



*The University of Western Ontario*

**2007-08 Operating and Capital Budgets**

**April 10, 2007**

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## 2007-08 Operating Budget

April 10, 2007

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### A. Planning and Budgetary Context

The current planning cycle marks the transition to Western's second four-year budget plan spanning the period 2007-08 to 2010-11. The First Four-Year Plan, 2003-04 to 2006-07, encompassed substantial growth in all areas of the University – enrolments, faculty and staff complements, and research activity:

- Full-time undergraduate enrolment increased by 1,875 (or 9.7%) – from 19,406 to 21,281;
- Full-time graduate enrolment increased by 393 (or 11.8%) – from 3,324 to 3,717;
- Full-time faculty complement increased by 143 (or 13.3%) – from 1,075 to 1,218;
- Full-time staff complement increased by 293 (or 15.1%) – from 1,946 to 2,239; and
- Research revenue increased by \$67.5 million (or 47.5%) – from \$142.0 million to \$209.5 million.

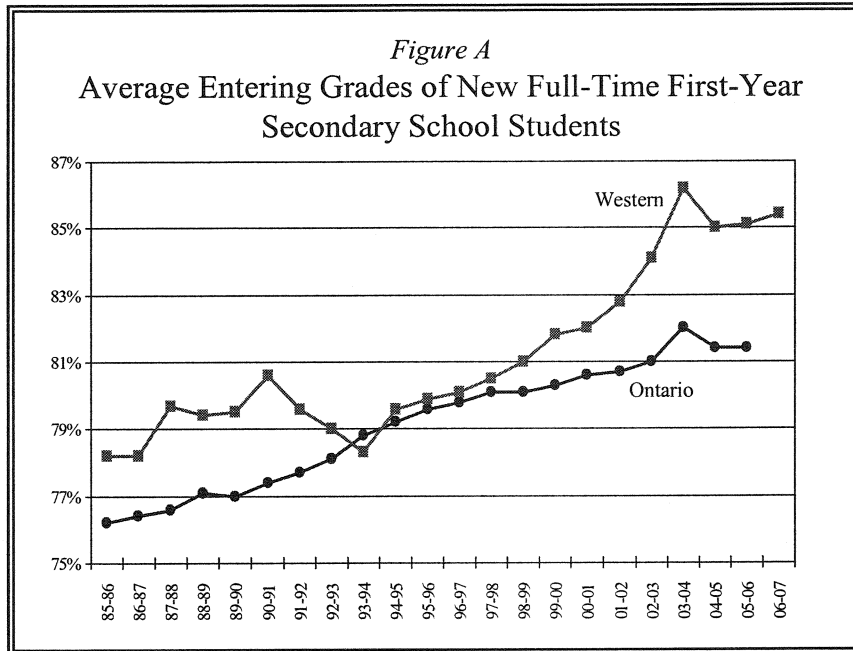
The Second Four-Year Plan, 2007-08 to 2010-11, has been developed in the context of the commitments in the University's new strategic plan – *Engaging the Future* – and the priorities outlined in the Faculties' renewed Academic Plans and Support Unit Operational Plans. Our budgetary planning for the next four years is being carried out with the resources expected from the Provincial Government's *Reaching Higher* plan, a multi-year financial commitment to Ontario's universities. A major portion of the Government's commitment has been realized during the past two years – i.e. 2005-06 and 2006-07. Looking forward, our sources for incremental revenues are provincial funding for graduate expansion and quality improvement, and the Government's multi-year tuition framework, which allows for modest increases in tuition rates.

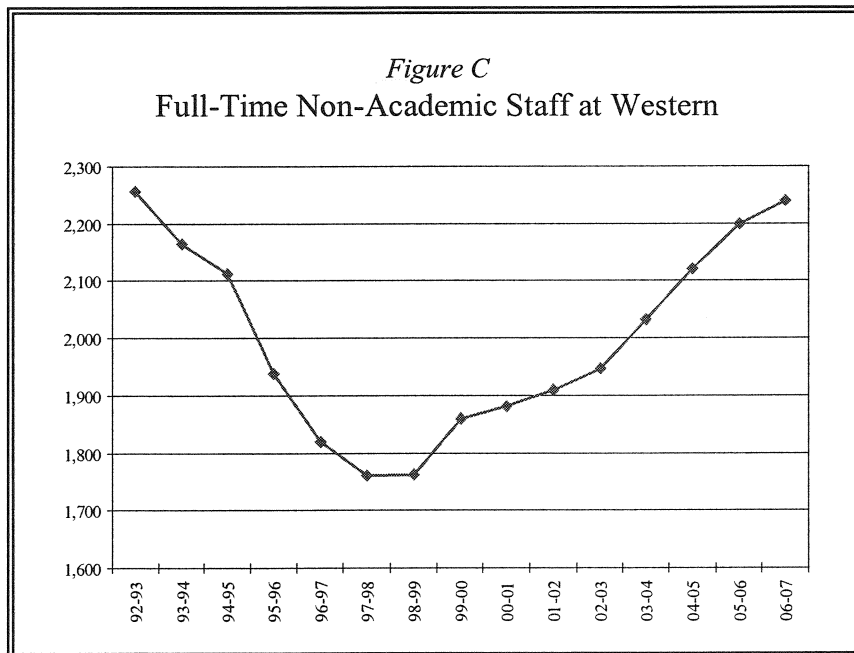
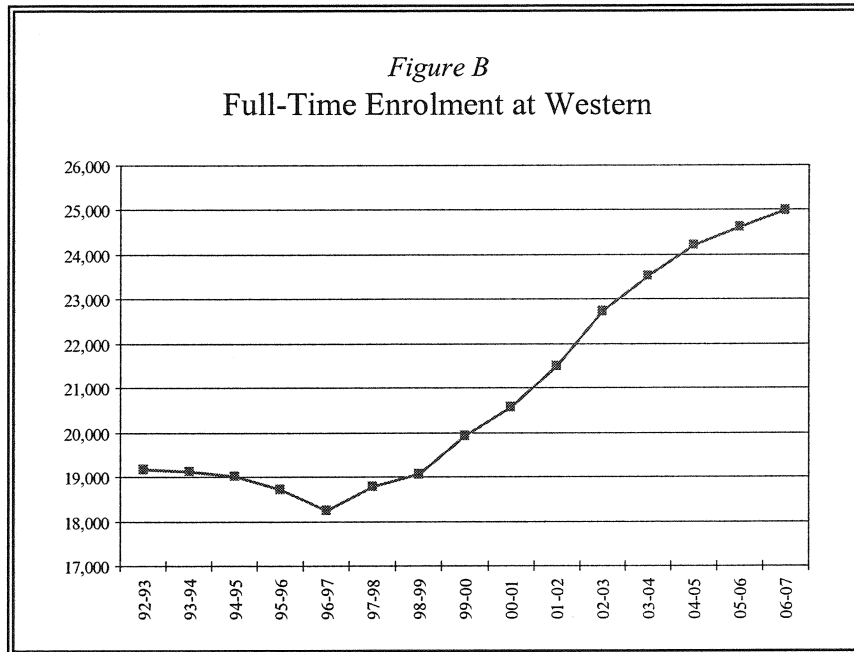
The anticipated additional government resources – a substantial portion of which is linked directly to additional graduate students – allow us to invest strategically in areas such as graduate student expansion and the undergraduate student experience. It is useful to review growth in enrolment, total operating revenues (mainly government grants and tuition), and revenues per FTE for the following three periods:

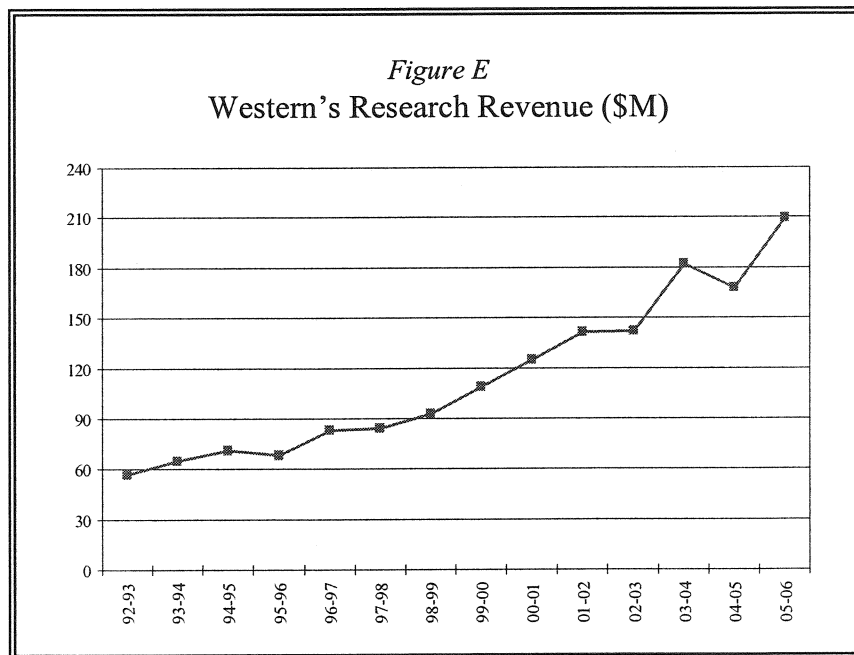
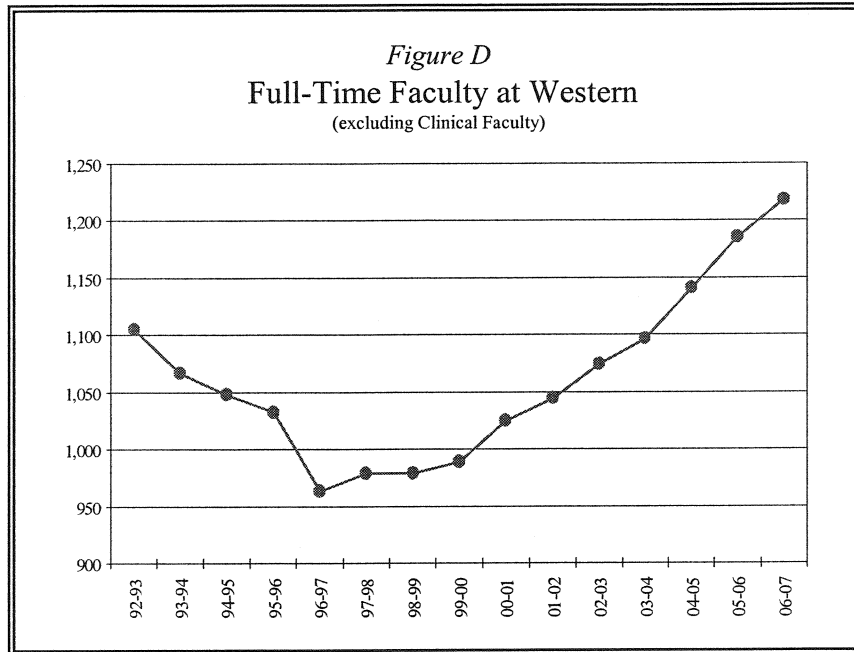
	FTE Enrolment	Operating Revenues	Revenues per FTE
1996-97 to 2001-02	16.1%	36.5%	17.5%
2001-02 to 2006-07	14.1%	41.3%	23.9%
2006-07 to 2011-12 forecast	2.2%	14.0%	11.6%

Most of the funding increase in the first period came from tuition revenue, while since 2001-02 government grants have been more important.

Within the above budgetary context, the recommendations in this budget document seek formal Board approval for (1) the 2007-08 Operating and Capital Budgets, and (2) the first round of University Priorities Investment Fund (UPIF) recommendations, covering the full 2007-11 period. All other data provided for years after 2007-08 are for information only. Additional recommendations arising in the planning cycles in each of the coming three years will be confirmed in subsequent annual planning cycles.









## **B. Update on Initiatives Introduced in 2006-07**

The following initiatives were included in the University's 2006-07 Operating Budget, and involved substantial investments in support of academic priorities such as faculty recruitment, graduate expansion, student experience, and research intensity.

- UPIF allocations in 2006-07 amounted to \$5.6 million for the Faculties and \$3.7 million to the Support Units – bringing the total UPIF allocations during the First Four-Year Plan (2003-04 to 2006-07) to \$10.5 million for the Faculties and \$10.0 million for the Support Units.
  - A new program of financial support to facilitate the appointment of well-qualified spouses/partners of newly-recruited faculty members to full-time academic positions within the University was introduced in 2006-07. The program involves 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. To date, in 2006-07, four spousal appointments with a total central budget investment of \$108,500 have been supported through this initiative.
  - The long-range space plan approved as part of the 2006-07 University budget is proceeding.
    - ▶ The first stage of the modernization of the Biological & Geological Sciences Building has been completed. The second stage of the four-stage project is currently underway.
    - ▶ Construction of the Material Sciences Addition – which will provide much-needed undergraduate instructional laboratories, graduate student space, faculty office space, and research space for the Departments of Chemistry and Physics & Astronomy – has begun, and the facility is expected to be completed by Spring 2008.
    - ▶ Renovations at Westminster College – which will house two research groups and the University Preschool Laboratory from the Department of Psychology as well as the Vice-President External's portfolio – are well underway with a projected completion date of late Summer 2007.
    - ▶ The Biotron – a CFI-funded world-class, integrated, environmental science and climate change research facility – is nearing completion.
    - ▶ Construction of the Student Recreational Facility in the South Valley Site is underway, and the facility is expected to be completed by Fall 2008.
    - ▶ The Support Services Building project on the west side of Western Road is underway, with a planned completion date of Fall 2008.
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- ▶ Planning for renovations at the Faculty of Education Building – which includes replacement of the HVAC system to improve air quality – is underway, and the project is expected to begin shortly with completion planned for Spring 2008.
  - ▶ Preliminary planning for the Physics & Astronomy Building renovations is expected to be completed soon. Next steps include the development of detailed operational planning and budgetary estimates. It is anticipated that the project will be completed in 2011.
  - ▶ Preliminary planning for the replacement of the Bio-Engineering Building (BEB) is underway. The replacement facility is expected to be designed as a “Green Building” and will house a recently-approved CFI initiative, as well as providing additional undergraduate student space, graduate student offices, faculty offices, and research space. Completion is planned for Spring 2009.

An outcome of the projects described above is that a substantial amount of space will become available for academic purposes in the heart of our campus, including space in the Social Sciences Centre, Alumni Hall, the University Community Centre, the Stevenson-Lawson Building, the Natural Sciences Centre, Elborn College, the Health Sciences Addition, and the current Physical Plant Building. Initial recommendations for allocation of some of the vacated space is presented later in this document.

Along with the items described above, three additional initiatives were introduced in-year in 2006-07 after the approval of the University budget:

1. 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 – as signalled in the University’s budget document – the Provost conducted a competition in the summer of 2006, leading to the approval to recruit 14 additional faculty positions for the 2007-08 academic year. These positions are formally included in the 2007-08 UPIF recommendations described later in this document.
2. Discussions with Deans during the summer of 2006 regarding graduate enrolment expansion revealed a number of issues and challenges in the areas of marketing/recruitment, graduate student support, faculty and staff levels, and space. In recognition that graduate student recruitment for 2007-08 must begin a year in advance, the Provost recommended that additional funding to support graduate expansion be provided – in the form of a supplement to the Graduate Expansion Fund (GEF). The specifics of the recommendation to supplement the GEF (i.e., GEF+) are that:
  - ▶ An additional \$4,000 will be provided for each incremental Canadian graduate student (which includes students with Permanent Resident status) enrolled in 2007-08 over the 2006-07 level.
  - ▶ The funding arrangement will continue beyond 2007-08.
  - ▶ The funding will be provided in addition to the existing Enrolment Contingent Fund (ECF) and Graduate Expansion Fund (GEF) commitments currently in place.

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- ▶ Similar to ECF and GEF, these new funds will be transferred to Faculty budgets each year after the November enrolments are finalized.
  - ▶ When combined with the current ECF and GEF allocations, this supplement will provide the Faculties with \$11,250 per incremental Canadian masters student and \$21,500 per incremental Canadian doctoral student – starting in 2007-08.
3. In the summer of 2006, in order to facilitate graduate student recruitment for the fall 2006 term, additional base funding was provided to the Faculty of Engineering (\$100,800), the Schulich School of Medicine & Dentistry (\$97,200), and the Faculty of Science (\$124,200) in support of graduate student funding. These allocations are also in recognition of the fact that these three Faculties have traditionally not received the “disciplinary adjustment” component of the Graduate Student Scholarship and Training Fund (GSSTF) administered through the Faculty of Graduate Studies.

### **C. *Engaging the Future* – Strategic Resource Allocations for the Second Four-Year Plan**

Western’s new Strategic Plan – *Engaging the Future* – and the associated Academic and Operational Plans of our Faculties and Support Units guide our planning process and associated budget recommendations. The recommendations in this first round of the four-year planning process – spanning the period 2007-08 through 2010-11 – invest resources in direct support of the commitments in *Engaging the Future*. The four-year budget recommendations include base funding from the University Priorities Investment Fund (UPIF), the Canada Research Chairs (CRCs), ECF/GEF/GEF+ allocations, one-time funding from the Provost’s Academic Support Fund (PASF), the Research Infrastructure Support Fund (RISF), and other one-time funds.

- 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 that are linked to the University’s Strategic Plan. UPIF proposals from the Faculties and the Support Units must be well-integrated with Academic/Operational Plans and with internal resource allocation decisions within the units.
  - The CRC program – established in 2000 by the Federal Government – is intended to enable Canadian universities to achieve the highest levels of research excellence and to establish world-class research centres in a global, knowledge-based economy.
  - The ECF – introduced in 1997-98 – is now a well-established feature of Western’s annual budgeting process, and is intended 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 GEF and GEF+ were introduced in direct response to calls from Deans, Chairs, and faculty for additional resources to support graduate enrolment expansion.
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- The PASF is a source of annual one-time funds intended to support specific instructional and research initiatives within the Faculties.
- The RISF – recommended by the Vice-President (Research) as annual one-time funding – is intended to support costs of critical research infrastructure within the Faculties.

As indicated above, the budget recommendations are linked to the University's Strategic Plan – *Engaging the Future*. For the four-year planning period, the recommendations outlined in this document provide the Faculties and Support Units with funding as follows: \$9.13 million in UPIF base funds, \$2.63 million in PASF resources, and \$10.95 million in one-time funding. The major portion of these allocations are in direct support of the commitments made in various chapters of our Strategic Plan, namely: *Enhancing the Undergraduate Student Experience, The Graduate Experience and Graduate Expansion, Building the Research-Intensive University, Internationalization, Faculty Recruitment and Retention, and Commitments to Staff and a Supportive Workplace*.

### **Allocations in Support of Commitments to “*Enhancing the Undergraduate Experience*”**

#### UPIF Allocations (\$155,000)

- A student services staff appointment which will also support international programs in the Faculty of Law
- Funding to the Registrar's Office to support the expansion of career service activities
- Student internship opportunities within Human Resources

#### PASF Allocations (\$768,178)

- New service learning course in Applied Ethics and internships in Business French in the Faculty of Arts & Humanities
- Teaching equipment and laboratory upgrades in the Faculty of Engineering
- Clinical teaching equipment and facilities in the Faculty of Health Sciences
- Infrastructure support for undergraduate courses in the Faculty of Information & Media Studies
- Classroom technology upgrades in the Faculty of Law
- Teaching equipment and laboratory upgrades in the Schulich School of Medicine & Dentistry
- Studio equipment to support undergraduate courses in the Don Wright Faculty of Music
- Redesign of undergraduate Physics laboratory courses and new hardware/software for first-year Chemistry laboratories in the Faculty of Science

#### One-time Allocations (\$1,150,000)

- Undergraduate student design projects and entrepreneurial opportunities in the Faculty of Engineering
- Funding to the Registrar's Office to support the expansion of career service activities
- Funding to support First Nations student initiatives

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In addition to the above operating budget allocations, as described later in this document, a new student services building is being recommended - at an estimated cost of \$20 million.

### **Allocations in Support of Commitments to “*The Graduate Student Experience and Graduate Expansion*”**

#### UPIF Allocations (\$2,022,000)

- Staff position to support graduate programs in Visual Arts and funding for graduate student financial support in the Faculty of Arts & Humanities
- Staff position to support graduate programs in the Faculty of Education
- Faculty appointment to support the expansion of the MLIS program, faculty appointment to support a new graduate program in Popular Music/Culture, and funding for graduate student awards in the Faculty of Information & Media Studies
- Support for a graduate program in Musical Theatre in the Don Wright Faculty of Music
- Funding for graduate student financial support and GTAs in the Faculty of Science
- Funding for graduate student financial support and GTAs in the Faculty of Social Science

#### PASF Allocations (\$386,604)

- Graduate student recruitment initiatives in the Faculty of Arts & Humanities
- Equipment for a graduate student computer laboratory in the Faculty of Education
- Creation of a graduate student computer laboratory in the Faculty of Engineering
- Computing equipment for graduate programs and students in the Faculty of Health Sciences
- Graduate student travel fund in the Faculty of Information & Media Studies
- Furnishings to accommodate graduate expansion in Anatomy and Cell Biology in the Schulich School of Medicine & Dentistry
- Graduate student recruitment initiatives in the Faculty of Science

#### One-time Allocations (\$3,000,000)

- Support for the Masters program in Linguistic Studies in the Faculty of Arts & Humanities
- Continuation of the 360° Initiative for Graduate Students – carried out by the Teaching Support Centre, in collaboration with the Faculty of Graduate Studies
- University-wide graduate student recruitment initiatives
- Support for a graduate program in Musical Theatre in the Don Wright Faculty of Music

In addition to the above operating budget allocations, as described earlier in this document, the supplement to the Graduate Expansion Fund (GEF+) is being introduced in 2007-08 – and will provide additional funding to the Faculties in direct support of graduate expansion.

