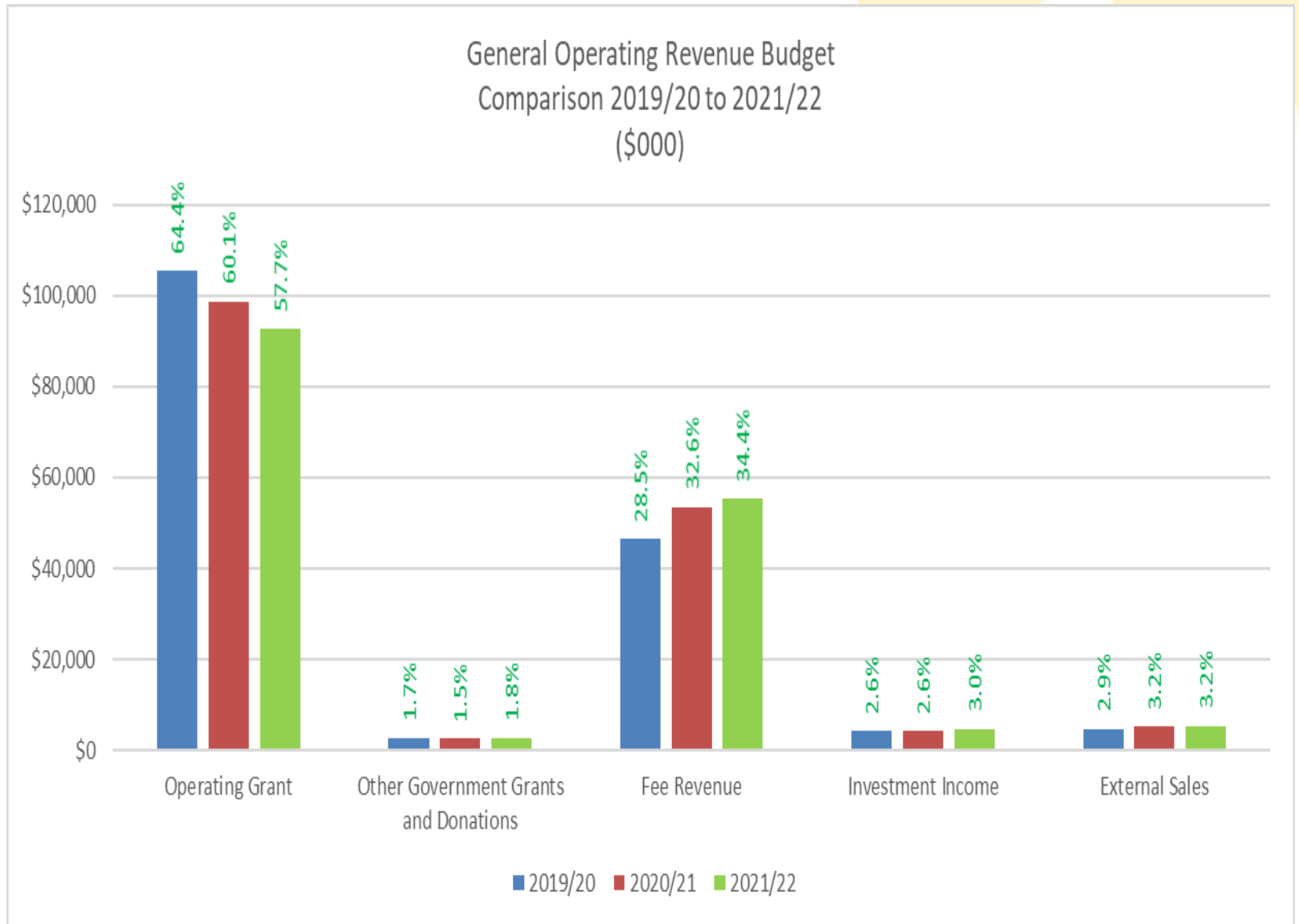
Provincial Grant Funding Reduction Impact ('000)



