



*The University of Western Ontario*

**2003-04 Operating and Capital Budgets**

**March 26, 2003**

## Table of Contents

<b><u>2003-04 Operating Budget</u></b> .....	<b>Pages 1 to 66</b>
<b>A. Introduction: Overview of the Multi-Year Planning Process</b> .....	1
<b>B. The Budgetary and Planning Context</b> .....	1
<b>C. <i>Making Choices</i> - Academic and Operational Plans as Vehicles for</b>	
<b>Integrated Investment in Areas of Strength and Priority</b> .....	8
The Evolution of Academic and Operational Plans and the Integration of Decisions within the Units and Central Budget Allocations .....	8
The University Priorities Investment Fund (UPIF) .....	8
Canada Research Chairs (CRCs) .....	12
An Initiative on Faculty Recruitment, Retention, and Support: Female Members of Faculty .....	12
Additional Investment in the Don Wright Faculty of Music .....	14
Additional Investments in the Faculties of Arts, Science, and Social Science .....	15
The Teaching Support Centre (TSC) .....	16
Operating Costs of New Facilities .....	17
Expansion-related Allocations to Support Units .....	17
<b>D. Update on Current Year's Budget (i.e. 2002-03)</b> .....	18
<b>E. Four-Year Operating Budget Outlook</b> .....	20
<b>F. 2003-04 Operating Revenues</b> .....	22
1. Government Grants .....	22
2. Tuition Fees .....	22
3. All Other Revenues .....	25
<b>G. 2003-04 Budget Recommendations for Faculties</b> .....	26
1. The Faculty Turnover Recovery Policy .....	26
2. Enrolment Contingent Fund (ECF) .....	27
3. Increased Cohort Fund (ICF) .....	29
4. Faculty-specific Base Budget Recommendations for 2003-04 .....	31
5. Provost's Academic Support Fund (PASF) .....	32

## Table of Contents (cont'd)

<b>H. 2003-04 Scholarships and Bursaries</b>	33
1. Undergraduate Scholarships	33
2. Needs-based Undergraduate Student Support	33
3. Graduate Student Support	33
<b>I. 2003-04 Budget Recommendations for Support Units</b>	34
<b>J. 2003-04 Corporate Expenditures</b>	35
<b>K. One-Time Allocations in 2003-04</b>	37
<b>L. Summary</b>	39
<b>M. Conclusions</b>	39
<b>N. Annual Planning within the Remainder of the Four-Year Cycle</b>	39
<b><u>Operating Budget Tables</u></b>	<b>Pages 40 to 62</b>
Table 1: Four-Year Operating Budget Outlook	40
Table 2: First Round of UPIF Recommendations for Faculties	41
Table 3: First Round of UPIF Recommendations for Support Units	42
Table 4: Tentative CRC Allocations – by Faculty	43
Table 5: 2003-04 Operating Revenues	44
Table 6: Base Budgets for Faculties	45
Table 7: Scholarships and Bursaries	46
Table 8: Base Budgets for Support Areas	47
Table 9: Corporate Expenditures and Employee Benefit Costs	48
Table 10: One-Time Allocations	49
Table 11: Summary of Operating Budget	50
Table 12: Operating Reserve	51
Table 13: ECF Allocations: Actual 2002-03 and Projected 2003-04	52
Table 14: ICF Allocations: Actual 2002-03 and 2003-04	53
Table 15: Expansion-related One-Time Funding for Support Units: 2003-04	54
Table 16: 2002-03 Provost's Academic Support Fund	55
Table 17: 2003-04 Provost's Academic Support Fund Initial Allocations	56
Table 18a: 2003-04 Tuition Fees for Canadian and International Students	57
Table 18b: 2003-04 Tuition Fees for Concurrent Programs	58
Table 19: Summary of Enrolment Forecast	61

## Table of Contents (cont'd)

<b><u>Operating Budget Appendices</u></b> .....	<b>Pages 63 to 66</b>
Appendix A: Weighted Teaching Units (WTUs), Budgets, Budget/WTU .....	63
Appendix B: Revenues, Expenditures, and Tuition Fees by Faculty .....	65
<b><u>2003-04 Capital Budget</u></b> .....	<b>Pages 67 to 88</b>
<b>A. Introduction</b> .....	67
<b>B. Update on Major Academic Facilities Expansion/Renewal Projects</b> .....	67
<b>C. Capital Budget: Sources of Funding for 2003-04</b> .....	68
<b>D. Capital Budget: 2003-04 Expenditures</b> .....	68
1. Deferred Maintenance Projects .....	69
2. Academic Facilities Expansion Projects .....	69
3. Other Capital Projects .....	69
4. Unit-Funded Projects .....	70
5. Other Capital Expenditures .....	70
6. Future Capital Projects .....	70
<b>E. Capital Reserve</b> .....	71
<b>F. Capital Loans</b> .....	71
<b>G. Capital Debt</b> .....	72
<b>H. Space Efficiencies at Western</b> .....	73
<b><u>Capital Budget Tables</u></b> .....	<b>Pages 74 to 88</b>
Table 20: Capital Budget: Sources of Funding .....	74
Table 21: Capital Budget: Expenditures .....	75
Table 22: Capital Reserve .....	76
Table 23: Capital Loans .....	77
Table 24: 2002-03 Capital Plan Projects .....	78
Table 25: 2003-04 Capital Plan Projects .....	81
Table 26: Future Major Projects .....	84
Table 27: Unit-Funded Capital Projects .....	85
Table 28: 2003-04 Residence Projects .....	86
Table 29: Description of Building/Project Codes .....	88

## 2003-04 Operating Budget

---

---

### A. Introduction: Overview of the Multi-Year Planning Process

The Planning Guidelines released in September 2002 marked a major turning point for planning at Western. The University's most recent strategic planning document, *Making Choices*, had reinforced our commitment to a differential budget allocation process and identified formal Faculty Academic Plans and Support Unit Operational Plans as essential points of reference for more integrated planning. The Academic and Operational Plans provide the framework for the reinforcement of decisions made within Faculties and Support Units by allocations from the University planning process, and for continuity of such decisions across time. This year, for the first time at Western, Deans and Budget Unit Heads were provided with revenue models for a four-year period rather than only a single year, and were asked to submit academic, operational, and budgetary plans that covered this period. The planning submissions and subsequent planning meetings confirmed the feasibility and advantages of this multi-year approach.

The recommendations in this budget document seek formal Board approval for (1) the 2003-04 Operating and Capital Budgets, and (2) the first round of University Priorities Investment Fund (UPIF) recommendations, covering the full 2003-07 period. All other data provided for years after 2003-04 are for information only. Additional recommendations arising in the planning cycles in each of the coming three years will be confirmed in subsequent annual planning cycles. Each Dean and Budget Unit Head, therefore, has been provided with a budget document which includes detailed budgetary projections for 2003-04 and tentative allocations for the following three years. As in past years, these unit-specific documents include agreements and commitments made by the unit head in the course of the planning cycle. One of the key features of the four-year planning cycle is a faculty and staff complement plan for each Faculty and Support Unit for the full planning period, providing the unit with greater certainty, planning ability, and flexibility than with the year-by-year decisions of the past.

### B. The Budgetary and Planning Context

Several factors associated with University revenues have changed substantially since the release of the Planning Guidelines in September 2002. **The net impact on the University budgetary situation, however, has not been altered substantially because positive variations from projections have largely been offset by negative changes.** For example, additional revenue from the government's accessibility fund is projected, but it must be allocated to the direct costs of teaching the additional students who attract that funding. Although some of the revenue and

expense uncertainty existing at the time the Planning Guidelines were developed have been resolved, others remain.

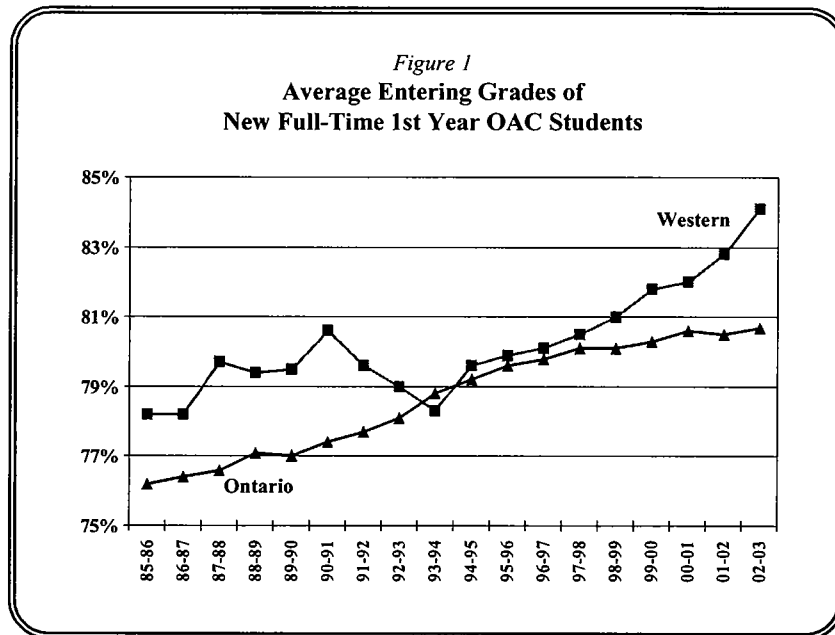
The key elements of the budgetary/operational picture remain the same as described in September. Revenues are projected to increase in each year of the four-year planning cycle. These increases arise from several sources, including the provincial government's accessibility fund, tuition fees, funds targetted to specific program expansions, Canada Research Chairs (CRCs), and federal government funding to cover the indirect costs of research -- none of our funding sources, however, provide for unavoidable inflation in annual costs. After taking into account the direct costs of teaching additional undergraduates, increased revenue falls far short of annual inflationary costs associated with such expenditures as library acquisitions, heating and cooling, and employee salaries and benefits. The situation is worsened by the loss of substantial revenue that has been annually available from unallocated investment income, and by the addition of significant costs associated with operating new buildings across campus.

## **Revenues**

**Provincial Government Grants.** The long-standing provincial enrolment corridor funding system remains in place, but Western has not received any increase in this critical source of base funds in many years -- despite substantial enrolment increases prior to 2001-02. As a result, approximately 10% of Western's overall enrolment is not funded by provincial operating grants. In addition, over the past decade, there has been no provision in the government base grant for annual inflationary costs. The provincial government has, however, in recent years introduced programs targetted at increasing enrolment in areas identified as priorities by the government and, starting in 2001-02, the Accessibility Fund in support of the Increased Cohort.

**The Accessibility Fund.** The Accessibility Fund was first applied to increased enrolment in 2001-02 over the 2000-01 level, and has now been formally extended through the 2004-05 academic year; the commitment to fund enrolment increases is anticipated to continue thereafter. It should be noted that the government's commitment involves funding increases in undergraduate enrolments, but no commitment has been made regarding full funding for graduate enrolments. The current Accessibility Fund provides for very modest support for graduate enrolments.

As a result of changes to two of our original modelling assumptions, provincial grant revenue from the Accessibility Fund is now projected to be higher than anticipated in the budget projections underlying the Planning Guidelines. First, we now have assurance that the level of funding for growth in undergraduate enrolment will be for "full average funding", whereas, because of uncertainties at the time, the Guidelines assumed only 75% funding. Second, we now anticipate greater enrolment growth than previously projected. This change is not a result of adjustments to our admissions targets, but rather because retention in all years continues to increase beyond expectations -- as a direct result of the increased quality of incoming undergraduate students.



**Other Targetted Enrolment-based Grants.** Expansions in a number of Western's programs have been supported by targetted provincial government funding in recent years, including: electrical and computer engineering, and computer science (Access to Opportunities Program - ATOP); education; and, most recently, medicine and nursing. The targetted programs in medicine and nursing will continue to have an impact on planning in the coming year and beyond. In both of these cases, discussions are underway with the government to increase the level of funding to allow for the mandated expansion of these expensive programs for which the current level of government funding is inadequate.

**Federal Government Funding.** Reflecting the federal government's mandate to support research endeavours within the country's universities, two very substantial programs -- Federal Funding for Indirect Costs of Research and the Canada Research Chairs Program -- have provided Western with much-needed funds that allow for real investment in the quality of our existing programs and the support of new priority initiatives.

**Federal Funding for the Indirect Costs of Research (FFICR).** In December 2001, the federal government announced a \$200 million, one-time allocation of funds in support of the indirect costs of research at Canada's universities and their affiliated hospitals and research institutes. Western's share of these funds amounted to \$5.4 million, net of allocations to our hospital and institute partners. The February 18, 2003 federal budget confirmed the continuation of FFICR in 2003-04 and beyond. For 2003-04, the total amount increases to \$225 million, of which Western's share is estimated to be \$6 million.

**The Allocation of FFICR at Western.** The principles determining the allocation of the Indirect Costs of Research (ICR) funding were developed during discussions that long predated the

actual decision by the federal government to provide such funds. These principles, articulated in detail in last year's University budget, remain in place. The successful argument for ICR funding has been that universities, of necessity, have themselves funded the indirect costs of research, largely with monies not intended to serve this purpose. As a result, support of other university priorities has been compromised. Consistent with this argument, then, Western will first use FFICR funds to cover existing expenditures on the indirect costs of research – which include library expenses, information technology, utilities, maintenance costs for research space, research-related capital projects, administrative support of research endeavours, etc. Funds liberated by the FFICR will then be allocated according to the existing University planning process. A key aspect of this approach is to allow for the provision of larger annual base operating budgets to the Faculties and Support Units than would otherwise be possible. This increased flexibility provides the Unit Heads with greater options to support research-related initiatives. Although not all Faculty and University priorities involve the indirect and direct support of research, special attention has been and will be given to ensuring that support for research activities across campus are significantly enhanced above their current levels. For example, in the allocation of the one-time FFICR funds in the 2002-03 budget process, substantial funds were allocated to capital funding that will facilitate existing research endeavours and enable new projects arising from programs such as the Canadian Foundation for Innovation; other funds were allocated to support research programs in the arts, humanities, and social sciences. Direct allocations to Faculties enabled, among other things, local budgetary support of research that would not otherwise have been possible.

In the current recommendations for 2003-04, the application of the anticipated FFICR to the funding of existing indirect costs of research has made it possible to fund a number of research-related projects, perhaps most obviously the University Priorities Investment Fund (UPIF), to support projects in all areas of the University.

Canada Research Chairs. The Canada Research Chairs program is now moving into its fourth round. Of the 70 CRCs currently available to Western, 35 have now been appointed or nominated in the first three rounds (11 in round 1, 9 in round 2, and 15 in round 3). All Deans have been given detailed feedback on their most recent submissions and will be provided with an indication of the number of CRCs their Faculties might reasonably expect over the final two years of the program. Deans have started their planning for those positions. A small number of Western's CRCs remains undesignated to provide for some flexibility.

**Tuition Revenues.** Tuition revenue is a function of both tuition fee rates and enrolment. For 2003-04 and 2004-05, tuition fees in all regulated programs are limited by the government to annual increases of 2%. Given that this rate is well below the annual unavoidable cost increases of the University, the recommendations in this budget take advantage of the allowable maximum increase. While recommendations for tuition fee increases in many deregulated programs, including virtually all graduate fees, are also in the 2% range, some selected program fees are recommended for higher increases. As in past years, such increases arise from recommendations of the Dean and are in line with the costs and quality of the programs, the expectations of strong employment and salary opportunities for graduates, the relatively higher



ability of graduates to carry the tuition costs, and tuition fee levels in similar programs elsewhere in the province. Following established policy and practice, a large share of the revenue associated with these increases, after allowing for 30% set-aside for student aid, will be allocated to the direct support of the Faculties offering the programs.

In addition to these rate increases, total tuition revenue for 2003-04 (and the following years in the planning cycle), will increase as a function of the enrolment increases shown in Table 19. These projections were approved by SCUP and Senate earlier this year.

**Investment Income.** The downturn in the equity markets prior to the May 2002 University budget dictated that only \$4 million was allocated from Investment Income in the 2002-03 Operating Budget. This sum represented a substantial decline in the operating revenues typically available from this source: annual allocations have not been below \$6 million and had averaged \$8.5 million per year in the six preceding years. The performance of the markets has been even worse than had been anticipated, requiring that the actual allocation for 2002-03 be reduced to \$1 million. In addition to this liability, the outlook of the financial markets and the current level of our investment fund require that we plan for no allocation for the years 2003-04 and 2004-05, and only \$4 million for the final two years of the planning cycle. Even this modest projection is contingent upon significant improvements in the performance of the equity markets.

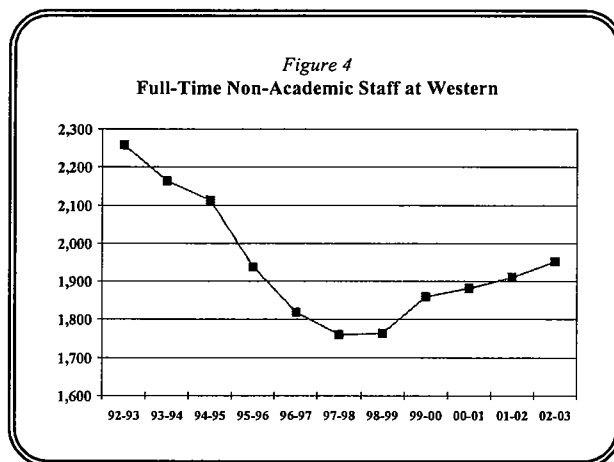
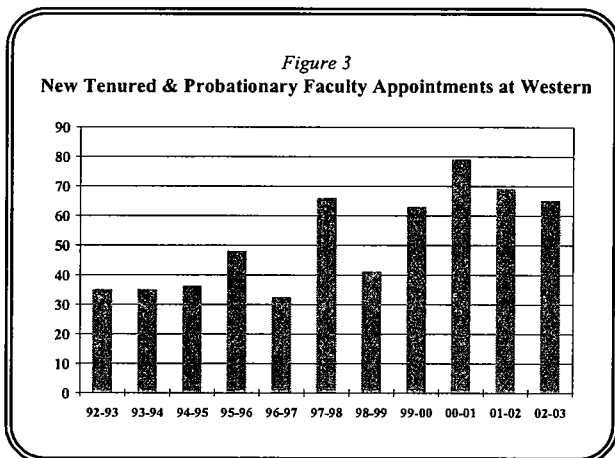
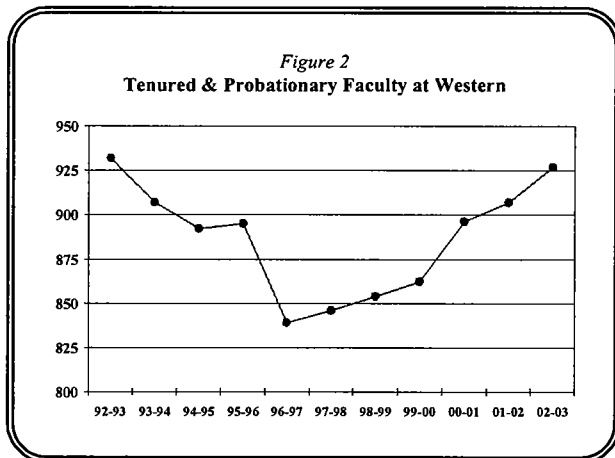
**Faculty Turnover Recovery Funds.** The policy established in 2001-02 has again been used in revenue projections for the coming four years: the greater of \$54,000 or 60% of each retiree's salary will be returned to the Faculty with the remainder flowing to the central budget.