### **Allocations in Support of Commitments to “*Building the Research-Intensive University*”**

#### UPIF Allocations (\$195,000)

- Staffing in the Vice-President (Research) portfolio to support the University’s expanding research activities

PASF Allocations (\$208,719)

- Research initiatives in the Faculty of Education
- Research infrastructure support in the Faculty of Social Science

One-time Allocations (\$2,260,000)

- Staff position to support the preparation of research grant proposals in the Faculty of Health Sciences
- University-wide Interdisciplinary Initiatives (IDIs)
- Support for equipment upgrades in Animal Care and Veterinary Services

**Allocations in Support of Commitments to “*Internationalization*”**UPIF Allocations (\$176,000)

- Faculty appointment in Educational Foundations and International Education in the Faculty of Education
- Staffing in the Vice-President (Research) portfolio to support internationalization initiatives

PASF Allocations (\$75,000)

- Internationalization initiatives in the Faculty of Social Science

One-time Allocations (\$200,000)

- Internationalization initiatives in the Faculty of Engineering

**Allocations in Support of Commitments to “*Faculty Recruitment and Retention*”**UPIF Allocations (\$3,168,000)

- Three faculty appointments in the Faculty of Arts & Humanities (Technical Communication, Renaissance Drama, Early Modern Philosophy)
  - Faculty appointment in Second Language Acquisition and English as a Second Language in the Faculty of Education
  - Five faculty appointments in support of the Faculty of Engineering’s Academic Plan
  - Three faculty appointments in the Faculty of Health Sciences (Speech Production, Mental Health, Rehabilitation)
  - Two joint faculty positions between the Faculty of Health Sciences and the Schulich School of Medicine & Dentistry – one in Inter-Professional Education and one in Health Policy
  - Faculty appointment in Library Science in the Faculty of Information & Media Studies
  - Faculty appointment in Criminal Law or International Law in the Faculty of Law
  - Seven faculty appointments in the Schulich School of Medicine & Dentistry: a Translational Scientist, an appointment in Bioinformatics, an appointment in Genetic Epidemiology, an Optical Spectroscopy Scientist, an appointment in Transdisciplinary Research, an appointment in Organ Systems Development, and an appointment in Drug Metabolism and Pharmacokinetics
  - Faculty appointment in Performance (Piano) in the Don Wright Faculty of Music
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- Four faculty appointments in the Faculty of Science – one in each of Chemistry, Applied Mathematics, Statistics and Actuarial Sciences, and Mathematics
- Five faculty appointments in the Faculty of Social Science (Environmental Anthropology, Applied Statistics and Management, Strategic Management, International Relations - Pacific Rim, and Sociology)

#### PASF Allocations (\$230,000)

- Start-up funding for new faculty in the Schulich School of Medicine & Dentistry
- Start-up funding for new faculty in the Faculty of Science

#### One-time Allocations (\$720,000)

- Bridge funding for new faculty appointment in the Don Wright Faculty of Music
- Support for NSERC-UFAs – two in Biology and one in Chemistry – in the Faculty of Science

#### **Allocations in Support of “Commitments to Staff and a Supportive Workplace”**

#### UPIF Allocations (\$65,000)

- Staff appointment in Human Resources in the area of staff relations

#### One-time Allocations (\$80,000)

- Funding to Human Resources to support University-wide staff training and development initiatives

In addition to the above direct operating budget allocations, the overall UPIF and one-time recommendations to the Faculties and Support Units provide funding for 13 new staff positions.

## **D. New Initiatives being Introduced in 2007-08**

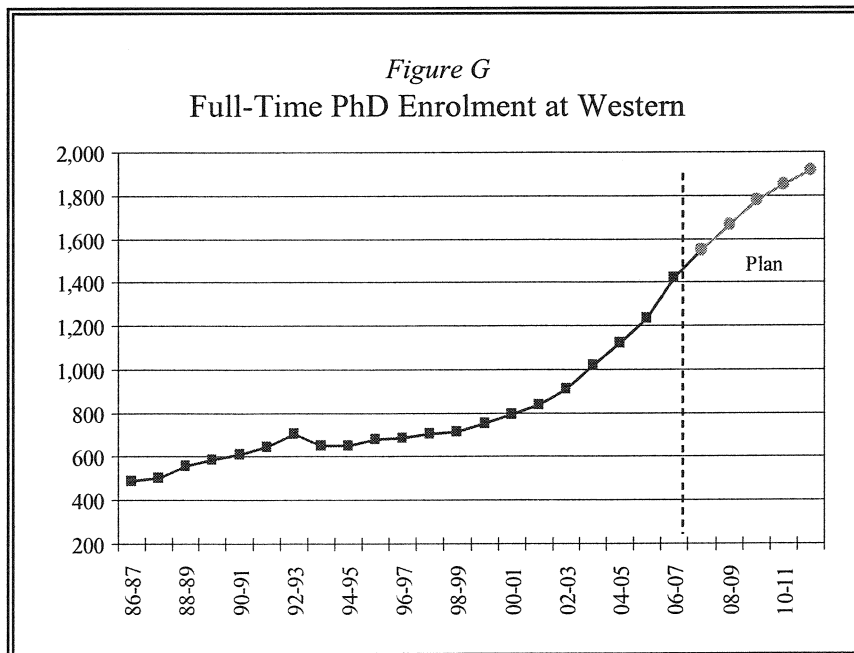
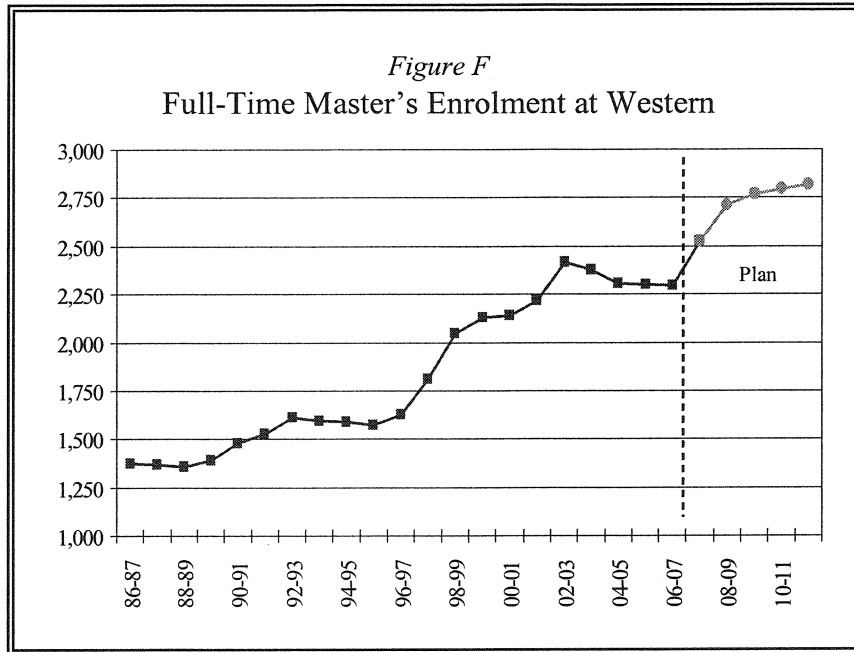
### ***1. Investments in Support of Interdisciplinarity***

Western’s new Strategic Plan calls on the University community to promote interdisciplinary initiatives by fostering activities that transcend academic disciplines and create new areas of scholarship. These activities can take place between disciplines within Faculties but should also develop across Faculties. It is being recommended that a sum of \$500,000 in one-time funds be allocated in each year of the four-year planning period in support of Interdisciplinary Initiatives (IDIs).

### ***2. Supplement to the Graduate Expansion Fund***

Expansion of graduate enrolment continues to be of high priority at Western. An outcome of the recently-completed planning process is a set of updated graduate enrolment plans from the Faculties. As described earlier in this document, in response to a number of resource pressures associated with

graduate expansion, additional funding to support graduate expansion is being recommended – in the form of a supplement to the Graduate Expansion Fund. Starting in 2007-08, the new fund (GEF+) will provide the Faculties with additional resources for growth in the number of Canadian graduate students.





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### **3. *The Evolution of the Long-Range Space Plan and the Initial Space Allocation Recommendations***

As described earlier in this document, a number of the capital projects that are part of the University's long-range space plan are well underway. The eventual outcome of the space plan is that centrally-located space will be made available for academic purposes. As part of the current planning cycle, all Faculties and Support Units were invited to identify space pressures and discuss their space needs in the context of their academic/operational plans and the University's Strategic Plan. As an outcome of these discussions, two major items are being presented in this document – the first is a possible alteration to the long-range space plan itself and the second is the allocation of some of the space that will be vacated in the Stevenson-Lawson Building (SLB).

1. The long-range space plan presented last year included the consolidation of all student service activities in the current Physical Plant Building – after the Physical Plant Department relocates to the new Support Services Building. Assessment of the space available in the current Physical Plant Building has revealed that the amount of space may not be adequate to accommodate future expansion of student service activities. Therefore, it is being recommended that a new student services building be constructed adjacent to the University Community Centre – to consolidate all student activities. Options for siting and the building costs are currently being developed. The current Physical Plant Building would become available for other academic purposes.
2. It is being recommended that, when the Stevenson-Lawson Building (SLB) is available for occupation, a substantial portion of the vacated space be allocated to the Faculties of Arts & Humanities and Social Science for the following purposes:
  - relocation of the Departments of Classical Studies and Philosophy from Talbot College;
  - relocation of the Department of Women's Studies from Somerville House;
  - relocation of the Writing Program from University College;
  - relocation of the Department of History from the Social Science Centre.

These proposals would provide the two Faculties with much-needed additional space and would support the graduate expansion plans in the two Faculties. The proposals for the Faculty of Arts & Humanities also have the advantage of consolidation of the Faculty in two adjacent/connected buildings – SLB and University College. Details of the SLB space plan will be developed over the coming months in consultation with the two Faculties and the relevant Departments. The outcome of the SLB proposals is that space would be vacated in Talbot College, Somerville House, University College, and the Social Science Centre. The vacated space in University College would provide space relief for other areas within the Faculty of Arts & Humanities and the vacated space in the Social Science Centre would be available to the Faculty of Social Science to address space needs in other departments.

Discussions regarding the use of all other space that would become available are continuing, and recommendations for their allocation will be addressed in the future.

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#### **4. *Integration of the Robarts Research Institute (Robarts) into Western***

Discussions have been underway since the fall of 2006 about the possibility of the integration of the Robarts Research Institute into Western. The President of Western and the Interim Scientific Director of Robarts, Dr. Cecil Rorabeck, have signed a memorandum of agreement outlining the conditions under which Robarts could be integrated into Western as a Research Institute within the Schulich School of Medicine & Dentistry. The University is committed to maintaining the Robarts brand as a centre of world-class science. The integration is subject to approval by Senate and the Boards of the two institutions. The text that follows assumes that all three bodies will approve the integration. If any one of those bodies rejects the integration, the text that follows will not apply to this budget document.

The financial aspects of the memorandum of agreement are included in this budget, and the specifics of the budgetary arrangement are as follows:

- Before formally joining Western, Robarts will achieve cost reductions through restructuring in the amount of \$2.6 million. After this restructuring, it is estimated that a sum of \$1.8 million in base funding would be required to balance the Robarts budget.
- This \$1.8 million will be drawn equally from the Schulich School's existing resources and the central University budget. The University's commitment of \$900,000 is included in this budget.
- The funds in Robarts non-endowed accounts will be managed by Western in accordance with the University's investment policies. Earnings on the funds from Robarts non-endowed accounts will be retained by Robarts.
- Western has also committed to providing \$150,000 in 2007-08 in one-time funds in support of Robarts.
- On March 29, the Provincial Government committed a sum of \$23 million - \$12 million in research funding to Robarts Scientists and \$11 million in one-time operating funds to Western – to support the integration of Robarts into Western. These funds will be transferred to the Schulich School and managed by the Dean, in support of the Robarts integration. The actual spending of these funds could occur over a four-year period. During the transition period, these funds would support operating costs such as salaries of scientists and staff and building operating costs, thus allowing the Dean of the Schulich School to stabilize the Robarts budget and deal with the one-time costs of the integration.

Following integration, Robarts will be included in the Western planning processes through the Schulich School. The Dean of Schulich will include Robarts within the School's planning and budget priorities – including requests for future resources from the central Western budget. The base budget allocation from Western (i.e. the initial \$1.8 million University/Schulich allocation) will be subject to annual adjustments as is the case with all units. These adjustments will include the starting base budget reductions applied to all Faculty base budgets and the provision of incremental

funds to cover the costs of centrally-negotiated salary increases associated with the portion of salaries funded by Western's base operating budget allocation. The Dean of the Schulich School will be accountable to the Provost for the Robarts budget.

### **E. Update on Current Year's Budget (i.e. 2006-07)**

Figures H and I summarize the variance in the 2006-07 operating revenues and expenditures – the difference between the current estimates of 2006-07 revenues and expenditures and the 2006-07 revenues and expenditures approved by the Board of Governors in May of 2006.

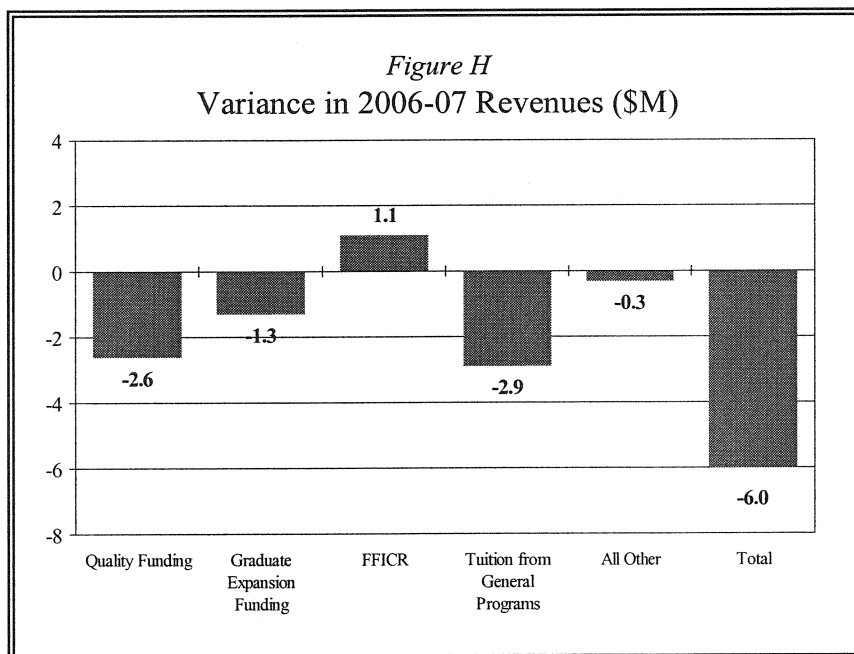
#### Revenues

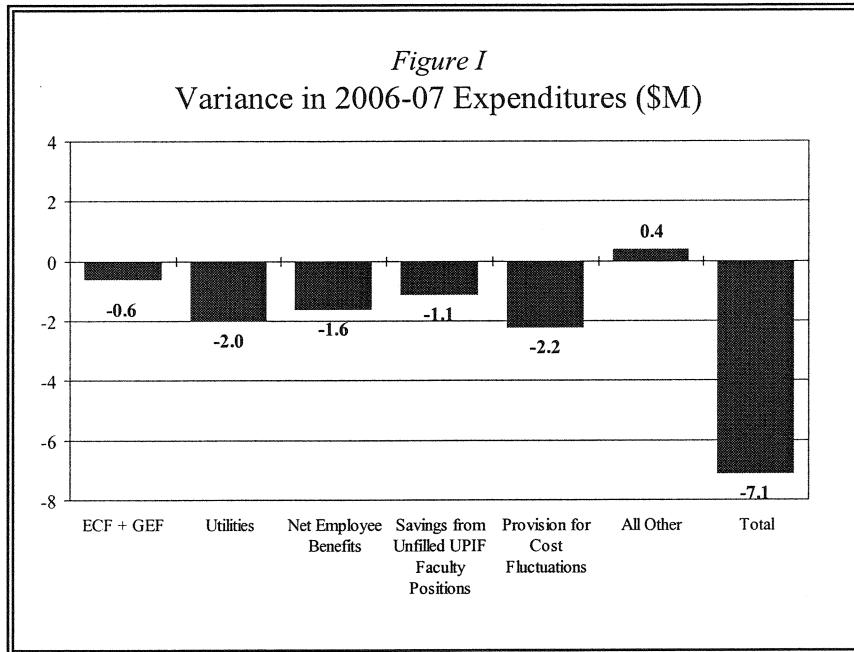
- Provincial Government grants in support of graduate expansion are lower by \$1.3 million because of lower than forecast domestic graduate student enrolments.
- At the time the University budget was prepared in the Spring of 2006, details of the Quality Improvement Funding from the Province were not available. We incorporated our best estimates of Western's share of these funds. The final actual pool of funds was lower than initially anticipated, and therefore, Western's share is lower by \$2.6 million.
- The Federal Government announced an in-year increase to the Federal Funding for the Indirect Costs of Research (FFICR), and Western's share of this increase is \$1.1 million.
- Tuition revenue from general programs (excluding self-funded programs in Business, Medicine, and Dentistry) is lower by \$2.9 million. Of this, undergraduate tuition is lower by \$2.5 million primarily due to lower-than-projected international student enrolments, and graduate tuition is lower by \$0.4 million due to lower-than-projected overall enrolments.
- The net change in all other revenues is a decrease of approximately \$0.3 million.
- The result of the above is that total revenues for 2006-07 are estimated to be lower by \$6.0 million.

#### Expenditures

- As a result of lower-than-projected graduate enrolments, allocations to the Faculties from the Enrolment Contingent Fund (ECF) and the Graduate Expansion Fund (GEF) are lower by \$0.6 million.
- Due to lower prices and higher-than-normal winter temperatures, our utilities expenditures are projected to be \$2.0 million lower.

- Employee benefit costs continue to increase, but net employee benefits are \$1.6 million lower because of increased recoveries from operating and research funds.
- Savings associated with as yet unfilled faculty positions funded by the University Priorities Investment Fund (UPIF) is \$1.1 million higher than projected a year ago.
- The Provision for Cost Fluctuations – which includes provisions for salary increases, utilities costs, and contingencies for the ECF and GEF – have been reduced by \$2.2 million.
- The net change in all other expenditures is an increase of \$0.4 million.
- The result of the above changes is that total expenditures for 2006-07 are estimated to be \$7.1 million lower than the amount approved by the Board of Governors in May 2006.





## F. Four-Year Operating Budget Forecast

As indicated earlier in this document, 2007-08 is the initial year of Western’s Second Four-Year Plan. This budget document seeks formal approval of the first round of UPIF recommendations covering the full four-year planning period but all other approvals cover only the annual 2007-08 budget. These recommendations, both for the 2007-08 budget and for the first round of UPIF, have been guided by projections of operating revenues and expenditures for the full four-year planning period. These projections respect the requirement of an operating reserve at the Board-mandated level of \$2.5 million at the end of the four-year cycle. Over the course of a multi-year budget plan, the detailed underlying assumptions are critical; minor variations in assumptions can have a significant cumulative impact over the full planning period. Table 1 summarizes the current status of the Four-Year Operating Budget Outlook. The major assumptions underlying the four-year outlook are as follows:

### Revenues

- The Provincial Government’s commitment to Universities through its *Reaching Higher* framework will be honoured – including on-going funding for previous undergraduate enrolment growth, future graduate enrolment growth, quality improvements, and targeted program expansions.

- 
- The Federal Funding for Indirect Costs of Research (FFICR) will continue during the four-year planning period.
  - All other government grants will be maintained at least at current levels.
  - Enrolment projections (shown in Table 21) underlying the tuition revenue projections will be achieved.
  - Overall tuition fee level increases are expected to be consistent with the government's current framework.
  - Performance in the equity markets will continue to reflect long-term returns, and we will be able to draw the necessary funds from this source.

### Expenditures

- ECF and GEF projections are a function of enrolment/teaching levels, and are based on the enrolment projections shown in Table 21.
- Increases in non-salary costs for most major corporate line items (e.g. physical plant utilities, insurance, central information systems) will not exceed basic inflation.
- Provision for increases in employee salary and benefit costs will be as negotiated with the employee groups.

### Net Position and Operating Reserve

- As can be seen in line 36 of Table 1, the Operating Reserve is projected to be \$5.0 million at the end of the current year (i.e. 2006-07). The reserve is projected to be at the Board-mandated level of \$2.5 million at the end of the four-year planning period.
- It should be reiterated that minor variations in the assumptions of multi-year budget projections can have a significant cumulative impact on the Operating Reserve.

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

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## G. 2007-08 Operating Revenues

Table 8 summarizes the University's operating revenue forecast for 2007-08.

### Government Grants

As indicated earlier in this document, the Provincial Government's *Reaching Higher* plan has provided Western with substantial incremental grant funding. While a large portion of this funding has flowed in the first two years of their plan – 2005-06 and 2006-07 – we will continue to receive additional funding in support of graduate expansion, previously unfunded enrolment, and targeted program expansion.

### Tuition Fees

In the spring of 2006, the Provincial Government announced a multi-year tuition framework for Ontario's universities – spanning the period 2006-07 to 2009-10. The framework included the following components:

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

Following on the Government's announcement, Western's Board of Governors approved tuition fee increases for 2006-07 as follows:

- tuition fees for most undergraduate programs increased by 4.5% for the first year of study and by 4% for upper years of study;
- for undergraduate Engineering, Law, and Dentistry, tuition fees increased by 8% for the first year of study and by 4% for upper years of study;
- graduate tuition fees for Canadian students increased by 3% – lower than the maximum allowed by government; and
- the overall weighted annual average increase was 4.0% – 1.0% below the allowed maximum of 5.0%.

As part of the 2006-07 budget/tuition approval process a commitment was made by the Provost to undertake consultation concerning tuition fee levels at Western during the period of the

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Government's framework – i.e. up to and including 2009-10. After discussions through the recently-completed planning process, the Provost has concluded that the most prudent course of action is to come forward with a tuition framework for the next two years, that is, up to and including 2008-09. There will be a provincial election in the fall of 2007, after which further information concerning the Government's plans and policies for post-secondary education for the following term of office may be available. It is, however, unlikely that there will be any significant change of government policy for 2008-09.

It is recommended that the Board of Governors approve tuition fees for a two-year period, 2007-08 and 2008-09. These recommendations are shown in Tables 20a, 20b, and 20c, and generally follow the pattern of increases in 2006-07.

### **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, and Contributions from Ancillaries and Other Operations.

- To date, Western has received funding for 55 CRCs. For 2007-08, an additional 8 CRCs are anticipated – increasing the total funding from this source to \$9.1 million. Table 3 summarizes the CRC allocations to 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 the costs of the services provided.
- The improved performance of the equity markets in recent months will allow us to draw \$6.3 million from our investment funds.
- 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 of Business 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.

## **H. Faculty Budget Recommendations for 2007-08**

### **Base Budget Allocations**

Table 9 shows the 2007-08 base budget recommendations for Western's Faculties. Final 2007-08 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;



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- faculty turnover recovery, which returns the greater of \$65,000 or 60% of the retiring or departing faculty member's salary to the Faculty budget;
  - UPIF allocations (detailed in Table 2);
  - other base budget investments, including targeted government program expansion funding and tuition-based investments;
  - conversion of Enrolment Contingent Fund (ECF) to base budget; and
  - the allocation of funds associated with CRC appointments (detailed in Table 3).

