



The University of Western Ontario

2006-07 Operating Budget

April 3, 2006

Executive Summary of the 2006-07 Operating and Capital Budgets

April 3, 2006

Introduction

Western's *2006-07 Operating and Capital Budgets* lead us into the final year of the 4-year plan introduced in the fall of 2002.

- *The 2006-07 Operating Budget* projects revenues of \$483.4 million and expenditures of \$486.8 million. As compared to 2005-06, Faculty budgets will increase by \$9.7 million and Support Unit budgets will increase by \$2.4 million.
- *The 2006-07 Capital Budget* shows a planned expenditure level of \$108.8 million. This includes \$54.7 million for new construction, \$37.6 million for Maintenance, Modernization, and Infrastructure (MMI) Projects, and \$16.5 million for all other capital expenditures.

Combined, the Operating Budget and the Capital Budget 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 2004-05 – the most recent year for which actual final figures are available – the Operating and Capital Budgets accounted for approximately 65% of overall funding:

	<u>\$ million</u>	<u>percent</u>
Operating	416.5	52.0%
Capital	105.0	13.1%
Research	100.4	12.5%
Ancillary and other Restricted Funds	<u>179.8</u>	<u>22.4%</u>
Total	801.7	100.0%

Note: Figures are as shown in the University's 2004-05 Supplementary Financial Statements

The 2006-07 Operating Budget

Operating Revenues projected for 2006-07 assume that all existing 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, compensatory grant funding associated with the tuition freeze of 2004-05 and 2005-06, and the Federal Funding for the Indirect Costs of Research. It is also anticipated that Western will receive its share of funding associated with the Province's commitment in its May 2005 budget to provide incremental base operating grants to Ontario's universities in support of unfunded BIUs, graduate enrolment expansion, and quality improvements. Revenue projections also include tuition increases within the limits allowed by government. With these assumptions, Western's 2006-07 Operating Revenues are projected to be \$483.4 million, with a breakdown as follows:

	<u>\$ million</u>	<u>percent</u>
Provincial Government Grants	236.8	49.0%
Federal Government Grants	6.5	1.3%
Tuition Fees	178.7	37.0%
All Other Revenues	<u>61.4</u>	<u>12.7%</u>
Total	483.4	100.0%

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

- a total of \$9.3 million in base budget allocations from the University Priorities Investment Fund (UPIF) – \$5.6 million to Faculties and \$3.7 million to Support Units – targeted to areas of excellence and priority, including:
 - ▶ faculty recruitment – base funding for 40 faculty appointments;
 - ▶ staff recruitment – base funding for 48 staff appointments; and
 - ▶ internationalization initiatives – base funding of \$250,000 to the Vice-President (Research) and \$50,000 to the Registrar’s Office;
- the Graduate Expansion Fund (GEF), which provides \$3.2 million – an increase of \$1.5 million over 2005-06 – to the Faculties in direct recognition of the planned expansion of graduate enrolments at Western;
- an additional \$2.1 million in Enrolment Contingent Funding (ECF) to the Faculties in support of undergraduate and graduate student enrolment expansion;
- an additional \$5.9 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 \$710,000 to the Faculties;
- the provision of substantial one-time funding in support of our long-range space plan (\$20 million), a new building for the Faculty of Science (an additional \$5 million, beyond the \$10 million allocated in 2005-06), the Biological and Geological Sciences Building renovations (\$2.5 million), and modernization of our classrooms (\$313,000);
- the expansion of graduate student support funding by an additional \$2.3 million;
- the continued enhancement of our Library Acquisitions Budget, through the provision of an additional \$572,000 in base funding;
- the provision of \$2.4 million in base funding to cover the increases in utilities costs and a number of other non-salary items;
- an incremental \$750,000 transfer to the Capital Budget for Maintenance, Modernization, and Infrastructure (MMI) – bringing the total transfer to a level of \$8.75 million in 2006-07;

- the continuation of the \$3 million transfer from the Federal Funding for Indirect Costs of Research (FFICR) to Capital;
- the allocation of an incremental \$115,000 to provide additional resources to our Intercollegiate Athletic Teams;
- the allocation of \$11.2 million in one-time funding to a number of specific initiatives, including:
 - ▶ \$3.3 million to support targetted program expansion in Medicine and in Nursing;
 - ▶ the provision of \$1.6 million to enhance Information Technology infrastructure across campus;
 - ▶ \$1.5 million to support female faculty recruitment; and
 - ▶ a number of other allocations in areas such as research support, student recruitment, and the Libraries.
- the provision of \$11.4 million for cost increases, including employee salaries and benefits and non-salary items such as utilities and information technology systems maintenance costs.

The net result of the above budgeted investments is that total operating expenditures are projected to reach \$486.8 million in 2006-07, with a breakdown as follows:

	<u>\$ million</u>	<u>percent</u>
Faculties' Base Budgets	286.0	58.8%
Scholarships & Bursaries	36.7	7.5%
Support Units' Base Budgets	66.9	13.7%
Corporate Expenditures	49.2	10.1%
One-Time Allocations	36.6	7.5%
Provision for Cost Increases	<u>11.4</u>	<u>2.4%</u>
Total	486.8	100.0%

The net result of the projected revenues and expenditures is an *Operating Reserve* of \$3.9 million at year-end 2006-07, compared to the Board-mandated level of \$2.5 million.

The 2006-07 Capital Budget

Capital Expenditures for 2006-07 are projected to be \$108.8 million – of which \$54.7 million is for new construction, \$37.6 million is for Maintenance, Modernization, and Infrastructure (MMI) Projects, and \$16.5 million is for all other projects, including renovations to residences and ancillary operations such as food services and the book store.

New construction includes the Science Building, the Student Recreational Facility, the Support Services Building, and a replacement for the Bio-Engineering Building.

The MMI Projects consist of major renovations (totalling \$23.3 million) in the Medical Sciences Building, the Biological & Geological Sciences Building, the Physics & Astronomy Building, and the Althouse Faculty of Education Building. 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 2006-07 include provincial and municipal government grants, funds from the Canada Foundation for Innovation (CFI) and the Ontario Ministry of Research and Innovation (OMRI), private fundraising, funds transferred from Western's operating budget – including special one-time transfers in support of our long-range space plan, 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 \$88.6 million to Western's Capital Budget in 2006-07.

The **Capital Reserve** is projected to be \$24.5 million in 2006-07, including \$7.4 million in the general capital fund.

The University's **Capital Debt** is projected to be \$127.8 million in 2006-07. Of this, the debt for Ancillaries and Associated Companies is projected to be \$117.3 million, which will be financed by the units themselves. The projected debt for the Capital and Operating Fund is \$10.5 million, and the portion of this debt associated with our capital projects will be financed over time using funding from a number of sources – including the annual operating budget transfer to the capital budget for MMI. The projected capital debt for 2006-07 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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2006-07 Operating Budget

April 3, 2006

A. Planning and Budgetary Context

The current planning cycle leads us into the final year 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 has been updated each year with 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.

Last year's planning process and the resulting 2005-06 University Operating Budget approved by Western's Board of Governors were based on the following revenue assumptions:

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

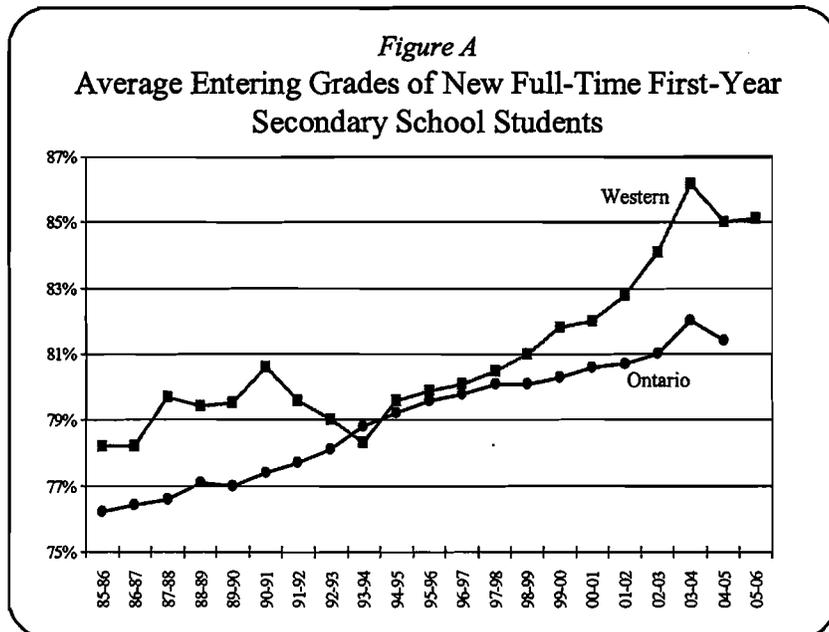
Since the formal approval of the 2005-06 University Operating Budget by the Board of Governors in May 2005, a number of events have occurred that have had an impact on our overall revenues:

- the Provincial Government announced a multi-year funding commitment to Ontario's Universities that would see total system grant funding increase by over \$600 million during the period 2005-06 to 2009-10. This funding is intended to support graduate enrolment expansion, previous enrolment growth – both graduate and undergraduate – that was not

- adequately funded, overall improvement in the quality of the education in Ontario's universities, and targeted support for medical/clinical programs;
- our overall enrolments fell short of projections, resulting in lower-than-projected tuition revenues; and
- the Provincial Government lifted the freeze on tuition fees, by allowing universities to increase tuition annually by up to an average of 5% during the period 2006-2010.

In response to the new government grant funding, in June 2005, Western's Board of Governors approved additional in-year expenditures in 2005-06 to support high priority initiatives. An in-year planning process, led by the Provost and the Vice-President (Administration), resulted in the following recommendations:

- approval of 12 additional faculty positions
- approval of 15 additional staff positions in the Faculties
- \$1.2 million in one-time funding in support of instructional laboratory equipment
- \$1.1 million in one-time funding to create and improve graduate student space
- \$1.0 million in one-time funding to enhance technology and facilities in the Libraries
- \$280,000 in one-time funding in support of information technology infrastructure initiatives
- \$200,000 in one-time funding to improve caretaking services in high-traffic academic buildings
- a \$150,000 base increase to the Western Innovation Fund and \$50,000 in base funding in support of curriculum internationalization, to be managed by the Vice-President (Research)
- approximately \$210,000 in base funding to our Support Units for additional staffing



Our planning for the final year of the 4-year planning period is being carried out in the context of the Provincial Government's multi-year financial commitment to Ontario's universities and Western's aspirations to expand graduate enrolment. The anticipated additional government resources – a substantial portion of which is linked directly to additional graduate students – allow us to invest strategically in areas such as recruitment of additional faculty and staff, graduate student expansion, and the space/facilities necessary to accommodate these additional faculty, staff, and graduate students. Our estimates of growth in enrolment, total operating revenues (mainly government grants and tuition), and revenues per FTE for three periods are as follows:

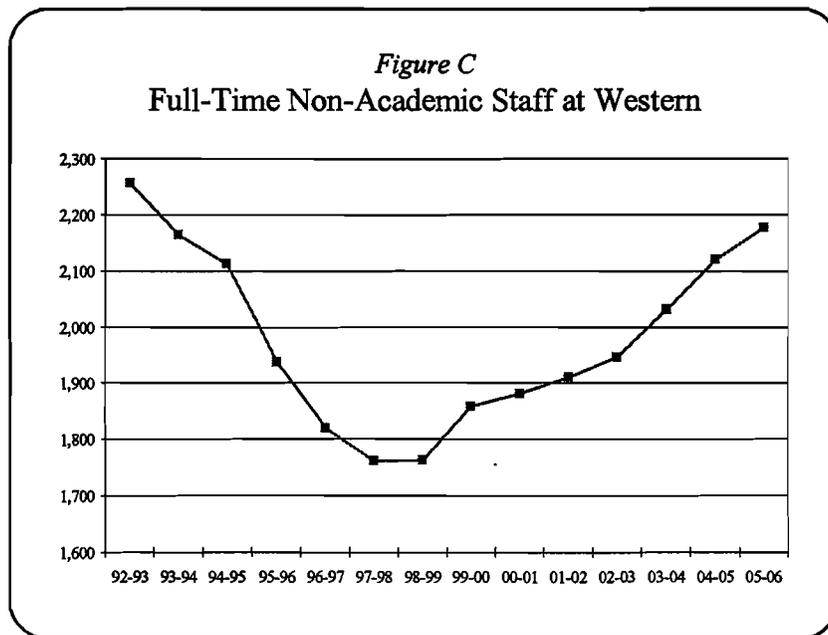
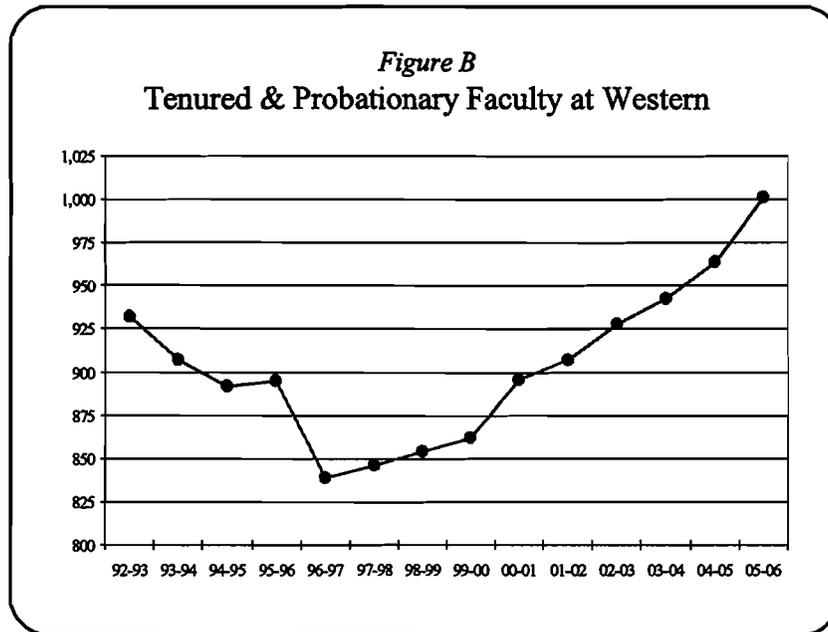
	<u>FTE</u> <u>Enrolment</u>	<u>Operating</u> <u>Revenues</u>	<u>Revenues</u> <u>per FTE</u>
1995-96 to 2000-01	5.5%	23.8%	17.3%
2000-01 to 2005-06	19.5%	42.8%	19.5%
2005-06 to 2010-11	1.5%	21.9%	20.1%

Most of the funding increase in the first period was tuition revenue, while in the later years government grants have been more important.

B. Update on Initiatives Introduced in 2005-06

The following priority initiatives in the 2005-06 Operating Budget involved substantial incremental resource allocations: Round 3 of the University Priorities Investment Fund (UPIF); the Graduate Expansion Fund (GEF); investment in Women's Studies; increase to the Academic Development Fund (ADF); incorporation of the Increased Cohort Fund (ICF) and the Expansion-related Funding for Support Units into unit base budgets; and investments in support of our Academic Facilities.

- Additional UPIF allocations were made in 2005-06 involving \$1.2 million to Faculties and \$1.9 million to Support Units. The funds have contributed to the hiring of additional faculty and staff, and have supported a number of other priorities within the Faculties and Support Units.
- Additional investment 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.



- Expansion of graduate enrolments continues to be a key priority at Western. In support of this priority, a new funding mechanism – the Graduate Expansion Fund (GEF) -- was introduced in 2005-06. The GEF provides \$7,000 for each incremental PhD FTE and \$2,000 for each incremental Master's FTE directly to the Faculties.

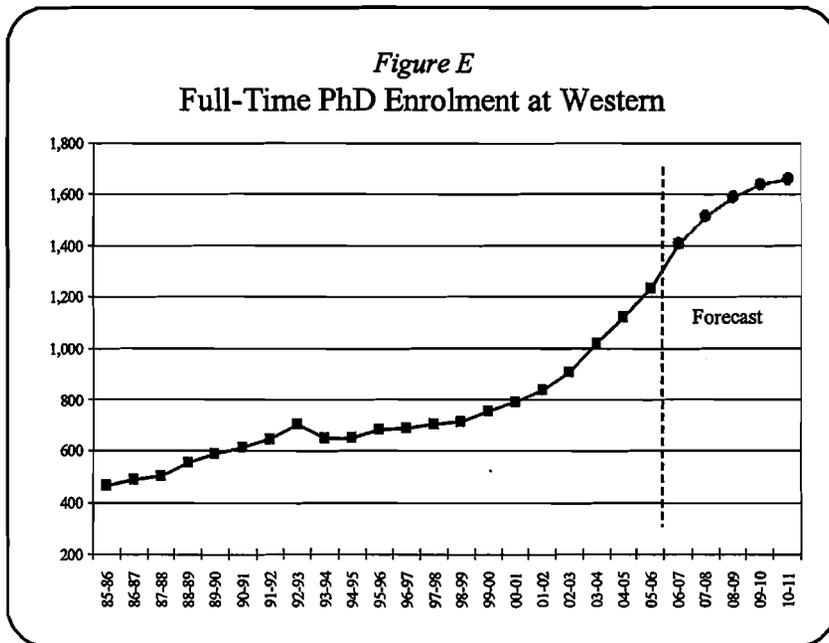
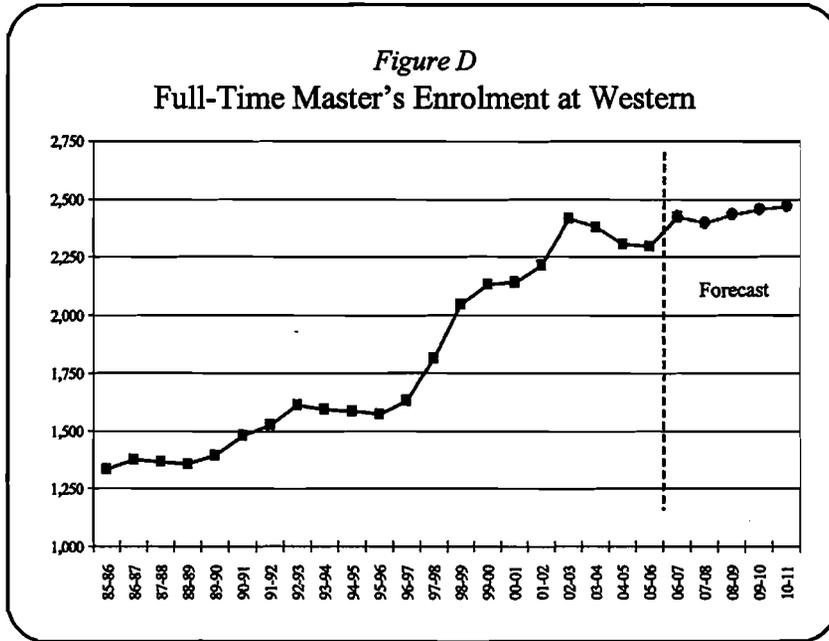
Incremental funding for each additional graduate student, which is transferred directly to the Faculties, is now as follows:

	<u>ECF</u>	<u>GEF</u>	<u>Total</u>
Master's	\$ 5,250	\$2,000	\$ 7,250
PhD	\$10,500	\$7,000	\$17,500

These funds will allow those Faculties with increasing graduate enrolments to hire new faculty and staff – thereby maintaining a high quality of both undergraduate and graduate education, as graduate enrolment expands.