### **Expenditures**

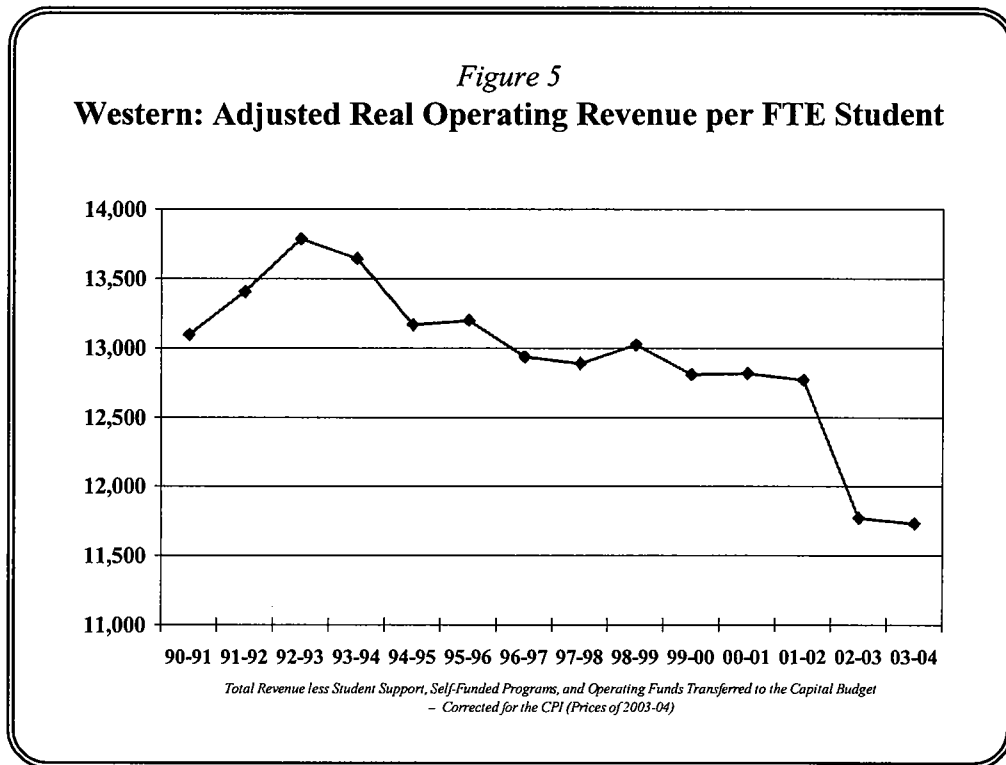
- 30% of additional tuition fee revenue attributable to increased tuition rates will be set aside for **Student Financial Aid**.
- **Employee Salaries and Benefits** form the largest component of Western's Operating Budget. A provision for salary and benefit increases has been modelled.
- In addition to a wide range of areas calling for substantial new investment, the following special **University priorities** must also be accommodated in the budget model:
  - ▶ Student Recruitment
  - ▶ Deferred Maintenance
  - ▶ Entrance Scholarships
  - ▶ Support for Research Initiatives
  - ▶ Library Acquisitions
  - ▶ Classroom Enhancements
  - ▶ Operating Costs of New Facilities

- The **direct costs of teaching the additional students** in the Increased Cohort must be funded. As already indicated, the increased enrolment that is the basis of incremental funding from the provincial government’s Accessibility Fund carries with it significant additional direct teaching costs. In response to this need, the Enrolment Contingent Fund (ECF) and Increased Cohort Fund (ICF) will provide substantial new funding to the Faculties during the four-year planning period.

The majority of the ECF/ICF funding will be directed at the Faculties of Arts, Science, and Social Science whose programs will carry the bulk of the teaching responsibilities for the enrolment growth associated with the Increased Cohort. It is anticipated that, at the end of the four-year planning period, the ECF/ICF funding will stabilize at higher-than-current levels, and Deans, therefore, have been encouraged to use a portion of this source of funding to make full-time faculty and staff appointments consistent with the priorities identified in their Academic Plans.



The increases in University revenues in recent years have been substantial. They have not, however, kept pace with our needs to cover necessary inflation and enrolment growth. Figure 5 shows real revenue per student available to the core operating budget. Adjusted operating revenue excludes funds used for student support, self-funded programs, and funds transferred to the capital budget. These adjusted revenues are available to the core operating budget. The adjusted revenue per student, corrected for inflation as measured by the CPI, has fallen by 8.8% over the three years from 2000-01 to 2003-04. It is this continuing fall in real revenue per student available to the core operating budget which creates resource constraints for the University even at a time of expanding revenues.



---

## **C. *Making Choices* -- Academic and Operational Plans as Vehicles for Integrated Investment in Areas of Strength and Priority**

### **The Evolution of Academic and Operational Plans and the Integration of Decisions within the Units with Central Budget Allocations**

The unifying theme of Western's Strategic Plans, *Leadership in Learning* (1995) and *Making Choices* (2001), is a commitment to selective support of areas of excellence and priority across the University. The more recent version of the Strategic Plan emphasized the importance of formal Academic and Operational Plans as the foundation for effective differential investment of resources and for the integration of such decisions across all levels – School, Department, Faculty, and the University as a whole. The last two years' University budget documents have included extensive discussions of these issues and laid out steps for their implementation, including the development and submission of formal Academic/Operational Plans by each unit. In the planning discussions just completed, these Academic/Operational Plans served as reference points for unit-level decisions during the coming four years -- decisions that touched on a wide range of areas, including faculty and staff appointments, revisions to and establishment of educational programs, research directions, enrolment, and new service initiatives within support units.

If they are to serve as a lasting foundation for strategic and budgetary decisions, the Academic/Operational Plans must be evolving documents, displaying both continuity and systematic change across time. Deans and Budget Unit Heads are committed to this objective and to using the Plans as the basis for updates and progress reports in future annual planning cycles. The Vice-Provost (Policy, Planning, and Faculty) will be working with the Deans to develop summaries of all Faculty Academic Plans to enable a sharing of this important information across the University and with our partners in the broader community. It is anticipated that this project also will lead to a parallel University plan that integrates and represents educational and scholarly priorities across all areas.

### **The University Priorities Investment Fund (UPIF)**

The UPIF was established in the 2002 spring budget as an essential element of a differential, integrated planning process. UPIF will support priority initiatives within Faculties and Support Units. As detailed in the fall 2002 Planning Guidelines, UPIF proposals must be well-integrated with Academic/Operational Plans and with internal resource allocation decisions. The four-year budget plan includes UPIF at a level of \$1.9 million base funding per year.

The Faculties and Support Units presented outstanding UPIF proposals in their planning submissions. In the case of the Faculties, in response to these proposals, the first round of UPIF recommendations described in this document account for approximately two-thirds of the available funds, leaving the other third for allocation in the final three years of the planning cycle.

Although UPIF recommendations are being made to most Faculties, as anticipated, the relatively short period available for developing submissions for this initial four-year planning cycle meant that some Academic Plans and associated proposals were less well-developed than they would otherwise have been. As a result, and with the full agreement of the Deans, decisions on many proposals have been delayed until future planning cycles.

UPIF recommendations for the four-year period for Support Units are being made at the Vice-Presidential level. The Vice-Presidents have made selective recommendations within their portfolios which distribute most of the funding, leaving modest amounts for decisions in future planning cycles.

**The first round of allocations for the UPIF for the period 2003-07** are summarized in Tables 2 and 3.

**UPIF for Faculties.** Total UPIF funding for the Faculties over the four-year planning period is \$4.8 million (\$1.2 million per year). The first round of recommendations allocates \$2.9 million, leaving \$1.9 million for allocation in future planning cycles.

*Faculty of Arts.* The UPIF recommendation for the Faculty of Arts supports two faculty appointments in the area of visual culture (one appointment in the Department of Visual Arts and the other in film in the Department of English) and a third appointment in ethics in the Department of Philosophy. Both of these initiatives reflect Faculty-specific priorities and partnerships beyond the Faculty of Arts.

*Richard Ivey School of Business.* The first UPIF recommendation to Business is for the purchase of financial databases in support of the Ivey Research Computing Centre, resources that will support some of the most active research of faculty and graduate students at Ivey. A second UPIF recommendation is made in support of the HBA program, which continues to be unique both in its quality and structure, attracting outstanding students to Western.

*Faculty of Education.* One of the most remarkable developments in Western's Faculty of Education in recent years has been the emergence of an innovative distance program in continuing teacher education that has set the standard for Canada and internationally. The UPIF recommendation for Education will support the appointment of a member of faculty whose research will focus in the area of on-line education and its effectiveness.

*Faculty of Engineering.* Engineering's Academic Plan sees engineering design as a key focus in its educational programs and research. UPIF support will be used to appoint two additional members of faculty in the area of engineering design; their expertise will be key to the implementation of a new educational theme in the BESc program and in the growth of this theme in research in the Faculty. Additional UPIF recommendations include support for recruitment of female members of faculty. Finally, UPIF funding is being recommended for Engineering, and for the Faculty of Science, to support the Western Environmental

---

Science and Engineering Research Institute (WESERI), a project that figures prominently in the Academic Plans of both Faculties and has been supported by both in recent years.

Faculty of Graduate Studies. With the recent appointment of a new Dean, UPIF proposals will be reviewed in the coming year.

Faculty of Health Sciences. UPIF recommendations will support two critical faculty appointments, one in the School of Nursing focused on research in health promotion, and a second in Occupational Therapy with expertise in qualitative research methods. It is anticipated that additional proposals will be forthcoming after the appointment of a new Dean.

Faculty of Information and Media Studies. UPIF recommendations support two additional faculty appointments arising from the FIMS Academic Plan, both in areas that will directly support the new MA and PhD programs in Media Studies.

Faculty of Law. The theme of business law is the core of the Academic Plan in the Faculty of Law. The UPIF recommendation for Law supports the appointment of a mid-career faculty member in this domain.

Faculty of Medicine and Dentistry. UPIF recommendations will support four additional faculty appointments that feature prominently in the Faculty's Academic Plan, in the areas of neurodegeneration, tissue engineering, clinical outcomes research, and cluster randomization trials.

Don Wright Faculty of Music. As explained later in this document, the performance area is critical to the success of all areas of the Don Wright Faculty of Music. UPIF recommendations will support two additional appointments in the area of performance during the four-year planning cycle: one in voice and the other in wind conducting.

Faculty of Science. A key priority and accomplishment of the Faculty of Science in recent years has been the creation of the Department of Biology. UPIF recommendations will support the appointment of an outstanding founding Chair of the Department, expected to be appointed from outside the University. In addition, UPIF funding is being recommended to appoint a Career Development Officer in the Faculty as part of a new initiative focused for the first time on the employment placement of graduates of the Faculty. Additional UPIF funds are being recommended in support of the Western Environmental Science and Engineering Institute (WESERI) and for the appointment of 18 Graduate Teaching Assistants, crucial for both graduate education and research.

Faculty of Social Science. The growth and development of the Bachelor of Administrative and Commercial Studies program (BACS) has been a key feature of the Faculty of Social Science. It is critical that this popular undergraduate program be supported by full-time members of faculty whose scholarly interests provide its foundation and who are connected

---

to the disciplinary research in the Faculty. UPIF recommendations will support two faculty appointments associated with the BACS program, one jointly with Economics, and the other with Sociology. A third UPIF recommendation is for a faculty appointment in the area of bio-archaeology in the Department of Anthropology.

Centre for Women's Studies and Feminist Research. The UPIF recommendation will supplement existing resources to appoint a full-time, limited-term member of faculty in 2004-05. The position is intended to help consolidate recent successes in the Centre's educational programs by providing additional teaching and counselling resources.

Other UPIF Allocations. As described later in this document, additional recommendations from UPIF will support the integrated initiative for faculty recruitment and retention, in particular the recruitment and retention of female members of faculty.

**UPIF for Support Units.** For Support Units, the total available UPIF funding over the four-year planning period is \$2.8M. UPIF recommendations for Support Units are as follows:

Information Technology Services. The recommendations will provide funding for four staff positions to support expansion of all aspects of IT-related activities on campus -- in particular, expansions of the University's network/backbone support and general university computer labs.

Libraries. UPIF recommendations will provide funding for five staff positions, including two positions in support of the new Teaching Support Centre (TSC). The TSC, described later in this document, is a collaborative initiative being supported by the Libraries, the Educational Development Office, and Information Technology Services, and will provide our faculty with the necessary support to enhance their teaching with new and innovative methodologies.

Registrar's Office. The recommendations include funding for two academic counsellors, out-of-province student recruitment initiatives, and international student recruitment initiatives.

Office of Institutional Planning and Budgeting . UPIF funding is being recommended for a staff position in support of the University's data warehouse initiative.

Financial Services. The recommendations will support two staff positions – one in the area of Information Systems and the other in Purchasing.

Human Resources. UPIF funding is being recommended for two staff positions – one in the area of Wellness Promotion and the other in Staff Development. Additional funding is being recommended in support of other staff development/recognition initiatives.

*Physical Plant and Capital Planning Services.* The recommendations will support new initiatives in safety-related inspections and the maintenance of the University's police/security services.

*Research Western.* UPIF funding is being recommended in support of staff positions in the areas of information systems and data analysis, communications, tri-council project support, and industry liaison.

*Communications and Public Affairs.* Recommendations from UPIF are being made for staff positions that will support communications activities in the Faculties.

### **Canada Research Chairs (CRCs)**

The recommendations for Canada Research Chairs during the four-year planning cycle are summarized in Table 4.

### **An Initiative on Faculty Recruitment, Retention, and Support: Female Members of Faculty**

The recruitment and retention of female members of faculty remains a challenge at Western. Despite many years of discussion, sincere declarations of intent, and honest efforts to improve the situation, the representation of women in most of Western's Faculties remains below the levels of other similar universities and falls short of our aspirations as a community. It is essential that Western be seen as a welcoming place for female faculty if we are to meet the challenges of overall faculty recruitment and retention. Developing such a welcoming environment should be seen as one of Western's highest priorities in the coming four years. Not only is this objective a matter of equity in our community but, purely from the view of enlightened self-interest, failure to attract successfully the best new female members of faculty and to retain them on our campus will place the University at a dramatic disadvantage in the upcoming decade -- a period in which the challenge of faculty renewal will reach unprecedented levels.

The spring 2002 University budget document included a commitment to come forward this year with an integrated proposal to address the issues of recruitment, retention, and support of members of faculty, with a particular emphasis on women. In the same document, funding was provided for the creation of the new position, Vice-Provost (Policy, Planning, and Faculty), for whom this area would be a key responsibility. Based on discussions with the Deans and others in the Western community over the past year, and especially in the recent planning cycle, the following proposal has been developed:

#### **1. Coordinated Central Support for Recruitment and Retention**

Under the direction of the Vice-Provost (Policy, Planning, and Faculty) and in consultation with the Faculties and other existing resources (e.g. Educational Development Office, Office

---



of Faculty Relations, Instructional Technology Resource Centre in ITS, and Research Western), a program of central support for a variety of recruitment and retention initiatives will be established in the coming year. This program will be supported by a new staff position with funding allocated last year. Areas of support might include common recruitment material relating to university services, assistance with spousal employment placement in the London community, and provision of information and contacts related to family housing, schools, daycare, and elder care.

## **2. Targetted Financial Support for Recruitment and Retention of Women**

An allocation of \$50,000 new base funding per year (from UPIF) and \$75,000 one-time funds in each of the four years 2003-07 (from the Provost's Academic Support Fund -- PASF) is being set aside for support of individual cases of recruitment and retention of tenured/probationary female members of faculty. These funds will be available to respond to requests from Deans in cases requiring bridge funding, salary differentials or additional start-up funding in response to market forces, additional salary funds to allow for a mid-career appointment, market adjustments in aid of retention, and other expenses associated with recruitment and retention. In all cases, this support would supplement base funding for faculty positions already available in the Faculty. Such a flexible program has been used informally for the past few years with PASF funding and has been very effective.

## **3. A Program of Funding for Recruitment and Retention based on the Successful Appointment of Women**

The challenges of recruiting and retaining the most highly qualified women often require special efforts. These challenges are particularly daunting in disciplines where women continue to be under-represented in the applicant pool. However, these challenges are also present in all disciplines where the highly-qualified female candidates for tenured/probationary positions are much sought after and offered very attractive employment conditions. If Western is to compete effectively for these candidates, Deans must be given the additional resources to offer competitive packages and to move nimbly and effectively to recruit and retain highly-qualified individuals.

In order to provide some of these resources, it is being recommended that, where a selection process has identified a woman as the candidate of choice for a tenured/probationary position and that individual is successfully appointed, a sum equivalent to 50% of her first year's salary and benefits will be allocated to the Faculty as one-time funds. These funds can be used entirely at the discretion of the Dean; where they are not utilized directly in the recruitment of the individual, it is expected that they will support general recruitment and retention programs, including, for example, mentoring programs in teaching or research, course relief for junior members of faculty, or special programs directed at the challenges of sustaining diversity in the academy. A sum of \$300,000 in one-time funds is being set aside in each year of the four-year planning period and will be supplemented by PASF funds, as necessary.

#### **4. The Development of Programs of Recruitment and Retention by Each Faculty, including a Focus on Equity and Gender**

Although the financial and operational support offered by this program will be critical to its success in individual cases, a broader goal must be to foster a culture across the University that clearly welcomes and supports the academic aspirations of women and members of faculty from diverse backgrounds. In part, such a culture will develop as a function of our success in achieving a critical mass of women and members of visible minorities in the professoriate at Western. It will also be important, however, that Faculties, Departments, and Schools discuss this issue and develop local programs and plans to improve the recruitment and retention of all our faculty with a special emphasis on supporting diversity.

In an effort to facilitate such discussions and the development of plans across campus, Faculties wishing to take advantage of the elements of the programs described in this section will be invited to submit to the Vice-Provost (Policy, Planning, and Faculty) a report describing the Faculty's approach to recruitment and retention, including efforts that focus particularly on the appointment and support of women. It is likely that each Faculty's approach will be distinctive but it is expected the plans might include:

- mentoring programs, especially in undergraduate teaching and graduate student supervision;
- support and encouragement for the preparation of research grant applications;
- special approaches to the recruitment of women;
- course relief in the first year(s) of a probationary appointment; and
- the offering of programs of support and education regarding equity issues for members of selection and promotion and tenure committees.

Finally, for many years the **Centre for Women's Studies and Feminist Research** has served as a critical group and symbol for many of Western's female faculty -- representing one part of the University's commitment to embracing their place in the academic community. In recognition of the Centre's most recent successes in undergraduate education, UPIF will support the appointment of a full-time limited-term position in the Centre in 2004-05.

This broad initiative in recruitment and retention will be evaluated on at least two levels: first, the nature of the Faculty-specific plans and programs will be one measure of success; second, and more directly, Western's established annual report on the appointment and retention of women members of faculty will be used to evaluate the program's success over the coming four years. The continuation of the program will be contingent on the results of this evaluation.

#### **Additional Investment in the Don Wright Faculty of Music**

Western's Faculty of Music -- since 2002, the Don Wright Faculty of Music -- has long held the position as the home of some of Canada's best programs. The Don Wright Faculty features a comprehensive program of education, scholarship, and performance. Beyond its internal

---

activities in education and research, the Faculty is recognized as a key element of Western's artistic and cultural community. In recent years, there has been a marked trend in the Faculty to expand its collaboration with other areas of the University, including key partnerships with the Faculty of Information and Media Studies, and the offering of many new courses for non-Music students.

Although justifiably proud of all aspects of its operations, a cornerstone of the Faculty, as it is for any leading university school of music, must be its performance programs: in order to attract the very best students in all domains, they must be offered the highest quality instruction opportunity for performance practice with members of faculty who are accomplished performers. One-to-one performance classes are an essential part of such a program, as are intensive ensemble opportunities. The performance aspects of the Don Wright Faculty also enrich our community, making Western and London a more attractive place to live, study, and work.

Sustaining such a program in Music is relatively expensive. At the same time, unlike in some other high-cost programs, the employment opportunities and competitive realities make it impractical and inappropriate to consider asking students in the program to cover, with increased tuition fees, a significantly greater portion of the costs of their education.

Given these considerations, and with of the objective of sustaining the Don Wright Faculty's position as one of Canada's leading university schools of music, it is being recommended that a modest allocation of \$37,500 in base funding be made in each of the next four years. This special funding will only alleviate, certainly not eliminate, the challenges faced by the Faculty. In the absence of such an allocation, however, it is felt that the only option would be to substantially degrade the performance aspects of the Faculty's operations, requiring a significant rethinking of Western's aspirations in this domain.

### **Additional Investments in the Faculties of Arts, Science, and Social Science**

The fiscal environment of the past decade has challenged all of our Faculties' efforts to offer quality educational programs in the face of substantial declines in the real dollars available to support the education of each of our undergraduate and graduate students. As great as this challenge has been, it has been equally difficult, perhaps even more so, to protect the time and energy required to conduct scholarship and research, the critical partner to education in the University's mission. Addressing in part the direct costs of enrolment changes across Faculties, the Enrolment Contingent Fund (ECF) has provided a mechanism to ensure that funds flow differentially to programs experiencing growth in teaching demands. Even with ECF, however, program growth in some areas has been so substantial that additional allocations have been necessary, especially to protect research in the affected Faculties. So, for example, past University budgets have included allocations of targeted program expansion funding associated with Access to Opportunities (ATOP) in Engineering and Computer Science, parallel programs in Education, Nursing, and Medicine, and special base allocations in addition to ECF recognizing growth in the BHSc program.

---

Looking forward, the majority of projected enrolment increases, both through additional intake and higher retention, will be in programs that do not have fixed enrolment caps -- including many programs in the Faculties of Arts, Science, and Social Science. As a result, the majority of increased teaching will occur in these three Faculties. Although much of this teaching will be a product of enrolment expansions in these Faculties, a substantial portion of the additional teaching will be in support of students enrolled in programs elsewhere, e.g. Engineering, BHSc, and MIT. Although ECF/ICF funds will support the direct costs of the associated expansion, the scale of the increased teaching activity in the four-year planning cycle could affect scholarship in Arts, Science, and Social Science.

It is in the interest of the entire University that we protect as much as possible scholarship and graduate education in these Faculties. Arts, Science, and Social Science will continue to represent a large part of our academic foundation, supporting critical research both within their Departments and in collaboration with other Faculties, at the same time as they shoulder the lion's share of increased teaching in the coming years. As a result, it is being recommended that a base allocation of \$100,000 per year be made to each of Science and Social Science, and of \$62,500 per year to Arts, for the period 2003-07.

### **The Teaching Support Centre (TSC)**

Funding is recommended for the establishment of the Teaching Support Centre. The Centre is a natural evolution of a variety of existing successful programs in a number of support units and responds to increasing demand from course instructors for greater institutional support. The initiative will enhance the educational experience of our students and contribute to the success of our faculty and their retention at Western.