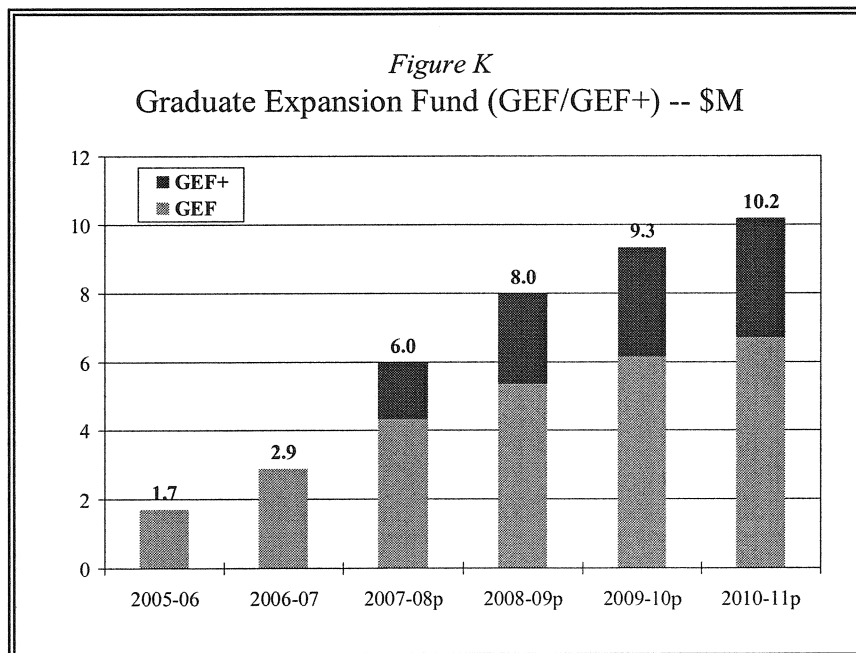
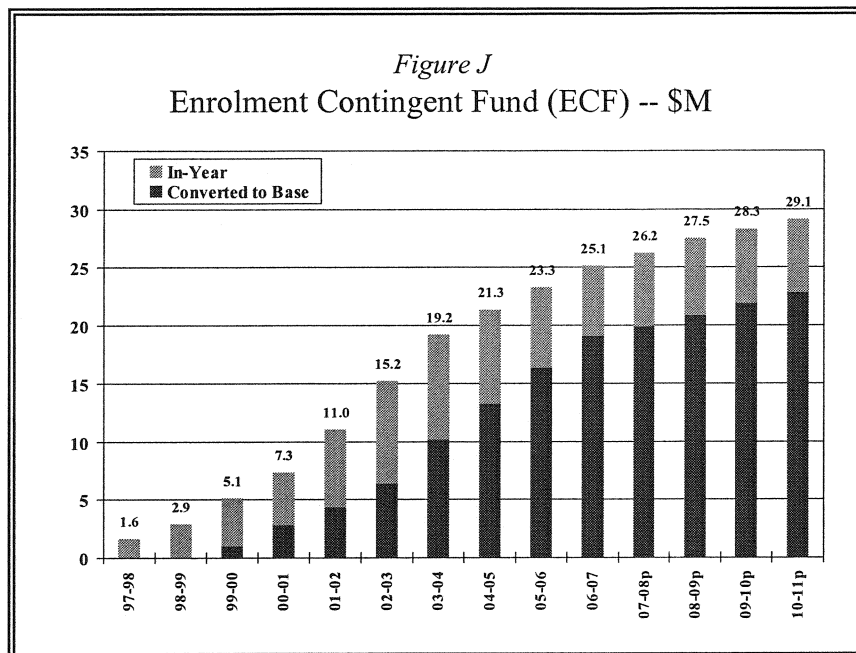
The funding model for the Richard Ivey School of Business – introduced in 2004-05 – flows all tuition fees and government operating grants deriving from the School's enrolment directly to Ivey. The \$0.3 million increase shown in Table 9 is the net result of the planned decrease in MBA enrolment and the planned increase in HBA enrolment. Ivey's plans in the coming years include further expansion of the HBA program.

The base allocations to the Faculties also includes the University's funding commitment in support of Robarts described earlier in this document. The allocation to the Schulich School in Table 9 (row 9, column e) includes the \$900,000 University base budget commitment.

### **All Other Allocations**

- The Enrolment Contingent Fund (ECF) and the Graduate Expansion Fund (GEF and GEF+) provide the Faculties with substantial additional funding, which is directly linked to enrolment growth. Table 16 summarizes the projected Enrolment Contingent Fund (ECF) allocations for 2007-08. Details of the Graduate Expansion Fund (GEF and GEF+ ) allocations are shown in Tables 17 and 18. A description of the ECF and GEF/GEF+ mechanisms can be found at:  
[http://www.ipb.uwo.ca/documents/BudDoc2007\\_ECF\\_Description.pdf](http://www.ipb.uwo.ca/documents/BudDoc2007_ECF_Description.pdf)  
[http://www.ipb.uwo.ca/documents/BudDoc2007\\_GEF\\_Description.pdf](http://www.ipb.uwo.ca/documents/BudDoc2007_GEF_Description.pdf)
- The Provost's Academic Support Fund (PASF) commitments for the four-year planning period are outlined in Table 4.
- The Research Infrastructure Support Fund (RISF) recommendations from the Vice-President (Research) for 2007-08 are summarized in Table 19.
- Table 5 summarizes the substantial one-time allocations to the Faculties for the four-year planning period.

As shown at the end of Table 2, nearly \$1 million of UPIF is being reserved for allocation to the Faculties in future cycles of the four-year planning period. Modest additional one-time funding will also be made available.



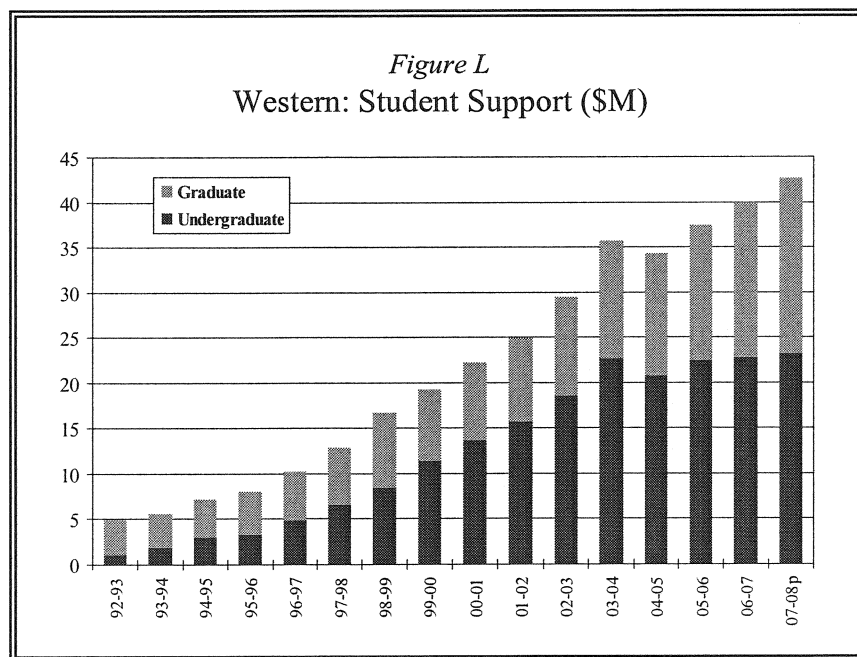
## I. Scholarships and Bursaries

Base budget allocations for student support are shown in Table 10. Overall student support funding at Western is projected to increase by \$2.9 million to a total of \$39.8 million.

The Provincial Government’s current tuition framework has removed the requirement to set aside a portion of the revenues derived from increased tuition rates 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 2007-08. 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 \$200,000 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.

Starting in 2006-07, Western’s approach to graduate student funding has been to transfer 77% 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. The result is that the GSSTF is projected to increase by \$2.6 million in 2007-08.

In addition to the operating budget's commitment to student financial support, the University's private fundraising and endowments will provide additional resources to our student aid expenditures. It is estimated that, in 2007-08, this source will provide an incremental \$300,000 over the 2006-07 level – for a total of \$4.4 million in 2007-08.



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## J. Support Unit Budget Recommendations for 2007-08

Table 11 shows the 2007-08 base budget recommendations for Support Units. Final 2007-08 budgets are the net result of the following:

- starting base budgets;
- the initial budget adjustments established as part of the multi-year budget plan;
- UPIF allocations (detailed in Table 6);
- other base budget investments, including funding to Physical Plant for operating costs of new facilities and funding to the Development Office to replace revenues foregone as a result of the Board-approved changes to levies on donations.

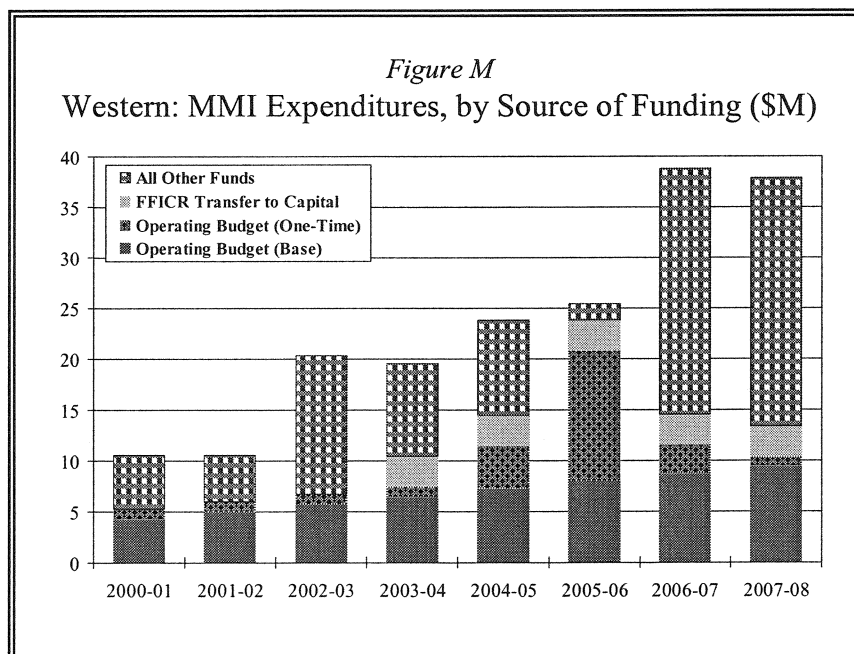
The Support Units also receive substantial one-time allocations over the four-year planning period, as shown in Table 7.

## K. Corporate Expenditures

Table 12 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 the opening of new facilities.
  - The University's commitment to *Library Acquisitions* continues with a \$500,000 increase in 2007-08.
  - 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 2007-08 to \$9.5 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 2007-08, which includes funds from sources other than the University's operating budget, total \$37.9 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.
  - 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.
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- 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 \$1.3 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 increased. 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, and high school visits.
- **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 2007-08, a sum of \$170,000 in incremental funding is being allocated to IA. 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.



## L. One-Time Allocations

As indicated earlier, the Faculties and Support Units will receive substantial one-time funding over the four-year planning period, as detailed in Tables 5 and 7 respectively. The specific 2007-08 one-time allocations are summarized in Table 13 – and include items over and above the unit-specific recommendations in Tables 5 and 7.

- A sum of \$5 million is being transferred to the University's Capital Budget in support of our long-range space plan. Additional allocations will be made in subsequent years of the four-year planning period.
- The UPIF allocations to the Faculties described earlier in this document include funding for 28 faculty appointments in 2007-08. Our approach to 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 \$1.8 million.
- 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 2007-08, a sum of \$800,000 is being allocated in support of this initiative.
- Targetted program expansion funding from the Provincial Government flows to the programs. In 2007-08, this includes \$3.2 million to Medicine for expansion of programs in postgraduate training and family medicine, and \$600,000 in support of graduate programs in Nursing.
- As indicated earlier in this document, the Provincial Government has committed to an \$11 million one-time operating grant in 2007-08 in support of the transition costs associated with the integration of Robarts into Western. These one-time funds are being allocated to the Schulich School in support of the Robarts transition/integration, and the actual spending will take place over the next 4 years with the objective of achieving a stable Robarts budget.
- A sum of \$800,000 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 33 on Table 8).
- In the past, Western's fundraising campaign has been funded 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 2007-08, the funds from the levies are estimated to be \$830,000. 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 these levies. Therefore, over time these levy revenues, which are transferred annually as one-time funding (i.e. the \$830,000 in 2007-08), will be phased out.

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

The University's 2007-08 Operating Budget is summarized in Table 14. 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 enrolment-related budget lines.

The projected year-end positions for 2006-07 and 2007-08 are shown in line 15. In the current year, a deficit of \$2.3 million is projected. For 2007-08, a surplus of \$5.1 million is projected.

The Operating Reserve summarized in Table 15 is projected to be at \$5.0 million in 2006-07. For 2007-08, the reserve is forecast to be \$10.1 million. As indicated earlier, the multi-year budget plan will then see the reserve decline over the planning period and is projected to be at the Board-mandated level of \$2.5 million at the end of the four-year planning period (i.e. in 2010-11).

### **N. Concluding Comments**

The additional government resources provided since 2005, combined with the modest increases in tuition revenues, are allowing Western to make significant strides in addressing critical needs across the University. The recommendations presented here represent our next steps in supporting and enhancing the quality of education and research at Western, with a particular emphasis on commitments made in *Engaging the Future*. While we anticipate that the level of incremental funding available for new initiatives will be more modest in later years of this four-year plan, the collective ideas, thoughtful planning, skillful implementation and hard work of all of Western's people will continue to ensure this institution's stature as a leader among Canada's great universities.

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

		2006-07	2007-08	2008-09	2009-10	2010-11
1	<b>REVENUES</b>					
2	<b>Government Grants</b>					
3	Base Grants	126.6	126.6	126.6	126.6	126.6
4	UG Accessibility Fund, Tuition Offset Grants, Unfunded BIUs	52.1	53.5	52.9	53.0	53.1
5	Graduate Expansion Fund	5.3	10.2	12.6	15.0	16.4
6	Quality Assurance Fund & Quality Improvement Fund	15.0	13.1	13.4	15.7	15.6
7	Federal Funding for Indirect Costs of Research	7.6	7.7	7.7	7.7	7.7
8	Robarts Transition Funding	0.0	11.0	0.0	0.0	0.0
9	All Other	33.3	35.0	36.0	36.8	37.1
10	<b>Total</b>	<b>239.9</b>	<b>257.1</b>	<b>249.2</b>	<b>254.8</b>	<b>256.5</b>
11	<b>Tuition Revenue</b>	<b>176.2</b>	<b>183.0</b>	<b>191.8</b>	<b>202.4</b>	<b>213.4</b>
12	<b>All Other Revenues</b>					
13	Canada Research Chairs (CRCs)	8.4	9.1	10.1	10.1	10.1
14	Recoverable Salaries	22.1	22.1	22.1	22.1	22.1
15	All Other	30.8	32.6	35.3	37.7	40.5
16	<b>Total</b>	<b>61.3</b>	<b>63.8</b>	<b>67.5</b>	<b>69.9</b>	<b>72.7</b>
17	<b>Total Revenues</b>	<b>477.4</b>	<b>503.9</b>	<b>508.5</b>	<b>527.1</b>	<b>542.6</b>
18	<b>EXPENDITURES</b>					
19	<b>Faculties</b>					
20	Base Budgets (including UPIF)	184.5	183.1	178.8	173.5	168.1
21	ECF, GEF, and GEF+	17.7	22.0	25.2	27.4	29.0
22	Canada Research Chairs (CRCs)	7.3	7.9	8.8	8.8	8.8
23	All Other	78.3	78.9	81.1	84.5	87.3
24	<b>Total</b>	<b>287.8</b>	<b>291.9</b>	<b>293.9</b>	<b>294.2</b>	<b>293.2</b>
25	<b>Scholarships and Bursaries</b>	<b>36.9</b>	<b>39.8</b>	<b>42.0</b>	<b>43.9</b>	<b>45.6</b>
26	<b>Support Areas (including UPIF)</b>	<b>68.2</b>	<b>69.2</b>	<b>69.5</b>	<b>68.9</b>	<b>67.8</b>
27	<b>Corporate Expenditures</b>	<b>45.5</b>	<b>49.6</b>	<b>52.9</b>	<b>55.4</b>	<b>58.3</b>
28	<b>Provision for Cost Fluctuations</b>	<b>6.5</b>	<b>21.2</b>	<b>35.5</b>	<b>50.2</b>	<b>65.8</b>
29	<b>One-Time Allocations</b>	<b>34.8</b>	<b>16.1</b>	<b>18.9</b>	<b>14.8</b>	<b>14.9</b>
30	<b>Robarts Transition Funding</b>		<b>11.0</b>			
31	<b>Total Expenditures</b>	<b>479.7</b>	<b>498.8</b>	<b>512.7</b>	<b>527.4</b>	<b>545.6</b>
32	<b>REVENUES minus EXPENDITURES</b>	<b>(2.3)</b>	<b>5.1</b>	<b>(4.2)</b>	<b>(0.3)</b>	<b>(3.0)</b>
33	<b>OPERATING RESERVE</b>					
34	Beginning Operating Reserve	7.3	5.0	10.1	5.9	5.6
35	Surplus / (Deficit) -- from Line 32 above	(2.3)	5.1	(4.2)	(0.3)	(3.0)
36	<b>Ending Operating Reserve</b>	<b>5.0</b>	<b>10.1</b>	<b>5.9</b>	<b>5.6</b>	<b>2.6</b>



**Table 2**  
**UPIF Recommendations for the Faculties: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
<b>Arts &amp; Humanities</b>						
1	Faculty Appointment in Technical Communication	83,000				83,000
2	Faculty Appointment in Renaissance Drama	85,000				85,000
3	Faculty Appointment in Early Modern Philosophy	85,000				85,000
4	Staff Position to Support Graduate Program in Visual Arts	35,000				35,000
5	Graduate Student Support Funding	100,000	100,000	50,000	50,000	300,000
6	Sub-Total	388,000	100,000	50,000	50,000	588,000
<b>Education</b>						
7	Faculty Appointment in Educational Foundations & International Education	96,000				96,000
8	Faculty Appointment in Second Language Acquisition and ESL	85,000				85,000
9	Staff Position to Support Graduate Programs	54,000				54,000
10	Sub-Total	235,000				235,000
<b>Engineering</b>						
11	Five Faculty Appointments in Support of Academic Plan	195,000	100,000	100,000	100,000	495,000
<b>Health Sciences</b>						
12	Support for Rapid Expansion in Recent Years	200,000				200,000
13	Faculty Appointment in Speech Language Pathology (Speech Production)	95,000				95,000
14	Lecturer Appointment in Nursing	83,000				83,000
15	Faculty Appointment in OT/BHSc (Mental Health)		95,000			95,000
16	Faculty Appointment in Kinesiology (Rehabilitation)	95,000				95,000
17	Faculty Appointment in Inter-Professional Education (Joint with Medicine & Dentistry)	47,500				47,500
18	Faculty Appointment in Health Policy (Joint with Medicine & Dentistry)	47,500				47,500
19	Sub-Total	568,000	95,000			663,000
<b>Information &amp; Media Studies</b>						
20	Support for Rapid Expansion in Recent Years	100,000				100,000
21	Two Faculty Appointments to support MLIS Expansion	165,000				165,000
22	Faculty Appointment in Popular Music/Culture		80,000			80,000
23	Staff Position to support Growth in Information & Communication Technologies (ICTs)		50,000			50,000
24	Funding for Graduate Student Awards	20,000				20,000
25	Sub-Total	285,000	130,000			415,000

**Table 2**  
**UPIF Recommendations for the Faculties: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
<b>Law</b>						
26	Faculty Appointment in Criminal Law / International Law	125,000				125,000
27	Staff Position - Student Services Coordinator for International Programs	30,000				30,000
28	Funding to support the January Term	30,000				30,000
29	Sub-Total	185,000				185,000
<b>Medicine &amp; Dentistry</b>						
30	Faculty Appointment: Translational Scientist - Pathology	123,000				123,000
31	Faculty Appointment in Bioinformatics - Biochemistry	93,000				93,000
32	Faculty Appointment in Genetic Epidemiology/Population Genetics	140,000				140,000
33	Faculty Appointment: Optical Spectroscopy Scientist - Medical Biophysics	99,000				99,000
34	Faculty Appointment in Transdisciplinary Research - Epid/Biostat and Medicine		121,000			121,000
35	Faculty Appointment in Organ Systems Development - Phys/Pharm and Obs/Gyn		90,000			90,000
36	Faculty Appointment in Drug Metabolism & Pharmacokinetics - Phys/Pharm and Medicine		90,000			90,000
37	Faculty Appointment in Inter-Professional Education (Joint with Health Sciences)	47,500				47,500
38	Faculty Appointment in Health Policy (Joint with Health Sciences)	47,500				47,500
39	Sub-Total	550,000	301,000			851,000
<b>Music</b>						
40	Support for Graduate Program in Musical Theatre	100,000				100,000
41	Staff Position - Production Supervisor	84,000				84,000
42	Top-up Funding for Senior Faculty Appointment in Winds		49,000			49,000
43	Faculty Appointment in Performance (Piano)	85,000				85,000
44	Sub-Total	269,000	49,000			318,000
<b>Science</b>						
45	Graduate Student Support Funding	150,000	75,000	36,000	24,000	285,000
46	Funding for GTAs	107,000	107,000	107,000	107,000	428,000
47	Faculty Appointment in Financial Mathematics - Statistical & Actuarial Sciences	95,000				95,000
48	Faculty Appointment in Field Analysis - Mathematics	95,000				95,000
49	Two Faculty Appointments - Chemistry and Applied Mathematics	200,000				200,000
50	Sub-Total	647,000	182,000	143,000	131,000	1,103,000

**Table 2**  
**UPIF Recommendations for the Faculties: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
<b>Social Science</b>						
51	Grad Student Support Funding	50,000	50,000	50,000	50,000	200,000
52	Funding for GTAs	110,000	110,000	110,000	110,000	440,000
53	Faculty Appointment: Linguistic Anthropologist	94,000				94,000
54	Faculty Appointment in Statistics & Management - Psychology	90,000				90,000
55	Faculty Appointment in Strategic Management - MOS Program	85,000				85,000
56	Faculty Appointment in International Relations (Pacific Rim) - History	90,000				90,000
57	Faculty Appointment in Sociology	90,000				90,000
58	Sub-Total	609,000	160,000	160,000	160,000	1,089,000
<b>Total</b>						
59	Sub-Total	3,931,000	1,117,000	453,000	441,000	5,942,000
60	To be Allocated in Future Years		672,000	147,000	159,000	978,000
61	Total	3,931,000	1,789,000	600,000	600,000	6,920,000

**Table 3**  
**Tentative CRC Allocations -- by Faculty (Cumulative)**

	2005-06						2006-07						2007-08						2008-09					
	Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1	3	510,000	1	90,000	4	600,000	3	510,000	1	90,000	4	600,000	3	510,000	1	90,000	4	600,000	3	510,000	1	90,000	4	600,000
2	1	170,000			1	170,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
3																								
4	2	340,000	1	90,000	3	430,000	2	340,000	1	90,000	3	430,000	2	340,000	4	360,000	6	700,000	2	340,000	5	450,000	7	790,000
5	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
6	1	170,000			1	170,000	1	170,000			1	170,000	1	170,000			1	170,000	1	170,000			1	170,000
7																								
8	13	2,210,000	6	540,000	19	2,750,000	14	2,380,000	7	630,000	21	3,010,000	13	2,210,000	7	630,000	20	2,840,000	16	2,720,000	8	720,000	24	3,440,000
9																								
10	5	850,000	9	810,000	14	1,660,000	5	850,000	10	900,000	15	1,750,000	5	850,000	14	1,260,000	19	2,110,000	6	1,020,000	14	1,260,000	20	2,280,000
11	2	340,000	4	360,000	6	700,000	2	340,000	5	450,000	7	790,000	2	340,000	7	630,000	9	970,000	2	340,000	7	630,000	9	970,000
12	28	4,760,000	22	1,980,000	50	6,740,000	29	4,930,000	26	2,340,000	55	7,270,000	28	4,760,000	35	3,150,000	63	7,910,000	32	5,440,000	37	3,330,000	69	8,770,000
13																								
		5,600,000		2,200,000		7,800,000		5,800,000		2,600,000		8,400,000		5,600,000		3,500,000		9,100,000		6,400,000		3,700,000		10,100,000