In 2005-06, full-time Master's enrolment (excluding the MBA and Executive MBA programs which had planned reductions in enrolment) increased by 82 – from 1,652 in 2004-05 to 1,734 in 2005-06. Full-time PhD enrolment increased by 114 – from 1,121 in 2004-05 to 1,235 in 2005-06. These increases were supported by an investment of \$2.6 million from ECF and GEF transferred directly to the Faculties, and the addition of \$927,000 to the Faculty of Graduate Studies' student awards budget.

- Last year's budget committed to invest resources to ensure a stable future for Women's Studies at Western, including the establishment of Women's Studies and Feminist Research as an academic unit and the investment of UPIF resources in 2006-07 to support additional faculty appointments. In November of 2005, Western's Senate approved the establishment of the Department of Women's Studies and Feminist Research within the Faculties of Arts & Humanities and Social Science – to be administered in the Faculty of Arts & Humanities. It is anticipated that up to three faculty appointments will be added to this new department in 2006-07, and UPIF funding to support these positions is being included in this budget.
- The Academic Development Fund (ADF), which provides seed money for new and innovative research projects at Western, was increased in 2005-06 by a base amount of \$500,000 – to a level of \$1.5 million.
- As committed in last year's budget, two funding envelopes – the Increased Cohort Fund (ICF) for the Faculties and Expansion-related Funding for Support Units – which provided incremental resources as one-time funds in 2002-03, 2003-04, and 2004-05 were incorporated into unit base budgets. The ICF added \$4.6 million to Faculty base budgets and the Expansion-related Fund added \$1.9 million to Support Unit base budgets in 2005-06.



- Last year's budget included substantial one-time funding in support of enhancements to our Academic Facilities. A sum of \$7.5 million was allocated in support of renovations at Westminster College which will house research groups from the Department of Psychology as well as the Vice-President External's portfolio. An allocation of \$5 million in 2005-06 supplemented the 2004-05 allocation of \$2.5 million to modernize the Biological & Geological Sciences (B&G) Building. The initial phase of this project is currently underway. A sum of \$1.1 million was allocated to upgrade outdated IT cables to modern standards in Talbot College, University College, Western Science Centre, and the Physics & Astronomy Building.

As well, in-year in 2005-06, the Board of Governors approved the transfer of \$10 million from the Operating Reserve to the Capital Budget in support of the construction of a new building for the Faculty of Science. This budget includes a recommendation that this \$10 million be supplemented by an additional allocation of \$5 million from the Operating Budget to the Capital Budget in 2006-07.

- As indicated on page 2 of this document, in response to new investment from the Provincial Government – after the approval of the University's 2005-06 budget – Western's Board of Governors approved additional expenditures to support high priority initiatives. Tables 16 and 17 summarize the specific in-year 2005-06 allocations to the Faculties and Support Units, which have been incorporated into unit budgets.

C. *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 2006-07 – the final year of our current 4-year planning period – invest resources in 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 three years of the current multi-year planning process (i.e. rounds 1, 2, and 3), a sum of \$12.1 million was committed over the 4-year planning period – \$5.4 million to the Faculties and \$6.7 million to the Support Units.

In addition, as mentioned previously, our existing 4-year plan involves the allocation of a sum of \$1.2 million of incremental 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).

In this fourth round of UPIF allocations, a sum of \$5.1 million in new base funding is being allocated to the Faculties in support of 37 tenured/probationary faculty positions, 3 limited-term faculty positions, and 13 staff positions. The Support Units are being allocated a sum of \$3.3 million from this fourth round of UPIF in support of 35 staff positions and other priority initiatives. Tables 2 and 3 summarize the UPIF commitments to the Faculties and Support Units from all four rounds of the 4-year planning period, including the specific budget allocations for 2006-07.

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 recommended to the Board of Governors in this 2006-07 University Budget.

Further Investment in Support of Faculty Recruitment

Recruitment of outstanding tenured/probationary faculty members continues to be of high priority to the University. Often, the spouse/partner of these potential new colleagues is also an academic. It is proposed that a new program of financial support be established to facilitate the appointment of such well-qualified spouses/partners to academic positions within the University, in those situations where the Faculties see appropriate opportunities.

The proposed program, to be effective 2006-07, would see a three-way sharing of the salary and benefit cost of the spousal/partner appointment – 1/3 by the unit hiring the spouse/partner, 1/3 by the unit hiring the “lead” appointment, and 1/3 from the central university budget. This program will be administered through the Office of the Vice-Provost (Academic Policy, Planning, & Faculty). Academic Units that are recruiting prospective faculty can obtain access to this program through their Dean.

Long-Range Space Plan

A major issue of discussion during the recent planning cycle was the clear message from Deans regarding the lack of physical space to accommodate the planned expansion of graduate enrolments at Western and the associated increases in faculty, staff, and research activity. In order to address these space needs, substantial budgetary investments in support of a long-range space expansion plan for the period 2006 to 2013 are being recommended in this budget.

Guiding Principles

The proposed space expansion plan outlined below is based on the following guiding principles:

Space in the Centre of Campus. Space associated with activities that directly support and enhance the student experience should be given the highest priority in the centre of campus. Such activities

include instructional facilities, student services, faculty offices, and other academic support areas such as academic counselling.

Assessing Space Needs. New/incremental space should be targetted towards programs/areas with the greatest needs. The need for additional space should be directly linked to Faculty Academic and Support Unit Operational Plans. The assessment of space needs should be based on an analysis of actual space compared to required space using standards for space allocations used across the Ontario university system. Incremental space should also demonstrate a positive impact on our undergraduate and graduate students' educational experience.

Interaction and Collaboration among Students, Faculty, and Staff. Planning and design of new space should support and enhance interaction among the members of the University community – our students, faculty, and staff. New space should promote a sense of “community” and should also facilitate success in interdisciplinary and pan-university initiatives.

Design of Space. As we create new space – either through new construction or through renovations to existing space – it is important that space is designed in a manner that is flexible and easily adaptable to the constantly-changing university environment. In addition, it is important that the design of space include the appropriate provisions for common or gathering space that would allow for the interaction/collaboration among students, faculty, and staff. Space design should also give a high priority to health and safety.

Funding Sources

The proposed long-range space plan will be funded from a number of sources, including the University's Operating and Capital Budgets, anticipated targetted funding from the Province to support space needs associated with graduate enrolment expansion, the Provincial Government's Annual Facilities Renewal Program, Federal Funding for the Indirect Costs of Research, transfers from the Canada Research Chairs funding, the Canada Foundation for Innovation, the Ontario Ministry of Research and Innovation, private fundraising, and borrowing. In the case of the proposed Recreational Facility, a large portion of funding will be provided by a dedicated student fee – approved by our students through a referendum.

It should be noted that the Board of Governors has approved a Capital Debt Policy, which includes ceilings on four measures of the total capital debt of the University:

- Debt per FTE student
- The ratio of debt to total revenue
- Debt service costs as a percentage of revenues
- Ratio of debt to revenues that are available for debt repayment

The proposed long-range space plan, therefore, must be managed within the debt ceilings approved by the Board. As a result of the limitations on our overall capital debt, a number of suggestions for space/facilities brought forward during the planning process cannot yet be accommodated.

Capital Projects Associated with the Long-Range Space Plan

The projects that collectively form the proposed long-range space plan for the period up to 2013 fall into three categories: projects already approved by the Board of Governors, projects being recommended in this budget, and projects that will be brought forward for approval as part of future University budgets.

Projects already approved by the Board of Governors are:

A New Science Building. This facility, currently in the planning stages, will provide much-needed undergraduate instructional laboratories, graduate student space, faculty office space, and research space for the Departments of Chemistry and Physics & Astronomy. The facility is expected to be completed by the spring of 2008.

Westminster College Renovations. Two research groups and the University Preschool Laboratory from the Department of Psychology, as well as the Vice-President External's portfolio, will occupy the facilities at Westminster College. Planning is underway for this project, which is expected to be completed in 2007. The relocation of the Psychology groups will free up substantial space for the Faculty of Social Science in the Social Science Centre. The relocation of the Vice-President External's portfolio will free up space for future academic needs in Alumni Hall and the Stevenson-Lawson Building.

The Biotron. A CFI-funded project in the Faculty of Science, the Biotron is a world-class, integrated, environmental science and climate change research facility that will facilitate a regional, national, and global network of multi-disciplinary environmental research projects.

Student Recreational Facility. The new facility will be located at the south end of the South Valley Site and will be linked to the Thompson Recreation & Athletic Centre. The building will house expanded facilities for student recreational activities and, while the details are not yet finalized, is expected to contain five gymnasiums, a 50-metre swimming pool, expanded fitness/weight facilities, recreational squash courts, locker rooms, and the administrative offices of the University's Sports & Recreation Services unit. The new facility will more than double the current amount of recreational space and will free up substantial space in the University Community Centre (UCC). A portion of the freed-up UCC space will be allocated to the University Students Council to accommodate increasing demand for student club space, and the remaining portion will be available to the University for academic purposes – including classrooms. Planned completion date for the recreational facility is fall 2008.

Expansion and Renovation at Spencer Hall. Starting in 2007-08, the Ivey School of Business plans to offer its MBA program at the Spencer Hall facilities. This project, with a planned completion date of spring 2007, will provide the instructional and student space necessary to accommodate the MBA program.

Projects being recommended in this University Budget are:

Support Services Building. The facility, to be located on the west side of Western Road in the site of the Central Food Commissary and fronting on to Western Road, will house Physical Plant, Human Resources, Financial Services, Institutional Planning & Budgeting, Information Technology Services, Internal Audit, and Research Western. Upon completion of this facility – planned for spring 2008 – substantial space in the centre of campus will become available for academic purposes. Freed-up space includes Natural Science Centre, the current Physical Plant Building, and a large portion of the Stevenson-Lawson Building.

Althouse Faculty of Education Building Renovations. Over the past year, a detailed study of the Althouse Building was carried out. The recommended renovations include replacement of the HVAC system to improve air quality, modifications to the exterior envelope of the building, and upgrades to the interior. The project is expected to be completed early in 2008.

Renovations to the Physics & Astronomy Building. The major components of this modernization project will include: replacement of rusted steel lintels and windows, replacement of roof and roof ventilators, asbestos removal, replacement of mechanical and electrical systems, installation of new laboratory furnishings and fumehoods, and modifications of interior layout. The project, expected to be completed early in 2011, would transform the Physics & Astronomy Building into a modern research and teaching facility.

Replacement of the Bio-Engineering Building (BEB). The BEB is an outdated 40-year old facility, which was initially built as a temporary building. The facility houses groups from our Chemical/Biochemical Engineering Department, and is not suited for modern-day research and teaching. It is proposed that the BEB be replaced (by the spring of 2009) with a state-of-the-art facility containing an equivalent amount of space. The Faculty of Engineering has submitted a major CFI proposal that, if successful, would provide funding for an additional floor on the new facility.

Projects to be included in future University Budgets (i.e. 2007-08 and beyond) to be recommended to the Board of Governors, which currently can be accommodated within the Board-approved debt ceiling and with time lines extending to 2013, are:

Renovations to the Current Physical Plant Building to Accommodate Student Services. After relocation of Physical Plant to the proposed new Support Services Building, the current Physical Plant Building will be renovated to consolidate centrally-provided student service activities, including the Registrar's Office, the Centre for New Students, and the Student Development Centre. Such a consolidation would allow for a single point of contact for these student service activities in a central location on campus. Planned completion date for this project is spring 2009.

Renovations to the Lawson and Stevenson Buildings. After Human Resources, Financial Services, Institutional Planning & Budgeting, Internal Audit, Research Western, and the Registrar's Office have moved from the Stevenson-Lawson Building, the building can be reconfigured into the Lawson

and Stevenson Buildings – with substantial space available for academic purposes. The project will be completed in phases from 2008 to 2010.

Renovations to University-controlled Space in the UCC. As indicated above, after the relocation of Campus Recreation and the Student Development Centre from the UCC to the proposed new recreational facility and the current Physical Plant Building respectively, a substantial amount of space would be available to the University in the UCC. It is proposed that this space be renovated to create small- and medium- sized general university classrooms to be ready for use in 2010.

New Ivey School Building to House the HBA and PhD Programs. As indicated above, the Ivey MBA program is being relocated to facilities at Spencer Hall. The Ivey School is also planning substantial enrolment increases in the HBA program. It is proposed that a new building to house the Ivey School's HBA and PhD programs be constructed by 2012. The new building would be funded jointly by the University and fundraising by the Ivey School. The start of construction of the building is contingent on the Ivey fundraising revenues being clearly identified. This project would free up the current Ivey building, a large building at the centre of campus, for future academic needs.

Renovations to the Current Ivey School Facilities. As indicated above, upon construction of the new building for the Ivey School, the current Ivey facilities would be available for academic purposes. Renovations to the current Ivey building will follow the construction of the new Ivey School building.

The final outcome of the projects proposed above is that a substantial amount of space would be made available for academic purposes in the heart of our campus:

- space in the Social Science Centre vacated by the relocation of research groups in Psychology to Westminster College;
- space in Alumni Hall vacated by the Vice-President External's portfolio;
- space in the UCC made available by the relocation of campus recreation activities to the new Student Recreation Facility;
- the current Physical Plant Building, which will become available for the consolidation of centrally-provided student service activities when Physical Plant moves to the new Support Services Building;
- a large portion of the Stevenson-Lawson Building, which will be released by the relocation of Human Resources, Financial Services, Institutional Planning & Budgeting, and Research Western to the new Support Services Building and the relocation of the Registrar's Office to the current Physical Plant Building;
- the majority of space in the Natural Sciences Centre, which will be made available by the relocation of Information Technology Services to the new Support Services Building; and
- the current Ivey School Building, made available when the new building to house the HBA and PhD programs is constructed.

The allocation of this centrally-located freed-up space will be addressed through the next planning cycle, which will launch us into our next 4-year planning period. Deans and Budget Unit Heads will

have the opportunity to bring forward requests for new space to support the priorities in their Academic/Operational Plans and the University's Strategic Plan.

A number of other capital/facilities projects were proposed during the recently-completed planning process. Three projects are currently under active consideration: a research/innovation facility that could house large interdisciplinary groups; a co-generation power plant that would provide the University with the ability to generate a portion of its own electrical and thermal power simultaneously by utilizing the waste heat from a gas turbine to generate steam; and a new building in the Research Park which could house University spin-off companies and other advanced technology companies, as well as offices for University departments. Approval of these projects would depend on the business case and/or external sources of funding, as well as their effect on the University's future debt room (the difference between allowed debt and projected debt in the future). Other projects being discussed for the future include: acoustics upgrade to Talbot Theatre, upgrades to the Music Library, modernization of the Chemistry Addition, the conversion of Alumni Hall into a concert facility, and a Phase 2 expansion of the new Recreational Facility to include facilities for intercollegiate athletics – to be funded by private fundraising. Phase 2 construction would follow the current proposed Recreational Facility which, by agreement with the students, is intended for recreational usage.

D. Update on Current Year's Budget (i.e. 2005-06)

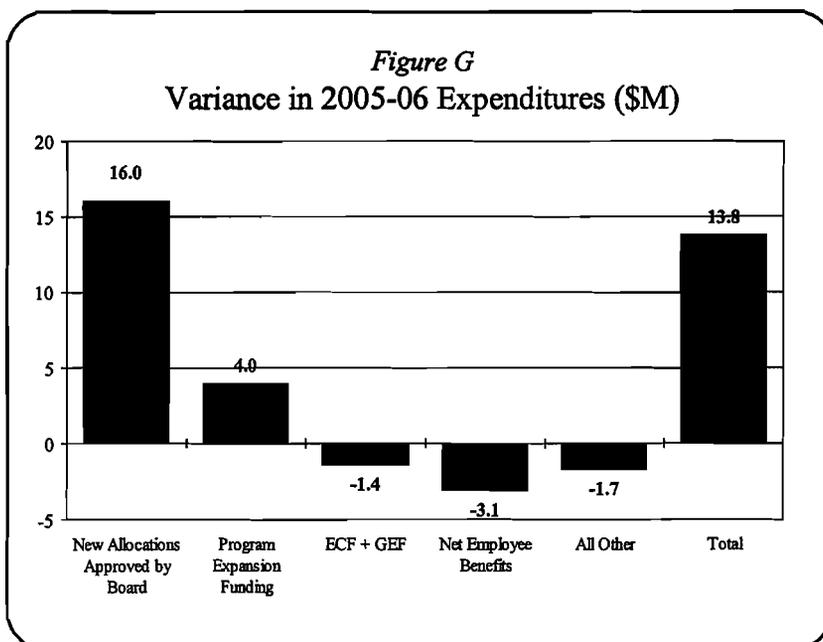
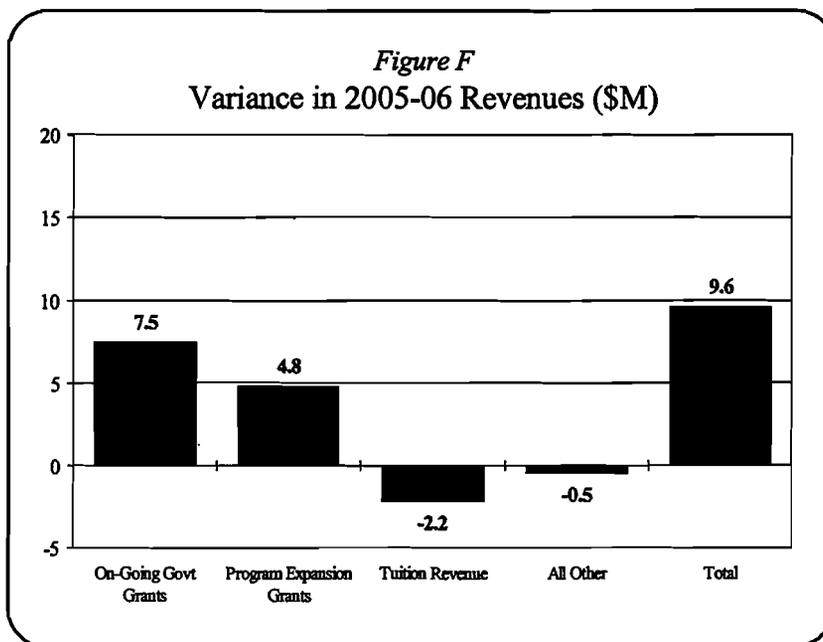
Figures F and G summarize the variance in the 2005-06 operating revenues and expenditures – the difference between current estimates of 2005-06 revenues and expenditures and the 2005-06 revenues and expenditures approved by the Board of Governors in May of 2005.

Revenues

- On-going government grants (sum of base grants, accessibility funding, the Quality Assurance Fund, and the tuition freeze offset grant) are higher by \$7.5 million primarily due to the Provincial Government's new funding in support of quality improvement, unfunded BIUs, and graduate expansion.
- Targetted program expansion grant funding is higher by \$4.8 million because of in-year announcements from the government which included further expansion of the MD enrolment and a higher rate of funding per MD student.
- Tuition revenue is lower by \$2.2 million due to lower than projected undergraduate and graduate enrolments.
- The net change in all other revenues is a decrease of approximately \$0.5 million.
- The result of the above changes is that total revenues for 2005-06 are estimated to be \$9.6 million higher than the amount approved by the Board of Governors in May 2005.