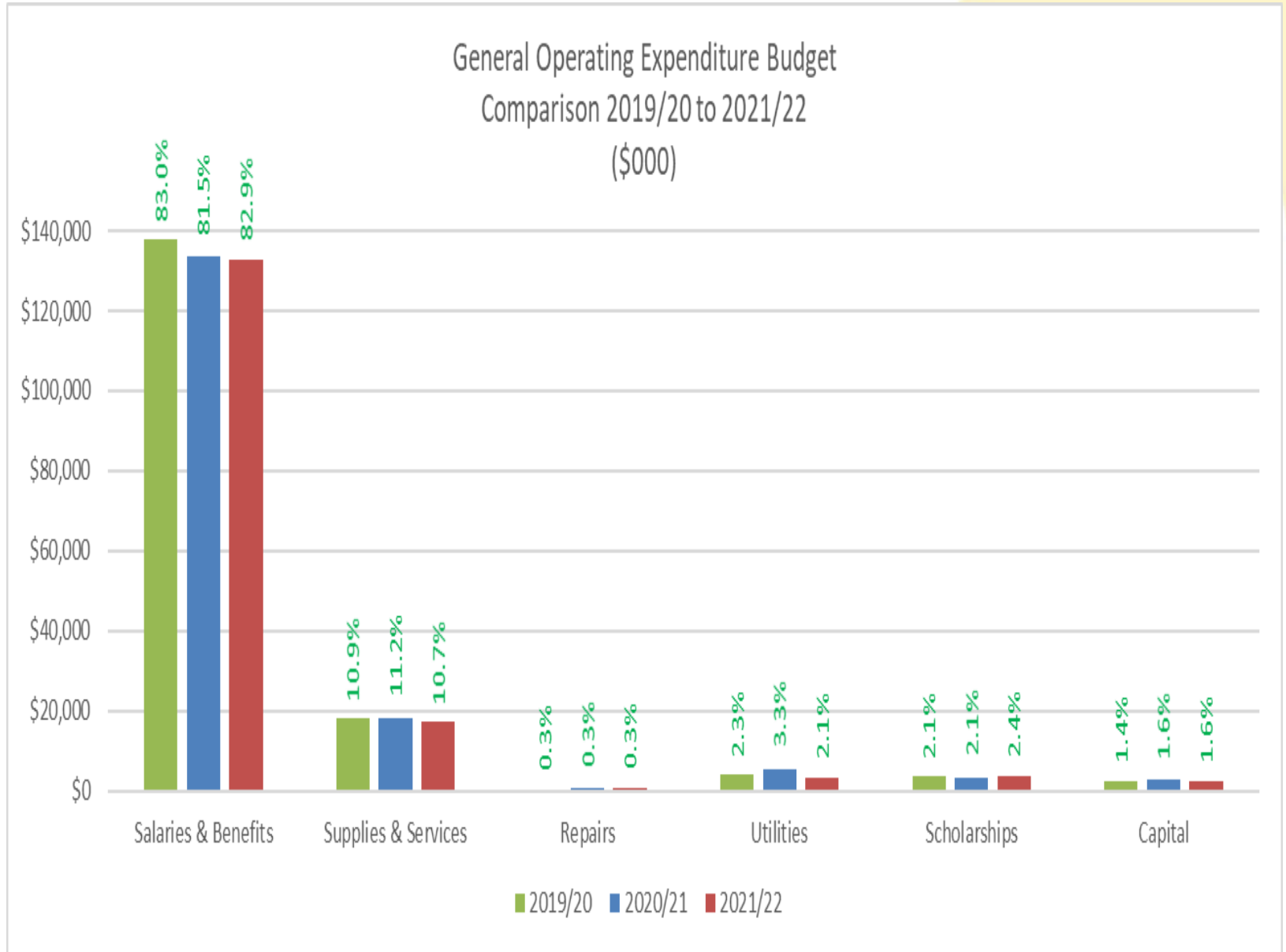
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