The TSC, a collaborative initiative supported by the Libraries, the Educational Development Office (EDO), and Information Technology Services (ITS), will provide a common point of access through which faculty members and TAs are provided with technology and staff resources to support teaching activities. The TSC will:

- provide easy one-stop support for faculty members and TAs who wish to develop technological and information retrieval skills relevant to their teaching and research activities;
- support curriculum design and enhance teaching effectiveness by offering instructional design services for faculty members seeking assistance in course development;
- provide support for university-wide teaching initiatives such as the introduction of plagiarism detection software and academic integrity software; and
- assist new faculty members to integrate into the scholarly community by enhancing the faculty mentor program that provides resources in support of teaching and research.

It is recommended that resources, both operating and capital, be made available to support the TSC. In the spring 2002 budget, a sum of \$45,000 in base funds was allocated as seed money

---

for the project; it is now recommended that the following additional allocations be made over the four-year planning period in support of the TSC:

- base UPIF funding for two staff positions in the Libraries (\$110,500);
- one-time funding in support of computing equipment to ITS (\$50,000); and
- one-time funding of \$20,000 per year to the EDO for teaching support initiatives, including the enhanced faculty mentoring program.

### **Operating Costs of New Facilities**

With the completion of our SuperBuild facilities, the University's space inventory will increase by over 320,000 useable sq. ft. by the end of 2004-05. The direct costs of operating the facilities (i.e. cleaning and maintenance) must be funded. It is recommended that base allocations of \$485,000 in 2003-04 and \$275,000 in 2004-05 be provided to the Physical Plant Department to cover the direct operating costs of new facilities.

### **Expansion-related Allocations to Support Units**

All aspects of Western's activities and infrastructure -- enrolments/teaching, research activity, employment, and physical space -- are in the midst of significant expansion. This expansion has a direct impact on the ability of those units to maintain and enhance the various services they provide to the University community. It is therefore recommended that an Expansion-related One-Time Funding Mechanism be implemented for the four-year planning period, based on the following principles:

- funding should be based on growth in the areas -- i.e. enrolments, research activity, employment, and physical space;
- funding should be allocated annually as one-time funds as a function of growth in each of the four areas;
- at the end of the current four-year planning period, based on an assessment of the state of activity in the four areas, the Vice-Presidents could recommend that some or all of the funding be converted to base;
- the allocation mechanism should recognize the differential impact of growth in each of the four areas on the various support units. For example, growth in research activity will have a greater impact on the Finance Department than on the Registrar's Office; and
- the level of funding to be distributed in association with growth in each of the four areas should take into account already existing funding commitments (e.g. operating costs of new facilities, central funding of general university computer labs).

A detailed allocation mechanism, using the above principles, has been reviewed and approved by the Vice-Presidents responsible for the support units. Current estimates project this fund to be \$613,000 in 2003-04, and the fund is projected to grow to \$2 million in 2006-07. Actual allocations to the units will be finalized in-year when data on enrolments, research, employment, and space are available. These additional funds will provide our support units

---

with budgetary flexibility to pursue the priorities identified in their Operational Plans but are not being funded through UPIF.

#### **D. Update on Current Year's Budget (i.e. 2002-03)**

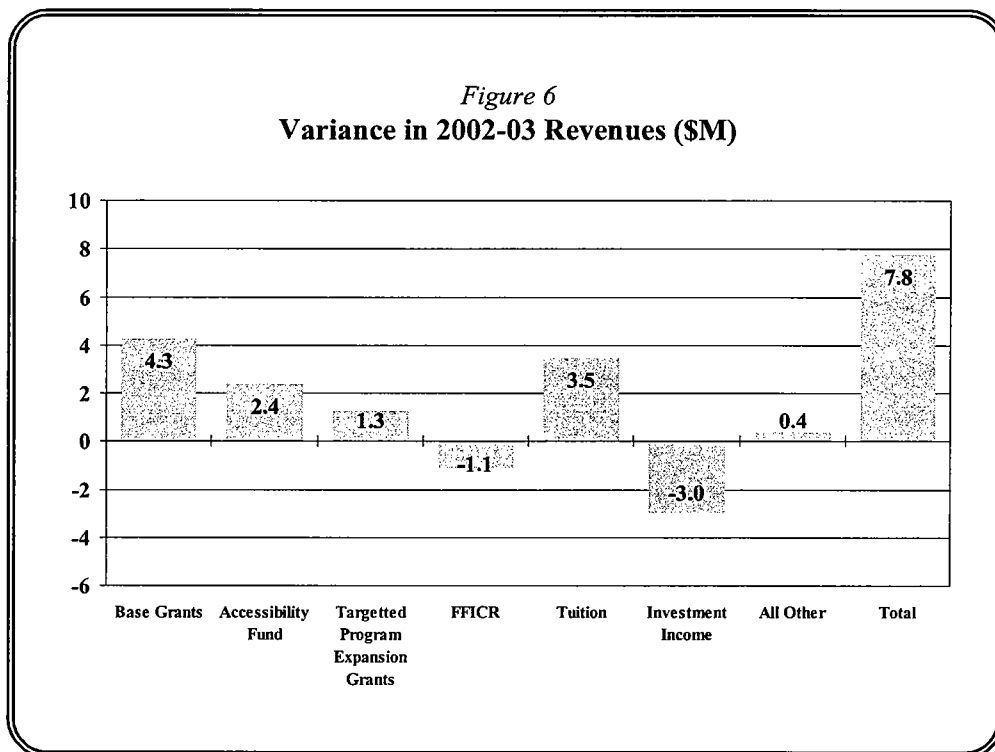
Figures 6 and 7 summarize the variance in the 2002-03 operating revenues and expenditures -- the difference between current estimates of 2002-03 revenues and expenditures and the 2002-03 revenues and expenditures approved by the Board of Governors in May of 2002.

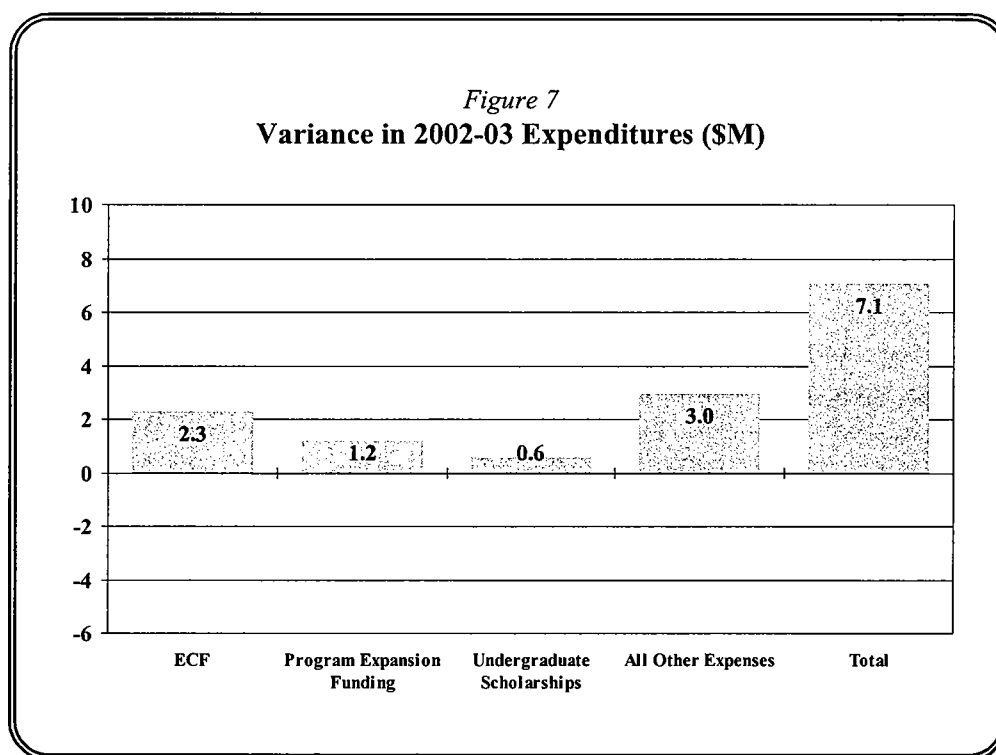
##### Revenues

- Base grant funding is higher by \$4.3 million because the government has transferred the 2001-02 Accessibility Fund into the base grants. The \$4.3 million includes the discounted amount actually allocated in 2001-02 as well as a "catch-up" adjustment (to compensate for the discounting in 2001-02) made in 2002-03.
- As described in section B earlier in this document, due to two changes – the commitment of "full average funding" by the government and higher-than-projected enrolments – the Accessibility Fund allocation is estimated to be higher by \$2.4 million.
- Targetted program expansion grants are higher by \$1.3 million primarily because of a one-time start-up grant (in support of expansion of the MD program) which was allocated after the approval of the 2002-03 University budget.
- Western's share of the initial allocation of the Federal Funding for Indirect Costs of Research (FFICR) in 2001-02 was estimated to be \$6.5 million. In the details that followed, Western's share was lowered to \$5.4 million. The difference of \$1.1 million is shown as a negative adjustment in 2002-03.
- Tuition revenues are \$3.5 million higher than the amount projected due to higher-than-projected enrolments. Total enrolment was 750 FTEs more than the projected figure, due to continuing increases in year-to-year retention rates and a greater proportion of students pursuing a four-year undergraduate degree. International student enrolments were also higher than projected, by 84 students.
- As described in section B earlier in this document, due to the downturn in equity markets, the investment income allocation to the operating budget was reduced from the original \$4 million to \$1 million.
- The net change of all other revenues was an increase of approximately \$400,000, resulting in total revenues for 2002-03 estimated to be \$7.8 million higher than the amount approved by the Board of Governors in May 2002.

Expenditures

- A total of \$2.3 million in additional Enrolment Contingent Funding (ECF) has been allocated to the Faculties in direct response to the teaching pressures that resulted from the higher-than-anticipated enrolments.
- A sum of \$1.2 million from the additional government funding associated with the expansion of the MD program is being allocated in direct support of the expansion.
- As a result of higher-than-anticipated “scholarship-eligible” students, the undergraduate scholarship budget is \$600,000 higher than the initial budget.
- The net change in all other expenditures was an increase of \$3 million, resulting in total expenditures for 2002-03 estimated to be \$7.1 million higher than the amount approved by the Board in May 2002.





**E. Four-Year Operating Budget Outlook**

As indicated earlier in this document, 2003-04 is the initial year of Western’s first four-year planning cycle. This budget document seeks formal approval of the first round of UPIF recommendations covering the full four-year planning period but all other approvals cover only the annual 2003-04 budget. These recommendations – both for the 2003-04 budget and for the first round of UPIF – have been guided by projections of operating revenues and expenditures for the full four-year planning period. These projections respect the requirement of an operating reserve at the Board-mandated level at the end of the four-year cycle. Over the course of a multi-year budget plan, the detailed underlying assumptions are critical -- minor variations in assumptions can have a significant cumulative impact over the full planning period. Table 1 summarizes the current status of the Four-Year Operating Budget Outlook. The major assumptions underlying the four-year outlook are as follows:

Revenues

- The Provincial Government’s Accessibility Fund will continue during the four-year planning period, and “full average funding” for undergraduate enrolment growth will be provided.



- 
- The recently-announced Federal Funding for Indirect Costs of Research (FFICR) will continue during the four-year planning period at least at the current levels.
  - The Provincial Government will meet its future commitments for targeted program expansion funding.
  - All other government grants will be maintained at least at current levels.
  - Enrolment projections (shown in Table 19) underlying the tuition revenue projections will be achieved.
  - Although multi-year commitments are not possible, overall tuition fee level increases are expected to be more or less consistent with increases in recent years.
  - Performance in the equity markets will improve, and we will be able to draw the projected \$4 million from this source in the last two years of the planning period.

#### Expenditures

- ECF and ICF projections are a function of enrolment/teaching levels, and are based on the enrolment projections shown in Table 19.
- Increases in non-salary costs for most major corporate line items (e.g. physical plant utilities, insurance, central information systems costs) will not exceed basic inflation.
- Provision for reasonable increases in employee salary and benefit costs.

#### Net Position and Operating Reserve

- As can be seen in line 37 of Table 1, the Operating Reserve is projected to be \$5.3 million at the end of the current year (i.e. 2002-03). The reserve grows modestly over the next three years and is projected to be near the Board-mandated level of \$2.5 million at the end of the four-year planning period.
- It should be reiterated that, as indicated above, minor variations in the assumptions of multi-year budget projections can have a significant cumulative impact on the bottom line – i.e. the Operating Reserve.

The projections shown in Table 1 will be updated regularly and will be included in the next three cycles of the four-year planning period. As indicated earlier, final authority for the budget decisions rests with the Board of Governors – and it should be noted that variations in revenue/expenditure projections that have a significant impact on the four-year budget model may require in-year adjustments to unit budgets during the planning period.

The four-year outlook includes an in-year deficit of \$5.6M in 2006-07. This outcome is a function of the fact that cost increases in the early years of the four-year plan are covered in large part by revenue associated with increased enrolment. Enrolments stabilize near the end of the cycle; undergraduate annual intake will, in fact, decline modestly. Associated revenue increases will cease but unavoidable cost increases will continue. Although other increased revenue sources may emerge (e.g. unallocated investment revenue arising from market recovery and additional government funding for inflation and quality improvements), it would be imprudent to build them into the current outlook. In the absence of such funding, annual budgets near the end of the four-year cycle will need to include the additional expenditure constraints required to avoid a large in-year deficit.

## **F. 2003-04 Operating Revenues**

Total Operating Revenues are projected to increase by 8.2% as shown in Table 5.

### **1. Government Grants**

As described earlier in this document, the Province has committed to full average funding for additional undergraduate students through the Accessibility Fund. As shown in line 3 of Table 5, it is projected that Western's allocation from this source will be nearly \$13.1 million in 2003-04. In addition, as described earlier, it is estimated that the recently-announced Federal Funding for Indirect Costs of Research (FFICR) will provide Western with \$6 million in much-needed support in 2003-04.

### **2. Tuition Fees**

Tuition fee recommendations for 2003-04 are shown in Tables 18a and 18b.

Although, in response to the wishes expressed by the university community when considering the 2002-03 budget recommendations, consideration has been given to multi-year recommendations of tuition fees, it was concluded that only single-year proposals were feasible. As indicated in the preamble to this document, the key determinants of the University's revenues and expenses remain uncertain. In the absence of stability and with little or no real control over decisions related to government grants, investment income, and some of our key expenses (e.g. utilities costs), it would be impractical to constrain flexibility over a number of years in this limited revenue domain.

Tuition fees will continue to be set on an annual basis. As can be seen from this year's planned recommendations and the recent history of tuition increases at Western, significant increases have been limited to relatively few of the deregulated programs.

### **Tuition Fees for Canadian Students**

Undergraduate First-Entry Programs. Tuition fees are recommended to increase by 1.8% for all of the regulated programs in this category.

For Engineering, a deregulated program, a fee increase of 14.2% is recommended. Western's Engineering tuition fees are currently lower than those at Queen's, Toronto, and Waterloo, where significant increases are anticipated. The proposed tuition increase will leave Western's fees at a level comparable to those in most similar programs while still lower than some in the province. The resulting new revenue also will allow for substantial additional investment to enhance the quality of our programs in Engineering.

The proposed 2003-04 Engineering tuition is higher than the level anticipated by the Board in the 2001-02 budget because costs in Engineering programs continue to be high and our existing revenues are not sufficient to support the program. We feel that the proposed tuition fees would be in line with similar programs and is justified by the exceptional educational experience of students in Engineering. The recommendation from the Dean of Engineering is based on the following rationale:

- Western Engineering is striving to be one of the top five Engineering schools in the country;
- The curricula have been radically enhanced, with many improvements and options, and the innovative "Engineering Design" experience has been expanded;
- Western Engineering has made a commitment to limit the size of classes in order to ensure the best possible education and to take full advantage of the considerable research expertise of the faculty to the direct benefit of the Engineering undergraduate students by better integrating research and teaching;
- Engineering is committed to hiring and retaining the best professors in the country;
- The Faculty is developing a vigorous "Student Services" program and, in particular, is expanding the Career Development Centre;
- The Summer Co-op Initiative will assist students in securing better summer jobs which provide valuable engineering experiences;
- The Accelerated Masters Program is another initiative that allows the integration of undergraduate and graduate education;
- The Faculty has made major investments in improving its physical infrastructure and the results are having a significant impact in enhancing the Faculty's reputation;
- Overall, the Faculty is investing substantial resources to improve the quality and effectiveness of all programs, to the direct benefit of Engineering students.

In order to continue these initiatives and to further enhance the Engineering students' educational experience, the recommended tuition fees are a critical source of the necessary resources. Even at the proposed 2003-04 level of \$5,950, we believe that Western's Engineering tuition would be substantially lower than at Queen's, Toronto, and Waterloo.

Tuition for the new joint Western/Fanshawe degree/diploma program in Media, Theory, and Production is recommended to be \$5,300.

Undergraduate Second-Entry Programs. Tuition recommendations in this diverse category vary as a function of local considerations.

- Tuition for Communication Sciences and Disorders, Physical Therapy, Education, and the MD program increases by 2%;
- Tuition for entry-year HBA increases by 12.5%;
- Tuition for entry-year DDS increases by 9.1%; and
- Tuition for the LLB program increases by 14.7%.

The increases in the HBA, DDS, and the LLB will result in substantial base budget investments in those programs, directed at initiatives that will sustain and enhance the students' educational experiences. In all cases, these initiatives include the retention and recruitment of outstanding faculty. Other examples of recent initiatives in these programs include:

Faculty of Law

- numerous technology-related initiatives, including installation of a wireless network (the only Law School in Canada to do so), installation of "smart" equipment in all of its classrooms, re-wiring of all classrooms to permit the use of laptop computers;
- development of an Aboriginal Tutorial Program;
- sponsorship of student conferences within the Law School;
- travel assistance to students going on exchanges;
- increased student financial aid, in the form of additional research/teaching assistance;
- enhancement of the Career Development Office; and
- the introduction of LAWSYS – a software package that allows Law students to manage their program/courses in a more flexible and efficient manner.

Faculty of Medicine and Dentistry

- enhancement of equipment and facilities in the Learning Resource Centre and Computer-based Learning Centre;
- increased resources to the Undergraduate Education Office;
- increased support for HIPPO, the Medical Student Council;
- upgrades to instructional facilities; and
- increased support for clinical education.

Richard Ivey School of Business

- teaching-related technology initiatives, including a wireless network;
- upgrades to instructional facilities;
- hiring of additional faculty;
- enhancement of career development initiatives; and
- additional student financial aid.

Category 1 Graduate Programs. Tuition fees are being recommended to increase by 2%, except for the MSc programs in Occupational Therapy, Physical Therapy, Communication Sciences and Disorders, and Nursing where fees are already above those in other category 1 programs and will not, therefore, be increased in 2003-04.

Category 2 Graduate Programs. In all programs except the MBA, Orthodontics, and Family Medicine, it is recommended that tuition fees be increased by 2%. On the basis of program quality and costs, and competitive considerations, it is recommended that the MBA tuition fees be increased by 12% for year 1 and 6.4% for year 2.

Concurrent Programs. Table 18b contains the proposed 2003-04 tuition fees for concurrent programs, set according to the approach used in previous years. Our recommendation will result in overall tuition fees for the concurrent programs (i.e. over the entire program) that will be significantly less than the cost of taking the programs sequentially. In addition, the students graduating from concurrent programs will receive two degrees in a shorter time frame – usually in one fewer year of study.

### **Tuition Fees for International Students**

Recommended tuition fees for international students are shown in Table 18a and the increases range from 0% to 12.5%. Western will remain in the mid-range of Ontario universities with regard to tuition fees for international students.

### **Projected Enrolment Levels**

Tuition revenue is determined both by fee rates and enrolment levels. The enrolment projections approved by SUEPP (SCUP's Subcommittee on Enrolment Planning and Policy) are shown in Table 19. For 2003-04, full-time undergraduate enrolment is projected to increase by 5.3% and full-time graduate enrolment is projected to increase by 7.2%. Total enrolment – both full- and part-time – is projected to grow by 5.1%.

### **Tuition Revenues**

As shown in line 20 of Table 5, overall tuition revenue is projected to increase by 8.5%. Tuition revenue from self-funded programs flows directly to these programs and is not available for general expenditures. Regular tuition revenue is expected to increase by 9.1%.

## **3. All Other Revenues**

Major items to note in other revenues include: the Canada Research Chairs (CRCs), Transfer from Affiliated Colleges, Investment Income, and Contributions from Ancillaries and Other Operations.

- To-date, Western has received funding for 20 CRCs. For 2003-04, funding for an additional 15 CRCs is anticipated – increasing the total funding from this source to \$5.4 million. Table 4 summarizes the CRC allocations to Western.
- The increase in the Transfer from the Affiliated Colleges – which is payment for services and teaching provided to their students – is primarily due to projected increases in enrolment at the Colleges.
- As indicated earlier in this document, due to the significant downturn in equity markets, no funds are available from our investment funds in 2003-04.
- Western’s ancillary units generate substantial revenue to the University Operating Budget by way of direct contributions and charges for facilities and services. In 2003-04, these units will contribute nearly \$10 million.