**Table 4**  
**Provost's Academic Support Fund (PASF): Recommendations for 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
1	Arts & Humanities: Course Development and Student Internships	7,000	18,000	8,000		33,000
2	Arts & Humanities: Technology Initiatives and Speaker Series	21,670				21,670
3	Arts & Humanities: Graduate Student Recruitment Initiatives	10,000	10,000	10,000	10,000	40,000
4	Sub-Total Arts & Humanities	38,670	28,000	18,000	10,000	94,670
5	Education: Technology Initiatives	75,000	62,000			137,000
6	Education: Research Support	50,000	50,000			100,000
7	Sub-Total Education	125,000	112,000			237,000
8	Engineering: Equipment for Undergraduate Teaching Laboratories	50,930	250,000			300,930
9	Engineering: Graduate Student Computer Facility		72,200			72,200
10	Sub-Total Engineering	50,930	322,200			373,130
11	Health Sciences: Teaching Equipment and Facilities for Graduate Programs	59,688		86,202		145,890
12	Health Sciences: Workstations for Graduate Students and Research Associates		70,628			70,628
13	Health Sciences: Equipment for Undergraduate Teaching Facilities	82,000	52,634			134,634
14	Sub-Total Health Sciences	141,688	123,262	86,202		351,152
15	Info & Media Studies: Student Travel Fund for Graduate Students	30,000	30,000	30,000		90,000
16	Info & Media Studies: Infrastructure Support for Undergraduate Courses	23,400				23,400
17	Sub-Total Info & Media Studies	53,400	30,000	30,000		113,400
18	Law: Business Law Clinic, Canada/US Law Institute, Technology Upgrades	35,625	25,625	15,625	15,625	92,500
19	Law: Workshop/Seminar Series Course, Symposia, Professorships	55,000	30,000			85,000
20	Sub-Total Law	90,625	55,625	15,625	15,625	177,500
21	Medicine & Dentistry: Faculty Start-up Funding	30,000				30,000
22	Medicine & Dentistry: Furnishings to Accommodate Increased Grad Enrolments	22,726				22,726
23	Medicine & Dentistry: Equipment Upgrades for Undergraduate Laboratories	147,235	70,000			217,235
24	Sub-Total Medicine & Dentistry	199,961	70,000			269,961
25	Music: Workshops, Symposia, and Ensembles	81,000	25,000	12,000		118,000
26	Music: Equipment Upgrades and New Equipment		65,000	50,000	50,000	165,000
27	Sub-Total Music	81,000	90,000	62,000	50,000	283,000
28	Science: Faculty Start-up Funds	100,000	100,000			200,000
29	Science: Undergraduate Course Development and Lab Equipment	60,000	70,000			130,000
30	Science: Graduate Student Recruitment Initiatives	25,000	25,000			50,000
31	Sub-Total Science	185,000	195,000			380,000
32	Social Science: Internationalization Fund	25,000	25,000	25,000		75,000
33	Social Science: Research Infrastructure and Equipment for Digital Media Library	108,719	19,164			127,883
34	Social Science: Infrastructure to Establish a Historical Digital Data Centre		70,000	50,000	30,000	150,000
35	Sub-Total Social Science	133,719	114,164	75,000	30,000	352,883
36	<b>TOTAL</b>	<b>1,099,993</b>	<b>1,140,251</b>	<b>286,827</b>	<b>105,625</b>	<b>2,632,696</b>

**Table 5**  
**One-Time Funding Recommendations for the Faculties: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
1	Arts & Humanities: Top-up Funding for Privately-funded Chair (Joint with Law)	20,000	20,000	20,000	20,000	80,000
2	Arts & Humanities: Support for MA Program in Linguistic Studies	40,000	40,000	40,000	40,000	160,000
3	Sub-Total Arts & Humanities	60,000	60,000	60,000	60,000	240,000
4	Engineering: Undergraduate Student Projects	50,000	50,000	50,000	50,000	200,000
5	Engineering: Internationalization Initiatives	50,000	50,000	50,000	50,000	200,000
6	Sub-Total Engineering	100,000	100,000	100,000	100,000	400,000
7	Graduate Studies: 360 Degree Initiative	300,000	300,000	300,000	300,000	1,200,000
8	Graduate Studies: Graduate Student Recruitment Initiatives	360,000	360,000	360,000	360,000	1,440,000
9	Sub-Total Graduate Studies	660,000	660,000	660,000	660,000	2,640,000
10	Health Sciences: Staff Position to Support Research Activities	70,000	70,000	70,000		210,000
11	Health Sciences: Bridge Funding for Athletic Scholarships	100,000	75,000	75,000	50,000	300,000
12	Sub-Total Health Sciences	170,000	145,000	145,000	50,000	510,000
13	Law: Top-up Funding for Privately-funded Chair (Joint with Arts & Humanities)	20,000	20,000	20,000	20,000	80,000
14	Music: Graduate Program in Musical Theatre	50,000	50,000	50,000	50,000	200,000
15	Music: Ensemble Travel	30,000	30,000	30,000	30,000	120,000
16	Music: Bridge Funding for Faculty Appointment	50,000	50,000			100,000
17	Sub-Total Music	130,000	130,000	80,000	80,000	420,000
18	Science: Support for NSERC-UFAs in Biology and Chemistry	124,000	124,000	186,000	186,000	620,000
19	University-wide Inter-Disciplinary Initiatives (IDIs)	500,000	500,000	500,000	500,000	2,000,000
20	Increase to the Provost's Academic Support Fund	136,000				136,000
21	TOTAL	1,900,000	1,739,000	1,751,000	1,656,000	7,046,000

**Table 6**  
**UPIF Recommendations for Support Units: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
<b>Information Technology Services</b>						
1	Maintain Staffing Levels	200,000	70,000	70,000	70,000	410,000
2	Hardware/Software Maintenance Support	150,000				150,000
3	Sub-Total	350,000	70,000	70,000	70,000	560,000
<b>Libraries</b>						
4	Maintain and Enhance Staffing	125,000	65,000			190,000
<b>Registrar's Office and TSC</b>						
5	Maintain Staffing Levels	250,000	95,000	90,000		435,000
6	Expansion of Career Services	85,000				85,000
7	Sub-Total	335,000	95,000	90,000		520,000
<b>Institutional Planning &amp; Budgeting</b>						
8	Maintain Staffing Levels	90,000	90,000		90,000	270,000
<b>Financial Services</b>						
9	Budget Stabilization and Maintain Staffing Levels	300,000				300,000
<b>Human Resources</b>						
10	Coordinator of Staff Relations	65,000				65,000
11	Senior Project Consultant	112,000				112,000
12	Student Internships	40,000				40,000
13	Sub-Total	217,000				217,000
<b>Physical Plant</b>						
14	Enhance Core Trades Services	268,000				268,000

**Table 6**  
**UPIF Recommendations for Support Units: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
<b>Vice-President (Research)</b>						
15	Staffing in Research Ethics	80,000		30,000		110,000
16	Internationalization Staffing & Funding Program Top-up	80,000				80,000
17	Project Management Staffing in RDS		55,000			55,000
18	Student Research Coordinator				30,000	30,000
19	Sub-Total	160,000	55,000	30,000	30,000	275,000
<b>Vice-President (External)</b>						
20	Manager Position in Advancement	60,000				60,000
21	Proposal Writer/Stewardship Officer in Development	65,000				65,000
22	Maintain Alumni/Donor Events/Programs	50,000				50,000
23	Enhance Web-based Communications Initiatives in CPA	30,000				30,000
24	To be allocated in Future Cycles		70,000	40,000	40,000	150,000
25	Sub-Total	205,000	70,000	40,000	40,000	355,000
<b>University Secretariat</b>						
26	Staffing to support FIPPA-related Activities	83,500				83,500
<b>President's Office</b>						
27	Maintain Staffing Levels	56,500	55,000	20,000	20,000	151,500
<b>Total All Units</b>						
28	Provost's Units	900,000	320,000	160,000	160,000	1,540,000
29	VP O&R Units	785,000				785,000
30	VP O&R Units -- to be Allocated in Future Years		360,000	150,000	150,000	660,000
31	VP Research Units	160,000	55,000	30,000	30,000	275,000
32	VP External Units	205,000	70,000	40,000	40,000	355,000
33	General Administration	140,000	55,000	20,000	20,000	235,000
34	<b>Total</b>	<b>2,190,000</b>	<b>860,000</b>	<b>400,000</b>	<b>400,000</b>	<b>3,850,000</b>



**Table 7**  
**One-Time Funding Recommendations for Support Units: 2007-08 to 2010-11**

		2007-08	2008-09	2009-10	2010-11	Total
1	ITS: Anti-Virus Software Site Licence Renewal	150,000				150,000
2	ITS: ITRC Hardware/Software Maintenance Renewal	50,000	50,000	50,000	50,000	200,000
3	ITS: Network Closet Renewals	150,000	150,000	150,000	150,000	600,000
4	Sub-Total ITS	350,000	200,000	200,000	200,000	950,000
5	Libraries: Maintain Staffing and IT Hardware/Software		180,000	180,000	180,000	540,000
6	Registrar's Office: Career Services Initiatives and First Nations Initiatives	260,000	230,000	230,000	230,000	950,000
7	Finance: Project Coordinator	100,000				100,000
8	Finance: Technology Initiatives	9,000				9,000
9	Sub-Total Finance	109,000				109,000
10	Human Resources: Technology Initiatives	125,000				125,000
11	Human Resources: University-wide Staff Training & Development Initiatives	80,000				80,000
12	Sub-Total Human Resources	205,000				205,000
13	Physical Plant: Implementation of Confined Space Program	54,000				54,000
14	Physical Plant: Re-engineering of Operations and Processes	120,000				120,000
15	Sub-Total Physical Plant	174,000				174,000
16	University Police: Technology Initiatives	12,000				12,000
17	VP Research: Equipment for ACVS	50,000				50,000
18	VP Research: Electronic Protocol Submission System in Research Ethics	25,000	50,000			75,000
19	VP Research: Maintain and Enhance Staffing Levels in RDS	25,000	50,000	100,000	100,000	275,000
20	Sub-Total VP Research	100,000	100,000	100,000	100,000	400,000
21	VP External: Technology Initiatives in Advancement Services	65,000				65,000
22	VP External: Strategic Planning Review of McIntosh Gallery	20,000				20,000
23	VP External: Maintain Staffing in Advancement Services	20,000				20,000
24	VP External: Support for Rising costs of the Alumni Gazette	15,000				15,000
25	VP External: To be allocated in Future Cycles		120,000	120,000	120,000	360,000
26	Sub-Total VP External	120,000	120,000	120,000	120,000	480,000
27	President's Office: Maintain Staffing Levels		20,000	20,000	20,000	60,000
28	President's Office: Faculty Recruitment & Retention Initiatives	20,000				20,000
29	Sub-Total President's Office	20,000	20,000	20,000	20,000	80,000
30	VP Operations & Resources: To be allocated in Future Cycles		560,000	500,000	500,000	1,560,000
31	TOTAL	1,350,000	1,410,000	1,350,000	1,350,000	5,460,000

**Table 8**  
**2007-08 OPERATING REVENUES**

	2006-07 Budget Forecast (@ Feb 28, 2007) (1)	2007-08 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
<b>1 Government Grants</b>				
2 Base Grants	126,618,295	126,618,295	0	0.0%
3 Accessibility Fund, Tuition Offset Grants, Unfunded BIUs	52,057,818	53,520,719	1,462,901	2.8%
4 <i>Sub-Total Base, Accessibility, Tuition Offset &amp; Unfunded BIUs</i>	<i>178,676,113</i>	<i>180,139,014</i>	<i>1,462,901</i>	<i>0.8%</i>
5 Graduate Expansion Fund	5,315,203	10,224,720	4,909,517	92.4%
6 Quality Assurance Fund & Quality Improvement Fund	15,044,009	13,104,633	(1,939,376)	-12.9%
7 Performance Fund	2,089,032	2,089,032	0	0.0%
8 Program Expansion Grants	18,949,339	20,444,829	1,495,490	7.9%
9 Research Infrastructure Grant	2,941,524	2,941,524	0	0.0%
10 Research Performance Fund	969,000	1,054,000	85,000	8.8%
11 Federal Funding for Indirect Costs of Research	7,570,279	7,718,000	147,721	2.0%
12 One-time Government Grant to Support Robarts Transition	0	11,000,000	11,000,000	***
13 MTCU Student Bursary Grant	1,382,359	1,382,359	0	0.0%
14 Other Targetted Government Grants	6,945,623	7,016,433	70,810	1.0%
<b>15 Sub-Total Government Grants</b>	<b>239,882,481</b>	<b>257,114,544</b>	<b>17,232,063</b>	<b>7.2%</b>
<b>16 Tuition Revenue</b>				
17 Undergraduate	130,577,844	134,615,835	4,037,991	3.1%
18 Graduate	21,027,869	24,382,753	3,354,884	16.0%
19 <i>Sub-Total General Programs</i>	<i>151,605,713</i>	<i>158,998,588</i>	<i>7,392,875</i>	<i>4.9%</i>
20 MBA and Executive MBA	19,634,961	18,867,150	(767,811)	-3.9%
21 International Medical and Dental Students	3,351,114	3,507,275	156,161	4.7%
22 <i>Sub-Total Self-Funded Programs</i>	<i>22,986,075</i>	<i>22,374,425</i>	<i>(611,650)</i>	<i>-2.7%</i>
23 Miscellaneous Fees	1,585,000	1,620,000	35,000	2.2%
<b>24 Sub-Total Tuition Revenue</b>	<b>176,176,788</b>	<b>182,993,013</b>	<b>6,816,225</b>	<b>3.9%</b>
<b>25 Other Revenues</b>				
26 Canada Research Chairs (CRCs)	8,400,000	9,100,000	700,000	8.3%
27 Transfer from Affiliated Colleges	4,876,716	4,984,061	107,345	2.2%
28 Recoverable Salaries	22,124,716	22,106,100	(18,616)	-0.1%
29 Investment Income	5,000,000	6,300,000	1,300,000	26.0%
30 Fundraising - Unrestricted	750,000	830,000	80,000	10.7%
31 Application Fees	1,359,462	1,204,753	(154,709)	-11.4%
32 Research Overheads	1,550,000	1,627,500	77,500	5.0%
33 Royalties and Licences	700,000	800,000	100,000	14.3%
34 Contributions from Self-Funded & Ancillary Operations	16,412,400	16,709,274	296,874	1.8%
35 Miscellaneous Revenues	150,000	150,000	0	0.0%
<b>36 Sub-Total Other Revenues</b>	<b>61,323,294</b>	<b>63,811,688</b>	<b>2,488,394</b>	<b>4.1%</b>
<b>37 TOTAL REVENUES</b>	<b>477,382,563</b>	<b>503,919,245</b>	<b>26,536,682</b>	<b>5.6%</b>

**Table 9**  
**FACULTIES**  
**2007-08 BASE BUDGETS**

	<a>	<b>	<c>	<d>	<e>	<f>	<g>	<h>
	2006-07 Base Budget (@ Feb 28, 2007)	Initial Budget Adjustment	Faculty Turnover Recovery	UPIF	Other Base Investments	ECF to Base Conversions	Canada Research Chairs	Resulting 2007-08 Base Budget
1 <i>Faculties</i>								
2 Arts & Humanities	20,692,632	(602,779)	(143,612)	388,000				20,334,241
3 Education	7,683,545	(300,249)	(83,652)	235,000				7,534,644
4 Engineering	16,260,589	(474,918)		195,000	72,763		270,000	16,323,434
5 Graduate Studies	1,119,383	(33,581)						1,085,802
6 Health Sciences	18,363,033	(543,091)		568,000	425,313	300,000		19,113,255
7 Information & Media Studies	6,218,571	(181,457)		285,000		100,000		6,422,114
8 Law	5,628,370	(168,851)		185,000	61,264			5,705,783
9 Medicine & Dentistry	41,999,921	(1,169,697)	(349,451)	550,000	1,545,709		(170,000)	42,406,482
10 Music	6,601,992	(198,060)	(114,498)	269,000				6,558,434
11 Science	37,701,743	(1,078,552)	(445,330)	647,000			360,000	37,184,861
12 Social Science	36,999,642	(1,086,289)	(388,764)	609,000		400,000	180,000	36,713,589
13 <i>Sub-Total Faculties (excluding Business)</i>	<i>199,269,421</i>	<i>(5,837,524)</i>	<i>(1,525,307)</i>	<i>3,931,000</i>	<i>2,105,049</i>	<i>800,000</i>	<i>640,000</i>	<i>199,382,639</i>
14 Business	40,981,546				294,183			41,275,729
15 <i>Sub-Total Faculties</i>	<i>240,250,967</i>	<i>(5,837,524)</i>	<i>(1,525,307)</i>	<i>3,931,000</i>	<i>2,399,232</i>	<i>800,000</i>	<i>640,000</i>	<i>240,658,368</i>
16 Enrollment Contingent Fund (ECF)	5,949,324				371,153			6,320,477
17 Graduate Expansion Fund (GEF/GEF+)	2,878,600				3,084,500			5,963,100
18 Research Infrastructure Support Fund (RISF)	750,000							750,000
19 Faculty Recruitment Initiatives	187,500							187,500
20 Collaborative Graduate Interdisciplinary Programs	187,490	(5,625)						181,865
21 <i>Total -- with ECF and GEF/GEF+</i>	<i>250,203,881</i>	<i>(5,843,149)</i>	<i>(1,525,307)</i>	<i>3,931,000</i>	<i>5,854,885</i>	<i>800,000</i>	<i>640,000</i>	<i>254,061,310</i>
22 <i>All Other</i>								
23 Provost's Academic Support Fund	2,076,462							2,076,462
24 Academic Development Fund	1,500,000							1,500,000
25 Summer/Distance Course Stipends	2,706,416				37,825			2,744,241
26 Continuing Studies: Trois-Pistoles	1,014,032				48,286			1,062,318
27 Education: Continuing Education for Teachers	3,576,552				23,044			3,599,596
28 Medicine & Dentistry: International Students	3,351,114				156,161			3,507,275
29 Faculty Share of Research Overheads	685,000				34,250			719,250
30 Medicine & Dentistry: Primary Care	349,805							349,805
31 Faculty Scholars & Distinguished University Professors	165,000				58,000			223,000
32 Recoverable Salaries: T&R and Other	22,106,100							22,106,100
33 <i>Sub-Total</i>	<i>37,530,481</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>357,566</i>	<i>0</i>	<i>0</i>	<i>37,888,047</i>
34 <b>Total Academic Units</b>	<b>287,734,362</b>	<b>(5,843,149)</b>	<b>(1,525,307)</b>	<b>3,931,000</b>	<b>6,212,451</b>	<b>800,000</b>	<b>640,000</b>	<b>291,949,357</b>

Table 10

**SCHOLARSHIPS and BURSARIES**  
**2007-08 BASE BUDGETS**

		<a>	<b>	<c>
		2006-07 Base Budget (@ Feb 28, 2007)	Investments	Resulting 2007-08 Base Budget
1	<i>Undergraduate Student Support</i>			
2	Scholarships	5,426,375	96,000	5,522,375
3	Tuition Re-Investment	10,815,619		10,815,619
4	Western Bursaries	576,545	200,000	776,545
5	Government "Aiming for the Top" Program	2,939,038		2,939,038
6	MTCU Work Study Program and Bursaries	1,382,359		1,382,359
7	<i>Sub-Total Undergraduate Student Support</i>	<i>21,139,936</i>	<i>296,000</i>	<i>21,435,936</i>
8	<i>Graduate Student Scholarship &amp; Training Fund</i>	<i>15,776,424</i>	<i>2,575,158</i>	<i>18,351,582</i>
9	<b>Total Scholarships and Bursaries</b>	<b>36,916,360</b>	<b>2,871,158</b>	<b>39,787,518</b>

**Table 11**  
**SUPPORT AREAS**  
**2007-08 BASE BUDGETS**

	<a>	<b>	<c>	<d>	<e>
	2006-07 Base Budget (@ Feb 28, 2007)	Initial Budget Adjustment	UPIF	Other Base Investments	Resulting 2007-08 Base Budget
1	<b>Reporting to the Provost</b>				
2	Teaching Support Centre	572,740	(17,182)		555,558
3	Effective Writing Program	242,899			242,899
4	Information Technology Services	5,959,762	(178,793)	350,000	6,130,969
5	Libraries	11,459,484	(343,785)	125,000	11,240,699
6	Registrar's Office	5,105,088	(153,153)	335,000	5,286,935
7	Institutional Planning and Budgeting	3,890,979	(116,729)	90,000	3,864,250
8	<b>Sub-Total</b>	<b>27,230,952</b>	<b>(809,642)</b>	<b>900,000</b>	<b>27,321,310</b>
9	<b>Reporting to the Vice-President Resources &amp; Operations</b>				
10	Financial Services	3,735,059	(112,052)	300,000	3,923,007
11	Human Resources	5,050,675	(151,520)	217,000	5,116,155
12	Staff/Faculty Health Services	150,813			150,813
13	Physical Plant	14,805,682	(384,365)	268,000	14,858,473
14	Police	1,723,246	(51,697)		1,671,549
15	Internal Audit	228,563			228,563
16	<b>Sub-Total</b>	<b>25,694,038</b>	<b>(699,634)</b>	<b>785,000</b>	<b>25,948,560</b>
17	<b>Reporting to the Vice-President Research</b>				
18	Animal Care/Vet Services - Subsidy	600,000			600,000
19	Research Western	3,065,924	(91,978)	160,000	3,133,946
20	Research Promotion Fund	300,000			300,000
21	Small Grants Support for A/Hum/SS	250,000			250,000
22	Western Innovation Fund	400,000			400,000
23	<b>Sub-Total</b>	<b>4,615,924</b>	<b>(91,978)</b>	<b>160,000</b>	<b>4,683,946</b>
24	<b>Reporting to the Vice-President External</b>				
25	Advancement Services	909,139	(27,274)	60,000	941,865
26	Communications and Public Affairs	1,874,691	(56,241)	30,000	2,098,450
27	Alumni Relations	1,220,192	(36,606)	50,000	1,233,586
28	Development	1,942,696	(58,281)	65,000	2,119,415
29	McIntosh Gallery - Subsidy	229,269	(6,878)		222,391
30	<b>Sub-Total</b>	<b>6,175,987</b>	<b>(185,280)</b>	<b>205,000</b>	<b>6,615,707</b>
31	<b>General Administration</b>				
32	Offices of the President/Vice-Presidents	3,904,211		56,500	3,960,711
33	University Secretariat	587,729		83,500	671,229
34	<b>Sub-Total</b>	<b>4,491,940</b>		<b>140,000</b>	<b>4,631,940</b>
35	<b>Total Support Areas</b>	<b>68,208,841</b>	<b>(1,786,534)</b>	<b>2,190,000</b>	<b>69,201,463</b>