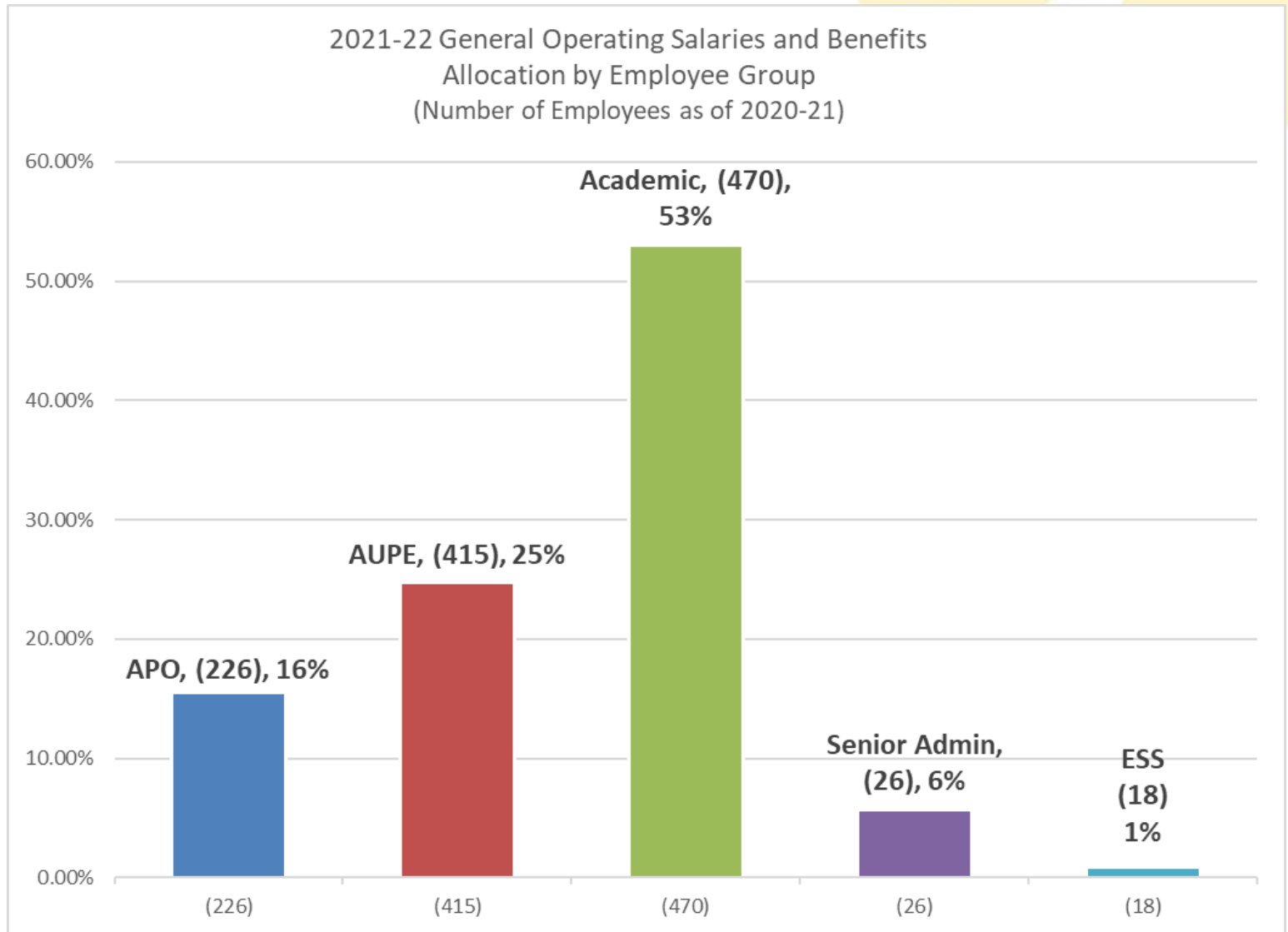
General Operating Revenue Budget



