



The University of Western Ontario

2008-09 Operating and Capital Budgets

April 7, 2008

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2008-09 Operating Budget

April 7, 2008

A. Planning and Budgetary Context

The current planning cycle leads us into the second year of our current four-year plan spanning the period 2007-08 to 2010-11. The previous four years – 2003-04 to 2006-07 – encompassed substantial growth in all areas of the University – enrolments, faculty and staff complements, and research activity.

The current four-year plan has been developed in the context of the commitments in the University's strategic plan – *Engaging the Future* – and the priorities outlined in the Faculties' Academic Plans and Support Unit Operational Plans. The budget plan for these four years is being carried out with the resources expected from the Provincial Government's *Reaching Higher* Plan – which spans the period 2005-06 to 2009-10 – and includes the following components:

1. undergraduate enrolment growth funding,
2. targetted program expansion funding (e.g. Medicine, Nursing),
3. unfunded BIUs – i.e. funding for previously unfunded enrolments,
4. funding to compensate for the tuition freeze in 2004-05 and 2005-06,
5. quality improvement funding,
6. graduate expansion funding.

As indicated in previous budget documents, the major portion (items 1 to 4 above) of the Government's commitment has been realized during the first two years of the *Reaching Higher* Plan – i.e. 2005-06 and 2006-07. The University responded to these front-end-loaded Government allocations with immediate direct investments in our Faculties and Support Units. Such investments in the Faculties and Support Units included:

- the in-year August 2005 process, which allocated \$1.8 million in base funds to the Faculties to support 12 faculty appointments and 15 staff positions, \$0.3 million in base funds to the Support Units, and \$3.6 million in one-time expenditures to support the renewal of teaching facilities/equipment, the creation of new or upgrading of existing graduate student space, and renewal of information technology infrastructure across campus.
 - the allocation, through the 2006-07 budget (i.e. the final year of the previous four-year plan), of \$5.1 million in base UPIF funds to the Faculties to support 40 faculty appointments and 13 staff positions, as well as \$3.3 million in base UPIF funds to the Support Units to support 25 staff positions and other priority initiatives.
 - the in-year August 2006 “accelerated” planning process, which resulted in the approval of 14 faculty appointments through the allocation of \$1.3 million in base funding.
 - the commitment, through the 2007-08 budget, of \$5.9 million in base UPIF funds to the Faculties to support faculty appointments, staff positions, and graduate student financial
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support over the current four-year planning period as well as \$9.6 million in one-time/PASF resources over the same four-year period, and the commitment of \$3.1 million in base UPIF funds and \$3.9 million in one-time funds to the Support Units.

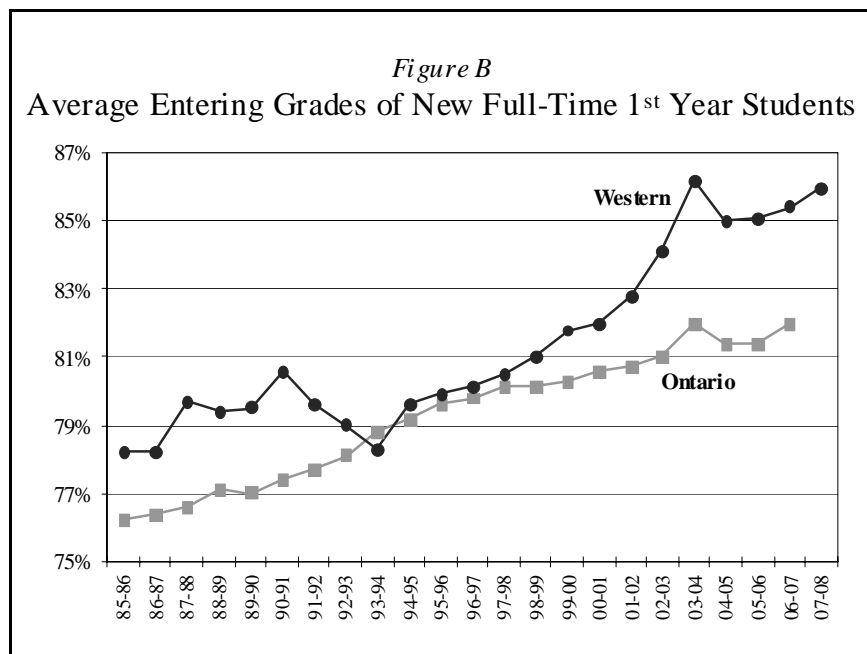
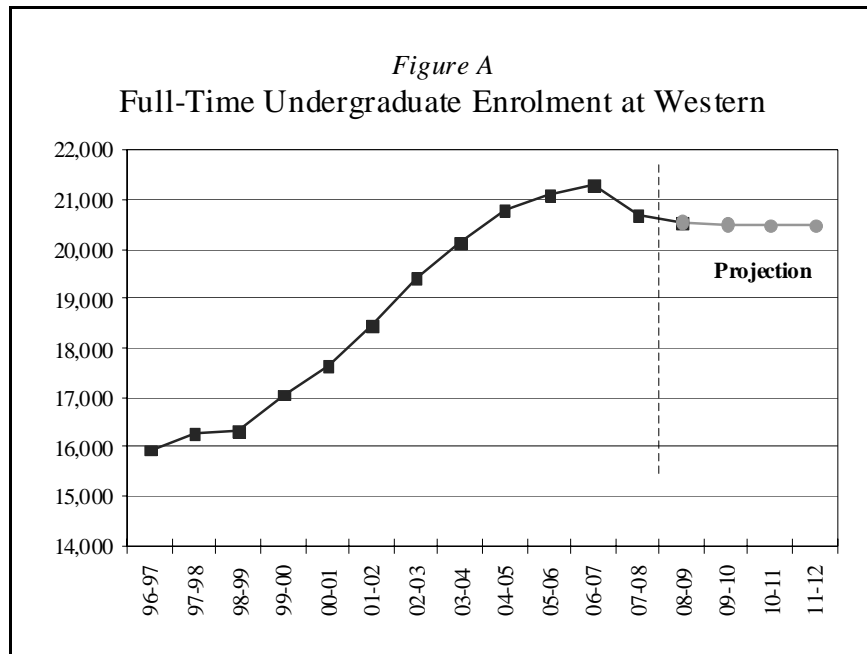
- the introduction of the GEF+ funding mechanism to support graduate expansion, which will provide \$2 million in 2007-08 and is projected to grow to nearly \$4.5 million in 2010-11 – the final year of the current four-year plan.

Looking ahead, as committed in the Strategic Plan, our first-year undergraduate intake will be maintained at 4,350 students. Our overall plans, shown in Table 21, include the stabilization of undergraduate enrolments near current levels and expansion of graduate enrolments. Over the remaining three years of the current four-year plan, 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:

	Growth in:		
	<u>FTE Enrolment</u>	<u>Operating Revenues</u>	<u>Revenues per FTE</u>
1996-97 to 2001-02	16.1%	36.5%	17.5%
2001-02 to 2006-07	14.1%	43.3%	25.6%
2006-07 to 2011-12 forecast	1.4%	14.3%	12.7%

At Western, most of the incremental graduate-expansion-related funding will be flowed to the Faculties through our enrolment-based funding mechanisms – ECF, GEF, and GEF+. In relative terms, compared to the previous four-year planning period, the available resources for this four-year planning period are expected to be substantially lower.

The budget plans – both Operating and Capital – being proposed in this document are the outcome of the recently-completed planning process, and are based on the revenue scenario described above. Subsequent to the development of this plan, on March 25, 2008, the Provincial Government tabled its budget which included the provision of incremental one-time operating and capital funding to Ontario's universities in the current year (i.e. 2007-08). We hope to receive details of Western's share of these incremental revenues in the near future. Due to the late timing of the Provincial Budget, we have not been able to incorporate these incremental revenues in this budget plan as presented in this document. We are seeking Board approval to carry out an in-year process during the summer of 2008 for use of any additional Government operating and capital funds.



B. Update on Initiatives Introduced in 2007-08

The following initiatives were included in the University's 2007-08 Operating Budget and involved substantial investments in support of our academic priorities.

1. Budget Allocations Linked to the University's Strategic Plan – *Engaging the Future*

The 2007-08 University Budget included substantial resource allocations to the Faculties and Support Units over the four-year planning period. The major portion of these allocations is in direct support of those commitments made in the various chapters of our Strategic Plan: *Enhancing the Undergraduate Student Experience, Graduate Expansion and the Graduate Student Experience, Building the Research-Intensive University, Internationalization, Faculty Recruitment and Retention, and Commitments to Staff and a Supportive Workplace.*

- Allocations in support of the commitments to “***Enhance the Undergraduate Experience***” included \$155,000 in UPIF base funds, \$768,000 in PASF allocations, and \$1.15 million in one-time funding.
- Allocations in support of the commitments to “***Graduate Expansion and the Graduate Student Experience***” included \$2 million in UPIF base funds, \$387,000 in PASF allocations, and \$3 million in one-time funding.
- Allocations in support of the commitments to “***Building the Research-Intensive University***” included \$195,000 in UPIF base funds, \$209,000 in PASF allocations and \$2.3 million in one-time funding.
- Allocations in support of the commitments to “***Internationalization***” included \$176,000 in UPIF base funds, \$75,000 in PASF allocations, and \$200,000 in one-time funding.
- Allocations in support of the commitments in “***Faculty Recruitment and Retention***” included \$3.2 million in UPIF base funds, \$230,000 in PASF allocations, and \$720,000 in one-time funding.
- Allocations in support of “***Commitments to Staff and a Supportive Workplace***” included \$65,000 in UPIF base funds and \$80,000 in one-time funding. In addition to these direct allocations, the overall UPIF and one-time recommendations to the Faculties and Support Units provided funding for 13 new staff positions.

Details of these allocations are in the 2007-08 University Budget Document, and can be found at http://www.ipb.uwo.ca/documents/2007_budget.pdf.

2. Investments in Support of Interdisciplinarity

Engaging the Future calls on the University community to promote interdisciplinary initiatives by fostering activities that transcend disciplines and create new areas of scholarship. These activities can take place between disciplines within Faculties but should also develop across Faculties. A sum of \$500,000 in one-time funds was committed in each year of the current four-year planning period in support of Interdisciplinary Initiatives (IDIs).

The first call for proposals was made in early 2007. Following a review by the IDI Committee during the spring and early summer, the following proposals received funding in round 1 of the IDI program:

- a proposal for an initiative in Environment and Sustainability involving undergraduate and graduate programming and research across the Faculties of Science, Engineering, and Social Science;
- a proposal to support interdisciplinary undergraduate and graduate programming and research in Linguistics in the Faculties of Arts and Humanities, Education, Health Sciences, Information and Media Studies, and Social Science;
- a proposal to support undergraduate and graduate programming and research in Neuroscience in the Schulich School of Medicine and Dentistry and the Faculties of Social Science and Health Sciences;
- a proposal to support undergraduate and graduate programming and research in Migration and Ethnic Relations in the Faculty of Social Science;
- a proposal to establish a collaborative graduate program in Molecular Imaging in the Faculty of Science and the Schulich School of Medicine and Dentistry;
- a proposal to establish an interdisciplinary undergraduate program in Medical Biophysics between the Faculty of Science and the Schulich School of Medicine and Dentistry;
- a proposal to establish a research program in Microfluidics and Microbiology between the Faculties of Science and Engineering.
- a proposal for research and education programs in the areas of Health Across the Lifespan in the Faculties of Health Sciences, Engineering, Information and Media Studies, Social Science, and the Schulich School of Medicine and Dentistry.

The call for proposals for round 2 of the IDI program was sent out in early 2008 and the recommendations are expected later in the spring or early summer of 2008.

3. Supplement to the Graduate Expansion Fund – Introduction of the GEF+

Graduate expansion continues to be of the highest priority in the allocation of discretionary funds at Western. In recognition of this priority, additional direct funding to the Faculties to support graduate expansion was committed in 2007-08 through the introduction of a supplement to the Graduate Expansion Fund. This supplement, the GEF+, provides \$4,000 for each incremental domestic graduate student over the 2006-07 level. The GEF+ provided the Faculties with \$2 million in incremental funds in 2007-08, the first year of the program.

4. The Evolution of the Long-Range Space Plan and the Initial Space Allocation Recommendations

As part of Western's current long-range space plan, two major recommendations were included in the 2007-08 University Budget:

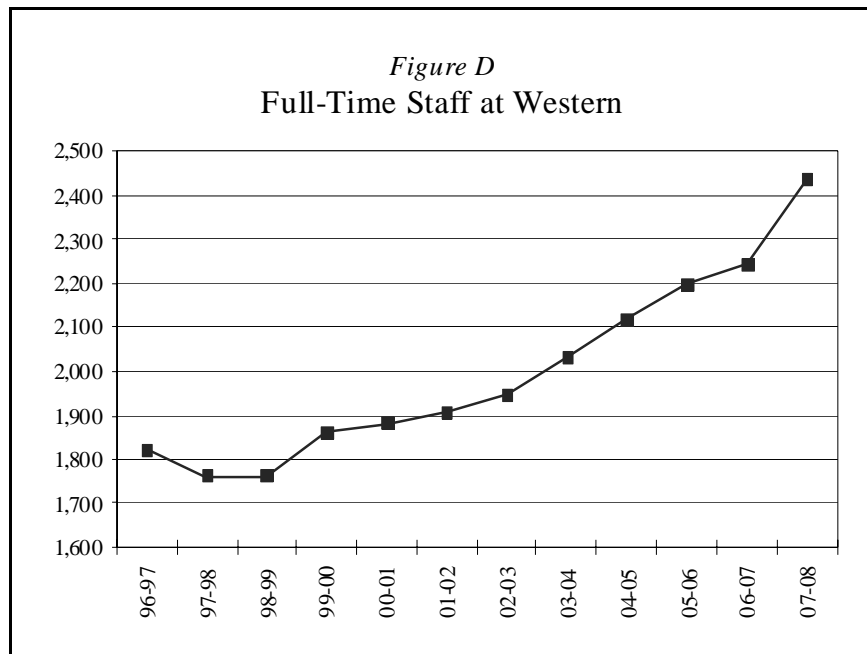
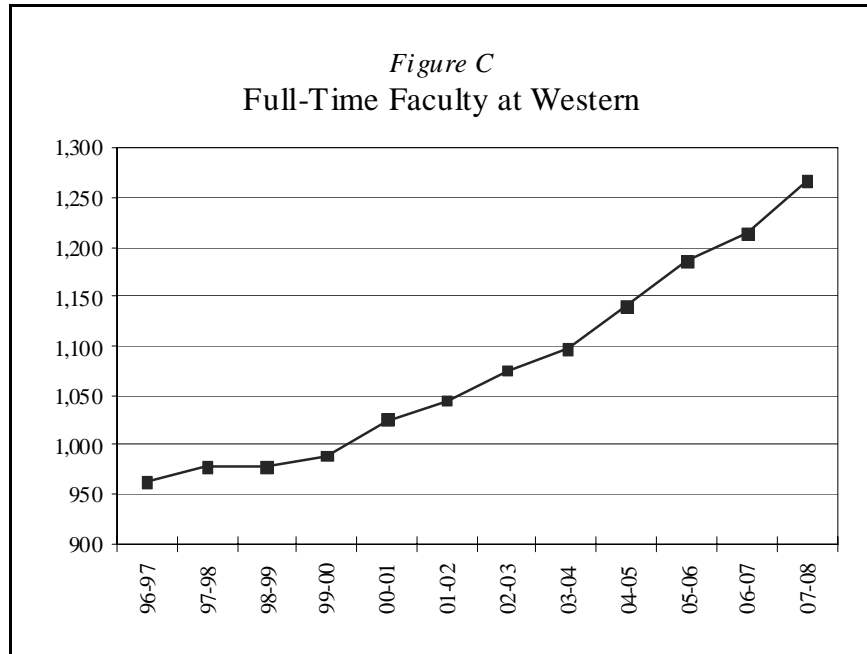
- It was recommended that a new student services building be constructed adjacent to the University Community Centre – to consolidate all student service activities. Construction has started, with planned completion in the summer of 2009.
- When the Stevenson-Lawson Building (SLB) becomes available for new occupation, it was recommended that the available 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 Sciences Centre.

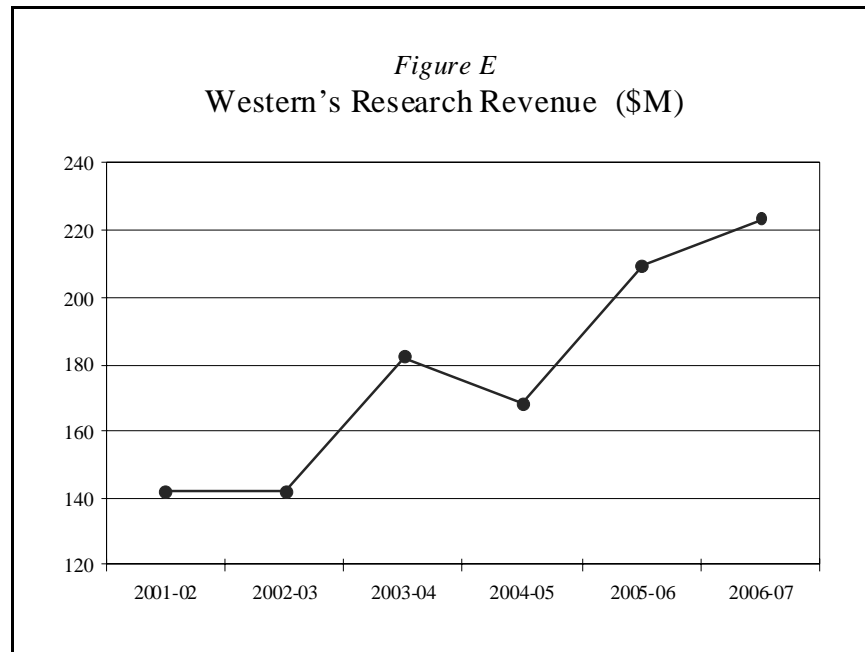
The Writing Program has already relocated to SLB, and space planning to accommodate the remaining departments is currently well underway.

5. Integration of the Robarts Research Institute (Robarts) into Western

Last year's University budget proposed the integration of Robarts into Western – subject to approval by Western's Senate and the Boards of both Western and Robarts. Approval was granted by all three bodies and Robarts is now a Western Research Institute within the Schulich School of Medicine and Dentistry. The integration proposal included substantial administrative and budgetary restructuring within Robarts and was supported in part by the Provincial Government with a sum of \$23 million in one-time funds – \$12 million in research funding to Robarts Scientists and \$11 million in operating funds to Western to cover the transition costs associated with the integration.

Budgetary restructuring plans have been implemented and administrative services alignment is underway. The recommendations later in this budget document formally incorporate the Robarts budget into Western's overall budget, as part of the Schulich School of Medicine and Dentistry. The University is committed to maintaining the Robarts brand as a centre of world-class science.





C. *Engaging the Future* – Strategic Resource Allocations in Round 2 of the Four-Year Plan

Western's Strategic Plan – *Engaging the Future* – and the Faculty Academic Plans and Support Unit Operational Plans continue to guide our planning process and the associated budget recommendations. The four-year budget recommendations for the Faculties include base funding from the University Priorities Investment Fund (UPIF) and Canada Research Chairs (CRCs), as well as ECF/GEF/GEF+ allocations, one-time funding from the Provost's Academic Support Fund (PASF) and the Research Infrastructure Support Fund (RISF), and other one-time funds. The Support Unit recommendations include UPIF base funding allocations as well as substantial one-time allocations.

- 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 the students’ programs of registration.
- The GEF and GEF+ were introduced in direct response to overwhelming calls for additional resources to support graduate enrolment expansion.
- 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 described in section B1 of this document, last year’s recommendations (i.e. Round 1 of the four-year plan) invested resources in direct support of the commitments in *Engaging the Future*. As noted in last year’s University Budget, the funding available for new initiatives is much more modest in years 2 through 4 of the current four-year planning period. This year, in Round 2, the recommendations for the Faculties include \$1 million in base UPIF resources and \$1.9 million of one-time Provost’s Academic Support Fund (PASF) allocations – which are incremental to the commitments made in Round 1. For the Support Units, incremental resource recommendations in this Round 2 include \$1.0 million in UPIF base resources and \$2.2 million in one-time funds. Once again, this year, the major portion of these new allocations are in direct support of the commitments made in various chapters of our Strategic Plan, namely: *Enhancing the Undergraduate Student Experience, Graduate Expansion and the Graduate Student Experience, Building the Research-Intensive University, Internationalization, Faculty Recruitment and Retention, and Commitments to Staff and a Supportive Workplace*.

