

FY2023 WUSA Budget Report

Forward

This report has been prepared by the VPOF in collaboration with VPSL and staff from the General Manager's office.

It has taken some departures from prior budget reports (as expanded upon in the Disclaimers/Notes section) due to the dually unique circumstances of WUSA's fulsome return to in-person operations and programming and WUSA's mid-year shift to a new governing model.

This report seeks to provide some information behind the 2022/23 WUSA Budget to membership, however I cannot expect it to answer every question that students may have. If there are lingering questions that are more detailed or out-of-scope for this report, they can be directed to the VPOF at vpof@wusa.ca until the shift to the new governing model, and to the Executive Director after the shift.

I hope this report is able to provide some value to the membership in understanding and working through the WUSA Budget and structure.

Matthew Schwarze, supported by Alana Guevara, Catherine Dong, and Suzanne Burdett

Disclaimers/Notes

The most significant note about this document is that it reports on WUSA's budget for the first full year of in-person operations since 2019/20. This means that many figures and budget lines are significantly different from prior years, and to avoid misleading the reader about growth related to operational scale-up versus growth related to the increased cost of in-person operations, many comparisons to the previous fiscal year will not be included.

Also of significant note is that this budget cycle is the first to overlap with WUSA's new governance structure taking effect as of 1 September 2022, so while it looks like a conventional budget in structure, many traits are atypical and have been chosen to be compatible with both the old structure being used for the Spring term and the new structure being used in the Fall and Winter terms.

Business budgets are understood not to be caps on performance or unreasonably burdensome on expense levels, but rather liberal projections of expenses and conservative estimations of revenue. Deviation may and is often anticipated to occur in these budget forecasts.

Previous budget reports have included recommendations for staff and executives to act upon. This report abstains from doing so as there exists sufficient uncertainty about specific operations under the new model that such recommendations could not be reasonably formulated, and as it will be the responsibility of the Financial Officer to manage the budgeting process and issue recommendations to staff at the direction of the Executive Director, and ultimately the Board.

The actuals presented in this report were entered with the greatest accuracy readily available, however limitations in the accounting system and the timing of this report's creation before and during the audit hamper the ability to provide wholly accurate and detailed actuals.

This report does not provide complete financial advisement to the Students' Council and Board of Directors. It should be viewed as a forward-looking review of the planned endeavours of the organization and their associated funding. Together with the Audited Financial Statements this budget report should provide a holistic view of the Corporation's performance.

Definitions

Waterloo Undergraduate Student Association (WUSA)

The Waterloo Undergraduate Student Association is the registered business operating name for the Federation of Students, University of Waterloo, which serves as the legal representative of all undergraduates at the University of Waterloo.

WUSA Fee(s)

The suite of fees assessed to all undergraduates, prorated depending on stream and course load, which funds the benefit programs, services, Executives/Officers, advocacy, and governance of the Waterloo Undergraduate Student Association.

Advocacy

The exercise of lobbying and stakeholder relations efforts within the University community, to the Region and Municipality of Waterloo, to the Provincial and Federal Governments, and to all other partners. It is also inclusive of student advocacy stances and policies passed by the Students' Council.

Fiscal Year

The fiscal year aligns with that of the University, from 1 May 2021 to 30 April 2022. Currently it is fiscal year 2022. Next period will be in fiscal 2023 on 1 May 2022. A unit that indicates the workload of students in a way that makes class loads comparable.

Full-Time Equivalent (FTE)

One full-time student is one full-time equivalent, and three part-time students are one full-time equivalent.

Operating/Operational Costs

Expenditure that are incurring continually and relate to the maintenance of an organization or service. Activities related to or engagement of student employees, professional training, or leadership opportunities.

Services & Operations

Services and programming focused on undergraduate students, that fill a gap in student experience or need, which are provided by WUSA.

Commercial Operations/ Business Units — WUSA-run business units, typically in hospitality and retail sectors, aimed at providing for accessible, student-centric markets, and affordable prices.

Inflation

Inflation adjustments unless otherwise indicated are based on the *Consumer Price Index* (CPI) of Canada as measured by Statistics Canada in the prior calendar year.

Restricted Budget(s)

Budgets restricted by the Board of Directors in the interests of good business practice or due to privacy considerations which are not made public. All individual commercial

operations have restricted budget forecasts separate from the general public operating budget. Bottom lines for all restricted budgets are reported.

Value-for-Money

Value-for-money is the achievement of a desired procurement outcome at the most suitable, but not necessarily the lowest, price based on balanced consideration of financial and nonfinancial factors. It is used to benchmark expenditure in the provision, use, and conclusion of services.

General Meeting

A General Meeting is a meeting of members of the corporation defined by the Not-for-Profit Corporations Act, 2010. The WUSA Annual General Meeting is responsible for appointing the auditor and modifying the dues paid by members, among other responsibilities.

Fee Structure

At the May 2021 meeting of Students' Council, WUSA ratified a return to a compulsory fee model with reduced fee amounts that took effect in Fall 2021. This model returned to the pre-Student Choice Initiative model of assessing WUSA's fees in that the slate of fees below were bundled into cheaper thematic buckets that were assessed on a compulsory basis to ensure that all students had access to WUSA's services and offerings at an affordable price, while also allowing WUSA to plan for larger and more exciting events in advance of the start of the term, thanks to greater certainty about what fee revenues would be.

WUSA also assesses an additional slate of fees, including administered fees for programs paid by WUSA on behalf of students, including the Health Plan and GRT UPass, the optional Student Refugee Program supporting refugee students in coming to Canada and attending UW, and the Orientation fee for first year students.

The following fee structure and price levels were set, after a CPI increase taking effect in Fall 2022:

For an explanation of what each fee supports, please see wusa.ca/fees.

The budget is prepared with a draft figure of student enrollment generally obtained from a function of prior-year headcounts. Many revenue and expense amounts are based on this figure throughout WUSA's budget, and while this figure does involve some uncertainty, over-enrolment resulting in higher expenses also results in higher

WUSA FEE SCHEDULE 2022/23			
Membership Dues			
Student Life Fee			\$ 36.26
Academic Support & Advocacy			\$ 15.98
Operations			\$ 35.91
Undergraduate Capital Program			\$ 15.62
		<i>total</i>	\$ 103.77
Administered Fees			
Optional			
Student Refugee Program			\$ 5.18
Student Publications			\$ 5.99
		<i>total</i>	\$ 11.17
Compulsory			
Health Plan	Regular	Fall	\$ 66.02
		Winter	\$ 132.03
Dental Plan	Co-op	All terms	\$ 123.94
		Regular	Fall
Legal Plan	Co-op	Winter	\$ 126.58
		All terms	\$ 118.65
SAP (EmpowerMe)	Regular	Fall	\$ 1.63
		Winter	\$ 3.26
GRT UPass	Co-op	All terms	\$ 3.50
		All students	All terms
Orientation Fee (First-year students only)			
Optional			
Orientation Fee			\$ 121.15
Endowment Funds			
Optional			
Student Life Endowment Fund			\$ 5.00
EOI Endowment Fund			\$ 25.00
		<i>total</i>	\$ 30.00

revenues thus negating the risk of unexpected enrolment negatively impacting WUSA's finances.