Expenditures

- As indicated earlier, in-year in 2005-06, in response to new funding from the Provincial Government, an accelerated planning process was carried out. The outcome of that planning process was that Western's Board of Governors approved the allocation of \$6 million in expenditures to support additional faculty and staff positions, instructional laboratory equipment, graduate student space enhancements, information technology infrastructure upgrades, library enhancements, and increased custodial services.
- Western's Board of Governors approved, in-year in 2005-06, the transfer of \$10 million from the operating reserve to capital towards the funding of a new Science Building.
- The major portion of the additional targeted program expansion funding from government flows directly to the Faculties offering these programs. In 2005-06, this allocation was \$4 million.
- The allocations to the Faculties from the Enrolment Contingent Fund (ECF) and the Graduate Expansion Fund (GEF) were lower by \$1.4 million due to lower-than-projected undergraduate and graduate enrolments.
- Employee benefit costs continue to increase, but net employee benefits were \$3.1 million lower because of increased recoveries due to a higher-than-projected salary base in operating and research funds.
- The net change in all other expenditures is a decrease of \$1.7 million.
- The result of the above changes is that total expenditures for 2005-06 are estimated to be \$13.8 million higher than the amount approved by the Board of Governors in May 2005.



E. Update on the Four-Year Operating Budget Forecast

As we move into the final year of our 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 three 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. Table 1 summarizes the updated Four-Year Operating Budget Forecast. The major assumptions underlying the four-year outlook have been described earlier in section A.

As can be seen in line 39 of Table 1, the Operating Reserve is projected to be about \$7.3 million at the end of the current year (i.e. 2005-06) – as a result of the current year revenue and expenditure variations described earlier in this document in section D. The reserve is projected to be at \$3.9 million at the end of 2006-07.

F. 2006-07 Operating Revenues

Total Operating Revenues are projected to increase by 8.5% as shown in Table 5.

1. Government Grants

As described earlier in this document, the Provincial Government has announced a multi-year funding commitment to Ontario's universities that would see total system grant funding increase by over \$600 million during the period 2005-06 to 2009-10. This funding is intended to support graduate enrolment expansion, previous enrolment growth that was not adequately funded, overall improvement in the quality of education, and targeted funding for medical/clinical programs.

It is projected that Western's share of the new government grants would provide us with an additional \$13.7 million in on-going base funding in 2006-07. In addition, targeted program expansion funding allocations are projected to increase by \$2.6 million as a result of continued expansion of MD and Nursing enrolments as well as increased per-student funding associated with the MD program.

2. Tuition Fees

The Provincial Government recently announced that the freeze on tuition fees would be lifted in 2006-07 and that the university Boards of Governors would have the authority to increase tuition fees by up to an overall average of 5%. The Government's announcement included the following components:

- tuition fees for regulated undergraduate programs may increase up to 4.5% for the first year of study and by up to 4% in the upper years of study;

- tuition fees for deregulated undergraduate and all graduate programs may increase up to 8% for the first year of study and by up to 4% in the upper years of study; and
- the overall weighted average increase may not exceed 5%.

Tables 20a through 20c summarize the 2006-07 tuition fee recommendations for undergraduate, graduate, and concurrent programs respectively. It is proposed that tuition fees for most undergraduate programs increase by 4.5% for the first year of study and by 4% for upper years of study. For undergraduate Engineering, Law, and Dentistry, it is proposed that tuition fees increase by 8% for the first year of study and by 4% for upper years of study. Graduate education and expansion of graduate enrolments continue to be of high priority at Western, and therefore graduate student tuition rates are recommended to increase by 3% – lower than the maximums allowed by government. Overall, it is estimated that the proposed 2006-07 tuition fees would result in a weighted total average increase of 4.0% – well below the allowable maximum of 5%.

For high-tuition programs with tuition increases greater than the university norm (i.e. undergraduate Engineering, Law, and Dentistry), the University's policy on sharing tuition revenues will come into effect in 2006-07. Western's policy is that 65% of the incremental revenue, over and above that deriving from the application of the standard university tuition rate increases and after setting aside the necessary funds for student financial aid, will be allocated to the Faculty's operating budget.

International student tuition fees are not constrained by government regulations, and are generally two to three times the level of tuition for Canadian students in the same program at Western. The recommended increases range from 0% for graduate programs (excluding Orthodontics which increases by 5.4%) to 4.4% in some undergraduate programs.

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

Tuition revenue is determined both by fee rates and enrolment levels. The enrolment forecasts approved by SUEPP (the Senate Committee on University Planning's Subcommittee on Enrolment Planning and Policy) are shown in Table 21. For 2006-07, full-time undergraduate enrolment is projected to increase by 1.1% and full-time graduate enrolment is projected to increase by 8.5%. Total enrolment – both full- and part-time – is projected to grow by 1.7%.

As shown in line 22 of Table 5, overall tuition revenue is projected to grow by 6.8%. Regular tuition revenue is expected to increase by 6.2% and tuition revenue from self-funded programs – which flows directly to these programs and is not available for general expenditures – is projected to increase by 11.5%.

The Government has indicated that the proposed tuition framework will span the four-year period 2006-07 to 2009-10. In light of this commitment, the Provost will undertake consultations concerning tuition fee levels at Western during this period. A report on this consultation process will be presented to the Board of Governors at its June 2006 meeting.

3. All Other Revenues

A number of other sources contribute to the University's Operating Budget. Major items to note are the Canada Research Chairs (CRCs), Transfer from the Affiliated Colleges, Investment Income, Unrestricted Fundraising, and Contributions from Self-Funded & Ancillary Operations.

- To date, Western has received funding for 50 CRCs. For 2006-07, an additional 7 CRCs are anticipated – increasing the total funding from this source to \$8.6 million. Table 4 summarizes the CRC allocations at Western.
- The increase in the Transfer from the Affiliated University Colleges – representing payments for services and teaching provided to their students – is primarily due to projected increases in enrolment at the Colleges.
- Since 2003-04, the Operating Budget has not received transfers from our investment funds. The improved performance of the equity markets in recent months will allow us to draw \$5 million in 2006-07 from this source.
- 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. This category also includes the payment from the Ivey School to the University for services provided by the University to Ivey – a component within the funding model for the Ivey School which was introduced in 2004-05. The increase in 2006-07 shown in line 32 of Table 5 is primarily due to increases in facilities charges to ancillary units and the Ivey School's fee for service payment.

G. Faculty Budget Recommendations for 2006-07

Table 6 shows the 2006-07 base budget recommendations for the Faculties. Final 2006-07 base budgets are the net result of the following:

- starting base budgets;
- 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 retiring or departing faculty member's salary to the Faculty budget;
- UPIF allocations (Table 2);
- other base budget investments, including targetted government program expansion funding, tuition-based investment in high tuition programs, 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); and
- the allocation of funds associated with CRC appointments (Table 4).

Faculties will also receive in-year ECF funding as well as Graduate Expansion Funding (GEF) – which are described in detail later in this section. Finally, the Research Infrastructure Support Fund (RISF) – introduced last year – will continue in 2006-07 at \$750,000. Details of ECF are shown in Table 13 and the GEF and the RISF are summarized in Tables 14 and 15 respectively. The net result of the various selective investments is an overall allocation to the Faculties in 2006-07 that is 3.5% higher than in 2005-06.

It should be noted that Table 6 shows Faculty-by-Faculty budgets for 2006-07 only. These figures are the net result of many individual components (i.e. the adjustments/allocations shown in columns *b* through *g* of Table 6) that reflect multi-year funding mechanisms. For example, column *d* reflects UPIF allocations only for 2006-07 – 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.

1. UPIF and Other Base Allocations in 2006-07

Faculty of Arts & Humanities. The Faculty is being allocated \$629,250 in support of six faculty appointments, one staff position, and scholarship support for the Study Abroad Program in Nice. 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. Finally, the Faculty's base allocation includes the incorporation of the Women's Studies budget – which consists of \$237,500 from UPIF to support five joint faculty appointments and a \$299,191 transfer from the current Women's Studies budget.

Faculty of Education. A sum of \$231,300 in UPIF funds is being allocated in support of two faculty appointments. In addition, a sum of \$50,000 is being converted from ECF to base.

Faculty of Engineering. The Faculty is being allocated \$410,500 in UPIF resources to provide support for rapid expansion in recent years and two staff positions. A sum of \$37,856 in tuition-based investment is being added to the Faculty's base budget. A Tier 2 CRC (\$90,000) is being recommended for the Faculty in 2006-07 and a sum of \$300,000 is being converted from ECF to base.

Faculty of Graduate Studies. A sum of \$62,000 in UPIF funds is being allocated to support an increased level of thesis examinations. The Faculty will also receive \$250,000 from the Provost's Academic Support Fund to support a series of initiatives aimed at providing ongoing development opportunities for graduate students.

Faculty of Health Sciences. UPIF funding (\$414,046) will support four faculty appointments and one staff position. The Faculty will also receive \$582,369 in targeted government funding to

support expansion of undergraduate Nursing. A sum of \$150,000 is being converted from ECF to base.

Faculty of Information & Media Studies. The Faculty is being allocated \$240,000 in UPIF funding to support 3 faculty appointments. A sum of \$200,000 is being converted from ECF to base.

Faculty of Law. The Faculty is being allocated \$202,800 in support of a faculty appointment and enhancements to scholarship and bursary programs. The Faculty also receives \$29,258 in tuition-based investment and a sum of \$50,000 is being converted from ECF to base.

Schulich School of Medicine & Dentistry. A sum of \$851,691 in UPIF funds is being allocated in support of seven faculty appointments, one joint faculty appointment – with the Faculty of Social Science, and two staff positions. One Tier 1 CRC and two Tier 2 CRCs (\$350,000) are being recommended for the School in 2006-07. The School will also receive \$1,082,213 in targeted government funding to support the expansion of the MD program and \$16,792 in tuition-based investment associated with the DDS program. A sum of \$400,000 is being converted from ECF to base.

Don Wright Faculty of Music. The Faculty is being allocated \$317,865 in support of four faculty appointments. The Faculty will receive an additional base allocation of \$37,500 as part of the multi-year commitment. A sum of \$150,000 is being converted from ECF to base.

Faculty of Science. UPIF funding (\$997,220) will support seven faculty appointments, one joint faculty appointment – with the Faculty of Social Science, five staff positions, and funding for additional Graduate Teaching Assistants. One Tier 2 CRC (\$90,000) is being recommended for the Faculty in 2006-07. The Faculty will also receive an additional base allocation of \$100,000 as part of the multi-year commitment. A sum of \$300,000 is being converted from ECF to base.

Faculty of Social Science. The Faculty is being allocated \$932,910 in UPIF funds to support six faculty appointments, two joint faculty appointments – one with the Schulich School of Medicine & Dentistry and one with the Faculty of Science, and two staff positions. One Tier 2 CRC (\$90,000) is being recommended for the Faculty in 2006-07. The Faculty will also receive an additional base allocation of \$100,000 as part of the multi-year commitment. A sum of \$750,000 is being converted from ECF to base.

The Ivey School of Business. In 2004-05, the University and the Ivey Business School began a new model for funding Ivey, which continues to serve both the School and the University well. Tuition fees and government operating grants derived from the School's enrolment are transferred directly to Ivey, which is then not part of the University's discretionary spending programs such as the University Priorities Investment Fund (UPIF), the Enrolment Contingent Fund (ECF), and the Graduate Expansion Fund (GEF). Ivey also pays for the services it obtains from the University, including space/facilities, registrarial/student services, the libraries, information technology infrastructure, and police services.

The budget increases for Ivey in 2006-07 are directly related to increases in enrolments in the HBA program resulting from the flowthrough of the higher intake in 2005-06, revenues resulting from the proposed increases in tuition rates, and the flowthrough of incremental government grants associated with all of Ivey's programs. The Ivey School also receives a Tier 2 CRC (\$90,000).

Table 2 lists the UPIF recommendations from all four rounds of the 4-year planning period, including specific allocations for 2006-07. Table 6 summarizes the Faculties' base budget allocations for 2006-07. Tables 13, 14, and 15 show the projected ECF, GEF, and RISF funding that will provide substantial additional funding to the Faculties in 2006-07 – over and above the base 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. 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 2005-06 ECF allocations totalling \$6.9 million, and projected total 2006-07 ECF of \$9.0 million – with \$2.8 million converted to base and \$6.2 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.

Two further modifications relating to graduate students were incorporated in 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.

Starting in 2005-06, a similar approach was adopted for the recognition of cross-Faculty supervision of graduate students. Specifically, if a faculty member in Faculty A supervises a graduate student in Faculty B, 50% of the WTUs associated with that student is credited to Faculty A. This 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. Prior to 2005-06, the ECF mechanism assigned WTUs for graduate enrolments at the student level – i.e. graduate student course registrations were 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, beginning in 2005-06, the WTUs (at 0.4 Wtu per course registration) associated with such cross-Faculty graduate student course registrations are transferred from the student's faculty of registration to the Faculty teaching the course.

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 (MD) FTEs	4.0	
Medical Residents	1.0	
Dentistry (DDS) FTEs	4.0	
Master's FTEs	3.5	
PhD 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.

An important feature of the ECF is recognition of cross-Faculty teaching of undergraduate courses 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 1999-00 (\$1.0 million), 2000-01 (\$1.77 million), 2001-02 (\$1.6 million), 2002-03 (\$2.05 million), 2003-04 (\$3.8 million), 2004-05 (\$3.05 million), and 2005-06 (\$3.1 million). For 2006-07 it is being proposed that an additional \$2.75 million of ECF funding be incorporated into Faculty base budgets, as follows:

Proposed ECF to Base Conversion in 2006-07

Arts & Humanities	\$ 400,000
Education	\$ 50,000
Engineering	\$ 300,000
Health Sciences	\$ 150,000
Information & Media Studies	\$ 200,000
Law	\$ 50,000
Medicine & Dentistry	\$ 400,000
Music	\$ 150,000
Science	\$ 300,000
Social Science	<u>\$ 750,000</u>
Total	\$2,750,000

These conversions, with those of the previous seven years, represent a total transfer of \$19.1 million to Faculty base budgets over eight years, in addition to the on-going levels of annual ECF.

Column *f* in Table 6 shows the \$2.75 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 2006-07 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 2006-07 below the 2005-06 level. Current estimates of 2006-07 enrolments and the associated ECF funds indicate that such a pattern is likely to occur in Education, Health Sciences, Information & Media Studies, Law, Medicine & Dentistry, Music, 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 that the estimate of on-going ECF for 2006-07 (excluding the \$2.75 million converted to base budget) is \$ 6.3 million, about \$600,000 less than in 2005-06. In line 22, which adds ECF and GEF to the Faculty base budgets in line 15, total Faculty budgets increase by about \$9.7 million.

Enrolments and Teaching Activity. Enrolments, teaching activity, and WTUs have changed at very different rates in the various Faculties over the past decade. Figure 1 in Appendix A shows changes in WTUs since 1993-94. The Faculties are distributed into four groups according to the value of WTUs in 2005-06, shown on the vertical axis. Figure 2 in Appendix A shows percentage change in WTUs, budgets (measured as base budget + ECF), and budget per WTU between 1993-94 and 2005-06.

3. Graduate Expansion Fund (GEF)

In direct response to the overwhelming call for additional resources to support graduate student expansion, a new funding program was introduced in 2005-06 – the Graduate Expansion Fund (GEF). The specifics of the GEF are as follows:

-
- a. Funding is 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.
 - b. The FTEs are measured as of November 1st each year, and are the same counts used in the ECF mechanism. The counts include all graduate students – full-time, part-time, international, and Canadian.
 - c. Each incremental PhD FTE is allocated \$7,000 and each incremental Master's FTE is allocated \$2,000.
 - d. The funding is over and above the ECF allocations, and the GEF is 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.

- e. Graduate programs funded through targeted government expansion grants are excluded from the GEF.

GEF is projected to be \$3.2 million in 2006-07. Table 14 shows the Faculty-specific GEF projections.

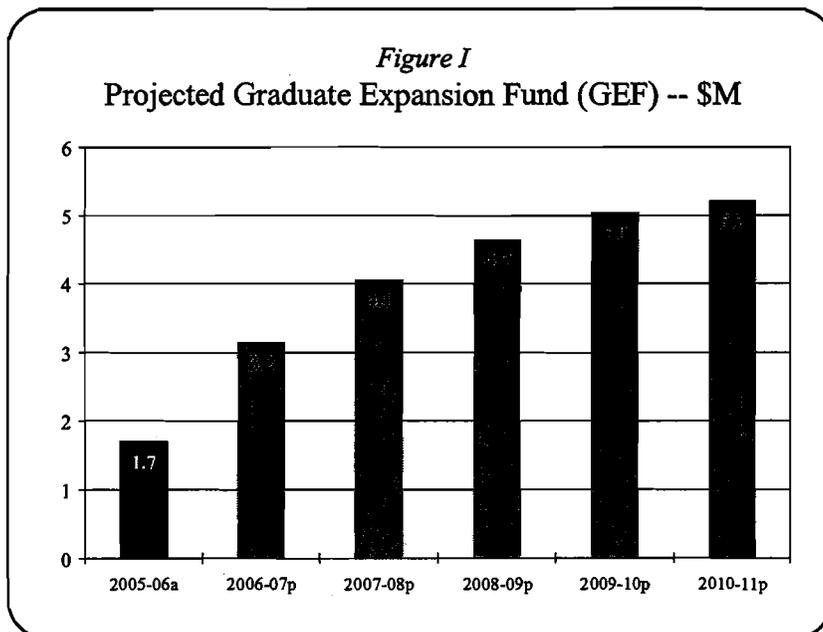
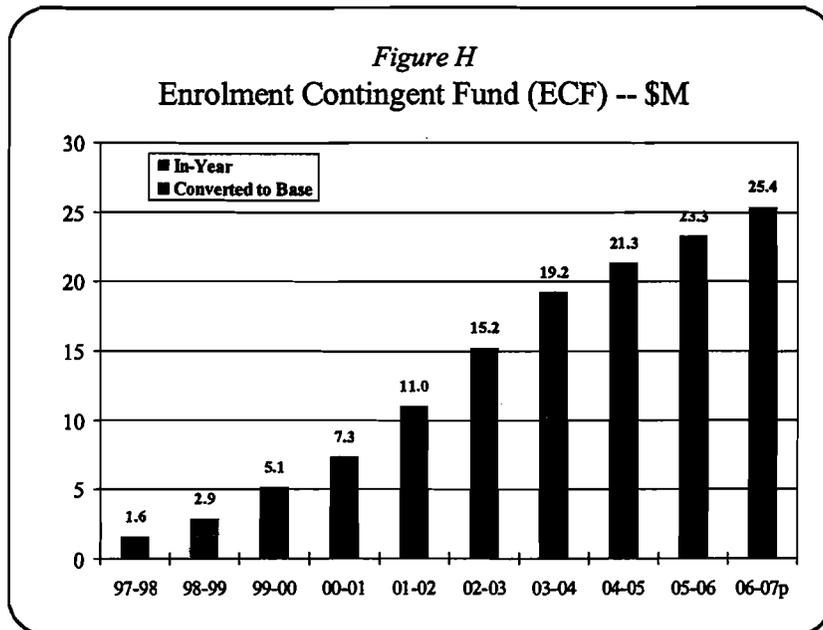
4. Provost's Academic Support Fund (PASF)

The PASF is a source of annual one-time funds intended to support specific instructional and research initiatives within the Faculties. Table 19 outlines the initial recommended 2006-07 PASF allocations, which are all one-time funds. Other academic initiatives will be considered for PASF funding during the year.

