



*The University of Western Ontario*

**2005-06 Operating and Capital Budgets**

**March 30, 2005**

## Executive Summary of the 2005-06 Operating and Capital Budgets

March 30, 2005

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### **Introduction**

Western's *2005-06 Operating and Capital Budgets* leads us into the third year of the 4-year plan introduced two years ago.

- ***The 2005-06 Operating Budget*** projects revenues of \$435.9 million and expenditures of \$436.5 million. As compared to 2004-05, Faculty budgets will increase by \$4.3 million, permitting the recruitment of 84 additional tenured/probationary faculty and 20 additional staff. Support Unit budgets will increase by \$1.0 million, allowing for the recruitment of 19 full-time staff.
- ***The 2005-06 Capital Budget*** shows a planned expenditure level of \$82.8 million – which includes \$41.9 million for new construction, \$25.3 million in Maintenance, Modernization, and Infrastructure (MMI) Projects, and \$15.6 million in all other capital expenditures.

The Operating Budget and the Capital Budget together account for a significant portion of Western's overall annual funding – the remainder is composed of revenues from research grants/contracts, ancillary operations, and other restricted funds such as scholarships, chairs and professorships, and non-credit continuing education revenues. For example, in 2003-04 -- the most recent year for which actual final figures are available, the Operating and Capital Budgets accounted for approximately 59% of overall funding:

	<u>\$ million</u>	<u>percent</u>
Operating	388.7	51.5%
Capital	57.9	7.7%
Research	124.5	16.5%
Ancillary and other Restricted Funds	<u>184.2</u>	<u>24.3%</u>
Total	755.3	100.0%

*Note: Figures are as shown in the University's 2003-04 Supplementary Financial Statements*

### **The 2005-06 Operating Budget**

***Operating Revenues*** projected for 2005-06 assume that all government funding commitments will be honoured, including full funding for additional undergraduate students through the Accessibility Fund, the Quality Assurance Fund, targeted provincial government grants, and the Federal Funding for the Indirect Costs of Research. In addition, it is also anticipated that the Provincial Government will provide incremental base operating grants in support of graduate enrolment expansion. Revenue projections also assume that tuition fees will be frozen (except for programs/students not funded by the Province, including international students) and that compensatory grant funding will be provided. With these assumptions, Western's 2005-06 Operating Revenues are projected to be \$435.9 million, with a breakdown as follows:

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	<u>\$ million</u>	<u>percent</u>
Provincial Government Grants	206.0	47.3%
Federal Government Grants	6.2	1.4%
Tuition Fees	169.6	38.9%
All Other Revenues	<u>54.1</u>	<u>12.4%</u>
Total	435.9	100.0%

**Operating Expenditures** include substantial investments to support initiatives that are of strategic importance to the University, including:

- a total of \$3.1 million in base budget allocations from the University Priorities Investment Fund (UPIF) – \$1.2 million to Faculties and \$1.9 million to Support Units – targeted to areas of excellence and priority, including:
    - faculty recruitment – base funding for 12 faculty appointments;
    - staff recruitment – base funding for 19 staff appointments; and
    - international student initiatives – base funding of \$225,000 to the Registrar’s Office to expand services in support of international students ;
  - the introduction of the Graduate Expansion Fund (GEF), which provides \$2.3 million in new funding to the Faculties in direct recognition of the planned expansion of graduate enrolments at Western – the GEF is expected to support 16 additional faculty appointments and 6 additional staff appointments in the Faculties in 2005-06;
  - an additional \$3 million in Enrolment Contingent Funding (ECF) and Increased Cohort Funding (ICF) to the Faculties in support of undergraduate and graduate student enrolment expansion;
  - an additional \$1.9 million in base funding to the Faculties, including the multi-year base commitments to the Faculties of Arts & Humanities, Science, Social Science, and Music, and to support targeted program expansions in Business, Nursing, and Medicine;
  - the next round of Canada Research Chairs (CRCs) – allocating an additional \$1.3 million to the Faculties;
  - the addition of \$500,000 to the Academic Development Fund (ADF), a funding program which supports research initiatives by providing internal grants to our faculty members;
  - the expansion of graduate student support funding by an additional \$1.3 million;
  - an additional \$328,000 to Support Units through the Expansion-related Funding Mechanism, which is being converted to base in 2005-06;
  - the continued enhancement of our Library Acquisitions Budget, through the provision of an additional \$545,000 in base funding;
  - the provision of \$1.2 million in base funding to cover the physical plant utilities costs associated with the opening of new facilities;
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- an incremental \$750,000 transfer to the Capital Budget for Maintenance, Modernization, and Infrastructure (MMI) – bringing the total transfer to a level of \$8 million in 2005-06;
- the continuation of the \$3 million transfer from the Federal Funding for Indirect Costs of Research (FFICR) to Capital;
- the allocation of an additional \$25,000 to support the travel costs of our Intercollegiate Athletics teams that reach national championship competitions;
- the allocation of \$23.3 million in one-time funding to a number of specific initiatives, including:
  - a \$12.9 million transfer to the Capital Budget to support renovations/upgrades to the newly-acquired Westminster College facilities (\$7.5 million), the Biological & Geological Building Renovations Project (\$5 million), and technology upgrades to general university classrooms (\$350,000);
  - the provision of \$1.1 million to upgrade Information Technology wiring across campus;
  - \$1.0 million to support female faculty recruitment; and
  - a number of other allocations in areas such as campus security, student recruitment, and information technology.
- the provision of \$9.0 million for cost increases, including employee salaries and benefits.

The net result of the above budget investments is that total operating expenditures are projected to reach \$436.5 million in 2005-06, with a breakdown as follows:

	<u>\$ million</u>	<u>percent</u>
Faculties' Base Budgets	264.3	60.5%
Scholarships & Bursaries	34.4	7.9%
Support Unit Base Budgets	61.8	14.2%
Corporate Expenditures	43.7	10.0%
One-Time Allocations	23.3	5.3%
Provision for Cost Increases	<u>9.0</u>	<u>2.1%</u>
Total	436.5	100.0%

The net result of the projected revenues and expenditures is an **Operating Reserve** of \$9.4 million for 2005-06. The reserve level is primarily the result of rapid increases in enrolment-based government grants through the Accessibility Fund, and a slower pace of associated expenditures, largely directed to new faculty and staff appointments. The Operating Reserve is forecast to return to the Board-mandated level of \$2.5 million at the end of the 4-year planning period (i.e. 2006-07).

### **The 2005-06 Capital Budget**

**Capital Expenditures** for 2005-06 are projected to be \$82.8 million – of which \$41.9 million is for new construction, \$25.3 million is for Maintenance, Modernization, and Infrastructure (MMI) Projects, and \$15.6 million is for all other projects including renovations to our residences and ancillary operations such as food services and the book store, and possibly asset acquisitions.

New construction includes the New Residence, the Biotron – a CFI-funded interdisciplinary research facility, the Innovarium – the City-wide Animal Care Facility, and the Clinical Skills Facility in the Faculty of Medicine & Dentistry.

The MMI Projects consist of major renovations (\$12.6 million) in the Medical Sciences Building, the Biological & Geological Sciences Building, and the Western Science Centre. These projects will address major deferred maintenance issues and renew facilities to modern day standards. The MMI Projects also include numerous projects involving renewal of instructional and research facilities, utilities and infrastructure projects, and other maintenance/modernization projects.

**Sources of Funding for the Capital Budget** in 2005-06 include provincial and municipal government grants, funds from the Canada Foundation for Innovation (CFI) and the Ontario Innovation Trust (OIT), private fundraising, funds transferred from Western's operating budget, investment income on reserves held in the Capital Budget, general fundraising, bank loans, and other sources including internal recoveries. These sources are expected to provide a total of \$83.7 million to Western's Capital Budget in 2005-06.

The **Capital Reserve** is projected to total \$25.9 million in 2005-06, including \$6.4 million in the general capital fund.

The University's **Capital Debt** is projected to be \$138.1 million in 2005-06. The debt for Ancillaries and Associated Companies is projected to be \$113.4 million which will be financed by the units themselves. The projected debt for the Capital and Operating Fund is \$24.7 million, and will be financed over time using the annual operating budget transfer to the capital budget for deferred maintenance. The projected capital debt for 2005-06 remains within the ceilings for the four measures approved by the Board of Governors – debt per FTE student, ratio of debt to total revenues, ratio of debt service costs to total revenue, and ratio of debt to revenues available to service the debt.

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## **2005-06 Operating Budget**

March 30, 2005

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### **A. Planning and Budgetary Context**

The current planning cycle leads us into the second half of Western's first multi-year budget plan which spans the period 2003-04 through 2006-07. The 4-year planning process introduced in the fall of 2002 was updated in the fall of 2003, and included revisions to:

- University-level revenue and expenditure projections;
- Faculty Academic Plans and Support Unit Operational Plans;
- unit-specific detailed budget projections for the planning period;
- faculty and staff complement plans for each unit;
- a University enrolment plan; and
- a number of new initiatives and associated budget investments.

A year ago, we based our initial budget plan update on the following assumptions regarding major revenue sources:

- the Provincial Government would continue to provide full funding for undergraduate enrolment growth associated with the Increased Cohort;
- additional operating funds would be provided to improve the quality of education we offer our students through increases to the Quality Assurance Fund;
- all provincial commitments to fund targetted program expansions in Engineering, Computer Science, Medicine, and Nursing would be honoured;
- if tuition fees were frozen for 2004-05 and 2005-06, the Provincial Government would provide compensatory grant funding;
- the Federal Funding for Indirect Costs of Research (FFICR) would continue as base revenues;
- the Canada Research Chairs Program (CRCs) would reach steady-state and provide Western with approximately 70 CRCs; and
- the equity markets would rebound and allow us to draw investment funds to the Operating Budget in 2005-06 and 2006-07.

Since the formal approval of the 2004-05 University Operating Budget by the Board of Governors in May 2004, a number of events have occurred – and have had an impact on our overall budget situation:

- the Provincial Government's Quality Assurance Fund (QAF) was not increased, but this was more than offset by higher-than-projected provincial grants for the tuition freeze offset and the Accessibility Fund;
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- our overall enrolments fell short of projections, resulting in lower-than-projected tuition revenues; and
- Enrolment Contingent Fund (ECF) expenditures are lower as a direct result of the lower-than-projected enrolments.

The recent recommendations regarding the funding of Post-Secondary Education in Ontario from the Provincial Government's Panel (headed by former Premier Bob Rae) present an optimistic fiscal outlook for Ontario's universities. We are hopeful that the recommendations will feed directly into the spring provincial budget.

Within the above budgetary context, the recommendations in this budget document seek formal Board approval for the 2005-06 Operating and Capital Budget and the multi-year University Priorities Investment Fund (UPIF) recommendations. All other data provided for years after 2005-06 are for information only. Additional recommendations arising in the final cycle of our 4-year planning process will be confirmed next year.

## **B. Planning for the Remaining 2 Years of the 4-Year Planning Period**

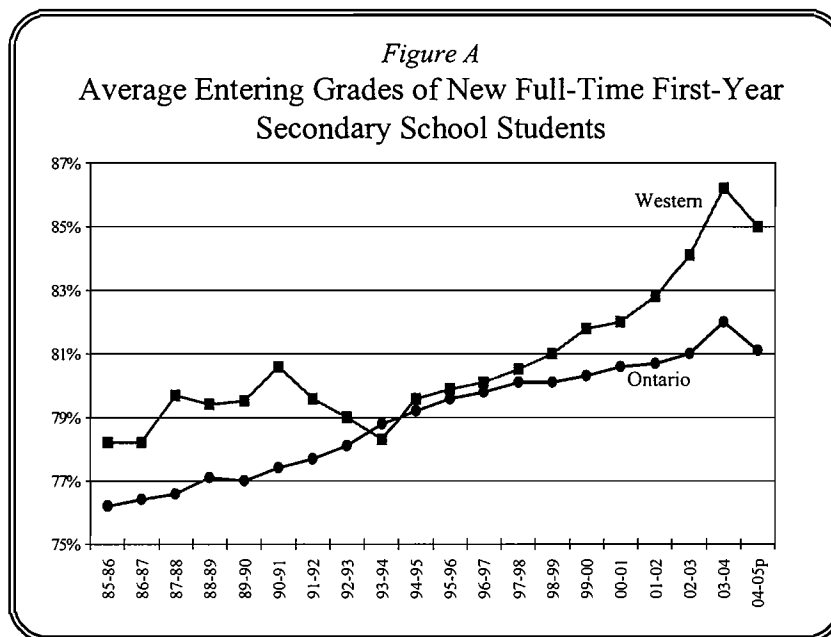
As indicated above, we are hopeful the recommendations of the Rae Report will feed directly into the spring provincial budget – and that the government will clarify its position on tuition fees and government grants with a long-range commitment on both items. The University of Western Ontario's 2005-06 budget plan is based on the following revenue and expenditure assumptions.

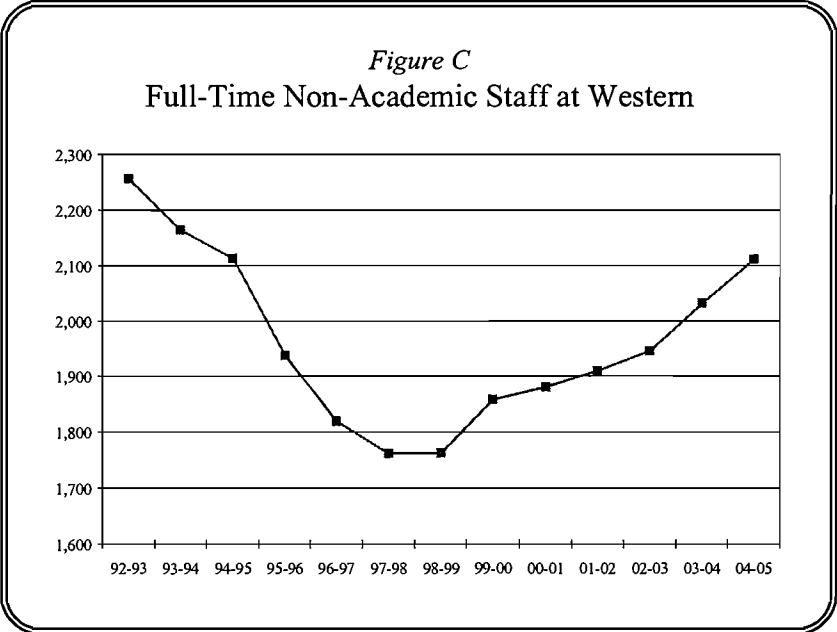
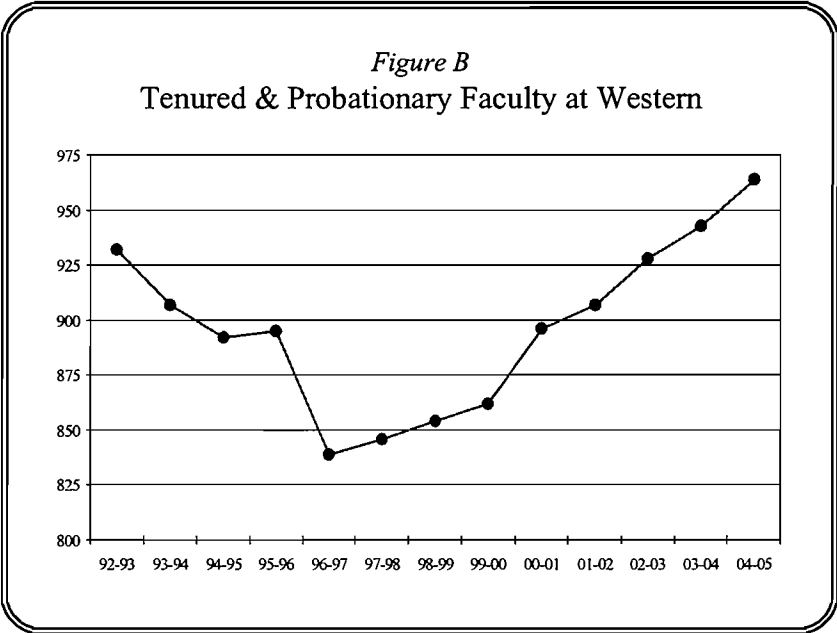
### **Revenue Assumptions**

- the Provincial Government will provide full funding for all additional students – both graduate and undergraduate students;
- all other major provincial funding programs – the QAF and targeted program expansion funding envelopes – will continue at current levels;
- the tuition freeze will continue in 2005-06 and appropriate levels of compensatory grant funding will be provided;
- the Provincial Government, in response to the Rae Panel recommendations, will provide new funding for graduate enrolment growth;
- the Federal Government's FFICR and CRC programs will continue;
- we will meet our enrolment targets – including the admissions targets in our Strategic Plan and the projected increases in upper-year enrolments resulting from higher retention rates which is a direct result of the increased quality of incoming undergraduate students;
- tuition revenues associated with our enrolment plan will be achieved; and
- we will not be able to draw from our investment funds in 2005-06.

**Expenditure Assumptions**

- the direct costs of teaching, supervising, and supporting our additional undergraduate and graduate students must be funded;
- funds must be provided for the costs associated with the salary agreements in place with our employee groups;
- funding must be maintained and improved in the areas of student scholarships and bursaries, student recruitment, support for research initiatives, library acquisitions, and the operating costs of new facilities; and
- the appropriate level of resources necessary to maintain and renew our academic facilities – classrooms and laboratories – must be allocated.





### **C. Update on Initiatives Introduced in 2004-05**

The following priority initiatives in the 2004-05 Operating Budget involved substantial incremental resource allocations: Round 2 of the University Priorities Investment Fund (UPIF); Expansion of Graduate Enrolments at Western; Faculty-specific Development/Communications Officers; New Funding Model for the Ivey School of Business; Additional Support for Research Initiatives through the Research Infrastructure Support Fund (RISF) and the Western Innovation Fund (WIF); Programs of Recognition of Scholarly Excellence – the Distinguished University Professors and Faculty Scholars; and Investments in Support of our Academic Facilities.

- Additional UPIF allocations were made in 2004-05 involving \$2.5 million to Faculties and \$2.5 million to Support Units. The funds have contributed to the hiring to date of 76 new tenured/probationary faculty and 191 new full-time staff (70 in the Faculties and 121 in the Support Units) as well as supporting a number of other priorities within the Faculties and Support Units.
- Additional investments in the Faculties of Arts & Humanities (\$62,500), Science (\$100,000), Social Science (\$100,000), and Music (\$37,500) were made – and directed towards supporting the academic plans of the Faculties. This \$300,000 base allocation was in addition to an equal amount of base funding provided to these Faculties in 2003-04.
- Last year’s Budget established the expansion of graduate enrolments as a key priority at Western. In 2004-05, full-time Master’s enrolment fell because of a decline in MBA enrolments. However, if we exclude the MBA, full-time Master’s enrolment increased by 94 – from 1,558 in 2003-04 to 1,652 in 2004-05. Full-time PhD enrolment increased by 102 – from 1,019 in 2003-04 to 1,121 in 2004-05. These increases were supported by an investment of \$1.6 million from the Enrolment Contingent Fund (ECF) to the Faculties and the addition of \$700,000 to the Faculty of Graduate Studies’ student awards budget.
- A sum of \$450,000 was allocated to the Vice-President (External) to plan and implement a program of Faculty-specific Development/Communication Officers. The program is well underway, and staff appointments have been made in the Faculty of Social Science and the Libraries. These appointments are funded jointly by the units and the Vice-President External’s portfolio. Planning is currently underway for similar staff appointments in Arts & Humanities, Education, and Music.
- The New Funding Model for the Ivey School of Business was introduced in 2004-05. This model involves the allocation to Ivey of funding equivalent to the tuition and general purpose government operating grants associated with enrolments in Ivey’s HBA, MBA, EMBA, and PhD programs plus an ECF-equivalent amount related to Ivey’s “pre-business” courses. Ivey then makes a payment to the University for services provided by the University to Ivey.
- The Research Infrastructure Support Fund (RISF) and the Western Innovation Fund (WIF) – two initiatives aimed at providing additional support for research activities at Western – were

introduced in 2004-05. The RISF (a \$750,000 fund) was allocated to the Faculties to support costs associated with research infrastructure within the Faculties, including costs of maintenance of equipment, technical support, and research facilities costs. The WIF (a \$250,000 fund) is being used by the Vice-President (Research) to provide seed funding for development of promising new inventions. The funding is aimed at supporting personnel, supplies, or other development costs.