Governance Portfolio

Overview

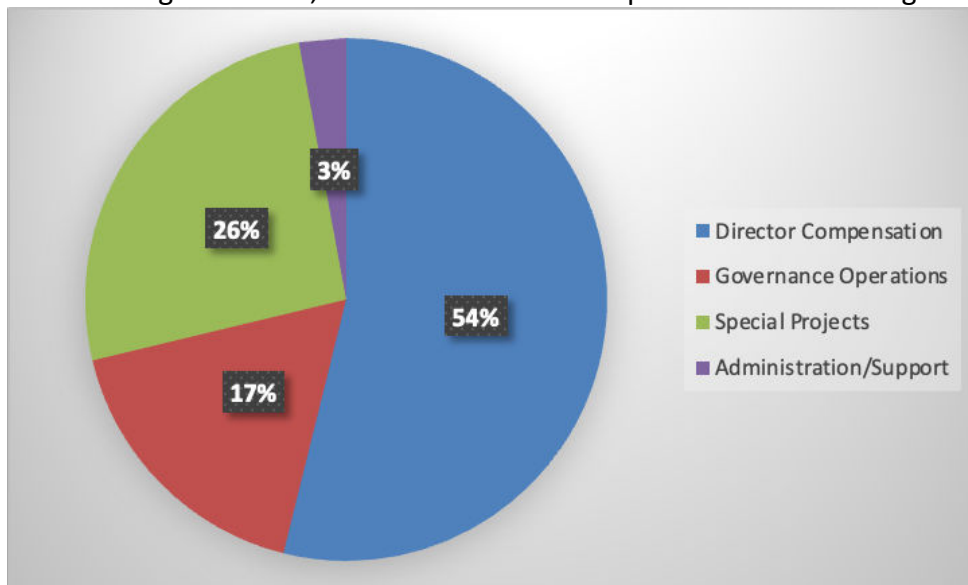
Role of the President —

The President is the Chief Executive Officer of the Corporation, Presiding Officer of the Students' Council, and Vice Chair of the Board of Directors. The President represents undergraduates to the University administration, Senate, and Board of Governors. The Office is responsible for all aspects of student government, oversight of the Independent Elections & Referenda Commission, and strategic leadership of the Executive. The President is responsible for leading the planning of the corporation's Long-Range Plan as well as its execution, ensuring that each portfolio aligns with the strategic vision of the organization. The President also provides leadership and supervision to WUSA and is accountable to the Board of Directors and ultimately the Students' Council.

With the new governance model coming into force on September 1st, 2022, the President will serve as the Chair of the Board of Directors. The President will continue to represent undergraduates to the University administration, Senate, and Board of Governors, as well as lead academic and university affairs advocacy with the support of other Directors; duties to oversee student government and strategic planning will continue.

Strategic Categorization

Strategic Categorization of Expenses is based on primary functions of the portfolio. The Governance Portfolio is the backbone of our democratic system and provides the support for student governance, and thus Governance operations contribute greatly to expenses.



Strategic Category	Absolute cost	% of the Budget
Director Compensation	\$ 156,362.47	53.9%
Governance Operations	\$ 50,450.00	17.4%
Special Projects	\$ 75,000.00	25.8%
Administration/Support	\$ 8,440.00	2.9%
Total Expenditure	\$ 290,252.47	100.00%

Director Compensation — This category includes the President’s compensation package (salary, benefits, and transition honourarium), as well as honouraria for Directors starting in Fall 2023. Comparisons of this category to similar areas in previous years should account for the new inclusion of Director honouraria; simultaneously, compensated Executive and AVP positions in other portfolios are being eliminated.

Governance Operations — This section provides support for Students’ Council, the Board of Directors, and Elections.

Special Projects — This section mainly comprises of any major projects or advocacy efforts for the year undertaken within the governance portfolio, such as the governance review and subsequent policy development processes, as well as an equity review.

Administration/Support — This section is made up largely of overhead costs for meetings, professional development, general office supplies, printing, and some discretionary spending.

Key Highlights

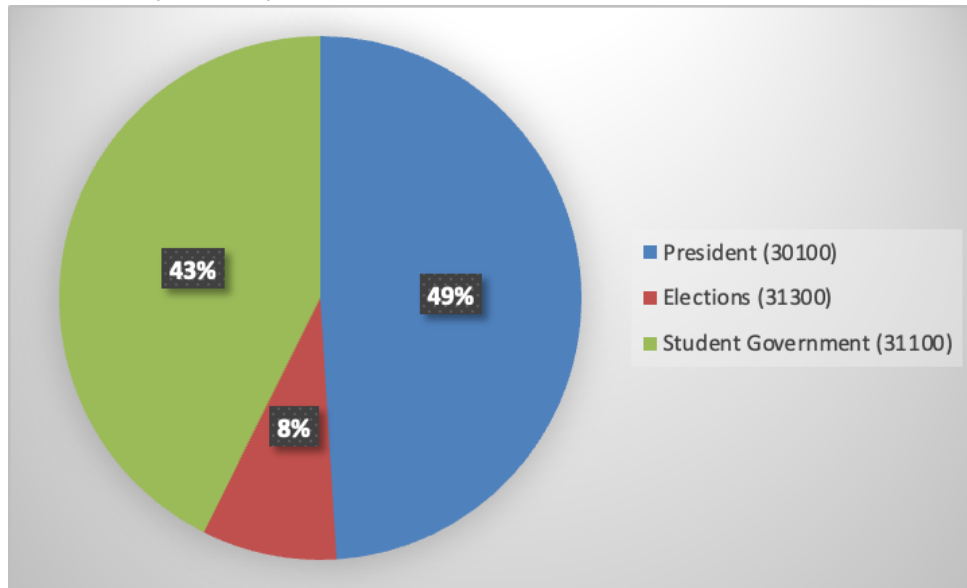
The Actuals 21/22 should not be used to reflect the general need of the portfolio due to the effects of COVID-19. There was a higher than usual emphasis to only spend what was necessary in addition to significantly decreased operations.