Round 2 Allocations in Support of Commitments in “*Enhancing the Undergraduate Student Experience*”

UPIF Allocations (\$16,000)

- Alternative programming for Orientation – coordinated by the Registrar’s Office in collaboration with the University Students Council

PASF Allocations (\$834,359)

- Course and program development in the Faculty of Arts and Humanities
- Laboratory enhancements in the Faculty of Engineering
- Course development in the Faculty of Law
- Information technology initiatives, instrument acquisitions, and performance space enhancements in the Don Wright Faculty of Music
- Learning development initiatives and undergraduate teaching laboratory enhancements in the Faculty of Science

Round 2 Allocations in Support of Commitments in “*Graduate Expansion and the Graduate Student Experience*”

UPIF Allocations (\$226,000)

- Graduate student financial support in the Faculty of Engineering
- Faculty appointment to support the PhD program in Library and Information Science in the Faculty of Information and Media Studies
- Graduate research assistantships in the Faculty of Science
- Graduate student financial support in the Faculty of Social Science

PASF Allocations (\$414,083)

- GTA training initiatives in the Faculty of Arts and Humanities
- Graduate course and program development in the Faculty of Engineering
- Graduate student scholarships and laboratory equipment enhancements in the Faculty of Health Sciences
- Graduate student recruitment initiatives in the Faculty of Information and Media Studies
- Graduate student recruitment initiatives in the Faculty of Science
- Furniture and equipment for graduate students in the Faculty of Social Science

Round 2 Allocations in Support of Commitments in “*Building the Research-Intensive University*”

UPIF Allocations (\$150,000)

- Support for a new research institute in Philosophy of Science in the Faculty of Arts and Humanities
- New and expanded space for Surface Science Western in the Faculty of Science

PASF Allocations (\$167,958)

- Research “round table” meetings and research fellowships in the Faculty of Law
- Facilities to support research programs in the Faculty of Social Science

Round 2 Allocations in Support of Commitments in “*Faculty Recruitment and Retention*”

UPIF Allocations (\$562,000)

- Appointment in Hispanic Studies in the Faculty of Arts and Humanities
- Appointment in Educational Psychology in the Faculty of Education
- Appointment in Piano in the Don Wright Faculty of Music
- Limited-term faculty appointment in the Faculty of Science
- Appointment in Aboriginal Health and appointment in First Nations Studies in the Faculty of Social Science

PASF Allocations (\$158,000)

- Faculty start-up funding in the Schulich School of Medicine and Dentistry

Round 2 Allocations in Support of “Commitment to Staff and a Supportive Workplace”

UPIF Allocations (\$186,000)

- Development officer and an administrative staff position in the Faculty of Information and Media Studies
- Development officer in the Don Wright Faculty of Music
- Additional staff position in Internal Audit

One-Time Allocations (\$392,000)

- University-wide learning and development initiatives, coordinated by Human Resources

Summary of Round 1 and Round 2 Allocations

As indicated above, these Round 2 allocations are incremental to the Round 1 commitments made last year – and extend across all years of the four-year planning period. In total, the sum of Round 1 and Round 2 allocations to the Faculties and Support Units can be summarized as follows:

	<u>Allocations</u>	
	<u>UPIF</u>	<u>PASF/One-Time</u>
Enhancing the Undergraduate Student Experience	\$ 171,000	\$ 2,752,537
Graduate Expansion & the Graduate Student Experience	\$ 2,248,000	\$ 3,800,687
Building the Research-Intensive University	\$ 345,000	\$ 2,636,677
Internationalization	\$ 176,000	\$ 275,000
Faculty Recruitment and Retention	\$ 3,730,000	\$ 1,108,000
Commitment to Staff and a Supportive Workplace	<u>\$ 251,000</u>	<u>\$ 472,000</u>
Sub-Total Strategic Plan Priorities	\$ 6,921,000	\$11,044,901
Allocations to Support Basic Operations	<u>\$ 4,120,000</u>	<u>\$ 6,099,195</u>
Total Round 1 + Round 2 Allocations	<u>\$11,041,000</u>	<u>\$17,144,096</u>

D. New Initiatives and Priorities for 2008-09

1. Increasing Diversity in the Professoriate

In 2003-04, an initiative to support the recruitment of women into tenured/probationary faculty positions was implemented. The initiative is supported by a funding program where a sum equivalent to 50% of the first year's salary and benefits is provided to any Faculty which appoints – through the normal selection process – a woman into a tenured/probationary position.

Starting with 2008-09, this program is being extended to successful candidates who are members of the First Nations community.

2. Graduate Expansion

Western has been dedicated to the expansion of its graduate enrolment for over a decade. Our 1995 Strategic Plan, *Leadership in Learning*, emphasized “the size and quality of our doctoral programs” as vital to the enhancement of “our position as a leading research-intensive university”. The 2001 Strategic Plan, *Making Choices*, referred to the growth of nearly 30% in graduate enrolment over the previous five years, and called for similar growth over the next five years, noting that graduate students are essential to Western's identity as a research-intensive university, and we need to celebrate their contributions. During the period covered by these two plans, 1996-2006, full-time Master's enrolment grew by 41% and doctoral enrolment more than doubled, growing by 107%. Our 2006 Strategic Plan, *Engaging the Future*, called for a doubling of doctoral enrolment in the decade beginning in 2000.

These commitments to graduate expansion provided a special incentive to ensure that Western's facilities would meet its projected teaching and research requirements over the next decade. These considerations culminated in our Campus Master Plan, which was approved by Senate and the Board of Governors in June 2007. The commitment of funding to universities for the expansion of graduate enrolment, as outlined in the Province's *Reaching Higher* Plan, also made this a timely occasion to reconsider Western's aspirations for graduate expansion. Accordingly, the Campus Master Plan set out new forecasts for graduate expansion for the period 2006-2016, presenting these forecasts alongside the actual growth in graduate enrolment over the previous decade:

Growth in Full-Time Graduate Enrolment

	Actual 1996-97 to <u>2006-07</u>	Forecast 2006-07 to <u>2016-17</u>
Master's	41%	50%
Doctoral	107%	100%

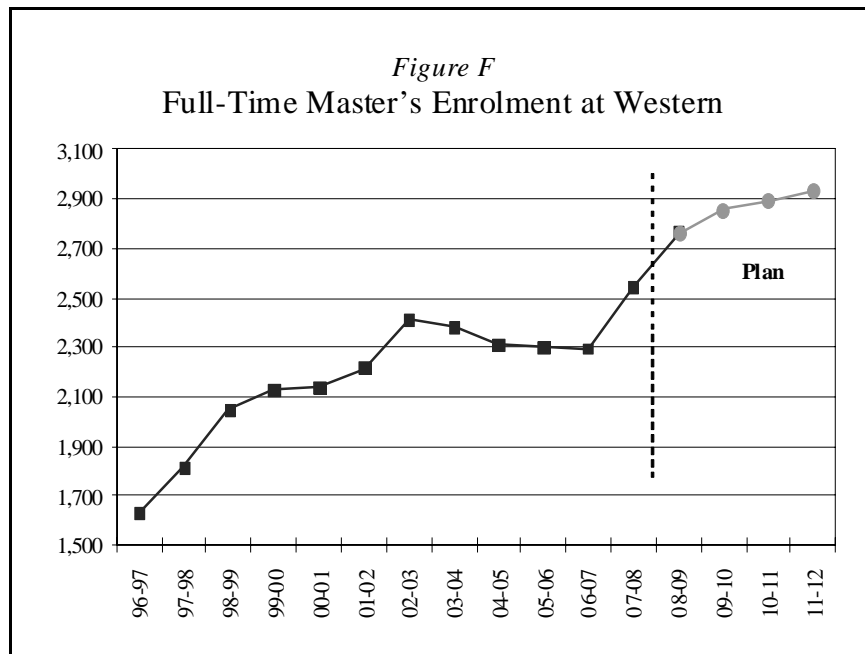
Going forward, the University will be using the forecasts of the Campus Master Plan as a context for internal planning and to guide our advocacy with the Provincial and Federal governments.

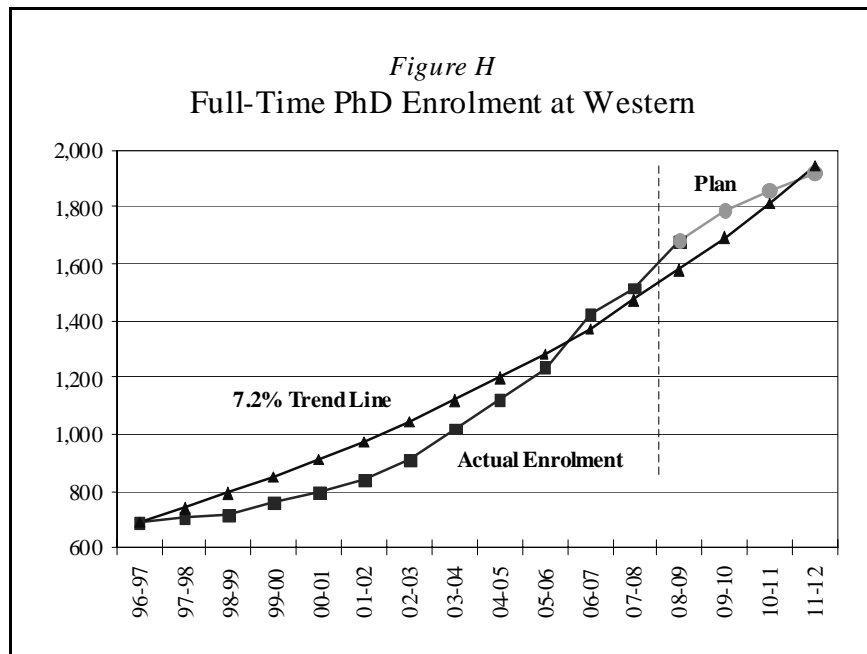
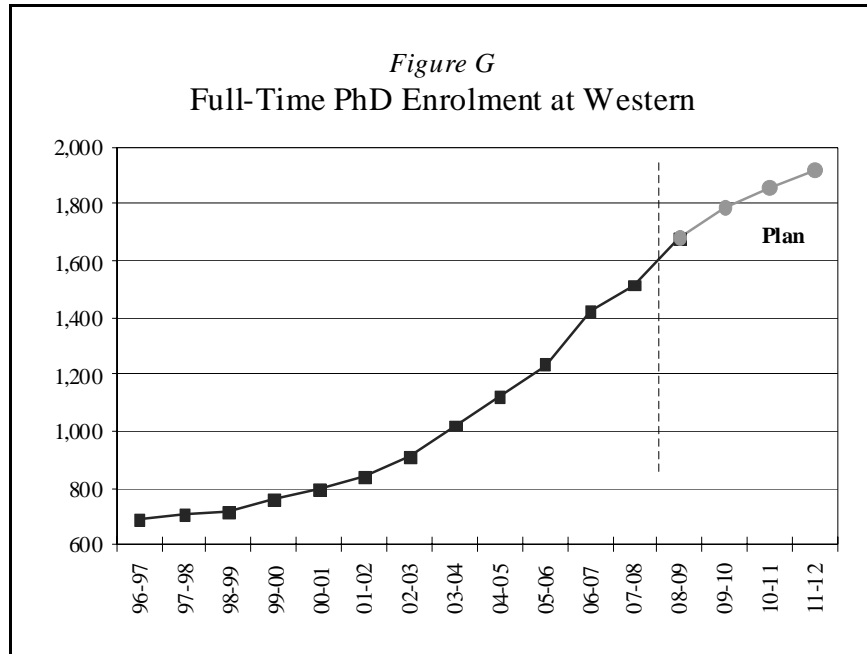
Recent growth in graduate enrolments, and our plans for the next few years, are fully consistent with the Campus Master Plan forecast. By way of illustration, Figure H shows the growth of full-time doctoral enrolment since 1996-97, plotted alongside a trend line with a steady 7.2% growth rate beginning in 1996-97. A 7.2% growth rate means that doctoral enrolment doubles every ten years; Figure H shows that, since 1996-97, we have been on such a trend, and our plans to 2011-12 will keep us on that trend.

Figures F and G summarize the graduate enrolment plans submitted by the Faculties as part of the recently-completed planning process. At Western, we will use the sum total of the Faculty plans to guide our discussions with the Provincial Government regarding further graduate expansion that will be funded in the coming years (i.e. round 2 graduate expansion). We will propose to the Government round 2 expansion allocations that will involve full funding to support our graduate enrolment plans.

3. Signature Areas

Engaging the Future calls for the identification of a handful of ‘signature’ areas within the University – that is, educational and/or research areas of sufficient size and scope – which are recognized internationally to be amongst the best of their class. It is anticipated that recommendations for up to 10 such areas – along with a description of the ways in which they could be promoted – will be brought forward later this spring to Senate and the Board for approval as part of the 2008-11 Strategic Research Plan. This draft document has now been circulated to the University community for comment.





E. The Evolution of the Long-Range Space Plan

The major components of Western's current long-range space plan – aimed at making centrally-located space available for academic purposes – are well underway.

1. Completed Projects

- Renewal of *Westminster College* was completed in the fall of 2007, and research groups and the Pre-School Lab from the Department of Psychology as well as the Vice-President External's portfolio have relocated to the facility.
- The *Biotron*, a CFI-funded research facility, was completed in December 2007 and full occupancy is expected in the near future.

2. Projects Underway

- Renovations to space in the *Social Sciences Centre* – vacated by the Psychology groups – are underway and will provide additional space to accommodate faculty offices and graduate student space.
- Phases 1 and 2 of the *Biological & Geological Sciences Building Renovations Project* were completed in the fall of 2007. Phases 3 and 4 have begun, and are expected to be completed by the end of 2009.
- The *Material Sciences Addition* – a new facility in the Science precinct which will provide instructional, research, and office space for the Departments of Chemistry and Physics & Astronomy – is projected to open in the fall of 2008.
- Western's new *Student Recreational Facility* is expected to be open in the fall of 2008.
- The new *Support Services Building* – which will house many of Western's administrative units – is also expected to be completed in the fall of 2008.
- Renovations to the *Faculty of Education Building* are also well underway. Planned completion is the summer of 2008.
- Construction of the new *Student Services Building* – adjacent to the University Community Centre – is underway, with planned completion in the fall of 2009.
- Construction of the *Lassonde Pavilion* (Green Building) – which will house a major CFI initiative as well as undergraduate and graduate student space – has started, and the building is expected to open in the fall of 2009.

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- The ***Advanced Facility for Avian Research (AFAR)*** is a CFI-funded interdisciplinary research facility designed to simulate atmospheric and temperature conditions during migratory flights of many bird species across the globe. Construction of the facility – on the west side of the new Support Services Building – is underway, with planned completion in the summer of 2009.

3. Projects in Various Planning Stages

- The initial architectural study for the ***Physics and Astronomy Building Renovations Project*** is complete. Detailed space planning is currently underway. The project, which will be carried out in multiple phases, is expected to be completed in the summer of 2011.
- Space planning for the ***Stevenson-Lawson Building*** – which is expected to be the new home of the Departments of Classical Studies, History, Philosophy, and Women’s Studies – is nearing completion. The renovation project is expected to be completed in 2011.
- Preliminary planning for the space in the ***University Community Centre*** – which will be made available when the new Student Recreation Centre opens in the fall of 2008 – is underway. It is anticipated that this space will allow us to create general university instructional space which will be available to all programs across campus. We are hopeful that we can have the classrooms ready for the fall 2009 term.

4. Future Follow-on Projects and New Space Allocation Recommendations

Subsequent to the completion of the above projects, a number of follow-on renovation projects will be carried out in Alumni Hall, the Natural Sciences Centre, Somerville House, Talbot College, the Bank of Montreal Building, the current Physical Plant Building, and parts of the Social Sciences Centre.

The following space allocations are being recommended as part of this planning cycle:

- Space in Alumni Hall to the Faculty of Engineering to accommodate graduate student offices. This is a temporary allocation until the completion of the Lassonde Pavilion.
- Space in Alumni Hall to the Faculty of Health Sciences to expand the Metras Museum and to accommodate the Sports and Recreation Services ticket sales activities.
- The Bank of Montreal Alumni Western Centre Building – located near the University Gate at Richmond Street – to the Ivey School of Business, to accommodate administrative staff groups. This will allow for the creation of faculty offices and student space in the current Ivey School Building.

Discussions are underway regarding the use of space in the Natural Sciences Centre that will be vacated by Information Technology Services, as well as the use of space in the current Physical

Plant Building. Additional space allocation recommendations will be brought forward in future planning cycles.

5. New Capital Proposals

During the recently-completed planning process, a number of space/capital proposals were brought forward by the Faculties. Three of the proposals have been identified as high priority projects that should be moved forward:

- a. A building to house the *Research Institute for Fuels and Chemicals from Renewable and Non-conventional Resources* has received financial support from the Provincial Government, and the project is formally included for approval in the Capital Budget section of this document. The building will be constructed on lands housing the Environmental Sciences Western Field Station on Wonderland Road, north of the city.
- b. *Talbot Theatre* – the central music and drama performance facility in Talbot College is in urgent need of renewal. A proposal to upgrade the facility, including new lighting and seating as well as acoustical enhancements, is included in the Capital Budget section of this document.
- c. A new *Ivey School of Business Building* is currently under discussion, and the project will be brought forward in the future if agreement is reached on the scope and if funding sources are clearly identified.

Discussion of all other proposals continue, and those that are of high priority and which can be accommodated from a budgetary perspective will be brought forward as part of future University budgets.

It should be noted that construction of a new building is also planned for the Research Park, which operates as a separate corporation.

F. Update on Current Year's Budget (i.e. 2007-08)

Figures K and L summarize the variance in the 2007-08 operating revenues and expenditures – the difference between the current estimates of 2007-08 revenues and expenditures and the 2007-08 revenue and expenditure forecasts presented in last year's budget (May 2007).

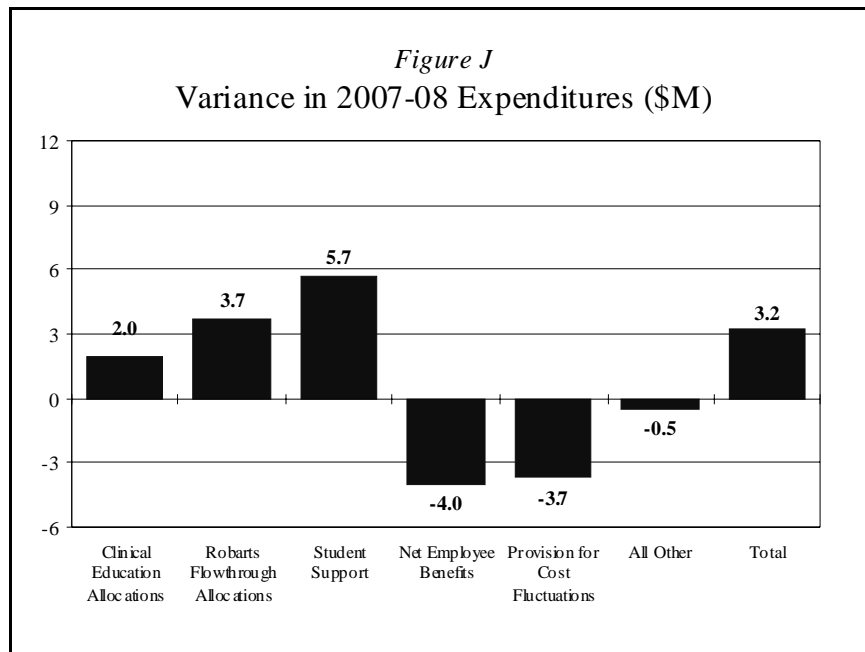
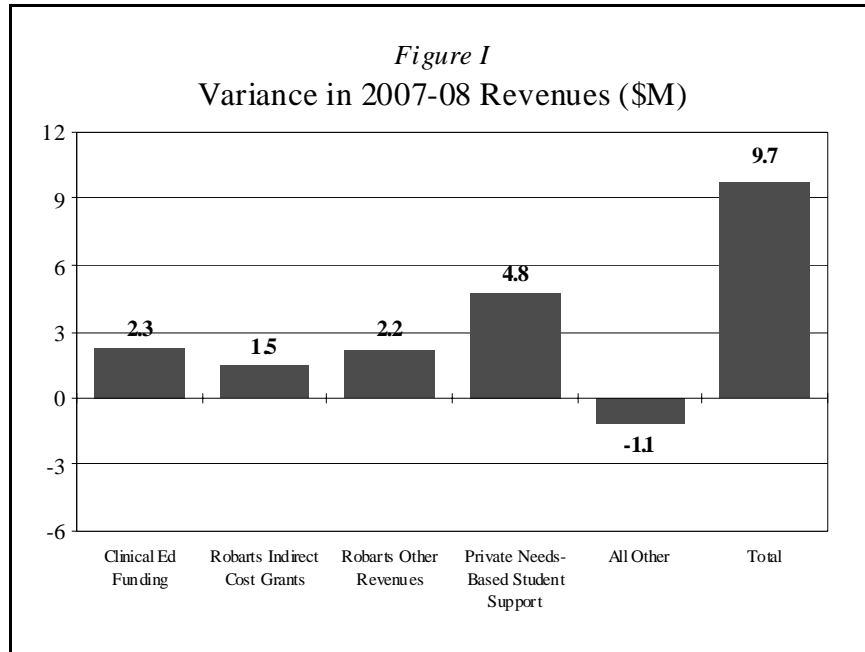
Revenues

- In-year in 2007-08, the Provincial Government provided new base funding in support of clinical education programs in Dentistry, Nursing, and the Therapies. Western's share of this funding is \$2.3 million.

-
- As indicated earlier in this document, the Robarts Research Institute budget is formally being integrated into the University's budget – effective 2007-08. Robarts' share of indirect costs of research grants from both the Federal and Provincial Governments (i.e. FFICR and the Provincial Indirect Cost Grant) amounts to an incremental \$1.5 million in 2007-08 – and will flow through as a direct allocation to Robarts.
 - Other components of Robarts revenues include Investment Income (-\$1.0 million), Research Overheads (\$2.0 million), and Royalties and Licences (\$1.2 million) – which are all being incorporated into the University's revenues starting in 2007-08. The total of the three components is \$2.2 million – and will flow through as a direct allocation to Robarts.
 - Another modification is being introduced into the University's Operating Budget, starting in 2007-08 – the inclusion of private needs-based student support funding. In 2007-08, it is estimated that a sum of \$4.8 million in private needs-based student support is provided to Western's students – and this amount is included as targeted fundraising revenues. This revenue will directly flow through as student aid expenditures.
 - The net change in all other revenues is a decrease of approximately \$1.1 million.
 - The result of the above is that total revenues for 2007-08 are estimated to be higher by \$9.7 million than the forecast presented last year.

Expenditures

- The major portion (\$2.0 million) of the Province's new clinical education funding flows directly through to the specific programs – i.e. Dentistry, Nursing, and the Therapies.
 - As indicated above, the \$3.7 million of revenues generated by Robarts – i.e. \$1.5 million in government funding plus the net \$2.2 million from Investment Income, Research Overheads, and Royalties/Licences – flow through as direct allocations to Robarts.
 - Student support expenditures are higher by \$5.7 million, which includes the \$4.8 million in private needs-based student support described above.
 - Employee benefit costs continue to increase, but net employee benefits are \$4.0 million lower because of increased recoveries resulting from continued growth in employment at Western.
 - The Provision for Cost Fluctuations – which includes provisions for salary increases, utilities, and contingencies for the ECF program – has been reduced by \$3.7 million.
 - The net change in all other expenditures is a decrease of \$0.5 million.
 - The result of the above is that total expenditures for 2007-08 are estimated to be \$3.2 million higher than the forecast presented last year.
-



G. Update of the Four-Year Operating Budget Forecast

As indicated earlier in this document, 2008-09 is the second year of Western's current Four-Year Plan. This budget document seeks formal approval of the second round of UPIF and one-time recommendations covering the remaining three years of the four-year planning period, but all other approvals cover only the annual 2008-09 budget. These recommendations, both for the 2008-09 budget and for the second round of UPIF and one-time commitments, have been guided by projections of operating revenues and expenditures for the remaining three years of the 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 budget outlook for the remaining three years. The major assumptions underlying the budget 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 improvement, and targeted program expansion.
- 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.
- We achieve an annual return of 2% on our investment funds, which will allow us to draw the necessary funds from this source into the Operating Budget.