- The Programs of Recognition of Scholarly Excellence – Distinguished University Professors and Faculty Scholars – were introduced in 2004-05. A UPIF base allocation of \$165,000 was made to the portfolio of the Vice-President (Research) to create annual opportunities for public recognition and celebration of the achievements of outstanding faculty through a Distinguished University Professor program and a Faculty Scholar program. The selection of individuals to receive the first of these awards is underway.
- The Investments in Support of our Academic Facilities, as planned in last year's budget, were indeed made. In recognition of the need to ensure that adequate funding is available for the future maintenance and renewal of our facilities, the Board of Governors approved the recommendation that the \$750,000 incremental base transfer from operating to capital be continued until 2015-16, when the annual transfer will be \$15.5 million. In addition, as approved in last year's budget, a sum of \$3 million in base funds has been transferred from the Federal Funding for Indirect Costs of Research (FFICR) to the University's Capital Budget to fund research-related renovations projects. Over the coming years, this funding will be targeted to support the upcoming major renovations projects – modernization of the Biological & Geological Sciences Building and the Physics & Astronomy Building.

#### **D. *Making Choices* – Continuing Investments in Areas of Strength and Priority**

Western's Strategic Plan – *Making Choices* – and the associated Academic and Operational Plans of our Faculties and Support Units continue to guide our planning process and associated budget recommendations. The recommendations for 2005-06 build on the multi-year plan currently in place by targetting resources to areas of high priority to the University.

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

The UPIF was established in 2002-03 as a central element of a differential, integrated planning process – and supports priority initiatives within Faculties and Support Units. As detailed in the annual planning guidelines, UPIF proposals must be well-integrated with Academic/Operational Plans and with resource allocation decisions internal to units. In the first two years of the current multi-year planning process (i.e. rounds 1 and 2), a sum of \$9.3 million has been committed over the 4-year planning period -- \$5.2 million to the Faculties and \$4.1 million to the Support Units.

### **Faculties**

As indicated above, a sum of \$5.2 million in UPIF funds has previously been allocated to the Faculties over the 4-year planning period – of which \$1.2 million will be allocated in 2005-06. Furthermore, as mentioned previously, our existing 4-year plan involves the allocation of an additional sum of \$1.2 million base funds to the Faculties of Arts & Humanities (\$62,500 per year), Music (\$37,500 per year), Science (\$100,000 per year), and Social Science (\$100,000 per year).

For this round (i.e. round 3), rather than allocating further new funds to the Faculties through UPIF in 2005-06, incremental resources for the Faculties estimated at \$2.3 million, are being targeted to support graduate enrolment expansion at Western. This Graduate Expansion Fund (GEF) is described later in this document. This \$2.3 million is over and above the \$5.2 million of UPIF already allocated to Faculties over the 4-year planning period.

When Faculties were invited to submit UPIF requests in this planning cycle, it was made clear to them that if the UPIF requests were approved they would likely need to be supported from current Faculty resources. The new funds distributed to the Faculties as a function of increased graduate enrolments (i.e. the \$2.3 million referred to above) will be sufficient to support the majority of this year's UPIF requests. In other words, the GEF is designed to respond to Faculty priorities identified through UPIF proposals while ensuring that available new resources are differentially allocated according to a Faculty's involvement in pursuing the important strategic University objective of continued growth in graduate enrolment.

In addition to the GEF, two UPIF recommendations are being made in this round 3 – the first in support of an initiative involving the training of Graduate Teaching Assistants (GTAs) proposed by the Faculty of Graduate Studies, and the second to provide resources to support faculty appointments to expand and stabilize Women's Studies and Feminist Research at Western. The details of the second recommendation are described later in this document.

Table 2 summarizes the UPIF commitments to Faculties through the first three rounds of the 4-year planning period, including the specific budget allocations for 2005-06.

### **Support Units**

In this third round of UPIF, it is being recommended that Western's Support Units receive an additional \$1.4 million in 2005-06. This incremental allocation supplements the \$535,000 allocation for 2005-06 recommended as part of round 1 of our 4-year planning process – bringing the total 2005-06 UPIF allocation to the Support Units to a total of \$1.9 million.

UPIF recommendations for the Support Units are shown in Table 3, which also summarizes the allocations from rounds 1 and 2.

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

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

*The following are the major new initiatives being introduced in the 2005-06 University Budget.*

## **Graduate Enrolment Expansion: Plans and Resources**

In last year's budget document, expansion of Western's graduate enrolments was introduced as a high-priority strategic objective. Our aspirations in this area are in direct response to external considerations as well as the University's Strategic Plan.

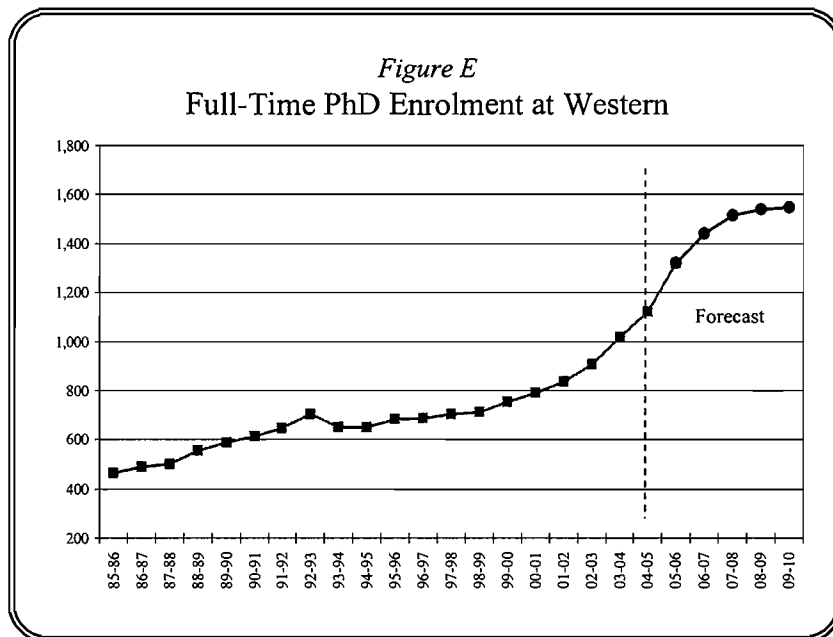
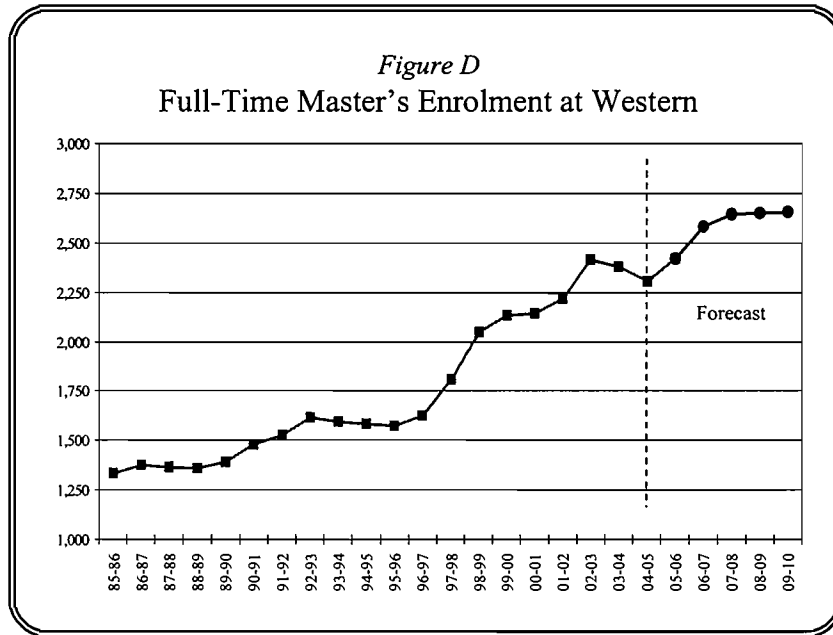
The recent study by the Council of Ontario Universities – *Advancing Ontario's Future through Advanced Degrees* – reveals that demand for graduates of our master's and doctoral programs will increase substantially in the next decade as a result of such factors as retirements in the baby boom generation, the graduation of their children from undergraduate programs, and increased participation rates in graduate education arising from higher demands for highly-qualified personnel for employment in both the private and public sector. The COU study, which calls for the doubling of graduate enrolments in Ontario by the next decade, indicates that, even with this doubling, Ontario's doctoral enrolment levels will lag well behind the levels in American universities.

The COU call for expansion of graduate enrolments in Ontario's Universities is well-supported by the recommendations of the studies released regularly by the Institute for Competitiveness and Prosperity (chaired by Roger Martin), which clearly indicate that graduate education and expansion of our graduate enrolments is central to Canada's competitiveness with the United States.

Finally, a key conclusion articulated in Western's 1995 Strategic Plan, *Leadership in Learning*, was that graduate enrolment must increase if we are to realize our scholarly objectives – at that time the ratio of graduate to undergraduate students at Western was low relative to other research-intensive Canadian universities. This imperative was reinforced in *Making Choices*, the renewal of our Strategic Plan in 2001.

Enrolment at the doctoral level has been growing rapidly at Western. Full-time doctoral enrolment was 1,121 in 2004-05, as compared to 755 in 1999-00, an increase of 49%. This was achieved at a time when Provincial funding for graduate enrolment expansion was in most years partial or non-existent. If the recommendation of full funding for graduate students in the Rae Report is acted upon by the Province, a reasonable estimate of doctoral enrolment in 2009-10 is 1,700, an increase of 52% over the five years from 2004-05.





Such an increase in doctoral enrolment would promote accessibility for students, provide graduates to employers seeking highly-qualified personnel, and allow Western to approach closer to the average of the G10 research universities in terms of doctoral students as a percentage of all students. In 2002-03, that percentage was 4.0% for Western, as compared to 6.5% for the G10 as a whole; at the high end were Toronto, at 9.1%, and McGill, at 8.8%. The G10 figures are quite modest when compared to publicly-funded research universities in the US. The ratio of all graduate students (Master's and PhD) to total enrolment in the G10 was 17.1% in 2002-03; the figure in many large state universities in the US would be around 30%.

The target of 1,700 doctoral students is above the figure in the enrolment forecast of Table 21, which was built up from estimates of individual units who, particularly in the years after 2006-07, tend to assume that further growth is not possible without more resources. With full funding, those resources, in terms of new faculty and staff positions and new support for the students themselves, will be present, and the forecasts for those later years would rise. We are not inclined at this time to modify the estimates for Master's students in Table 21. It is difficult to forecast enrolment in the professional Master's programs linked to particular labour markets (e.g., the MBA). Moreover, there is a growing tendency among departments to admit students into a PhD program either directly from an outstanding undergraduate degree or after outstanding performance in the first year of a Western Master's. For those reasons the Master's forecast in Table 21 seems reasonable at this time.

Western is well-positioned to move forward with further significant expansion of our graduate programs. Demand for our graduate programs continues to increase, and we are continuing to recruit students of the highest qualifications. Our outstanding faculty continue to attract external awards/grants in increasing numbers, which will allow us to pursue our graduate enrolment expansion plans.

As prescribed in last year's Budget, the Dean of Graduate Studies has been working with all other Deans over the past 12 months to develop a revised approach to graduate enrolment planning and recruitment – a plan that better integrates Deans and Faculty Academic Plans/Budgets into this critical area. Outcomes of this planning process include a renewed and simplified structure for the Faculty of Graduate Studies' current programs of graduate student financial support and the development of new enrolment plans for each Faculty.

The central theme of this year's planning meetings was the discussion of further graduate enrolment growth and the associated resource requirements. The need for these additional resources was a consistent message from all Deans. Although a part of the perceived additional resource requirements related to direct graduate student support, the greatest concerns were with the availability of sufficient faculty members to support graduate expansion while sustaining commitments to other activities, including undergraduate teaching and research. As already indicated, this need for additional faculty was reflected in the vast majority of UPIF funding proposals from Deans. In direct response to the overwhelming call for additional resources to support graduate student expansion, a new funding program is being proposed for 2005-06 -- **the Graduate Expansion Fund (GEF)**. The specifics of the GEF are as follows:

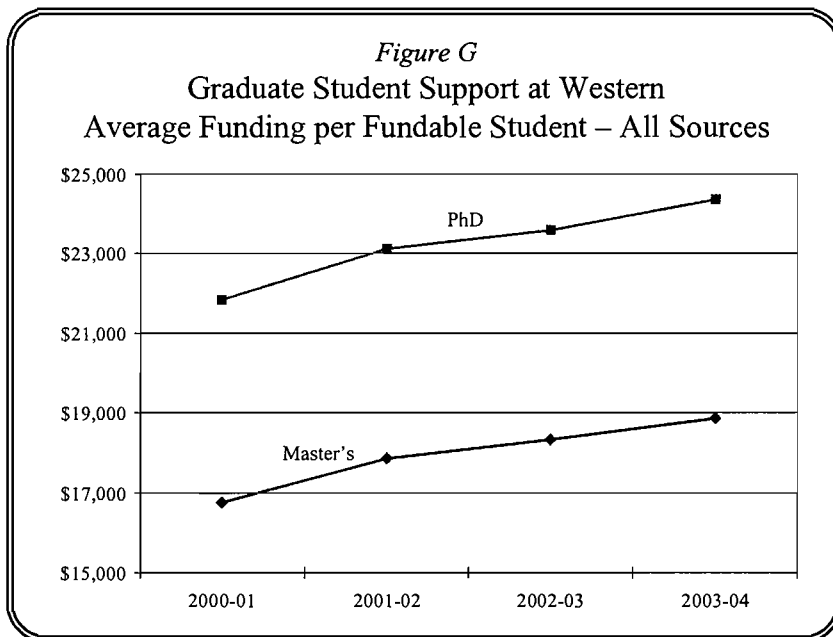
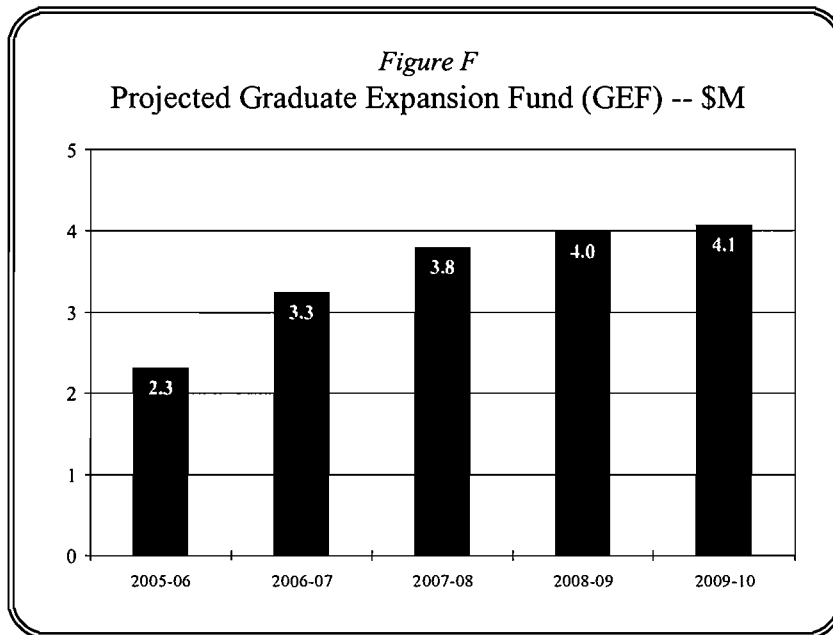
1. Effective 2005-06, funding will be provided for each incremental PhD and Master's FTE over a baseline enrolment level. The baseline is the average of 2002-03, 2003-04, and 2004-05 Master's or PhD FTEs.
2. The FTEs will be measured as of November 1<sup>st</sup> each year, and will be the same counts used in the ECF mechanism. The counts include all graduate students – full-time, part-time, international, and Canadian.
3. Each incremental PhD FTE will be allocated \$7,000 and each incremental Master's FTE will be allocated \$2,000.
4. The funding is over and above the ECF allocations, and the envelope will be kept separate from ECF.

ECF provides \$10,500 for each incremental PhD FTE – bringing the total ECF plus GEF to \$17,500 per incremental PhD FTE. The ECF allocation is \$5,250 for each incremental Master's FTE – bringing the total ECF plus GEF to \$7,250 per Master's FTE.

*It should be noted that ECF is calculated by combining undergraduate and graduate enrolment, whereas the GEF is calculated from the graduate enrolment only.*

5. Graduate programs funded through targeted government expansion grants will be excluded from the GEF.

The GEF allocations will be used to support expanded graduate programs. Much of the funding is expected to be directed towards additional faculty appointments, and, to a lesser extent, staff appointments and direct student support. Approval of Faculty spending plans for the GEF will be contingent upon a review of proposals from the Deans in their Final Budget documents. The Provost's expectation is that, except on the basis of compelling contrary arguments, GEF monies will support current UPIF requests related directly or indirectly to graduate expansion. Table 14 summarizes the projected 2005-06 Faculty-specific graduate enrolments and the associated GEF allocations. Figure G shows the projected University-wide GEF allocations for the next 5-year period based on graduate enrolment plans submitted jointly by each Dean and the Dean of Graduate Studies.



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## **Investing in a Stable Future for Women's Studies at Western**

During the last planning cycle in the fall of 2003, the Director of the Centre for Women's Studies and Feminist Research, with the support of the Deans of Arts & Humanities and Social Science, brought forward an ambitious Academic Plan for the future of the Centre. The Plan argued that the evolution of the Centre had reached a critical choice point demanding either a substantial investment of resources or serious consideration of abandoning the enterprise. In short, the community's aspirations that the unit should support a quality, expanding undergraduate program, serve as a catalyst and base for research on women's issues for scholars across campus, and develop an interdisciplinary graduate program simply could not be realized without these changes.

On the basis of these arguments, the Director and supporting Deans were urged to use the past year to engage other Deans and stakeholders in a discussion of their proposal. The results of those discussions were presented in the Centre's current planning submission. The proposal for new investment, involving the appointment of additional full-time faculty, and for a new, stronger structure within Western's academy, received strong and enthusiastic support from Deans across campus. In addition, expressions of support from numerous individual members of faculty across campus, both from active members of the Women's Studies community and others, have been unambiguous.

As a result of these considerations, this year's budget includes recommendations aimed at expanding and stabilizing Women's Studies at Western. These investment and governance changes will allow the University to establish a unique, cross-disciplinary unit able to support and expand its undergraduate offerings, to engage in research on a variety of women's issues crossing disciplines and methodologies, and to develop a strong graduate program. All of those involved in these discussions are committed to the notion that the success of these initiatives is dependent on our ability to ensure that, although firmly based in an emerging academic unit, the Centre will engage those interested in women's studies across the entire campus academic community.