Overall, the governance budget saw an increase of 27%, largely due to new inclusions into the governance budget to facilitate WUSA’s new governance model.

Summary of the Portfolio

Summary of Revenues/Gross Profit	Budget 21/22	Actual 21/22	Budget 22/23
President (30100)	\$ -		
Elections (31300)	\$ -		
Student Government (31100)	\$ -		
Total	\$ -	\$ -	
Summary of Expenses			
	Budget 21/22	Actual 21/22	Budget 22/23
President (30100)	\$ 138,767.86	\$ 62,771.34	\$ 142,749.13
Elections (31300)	\$ 8,300.00	\$ 8,300.00	\$ 24,350.00
Student Government (31100)	\$ 36,690.00	\$ 37,661.16	\$ 124,153.33
Total	\$ 183,757.86	\$ 108,732.50	\$ 148,503.33
Net Income	\$ (183,757.86)	\$ (108,732.50)	\$ (148,503.33)

Summary of Expenditures



Significant Changes to Budgeted Lines FY2022 to FY2023

Education & Advocacy Portfolio	Expense Changes	Reason
Office of the President		
Special Projects	\$5,000	Budgeted for emergent governance projects ancillary to the new governance model coming into force.
Exec Transition Retreat	-\$2,500	Lessened need for Executive Transition.
Board of Directors		
Board Honoraria	\$84,063.33	To facilitate Director roles in the new governance model.
Council Honoraria	-\$3,250.00	No longer needed under new governance model.
Council Ent/Promo/Meetings	-\$2,750.00	No longer needed under new governance model.
Council Transition	-\$1,750.00	No longer needed under new governance model.
Elections		
Provincial & Fed. Affairs Commissioner	-\$11,526.00	No longer needed under new governance model

Chief Returning Officer	\$2,500	Two election cycles will be run in FY2023 due to the extended 2021–22 governing year.
Elections & Referenda Officer	\$2,000	Two election cycles will be run in FY2023 due to the extended 2021–22 governing year.
Elections Events	\$1,000	Two election cycles will be run in FY2023 due to the extended 2021–22 governing year.
Candidate Elections Rebates	\$10,600.00	The slate of candidate races has changed significantly due to the new governance model. Also, two election cycles will be run in FY2023 due to the extended 2021–22 governing year.

Student Life Portfolio

Overview

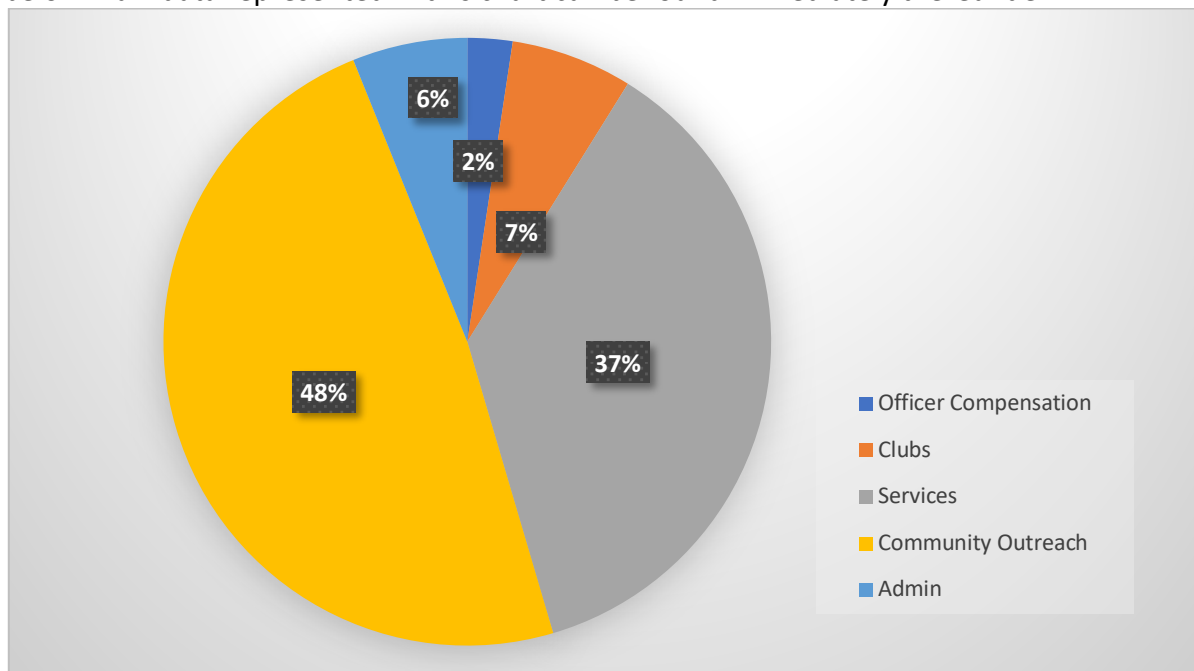
Role of the Vice President, Student Life — The Vice President, Student Life (VPSL) is responsible for promoting an environment where students can pursue personal growth within the Federation of Students and the Waterloo community. The VPSL is expressly responsible for supporting student participation in athletic, cultural, and social activities as well as assisting student-initiated projects and maintaining oversight of the day-to-day operations of all Federation of Students' Clubs and Services. The VPSL works within the regulations and procedures established by the Students' Council for the administration of the portfolio. As of September 1, 2022, this position will no longer exist in the organization.

Key Highlights

1. The WUSA Thrift store opened in Spring 2022 and now has its own budget included.
2. The AVP Equity is no longer needed with this year's governance changes. Has been reorganized to be the WUSA Equity Specialist's budget included under the Operations & Finance budget.

Strategic Categorization

The strategic categorization of the Student Life Portfolio expenses is shown in the chart below. Raw data represented in this chart can be found immediately thereunder.



Strategic Category	Absolute Cost	Percentage
Officer Compensation	\$20,142.81	3%
Clubs	\$54,392.50	7%
Services	\$307,370.40	39%
Community Outreach	\$407,199.75	52%
Admin	\$51,450.70	7%
Total Expenses	\$789,105.46	100%

Strategic Categorization of Expenses is based on primary functions of the portfolio. The Student Life Portfolio consists of services and is community engagement focused, and thus provision of services, associated administrative costs, and community & outreach costs contribute most greatly to expenses. The portfolio is also uniquely positioned to generate sales, in-kind, and other forms of revenues to reduce its operation overhead.