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 be in the range of basic inflation.

- As we continue with space expansion on campus, we have set aside the necessary funds to cover the operating costs of incremental space in our new facilities.
- 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 \$20.6 million at the end of the current year (i.e. 2007-08). The reserve is projected to be near the Board-mandated level of \$2.5 million at the end of the four-year planning period.
- It should be reiterated that 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 each of the final two cycles of the current 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.

H. 2008-09 Operating Revenues

Table 8 summarizes the University's operating revenue forecast for 2008-09.

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 expect to receive additional funding in 2008-09 in support of graduate expansion and targeted program expansion.

As described earlier, Robarts is being formally incorporated into the University's budget as part of this budget document. The Federal and Provincial Indirect Cost Grants include the amounts generated by Robarts.

The reduction in the Provincial Indirect Cost Grant (PIC) results from the Government's plan to phase out the PIC, and instead to provide the indirect cost of research support as direct research overheads. As a result, as shown in line 33 of Table 8, Research Overhead revenues are projected to increase.

Tuition Fees

Following on the Province's multi-year tuition framework, as part of last year's budget, Western's Board of Governors approved tuition fees for the two-year period, 2007-08 and 2008-09. The approved tuition fee rates for 2008-09 are shown in Tables 20a, 20b, and 20c.

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 University Colleges, Investment Income, and Contributions from Ancillaries and Other Self-funded Operations.

- To date, Western has received funding for 62 CRCs. For 2008-09, an additional 5 CRCs are anticipated – increasing the total funding from this source to \$9.6 million. Table 3 summarizes the CRC allocations to Western.
- The Transfer from the Affiliated University Colleges represents payments for services and teaching provided to their students.
- Our planned draw from our investment fund in 2008-09 is \$18.55 million, and includes an estimated amount of \$850,000 associated with Robarts investment funds. This higher level of draw from our investment fund will allow us to enhance our CFI-matching funds envelope and to support our long-range space plan. The CFI-matching funds envelope will ensure that Western is able to successfully compete in the upcoming CFI competitions.
- Western's self-funded operations and ancillary units generate substantial revenue to the University Operating Budget by way of recoveries 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 which was introduced in 2004-05 for the Ivey School.
- It should be noted that, as a result of the incorporation of Robarts into the University's budget, the revenue lines Investment Income (line 29), Research Overheads (line 33), and Royalties and Licences (line 34) include the amounts generated by Robarts. All of these amounts will be flowed directly to Robarts as one-time allocations.

I. Faculty Budget Recommendations for 2008-09

1. Base Budget Allocations

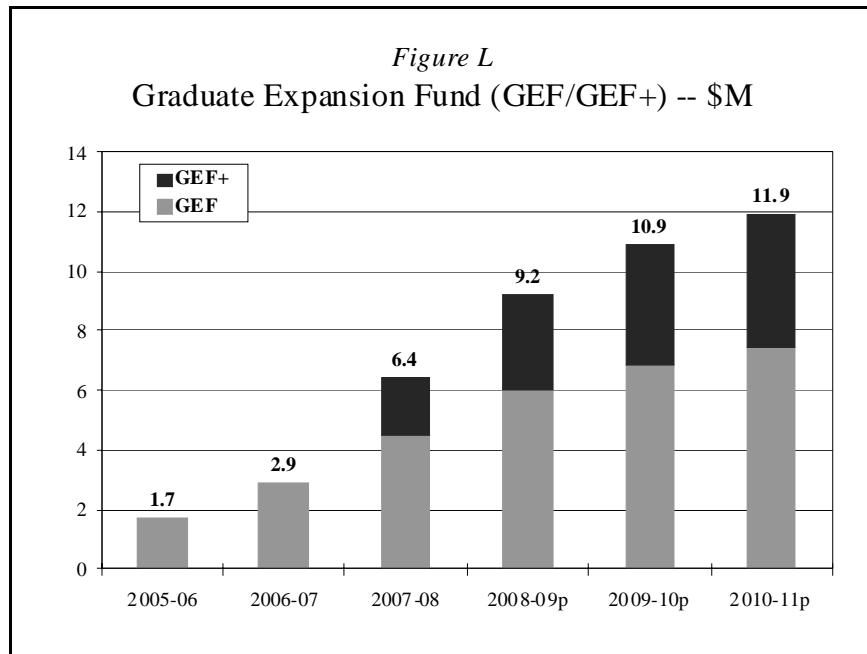
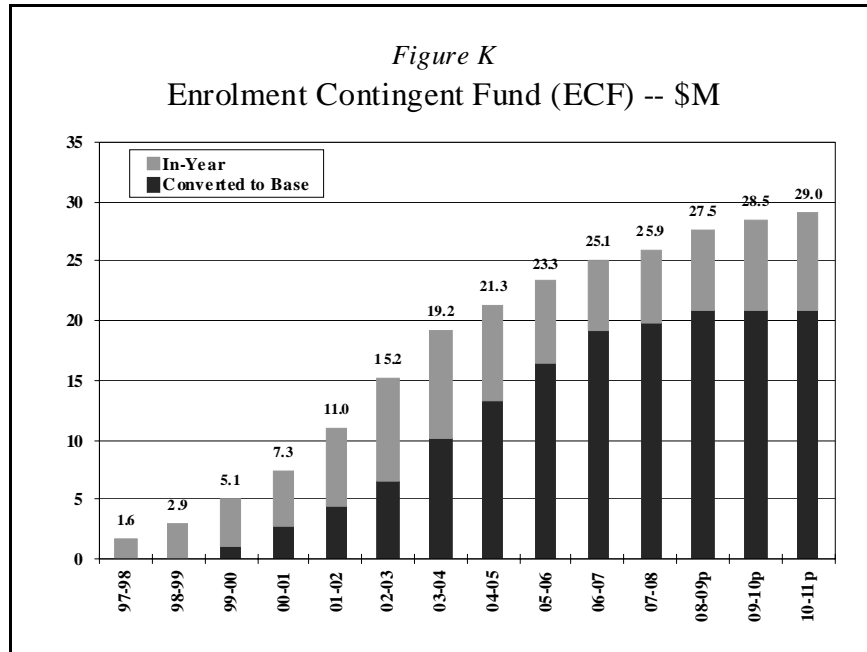
Table 9 shows the 2008-09 base budget recommendations for Western's Faculties. Final 2008-09 base budgets are the net result of the following:

- starting base budgets;
- the initial budget adjustments established as part of the multi-year budget plan;
- faculty turnover recovery, which returns the greater of \$67,000 or 60% of the retiring or departing faculty member's salary to the Faculty budget;
- Round 1 and Round 2 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 introduced in 2004-05 for the Richard Ivey School of Business flows all tuition fees and government operating grants deriving from the School's enrolment directly to Ivey. In return, the School makes an annual payment to the central budget reflecting the cost of the services provided to the School by the University.

2. All Other Allocations

- The Enrolment Contingent Fund (ECF) and the Graduate Expansion Funds (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 2008-09. Details of the Graduate Expansion Funds (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/BudDoc2008_ECF_Description.pdf
http://www.ipb.uwo.ca/documents/BudDoc2008_GEF_Description.pdf
- The Provost's Academic Support Fund (PASF) commitments for the 4-year planning period are outlined in Table 4.
- The Research Infrastructure Support Fund (RISF) recommendations from the Vice-President (Research) for 2008-09 are summarized in Table 19.
- Table 5 summarizes the substantial one-time allocations to the Faculties for the 4-year planning period.



J. 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 \$2.7 million to a total of \$48.3 million.

In order to provide a fuller picture of the overall levels of student support funding at Western, starting with this budget document, we are including privately-funded needs-based awards and bursaries in the University Operating Budget – as shown in lines 5 and 11 of Table 10. In 2008-09, the funds deriving from the private sources, which include fundraising revenues and endowment income, are projected to total \$5.1 million – an increase of \$291,000 over 2007-08.

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 2008-09. In addition, the Western Bursaries program will be maintained at the current level of \$777,000. 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 \$2.2 million in 2008-09. Graduate students also receive financial support through the Ontario Government’s new Graduate Fellowship Program, which is funded by income on endowment grants provided by the Province.

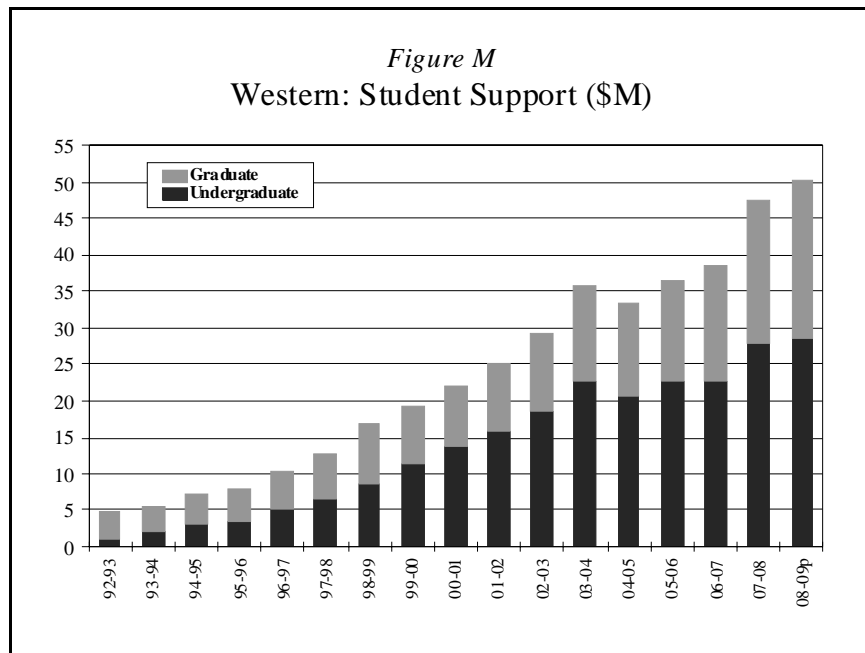


Figure M provides a historical summary of the student support funding provided through the University's Operating Budget. It should be noted that the data for 2007-08 and 2008-09 include the private needs-based student support and the Ontario Graduate Fellowship Program, whereas data for prior years do not.

K. Support Unit Budget Recommendations for 2008-09

Table 11 shows the 2008-09 base budget recommendations for Support Units. Final 2008-09 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 changes – including funding to Physical Plant and Police for operating costs of new facilities, funding to the Development Office to replace revenues foregone as a result of the Board-approved changes to levies on donations, and the transfer of funds from Information Technology Services to the IT Infrastructure Fund, which is described in section L of this document.

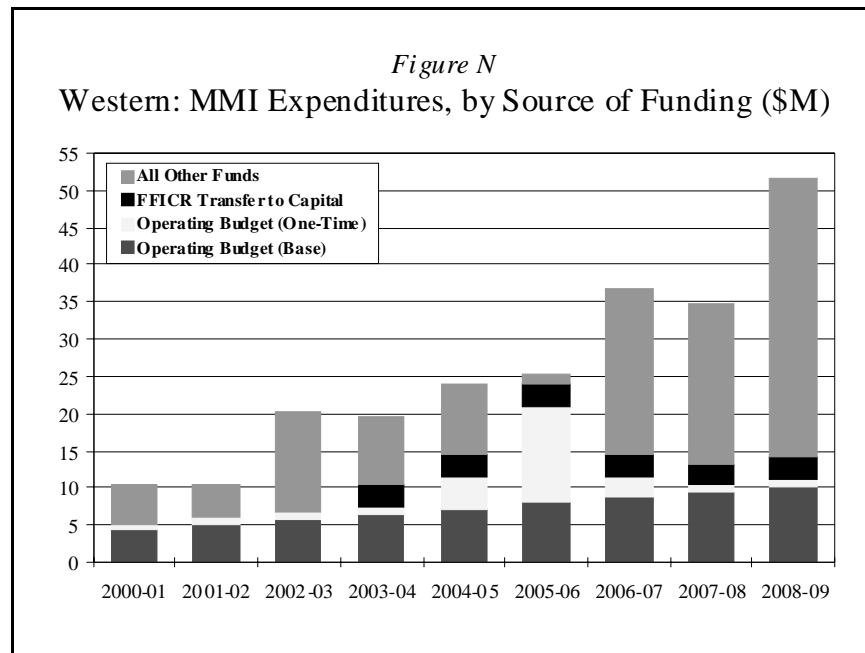
The Support Units also receive substantial one-time allocations over the four-year planning period, as shown in Table 7.

L. 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 primarily due to the opening of new facilities.
- The University's commitment to *Library Acquisitions* continues with a \$350,000 increase in 2008-09.
- 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 2008-09 to \$10.25 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 2008-09, which includes funds from sources other than the University's operating budget, total \$51.5 million – and are detailed in Table 22 of the Capital Budget.

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- 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.
 - A new ***Information Technology Infrastructure Fund*** supports rapidly-expanding university-wide central IT infrastructure, including our networks, wireless technologies, general university computer labs, instructional support software applications, corporate databases, the hardware necessary to run the applications and databases, and maintenance costs associated with all the hardware and software. In previous years, Western’s IT Infrastructure has been funded from a number of sources, including the former University Systems Replacement Fund, the operating budget of Information Technology Services, Professional Fees, and a series of recurring annual one-time allocations. In this budget document, the funding for the University’s central IT Infrastructure is being consolidated into the IT Infrastructure Fund by transferring funds from the operating budget of Information Technology Services and Professional Fees, and eliminating the recurring annual one-time allocations. Line 7, column c in Table 12 reflects these changes.
 - ***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 continues in 2008-09. 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. In 2007-08, a sum of \$170,000 in incremental funding was allocated to IA. In 2008-09, an additional base sum of \$105,000 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.
-



M. 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 2008-09 one-time allocations are summarized in Table 13 – and include items from the unit-specific recommendations in Tables 5 and 7 as well as additional allocations for University-wide initiatives.

- Western’s researchers are currently in the process of developing innovative proposals to compete in the next round of the Canada Foundation for Innovation (CFI) competition. Successful proposals will require the University to provide matching funds equivalent to 20% of the total value of the project proposals. Our hope is to secure much of these matching funds through private fundraising. We project the need for an additional \$6M from the Operating Budget for future CFI matching.
- A sum of \$12.2 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.
- A sum of \$1 million is being set aside to provide furniture and equipment for the units relocating to the new Support Services Building, and another \$1 million is being committed to the renewal of an undergraduate teaching laboratory in the Chemistry Addition.
- The UPIF allocations to the Faculties described earlier in this document include funding for a number of faculty appointments. 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 \$745,000.

- In 2003-04, a program 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. As indicated earlier in this document, starting in 2008-09, that program is being extended to members of the First Nations Community. A sum of \$500,000 is being allocated in support of these faculty recruitment initiatives.
- Western's new Student Recreation Centre is set to open in the fall of 2008. The building will house expanded fitness and weight facilities and an Olympic-sized swimming pool. A sum of \$750,000 is being allocated for the purchase of fitness and pool equipment.
- As described earlier in this document, the funding arrangements for Robarts flow certain revenues generated by Robarts – Federal and Provincial Indirect Cost Grants, Research Overheads, Investment Income, and Royalties/Licences – to the Schulich School of Medicine and Dentistry in support of Robarts. For 2008-09, the sum of these items is projected to be \$6.7 million – and is shown in line 18 of Table 13.
- Targetted program expansion funding from the Provincial Government flows to the programs. In 2008-09, this includes \$4.1 million to Medicine for expansion of programs in postgraduate training and family medicine, and \$368,000 in support of graduate programs in Nursing.
- Last year's budget included the allocation of \$11 million in one-time Provincial Government funding to support the integration of Robarts into Western. The University made a commitment that, if additional one-time funds were required to complete the full integration of Robarts, these funds would be provided from the central budget. We are currently in the final stages of completing the Robarts integration, and our estimate is that an additional \$2.1 million will be required to complete the integration – including costs associated with improvements to Robarts facilities and with the integration of information technology infrastructure.
- As indicated earlier in this document, the Province has committed to base funding in support of clinical education programs in Dentistry, Nursing, and the Therapies. These funds flow as one-time allocations: \$829,000 to Health Sciences for Nursing and the Therapies and \$1.2 million to the Schulich School for Dentistry.
- A sum of \$700,000 is being allocated to the Vice-President (Research) to support a number of research-related initiatives, including research development and commercialization of intellectual property. The source of these funds is the income from Royalties and Licences (shown in line 34 on Table 8).
- A sum of \$200,000 is being allocated to the Vice-President (External) in support of advertising initiatives associated with the University's next fundraising campaign. This allocation is the first of a 3-year commitment of \$200,000 per year.

N. Summary of the Operating Budget

The University's 2008-09 Operating Budget is summarized in Table 14. Line 7 shows the provision 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 2007-08 and 2008-09 are shown in line 15. In the current year, a surplus of \$11.6 million is projected. For 2008-09, a deficit of \$10.5 million is projected.

The Operating Reserve summarized in Table 15 is projected to be at \$20.6 million in 2007-08. For 2008-09, 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 near the Board-mandated level of \$2.5 million at the end of the four-year planning period (i.e. in 2010-11).

O. Concluding Comments

The recommendations for new base budget allocations to the Faculties and Support Units made for 2008-09 are more modest than those of the previous three years – the period during which Western invested the bulk of the Government's *Reaching Higher* Plan allocations in our Faculties and Support Units. The planned front-end loading of the new resources allowed Western to capitalize immediately on the opportunity to make significant increases in our numbers of faculty and staff. The cumulative investments since 2005-06 have positioned us well to achieve our academic aspirations for graduate expansion, to ensure ongoing quality in our undergraduate programs, and to support in general the high level of research and scholarship at Western. The creativity, careful planning and dedication of Western's people will make it possible for us to build upon this platform and sustain these accomplishments during the coming year, as we enter a period of significantly lower growth in revenues.

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

		2007-08	2008-09	2009-10	2010-11
1	REVENUES				
2	Government Grants				
3	Base Grants	167.9	171.8	171.8	171.8
4	Undergraduate Accessibility, Tuition Offset , Unfunded BIUs	15.1	11.6	11.4	11.0
5	Graduate Expansion Fund	10.0	12.4	17.3	18.5
6	Quality Assurance Fund & Quality Improvement Fund	13.3	13.3	15.6	15.6
7	Federal Funding for Indirect Costs of Research	8.8	9.3	9.3	9.3
8	Robarts Transition Funding	11.0	0.0	0.0	0.0
9	All Other	34.2	34.4	34.4	35.1
10	Total	260.3	252.8	259.8	261.3
11	Tuition Revenue	182.4	190.3	199.5	207.3
12	All Other Revenues				
13	Canada Research Chairs (CRCs)	9.0	9.6	10.0	10.0
14	Recoverable Salaries	22.4	22.4	22.4	22.4
15	All Other	39.5	55.9	50.0	55.1
16	Total	70.9	87.9	82.4	87.5
17	Total Revenues	513.6	531.0	541.7	556.1
18	EXPENDITURES				
19	Faculties				
20	Base Budgets (including UPIF)	199.4	195.7	191.2	186.7
21	ECF, GEF, and GEF+	22.1	26.5	29.2	30.8
22	Canada Research Chairs (CRCs)	7.8	8.4	8.7	8.7
23	All Other	80.3	81.8	84.8	87.4
24	Total	309.6	312.4	313.9	313.6
25	Scholarships and Bursaries	45.6	48.3	50.1	51.8
26	Support Areas (including UPIF)	72.1	71.8	71.5	70.5
27	Corporate Expenditures	44.8	53.6	57.7	61.1
28	Provision for Cost Fluctuations	0.8	13.8	28.3	42.2
29	One-Time Allocations	18.1	41.6	24.3	20.2
30	Robarts Transition Funding	11.0			
31	Total Expenditures	502.0	541.5	545.8	559.4
32	REVENUES minus EXPENDITURES	11.6	(10.5)	(4.1)	(3.3)
33	OPERATING RESERVE				
34	Beginning Operating Reserve	9.0	20.6	10.1	6.0
35	Surplus / (Deficit) -- from Line 32 above	11.6	(10.5)	(4.1)	(3.3)
36	Ending Operating Reserve	20.6	10.1	6.0	2.7