**Table 12**  
**CORPORATE EXPENDITURES and EMPLOYEE BENEFIT COSTS**  
**2007-08 BASE BUDGETS**

	<a>	<b>	<c>	<d>
	2006-07 Base Budget (@ Feb 28, 2007)	New Investment	Other Changes	Resulting 2007-08 Base Budget
1	Utilities	15,010,000	618,000	15,628,000
2	Library Acquisitions	12,015,896	500,000	12,515,896
3	Transfer to MMI: Operating	8,750,000	750,000	9,500,000
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	904,000	48,000	952,000
7	University Systems Replacement Fund	1,995,471	99,774	2,095,245
8	Property Taxes	1,847,100		1,874,850
9	Insurance	1,212,267		1,518,687
10	Corporate Contingency	1,208,398		1,259,798
11	Services for Students With Disabilities	892,740		892,740
12	Professional Fees	793,000		793,000
13	Institutional Memberships	610,000		640,000
14	Student Recruitment	450,000	25,000	475,000
15	Intercollegiate Athletics - Subsidy	335,837	170,000	521,737
16	Campus Recreation - Subsidy	0	50,000	50,000
17	Convocation and Diplomas	281,540		281,540
18	Costs Associated with Employee Contracts	230,244		230,244
19	Athletic Injury Clinic - Subsidy	187,285		190,899
20	Ombudsperson	77,999	5,000	82,999
21	University Surveys and Teaching Evaluations	75,000		75,000
22	Centre for Research on Violence Against Women and Children - Subsidy	55,000		55,000
23	Museum of Ontario Archaeology - Subsidy	40,000	10,000	50,000
24	<b>Total Corporate Expenditures</b>	<b>50,571,777</b>	<b>2,275,774</b>	<b>53,282,635</b>
25	Employee Benefit Plan Costs	73,996,910		79,309,900
26	Employee Benefit Recoveries	(79,025,000)		(82,979,800)
27	<b>Net Employee Benefits</b>	<b>(5,028,090)</b>		<b>(3,669,900)</b>
28	<b>Net Corporate Expenditures</b>	<b>45,543,687</b>	<b>2,275,774</b>	<b>49,612,735</b>

**Table 13**  
**2007-08 ONE-TIME ALLOCATIONS**

1	To Capital Budget -- for Long-Range Space Plan	5,000,000
2	To Capital Budget -- for Westminster College Furnishings and Equipment	525,000
3	To Capital Budget -- for General University Classroom Upgrades	350,000
4	Estimated Savings from Unfilled UPIF Faculty Positions	(1,763,000)
5	Estimated Deferral of Turnover Recovery	381,327
6	University-wide Inter-Disciplinary Initiatives (IDIs)	500,000
7	Increase to Provost's Academic Support Fund	725,000
8	Female Faculty Recruitment	800,000
9	Arts & Humanities: Top-up Funding for Privately-funded Chair and Support for MA Program in Linguistic Studies	60,000
10	Engineering: Investment in Facilities (Year 7 of 10)	445,000
11	Engineering: Undergraduate Student Projects and Internationalization Initiatives	100,000
12	Graduate Studies: 360 Degree Initiative	300,000
13	Graduate Studies: Graduate Student Recruitment Initiatives	360,000
14	Health Sciences: Targetted Government Graduate Nursing Expansion Funding	600,021
15	Health Sciences: Staff Position to Support Research Activities	70,000
16	Health Sciences: Athletic Scholarships	100,000
17	Law: Top-up Funding for Privately-funded Chair	20,000
18	Medicine: Targetted Government Funding to Support Robarts Transition	11,000,000
19	Medicine: University One-time Support for Robarts	150,000
20	Medicine: Targetted Government Postgraduate Medical Expansion Funding	1,652,845
21	Medicine: Targetted Government Family Medicine Expansion Funding	1,500,000
22	Music: Graduate Program in Musical Theatre, Ensemble Travel, and Bridge Funding for Faculty Appointment	130,000
23	Science: Support for NSERC-UFAs in Biology and Chemistry	124,000
24	Social Science: Furnishings and Equipment for Newly Renovated Space	125,000
25	Vice-President Research: Support for Research Initiatives	800,000
26	Vice-President Research: Equipment, Computer Software and Contract Staffing	100,000
27	Campaign Western	830,000
28	Vice-President External: Furnishings and Equipment for Newly Renovated Space	125,000
29	Vice-President External: Technology and Communications Initiatives	120,000
30	ITS: Anti-Virus Software Site Licence Renewal, ITRC Hardware/Software Maintenance/Renewal, and Internet Bandwidth Expansion	332,000
31	ITS: Network Closet Renewal, Wireless Technology Initiatives, GU Computer Lab Upgrades	383,496
32	Registrar's Office: First Nations Student Initiatives and Expansion of Career Services	260,000
33	Registrar's Office: High School Visits, On-Campus Recruitment, Distance Studies On-Line Course Development, and Applications Processing Support	315,000
34	Financial Services: Project Coordinator and Technology Initiatives	109,000
35	Human Resources: Technology Initiatives and University-wide Staff Training & Development Initiatives	205,000
36	Physical Plant: Implementation of Confined Space Program and Re-engineering of Operations	174,000
37	Police: Traffic Speed Control Initiatives and Technology Initiatives	12,000
38	Teaching Support Centre: Turn-it-in Software and Teaching Support Initiatives	47,200
39	Faculty Recruitment & Retention Initiatives	20,000
40	<b>Total One-Time Allocations</b>	<b>27,087,889</b>

Table 14

## SUMMARY OF OPERATING BUDGET: 2007-08

	<a>	<b>	<c>	
	2006-07 Budget (@ Feb 28, 2007)	2007-08 Budget	\$ Change from 2006-07	
1	<b>Total Revenues (Table 8)</b>	<b>477,382,563</b>	<b>503,919,245</b>	<b>26,536,682</b>
2	<b>Expenditure Budgets</b>			
3	Faculties (Table 9)	287,734,362	291,949,357	4,214,995
4	Scholarships and Bursaries (Table 10)	36,916,360	39,787,518	2,871,158
5	Support Areas (Table 11)	68,208,841	69,201,463	992,622
6	Corporate Expenditures (Table 12)	45,543,687	49,612,735	4,069,048
7	Provision for Cost Fluctuations	6,466,931	21,146,575	14,679,644
8	One-Time Allocations	34,808,784	27,087,889	(7,720,895)
9	<b>Sub-Total</b>	<b>479,678,965</b>	<b>498,785,537</b>	<b>19,106,572</b>
10	Carryforward from Previous Year	47,539,464	40,200,000	(7,339,464)
11	(Under)/Over Spending	(40,200,000)	(32,000,000)	
12	<b>Total Expenditures</b>	<b>487,018,429</b>	<b>506,985,537</b>	<b>11,767,108</b>
13	Surplus / (Deficit) before Reserve Transfer	(9,635,866)	(3,066,292)	
14	Transfer (to)/from Carryforward Reserve	7,339,464	8,200,000	
15	<b>Surplus / (Deficit) after Reserve Transfer</b>	<b>(2,296,402)</b>	<b>5,133,708</b>	
16	<b>Carryforward Reserve:</b>			
17	Carryforward from Previous Year	47,539,464	40,200,000	
18	Transfer (to)/from Operating Budget	(7,339,464)	(8,200,000)	
19	<b>Year-End Carryforward Reserve</b>	<b>40,200,000</b>	<b>32,000,000</b>	



**Table 15****PROJECTED VALUE OF OPERATING RESERVE AT YEAR-END**

	2006-07 Budget Forecast (@ Feb 28, 2007)	2007-08 Budget
<i>Beginning Operating Reserve Balance</i>	7,311,197	5,014,795
Surplus / (Deficit) -- from Table 14, line 15	(2,296,402)	5,133,708
<b><i>Closing Operating Reserve Balance</i></b>	<b>5,014,795</b>	<b>10,148,503</b>
Operating Reserve Target	2,500,000	2,500,000

**Table 16**  
**Enrolment Contingent Fund (ECF) Allocations: Actual 2006-07 and Projected 2007-08**

	Actual 2006-07							Projected 2007-08			
	Converted to Base	ECF Baseline	Actual WTUs	WTUs minus Baseline	ECF Funds @ \$1500/WTU	Cross-Faculty Teaching Adjustment	Total ECF Allocation	Converted to Base	In-Year ECF Allocation	Total ECF Allocation	
1	\$400,000	7,603.3	7,781.6	178.3	\$267,450	(\$11,820)	\$255,630	\$0	\$481,410	\$481,410	
2	\$50,000	2,016.5	2,398.6	382.1	\$573,150	\$2,700	\$575,850	\$0	\$602,700	\$602,700	
3	\$300,000	4,061.9	4,433.7	371.8	\$557,700	(\$7,680)	\$550,020	\$0	\$827,897	\$827,897	
4	\$150,000	5,122.6	5,732.9	610.3	\$915,450	\$13,740	\$929,190	\$300,000	\$533,925	\$833,925	
5	\$200,000	1,597.6	1,883.9	286.3	\$429,450	\$0	\$429,450	\$100,000	\$583,875	\$683,875	
6	\$50,000	981.5	1,165.7	184.2	\$276,300	(\$1,200)	\$275,100	\$0	\$281,745	\$281,745	
7	\$400,000	7,770.3	8,327.3	557.0	\$835,500	(\$6,996)	\$828,504	\$0	\$781,905	\$781,905	
8	\$150,000	1,366.3	1,552.9	186.6	\$279,900	\$0	\$279,900	\$0	\$241,380	\$241,380	
9	\$300,000	12,444.8	12,271.2	(173.6)	\$0	\$0	\$0	\$0	\$146,583	\$146,583	
10	\$750,000	14,369.7	15,047.1	677.4	\$1,016,100	\$13,680	\$1,029,780	\$400,000	\$801,657	\$1,201,657	
11	\$0	181.0	711.6	530.6	\$795,900	\$0	\$795,900	\$0	\$1,037,400	\$1,037,400	
12	\$2,750,000	57,515.5	61,306.5	3,791.0	\$5,946,900	\$2,424	\$5,949,324	\$800,000	\$6,320,477	\$7,120,477	

**Table 17**  
**Graduate Expansion Fund (GEF) Allocations: Projected 2007-08**

	Masters			PhD			GEF Funds \$7000/FTE	Projected 2007-08 GEF Allocation	For Information: 2006-07 GEF Allocation
	Baseline FTEs	2007-08 (proj) FTEs	FTE Growth over Baseline	Baseline FTEs	2007-08 (proj) FTEs	FTE Growth over Baseline			
1 Arts & Humanities	107.5	122.3	14.8	128.6	195.8	67.2	\$470,400	\$500,000	\$324,000
2 Education	70.4	142.2	71.8	31.2	33.8	2.6	\$18,200	\$161,800	\$67,500
3 Engineering	198.9	266.8	67.9	147.7	262.6	114.9	\$804,300	\$940,100	\$678,100
4 Health Sciences	315.5	375.0	59.5	55.1	90.9	35.8	\$250,600	\$369,600	\$271,600
5 Information & Media Studies	191.2	272.8	81.6	17.8	31.6	13.8	\$96,600	\$259,800	\$155,400
6 Law	1.5	10.0	8.5					\$17,000	\$10,200
7 Medicine & Dentistry	225.1	292.4	67.3	153.7	177.9	24.2	\$169,400	\$304,000	\$171,000
8 Music	44.5	56.6	12.1	11.1	21.0	9.9	\$69,300	\$93,500	\$79,500
9 Science	232.9	289.3	56.4	200.5	281.5	81.0	\$567,000	\$679,800	\$554,800
10 Social Science	195.4	221.5	26.1	179.5	265.4	85.9	\$601,300	\$653,500	\$338,500
11 Graduate Interdisciplinary Programs	63.3	73.3	10.0	40.0	88.0	48.0	\$336,000	\$356,000	\$228,000
12 <b>Total</b>	<b>1,646.2</b>	<b>2,122.2</b>	<b>476.0</b>	<b>965.2</b>	<b>1,448.5</b>	<b>483.3</b>	<b>\$3,383,100</b>	<b>\$4,335,100</b>	<b>\$2,878,600</b>

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

Table 18

GEF+ Allocations (Canadian Students Only): Projected 2007-08

	Masters				PhD				Projected 2007-08 GEF+ Allocation
	Baseline FTEs	2007-08 (proj) FTEs	FTE Growth over Baseline	GEF+ Funds @ \$4000/FTE	Baseline FTEs	2007-08 (proj) FTEs	FTE Growth over Baseline	GEF+ Funds @ \$4000/FTE	
1	92.3	109.3	17.0	\$68,000	141.8	162.8	21.0	\$84,000	\$152,000
2	93.0	138.3	45.3	\$181,200	30.1	28.8	(1.3)	(\$5,200)	\$176,000
3	143.5	187.5	44.0	\$176,000	138.6	151.6	13.0	\$52,000	\$228,000
4	342.0	374.0	32.0	\$128,000	79.9	87.9	8.0	\$32,000	\$160,000
5	222.8	265.8	43.0	\$172,000	27.6	29.6	2.0	\$8,000	\$180,000
6	0.3	7.3	7.0	\$28,000					\$28,000
7	247.5	266.5	19.0	\$76,000	149.9	164.9	15.0	\$60,000	\$136,000
8	53.6	53.6	0.0	\$0	17.0	19.0	2.0	\$8,000	\$8,000
9	174.3	219.3	45.0	\$180,000	180.5	185.5	5.0	\$20,000	\$200,000
10	159.5	198.5	39.0	\$156,000	182.1	205.1	23.0	\$92,000	\$248,000
11	47.3	67.3	20.0	\$80,000	61.0	69.0	8.0	\$32,000	\$112,000
12	<b>1,576.1</b>	<b>1,887.4</b>	<b>311.3</b>	<b>\$1,245,200</b>	<b>1,008.5</b>	<b>1,104.2</b>	<b>95.7</b>	<b>\$382,800</b>	<b>\$1,628,000</b>

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

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**Table 19**  
**Research Infrastructure Support Fund (RISF)**  
**2007-08 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	255,000
8	Music	5,000
9	Science	245,000
10	Social Science	95,000
11	<b>Total</b>	<b>750,000</b>

**Table 20a**  
**Tuition Fee Proposals for Undergraduate Programs: 2007-08 and 2008-09**

	Canadian Students						International Students						
	2007-08			2008-09			2007-08			2008-09			
	Actual 2006-07 Tuition	Proposed Tuition	% Increase <a>	Proposed Tuition	% Increase <a>	Actual 2006-07 Tuition	Proposed Tuition	% Increase <a>	Proposed Tuition	% Increase <a>	Actual 2006-07 Tuition	Proposed Tuition	% Increase <a>
1	<b>First-Entry Programs &lt;b&gt;</b>												
2	4,326	4,521	4.5%	4,724	4.5%	13,050	13,550	3.8%	14,100	3.8%	13,050	14,100	4.1%
3	4,306	4,499	4.0%	4,702	4.0%	13,000	13,550	3.8%	14,100	3.8%	13,000	14,100	4.1%
4	4,306	4,478	4.0%	4,679	4.0%	13,000	13,550	4.2%	14,100	4.2%	13,000	14,100	4.1%
5	4,306	4,478	4.0%	4,657	4.0%	13,000	13,550	4.2%	14,100	4.2%	13,000	14,100	4.1%
6	Engineering												
7	6,426	6,940	8.0%	7,495	8.0%	16,700	17,350	3.9%	18,050	3.9%	16,700	18,050	4.0%
8	6,188	6,683	4.0%	7,218	4.0%	16,650	17,350	3.9%	18,050	3.9%	16,650	18,050	4.0%
9	6,188	6,436	4.0%	6,950	4.0%	16,650	17,350	4.2%	18,050	4.2%	16,650	18,050	4.0%
10	6,188	6,436	4.0%	6,693	4.0%	16,650	17,350	4.2%	18,050	4.2%	16,650	18,050	4.0%
11	M.T.P.												
12	4,658	4,844	4.0%	5,038	4.0%	16,000	16,650	4.1%	17,300	4.1%	16,000	17,300	3.9%
13	4,658	4,844	4.0%	5,038	4.0%	16,000	16,650	4.1%	17,300	4.1%	16,000	17,300	3.9%
14	4,658	4,844	4.0%	5,038	4.0%	16,000	16,650	4.1%	17,300	4.1%	16,000	17,300	3.9%
15	Nursing												
16	4,326	4,521	4.5%	4,724	4.5%	16,700	17,350	3.9%	18,050	3.9%	16,700	18,050	4.0%
17	4,306	4,499	4.0%	4,702	4.0%	16,650	17,350	3.9%	18,050	3.9%	16,650	18,050	4.0%
18	4,306	4,478	4.0%	4,679	4.0%	16,650	17,350	4.2%	18,050	4.2%	16,650	18,050	4.0%
19	4,306	4,478	4.0%	4,657	4.0%	16,650	17,350	4.0%	18,050	4.0%	16,650	18,050	4.0%
20	<b>Second-Entry Programs</b>												
21	Business (HBA)												
22	18,540	19,100	3.0%	19,675	3.0%	24,100	24,825	3.0%	25,570	3.0%	24,100	25,570	3.0%
23	18,000	18,540	0.0%	19,100	0.0%	23,400	24,100	0.0%	24,825	0.0%	23,400	24,825	0.0%
24	5,653	5,907	4.5%	6,173	4.5%	16,400	17,050	4.0%	17,750	4.0%	16,400	17,750	4.1%
25	Dentistry												
26	18,468	19,945	8.0%	21,541	8.0%	39,000	40,000	2.6%	41,000	2.6%	39,000	41,000	2.5%
27	17,784	19,207	4.0%	20,743	4.0%	39,000	40,000	2.6%	41,000	2.6%	39,000	41,000	2.5%
28	17,784	18,495	4.0%	19,975	4.0%	39,000	40,000	2.6%	41,000	2.6%	39,000	41,000	2.5%
29	17,784	18,495	4.0%	19,235	4.0%	39,000	40,000	2.6%	41,000	2.6%	39,000	41,000	2.5%
30	4,495	4,495	0.0%	4,630	3.0%	16,700	17,350	3.9%	18,050	3.9%	16,700	18,050	4.0%
31	5,199	5,433	4.5%	5,677	4.5%	16,700	17,350	3.9%	18,050	3.9%	16,700	18,050	4.0%
32	Law												
33	10,530	11,372	8.0%	12,282	8.0%	16,700	17,350	3.9%	18,050	3.9%	16,700	18,050	4.0%
34	10,140	10,951	4.0%	11,827	4.0%	16,650	17,350	3.9%	18,050	3.9%	16,650	18,050	4.0%
35	10,140	10,546	4.0%	11,389	4.0%	16,650	17,350	4.2%	18,050	4.2%	16,650	18,050	4.0%
36	Medicine (M.D.)												
37	15,149	15,755	4.0%	16,385	4.0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
38	15,149	15,755	4.0%	16,385	4.0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
39	15,149	15,755	4.0%	16,385	4.0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
40	15,149	15,755	4.0%	16,385	4.0%	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

<a> The % increase figures are calculated on the previous year of study in the previous academic year. For example, the % increase for year 2 is the increase over the year 1 tuition in the previous academic year.  
<b> Includes Arts & Humanities, BMedSc program, Health Sciences (excluding Nursing), MTI program, MTP year 1, Music, Science, Social Science.

**Table 20b**  
**Tuition Fee Proposals for Graduate Programs: 2007-08 and 2008-09**

	Canadian Students						International Students					
	2007-08		2008-09		Actual 2006-07		2007-08		2008-09		Actual 2006-07	
	Proposed Tuition	% Increase	Proposed Tuition	% Increase	Actual Tuition	% Increase	Proposed Tuition	% Increase	Proposed Tuition	% Increase	Actual Tuition	% Increase
<b>1 Master's Category 1</b>												
2 Arts & Humanities	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
3 C.S.D. (M.Sc.)	6,540	0.0%	6,540	0.0%	16,500		17,000	3.0%	17,500	2.9%	16,500	2.9%
4 Engineering (M.E.Sc.)	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
5 Health & Rehabilitation Sciences	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
6 Interdisciplinary Programs <a>	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
7 Kinesiology	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
8 Law	7,725	3.0%	8,196	3.0%	17,220		17,750	3.1%	18,300	3.1%	17,220	2.9%
9 Media Studies	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
10 Medicine (Basic Health Sciences)	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
11 Music	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
12 Nursing	6,300	3.0%	6,684	3.0%	16,500		17,000	3.0%	17,500	2.9%	16,500	2.9%
13 O.T./P.T. (M.Sc.)	5,700	0.0%	5,700	0.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
14 Science	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
15 Social Science	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%
<b>16 Master's Category 2</b>												
17 Business (MBA)	59,000	0.0%	62,000	5.1%	69,000		69,000	0.0%	72,000	4.3%	69,000	4.3%
18 C.S.D./O.T./P.T. (M.Cl.Sc.)	6,999	3.0%	7,425	3.0%	16,500		17,000	3.0%	17,500	2.9%	16,500	2.9%
19 Dentistry (Orthodontics)	17,613	3.0%	18,685	3.0%	39,000		40,000	2.6%	41,000	2.5%	39,000	2.5%
20 Education	6,999	3.0%	7,425	3.0%	16,500		17,000	3.0%	17,500	2.9%	16,500	2.9%
21 Engineering (M.Eng.)	6,999	3.0%	7,425	3.0%	16,500		17,000	3.0%	17,500	2.9%	16,500	2.9%
22 Journalism	6,999	3.0%	7,425	3.0%	16,500		17,000	3.0%	17,500	2.9%	16,500	2.9%
23 Library & Information Science	6,999	3.0%	7,425	3.0%	16,500		17,000	3.0%	17,500	2.9%	16,500	2.9%
24 Medicine (Family Medicine)	9,217	3.0%	9,779	3.0%	16,500		17,000	3.0%	17,500	2.9%	16,500	2.9%
<b>25 Ph.D.</b>												
26 All Programs	5,248	3.0%	5,567	3.0%	11,700		12,050	3.0%	12,400	2.9%	11,700	2.9%

<a> Includes Biomedical Engineering, Neuroscience, and Theory & Criticism

**Table 20c**  
**Tuition Fee Proposals for Concurrent Programs: 2007-08 and 2008-09**  
**New Entrants Only**  
 -- Canadian Students --

HBA / BSc Concurrent Program								
2007-08					2008-09			
	Concurrent (After 2 Yrs of Engg)		Concurrent (After 3 Yrs of Engg)		Concurrent (After 2 Yrs of Engg)		Concurrent (After 3 Yrs of Engg)	
1	Engg	6,940	Engg	6,940	Engg	7,495	Engg	7,495
2	Engg	6,940	Engg	6,940	Engg	7,495	Engg	7,495
3	HBA 1	19,100	Engg	6,940	HBA 1	19,675	Engg	7,495
4	HBA / Engg *	14,015	HBA 1	19,100	HBA / Engg *	14,733	HBA 1	19,675
5	HBA / Engg	14,015	HBA / Engg *	21,090	HBA / Engg	14,733	HBA / Engg *	21,970
6	Total	61,010	Total	61,010	Total	64,131	Total	64,130
7	Cost of Programs Taken Sequentially		\$65,960		Cost of Programs Taken Sequentially		\$69,330	

HBA / LLB Concurrent Program								
2007-08					2008-09			
	Concurrent (Via HBA 1)		Concurrent (Via Law 1)		Concurrent (Via HBA 1)		Concurrent (Via Law 1)	
1	HBA 1	19,100	Law 1	11,372	HBA 1	19,675	Law 1	12,282
2	Law 1	11,372	HBA 1	19,100	Law 1	12,282	HBA 1	19,675
3	HBA/LLB *	18,209	HBA/LLB *	18,209	HBA/LLB *	19,262	HBA/LLB *	19,262
4	HBA/LLB	18,209	HBA/LLB	18,209	HBA/LLB	19,262	HBA/LLB	19,262
5	Total	66,890	Total	66,890	Total	70,481	Total	70,481
6	Cost of Programs Taken Sequentially		\$72,316		Cost of Programs Taken Sequentially		\$76,196	

HBA / BA-BSc Concurrent Program								
2007-08					2008-09			
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BA or BSc	4,521	BA or BSc	4,521	BA or BSc	4,724	BA or BSc	4,724
2	BA or BSc	4,521	BA or BSc	4,521	BA or BSc	4,724	BA or BSc	4,724
3	HBA 1	19,100	BA or BSc	4,521	HBA 1	19,675	BA or BSc	4,724
4	HBA/BA-BSc *	11,959	HBA 1	19,100	HBA/BA-BSc *	12,379	HBA 1	19,675
5	HBA/BA-BSc	11,959	HBA/BA-BSc *	19,397	HBA/BA-BSc	12,379	HBA/BA-BSc *	20,033
6	Total	52,060	Total	52,060	Total	53,881	Total	53,880
7	Cost of Programs Taken Sequentially		\$56,284		Cost of Programs Taken Sequentially		\$58,246	

\* denotes entry point into concurrent program.