- Administration — This section is made up largely of volunteer costs for the significant number of volunteers who make it possible to run the Services under the portfolio, as well as the overhead cost of these services such as the Equity Commissioner (20200), Director of Campus Life (21100), and Services Manager (24100)
- Community & Outreach — This section encompasses the promotion of services, community outreach, and events such as Orientation (32101), Foodbank (24500), WSP (24900), Off-Campus Community (24800), and Special Events (22000). This section comprises the cost of informing students about the services provided by Feds and includes promoting awareness about the support communities on Campus.
- Clubs — The support of all undergraduate clubs and societies within the University and subsidizing some club expenses (23100).
- Executive Compensation — this includes Salary, benefits, and transition honoraria for the VPSL (20100).
- Services — This section is comprised largely of the costs of a service provided to students such as Campus Response Team (24300), Glow (24600), Women’s Centre (25100), Bike Centre (24200), ICSN (24700), Co-op Connection (24400), Mates (25300), and RAISE (25400). For example, this would include the cost to train volunteers to run a service. This year the category has been expanded to include compensation paid to service coordinators.

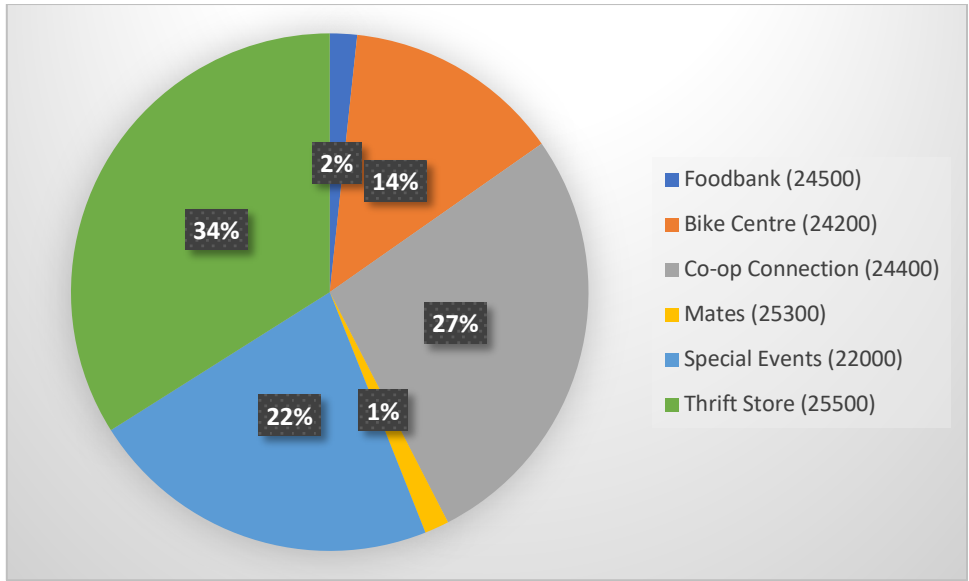
Summary of Portfolio

Summary of Revenues/Gross Income	Budget 21/22	Actual 21/22	Budget 22/23
VPSL (20100)	\$ -	\$ -	
Orientation (32101)			
Society Relations Commissioner (20200)			
Equity Commissioner (20200)			
Director of Campus Life (21100)			
Services Manager (24100)			
Clubs (23100)	\$ -	\$ -	
Campus Response Team (24300)	\$ 400.00	\$ -	
Foodbank (24500)	\$ 500.00	\$ 5,974.97	\$ 1,000.00
Glow (24600)			
SCI (24900)	\$ 1,500.00	\$ -	
Off-Campus Community (24800)	\$ 500.00	\$ (75.00)	
Women's Centre (25100)			
Bike Centre (24200)	\$ 3,000.00	\$ 8,119.19	\$ 8,000.00
ICSN (24700)	\$ 2,000.00	\$ -	\$ -
Co-op Connection (24400)	\$ 13,000.00	\$ 7,500.00	\$ 16,000.00
Volunteer Centre (25000)			
Mates (25300)	\$ 900.00	\$ 1,000.00	\$ 900.00
RAISE (25400)	\$ -	\$ 200.00	
CAPS (TBD)	\$ -	\$ -	
Special Events (22000)	\$ 10,000.00	\$ 1,962.08	\$ 13,000.00
Thrift Store (25500)			\$ 20,000.00
Total	\$ 31,800.00	\$ 24,681.24	\$ 58,900.00
Summary of Expenses	Budget 21/22	Actual 21/22	Budget 22/23
VPSL (20100)	\$ 83,810.66	\$ 75,626.58	\$ 24,762.81
Orientation (32101)	\$ 3,320.00	\$ 670.28	\$ 1,340.00
Society Relations Commissioner (20200)			
Equity Commissioner (20200)	\$ 12,523.20	\$ 8,376.80	\$ 24,117.40
Director of Campus Life (21100)	\$ 5,050.00	\$ 2,538.51	\$ 16,089.70
Services Manager (24100)	\$ 15,764.40	\$ 15,202.46	\$ 30,741.00
Clubs (23100)	\$ 20,080.00	\$ 10,605.46	\$ 54,392.50
Campus Response Team (24300)	\$ 7,940.00	\$ 11,168.81	
Foodbank (24500)	\$ 31,683.00	\$ 28,764.39	\$ 32,514.40
Glow (24600)	\$ 48,110.00	\$ 31,086.11	\$ 49,434.00
WSP (24900)	\$ 25,978.04	\$ 20,461.53	\$ 15,150.00
Off-Campus Community (24800)	\$ 29,603.00	\$ 21,412.73	\$ 27,742.00
Women's Centre (25100)	\$ 46,345.00	\$ 34,246.20	\$ 46,474.00
Bike Centre (24200)	\$ 8,984.49	\$ 16,051.31	\$ 45,091.60
ICSN (24700)	\$ 24,960.00	\$ 19,327.37	\$ 26,694.40
Co-op Connection (24400)	\$ 21,606.00	\$ 15,526.69	\$ 25,124.80
Mates (25300)	\$ 50,480.00	\$ 36,232.38	\$ 49,894.00
RAISE (25400)	\$ 56,845.00	\$ 26,161.50	\$ 66,319.00
CAPS (TBD)	\$ 16,362.00	\$ 3,298.83	\$ 15,819.60
Special Events (22000)	\$ 116,850.00	\$ 34,711.77	\$ 330,453.35
Thrift Store (25500)			\$ 27,010.00
Total	\$ 626,294.79	\$ 411,469.71	\$ 909,164.56
Net Income	\$ (594,494.79)	\$ (386,788.47)	\$ (850,264.56)

Overall, the student life portfolio received a 43.02% increase in the bottom-line relative to the previous year's budget.