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

		2007-08	2008-09	2009-10	2010-11	Total
Arts & Humanities						
1	Round 1: Faculty Appointment in Technical Communication	83,000				83,000
2	Round 1: Faculty Appointment in Renaissance Drama	85,000				85,000
3	Round 1: Faculty Appointment in Early Modern Philosophy	85,000				85,000
4	Round 1: Staff Position to Support Graduate Program in Visual Arts	35,000				35,000
5	Round 1: Graduate Student Support Funding	100,000	100,000	50,000	50,000	300,000
6	Sub-Total Round 1	388,000	100,000	50,000	50,000	588,000
7	Round 2: Rotman Institute Matching Funding			100,000		100,000
8	Round 2: Faculty Appointment in Transatlantic/Hispanic Studies (MLL)		45,000			45,000
9	Sub-Total Round 2		45,000	100,000		145,000
10	Total Round 1 + Round 2	388,000	145,000	150,000	50,000	733,000
Education						
11	Round 1: Faculty Appointment in Educational Foundations & International Education	96,000				96,000
12	Round 1: Faculty Appointment in Second Language Acquisition and ESL	85,000				85,000
13	Round 1: Staff Position to Support Graduate Programs	54,000				54,000
14	Sub-Total Round 1	235,000				235,000
15	Round 2: Faculty Appointment in Educational Psychology		114,750			114,750
16	Total Round 1 + Round 2	235,000	114,750	0	0	349,750
Engineering						
17	Round 1: Five Faculty Appointments in Support of Academic Plan	195,000	100,000	100,000	100,000	495,000
18	Round 2: Grad Student Support Funding		40,000			40,000
19	Total Round 1 + Round 2	195,000	140,000	100,000	100,000	535,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Graduate Studies						
20	Round 1 and Round 2: None					0
Health Sciences						
21	Round 1: Support for Rapid Expansion in Recent Years	200,000				200,000
22	Round 1: Faculty Appointment in Speech Language Pathology (Speech Production)	95,000				95,000
23	Round 1: Lecturer Appointment in Nursing	83,000				83,000
24	Round 1: Faculty Appointment in OT/BHSc (Mental Health / Child & Youth)		95,000			95,000
25	Round 1: Faculty Appointment in Kinesiology (Rehabilitation)	95,000				95,000
26	Round 1: Faculty Appointment in Health Policy	95,000				95,000
27	Sub-Total Round 1	568,000	95,000			663,000
28	Round 2: None					0
29	Total Round 1 + Round 2	568,000	95,000	0	0	663,000
Information & Media Studies						
30	Round 1: Support for Rapid Expansion in Recent Years	100,000				100,000
31	Round 1: Two Faculty Appointments to support MLIS Expansion	165,000				165,000
32	Round 1: Faculty Appointment in Popular Music/Culture		80,000			80,000
33	Round 1: Staff Position to support Growth in Information & Communication Technologies (ICTs)		50,000			50,000
34	Round 1: Funding for Graduate Student Awards	20,000				20,000
35	Sub-Total Round 1	285,000	130,000			415,000
36	Round 2: Faculty Appointment to Support LIS PhD Program		2,000			2,000
37	Round 2: Partial Funding to Maintain Development Officer Position		20,000			20,000
38	Round 2: Staff Position in the Dean's Office		50,000			50,000
39	Sub-Total Round 2		72,000			72,000
40	Total Round 1 + Round 2	285,000	202,000	0	0	487,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Law						
41	Round 1: Faculty Appointment in Criminal Law / International Law	125,000				125,000
42	Round 1: Staff Position - Student Services Coordinator for International Programs	30,000				30,000
43	Round 1: Funding to support the January Term	30,000				30,000
44	Sub-Total Round 1	185,000				185,000
45	Round 2: None					0
46	Total Round 1 + Round 2	185,000	0	0	0	185,000
Medicine & Dentistry						
47	Round 1: Faculty Appointment: Translational Scientist - Pathology	123,000				123,000
48	Round 1: Faculty Appointment in Bioinformatics - Biochemistry	93,000				93,000
49	Round 1: Faculty Appointment in Genetic Epidemiology/Population Genetics	140,000				140,000
50	Round 1: Faculty Appointment: Optical Spectroscopy Scientist - Medical Biophysics	99,000				99,000
51	Round 1: Faculty Appointment in Transdisciplinary Research - Epid/Biostat and Medicine		121,000			121,000
52	Round 1: Faculty Appointment in Organ Systems Development - Phys/Pharm and Obs/Gyn		90,000			90,000
53	Round 1: Faculty Appointment in Drug Metabolism & Pharmacokinetics - Phys/Pharm and Medicine		90,000			90,000
54	Round 1: Faculty Appointment in Inter-Professional Education	95,000				95,000
55	Sub-Total Round 1	550,000	301,000			851,000
56	Round 2: None					0
57	Total Round 1 + Round 2	550,000	301,000	0	0	851,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Music						
58	Round 1: Support for Graduate Program in Musical Theatre	100,000				100,000
59	Round 1: Staff Position - Production Supervisor	84,000				84,000
60	Round 1: Top-up Funding for Senior Faculty Appointment in Winds		49,000			49,000
61	Round 1: Faculty Appointment in Performance (Piano)	85,000				85,000
62	Sub-Total Round 1	269,000	49,000			318,000
63	Round 2: Faculty Appointment in Performance (Piano)		80,000			80,000
64	Round 2: Partial Funding to Maintain Development Officer Position		20,000			20,000
65	Sub-Total Round 2		100,000			100,000
66	Total Round 1 + Round 2	269,000	149,000	0	0	418,000
Science						
67	Round 1: Graduate Student Support Funding	150,000	75,000	36,000	24,000	285,000
68	Round 1: Funding for GTAs	107,000	107,000	107,000	107,000	428,000
69	Round 1: Faculty Appointment in Financial Mathematics - Statistical & Actuarial Sciences	95,000				95,000
70	Round 1: Faculty Appointment in Field Analysis - Mathematics	95,000				95,000
71	Round 1: Two Faculty Appointments - Chemistry and Applied Mathematics	200,000				200,000
72	Sub-Total Round 1	647,000	182,000	143,000	131,000	1,103,000
73	Round 2: Limited-Term Faculty Appointment		100,000			100,000
74	Round 2: Graduate Research Assistantships			84,000		84,000
75	Round 2: Support for Surface Science Western's Space Costs at the Research Park			50,000		50,000
76	Sub-Total Round 2		100,000	134,000		234,000
77	Total Round 1 + Round 2	647,000	282,000	277,000	131,000	1,337,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Social Science						
78	Round 1: Grad Student Support Funding	50,000	50,000	50,000	50,000	200,000
79	Round 1: Funding for GTAs	110,000	110,000	110,000	110,000	440,000
80	Round 1: Faculty Appointment: Linguistic Anthropologist	94,000				94,000
81	Round 1: Faculty Appointment in Statistics & Management - Psychology	90,000				90,000
82	Round 1: Faculty Appointment in Strategic Management - MOS Program	85,000				85,000
83	Round 1: Faculty Appointment in International Relations (Pacific Rim) - History	90,000				90,000
84	Round 1: Faculty Appointment in Sociology	90,000				90,000
85	Sub-Total Round 1	609,000	160,000	160,000	160,000	1,089,000
86	Round 2: Graduate Student Support Funding		100,000			100,000
87	Round 2: Faculty Appointment in Aboriginal Health - Geography		78,700			78,700
88	Round 2: Partial Support for Faculty Appointment in First Nations Studies			50,000		50,000
89	Sub-Total Round 2		178,700	50,000		228,700
90	Total Round 1 + Round 2	609,000	338,700	210,000	160,000	1,317,700
Interdisciplinary Initiatives						
91	Round 1: None					0
92	Round 2: Director of Environment & Sustainability				93,550	93,550
93	Total Round 1 + Round 2	0	0	0	93,550	93,550
Total						
94	Round 1	3,931,000	1,117,000	453,000	441,000	5,942,000
95	Round 2	0	650,450	284,000	93,550	1,028,000
96	Total Round 1 + Round 2	3,931,000	1,767,450	737,000	534,550	6,970,000

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

	2006-07						2007-08						2008-09						2009-10					
	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	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
3																								
4	2	340,000	1	90,000	3	430,000	2	340,000	3	270,000	5	610,000	2	340,000	5	450,000	7	790,000	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																		
7																								
8	14	2,380,000	7	630,000	21	3,010,000	13	2,210,000	7	630,000	20	2,840,000	14	2,380,000	8	720,000	22	3,100,000	15	2,550,000	9	810,000	24	3,360,000
9																								
10	5	850,000	10	900,000	15	1,750,000	5	850,000	14	1,260,000	19	2,110,000	5	850,000	15	1,350,000	20	2,200,000	5	850,000	16	1,440,000	21	2,290,000
11	2	340,000	5	450,000	7	790,000	3	510,000	7	630,000	10	1,140,000	3	510,000	7	630,000	10	1,140,000	3	510,000	7	630,000	10	1,140,000
12																								
13	29	4,930,000	26	2,340,000	55	7,270,000	28	4,760,000	34	3,060,000	62	7,820,000	29	4,930,000	38	3,420,000	67	8,350,000	30	5,100,000	40	3,600,000	70	8,700,000
14																								
Total CRC Funding		5,800,000		2,600,000		8,400,000		5,600,000		3,400,000		9,000,000		5,800,000		3,800,000		9,600,000		6,000,000		4,000,000		10,000,000

Table 4
PASF Recommendations for Faculties

		2007-08	2008-09	2009-10	2010-11	Total
Arts & Humanities						
1	Round 1: Service Learning Course in Applied Ethics	7,000	8,000	8,000		23,000
2	Round 1: Internship in Business French		10,000			10,000
3	Round 1: Digital Production Technician	14,170				14,170
4	Round 1: Writing across the Curriculum -- Speaker & Workshop Series	7,500				7,500
5	Round 1: Graduate Student Recruitment Initiatives	10,000	10,000	10,000	10,000	40,000
6	Sub-Total Round 1	38,670	28,000	18,000	10,000	94,670
7	Round 2: Pre-University Scholarship Program (VA)		12,000	12,000	12,000	36,000
8	Round 2: Lab Course Development (Language Learning Ctr, French, MLL)		8,000	8,000	8,000	24,000
9	Round 2: Course Development: Interpersonal Communication (Writing)		5,000			5,000
10	Round 2: French Language Course Curriculum Development		27,000			27,000
11	Round 2: Course Development: Elective Course on Tolerance (Philosophy)		7,000	7,000	1,000	15,000
12	Round 2: Training of GTAs as Language Instructors (MLL)		13,500			13,500
13	Sub-Total Round 2		72,500	27,000	21,000	120,500
14	Total Round 1 + Round 2	38,670	100,500	45,000	31,000	215,170
Education						
15	Round 1: Workstations for Grad Computer Lab	25,000				25,000
16	Round 1: Interactive Smart Boards	50,000				50,000
17	Round 1: Auditorium A/V Upgrade		30,000			30,000
18	Round 1: LCD / Plasma TV Fleet -- Upgrades to Current Ageing Fleet		32,000			32,000
19	Round 1: Salary Support for Research Appointment	50,000	50,000			100,000
20	Sub-Total Round 1	125,000	112,000			237,000
21	Round 2: Faculty of Education Community Room		37,000			37,000
22	Round 2: VideoConferencing Facility		75,000			75,000
23	Sub-Total Round 2		112,000			112,000
24	Total Round 1 + Round 2	125,000	224,000	0	0	349,000

Table 4
PASF Recommendations for Faculties

		2007-08	2008-09	2009-10	2010-11	Total
Engineering						
25	Round 1: Equipment for CBE392a -- Polymer Engineering	18,500				18,500
26	Round 1: Equipment for Training in Alternative Energy Power Conversion	20,580				20,580
27	Round 1: A/V Equipment for First-Year course Design Studio	11,850				11,850
28	Round 1: Vide Conferencing Facilities in SEB1 & 3109		250,000			250,000
29	Round 1: Graduate Student Computer Facility		72,200			72,200
30	Sub-Total Round 1	50,930	322,200			373,130
31	Round 2: Laboratory for Design in Advanced Mechatronics		15,000	30,000	30,000	75,000
32	Round 2: CMLP Machine Lab			36,707		36,707
33	Round 2: GPS Enhancement to Surveying Course -Civil Engineering		66,840			66,840
34	Round 2: Nanofabrication Graduate Course (ECE)		16,500	14,000	14,000	44,500
35	Round 2: M.Eng Program Expansion -Sarnia (CBE)		25,000	25,000		50,000
36	Sub-Total Round 2		123,340	105,707	44,000	273,047
37	Total Round 1 + Round 2	50,930	445,540	105,707	44,000	646,177
Graduate Studies						
38	Round 1: None					0
39	Round 2: None					0
40	Total Round 1 + Round 2	0	0	0	0	0

Table 4
PASF Recommendations for Faculties

		2007-08	2008-09	2009-10	2010-11	Total
Health Sciences						
41	Round 1: Specialized Assistive Technology (OT)	23,638				23,638
42	Round 1: Digital Streaming -- Clinical Education Suite	82,000				82,000
43	Round 1: A/V Equipment for New Grad Program in Health and Rehab Sciences	16,050				16,050
44	Round 1: Update Audiology & Speech Language Teaching Equipment	20,000				20,000
45	Round 1: Workstations for Grad Students and Research Associates in Rehab Scie / Kin / Nursing		70,628			70,628
46	Round 1: Simulation Mannequin -- Clinical Education Suite		38,766			38,766
47	Round 1: A/V Equipment for Teaching Centre in Nursing		13,868			13,868
48	Round 1: Mobilization Beds in Elborn			55,341		55,341
49	Round 1: Feasibility Study for In-House Clinic in Elborn College			25,000		25,000
50	Round 1: Sound System for Clinical Skills Facility in Elborn College			5,861		5,861
51	Sub-Total Round 1	141,688	123,262	86,202		351,152
52	Round 2: Dean's Graduate Entrance Scholarships		35,000			35,000
53	Round 2: Graduate Computer Lab Expansion in Rehab Science Sector		16,866			16,866
54	Round 2: Assistive Devices for Experiential Learning in OT & PT		30,374			30,374
55	Round 2: Teaching & Lab Equipment for CSD		28,843			28,843
56	Sub-Total Round 2		111,083			111,083
57	Total Round 1 + Round 2	141,688	234,345	86,202	0	462,235
Information & Media Studies						
58	Round 1: Student Travel Fund for MIT/MAJ/MLIS	30,000	30,000	30,000		90,000
59	Round 1: Infrastructure Support for MIT Production-based courses	23,400				23,400
60	Sub-Total Round 1	53,400	30,000	30,000		113,400
61	Round 2: Graduate Recruitment/Promotion Initiatives		50,000			50,000
62	Round 2: Media Viewing Facility		40,000			40,000
63	Sub-Total Round 2		90,000			90,000
64	Total Round 1 + Round 2	53,400	120,000	30,000	0	203,400

Table 4
PASF Recommendations for Faculties

		2007-08	2008-09	2009-10	2010-11	Total
Law						
65	Round 1: Business Law Clinic	30,000	20,000	10,000	10,000	70,000
66	Round 1: Workshop/Seminar Series Course	20,000	20,000			40,000
67	Round 1: Annual Invitational Symposium	25,000				25,000
68	Round 1: Honorary Professorship in International Humanitarian Law	10,000	10,000			20,000
69	Round 1: Canada/US Law Institute	1,875	1,875	1,875	1,875	7,500
70	Round 1: Classroom Technology Upgrades	3,750	3,750	3,750	3,750	15,000
71	Sub-Total Round 1	90,625	55,625	15,625	15,625	177,500
72	Round 2: Roundtables -- Leading Edge Research		25,000	25,000		50,000
73	Round 2: Course Development -- Intensive Courses		50,000	50,000		100,000
74	Round 2: Visiting Research Fellowships			35,000	35,000	70,000
75	Sub-Total Round 2		75,000	110,000	35,000	220,000
76	Total Round 1 + Round 2	90,625	130,625	125,625	50,625	397,500
Medicine & Dentistry						
77	Round 1: Start-up Funding for UPIF Appointment	30,000				30,000
78	Round 1: Furnishings to Accommodate Increased Grad Enrolments -- Anatomy & Cell Biology	22,726				22,726
79	Round 1: Replace Dissecting Tables -- Anatomy & Cell Biology	77,235				77,235
80	Round 1: Equipment Upgrades for Physiology Courses	70,000	70,000			140,000
81	Sub-Total Round 1	199,961	70,000			269,961
82	Round 2: Genetic Epidemiology Trainee Support		67,000	67,000	24,000	158,000
83	Round 2: Shared Multimedia Resource/Teaching Centre		64,000			64,000
84	Sub-Total Round 2		131,000	67,000	24,000	222,000
85	Total Round 1 + Round 2	199,961	201,000	67,000	24,000	491,961

Table 4
PASF Recommendations for Faculties

		2007-08	2008-09	2009-10	2010-11	Total
Music						
86	Round 1: Opera Workshop		25,000			25,000
87	Round 1: Ensemble in Residence Initiative	30,000				30,000
88	Round 1: New Music Symposium	10,000				10,000
89	Round 1: Wind Ensemble Recording Project			12,000		12,000
90	Round 1: Equipment Upgrades to Electroacoustic Composition Studio				50,000	50,000
91	Round 1: Recording Studio Equipment -- to Support New Course		65,000			65,000
92	Round 1: Vocal Ensemble Workshop	30,000				30,000
93	Round 1: Russian Lyric Diction and Song Intensive Workshop	11,000				11,000
94	Round 1: Acquisition of a Graf-style Fortepiano			50,000		50,000
95	Sub-Total Round 1	81,000	90,000	62,000	50,000	283,000
96	Round 2: Music Instrument Inventory Acquisitions		40,000			40,000
97	Round 2: Software for Interdisciplinary Multimedia Centre		25,000			25,000
98	Round 2: Acoustic Shell and Choral Risers		45,000			45,000
99	Round 2: Masterclass Series		8,000	8,000	8,000	24,000
100	Round 2: Concert Travel Fund		8,000	8,000	8,000	24,000
101	Round 2: Talbot Theatre Audio/Video Link			14,000		14,000
102	Sub-Total Round 2		126,000	30,000	16,000	172,000
103	Total Round 1 + Round 2	81,000	216,000	92,000	66,000	455,000

Table 4
PASF Recommendations for Faculties

		2007-08	2008-09	2009-10	2010-11	Total
Science						
104	Round 1: Faculty Start-up Funds	100,000	100,000			200,000
105	Round 1: Redesign of Year 3 Lab Course in Physics	60,000				60,000
106	Round 1: Graduate Student Recruitment Initiatives	25,000	25,000			50,000
107	Round 1: Measurement Hardware/Software for Year 1 Chemistry Labs		70,000			70,000
108	Sub-Total Round 1	185,000	195,000	0	0	380,000
109	Round 2: Science Learning Development Initiative		58,000	67,500	69,500	195,000
110	Round 2: Assistant Dean Diversity & Outreach (Women's Initiative)		10,000	10,000	10,000	30,000
111	Round 2: Grad Student Recruitment Initiatives			25,000	25,000	50,000
112	Round 2: Medical Physics Experiments in Undergrad Labs		31,600			31,600
113	Round 2: Biology Teaching Equipment - Undergrad Labs		50,212			50,212
114	Sub-Total Round 2		149,812	102,500	104,500	356,812
115	Total Round 1 + Round 2	185,000	344,812	102,500	104,500	736,812
Social Science						
116	Round 1: Internationalization Fund	25,000	25,000	25,000		75,000
117	Round 1: Research Infrastructure -- Social Behavioural Recording (Psychology)	108,719				108,719
118	Round 1: Equipment/Furnishings for Digital Media Library -- Anthropology		19,164			19,164
119	Round 1: Infrastructure to Establish a Historical Digital Data Centre		70,000	50,000	30,000	150,000
120	Sub-Total Round 1	133,719	114,164	75,000	30,000	352,883
121	Round 2: Grad Student Furniture and Equipment		95,000	0	0	95,000
122	Round 2: Museum Display and Artifact Storage (History)		35,000	0	0	35,000
123	Round 2: Guanape Research Centre in Peru (Building Costs)		12,171	23,964	11,823	47,958
124	Sub-Total Round 2		142,171	23,964	11,823	177,958
125	Total Round 1 + Round 2	133,719	256,335	98,964	41,823	530,841
Total						
126	Total Round 1	1,099,993	1,140,251	286,827	105,625	2,632,696
127	Total Round 2	0	1,132,906	466,171	256,323	1,855,400
128	Grand Total Round 1 + Round 2	1,099,993	2,273,157	752,998	361,948	4,488,096

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
Information Technology Services						
1	Round 1: Maintain Staffing Levels	200,000	70,000	70,000	70,000	410,000
2	Round 1: Hardware/Software Maintenance Support	150,000				150,000
3	Sub-Total Round 1	350,000	70,000	70,000	70,000	560,000
4	Round 2: None					0
5	Total Round 1 + Round 2	350,000	70,000	70,000	70,000	560,000
Libraries						
6	Round 1: Maintain and Enhance Staffing	125,000	65,000			190,000
7	Round 2: Maintain/Expand Hours of Opening		150,000	150,000		300,000
8	Total Round 1 + Round 2	125,000	215,000	150,000	0	490,000
Registrar's Office and Teaching Support Centre						
9	Round 1: Maintain Staffing Levels	250,000	95,000	90,000		435,000
10	Round 1: Expansion of Career Services	85,000				85,000
11	Sub-Total Round 1	335,000	95,000	90,000	0	520,000
12	Round 2: Alternative Programming for Orientation		16,000			16,000
13	Total Round 1 + Round 2	335,000	111,000	90,000	0	536,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Institutional Planning & Budgeting						
14	Round 1: Maintain Staffing Levels	90,000	90,000		90,000	270,000
15	Round 2: None					0
16	Total Round 1 + Round 2	90,000	90,000	0	90,000	270,000
Financial Services						
17	Round 1: Budget Stabilization & Maintain Staffing Levels	300,000				300,000
18	Round 2: Budget Stabilization & Maintain Staffing Levels		50,000		15,000	65,000
19	Total Round 1 + Round 2	300,000	50,000	0	15,000	365,000
Human Resources						
20	Round 1: Coordinator of Staff Relations	65,000				65,000
21	Round 1: Senior Project Consultant	112,000				112,000
22	Round 1: Student Internships	40,000				40,000
23	Sub-Total Round 1	217,000	0	0	0	217,000
24	Round 2: Budget Stabilization & Maintain Staffing Levels		50,000		15,000	65,000
25	Total Round 1 + Round 2	217,000	50,000	0	15,000	282,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Physical Plant						
26	Round 1: Enhance Core Trades Services	268,000				268,000
27	Round 2: Maintain Apprenticeship Programs		50,000	50,000		100,000
28	Round 2: Protective Equipment to Comply with New Legislation				25,000	25,000
29	Round 2: Budget Stabilization & Maintain Staffing Levels		22,000	25,000	15,000	62,000
30	Sub-Total Round 2		72,000	75,000	40,000	187,000
31	Total Round 1 + Round 2	268,000	72,000	75,000	40,000	455,000
Internal Audit						
32	Round 1: None					0
33	Round 2: Additional Staff Position		96,000			96,000
34	Total Round 1 + Round 2	0	96,000	0	0	96,000
University Police						
35	Round 1: None					0
36	Round 2: Maintain Staffing Levels		92,000	75,000	80,000	247,000
37	Total Round 1 + Round 2	0	92,000	75,000	80,000	247,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Vice-President (Research)						
38	Round 1: Staffing in Research Ethics	80,000		30,000		110,000
39	Round 1: Internationalization Staffing & Funding Program Top-up	80,000				80,000
40	Round 1: Project Management Staffing in RDS		55,000			55,000
41	Round 1: Student Research Coordinator				30,000	30,000
42	Sub-Total Round 1	160,000	55,000	30,000	30,000	275,000
43	Round 2: None					0
44	Total Round 1 + Round 2	160,000	55,000	30,000	30,000	275,000
Vice-President (External)						
45	Round 1: Manager position in Advancement	60,000				60,000
46	Round 1: Proposal Writer/Stewardship Officer in Development	65,000				65,000
47	Round 1: Maintain Alumni/Donor Events/Programs	50,000				50,000
48	Round 1: Web-based Communications Initiatives in CPA	30,000				30,000
49	Round 1: Maintain Staffing Levels in Communications		50,000	40,000		90,000
50	Round 1: Maintain Staffing Levels in Development Office		20,000			20,000
51	Round 1: Maintain Staffing Levels in Advancement Svcs				40,000	40,000
52	Sub-Total Round 1	205,000	70,000	40,000	40,000	355,000
53	Round 2: None					0
54	Total Round 1 + Round 2	205,000	70,000	40,000	40,000	355,000