For information, a detailed listing of the PASF allocations for 2005-06 is shown in Table 18 – including a \$1 million in-year transfer to the Capital Budget to support our long-range space plan.

5. Academic Development Fund (ADF)

The ADF is a source of internal funding intended to support the research activities of our faculty members and is set at \$1.5 million for 2006-07.

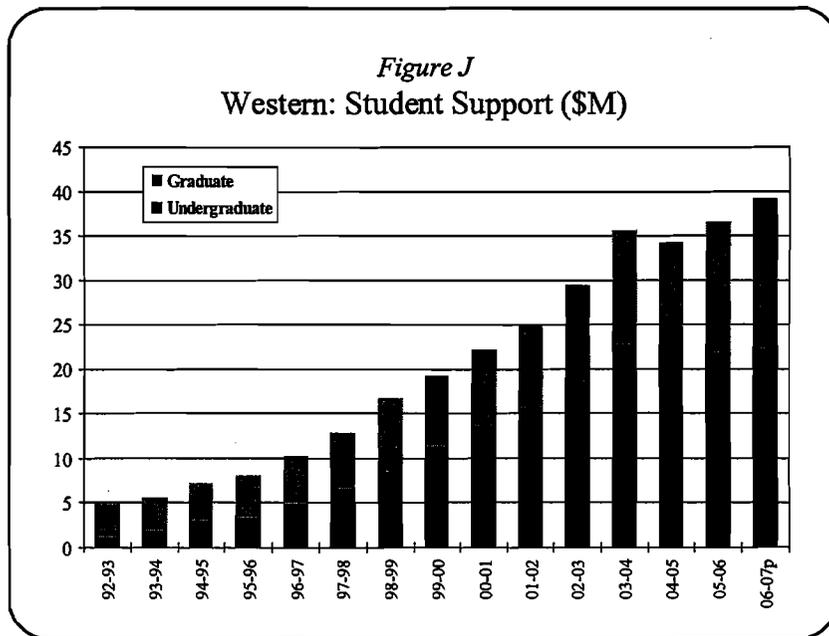


H. Scholarships and Bursaries

Base budget allocations for student support are shown in Table 7. Overall student support funding at Western is projected to increase by \$2.6 million to a total of \$36.7 million.

As part of the tuition announcement, the Provincial Government removed the requirement to set aside a portion of the revenues deriving from increased tuition rates in 2006-07 for student financial support; however, the 2005-06 level of tuition set-aside funds must continue. At Western, these funds amount to \$10.8 million for undergraduate students, and this amount will continue in 2006-07. In addition, after taking into consideration the government’s proposed changes to the OSAP program and the funds available within Western for student aid purposes – including private fundraising and endowments, it is recommended that a sum of \$250,000 be added to the University’s bursary funds. Western continues to honour the commitment that no qualified student will be unable to attend Western or be required to withdraw from an academic program for lack of access to adequate financial resources.

Western’s approach to graduate student funding has been to transfer 75% of all graduate student tuition revenue to the Graduate Student Scholarship and Training Fund (GSSTF) – the envelope of funds managed by the Faculty of Graduate Studies. Graduate education and expansion of graduate enrolments are of high priority to the University. In recognition of this priority and in order to recruit outstanding graduate students, it is being recommended that – effective 2006-07 – 77% of all graduate student tuition revenue be transferred to the GSSTF. The result is that the GSSTF is projected to increase by \$2.3 million in 2006-07, with \$415,000 of this increase directly attributable to the proposed increase of the transfer from 75% to 77% of graduate tuition revenue.



I. Support Unit Budget Recommendations for 2006-07

Table 8 shows the 2006-07 base budget recommendations for Support Units. Final 2006-07 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; and
- UPIF allocations.

UPIF and Other Base Allocations in 2006-07

Teaching Support Centre. A sum of \$30,000 from UPIF is being allocated in support of three faculty associates.

Information Technology Services. UPIF funding (\$400,000) is being allocated in support of additional staff in the areas of network security, instructional applications development, and instructional technology support provided to students and faculty.

Libraries. Allocations from UPIF (\$320,000) will support an additional librarian in the Taylor Library, staffing in records services, and co-op positions for MLIS students.

Registrar's Office. A sum of \$341,500 from UPIF is being allocated to support additional staffing in the areas of recruitment, admissions, and information technology support.

Financial Services. UPIF funding (\$197,340) is being allocated in support of additional staffing in Research Accounting and in Purchasing to support procurement of research equipment.

Human Resources. A sum of \$410,000 from UPIF will support additional staffing in Health & Safety, general HR services, Rehabilitation Services, and Employee Benefits Services.

Physical Plant. UPIF funding (\$719,288) is being allocated in support of increased caretaking in high traffic areas, additional staffing in the area of mechanical systems maintenance/support, campus safety-related initiatives, the University's recycling program, and the operating costs of new facilities.

University Police. Allocations from UPIF (\$62,353) will fund a staff position to support campus safety initiatives and staff development within the department.

Animal Care and Veterinary Services. To ensure compliance with external and internal guidelines regarding the use of animals in research, a sum of \$100,000 is being allocated from UPIF to further develop teaching programs for students and new investigators working with animal models across campus.

Research Western. A sum of \$225,000 from UPIF will fund additional staffing in support of research activities, and a \$75,000 allocation from UPIF will facilitate the continuation of the highly successful Graduate Student Thesis Research Awards Program run last year as a pilot project.

The Vice-President (Research) is also being allocated a sum of \$250,000 from UPIF to support four initiatives designed to promote *internationalization* on campus – a program to support student participation in existing and future exchange and study-abroad programs, a matching program with the Faculties to attract outstanding visiting international faculty to Western, expansion of services currently offered to international students on campus, and a new scholarship program designed to attract top international graduate students to Western.

Advancement Services. UPIF funding (\$56,000) will support additional staffing in the area of financial analysis and reporting.

Communications and Public Affairs. A sum of \$142,000 from UPIF is being allocated to enhance communication staffing levels.

Alumni Relations. An allocation of \$44,500 from UPIF will fund a staff position.

Development Office. For a number of years, a major portion of the funding to support the University's fundraising activities has been derived from levies applied to donations and endowments. In recent years, concerns have been raised regarding the impact of these levies on our overall fundraising efforts. In recognition of this, effective 2006-07, Western's Board of Governors has approved the elimination of the fundraising levy on future donations – with the understanding that the Development Office would be provided with the necessary resources to maintain and enhance fundraising activities. As part of this budget, it is being recommended that the levy on endowments be eliminated and that the Development Office be provided with the necessary operating resources in the coming years – as the levy revenues gradually decline. In 2006-07, a sum of \$150,000 from UPIF is being allocated to offset the revenues foregone as a result of the elimination of the levies. In future years, similar additional allocations will be required from the University's operating budget.

McIntosh Gallery. UPIF funding (\$82,500) will stabilize the unit's resources and allow the Gallery to maintain and enhance service levels.

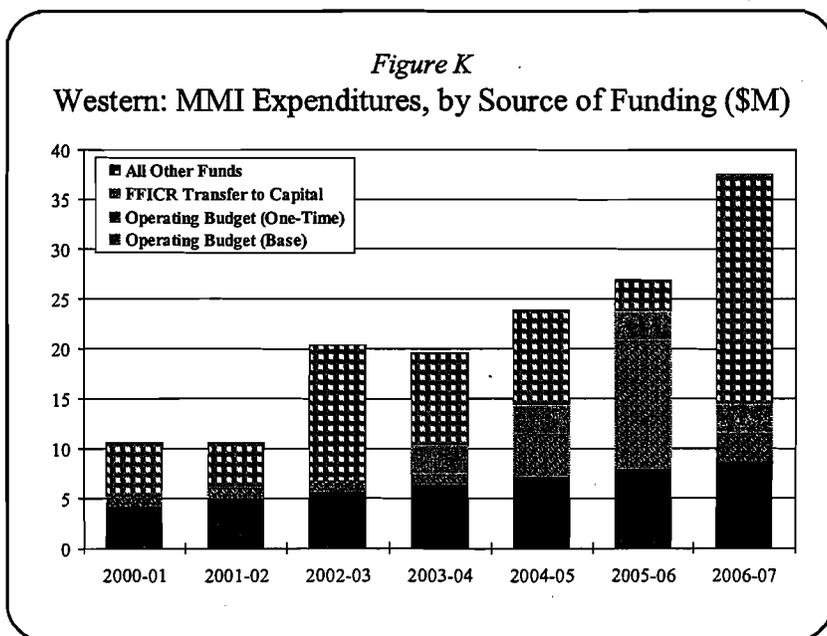
Offices of the President and Vice-Presidents. A sum of \$50,000 from UPIF will support additional staffing required to handle increased overall workload.

Table 3 lists the UPIF recommendations from all four rounds of the 4-year planning period, including the specific allocations for 2006-07. Table 8 summarizes the 2006-07 base budgets, which increase in total by \$2.4 million or 3.7% over the 2005-06 level.

J. 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 due to price increases and the opening of new facilities.
- The University’s commitment to *Library Acquisitions* continues with a 5% increase in 2006-07.
- 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 2006-07 to \$8.75 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 2006-07, which includes funds from sources other than the University’s operating budget, total \$38.3 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 renovation projects. Over the coming years, this funding will be directed to major renovations in the Biological & Geological Sciences Building and the Physics & Astronomy Building.



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- 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 6 of Table 9 (*CRC Transfer to Capital*), 80% of this central overhead fund is being transferred to the Capital Budget in support of our new academic facilities to help accommodate the space pressures created by the CRC program.
 - The *University Systems Replacement Fund* supports the acquisition of hardware for the University's central information technology applications/databases and the annual maintenance costs associated with the applications, databases, and hardware.
 - The increase in *Insurance* costs is due to premium increases and the opening of new buildings on campus.
 - *Corporate Contingency* is being set at \$1.2 million – 0.25% of Operating Revenues.
 - Western attracts outstanding students. Their recruitment, within an increasingly competitive environment, continues to be a University priority – and the *Student Recruitment* base budget is being maintained at current levels. This corporate base budget funding is being supplemented by substantial base and one-time allocations to the Registrar's Office budget, in support of web development, recruitment material, high school visits, and summer academic orientation.
 - *Intercollegiate Athletics (IA)* programs at Western are funded primarily through a student ancillary fee – which has been frozen since 1997-98. The impact of this freeze in the fee has been a reduction in the real resources available to our Athletic teams. In recognition of this, starting in 2004-05, the operating budget has provided additional resources to IA. For 2006-07, a sum of \$115,037 in incremental funding is being allocated to IA – to provide additional resources to our Athletic teams and to cover the operating costs of a new training facility (which was financed through private fundraising) being constructed on top of the existing J.W. Little Building. The University also provides assistance to IA in the form of direct staff support from the Vice-President External's portfolio for communications and fundraising. The total resources flowing to IA from the University, including the \$336,000 shown in line 15 of Table 9 and the communications and fundraising staff support, amounts to over \$450,000 in 2006-07.
 - *Employee Benefit Costs* continue to increase primarily due to increases in the number of faculty and staff at Western. Recoveries are also tracking at higher-than-projected levels due to rapid increases in the University's total salary base. In recognition of this, the benefit recovery rate (i.e. from the various budgets) for full-time employees is being reduced from the current level of 28.5% to 27.5% in 2006-07. The result of this rate reduction is that recoveries will be lowered by \$2.9 million in 2006-07. In future years, the Vice-President (Administration) will review the status of the benefits costs and, if necessary, adjustments will be made to the benefit recovery rates.
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K. One-Time Allocations

Table 10 lists the one-time allocations for 2006-07. These allocations, totalling more than \$36 million, include targetted funding for specific priority initiatives. Major items to note are:

- As indicated earlier in this document, the proposed long-range space plan will require substantial resources from our Operating Budget. It is recommended that a sum of \$20 million be transferred to the Capital Budget in support of this high priority initiative.
- In-year in 2005-06, Western's Board of Governors approved the transfer of \$10 million from the University's Operating Reserve to the Capital Budget towards the funding of a new building for the Faculty of Science – with the understanding that an additional \$5 million would be required in the 2006-07 budget. It is recommended that this \$5 million be transferred from operating to capital as part of this budget.
- As indicated in last year's budget document, the multi-year forecasts at that time included a \$2.5 million transfer to the Capital Budget to support the capital project aimed at modernization of the Biological & Geological Sciences Building. The \$2.5 million transfer is being formally recommended as part of this budget.
- The UPIF allocations to the Faculties – described earlier in this document – include funding for 40 faculty appointments. Our approach to the funding of these positions is to make the commitments in the Faculty base budgets, but the dollars are transferred only when the positions are actually filled. This approach will result in one-time savings, depending upon the timing of the appointments. Our estimate of these one-time funds accruing from unfilled UPIF positions – including UPIF positions in previous budgets – is \$2.4 million.
- Targetted program expansion funding from the Provincial Government flows to the programs. In 2006-07, this includes \$2.8 million to Medicine for expansion of programs in postgraduate training and family medicine, and \$471,000 in support of graduate programs in Nursing.
- 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 2006-07, a sum of \$1.5 million is being allocated in support of this initiative.
- 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 the Faculty. In 2006-07 (year 6 of 10), a sum of \$445,000 is being allocated for this purpose.
- Western's fundraising campaign has been funded in the past through the application of levies on donations and endowments, and the resulting funds were allocated as annual one-time funds to the Development Office. In 2006-07, the funds from these levies are estimated to be

\$750,000. As described earlier in this document, Western's Board of Governors has approved the elimination of these levies for future donations – with the understanding that base operating budget allocations would offset the foregone revenue from the levies. Therefore, over time these levy revenues, which are transferred annually as one-time funding (i.e. the \$750,000 in 2006-07), would be phased out.

- A sum of \$700,000 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 these funds is the income from Royalties and Licences (shown in line 31 of Table 5).
- Funding to support the development of on-line distance studies courses has been increased to \$150,000; funding to support larger on-line classes has also been improved.

In addition, as shown in Table 10, over \$4.7 million is being allocated to the Support Units in support of targeted priority areas such as student recruitment, student services, information technology infrastructure, classroom upgrades, libraries, physical plant, and communications initiatives.

L. Summary of the Operating Budget

The University's 2006-07 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 and benefit increases and other non-salary items such as utilities and information technology systems maintenance costs.

The projected year-end positions for 2005-06 and 2006-07 are shown in line 15. In the current year, a surplus of \$5.2 million is expected; for 2006-07, a deficit of \$3.5 million is projected. The Operating Reserve summarized in Table 12 is projected to be \$3.9 million in 2006-07 – compared to the Board-mandated level of \$2.5 million.

M. Concluding Comments

We conclude the final year of Western's first multi-year plan on a note of optimism. Government reinvestment in higher education has made possible the allocation of additional resources not contemplated at the start of this cycle. The priorities and directions developed through departmental and faculty Academic Plans, coupled with this budgeting process, have allowed our university to respond in an effective and nimble way to the new opportunities presented by these incremental funds. Looking forward, the strength of our renewed University Strategic Plan and Academic Plans will again shape our success during the next multi-year budgeting cycle – a time during which we can expect pan-university objectives such as undergraduate student engagement, graduate education,

interdisciplinarity, internationalization, and research intensity to be prominent among Western's aspirations.

N. Future Issues

Continuation of Graduate Enrolment Expansion. The Provincial Government's commitment of resources to support graduate enrolment expansion reinforces our plans in this area and the strategic investment of these new resources should allow us to achieve our ambitious plans – especially the planned doubling of PhD enrolment in the decade ending in 2010. It should be noted that a substantial portion of the anticipated new government funding is directly linked to additional graduate students, and therefore the achievement of our graduate enrolment plans is central to our overall budgetary situation in the coming years.

Approval of Additional Faculty Positions in the Summer of 2006. Faculty recruitment, in a competitive environment, continues to be of high priority to the University. In order to ensure that faculty positions in areas with the greatest pressures are filled in a timely manner, it is recommended that the Provost carry out a process in the coming months (similar to summer 2005) with the objective of providing early approval for up to 15 faculty positions for the 2007-08 academic year.

The Next 4-Year Planning Cycle. As part of the current planning cycle, each Faculty and Support Unit submitted a new draft Academic/Operational Plan. It is anticipated that these plans will be refined and finalized in the summer of 2006 in coordination with the University's new Strategic Plan, which is currently under development. These finalized Academic/Operational Plans will form the basis of the next multi-year budget plan which will span the period 2007-2011.