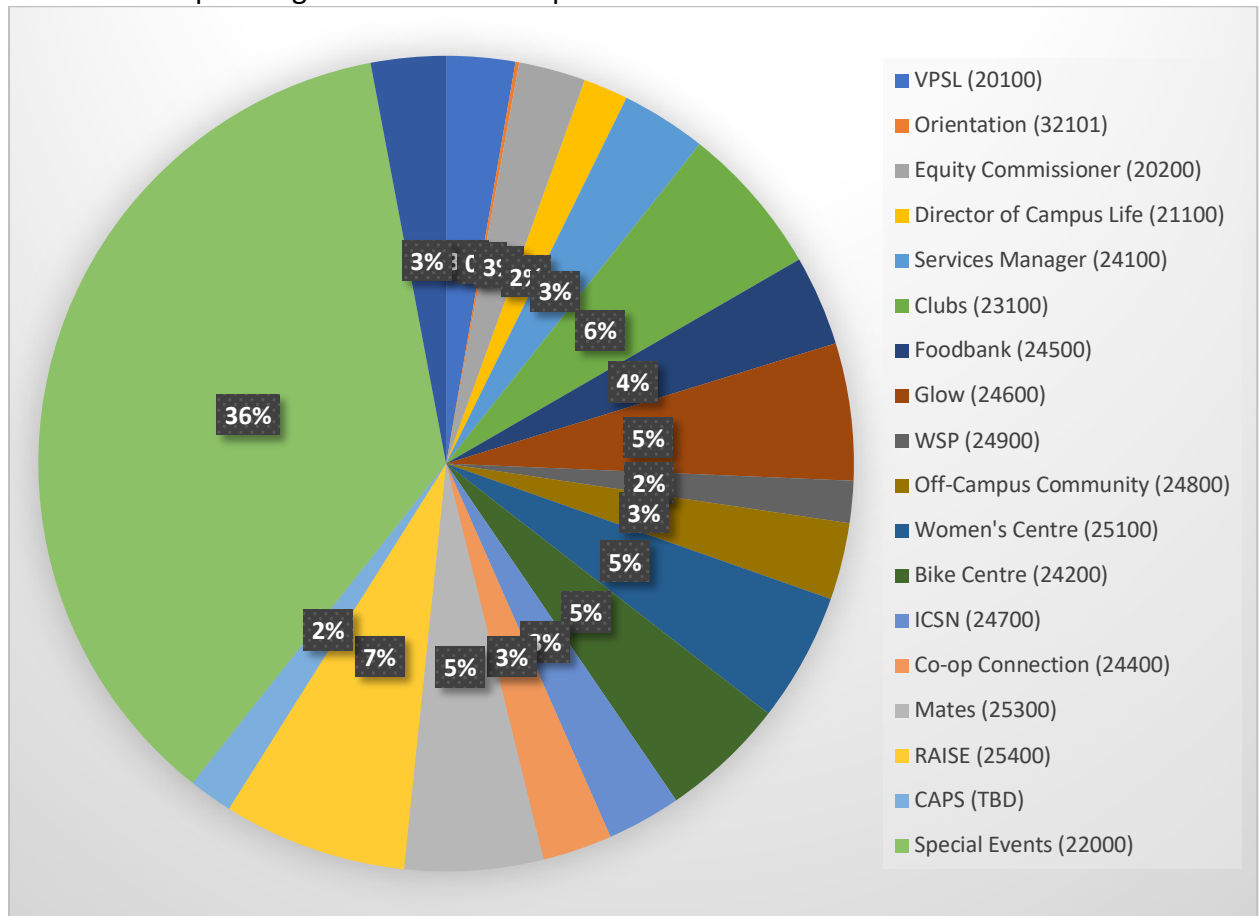
Distribution of Gross Profit

Revenues are mostly generated through ticketing and sales. In addition, sponsorship and support from various University departments or in-kind donations comprise a considerable portion of non-primary sources of funding.



Distribution of Expenses

Expenses are distributed across several Student Life cost centres within the portfolio. These costs are predominantly administrative for the VPSL, support for services and clubs, or related to the planning and execution of special events.



Changes in Budgeted Lines FY2022 to FY2023

Student Life Portfolio	Expense Changes	Reason
VP Student Life (20100)		
Wages & Benefits	-\$38,617.85	No longer exists under new governance model
Volunteer Recognition	-\$15,000.00	Moved to Director Campus Life's Budget
Cellphone	-\$400.00	No longer exists under new governance model
Travel/Conf/Prof. Dev't	\$500.00	For travel in Spring 2022
Director of Campus Life		
Salaries PT	\$8,086.20	Services Coordinator
Travel/Conf/Prof.Dev't	-\$300.00	Budgeted amount needed
COCA Memebership	\$631.50	Moved from Special Events
Staff Relations	\$700.00	Increased staffing numbers
Special Projects	\$2,500.00	
Services Manager		
Volunteer Training	-\$100.00	No food needed for in oerson training over Fall and Winter
Staff Relations	-\$60.00	
Conference	\$3,000.00	AMICUS and potential new travel opportunities
Telephone	-\$350.00	Telephone allowances no longer needed
FT Wages	\$22,070.00	Co-op Salary
PT Wages	-\$9,563.40	Services Coordinator
Clubs		
Salaries P/T	\$3,893.00	Increased to accommodate co-op salaries
Salaries F/T	\$22,459.50	
Travel/Conf/Prof.Dev't	\$3,000.00	COCA Conference Attendance
Staff Relations	\$60.00	Increased staffing numbers
Clubs Allotment	\$5,000.00	Returning to Pre-COVID Level
FoodBank		
Special Projects	\$2,000.00	Increased for students' return to campus
Food Purchases	\$1,300.00	
Trick or Eat	\$350.00	Returning event post COVID
GLOW		
General Office/Supplies	\$500.00	Increased for students' return to campus
Special Projects	\$100.00	

Pride Festivals	\$1,500.00	
Literature	\$50.00	
Special Events	\$250.00	
Volunteer Training	-\$100.00	
WSP		
Coordinator Honoraria (S20/F20)	-\$500.00	No longer includes thrift store manager
Volunteer Appreciation	-\$720.00	Less execs than last year
OCC		
General Office	\$940.00	New office space needs
Volunteer Training	\$1,500.00	New in person training needs
Don Events	\$500.00	Increased to match needs
Special Projects	\$100.00	New office space needs
Women's Centre		
Volunteer Appreciation	\$500.00	Changes in volunteer positions
Office Supplies	\$1,550.00	Outlet installation and loss of funding from equity office
Special Projects	-\$150.00	Moved to literature
Literature	\$150.00	New office space needs
Bike Centre		
PT Salary & Wages	\$16,746.60	Addition of mechanic and manager hours
Volunteer Appreciation	-\$390.00	Asked for what was needed
Parts	\$1,000.00	Increased for students' return to campus
ICSN		
Volunteer Appreciation	-\$750.00	
Telephone	-\$350.00	No longer needed
General Office/Supplies	\$450.00	New office space needs
Ent/Promo/Meetings	-\$200.00	Asked for what was needed
Special Events	-\$600.00	Asked for what was needed
Co-op Connection		
Events	\$2,250.00	To be reimbursed by CEE
Volunteer Appreciation	-\$200.00	Decreased volunteers
Mates		
General Office/Supplies	\$700.00	New office space needs
Special Projects / Events	-\$600.00	Asked for what was needed
RAISE		
General Office/Supplies	\$500.00	Increased due to return to in person.
Xchanges Conference	\$9,000.00	
Volunteer Training	\$300.00	