The key elements of the recommendations are as follows:

1. A proposal to establish Women's Studies and Feminist Research as an academic unit with an explicitly inter-disciplinary, cross-Faculty mission.
  - Following appropriate consultations, it is anticipated that the details of a governance structure and home Faculty (or Faculties) for the unit, a constitution, and a plan of transition will be submitted for approval to SCUP and Senate before the end of June 2005. The governance structure will provide for involvement of those appointed to the unit as full or joint appointments and as cross-appointees with primary affiliations in other units across campus.
  - This plan will include a recommendation for the establishment of an academic unit housing Women's Studies and Feminist Research no earlier than the fall of 2007.
2. The funding through UPIF (in 2006-07) of 50% of the costs of the five joint appointments (listed below) in Women's Studies and Feminist Research. The other 50% for each of these

positions will be funded by Faculty sources. Four of these appointments will be at the Assistant Professor level and one at either Associate or Full Professor. The list below describes the areas of scholarship now under discussion. The specific areas may change somewhat prior to the final appointments.

- Appointment in Gender and Film – Joint with the Department of Film Studies in the Faculty of Arts & Humanities
- Appointment in Women and Media Studies – Joint with the Faculty of Information & Media Studies
- Appointment in Women and Social Structures – Joint with the First Nations Studies Program in the Faculty of Social Science
- Appointment in Gender and Science – Joint with the Department of Philosophy in the Faculty of Arts & Humanities
- Appointment in Women and Health – Joint with the Faculty of Health Sciences

### **Further Investment in Support of Scholarship and Research: Increase to the Academic Development Fund (ADF)**

The Academic Development Fund provides seed money for new and innovative research projects at Western. Typically, researchers use this funding to develop promising research programs which subsequently attract funding from external sources. ADF resources are also used directly to leverage funding from external sources such as the Canada Foundation for Innovation which require a matching contribution from the researcher or institution.

The ADF has been at a level of \$1 million for a number of years. Of this, \$80,000 is allocated to a Small Grants program for applicants seeking awards of less than \$7,500. The bulk of the funding (\$920,000), however, accrues to the Major Grants program, where awards typically exceed \$50,000.

The ADF Major Grants competition attracts applicants from all disciplines on campus and, typically, the requests far exceed the available funding. Between 2002 and 2004, the success rate averaged just over 35 percent. In 2005, this slipped to just under 25 percent – and a number of excellent proposals were not funded. Given the number of new faculty joining the University each year (the vast majority of whom are active researchers), pressure on the ADF is expected to increase in the years ahead.

In order to ensure that we are able to fund as many excellent proposals as possible from the ADF, especially through the Major Grants program, it is being recommended that the ADF be increased in 2005-06 by a base amount of \$500,000 – to a level of \$1.5 million.

### **Incorporation of the Increased Cohort Fund (ICF) into Faculty Base Budgets**

In recognition of the substantial growth in undergraduate enrolments in our first-entry programs and the resulting pressures facing our Faculties, the Increased Cohort Fund (ICF) was introduced in 2002-03. The ICF is currently allocated as one-time funds each year. Our intention was to convert the 2006-07 level of ICF to base budget in 2007-08. In light of the fact that our overall

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undergraduate enrolments appear to have reached steady-state, it is being recommended that the conversion of ICF to base budget be moved ahead to 2005-06. Table 15 summarizes the proposed calculations for the conversion. Column g in Table 6 shows the inclusion of ICF into Faculty base budgets.

### **Incorporation of the Expansion-related Fund for Support Units into Unit Base Budgets**

Similar to the ICF for Faculties, in recognition of the resource pressures resulting from significant expansion in enrolments, research activity, employment, and physical space, the Expansion-related Fund for Support Units was introduced in 2003-04. Here too, the intent was to convert this fund to base at the end of our 4-year planning period. It is being recommended that this conversion to base be moved ahead to 2005-06. Table 17 summarizes the Expansion-related Fund for Support Units. Column d in Table 8 shows the incorporation into unit base budgets.

### **Continued Investments in Support of our Academic Facilities**

As indicated earlier in this document, Western continues to place a high priority in ensuring that our academic facilities are maintained at levels necessary to offer a high-quality education to our students. Last year's budget included substantial commitments in support of our academic facilities.

This commitment to our facilities continues – with three new recommendations:

1. ***Renovations to Westminster College Facilities.*** In-year in 2004-05, Western's Board of Governors approved the purchase of the Westminster College Property – which provides us with additional lands for the development of future University facilities as well as additional space in the buildings currently at Westminster College. Preliminary discussion/planning for the use of this additional space, including possible relocation of some activities from their present location on campus, is underway and the details will be finalized over the coming months. It is being recommended that a sum of \$7.5 million be transferred from operating to capital in 2005-06 to carry out the renovations necessary to accommodate the new activities that may be located at Westminster College. This funding will also support the renovations to space freed-up in other University buildings when activities are relocated to Westminster College. The overall objective of the various moves associated with this acquisition will be to maximize the space available near the core of campus for academic activities for whom such positioning is important.
2. ***Modernization of the Biological & Geological Sciences (B&G) Building.*** As indicated in last year's budget, the modernization of the B&G Building is essential to our recruitment and retention of outstanding faculty in the sciences and to meet the demands of increased teaching and research. Planning and design for the renewal of the B&G Building is well underway. As part of last year's budget, the Board of Governors approved the transfer of \$2.5 million from operating to capital in 2004-05 in support of this project – and it was also indicated in last year's budget that additional allocations in future years will be considered. It is now being

recommended that a sum of \$5 million be transferred to support the B&G Project in 2005-06. Future allocations will be considered in the coming years.

3. ***Upgrades to Information Technology (IT) Cabling across Campus.*** A number of buildings at Western currently house outdated IT cables. During the recent planning cycle, several Deans indicated that the research and teaching activities in their Faculties require the upgrading of IT cabling in their Facilities to today's standards. In recognition of this need, it is being recommended that a sum of \$1.1 million be allocated in 2005-06 to support IT cable upgrades to Category 5/6 levels in Talbot College, Western Science Centre, University College, and Physics & Astronomy Building.

### **Access and High Entrance Standards**

The steady increase in Western's requirements for entrance to its undergraduate programs raises the possibility that we could inadvertently limit access by applicants from less advantaged backgrounds. That is, to the extent that relative economic advantage provides experiences and resources that enhance academic performance in secondary school, students from less favourable circumstances but with similar academic potential, will have relatively less competitive grades. The impact of this dynamic on access becomes of greater concern as the high-end band of grades winning access to Western narrows.

A variety of special programs aimed at promoting access for less advantaged students with high academic potential currently exist at a small number of Canada's universities, perhaps most notably at the University of Toronto (e.g. the Transition Year Program, Steps to University, Academic Bridging, and the Summer Mentoring Program). In the coming year, the Vice-Provost (Academic Programs and Students) will be leading a process of consultation aimed at bringing forward recommendations in the next planning cycle that will add to our efforts to ensure that academic ability and not economic advantage determine access to our programs.

### **E. Update on Current Year's Budget (i.e. 2004-05)**

Figures H and I summarize the variance in the 2004-05 operating revenues and expenditures – the difference between current estimates of 2004-05 revenues and expenditures and the 2004-05 revenues and expenditures approved by the Board of Governors in May of 2004.

#### **Revenues**

- On-going government grants (sum of base grants, accessibility funding, the Quality Assurance Fund, and the tuition freeze offset grant) are higher by \$5.6 million – the Accessibility Fund is higher by \$6.8 million due to greater-than-projected enrolments in programs that attract higher government funding as well as the expectation of the full funding for enrolment growth; the Quality Assurance Fund is lower by \$3.3 million because the anticipated increases were not

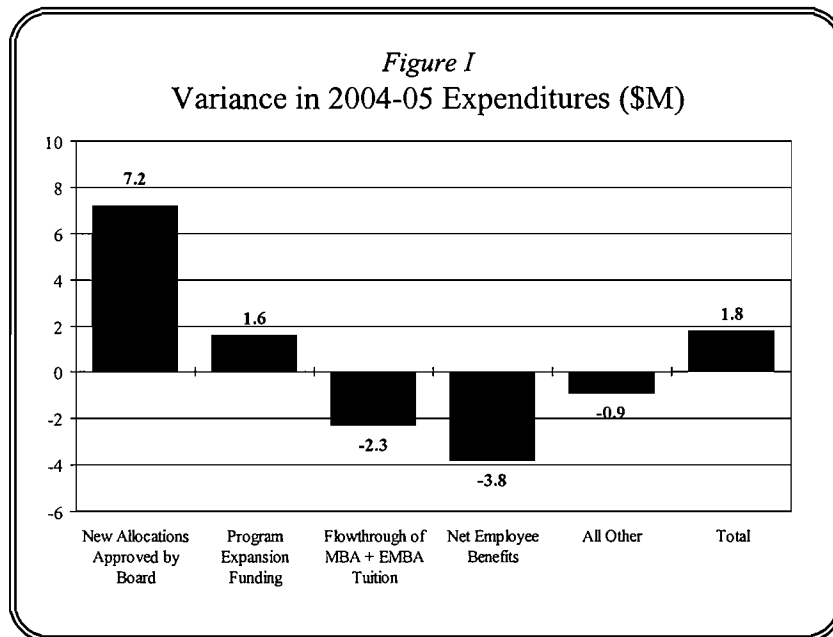
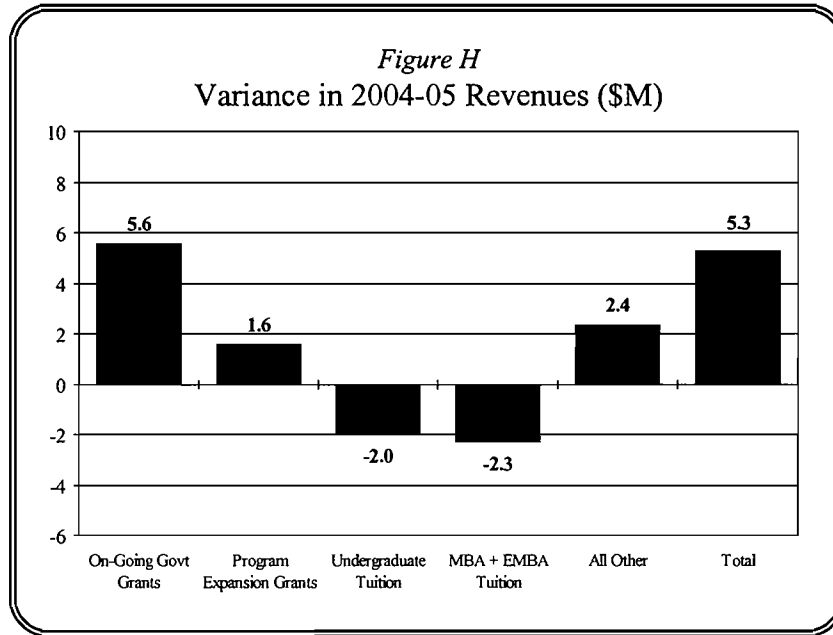


approved; and the tuition freeze offset grant is higher by \$2.1 million due to higher allocations associated with deregulated programs.

- Targetted program expansion grant funding is higher by \$1.6 million because of in-year announcements from the government providing additional resources in support of expansions in Medicine and Nursing.
- Undergraduate tuition revenue is lower by \$2.0 million due to lower than projected undergraduate enrolments.
- Tuition revenue from the MBA and Executive MBA programs is lower by \$2.3 million due to lower than planned enrolments.
- The net change in all other revenues is an increase of approximately \$2.4 million, resulting in total revenues for 2004-05 estimated to be \$5.3 million higher than the amount approved by the Board of Governors in May 2004.

#### Expenditures

- Western's Board of Governors approved, in-year in 2004-05, the transfer of \$7.2 million from operating to capital to fund the cost of our new Child Care Facility and to cover the funding shortfalls associated with our SuperBuild facilities.
- Additional targetted program expansion funding of \$1.6 million from the government flows directly to the Faculties offering these programs.
- As indicated above, tuition revenue from the MBA and Executive MBA programs is lower by \$2.3 million. As a result, the flowthrough allocation to the Ivey School is lower by the same \$2.3 million.
- Employee benefit costs continue to increase, but net employee benefits were \$3.8 million lower – because of increased recoveries due to a higher-than-projected salary base in operating and research funds and greater-than-anticipated increase in employment at Western.
- The net change in all other expenditures is a decrease of \$0.9 million, resulting in total expenditures for 2004-05 estimated to be \$1.8 million higher than the amount approved by the Board of Governors in May 2004.



## **F. Update of the Four-Year Operating Budget Outlook**

As we move in to the 3<sup>rd</sup> year of Western's first 4-year planning cycle, the recommendations in this document have been guided by updates to the four-year projections of operating revenues and expenditures introduced two years ago. These updated projections continue to respect the requirement of an operating reserve at the Board-mandated level at the end of the four-year cycle. Over the course of the 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 updated Four-Year Operating Budget Outlook. The major assumptions underlying the four-year outlook have been described earlier in section B.

As can be seen in line 38 of Table 1, the Operating Reserve is projected to be about \$10 million at the end of the current year (i.e. 2004-05) – as a result of the current year revenue and expenditure variations described earlier in this document in section E. The reserve is projected to be near the Board-mandated level of \$2.5 million at the end of the 4-year planning period (i.e. 2006-07).

It should be reiterated that, as indicated above, minor variations in the assumptions underlying our multi-year 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 next year – the final year of our 4-year planning process. 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 multi-year budget model could require in-year adjustments to unit and University-level budgets.

## **G. 2005-06 Operating Revenues**

Total Operating Revenues are projected to increase by 5.1% as shown in Table 5.

### **1. Government Grants**

As described earlier in this document, our assumptions for government grants for 2005-06 are:

- full funding for undergraduate enrolment growth, through the Accessibility Fund
- funding to compensate for the second year of the tuition freeze
- continuation of the Quality Assurance Fund at current levels
- all other government funding envelopes, including targetted program expansion grants, will continue as committed by provincial government

In addition, it is anticipated that, as a direct response to the Rae Panel Recommendations, the provincial government will provide additional base operating grants to support graduate enrolment expansion in Ontario's universities. We estimate Western's share of this incremental funding to be approximately \$4 million in 2005-06.

Finally, the Rae Panel also recommended investments in two other areas: Participation and Access and Clinical Education Programs. We are hopeful that the government will respond positively to these recommendations, but the revenues from these funding programs have not been built into our 2005-06 budget. When we receive government notification of funding from these programs, our approach to the allocation of these funds will be as follows:

- we expect the Participation and Access Funding to be targetted to specific initiatives aimed at increasing accessibility for students from various backgrounds, and the additional revenue will flow directly through to parallel expenses supporting targetted new and/or enhanced initiatives at Western.
- Our approach to the allocation of any new Clinical Education Funding will mirror that applied to similar previous funding associated with already-existing programs or activities. This approach is based on our long-standing argument that the higher cost of some programs, including clinical education, have not been adequately recognized in the government funding formula. As a result, it has been necessary for the University budgeting process to provide an implicit cross-subsidy to higher cost programs at the expense of other programs. Thus, our first priority will be to review the needs of the various clinical programs at Western relative to the funding currently allocated to them. Some portion of the new funds then will be used to directly enhance the support of programs that are currently underfunded. Remaining funds will be allocated through the University's planning process to reduce the implicit existing draw on other programs at Western.

## **2. Tuition Fees**

Tuition fees are frozen for 2005-06, and the Provincial Government has committed to providing compensatory grant funding. Tables 20a and 20b summarize the tuition fee proposals for 2005-06.

As indicated in last year's budget document, a number of Faculties (Engineering, Law, and Medicine & Dentistry) had developed multi-year plans that included revenues from tuition fee increases in their deregulated programs. In recognition of this, the Board of Governors approved the allocation of a portion of the tuition compensation grant funding to these Faculties in 2004-05. It is recommended that a similar allocation be made to these Faculties in 2005-06.

Tuition revenue is determined both by fee rates and enrolment levels. The enrolment forecasts approved by SUEPP (SCUP's Subcommittee on Enrolment Planning and Policy) are shown in Table 21. For 2005-06, full-time undergraduate enrolment is projected to increase by 2.0% and full-time graduate enrolment is projected to increase by 9.1%. Total enrolment – both full- and part-time – is projected to grow by 2.3%.

As shown in line 22 of Table 5, overall tuition revenue is projected to increase by 2.1%. Regular tuition revenue is expected to increase by 2.9% and tuition revenue from self-funded programs – which flows directly to these programs and is not available for general expenditures – is projected to decline by 3.2%.

### 3. All Other Revenues

Major items to note in other revenues are: the Canada Research Chairs (CRCs), Transfer from Affiliated Colleges, and Contribution from Self-Funded and Ancillary Operations.

- To date, Western has received funding for 42 CRCs. For 2005-06, an additional 10 CRCs are anticipated – increasing the total funding from this source to \$8 million. Table 4 summarizes the CRC allocations at Western.
- The increase in the Transfer from the Affiliated Colleges – representing payment for services and teaching provided to their students – is primarily due to projected increases in enrolment at the Colleges.
- Western's self-funded operations and ancillary units generate substantial revenue to the University Operating Budget by way of direct contributions and charges for facilities and services.

### H. Faculty Budget Recommendations for 2005-06

Table 6 shows the 2005-06 base budget recommendations for Western's Faculties. Final 2005-06 base budgets are the net result of the following:

- starting base budgets, committed in the first year of the 4-year plan;
- the initial budget adjustments established as part of the multi-year budget plan;
- faculty turnover recovery, which returns the greater of \$63,000 or 60% of the retiree's salary to the Faculty budget;
- UPIF allocations (Table 2);
- other base budget investments, including targeted government program expansion funding and multi-year base commitments to the Faculties of Arts & Humanities, Science, Social Science, and Music;
- conversion of Enrolment Contingent Funds (ECF) to base budget (Table 13);
- incorporation of the Increased Cohort Fund (ICF) into Faculty base budgets (Table 15); and
- the allocation of funds associated with CRC appointments (Table 4).

Faculties will also receive in-year ECF funding and the new Graduate Expansion Funding (GEF). The GEF was described earlier in this document and the ECF is described in detail later in this section. Finally, the Research Infrastructure Fund (RISF) – introduced last year – will continue in 2005-06 at \$750,000. Details of ECF are shown in Table 13, the incorporation of ICF into base is shown in Table 15, and the GEF and the RISF are summarized in Tables 14 and 16 respectively. The net result of the various selective investments is an overall allocation to the Faculties in 2005-06 that is 1.7% higher than in 2004-05. These final allocations will provide Faculties with substantially greater flexibility for internal allocation of funds in 2005-06.

It should be noted that Table 6 shows Faculty-by-Faculty budgets for 2005-06 only. These figures are the net result of many individual components (i.e. the adjustments/allocations shown in columns b through h of Table 6) that reflect multi-year funding mechanisms. For example, column d reflects UPIF allocations only for 2005-06 – whereas, a substantially larger number of UPIF commitments (shown in Table 2) have been made to Faculties across all four years of the current multi-year planning period. Therefore, the summary in Table 6 should be considered in the context of the multi-year budget.

In reviewing the following detailed lists, it is also important to recall that Faculties will receive an additional estimated \$2.3 million from the Graduate Expansion Fund (GEF) that will allow for the realization of the majority of UPIF proposals submitted in this year's planning cycle. Note also that all specific UPIF investments for 2005-06 included in the list below were endorsed in previous planning cycles (except for the UPIF investment in the Faculty of Graduate Studies).

### **1. UPIF and Other Base Allocations in 2005-06**

The base allocations to Faculties include UPIF allocations outlined in section D earlier in this document, program expansion funding, other base allocations, Canada Research Chairs (CRCs), ECF to base conversions, and the incorporation of ICF into Faculty base budgets. As well, all Faculties receive substantial Enrolment Contingent Funding (ECF) and additional resources through the new Graduate Expansion Fund (GEF).