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

		2003-04	2004-05	2005-06	2006-07
1	REVENUES				
2	Government Grants				
3	Base Grants	126.6	126.6	139.1	152.8
4	Accessibility Fund and Tuition Offset Grants	22.1	34.1	42.6	45.2
5	Quality Assurance Fund	6.2	5.9	5.9	5.9
6	Program Expansion Grants	8.8	11.9	16.3	18.9
7	Federal Funding for Indirect Costs of Research	5.8	6.2	6.6	6.5
8	All Other	13.6	14.5	14.4	14.0
9	Total	183.1	199.2	224.9	243.3
10	Tuition Revenue	162.6	165.9	167.3	178.7
11	All Other Revenues				
12	Canada Research Chairs (CRCs)	4.9	6.5	7.8	8.6
13	Recoverable Salaries	19.0	20.7	22.0	22.0
14	All Other	19.1	24.2	23.4	30.8
15	Total	43.0	51.4	53.2	61.4
16	Total Revenues	388.7	416.5	445.4	483.4
17	EXPENDITURES				
18	Faculties				
19	Base Budgets (including UPIF)	221.4	241.9	261.0	269.1
20	Enrolment Contingent Fund (ECF)	9.0	8.1	6.9	6.3
21	Increased Cohort Fund (ICF)	2.9	4.3		
22	Graduate Expansion Fund (GEF)			1.7	3.2
23	Canada Research Chairs (CRCs)	4.2	5.6	6.7	7.4
24	Total	237.5	259.9	276.3	286.0
25	Scholarships and Bursaries	38.1	33.0	34.0	36.7
26	Support Areas				
27	Base Budgets (including UPIF)	55.3	59.3	64.5	66.9
28	Expansion-related Funding	0.6	1.5		
29	Total	55.9	60.8	64.5	66.9
30	Corporate Expenditures	37.1	38.8	40.4	49.2
31	Provision for Cost Fluctuations				11.4
32	One-Time Allocations	11.2	20.4	25.0	36.6
33	Total Expenditures	379.8	412.9	440.2	486.8
34	REVENUES minus EXPENDITURES	8.9	3.6	5.2	(3.4)
35	OPERATING RESERVE				
36	Beginning Operating Reserve	7.3	16.2	12.1	7.3
37	Transfer to Capital Reserve		(7.7)	(10.0)	
38	Surplus / (Deficit) – from Line 34 above	8.9	3.6	5.2	(3.4)
39	Ending Operating Reserve	16.2	12.1	7.3	3.9

Table 2
UPIF Recommendations for the Faculties

		2003-04	2004-05	2005-06	2006-07	Total
Humanities						
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	Round 4: Two Appointments in Classics				166,000	166,000
9	Round 4: Technical Coordinator for Visual Arts				64,250	64,250
10	Round 4: Two Appointments in Film Studies				166,000	166,000
11	Round 4: Scholarships - Study Abroad Pgm in Nice				75,000	75,000
12	Round 4: Appointment in Spanish				83,000	83,000
13	Total Round 4				554,250	554,250
14	Total Round 1 + Round 2 + Round 4	75,000	195,000	116,000	629,250	1,015,250
Business						
15	Round 1: Research Computing Centre	50,000				50,000
16	Round 1: Support for the HBA Program	170,000				170,000
17	Total Round 1	220,000				220,000
18	Round 2: Not Applicable (New Funding Model)					
19	Total Round 1 + Round 2	220,000	0	0	0	220,000
Education						
20	Round 1: Appointment in Diversity			75,000		75,000
21	Round 2: Appointment in Family & Domestic Violence		128,000			128,000
22	Round 4: Appointment in Educational Leadership				102,800	102,800
23	Round 4: Appointment in Literacy Education				128,500	128,500
24	Total Round 4				231,300	231,300
25	Total Round 1 + Round 2 + Round 4	0	128,000	75,000	231,300	434,300
Engineering						
26	Round 1: Two Appointments in EDIS	100,000	100,000			200,000
27	Round 1: Female Faculty Recruitment	50,000				50,000
28	Round 1: WESERI		42,500			42,500
29	Total Round 1	150,000	142,500			292,500
30	Round 2: Two Appointments in Integrated Engineering		180,000			180,000
31	Round 4: Support for Rapid Expansion in Recent Years				300,000	300,000
32	Round 4: Coordinator Grad Education & Admin Asst				110,500	110,500
33	Total Round 4				410,500	410,500
34	Total Round 1 + Round 2 + Round 4	150,000	322,500	0	410,500	883,000

Table 2
UPIF Recommendations for the Faculties

	2003-04	2004-05	2005-06	2006-07	Total	
35	Round 1: None					
36	Round 2: Recruitment Officer	52,000			52,000	
37	Round 2: TA Training Initiative	78,000			78,000	
38	Total Round 2	130,000			130,000	
39	Round 3: TA Training Initiative		50,000		50,000	
40	Round 4: Support for Increased Thesis Examinations			62,000	62,000	
41	Total Round 1 + Round 2 + Round 3 + Round 4	0	130,000	50,000	62,000	242,000
Health Sciences						
42	Round 1: Appointment in Research in Health Promotion		83,200		83,200	
43	Round 1: Appointment in Qualitative Methods (OT)		83,200		83,200	
44	Total Round 1		83,200	83,200	166,400	
45	Round 2: Appointment in Women's Rural Health		103,000		103,000	
46	Round 2: Appointment in Health Policy			88,000	88,000	
47	Round 2: Interdisciplinary Research Initiative		11,000	11,000	5,000	27,000
48	Round 2: Appointment in Speech-Language Impairment			88,000	88,000	
49	Round 2: Appointment in Exercise Psychology			84,000	84,000	
50	Total Round 2		114,000	271,000	5,000	390,000
51	Round 4: Appointment in Nursing			89,950	89,950	
52	Round 4: Appointment in Kinesiology - Social Theorist			89,950	89,950	
53	Round 4: Appointment in OT - Occupational Science			89,950	89,950	
54	Round 4: Staff Position in Nursing			49,246	49,246	
55	Round 4: Appointment in BHSc - Health Aging			89,950	89,950	
56	Total Round 4			409,046	409,046	
57	Total Round 1 + Round 2 + Round 4	0	197,200	354,200	414,046	965,446
Information & Media Studies						
58	Round 1: Two Appointments for Program Expansions	75,000		75,000		150,000
59	Round 2: Appointment to Support Program Expansions		75,000			75,000
60	Round 2: Joint Appointment - Film/FIMS		40,000			40,000
61	Round 2: Joint Appointment - Music/FIMS		40,000			40,000
62	Total Round 2		155,000			155,000
63	Round 4: Appt in Medical Information & User Studies			80,000		80,000
64	Round 4: Appointment in Social Justice / Public Interest			80,000		80,000
65	Round 4: Appointment in Visual Culture			80,000		80,000
66	Total Round 4			240,000		240,000
67	Total Round 1 + Round 2 + Round 4	75,000	155,000	75,000	240,000	545,000

Table 2
UPIF Recommendations for the Faculties

	2003-04	2004-05	2005-06	2006-07	Total
Business Law					
68	Round 1: Senior Appointment in Business Law		100,000		100,000
69	Round 2: Supplement for Senior Appt in Business Law		30,000		30,000
70	Round 2: Electronic Research Support for Students		50,000		50,000
71	Total Round 2		80,000		80,000
72	Round 4: Appointment in Private Law			102,800	102,800
73	Round 4: Bursary/Scholarship Funding			100,000	100,000
74	Total Round 4			202,800	202,800
75	Total Round 1 + Round 2 + Round 4	0	180,000	0	382,800
Medicine - Dentistry					
76	Round 1: Appointment in Neurodegeneration	89,195			89,195
77	Round 1: Appointment in Tissue Engineering	83,200			83,200
78	Round 1: Appointment in Outcomes Research		83,200		83,200
79	Round 1: Appointment in Cluster Randomization Trials			89,600	89,600
80	Total Round 1	172,395	83,200	89,600	345,195
81	Round 2: Appointment in Reproductive Biology		84,000		84,000
82	Round 2: Appointment in Molecular Neurobiology		97,000		97,000
83	Round 2: Appointment in Infectious Diseases		90,000		90,000
84	Total Round 2		271,000		271,000
85	Round 4: Micro-Imaging Scientist			82,928	82,928
86	Round 4: Joint Appt - Epid/Biostat & Economics			59,110	59,110
87	Round 4: Appt in Functional Genomics - Microbiology			84,000	84,000
88	Round 4: Appt in Human Molec Genetics - Biochem			63,525	63,525
89	Round 4: Transplantation Immunology Scientist			120,000	120,000
90	Round 4: Two Tech Staff to Support the BMedSci			109,225	109,225
91	Round 4: Appointment in Molecular Neurobiology			96,375	96,375
92	Round 4: Environmental Pathology Scientist			82,928	82,928
93	Round 4: Clinical Scientist in Dentistry			153,600	153,600
94	Total Round 4			851,691	851,691
95	Total Round 1 + Round 2 + Round 4	172,395	354,200	89,600	1,467,886
Music					
96	Round 1: Appointment in Performance (Voice)	75,000			75,000
97	Round 1: Appointment in Performance (Wind Conducting)			75,000	75,000
98	Total Round 1	75,000		75,000	150,000
99	Round 2: Admissions/Liaison Officer		58,000		58,000
100	Round 2: Joint Appointment - Music/FIMS		40,000		40,000
101	Total Round 2		98,000		98,000
102	Round 4: Appointment in Music History			80,955	80,955
103	Round 4: Appointment in Elementary Music Education			80,955	80,955
104	Round 4: Appointment in Music Theory			80,955	80,955
105	Total Round 4			242,865	242,865
106	Total Round 1 + Round 2 + Round 4	75,000	98,000	0	490,865

Table 2
UPIF Recommendations for the Faculties

		2003-04	2004-05	2005-06	2006-07	Total
Life Sciences						
107	Round 1: External Chair in Biology	140,000				140,000
108	Round 1: Career Development Officer	48,000				48,000
109	Round 1: WESERI		42,500			42,500
110	Round 1: Additional 18 GTAs	94,125	94,125			188,250
111	Total Round 1	282,125	136,625			418,750
Physical Sciences						
112	Round 2: Three Lab Technician Positions		134,000			134,000
113	Round 2: External Chair in Physics/Astronomy		145,000			145,000
114	Round 2: Appointment in Bio-informatics			71,000	35,000	106,000
115	Total Round 2		279,000	71,000	35,000	385,000
Mathematics						
116	Round 4: Appointment in Financial Mathematics				80,000	80,000
117	Round 4: Lab Manager & Technician for Nanofab Lab				140,000	140,000
118	Round 4: Appointment in Astronomy				90,000	90,000
119	Round 4: Lab Manager in Genetics				50,285	50,285
120	Round 4: Joint Lim-Term Appt - Earth Sci & Geography				44,975	44,975
121	Round 4: Additional GTA Support - Biology				85,550	85,550
122	Round 4: Appointment in Geometry - Mathematics				96,375	96,375
123	Round 4: Limited-Term Appointment in Chemistry				74,530	74,530
124	Round 4: Computer Specialist in Earth Sci (Staff Appt)				80,000	80,000
125	Round 4: Appointment in Cell Biology				96,375	96,375
126	Round 4: NSERC-UFA in Condensed Matter Physics				50,000	50,000
127	Round 4: Technician for 1st Year Biology Labs				33,500	33,500
128	Round 4: Limited-Term Appointment in Statistics				40,630	40,630
129	Total Round 4				962,220	962,220
130	Total Round 1 + Round 2 + Round 4	282,125	415,625	71,000	997,220	1,765,970
Social Science						
131	Round 1: Joint Appointment - BACS/Sociology	76,800				76,800
132	Round 1: Appointment in BACS		76,800			76,800
133	Round 1: Senior Appointment in Bioarchaeology			96,000		96,000
134	Total Round 1	76,800	76,800	96,000		249,600
Humanities						
135	Round 2: Appointment in First Nations Studies		94,000			94,000
136	Round 2: Joint Appointment - BACS/Psychology		94,000			94,000
137	Round 2: Joint Appointment - BACS/Geography			94,000		94,000
138	Round 2: Senior Appointment in Hazards (Geography)			128,000		128,000
139	Round 2: Statcan Regional Data Centre			50,000		50,000
140	Total Round 2		188,000	272,000		460,000
Business						
141	Round 4: Joint Appt - Economics & Epid/Biostat				59,110	59,110
142	Round 4: Joint Lim-Term Appt - Geography & Earth Sci				44,975	44,975
143	Round 4: Research Development Officer				64,250	64,250
144	Round 4: Appointment in BACS - Human Resources				96,375	96,375
145	Round 4: Academic Counsellor				51,400	51,400
146	Round 4: Appointment in Japan/SE Asia - History				96,375	96,375
147	Round 4: Appointment in Economics - Senior Theorist				154,200	154,200
148	Round 4: Appointment in Economic History				115,650	115,650
149	Round 4: Appointment in Theoretical Econometrics				154,200	154,200
150	Round 4: Appt in Int'l Relations/U.S. Studies (Politics)				96,375	96,375
151	Total Round 4				932,910	932,910
152	Total Round 1 + Round 2 + Round 4	76,800	264,800	368,000	932,910	1,642,510

Table 2
UPIF Recommendations for the Faculties

	2003-04	2004-05	2005-06	2006-07	Total	
Om						
153	Round 1: Female Faculty Recruitment	50,000	50,000	50,000	50,000	200,000
154	Round 1: Lim-Term Appointment in Women's Studies		30,000			30,000
155	Total Round 1	50,000	80,000	50,000	50,000	230,000
156	Round 2: Supplement Lim-Term Appt in Women's Studies		20,000			20,000
157	Round 3: Women's Studies				237,500	237,500
158	Total Round 1 + Round 2 + Round 3	50,000	100,000	50,000	287,500	487,500
Io						
159	Total Round 1	1,176,320	777,325	468,800	200,000	2,622,445
160	Total Round 2	0	1,763,000	730,000	40,000	2,533,000
161	Total Round 3	0	0	50,000	237,500	287,500
162	Total Round 4	0	0	0	5,099,582	5,099,582
163	Total Round 1 + Round 2 + Round 3 + Round 4	1,176,320	2,540,325	1,248,800	5,577,082	10,542,527

Table 3
UPIF Recommendations for Support Units

	2003-04	2004-05	2005-06	2006-07	Total
Information Technology					
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	254,500
Core Services					
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
ITRC					
9	Round 3: Additional Staffing in ITRC + Equipment		50,000		50,000
Network Security					
10	Round 4: Network Security Staffing			80,000	80,000
11	Round 4: WebCT Vista Development Staffing			160,000	160,000
12	Round 4: WebCT Vista Help Desk Staffing			100,000	100,000
13	Total Round 4			340,000	340,000
14	Total Round 1 + Round 2 + Round 3 + Round 4	74,500	227,000	110,000	811,500
Library					
15	Round 1: Electronic Resource Librarian	54,700			54,700
16	Round 1: Information Literacy Coordinator	55,800			55,800
17	Round 1: Instructional Librarian		45,300		45,300
18	Round 1: III Coordinator Librarian		54,700		54,700
19	Round 1: ARCC Staff Appt (SG14)			54,700	54,700
20	Round 1: Innopac Non-Salary Support			50,000	50,000
21	Total Round 1	110,500	100,000	54,700	315,200
ARCC					
22	Round 2: ARCC Production/Svcs Assistant		48,600		48,600
23	Round 2: ARCC Digital Records Archivist		56,600		56,600
24	Round 2: ARCC Non-Textual Archives Archivist		48,600		48,600
25	Round 2: Digitization Program		30,000		30,000
26	Total Round 2		183,800		183,800
Professional Librarians					
27	Round 3: Additional Professional Librarians		225,000		225,000
Library Support					
28	Round 4: Additional Librarian in the Taylor Library			75,000	75,000
29	Round 4: Research Support Coordinator			80,000	80,000
30	Round 4: Records Services Assistant			40,000	40,000
31	Round 4: MLIS Co-Op Positions			75,000	75,000
32	Total Round 4			270,000	270,000
33	Total Round 1 + Round 2 + Round 3 + Round 4	110,500	283,800	279,700	994,000

Table 3
UPIF Recommendations for Support Units

		2003-04	2004-05	2005-06	2006-07	Total
Registrar's Office and						
34	Round 1: Central Academic Counsellors (2)	65,000	65,000			130,000
35	Round 1: Out of Province School Visits		25,000	25,000		50,000
36	Round 1: Support for Student Exchange Office			46,800		46,800
37	Round 1: International Recruitment Initiatives				50,000	50,000
38	Total Round 1	65,000	90,000	71,800	50,000	276,800
39	Round 2: International Recruitment Officer		55,000			55,000
40	Round 3: International Student Initiatives			225,000		225,000
41	Undergraduate Admissions - Collaborative Programs				50,000	50,000
42	Recruitment Materials and Web Content Support				100,000	100,000
43	Out of Province Recruitment				131,200	131,200
44	Additional Support for the Financial Aid Office				10,300	10,300
45	Faculty Associates in Teaching Support Centre				30,000	30,000
46	Total Round 4				321,500	321,500
47	Total Round 1 + Round 2 + Round 3 + Round 4	65,000	145,000	296,800	371,500	878,300
Institutional Planning & Budgeting						
48	Round 1: Staffing for Data Warehousing Initiative			63,500		63,500
49	Round 2: Staffing for Classroom Technology		100,000			100,000
50	Round 3: None					0
51	Round 4: None					0
52	Total Round 1 + Round 2 + Round 3 + Round 4	0	100,000	63,500	0	163,500
Effective Writing Program						
53	Round 1: None					0
54	Round 2: Additional Staffing		25,000			25,000
55	Round 3: None					0
56	Round 4: None					0
57	Total Round 1 + Round 2 + Round 3 + Round 4	0	25,000	0	0	25,000

Table 3
UPIF Recommendations for Support Units

	2003-04	2004-05	2005-06	2006-07	Total
Staff/Health Services					
58 Round 1: None					0
59 Round 2: None					0
60 Round 3: Additional Staffing			16,000		16,000
61 Round 4: None					0
62 Total Round 1 + Round 2 + Round 3 + Round 4	0	0	16,000	0	16,000
Financial Services					
63 Round 1: Systems Staffing (SG17)	75,000				75,000
64 Round 1: Purchasing Staffing (SG15)		70,000			70,000
65 Total Round 1	75,000	70,000			145,000
66 Round 2: Staffing in Research Accounting		70,000			70,000
67 Round 3: None					0
68 Round 4: Additional Staffing in Research Accounting				122,565	122,565
69 Round 4: Additional Staffing in Purchasing				74,775	74,775
70 Total Round 4				197,340	197,340
71 Total Round 1 + Round 2 + Round 3 + Round 4	75,000	140,000	0	197,340	412,340
Human Resources					
72 Round 1: Wellness Information Coordinator	70,000				70,000
73 Round 1: Staff Career Development Coach		80,000			80,000
74 Round 1: Staff Development Conference			60,000		60,000
75 Round 1: Staff Development Initiatives		50,000			50,000
76 Round 1: Staff Recognition Programs				25,000	25,000
77 Total Round 1	70,000	130,000	60,000	25,000	285,000
78 Round 2: Learning & Development Resources		145,000			145,000
79 Round 2: E-Application Systems Developer		75,000			75,000
80 Round 2: Communication Strategist/Coordinator		withdrawn			0
81 Total Round 2		220,000			220,000
82 Round 3: Additional Staffing			27,500		27,500
83 Round 4: Staffing in Safety - Workwell Audit/Coordination				63,000	63,000
84 Round 4: HR Consultant				86,000	86,000
85 Round 4: Additional Rehab Staff plus Physician				150,000	150,000
86 Round 4: Benefit Consultant				86,000	86,000
87 Total Round 4				385,000	385,000
88 Total Round 1 + Round 2 + Round 3 + Round 4	70,000	350,000	87,500	410,000	917,500

Table 3
UPIF Recommendations for Support Units

	2003-04	2004-05	2005-06	2006-07	Total
Physical Plant					
89	Round 1: Operating Costs of New Facilities	485,000	275,000		760,000
90	Round 1: Inspections Work	50,000		25,000	100,000
91	Round 1: Police/Security Services	55,000	50,000		105,000
92	Total Round 1	590,000	325,000	25,000	965,000
93	Round 2: Maintenance of Research Equipment		150,000		150,000
94	Round 2: Security Services -- After-hours Contract		120,000		120,000
95	Round 2: Emergency Preparedness		8,000		8,000
96	Round 2: Operating Cost of Clinical Skills Facility		14,000		14,000
97	Round 2: West Nile Virus Spraying Program		15,000		15,000
98	Round 2: Nuclear Materials Storage Security		5,300		5,300
99	Total Round 2		312,300		312,300
100	Round 3: Two Additional Caretakers in Libraries			85,000	85,000
101	Round 3: Augment Locksmith Operation			30,000	30,000
102	Round 3: WSIB Claims Reduction Initiative			25,000	25,000
103	Round 3: Emergency Response Training			4,000	4,000
104	Round 3: Operating Costs of New Facilities			99,000	99,000
105	Total Round 3			243,000	243,000
106	Round 4: Caretaking in High Traffic Areas			400,000	400,000
107	Round 4: Control Mechanic plus Steam Fitter			132,000	132,000
108	Round 4: Building Access and Control Support			42,000	42,000
109	Round 4: CPTED and Safety-related Committee Support			66,000	66,000
110	Round 4: Recycling Program Support			27,000	27,000
111	Round 4: Emergency Response - Disaster Plan Training			8,000	8,000
112	Round 4: Operating Costs of New Facilities			19,288	19,288
113	Total Round 4			694,288	694,288
114	Total Round 1 + Round 2 + Round 3 + Round 4	590,000	637,300	268,000	2,214,588
Internal Audit					
115	Round 1: None				0
116	Round 2: None				0
117	Round 3: Professional Development			2,000	2,000
118	Round 4: None				0
119	Total Round 1 + Round 2 + Round 3 + Round 4	0	0	2,000	2,000