**Table 20c**  
**Tuition Fee Proposals for Concurrent Programs: 2007-08 and 2008-09**  
**New Entrants Only**  
 -- Canadian Students --

LLB / BA-BSc Concurrent Program								
2007-08					2008-09			
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BA or BSc	4,521	BA or BSc	4,521	BA or BSc	4,724	BA or BSc	4,724
2	BA or BSc	4,521	BA or BSc	4,521	BA or BSc	4,724	BA or BSc	4,724
3	Law 1	11,372	BA or BSc	4,521	Law 1	12,282	BA or BSc	4,724
4	LLB/BA-BSc *	9,292	Law 1	11,372	LLB/BA-BSc *	9,943	Law 1	12,282
5	LLB/BA-BSc	9,292	LLB/BA-BSc *	11,678	LLB/BA-BSc	9,943	LLB/BA-BSc *	12,553
6	LLB/BA-BSc	9,292	LLB/BA-BSc	11,678	LLB/BA-BSc	9,943	LLB/BA-BSc	12,553
7	Total	48,290	Total	48,291	Total	51,559	Total	51,560
8	Cost of Programs Taken Sequentially			\$52,200	Cost of Programs Taken Sequentially			\$55,742

LLB / BSc Concurrent Program								
2007-08					2008-09			
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BESc	6,940	BESc	6,940	BESc	7,495	BESc	7,495
2	BESc	6,940	BESc	6,940	BESc	7,495	BESc	7,495
3	Law 1	11,372	BESc	6,940	Law 1	12,282	BESc	7,495
4	LLB/BESc *	10,663	Law 1	11,372	LLB/BESc *	11,513	Law 1	12,282
5	LLB/BESc	10,663	LLB/BESc *	12,524	LLB/BESc	11,513	LLB/BESc *	13,522
6	LLB/BESc	10,663	LLB/BESc	12,524	LLB/BESc	11,513	LLB/BESc	13,522
7	Total	57,241	Total	57,240	Total	61,811	Total	61,811
8	Cost of Programs Taken Sequentially			\$61,876	Cost of Programs Taken Sequentially			\$66,826

LLB / MBA Concurrent Program						
2007-08				2008-09		
	Concurrent			Concurrent		
1	Law 1 *	11,372	September - April	Law 1 *	12,282	September - April
2	MBA	44,250	May - January	MBA	46,500	May - January
3	Law 2	4,386	February - April	Law 2	4,866	February - April
4	MBA	14,750	July - August	MBA	15,500	July - August
5	Law 3	11,372	September - April	Law 3	12,282	September - April
6	Total	86,130		Total	91,430	
7	Cost of Programs Taken Sequentially		\$93,116	Cost of Programs Taken Sequentially		\$98,846

\* denotes entry point into concurrent program.

**Table 20c**  
**Tuition Fee Proposals for Concurrent Programs: 2007-08 and 2008-09**  
**New Entrants Only**  
 -- Canadian Students --

BEd / BSc Concurrent Program							
2007-08				2008-09			
Concurrent				Concurrent			
1	BSc	4,521		BSc	4,724		
2	BEd/BSc *	4,675		BEd/BSc *	4,884		
3	BEd/BSc	4,675		BEd/BSc	4,884		
4	BEd/BSc	4,675		BEd/BSc	4,884		
5	BEd/BSc	4,675		BEd/BSc	4,884		
6	Total	23,221		Total	24,260		
7	Cost of Programs Taken Sequentially	\$23,517		Cost of Programs Taken Sequentially	\$24,573		

Tuition for students already in concurrent programs (prior to May 2007) would increase by the following rates in 2007-08			Tuition for students already in concurrent programs (Prior to May 2008) would increase by the following rates in 2008-09		
HBA/BESc	2.0%		HBA/BESc	2.0%	
HBA/LLB	2.0%		HBA/LLB	2.0%	
HBA/BA-BSc	2.0%		HBA/BA-BSc	2.0%	
LLB/BA-BSc	4.0%		LLB/BA-BSc	4.0%	
LLB/BESc	4.0%		LLB/BESc	4.0%	
LLB/MBA	2.0%		LLB/MBA	2.0%	
BEd/BSc	4.0%		BEd/BSc	4.0%	

\* denotes entry point into concurrent program.

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

	Actual					Projected				
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
<b>1 Constituent University</b>										
<b>2 Full-Time Undergraduates</b>										
3 Arts & Humanities	1,585	1,594	1,641	1,545	1,449	1,489	1,480	1,483	1,495	1,497
4 Business (HBA)	388	398	467	565	566	640	705	775	840	910
5 Dentistry	241	240	246	240	242	249	251	252	254	254
6 Education	865	834	834	844	892	820	820	820	820	820
7 Engineering	1,528	1,535	1,442	1,336	1,226	1,147	1,119	1,115	1,116	1,117
8 Health Sciences										
9 BHSc Program	1,042	1,073	1,061	1,058	1,094	1,025	1,048	1,067	1,068	1,068
10 Kinesiology	1,075	1,160	1,150	1,144	1,120	1,047	1,008	970	965	964
11 Nursing	369	456	590	665	769	755	775	767	762	762
12 Therapies	90	27	22	30	29	25	25	25	25	25
13 Sub-Total	2,576	2,716	2,823	2,897	3,012	2,852	2,856	2,829	2,820	2,819
14 Law	453	440	444	471	472	479	472	480	480	480
15 Media, Information, & Tech	576	634	718	728	793	848	849	839	826	826
16 Medicine										
17 MD Program	466	495	526	528	536	552	566	580	588	588
18 BMedSci Program	32	222	455	851	986	600	600	600	600	600
19 Music	404	435	499	519	544	541	529	518	513	511
20 Science	3,673	3,844	3,966	3,758	3,724	3,953	3,892	3,868	3,861	3,860
21 Social Science	6,021	6,105	6,037	6,097	6,115	6,000	5,935	5,926	5,900	5,897
22 <b>Total Full-Time Undergraduates</b>	<b>18,808</b>	<b>19,492</b>	<b>20,098</b>	<b>20,379</b>	<b>20,557</b>	<b>20,170</b>	<b>20,074</b>	<b>20,085</b>	<b>20,113</b>	<b>20,179</b>
23 Concurrent Programs	87	102	111	81	80	85	85	85	85	85
24 Medical Residents	511	529	568	631	644	650	650	650	650	650
25 <b>Full-Time Graduates</b>										
26 Masters	2,415	2,380	2,307	2,299	2,295	2,526	2,712	2,771	2,796	2,820
27 Ph.D.	909	1,019	1,121	1,235	1,422	1,550	1,668	1,777	1,854	1,919
28 <b>Total Full-Time Graduates</b>	<b>3,324</b>	<b>3,399</b>	<b>3,428</b>	<b>3,534</b>	<b>3,717</b>	<b>4,076</b>	<b>4,380</b>	<b>4,548</b>	<b>4,650</b>	<b>4,739</b>
29 <b>Total Full-Time Enrolment</b>	<b>22,730</b>	<b>23,522</b>	<b>24,205</b>	<b>24,625</b>	<b>24,998</b>	<b>24,981</b>	<b>25,189</b>	<b>25,368</b>	<b>25,498</b>	<b>25,653</b>
30 <b>Part-Time FTEs</b>										
31 Undergraduate	2,245	2,250	2,142	2,127	2,138	2,125	2,125	2,125	2,125	2,125
32 Education (AQs)	898	1,131	986	1,000	907	910	900	900	900	900
33 Masters	100	104	113	110	109	100	90	90	90	90
34 Ph.D.	13	20	18	17	12	10	10	10	10	10
35 <b>Total Part-Time FTEs</b>	<b>3,256</b>	<b>3,505</b>	<b>3,259</b>	<b>3,254</b>	<b>3,166</b>	<b>3,145</b>	<b>3,125</b>	<b>3,125</b>	<b>3,125</b>	<b>3,125</b>
36 <b>Total Constituent FTEs</b>	<b>25,986</b>	<b>27,027</b>	<b>27,464</b>	<b>27,879</b>	<b>28,164</b>	<b>28,126</b>	<b>28,314</b>	<b>28,493</b>	<b>28,623</b>	<b>28,778</b>
<b>37 Affiliated University Colleges</b>										
38 <b>Full-Time Undergraduates</b>										
39 Brescia	739	894	926	917	954	883	869	885	919	951
40 Huron	907	1,035	1,091	1,104	1,072	1,072	1,102	1,132	1,140	1,140
41 King's	2,418	2,698	2,874	3,069	3,167	3,231	3,259	3,280	3,296	3,307
42 <b>Total Full-Time Undergraduates</b>	<b>4,064</b>	<b>4,627</b>	<b>4,891</b>	<b>5,090</b>	<b>5,193</b>	<b>5,186</b>	<b>5,230</b>	<b>5,297</b>	<b>5,355</b>	<b>5,398</b>
43 <b>Part-Time Undergraduate FTEs</b>										
44 Brescia	50	45	54	63	68	70	70	70	70	70
45 Huron	48	43	32	37	47	30	30	30	30	30
46 King's	215	227	219	242	224	225	225	225	225	225
47 <b>Total Part-Time FTEs</b>	<b>313</b>	<b>315</b>	<b>305</b>	<b>342</b>	<b>339</b>	<b>325</b>	<b>325</b>	<b>325</b>	<b>325</b>	<b>325</b>
48 <b>Graduate FTEs</b>										
49 Brescia							4	8	9	9
50 Huron					7	13	13	13	13	13
51 King's		7	13	18	16	22	31	29	29	29
52 <b>Total Graduate FTEs</b>	<b>0</b>	<b>7</b>	<b>13</b>	<b>18</b>	<b>23</b>	<b>35</b>	<b>48</b>	<b>50</b>	<b>51</b>	<b>51</b>
53 <b>Total Affiliate FTEs</b>	<b>4,377</b>	<b>4,949</b>	<b>5,209</b>	<b>5,450</b>	<b>5,555</b>	<b>5,546</b>	<b>5,603</b>	<b>5,672</b>	<b>5,731</b>	<b>5,774</b>
54 <b>Total UWO FTEs</b>	<b>30,363</b>	<b>31,976</b>	<b>32,673</b>	<b>33,329</b>	<b>33,719</b>	<b>33,672</b>	<b>33,917</b>	<b>34,165</b>	<b>34,354</b>	<b>34,552</b>

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

	Actual					Projected				
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
55	<i>Rows 55 to 86 Included above</i>									
55	<b>International Students</b>									
56	Constituent Full-Time									
57	Undergraduates	846	875	858	806	693	640	600	600	600
58	Medical Residents	117	125	122	180	130	130	130	130	130
59	Masters (excluding MBAs)	146	144	131	154	230	233	219	215	215
60	MBA (Regular)	94	97	95	82	40	40	40	40	40
61	Executive MBA	46	50	64	53	55	72	86	90	90
62	Ph.D.	150	212	245	280	338	365	394	420	436
63	<b>Year 1 Only</b>									
64	Constituent									
65	Arts & Humanities	401	345	376	348	310	345	345	345	345
66	BMOS Program	667	662	598	593	634	600	600	600	600
67	Engineering	431	429	356	328	318	325	325	325	325
68	Health Sciences									
69	BHSc Program	283	335	251	263	316	300	300	300	300
70	Kinesiology	330	392	336	363	310	300	300	300	300
71	Nursing	104	125	124	125	130	125	125	125	125
72	Media, Information, & Tech	239	253	296	254	283	265	265	265	265
73	Music	121	152	165	140	136	130	130	130	130
74	Science	1,008	1,306	1,220	1,169	1,148	1,150	1,150	1,150	1,150
75	Social Science	907	831	874	784	858	810	810	810	810
76	<b>Total Year 1 - Constituent</b>	<b>4,491</b>	<b>4,830</b>	<b>4,596</b>	<b>4,367</b>	<b>4,443</b>	<b>4,350</b>	<b>4,350</b>	<b>4,350</b>	<b>4,350</b>
77	Affiliated University Colleges									
78	Brescia	278	365	286	236	244	260	270	280	300
79	Huron	319	408	322	322	365	385	385	385	385
80	King's	900	1,022	853	850	807	810	820	820	820
81	<b>Total Year 1 - Affiliates</b>	<b>1,497</b>	<b>1,795</b>	<b>1,461</b>	<b>1,408</b>	<b>1,416</b>	<b>1,455</b>	<b>1,475</b>	<b>1,485</b>	<b>1,505</b>
82	<b>Total UWO Year 1</b>	<b>5,988</b>	<b>6,625</b>	<b>6,057</b>	<b>5,775</b>	<b>5,859</b>	<b>5,805</b>	<b>5,825</b>	<b>5,835</b>	<b>5,855</b>
83	<b>Masters</b>									
84	All Programs (excluding MBAs)	1,468	1,558	1,652	1,734	1,725	2,108	2,280	2,335	2,360
85	MBA (Regular)	616	557	447	387	323	130	130	130	130
86	Executive MBA	331	265	208	178	247	288	302	306	306

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*Appendix A***Revenues, Expenditures, and Tuition Fees by Faculty**

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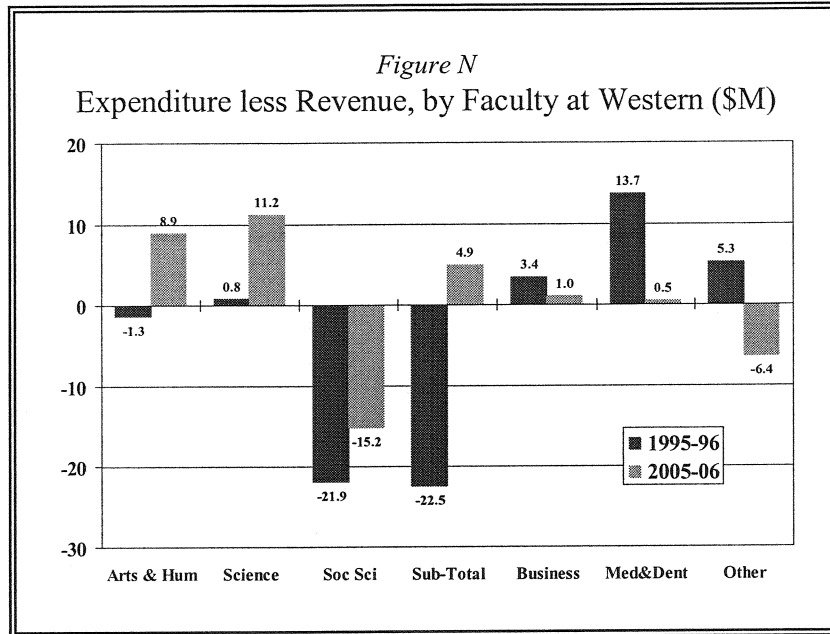
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The graphs below summarize revenues, expenditures, and tuition fees by Faculty using the basic methodology developed in **Looking Forward** (April, 1996). The details of the methodology have been revised considerably since the 1996 version, as follows:

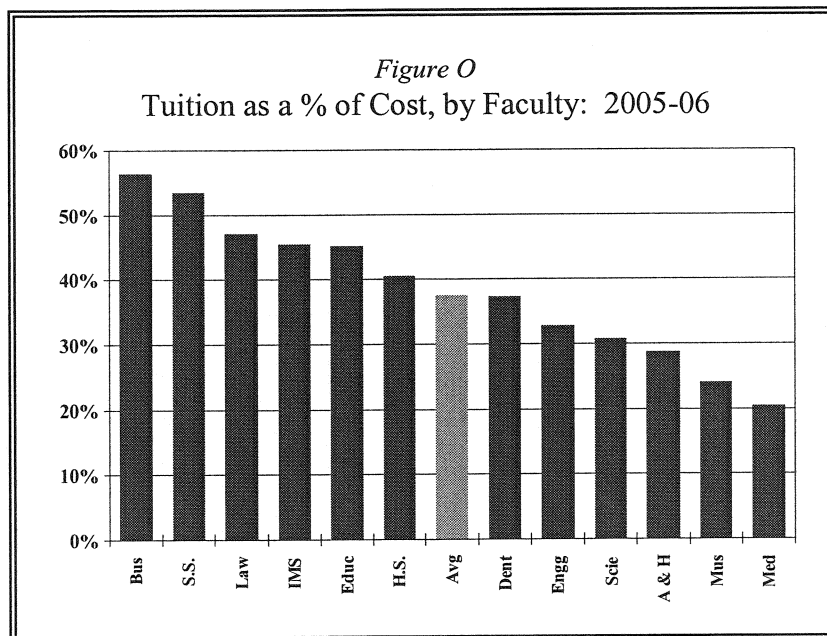
- Attribution of indirect costs (i.e. non-Faculty budgets) have been refined. In the 1996 version, indirect costs were attributed using “share of Faculty base budgets”. In the current version, indirect costs are attributed using many variables, including enrolments, number of faculty and staff, space,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

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 N** compares expenditure less revenue, by Faculty, for 1995-96 (shown in black pattern) with data for 2005-06 (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 N** shows the results of our calculations.

**Figure O** shows tuition as a percent of cost, by Faculty, for 2005-06. The figures range from a high of 56.4% for Business to a low of 20.4% 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 O 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 7,622 Full-Time Equivalent students (FTEs), with 7,202 undergraduates and 420 graduate students, in about 40 different programs. In Medicine, there were 2,439 FTEs – 528 MD students, 577 medical residents, 868 B.Med.Sci students, and 466 graduate students. Our analysis does not attempt to cost such individual programs within Faculties.



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*The University of Western Ontario***2007-08 Capital Budget**

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**A. The Evolution of Capital Expenditures**

The Capital Budget for 2007-08 should be seen in the context of both recent trends in capital spending and the University's proposed long-range space plan outlined in section C of the Operating Budget portion of this document. Table 22 sets out expenditures in the Capital Budget since 2003-04 in nine categories. Category 1 shows all new construction, while categories 2 to 7 show renovations to existing space. Category 1 expenditures are usually funded from general University funds, the major exceptions being projects funded all or in part from external research and private funds, and Housing construction, which is funded from the Housing budget. Categories 2 to 5 are funded primarily from general University funds, while category 6 is funded from Housing operations, and category 7 is funded by the particular Ancillary undertaking the work. Categories 8 and 9 involve carrying costs and debt repayments, and other expenditures such as purchases of land and buildings and transfers from the capital budget for other purposes.

Categories 2 to 5 involve **Maintenance, Modernization, and Infrastructure (MMI)** and are eligible to receive funds from the annual MMI transfer from the operating budget to the capital budget, which is budgeted at \$9.5 million in 2007-08. These are expenditures directed at modification of existing space and renewal and expansion of the utilities and infrastructure of the University. The four MMI categories can be differentiated by size and by responsibility for oversight, as between the Vice-Presidents Academic and Resources & Operations. Category 2 involves a limited number of large projects over \$1,000,000, while categories 3, 4, and 5 involve a greater number of projects, including many costing less than \$100,000. Projects in categories 3 and 5, which deal with non-academic physical infrastructure, are generally recommended by the Associate Vice-President (Physical Plant) through the Vice-President (Resources & Operations).

Projects in category 4 involve instructional and research facilities, and are generally recommended by the Associate Vice-President (Planning and Budgeting) through the Vice-President (Academic). Projects in category 2 generally involve collaboration between the two Vice-Presidents, to determine the order in which the potential major building renovations on campus should be done. Certain projects, both new construction and renovation, have a very large component of external research funding (the Biotron, for example) and require leadership by the Vice-President (Research). For most major projects in categories 1 and 2 there is a private fundraising component, so that the involvement of the Vice-President (External) is critical. Generally speaking, the effective planning and implementation of the Capital Budget requires the close collaboration of all four Vice-Presidents and many senior academic and staff leaders who work with them.

In planning future expenditures on Maintenance, Modernization, and Infrastructure, it is useful to review the value of our current fixed assets on campus. At April 30, 2006, our buildings and infrastructure had a current replacement value (CRV) of approximately \$1,417 million, as follows:

	<u>CRV \$M</u>	<u>Square Metres</u>	<u>Major Buildings</u>
Major Nonresidential Buildings	1,052	433,515	58
Utilities and Infrastructure	55		
Subtotal, Eligible for MMI	1,107	433,515	58
Housing	260	223,159	14
Other Ancillary Buildings	50	36,433	5
Total	1,417	693,107	77

At the fiscal year-end of April 30, 2006, the University had 433,515 gross square metres in 58 major nonresidential buildings, ranging in size from the Cronyn Observatory (338 square meters) to the Social Sciences Centre (33,757 square metres). Those buildings, and some \$55 million in utilities and infrastructure, are the physical assets generally eligible for MMI expenditures. On that same date, the University had 223,159 square metres of Housing space in ten major undergraduate residences, four major apartment buildings, and numerous smaller buildings for graduate students in Platt's Lane Estates. Other than Housing, there are five major buildings which are operated largely or entirely as ancillaries: Thompson Recreation and Athletic Centre, TD Waterhouse Stadium, Boundary Layer Wind Tunnel, Child Care Centre, and Spencer Hall.

With this background in mind, we briefly set out the nine categories of capital expenditures.

**1. New Construction.** This category includes projects which create new buildings, including housing, additions to existing buildings, and other new facilities such as parking lots and athletic fields. It does not include projects which improve the space within existing buildings or projects which upgrade other existing facilities.

**2. Major Building Renovations.** This category involves major maintenance and renovation expenditures on nonresidential building projects of over \$1 million (projects generally span more than one year). Of the 433,000 square metres in major buildings, over 75% was built before 1975, so renovations to major buildings will be a continuing part of University capital planning.