***Faculty of Arts & Humanities.*** The Faculty is being allocated \$116,000 from UPIF in support of a senior leadership appointment in the Writing program. Two Tier 1 CRC positions (\$340,000) are being recommended for the Faculty in 2005-06. The Faculty will also receive an additional base allocation of \$62,500 as part of the multi-year commitment. A sum of \$400,000 is being converted from ECF to base, and \$708,000 in ICF funds is also being rolled into base.

***The Ivey School of Business.*** A new funding model for the Ivey School was introduced last year. In 2005-06, the budget increases are directly related to increases in enrolments in the HBA resulting from the flowthrough of the higher intake in 2004-05. The Ivey School also receives a Tier 1 CRC.

***Faculty of Education.*** A sum of \$75,000 in UPIF funds is being allocated in support of a faculty appointment in the area of Diversity. In addition, \$50,000 is being converted from ECF to base.

***Faculty of Engineering.*** A Tier 2 CRC (\$90,000) is being recommended for the Faculty in 2005-06. A sum of \$300,000 is being converted from ECF to base, and \$24,000 in ICF funds is also being rolled into base.

***Faculty of Graduate Studies.*** The GTA training initiative funded through UPIF last year is being supplemented with an additional UPIF allocation of \$50,000 in 2005-06.

**Faculty of Health Sciences.** UPIF funding (\$354,200) will support four faculty appointments in the areas of Qualitative Methods, Health Policy, Speech-Language Impairment, and Exercise Psychology as well as an internal interdisciplinary research initiative. Two Tier 2 CRCs (\$180,000) are being recommended for the Faculty in 2005-06. The Faculty will also receive \$590,000 in targeted government funding to support expansion of undergraduate Nursing. A sum of \$400,000 is being converted from ECF to base, and \$169,000 in ICF funds is also being rolled into base.

**Faculty of Information & Media Studies.** The Faculty is being allocated \$75,000 in UPIF funding to support program expansions in the Faculty. A sum of \$250,000 is being converted from ECF to base, and \$251,000 in ICF funds is also being rolled into base.

**Faculty of Law.** No UPIF investments were previously made for the Faculty of Law for 2005-06 (but see Table 2 for UPIF allocations in other years). The Faculty receives substantial ECF funding as a result of courses offered to non-LLB students. Some modest GEF funding in future years is expected, reflecting enrolment in the new LLM program.

**Faculty of Medicine & Dentistry.** A sum of \$89,600 in UPIF funds is being allocated in support of a faculty appointment in Cluster Randomization Trials. Two Tier 1 CRCs (\$340,000) are being recommended for the Faculty in 2005-06. The Faculty will also receive \$249,000 in targeted government funding to support the expansion of the MD program. A sum of \$500,000 is being converted from ECF to base, and \$600,000 in ICF funds is also being rolled into base.

**Don Wright Faculty of Music.** The Faculty will receive an additional base allocation of \$37,500 as part of the multi-year commitment. A sum of \$100,000 is being converted from ECF to base, and \$218,000 in ICF funds is also being rolled into base.

**Faculty of Science.** UPIF funding (\$71,000) will support a faculty appointment in Bioinformatics. One Tier 2 CRC (\$90,000) is being recommended for the Faculty in 2005-06. The Faculty will also receive an additional base allocation of \$100,000 as part of the multi-year commitment. A sum of \$500,000 is being converted from ECF to base, and \$1.1 million in ICF funds is also being rolled into base.

**Faculty of Social Science.** The Faculty is being allocated UPIF funds to support a senior appointment in Bioarchaeology (\$96,000), a joint appointment in BACS and Geography (\$94,000), a senior appointment in the area of Hazards (\$128,000), and a data centre in collaboration with Statistics Canada (\$50,000). One Tier 2 CRC (\$90,000) is being recommended for the Faculty in 2005-06. The Faculty will also receive an additional base allocation of \$100,000 as part of the multi-year commitment. A sum of \$600,000 is being converted from ECF to base, and \$1.5 million in ICF funds is also being rolled into base.

Table 2 lists the UPIF recommendations from the first three rounds for the 4-year planning period, including specific allocations for 2005-06. Table 6 summarizes the Faculties' base budget allocations for 2005-06. Tables 13, 14, and 16 show the projected ECF, GEF, and RISF funding that will provide substantial additional funding to the Faculties in 2005-06 – over and above the base budget allocations shown in Table 6.

## 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 seven years ECF has had a substantial differential impact on the allocation of funds across Faculties as a result of shifts in undergraduate teaching and graduate enrolment patterns across campus. Table 13 shows the 2004-05 ECF allocations totalling \$8.1 million, and a projected total 2005-06 ECF of \$10.8 million – with \$3.1 million converted to base and \$7.7 million as in-year allocations.

The ECF was introduced in 1997-98 to respond to shifts in enrolment/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/teaching patterns within the Faculties of Arts & Humanities 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)
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: 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.

As of 2004-05, with the introduction of the new funding model for the Ivey School of Business, enrolments/teaching in the Ivey School are not eligible for ECF.

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.

**Conversion of ECF Funds to Base Budget.** It has been the 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 2000-01 (\$1.75 million), 2001-02 (\$1.6 million), 2002-03 (\$2.05 million), 2003-04 (\$3.8 million), and 2004-05 (\$3.05 million). For 2005-06 it is being proposed that an additional \$3.1 million of ECF funding be incorporated into Faculty base budgets, as follows:

**Proposed ECF to Base Conversion in 2005-06**

Arts & Humanities	\$ 400,000
Education	\$ 50,000
Engineering	\$ 300,000
Health Sciences	\$ 400,000
Information & Media Studies	\$ 250,000
Medicine & Dentistry	\$ 500,000
Music	\$ 100,000
Science	\$ 500,000
Social Science	<u>\$ 600,000</u>
Total	\$3,100,000

These conversions, with those of the previous five years, represent a total transfer of \$15.35 million to Faculty base budgets over six years, in addition to the on-going levels of annual ECF. With the \$7.7 million anticipated to be distributed through ECF in-year in 2005-06, a total of \$23.0 million

has been allocated through ECF differentially in support of Western's undergraduate and graduate programs.

Column f in Table 6 shows the \$3.1 million in ECF funds that 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 f, it is important, therefore, to remember that in all cases, base budget transfers will be offset by a reduction in ECF for 2005-06 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 2005-06 below the 2004-05 level. Current estimates of 2005-06 enrolments and the associated ECF funds indicate that such a pattern is likely to occur in Arts & Humanities, Education, Engineering, Health Sciences, Information & Media Studies, Music, Science, and Social Science. The Provost's annual budget recommendation letter to the Faculties included an estimate of the reduction in on-going ECF funds to the Faculties identified above. Line 16 of Table 6 shows the estimate of on-going ECF for 2005-06 (excluding the \$3.1 million converted to base budget) is \$ 7.7 million, about \$400,000 less than in 2004-05. In line 23, which adds ECF and GEF to the Faculty base budgets in line 15, total Faculty budgets increase by about \$3.8 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 1992-93. The Faculties are distributed into four groups according to the value of WTUs in 2004-05, shown on the vertical axis.

Funds from ECF provide only a partial offset to the full cost of teaching and supporting the programs 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 1992-93 and 2004-05. As the figure illustrates, in the case of Health Sciences and Information & 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 two Faculties which experienced reduction in enrolments/teaching (Arts & Humanities 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.

**Further Modifications to the ECF Mechanism.** Two specific modifications relating to graduate students are being recommended -- to be effective 2005-06.

*Cross-Faculty Supervision of Graduate Students.* As indicated earlier in this section, an important feature of the ECF is recognition of cross-Faculty teaching by individual members of faculty. It is being proposed that, beginning in 2005-06, a similar approach be adopted for the recognition of cross-Faculty supervision of graduate students. Specifically, it is recommended that, if a faculty member in Faculty A supervises a graduate student in Faculty B, 50% of the WTUs associated with

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that student be credited to Faculty A. This recommendation excludes the supervision of students in graduate interdisciplinary programs – which are funded by specific mechanisms through the Faculty of Graduate Studies.

*Graduate Students taking Courses Across Faculties.* The current ECF mechanism assigns WTUs for graduate enrolments at the student level – i.e. graduate student course registrations are not taken into consideration. In recent years, there has been a substantial increase in the number of graduate students taking courses across Faculties. In recognition of this, it is recommended that, beginning in 2005-06, the WTUs (at 0.4 Wtu per course registration) associated with such cross-Faculty graduate student course registrations be transferred from the student’s faculty of registration to the Faculty teaching the course.

### **3. Graduate Expansion Fund (GEF)**

As described earlier in this document, the GEF is being introduced in 2005-06 – and is estimated to provide our Faculties with an additional \$2.3 million. Table 14 summarizes the Faculty-specific GEF projections for 2005-06.

### **4. 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 19 outlines the initial recommended 2005-06 PASF allocations, 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 2004-05 is shown in Table 18.

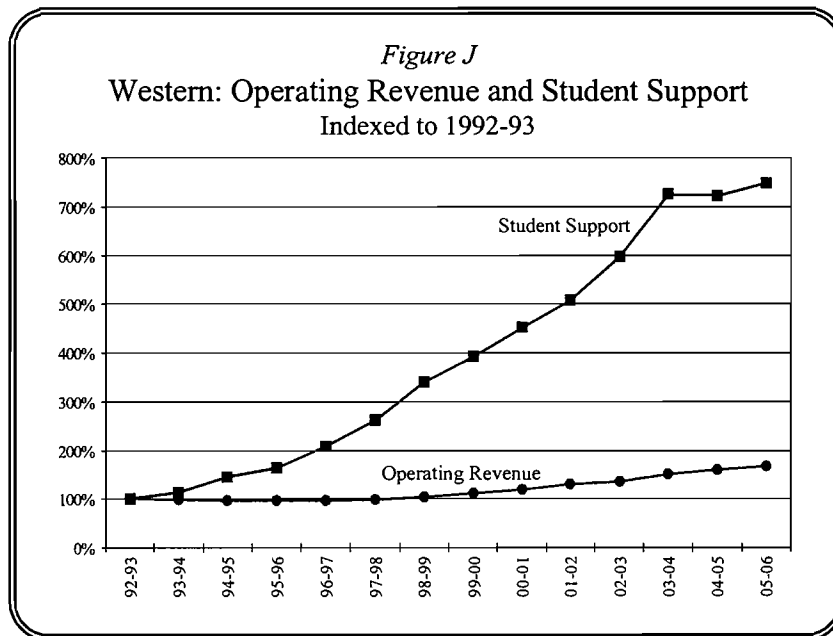
### **5. Academic Development Fund (ADF)**

As indicated earlier in this document, in recognition of the need to provide additional internal research support to our faculty members, the ADF is being increased by \$500,000 in 2005-06 – to a level of \$1.5 million in base budget funds.

### I. Scholarships and Bursaries

Base budget allocations for student support are shown in Table 7. Overall student support funding at Western is projected to increase by \$1.5 million in 2005-06 to a total of \$34.4 million.

Western’s approach to graduate student funding, which transfers 75% of all graduate student tuition revenue to the Faculty of Graduate Studies student support budget, continues in 2005-06. As a result, the vast majority of the \$1.5 million increase in Western’s student support budget is directed at graduate student support.



## **J. Support Unit Budget Recommendations for 2005-06**

Table 8 shows the 2005-06 base budget recommendations for Support Units. Final 2005-06 base budgets are the net result of the following:

- starting base budgets, committed in the first year of the 4-year plan;
- the initial budget adjustments established as part of the multi-year budget plan;
- UPIF allocations (Table 3); and
- incorporation of Expansion-related Funding into unit base budgets (Table 17).

### **UPIF and Other Base Allocations in 2005-06**

**Information Technology Services.** UPIF funding (\$110,000) is being allocated in support of additional staffing in the areas of IT security and Instructional Technology, and a sum of \$368,526 from the Expansion-related Fund is being incorporated into base.

**Libraries.** UPIF funding (\$279,700) is being allocated primarily in support of the appointment of additional Professional Librarians, and a sum of \$177,631 from the Expansion-related Fund is being incorporated into base.

**Registrar's Office.** A sum of \$296,800 from UPIF is being allocated in support of international student-related initiatives, and \$131,469 from the Expansion-related Fund is being incorporated into base.

**Institutional Planning & Budgeting.** UPIF will support a staff position in the area of Data Warehousing (\$63,500), and a sum of \$168,584 from the Expansion-related Fund is being incorporated into base.

**Financial Services.** A sum of \$189,743 from the Expansion-related Fund is being incorporated into base.

**Human Resources.** UPIF funding (\$87,500) will provide resources to support staff development initiatives as well as additional staffing, and a sum of \$242,987 from the Expansion-related Fund is being incorporated into base.

**Physical Plant.** A sum of \$268,000 from UPIF is being allocated in support of additional care-taking staff, safety and emergency response initiatives, and operating costs of new facilities. In addition, a sum of \$177,100 from the Expansion-related Fund is being incorporated into base.

**University Police.** UPIF funding (\$213,000) will support the hiring of four additional police officers and staff development initiatives.

**Research Western.** A sum of \$400,000 in UPIF funding is being allocated in support of staffing in the area of Industry Liaison and Information Technology, and a sum of \$128,123 from the Expansion-related Fund is being incorporated into base.

**Advancement Services.** UPIF funding (\$87,500) will support additional staffing in the area of Information Systems, and a sum of \$40,000 from the Expansion-related Fund is being incorporated into base.

**Communications and Public Affairs.** A sum of \$75,000 from UPIF is being allocated to enhance communication staffing levels, and a sum of \$40,000 from the Expansion-related Fund is being incorporated into base.

**Alumni Relations.** A sum of \$37,500 is being allocated in support of additional staffing, and a sum of \$124,450 from the Expansion-related Fund is being incorporated into base.

Table 3 lists the UPIF recommendations from the first three rounds for the 4-year planning period, including the specific allocations for 2005-06. Table 8 summarizes the 2005-06 base budgets.

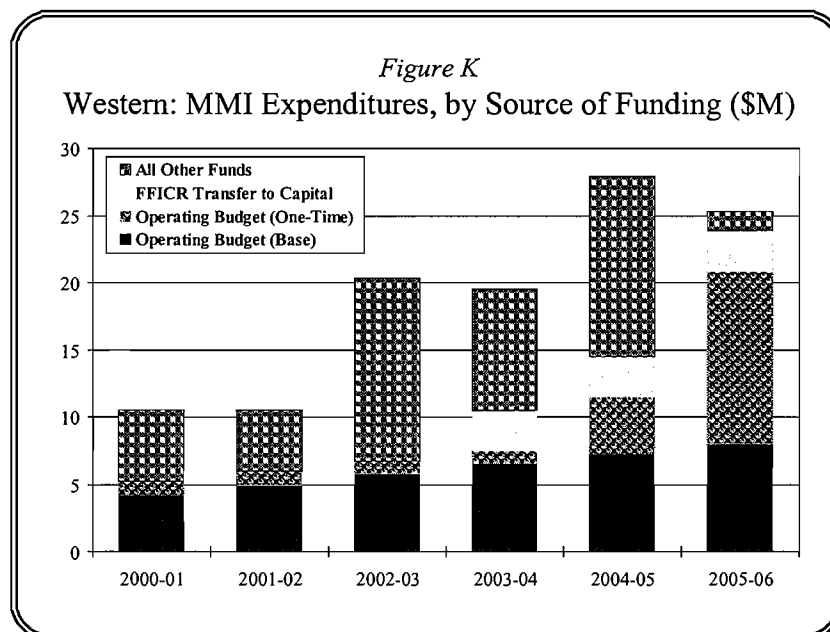
Finally, it should be noted that the Support Units will receive substantial one-time allocations in 2005-06, specifically targetted towards priority initiatives. Table 10 lists the one-time allocations which includes those directed at Support Units.

## **K. Corporate Expenditures**

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

- The increase in Physical Plant **Utilities** is primarily due to the opening of new facilities in 2005-06 as well as price increases.
- The University's commitment to **Library Acquisitions** continues with a 5% increase in 2005-06.
- As recommended in the University's Strategic Plan, the operating budget commitment to the capital budget in support of **Maintenance, Modernization, and Infrastructure (MMI)** is being increased by another \$750,000 – bringing the total allocation in 2005-06 to \$8 million. These funds will be used to support major building renovations, utilities and infrastructure upgrades, modernization of instructional and research facilities, and general maintenance and modernization such as roof replacement and interior/exterior painting. The University's ancillary units also provide additional support to deferred maintenance projects. Overall expenditures on deferred maintenance in 2005-06, which includes funds from sources other than the University's operating budget, total \$25.3 million – and are detailed in Table 22 of the Capital Budget.
- The **FFICR Transfer to Capital** continues as base funding and will fund research-related renovations projects. Over the coming years, this funding will be directed to major renovations in the Biological & Geological Sciences Building and the Physics & Astronomy Building.

- As described earlier in this document, in-year in 2004-05, Western’s Board of Governors approved the transfer of \$7.2 million from the Operating Budget to fund the Child Care Facility and to cover the funding shortfall associated with our SuperBuild facilities. As a result of this decision, the **Operating Transfer to Capital Debt Financing** will not be required as a base budget item starting in 2005-06.
- 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 7 of Table 9 (**CRC Transfer to SuperBuild**), 80% of this central overhead fund is being transferred to the Capital Budget in support of our new academic facilities – in recognition of the fact that the SuperBuild facilities will help accommodate the space pressures created by the CRC program.
- The increase in **Insurance** costs is primarily due to the opening of new buildings on campus.
- **Corporate Contingency** is being set at \$1.09 million – 0.25% of Operating Revenues.
- Western attracts the best and brightest students as evidenced by the increase in the quality of our incoming class. **Student Recruitment** continues to be a University priority, and the base budget is being maintained at current levels. This base budget allocation is being supplemented by substantial one-time allocations in 2005-06.
- Last year’s budget included a substantial increase in the University’s Operating Budget Support to **Intercollegiate Athletics**, reflecting the University’s commitment to support our student athletes. That allocation, which was directed at a National Championship Travel Fund, is being supplemented in 2005-06 by an additional \$25,000.