2021-22 General Operating Expenditure Budget

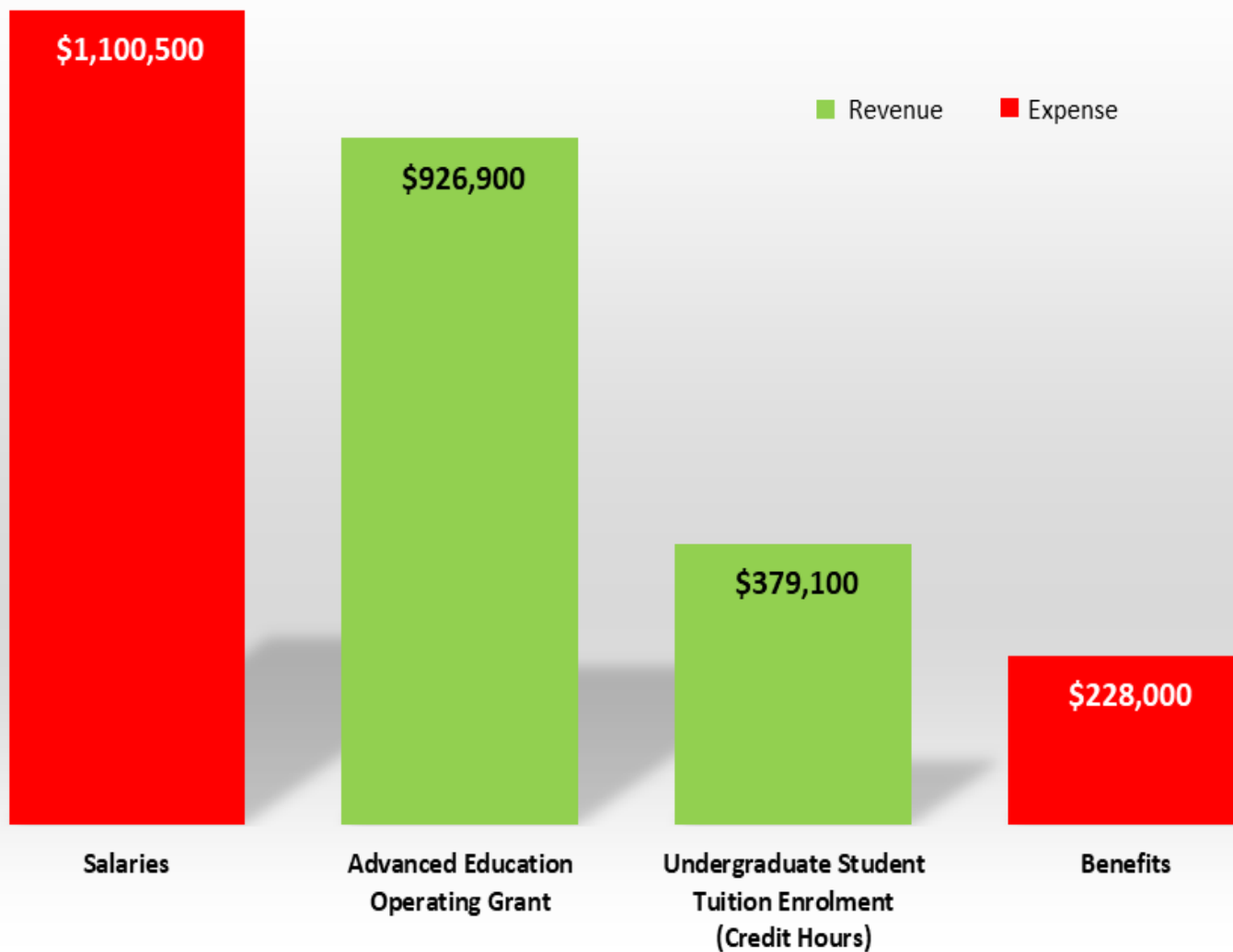


2021-22 General Operating Budgeted Positions Allocation by Employee Group



2021-22 Budget Sensitivities

Budget Sensitivity - Impact of a 1% Increase



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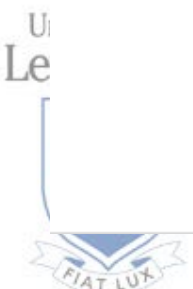
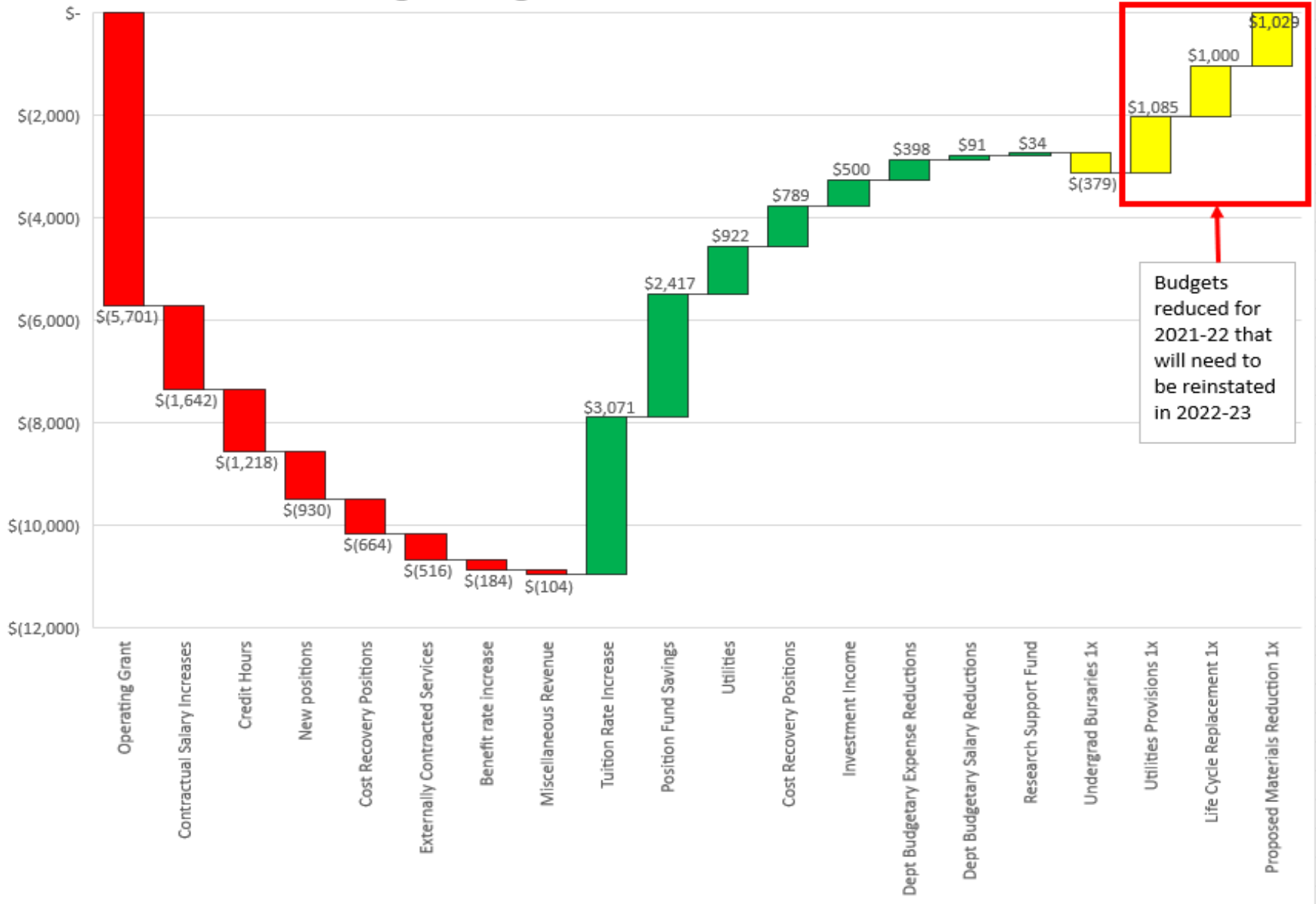


2021-22 General Operating Budget

Proposed Operating Fund Budget Changes For Budget Years 2021/22 to 2023/24 (\$000)

	2020-2021	Changes	2021-2022	Changes	2022-2023	Changes	2023-2024
	Original		Proposed		Proposed		Proposed
	Budget		Original Budget		Original Budget		Original Budget
Revenue							
Operating Grant Change	98,392	(5,701)	92,691	(5,097)	87,594	104	87,698
Other Provincial Funding	10,562	(2,400)	8,162	-	8,162	-	8,162
Federal & Other Grant Change	2,081	34	2,115	-	2,115	-	2,115
Tuition & Related Fees	53,493	1,853	55,346	4,117	59,463	1,668	61,131
Investment Income Change	4,250	500	4,750	-	4,750	-	4,750
Miscellaneous Other Revenues	5,051	(104)	4,946	-	4,946	-	4,946
Total Revenue	173,829	(5,818)	168,011	(980)	167,031	1,772	168,803
Expenditures							
Compensation	133,450	(541)	132,910	(256)	132,654	1,433	134,086
Scholarships	3,442	379	3,821	(379)	3,442	-	3,442
Materials & Services	17,833	(141)	17,693	1,155	18,847	132	18,980
Utilities	5,449	(2,007)	3,441	1,625	5,066	256	5,322
Capital & Equipment	3,654	(1,108)	2,546	1,249	3,795	6	3,801
Amortization	10,000	(2,400)	7,600		7,600		7,600
Total Expenditures	173,829	(3,418)	168,011	3,394	171,404	1,827	173,232
Additional Budget Reductions Required	-	-	-	(4,374)	(4,374)	(55)	(55)
Budget Reductions/Revenue Generation	-	-	-	-	4,374	-	55
Net (Balanced Budget)	-	-	-	-	-	-	-