**3. Utility Infrastructure Projects.** This category involves projects with values greater than \$10,000 directed at the upgrading and new installation of utilities and other infrastructure, including boilers and chillers, as well as electrical, water, and sewer distribution systems. Given that most of our Utilities and Infrastructure plant and equipment is over thirty years old, these projects will continue to be a critical part of our capital budget.

It is noted that proposed projects under this category include a number of projects devoted to the renewal of portions of our steam, water and chilled water systems. In addition, major restoration of the chilled water pumping system at \$2.7 million, and replacement of the 4,160 volt electrical



distribution system for SLB, SSC, MC, and ChB at \$1.5 million, is planned for fiscal year 2007-08. Major projects in future years will include continued work on electrical distribution systems and cooling tower and boiler replacements.

**4. Modernization of Instructional and Research Facilities.** This category includes the renewal and modernization of classrooms, laboratories, libraries, and other space used for instruction and research, as well as upgrades to information technology. These expenditures are critical to maintaining Western's reputation as a leader in the quality of teaching and research. These projects are sometimes funded by the units themselves with operating or research funds.

**5. General Maintenance and Modernization Projects.** This category consists of a wide variety of maintenance and modernization projects which are not included in categories 2 to 4. Most of the projects are under \$100,000, involving such work as roof replacement, interior and exterior painting, road, bridge, and sidewalk repair, and general maintenance of structures and systems. An annual provision of \$350,000 for unforeseen projects forms part of the allotment in this category.

**6. Housing Renovations.** This category includes all maintenance and modernization expenditures on University residences and apartment buildings. Construction of a new residence or apartment building is included in category 1. The expenditures, projected to be \$14.7 million in 2007-08, are funded from Housing revenues and debt. Housing has always set aside adequate maintenance funds and does not have the significant deferred maintenance on its buildings as may be observed in many other University buildings.

**7. Ancillary Projects.** This category includes capital expenditures on Ancillaries other than Housing, including Hospitality Services, the Book Store, Parking Services, student fee-funded units, self-funded support units, and self-funded research units. These units pay a charge to the University for the space they occupy. The total revenue of these units in 2005-06 was \$70.3 million.

**8. Carrying Costs and Debt Repayments.** This category consists of principal repayments and interest on capital projects.

**9. Other Capital Expenditures.** This category includes asset acquisitions such as the \$7.7 million for Westminster College in 2005-06. It has been an established principle in Western's Campus Master Plan that the University pursue, as appropriate, the purchase of lands contiguous to the University property as the lands come available. Western will continue to seek to protect the Regional Facilities zoning around us and to buy land near our campus when it comes up for sale. The University may also acquire strategic physical assets, as in the purchase of the Siebens-Drake Research Institute building in 2002.

The last twelve lines of Table 22 are labeled A to M. Line A shows total sources of funding for the capital budget, including debt; B, sources of funds less expenditures; C, the capital reserve at year-end (which changes each year by the amount in line B); and D, capital debt outstanding at year-end. Details on these items are shown in Tables 24 and 31. Annual changes in the Capital Reserve (line C) are driven by the differences between funding and expenditure (line B). Thus for 2005-06, line

B shows \$(545), the difference between funding of \$90,576 (all figures in \$000) and expenditures of \$91,121. The capital reserve in line C increases or decreases by this same amount of \$(545), from \$38,067 in 2004-05 to \$37,522 in 2005-06. When line B is negative, as in 2003-04 and 2005-06, the capital reserve declines.

Line E shows the replacement value of nonresidential buildings and utilities and infrastructure – the assets eligible for MMI spending – while line F shows the ratio of the annual MMI expenditure to the replacement value. For example, in 2005-06, MMI expenditures were \$25.4 million, while the estimated replacement value of nonresidential buildings, utilities, and infrastructure was \$1.1 billion. The ratio of the two is 2.3%, as shown in line F.

Line G of Table 22 shows the annual transfer from the operating budget to the capital budget for Maintenance, Modernization, and Infrastructure (the MMI transfer). As part of the 1995 Strategic Plan, the Board of Governors approved an incremental annual base transfer of \$750,000 from operating to capital in support of maintenance spending for ten years, from 1996-97 to 2005-06. Since there was an existing transfer of \$500,000 in 1995-96, the annual transfer was \$8.0 million in 2005-06. In 2004, Western's Board of Governors approved the recommendation that the base transfer of \$750,000 be continued for another ten years after 2005-06 until 2015-16, when the annual transfer will be \$15.5 million. This commitment establishes Western as a leader among Canadian universities in maintaining its facilities and dealing with deferred maintenance.

Line H of Table 22 shows the ratio of the annual MMI transfer to total MMI expenditures; for example, in 2005-06, the transfer was \$8.0 million and MMI expenditures were \$25.4 million, so the ratio in line H is 31.4%. Other sources of funding for MMI expenditures include the annual capital facilities renewal grant from the Province (currently about \$2.4 million); special Provincial grants, such as the \$16.0 million announced in April, 2003 for the renovation of the Medical Sciences Building; additional one-time allocations from the University's operating budget; research funds from such sources as the Canada Foundation for Innovation and the Ontario Ministry of Research and Innovation; fundraising; and borrowing.

Line J contains an estimate of maintenance spending, defined narrowly as spending required to bring aging facilities up to their condition when originally built. In fact, whenever Western undertakes a major maintenance project, there is also modernization of the facility, and whenever we execute a major modernization project, there is generally some maintenance expenditure; it is thus difficult to separate the two. Line J is calculated on the assumption that 2/3 of the expenditures in categories 2, 3, and 5 involve maintenance (the remaining 1/3 involves modernization), while 1/3 of the expenditures in category 4 is for maintenance (the remaining 2/3 involve modernization). While these ratios would vary by project and by year, Physical Plant considers them a reasonable average for the four categories over a number of years.

The value of line J in 2005-06 is \$14.9 million, or (in line K) 1.3% of the replacement value in that year. A standard target in industry for this ratio is 2.0%: if large buildings last an average of 50 years, then on average maintenance spending should be 2.0% of replacement value. When the actual ratio is consistently lower than 2.0%, as has been the case at Western and most Canadian universities over

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the last three decades, the level of deferred maintenance will grow. Western continues to urge the Province to increase the annual allocation for facilities renewal, which has generally been set at \$2.5 million or less during the last decade. Western will also urge the federal government to include universities in future infrastructure programs and to create a fund specifically aimed at helping Canadian universities deal with deferred maintenance.

Table 23 reviews capital projects over \$1 million divided into three groups: projects completed since 2005 (8 projects with a total cost of \$117.4 million); projects currently underway (17 projects, \$241.5 million), and planned future projects (7 projects, \$110.2 million). In each case, the projects are assigned to one of the nine categories. For all the projects, the year and month of the start and end of construction are shown. For planned future projects, the start date is the date at which Board approval might be sought.

The projects listed in Table 23 are the result of the long-range space plan outlined in section B of the Operating Budget portion of this document. These projects include new construction that will create the additional space necessary to accommodate graduate enrolment expansion and the associated additional faculty and staff, and major building renovations and utilities and infrastructure projects – reflecting the need to maintain and modernize Western’s aging physical plant.

## **B. Sources of Funding and Capital Expenditures in 2007-08**

Table 24 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2006-07, divided into seven major categories: provincial and municipal government grants; funds from the Canada Foundation for Innovation (CFI) and the Ontario Ministry of Research and Innovation (OMRI) awarded on a competitive basis; funds transferred from Western’s operating budget; investment income on reserves held in the Capital Budget; general fundraising; borrowing; and other sources, including internal recoveries. As compared to a decade ago, the University is more dependent on capital revenues from competitive research sources (e.g. CFI/OMRI), private fundraising, transfers from the operating budget and debt.

Table 25 shows expenditures in Categories 1 and 2, for 2006-07 (estimates as of February 28, 2007) and 2007-08 (current proposals). Table 26 shows expenditures in Category 3. Within each category the items are listed according to the size of the proposed expenditure in 2007-08.

Table 27 shows expenditures in categories 4 and 5, while Table 28 shows expenditures in categories 6 and 7. For categories 4 to 6, certain smaller projects are grouped together; the full list of projects is available from the Division of Physical Plant and Capital Planning Services. Tables 29 and 30 show data on Categories 4 to 7 with estimates for 2006-07.

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## C. Capital Reserves and Debt

Table 31 displays Capital Reserves and Debt for April 30 fiscal year-ends. Capital Reserves are divided into three categories:

- The General Capital Fund, not yet designated for specific purposes
- Designated Capital Fund, which have been assigned to specific projects
- Gibbons Property, the remaining funds from the sales of that property

The University's intention is that when the Gibbons funds are spent, there will be naming opportunities to honor the Gibbons name.

Capital Debt is divided into the following categories:

- **General Capital Fund** – includes debt for projects that are not new construction or major renovations. This currently includes the Telephone Switch System.
- **New Construction** - represents debt on projects that are largely new construction, additions to existing buildings and any other new facilities. This category does not include debt for Housing projects.
- **Major Renovations & Other** – includes debt on non-residential projects that involve major maintenance and renovations to existing space and includes debt on purchases of property.
- **Housing** - debt required for any new construction of, or maintenance and modernization projects on, University residences and apartment buildings.
- **UCC** - includes remaining debt for The University Community Centre Expansion.
- **Research Park** – debt incurred by the Research Park.
- **Richard Ivey School of Business Foundation** - debt held by Richard Ivey School of Business Foundation. This does not include debt for the expansion and renovation project at Spencer Hall for Ivey MBA or the Ivey EMBA Leasehold Improvement Project. The debt for these projects is included in the categories New Construction and the Major Renovations category, respectively, as the University is holding this debt.

In 2002-03, the Board of Governors approved a Capital Debt Policy, which included a limit of \$7,500 in debt per student full-time equivalent (FTE). In 2005-06, the Board policy was modified to increase the \$7,500 each year by the change in the CPI, beginning in 2002. The table below shows the allowed debt per FTE and actual debt per FTE; the figures are for years ending on April 30th.

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	Actual		Forecast		
	2005	2006	2007	2008	2009
Allowable debt per FTE	\$7,878	\$8,071	\$8,233	\$8,397	\$8,565
Actual debt per FTE	\$4,520	\$4,328	\$4,229	\$5,923	\$7,785
Debt room per FTE	\$3,358	\$3,743	\$4,004	\$2,474	\$ 780

In 2007, the maximum allowed debt per FTE is \$8,233, and the forecast is \$4,229. In 2006, the credit rating agencies (Moody's, DBRS & Standard & Poors) set a reasonable limit for debt per FTE as \$10,000 CDN. Western's current debt is thus well below the Board limit and the suggested limit of expert rating agencies. The University also compares its debt per student to some other Canadian universities on a regular basis. A recent report was issued by DBRS in December 2006 containing information on twelve universities that have issued debentures. Debt per FTE at the twelve universities ranged from \$5,178 to \$10,762, with an unweighted average of \$8,056, nearly 50% above Western's projected debt per FTE of \$4,229 on April 30, 2007.

Figure P shows three measures of debt per FTE since 2005: the maximum allowable, indexed to the CPI; the actual and projected debt; and the difference between the two, which we call debt room. The minimum debt room per FTE shown is about \$706 per FTE in 2010. With 28,000 FTEs, this corresponds to about \$20 million in debt which could be allocated to projects in future Board decisions. Western's total debt is projected to be \$229 million in 2010.

To finance the capital costs associated with the long range space plan and graduate student expansion, Western is planning to issue a debenture in the summer of 2007. With interest rates hovering near 48-year lows, this 30-year bullet debenture will provide a cost effective source of funds to finance new capital construction.

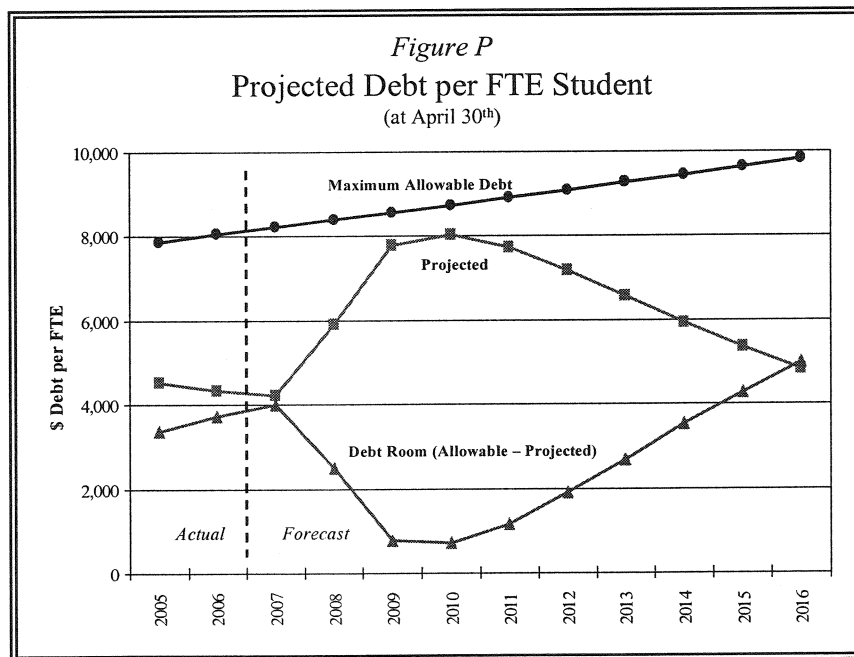
In the recent Provincial Budget, the government announced \$210 million to universities as part of the Postsecondary Education Infrastructure Trust announced in the 2006 federal budget, of which Western will receive \$17.2 million. This funding will support Western's long range space plan and upon receipt will flow to the Capital Debt Model.

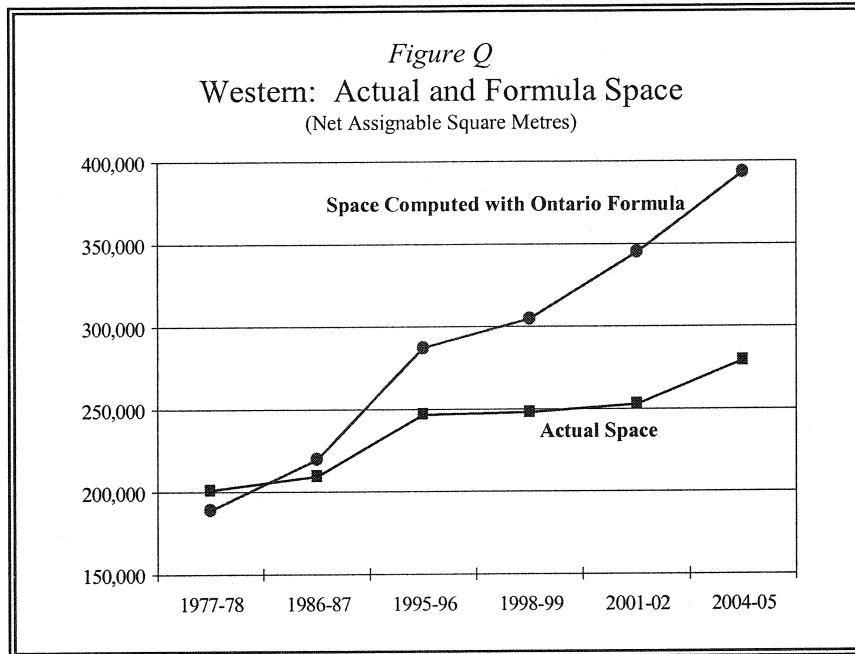
#### **D. Space at Western**

Western is committed to the efficient use of space. Every three years since 1977-78, the Provincial Ministry responsible for universities and the Council of Ontario Universities have compiled data on the ratio of actual space in Ontario universities, as compared to the "formula space" which would be generated by a particular set of space standards for classrooms, research, libraries, offices, services, students.

	Ratio of Actual Space to Formula Space					
	77-78	86-87	95-96	98-99	01-02	04-05
1. Western	106.2%	95.2%	85.8%	81.3%	74.2%	71.1%
2. All Ontario Universities	95.7%	88.4%	86.5%	86.0%	79.6%	73.0%
3. Western's "relative space efficiency"	-10.5%	-6.8%	+0.7%	+4.7%	+5.4%	+1.9%

We may illustrate the three lines of the table with reference to the data for 2004-05. Line 1 shows that Western had actual space equal to 71.1% of the space which would be required to meet the space standards; the corresponding figure for all Ontario universities was 73.0%. The difference of line 2 minus line 1 is 1.9% – i.e. Western's use of space relative to the standards was 1.9% more efficient than the average of Ontario universities. Lines 1 and 2 show that all Ontario universities, including Western, have become more efficient in the use of space since 1977-78. Figure Q shows the growth of Actual and Formula space since 1977-78 and the growing gap between the two. Space constraints have made it difficult to build and maintain space designed for interaction and collaboration among students, faculty and staff. One of the priorities of the 2006-2013 Long-Range Space Plan set out in the 2006-07 Budget is to build and protect such space, and thereby facilitate interdisciplinary and pan-University initiatives, as well as building a stronger sense of University community.





**Table 22**  
**CAPITAL BUDGET SUMMARY, 2003-04 TO 2007-08**  
**(\$000)**

Category	Purpose	Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07	Budget 2007-08
	<b>New Construction</b>					
1	New Construction (Table 25, line 17)	45,066	38,963	33,850	46,556	72,641
	<b>Maintenance, Modernization, and Infrastructure (MMI)</b>					
2	Major Building Renovations (Table 25, line 28)	7,977	10,836	11,654	21,285	22,481
3	Utilities and Infrastructure Projects (Table 26)	3,445	3,310	3,313	5,922	5,860
4	Modernization of Instructional and Research Facilities (Tables 27 and 29)	2,983	5,023	6,124	5,654	5,136
5	General Maintenance and Modernization Projects (Tables 27 and 29)	5,140	4,686	4,347	5,943	4,453
	Sub-Total MMI	19,545	23,855	25,438	38,804	37,930
	<b>Other</b>					
6	Housing Renovations (Tables 28 and 30)	3,463	1,996	2,092	3,631	14,668
7	Ancillary Projects (Tables 28 and 30)	2,623	2,214	890	684	1,981
8	Carrying Costs and Debt Repayments	2,947	8,824	21,134	4,956	1,799
9	Other Capital Expenditures	1,381	45	7,717	45	4,995
	Sub-Total Other	10,414	13,079	31,833	9,316	23,443
	<b>Total Expenditures</b>	<b>75,025</b>	<b>75,897</b>	<b>91,121</b>	<b>94,676</b>	<b>134,014</b>

Line		Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07	Budget 2007-08
	<b>Sources of Funding, Reserves, and Debt</b>					
A	Total Sources of Funding, Including Debt (Table 24)	60,171	105,041	90,576	105,317	95,314
B	Sources of Funding less Expenditures	(14,854)	29,144	(545)	10,641	(38,700)
C	Capital Reserve, Year End (Table 31)	8,923	38,067	37,522	48,163	9,463
D	Capital Debt Outstanding, Year End (Table 31)	120,193	124,216	120,901	119,237	166,718
E	Replacement Value of Nonresidential Buildings, Utilities & Infrastructure, \$M	964	1,105	1,107	1,127	1,142
F	MMI Expenditures/Replacement Value	2.0%	2.2%	2.3%	3.4%	3.3%
G	Annual MMI transfer from Operating to Capital Budget	6,500	7,250	8,000	8,750	9,500
H	MMI transfer/MMI Expenditures	33.3%	30.4%	31.4%	22.5%	25.0%
J	Estimate of Maintenance Expenditure	12,036	14,229	14,917	23,985	23,575
K	Maintenance Expenditure/Replacement Value	1.2%	1.3%	1.3%	2.1%	2.1%
L	Number of Major Buildings	76	78	78	77	78
M	Total Gross Square Metres (000s)	633	673	673	693	697

Category 8 does not include carrying costs and loan repayments for Residences & Apartments, UCC, Research Park, and the Ivey School of Business.

Line B is equal to Line A Total Sources of Funding less Total Expenses

The change in Line C from one year to the next is equal to Line B.

Line J consists of 2/3 of Category 2, 3, and 5 and 1/3 of Category 4.