Table 3
UPIF Recommendations for Support Units

	2003-04	2004-05	2005-06	2006-07	Total	
University Police						
120	Round 1: None				0	
121	Round 2: None				0	
122	Round 3: Special Constable		50,000		50,000	
123	Round 3: Three More Special Constables		150,000		150,000	
124	Round 3: Criminal Reference Checks		3,000		3,000	
125	Round 3: Staff Development		10,000		10,000	
126	Total Round 3		213,000		213,000	
127	Round 4: CPTED/ Community Safety Coordinator			56,053	56,053	
128	Round 4: Staff Development Initiatives			5,000	5,000	
129	Round 4: Foot Patrol - Support for Work Safe Program			1,300	1,300	
130	Total Round 4			62,353	62,353	
131	Total Round 1 + Round 2 + Round 3 + Round 4	0	0	213,000	62,353	275,353
On-Campus Housing						
132	Round 4: Housing Mediation Service - Additional Staffing			30,000	30,000	
133	Total Round 1 + Round 2 + Round 3 + Round 4	0	0	0	30,000	30,000
UWO Student Research						
134	Round 1: Additional Staff Positions	100,000	100,000	100,000	100,000	400,000
135	Round 2: University Professor Award Program		60,000			60,000
136	Round 2: Faculty Scholar Award Program		105,000			105,000
137	Round 2: 50% of Data/Communications Analyst		35,000			35,000
138	Total Round 2		200,000			200,000
139	Round 3: Additional Staffing			300,000		300,000
140	Round 4: ACVS – Teaching Programs			100,000		100,000
141	Round 4: Additional Staffing & Grad Thesis Awards			200,000		200,000
142	Round 4: Internationalization Initiatives			250,000		250,000
143	Total Round 4			550,000		550,000
144	Total Round 1 + Round 2 + Round 3 + Round 4	100,000	300,000	400,000	650,000	1,450,000

Table 3
UPIF Recommendations for Support Units

	2003-04	2004-05	2005-06	2006-07	Total	
Deans (6 Total)						
145	Round 1: Funding to Maintain Staffing Levels	100,000	100,000	100,000	100,000	400,000
146	Round 2: Offset for Shortfall in Levy Revenues		400,000			400,000
147	Round 2: Investment in Faculties		450,000			450,000
148	Total Round 2		850,000			850,000
149	Round 3: HR Communications Position			37,500		37,500
150	Round 3: Information Systems Position			62,500		62,500
151	Total Round 3			100,000		100,000
152	Round 4: Development - Campaign Levies Offset Funding			150,000		150,000
153	Round 4: Additional Staffing in Portfolio			150,000		150,000
154	Round 4: Additional Support for McIntosh Gallery			75,000		75,000
155	Total Round 4			375,000		375,000
156	Total Round 1 + Round 2 + Round 3 + Round 4	100,000	950,000	200,000	475,000	1,725,000
University Secretariat						
157	Round 1: None					
158	Round 2: None					
159	Round 3: None					
160	Round 4: None					
President's Office						
161	Round 1: None					
162	Round 2: None					
163	Round 3: None					
164	Round 4: Additional Staffing				50,000	50,000
165	Total Round 1 + Round 2 + Round 3 + Round 4	0	0	0	50,000	50,000

Table 3
UPIF Recommendations for Support Units

	2003-04	2004-05	2005-06	2006-07	Total
166 Provost's Units					
167 Round 1	250,000	250,000	250,000	160,000	910,000
168 Round 2		530,800	0	0	530,800
169 Round 3			500,000	0	500,000
170 Round 4				931,500	931,500
171 Total	250,000	780,800	750,000	1,091,500	2,872,300
172 VP Admin Units					
173 Round 1	735,000	525,000	85,000	50,000	1,395,000
174 Round 2		602,300	0	0	602,300
175 Round 3			501,500	0	501,500
176 Round 4				1,368,981	1,368,981
177 Total	735,000	1,127,300	586,500	1,418,981	3,867,781
178 VP Research Units					
179 Round 1	100,000	100,000	100,000	100,000	400,000
180 Round 2		200,000	0	0	200,000
181 Round 3			300,000	0	300,000
182 Round 4				550,000	550,000
183 Total	100,000	300,000	400,000	650,000	1,450,000
184 VP External Units					
185 Round 1	100,000	100,000	100,000	100,000	400,000
186 Round 2		850,000	0	0	850,000
187 Round 3			100,000	0	100,000
188 Round 4				375,000	375,000
189 Total	100,000	950,000	200,000	475,000	1,725,000
190 All Other Units					
191 Round 1	0	0	0	0	0
192 Round 2		0	0	0	0
193 Round 3			0	0	0
194 Round 4				50,000	50,000
195 Total	0	0	0	50,000	50,000
196 Grand Total Support Units					
197 Round 1	1,185,000	975,000	535,000	410,000	3,105,000
198 Round 2		2,183,100	0	0	2,183,100
199 Round 3			1,401,500	0	1,401,500
200 Round 4				3,275,481	3,275,481
201 Total	1,185,000	3,158,100	1,936,500	3,685,481	9,965,081

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

	Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1 Arts & Humanities	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	90,000	2	260,000	1	170,000	1	90,000	2	260,000
3 Education																		
4 Engineering	2	340,000	1	90,000	3	430,000	2	340,000	2	180,000	4	520,000	2	340,000	5	450,000	7	790,000
5 Health Sciences	1	170,000			1	170,000	1	170,000	1	90,000	2	260,000	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
7 Law																		
8 Medicine & Dentistry	11	1,870,000	6	540,000	17	2,410,000	13	2,210,000	6	540,000	19	2,750,000	14	2,380,000	8	720,000	22	3,100,000
9 Music																		
10 Science	5	850,000	8	720,000	13	1,570,000	5	850,000	9	810,000	14	1,660,000	5	850,000	10	900,000	15	1,750,000
11 Social Science	2	340,000	3	270,000	5	610,000	2	340,000	4	360,000	6	700,000	2	340,000	5	450,000	7	790,000
12 Unallocated																		
13 Total to Faculties	23	3,910,000	19	1,710,000	42	5,620,000	28	4,760,000	22	1,980,000	50	6,740,000	29	4,930,000	28	2,520,000	57	7,450,000
14 Total CRC Funding		4,600,000		1,900,000		6,500,000		5,600,000		2,200,000		7,800,000		5,800,000		2,800,000		8,600,000
														6,600,000		3,900,000		10,500,000

Table 5
2006-07 OPERATING REVENUES

	2005-06 Budget Forecast (@ Feb 28, 2006) (1)	2006-07 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)	
1	Government Grants				
2	Base Grants	139,075,653	152,768,295	13,692,642	9.8%
3	Accessibility Fund and Tuition Offset Grants	42,635,380	45,208,474	2,573,094	6.0%
4	<i>Sub-Total Base, Accessibility, and Tuition Offset Grants</i>	<i>181,711,033</i>	<i>197,976,769</i>	<i>16,265,736</i>	<i>9.0%</i>
5	Quality Assurance Fund	5,900,685	5,900,685	0	0.0%
6	Performance Fund	2,128,745	2,128,745	0	0.0%
7	Program Expansion Grants	16,265,401	18,905,004	2,639,603	16.2%
8	Research Infrastructure Grant	3,000,684	3,000,684	0	0.0%
9	Research Performance Fund	1,308,794	900,000	(408,794)	-31.2%
10	Federal Funding for Indirect Costs of Research	6,623,047	6,457,089	(165,958)	-2.5%
11	MTCU Student Bursary Grant	1,400,003	1,400,003	0	0.0%
12	Other Targetted Government Grants	6,560,587	6,638,602	78,015	1.2%
13	Sub-Total Government Grants	224,898,979	243,307,581	18,408,602	8.2%
14	Tuition Revenue				
15	Undergraduate	126,641,762	133,119,778	6,478,016	5.1%
16	Graduate	18,894,541	21,402,262	2,507,721	13.3%
17	<i>Sub-Total Regular Programs</i>	<i>145,536,303</i>	<i>154,522,040</i>	<i>8,985,737</i>	<i>6.2%</i>
18	MBA and Executive MBA	17,027,886	19,362,140	2,334,254	13.7%
19	International Medical and Dental Students	3,243,768	3,243,768	0	0.0%
20	<i>Sub-Total Self-Funded Programs</i>	<i>20,271,654</i>	<i>22,605,908</i>	<i>2,334,254</i>	<i>11.5%</i>
21	Miscellaneous Fees	1,530,000	1,530,000	0	0.0%
22	Sub-Total Tuition Revenue	167,337,957	178,657,948	11,319,991	6.8%
23	Other Revenues				
24	Canada Research Chairs (CRCs)	7,800,000	8,600,000	800,000	10.3%
25	Transfer from Affiliated Colleges	4,507,114	5,025,650	518,536	11.5%
26	Recoverable Salaries	22,045,660	22,018,660	(27,000)	-0.1%
27	Investment Income	0	5,000,000	5,000,000	0.0%
28	Fundraising - Unrestricted	1,150,000	750,000	(400,000)	-34.8%
29	Application Fees	1,274,074	1,159,462	(114,612)	-9.0%
30	Research Overheads	1,400,000	1,500,000	100,000	7.1%
31	Royalties and Licences	600,000	700,000	100,000	16.7%
32	Contributions from Self-Funded & Ancillary Operations	14,264,700	16,490,000	2,225,300	15.6%
33	Miscellaneous Revenues	150,000	150,000	0	0.0%
34	Sub-Total Other Revenues	53,191,548	61,393,772	8,202,224	15.4%
35	TOTAL REVENUES	445,428,484	483,359,301	37,930,817	8.5%

Table 6
FACULTIES
2006-07 BASE BUDGETS

	<a>		<c>	<d>	<e>	<f>	<g>	<h>
	2005-06 Base Budget (@ Feb 28, 2006)	Initial Budget Adjustment	Faculty Turnover Recovery	UPIF	Other Base Investments	ECF to Base Conversions	Canada Research Chairs	Resulting 2006-07 Base Budget
1	Faculties							
2	Arts & Humanities	(374,504)	(280,239)	866,750	361,691	400,000		20,317,052
3	Education	(191,957)	(93,601)	231,300		50,000		7,705,757
4	Engineering	(317,858)		410,500	37,856	300,000	90,000	16,168,335
5	Graduate Studies	(23,999)		62,000				960,412
6	Health Sciences	(365,573)	(107,990)	414,046	582,369	150,000		18,296,079
7	Information & Media Studies	(115,028)	(49,920)	240,000		200,000		6,180,036
8	Law	(119,515)	(196,035)	202,800	29,258	50,000		5,523,111
9	Medicine & Dentistry	(778,447)	(168,630)	851,691	1,099,005	400,000	350,000	41,871,602
10	Music	(139,496)	(97,616)	317,865	37,500	150,000		6,581,684
11	Science	(817,758)	(587,901)	997,220	100,000	300,000	90,000	37,247,517
12	Social Science	(711,545)	(167,474)	932,910	100,000	750,000	90,000	36,854,405
13	Sub-Total Faculties (excluding Business)	(3,955,680)	(1,749,406)	5,527,082	2,347,679	2,750,000	620,000	197,705,990
14	Business				3,526,230		90,000	40,693,008
15	Sub-Total Faculties	(3,955,680)	(1,749,406)	5,527,082	5,873,909	2,750,000	710,000	238,398,998
16	Enrolment Contingent Fund (ECF)				(635,008)			6,270,362
17	Graduate Expansion Fund (GEF)				1,458,300			3,156,800
18	Research Infrastructure Support Fund (RISF)							750,000
19	Faculty Recruitment Initiatives			50,000				187,500
20	Centre for Women's Studies and Feminist Research				(356,260)			0
21	Collaborative Graduate Interdisciplinary Programs	(5,437)						182,697
22	Total – with ECF and GEF	(3,961,117)	(1,749,406)	5,577,082	6,340,941	2,750,000	710,000	248,946,357
23	All Other							
24	Provost's Academic Support Fund							2,076,462
25	Academic Development Fund							1,500,000
26	Summer/Distance Course Stipends				65,133			2,403,879
27	Continuing Studies: Trois-Pistoles				40,953			987,207
28	Education: Continuing Education for Teachers				(102,034)			3,876,488
29	Medicine & Dentistry: International Students							3,243,768
30	Faculty Share of Research Overheads							525,000
31	Medicine & Dentistry: Primary Care							349,805
32	Recoverable Salaries: T&R and Other							22,018,660
33	Sub-Total	0	0	0	4,052	0	0	36,981,269
34	Total Academic Units	(3,961,117)	(1,749,406)	5,577,082	6,344,993	2,750,000	710,000	285,927,626

Table 7
SCHOLARSHIPS and BURSARIES
2006-07 BASE BUDGETS

		<a>		<c>
		2005-06 Base Budget (@ Feb 28, 2006)	Investments	Resulting 2006-07 Base Budget
1	<i>Undergraduate Student Support</i>			
2	Scholarships	4,982,143	144,232	5,126,375
3	Tuition Re-Investment	10,815,619		10,815,619
4	Western Bursaries	326,545	250,000	576,545
5	Government "Aiming for the Top" Program	2,750,000		2,750,000
6	MTCU Work Study Program and Bursaries	1,400,003		1,400,003
7	<i>Sub-Total Undergraduate Student Support</i>	20,274,310	394,232	20,668,542
8	<i>Graduate Student Scholarship & Training Fund</i>	13,751,708	2,255,716	16,007,424
9	Total Scholarships and Bursaries	34,026,018	2,649,948	36,675,966

Table 8
SUPPORT AREAS
2006-07 BASE BUDGETS

		<>	<>	<>	<>
		2005-06 Base Budget (@ Feb 28, 2006)	Initial Budget Adjustment	UPIF	Resulting 2006-07 Base Budget
1	<i>Reporting to the Provost</i>				
2	Teaching Support Centre	536,680	(6,309)	30,000	560,371
3	Effective Writing Program	236,182			236,182
4	Information Technology Services	5,550,907	(126,007)	400,000	5,824,900
5	Libraries	11,120,406	(272,078)	320,000	11,168,328
6	Registrar's Office	4,779,886	(109,955)	341,500	5,011,431
7	Institutional Planning and Budgeting	3,887,788	(87,706)		3,800,082
8	Sub-Total	26,111,849	(602,055)	1,091,500	26,601,294
9	<i>Reporting to the Vice-President Administration</i>				
10	Financial Services	3,507,385	(90,672)	197,340	3,614,053
11	Human Resources	4,761,641	(91,417)	410,000	5,080,224
12	Staff/Faculty Health Services	150,813			150,813
13	Physical Plant	13,974,001	(275,821)	719,288	14,417,468
14	Police	1,623,690	(28,216)	62,353	1,657,827
15	Internal Audit	223,322			223,322
16	Sub-Total	24,240,852	(486,126)	1,388,981	25,143,707
17	<i>Reporting to the Vice-President Research</i>				
18	Animal Care/Vet Services - Subsidy	500,000		100,000	600,000
19	Research Western	2,500,205	(44,099)	550,000	3,006,106
20	Research Promotion Fund	375,000			375,000
21	Small Grants Support for A/Hum/SS	250,000			250,000
22	Western Innovation Fund	400,000			400,000
23	Faculty Scholars & Distinguished University Professors	165,000			165,000
24	Sub-Total	4,190,205	(44,099)	650,000	4,796,106
25	<i>Reporting to the Vice-President External</i>				
26	Advancement Services	847,081	(19,211)	56,000	883,870
27	Communications and Public Affairs	1,720,847	(26,755)	142,000	1,836,092
28	Alumni Relations	1,178,907	(35,259)	44,500	1,188,148
29	Development	1,767,441	(20,386)	150,000	1,897,055
30	McIntosh Gallery - Subsidy	151,271	(4,502)	82,500	229,269
31	Sub-Total	5,665,547	(106,113)	475,000	6,034,434
32	<i>General Administration</i>				
33	Offices of the President/Vice-Presidents	3,734,810		50,000	3,784,810
34	University Secretariat	574,827			574,827
35	Sub-Total	4,309,637		50,000	4,359,637
36	Total Support Areas	64,518,090	(1,238,393)	3,655,481	66,935,178

Table 9
CORPORATE EXPENDITURES and EMPLOYEE BENEFIT COSTS
2006-07 BASE BUDGETS

		↔	↔	↔	↔
		2005-06 Base Budget (@ Feb 28, 2006)	New Investment	Other Changes	Resulting 2006-07 Base Budget
1	Utilities	14,565,000	2,403,000		16,968,000
2	Library Acquisitions	11,443,710	572,186		12,015,896
3	Transfer to MMI: Operating	8,000,000	750,000		8,750,000
4	Transfer to MMI: Ancillaries	600,000			600,000
5	FFICR Transfer to Capital	3,000,000			3,000,000
6	CRC Transfer to Capital	848,000	72,000		920,000
7	University Systems Replacement Fund	1,879,500	93,975		1,973,475
8	Property Taxes	1,815,225		31,875	1,847,100
9	Insurance	1,291,041		233,316	1,524,357
10	Corporate Contingency	1,089,682		118,716	1,208,398
11	Services for Students With Disabilities	817,697			817,697
12	Professional Fees	680,000	30,000		710,000
13	Institutional Memberships	575,000			575,000
14	Student Recruitment	450,000			450,000
15	Intercollegiate Athletics - Subsidy	220,800		115,037	335,837
16	Convocation and Diplomas	281,540			281,540
17	Costs Associated with Employee Contracts	216,401			216,401
18	Athletic Injury Clinic - Subsidy	180,233		7,052	187,285
19	Ombudsperson	82,938		(7,215)	75,723
20	University Surveys and Teaching Evaluations	75,000			75,000
21	Centre for Research on Violence Against Women and Children - Subsidy	55,000			55,000
22	London Museum of Archaeology - Subsidy	40,000			40,000
23	Total Corporate Expenditures	48,206,767	3,921,161	498,781	52,626,709
24	Employee Benefit Plan Costs	68,294,777		7,348,667	75,643,444
25	Employee Benefit Recoveries	(76,114,000)		(2,913,000)	(79,027,000)
26	Net Employee Benefits	(7,819,223)		4,435,667	(3,383,556)
27	Net Corporate Expenditures	40,387,544	3,921,161	4,934,448	49,243,153