## **G. 2003-04 Budget Recommendations for Faculties**

Table 6 shows the 2003-04 base budget recommendations for Western’s Faculties. Final 2003-04 base budgets are the net result of the following:

- starting base budget, adjusted to provide for University-level cost increases;
- faculty turnover recovery;
- UPIF allocations;
- other investments, including tuition-based investments and program expansion funding;
- conversion of Enrolment Contingent Funds (ECF) to base budget; and
- the allocation of funds associated with CRC appointments.

In addition, Faculties teaching students in first-entry undergraduate programs will be allocated substantial funding from the Increased Cohort Fund (ICF). The ICF is described later in this section.

The net result of the various selective investments is an overall allocation to the Faculties in 2003-04 that is 3.8% higher than in 2002-03 (see line 34 of Table 6). These final allocations will provide Faculties with substantially greater flexibility for internal allocation of funds in 2003-04 than anticipated in their original planning submissions.

### **1. The Faculty Turnover Recovery Policy**

Introduced in 2001-02, the Faculty Turnover Recovery Policy returns the greater of \$54,000 or 60% of the retiree’s salary to the Faculty budget.

## 2. Enrolment Contingent Fund (ECF)

**A Brief History.** The ECF is now a well-established feature of Western's annual budgeting process, and over the past five years ECF has had a significant differential impact on the allocation of funds across Faculties as a result of shifts in undergraduate teaching and graduate enrolment patterns across campus.

The ECF was introduced in 1997-98 to respond to shifts in enrolments and teaching across the University and to recognize efforts by academic units to attract and accommodate students in their classes, *irrespective of their programs of registration*. The ECF provides annual funds to the academic units based on growth in Weighted Teaching Units (WTUs) over pre-established baseline WTUs for each Faculty. The baseline for each Faculty was set as the lower of: (a) the average of the 1994-95, 1995-96, and 1996-97 WTUs or (b) the 1996-97 WTUs. In recognition of recent enrolment and teaching patterns within the Faculties of Arts and Social Science, the ECF baseline for these Faculties was further reduced, providing them with a greater opportunity to receive funds from ECF.

Two modifications to the ECF funding formula were implemented in 2001-02:

- i. The incorporation of Distance Studies courses into ECF -- similar to summer undergraduate courses; and
- ii. the assignment of the same weights to all undergraduate course registrations. Prior to 2001-02, first-year and general-level course registrations were assigned a weight of 0.2 and honours-level course registrations a weight of 0.4. Effective 2001-02, all undergraduate course registrations were assigned a weight of 0.4, and ECF baselines were adjusted in a "revenue neutral" manner for each Faculty.

Weighted Teaching Units (WTUs) capture overall teaching activity within the Faculties. WTUs incorporate graduate enrolments from programs housed within each Faculty, undergraduate enrolments in professional Faculties, and undergraduate teaching – which is measured by course registrants, irrespective of the students' Faculty/program of registration. The specific weights assigned to the various enrolment categories are:

Undergraduate Course Registrations	0.4	(equates to 2.0 per FTE)
HBA, Education, Law FTEs	2.0	
Medicine (M.D.) FTEs	4.0	
Medical Residents	1.0	
Dentistry (D.D.S.) FTEs	4.0	
Master's FTEs	3.5	
Ph.D. FTEs	7.0	

The following self-funded programs are excluded from WTU calculations: MBA, Executive MBA, International Medical Residents, Faculty of Medicine's Malaysian Exchange Program, National Dental Examining Board Qualifying Program, International

Dentistry (DDS) Students, Additional Qualification enrolments in the Faculty of Education, and all non-credit programs/courses.

An important feature of the ECF is recognition of cross-Faculty teaching by individual members of faculty. If a course offered by a program in Faculty A is taught by a member of Faculty B (i.e. cross-Faculty teaching), the WTUs will be credited to Faculty B and an additional 20% of the WTUs associated with the course will be credited to Faculty A.

**2002-03 ECF Allocations.** Table 13 shows 2002-03 ECF allocations and projections for 2003-04.

**Conversion of ECF Funds to Base Budget.** It has been our intention from the outset that, where changes in enrolment patterns stabilize at higher levels, ECF funding be converted to base operating allocations; such conversions were made in 1999-2000 (\$1 million), 2000-01 (\$1.77 million), 2001-02 (\$1.6 million), and 2002-03 (\$2.05 million). For 2003-04 it is being proposed that an additional \$3.8 million of ECF funding be incorporated into Faculty base budgets, as follows:

<b><u>Proposed ECF to Base Conversion in 2003-04</u></b>	
Arts	\$ 750,000
Business	\$ 200,000
Education	\$ 100,000
Engineering	\$ 500,000
Health Sciences	\$ 300,000
Information and Media Studies	\$ 100,000
Medicine and Dentistry	\$ 250,000
Music	\$ 100,000
Science	\$ 500,000
Social Science	<u>\$1,000,000</u>
Total	\$3,800,000

These conversions, with those of the previous four years, represent a total transfer of \$10.2 million to Faculty base budgets over five years, in addition to the on-going levels of annual ECF.

Column g in Table 6 shows the \$3.8 million in ECF funds which are being incorporated into Faculty base budgets. With this conversion of ECF funds to base budgets, there will be a corresponding increase in the ECF baselines for the appropriate Faculties. In interpreting column g, it is important, therefore, to remember that in all cases, base budget transfers will be offset by a reduction in ECF for 2003-04 relative to that which otherwise would have been allocated; it may well be that these base budget transfers may reduce on-going ECF funding in 2003-04 below the 2002-03 level. Current estimates of 2003-04 enrolments and the associated ECF funds indicate that such an offset will occur in Arts, Business, Education, Engineering, Health Sciences, Medicine and Dentistry, and Music. The



Provost's annual budget recommendation letter to the Faculties included an estimate of the reduction in ongoing ECF funds to the Faculties identified above. Line 15 of Table 6 shows the estimate of ongoing ECF for 2003-04 (excluding the \$3.8 million converted to base budget) is \$8.6 million, about \$210,000 less than in 2002-03. In line 21, which adds ECF and ICF to the Faculty base budgets in line 14, total Faculty budgets increase by about \$5.9 million.

**Enrolments and Teaching Activity.** Enrolments, teaching activity, and WTUs have changed at very different rates in the various Faculties over the past decade. During the severe budgetary stringency of this period, all Faculties have been hard-pressed to manage their budgets and teaching requirements. Figure 1 in Appendix A shows changes in WTUs since 1991-92. The Faculties are distributed into four groups according to the value of WTUs in 2002-03, shown on the vertical axis.

Funds from ECF provide only a partial offset to the full cost of additional students. This is sometimes misunderstood by those who assume that expanding Faculties are having the full costs of their expansion covered by ECF. Figure 2 in Appendix A shows percentage change in WTUs, budgets (measured as base budget + ECF), and budget per WTU between 1991-92 and 2002-03. As the figure illustrates, in the case of Health Sciences and Information and Media Studies, rapid enrolment expansion during the past decade was only partly offset by greater than average budget increases, so that budget per WTU was **reduced** in those Faculties. Conversely, the three Faculties which experienced reduction in enrolments/teaching (Arts, Law, and Social Science) saw their budget per WTU **increased** during the decade. Real funding per student at Western decreased substantially during the past decade, so that all Faculties, those expanding and those contracting, experienced very difficult budgetary constraints.

### 3. **Increased Cohort Fund (ICF)**

In recognition of the substantial growth in enrolments in our first-entry undergraduate programs and the resulting teaching pressures facing our Faculties, **the Increased Cohort Fund (ICF)** was introduced in last year's budget. The ICF is aimed at first-entry undergraduate programs and, in 2002-03, excluded programs funded by direct targeted government program expansion grants – Computer Science, Engineering, and Nursing. In addition, based on enrolment projections from a year ago, which had overall undergraduate enrolments peaking in 2005-06 and declining to lower levels by 2007-08, it was proposed that the ICF be ended in 2008-09.

Our updated enrolment forecasts now indicate that the decline in undergraduate enrolments will be much lower than projected a year ago, largely due to substantial increases in retention rates across all years of study. As a result, our updated forecasts of ICF are substantially higher than those of a year ago. Therefore, three changes are proposed to the ICF:

- 
- a. The distribution of ICF be changed as follows:
    - 10% of ICF be allocated to the GTA budget in the Faculty of Graduate Studies;
    - Of the remaining amount, 20% be distributed to the Faculties based on growth in full-time first-year enrolment and 80% be distributed on the basis of growth in overall undergraduate teaching.
  - b. Both Computer Science and Engineering have reached steady-state in terms of the targetted funding, and therefore it is recommended that they be included in ICF starting in 2004-05; and
  - c. That the Faculty-specific ICF allocations in 2006-07 (excluding the component transferred to the GTA budget in the Faculty of Graduate Studies) be converted to base budget in 2007-08 – i.e. at the end of the four-year planning period.

The revised mechanism for the ICF is as follows:

- The ICF will be allocated to Faculties teaching first-entry undergraduate students, excluding programs that are funded by direct targetted government program expansion grants. At present, only Nursing is in this group excluded from the ICF.
  - The funding will be allocated as one-time funds in each of 2003-04 through 2006-07. The level of ICF in 2006-07 will be converted to base budget in 2007-08.
  - The overall level of the ICF in each of the next four years will be equal to 25% of the forecast for the following year's first-entry undergraduate component of the government's Accessibility Fund. Based on current estimates of enrolments and the Accessibility Fund, the ICF is being set at \$2.9 million for 2003-04.
  - In recognition of the need for increased Graduate Teaching Assistants (GTAs) to support teaching needs associated with the increased undergraduate enrolments, 10% of the ICF (i.e. 10% of the \$2.9 million in 2003-04, or \$290,000) will be allocated to the GTA budget in the Faculty of Graduate Studies.
  - The remaining 90% of the ICF (i.e. \$2.61 million in 2003-04) will be allocated to Faculties on a slip-year basis, as follows:
    - ▶ for the years 2003-04 and 2004-05: 20% based on growth in full-time first-year enrolment over the 2000-01 level and 80% based on growth in total undergraduate course registrations over the 2000-01 level; and
    - ▶ for the years 2005-06 and 2006-07: 100% based on growth in total undergraduate course registrations over the 2000-01 level.
  - The slip-year approach will result in allocation of funds in year X using growth in year X-1 over the baseline year of 2000-01. For example, the 2003-04 ICF
-

allocations will be based on growth (in first-year enrolments and overall undergraduate course registrations) in 2002-03 over the baseline year of 2000-01.

Table 14 summarizes the Faculty-specific one-time ICF allocations for 2003-04.

#### **4. Faculty-specific Base Budget Recommendations for 2003-04**

The base allocations to Faculties include UPIF allocations outlined in section C above, tuition-based investments, program expansion funding, Canada Research Chairs (CRCs), ECF to base conversions, and other additional base budget allocations. As well, all Faculties receive substantial Enrolment Contingent Funding (ECF) and the Faculties teaching first-entry students will receive a share of the Increased Cohort Fund (ICF).

**Faculty of Arts.** The Faculty is being allocated \$75,000 for a UPIF appointment (Visual Culture) and a further allocation of \$62,500 in base funds as indicated in section C above. In addition, a sum of \$750,000 is being converted from ECF to base.

**Richard Ivey School of Business.** The base allocations to the Ivey School include the \$220,000 UPIF allocation in support of the HBA program and the Research Computing Centre, HBA tuition-based investment of \$426,000, and ECF to base conversion of \$200,000.

The HBA tuition-based investment is the allocation of 65% of the incremental tuition revenue (net of the 30% set-aside for student aid), and is contingent on the Board of Governors' approval of the HBA tuition fees for 2003-04 as well as the achievement of projected enrolment levels.

**Faculty of Education.** A sum of \$100,000 is being converted from ECF to base in 2003-04. In addition, the Faculty's budget is supplemented by tuition fee revenues from the self-funded Additional Qualification (AQ) courses.

**Faculty of Engineering.** The Faculty is being allocated \$150,000 from UPIF – for a faculty appointment in Engineering Design and in support of female faculty recruitment. Additional investments include \$384,000 tuition-based investment, a sum of \$500,000 in ECF to base conversion, and \$170,000 in support of a Tier 1 CRC.

The tuition-based investment is the allocation of 65% of the incremental tuition revenue (net of the 30% set-aside for student aid), and is contingent on the Board of Governors' approval of the undergraduate Engineering tuition fees for 2003-04 as well as the achievement of projected enrolment levels.

**Faculty of Graduate Studies.** The Faculty's base budget is supplemented by substantial ECF funds as well as ICF funds in support of additional GTAs.

---

**Faculty of Health Sciences.** The Faculty will receive targetted funding associated with the expansion of the undergraduate Nursing program (\$89,219), a sum of \$300,000 in ECF to base conversion, and \$170,000 for a Tier 1 CRC.

**Faculty of Information and Media Studies.** Base budget allocations to the Faculty include \$75,000 from UPIF in support of a faculty appointment, a sum of \$100,000 in ECF to base conversion, and \$170,000 for a Tier 1 CRC.

**Faculty of Law.** The Faculty is being allocated \$226,000 in LLB tuition-based investment funds in 2003-04. The LLB tuition-based investment is the allocation of 65% of the incremental tuition revenue (net of the 30% set-aside for student aid), and is contingent on the Board of Governors' approval of the LLB tuition fee increase for 2003-04 as well as the achievement of projected enrolment levels.

**Faculty of Medicine and Dentistry.** The Faculty's allocations include \$67,000 in DDS tuition-based investment funds. The DDS tuition-based investment is the allocation of 65% of the incremental tuition revenue (net of the 30% set-aside for student aid), and is contingent on the Board of Governors' approval of the DDS tuition fee increase for 2003-04 as well as the achievement of projected enrolment levels.

Additional allocations include funding for two UPIF appointments (in Neurodegeneration and Tissue Engineering), \$615,411 in targetted funding associated with expansion of the MD program, \$150,000 in MD tuition-based investment, a sum of \$250,000 in ECF to base conversion, four Tier 1 CRCs, and one Tier 2 CRC.

**Don Wright Faculty of Music.** The Faculty is being allocated \$75,000 for a UPIF appointment (in Voice) and a further allocation of \$37,500 in base funds as indicated in section C above. In addition, a sum of \$100,000 is being converted from ECF to base.

**Faculty of Science.** The Faculty is being allocated \$282,125 from UPIF (for an external Chair in Biology, a career development officer, and support for additional GTAs), an additional allocation of \$100,000 in base funds as indicated in section C above, a sum of \$500,000 in ECF to base conversion, two Tier 1 CRCs, and three Tier 2 CRCs.

**Faculty of Social Science.** Allocations to the Faculty include \$76,800 from UPIF for a joint BACS/Economics faculty appointment, an additional allocation of \$100,000 in base funds as indicated in section C above, a sum of \$1 million in ECF to base conversion, and two Tier 1 CRCs.

##### **5. Provost's Academic Support Fund (PASF)**

The PASF is the source of annual one-time funds intended to support specific instructional and research initiatives within the Faculties. Table 17 outlines the initial recommended 2003-04 PASF recommendations, which are all one-time funds. Other academic initiatives

---

will be considered for PASF funding during the year. For information, a detailed accounting of the PASF for 2002-03 is shown in Table 16.

## H. 2003-04 Scholarships and Bursaries

Base budget allocations for student support are shown in Table 7. Overall student support funding is being increased by \$3.9 million in 2003-04. The cumulative impact of this 11.9% increase is shown in Figure 8, and reflects Western's continuing commitment to the financial support of graduate and undergraduate students. Total student support funding has increased from \$4.9 million in 1992-93 to \$36.5 million in 2003-04.

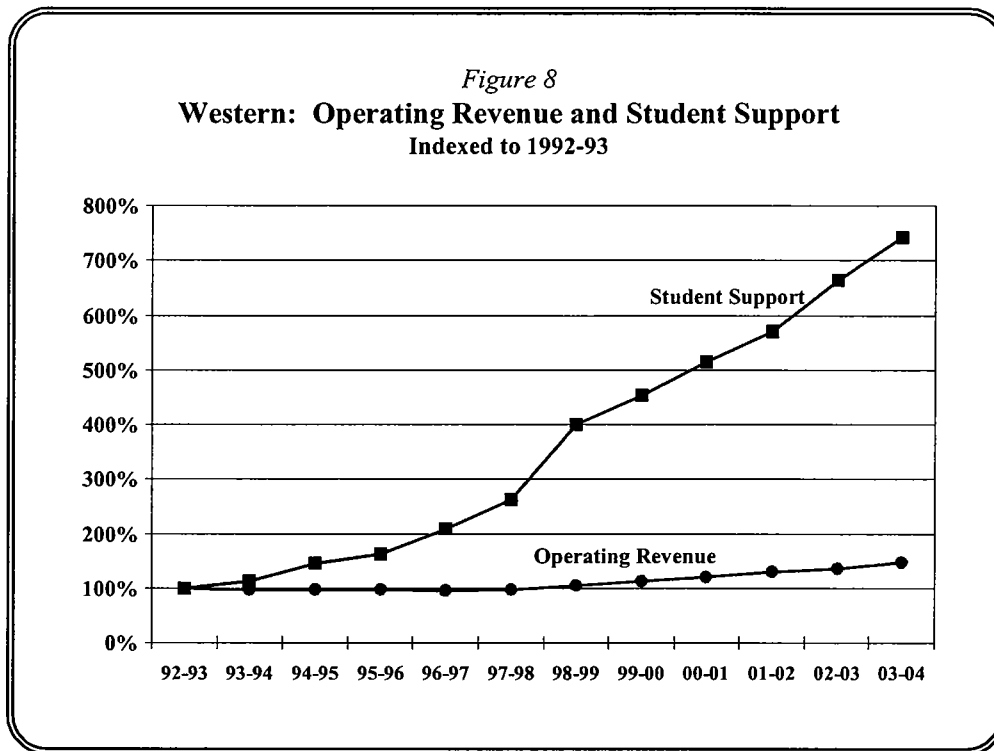
1. **Undergraduate Scholarships.** The base budget for undergraduate scholarships, which was increased substantially in each of the past two years, is being increased by \$837,000 – reflecting the projected increase in scholarship-eligible first-year students.
2. **Needs-based Undergraduate Student Support.** The requirement to set aside 30% of incremental tuition revenue will generate an additional \$1.4 million, bringing the total funding available for needs-based undergraduate student support to over \$12.1 million in 2003-04. These funds will be allocated to students in financial need through the University's work/study program and direct needs-based bursaries.

The needs-based student support funds resulting from the tuition set-aside will be supplemented by other funding sources, including donations and special programming funding from the government – and will be distributed by the Financial Aid Office according to prescribed criteria.

The University is committed to directing the 30% set-aside funds resulting from the high-tuition programs back to students in those programs – conditional only on sufficient demand from students whose financial need meets provincial eligibility criteria.

Under the government's guidelines for the disposition of tuition set-aside funds for student financial aid, 5% will be used to cover the administrative costs of the service.

3. **Graduate Student Support.** Overall graduate student support funding will be increased by more than \$1 million in 2003-04, bringing the total to \$14.7 million. The additional funds are the result of the University commitment to allocate 75% of graduate student tuition revenue (excluding self-funded programs) back to graduate student support.



**I. 2003-04 Budget Recommendations for Support Units**

Table 8 shows the 2003-04 base budget recommendations for support units. Final 2003-04 base budgets for support units are the net result of the following:

- starting base budget, adjusted to provide for University-level cost increases;
- selective new investments from the University Priorities Investment Fund (UPIF);
- other base budget allocations; and
- allocations from the Expansion-related Fund for support units.

**Educational Development Office.** A sum of \$45,000 , initially allocated to the Libraries in last year’s budget, is being transferred to the EDO for the Teaching Support Centre.

**Information Technology Services.** A sum of \$74,500 in UPIF funds is being recommended to support a staff position in the area of backbone/network support.

**Libraries.** UPIF funding (\$110,500) is being recommended for two staff positions – an Electronic Resource Librarian and an Information Literacy Coordinator who will participate directly in the Teaching Support Centre.

**The Registrar’s Office.** A sum of \$65,000 is being recommended to fund the position of an Academic Counsellor.

**Financial Services.** It is being recommended that \$75,000 in UPIF funds be allocated in support of a staff position in the area of information systems.

**Human Resources.** UPIF funding (\$70,000) is being recommended in support of a new staff position – Wellness Information Coordinator.

**Physical Plant.** The recommendations include: \$105,000 from UPIF in support of safety-related facilities inspections initiatives and police/security services and \$485,000 to cover the operating costs of new facilities.

**Research Western.** A sum of \$100,000 in UPIF funds is being allocated in support of additional staffing in the areas of information systems and data analysis and communications.

**Communications and Public Affairs.** It is being recommended that \$100,000 in UPIF funds be allocated for staff appointments that will support communications activities in the Faculties.

**Expansion-related Funding.** As described earlier in this document, all support units will receive additional resources in the form of recurring one-time allocations from the new Expansion-related Funding mechanism. The projected 2003-04 distribution of these funds is shown in Table 15.