**Table 23**  
**CAPITAL PROJECTS OVER \$1 MILLION**

		Category	Start	End	Cost (\$M)
1	<b>Projects Completed since 2005</b>				
2	Medical Science Building Renovations	2	Apr 02	Aug 06	
3	West Valley Building (Animal Care Facility)	1	Oct 02	Jun 06	
4	Dr. Don Rix Clinical Skills Learning Building	1	Jan 04	Jun 06	
5	London Hall Residence	1	Oct 04	Sep 06	
6	Insurance Research Lab for Better Homes	1	Apr 05	May 06	
7	Biotron - New Facility	1	Oct 05	Mar 07	
8	The Michael Kirkley Mustang Training Centre - J.W. Little Building	1	Feb 06	Aug 06	
9	ING Leadership Centre (TSX) Leasehold Improvements (Toronto)	2	Jun 06	Dec 06	
10	<b>Total</b>				<b>117.4</b>
11	<b>Projects Underway</b>				
12	Biological and Geological Sciences Building Renovations	2	Nov 05	Apr 10	
13	Chiller and Cooling Tower in Power Plant	3	Mar 06	Jun 06	
14	Bayfield Hall Renovations	6	May 06	Aug 07	
15	Dental Clinic Renovations in Dental Science Building (Phase II and III)	2	May 06	Jul 07	
16	Westminster College and Related Renovations	2	Jun 06	Apr 08	
17	Support Services Building	1	Jun 06	Jun 08	
18	Physics and Astronomy Building Renovations	2	Jun 06	Jan 11	
19	Ivey Spencer Leadership Centre Expansion and Renovations	1	Jul 06	Apr 07	
20	Althouse Faculty of Education Building Renovations	2	Aug 06	Apr 07	
21	Student Recreational Facility	1	Oct 06	Sep 08	
22	Material Sciences Addition	1	Nov 06	Mar 08	
23	Student Services Building	1	Apr 07	Aug 09	
24	Avian Research Facility	1	Apr 07	Jun 08	
25	UCC Wave Renovations	2	Apr 07	Oct 07	
26	Spencer Engineering Green Building Addition	1	Apr 07	May 09	
27	TD Waterhouse Stadium Field Turf Replacement	7	Apr 07	Sep 07	
28	Asset Acquisition	9	-	-	
29	<b>Total</b>				<b>241.5</b>
30	<b>Planned Future Projects</b>				
31	Install Primary/Secondary Pumping Station	3	May 07	May 08	
32	Electrical Infrastructure	3	May 07	May 08	
33	Utilities and Infrastructure Projects	3	May 07	Sep 13	
34	Follow-on Renovations to Existing Facilities	2	Jun 08	Jun 10	
35	New Ivey School Building to House the HBA and Phd Programs	1	Aug 10	Aug 12	
36	Existing Ivey Building Renovations	2	Aug 12	Aug 13	
37	Asset Acquisitions	9	-	-	
38	<b>Total</b>				<b>110.2</b>

**Table 24**  
**CAPITAL BUDGET: SOURCES OF FUNDING**  
**(\$000)**

		Projected 2006-07	Budget 2007-08
<b>1</b>	<b>Government Grants</b>		
2	MTCU Annual Capital Grant (Facilities Renewal Program)	2,424	2,424
3	City of London	826	826
4	MTCU Loan Repayment Grant	0	500
5	Urban Works Reserve Fund	0	270
6	MTCU One-Time Capital Grant	17,170	0
<b>7</b>	<b>Sub-Total</b>	<b>20,420</b>	<b>4,020</b>
<b>8</b>	<b>CFI/OMRI Federal/Provincial Funding</b>		
9	Avian Research Facility	0	4,740
10	Insurance Research Lab for Better Homes	230	495
11	Biotron - New Facility	12,877	0
12	West Valley Building (Animal Care Facility)	860	0
13	Biotron - Addition to North Campus Building	64	0
14	SuperBuild Projects	11	0
<b>15</b>	<b>Sub-Total</b>	<b>14,042</b>	<b>5,235</b>
<b>16</b>	<b>Operating Budget</b>		
17	Operating Budget MMI Transfer - Base	8,750	9,500
18	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
19	Operating Budget - One-Time Allocations	27,813	5,875
20	Operating Budget - FFICR Transfer	3,000	3,000
21	Operating Budget - CRC Transfer	904	952
22	Operating Budget - Incremental Space for Engineering in TEB	445	445
23	Operating Reserve - Asset Acquisition	2,222	0
24	Ivey Operating Budget - Ivey Projects and Loan Repayments	487	1,141
25	Medicine Operating Budget - Medical Science Building Renovations	500	500
26	VP Research - Biotron - New Facility	0	230
27	Science Operating Budget - Biotron - New Facility	80	150
28	Dentistry Operating Budget - Dental Clinic Renovations	300	0
29	Law Operating Budget - Law Building Expansion and Renovations	200	0
30	Library Operating Budget - Library Improvements	150	0
31	Miscellaneous Faculty Budgets	88	0
<b>32</b>	<b>Sub-Total</b>	<b>45,539</b>	<b>22,393</b>
<b>33</b>	<b>Interest Earned</b>	<b>1,135</b>	<b>245</b>
<b>34</b>	<b>Fundraising</b>		
35	Medical Science Building Renovations	900	1,100
36	Student Services Building	0	1,000
37	Biological and Geological Sciences Building Renovations	0	800
38	SuperBuild Projects	500	500
39	Law Building Expansion and Renovations	300	300
40	Spencer Engineering Green Building Addition	0	300
41	Physics and Astronomy Building Renovations	0	300
42	Dr. Don Rix Clinical Skills Learning Building	950	190
43	The Michael Kirkley Mustang Training Centre - J.W. Little Building	120	120
44	Dental Clinics Renovations in Dental Science Building	1,386	103
45	Completed Projects	44	44
<b>46</b>	<b>Sub-Total</b>	<b>4,200</b>	<b>4,757</b>

**Table 24**  
**CAPITAL BUDGET: SOURCES OF FUNDING**  
**(\$000)**

		Projected 2006-07	Budget 2007-08
47	<b>Borrowing</b>		
48	Student Recreational Facility	0	15,302
49	Student Services Building	0	4,500
50	Bayfield Hall Renovations	0	4,375
51	Support Services Building	0	3,925
52	Althouse Faculty of Education Building Renovations	0	3,800
53	Ivey Spencer Leadership Centre Expansion and Renovations	0	3,397
54	Westminster College and Related Renovations	0	2,728
55	Medical Science Building Renovations	0	2,602
56	Asset Acquisition	0	1,878
57	Spencer Engineering Green Building Addition	0	1,530
58	ING Leadership Centre (TSX) Leasehold Improvements (Toronto)	0	271
59	London Hall Residence	9,140	260
60	SuperBuild Projects	0	76
61	<b>Sub-Total</b>	<b>9,140</b>	<b>44,644</b>
62	<b>Other</b>		
63	USC - Renovations to UCC Wave	150	1,050
64	TD Waterhouse Stadium - Turf Replacement	0	1,000
65	Telephone Switch - Recoveries	500	500
66	Asset Disposal	1,461	0
67	TRAC Contribution - Student Recreational Facility	230	0
68	USC Contribution - Student Recreational Facility	200	0
69	Projects Recovered from Units (excluding Housing and Ancillaries)	4,011	370
70	Projects Recovered from Housing	3,631	10,293
71	Projects Recovered from Ancillaries	658	807
72	<b>Sub-Total</b>	<b>10,841</b>	<b>14,020</b>
73	<b>Total Sources of Funding</b>	<b>105,317</b>	<b>95,314</b>

Line 19 for 2006-07 includes allocations to the Student Recreational Facility (\$10,000), Support Services Building (\$5,000), Spencer Engineering Green Building (\$5,000), Material Sciences Addition (\$5,000), B&GS Renovations (\$2,500), and GU Classroom Upgrades (\$313).

Line 19 for 2007-08 includes allocations to the Ivey Spencer Leadership Centre Expansion (\$3,000), Support Services Building (\$1,000), Spencer Engineering Green Building (\$1,000), Furnishings for Westminster College Renovations (\$525), and GU Classroom Upgrades (\$350).

Table 25

**CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS  
2006-07 AND 2007-08  
(\$000)**

		<b>Projected 2006-07</b>	<b>Budget 2007-08</b>
1	<b>Category 1: New Construction</b>		
2	Support Services Building		
3	Student Recreational Facility		
4	Material Sciences Addition		
5	Student Services Building		
6	Spencer Engineering Green Building Addition		
7	Avian Research Facility		
8	Insurance Research Lab for Better Homes		
9	Ivey Spencer Leadership Centre Expansion and Renovations		
10	Biotron - New Facility		
11	London Hall Residence		
12	The Michael Kirkley Mustang Training Centre - J.W. Little Building		
13	West Valley Building (Animal Care Facility)		
14	Dr. Don Rix Clinical Skills Learning Building		
15	Arthur and Sonia Labatt Health Sciences Centre		
16	Biotron - Addition to North Campus Building		
17	<b>Total, Category 1</b>	<b>46,556</b>	<b>72,641</b>
18	<b>Category 2: Major Building Renovations</b>		
19	Biological and Geological Sciences Building Renovations		
20	Westminster College and Related Renovations		
21	Althouse Faculty of Education Building Renovations		
22	Support Services Follow-on Renovations		
23	UCC Wave Renovations		
24	Dental Clinic Renovations in Dental Science Building (Phase II & III)		
25	Physics and Astronomy Building Renovations		
26	ING Leadership Centre (TSX) Leasehold Improvements (Toronto)		
27	Medical Sciences Building Renovations		
28	<b>Total, Category 2</b>	<b>21,285</b>	<b>22,481</b>

**Table 26**  
**CAPITAL EXPENDITURES FOR UTILITIES AND INFRASTRUCTURE PROJECTS**  
**2006-07 AND 2007-08**  
**(\$000)**

		<b>Projected 2006-07</b>	<b>Budget 2007-08</b>
1	<b>Category 3: Utilities and Infrastructure Projects</b>		
2	PP - Install Primary/Secondary Pumping Station	0	2,700
3	CG - Electrical Infrastructure (SLB, SSC, CHB, MC)	0	1,500
4	CG - Utility Conservation Investment	400	400
5	CG - Steamline Insulation and Heat Recovery Initiatives	0	200
6	CG - Water Main Upgrade at University Drive	0	150
7	CG - Chilled Water Capacity Upgrade	100	100
8	CG - Replacement and Upgrade of High Pressure Steam Lines	100	100
9	PP - Replacement of Boiler Controls	0	100
10	UC - Upgrade Water Main from UC to SLB	0	100
11	CG - Chilled Water Valve Replacement - Buildings	39	90
12	CG - Electrical Distribution Study	14	80
13	CG - Installation of Building Steam Meters	0	80
14	PP - Feedwater Pump Replacement	0	60
15	CG - Building and Steam Distribution Systems Upgrades	50	50
16	PP - Replace HP Condensate Line at Thames Hall	0	40
17	CG - Upgrade Compressed Air Lines - Mains	30	30
18	PP - Rebuild Stop Valve and Return Stop Valve	0	30
19	PP - Condensate Transfer Pump Replacement	0	30
20	CG - Replacement of Steam Safety Valves	4	20
21	PP - Chiller and Cooling Tower Replacement	3,077	0
22	CG - Complete North/West Electrical Loop 27000KV	700	0
23	CG - Chilled Water System Upgrades	333	0
24	CG - 5 KV South Substation Expansion	240	0
25	CG - Replace Steam and Condensate Lines, Valves and PRVs	238	0
26	CG - Storm and Sanitary Sewer Upgrades	210	0
27	UDR - Upgrade Water Mains	205	0
28	CG - Energy Conservation	140	0
29	SSUB - Southsub Spare Breaker Installation	30	0
30	WC363 - Security System	12	0
31	<b>Total, Category 3</b>	<b>5,922</b>	<b>5,860</b>

Table 27

**EXPENDITURES IN 2007-08 FOR INSTRUCTIONAL/RESEARCH  
FACILITIES AND GENERAL MAINTENANCE  
(\$000)**

		<b>Budget 2007-08</b>
1	<b><i>Category 4: Modernization of Instructional and Research Facilities</i></b>	
2	DSB - Re-Arrange Lower Ground Floors for Teaching Facility in Dentistry	620
3	WC - Furnishings for Westminster College	525
4	CG - GU Classroom Upgrades	350
5	WL - Create Classrooms in Weldon Library	300
6	P&AB - Wet Research Lab in Room 226	265
7	CG - IT Network Backbone Upgrades and Improvements	250
8	WC - Renovations to Westminster Houses for Psychology	250
9	STAB - Create Space for Faculty and Graduate Students	245
10	SSC - Move Main Geography Office Room 2322	220
11	RISB - Business Library Upgrades	184
12	P&AB - Instrument Lab in Room 227	157
13	CG - Library Improvements	152
14	3M Centre - Healthy Kids and Moms Lab	150
15	EC - Expand Computer Lab Room 555-57	126
16	PSFS - Upgrade Water Treatment and Septic Systems at Environmental Field Station	122
17	SEB - Create Water Education Laboratory in Room 15	105
18	TH - Upgrades to Gymnasium Facilities in Room 3120	100
19	B&GS - Graduate Student Furnishings in Chemistry and Statistics and Act. Sciences	91
20	30 Other Projects	924
21	<b><i>Total, Category 4</i></b>	<b><i>5,136</i></b>
22	<b><i>Category 5: General Maintenance and Modernization Projects</i></b>	
23	CG - Roof Replacement	400
24	CG - Unforeseen Projects	350
25	CG - Installation of Card Access Systems to Buildings	332
26	CG - Road Repair and Replacement	250
27	CG - Improve Access for Physically Challenged	228
28	CG - Building Fire Alarm System Upgrades	200
29	UCC/SSC - Repair of Concrete Walkway	180
30	UC - Elevator 'B' Replacement	177
31	CG - Interior Painting	110
32	CG - Asbestos and Mould Abatement	110
33	CG - Renewal of Exterior Lighting	100
34	CG - Utility Sub-Metering	100
35	CG - Building Controls and Panel Upgrade	100
36	CG - Fixed Extinguishing System Upgrades	100
37	UC - Repairs of Cracks in Concrete	100
38	EC - Replacement of Fan System 102	100
39	SH - Pool Filtration System Replacement	75
40	CG - Window Replacement	70
41	MC - Re-keying of Building	60
42	CG - Repairs to WES Infrastructure	60
43	41 Other Projects	1,251
44	<b><i>Total, Category 5</i></b>	<b><i>4,453</i></b>

**Table 28**  
**EXPENDITURES IN 2007-08 FOR HOUSING AND ANCILLARIES**  
**(\$000)**

		<b>Budget 2007-08</b>
1	<b>Category 6: Housing Renovations</b>	
2	Bayfield Hall Major Renovations	11,025
3	Apartment Water Mains, Bathroom and Plumbing Replacement, Platt's Lane Estates	422
4	Replace Fire Alarm Panel, Sydenham Hall	200
5	Plumbing Improvements, Essex Hall	200
6	Townhouse Roof Replacement, Platt's Lane Estates	120
7	Refurbish Stairwells, Glenmore Apartment Complex	115
8	Replace HV Switchgear, Medway Hall	99
9	Replace Garbage Lift, Sydenham Hall	90
10	Replace Heat and Smoke Detector Sensors, Saugeen-Maitland Hall	90
11	Replace Convertors and Pumps, Delaware Hall	85
12	Servery Improvements, Sydenham Hall	80
13	Replace Carpets, Saugeen-Maitland Hall	80
14	Townhouse Furnace Replacement, Platt's Lane Estates	80
15	Replace Transformer 225 kVA, Medway Hall	76
16	UCOSH Projects, General	75
17	Contingency, General	75
18	Replace Air Handling Unit 103, Essex Hall	65
19	Painting Improvements, Medway Hall	60
20	Replace Motor Control Centre, Saugeen-Maitland Hall	60
21	Replace Apartment Building Exterior Doors and Stair Treads, Platt's Lane Estates	60
22	Replace Secondary Distribution Board, Medway Hall	55
23	Repairs to Exterior Steps and Landing, Sydenham Hall	50
24	Roof Replacement, Saugeen-Maitland Hall	50
25	Add Recycling Storage, Saugeen-Maitland Hall	50
26	Security Measures Allowance, General	50
27	Shower Floor Improvements, Saugeen-Maitland Hall	45
28	Replace Motor Control Centre, Medway Hall	44
29	Replace Elevator Sheave Jammers (TSSA Directive), Lambton Hall	41
30	Replace Boiler Refractory and Gas Train Components, Saugeen-Maitland Hall	40
31	Replace Recycling Sheds (Fire Code), Glenmore Apartment Complex	40
32	Carpets and Tile Floors Allowance, Platt's Lane Estates	40
33	Replace Carpets, Sydenham Hall	30
34	Refurbish Fire Exit Doors, Saugeen-Maitland Hall	30
35	Install Flue Gas Analyzer On Boiler, Saugeen-Maitland Hall	30
36	Snack Bar Upgrades, Saugeen-Maitland Hall	30
37	72 Other Projects	886
38	<b>Total, Category 6</b>	<b>14,668</b>
39	<b>Category 7: Ancillary Projects</b>	
40	TDWS - Field Turf Replacement	1,174
41	C-RD - Westminster Lot Expansion	450
42	CG - Gate Access Equipment	240
43	SH - Dishwashing Area Renovation	117
44	<b>Total, Category 7</b>	<b>1,981</b>

Table 29

**EXPENDITURES IN 2006-07 FOR INSTRUCTIONAL/RESEARCH  
FACILITIES AND GENERAL MAINTENANCE  
(\$000)**

		<b>Projected 2006-07</b>
1	<b>Category 4: Modernization of Instructional and Research Facilities</b>	
2	CG - GU Classroom Upgrades	585
3	DSB - Alterations to Animal Quarters	500
4	MSB - Video Conferencing Facility for Western/Windsor Program	500
5	WL - 2nd, 3rd and 4th Floor Upgrades	382
6	CG - IT Network Backbone Upgrades and Improvements	275
7	TC - Upgrade Classrooms 100 and 101	235
8	DSB - Emergency Generator	202
9	SDRI - Upgrade Rooms G22 and G25 for Genome Canada	183
10	NCB/StaB - FIMS Renovations	181
11	UC - VAC - Graduate Student Upgrades	177
12	TC - Upgrades to Rooms 306, 307 and 308	168
13	CSB - 3rd Floor Furnishings	148
14	SSC - History Graduate Student Space	148
15	SSC - Political Science Graduate Student Space	145
16	GCS - Continuing Studies Classroom Expansion	125
17	LB - Library Upgrades	104
18	SEB - Computer Lab Renovations Rooms 2038 and 2049	102
19	CG - Library Improvements	100
20	HSB - Renovations to Rooms 408 and 409	90
21	42 Other Projects	1,304
22	<b>Total, Category 4</b>	<b>5,654</b>
23	<b>Category 5: General Maintenance and Modernization Projects</b>	
24	GL - Glenmore Bridge Repairs	855
25	CG - Roof Replacement	400
26	EC - Faculty Association Testing Centre	331
27	TH - Pool Lighting Upgrades	316
28	CG - Extend Services Under University Drive Bridge	260
29	CG - Asbestos Survey	250
30	SCI - Building Fire Alarm Systems Upgrades	200
31	TL - Flooring Replacement and Interior Painting	185
32	CG - Upgrade Electrical Distribution to Older Buildings	179
33	SLB - Elevator Replacement	164
34	CG - Building Fire Alarm System Upgrades	140
35	CG - Interior Painting	110
36	WL - Gutter Repairs	108
37	WC - Renovations to Houses	95
38	CG - Window Replacement	85
39	CG - Road Repair and Replacement	76
40	LB - Generator (Standby)	74
41	UC/TC - Faculty Office Upgrades	74
42	CG - Change Caretaker Sinks	70
43	60 Other Projects	1,971
44	<b>Total, Category 5</b>	<b>5,943</b>



**Table 30**  
**EXPENDITURES IN 2006-07 FOR HOUSING AND ANCILLARIES**  
**(\$000)**

		<b>Projected 2006-07</b>
1	<b>Category 6: Housing Renovations</b>	
2	Replace Water Mains, Platt's Lane Estates	400
3	Bayfield Hall Major Renovations	350
4	Roof Replacement, Saugeen-Maitland Hall	206
5	Replace Roof Gutters, Delaware Hall	188
6	Appliance Replacement, Platt's Lane Estates	163
7	Asbestos Study, General	140
8	Plumbing Improvements, Essex Hall	108
9	Replace Heat Detector Sensors, Saugeen-Maitland Hall	100
10	Roof Replacement, Platt's Lane Estates	99
11	Replace Heating Coils, Platt's Lane Estates	90
12	Fire Alarm Panel - Engineering Design, Sydenham Hall	80
13	Contingency, General	80
14	UCOSH Projects, General	75
15	Contingency, Glenmore Apartment Complex	75
16	Appliance Replacement, Glenmore Apartment Complex	70
17	Hand Dryers for Residences, General	68
18	Replace Exterior Apartment Entrance Doors, Platt's Lane Estates	62
19	Project Design, Glenmore Apartment Complex	60
20	Replace Parquet Tile, Glenmore Apartment Complex	60
21	Replace Motor Control Centre, Saugeen-Maitland Hall	55
22	Replace Exhaust Fans, Saugeen-Maitland Hall	52
23	Replace Garbage Lift, Sydenham Hall	50
24	Replace Carpets and Tile Floors, Platt's Lane Estates	50
25	Asbestos Audit, Platt's Lane Estates	50
26	Replace Lighting in Closets, Sydenham Hall	44
27	Replace Carpets, Medway Hall	44
28	Replace Kitchen Exhaust Duct, Saugeen-Maitland Hall	39
29	Student Projects, Saugeen-Maitland Hall	37
30	Replace Electrical Main Disconnects, Saugeen-Maitland Hall	37
31	Asbestos Audit, Glenmore Apartment Complex	35
32	Contingency, Platt's Lane Estates	30
33	Replace Plenum Wooden Access Doors, Saugeen-Maitland Hall	28
34	Refurbish Front Entrance Door Hardware, Saugeen-Maitland Hall	26
35	Replace Bathtubs, Platt's Lane Estates	25
36	48 Other Projects - Various Residences	555
37	<b>Total, Category 6</b>	<b>3,631</b>
38	<b>Category 7: Ancillary Projects</b>	
39	C-RD - Medway Lot Upgrades	557
40	CG - Gate Access Equipment	80
41	TDWS - Field Turf Replacement	26
42	C-RD - Westminster Lot Expansion	20
43	CG - Parking Miscellaneous Repairs	1
44	<b>Total, Category 7</b>	<b>684</b>

**Table 31**  
**CAPITAL RESERVES AND DEBT AT FISCAL YEAR END**  
**(\$000)**

		Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07	Budget 2007-08
1	<b>A. Capital Reserves</b>					
2	General Capital Fund	8,044	22,480	11,818	10,454	7,625
3	Designated Capital Fund	(482)	14,151	24,202	36,118	158
4	Gibbons Property	1,361	1,436	1,502	1,591	1,680
5	<b>Total Capital Reserves</b>	<b>8,923</b>	<b>38,067</b>	<b>37,522</b>	<b>48,163</b>	<b>9,463</b>

		Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07	Budget 2007-08
6	<b>B. Capital Debt</b>					
7	General Capital Fund	3,000	2,500	2,000	1,500	1,000
8	New Construction	10,700	20,000	3,255	1,540	30,270
9	Major Renovations and Other	5,270	0	2,670	0	11,279
10	Housing	75,397	78,290	92,088	97,597	98,569
11	UCC	5,470	3,765	1,810	0	0
12	Research Park	14,431	14,311	14,278	14,300	21,800
13	Richard Ivey School of Business Foundation	5,925	5,350	4,800	4,300	3,800
14	<b>Total Capital Debt</b>	<b>120,193</b>	<b>124,216</b>	<b>120,901</b>	<b>119,237</b>	<b>166,718</b>

Line 2 represents the capital reserve fund mandated by the board and carry forward funds for smaller capital projects.

Line 3 includes fund balances for large capital projects with construction budgets greater than \$1 million.

The negative number in 2003-04 is due to a shortage of fund balance as a result of holdbacks payable and accrued liabilities which are not borrowed for until payment is due.

Table 32

## DESCRIPTION OF BUILDING/PROJECT CODES USED IN TABLES 22 through 31

	<i>Code</i>	<i>Description</i>
1	3M	3M Centre
2	AC	Althouse Faculty of Education Building
3	AH	Alumni Hall
4	BEB	Bio-Engineering Building
5	BLWT	Boundary Layer Wind Tunnel
6	B&GS	Biological and Geological Sciences Building
7	C-MSC	Campus Miscellaneous
8	C-RD	Campus Roads
9	CFC	Central Food Commissary
10	CG	Campus General
11	ChB	Chemistry Building
12	CSB	Dr. Don Rix Clinicals Skills Facility
13	DSB	Dental Sciences Building
14	EB	Engineering Building
15	EC	Elborn College
16	ELGO	Elginfield Observatory
17	GCS	Galleria - Continuing Studies
18	GLR	Gibbons Lodge Residence
19	GU	General University
20	HSA	Health Sciences Addition
21	HSB	Labatt Health Sciences Building
22	KB	Kresge Building
23	LB	Law Building
24	MB	Music Building
25	MC	Middlesex College
26	MSB	Medical Sciences Building
27	NCB	North Campus Building
28	NCMRD	National Centre for Management Research and Development
29	NSC	Natural Sciences Centre
30	OH&S	Occupational Health and Safety
31	PP	Power Plant
32	P&AB	Physics and Astronomy Building
33	PSFS	Environmental Field Station
34	SBA	School of Business Administration Building
35	SDRI	Siebens-Drake Research Institute
36	SEB	Spencer Engineering Building
37	SH	Somerville House
38	SLB	Stevenson-Lawson Building
39	SpH	Spencer Hall
40	SSC	Social Sciences Centre
41	StaB	Staging Building
42	TDWS	TD Waterhouse Stadium
43	TC	Talbot College
44	TEB	Thompson Engineering Building
45	TH	Thames Hall
46	TL	Taylor Library
47	TRAC	Thompson Recreation and Athletic Centre
48	UC	University College
49	UCC	University Community Centre
50	USC	University Students Council
51	WC	Westminster College
52	WL	Weldon Library
53	WSC	Western Science Centre