Budget Changes between 2020/21 to 2021/22



2021-22 Consolidated Budget

Consolidated Budget Segregated Into Funds

	Budget 2021-22				
	General Operating	Ancillary Operations	Sponsored Research	Other	Total
Revenue					
Government of Alberta Grants	100,853	-	1,573	18,859	121,285
Federal Government Transfers	2,064	-	8,267	2,265	12,596
Other Governments Grants	40	-	-	-	40
Student Tuition and Fees	55,346	-	-	-	55,346
Sales of Services and Products	4,781	11,315	-	100	16,196
Donations and Other Grants	177	-	1,910	6,390	8,477
Investment Income	4,750	65	-	2,530	7,345
Other (specify)	-	-	-	-	-
Total Revenue	168,011	11,380	11,750	30,144	221,285
Expense					
Salaries, Wages and Benefits	132,910	3,901	7,775	5,168	149,754
Salaries and Wages	110,114	3,384	7,200	4,395	125,093
Employee Benefits	22,796	517	575	773	24,661
Materials, Supplies and Services	22,348	6,925	2,900	4,741	36,914
Cost of Goods Sold	3	2,569	-	-	2,572
Maintenance and Repairs	536	167	-	2,697	3,400
Utilities	3,441	473	-	-	3,914
Other Materials, Supplies and Services	18,368	3,716	2,900	2,044	27,028
Scholarships, Bursaries and Awards	3,821	-	1,075	3,411	8,307
Amortization of Capital Assets	7,600	87	-	16,824	24,511
Interest - Long Term Debt	1,332	-	-	-	1,332
Other (specify)	-	-	-	-	-
Total Expense	168,011	10,913	11,750	30,144	220,818
Annual Operating Surplus (Deficit)	-	467	-	-	467
Endowment Contributions & Capitalized Investment Income	-	-	-	850	850
Annual Surplus (Deficit)	-	467	-	850	1,317

2022/23 General Operating Budget Changes

2022/23 Operating Budget Assumptions Changes		
		2022/23
Operating Grant		(5,097)
Faculty Position Fund Savings		2,383
Scholarships-One-time bursary allocation for 2021/22		379
Reinstatement of Discretionary Funds		(1,029)
Reinstatement of Life Cycle Funds		(1,000)
Reinstatement of Utilities budget		(1,085)
Insurance, WCB, Investment Manager, IT Contracts, Utilities		(1,454)
		(6,903)
Proposed Budget Changes		
Tuition and Related Fees		4,117
Employment Contractual Increases		(2,154)
Other Budget Assumption Changes		566
Transformational Task Forces Savings/Revenue Generation		4,374
		6,903
Net (Balanced Budget)		-

2019-20 and 2020-21 Workforce Reductions

2019/20 and 2020/21 Budgeted Position Eliminations			
	Faculty Positions	Non-Academic Positions	Total
Attrition - Resignation/Retirement	20	29	49
Position Abolishment	-	56	56
Total Positions	20	85	105
2020/21 Total Number Employees	473	583	1,056
% Reduction in Workforce	4.2%	14.6%	9.9%