**One-time Allocations.** Finally, it should be noted that the support units will receive substantial one-time allocations in 2003-04 – specifically targeted towards special initiatives. Table 10 lists the one-time allocations to support units.

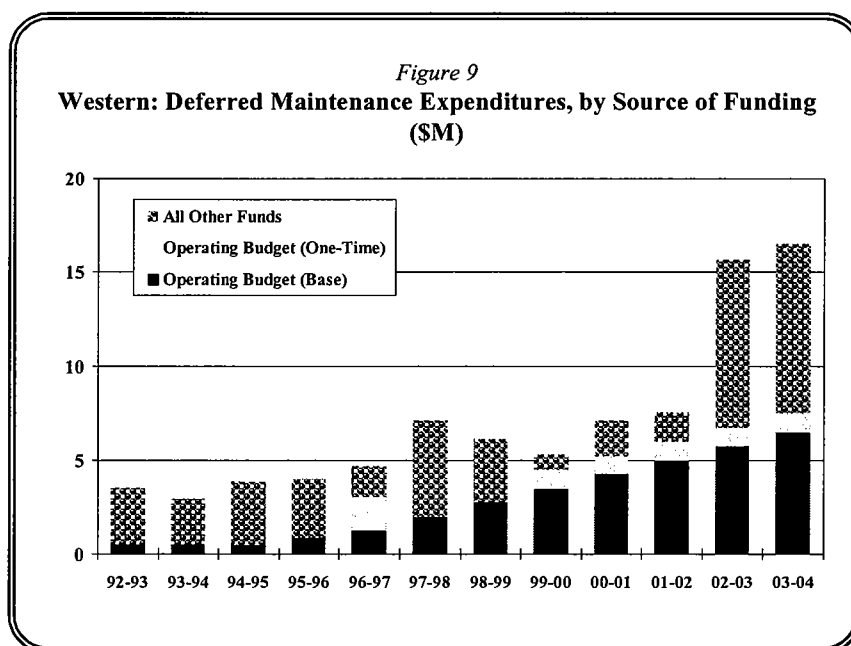
## **J. 2003-04 Corporate Expenditures**

Table 9 summarizes the University's Corporate Expenditures – central expenses that extend across all areas of the University.

- Physical Plant **Utilities** costs increase due to the opening of new facilities in 2003-04.
- The base budget for **Library Acquisitions** is being increased by 5% reflecting the University's commitment in this area.
- As recommended in the University's Strategic Plan, the operating budget commitment to the capital budget in support of **Deferred Maintenance** is being increased by another \$750,000 – bringing the total allocation in 2003-04 to \$6.5 million. These funds will be used to address the University's deferred maintenance backlog and for the renewal of instructional and research facilities across campus. The University's ancillary units also provide additional support to deferred maintenance projects. Overall expenditures on deferred maintenance in 2003-04, which includes funds from sources other than the

University’s operating budget, total over \$16 million – and are detailed in Tables 24 and 25 of the Capital Budget.

- A portion of each CRC award is retained in the central operating budget to support University-wide overhead costs – \$30,000 from each Tier 1 award and \$10,000 from each Tier 2 award. As shown in line 5 of Table 9 (**CRC Transfer to SuperBuild**), 80% of this central overhead fund is being transferred to the Capital Budget in support of SuperBuild projects – in recognition of the fact that the new SuperBuild facilities will help accommodate the space pressures created by the CRC program.
- The **University Systems Replacement Fund** base budget is being increased by 10% reflecting increased annual maintenance costs associated with the University’s corporate database systems, including hardware and software maintenance and purchase costs.
- **Corporate Contingency** is being set at \$950,000 – 0.25% of Operating Revenues.
- The increase in the **Insurance** Budget is a direct result of cost increases.
- **Student Recruitment** continues to be a University priority, and the base budget is being maintained at \$450,000. In addition, substantial one-time allocations are also being made in support of student recruitment.
- With the purchase of the **Siebens-Drake Research Institute** by the University, the previous subsidy contribution is no longer required. The operating costs of the facility, including utilities, are now built into other budget lines.





## **K. One-Time Allocations in 2003-04**

Table 10 lists the one-time allocations for 2003-04. These allocations, totalling more than \$5.8 million, include targetted funding for specific priority initiatives – with most of the funding being directed at the support units.

- A sum of \$1.5 million is allocated in support of Campaign Western fundraising. This fund is derived from an administrative fee on endowments and donations (shown as fundraising revenue in Table 5, line 26) and not from general University operating revenues.
- Last year's budget allocated \$1 million in one-time funds in support of the upgrade of our PeopleSoft database systems to a new version, and it was indicated that additional allocations will be made in each of the next two years. In 2003-04, the second installment of \$1 million in one-time funds is being allocated for this upgrade, which includes upgrading of hardware as well as temporary staffing.
- The previously-approved commitment to invest operating budget funds to improve and expand facilities in Dentistry continues in 2003-04, the final year of a 5-year commitment.
- A commitment was made in the 2001-02 budget document to transfer a portion of the incremental Engineering tuition fee revenue to the capital budget in support of the expansion of the Advanced Technology Centre to create additional space for Engineering. In 2003-04 (year 3 of 10), a sum of \$445,000 is being allocated for this purpose.
- The mechanism introduced in last year's budget which will see the allocation of one-time funds to the Vice-President Research in support of research development and commercialization of intellectual property continues in 2003-04. A sum of \$432,000 is being allocated in 2003-04.
- As indicated earlier in this document, the initiative on faculty recruitment and retention includes the recommendation for the provision of funds to the Faculties equivalent to 50% of the first year's salary and benefits of each new tenured/probationary female faculty appointment. A sum of \$300,000 is being allocated to cover the costs of this particular recommendation; similar allocations will be made in future years.
- A sum of \$250,000 is recommended in support of the costs associated with celebration of the University's 125<sup>th</sup> Anniversary.
- A sum of \$211,000 is being allocated to upgrade hardware and software in Western's general university computer labs.

- The substantial increase in applications for first-year entry into Western's programs has resulted in additional processing and postage costs in the Registrar's Office. A sum of \$190,454 is being allocated to cover these costs.
- A sum of \$150,000 is being allocated to Communications and Public Affairs to support national advertising initiatives.
- Costs associated with the undergraduate curriculum reform initiatives (\$126,700), coordinated by the Registrar's Office, are again being funded on a one-time basis in 2003-04.
- A sum of \$125,000 is being allocated to Information Technology Services to upgrade computing equipment in the Instructional Technology Resource Centre and to install wireless computing capabilities across campus.
- Human Resources is being allocated \$125,000 to cover the costs associated with the reporting requirements of the Federal Contractors Program and to support process re-engineering within the Division.
- Physical Plant is being allocated \$125,000 to support process re-engineering within the Division.
- A sum of \$113,700 is being allocated to the Registrar's Office in support of high school visits and on-campus recruitment activities.
- Last year's budget committed \$100,000 in 2003-04 to the Development Office to maintain staffing levels.
- The Libraries are being allocated a sum of \$71,500 in support of technology initiatives.
- The Registrar's Office is being allocated a sum of \$50,000 in support of enhancing the Summer Academic Orientation program.
- A sum of \$40,000 is being allocated to Advancement Services to develop a new database on international Alumni.
- The Educational Development Office is being allocated a sum of \$26,400 for teaching support initiatives.
- A sum of \$20,000 is being allocated to Alumni Relations to support expanded activities.

## **L. Summary**

Table 11 summarizes the University's Operating Budget for 2003-04. Line 7 shows the provision of funding for anticipated cost increases, which is the net result of provision for employee salary increases, benefit cost variations, and other non-salary costs.

The projected year-end positions for 2002-03 and 2003-04 are shown in line 15. In the current year, a deficit of \$1.8 million is expected; a surplus of \$1.7 million is projected for 2003-04. The Operating Reserve, summarized in Table 12, is projected to increase to \$7 million in 2003-04. As indicated earlier, the multi-year budget plan will see the reserve decline over the planning period due to planned annual deficits and is projected to be near the Board-mandated level of \$2.5 million at the end of the four-year planning period (i.e. in 2006-07).

## **M. Conclusions**

This year's planning process and the discussions with Deans and Budget Unit Heads have provided a clear sense that the multi-year planning process, built on Faculty Academic Plans and Support Unit Operational Plans, provides a powerful mechanism for effective and efficient investment of resources. Even though the University community continues to struggle with increased demands and limited resources, the recommendations in this document reflect exciting growth and development in all areas across the University.

## **N. Annual Planning within the Remainder of the Four-Year Cycle**

The unusually extensive planning done this year within the Faculties, Support Units, and at the University level will provide the foundation for annual updates on the multi-year plan in each of the next three years. It is anticipated that these annual processes will be less onerous than in past years, involving primarily:

- reports on progress on the academic, operational, and budget plans;
- enrolment-based updates on ECF/ICF, tuition-based budget investments, and targeted enrolment expansion initiatives and associated funding;
- updates on expansion-related funding for Support Units;
- further UPIF recommendations; and
- any unanticipated revenue or expense changes.

Units will also be encouraged to review and update their Academic/Operational Plans throughout this period.

Consideration might be given to commencing the next four-year planning process, for the years 2007-11, in the fall of 2005, to provide for a less-demanding time line.

**Table 1**  
**FOUR-YEAR OPERATING BUDGET OUTLOOK (\$M)**

		2002-03	2003-04	2004-05	2005-06	2006-07
1	<b>REVENUES</b>					
2	<b>Government Grants</b>					
3	Base Grants	130.9	130.9	130.9	130.9	130.9
4	Accessibility Fund	7.3	13.1	15.7	15.4	14.7
5	Federal Funding for Indirect Costs of Research	(1.1)	6.0	6.0	6.0	6.0
6	All Other	19.8	20.1	21.5	22.4	22.7
7	<b>Total</b>	<b>156.9</b>	<b>170.1</b>	<b>174.1</b>	<b>174.7</b>	<b>174.3</b>
8	<b>Tuition Revenue</b>	<b>152.9</b>	<b>165.9</b>	<b>176.2</b>	<b>183.4</b>	<b>190.1</b>
9	<b>All Other Revenues</b>					
10	Canada Research Chairs (CRCs)	2.8	5.4	8.4	10.5	10.5
11	Recoverable Salaries	19.5	20.0	20.6	21.2	21.8
12	Investment Income	1.0	0.0	0.0	4.0	4.0
13	All Other	17.9	18.2	20.6	21.1	22.3
14	<b>Total</b>	<b>41.2</b>	<b>43.6</b>	<b>49.6</b>	<b>56.8</b>	<b>58.6</b>
15	<b>Total Revenues</b>	<b>351.0</b>	<b>379.6</b>	<b>399.9</b>	<b>414.9</b>	<b>423.0</b>
16	<b>EXPENDITURES</b>					
17	<b>Faculties</b>					
18	Base Budgets (including UPIF)	151.3	153.0	150.6	147.9	145.3
19	Enrolment Contingent Fund (ECF)	8.8	8.6	10.4	11.3	11.7
20	Increased Cohort Fund (ICF)	0.8	2.9	3.2	3.1	2.9
21	Canada Research Chairs (CRCs)	2.4	4.7	7.3	9.1	9.1
22	All Other	56.8	59.3	61.7	63.9	66.1
23	<b>Total</b>	<b>220.1</b>	<b>228.5</b>	<b>233.2</b>	<b>235.3</b>	<b>235.1</b>
24	<b>Scholarships and Bursaries</b>	<b>32.6</b>	<b>36.5</b>	<b>38.5</b>	<b>40.5</b>	<b>43.0</b>
25	<b>Support Areas</b>					
26	Base Budgets (including UPIF)	52.5	52.4	51.7	51.0	50.2
27	Expansion-related Funding		0.6	1.5	2.0	2.0
28	<b>Total</b>	<b>52.5</b>	<b>53.0</b>	<b>53.2</b>	<b>53.0</b>	<b>52.2</b>
29	<b>Corporate Expenditures</b>	<b>33.3</b>	<b>36.8</b>	<b>40.3</b>	<b>43.0</b>	<b>46.4</b>
30	<b>Provision for Cost Fluctuations</b>	<b>7.4</b>	<b>17.3</b>	<b>26.5</b>	<b>35.0</b>	<b>43.5</b>
31	<b>One-Time Allocations</b>	<b>6.9</b>	<b>5.8</b>	<b>6.8</b>	<b>8.3</b>	<b>8.4</b>
32	<b>Total Expenditures</b>	<b>352.8</b>	<b>377.9</b>	<b>398.5</b>	<b>415.1</b>	<b>428.6</b>
33	<b>REVENUES minus EXPENDITURES</b>	<b>(1.8)</b>	<b>1.7</b>	<b>1.4</b>	<b>(0.2)</b>	<b>(5.6)</b>
34	<b>OPERATING RESERVE</b>					
35	Beginning Operating Reserve	7.1	5.3	7.0	8.4	8.2
36	Surplus / (Deficit) -- from Line 33 above	(1.8)	1.7	1.4	(0.2)	(5.6)
37	<b>Ending Operating Reserve</b>	<b>5.3</b>	<b>7.0</b>	<b>8.4</b>	<b>8.2</b>	<b>2.6</b>

Table 2

## FIRST ROUND OF UPIF RECOMMENDATIONS FOR FACULTIES: 2003-04 to 2006-07

		2003-04	2004-05	2005-06	2006-07	Total
1	<b>Arts</b>					
2	Visual Culture -- 2 Faculty Appointments	75,000	75,000			150,000
3	Ethics -- Faculty Appointment				75,000	75,000
4	Sub-Total	75,000	75,000		75,000	225,000
5	<b>Business</b>					
6	Research Computing Centre	50,000				50,000
7	Support for the HBA Program	170,000	115,000	65,000	70,000	420,000
8	Sub-Total	220,000	115,000	65,000	70,000	470,000
9	<b>Education</b>					
10	On-line Education -- Faculty Appointment			75,000		75,000
11	<b>Engineering</b>					
12	Engineering Design -- 2 Faculty Appointments	100,000	100,000			200,000
13	Recruitment of Female Faculty	50,000				50,000
14	WESERI		42,500			42,500
15	Sub-Total	150,000	142,500			292,500
16	<b>Health Sciences</b>					
17	Research in Health Promotion -- Faculty Appointment		83,200			83,200
18	Qualitative Methods (OT) -- Faculty Appointment			83,200		83,200
19	Sub-Total		83,200	83,200		166,400
20	<b>Information and Media Studies</b>					
21	New MA/PhD in Media Studies -- 2 Faculty Appointments	75,000		75,000		150,000
22	<b>Law</b>					
23	Business Law -- Mid-career Faculty Appointment		100,000			100,000
24	<b>Medicine and Dentistry</b>					
25	Neurodegeneration -- Faculty Appointment	89,195				89,195
26	Tissue Engineering -- Faculty Appointment	83,200				83,200
27	Outcomes Research -- Faculty Appointment		83,200			83,200
28	Cluster Randomization Trials -- Faculty Appointment			89,600		89,600
29	Sub-Total	172,395	83,200	89,600		345,195
30	<b>Music</b>					
31	Performance (Voice) -- Faculty Appointment	75,000				75,000
32	Performance (Wind Conducting) -- Faculty Appointment				75,000	75,000
33	Sub-Total	75,000			75,000	150,000
34	<b>Science</b>					
35	New Chair for Biology Department	140,000				140,000
36	Career Development Officer	48,000				48,000
37	WESERI		42,500			42,500
38	Support for 18 Additional GTAs	94,125	94,125			188,250
39	Sub-Total	282,125	136,625			418,750
40	<b>Social Science</b>					
41	BACS/Economics: Joint Faculty Appointment	76,800				76,800
42	BACS/Sociology: Joint Faculty Appointment		76,800			76,800
43	Bio-Archaeology -- Mid-career Faculty Appointment			96,000		96,000
44	Sub-Total	76,800	76,800	96,000		249,600
45	<b>Centre for Women's Studies and Feminist Research</b>					
46	Support for Limited-Term Faculty Appointment		30,000			30,000
47	<b>Faculty Recruitment/Retention</b>					
48	Recruitment/Retention of Female Faculty	50,000	50,000	50,000	50,000	200,000
49	<b>Grand Total</b>	<b>1,176,320</b>	<b>892,325</b>	<b>533,800</b>	<b>270,000</b>	<b>2,872,445</b>
50	Total Set-Aside for UPIF	1,200,000	1,200,000	1,200,000	1,200,000	4,800,000
51	Therefore, Available for Future Rounds	23,680	307,675	666,200	930,000	1,927,555

**Table 3****FIRST ROUND OF UPIF RECOMMENDATIONS FOR SUPPORT UNITS: 2003-04 to 2006-07**

		2003-04	2004-05	2005-06	2006-07	Total
<b>1</b>	<b>Units Reporting to the Provost</b>					
2	ITS: Staff Support for Backbone/Network	74,500				74,500
3	ITS: Staff Support for GU Computer Labs		60,000			60,000
4	ITS: Staff Support for Overall Campus Expansion			60,000	60,000	120,000
5	Libraries: Electronic Resource Librarian	54,700				54,700
6	Libraries: Information Literacy Coordinator	55,800				55,800
7	Libraries: Instructional Librarian		45,300			45,300
8	Libraries: Coordinator Librarian		54,700			54,700
9	Libraries: ARCC Staff Position			54,700		54,700
10	Libraries: Non-Salary Support for Innopac				50,000	50,000
11	Registrar's: Two Central Academic Counsellors	65,000	65,000			130,000
12	Registrar's: Out-of-Province School Visits		25,000	25,000		50,000
13	Registrar's: Student Exchange Office			46,800		46,800
14	Registrar's: International Recruitment Support				50,000	50,000
15	IPB: Data Warehousing			63,500		63,500
16	Unallocated (for Future Rounds)				90,000	90,000
17	Sub-Total	250,000	250,000	250,000	250,000	1,000,000
<b>18</b>	<b>Units Reporting to the Vice-President Administration</b>					
19	Finance: Staff Position in Systems	75,000				75,000
20	Finance: Staff Position in Purchasing		70,000			70,000
21	HR: Wellness Information Coordinator	70,000				70,000
22	HR: Staff Career Development Coach		80,000			80,000
23	HR: Staff Development Conference			60,000		60,000
24	HR: Staff Development / Staff Recognition		50,000		25,000	75,000
25	PPD: Safety-related Inspections Initiatives	50,000		25,000	25,000	100,000
26	PPD: Police / Security Services	55,000	50,000			105,000
27	Unallocated (for Future Rounds)			165,000	200,000	365,000
28	Sub-Total	250,000	250,000	250,000	250,000	1,000,000
<b>29</b>	<b>Units Reporting to the Vice-President Research</b>					
30	Research Western: Incremental Staffing and Special Projects	100,000	100,000	100,000	100,000	400,000
31	Sub-Total	100,000	100,000	100,000	100,000	400,000
<b>32</b>	<b>Units Reporting to the Vice-President External</b>					
33	Communications: Additional Staffing	100,000				100,000
34	Unallocated (for Future Rounds)		100,000	100,000	100,000	300,000
35	Sub-Total	100,000	100,000	100,000	100,000	400,000
<b>36</b>	<b>Grand Total</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>2,800,000</b>

**Table 4**  
**TENTATIVE CRC ALLOCATIONS -- by Faculty (Cumulative)**

		2002-03 Actual-to-Date						2003-04						2004-05						2005-06							
		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total			
		N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$		
1	Arts	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	2	340,000	1	90,000	3	430,000	2	340,000	1	90,000	3	430,000		
2	Business																				1	90,000	1	90,000			
3	Education																										
4	Engineering			1	90,000	1	90,000	1	170,000	1	90,000	2	260,000	3	510,000	2	180,000	5	690,000	3	510,000	3	270,000	6	780,000		
5	Health Sciences							1	170,000			1	170,000	1	170,000			1	170,000	1	170,000			1	170,000		
6	Info and Media Studies							1	170,000			1	170,000	1	170,000			1	170,000	1	170,000			1	170,000		
7	Law																										
8	Medicine and Dentistry	4	680,000	5	450,000	9	1,130,000	8	1,360,000	6	540,000	14	1,900,000	12	2,040,000	8	720,000	20	2,760,000	15	2,550,000	10	900,000	25	3,450,000		
9	Music																										
10	Science	2	340,000	3	270,000	5	610,000	4	680,000	6	540,000	10	1,220,000	6	1,020,000	8	720,000	14	1,740,000	9	1,530,000	9	810,000	18	2,340,000		
11	Social Science	1	170,000	2	180,000	3	350,000	3	510,000	2	180,000	5	690,000	3	510,000	4	360,000	7	870,000	3	510,000	4	360,000	7	870,000		
12	Unallocated													1	170,000	3	270,000	4	440,000	1	170,000	7	630,000	8	800,000		
13	Total to Faculties	8	1,360,000	12	1,080,000	20	2,440,000	19	3,230,000	16	1,440,000	35	4,670,000	29	4,930,000	26	2,340,000	55	7,270,000	35	5,950,000	35	3,150,000	70	9,100,000		
14	Total CRC Funding		1,600,000		1,200,000		2,800,000		3,800,000		1,600,000		5,400,000		5,800,000		2,600,000		8,400,000		7,000,000		3,500,000		10,500,000		