Special Projects	\$200.00	
Events	\$550.00	
Vibes Nights	\$320.00	
CAPS		
P/T Wages	-\$542.40	Increased hours, 1 co-ordinator instead of 2
Special Events		
PT Wages	\$12,953.35	3 terms worth instead of 2
Telephone	-\$300.00	No longer needed
Ent/Promo/Meetings	\$450.00	
Travel/Conference/Prof.Dev't	\$2,500.00	
COCA Membership	-\$400.00	Moved to Director Campus Life's Budget
Spring Events	\$1,500.00	Increased efforts and events for the coming year as all students return to campus
Special Projects	\$15,000.00	
General Meetings/Town Halls/Governance Events	\$2,000.00	
Fall Events	\$167,000.00	
Winter Events	\$20,000.00	
Cultural Caravan	\$11,000.00	

Education & Advocacy Portfolio

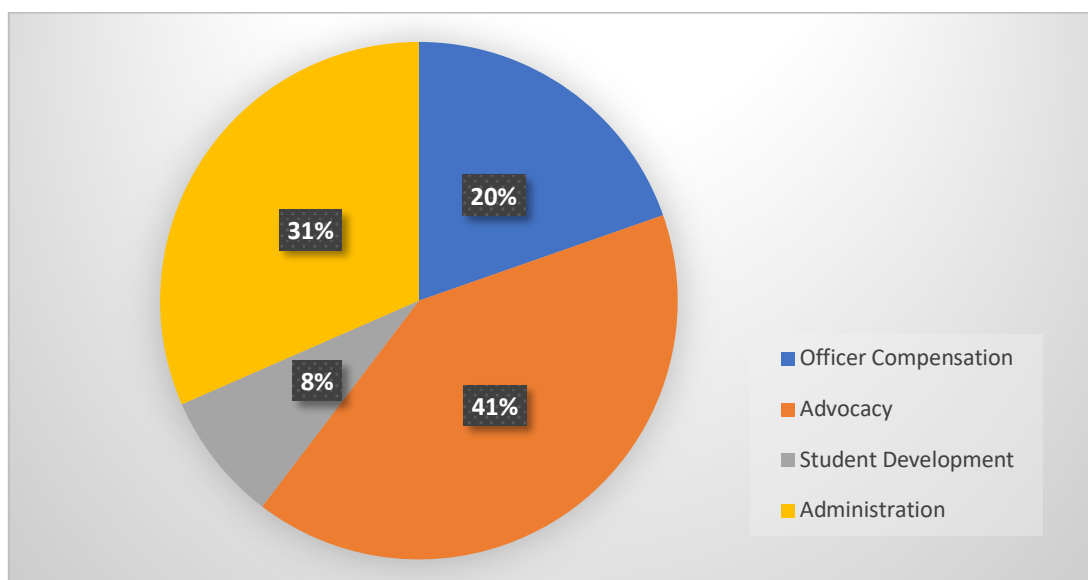
Overview

Role of the Vice President, Education —

The Vice President, Education (VPEd) is responsible for advocating on behalf of undergraduate students to the University of Waterloo, the municipality and region of Waterloo, the provincial government, and the federal government, on all matters related to postsecondary education. They also further student advocacy objectives and represent Waterloo to any External Political Organization of which WUSA is a member. Through the support of Commissioners, the portfolio also provides assistance to students facing difficulties in their interactions with the University or any level of government, or otherwise seeking assistance of a general academic nature. With WUSA's new governance model, these duties will be shared by the President and Vice-President.

Strategic Categorization

Strategic Categorization is based on primary functions of the portfolio. The Education & Advocacy Portfolio is advocacy focused and thus advocacy, associated stakeholder relations costs, and administrative costs for the portfolio dominate.



Strategic Category	Absolute Cost	Percentage
Officer Compensation	\$59,624.20	20%
Advocacy	\$123,602.62	41%
Student Development	\$24,540.00	8%
Administration	\$95,797.72	32%
Total Expenses	\$303,564.54	100%

Officer Compensation - Salary, benefits and transition honoraria for the VP Education accounts for 20% of the portfolio budget, and decreased by 1% from the prior year, due to the change in governance structure this year. This compensation package enables Full-Time elected students to serve as officers, leading the organization’s efforts in achieving post-secondary education priorities set by students.

Advocacy - The Advocacy portion of the portfolio budget accounts for 41% of expenditures, increased by 3% from the prior year. Advocacy provides for achieving student goals set by the Students’ Council in the post-secondary education sector. Advocacy is achieved by using channels established through stakeholder relations and membership in provincial and federal lobbying organizations. Provincial advocacy is led through OUSA and federal advocacy efforts are channeled through UCRU.

Administration – 32% of the portfolio budget is spent on general administration, decreasing by 5% from the prior year. Administration costs include Part-Time salaries for Commissioners, photocopying, telephone/cell phone plans, general office supplies, meetings, and costs of governance and oversight functionality by the Students’ Council committees.

Student Development – 8% of the portfolio budget is spent on student development for Commissioners, Staff, and the Vice President, increasing by 4% from the prior year. This covers portions of conferences, professional development opportunities, travel, and special events opportunities.

Education & Advocacy Portfolio – The portfolio as a whole has increased by 7.28% from the previous year. This is mainly due to the governance changes and OUSA fees. OUSA fees are directly related to student enrollment which has increased since the previous year.

Key Highlights

The Actuals 21/22 should not be used to reflect the general need of the portfolio due to the effects of Covid-19. There was a higher than usual emphasis to only spend what was necessary in addition to significantly decreased operations.