Institutional Budget Risks/Opportunities

Risks

- Use of One-Time Funds
- COVID-19
 - Enrolment
 - Ancillary Services

Opportunities

- Revenue Generation
- Transformational Task Force

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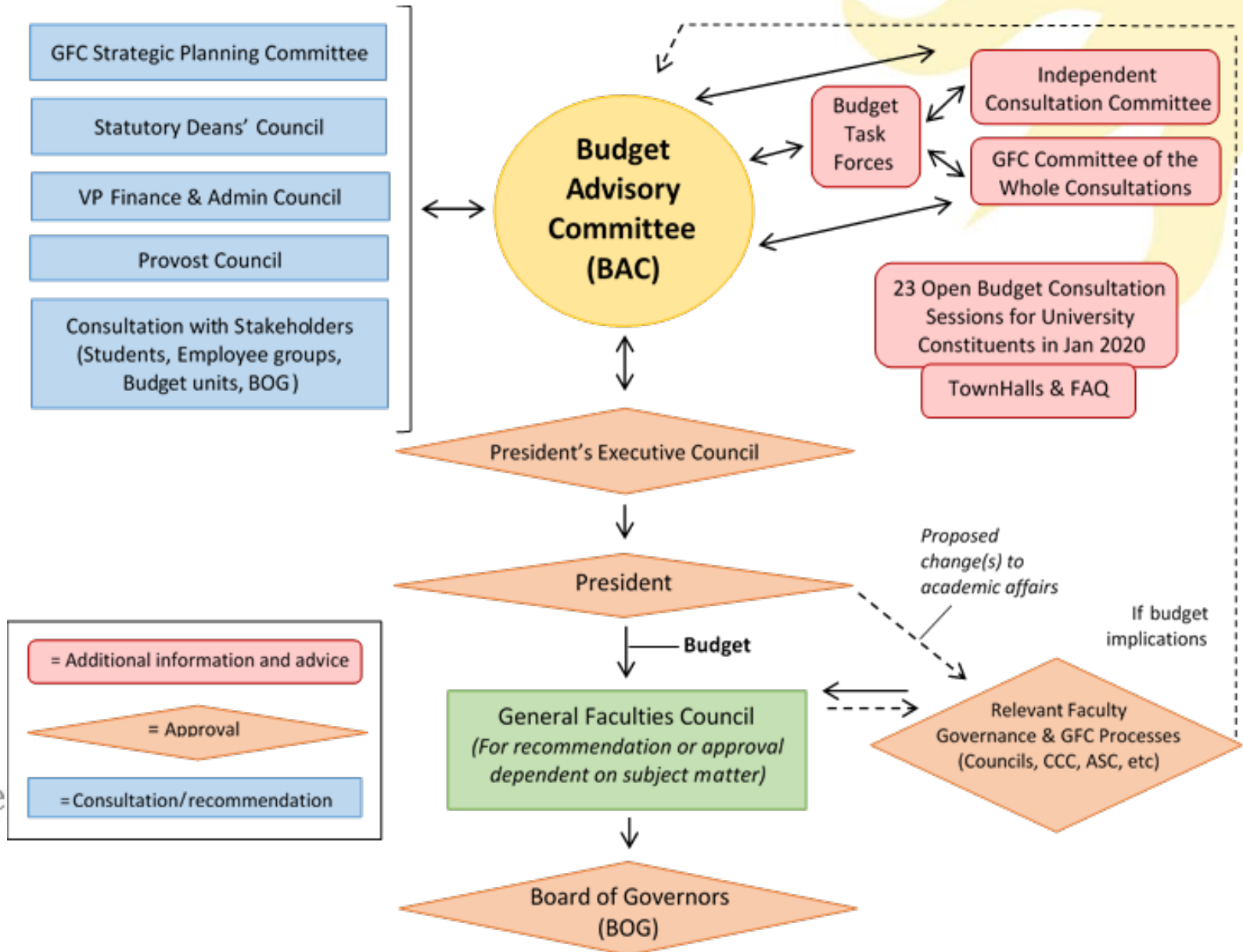
Statement of Operations March 31, 2021

	2021 Budget (Note 22)	2021	2020
Revenues			
Government of Alberta grants (Note 19)	\$ 129,324	\$ 120,817	\$ 134,418
Student tuition and fees	53,493	49,021	47,046
Sales of services and products	17,666	8,888	18,547
Federal and other government grants (Note 19)	12,287	12,544	11,199
Investment income	6,760	9,007	10,856
Donations and other grants	6,589	4,674	4,400
	226,119	204,951	226,466
Expenses (Note 20)			
Academic costs and institutional support	154,729	137,078	145,742
Facility operations and maintenance	27,725	41,515	44,790
Sponsored research	17,653	11,376	13,449
Ancillary services	16,439	8,410	10,468
Special purpose and trust	9,115	7,531	10,915
	225,661	205,910	225,364
Annual operating surplus (deficit)	\$ 458	\$ (959)	\$ 1,102
Endowment contributions (Note 12)	-	2,232	587
Endowment capitalized investment income (Note 12)	-	-	680
	-	2,232	1,267
Annual surplus	458	1,273	2,369
Accumulated surplus, beginning of year	221,181	221,181	218,812
Accumulated surplus, end of year (Note 12)	\$ 221,639	\$ 222,454	\$ 221,181