Table 10

2006-07 ONE-TIME ALLOCATIONS

1	To Capital Budget -- for Long-Range Space Plan	20,000,000
2	To Capital Budget -- for New Science Building	5,000,000
3	To Capital Budget -- for Biological & Geological Building Renovations Project	2,500,000
4	To Capital Budget -- General University Classroom Upgrades	313,000
5	Estimated Savings from Unfilled UPIF Faculty Positions	(2,407,000)
6	Medicine: Targetted Government Postgraduate Medical Expansion Funding	1,652,845
7	Female Faculty Recruitment	1,500,000
8	Medicine: Targetted Government Family Medicine Expansion Funding	1,175,000
9	Health Sciences: Targetted Government Graduate Nursing Expansion Funding	471,355
10	Vice-President Research: Support for Research Initiatives	700,000
11	Vice-President Research: Information Technology Initiatives	119,900
12	Engineering: Investment in Facilities (Year 6 of 10)	445,000
13	Campaign Western	750,000
14	Vice-President External: Advertising, Communications, Development Initiatives	680,000
15	ITS: Information Technology Backbone/Network Upgrades	719,700
16	ITS: Hardware/Software for Portal Implementation	400,000
17	ITS: General University Computer Lab Upgrades	226,300
18	ITS: Wireless Technology Initiatives	191,300
19	ITS: Internet Bandwidth Expansion	108,000
20	Finance: Additional Staffing and Equipment/Furniture	171,900
21	Registrar's Office: First Nations Student Initiatives	168,124
22	Registrar's Office: High School Visits, On-Campus Recruitment, Summer Academic Orientation	163,700
23	Registrar's Office: Distance Studies On-Line Course Development	150,000
24	Registrar's Office: Increased Costs of Applications Processing	136,455
25	Registrar's Office: Web Development Activities	56,200
26	Libraries: Weldon Library Integrated Services Reconfiguration	150,000
27	Libraries: Public PC Replacement, Records Management Software, Shelving for ARCC	121,300
28	Human Resources: UWOSA Job Evaluation System Support	140,000
29	Human Resources: Workwell Audit Coordination	135,000
30	Human Resources: Systems Reviews and Process Re-Engineering	95,000
31	Human Resources: Support for Negotiations	63,000
32	Scholarships: OSOTF Matching Funds	183,822
33	Physical Plant: Alarm Monitoring, Mail Metering Equipment, Fire Protection Systems Testing	122,500
34	University Secretariat: Freedom of Information and Protection of Privacy Act (FIPPA) Initiatives	67,000
35	Offices of the President/Vice-Presidents: Support for Faculty Negotiations	63,800
36	Teaching Support Centre: Turn-it-in Software and Teaching Support Initiatives	47,200
37	Police: Professional Services Accreditation and Safety Poster Campaign	27,000
38	Total One-Time Allocations	36,607,401

Table 11

SUMMARY OF OPERATING BUDGET: 2006-07

	<a>		<c>	
	2005-06 Budget (@ Feb 28, 2006)	2006-07 Budget	\$ Change from 2005-06	
1	Total Revenues (Table 5)	15,426,418	15,269,803	\$ 156,615
2	Expenditure Budgets			
3	Faculties (Table 6)	276,256,074	285,927,626	9,671,552
4	Scholarships and Bursaries (Table 7)	34,026,018	36,675,966	2,649,948
5	Support Areas (Table 8)	64,518,090	66,935,178	2,417,088
6	Corporate Expenditures (Table 9)	40,387,544	49,243,153	8,862,824
7	Provision for Cost Fluctuations	0	11,426,976	11,426,976
8	One-Time Allocations	25,049,563	36,607,401	11,557,838
9	Subtotal	(41,237,222)	(36,296,800)	4,940,422
10	Carryforward from Previous Year	45,349,186	49,500,000	4,150,814
11	(Under)/Over Spending	(49,500,000)	(40,500,000)	
12	Total Expenditures	456,086,475	495,816,300	39,729,825
13	Surplus/ (Deficit) before Reserve Transfer	9,142,009	(12,456,999)	
14	Transfer (to)/from Carryforward Reserve	(4,150,814)	(9,000,000)	
15	Surplus/ (Deficit) after Reserve Transfer	5,191,195	(34,566,999)	
16	Carryforward Reserve:			
17	Carryforward from Previous Year	45,349,186	49,500,000	
18	Transfer (to)/from Operating Budget	4,150,814	(9,000,000)	
19	Year-End Carryforward Reserve	49,500,000	40,500,000	

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

	2005-06 Budget Forecast (@ Feb 28, 2006)	2006-07 Budget
<i>Beginning Operating Reserve Balance</i>	12,143,831	7,335,026
Transfer to Capital Reserve	(10,000,000)	
Surplus / (Deficit) -- from Table 11, line 15	5,191,195	(3,456,999)
<i>Closing Operating Reserve Balance</i>	7,335,026	3,878,027
Operating Reserve Target	2,500,000	2,500,000

Table 13

Enrolment Contingent Fund (ECF) Allocations: Actual 2005-06 and Projected 2006-07

		Actual 2005-06						Projected 2006-07		
		Converted to Base	ECF Baseline	Actual WTUs	WTUs minus Baseline	ECF Funds @ \$1500/WTU	Cross-Faculty Teaching Adjustment	Converted to Base	In-Year ECF Allocation	
1	Arts & Humanities	\$400,000	7,214.6	7,574.4	359.8	539,700	1,800	\$400,000	\$730,755	
2	Education	\$50,000	1,983.2	2,275.9	292.7	439,050	0	\$50,000	\$239,550	
3	Engineering	\$300,000	3,861.9	4,272.4	410.5	615,750	(13,680)	\$300,000	\$764,057	
4	Health Sciences	\$400,000	4,862.9	5,187.0	324.1	486,150	17,400	\$150,000	\$442,935	
5	Information & Media Studies	\$250,000	1,464.3	1,863.5	399.2	598,800	1,200	\$200,000	\$414,585	
6	Law	\$0	948.2	1,150.7	202.5	303,750	0	\$50,000	\$262,575	
7	Medicine & Dentistry	\$500,000	7,270.6	8,017.2	746.6	1,119,900	8,550	\$400,000	\$769,770	
8	Music	\$100,000	1,266.3	1,515.8	249.5	374,250	0	\$150,000	\$253,800	
9	Science	\$500,000	12,244.8	12,303.7	58.9	88,350	15,420	\$300,000	\$359,073	
10	Social Science	\$600,000	13,869.7	14,878.0	1,008.3	1,512,450	(4,320)	\$750,000	\$1,090,962	
11	Graduate Interdisciplinary Programs	\$0	181.0	683.2	502.2	753,300	0	\$0	\$942,300	
12	Sub-Total	\$3,100,000	55,167.5	59,721.8		6,831,450		\$2,750,000	\$6,270,362	
13	Women's Studies	\$0	n/a	Funding provided for 15% of 211.0 WTUs			0	\$0	\$0	
14	Total	\$3,100,000						\$2,750,000	\$6,270,362	

Note: Beginning in 2006-07 Women's Studies is included in Arts & Humanities

Table 14
Graduate Expansion Fund (GEF) Allocations: Projected 2006-07

	Masters				PhD				Funding Allocation
	Baseline FTEs	2006-07 (proj) FTEs	FTE Growth over Baseline	Funding Allocation	Baseline FTEs	2006-07 (proj) FTEs	FTE Growth over Baseline	Funding Allocation	
1	107.5	120.2	12.7	\$25,400	128.6	190.1	61.5	\$430,500	
2	70.4	85.5	15.1	\$30,200	31.2	27.7	(3.5)	\$0	
3	198.9	245.7	46.8	\$93,600	147.7	229.6	81.9	\$573,300	
4	315.5	351.9	36.4	\$72,800	55.1	70.0	14.9	\$104,300	
5	191.2	250.4	59.2	\$118,400	17.8	32.5	14.7	\$102,900	
6	1.5	5.6	4.1	\$8,200					
7	225.1	287.3	62.2	\$124,400	153.7	164.5	10.8	\$75,600	
8	44.5	51.8	7.3	\$14,600	11.1	19.0	7.9	\$55,300	
9	232.9	282.3	49.4	\$98,800	200.5	273.2	72.7	\$508,900	
10	195.4	201.0	5.6	\$11,200	179.5	239.6	60.1	\$420,700	
11	63.3	76.6	13.3	\$26,600	40.0	77.3	37.3	\$261,100	
12				\$624,200				\$2,532,600	

Note: Health Sciences excludes Nursing – which is funded through targetted government grants

Table 15
Research Infrastructure Support Fund (RISF)
2006-07 Allocations

1	Arts & Humanities	10,000
2	Education	5,000
3	Engineering	95,000
4	Health Sciences	30,000
5	Information & Media Studies	5,000
6	Law	5,000
7	Medicine & Dentistry	250,000
8	Music	5,000
9	Science	255,000
10	Social Science	90,000
11	Total	750,000

Table 16

Allocations to the Faculties from the 2005-06 In-Year Planning Process

		Base Funding for Faculty Positions		Base Funding for Staff Positions		One-Time Funding	
		Number of Positions	Funding	Number of Positions	Funding	Instructional Laboratory Equipment	Graduate Student Space
1	Arts & Humanities	1	83,000	1	45,000	35,000	200,000
2	Education					7,000	40,000
3	Engineering	2	159,340	2	112,414	285,496	36,000
4	Health Sciences	2	179,900	2	102,351	210,965	106,512
5	Information & Media Studies	1	80,000	1	42,500	46,453	200,000
6	Law			1	11,282		11,719
7	Medicine & Dentistry	1	120,000	2	104,190	289,792	163,000
8	Music	1	80,955	1	44,975	44,000	41,338
9	Science	2	192,000	2	100,570	280,548	136,768
10	Social Science	2	180,000	3	132,111	50,000	200,000
11	Total	12	1,075,195	15	695,393	1,249,254	1,135,337

Table 17**Allocations to the Support Units from the 2005-06 In-Year Planning Process**

	Unit	Initiative	One-Time Funding	Base Funding
1	Libraries	One-time Funding for Facilities Enhancements and Information Technology Upgrades	1,000,000	
2	Information Technology Services	One-time Funding for Upgrades to University-wide IT Infrastructure -- including Backbone/Network Security and Instructional Lab Enhancements	280,000	
3	Physical Plant	One-time Funding for Additional Custodial Services in High-Traffic Academic Buildings	200,000	
4	Vice-President Research	Base Funding for Curriculum Internationalization		50,000
5	Vice-President Research	Base Funding Increase to the Western Innovation Fund		150,000
6	Vice-President Research	Base Funding for Staff Development Initiatives		25,000
7	Internal Audit	Base Funding for Additional Staff Position		95,000
8	Vice-President External	Base Funding for Additional Communications Staffing and Alumni-related Initiatives		91,000
9	Total		1,480,000	411,000

Table 18**PROVOST'S ACADEMIC SUPPORT FUND (PASF): 2005-06****Funds Available**

	2005-06 Base Budget	2,076,462
	Unallocated UPIF Funds	366,800
	Carryforward from 2004-05	1,296,153
	Total PASF Funds Available	3,739,415

Allocations

Arts & Humanities	Technology Initiatives and Computers for Faculty	219,000
Education	Teaching Initiatives and Faculty Bridging	280,156
Engineering	Faculty Recruitment and Course/Program Development	129,440
Graduate Studies	Graduate Appraisals	45,000
Health Sciences	Teaching Equipment, Course/Program Development, Facilities Improvements	182,175
Information & Media Studies	Faculty Development and Facilities Rental at Fanshawe	75,000
Law	Classroom Technology Initiatives	57,700
Medicine & Dentistry	Start-up Funding and Technology Initiatives	100,500
Music	Program Development and Teaching Equipment	147,500
Science	Faculty Bridging, Start-up Funding, Technology Initiatives, Course Development	353,967
Social Science	Computing Equipment and Student Recruitment Initiatives	178,100
Women's Studies	Faculty Secondments and Instructor Stipends	96,567
General University	To Capital for Long-Range Space Plan	1,000,000
General University	Other Academic Support Initiatives	693,548
	Carryforward to 2006-07	180,762
Total Allocations		3,739,415

Table 19**2006-07 PROVOST'S ACADEMIC SUPPORT FUND (PASF) INITIAL ALLOCATIONS**

1	Arts & Humanities	Faculty Bridging, Computers for Faculty, Course Development	269,000
2	Education	Technology Initiatives	75,600
3	Engineering	Faculty Recruitment and Teaching Equipment	255,065
4	Graduate Studies	Graduate Student Development Initiatives	250,000
5	Health Sciences	Teaching/Research Equipment, Co-op and Student Exchange Initiatives	100,800
6	Information & Media Studies	Faculty Development, Distance Course Development, Facilities Rental at Fanshawe	125,000
7	Law	Faculty Bridging and Student Clerkships	200,000
8	Medicine & Dentistry	Start-up Funding and Teaching/Research Equipment	167,621
9	Music	Program Development and Teaching Equipment	156,750
10	Science	Start-up Funding, Technology Initiatives, Internationalization Initiatives	323,300
11	Social Science	Teaching Equipment, Technology Initiatives, Course Development	174,062
12	Total PASF Initial Allocations for 2006-07		2,097,198

Table 20a
Tuition Fee Proposals for 2006-07: Undergraduate Programs

	2005-06 Tuition	Proposed 2006-07 Tuition	% Increase	2005-06 Tuition	Proposed 2006-07 Tuition	% Increase	
1							
2	First-Entry Programs						
3	All excluding Engineering, MTP, Nursing *						
4	Year 1	4,140	4,326	4.5%	12,500	13,050	4.4%
5	Year 2	4,140	4,306	4.0%	12,500	13,000	4.0%
6	Year 3	4,140	4,306	4.0%	12,500	13,000	4.0%
7	Year 4	4,140	4,306	4.0%	12,500	13,000	4.0%
8	Engineering						
9	Year 1	5,950	6,426	8.0%	16,000	16,700	4.4%
10	Year 2	5,950	6,188	4.0%	16,000	16,650	4.1%
11	Year 3	5,950	6,188	4.0%	16,000	16,650	4.1%
12	Year 4	5,950	6,188	4.0%	16,000	16,650	4.1%
13	Media, Theory, and Production (MTP)						
14	Year 1	4,140	4,326	4.5%	12,500	13,050	4.4%
15	Year 2	5,300	5,300	0.0%	16,000	16,000	0.0%
16	Year 3	5,300	5,300	0.0%	16,000	16,000	0.0%
17	Year 4	5,300	5,300	0.0%	16,000	16,000	0.0%
18	Nursing **						
19	Year 1	4,140	4,326	4.5%	16,000	16,700	4.4%
20	Year 2	4,140	4,306	4.0%	16,000	16,650	4.1%
21	Year 3	4,140	4,306	4.0%	16,000	16,650	4.1%
22	Year 4	4,140	4,306	4.0%	16,000	16,650	4.1%
23	Second-Entry Programs						
24	Business						
25	Year 3	18,000	18,540	3.0%	\$23,400	\$24,100	3.0%
26	Year 4	18,000	18,000	0.0%	\$23,400	\$23,400	0.0%
27	C.S.D.	5,410	5,653	4.5%	\$15,750	\$16,400	4.1%
28	Dentistry						
29	Year 1	17,100	18,468	8.0%	37,000	39,000	5.4%
30	Year 2	17,100	17,784	4.0%	37,000	39,000	5.4%
31	Year 3	17,100	17,784	4.0%	37,000	39,000	5.4%
32	Year 4	17,100	17,784	4.0%	37,000	39,000	5.4%
33	Education In-Service (AQs)						
34	Education Pre-Service	4,495	4,495	0.0%	16,000	16,700	4.4%
35	Law						
36	Year 1	9,750	10,530	8.0%	16,000	16,700	4.4%
37	Year 2	9,750	10,140	4.0%	16,000	16,650	4.1%
38	Year 3	9,750	10,140	4.0%	16,000	16,650	4.1%
39	Medicine (M.D.)						
40	Year 1	14,566	15,149	4.0%	n.a.	n.a.	n.a.
41	Year 2	14,566	15,149	4.0%	n.a.	n.a.	n.a.
42	Year 3	14,566	15,149	4.0%	n.a.	n.a.	n.a.
43	Year 4	14,566	15,149	4.0%	n.a.	n.a.	n.a.

* includes Arts & Humanities, BMedSc program, Health Sciences (excluding Nursing), MIT program, Music, Science, Social Science

Note: The rate increases in lines 4, 9, 14, and 19 are effective September 1/2006. For the period May 1/2006 to August 31/2006, these rates will increase by only 4%.

Table 20b
Tuition Fee Proposals for 2006-07: Graduate Programs

	Non-Student			Dispositional Student			
	2005-06 Tuition	Proposed 2006-07 Tuition	% Increase	2005-06 Tuition	Proposed 2006-07 Tuition	% Increase	
1							
2	Master's Category 1						
3	Arts & Humanities	5,095	5,248	3.0%	11,700	11,700	0.0%
4	C.S.D. (M.Sc.)	6,540	6,540	0.0%	16,500	16,500	0.0%
5	Engineering (M.E.Sc.)	5,095	5,248	3.0%	11,700	11,700	0.0%
6	Health & Rehabilitation Sciences		5,248	**		11,700	**
7	Interdisciplinary Programs	5,095	5,248	3.0%	11,700	11,700	0.0%
8	Kinesiology	5,095	5,248	3.0%	11,700	11,700	0.0%
9	Law	7,500	7,725	3.0%	17,220	17,220	0.0%
10	Media Studies	5,095	5,248	3.0%	11,700	11,700	0.0%
11	Medicine (Basic Health Sciences)	5,095	5,248	3.0%	11,700	11,700	0.0%
12	Music	5,095	5,248	3.0%	11,700	11,700	0.0%
13	Nursing	6,300	6,300	0.0%	16,500	16,500	0.0%
14	O.T./P.T. (M.Sc.)	5,700	5,700	0.0%	11,700	11,700	0.0%
15	Science	5,095	5,248	3.0%	11,700	11,700	0.0%
16	Social Science	5,095	5,248	3.0%	11,700	11,700	0.0%
17	Master's Category 2						
18	M.B.A. (Regular Program)						
19	1-Year Program - May Entry		56,000	**		66,000	**
20	1-Year Program - October Entry		59,000	**		69,000	**
21	Last Cohort of 2-Year Program	28,000	28,000	0.0%	30,000	30,000	0.0%
22	C.S.D./O.T./P.T. (M.Cl.Sc.)	6,795	6,999	3.0%	16,500	16,500	0.0%
23	Dentistry (Orthodontics)	17,100	17,613	3.0%	37,000	39,000	5.4%
24	Education	6,795	6,999	3.0%	16,500	16,500	0.0%
25	Engineering (M.Eng.)	6,795	6,999	3.0%	16,500	16,500	0.0%
26	Journalism	6,795	6,999	3.0%	16,500	16,500	0.0%
27	Library & Information Studies	6,795	6,999	3.0%	16,500	16,500	0.0%
28	Medicine (Family Medicine)	8,950	9,217	3.0%	16,500	16,500	0.0%
29	Ph.D.						
30	All Programs	5,095	5,248	3.0%	11,700	11,700	0.0%

Table 20c
Concurrent Program Tuition Fee Proposals for 2006-07
New Entrants to Concurrent Programs Only
 -- Canadian Students --

HBA / BSc Concurrent Program				
	Concurrent (After 2 Yrs of Engg)		Concurrent (After 3 Yrs of Engg)	
1	Engg	6,426	Engg	6,426
2	Engg	6,426	Engg	6,426
3	HBA 1	18,540	Engg	6,426
4	HBA / Engg *	13,344	HBA 1	18,540
5	HBA / Engg **	13,344	HBA / Engg *	20,262
6	Total	58,080	Total	58,080
7	Cost of Programs Taken Sequentially		\$62,784	

HBA / LLB Concurrent Program				
	Concurrent (Via HBA 1)		Concurrent (Via Law 1)	
1	HBA 1	18,540	Law 1	10,530
2	Law 1	10,530	HBA 1	18,540
3	HBA/LLB *	17,225	HBA/LLB *	17,225
4	HBA/LLB **	17,225	HBA/LLB **	17,225
5	Total	63,520	Total	63,520
6	Cost of Programs Taken Sequentially		\$68,670	