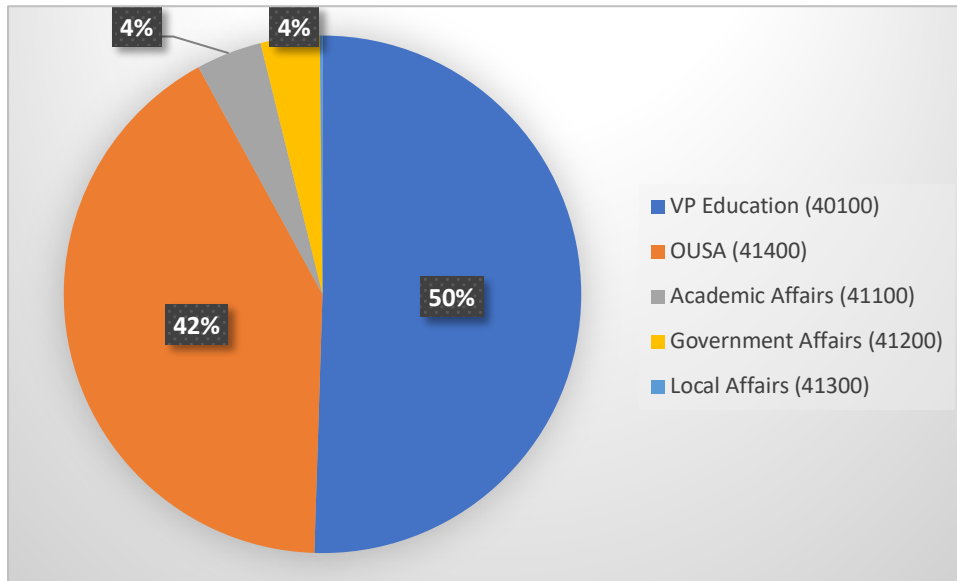
Summary of the Portfolio

Summary of Revenues	Budget 21/22	Actual 21/22	Budget 22/23
VP Education (40100)			
OUSA (41400)			
Academic Affairs (41100)			
Government Affairs (41200)			
Local Affairs (41300)			
Total			

Summary of Expenses	Budget 21/22	Actual 21/22	Budget 22/23
VP Education (40100)	\$ 107,679.70	\$ 87,699.83	\$ 153,303.80
OUSA (41400)	\$ 105,812.48	\$ 43,852.55	\$ 126,102.62
Academic Affairs (41100)	\$ 32,034.84	\$ 9,404.71	\$ 12,466.92
Government Affairs (41200)	\$ 22,717.20	\$ 7,718.96	\$ 11,191.20
Local Affairs (41300)	\$ 14,717.36	\$ 2,611.97	\$ 500.00
Total	\$ 282,961.58	\$151,288.02	\$ 303,564.54

Net Income	\$ (282,961.58)	\$(151,288.02)	\$ (303,564.54)
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Summary of Expenditures



Changes to Budgeted Lines FY2022 to FY2023

Education & Advocacy Portfolio	Expense Changes	Reason
Office of the Vice President Education		
Wages & Benefits	\$1,406.34	CPI Increase
PT Salaries	\$37,617.76	To hire co-op students
UCRU	\$2,000.00	Cost of Federal Advocacy Week
Special Projects	\$4,700.00	Outreach and Educational Campaigns
Academic Affairs		
Academic Affairs Commissioner	-\$9,334.08	No longer exists under new governance model
Co-op Affairs Commissioner	-\$10,133.84	No longer exists under new governance model
Travel/Conf/Prof. Dev't	-\$300.00	No longer needed under new governance model
WUSA Staff Awards	-\$300.00	Removed as event is no longer run
WUSA Teaching Awards	\$300.00	Includes W2022 awards that have been delayed
Society Relations	\$200.00	Increased work supporting academic advocacy through Faculty Societies.
Government Affairs		
Provincial & Fed. Affairs Commissioner	-\$11,526.00	No longer needed under new governance model

Local Affairs		
Municipal Affairs Commissioner	-\$13,867.36	No longer needed under new governance model
OUSA		
Memberships	\$15,790.14	Increased student enrollment.
Member/Student Research	\$2,000.00	To assist with OUSA Consultations
Travel/Conf/Prof. Dev't	\$2,500.00	Increased cost of food and travel

Operations & Finance Portfolio

[intro]

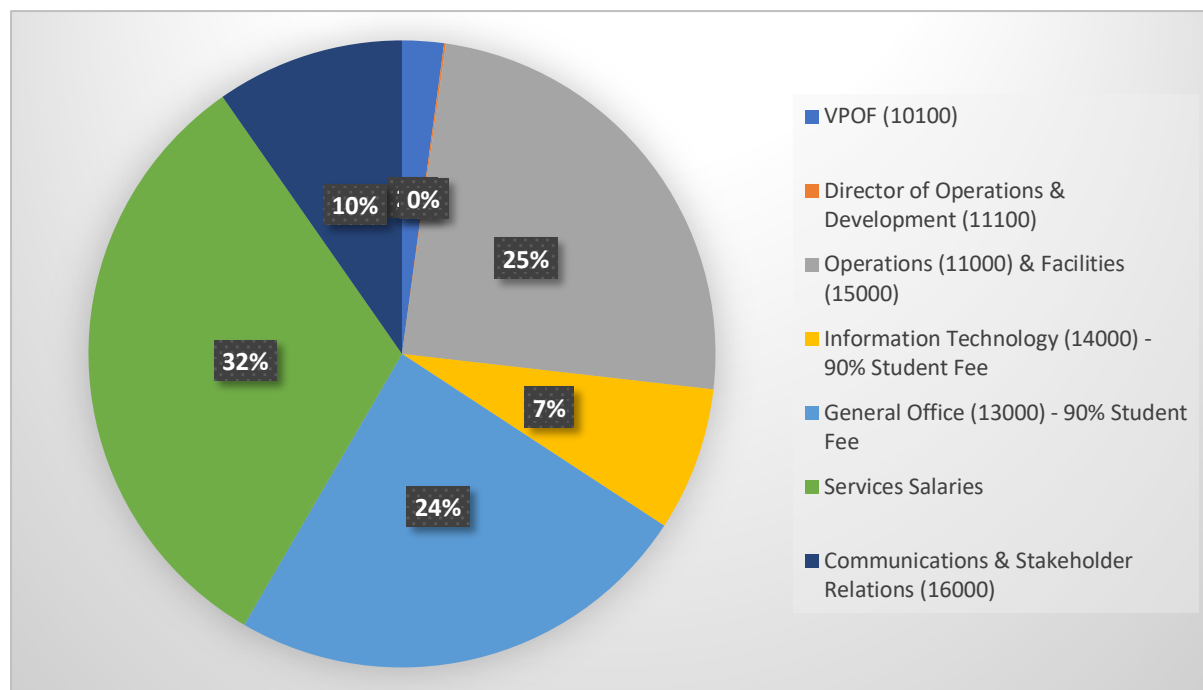
Office of the Vice-President, Operations & Finance —

Currently, the Vice President, Operations & Finance (VPOF) oversees the financial and administrative aspects of the corporation. This role also assists student groups with their budgeting, facilitates updates to the Health and Dental insurance plans, oversees pooled benefits plans like the UPass program and the Legal Protection Service, administers the Student Refugee Program in conjunction with on-campus partners, and oversees management of Part-Time and Full-Time personnel.