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

		2007-08	2008-09	2009-10	2010-11	Total
University Secretariat						
55	Round 1: FIPPA Staffing	83,500				83,500
56	Round 2: None					0
57	Total Round 1 + Round 2	83,500	0	0	0	83,500
President's Office						
58	Round 1: Maintain Staffing Levels	56,500				56,500
59	Round 2: None					0
60	Total Round 1 + Round 2	56,500	0	0	0	56,500
Total All Units						
61	Round 1: Provost's Units	900,000	320,000	160,000	160,000	1,540,000
62	Round 1: VP O&R Units	785,000	0	0	0	785,000
63	Round 1: VP Research Units	160,000	55,000	30,000	30,000	275,000
64	Round 1: VP External Units	205,000	70,000	40,000	40,000	355,000
65	Round 1: General Administration	140,000	0	0	0	140,000
66	Sub-Total Round 1	2,190,000	445,000	230,000	230,000	3,095,000
67	Round 2: Provost's Units		166,000	150,000	0	316,000
68	Round 2: VP O&R Units		360,000	150,000	150,000	660,000
69	Round 2: VP Research Units		0	0	0	0
70	Round 2: VP External Units		0	0	0	0
71	Round 2: General Administration		0	0	0	0
72	Sub-Total Round 2		526,000	300,000	150,000	976,000
73	Total Round 1 + Round 2	2,190,000	971,000	530,000	380,000	4,071,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Information Technology Services						
1	Round 1: Anti-Virus Software Site Licence Renewal	150,000				150,000
2	Round 1: ITRC Hardware/Software Maintenance Renewal	50,000	50,000	50,000	50,000	200,000
3	Round 1: Network Closet Renewals	150,000				150,000
4	Sub-Total Round 1	350,000	50,000	50,000	50,000	500,000
5	Round 2: None					0
6	Total Round 1 + Round 2	350,000	50,000	50,000	50,000	500,000
Libraries						
7	Round 1: Maintain/Enhance Staffing and IT Hardware/Software		180,000	180,000	180,000	540,000
8	Round 2: None					0
9	Total Round 1 + Round 2	0	180,000	180,000	180,000	540,000
Registrar's Office and Teaching Support Centre						
10	Round 1: Career Services and First Nations Initiatives	260,000	230,000	230,000	230,000	950,000
11	Round 2: None					0
12	Total Round 1 + Round 2	260,000	230,000	230,000	230,000	950,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Financial Services						
13	Round 1: Project Coordinator	100,000				100,000
14	Round 1: Technology Initiatives	9,000				9,000
15	Sub-Total Round 1	109,000	0	0	0	109,000
16	Round 2: New Building Relocation Costs		40,000			40,000
17	Round 2: PCI Compliance Audit		60,000			60,000
18	Round 2: Process Re-Engineering Initiatives			75,000	75,000	150,000
19	Round 2: Business Continuity Plan Development			50,000	50,000	100,000
20	Sub-Total Round 2		100,000	125,000	125,000	350,000
21	Total Round 1 + Round 2	109,000	100,000	125,000	125,000	459,000
Human Resources						
22	Round 1: Technology Initiatives	125,000				125,000
23	Round 1: University-wide Staff Training & Development Initiatives	80,000				80,000
24	Sub-Total Round 1	205,000	0	0	0	205,000
25	Round 2: New Building Relocation Costs		40,000			40,000
26	Round 2: Learning and Development Initiatives		92,000	150,000	150,000	392,000
27	Round 2: Process Re-Engineering Initiatives			75,000	75,000	150,000
28	Sub-Total Round 2		132,000	225,000	225,000	582,000
29	Total Round 1 + Round 2	205,000	132,000	225,000	225,000	787,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Physical Plant						
30	Round 1: Implement Confined Space Program	54,000				54,000
31	Round 1: Re-engineering of Operations and Processes	120,000				120,000
32	Sub-Total Round 1	174,000	0	0	0	174,000
33	Round 2: Personal Protective Equipment to Comply with New Legislation		75,000			75,000
34	Round 2: Forklift for New Building		25,000			25,000
35	Round 2: Implementation of Natural Gas System Protocols		25,000			25,000
36	Round 2: New Building Relocation Costs		80,000			80,000
37	Round 2: Database to Comply with Asbestos Legislation		65,000			65,000
38	Round 2: Process Re-Engineering Initiatives			130,000	150,000	280,000
39	Sub-Total Round 2		270,000	130,000	150,000	550,000
40	Total Round 1 + Round 2	174,000	270,000	130,000	150,000	724,000
Internal Audit						
41	Round 1: None					0
42	Round 2: Computer Purchase		3,000			3,000
43	Total Round 1 + Round 2	0	3,000	0	0	3,000

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

		2007-08	2008-09	2009-10	2010-11	Total
University Police						
44	Round 1: Traffic Speed Control Initiatives	5,000				5,000
45	Round 1: Technology Initiatives	7,000				7,000
46	Sub-Total Round 1	12,000	0	0	0	12,000
47	Round 2: Hardware/Software Upgrades		60,000	50,000		110,000
48	Round 2: Self-Contained Breathing Apparatus		25,000			25,000
49	Sub-Total Round 2		85,000	50,000	0	135,000
50	Total Round 1 + Round 2	12,000	85,000	50,000	0	147,000
Vice-President (Research)						
51	Round 1: Equipment for ACVS	50,000				50,000
52	Round 1: Electronic Protocol Submission System in Research Ethics	25,000	50,000			75,000
53	Round 1: Contract Research Staffing in RDS	25,000		40,000	40,000	105,000
54	Round 1: Systems Help Desk in RDS		50,000	20,000	20,000	90,000
55	Round 1: Project Mgmt Admin Support in RDS			40,000	40,000	80,000
56	Sub-Total Round 1	100,000	100,000	100,000	100,000	400,000
57	Round 2: None					0
58	Total Round 1 + Round 2	100,000	100,000	100,000	100,000	400,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Vice-President (External)						
59	Round 1: E-Marketing Technology Initiatives in Advancement Services	65,000				65,000
60	Round 1: Strategic Planning Review of McIntosh Gallery	20,000				20,000
61	Round 1: Alumni/Donor Engagement & E-Commerce Initiatives	20,000	107,000	107,000	65,000	299,000
62	Round 1: Support for Rising costs of the Alumni Gazette - CPA	15,000				15,000
63	Round 1: Support for Print Publications		13,000	13,000	55,000	81,000
64	Sub-Total Round 1	120,000	120,000	120,000	120,000	480,000
65	Round 2: University Advertising Initiatives		200,000	200,000	200,000	600,000
66	Total Round 1 + Round 2	120,000	320,000	320,000	320,000	1,080,000
President's Office						
67	Round 1: Faculty Recruitment & Retention Initiatives	20,000	0	0	0	20,000
68	Round 2: None					0
69	Total Round 1 + Round 2	20,000	0	0	0	20,000

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

		2007-08	2008-09	2009-10	2010-11	Total
Total All Units						
70	Round 1: Provost's Units	610,000	460,000	460,000	460,000	1,990,000
71	Round 1: VP O&R Units	500,000	0	0	0	500,000
72	Round 1: VP Research Units	100,000	100,000	100,000	100,000	400,000
73	Round 1: VP External Units	120,000	120,000	120,000	120,000	480,000
74	Round 1: General Administration	20,000	0	0	0	20,000
75	Sub-Total Round 1	1,350,000	680,000	680,000	680,000	3,390,000
76	Round 2: Provost's Units		0	0	0	0
77	Round 2: VP O&R Units		590,000	530,000	500,000	1,620,000
78	Round 2: VP Research Units		0	0	0	0
79	Round 2: VP External Units		200,000	200,000	200,000	600,000
80	Round 2: General Administration		0	0	0	0
81	Sub-Total Round 2		790,000	730,000	700,000	2,220,000
82	Total Round 1 + Round 2	1,350,000	1,470,000	1,410,000	1,380,000	5,610,000

Table 8

2008-09 OPERATING REVENUES

		2007-08 Budget Forecast (@ Feb 29, 2008) (1)	2008-09 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	Government Grants				
2	Base Grants	167,914,629	171,824,746	3,910,117	2.3%
3	Accessibility Fund, Tuition Offset Grants, Unfunded BIUs	15,135,052	11,562,932	(3,572,120)	-23.6%
4	<i>Sub-Total Base, Accessibility, Tuition Offset & Unfunded BIUs</i>	<i>183,049,681</i>	<i>183,387,678</i>	<i>337,997</i>	<i>0.2%</i>
5	Graduate Expansion Fund	9,968,627	12,383,702	2,415,075	24.2%
6	Quality Assurance Fund & Quality Improvement Fund	13,289,255	13,295,405	6,150	0.0%
7	Performance Fund	2,280,485	2,280,485	0	0.0%
8	Program Expansion Grants	16,609,041	17,247,018	637,977	3.8%
9	Research Infrastructure Grant	2,870,565	2,870,565	0	0.0%
10	Provincial Indirect Cost Grant	1,342,666	783,000	(559,666)	-41.7%
11	Federal Funding for Indirect Costs of Research	8,803,656	9,350,000	546,344	6.2%
12	One-time Government Grant to Support Robarts Transition	11,000,000	0	(11,000,000)	***
13	Provincial Government Student Support Grants	4,862,269	4,920,724	58,455	1.2%
14	Other Targetted Government Grants	6,230,667	6,292,139	61,472	1.0%
15	Sub-Total Government Grants	260,306,912	252,810,716	(7,496,196)	-2.9%
16	Tuition Revenue				
17	Undergraduate	133,572,443	138,843,042	5,270,599	3.9%
18	Graduate	24,581,884	27,487,464	2,905,580	11.8%
19	<i>Sub-Total General Programs</i>	<i>158,154,327</i>	<i>166,330,506</i>	<i>8,176,179</i>	<i>5.2%</i>
20	MBA and Executive MBA	19,197,680	18,924,835	(272,845)	-1.4%
21	International Medical and Dental Students	3,463,100	3,436,600	(26,500)	-0.8%
22	<i>Sub-Total Self-Funded Programs</i>	<i>22,660,780</i>	<i>22,361,435</i>	<i>(299,345)</i>	<i>-1.3%</i>
23	Miscellaneous Fees	1,620,000	1,620,000	0	0.0%
24	Sub-Total Tuition Revenue	182,435,107	190,311,941	7,876,834	4.3%
25	Other Revenues				
26	Canada Research Chairs (CRCs)	9,000,000	9,600,000	600,000	6.7%
27	Transfer from Affiliated University Colleges	4,944,820	4,970,538	25,718	0.5%
28	Recoverable Salaries	22,370,910	22,350,540	(20,370)	-0.1%
29	Investment Income	5,300,000	18,550,000	13,250,000	250.0%
30	Fundraising -- Unrestricted	321,000	332,405	11,405	3.6%
31	Fundraising -- Needs-based Student Awards and Bursaries	4,766,605	5,057,685	291,080	6.1%
32	Application Fees	1,664,074	1,680,705	16,631	1.0%
33	Research Overheads	4,200,000	4,850,000	650,000	15.5%
34	Royalties and Licences	1,800,000	2,275,000	475,000	26.4%
35	Contributions from Self-Funded & Ancillary Operations	16,364,930	18,012,370	1,647,440	10.1%
36	Miscellaneous Revenues	150,000	150,000	0	0.0%
37	Sub-Total Other Revenues	70,882,339	87,829,243	16,946,904	23.9%
38	TOTAL REVENUES	513,624,358	530,951,900	17,327,542	3.4%

Table 9
FACULTIES
2008-09 BASE BUDGETS

	<a>		<c>	<d>	<e>	<f>	<g>	<h>
	2007-08 Base Budget (@ Feb 29, 2008)	Initial Budget Adjustment	Faculty Turnover Recovery	UPIF	Other Base Changes	ECF to Base Conversions	Canada Research Chairs	Resulting 2008-09 Base Budget
1 Faculties								
2 Arts & Humanities	22,402,171	(584,696)	(70,342)	145,000				21,892,133
3 Education	8,319,031	(291,242)	(41,676)	114,750				8,100,863
4 Engineering	17,565,605	(460,670)		140,000	109,275	150,000	180,000	17,684,210
5 Graduate Studies	800,107	(32,574)						767,533
6 Health Sciences	21,006,150	(526,798)		95,000	(205,535)	250,000		20,618,817
7 Information & Media Studies	6,979,839	(176,013)	(3,854)	202,000		200,000		7,201,972
8 Law	6,049,563	(163,786)	(124,096)		99,939			5,861,620
9 Medicine & Dentistry	44,452,395	(1,161,607)	(75,110)	301,000	974,671	150,000	260,000	44,901,349
10 Music	7,152,448	(192,118)		149,000				7,109,330
11 Science	40,295,707	(1,046,196)	(153,685)	282,000			90,000	39,467,826
12 Social Science	40,485,210	(1,053,701)	(302,692)	338,700		100,000		39,567,517
13 Sub-Total Faculties (excluding Business)	215,508,226	(5,689,401)	(771,455)	1,767,450	978,350	850,000	530,000	213,173,170
14 Business	41,902,927				1,654,700			43,557,627
15 Sub-Total Faculties	257,411,153	(5,689,401)	(771,455)	1,767,450	2,633,050	850,000	530,000	256,730,797
16 Enrolment Contingent Fund (ECF)	5,995,282				758,078			6,753,360
17 Graduate Expansion Fund (GEF/GEF+)	6,435,200				2,806,400			9,241,600
18 Research Infrastructure Support Fund (RISF)	750,000							750,000
19 Faculty Recruitment Initiatives	187,500							187,500
20 Graduate Interdisciplinary Programs	191,487	(5,456)						186,031
21 Total -- with ECF and GEF/GEF+	270,970,622	(5,694,857)	(771,455)	1,767,450	6,197,528	850,000	530,000	273,849,288
22 All Other								
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	3,016,077				70,921			3,086,998
26 Continuing Studies: Trois-Pistoles	1,022,701				(18,453)			1,004,248
27 Education: Continuing Education for Teachers	3,599,596				(39,556)			3,560,040
28 Medicine & Dentistry: International Students	3,463,100				(26,500)			3,436,600
29 Faculty Share of Research Overheads	990,000							990,000
30 Medicine & Dentistry: Primary Care	349,805							349,805
31 Faculty Scholars & Distinguished University Professors	223,000							223,000
32 Recoverable Salaries: T&R and Other	22,350,540							22,350,540
33 Sub-Total	38,591,281	0	0	0	(13,588)	0	0	38,577,693
34 Total Academic Units	309,561,903	(5,694,857)	(771,455)	1,767,450	6,183,940	850,000	530,000	312,426,981

Table 10
SCHOLARSHIPS and BURSARIES
2008-09 BASE BUDGETS

		<a> 2007-08 Base Budget (@ Feb 29, 2008)	 Investments	<c> Resulting 2008-09 Base Budget
1	<i>Undergraduate Student Support</i>			
2	Scholarships	5,822,375	102,168	5,924,543
3	Tuition Re-Investment	10,815,619		10,815,619
4	Western Bursaries	776,545		776,545
5	Privately-Funded Needs-based Awards & Bursaries	4,385,000	272,000	4,657,000
6	Government "Aiming for the Top" Program	2,939,038		2,939,038
7	MTCU Work Study Program and Bursaries	1,431,686		1,431,686
8	<i>Sub-Total Undergraduate Student Support</i>	26,170,263	374,168	26,544,431
9	<i>Graduate Student Support</i>			
10	Graduate Student Scholarship & Training Fund	18,580,654	2,199,824	20,780,478
11	Privately-Funded Needs-based Awards & Bursaries	381,605	19,080	400,685
12	Ontario Graduate Fellowships	491,545	58,455	550,000
13	<i>Sub-Total Graduate Student Support</i>	19,453,804	2,277,359	21,731,163
14	Total Scholarships and Bursaries	45,624,067	2,651,527	48,275,594

Table 11
SUPPORT AREAS
2008-09 BASE BUDGETS

	<a>		<c>	<d>	<e>	
	2007-08 Base Budget (@ Feb 29, 2008)	Initial Budget Adjustment	UPIF	Other Base Changes	Resulting 2008-09 Base Budget	
1	Reporting to the Provost					
2	Teaching Support Centre	651,610	(16,667)		634,943	
3	Effective Writing Program	254,047			254,047	
4	Information Technology Services	6,353,742	(150,987)	70,000	(771,200)	5,501,555
5	Libraries	11,795,516	(333,471)	215,000		11,677,045
6	Registrar's Office	5,656,840	(148,558)	111,000		5,619,282
7	Office of the Vice-Provost (APPF)	876,089				876,089
8	Institutional Planning and Budgeting	4,017,300	(113,228)	90,000		3,994,072
9	McIntosh Gallery - Subsidy	222,391	(6,672)			215,719
10	Sub-Total	29,827,535	(769,583)	486,000	(771,200)	28,772,752
11	Reporting to the Vice-President Resources & Operations					
12	Financial Services	4,066,471	(108,690)	50,000		4,007,781
13	Human Resources	5,297,389	(146,975)	50,000		5,200,414
14	Staff/Faculty Health Services	150,813				150,813
15	Physical Plant	14,960,533	(360,647)	72,000	853,814	15,525,700
16	Police	2,123,031	(62,333)	92,000	14,562	2,167,260
17	Internal Audit	237,350		96,000		333,350
18	Sub-Total	26,835,587	(678,645)	360,000	868,376	27,385,318
19	Reporting to the Vice-President Research					
20	Animal Care/Vet Services - Subsidy	600,000				600,000
21	Research Western	3,434,384	(89,218)	55,000		3,400,166
22	Research Promotion Fund	374,000				374,000
23	Small Grants Support for A/Hum/SS	250,000				250,000
24	Western Innovation Fund	400,000				400,000
25	Sub-Total	5,058,384	(89,218)	55,000	0	5,024,166
26	Reporting to the Vice-President External					
27	Advancement Services	1,241,445	(26,456)			1,214,989
28	Communications and Public Affairs	2,281,922	(54,554)	50,000		2,277,368
29	Alumni Relations	1,275,871	(35,508)			1,240,363
30	Development	1,799,806	(56,532)	20,000	390,000	2,153,274
31	Sub-Total	6,599,044	(173,050)	70,000	390,000	6,885,994
32	General Administration					
33	Offices of the President/Vice-Presidents	3,078,965				3,078,965
34	University Secretariat	690,056				690,056
35	Sub-Total	3,769,021	0	0	0	3,769,021
36	Total Support Areas	72,089,571	(1,710,496)	971,000	487,176	71,837,251

Table 12
CORPORATE EXPENDITURES and EMPLOYEE BENEFIT COSTS
2008-09 BASE BUDGETS

		<a>		<c>	<d>
		2007-08 Base Budget (@ Feb 29, 2008)	New Investment	Other Base Changes	Resulting 2008-09 Base Budget
1	Utilities	14,646,000	1,631,000		16,277,000
2	Library Acquisitions	12,515,896	350,000		12,865,896
3	Transfer to MMI: Operating	9,500,000	750,000		10,250,000
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	944,000	56,000		1,000,000
7	Information Technology Infrastructure Fund	2,106,243	506,968	2,067,550	4,680,761
8	Property Taxes	1,874,850		(18,975)	1,855,875
9	Insurance	1,499,581			1,499,581
10	Corporate Contingency	1,259,798		67,582	1,327,380
11	Services for Students With Disabilities	886,642			886,642
12	Professional Fees	965,000		(105,000)	860,000
13	Institutional Memberships	670,000			670,000
14	Student Recruitment	475,000			475,000
15	Intercollegiate Athletics - Subsidy	521,737	105,000		626,737
16	Campus Recreation - Subsidy	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	190,899		3,386	194,285
20	Ombudsperson	86,501			86,501
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	50,000			50,000
24	Total Corporate Expenditures	52,483,931	3,398,968	2,014,543	57,897,442
25	Employee Benefit Plan Costs	79,378,888		6,991,012	86,369,900
26	Employee Benefit Recoveries	(87,078,800)		(3,738,100)	(90,816,900)
27	Net Employee Benefits	(7,699,912)	0	3,252,912	(4,447,000)
28	Net Corporate Expenditures	44,784,019	3,398,968	5,267,455	53,450,442