**Table 5**  
**2003-04 OPERATING REVENUES**

		2002-03 Budget Forecast (@ Feb 28, 2003) (1)	2003-04 Budget (2)	Increase / (Decrease) Amount (3)	% Change (1) to (2)
1	<b>Government Grants</b>				
2	Base Grants	130,890,195	130,890,195	0	0.0%
3	Accessibility Fund	7,309,280	13,068,000	5,758,720	78.8%
4	Performance Fund	2,079,168	2,079,168	0	0.0%
5	Program Expansion Grants	7,356,135	7,145,123	(211,012)	-2.9%
6	Research Infrastructure Grant	2,800,736	2,800,736	0	0.0%
7	Research Performance Fund	835,000	835,000	0	0.0%
8	Federal Funding for Indirect Costs of Research	(1,100,000)	6,000,000	7,100,000	***
9	MTCU Student Bursary Grant	1,584,544	1,584,544	0	0.0%
10	Targetted Government Grants	5,111,350	5,708,318	596,968	11.7%
11	<b>Sub-Total Government Grants</b>	<b>156,866,408</b>	<b>170,111,084</b>	<b>13,244,676</b>	<b>8.4%</b>
12	<b>Tuition Revenue</b>				
13	Undergraduate	110,810,415	120,779,718	9,969,303	9.0%
14	Graduate	14,053,273	15,445,132	1,391,859	9.9%
15	<i>Sub-Total Regular Programs</i>	<i>124,863,688</i>	<i>136,224,850</i>	<i>11,361,162</i>	<i>9.1%</i>
16	MBA and Executive MBA	23,909,865	25,476,889	1,567,024	6.6%
17	International Medical and Dental Students	2,779,000	2,779,000	0	0.0%
18	<i>Sub-Total Self-Funded Programs</i>	<i>26,688,865</i>	<i>28,255,889</i>	<i>1,567,024</i>	<i>5.9%</i>
19	Miscellaneous Fees	1,340,000	1,380,200	40,200	3.0%
20	<b>Sub-Total Tuition Revenue</b>	<b>152,892,553</b>	<b>165,860,939</b>	<b>12,968,386</b>	<b>8.5%</b>
21	<b>Other Revenues</b>				
22	Canada Research Chairs (CRCs)	2,800,000	5,400,000	2,600,000	92.9%
23	Transfer from Affiliated Colleges	2,873,771	3,334,399	460,628	16.0%
24	Recoverable Salaries	19,495,455	20,039,705	544,250	2.8%
25	Investment Income	1,000,000	0	(1,000,000)	-100.0%
26	Fundraising - Unrestricted	1,440,000	1,447,000	7,000	0.5%
27	Application Fees	1,152,681	971,937	(180,744)	-15.7%
28	Research Overheads	1,615,000	1,696,000	81,000	5.0%
29	Royalties and Licences	369,000	495,000	126,000	34.1%
30	Contributions from Ancillaries & Other Operations	10,110,000	9,878,403	(231,597)	-2.3%
31	Miscellaneous Revenues	390,000	390,000	0	0.0%
32	<b>Sub-Total Other Revenues</b>	<b>41,245,907</b>	<b>43,652,444</b>	<b>2,406,537</b>	<b>5.8%</b>
33	<b>TOTAL REVENUES</b>	<b>351,004,868</b>	<b>379,624,467</b>	<b>28,619,599</b>	<b>8.2%</b>



**Table 6  
FACULTIES  
2003-04 BASE BUDGETS**

	<a>	<b>	<c>	<d>	<e>	<f>	<g>	<h>	<i>	<j>	<k>	
	2002-03 Base Budget (@ May 1, 2002)	2002-03 Base Budget (@ Feb 28, 2003)	Starting Adjustment	Faculty Turnover Recovery	UPIF	Other Base Investments	ECF to Base Conversions	Canada Research Chairs	Resulting 2003-04 Base Budget	\$ Change from 2002-03	% Change from 2002-03	
1	<b>Faculties</b>											
2	Arts	13,718,404	13,937,925	(410,338)	(311,646)	75,000	62,500	750,000		14,103,441	165,516	1.2%
3	Business	6,217,671	6,284,081	(188,522)	(62,092)	220,000	426,000	200,000		6,879,467	595,386	9.5%
4	Education	6,906,514	7,010,808	(210,324)	(5,379)			100,000		6,895,105	(115,703)	-1.7%
5	Engineering	11,414,291	11,699,042	(348,271)		150,000	384,000	500,000	170,000	12,554,771	855,729	7.3%
6	Graduate Studies	884,443	876,509	(26,295)						850,214	(26,295)	-3.0%
7	Health Sciences	13,177,222	13,351,719	(400,552)	(100,508)		89,219	300,000	170,000	13,409,878	58,159	0.4%
8	Information and Media Studies	4,137,847	4,201,124	(126,034)		75,000		100,000	170,000	4,420,090	218,966	5.2%
9	Law	4,305,278	4,365,018	(130,951)			226,000			4,460,067	95,049	2.2%
10	Medicine and Dentistry	28,067,033	29,561,009	(852,930)	(56,959)	172,395	832,411	250,000	770,000	30,675,926	1,114,917	3.8%
11	Music	4,984,878	5,094,791	(152,844)		75,000	37,500	100,000		5,154,447	59,656	1.2%
12	Science	30,068,288	30,476,790	(896,004)	(259,571)	282,125	100,000	500,000	610,000	30,813,340	336,550	1.1%
13	Social Science	25,972,393	26,337,577	(779,627)	(143,529)	76,800	100,000	1,000,000	340,000	26,931,221	593,644	2.3%
14	<b>Sub-Total Faculties</b>	<b>149,854,262</b>	<b>153,196,393</b>	<b>(4,522,692)</b>	<b>(939,684)</b>	<b>1,126,320</b>	<b>2,257,630</b>	<b>3,800,000</b>	<b>2,230,000</b>	<b>157,147,967</b>	<b>3,951,574</b>	<b>2.6%</b>
15	Enrolment Contingent Fund (ECF)	6,530,779	8,815,913				(212,823)			8,603,090	(212,823)	-2.4%
16	Increased Cohort Fund (ICF)	825,000	825,000				2,075,000			2,900,000	2,075,000	251.5%
17	Special Faculty Renewal Initiative (SFR1)	265,962	0							0	0	***
18	Faculty Recruitment and Retention	0	0			50,000				50,000	50,000	***
19	Ctr. for Women's Studies and Feminist Research	234,334	237,939	(7,138)						230,801	(7,138)	-3.0%
20	Collaborative Graduate Interdisciplinary Pgms	196,244	198,561	(5,957)						192,604	(5,957)	-3.0%
21	<b>Total – with ECF and ICF</b>	<b>157,906,581</b>	<b>163,273,806</b>	<b>(4,535,787)</b>	<b>(939,684)</b>	<b>1,176,320</b>	<b>4,119,807</b>	<b>3,800,000</b>	<b>2,230,000</b>	<b>169,124,462</b>	<b>5,850,656</b>	<b>3.6%</b>
22	<b>All Other</b>											
23	Provost's Academic Support Fund	2,063,027	2,208,212							2,208,212	0	0.0%
24	Academic Development Fund	1,000,000	1,000,000							1,000,000	0	0.0%
25	Summer/Distance Course Stipends	2,388,019	2,247,384				154,682			2,402,066	154,682	6.9%
26	Continuing Studies: Trois-Pistoles	641,875	734,500				(20,215)			714,285	(20,215)	-2.8%
27	Education: Continuing Education for Teachers	3,330,360	3,193,445				267,595			3,461,040	267,595	8.4%
28	Business: MBA and Executive MBA	24,090,175	23,909,865				1,567,024			25,476,889	1,567,024	6.6%
29	Medicine and Dentistry: International Students	2,535,000	2,779,000							2,779,000	0	0.0%
30	Faculty Share of Research Overheads	885,000	933,470				46,674			980,144	46,674	5.0%
31	Medicine: Primary Care	349,805	349,805							349,805	0	0.0%
32	Recoverable Salaries: T&R and Other	18,668,645	19,491,205				548,500			20,039,705	548,500	2.8%
33	<b>Sub-Total</b>	<b>55,951,906</b>	<b>56,846,886</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,564,260</b>	<b>0</b>	<b>0</b>	<b>59,411,146</b>	<b>2,564,260</b>	<b>4.5%</b>
34	<b>Total Academic Units</b>	<b>213,858,487</b>	<b>220,120,692</b>	<b>(4,535,787)</b>	<b>(939,684)</b>	<b>1,176,320</b>	<b>6,684,067</b>	<b>3,800,000</b>	<b>2,230,000</b>	<b>228,535,608</b>	<b>8,414,916</b>	<b>3.8%</b>

**Table 7**  
**SCHOLARSHIPS and BURSARIES**  
**2003-04 BASE BUDGETS**

	<a>	<b>	<c>	<d>	<e>	
	2002-03 Base Budget (@ Feb 28, 2003)	New Investment	Resulting 2003-04 Base Budget	\$ Change from 2002-03	% Change from 2002-03	
1	<b>Undergraduate Student Support</b>					
2	Scholarships	4,582,953	837,000	5,419,953	837,000	18.3%
3	Government "Aiming for the Top" Program	1,750,000	600,000	2,350,000	600,000	34.3%
4	UWO Bursaries	250,375		250,375	0	0.0%
5	Senior Citizen Bursaries	76,170		76,170	0	0.0%
6	MTCU Work Study Program and Bursaries	1,584,544		1,584,544	0	0.0%
7	Tuition Re-Investment	10,715,368	1,415,637	12,131,005	1,415,637	13.2%
8	<b>Sub-Total Undergraduate Student Support</b>	<b>18,959,410</b>	<b>2,852,637</b>	<b>21,812,047</b>	<b>2,852,637</b>	<b>15.0%</b>
9	<b>Graduate Student Support</b>					
10	UWO Scholarship for Graduate Study	820,000		820,000	0	0.0%
11	Scholarships	6,900,231	980,604	7,880,835	980,604	14.2%
12	Graduate Teaching Assistantships **	5,280,655		5,280,655	0	0.0%
13	Tuition Re-Investment	682,101	63,289	745,390	63,289	9.3%
14	<b>Sub-Total Graduate Student Support</b>	<b>13,682,987</b>	<b>1,043,893</b>	<b>14,726,880</b>	<b>1,043,893</b>	<b>7.6%</b>
15	<b>Total Scholarships and Bursaries</b>	<b>32,642,397</b>	<b>3,896,530</b>	<b>36,538,927</b>	<b>3,896,530</b>	<b>11.9%</b>

\*\* Includes only those GTAs administered through the Faculty of Graduate Studies. This represents roughly 2/3rds of the total GTAs available to UWO graduate students. Includes GTA expenses previously funded directly by the Faculties of Arts (\$1,086,146) and Social Science (\$2,056,885).

**Table 8**  
**SUPPORT AREAS**  
**2003-04 BASE BUDGETS**

	<a>	<b>	<c>	<d>	<e>	<f>	<g>	<h>	
	2002-03 Base Budget (@ May 1, 2002)	2002-03 Base Budget (@ Feb 28, 2003)	Starting Adjustment	UPIF	Other Base Investments	Resulting 2003-04 Base Budget	\$ Change from 2002-03	% Change from 2002-03	
<b>1</b>	<b>Reporting to the Provost</b>								
2	Educational Development Office	225,626	230,436	(6,913)		45,000	268,523	38,087	16.5%
3	Effective Writing Program	175,695	181,706				181,706	0	0.0%
4	Information Technology Services	4,500,878	4,602,134	(138,064)	74,500		4,538,570	(63,564)	-1.4%
5	Libraries	9,691,702	9,937,052	(298,112)	110,500	(45,000)	9,704,440	(232,612)	-2.3%
6	Registrar's Office	3,933,956	4,015,867	(120,476)	65,000		3,960,391	(55,476)	-1.4%
7	Institutional Planning and Budgeting	3,123,200	3,203,257	(96,098)			3,107,159	(96,098)	-3.0%
8	<b>Sub-Total</b>	<b>21,651,057</b>	<b>22,170,452</b>	<b>(659,663)</b>	<b>250,000</b>	<b>0</b>	<b>21,760,789</b>	<b>(409,663)</b>	<b>-1.8%</b>
<b>9</b>	<b>Reporting to the Vice-President Administration</b>								
10	Financial Services	3,226,099	3,311,609	(99,348)	75,000		3,287,261	(24,348)	-0.7%
11	Human Resources	2,560,406	2,631,836	(78,955)	70,000		2,622,881	(8,955)	-0.3%
12	Pensions and Benefits Administration	1,074,636	1,111,789	(21,209)			1,090,580	(21,209)	-1.9%
13	Staff/Faculty Health Services	109,191	112,143				112,143	0	0.0%
14	Physical Plant	12,522,099	12,808,661	(333,128)	105,000	485,000	13,065,533	256,872	2.0%
15	Internal Audit	91,223	104,305				104,305	0	0.0%
16	<b>Sub-Total</b>	<b>19,583,654</b>	<b>20,080,343</b>	<b>(532,640)</b>	<b>250,000</b>	<b>485,000</b>	<b>20,282,703</b>	<b>202,360</b>	<b>1.0%</b>
<b>17</b>	<b>Reporting to the Vice-President Research</b>								
18	Animal Care/Vet Services - Subsidy	497,603	497,603				497,603	0	0.0%
19	Research Western	1,562,672	1,610,606	(48,318)	100,000		1,662,288	51,682	3.2%
20	Research Promotion Fund	280,000	280,000				280,000	0	0.0%
21	Small Grants Support for A/Hum/SS	250,000	250,000				250,000	0	0.0%
22	<b>Sub-Total</b>	<b>2,590,275</b>	<b>2,638,209</b>	<b>(48,318)</b>	<b>100,000</b>	<b>0</b>	<b>2,689,891</b>	<b>51,682</b>	<b>2.0%</b>
<b>23</b>	<b>Reporting to the Vice-President External</b>								
24	Advancement Services	682,244	701,642	(21,049)			680,593	(21,049)	-3.0%
25	Communications and Public Affairs	955,122	977,182	(29,315)	100,000		1,047,867	70,685	7.2%
26	Alumni Relations and Development	1,991,459	2,032,332	(60,970)			1,971,362	(60,970)	-3.0%
27	McIntosh Gallery - Subsidy	164,413	164,413	(4,932)			159,481	(4,932)	-3.0%
28	<b>Sub-Total</b>	<b>3,793,238</b>	<b>3,875,569</b>	<b>(116,266)</b>	<b>100,000</b>	<b>0</b>	<b>3,859,303</b>	<b>(16,266)</b>	<b>-0.4%</b>
<b>29</b>	<b>General Administration</b>								
30	Offices of the President/Vice-Presidents	3,109,733	3,235,903				3,235,903	0	0.0%
31	University Secretariat	509,048	522,626				522,626	0	0.0%
32	<b>Sub-Total</b>	<b>3,618,781</b>	<b>3,758,529</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,758,529</b>	<b>0</b>	<b>0.0%</b>
33	<b>Expansion-related Funding</b>	<b>0</b>	<b>0</b>			<b>612,738</b>	<b>612,738</b>	<b>612,738</b>	<b>***</b>
34	<b>Total Support Areas</b>	<b>51,237,005</b>	<b>52,523,102</b>	<b>(1,356,887)</b>	<b>700,000</b>	<b>1,097,738</b>	<b>52,963,953</b>	<b>440,851</b>	<b>0.8%</b>

**Table 9**  
**CORPORATE EXPENDITURES and EMPLOYEE BENEFIT COSTS**  
**2003-04 BASE BUDGETS**

		<a>	<b>	<c>	<d>	<e>	<f>
		2002-03 Base Budget (@ Feb 28, 2003)	New Investment	Other Changes	Resulting 2003-04 Base Budget	\$ Change from 2002-03	% Change from 2002-03
1	Utilities	11,920,000	115,431		12,035,431	115,431	1.0%
2	Library Acquisitions	9,885,507	494,275		10,379,782	494,275	5.0%
3	Deferred Maintenance: Operating	5,750,000	750,000		6,500,000	750,000	13.0%
4	Deferred Maintenance: Ancillaries	600,000			600,000		0.0%
5	CRC Transfer to SuperBuild	288,000	296,000		584,000	296,000	102.8%
6	University Systems Replacement Fund	1,626,607	163,393		1,790,000	163,393	10.0%
7	Property Taxes	1,612,725		92,100	1,704,825	92,100	5.7%
8	Corporate Contingency	857,943		91,118	949,061	91,118	10.6%
9	Professional Fees	600,890		112,077	712,967	112,077	18.7%
10	Accessibility for the Disabled	589,403			589,403		0.0%
11	Insurance	570,000		280,000	850,000	280,000	49.1%
12	Institutional Memberships	540,000		20,000	560,000	20,000	3.7%
13	Student Recruitment	450,000			450,000		0.0%
14	Siebens-Drake Institute - Subsidy	225,000		(225,000)	0	(225,000)	-100.0%
15	Costs Associated with Employee Contracts	176,000		50,000	226,000	50,000	28.4%
16	Athletic Injury Clinic - Subsidy	167,981		4,072	172,053	4,072	2.4%
17	Convocation and Diplomas	165,922		4,978	170,900	4,978	3.0%
18	University Surveys and Teaching Evaluations	75,000			75,000		0.0%
19	Ombudsperson	74,444			74,444		0.0%
20	Centre for Research on Violence Against Women and Children - Subsidy	55,000			55,000		0.0%
21	Inter-Collegiate Athletics - Subsidy	55,000			55,000		0.0%
22	London Museum of Archaeology - Subsidy	40,000			40,000		0.0%
23	<b>Total Corporate Expenditures</b>	<b>36,325,422</b>	<b>1,819,099</b>	<b>429,345</b>	<b>38,573,866</b>	<b>2,248,444</b>	<b>6.2%</b>
24	Employee Benefit Plan Costs	58,610,400		3,018,600	61,629,000	3,018,600	5.2%
25	Employee Benefit Recoveries	(61,670,400)		(1,719,800)	(63,390,200)	(1,719,800)	2.8%
26	<b>Net Employee Benefits</b>	<b>(3,060,000)</b>		<b>1,298,800</b>	<b>(1,761,200)</b>	<b>1,298,800</b>	<b>-42.4%</b>
27	<b>Net Corporate Expenditures</b>	<b>33,265,422</b>	<b>1,819,099</b>	<b>1,728,145</b>	<b>36,812,666</b>	<b>3,547,244</b>	<b>10.7%</b>

Table 10

**2003-04 ONE-TIME ALLOCATIONS**

1	Campaign Western	1,447,000
2	Upgrade to PeopleSoft 8	1,000,000
3	Medicine and Dentistry: Investment in Dental Facilities (Year 5 of 5)	500,000
4	Engineering: Investment in Facilities (Year 3 of 10)	445,000
5	Vice-President Research: Support for Research Initiatives	432,000
6	Faculty Recruitment	300,000
7	125th Anniversary Celebration	250,000
8	ITS: General University Computer Lab Upgrades	211,000
9	Registrar's Office: Increased Cohort Related Costs	190,454
10	Communications and Public Affairs: University Advertising	150,000
11	Registrar's Office: Undergraduate Curriculum Reform	126,700
12	ITS: Hardware Upgrades in the ITRC and Wireless Initiative	125,000
13	Human Resources: Federal Contractors Program and Restructuring & Process Re-Engineering	125,000
14	Physical Plant: Mail Distribution Re-Organization and Restructuring & Process Re-Engineering	125,000
15	Registrar's Office: High School Visits and On-Campus Recruitment Activities	113,700
16	Alumni Relations and Development: Staffing (Year 2 of 2)	100,000
17	Libraries: Innopac Support, Wired/Wireless Network, and Public PC Replacement	71,500
18	Registrar's Office: Summer Academic Orientation	50,000
19	Advancement Services: Data Base of US-based Alumni	40,000
20	Educational Development Office: "Turn It In" Software and Teaching Support Initiatives	26,400
21	Alumni Relations and Development: Expansion of Alumni-Related Activities	20,000
22	<b>Total One-Time Allocations</b>	<b>5,848,754</b>

**Table 11****SUMMARY OF OPERATING BUDGET: 2003-04**

	<a>	<b>	<c>	
	2002-03 Budget (@ Feb 28, 2003)	2003-04 Budget	\$ Change from 2002-03	
1	<b>Total Revenues</b>	<b>351,004,868</b>	<b>379,624,467</b>	<b>28,619,599</b>
2	<b>Expenditure Budgets</b>			
3	Faculties (Table 6)	220,120,692	228,535,608	8,414,916
4	Scholarships and Bursaries (Table 7)	32,642,397	36,538,927	3,896,530
5	Support Areas (Table 8)	52,523,102	52,963,953	440,851
6	Corporate Expenditures (Table 9)	33,265,422	36,812,666	3,547,244
7	Provision for Cost Fluctuations	7,437,041	17,256,491	9,819,450
8	One-Time Allocations	6,850,764	5,848,754	(1,002,010)
9	<b>Sub-Total</b>	<b>352,839,418</b>	<b>377,956,399</b>	<b>25,116,981</b>
10	Carryforward from Previous Year	12,999,758	17,000,000	4,000,242
11	(Under)/Over Spending	(17,000,000)	(13,000,000)	
12	<b>Total Expenditures</b>	<b>348,839,176</b>	<b>381,956,399</b>	<b>29,117,223</b>
13	Surplus / (Deficit) before Reserve Transfer	2,165,692	(2,331,932)	
14	Transfer (to)/from Carryforward Reserve	(4,000,242)	4,000,000	
15	<b>Surplus / (Deficit) after Reserve Transfer</b>	<b>(1,834,550)</b>	<b>1,668,068</b>	
16	<b>Carryforward Reserve:</b>			
17	Carryforward from Previous Year	12,999,758	17,000,000	
18	Transfer (to)/from Operating Budget	4,000,242	(4,000,000)	
19	<b>Year-End Carryforward Reserve</b>	<b>17,000,000</b>	<b>13,000,000</b>	