HBA / BA-BSc Concurrent Program				
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BA or BSc	4,326	BA or BSc	4,326
2	BA or BSc	4,326	BA or BSc	4,326
3	HBA 1	18,540	BA or BSc	4,326
4	HBA/BA-BSc *	11,559	HBA 1	18,540
5	HBA/BA-BSc **	11,559	HBA/BA-BSc *	18,792
6	Total	50,310	Total	50,310
7	Cost of Programs Taken Sequentially		\$54,384	

* denotes entry point into concurrent program; ** subject to future tuition increases

Table 20c
Concurrent Program Tuition Fee Proposals for 2006-07
New Entrants Only
-- Canadian Students --

LLB/BSc Concurrent Program				
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BA or BSc	4,326	BA or BSc	4,326
2	BA or BSc	4,326	BA or BSc	4,326
3	Law 1	10,530	BA or BSc	4,326
4	LLB/BA-BSc *	8,683	Law 1	10,530
5	LLB/BA-BSc **	8,683	LLB/BA-BSc *	10,861
6	LLB/BA-BSc **	8,683	LLB/BA-BSc **	10,861
7	Total	45,231	Total	45,230
8	Cost of Programs Taken Sequentially		\$48,894	

LLB/BSc Concurrent Program				
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BESc	6,426	BESc	6,426
2	BESc	6,426	BESc	6,426
3	Law 1	10,530	BESc	6,426
4	LLB/BESc *	9,873	Law 1	10,530
5	LLB/BESc **	9,873	LLB/BESc *	11,596
6	LLB/BESc **	9,873	LLB/BESc **	11,596
7	Total	53,001	Total	53,000
8	Cost of Programs Taken Sequentially		\$57,294	

LLB/MBA Concurrent Program				
	Concurrent			
1	Law 1 *	10,530	September - April	
2	MBA	42,000	May - January	
3	Law 2	3,959	February - April	
4	MBA	14,000	July - August	
5	Law 3	10,530	September - April	
6	Total	81,019		
7	Cost of Programs Taken Sequentially		\$87,590	

* denotes entry point into concurrent program; ** subject to future tuition increases

Table 20c
Concurrent Program Tuition Fee Proposals for 2006-07
New Entrants Only
-- Canadian Students --

BEd/BSc Concurrent Program			
	Concurrent		
1	BSc	4,326	
2	BEd/BSc *	4,472	
3	BEd/BSc **	4,472	
4	BEd/BSc **	4,472	
5	BEd/BSc **	4,472	
6	Total	22,214	
7	Cost of Programs Taken Sequentially		\$22,503

Tuition for students already in concurrent programs (prior to May 2006) would increase by the following rates in 2006-07	
HBA/BESc	1.0%
HBA/LLB	1.5%
HBA/BA-BSc	1.0%
LLB/BA-BSc	4.0%
LLB/BESc	4.0%
LLB/MBA	1.0%
BEd/BSc	4.0%

* denotes entry point into concurrent program; ** subject to future tuition increases

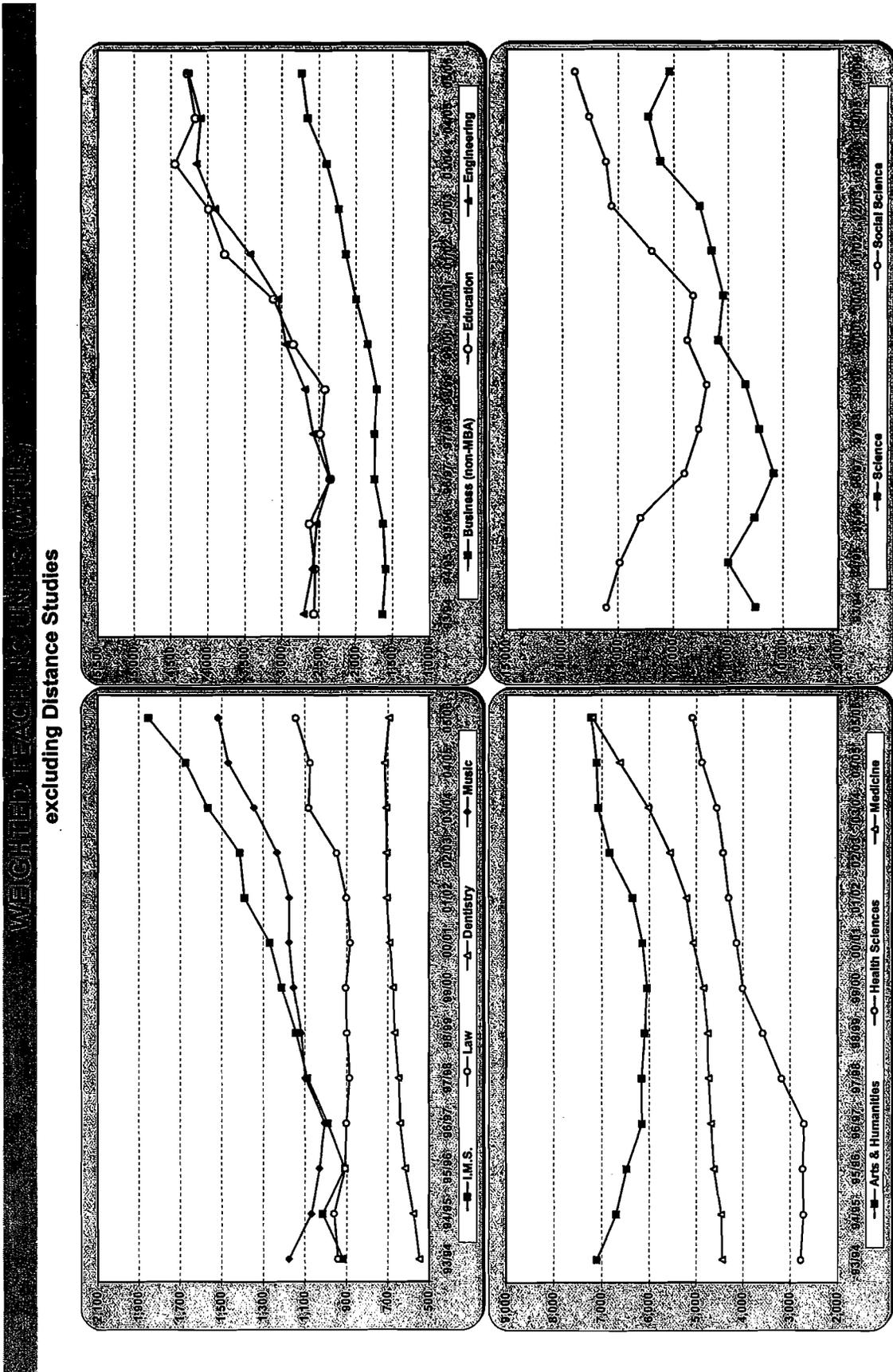
Table 21
SUMMARY OF ENROLMENT FORECAST

		2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
1	Constituent University										
2	Full-Time Undergraduates										
3	Arts & Humanities	1,493	1,585	1,594	1,641	1,545	1,585	1,551	1,532	1,533	1,533
4	Business (HBA)	379	388	398	467	565	600	675	750	825	900
5	Dentistry	238	241	240	246	240	244	252	253	254	254
6	Education	792	865	834	834	844	820	775	775	775	775
7	Engineering	1,497	1,528	1,535	1,442	1,336	1,290	1,261	1,265	1,280	1,286
8	Health Sciences										
9	BHSc Program	1,035	1,042	1,073	1,061	1,058	1,090	1,069	1,093	1,117	1,118
10	Kinesiology	1,122	1,075	1,160	1,150	1,144	1,102	1,056	1,030	997	995
11	Nursing	322	369	456	590	665	763	775	782	782	782
12	Therapies	158	90	27	22	30	25	25	25	25	25
13	Sub-Total	2,637	2,576	2,716	2,823	2,897	2,980	2,925	2,930	2,921	2,920
14	Law	436	453	440	444	471	482	495	495	495	495
15	Media, Information, & Technoculture	461	576	634	718	728	748	723	704	704	704
16	Medicine										
17	MD Program	425	466	495	526	528	540	552	566	580	588
18	BMedSci Program	13	32	222	455	851	815	600	600	600	600
19	Music	387	404	435	499	519	524	498	474	465	464
20	Science	3,557	3,673	3,844	3,966	3,758	3,820	3,903	3,841	3,827	3,824
21	Social Science	5,619	6,021	6,105	6,037	6,097	6,147	6,025	5,965	5,966	5,966
22	Total Full-Time Undergraduates	17,934	18,808	19,492	20,098	20,379	20,595	20,235	20,150	20,225	20,309
23	Concurrent Programs	50	87	102	111	81	85	85	85	85	85
24	Medical Residents	464	511	529	568	631	630	630	630	630	630
25	Full-Time Graduates										
26	Masters	2,217	2,415	2,380	2,307	2,299	2,426	2,398	2,436	2,457	2,469
27	Ph.D.	838	909	1,019	1,121	1,235	1,407	1,513	1,588	1,638	1,660
28	Total Full-Time Graduates	3,055	3,324	3,399	3,428	3,534	3,833	3,911	4,024	4,095	4,129
29	Total Full-Time Enrolment	21,503	22,730	23,522	24,205	24,625	25,143	24,861	24,889	25,035	25,153
30	Part-Time FTEs										
31	Undergraduate	2,212	2,245	2,250	2,142	2,127	2,125	2,125	2,125	2,125	2,125
32	Education (AQs)	871	898	1,131	986	1,000	980	940	900	900	900
33	Masters	90	100	104	113	110	100	100	100	100	100
34	Ph.D.	13	13	20	18	17	15	15	15	15	15
35	Total Part-Time FTEs	3,186	3,256	3,505	3,259	3,254	3,220	3,180	3,140	3,140	3,140
36	Total Constituent FTEs	24,689	25,986	27,027	27,464	27,879	28,363	28,041	28,029	28,175	28,293
37	Affiliated Colleges										
38	Full-Time Undergraduates										
39	Brescia	668	739	894	926	917	916	853	854	893	925
40	Huron	907	907	1,035	1,091	1,104	1,130	1,124	1,122	1,208	1,259
41	King's	2,143	2,418	2,698	2,874	3,069	3,264	3,318	3,297	3,301	3,304
42	Total Full-Time Enrolment	3,718	4,064	4,627	4,891	5,090	5,310	5,295	5,273	5,402	5,488
43	Part-Time FTEs										
44	Brescia	49	50	45	54	63	65	65	65	65	65
45	Huron	32	48	43	32	37	22	22	22	22	22
46	King's	195	215	234	232	260	270	270	270	270	270
47	Total Part-Time FTEs	276	313	322	318	360	357	357	357	357	357
48	Total Affiliate FTEs	3,994	4,377	4,949	5,209	5,450	5,667	5,652	5,630	5,759	5,845
49	Total UWO FTEs	28,683	30,363	31,976	32,673	33,329	34,010	33,905	34,859	35,934	36,138

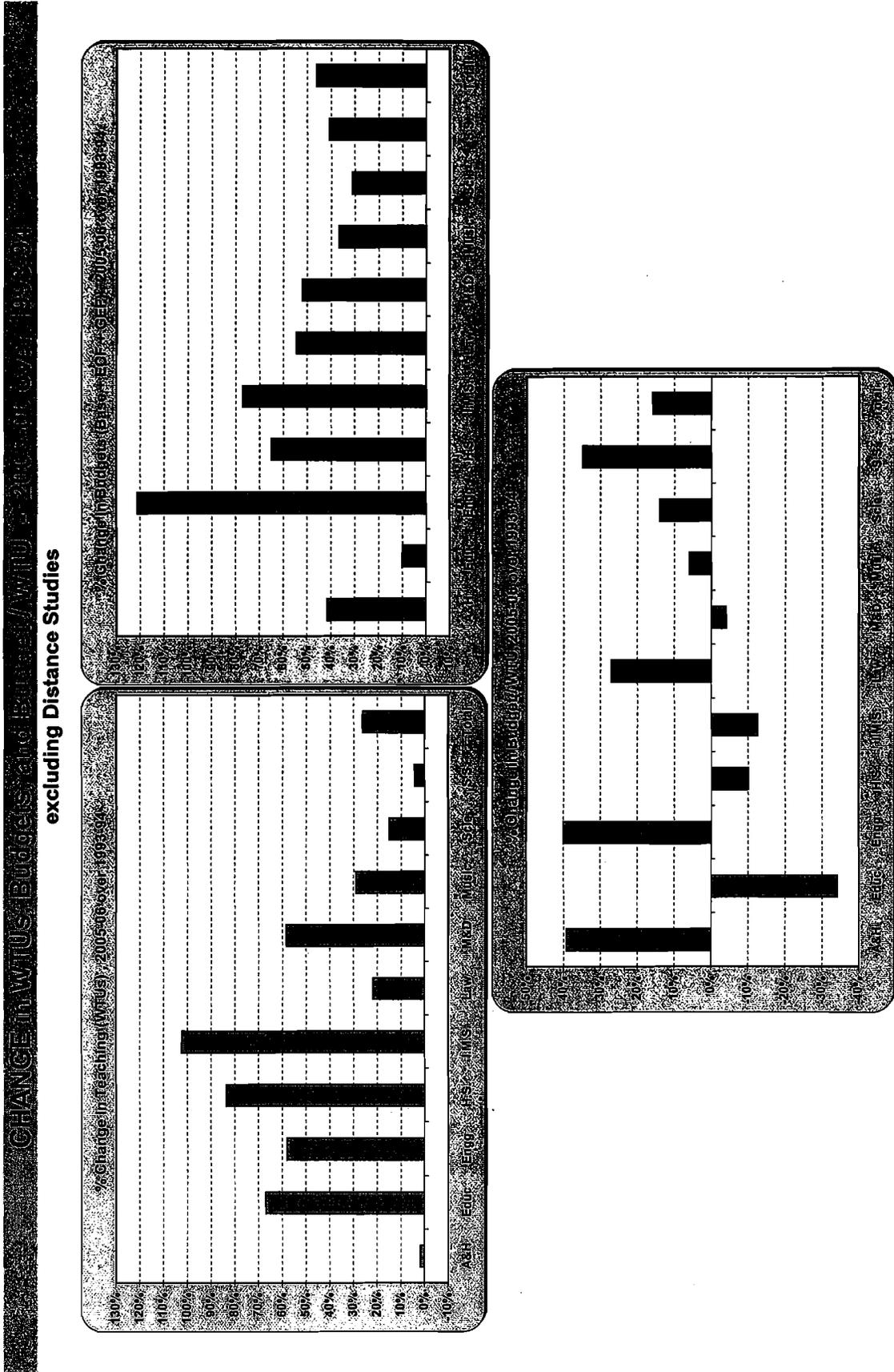
Table 21
SUMMARY OF ENROLMENT FORECAST

		2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
	Rows 50 to 81 Included above										
50	International Students										
51	Constituent Full-Time										
52	Undergraduates	775	846	875	858	806	830	870	910	950	950
53	Medical Residents	110	117	125	122	180	180	180	180	180	180
54	Masters (excluding MBAs)	129	146	144	131	154	162	175	182	183	183
55	MBA (Regular)	78	94	97	95	82	74	58	58	58	58
56	Executive MBA	54	46	50	64	53	65	70	70	70	70
57	Ph.D.	129	150	212	245	280	340	367	383	385	385
58	Year 1 Only										
59	Constituent										
60	Arts & Humanities	393	401	345	376	348	345	345	345	345	345
61	BACSBMOS Program	660	667	662	598	593	600	600	600	600	600
62	Engineering	470	431	429	356	328	360	360	360	360	360
63	Health Sciences										
64	BHSc Program	318	283	335	251	263	300	300	300	300	300
65	Kinesiology	392	330	392	336	363	300	300	300	300	300
66	Nursing	91	104	125	124	125	125	125	125	125	125
67	Media, Information, & Technoculture	166	239	253	296	254	265	265	265	265	265
68	Music	120	121	152	165	140	125	125	125	125	125
69	Science	1,026	1,008	1,306	1,220	1,169	1,150	1,150	1,150	1,150	1,150
70	Social Science	906	907	831	874	784	780	780	780	780	780
71	Total Year 1 - Constituent	4,542	4,491	4,830	4,596	4,367	4,350	4,350	4,350	4,350	4,350
72	Affiliates										
73	Brescia	250	278	365	286	236	260	270	280	290	300
74	Huron	288	319	408	322	322	385	385	385	385	385
75	King's	742	900	1,022	853	850	790	790	790	790	790
76	Total Year 1 - Affiliates	1,280	1,497	1,795	1,461	1,408	1,435	1,445	1,455	1,465	1,475
77	Total UWO Year 1	5,822	5,988	6,625	6,057	5,775	5,785	5,795	5,805	5,815	5,825
78	Masters										
79	All Programs (excluding MBAs)	1,303	1,468	1,558	1,652	1,734	1,875	1,982	2,020	2,041	2,053
80	MBA (Regular)	568	616	557	447	387	315	175	175	175	175
81	Executive MBA	346	331	265	208	178	236	241	241	241	241

Appendix A: Figure 1



Appendix A: Figure 2



Appendix B

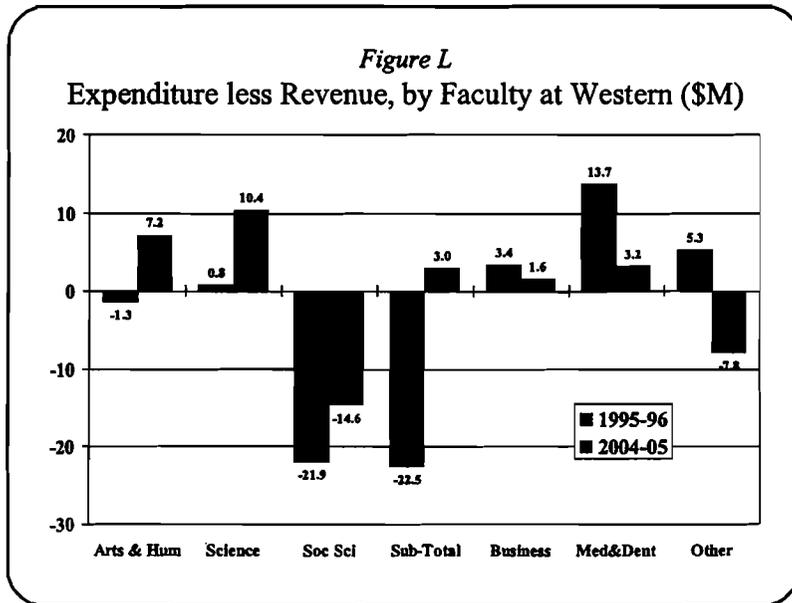
Revenues, Expenditures, and Tuition Fees by Faculty

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

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

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 L** compares expenditure less revenue, by Faculty, for 1995-96 (shown in black pattern) with data for 2004-05 (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 L** shows the results of our calculations.

Figure M shows tuition as a percent of cost, by Faculty, for 2004-05. The figures range from a high of 59.3% for Business to a low of 20.1% 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 M 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. For example, in Social Science, the calculations include 7,615 Full-Time Equivalent students (FTEs), with 7,193 undergraduates and 422 graduate students, in about 40 different programs. In Medicine, there were 1,953 FTEs – 526 MD students, 532 medical residents, 455 B.Med.Sci students, and 440 graduate students. Our analysis does not attempt to cost such individual programs within Faculties.