Table 13
2008-09 ONE-TIME ALLOCATIONS

1	Canada Foundation for Innovation (CFI): University Matching	6,000,000
2	To Capital Budget -- for Long-Range Space Plan	12,200,000
3	To Capital Budget -- for Support Services Building Furnishings and Equipment (\$1M) and Upgrade Teaching Lab in Chemistry Addition (\$1M)	2,000,000
4	Estimated Savings from Unfilled UPIF Faculty Positions	(745,000)
5	University-wide Inter-Disciplinary Initiatives (IDIs)	500,000
6	Increase to Provost's Academic Support Fund	161,000
7	Faculty Recruitment Initiatives	500,000
8	Arts & Humanities: Top-up Funding for Privately-funded Chair and Support for MA Program in Linguistic Studies	60,000
9	Engineering: Investment in Facilities (Year 8 of 10)	445,000
10	Engineering:: Undergraduate Student Projects and Internationalization Initiatives	100,000
11	Graduate Studies: 360 Degree Initiative (\$300K) and Student Recruitment Initiatives (\$360K)	660,000
12	Health Sciences: Targetted Government Funding for Clinical Education (Nursing and Therapies)	829,397
13	Health Sciences: Targetted Government Graduate Nursing Expansion Funding	368,293
14	Health Sciences: Staff Position to Support Research Activities	70,000
15	Health Sciences: Athletic Scholarships	75,000
16	Campus Recreation: Equipment for the New Student Recreation Centre	750,000
17	Law: Top-up Funding for Privately-funded Chair	20,000
18	Medicine & Dentistry: Robarts -- Research Overheads (\$2.45M), Provincial Indirect Costs (\$0.32M), FFICR (\$1.55M), Royalties & Licences (\$1.575M), Investment Income (\$0.85M)	6,745,000
19	Medicine & Dentistry: Targetted Government Postgraduate Medical (\$2.6) and Family Medicine (\$1.5) Expansion Funding	4,102,781
20	Medicine & Dentistry:: Robarts Transition Support	2,100,000
21	Medicine & Dentistry: Targetted Government Funding for Clinical Education (Dentistry)	1,173,322
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	Business: Support for Faculty Recruitment and Student Recruitment Initiatives	197,126
25	Libraries: Maintain/Enhance Staff and IT Hardware/Software	180,000
26	Vice-President Research: Support for Research Initiatives	700,000
27	Vice-President Research: Contract Staffing and Systems Help Desk Staffing	100,000
28	Vice-President External: Campaign Western	332,405
29	Vice-President External: Communications -- University Advertising Initiatives	200,000
30	Vice-President External: Maintain Staffing Levels and Support for Print Publications	120,000
31	ITS: ITRC Hardware/Software Maintenance/Renewal	50,000
32	Registrar's Office: First Nations Student Initiatives and Expansion of Career Services	230,000
33	Registrar's Office: High School Visits, On-Campus Recruitment, Distance Studies On-Line Course Development, and Applications Processing Support	315,000
34	Teaching Support Centre: Turn-it-in Software and Teaching Support Initiatives	47,200
35	Financial Services: New Building Relocation Support and PCI Compliance Audit	100,000
36	Human Resources: New Building Relocation Support and Learning and Development Initiatives	132,000
37	Physical Plant: New Building Relocation Support, Asbestos Database, Personal Protective Equipment and Natural Gas Protocols	270,000
38	Internal Audit: IT Equipment	3,000
39	Police: Hardware/Software Upgrades and Self-Contained Breathing Apparatus	85,000
40	Technology Upgrades: WebCT and Wireless	180,000
41	Total One-Time Allocations	41,610,524

Table 14**SUMMARY OF OPERATING BUDGET: 2008-09**

	<a>		<c>	
	2007-08 Budget (@ Feb 29, 2008)	2008-09 Budget	\$ Change from 2007-08	
1	Total Revenues (Table 8)	513,624,358	530,951,900	17,327,542
2	Expenditure Budgets			
3	Faculties (Table 9)	309,561,903	312,426,981	2,865,078
4	Scholarships and Bursaries (Table 10)	45,624,067	48,275,594	2,651,527
5	Support Areas (Table 11)	72,089,571	71,837,251	(252,320)
6	Corporate Expenditures (Table 12)	44,784,019	53,450,442	8,666,423
7	Provision for Cost Fluctuations	840,804	13,829,053	12,988,249
8	One-Time Allocations	29,103,557	41,610,524	12,506,967
9	Sub-Total	502,003,921	541,429,845	39,425,924
10	Carryforward from Previous Year	45,482,402	38,000,000	(7,482,402)
11	(Under)/Over Spending	(38,000,000)	(34,000,000)	
12	Total Expenditures	509,486,323	545,429,845	31,943,522
13	Surplus / (Deficit) before Reserve Transfer	4,138,035	(14,477,945)	
14	Transfer (to)/from Carryforward Reserve	7,482,402	4,000,000	
15	Surplus / (Deficit) after Reserve Transfer	11,620,437	(10,477,945)	
16	Carryforward Reserve:			
17	Carryforward from Previous Year	45,482,402	38,000,000	
18	Transfer (to)/from Operating Budget	(7,482,402)	(4,000,000)	
19	Year-End Carryforward Reserve	38,000,000	34,000,000	

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

	2007-08 Budget Forecast (@ Feb 29, 2008)	2008-09 Budget
<i>Beginning Operating Reserve Balance</i>	8,952,552	20,572,989
Surplus / (Deficit) -- from Table 14, line 15	11,620,437	(10,477,945)
<i>Closing Operating Reserve Balance</i>	20,572,989	10,095,044
Operating Reserve Target	2,500,000	2,500,000

Table 16

Enrolment Contingent Fund (ECF) Allocations: Actual 2007-08 and Projected 2008-09

	Actual 2007-08							Projected 2008-09			
	Converted to Base	ECF Baseline	Actual WTUs	WTUs minus Baseline	ECF Funds @ \$1500/WTU	Cross-Faculty Teaching Adjustment	Total ECF Allocation	Converted to Base	In-Year ECF Allocation	Total ECF Allocation	
1 Arts & Humanities	\$0	7,603.3	7,654.5	51.2	\$76,800	\$7,725	\$84,525	\$0	\$400,140	\$400,140	
2 Education	\$0	2,016.5	2,408.2	391.7	\$587,550	\$6,450	\$594,000	\$0	\$655,500	\$655,500	
3 Engineering	\$0	4,061.9	4,430.9	369.0	\$553,500	(\$29,663)	\$523,837	\$150,000	\$924,255	\$1,074,255	
4 Health Sciences	\$300,000	5,406.1	6,068.2	662.1	\$993,150	(\$81,600)	\$911,550	\$250,000	\$796,365	\$1,046,365	
5 Information & Media Studies	\$100,000	1,664.3	2,217.2	552.9	\$829,350	(\$1,800)	\$827,550	\$200,000	\$641,790	\$841,790	
6 Law	\$0	981.5	1,167.4	185.9	\$278,850	\$0	\$278,850	\$0	\$282,825	\$282,825	
7 Medicine & Dentistry	\$0	7,861.3	8,358.3	497.0	\$745,500	\$78,780	\$824,280	\$150,000	\$848,895	\$998,895	
8 Music	\$0	1,366.3	1,692.1	325.8	\$488,700	(\$3,900)	\$484,800	\$0	\$372,330	\$372,330	
9 Science	\$0	12,444.8	12,287.3	(157.5)	\$0	\$0	\$0	\$0	\$0	\$0	
10 Social Science	\$400,000	14,636.4	14,973.5	337.1	\$505,650	(\$510)	\$505,140	\$100,000	\$739,260	\$839,260	
11 Graduate Interdisciplinary Programs <I>	\$0	181.0	821.5	640.5	\$960,750	\$0	\$960,750	\$0	\$1,092,000	\$1,092,000	
12 Total	\$800,000	58,223.4	62,079.1	3,855.7	\$6,019,800	(\$24,518)	\$5,995,282	\$850,000	\$6,753,360	\$7,603,360	

<I> Includes Biomedical Engineering, Environment & Sustainability, Neuroscience, Popular Music and Culture, Theory & Criticism

Table 17
Graduate Expansion Fund (GEF) Allocations: Projected 2008-09

	Masters				PhD				Projected 2008-09 GEF Allocation	For Information: 2007-08 GEF Allocation
	Baseline FTEs	2008-09 (proj) FTEs	FTE Growth over Baseline	GEF Funds \$2000/FTE	Baseline FTEs	2008-09 (proj) FTEs	FTE Growth over Baseline	GEF Funds \$7000/FTE		
1	107.5	142.2	34.7	\$69,400	128.6	226.0	97.4	\$681,800	\$751,200	\$491,200
2	70.4	177.1	106.7	\$213,400	31.2	40.8	9.6	\$67,200	\$280,600	\$187,900
3	198.9	303.5	104.6	\$209,200	147.7	282.6	134.9	\$944,300	\$1,153,500	\$832,500
4	315.5	451.8	136.3	\$272,600	55.1	105.2	50.1	\$350,700	\$623,300	\$544,500
5	191.2	281.9	90.7	\$181,400	17.8	40.9	23.1	\$161,700	\$343,100	\$294,200
6	1.5	10.0	8.5	\$17,000					\$17,000	\$5,200
7	225.1	340.1	115.0	\$230,000	153.7	196.6	42.9	\$300,300	\$530,300	\$331,300
8	44.5	70.6	26.1	\$52,200	11.1	23.0	11.9	\$83,300	\$135,500	\$166,500
9	232.9	298.2	65.3	\$130,600	200.5	297.8	97.3	\$681,100	\$811,700	\$693,700
10	195.4	250.0	54.6	\$109,200	179.5	305.1	125.6	\$879,200	\$988,400	\$652,400
11	63.3	107.3	44.0	\$88,000	40.0	76.2	36.2	\$253,400	\$341,400	\$279,400
12	1,646.2	2,432.7	786.5	\$1,573,000	965.2	1,594.2	629.0	\$4,403,000	\$5,976,000	\$4,478,800

<1> Health Sciences excludes Nursing -- which is funded through targeted government grants

<2> Includes Biomedical Engineering, Environment & Sustainability, Neuroscience, Popular Music and Culture, Theory & Criticism

Table 18
GEF+ Allocations (Canadian Students Only <3>): Projected 2008-09

	Masters				PhD				Projected 2008-09 GEF+ Allocation	For Information: 2007-08 GEF+ Allocation
	Baseline FTEs	2008-09 (proj) FTEs	FTE Growth over Baseline	GEF+ Funds @ \$4000/FTE	Baseline FTEs	2008-09 (proj) FTEs	FTE Growth over Baseline	GEF+ Funds @ \$4000/FTE		
1	92.3	125.2	32.9	\$131,600	141.8	189.0	47.2	\$188,800	\$320,400	\$152,400
2	93.0	173.3	80.3	\$321,200	30.1	36.8	6.7	\$26,800	\$348,000	\$171,600
3	143.5	214.4	70.9	\$283,600	138.6	151.3	12.7	\$50,800	\$334,400	\$42,400
4	342.0	445.8	103.8	\$415,200	79.9	98.2	18.3	\$73,200	\$488,400	\$376,800
5	222.8	274.6	51.8	\$207,200	27.6	37.9	10.3	\$41,200	\$248,400	\$218,400
6	0.3	7.0	6.7	\$26,800					\$26,800	\$11,600
7	247.8	316.9	69.1	\$276,400	149.9	182.6	32.7	\$130,800	\$407,200	\$267,200
8	53.6	67.6	14.0	\$56,000	17.0	21.0	4.0	\$16,000	\$72,000	\$88,000
9	174.3	223.2	48.9	\$195,600	180.5	196.8	16.3	\$65,200	\$260,800	\$164,800
10	159.5	231.7	72.2	\$288,800	182.1	247.8	65.7	\$262,800	\$551,600	\$331,600
11	47.3	101.3	54.0	\$216,000	61.0	58.9	(2.1)	(\$8,400)	\$207,600	\$131,600
12	1,576.4	2,181.0	604.6	\$2,418,400	1,008.5	1,220.3	211.8	\$847,200	\$3,265,600	\$1,956,400

<1> Health Sciences excludes Nursing -- which is funded through targetted government grants
 <2> Includes Biomedical Engineering, Environment & Sustainability, Neuroscience, Popular Music and Culture, Theory & Criticism
 <3> "Canadian Students" includes Canadian citizens and those with permanent resident status

*Table 19***Research Infrastructure Support Fund (RISF)
2008-09 Allocations**

1	Arts & Humanities	15,000
2	Education	5,000
3	Engineering	90,000
4	Health Sciences	35,000
5	Information & Media Studies	5,000
6	Law	5,000
7	Medicine & Dentistry	270,000
8	Music	5,000
9	Science	220,000
10	Social Science	100,000
11	Total	750,000

Table 20a
2008-09 Tuition Fee Proposals for Undergraduate Programs

		Canadian Students			International Students		
		Actual 2007-08 Tuition	2008-09		Actual 2007-08 Tuition	2008-09	
			Proposed Tuition	% Increase <a>		Proposed Tuition	% Increase <a>
1	First-Entry Programs 						
2	Year 1	4,521	4,724	4.5%	13,550	14,100	4.1%
3	Year 2	4,499	4,702	4.0%	13,550	14,100	4.1%
4	Year 3	4,478	4,679	4.0%	13,550	14,100	4.1%
5	Year 4	4,478	4,657	4.0%	13,550	14,100	4.1%
6	Engineering						
7	Year 1	6,940	7,495	8.0%	17,350	18,050	4.0%
8	Year 2	6,683	7,218	4.0%	17,350	18,050	4.0%
9	Year 3	6,436	6,950	4.0%	17,350	18,050	4.0%
10	Year 4	6,436	6,693	4.0%	17,350	18,050	4.0%
11	M.T.P.						
12	Year 2	4,844	5,038	4.0%	16,650	17,300	3.9%
13	Year 3	4,844	5,038	4.0%	16,650	17,300	3.9%
14	Year 4	4,844	5,038	4.0%	16,650	17,300	3.9%
15	Nursing						
16	Year 1	4,521	4,724	4.5%	17,350	18,050	4.0%
17	Year 2	4,499	4,702	4.0%	17,350	18,050	4.0%
18	Year 3	4,478	4,679	4.0%	17,350	18,050	4.0%
19	Year 4	4,478	4,657	4.0%	17,350	18,050	4.0%
20	Second-Entry Programs						
21	Business (HBA)						
22	Year 1	19,100	19,675	3.0%	24,825	25,570	3.0%
23	Year 2	18,540	19,100	0.0%	24,100	24,825	0.0%
24	C.S.D.	5,907	6,173	4.5%	17,050	17,750	4.1%
25	Dentistry						
26	Year 1	19,945	21,541	8.0%	40,000	41,000	2.5%
27	Year 2	19,207	20,743	4.0%	40,000	41,000	2.5%
28	Year 3	18,495	19,975	4.0%	40,000	41,000	2.5%
29	Year 4	18,495	19,235	4.0%	40,000	41,000	2.5%
30	Education In-Service (AQs)	4,495	4,495	0.0%	17,350	18,050	4.0%
31	Education Pre-Service	5,433	5,677	4.5%	17,350	18,050	4.0%
32	Law						
33	Year 1	11,372	12,282	8.0%	17,350	18,050	4.0%
34	Year 2	10,951	11,827	4.0%	17,350	18,050	4.0%
35	Year 3	10,546	11,389	4.0%	17,350	18,050	4.0%
36	Medicine (M.D.)						
37	Year 1	15,755	16,385	4.0%	n.a.	n.a.	n.a.
38	Year 2	15,755	16,385	4.0%	n.a.	n.a.	n.a.
39	Year 3	15,755	16,385	4.0%	n.a.	n.a.	n.a.
40	Year 4	15,755	16,385	4.0%	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.

 Includes Arts & Humanities, BMedSc program, Health Sciences (excluding Nursing), MIT program, MTP year 1, Music, Science, Social Science .

Table 20b
2008-09 Tuition Fee Proposals for Graduate Programs

		Canadian Students			International Students		
		Actual 2007-08 Tuition	2008-09		Actual 2007-08 Tuition	2008-09	
			Proposed Tuition	% Increase		Proposed Tuition	% Increase
1	Master's Category 1						
2	Arts & Humanities	5,405	5,567	3.0%	12,050	12,400	2.9%
3	C.S.D. (M.Sc.)	6,540	6,540	0.0%	17,000	17,500	2.9%
4	Engineering (M.E.Sc.)	5,405	5,567	3.0%	12,050	12,400	2.9%
5	Health & Rehabilitation Sciences	5,405	5,567	3.0%	12,050	12,400	2.9%
6	Interdisciplinary Programs <a>	5,405	5,567	3.0%	12,050	12,400	2.9%
7	Kinesiology	5,405	5,567	3.0%	12,050	12,400	2.9%
8	Law	7,957	8,196	3.0%	17,750	18,300	3.1%
9	Media Studies	5,405	5,567	3.0%	12,050	12,400	2.9%
10	Medicine (Basic Health Sciences)	5,405	5,567	3.0%	12,050	12,400	2.9%
11	Music	5,405	5,567	3.0%	12,050	12,400	2.9%
12	Nursing	6,489	6,684	3.0%	17,000	17,500	2.9%
13	O.T./P.T. (M.Sc.)	5,700	5,700	0.0%	12,050	12,400	2.9%
14	Science	5,405	5,567	3.0%	12,050	12,400	2.9%
15	Social Science	5,405	5,567	3.0%	12,050	12,400	2.9%
16	Master's Category 2						
17	Business (MBA)	59,000	62,000	5.1%	69,000	72,000	4.3%
18	C.S.D./P.T. (M.Cl.Sc.)	7,209	7,425	3.0%	17,000	17,500	2.9%
19	O.T. (MSc OT), P.T. (MPT)	7,209	7,425	3.0%	17,000	17,500	2.9%
20	Dentistry (Orthodontics)	18,141	18,685	3.0%	40,000	41,000	2.5%
21	Education	7,209	7,425	3.0%	17,000	17,500	2.9%
22	Engineering (M.Eng.)	7,209	7,425	3.0%	17,000	17,500	2.9%
23	Environment & Sustainability	7,209	7,425	3.0%	17,000	17,500	2.9%
24	Journalism	7,209	7,425	3.0%	17,000	17,500	2.9%
25	Library & Information Science	7,209	7,425	3.0%	17,000	17,500	2.9%
26	Medicine (Family Medicine)	9,494	9,779	3.0%	17,000	17,500	2.9%
27	Ph.D.						
28	All Programs	5,405	5,567	3.0%	12,050	12,400	2.9%

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

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			
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
1 Constituent University									
2 Full-Time Undergraduates									
3 Arts & Humanities	1,594	1,641	1,545	1,449	1,358	1,337	1,309	1,299	1,298
4 Business (HBA)	398	467	565	566	635	685	775	840	910
5 Dentistry	240	246	240	242	247	249	252	252	254
6 Education	834	834	844	892	803	750	750	750	750
7 Engineering	1,535	1,442	1,336	1,226	1,138	1,115	1,108	1,112	1,117
8 Health Sciences									
9 BHSc Program	1,073	1,061	1,058	1,094	1,057	1,038	1,031	1,022	1,027
10 Kinesiology	1,160	1,150	1,144	1,120	1,148	1,126	1,109	1,098	1,061
11 Nursing	456	590	665	769	746	764	761	772	772
12 Therapies	27	22	30	29	27	30	30	30	30
13 Sub-Total	2,716	2,823	2,897	3,012	2,978	2,958	2,931	2,922	2,890
14 Law	440	444	471	472	472	467	480	480	480
15 Media, Information, & Tech	634	718	728	793	810	824	788	772	756
16 Medicine									
17 MD Program	495	526	528	536	552	566	580	588	588
18 BMedSci Program	222	455	851	997	758	740	740	740	740
19 Music	435	499	519	544	555	542	531	524	517
20 Science	3,844	3,966	3,758	3,713	3,693	3,677	3,632	3,606	3,604
21 Social Science	6,105	6,037	6,097	6,115	5,941	5,895	5,875	5,844	5,820
22 Total Full-Time Undergraduates	19,492	20,098	20,379	20,557	19,940	19,805	19,751	19,729	19,724
23 Concurrent Programs	102	111	81	80	68	70	70	70	70
24 Medical Residents	529	568	631	644	674	675	675	675	675
25 Full-Time Graduates									
26 Masters	2,380	2,307	2,299	2,295	2,547	2,764	2,857	2,894	2,934
27 Ph.D.	1,019	1,121	1,235	1,422	1,516	1,685	1,791	1,864	1,924
28 Total Full-Time Graduates	3,399	3,428	3,534	3,717	4,063	4,449	4,648	4,758	4,858
29 Total Full-Time Enrolment	23,522	24,205	24,625	24,998	24,745	24,999	25,144	25,232	25,327
30 Part-Time FTEs									
31 Undergraduate	2,250	2,142	2,127	2,138	2,199	2,200	2,200	2,200	2,200
32 Education (AQs)	1,131	986	1,000	907	897	900	900	900	900
33 Masters	104	113	110	109	120	110	110	110	110
34 Ph.D.	20	18	17	12	20	20	20	20	20
35 Total Part-Time FTEs	3,505	3,259	3,254	3,166	3,236	3,230	3,230	3,230	3,230
36 Total Constituent FTEs	27,027	27,464	27,879	28,164	27,981	28,229	28,374	28,462	28,557
37 Affiliated University Colleges									
38 Full-Time Undergraduates									
39 Brescia	894	926	917	954	912	920	958	1,004	1,023
40 Huron	1,035	1,091	1,104	1,072	1,088	1,107	1,143	1,164	1,192
41 King's	2,698	2,874	3,069	3,167	3,088	3,102	3,112	3,120	3,125
42 Total Full-Time Undergraduates	4,627	4,891	5,090	5,193	5,088	5,129	5,213	5,288	5,340
43 Part-Time Undergraduate FTEs									
44 Brescia	45	54	63	68	80	80	80	80	80
45 Huron	43	32	37	47	45	40	40	40	40
46 King's	227	219	242	224	260	255	255	255	255
47 Total Part-Time FTEs	315	305	342	339	385	375	375	375	375
48 Graduate FTEs									
49 Brescia					13	27	36	40	42
50 Huron				7	12	16	19	23	27
51 King's	7	13	18	16	24	31	32	32	32
52 Total Graduate FTEs	7	13	18	23	49	74	87	95	101
53 Total Affiliate FTEs	4,949	5,209	5,450	5,555	5,522	5,578	5,675	5,758	5,816
54 Total UWO FTEs	31,976	32,673	33,329	33,719	33,503	33,807	34,049	34,220	34,373