**Table 12****PROJECTED VALUE OF OPERATING RESERVE AT YEAR-END**

	2002-03 Budget Forecast (@ Feb 28, 2003)	2003-04 Budget
<i>Beginning Operating Reserve Balance</i>	7,151,709	5,317,159
Surplus / (Deficit) -- from Table 11, line 15	(1,834,550)	1,668,068
<i>Closing Operating Reserve Balance</i>	5,317,159	6,985,227
Operating Reserve Target	2,500,000	2,500,000

Table 13

## ENROLMENT CONTINGENT FUND (ECF) ALLOCATIONS: Actual 2002-03 and Projected 2003-04

		Actual 2002-03						Projected 2003-04			
		Converted to Base	ECF Baseline	Actual WTUs	WTUs minus Baseline	ECF Funds @ \$1500/WTU	Cross-Faculty Teaching Adjustment	Total ECF Allocation	Converted to Base	In-Year ECF Allocation	Total ECF Allocation
1	Arts	\$150,000	6,181.2	7,095.5	914.3	1,371,450	129,258	\$1,500,708	\$750,000	\$1,160,602	\$1,910,602
2	Business	\$200,000	1,932.6	2,234.7	302.1	453,150	0	\$453,150	\$200,000	\$434,160	\$634,160
3	Education	\$100,000	1,849.9	2,189.8	339.9	509,850	0	\$509,850	\$100,000	\$429,750	\$529,750
4	Engineering	\$200,000	3,014.4	3,911.2	896.8	1,345,200	(7,920)	\$1,337,280	\$500,000	\$952,214	\$1,452,214
5	Health Sciences	\$200,000	4,050.9	4,457.0	406.1	609,150	(84,510)	\$524,640	\$300,000	\$494,424	\$794,424
6	Information and Media Studies	\$100,000	1,230.9	1,413.2	182.3	273,450	(300)	\$273,150	\$100,000	\$407,160	\$507,160
7	Law	\$0	948.2	947.6	(0.6)	0	252	\$252		\$26,957	\$26,957
8	Medicine and Dentistry (Dentistry)	\$0	642.6	706.7	64.1	96,150	0	\$96,150		\$91,350	\$91,350
9	Medicine and Dentistry (Medicine)	\$100,000	5,259.3	5,632.6	373.3	559,950	7,032	\$566,982	\$250,000	\$463,072	\$713,072
10	Music	\$50,000	1,099.6	1,231.5	131.9	197,850	0	\$197,850	\$100,000	\$181,845	\$281,845
11	Science	\$250,000	11,178.2	11,751.3	573.1	859,650	(33,540)	\$826,110	\$500,000	\$1,097,280	\$1,597,280
12	Social Science	\$700,000	12,403.0	13,846.0	1,443.0	2,164,500	12,446	\$2,176,946	\$1,000,000	\$2,181,326	\$3,181,326
13	Graduate Interdisciplinary Programs	\$0	181.0	386.1	205.1	307,650	0	\$307,650		\$627,900	\$627,900
14	Sub-Total	\$2,050,000	49,971.8	55,803.2		8,748,000	22,718	\$8,770,718	\$3,800,000	\$8,548,040	\$12,348,040
15	Women's Studies		n/a	Funding provided for 15% of 222.6 WTUs			(4,905)	\$45,195		\$55,050	\$55,050
16	Total							\$8,815,913	\$3,800,000	\$8,603,090	\$12,403,090



**Table 14**  
**INCREASED COHORT FUND (ICF) ALLOCATIONS: Actual 2002-03 and 2003-04**

		Baselines (2000-01)		Actual 2002-03		Growth Over Baseline		Share of Growth		Actual 2003-04 Allocation			Actual 2002-03 Allocation
		Year 1	FCE CR	Year 1	FCE CR	Year 1	FCE CR	Year 1	FCE CR	Year 1	FCE CR	Total	
										\$522,000	\$2,088,000	\$2,610,000	
1	Arts	397	13,081	401	14,607	4	1,526	1.5%	17.6%	7,648	368,144	\$375,792	\$53,308
2	Business (non-HBA courses)	0	2,444	0	2,699	0	255	0.0%	2.9%	0	61,518	\$61,518	\$21,403
3	Health Sciences	650	5,358	613	5,800	0	442	0.0%	5.1%	0	106,631	\$106,631	\$86,461
4	Information and Media Studies	140	1,566	239	1,794	99	228	36.3%	2.6%	189,297	55,005	\$244,302	\$44,667
5	Medicine (BHS courses)	0	3,267	0	3,593	0	326	0.0%	3.8%	0	78,647	\$78,647	\$14,037
6	Music	125	2,318	121	2,505	0	187	0.0%	2.2%	0	45,113	\$45,113	\$6,285
7	Science	1,001	18,651	1,008	20,370	7	1,719	2.6%	19.9%	13,385	414,705	\$428,090	\$78,547
8	Social Science	1,411	26,013	1,574	29,985	163	3,972	59.7%	45.9%	311,670	958,237	\$1,269,907	\$355,292
9	Sub-Total	3,724	72,698	3,956	81,353	273	8,655	100.0%	100.0%	522,000	2,088,000	\$2,610,000	\$660,000
10	GTA Budget	<i>The Faculty of Graduate Studies will receive 10% of total Increased Cohort Funds for additional GTA support.</i>										\$290,000	\$165,000
11	Total Funds	<i>Net of FGS allotment, 20% of the funds are based on share of first-year enrolment growth and 80% on share of undergraduate teaching growth.</i>										\$2,900,000	\$825,000

1. Funding is slip-year -- 2003-04 allocations are based on 2002-03 enrolments and teaching activity.
2. Music excludes Piano Technology program.

Table 15

**EXPANSION-RELATED ONE-TIME FUNDING FOR SUPPORT UNITS: 2003-04**

1	<b>Units Reporting to the Provost</b>	
2	Educational Development Office	5,850
3	Effective Writing	6,570
4	Information Technology Services	120,007
5	Libraries	69,988
6	Registrar's Office	72,428
7	Institutional Planning and Budgeting	54,931
8	Sub-Total	329,774
9	<b>Units Reporting to the Vice-President Administration</b>	
10	Finance	57,003
11	Human Resources	60,415
12	Staff/Faculty Health Services	2,925
13	Internal Audit	5,518
14	Physical Plant	70,453
15	Sub-Total	196,314
16	<b>Units Reporting to the Vice-President Research</b>	
17	Research Western	27,986
18	Sub-Total	27,986
19	<b>Units Reporting to the Vice-President External</b>	
20	Communications and Public Affairs, Alumni Relations and Development	58,664
21	Sub-Total	58,664
22	<b>Total</b>	<b>612,738</b>

**Table 16****PROVOST'S ACADEMIC SUPPORT FUND (PASF): 2002-03****Funds Available**

	2002-03 Base Budget	2,063,027
	Undergraduate Curriculum Reform Allocation	150,000
	Unallocated S.F.R.I. Funds	258,625
	Carryforward from 2001-02	514,777
	<b>Total PASF Funds Available</b>	<b>2,986,429</b>

**Allocations**

<b>Arts</b>	Teaching Facilities Upgrades	136,000
	Course/Program Development and Teaching Relief	32,396
	Sub-Total Arts	168,396
<b>Business</b>	Information Technology Initiatives	55,155
<b>Education</b>	Information Technology Initiatives	50,000
<b>Engineering</b>	Student Recruitment Initiatives	20,000
<b>Health Sciences</b>	Teaching Facilities Upgrades	56,062
	Faculty Development	50,000
	Course/Program Development	33,299
	Sub-Total Health Sciences	139,361
<b>Information and Media Studies</b>	Faculty Bridging Appointment	97,920
<b>Medicine and Dentistry</b>	Instructional Equipment	103,892
	Faculty Bridging Appointments	112,448
	Sub-Total Medicine and Dentistry	216,340
<b>Music</b>	New Equipment and Support for Opera Program	47,000
<b>Science</b>	Course/Program Development	39,400
	Faculty Start-up Funds	205,000
	Science Internship Program	35,000
	Year 1 Biology Lab Initiative	73,800
	Faculty Development	31,976
	Sub-Total Science	385,176
<b>Social Science</b>	Course/Program Development	108,000
<b>Women's Studies</b>	Part-Time Instructor Stipends	88,359
	Faculty Secondments	52,000
	Sub-Total Women's Studies	140,359
<b>General University</b>	Undergraduate Curriculum Reform	50,000
	Graduate Program Appraisals	45,000
	Other Academic Support Initiatives	609,600
	Carryforward to 2003-04	854,122
<b>Total PASF Allocations in 2002-03</b>		<b>2,986,429</b>

**Table 17****2003-04 PROVOST'S ACADEMIC SUPPORT FUND (PASF) INITIAL ALLOCATIONS**

1	Arts	Technology Initiatives and Course/Program Development	150,000
2	Business	Research Support and Technology Initiatives	70,000
3	Education	Information Technology Initiatives	50,850
4	Engineering	Faculty Recruitment and Technology Initiatives	140,000
5	Health Sciences	Faculty Development and Technology Initiatives	110,000
6	Information and Media Studies	Faculty Development and Support for MTP Program	112,290
7	Law	Upgrade of Teaching Facilities	50,000
8	Medicine and Dentistry	Faculty Development, Start-up Funds, and Technology Initiatives	365,533
9	Music	Program Development and Teaching Facilities Upgrades	100,000
10	Science	Faculty Start-up Funds and Undergraduate Teaching Initiatives	307,600
11	Social Science	Course Development and Technology Initiatives	56,000
12	Provost	Faculty Recruitment/Retention	75,000
13	<b>Total PASF Initial Allocations for 2003-04</b>		<b>1,587,273</b>

**Table 18a**  
**TUITION FEE PROPOSALS FOR 2003-04**

	Canadian Students			International Students		
	2002-03 Tuition	Proposed 2003-04 Tuition	% Increase	2002-03 Tuition	Proposed 2003-04 Tuition	% Increase
<b>1 Undergraduate ANNUAL Tuition</b>						
<b>2 First-Entry Programs</b>						
3 Arts	4,065	4,140	1.8%	11,000	11,750	6.8%
4 BMedSc Program	4,065	4,140	1.8%	11,000	11,750	n.a.
5 Engineering	5,210	5,950	14.2%	14,000	15,000	7.1%
6 Health Science	4,065	4,140	1.8%	11,000	11,750	6.8%
7 Kinesiology	4,065	4,140	1.8%	11,000	11,750	6.8%
8 M.I.T. / M.T.P. (Year 1)	4,065	4,140	1.8%	11,000	11,750	6.8%
9 M.T.P. (Upper Years)	n.a.	5,300	n.a.	n.a.	15,000	n.a.
10 Music	4,065	4,140	1.8%	11,000	11,750	6.8%
11 Nursing	4,065	4,140	1.8%	14,000	15,000	7.1%
12 Science	4,065	4,140	1.8%	11,000	11,750	6.8%
13 Social Science	4,065	4,140	1.8%	11,000	11,750	6.8%
<b>14 Second-Entry Programs</b>						
15 C.S.D./P.T.	5,305	5,410	2.0%	14,000	14,750	5.4%
16 Business						
17 Year 3	16,000	18,000	12.5%	16,000US\$	18,000US\$	12.5%
18 Year 4	15,000	17,000	***	15,000US\$	17,000US\$	***
19 Dentistry						
20 Year 1	15,680	17,100	9.1%	35,000	35,000	0.0%
21 Year 2	15,680	17,100	9.1%	35,000	35,000	0.0%
22 Year 3	15,680	16,300	4.0%	35,000	35,000	0.0%
23 Year 4	15,680	16,300	4.0%	35,000	35,000	0.0%
24 Education In-Service (AQs)	4,205	4,375	4.0%	14,000	15,000	7.1%
25 Education Pre-Service	4,875	4,975	2.1%	14,000	15,000	7.1%
26 Law						
27 Year 1	8,500	9,750	14.7%	14,000	15,000	7.1%
28 Year 2	8,500	9,750	14.7%	14,000	15,000	7.1%
29 Year 3	8,500	9,750	14.7%	14,000	15,000	7.1%
30 Medicine (M.D.)						
31 Year 1	14,280	14,566	2.0%	n.a.	n.a.	n.a.
32 Year 2	14,280	14,566	2.0%	n.a.	n.a.	n.a.
33 Year 3	10,710	14,566	***	n.a.	n.a.	n.a.
34 Year 4	10,710	10,924	2.0%	n.a.	n.a.	n.a.
<b>35 Graduate ANNUAL Tuition</b>						
<b>36 Master's Category 1</b>						
37 Arts	4,995	5,095	2.0%	10,500	11,000	4.8%
38 C.S.D. (M.Sc.)	6,540	6,540	0.0%	14,760	15,500	5.0%
39 Engineering (M.E.Sc.)	4,995	5,095	2.0%	10,500	11,000	4.8%
40 Kinesiology	4,995	5,095	2.0%	10,500	11,000	4.8%
41 Media Studies	4,995	5,095	2.0%	10,500	11,000	4.8%
42 Medicine (Basic Health Sciences)	4,995	5,095	2.0%	10,500	11,000	4.8%
43 Music	4,995	5,095	2.0%	10,500	11,000	4.8%
44 Nursing	6,300	6,300	0.0%	14,760	15,500	5.0%
45 O.T./P.T. (M.Sc.)	5,700	5,700	0.0%	10,500	11,000	4.8%
46 Science	4,995	5,095	2.0%	10,500	11,000	4.8%
47 Social Science	4,995	5,095	2.0%	10,500	11,000	4.8%
<b>48 Master's Category 2</b>						
<b>49 Business (Regular MBA Only)</b>						
50 Year 1	25,000	28,000	12.0%	25,000	28,000	12.0%
51 Year 2	23,500	25,000	6.4%	23,500	25,000	6.4%
52 C.S.D./O.T./P.T. (M.Cl.Sc.)	6,660	6,795	2.0%	14,760	15,500	5.0%
53 Dentistry (Orthodontics)						
54 Year 1	16,350	17,100	4.6%	31,680	35,000	10.5%
55 Year 2	16,350	17,100	4.6%	31,680	35,000	10.5%
56 Year 3	16,350	16,350	0.0%	31,680	35,000	10.5%
57 Education	6,660	6,795	2.0%	14,760	15,500	5.0%
58 Engineering (M.Eng.)	6,660	6,795	2.0%	14,760	15,500	5.0%
59 L.I.S.	6,660	6,795	2.0%	14,760	15,500	5.0%
60 Journalism	6,660	6,795	2.0%	14,760	15,500	5.0%
61 Medicine (Family Medicine)	8,550	8,950	4.7%	14,760	15,500	5.0%
<b>62 All Ph.D. Programs</b>	4,995	5,095	2.0%	10,500	11,000	4.8%

Table 18b

**CONCURRENT PROGRAM TUITION FEE PROPOSALS FOR 2003-04**

-- Canadian Students --

<b>HBA / BSc Concurrent Program</b>				
	<b>Concurrent (After 2 Yrs of Engg)</b>		<b>Concurrent (After 3 Yrs of Engg)</b>	
1	Engg	5,950	Engg	5,950
2	Engg	5,950	Engg	5,950
3	HBA / Engg	14,510	Engg	5,950
4	HBA / Engg	14,510	HBA / Engg	18,790
5	HBA / Engg	14,510	HBA / Engg	18,790
6	Total	55,430	Total	55,430
7	Cost of Programs Taken Sequentially		\$59,800	

<b>HBA / LLB Concurrent Program</b>				
	<b>Concurrent (After HBA 1)</b>		<b>Concurrent (After Law 1)</b>	
1	HBA	18,000	Law	9,750
2	HBA/LLB	9,750	HBA/LLB	18,000
3	HBA/LLB	16,350	HBA/LLB	16,350
4	HBA/LLB	16,350	HBA/LLB	16,350
5	Total	60,450	Total	60,450
6	Cost of Programs Taken Sequentially		\$65,250	

<b>HBA / BA-BSc Concurrent Program</b>				
	<b>Concurrent (After 2 Undergraduate Years)</b>		<b>Concurrent (After 3 Undergraduate Years)</b>	
1	BA or BSc	4,140	BA or BSc	4,140
2	BA or BSc	4,140	BA or BSc	4,140
3	HBA/BA-BSc	13,430	BA or BSc	4,140
4	HBA/BA-BSc	13,430	HBA/BA-BSc	18,075
5	HBA/BA-BSc	13,430	HBA/BA-BSc	18,075
6	Total	48,570	Total	48,570
7	Cost of Programs Taken Sequentially		\$52,560	

Fees shown are based on 2003-04 tuition rates -- for illustrative purposes only.

**Table 18 b (continued)**

**CONCURRENT PROGRAM TUITION FEE PROPOSALS FOR 2003-04**

-- Canadian Students --

<b>LLB / BA-BSc Concurrent Program</b>				
	<b>Concurrent (After 2 Undergraduate Years)</b>		<b>Concurrent (After 3 Undergraduate Years)</b>	
1	BA or BSc	4,140	BA or BSc	4,140
2	BA or BSc	4,140	BA or BSc	4,140
3	LLB/BA-BSc	8,520	BA or BSc	4,140
4	LLB/BA-BSc	8,520	LLB/BA-BSc	9,980
5	LLB/BA-BSc	8,520	LLB/BA-BSc	9,980
6	LLB/BA-BSc	8,520	LLB/BA-BSc	9,980
7	<b>Total</b>	<b>42,360</b>	<b>Total</b>	<b>42,360</b>
8	<b>Cost of Programs Taken Sequentially</b>		<b>\$45,810</b>	

<b>LLB / BSc Concurrent Program</b>				
	<b>Concurrent (After 2 Undergraduate Years)</b>		<b>Concurrent (After 3 Undergraduate Years)</b>	
1	BSc	5,950	BSc	5,950
2	BSc	5,950	BSc	5,950
3	LLB/BSc	9,290	BSc	5,950
4	LLB/BSc	9,290	LLB/BSc	10,400
5	LLB/BSc	9,290	LLB/BSc	10,400
6	LLB/BSc	9,290	LLB/BSc	10,400
7	<b>Total</b>	<b>49,060</b>	<b>Total</b>	<b>49,050</b>
8	<b>Cost of Programs Taken Sequentially</b>		<b>\$53,050</b>	

<b>LLB / MBA Concurrent Program</b>				
	<b>Concurrent</b>			
1	LLB/MBA	19,790		
2	LLB/MBA	19,790		
3	LLB/MBA	19,790		
4	LLB/MBA	19,790		
5	<b>Total</b>	<b>79,160</b>		
6	<b>Cost of Programs Taken Sequentially</b>		<b>\$85,250</b>	

*Fees shown are based on 2003-04 tuition rates -- for illustrative purposes only.*

*Table 18 b (continued)*

**CONCURRENT PROGRAM TUITION FEE PROPOSALS FOR 2003-04**  
**-- Canadian Students --**

<b>BEd / BSc Concurrent Program</b>				
	<b>Concurrent</b>			
1	BSc	4,140		
2	BEd/BSc	4,300		
3	BEd/BSc	4,300		
4	BEd/BSc	4,300		
5	BEd/BSc	4,300		
6	Total	21,340		
7	Cost of Programs Taken Sequentially		\$21,535	

*Fees shown are based on 2003-04 tuition rates -- for illustrative purposes only.*