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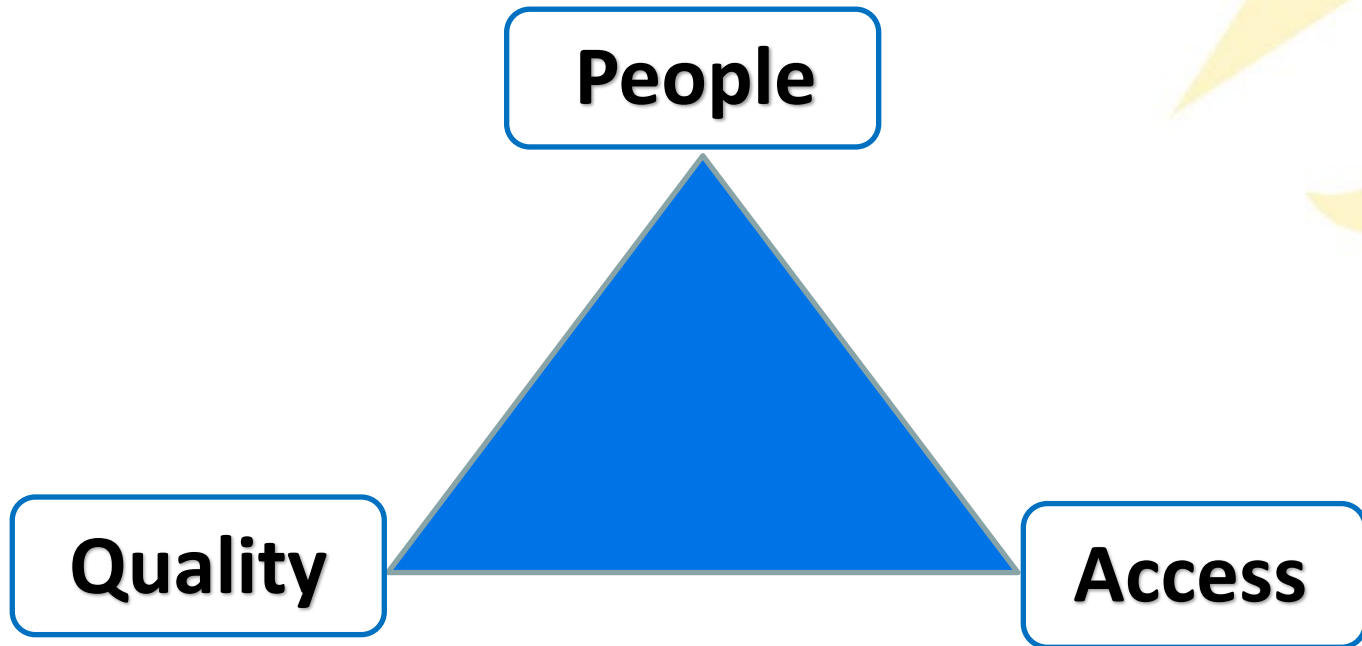
2021/22 Budget Process



20 Transformational Task Forces

Indigenous Units	Conference Services/ Room Booking	Communications & Marketing/ Web Team	Financial Administration
Information Technology Review	Administrative Supports	Graduate Education Administration	Research Administration
Horns Recreation/ Pronghorn Athletics	Co-op Education, Career Services & Applied Studies	Student Advising	Student Affairs Review
Student Services Hub	Faculty Structures	Study Leaves	Sessional Lecturers/Term Appointment
Assignment of Duties	Budget Model	Revenue Generating	Development/ Fundraising

Budget Values



Expense Reductions or Revenue Generation Ideas?

Budget website

www.uleth.ca/budget-finance/feedback-idea-submission

Link to Budget Briefs:

<http://www.uleth.ca/budget-finance/budget-briefs-0>

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Update: Fall 2021 Planning

The health and safety of the campus community is the top priority

- Goal: as close to a full re-opening of in-person activities as possible (classes, student residence, events, athletics, performance, support services, etc.)
- PSI Primer and guidelines
- Health and Safety:
 - Encouraging vaccinations: It's Worth a Shot contests
 - Health and safety Plans
 - HVAC
- Teaching and learning:
 - Most classes in-person in Lethbridge and Calgary
 - Online teaching and learning tools will continue to be available this fall (e.g. Zoom, Yuja, Crowdmark, Moodle)
- Plan to start returning to campus in early August and begin doing in-person work on campus by September 1

• More information, including guidelines, will be shared over the summer