Table 21
SUMMARY OF ENROLMENT FORECAST

	Actual					Projected				
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	
55	Rows 55 to 86 Included above									
55	International Students									
56	Constituent Full-Time									
57	Undergraduates	875	858	806	693	618	510	450	440	430
58	Medical Residents	125	122	180	131	119	120	120	120	120
59	Masters (excluding MBAs)	144	131	154	230	245	247	242	244	245
60	MBA (Regular)	97	95	82	40	17	16	16	16	16
61	Executive MBA	50	64	53	55	62	86	90	90	90
62	Ph.D.	212	245	280	338	341	392	396	397	400
63	Year 1 Only									
64	Constituent									
65	Arts & Humanities	345	376	348	310	297	320	320	320	320
66	BMOS Program	662	598	593	634	703	700	700	700	700
67	Engineering	429	356	328	318	320	330	330	330	330
68	Health Sciences									
69	BHSc Program	335	251	263	316	283	300	300	300	300
70	Kinesiology	392	336	363	310	365	300	300	300	300
71	Nursing	125	124	125	130	127	125	125	125	125
72	Media, Information, & Tech	253	296	254	283	287	275	275	275	275
73	Music	152	165	140	136	151	130	130	130	130
74	Science	1,306	1,220	1,169	1,148	1,084	1,100	1,100	1,100	1,100
75	Social Science	831	874	784	858	795	770	770	770	770
76	Total Year 1 - Constituent	4,830	4,596	4,367	4,443	4,412	4,350	4,350	4,350	4,350
77	Affiliated University Colleges									
78	Brescia	365	286	236	244	290	296	302	308	314
79	Huron	408	322	322	365	383	400	410	420	420
80	King's	1,022	853	850	807	858	860	860	860	860
81	Total Year 1 - Affiliates	1,795	1,461	1,408	1,416	1,531	1,556	1,572	1,588	1,594
82	Total UWO Year 1	6,625	6,057	5,775	5,859	5,943	5,906	5,922	5,938	5,944
83	Masters									
84	All Programs (excluding MBAs)	1,558	1,652	1,734	1,725	2,115	2,347	2,436	2,473	2,513
85	MBA (Regular)	557	447	387	323	168	169	169	169	169
86	Executive MBA	265	208	178	247	264	248	252	252	252

Appendix A

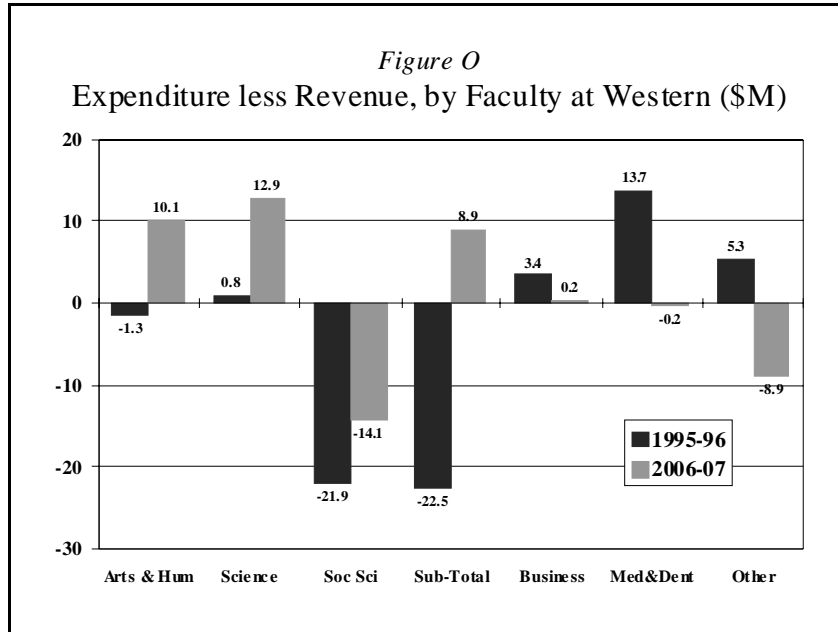
Revenues, Expenditures, and Tuition Fees – by Faculty

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

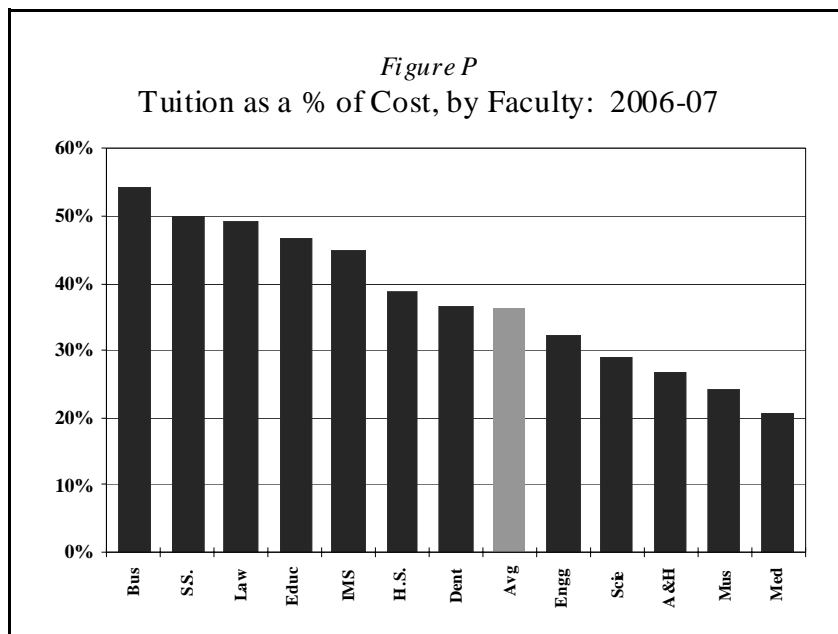
- Attribution of indirect costs (i.e. non-Faculty budgets) have been refined. In the 1996 version, indirect costs were attributed using “share of Faculty base budgets”. In the current version, indirect costs are attributed using many variables, including enrolments, number of faculty and staff, space,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

In the analysis below, revenues include tuition and the grant revenue which can be attributed to each Faculty by the MTCU’s BIU system of grant allocation. **Figure O** compares expenditure less revenue, by Faculty, for 1995-96 (shown in black pattern) with data for 2006-07 (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 P shows tuition as a percent of cost, by Faculty, for 2006-07. The figures range from a high of 54.3% for Business to a low of 20.6% 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 P 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 7,679 Full-Time Equivalent students (FTEs), with 7,249 undergraduates and 430 graduate students, in about 40 different programs. In Medicine, there were 2,649 FTEs – 534 MD students, 603 medical residents, 1,044 B.Med.Sci. students, and 468 graduate students. Our analysis does not attempt to cost such individual programs within Faculties.

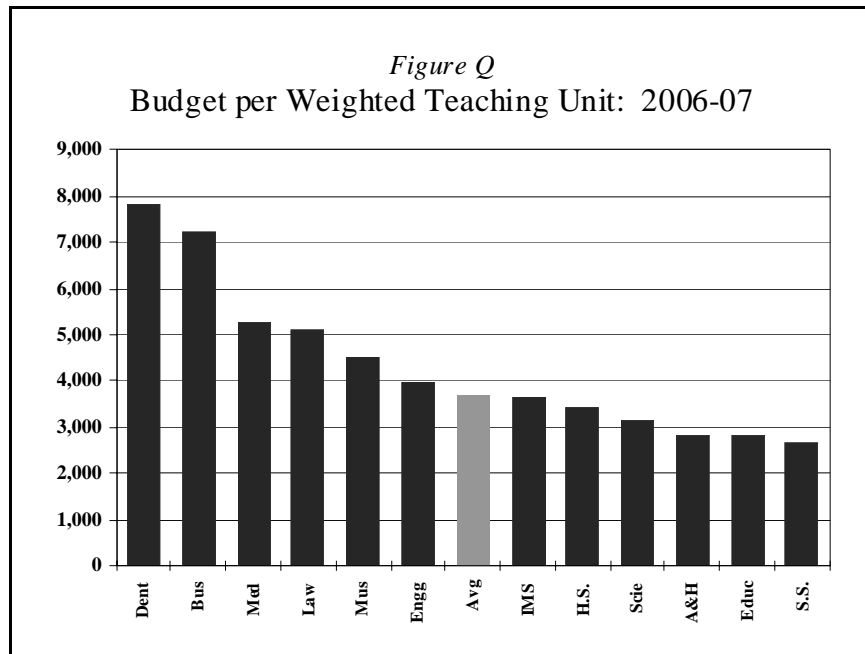


Appendix B

Budget per Weighted Teaching Unit – by Faculty

The Faculty-specific revenue and expense analyses shown in Appendix A are based on a methodology which attributes grant revenues using the BIU system, and tuition fees are assigned to a Faculty based on the students’ Faculty of registration. On the expenditure side, direct as well as indirect expenditures are calculated. Indirect expenditures are the attribution of all non-Faculty budget lines using a number of variables such as space, enrolments, research activity, faculty and staff complements, and the number of alumni. In addition, an adjustment for cross-Faculty teaching is also included.

The analyses in Appendix A is one approach to looking at the overall resources available to a Faculty, relative to other Faculties. Another approach would be to look at the ratio of the direct budget allocations to the Faculties to the levels of teaching. Figure Q shows the Budget per Weighted Teaching Unit, by Faculty. The budget figures used in the analyses include all continuing operating budget lines – base budget, ECF, GEF, GEF+, and the centrally-provided summer and distance course funding. The description of Weighted Teaching Units (WTUs) can be found at: http://www.ipb.uwo.ca/documents/BudDoc2008_ECF_Description.pdf



*The University of Western Ontario***2008-09 Capital Budget**

A. The Evolution of Capital Expenditures

The Capital Budget for 2008-09 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 2004-05 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 funds, private funds, student contributions, and 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 unit undertaking the work. Categories 8 and 9 involve carrying costs and loan repayments, and other expenditures such as purchases of land and buildings. Capital expenditures for 2008-09 total \$122.6 million.

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. The MMI transfer is budgeted at \$10.25 million in 2008-09. 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 and Capital Planning Services) through the Vice-President (Resources & Operations).

Projects in category 4 involve instructional and research facilities, and are generally recommended by the Associate Vice-President (Institutional 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 January 31, 2008, our buildings and infrastructure had a current replacement value (CRV) of approximately \$1,536 million, as follows:

	<u>CRV \$M</u>	<u>Square Metres</u>	<u>Major Buildings</u>
Major Nonresidential Buildings	1,138	443,729	57
Utilities and Infrastructure	<u>75</u>	<u> </u>	<u> </u>
Subtotal, Eligible for MMI	1,213	443,729	57
Housing	270	233,159	14
Other Ancillary Buildings	<u>53</u>	<u>29,673</u>	<u>5</u>
Total	1,536	706,561	76

At January 31, 2008, the University had 443,729 gross square metres in 57 major nonresidential buildings, ranging in size from the Cronyn Observatory (338 square metres) to the Social Science Centre (33,757 square metres). Those buildings, and some \$75 million in utilities and infrastructure, are the physical assets generally eligible for MMI expenditures. On that same date, the University had 233,159 square metres of Housing space in 10 major undergraduate residences, 4 major apartment buildings, and numerous smaller buildings for graduate students in Platt's Lane Estates. Other than Housing, there are 5 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 443,729 square metres in major buildings, over 80% was built before 1978, so renovations to major buildings will be a continuing part of University capital planning.

3. Utility Infrastructure Projects. This category involves projects with costs greater than \$10,000 for upgrading and new installation of utilities and other infrastructure, including boilers, chillers, 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 in this category are a number of projects devoted to the renewal of our steam, water, and chilled water systems. In addition, replacement of two boilers is planned at \$1 million in 2008-09 and \$1 million in 2009-10. Major projects in future years will continue work on electrical distribution systems and cooling tower and additional 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 infrastructure. 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 is included 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 would be included in category 1. The expenditures, projected to be \$6 million in 2008-09, are funded from Housing revenues and debt. Housing has always set aside adequate maintenance funds and does not have significant deferred maintenance in contrast with 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.

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

9. Other Capital Expenditures. This category includes asset acquisitions such as the \$7.7 million purchase of Westminster College in 2005-06, and \$4.1 million for the Brescia land purchase in 2007-08. It has been an established principle in Western's Campus Master Plan that the University pursue, as appropriate, the purchase of lands contiguous to University property as the lands become available. Western will continue to protect the Regional Facilities zoning around the Campus and to buy land nearby 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 12 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 funding 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 2006-07, line B shows \$14,422, the difference between funding of \$108,960 (all figures in \$000) and expenditures of \$94,538. The capital reserve in line C increases by this same amount of \$14,422, from \$37,522 in 2005-06 to \$51,944 in 2006-07. When line B is negative, as in 2005-06, 2007-08 and 2008-09, 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 2006-07, MMI expenditures were \$36.9 million, while the estimated replacement value of nonresidential buildings, utilities, and infrastructure was \$1.1 billion. The ratio of the two is 3.3%, 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 2006-07, the transfer was \$8.75 million and MMI expenditures were \$36.9 million, so the ratio in line H is 23.7%. 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; additional one-time allocations from the Province; 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 original condition. 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 involve 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 and Capital Planning Services considers them a reasonable average for the four categories over a number of years.

The value of line J in 2006-07 is \$22.9 million, or (in line K) 2.0% 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 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 often 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.

Lines L and M of Table 22 show the number of major buildings and the total gross square metres on campus. From 2005-06 to 2007-08, the number of major buildings declined from 78 to 76, while gross square metres increased from 673,000 to 706,000 because the Western Road Houses, the Central Food Commissary, Dunn's Barn, and the Bio-Engineering Building were demolished, and London Hall, Graphic Services Building, the Insurance Research Lab for Better Homes Facility, and the Robarts Research Institute Building were added.

Table 23 details capital projects over \$1 million divided into three groups: projects completed in 2007 (4 projects with a total cost of \$20.4 million); projects currently underway (18 projects, \$281.9 million), and planned future projects (12 projects, \$47.1 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 C 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. Table 23 does not include the construction of a new \$17 million building at the Research Park, as the project will flow through the books of the Research Park (a separate legal entity) and not the University accounts.

B. Sources of Funding and Capital Expenditures in 2008-09

Table 24 presents sources of funding for budgeted capital expenditures with estimates of comparative data for 2007-08, divided into 7 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 2007-08 (estimates as of February 29, 2008) and 2008-09 (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 2008-09.

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 2007-08.

C. 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, and students.

	Ratio of Actual Space to Formula Space					
	<u>77-78</u>	<u>86-87</u>	<u>95-96</u>	<u>98-99</u>	<u>01-02</u>	<u>04-05</u>
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 R 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.

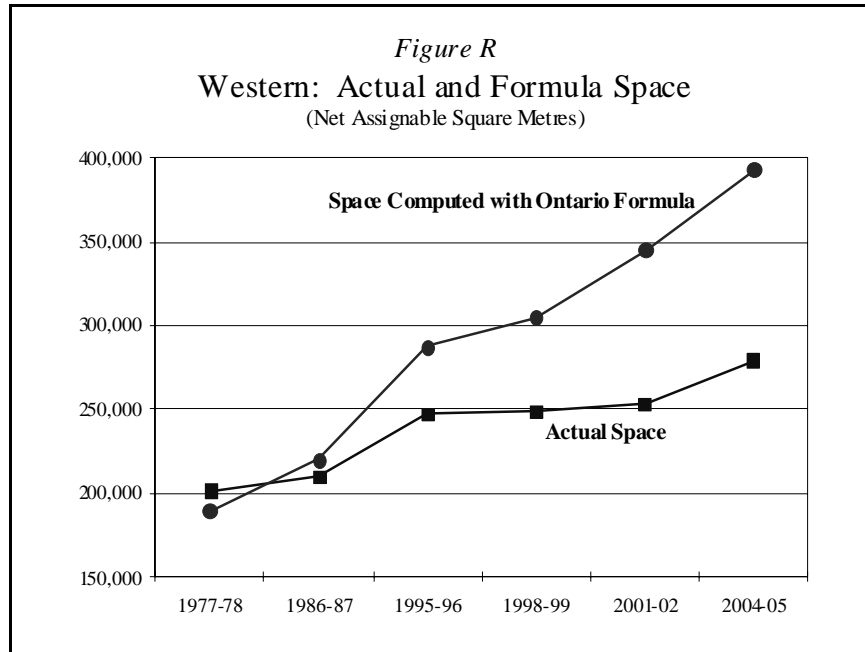


Table 22
CAPITAL BUDGET SUMMARY, 2004-05 TO 2008-09
(\$000)

Category	Purpose	Actual 2004-05	Actual 2005-06	Actual 2006-07	Projected 2007-08	Budget 2008-09
	New Construction					
1	New Construction (Table 25, line 14)	38,963	33,850	46,560	52,299	61,660
	Maintenance, Modernization, and Infrastructure (MMI)					
2	Major Building Renovations (Table 25, line 28)	10,836	11,654	21,153	19,899	36,334
3	Utilities and Infrastructure Projects (Table 26)	3,310	3,313	5,197	5,506	5,320
4	Modernization of Instructional and Research Facilities (Tables 27 and 29)	5,023	6,124	4,945	5,422	4,307
5	General Maintenance and Modernization Projects (Tables 27 and 29)	4,686	4,347	5,574	3,864	5,496
	Sub-Total MMI	23,855	25,438	36,869	34,691	51,457
	Other					
6	Housing Renovations (Tables 28 and 30)	1,996	2,092	3,071	13,383	6,010
7	Ancillary Projects (Tables 28 and 30)	2,214	890	988	2,287	525
8	Carrying Costs and Debt Repayments	8,824	21,134	7,002	1,071	1,374
9	Other Capital Expenditures	45	7,717	48	4,568	1,600
	Sub-Total Other	13,079	31,833	11,109	21,309	9,509
	Total Expenditures	75,897	91,121	94,538	108,299	122,626

Line		Actual 2004-05	Actual 2005-06	Actual 2006-07	Projected 2007-08	Budget 2008-09
	Sources of Funding, Reserves, and Debt					
A	Total Sources of Funding, Including Debt (Table 24)	105,041	90,576	108,960	84,978	115,999
B	Sources of Funding less Expenditures	29,144	(545)	14,422	(23,321)	(6,627)
C	Capital Reserve, Year End (Table 31)	38,067	37,522	51,944	28,623	21,996
D	Capital Debt Outstanding, Year End (Table 31)	124,216	120,901	119,006	227,303	223,424
E	Replacement Value of Nonresidential Buildings, Utilities & Infrastructure, \$M	1,105	1,107	1,130	1,213	1,306
F	MMI Expenditures/Replacement Value	2.2%	2.3%	3.3%	2.9%	3.9%
G	Annual MMI transfer from Operating to Capital Budget	7,250	8,000	8,750	9,500	10,250
H	MMI transfer/MMI Expenditures	30.4%	31.4%	23.7%	27.4%	19.9%
J	Estimate of Maintenance Expenditure	14,229	14,917	22,931	21,320	32,869
K	Maintenance Expenditure/Replacement Value	1.3%	1.3%	2.0%	1.8%	2.5%
L	Number of Major Buildings	78	78	77	76	80
M	Total Gross Square Metres (000s)	673	673	693	706	741

Category 8 does not include carrying costs and loan repayments for Residences & Apartments, UCC, Research Park, and 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	<i>Projects Completed in 2007</i>				
2	Westminster College Renovations	2	Jun 06	Sep 07	
3	Ivey Spencer Leadership Centre Expansion and Renovations	1	Apr 07	Jul 07	
4	UCC Wave Renovations	2	Apr 07	Oct 07	
5	Asset Acquisitions - Land Purchase	9	-	-	
6	<i>Total</i>				20.4
7	<i>Projects Underway</i>				
8	Biological and Geological Sciences Building Renovations	2	Nov 05	Apr 10	
9	Chiller and Cooling Tower in Power Plant	3	Mar 06	Jun 08	
10	Dental Clinic Renovations in Dental Science Building (Phases II & III)	2	May 06	Jul 08	
11	Bayfield Hall Renovations	6	May 06	Aug 08	
12	Westminster College Related Renovations	2	Jun 06	Apr 08	
13	Support Services Building	1	Jun 06	Sep 08	
14	Physics and Astronomy Building Renovations	2	Jun 06	Jun 11	
15	Althouse Faculty of Education Building Renovations	2	Aug 06	Apr 08	
16	Student Recreational Facility	1	Oct 06	Sep 08	
17	Material Sciences Addition	1	Nov 06	Aug 08	
18	Student Services Building	1	Apr 07	Aug 09	
19	The Claudette MacKay-Lassonde Pavilion (Green Building)	1	Apr 07	Aug 09	
20	Electrical Infrastructure	3	May 07	May 08	
21	Western Road Expansion	9	May 07	Jul 08	
22	Install Primary/Secondary Pumping Station	3	May 07	Oct 08	
23	Robarts MRI Project - Cuddy Wing Renovations	2	Jan 08	Aug 08	
24	Follow on Renovations to Existing Facilities	2	Jan 08	Jun 10	
25	Advanced Facility for Avian Research	1	Mar 08	Feb 09	
26	<i>Total</i>				281.9
27	<i>Planned Future Projects</i>				
28	Saugeen Maitland Recirculation Lines Replacement	6	May 08	Aug 08	
29	Electrical Infrastructure	3	May 08	May 09	
30	Talbot Theatre Renovations	2	May 08	Jun 09	
31	Boiler Replacement	3	May 08	May 10	
32	IT Network and Infrastructure Upgrades	2	May 08	Sep 12	
33	Teaching Lab Upgrades in the Chemistry Addition	4	Jun 08	Dec 08	
34	Institute for Chemicals and Fuels from Alternative Resources Facility	1	Jun 08	Dec 08	
35	Health Sciences Building Renovations	2	Oct 08	Apr 10	
36	Utilities and Infrastructure Projects	3	May 09	Apr 11	
37	New Ivey School Building	1	-	-	
38	Existing Ivey Building Renovations	2	-	-	
39	Asset Acquisitions	9	-	-	
40	<i>Total</i>				47.1