**Table 19**  
**SUMMARY OF ENROLMENT FORECAST**

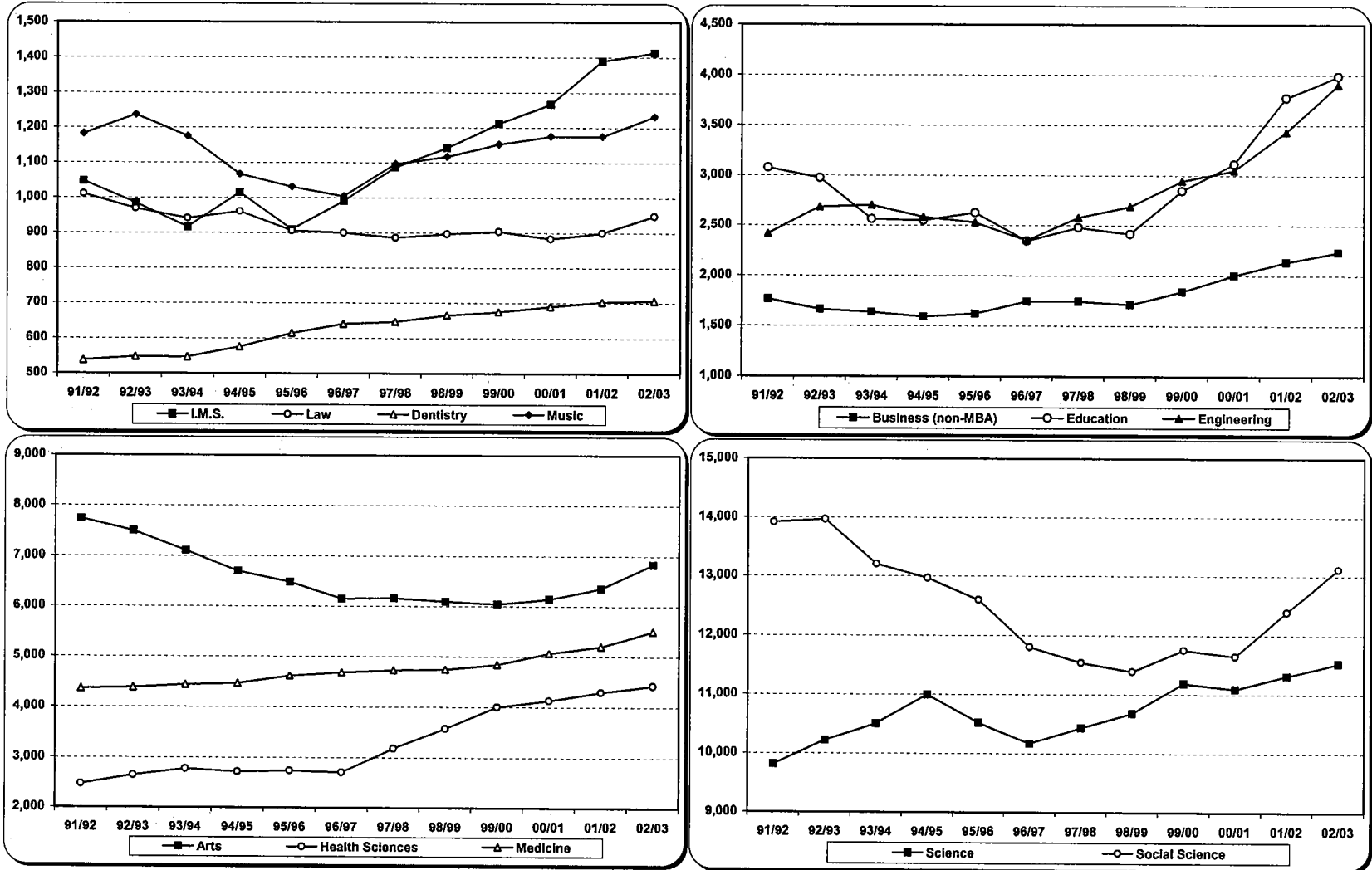
	Actual					Projected				
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
<b>1 Constituent University</b>										
<b>2 Full-Time Undergraduates</b>										
3 Arts	1,370	1,392	1,422	1,493	1,585	1,724	1,726	1,690	1,653	1,605
4 Business	291	338	390	379	388	408	420	420	420	420
5 Dentistry	214	219	229	238	241	246	252	254	256	256
6 Education	680	794	824	792	865	820	820	820	820	775
7 Engineering	1,132	1,321	1,375	1,497	1,528	1,572	1,603	1,598	1,600	1,589
8 Health Sciences										
9 BHSc Program	382	647	966	1,036	1,042	1,081	1,106	1,121	1,133	1,127
10 Kinesiology	1,148	1,166	1,042	1,122	1,075	1,095	1,072	1,059	1,060	1,039
11 Nursing	297	306	304	322	369	414	482	507	507	507
12 Therapies	222	204	218	158	90	30	30	30	30	30
13 Sub-Total	2,049	2,323	2,530	2,638	2,576	2,620	2,690	2,717	2,730	2,703
14 Law	438	437	433	436	453	460	460	460	460	460
15 Media, Information, and Tech	233	321	408	461	576	657	687	687	687	687
16 Medicine										
17 MD Program	395	401	410	425	466	499	527	543	544	544
18 BMedSci Program				12	32	50	70	95	120	145
19 Music	362	381	402	387	404	431	449	459	465	467
20 Science	3,619	3,588	3,556	3,559	3,673	3,877	3,922	3,871	3,813	3,750
21 Social Science	5,078	5,070	5,152	5,619	6,021	6,435	6,533	6,457	6,347	6,218
22 <b>Total Full-Time Undergraduates</b>	<b>15,861</b>	<b>16,585</b>	<b>17,131</b>	<b>17,936</b>	<b>18,808</b>	<b>19,799</b>	<b>20,159</b>	<b>20,071</b>	<b>19,915</b>	<b>19,619</b>
23 Medical Residents	441	446	476	464	512	515	515	515	515	515
24 <b>Full-Time Graduates</b>										
25 Masters	2,048	2,132	2,142	2,217	2,415	2,565	2,594	2,662	2,695	2,695
26 Ph.D.	713	755	793	838	909	999	1,076	1,148	1,213	1,213
27 <b>Total Full-Time Graduates</b>	<b>2,761</b>	<b>2,887</b>	<b>2,935</b>	<b>3,055</b>	<b>3,324</b>	<b>3,564</b>	<b>3,670</b>	<b>3,810</b>	<b>3,908</b>	<b>3,908</b>
28 Concurrent Programs	7	17	35	50	87	110	130	130	130	130
29 <b>Total Full-Time Enrolment</b>	<b>19,070</b>	<b>19,935</b>	<b>20,577</b>	<b>21,505</b>	<b>22,731</b>	<b>23,988</b>	<b>24,474</b>	<b>24,526</b>	<b>24,468</b>	<b>24,172</b>
30 <b>Part-Time FTEs</b>										
31 Undergraduate	2,188	2,105	2,100	2,212	2,245	2,300	2,400	2,400	2,350	2,300
32 Education (AQs)	368	468	549	871	898	900	900	900	900	900
33 Masters	110	98	100	90	100	100	100	100	100	100
34 Ph.D.	18	14	16	13	13	13	13	13	13	13
35 <b>Total Part-Time FTEs</b>	<b>2,684</b>	<b>2,685</b>	<b>2,765</b>	<b>3,186</b>	<b>3,256</b>	<b>3,313</b>	<b>3,413</b>	<b>3,413</b>	<b>3,363</b>	<b>3,313</b>
36 <b>Total Constituent FTEs</b>	<b>21,754</b>	<b>22,620</b>	<b>23,342</b>	<b>24,691</b>	<b>25,987</b>	<b>27,301</b>	<b>27,887</b>	<b>27,939</b>	<b>27,831</b>	<b>27,485</b>
<b>37 Affiliated Colleges</b>										
38 <b>Full-Time Undergraduates</b>										
39 Brescia	508	532	589	668	739	860	931	971	971	971
40 Huron	823	927	884	907	907	1,032	1,111	1,158	1,158	1,158
41 King's	1,818	1,966	2,115	2,143	2,418	2,652	2,780	2,836	2,836	2,836
42 <b>Total Full-Time Enrolment</b>	<b>3,149</b>	<b>3,425</b>	<b>3,588</b>	<b>3,718</b>	<b>4,064</b>	<b>4,544</b>	<b>4,822</b>	<b>4,965</b>	<b>4,965</b>	<b>4,965</b>
43 <b>Part-Time FTEs</b>										
44 Brescia	48	45	38	49	50	55	60	65	65	65
45 Huron	39	30	31	32	48	40	40	40	40	40
46 King's	151	160	190	195	215	215	220	225	225	225
47 <b>Total Part-Time FTEs</b>	<b>238</b>	<b>235</b>	<b>259</b>	<b>276</b>	<b>313</b>	<b>310</b>	<b>320</b>	<b>330</b>	<b>330</b>	<b>330</b>
48 <b>Total Affiliate FTEs</b>	<b>3,387</b>	<b>3,660</b>	<b>3,847</b>	<b>3,994</b>	<b>4,377</b>	<b>4,854</b>	<b>5,142</b>	<b>5,295</b>	<b>5,295</b>	<b>5,295</b>
49 <b>Total UWO FTEs</b>	<b>25,141</b>	<b>26,280</b>	<b>27,189</b>	<b>28,685</b>	<b>30,364</b>	<b>32,155</b>	<b>33,029</b>	<b>33,234</b>	<b>33,126</b>	<b>32,780</b>

**Table 19**  
**SUMMARY OF ENROLMENT FORECAST**

	Actual					Projected				
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
<i>Rows 50 to 81 Included above</i>										
<b>50 International Students</b>										
<b>51 Constituent Full-Time</b>										
52 Undergraduates	436	522	617	766	846	795	735	725	720	720
53 Medical Residents	80	86	107	110	117	117	117	117	117	117
54 Masters (excluding MBAs)	110	99	97	129	146	160	163	170	170	170
55 MBA (Regular)	33	63	72	78	94	94	94	94	94	94
56 Executive/Video MBA	32	28	49	54	46	46	46	46	46	46
57 Ph.D.	103	106	122	129	150	173	191	201	212	212
<b>58 Year 1 Only</b>										
<b>59 Constituent</b>										
60 BACS Program	486	562	592	660	667	700	700	650	650	650
61 Arts	357	372	397	393	401	450	375	350	350	350
62 Engineering	405	493	428	470	431	475	460	450	450	450
63 Health Sciences										
64 BHSc Program	208	200	319	318	283	325	325	325	325	325
65 Kinesiology	461	424	331	392	330	375	340	340	340	340
66 Nursing	76	87	86	91	104	100	100	100	100	100
67 Media, Information, and Tech	80	108	140	166	239	220	220	220	220	220
68 Music	105	106	125	120	121	130	130	130	130	130
69 Science	1,032	1,098	1,001	1,026	1,008	1,100	1,000	950	950	950
70 Social Science	886	908	819	906	907	1,050	860	835	835	835
71 <b>Total Year 1 - Constituent</b>	<b>4,096</b>	<b>4,358</b>	<b>4,238</b>	<b>4,542</b>	<b>4,491</b>	<b>4,925</b>	<b>4,510</b>	<b>4,350</b>	<b>4,350</b>	<b>4,350</b>
<b>72 Affiliates</b>										
73 Brescia	160	192	222	250	278	370	340	340	340	340
74 Huron	283	322	244	288	319	385	365	365	350	350
75 King's	734	867	808	742	900	915	875	840	840	840
76 <b>Total Year 1 - Affiliates</b>	<b>1,177</b>	<b>1,381</b>	<b>1,274</b>	<b>1,280</b>	<b>1,497</b>	<b>1,670</b>	<b>1,580</b>	<b>1,545</b>	<b>1,530</b>	<b>1,530</b>
77 <b>Total UWO Year 1</b>	<b>5,273</b>	<b>5,739</b>	<b>5,512</b>	<b>5,822</b>	<b>5,988</b>	<b>6,595</b>	<b>6,090</b>	<b>5,895</b>	<b>5,880</b>	<b>5,880</b>
<b>78 Masters</b>										
79 All Programs (excluding MBAs)	1,267	1,271	1,230	1,303	1,468	1,585	1,614	1,682	1,715	1,715
80 MBA (Regular)	425	489	531	568	616	620	620	620	620	620
81 Executive/Video MBA	356	372	381	346	331	360	360	360	360	360

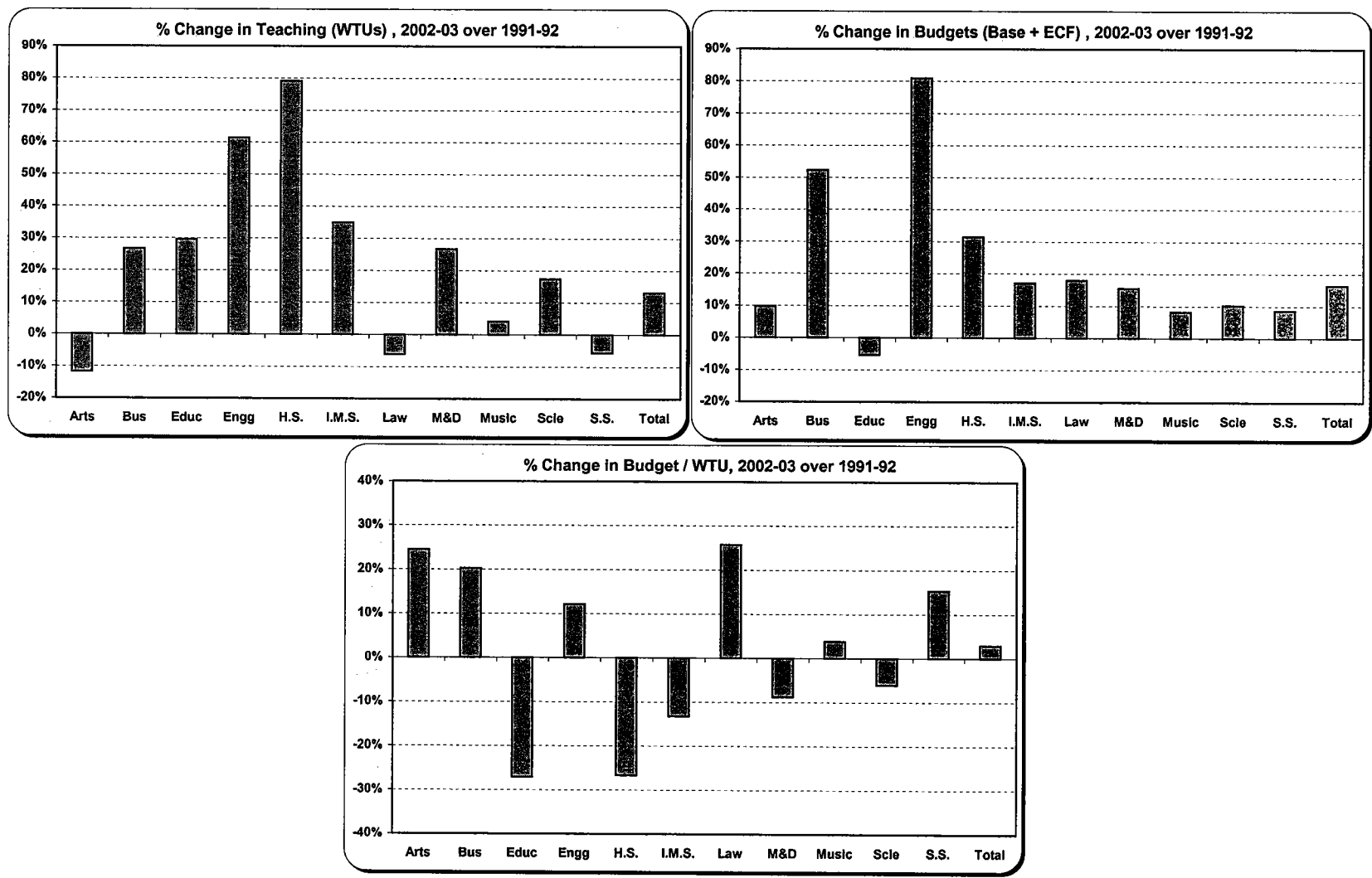
Appendix A: Figure 1

## WEIGHTED TEACHING UNITS (WTUs) excluding Distance Studies



Appendix A: Figure 2

### CHANGE in WTUs, Budgets, and Budget / WTU - 2002-03 over 1991-92 excluding Distance Studies



---

## *Appendix B*

### **Revenues, Expenditures, and Tuition Fees by Faculty**

---

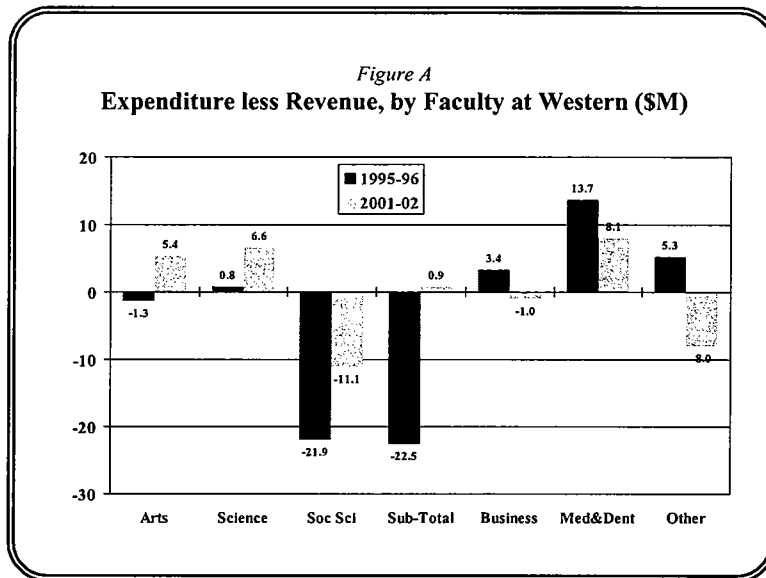
---

The graphs below summarize revenues, expenditures, and tuition fees by Faculty using the basic methodology developed in **Looking Forward** (April, 1996). The details of the methodology have been revised considerably since the 1996 version, as follows:

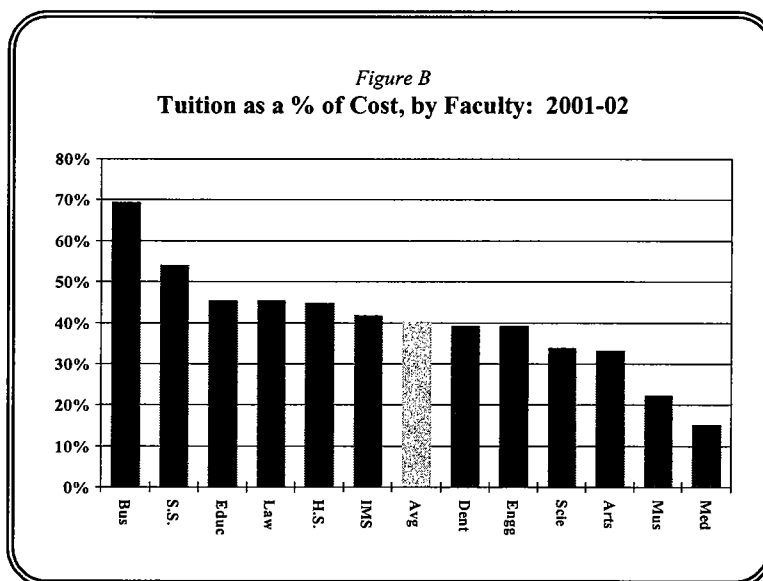
- Attribution of indirect costs (i.e. non-Faculty budgets) have been refined. In the 1996 version, indirect costs were attributed using “share of Faculty base budgets”. In the current version, indirect costs are attributed using many variables, including enrolments, number of faculty and staff, space, number of alumni, and base budgets.
- Costing of cross-Faculty teaching (i.e. teaching of undergraduate students from other Faculties) has also been revised. In the 1996 version, a cost of \$200 per full-course-equivalent course registrant was assigned. In the current version, the figure has been doubled to \$400 per full-course-equivalent course registrant. This equates to \$28,000 for a full course of 70 students, which we believe is a fair allocation for cross-Faculty teaching. If the rate were doubled again, to \$800 per full-course-equivalent course registrant, the allocation for a full course of 70 students would be \$56,000. Our analysis has used the \$400 figure.

In the analysis below, revenues include tuition and the grant revenue which can be attributed to each Faculty by the MTCU’s BIU system of grant allocation. **Figure A** compares expenditure less revenue, by Faculty, for 1995-96 (shown in black pattern) with data for 2001-02 (shown in grey). The Faculties shown in the graph are Arts; Science; Social Science; the subtotal of those three Faculties; Business; Medicine and Dentistry; and the total of the following six Faculties: Education, Engineering, Health Sciences, Information and Media Studies, Law, and Music. Western believes that in many cases the BIU weights do not reflect the relative costs of programs, and thus the University does not aspire to an equality between expenditure by Faculty and the revenues which can be attributed by the BIU system. Nonetheless, the University administration is frequently questioned about relative expenditures and revenues, given the Ministry’s BIU weights, and **Figure A** shows the results of our calculations.

**Figure B** shows tuition as a percent of cost, by Faculty, for 2001-02. The figures range from a high of 69.5% for Business to a low of 15.3% for Medicine. Because of differential changes in tuition fees and budget allocations, these figures have also changed markedly since 1995-96.



The percentages in Figure B refer to the **total** tuition collected in each Faculty as compared to the **total** expenditures of the Faculty, and do **not** show the tuition as a percentage of expenditure for particular **programs** within a Faculty. In Social Science, the calculations include 6,987 Full-Time Equivalent students (FTEs), with 6,667 undergraduates and 321 graduate students, in about 40 different programs. In Medicine, there were 1,206 FTEs – 414 MD students, 400 medical residents, 12 B.Med.Sci students, and 380 graduate students. Our analysis does not attempt to cost such individual programs within Faculties.



---

---

*The University of Western Ontario*

**2003-04 Capital Budget**

---

---

**The Capital Budget is not available in electronic format**

---