## L. One-Time Allocations

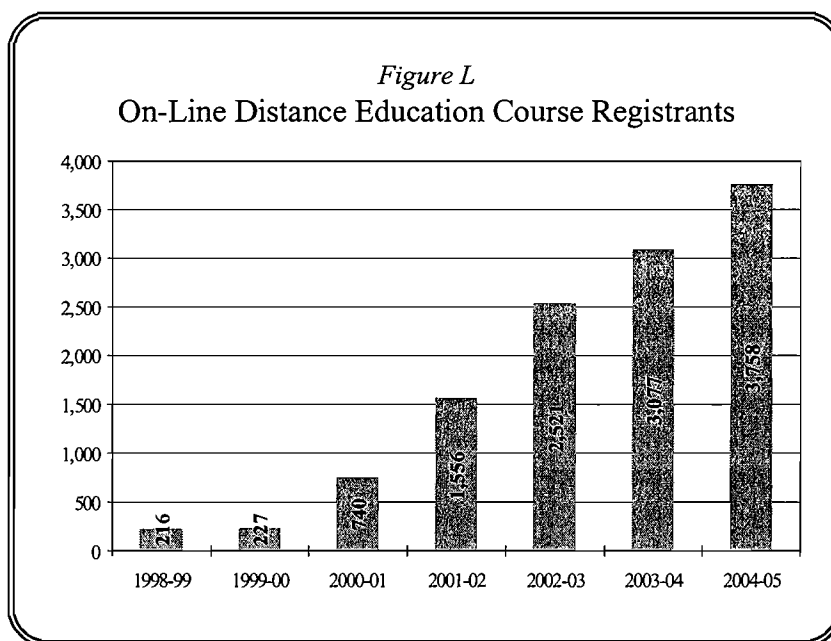
Table 10 lists the one-time allocations for 2005-06. These allocations, totalling more than \$23 million, include targetted funding for specific priority initiatives. Major items to note are:

- As indicated earlier in this document in section D, the University purchased the Westminster College Property in 2004-05 – which includes approximately 50,000 sq. ft. of additional space in the buildings located on the property. Preliminary planning for the use of these facilities is currently underway. It is our intent to relocate some activities from the central campus to Westminster College, thus freeing up core campus space for academic activities. A sum of \$7.5 million is being transferred to the University's Capital Budget to support the renovations to the Westminster College facilities and to space that may be freed-up on campus.
- Last year's budget included a transfer of \$2.5 million to the Capital Budget to support the major project aimed at modernization of the Biological & Geological Sciences Building. An additional sum of \$5 million is being transferred in 2005-06 to help fund this high priority project. Our current multi-year budget plan includes a similar allocation in 2006-07, but this allocation will be re-evaluated in the next planning cycle.
- The \$1.6 million allocation to Campaign Western is derived from an administrative fee on endowments and donations (shown as fundraising revenue in Table 5, line 28) and not from general University operating revenues.
- As indicated earlier in this document in section G, a portion of the government's tuition compensation grant is being allocated to Faculties offering high tuition programs. In 2005-06, a sum of \$1.3 million will be transferred to the Faculties of Engineering, Law, and Medicine & Dentistry.
- Targetted program expansion funding from the Provincial Government flows to the programs in 2005-06 – \$1.1 million to Medicine for expansion of post-graduate training and \$378,500 in support of expansion of graduate programs in Nursing.
- As described earlier in this document in section D, a number of buildings at Western currently house outdated IT cables which require upgrading. In recognition of this need, it is being recommended that a sum of \$1.1 million be allocated in 2005-06 to support IT cable upgrades to Category 5/6 levels in Talbot College, Western Science Centre, University College, and Physics & Astronomy Building.
- In 2003-04, an initiative aimed at recruiting female members of faculty – where 50% of the first year's salary and benefits of female tenured/probationary faculty members is provided from central funds – was introduced. In 2005-06, a sum of \$1 million is being allocated in support of this initiative.



- A sum of \$660,000 is being allocated to the Vice-President Research to support a number of research-related initiatives, including research development and commercialization of intellectual property. The source of \$600,000 of these funds is the income from Royalties and Licences (shown in line 31 of Table 5).
- 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 Thompson Engineering Building to create additional space for Engineering. In 2005-06 (year 5 of 10), a sum of \$445,000 is being allocated for this purpose.
- The Distance Studies Unit in the Registrar's Office will receive \$100,000, which will be distributed to the Faculties for the development of new online courses. The number of online undergraduate credit course sections delivered by Distance Studies at Western has grown from 12 in 1998-99 to 90 in 2004-05. Enrolment in the courses has expanded from 216 course registrants to 3,758 during that same period, as the chart below shows. In 2004-05, the online undergraduate credit course sections were in the following Faculties: Social Science (51.5 courses), Arts & Humanities (21.5), Science (7.5), Health Sciences (6.0), Medicine & Dentistry (3.0), and Engineering (0.5).

In addition, as shown in Table 10, a sum of \$3.1 million is being allocated to our Support Units in support of targetted priority areas such as student recruitment, instructional support for faculty members, classroom upgrades, communications initiatives, information technology infrastructure, and campus security.



## **M. Summary of Operating Budget**

The University's 2005-06 Operating Budget is summarized in Table 11. Line 7 shows the provision of funding for anticipated cost increases, which is the net result of provision for employee salary increases and other non-salary costs.

The projected year-end positions for 2004-05 and 2005-06 are shown in line 15. In the current year, a surplus of \$1.5 million is expected; for 2005-06, a deficit of \$0.6 million is projected. The Operating Reserve summarized in Table 12 is projected to be at \$9.4 million in 2005-06. As indicated earlier in this document, the multi-year budget plan will see the reserve decline to the Board-mandated level of \$2.5 million at the end of the current 4-year planning period (i.e. in 2006-07).

## **N. Conclusions**

The current planning cycle was marked by great uncertainty from the outset. The intervening months have featured a growing optimism prompted by the thorough review of Ontario's post-secondary education sector by the Honourable Bob Rae. As suggested in this document, Western's community is well-prepared to capitalize on the long-sought investment that we trust will be the response of the government of Ontario to Mr. Rae's recommendations. While these resources are critical to the consolidation of Western's many accomplishments during an extended period of revenue constraint, their greatest promise is to fuel the next stage of our development, the expansion of outstanding programs of graduate education.

## **O. Future Issues**

**Continuation of Graduate Enrolment Expansion Planning.** The revenue assumptions stated in this document are anticipated to provide sufficient funding for the increased graduate enrolment planned for 2005-06. Further progress towards Western's graduate enrolment expansion objectives will require the much-anticipated full funding for all graduate students by the Ontario government.

Preparation for the Next 4-year Plan, 2007-08 to 2010-11. In order to provide adequate time for careful preparation of the next 4-year plan, the following preparatory activities will occur in the coming annual planning cycles:

**Fall 2005 Planning Cycle.** Each Faculty and non-academic unit will be asked to submit a draft revised Academic/Operational Plan. Processes associated with these reviews are already underway in some units, while other units will be starting soon.

**Fall 2006 Planning Cycle.** These Academic/Operational Plans will form the basis of the next multi-year budget plan which will begin in 2007-08.

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

		2003-04	2004-05	2005-06	2006-07
1	<b>REVENUES</b>				
2	<b>Government Grants</b>				
3	Base Grants	126.6	126.5	130.5	130.5
4	Accessibility Fund and Tuition Offset Grants	22.1	33.9	43.7	44.3
5	Quality Assurance Fund	6.2	5.9	5.9	5.9
6	Federal Funding for Indirect Costs of Research	5.8	6.2	6.2	6.2
7	All Other	22.4	24.8	25.9	26.5
8	<b>Total</b>	<b>183.1</b>	<b>197.3</b>	<b>212.2</b>	<b>213.4</b>
9	<b>Tuition Revenue</b>	<b>162.6</b>	<b>166.0</b>	<b>169.6</b>	<b>176.0</b>
10	<b>All Other Revenues</b>				
11	Canada Research Chairs (CRCs)	4.9	6.5	8.0	10.6
12	Recoverable Salaries	19.0	21.2	21.2	21.7
13	All Other	19.1	23.8	24.9	26.0
14	<b>Total</b>	<b>43.0</b>	<b>51.5</b>	<b>54.1</b>	<b>58.3</b>
15	<b>Total Revenues</b>	<b>388.7</b>	<b>414.8</b>	<b>435.9</b>	<b>447.7</b>
16	<b>EXPENDITURES</b>				
17	<b>Faculties</b>				
18	Base Budgets (including UPIF)	221.4	242.0	247.4	248.8
19	Enrolment Contingent Fund (ECF)	9.0	8.1	7.7	9.2
20	Increased Cohort Fund (ICF)	2.9	4.3	0.0	0.0
21	Graduate Expansion Fund (GEF)	0.0	0.0	2.3	3.3
22	Canada Research Chairs (CRCs)	4.2	5.6	6.9	9.2
23	<b>Total</b>	<b>237.5</b>	<b>260.0</b>	<b>264.3</b>	<b>270.5</b>
24	<b>Scholarships and Bursaries</b>	<b>38.1</b>	<b>32.9</b>	<b>34.4</b>	<b>36.6</b>
25	<b>Support Areas</b>				
26	Base Budgets (including UPIF)	55.3	59.3	61.8	63.1
27	Expansion-related Funding	0.6	1.5	0.0	0.0
28	<b>Total</b>	<b>55.9</b>	<b>60.8</b>	<b>61.8</b>	<b>63.1</b>
29	<b>Corporate Expenditures</b>	<b>37.1</b>	<b>38.8</b>	<b>43.7</b>	<b>47.3</b>
30	<b>Provision for Cost Fluctuations</b>	<b>0.0</b>	<b>0.0</b>	<b>9.0</b>	<b>21.7</b>
31	<b>One-Time Allocations</b>	<b>11.2</b>	<b>20.8</b>	<b>23.3</b>	<b>15.4</b>
32	<b>Total Expenditures</b>	<b>379.8</b>	<b>413.3</b>	<b>436.5</b>	<b>454.6</b>
33	<b>REVENUES minus EXPENDITURES</b>	<b>8.9</b>	<b>1.5</b>	<b>(0.6)</b>	<b>(6.9)</b>
34	<b>OPERATING RESERVE</b>				
35	Beginning Operating Reserve	7.3	16.2	10.0	9.4
36	Surplus / (Deficit) -- from Line 33 above	8.9	1.5	(0.6)	(6.9)
37	Transfer to Capital Reserve		(7.7)		
38	<b>Ending Operating Reserve</b>	<b>16.2</b>	<b>10.0</b>	<b>9.4</b>	<b>2.5</b>

**Table 2**  
**UPIF RECOMMENDATIONS FOR THE FACULTIES**

		2003-04	2004-05	2005-06	2006-07	Total
<b>Arts &amp; Humanities</b>						
1	Round 1: Two Appointments in Visual Culture	75,000			75,000	150,000
2	Round 1: Appointment in Ethics		75,000			75,000
3	Total Round 1	75,000	75,000		75,000	225,000
4	Round 2: Joint Appointment -- Film/FIMS		40,000			40,000
5	Round 2: Appointment in Comparative Literature		80,000			80,000
6	Round 2: Director of Writing			116,000		116,000
7	Total Round 2		120,000	116,000		236,000
8	Total	75,000	195,000	116,000	75,000	461,000
<b>Business</b>						
9	Round 1: Research Data Centre	50,000				50,000
10	Round 1: Support for the HBA Program	170,000				170,000
11	Total Round 1	220,000				220,000
12	Round 2: Not Applicable (New Funding Model)					
13	Total	220,000	0	0	0	220,000
<b>Education</b>						
14	Round 1: Appointment in Diversity			75,000		75,000
15	Round 2: Appointment in Family & Domestic Violence		128,000			128,000
16	Total	0	128,000	75,000	0	203,000
<b>Engineering</b>						
17	Round 1: Two Appointments in EDIS	100,000	100,000			200,000
18	Round 1: Female Faculty Recruitment	50,000				50,000
19	Round 1: WESERI		42,500			42,500
20	Total Round 1	150,000	142,500			292,500
21	Round 2: Two Appointments in Integrated Engineering		180,000			180,000
22	Total	150,000	322,500	0	0	472,500

**Table 2**  
**UPIF RECOMMENDATIONS FOR THE FACULTIES**

		2003-04	2004-05	2005-06	2006-07	Total
<b>Graduate Studies</b>						
23	Round 1: None					
24	Round 2: Recruitment Officer		52,000			52,000
25	Round 2: TA Training Initiative		78,000			78,000
26	Total Round 2		130,000			130,000
27	Round 3: TA Training Initiative -- Additional Allocation			50,000		50,000
28	Total	0	130,000	50,000	0	180,000
<b>Health Sciences</b>						
29	Round 1: Appointment in Research in Health Promotion		83,200			83,200
30	Round 1: Appointment in Qualitative Methods (OT)			83,200		83,200
31	Total Round 1		83,200	83,200	0	166,400
32	Round 2: Appointment in Women's Rural Health		103,000			103,000
33	Round 2: Appointment in Health Policy			88,000		88,000
34	Round 2: Interdisciplinary Research Initiative		11,000	11,000	5,000	27,000
35	Round 2: Appointment in Speech-Language Impairment			88,000		88,000
36	Round 2: Appointment in Exercise Psychology			84,000		84,000
37	Total Round 2		114,000	271,000	5,000	390,000
38	Total	0	197,200	354,200	5,000	556,400
<b>Information &amp; Media Studies</b>						
39	Round 1: Two Appointments for Program Expansions	75,000		75,000		150,000
40	Round 2: Appointment to Support Program Expansions		75,000			75,000
41	Round 2: Joint Appointment -- Film/FIMS		40,000			40,000
42	Round 2: Joint Appointment -- Music/FIMS		40,000			40,000
43	Total Round 2		155,000			155,000
44	Total	75,000	155,000	75,000	0	305,000

**Table 2**  
**UPIF RECOMMENDATIONS FOR THE FACULTIES**

		2003-04	2004-05	2005-06	2006-07	Total
<b>Law</b>						
45	Round 1: Senior Appointment in Business Law		100,000			100,000
46	Round 2: Supplement for Senior Appt in Business Law		30,000			30,000
47	Round 2: Electronic Research Support for Students		50,000			50,000
48	Total Round 2		80,000			80,000
49	Total	0	180,000	0	0	180,000
<b>Medicine &amp; Dentistry</b>						
50	Round 1: Appointment in Neurodegeneration	89,195				89,195
51	Round 1: Appointment in Tissue Engineering	83,200				83,200
52	Round 1: Appointment in Outcomes Research		83,200			83,200
53	Round 1: Appointment in Cluster Randomization Trials			89,600		89,600
54	Total Round 1	172,395	83,200	89,600		345,195
55	Round 2: Appointment in Reproductive Biology		84,000			84,000
56	Round 2: Appointment in Molecular Neurobiology		97,000			97,000
57	Round 2: Appointment in Infectious Diseases		90,000			90,000
58	Total Round 2		271,000			271,000
59	Total	172,395	354,200	89,600	0	616,195
<b>Music</b>						
60	Round 1: Appointment in Performance (Voice)	75,000				75,000
61	Round 1: Appointment in Performance (Wind Conducting)				75,000	75,000
62	Total Round 1	75,000			75,000	150,000
63	Round 2: Admissions/Liaison Officer		58,000			58,000
64	Round 2: Joint Appointment -- Music/FIMS		40,000			40,000
65	Total Round 2		98,000			98,000
66	Total	75,000	98,000	0	75,000	248,000

**Table 2**  
**UPIF RECOMMENDATIONS FOR THE FACULTIES**

		2003-04	2004-05	2005-06	2006-07	Total
<b>Science</b>						
67	Round 1: External Chair in Biology	140,000				140,000
68	Round 1: Career Development Officer	48,000				48,000
69	Round 1: WESER1		42,500			42,500
70	Round 1: Additional 18 GTAs	94,125	94,125			188,250
71	Total Round 1	282,125	136,625			418,750
72	Round 2: Three Lab Technician Positions		134,000			134,000
73	Round 2: Department Chair in Physics/Astronomy		145,000			145,000
74	Round 2: Appointment in Bio-informatics			71,000	35,000	106,000
75	Total Round 2		279,000	71,000	35,000	385,000
76	Total	282,125	415,625	71,000	35,000	803,750
<b>Social Science</b>						
77	Round 1: Joint Appointment -- BACS/Sociology	76,800				76,800
78	Round 1: Joint Appointment -- BACS/Economics		76,800			76,800
79	Round 1: Senior Appointment in Bioarchaeology			96,000		96,000
80	Total Round 1	76,800	76,800	96,000	0	249,600
81	Round 2: Appointment in First Nations Studies		94,000			94,000
82	Round 2: Joint Appointment -- BACS/Psychology		94,000			94,000
83	Round 2: Joint Appointment -- BACS/Geography			94,000		94,000
84	Round 2: Senior Appointment in Hazards (Geography)			128,000		128,000
85	Round 2: Statcan Regional Data Centre			50,000		50,000
86	Total Round 2		188,000	272,000		460,000
87	Total	76,800	264,800	368,000	0	709,600

**Table 2**  
**UPIF RECOMMENDATIONS FOR THE FACULTIES**

		2003-04	2004-05	2005-06	2006-07	Total
<b>All Other</b>						
88	Round 1: Female Faculty Recruitment	50,000	50,000	50,000	50,000	200,000
89	Round 1: LT Appointment in Women's Studies		30,000			30,000
90	Total Round 1	50,000	80,000	50,000	50,000	230,000
91	Round 2: Supplement LT Appt in Women's Studies		20,000			20,000
92	Round 3: Women's Studies				237,500	237,500
93	Total	50,000	100,000	50,000	287,500	487,500
<b>Total</b>						
94	Total Round 1	1,176,320	777,325	468,800	200,000	2,622,445
95	Total Round 2	0	1,763,000	730,000	40,000	2,533,000
96	Total Round 3	0	0	50,000	237,500	287,500
97	Unallocated	0	0	0	722,500	722,500
98	Total Round 1 + Round 2 + Round 3	1,176,320	2,540,325	1,248,800	1,200,000	6,165,445



**Table 3**  
**UPIF RECOMMENDATIONS FOR SUPPORT UNITS**

		2003-04	2004-05	2005-06	2006-07	Total
<b>Information Technology Services</b>						
1	Round 1: Staffing for Backbone/Network	74,500				74,500
2	Round 1: Staffing for Add'l GU Computer Labs		60,000			60,000
3	Round 1: Staffing for Expansion of IT Activities			60,000	60,000	120,000
4	Total Round 1	74,500	60,000	60,000	60,000	254,500
5	Round 2: Staffing for Core Svcs & Disaster Rcvry		75,000			75,000
6	Round 2: Staffing to Support UWO Portal		60,000			60,000
7	Round 2: Hire Students in ITRC		32,000			32,000
8	Total Round 2		167,000			167,000
9	Round 3: Additional Staffing in ITRC + Equipment			50,000		50,000
10	Total	74,500	227,000	110,000	60,000	471,500
<b>Libraries</b>						
11	Round 1: Electronic Resource Librarian	54,700				54,700
12	Round 1: Information Literacy Coordinator	55,800				55,800
13	Round 1: Instructional Librarian		45,300			45,300
14	Round 1: III Coordinator Librarian		54,700			54,700
15	Round 1: ARCC Staff Appointment			54,700		54,700
16	Round 1: Innopac Non-Salary Support				50,000	50,000
17	Total Round 1	110,500	100,000	54,700	50,000	315,200
18	Round 2: ARCC Production/Svcs Assistant		48,600			48,600
19	Round 2: ARCC Digital Records Archivist		56,600			56,600
20	Round 2: ARCC Non-Textual Archives Archivist		48,600			48,600
21	Round 2: Digitization Program		30,000			30,000
22	Total Round 2		183,800			183,800
23	Round 3: Additional Professional Librarians			225,000		225,000
24	Total	110,500	283,800	279,700	50,000	724,000

**Table 3**  
**UPIF RECOMMENDATIONS FOR SUPPORT UNITS**

		2003-04	2004-05	2005-06	2006-07	Total
<b>Registrar's Office</b>						
25	Round 1: Central Academic Counsellors (2)	65,000	65,000			130,000
26	Round 1: Out of Province School Visits		25,000	25,000		50,000
27	Round 1: Support for Student Exchange Office			46,800		46,800
28	Round 1: International Recruitment Initiatives				50,000	50,000
29	Total Round 1	65,000	90,000	71,800	50,000	276,800
30	Round 2: International Recruitment Officer		55,000			55,000
31	Round 3: International Student Initiatives			225,000		225,000
32	Total	65,000	145,000	296,800	50,000	556,800
<b>Institutional Planning &amp; Budgeting</b>						
33	Round 1: Staffing for Data Warehousing Initiative			63,500		63,500
34	Round 2: Staffing for Classroom Technology		100,000			100,000
35	Round 3: None					0
36	Total	0	100,000	63,500	0	163,500
<b>Financial Services</b>						
37	Round 1: Systems Staffing	75,000				75,000
38	Round 1: Purchasing Staffing		70,000			70,000
39	Total Round 1	75,000	70,000			145,000
40	Round 2: Staffing in Research Accounting		70,000			70,000
41	Round 3: None					0
42	Total	75,000	140,000	0	0	215,000