Under the new governance model, the position of VPOF will be eliminated in favour of a structure which more readily supports the Board of Directors with full-time professional staff expertise and overall strengthens WUSA's ongoing operational needs.

Strategic Categorization

The Strategic Categorization for the Operations & Finance portfolio is based on the operating departments within the portfolio.



VPOF — The Vice-President Operations & Finance budget includes the compensation package for the student Executive position, as well as general office supplies, meeting, travel, and discretionary budgets for the VPOF office. It also includes COVID-19 response recovery funds designated for usage by toward some Society operations.

Director of Operations & Development — The Dir. Operations & Development oversees the Commercial Operations Manager, including the various retail and hospitality businesses operated by the association, supervises internal development and information technology,

and oversees SLC Operations. This budget accounts for the day-to-day office work and projects that coincide with the Operations & Finance portfolio.

Operations & Facilities — This division includes restricted budgets for the various business units operated by WUSA as well as the operations of the Student Life Centre. Pursuant to Policy 43, Commercial Operations, all Commercial Operations are self-run, meaning the revenues brought in throughout the year pay for the expenses going out.

Information Technology - 90% Student Fee, 10% Business Units — IT incurs most of its capital costs from ongoing necessary software licensing and hardware replacement in WUSA offices and operations. Ten percent (10%) of the department’s costs are borne by business unit cost centres reflecting the approximate use and expense of this overhead department.

General Office* - 90% Student Fee, 10% Business Units — The General Office accounts for WUSA insurance, legal and contractual expenses, memberships, banking, and some full-time salaries. Primary costs are legally or contractually required, such as insurance for student spaces and for Societies, or an independent public audit. The senior management team constantly explores options to minimize these fees, to provide the best value-for-money for members. Ten percent (10%) of the department’s costs are borne by business unit cost centres reflecting the approximate use and expense of the overhead departments funded by the General Office budget.

Services Salaries — All full-time salaries from WUSA are paid in accordance with the University Support Group corresponding with their evaluated job description.

Marketing & Communications — This department promotes and advertises information of WUSA. This includes marketing for the clubs, services, special events, commercial operations, advocacy, group benefits plans, and some societies. The department has many students working part-time for promotions, videography, and design.

Strategic Category	Absolute cost	% of the Budget
VPOF	\$ 40,294.90	0.58%
Dir. Operations & Development	\$ 42,350.00	0.61%
Operations & Facilities	\$ 2,071,107.37	29.72%
Information Technology	\$ 491,461.79	7.05%
General Office	\$ 1,183,697.12	16.99%
Services Salaries	\$ 2,578,235.71	37.00%
Communications & Stakeholder Relations	\$ 560,948.00	8.05%
Total Expenditure	\$ 6,968,094.89	100.00%

Budget Overview

Summary of Revenues/Gross Profit		Budget 22/23
VPOF (10100)		\$ -
Director of Operations & Development (11100)		\$ 12,705.00
Operations (11000) & Facilities (15000)		\$ 1,807,764.75
Information Technology (14000)		
General Office (13000)		\$ 7,175,287.14
Communications & Stakeholder Relations (16000)		\$ 50,871.13
Total		\$ 9,046,628.03

Summary of Expenses		Budget 22/23
VPOF (10100)		\$ 40,294.90
Director of Operations & Development (11100)		\$ 42,350.00
Operations (11000) & Facilities (15000)		\$ 2,068,215.10
Information Technology (14000) - 90% Student Fee		\$ 491,461.79
General Office (13000) - 90% Student Fee		\$ 1,183,697.12
Services Salaries		\$ 2,578,235.71
Communications & Stakeholder Relations (16000)		\$ 560,948.00
Total		\$ 6,965,202.62

Net Income	\$ 2,081,425.40
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VPOF

The VPOF budget covers the salary and related costs of employing the VP Operations & Finance, as well as various other organizational expenses, including the remaining COVID-19 support funds. As of 1 September there will cease to be a VPOF, however the budget will continue to hold the organizational expenses for this budget cycle for ease.

Director of Operations & Development

This budget contains the expenses for the office of the Director of Operations & Development and some special projects that don't fit elsewhere. This year that includes the trial of SPC being offered.

Operations & Facilities

This budget contains the revenues and expenses for WUSA's various commercial operations and central staff time spent supporting them. The particular commercial operations budgets are restricted for the reason that it is often not advantageous when operating a competitive business to disclose its operational details publicly.

Significant Changes to Budgeted Lines FY2022 to FY2023

Operations & Finance Portfolio	Expense Changes	Reason
Office of the VPOF		
Wages	-\$41,913.69	No longer exists under new governance model. Decrease an any associated benefits shall be attributed to the same reason.

COVID-19 Response – Societies/Business Wastage Recovery	-\$14,000	Some but not all operations have reopened and no longer require support.
Director of Operations & Development		
Special Projects	\$30,750.00	For an SPC pilot project
Summary of Operations & Facilities		
10% General Office	-\$32,681.00	10% of the difference between General Office Revenues and Expenses; changes are largely due to COVID-19 transitions.
Transfers-out (Director of Operations & Development, 30%)	\$ 11,007.00	30% of Dir. Ops & Dev budget; change is largely due to aforementioned increase in Dir. Ops & Dev Special Projects line.
Summary of Communications & Stakeholder Relations		
Marketing - General	\$31,955.17	Salaries moved in from below budgets. WUSA Box budget decreased significantly based on Board guidance.
Marketing - Campus Life, Services, and Programming	-\$44,435.60	Salaries shifted to Marketing – General for centralization.
Marketing - Operations & Facilities	-\$34,304.09	Salaries shifted to Marketing – General for centralization.

Future Considerations

In future the budget will be compiled by the Financial Officer and Executive Director in collaboration with staff across the organization. This will be a big shift in the way the budget is created, but it will come with it efficiencies and expertise not before available to WUSA’s governance. The budget and budget report will likely look much different in future years and be updated to include modern best practices in control, management, finance, and most of all accountability. For this reason no particular future considerations will be noted, as the Financial Officer and Executive Director are best placed to make these decisions and augmentations based on their experience and expertise.