**Table 3**  
**UPIF RECOMMENDATIONS FOR SUPPORT UNITS**

		2003-04	2004-05	2005-06	2006-07	Total
<b>Human Resources</b>						
43	Round 1: Wellness Information Coordinator	70,000				70,000
44	Round 1: Staff Career Development Coach		80,000			80,000
45	Round 1: Staff Development Conference			60,000		60,000
46	Round 1: Staff Development Initiatives		50,000			50,000
47	Round 1: Staff Recognition Programs				25,000	25,000
48	Total Round 1	70,000	130,000	60,000	25,000	285,000
49	Round 2: Learning & Development Resources		145,000			145,000
50	Round 2: E-Application Systems Developer		75,000			75,000
51	Total Round 2		220,000			220,000
52	Round 3: Additional Staffing			27,500		27,500
53	Total	70,000	350,000	87,500	25,000	532,500
<b>Physical Plant</b>						
54	Round 1: Inspections Work	50,000		25,000	25,000	100,000
55	Round 1: Police/Security Services	55,000	50,000			105,000
56	Total Round 1	105,000	50,000	25,000	25,000	205,000
57	Round 2: Maintenance of Research Equipment		150,000			150,000
58	Round 2: Security Services -- After-hours Contract		120,000			120,000
59	Round 2: Emergency Preparedness		8,000			8,000
60	Round 2: Operating Cost of Clinical Skills Facility		14,000			14,000
61	Round 2: West Nile Virus Spraying Program		15,000			15,000
62	Round 2: Nuclear Materials Storage Security		5,300			5,300
63	Total Round 2		312,300			312,300
64	Round 3: Two Additional Caretakers in Libraries			85,000		85,000
65	Round 3: Operating Costs of New Facilities			99,000	44,000	143,000
66	Round 3: Augment Locksmith Operation			30,000		30,000
67	Round 3: WSIB Claims Reduction Initiative			25,000		25,000
68	Round 3: Emergency Response Training			4,000		4,000
69	Total Round 3			243,000	44,000	287,000
70	Total	105,000	362,300	268,000	69,000	804,300

**Table 3**  
**UPIF RECOMMENDATIONS FOR SUPPORT UNITS**

		2003-04	2004-05	2005-06	2006-07	Total
<b>University Police</b>						
71	Round 1: n/a					0
72	Round 2: n/a					0
73	Round 3: Four Special Constables			200,000		200,000
74	Round 3: Criminal Reference Checks			3,000		3,000
75	Round 3: Staff Development			10,000		10,000
76	Total Round 3			213,000		213,000
77	Total	0	0	213,000	0	213,000
<b>Vice-President (Research)</b>						
78	Round 1: Additional Staff Positions	100,000	100,000	100,000	100,000	400,000
79	Round 2: Distinguished University Professorship Program		60,000			60,000
80	Round 2: Faculty Scholar Program		105,000			105,000
81	Round 2: 50% of Data/Communications Analyst		35,000			35,000
82	Total Round 2		200,000			200,000
83	Round 3: Additional Staffing			300,000		300,000
84	Total	100,000	300,000	400,000	100,000	900,000
<b>Vice-President (External)</b>						
85	Round 1: Funding to Maintain Staffing Levels	100,000	100,000	100,000	100,000	400,000
86	Round 2: Faculty-specific Development/Communications Officers		450,000			450,000
87	Round 3: HR Communications Position			37,500		37,500
88	Round 3: Information Systems Position			62,500		62,500
89	Total Round 3			100,000		100,000
90	Total	100,000	550,000	200,000	100,000	950,000

**Table 3**  
**UPIF RECOMMENDATIONS FOR SUPPORT UNITS**

		2003-04	2004-05	2005-06	2006-07	Total
<b>All Other</b>						
91	Round 1: None					
92	Round 2: Effective Writing Program -- Additional Staffing		25,000			25,000
93	Round 3: Staff/Faculty Hlth Svcs -- Additional Staffing			16,000		16,000
94	Round 3: Internal Audit -- Staff Development			2,000		2,000
95	Total Round 3			18,000		18,000
96	Total	0	25,000	18,000	0	43,000
<b>Total</b>						
97	Round 1	700,000	700,000	535,000	410,000	2,345,000
98	Round 2	0	1,783,100	0	0	1,783,100
99	Round 3	0	0	1,401,500	44,000	1,445,500
100	Unallocated	0	0	262,500	290,000	552,500
101	Total	700,000	2,483,100	2,199,000	744,000	6,126,100

**Table 4**  
**Tentative CRC Allocations -- by Faculty (Cumulative)**

	2003-04 Actual-to-Date						2004-05						2005-06						2006-07								
	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 & Humanities	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	3	510,000	1	90,000	4	600,000	3	510,000	1	90,000	4	600,000		
2	Business							1	170,000			1	170,000					1	170,000	1	170,000			1	170,000		
3	Education																										
4	Engineering			1	90,000	1	90,000	2	340,000	1	90,000	3	430,000	2	340,000	2	180,000	4	520,000	2	340,000	2	180,000	5	450,000	7	790,000
5	Health Sciences	1	170,000			1	170,000	1	170,000			1	170,000	1	170,000	2	180,000	3	350,000	1	170,000	2	180,000	3	350,000		
6	Info & Media Studies	1	170,000			1	170,000	1	170,000			1	170,000	1	170,000			1	170,000	1	170,000			1	170,000		
7	Law																										
8	Medicine & Dentistry	7	1,190,000	5	450,000	12	1,640,000	11	1,870,000	6	540,000	17	2,410,000	13	2,210,000	6	540,000	19	2,750,000	15	2,550,000	12	1,080,000	27	3,630,000		
9	Music																										
10	Science	4	680,000	6	540,000	10	1,220,000	5	850,000	8	720,000	13	1,570,000	5	850,000	9	810,000	14	1,660,000	8	1,360,000	10	900,000	18	2,260,000		
11	Social Science	3	510,000	2	180,000	5	690,000	2	340,000	3	270,000	5	610,000	2	340,000	4	360,000	6	700,000	2	340,000	3	270,000	5	610,000		
12	Unallocated																			1	170,000	5	450,000	6	620,000		
13	Total to Faculties	17	2,890,000	15	1,350,000	32	4,240,000	23	3,910,000	19	1,710,000	42	5,620,000	28	4,760,000	24	2,160,000	52	6,920,000	34	5,780,000	38	3,420,000	72	9,200,000		
14	Total CRC Funding		3,400,000		1,500,000		4,900,000		4,600,000		1,900,000		6,500,000		5,600,000		2,400,000		8,000,000		6,800,000		3,800,000		10,600,000		

**Table 5**  
**2005-06 OPERATING REVENUES**

		2004-05 Budget Forecast (@ Feb 28, 2005) (1)	2005-06 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	<b>Government Grants</b>				
2	Base Grants	126,491,673	130,491,673	4,000,000	3.2%
3	Accessibility Fund and Tuition Offset Grants	33,850,729	43,718,893	9,868,164	29.2%
4	<i>Sub-Total Base, Accessibility, and Tuition Offset Grants</i>	<i>160,342,402</i>	<i>174,210,566</i>	<i>13,868,164</i>	<i>8.6%</i>
5	Quality Assurance Fund	5,940,873	5,940,873	0	0.0%
6	Performance Fund	2,070,886	2,070,886	0	0.0%
7	Program Expansion Grants	10,195,361	11,444,677	1,249,316	12.3%
8	Research Infrastructure Grant	2,979,849	2,979,849	0	0.0%
9	Research Performance Fund	1,447,073	1,150,000	(297,073)	-20.5%
10	Federal Funding for Indirect Costs of Research	6,205,905	6,205,905	0	0.0%
11	MTCU Student Bursary Grant	1,403,885	1,403,885	0	0.0%
12	Targetted Government Grants	6,677,600	6,815,410	137,810	2.1%
13	<b>Sub-Total Government Grants</b>	<b>197,263,834</b>	<b>212,222,051</b>	<b>14,958,217</b>	<b>7.6%</b>
14	<b>Tuition Revenue</b>				
15	Undergraduate	125,264,145	127,702,170	2,438,025	1.9%
16	Graduate	17,678,287	19,454,724	1,776,437	10.0%
17	<i>Sub-Total Regular Programs</i>	<i>142,942,432</i>	<i>147,156,894</i>	<i>4,214,462</i>	<i>2.9%</i>
18	MBA and Executive MBA	18,478,680	17,789,000	(689,680)	-3.7%
19	International Medical and Dental Students	2,993,768	2,993,768	0	0.0%
20	<i>Sub-Total Self-Funded Programs</i>	<i>21,472,448</i>	<i>20,782,768</i>	<i>(689,680)</i>	<i>-3.2%</i>
21	Miscellaneous Fees	1,615,000	1,615,000	0	0.0%
22	<b>Sub-Total Tuition Revenue</b>	<b>166,029,880</b>	<b>169,554,662</b>	<b>3,524,782</b>	<b>2.1%</b>
23	<b>Other Revenues</b>				
24	Canada Research Chairs (CRCs)	6,500,000	8,000,000	1,500,000	23.1%
25	Transfer from Affiliated Colleges	4,205,799	4,597,242	391,443	9.3%
26	Recoverable Salaries	21,224,660	21,194,660	(30,000)	-0.1%
27	Investment Income	0	0	0	0.0%
28	Fundraising - Unrestricted	1,090,000	1,606,500	516,500	47.4%
29	Application Fees	1,026,695	1,027,523	828	0.1%
30	Research Overheads	1,600,000	1,600,000	0	0.0%
31	Royalties and Licences	500,000	600,000	100,000	20.0%
32	Contributions from Self-Funded & Ancillary Operations	14,940,000	15,020,000	80,000	0.5%
33	Miscellaneous Revenues	420,000	450,000	30,000	7.1%
34	<b>Sub-Total Other Revenues</b>	<b>51,507,154</b>	<b>54,095,925</b>	<b>2,588,771</b>	<b>5.0%</b>
35	<b>TOTAL REVENUES</b>	<b>414,800,868</b>	<b>435,872,638</b>	<b>21,071,770</b>	<b>5.1%</b>

Table 6  
FACULTIES  
2005-06 BASE BUDGETS

	2004-05 Base Budget (@ Feb 28, 2005)	<b> <b>Initial Budget Adjustment	<c> <c>Faculty Turnover Recovery	<d> <d>UPIF	<e> <e>Other Base Investments	<f> <f>ECF to Base Conversions	<g> <g>ICF Rolled Into Base	<h> <h>Canada Research Chairs	<i> <i>Resulting 2005-06 Base Budget
1									
2	17,464,522	(386,087)	(186,598)	116,000	62,500	400,000	707,976	340,000	18,518,313
3	7,605,906	(197,894)	(93,853)	75,000		50,000			7,439,159
4	14,719,560	(327,688)	(294,969)			300,000	23,914	90,000	14,510,817
5	884,898	(24,741)		50,000					910,157
6	15,484,374	(376,879)	(209,962)	354,200	589,599	400,000	168,615	180,000	16,589,947
7	5,082,815	(118,585)		75,000		250,000	251,005		5,540,235
8	5,236,842	(123,211)							5,113,631
9	35,276,265	(802,522)	(234,041)	89,600	249,491	500,000	600,423	340,000	36,019,216
10	5,773,489	(143,811)	(46,903)		37,500	100,000	217,815		5,938,090
11	35,056,342	(843,050)	(333,627)	71,000	100,000	500,000	1,114,187	90,000	35,754,852
12	32,352,062	(733,551)	(497,679)	368,000	100,000	600,000	1,481,628	90,000	33,760,460
13	174,937,075	(4,078,019)	(1,897,632)	1,198,800	1,139,090	3,100,000	4,565,563	1,130,000	180,094,877
14	35,956,632				798,887			170,000	36,925,519
15	210,893,707	(4,078,019)	(1,897,632)	1,198,800	1,937,977	3,100,000	4,565,563	1,300,000	217,020,396
16	8,062,021				(358,541)				7,703,480
17	0			4,300,000	(4,300,000)				0
18	Increased Cohort Fund (ICF)			2,318,300					2,318,300
19	Research Infrastructure Support Fund (RISF)			750,000					750,000
20	Faculty Recruitment and Retention			100,000	50,000				150,000
21	Centre for Women's Studies and Feminist Research			338,315					338,315
22	Collaborative Graduate Interdisciplinary Programs		(5,605)	190,647					185,042
23	<b>Total - with ECF and GEF</b>	<b>224,634,690</b>	<b>(4,083,624)</b>	<b>1,248,800</b>	<b>(402,264)</b>	<b>3,100,000</b>	<b>4,565,563</b>	<b>1,300,000</b>	<b>228,465,533</b>
24	<i>All Other</i>								
25	Provost's Academic Support Fund	2,076,462							2,076,462
26	Academic Development Fund	1,000,000			500,000				1,500,000
27	Summer/Distance Course Stipends	2,292,471			57,365				2,349,836
28	Continuing Studies: Trois-Pistoles	929,444			162				929,606
29	Education: Continuing Education for Teachers	3,859,010			(61,634)				3,797,376
30	Medicine & Dentistry: International Students	2,993,768							2,993,768
31	Faculty Share of Research Overheads	600,000							600,000
32	Medicine & Dentistry: Primary Care	349,805							349,805
33	Recoverable Salaries: T&R and Other	21,194,660							21,194,660
34	<b>Sub-Total</b>	<b>35,295,620</b>	<b>0</b>	<b>0</b>	<b>495,993</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,791,513</b>
35	<b>Total Academic Units</b>	<b>259,930,310</b>	<b>(4,083,624)</b>	<b>1,248,800</b>	<b>(1,897,632)</b>	<b>3,100,000</b>	<b>4,565,563</b>	<b>1,300,000</b>	<b>264,257,046</b>



Table 7

## SCHOLARSHIPS and BURSARIES

## 2005-06 BASE BUDGETS

		<a> 2004-05 Base Budget (@ Feb 28, 2005)	<b> Adjustments	<c> Resulting 2005-06 Base Budget
1	<b><i>Undergraduate Student Support</i></b>			
2	Scholarships	4,697,160	152,983	4,850,143
3	Government "Aiming for the Top" Program	2,902,453	97,547	3,000,000
4	UWO Bursaries	250,375		250,375
5	Senior Citizen Bursaries	76,170		76,170
6	MTCU Work Study Program and Bursaries	1,403,885		1,403,885
7	Tuition Re-Investment	10,739,697	11,760	10,751,457
8	<b><i>Sub-Total Undergraduate Student Support</i></b>	<b><i>20,069,740</i></b>	<b><i>262,290</i></b>	<b><i>20,332,030</i></b>
9	<b><i>Graduate Student Scholarship &amp; Training Fund</i></b>	<b><i>12,825,065</i></b>	<b><i>1,262,128</i></b>	<b><i>14,087,193</i></b>
10	<b>Total Scholarships and Bursaries</b>	<b>32,894,805</b>	<b>1,524,418</b>	<b>34,419,223</b>

**Table 8**  
**SUPPORT AREAS**  
**2005-06 BASE BUDGETS**

	<a>	<b>	<c>	<d>	<e>	
	2004-05 Base Budget (@ Feb 28, 2005)	Initial Budget Adjustment	UPIF	ERF Rolled into Base	Resulting 2005-06 Base Budget	
<b>1</b>	<b>Reporting to the Provost</b>					
2	Teaching Support Centre	457,557	(6,505)		22,425	473,477
3	Effective Writing Program	221,804			10,580	232,384
4	Information Technology Services	5,024,414	(129,904)	110,000	368,526	5,373,036
5	Libraries	10,586,268	(280,493)	279,700	177,631	10,763,106
6	Registrar's Office	4,327,359	(113,356)	296,800	131,469	4,642,272
7	Institutional Planning and Budgeting	3,657,210	(90,418)	63,500	168,584	3,798,876
8	<b>Sub-Total</b>	<b>24,274,612</b>	<b>(620,676)</b>	<b>750,000</b>	<b>879,215</b>	<b>25,283,151</b>
<b>9</b>	<b>Reporting to the Vice-President Administration</b>					
10	Financial Services	3,306,899	(93,477)		189,743	3,403,165
11	Human Resources	4,397,080	(94,245)	87,500	242,987	4,633,322
12	Staff/Faculty Health Services	123,600		16,000	11,213	150,813
13	Physical Plant	13,430,771	(284,351)	268,000	177,100	13,591,520
14	Police	1,405,167	(29,089)	213,000		1,589,078
15	Internal Audit	104,305		2,000	22,017	128,322
16	<b>Sub-Total</b>	<b>22,767,822</b>	<b>(501,162)</b>	<b>586,500</b>	<b>643,060</b>	<b>23,496,220</b>
<b>17</b>	<b>Reporting to the Vice-President Research</b>					
18	Animal Care/Vet Services - Subsidy	500,000				500,000
19	Research Western	1,879,575	(45,463)	400,000	128,123	2,362,235
20	Research Promotion Fund	375,000				375,000
21	Small Grants Support for Arts/Humanities/Social Sciences	250,000				250,000
22	Western Innovation Fund	250,000				250,000
23	Faculty Scholars & Distinguished University Professors	165,000				165,000
24	<b>Sub-Total</b>	<b>3,419,575</b>	<b>(45,463)</b>	<b>400,000</b>	<b>128,123</b>	<b>3,902,235</b>
<b>25</b>	<b>Reporting to the Vice-President External</b>					
26	Advancement Services	712,543	(19,805)	87,500	40,000	820,238
27	Communications and Public Affairs	1,490,933	(27,583)	75,000	40,000	1,578,350
28	Alumni Relations	1,018,545	(36,350)	37,500	124,450	1,144,145
29	Development	1,640,463	(21,017)			1,619,446
30	McIntosh Gallery - Subsidy	155,912	(4,641)			151,271
31	<b>Sub-Total</b>	<b>5,018,396</b>	<b>(109,396)</b>	<b>200,000</b>	<b>204,450</b>	<b>5,313,450</b>
<b>32</b>	<b>General Administration</b>					
33	Offices of the President/Vice-Presidents	3,272,129				3,272,129
34	University Secretariat	563,097				563,097
35	<b>Sub-Total</b>	<b>3,835,226</b>				<b>3,835,226</b>
36	<b>Expansion-related Funding</b>	<b>1,526,703</b>			<b>(1,526,703)</b>	<b>0</b>
<b>37</b>	<b>Total Support Areas</b>	<b>60,842,334</b>	<b>(1,276,697)</b>	<b>1,936,500</b>	<b>328,145</b>	<b>61,830,282</b>

**Table 9**  
**CORPORATE EXPENDITURES and EMPLOYEE BENEFIT COSTS**  
**2005-06 BASE BUDGETS**

	<a>	<b>	<c>	<d>
	2004-05 Base Budget (@ Feb 28, 2005)	New Investment	Other Changes	Resulting 2005-06 Base Budget
1	Utilities	13,330,000	1,235,000	14,565,000
2	Library Acquisitions	10,898,771	544,939	11,443,710
3	Transfer to MMI: Operating	7,250,000	750,000	8,000,000
4	Transfer to MMI: Ancillaries	600,000		600,000
5	FFICR Transfer to Capital	3,000,000		3,000,000
6	Operating Transfer to Capital Debt Financing	700,000	(700,000)	0
7	CRC Transfer to SuperBuild	704,000	160,000	864,000
8	University Systems Replacement Fund	1,879,500		1,879,500
9	Property Taxes	1,764,000	50,925	1,814,925
10	Insurance	1,350,000	111,307	1,461,307
11	Corporate Contingency	1,023,611	66,071	1,089,682
12	Accessibility for the Disabled	834,180		834,180
13	Professional Fees	600,000	80,000	680,000
14	Institutional Memberships	575,000		575,000
15	Student Recruitment	450,000		450,000
16	Costs Associated with Employee Contracts	216,401		216,401
17	Athletic Injury Clinic - Subsidy	176,457	3,776	180,233
18	Convocation and Diplomas	262,913	18,627	281,540
19	Inter-Collegiate Athletics - Subsidy	130,000	25,000	155,000
20	Ombudsperson	80,770		80,770
21	University Surveys and Teaching Evaluations	75,000		75,000
22	Centre for Research on Violence Against Women and Children - Subsidy	55,000		55,000
23	London Museum of Archaeology - Subsidy	40,000		40,000
24	<b>Total Corporate Expenditures</b>	<b>45,995,603</b>	<b>2,689,939</b>	<b>48,341,248</b>
25	Employee Benefit Plan Costs	64,961,455	4,859,295	69,820,750
26	Employee Benefit Recoveries	(72,183,600)	(2,337,400)	(74,521,000)
27	<b>Net Employee Benefits</b>	<b>(7,222,145)</b>	<b>2,521,895</b>	<b>(4,700,250)</b>
28	<b>Net Corporate Expenditures</b>	<b>38,773,458</b>	<b>2,689,939</b>	<b>43,640,998</b>

**Table 10**  
**2005-06 ONE-TIME ALLOCATIONS**

1	Westminster College and Related Renovations	7,500,000
2	Biological & Geological Building Renovations Project	5,000,000
3	Campaign Western	1,606,500
4	Tuition Compensation Allocation to Faculties	1,303,210
5	Medicine: Targetted Government Post Graduate Medical Expansion Funding	1,129,555
6	ITS: Upgrade Information Technology Wiring across Campus	1,100,000
7	Female Faculty Recruitment	1,000,000
8	Vice-President Research: Support for Research Initiatives	660,000
9	Engineering: Investment in Facilities (Year 5 of 10)	445,000
10	Health Sciences: Targetted Government Graduate Nursing Expansion Funding	378,523
11	Physical Plant: Alarm Monitoring, Energy Audit, and Process Re-Engineering	370,000
12	Classroom Technology Upgrades	350,000
13	Communications and Public Affairs: University Advertising	310,000
14	Engineering: Renovations to Create Student Space	200,000
15	Libraries: Upgrade IT Hardware	200,000
16	Vice-President External: Communications and Development Initiatives	180,000
17	ITS: Wireless Technology Initiatives	170,000
18	Registrar's Office: Upgrade Recruitment Material	145,000
19	ITS: Internet Bandwidth Purchase	128,000
20	Registrar's Office: Increased Costs of Applications Processing	115,920
21	Registrar's Office: High School Visits and On-Campus Recruitment Activities	113,700
22	Vice-President External: Employee Survey, Orientation Video, Community Relations Survey	100,000
23	Funding to Support SSHRC Congress being Held at Western in Summer 2005	100,000
24	Registrar's Office: Distance Studies On-Line Course Development	100,000
25	Libraries: Innopac Non-Salary Support and Public PC Replacement	96,700
26	Libraries: Digitizing pre-1967 Dissertations	85,000
27	ITS: General University Computer Lab Upgrades	80,000
28	Human Resources: Equity/Disability Initiatives	80,000
29	Human Resources: Federal Contractors Program and Process Re-Engineering	75,000
30	Registrar's Office: Summer Academic Orientation	50,000
31	ITS: Hardware/Software Purchases for the ITRC	50,000
32	Teaching Support Centre: Turn-it-in Software and Teaching Support Initiatives	47,200
33	University Police: IT Equipment/Upgrades	35,000
34	Registrar's Office: Undergraduate Curriculum Reform	16,950
35	<b>Total One-Time Allocations</b>	<b>23,321,258</b>

**Table 11****SUMMARY OF OPERATING BUDGET: 2005-06**

	<a>	<b>	<c>	
	2004-05 Budget (@ Feb 28, 2005)	2005-06 Budget	\$ Change from 2004-05	
<b>1</b>	<b>Total Revenues (Table 5)</b>	<b>414,800,868</b>	<b>435,872,638</b>	<b>21,071,770</b>
<b>2</b>	<b>Expenditure Budgets</b>			
3	Faculties (Table 6)	259,930,310	264,257,046	4,326,736
4	Scholarships and Bursaries (Table 7)	32,894,805	34,419,223	1,524,418
5	Support Areas (Table 8)	60,842,334	61,830,282	987,948
6	Corporate Expenditures (Table 9)	38,773,458	43,640,998	4,867,540
7	Provision for Cost Fluctuations	0	9,036,775	9,036,775
8	One-Time Allocations	20,817,471	23,321,258	2,503,787
<b>9</b>	<b>Sub-Total</b>	<b>413,258,378</b>	<b>436,505,582</b>	<b>23,247,204</b>
10	Carryforward from Previous Year	41,589,553	39,500,000	(2,089,553)
11	(Under)/Over Spending	(39,500,000)	(28,500,000)	
<b>12</b>	<b>Total Expenditures</b>	<b>415,347,931</b>	<b>447,505,582</b>	<b>21,157,651</b>
13	Surplus / (Deficit) before Reserve Transfer	(547,063)	(11,632,944)	
14	Transfer (to)/from Carryforward Reserve	2,089,553	11,000,000	
<b>15</b>	<b>Surplus / (Deficit) after Reserve Transfer</b>	<b>1,542,490</b>	<b>(632,944)</b>	
<b>16</b>	<b>Carryforward Reserve:</b>			
17	Carryforward from Previous Year	41,589,553	39,500,000	
18	Transfer (to)/from Operating Budget	(2,089,553)	(11,000,000)	
<b>19</b>	<b>Year-End Carryforward Reserve</b>	<b>39,500,000</b>	<b>28,500,000</b>	

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

	2004-05 Budget Forecast (@ Feb 28, 2005)	2005-06 Budget
<i>Beginning Operating Reserve Balance</i>	16,153,831	9,996,321
Transfer to Capital Reserve	(7,700,000)	
Surplus / (Deficit) -- from Table 11, line 15	1,542,490	(632,944)
<b><i>Closing Operating Reserve Balance</i></b>	<b>9,996,321</b>	<b>9,363,377</b>
Operating Reserve Target	2,500,000	2,500,000

**Table 13**  
**ENROLMENT CONTINGENT FUND (ECF) ALLOCATIONS: Actual 2004-05 and Projected 2005-06**

	Actual 2004-05							Projected 2005-06		
	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	400,000	6,947.9	7,464.6	516.7	775,050	148,200	923,250	400,000	841,275	1,241,275
2	50,000	1,949.9	2,192.6	242.7	364,050	0	364,050	50,000	342,750	392,750
3	600,000	3,661.9	4,108.6	446.7	670,050	(13,440)	656,610	300,000	553,850	853,850
4	250,000	4,463.1	4,943.7	480.6	720,900	(59,556)	661,344	400,000	440,460	840,460
5	0	1,297.6	1,682.8	385.2	577,800	(10,560)	567,240	250,000	449,550	699,550
6	0	948.2	1,083.3	135.1	202,650	(2,880)	199,770	0	206,190	206,190
7	500,000	6,758.3	7,453.7	695.4	1,043,100	(30,183)	1,012,917	500,000	1,305,810	1,805,810
8	50,000	1,199.6	1,466.5	266.9	400,350	0	400,350	100,000	395,550	495,550
9	600,000	11,911.5	12,630.0	718.5	1,077,750	18,400	1,096,150	500,000	996,975	1,496,975
10	600,000	13,469.7	14,444.2	974.5	1,461,750	(3,060)	1,458,690	600,000	1,259,820	1,859,820
11	0	181.0	630.0	449.0	673,500	0	673,500	0	857,250	857,250
12	3,050,000	52,788.7	58,100.0		7,966,950		8,013,871	3,100,000	7,649,480	10,749,480
13	0	n/a		Funding provided for 15% of 213.8 WTUs		0	48,150	0	54,000	54,000
14	<b>3,050,000</b>						<b>8,062,021</b>	<b>3,100,000</b>	<b>7,703,480</b>	<b>10,803,480</b>

Table 14

## GRADUATE EXPANSION FUND (GEF) ALLOCATIONS: Projected 2005-06

		Master's				PhD				Projected Total GEF Allocation
		Baseline FTEs	2005-06 (proj) FTEs	FTE Growth over Baseline	Funding Allocation	Baseline FTEs	2005-06 (proj) FTEs	FTE Growth over Baseline	Funding Allocation	
1	Arts & Humanities	107.5	106.9	(0.6)	0	128.6	164.7	36.1	252,700	<b>252,700</b>
2	Education	70.4	86.1	15.7	31,400	31.2	32.9	1.7	11,900	<b>43,300</b>
3	Engineering	198.9	238.8	39.9	79,800	147.7	170.3	22.6	158,200	<b>238,000</b>
4	Health Sciences	315.5	341.4	25.9	51,800	55.1	74.6	19.5	136,500	<b>188,300</b>
5	Information & Media Studies	191.2	222.2	31.0	62,000	17.8	30.8	13.0	91,000	<b>153,000</b>
6	Law	1.5	5.6	4.1	8,200					<b>8,200</b>
7	Medicine & Dentistry (Medicine)	225.1	273.8	48.7	97,400	153.7	184.2	30.5	213,500	<b>310,900</b>
8	Music	44.5	48.9	4.4	8,800	11.1	18.3	7.2	50,400	<b>59,200</b>
9	Science	232.9	248.5	15.6	31,200	200.5	270.5	70.0	490,000	<b>521,200</b>
10	Social Science	195.4	191.4	(4.0)	0	179.5	223.8	44.3	310,100	<b>310,100</b>
11	Graduate Interdisciplinary Programs	63.3	75.0	11.7	23,400	40.0	70.0	30.0	210,000	<b>233,400</b>
12	<b>Total</b>				<b>394,000</b>				<b>1,924,300</b>	<b>2,318,300</b>

Note: Health Sciences excludes Nursing -- which is funded through targeted government grants



Table 15

## INCREASED COHORT FUND (ICF)

		Actual 2005-06				Actual 2004-05 Allocation	ICF Rolled into Base in 2005-06
		Baseline FCE CR	2004-05 FCE CR	FCE Growth over Baseline	Funding Allocation		
1	Arts & Humanities	13,081	15,431	2,350	707,976	568,286	<b>707,976</b>
2	Engineering	5,785	5,622	0	0	23,914	<b>23,914</b>
3	Health Sciences	5,358	5,847	489	147,319	168,615	<b>168,615</b>
4	Information & Media Studies	1,566	1,943	377	113,577	251,005	<b>251,005</b>
5	Medicine (Basic Science Courses)	3,267	5,260	1,993	600,423	334,800	<b>600,423</b>
6	Music	2,318	3,041	723	217,815	160,342	<b>217,815</b>
7	Science	22,632	25,524	2,892	871,262	1,114,187	<b>1,114,187</b>
8	Social Science	26,013	30,931	4,918	1,481,628	1,248,851	<b>1,481,628</b>
9	<b>Total</b>				<b>4,140,000</b>	<b>3,870,000</b>	<b>4,565,563</b>

Note: The amount rolled into base is the higher of 2004-05 or 2005-06

**Table 16****RESEARCH INFRASTRUCTURE SUPPORT FUND (RISF)****2005-06 Allocations**

1	Arts & Humanities	10,000
2	Education	5,000
3	Engineering	95,000
4	Health Sciences	20,000
5	Information & Media Studies	5,000
6	Law	5,000
7	Medicine & Dentistry	250,000
8	Music	5,000
9	Science	270,000
10	Social Science	85,000
11	<b>Total</b>	<b>750,000</b>

**Table 17****EXPANSION-RELATED FUNDING FOR SUPPORT UNITS: 2005-06**

1	<b>Units Reporting to the Provost</b>	
2	Teaching Support Centre	22,425
3	Effective Writing	10,580
4	Information Technology Services	368,526
5	Libraries	177,631
6	Registrar's Office	131,469
7	Institutional Planning and Budgeting	168,584
8	Sub-Total	879,215
9	<b>Units Reporting to the Vice-President Administration</b>	
10	Finance	189,743
11	Human Resources	242,987
12	Staff/Faculty Health Services	11,213
13	Internal Audit	22,017
14	Physical Plant	177,100
15	Sub-Total	643,060
16	<b>Units Reporting to the Vice-President Research</b>	
17	Research Western	128,123
18	Sub-Total	128,123
19	<b>Units Reporting to the Vice-President External</b>	
20	Advancement Services, Communications and Public Affairs, Alumni Relations	204,450
21	Sub-Total	204,450
22	<b>Total</b>	<b>1,854,848</b>

*Note: The 2005-06 Expansion-related Funding is being Rolled in to Base*

**Table 18**  
**PROVOST'S ACADEMIC SUPPORT FUND (PASF): 2004-05**

**Funds Available**

	2004-05 Base Budget	2,076,462
	Unallocated UPIF Funds	976,000
	Carryforward from 2003-04	861,806
	<b>Total PASF Funds Available</b>	<b>3,914,268</b>

**Allocations**

<b>Arts &amp; Humanities</b>	Technology Initiatives and Computers for Faculty	162,700
<b>Education</b>	Faculty Bridging	83,906
<b>Engineering</b>	Faculty Recruitment, Teaching Equipment/Furniture	221,500
	Research Support	20,000
	Sub-Total Engineering	241,500
<b>Health Sciences</b>	Teaching Equipment, Course/Program Development	269,429
	Research Support	10,000
	Sub-Total Health Sciences	279,429
<b>Information &amp; Media Studies</b>	Faculty Development, Faculty Bridging, Facilities Rental	151,420
<b>Law</b>	Teaching Facility Upgrades and Technology Equipment	80,000
	Research Support	20,000
	Sub-Total Law	100,000
<b>Medicine &amp; Dentistry</b>	Faculty Bridging, Start-up Funding, Teaching Equipment	346,696
	Support for Clinical Skills Facilities	250,000
	Research Support	10,000
	Sub-Total Medicine & Dentistry	606,696
<b>Music</b>	Program Development and Teaching Equipment	100,000
<b>Science</b>	Faculty Bridging, Start-up Funding, Teaching Equipment	440,000
	Research Support	60,000
	Sub-Total Science	500,000
<b>Social Science</b>	Course/Program Development, Computing Equipment	54,500
	Research Support	30,000
	Sub-Total Social Science	84,500
<b>Women's Studies</b>	Faculty Secondments	35,200
<b>General University</b>	Graduate Appraisals	45,000
	Other Academic Support Initiatives	453,317
	Carryforward to 2005-06	1,070,600
<b>Total PASF Allocations in 2004-05</b>		<b>3,914,268</b>

**Table 19****2005-06 PROVOST'S ACADEMIC SUPPORT FUND (PASF) INITIAL ALLOCATIONS**

1	Arts & Humanities	Technology Initiatives and Computers for Faculty	219,000
2	Education	Technology Initiatives and Faculty Bridging	189,406
3	Engineering	Faculty Recruitment and Course/Program Development	129,440
4	Health Sciences	Teaching Equipment and Course/Program Development	132,175
5	Information & Media Studies	Faculty Development and Facilities Rental at Fanshawe	75,000
6	Law	Classroom Technology Initiatives	57,700
7	Medicine & Dentistry	Start-up Funding and Technology Initiatives	100,500
8	Music	Program Development and Teaching Equipment	146,500
9	Science	Faculty Bridging, Start-up Funding, Technology Initiatives, Course Development	352,775
10	Social Science	Computing Equipment and Student Recruitment Initiatives	178,100
11	<b>Total PASF Initial Allocations for 2005-06</b>		<b>1,580,596</b>

**Table 20a**  
**TUITION FEE PROPOSALS FOR 2005-06**

	Canadian Students			International Students		
	2004-05 Tuition	Proposed 2005-06 Tuition	% Increase	2004-05 Tuition	Proposed 2005-06 Tuition	% Increase
<b>1 Undergraduate ANNUAL Tuition</b>						
<b>2 First-Entry Programs</b>						
3 Arts & Humanities	4,140	4,140	0.0%	12,500	12,500	0.0%
4 BMedSc Program	4,140	4,140	0.0%	12,500	12,500	0.0%
5 Engineering	5,950	5,950	0.0%	16,000	16,000	0.0%
6 Health Science	4,140	4,140	0.0%	12,500	12,500	0.0%
7 Kinesiology	4,140	4,140	0.0%	12,500	12,500	0.0%
8 M.I.T. / M.T.P. (Year 1)	4,140	4,140	0.0%	12,500	12,500	0.0%
9 M.T.P. (Upper Years)	5,300	5,300	0.0%	16,000	16,000	0.0%
10 Music	4,140	4,140	0.0%	12,500	12,500	0.0%
11 Nursing	4,140	4,140	0.0%	16,000	16,000	0.0%
12 Science	4,140	4,140	0.0%	12,500	12,500	0.0%
13 Social Science	4,140	4,140	0.0%	12,500	12,500	0.0%
<b>14 Second-Entry Programs</b>						
15 C.S.D./P.T.	5,410	5,410	0.0%	15,750	15,750	0.0%
16 Business						
17 Year 3	18,000	18,000	0.0%	18,000US\$	18,000US\$	0.0%
18 Year 4	18,000	18,000	0.0%	18,000US\$	18,000US\$	0.0%
19 Dentistry						
20 Year 1	17,100	17,100	0.0%	37,000	37,000	0.0%
21 Year 2	17,100	17,100	0.0%	37,000	37,000	0.0%
22 Year 3	17,100	17,100	0.0%	37,000	37,000	0.0%
23 Year 4	16,300	17,100	***	37,000	37,000	0.0%
24 Education In-Service (AQs)	4,475	4,495	0.4%	16,000	16,000	0.0%
25 Education Pre-Service	4,975	4,975	0.0%	16,000	16,000	0.0%
26 Law						
27 Year 1	9,750	9,750	0.0%	16,000	16,000	0.0%
28 Year 2	9,750	9,750	0.0%	16,000	16,000	0.0%
29 Year 3	9,750	9,750	0.0%	16,000	16,000	0.0%
30 Medicine (M.D.)						
31 Year 1	14,566	14,566	0.0%	n.a.	n.a.	n.a.
32 Year 2	14,566	14,566	0.0%	n.a.	n.a.	n.a.
33 Year 3	14,566	14,566	0.0%	n.a.	n.a.	n.a.
34 Year 4	14,566	14,566	0.0%	n.a.	n.a.	n.a.
<b>35 Graduate ANNUAL Tuition</b>						
<b>36 Master's Category 1</b>						
37 Arts & Humanities	5,095	5,095	0.0%	11,700	11,700	0.0%
38 C.S.D. (M.Sc.)	6,540	6,540	0.0%	16,500	16,500	0.0%
39 Engineering (M.E.Sc.)	5,095	5,095	0.0%	11,700	11,700	0.0%
40 Kinesiology	5,095	5,095	0.0%	11,700	11,700	0.0%
41 Law	7,500	7,500	0.0%	17,220	17,220	0.0%
42 Media Studies	5,095	5,095	0.0%	11,700	11,700	0.0%
43 Medicine (Basic Health Sciences)	5,095	5,095	0.0%	11,700	11,700	0.0%
44 Music	5,095	5,095	0.0%	11,700	11,700	0.0%
45 Nursing	6,300	6,300	0.0%	16,500	16,500	0.0%
46 O.T./P.T. (M.Sc.)	5,700	5,700	0.0%	11,700	11,700	0.0%
47 Science	5,095	5,095	0.0%	11,700	11,700	0.0%
48 Social Science	5,095	5,095	0.0%	11,700	11,700	0.0%
<b>49 Master's Category 2</b>						
50 Business (Regular MBA Only)						
51 Year 1	28,000	28,000	0.0%	30,000	30,000	0.0%
52 Year 2	28,000	28,000	0.0%	28,000	30,000	***
53 C.S.D./O.T./P.T. (M.Cl.Sc.)	6,795	6,795	0.0%	16,500	16,500	0.0%
54 Dentistry (Orthodontics)						
55 Year 1	17,100	17,100	0.0%	37,000	37,000	0.0%
56 Year 2	17,100	17,100	0.0%	37,000	37,000	0.0%
57 Year 3	16,350	17,100	***	37,000	37,000	0.0%
58 Education	6,795	6,795	0.0%	16,500	16,500	0.0%
59 Engineering (M.Eng.)	6,795	6,795	0.0%	16,500	16,500	0.0%
60 Journalism	6,795	6,795	0.0%	16,500	16,500	0.0%
61 Library & Information Studies	6,795	6,795	0.0%	16,500	16,500	0.0%
62 Medicine (Family Medicine)	8,950	8,950	0.0%	16,500	16,500	0.0%
63 <b>All Ph.D. Programs</b>	5,095	5,095	0.0%	11,700	11,700	0.0%

**Table 20b**  
**CONCURRENT PROGRAM TUITION FEE PROPOSALS FOR 2005-06**  
**-- 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
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
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
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	

Table 20b

**CONCURRENT PROGRAM TUITION FEE PROPOSALS FOR 2005-06****-- 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	Total	42,360	Total	42,360
8	Cost of Programs Taken Sequentially		\$45,810	

<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	Total	49,060	Total	49,050
8	Cost of Programs Taken Sequentially		\$53,050	

<b>LLB / MBA Concurrent Program</b>				
	<b>Concurrent (Through Law 1)</b>		<b>Concurrent (Through MBA 1)</b>	
1	LLB/MBA	9,750	LLB/MBA	28,000
2	LLB/MBA	28,000	LLB/MBA	9,750
3	LLB/MBA	20,700	LLB/MBA	20,700
4	LLB/MBA	20,700	LLB/MBA	20,700
5	Total	79,150	Total	79,150
6	Cost of Programs Taken Sequentially		\$85,250	



**Table 20b**  
**CONCURRENT PROGRAM TUITION FEE PROPOSALS FOR 2005-06**  
**– 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

**Table 21**  
**SUMMARY OF ENROLMENT FORECAST**

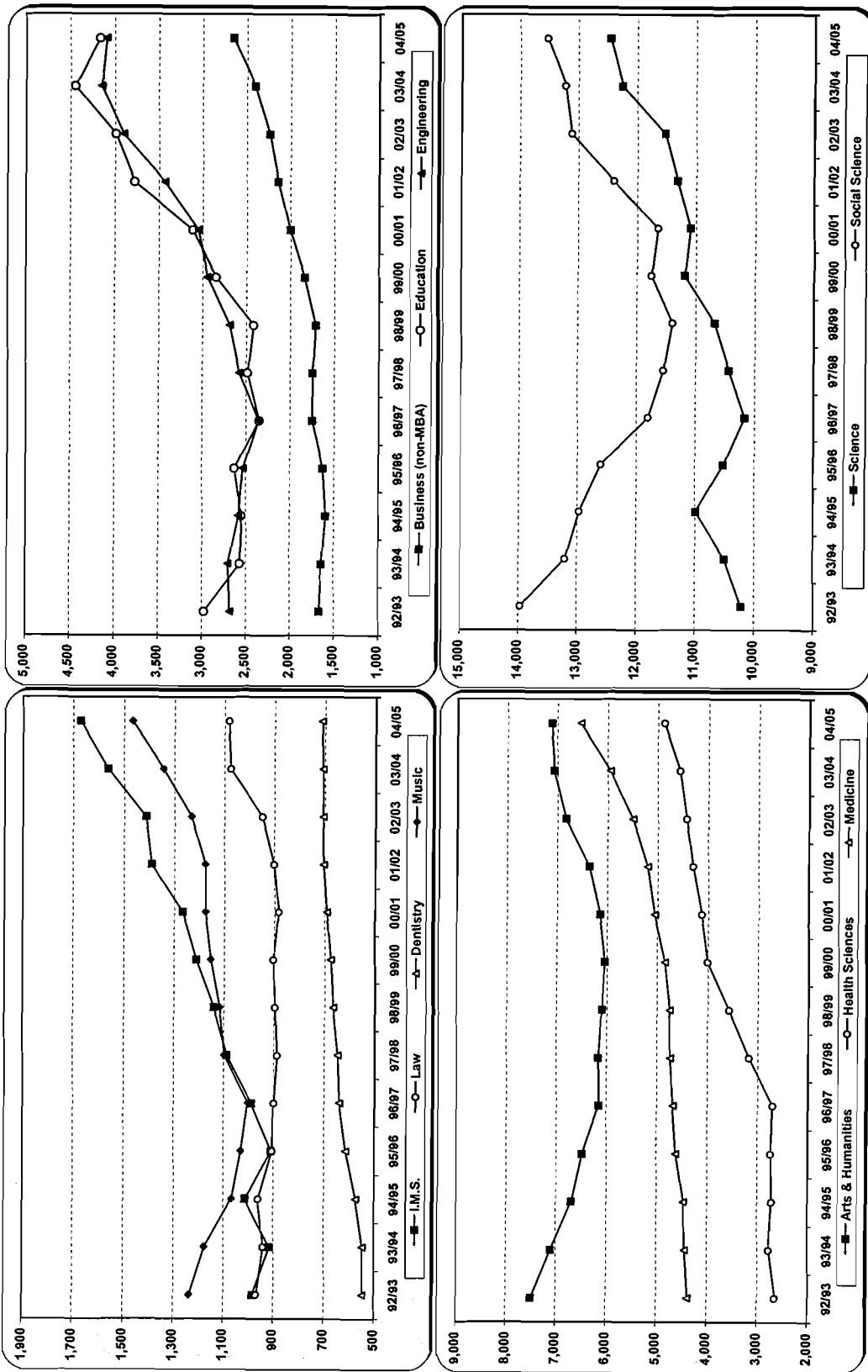
	Actual					Projected				
	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
<b>1 Constituent University</b>										
<b>2 Full-Time Undergraduates</b>										
3 Arts & Humanities	1,422	1,493	1,585	1,594	1,641	1,661	1,647	1,636	1,625	1,622
4 Business	390	379	388	398	467	536	552	552	552	552
5 Dentistry	229	238	241	240	246	245	245	250	248	248
6 Education	824	792	865	834	834	820	820	775	775	775
7 Engineering	1,375	1,497	1,528	1,535	1,442	1,432	1,433	1,438	1,462	1,469
8 Health Sciences										
9 BHSc Program	966	1,036	1,042	1,073	1,061	1,053	1,044	1,001	1,005	1,003
10 Kinesiology	1,042	1,122	1,075	1,160	1,150	1,106	1,077	1,037	1,032	1,030
11 Nursing	304	322	369	456	590	654	675	670	671	671
12 Therapies	218	158	90	27	22	25	25	25	25	25
13 Sub-Total	2,530	2,638	2,576	2,716	2,823	2,838	2,821	2,733	2,733	2,729
14 Law	433	436	453	441	444	447	449	450	450	450
15 Media, Information, & Tech	408	461	576	634	718	749	717	706	693	692
16 Medicine										
17 MD Program	410	425	466	496	526	535	532	532	532	532
18 BMedSci Program		12	32	222	455	880	980	710	600	600
19 Music	402	387	404	435	499	529	548	544	531	528
20 Science	3,556	3,559	3,673	3,844	3,966	3,687	3,652	3,803	3,845	3,833
21 Social Science	5,152	5,619	6,021	6,105	6,038	6,139	6,156	6,076	6,038	6,030
22 Total Full-Time Undergraduates	17,131	17,936	18,808	19,494	20,099	20,498	20,552	20,205	20,084	20,060
23 Concurrent Programs	35	50	87	102	111	120	130	135	135	135
24 Medical Residents	476	464	512	529	567	570	570	570	570	570
25 Full-Time Graduates										
26 Master's	2,142	2,217	2,415	2,380	2,307	2,419	2,580	2,643	2,651	2,653
27 Ph.D.	793	838	909	1,019	1,121	1,321	1,441	1,513	1,538	1,549
28 Total Full-Time Graduates	2,935	3,055	3,324	3,399	3,428	3,740	4,021	4,156	4,189	4,202
29 Total Full-Time Enrolment	20,577	21,505	22,731	23,524	24,205	24,928	25,273	25,066	24,978	24,967
30 Part-Time FTEs										
31 Undergraduate	2,100	2,212	2,245	2,250	2,142	2,100	2,100	2,100	2,100	2,100
32 Education (AQs)	549	871	898	1,131	986	960	940	900	900	900
33 Master's	100	90	100	104	113	100	100	100	100	100
34 Ph.D.	16	13	13	20	18	15	15	15	15	15
35 Total Part-Time FTEs	2,765	3,186	3,256	3,505	3,259	3,175	3,155	3,115	3,115	3,115
36 Total Constituent FTEs	23,342	24,691	25,987	27,029	27,464	28,103	28,428	28,181	28,093	28,082
<b>37 Affiliated Colleges</b>										
<b>38 Full-Time Undergraduates</b>										
39 Brescia	589	668	739	894	926	1,000	1,017	1,024	1,072	1,122
40 Huron	884	907	907	1,035	1,091	1,130	1,124	1,122	1,155	1,155
41 King's	2,115	2,143	2,418	2,698	2,874	2,941	2,990	3,025	3,050	3,068
42 Total Full-Time Enrolment	3,588	3,718	4,064	4,627	4,891	5,071	5,131	5,171	5,277	5,345
43 Part-Time FTEs										
44 Brescia	38	49	50	45	54	55	55	55	55	55
45 Huron	31	32	48	43	32	35	35	35	35	35
46 King's	190	195	215	234	232	245	245	245	245	245
47 Total Part-Time FTEs	259	276	313	322	318	335	335	335	335	335
48 Total Affiliate FTEs	3,847	3,994	4,377	4,949	5,209	5,406	5,466	5,506	5,612	5,680
<b>49 Total UWO FTEs</b>	<b>27,189</b>	<b>28,685</b>	<b>30,364</b>	<b>31,978</b>	<b>32,673</b>	<b>33,509</b>	<b>33,894</b>	<b>33,687</b>	<b>33,705</b>	<b>33,762</b>

**Table 21**  
**SUMMARY OF ENROLMENT FORECAST**

	Actual					Projected				
	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
<b>Rows 50 to 81 Included above</b>										
<b>50 International Students</b>										
<b>51 Constituent Full-Time</b>										
<b>52 Undergraduates</b>	617	775	846	875	858	862	907	980	991	991
<b>53 Medical Residents</b>	107	110	117	125	122	125	125	125	125	125
<b>54 Master's (excluding MBAs)</b>	97	129	146	144	131	144	163	171	173	174
<b>55 MBA (Regular)</b>	72	78	94	97	95	143	148	165	165	165
<b>56 Executive/Video MBA</b>	49	54	46	50	64	67	80	80	80	80
<b>57 Ph.D.</b>	122	129	150	212	245	303	329	348	354	356
<b>58 Year 1 Only</b>										
<b>59 Constituent</b>										
<b>60 BACS Program</b>	592	660	667	662	598	600	600	600	600	600
<b>61 Arts &amp; Humanities</b>	397	393	401	345	376	350	350	350	350	350
<b>62 Engineering</b>	428	470	431	429	356	380	380	380	380	380
<b>63 Health Sciences</b>										
<b>64 BHSc Program</b>	319	318	283	335	251	270	270	270	270	270
<b>65 Kinesiology</b>	331	392	330	392	336	330	330	330	330	330
<b>66 Nursing</b>	86	91	104	125	124	125	125	125	125	125
<b>67 Media, Information, &amp; Tech</b>	140	166	239	253	296	250	250	250	250	250
<b>68 Music</b>	125	120	121	152	165	130	130	130	130	130
<b>69 Science</b>	1,001	1,026	1,008	1,306	1,220	1,100	1,100	1,100	1,100	1,100
<b>70 Social Science</b>	819	906	907	831	874	815	815	815	815	815
<b>71 Total Year 1 - Constituent</b>	<b>4,238</b>	<b>4,542</b>	<b>4,491</b>	<b>4,830</b>	<b>4,596</b>	<b>4,350</b>	<b>4,350</b>	<b>4,350</b>	<b>4,350</b>	<b>4,350</b>
<b>72 Affiliates</b>										
<b>73 Brescia</b>	222	250	278	365	286	300	315	331	348	365
<b>74 Huron</b>	244	288	319	408	322	385	385	385	385	385
<b>75 King's</b>	808	742	900	1,022	853	870	870	870	870	870
<b>76 Total Year 1 - Affiliates</b>	<b>1,274</b>	<b>1,280</b>	<b>1,497</b>	<b>1,795</b>	<b>1,461</b>	<b>1,555</b>	<b>1,570</b>	<b>1,586</b>	<b>1,603</b>	<b>1,620</b>
<b>77 Total UWO Year 1</b>	<b>5,512</b>	<b>5,822</b>	<b>5,988</b>	<b>6,625</b>	<b>6,057</b>	<b>5,905</b>	<b>5,920</b>	<b>5,936</b>	<b>5,953</b>	<b>5,970</b>
<b>78 Master's</b>										
<b>79 All Programs (excluding MBAs)</b>	1,230	1,303	1,468	1,558	1,652	1,750	1,829	1,853	1,861	1,863
<b>80 MBA (Regular)</b>	531	568	616	557	447	432	491	530	530	530
<b>81 Executive/Video MBA</b>	381	346	331	265	208	237	260	260	260	260

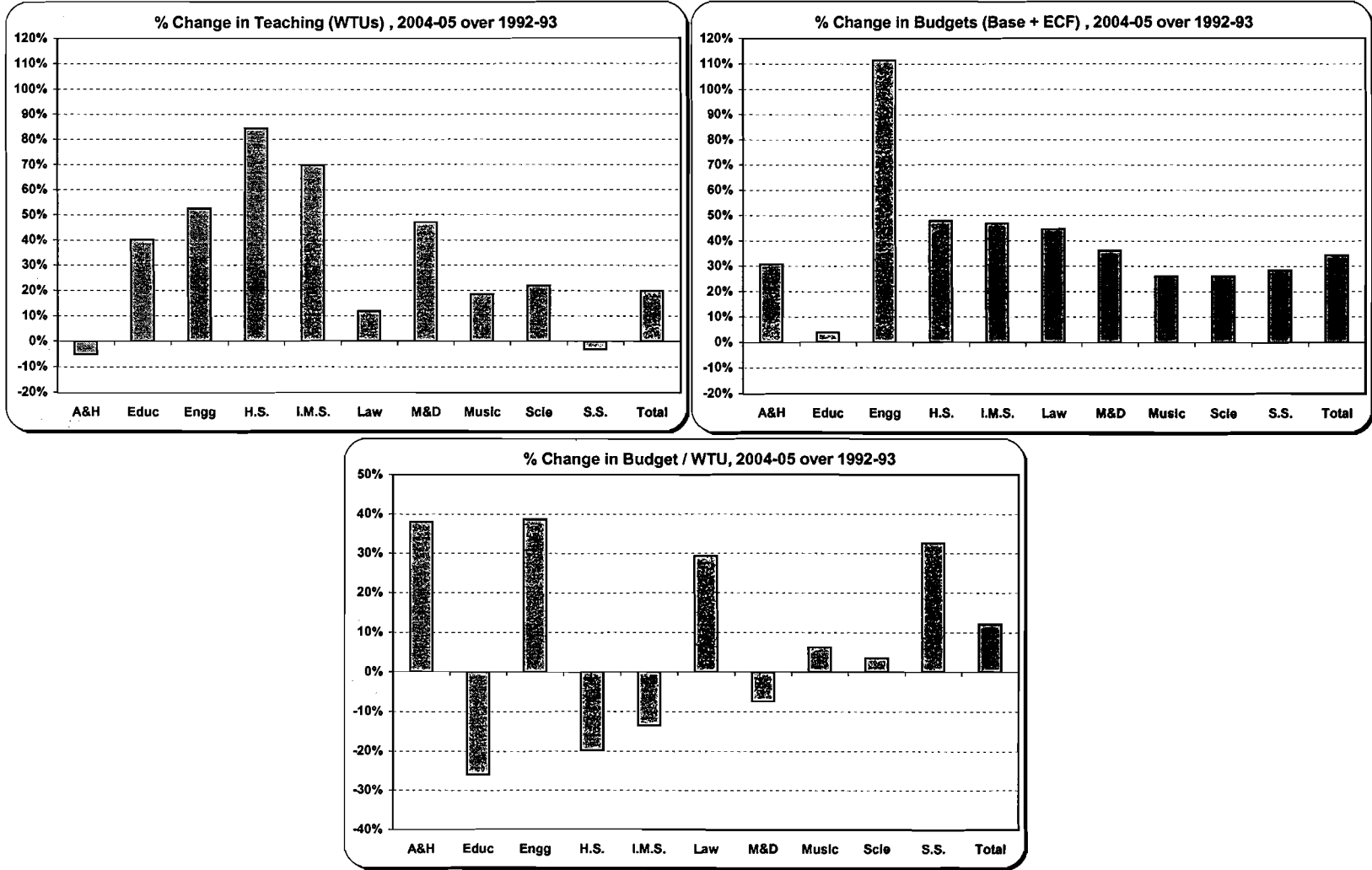
Appendix A: Figure 1

**WEIGHTED TEACHING UNITS (WTUs)**  
excluding Distance Studies



Appendix A: Figure 2

**CHANGE in WTUs, Budgets, and Budget / WTU - 2004-05 over 1992-93**  
 excluding Distance Studies



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## Appendix B

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

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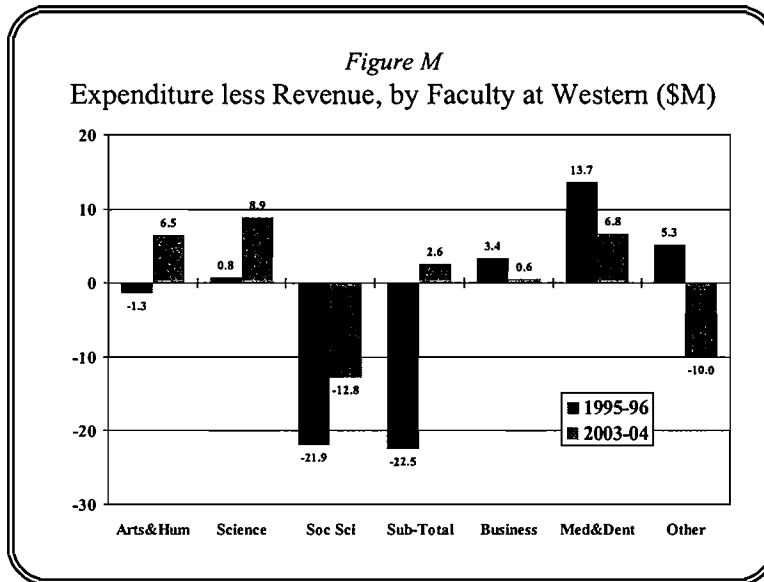
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The graphs below summarize revenues, expenditures, and tuition fees by Faculty using the basic methodology developed in **Looking Forward** (April, 1996). The details of the methodology have been revised considerably since the 1996 version, as follows:

- 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 M** compares expenditure less revenue, by Faculty, for 1995-96 (shown in black pattern) with data for 2003-04 (shown in grey). The Faculties shown in the graph are Arts & Humanities; Science; Social Science; the subtotal of those three Faculties; Business; Medicine & Dentistry; and the total of the following six Faculties: Education, Engineering, Health Sciences, Information & 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 M shows the results of our calculations.

**Figure N** shows tuition as a percent of cost, by Faculty, for 2003-04. The figures range from a high of 68.1% for Business to a low of 18.7% 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 N 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 7,602 Full-Time Equivalent students (FTEs), with 7,223 undergraduates and 379 graduate students, in about 40 different programs. In Medicine, there were 1,589 FTEs -- 496 MD students, 490 medical residents, 222 B.Med.Sci students, and 387 graduate students. Our analysis does not attempt to cost such individual programs within Faculties.