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

		Projected 2007-08	Budget 2008-09
1	Government Grants		
2	Provincial Grant - Institute for Chemicals and Fuels from Alternative Sources	0	2,800
3	MTCU Annual Capital Grant (Facilities Renewal Program)	2,424	2,424
4	MTCU Graduate Expansion Capital Grant	0	1,400
5	City of London - SuperBuild Projects	826	826
6	Urban Works Reserve Fund	0	230
7	MTCU Special Capital Grant (Campus Renewal Program)	12,263	0
8	MTCU Capital Grant - Physics and Astronomy Building Renovations	9,000	0
9	Sub-Total	24,513	7,680
10	CFI/OMRI Federal/Provincial Funding		
11	Advanced Facility for Avian Research	728	5,013
12	The Claudette MacKay-Lassonde Pavilion (Green Building)	0	3,600
13	Robarts MRI Project - Cuddy Wing Renovations	250	2,750
14	Biological and Geological Sciences Building Renovations	0	900
15	Physics and Astronomy Building Renovations	0	500
16	West Valley Building	209	100
17	The Insurance Research Lab for Better Homes	495	64
18	Sub-Total	1,682	12,927
19	Operating Budget		
20	Operating Budget MMI Transfer - Base	9,500	10,250
21	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
22	Operating Budget - One-Time Allocations	5,875	14,200
23	Operating Budget - FFICR Transfer	3,000	3,000
24	Operating Budget - CRC Transfer	952	1,000
25	Operating Budget - Incremental Space for Engineering in TEB	445	445
26	Ivey School Budget - Ivey Projects and Loan Repayments	1,305	1,055
27	Medicine Operating Budget - Medical Science Building Renovations	500	500
28	Science Operating Budget - Material Sciences Addition	0	267
29	Science Operating Budget - Advanced Facility for Avian Research	0	75
30	Social Science Operating Budget - Advanced Facility for Avian Research	0	75
31	Medicine Operating Budget - Rearrange Lower Ground Floors for Teaching Facility	370	0
32	Health Sciences Operating Budget - The Michael Kirkley Mustang Training Centre	384	0
33	Science Operating Budget - Biotron - New Facility	174	0
34	VP Research - Biotron - New Facility	90	0
35	Operating Self Insurance Reserve - Talbot College Fire Damage	150	0
36	Miscellaneous Faculty Budgets	48	30
37	Sub-Total	23,393	31,497
38	Interest Earned	745	121

Table 24

CAPITAL BUDGET: SOURCES OF FUNDING
(\$000)

		Projected 2007-08	Budget 2008-09
39	Fundraising		
40	Health Sciences Building Renovations	0	900
41	Biological and Geological Sciences Building Renovations	0	800
42	Medical Science Building Renovations	700	500
43	Physics and Astronomy Building Renovations	0	500
44	Talbot Theatre Renovations	0	500
45	The Claudette MacKay-Lassonde Pavilion (Green Building)	300	300
46	SuperBuild Projects	200	300
47	ING Leadership Centre (TSX) Leasehold Improvements	222	160
48	Law Building Expansion and Renovations	300	100
49	Student Services Building	1,000	0
50	Dental Clinic Renovations in Dental Science Building	260	0
51	The Michael Kirkley Mustang Training Centre - J.W. Little Building	43	0
52	Completed Projects	5	0
53	Sub-Total	3,030	4,060
54	Borrowing		
55	Support Services Building	0	16,534
56	Student Services Building	0	15,000
57	Student Recreational Facility	12,000	12,386
58	The Claudette MacKay-Lassonde Pavilion (Green Building)	0	6,226
59	Bayfield Hall Renovations	2,967	1,533
60	Sub-Total	14,967	51,679
61	Other		
62	Student Contributions - Student Recreational Facility	104	1,200
63	Telephone Switch - Recoveries	700	800
64	Energy Conservation Incentives	100	100
65	Bayfield Hall Recovery - Ancillary Contribution	7,000	0
66	USC Renovations to UCC Wave	924	0
67	TD Waterhouse Stadium - Field Turf Replacement	681	0
68	London Hall Recovery - Ancillary Contribution	275	0
69	Projects Recovered from Housing	3,835	4,477
70	Projects Recovered from Units	1,423	933
71	Projects Recovered from Ancillaries	1,606	525
72	Sub-Total	16,648	8,035
73	Total Sources of Funding	84,978	115,999

Line 22 for 2007/08 includes allocations to Major Capital Projects (\$5,000), furnishings for Westminster College renovations (\$525), and GU Classroom Upgrades (\$350).

Line 22 for 2008/09 includes allocations to Major Capital Projects (\$13,200) and Teaching Lab Upgrades in the Chemistry Addition (\$1,000).

Table 25

**CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS
2007-08 AND 2008-09
(\$000)**

		Projected 2007-08	Budget 2008-09
1	<i>Category 1: New Construction</i>		
2	Student Services Building		
3	The Claudette MacKay-Lassonde Pavilion (Green Building)		
4	Student Recreational Facility		
5	Support Services Building		
6	Advanced Facility for Avian Research		
7	Material Sciences Addition		
8	Institute for Chemicals and Fuels from Alternative Resources Facility		
9	Ivey Spencer Leadership Centre Expansion and Renovations		
10	West Valley Building		
11	The Insurance Research Lab for Better Homes		
12	Biotron - New Facility		
13	London Hall Residence		
14	<i>Total, Category 1</i>	<i>52,299</i>	<i>61,660</i>
15	<i>Category 2: Major Building Renovations</i>		
16	Follow on Renovations to Existing Facilities		
17	Biological and Geological Sciences Building Renovations		
18	Physics and Astronomy Building Renovations		
19	Talbot Theatre Renovations		
20	Robarts MRI Project - Cuddy Wing Renovations		
21	IT Network and Infrastructure Upgrades		
22	Health Sciences Building Renovations		
23	Westminster College Related Renovations		
24	Althouse Faculty of Education Building Renovations		
25	Westminster College Renovations		
26	Dental Clinic Renovations in Dental Science Building (Phase II & III)		
27	UCC Wave Renovations		
28	<i>Total, Category 2</i>	<i>19,899</i>	<i>36,334</i>

Table 26

**CAPITAL EXPENDITURES FOR UTILITIES AND INFRASTRUCTURE PROJECTS
2007-08 AND 2008-09
(\$000)**

		Projected 2007-08	Budget 2008-09
1	<i>Category 3: Utilities and Infrastructure Projects</i>		
2	CG - Electrical Infrastructure Continuing Program	1,000	1,650
3	PP - Replacement of Boilers 2 and 3	0	1,000
4	PP - Replacement of Boiler Controls	100	350
5	PP - Chiller and Cooling Tower Replacement	307	331
6	CG - Energy Conservation Investment	420	300
7	CG - New Water Main from Elgin Hall to Richmond Street	184	250
8	PP - Install Primary/Secondary Pumping Station	2,500	200
9	CG - Steamline Insulation and Heat Recovery Initiatives	200	200
10	PP - New Emergency Generator	0	200
11	PP - Cooling Water System for Compressor	0	150
12	CG - Replacement and Upgrade of High Pressure Steam Lines	112	100
13	CG - Chilled Water Capacity Upgrade	100	100
14	CG - Chilled Water Valve Replacement - Buildings	90	90
15	PP - Feedwater Pump Replacement	60	60
16	CG - Replacement of Steam Safety Valves	60	60
17	CG - Hartman Loop Energy Efficiency Software	0	59
18	CG - Building Steam Distribution Systems Upgrades	50	50
19	CG - Flash Tank Replacements	0	50
20	NCP - Upgrade Delta Control System	0	40
21	CG - Upgrade Compressed Air Lines - Mains	30	30
22	PP - Condensate Transfer Pump Replacement	30	30
23	PP - Replace HP Condensate Line at Thames Hall	20	20
24	UC - Water Main Upgrade from UC to SLB	100	0
25	CG - Installation of Building Steam Meters	80	0
26	CG - Electrical Distribution Study	30	0
27	PP - Rebuild Stop Valve and Return Stop Valve	21	0
28	WC363 - Security System	12	0
29	Total, Category 3	5,506	5,320

Table 27

**EXPENDITURES IN 2008-09 FOR INSTRUCTIONAL/RESEARCH FACILITIES
AND GENERAL MAINTENANCE
(\$000)**

		Budget 2008-09
1	Category 4: Modernization of Instructional and Research Facilities	
2	CHB - Teaching Lab Upgrades in the Chemistry Addition	1,000
3	DSB - Re-Arrange Lower Ground Floors for Teaching Facility in Dentistry	623
4	CG - GU Classroom Upgrades	350
5	MSB/DSB - Medical and Dental Condition Space Study	260
6	CG - IT Network Backbone Upgrades and Improvements	250
7	ACE - Convert Gym Mezzanine to Graduate Space	200
8	ACE - Faculty of Education Community Room	180
9	WSC - Stable Isotope Lab Renovations	150
10	SEB - Create Water Education Laboratory in Room 19A	118
11	EC - Modernize EC1330 for Rehabilitation Sector Program	115
12	CG - Study Space Upgrades in Various Libraries	111
13	CG - ARCC Loading Dock Renovations	110
14	SRS - Alumni Hall Upgrade for SRS	102
15	MSB - Video Conferencing Link to Windsor Medical Training Group	100
16	SEB - Divide SEB2020 to Accommodate Lab from Elborn College	80
17	B&GS - Furnish Faculty and Staff Offices in Newly Renovated Space	68
18	TML - Create Librarian Office Space in Taylor Library	60
19	TH - Modernization of Thames Hall	48
20	B&GS - Graduate Student Furnishings in Chemistry and Stats. and Actuarial Science	47
21	14 Other Projects	335
22	Total, Category 4	4,307
23	Category 5: General Maintenance and Modernization Projects	
24	SSC - Window Replacement	600
25	CG - Installation of Card Access Systems to Buildings	401
26	CG - Roof Replacement	400
27	CG - Unforeseen Projects	350
28	UCC/SSC - Repair of Concrete Walkway	258
29	EC - Replacement of Fan System 102	230
30	CG - Improve Access for Physically Challenged	220
31	CG - Replacement of Galvanized Water Piping	200
32	CG - Repairs and Replacement of Autoclaves	200
33	LB - Elevator 'B' Replacement	200
34	CG - Asbestos and Mould Abatement	150
35	CG - Utility Sub-Metering	100
36	CG - Gas Inspections	100
37	CG - Road Repair and Replacement	100
38	CG - Sidewalk Repairs	100
39	CG - Renewal of Exterior Lighting	100
40	CG - Exterior Painting	75
41	CG - Window Replacement	70
42	CG - Building Controls and Panel Upgrades	60
43	51 Other Projects	1,582
44	Total, Category 5	5,496

Table 28
EXPENDITURES IN 2008-09 FOR HOUSING AND ANCILLARIES
(\$000)

		Budget 2008-09
1	Category 6: Housing Renovations	
2	Bayfield Hall Renovations	1,533
3	Recirculation Lines Replacement, Saugeen-Maitland Hall	1,100
4	Replace Watermain, Platt's Lane Estates	250
5	Door Replacement, Saugeen-Maitland Hall	250
6	Replace Condensate Lines, Saugeen-Maitland Hall	200
7	Refurbish Washrooms, Saugeen-Maitland Hall	185
8	Replace Building Locking System, Saugeen-Maitland Hall	150
9	HV Switchgear Transformer Installation, Medway Hall	114
10	Replace Carpet, Saugeen-Maitland Hall	100
11	Replace Switchgear, Glenmore Apartment Complex	98
12	Replace Stoves, Platt's Lane Estates	98
13	Replace Stairway to Bayfield Hall, Lambton Hall	90
14	Single Family Residence Contingency, General	80
15	Contingency Projects, General	75
16	Replace Exterior Apartment Doors and Stair Tread, Platt's Lane Estates	65
17	Townhouse Furnace Replacement, Platt's Lane Estates	62
18	Refurbish Stairwell and Doors on Exit, Glenmore Apartment Complex	60
19	Replace Street Lighting, Platt's Lane Estates	52
20	Residence Security Measures, General	50
21	Replace Chain Link Fencing, Platt's Lane Estates	50
22	Refurbish Main Floor Bathrooms, Saugeen-Maitland Hall	50
23	Flooring Replacement Allowance, Glenmore Apartment Complex	50
24	Carpet and Tile Replacement, Platt's Lane Estates	50
25	Carpet and Tile Replacement, Essex Hall	47
26	Replace Ceiling Tile 4th Floor, Delaware Hall	45
27	Supply and Install Dishwasher, Sydenham Hall	45
28	Contingency, Glenmore Apartment Complex	40
29	Carpet and Tile Replacement, Elgin Hall	40
30	Varnish All Baseboards in Corridor and Paint Washroom, Sydenham Hall	36
31	Replace Transfer Switch, Elgin Hall	35
32	Replace Motor Control Centre, Saugeen-Maitland Hall	35
33	Washroom Plumbing Improvements, Sydenham Hall	35
34	Caulk and Paint Exterior Windows, Delaware Hall	30
35	Replace Drapery on Ground and First Floor, Delaware Hall	28
36	Replace 300 KVA Transformer, Glenmore Apartment Complex	28
37	Washroom Improvements Allowance, Medway Hall	25
38	69 Other Projects	729
39	Total, Category 6	6,010
40	Category 7: Ancillary Projects	
41	TRAC - Bleacher Replacement	250
42	SSB - Food Outlet	175
43	Student Recreational Facility - Food Outlet	100
44	Total, Category 7	525

Table 29

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

		Projected 2007-08
1	Category 4: Modernization of Instructional and Research Facilities	
2	WC - Furnishings for Westminster College	525
3	DSB - Re-Arrange Lower Ground Floors for Teaching Facility in Dentistry	487
4	MSB - Video Conferencing Link to Windsor Medical Training Group	394
5	WC - Renovations to Westminster Houses for Psychology	352
6	CG - GU Classroom Upgrades	350
7	WL - Create Classrooms in Weldon Library	300
8	CG - IT Network Backbone Upgrades and Improvements	250
9	STAB - Create Space for Faculty and Graduate Students	245
10	SSC - Move Main Geography Office Room 2322	184
11	RISB - Business Library Upgrades	184
12	SEB - Room 2025 Lab Renovations	158
13	CG - Library Improvements	149
14	SEB - Create Water Education Laboratory in Room 19A	132
15	WC - Renovations to Westminster Houses for Call Centre	127
16	PSFS - Upgrade Water Treatment and Septic Systems at Environmental Field Station	122
17	TH - Upgrades to Gymnasium Facilities in Room 3120	100
18	EC - Renovate Audiology Clinic in Room 1500	95
19	B&GS - Graduate Student Furnishings in Chemistry and Statistics and Act. Sciences	91
20	SEB - Renovate Undergraduate Laboratory in Room 1077	87
21	39 Other Projects	1,090
22	Total, Category 4	5,422
23	Category 5: General Maintenance and Modernization Projects	
24	CG - Roof Replacement	410
25	CG - Road Repair and Replacement	230
26	CG - Building Fire Alarm System Upgrades	200
27	CG - Unforeseen Projects	198
28	UC - Elevator 'B' Replacement	177
29	CG - Installation of Card Access Systems to Buildings	145
30	TLP - Extra Steel for Platforms	129
31	CG - Renewal of Exterior Lighting	115
32	CG - Improve Access for Physically Challenged	103
33	CG - Interior Painting	100
34	CG - Utility Sub-Metering	100
35	UC - Repairs of Cracks in Concrete	100
36	CG - Fixed Extinguishing System Upgrades	100
37	CG - Building Controls and Panel Upgrade	100
38	CG - Asbestos Survey	85
39	CG - Window Replacement	80
40	SH - Pool Filtration System Replacement	75
41	CG - Stone Repairs, Tuck Pointing and Caulking	67
42	CG - Asbestos and Mould Abatement	64
43	49 Other Projects	1,286
44	Total, Category 5	3,864

Table 30
EXPENDITURES IN 2007-08 FOR HOUSING AND ANCILLARIES
(\$000)

		Projected 2007-08
1	Category 6: Housing Renovations	
2	Bayfield Hall Renovations	9,548
3	Apartment Water Mains, Bathroom and Plumbing Replacement, Platt's Lane Estates	450
4	Plumbing Improvements, Essex Hall	235
5	Replace HV Switchgear, Medway Hall	230
6	Replace Fire Alarm Panel, Sydenham Hall	150
7	Townhouse Roof Replacement, Platt's Lane Estates	137
8	Refurbish Washroom Countertops, Saugeen-Maitland Hall	130
9	Stair Replacement, Lambton Hall	117
10	Replace Heat and Smoke Detector Sensors, Saugeen-Maitland Hall	117
11	Replace Carpets, Saugeen-Maitland Hall	102
12	Repair Asphalt and Seams Medway Parking Lot, Medway Hall	87
13	Replace Convertors and Pumps, Delaware Hall	85
14	Improvements to Study Room and Floor Lounge, Saugeen-Maitland Hall	76
15	Contingency, General	75
16	Replace Apartment Building Exterior Doors and Stair Treads, Platt's Lane Estates	73
17	Repairs to Exterior Steps and Landing, Sydenham Hall	71
18	Parquet Tile Replace, Glenmore Apartment Complex	65
19	Replace Asbestos Containing Incandescent Lights, Saugeen-Maitland Hall	65
20	Servery Improvements, Sydenham Hall	63
21	Townhouse Furnace Replacement, Platt's Lane Estates	62
22	Security Measures, General	58
23	Replace Carpets, Essex Hall	53
24	Replace Motor Control Centre, Medway Hall	51
25	Shower Floor Improvements, Saugeen-Maitland Hall	50
26	Refurbish Stairwells, Glenmore Apartment Complex	48
27	Replace Elevator Sheave Jammers (TSSA Directive), Lambton Hall	45
28	Painting Improvements, Medway Hall	45
29	Replace Ceiling Tiles, Delaware Hall	42
30	Carpets and Tile Floors, Platt's Lane Estates	40
31	Replace Boiler Refractory and Gas Train Components, Saugeen-Maitland Hall	40
32	Replace Air Handling Unit 103, Essex Hall	39
33	Snack Bar Upgrades, Saugeen-Maitland Hall	34
34	67 Other Projects - Various Residences	900
35	Total, Category 6	13,383
36	Category 7: Ancillary Projects	
37	TDWS - Field Turf Replacement	681
38	UCC - Student Health Services Renovations	600
39	CRD - Westminster Lot Expansion	582
40	SH - Dishwashing Area Renovation	150
41	NCB - Food Services Renovation	125
42	CG - Parking Gate Access Equipment	104
43	UCC - Bookstore Renovations	45
44	Total, Category 7	2,287

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

		Actual 2004-05	Actual 2005-06	Actual 2006-07	Projected 2007-08	Budget 2008-09
1	A. Capital Reserves					
2	General Capital Fund	22,480	11,818	11,386	12,848	10,516
3	Designated Capital Fund	14,151	24,202	39,012	14,179	9,860
4	Gibbons Property	1,436	1,502	1,546	1,596	1,620
5	Total Capital Reserves	38,067	37,522	51,944	28,623	21,996

		Actual 2004-05	Actual 2005-06	Actual 2006-07	Projected 2007-08	Budget 2008-09
6	B. Capital Debt					
7	General Capital Fund	2,500	2,000	1,500	800	0
8	New Construction	20,000	3,255	1,540	13,540	63,686
9	Major Renovations	0	2,670	0	0	0
10	Housing	78,290	92,088	97,579	97,263	94,438
11	Robarts Capital Leases	0	0	0	2,700	2,100
12	UCC	3,765	1,810	0	0	0
13	Research Park	14,311	14,278	14,087	16,000	28,800
14	Richard Ivey School of Business Foundation	5,350	4,800	4,300	3,800	3,300
15	Unused and Invested Debenture Proceeds	0	0	0	93,200	31,100
16	Total Capital Debt	124,216	120,901	119,006	227,303	223,424

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.

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

*The University of Western Ontario***Long-Term Financial Trends**

The Operating and Capital Budgets set out in this document describe, in Tables 14 and 22, proposed spending of some \$664 million for the year 2008-09. That spending will take place, however, in a longer term context which must be understood in evaluating the Operating and Capital Budgets.

The long-term context for Western changed in May 2007, when the University issued its first debenture, for \$190 million. As part of this process, the University received a credit rating of AA from Standard & Poor's. Part of the credit rating evaluation focused on a number of long-term obligations that the University manages on an ongoing basis. The Administration and Board have identified three elements of that longer term context which should be reviewed in the annual Budget of the University: capital reserves and debt, employee future benefits, and deferred maintenance. These three items are described below.

A. 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 honour 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 category currently includes the loan associated with 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 nonresidential projects that involve major maintenance and renovations to existing space and includes debt on purchases of property.

- **Housing** – debt required for new construction, maintenance, and modernization projects for University residences and apartment buildings.
- **Robarts Capital Leases** – With the integration of Robarts, their existing capital leases for equipment have been added to Capital Debt.
- **UCC** – includes remaining debt for The University Community Centre Expansion.
- **Research Park** – debt incurred by the Research Park, which includes debt for new construction.
- **Richard Ivey School of Business Foundation** – debt held by the Richard Ivey School of Business Foundation. This does not include debt for the expansion and renovation project at Spencer Hall or the Ivey EMBA Leasehold Improvement Project. The debt for those projects is included in the categories New Construction and Major Renovations as the University is holding this debt.
- **Unused and Invested Debenture Proceeds** – unused proceeds from Western’s first debenture issue that have been committed, and invested until the specific capital projects require the funding.

In 2002-03, the Board of Governors approved a Capital Debt Policy, which included a limit of \$7,500 debt per Student 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 (shown with indexation beginning in 2003-04) and actual debt per FTE; the figures are for years ending on April 30th. The large increase in total debt in 2008 is related to the issuance of the \$190 million debenture.

	Actual		Forecast			
	2006	2007	2008	2009	2010	2011
Total Debt (in millions)	\$ 121	\$ 119	\$ 227	\$ 223	\$ 223	\$ 244
FTE	27,879	28,164	27,985	28,229	28,374	28,462
Allowable debt per FTE	\$8,069	\$8,246	\$8,411	\$8,579	\$8,751	\$8,926
Actual debt per FTE	\$4,327	\$4,226	\$8,119	\$7,915	\$7,869	\$8,556
Debt room per FTE	\$3,742	\$4,020	\$ 292	\$ 664	\$ 882	\$ 370

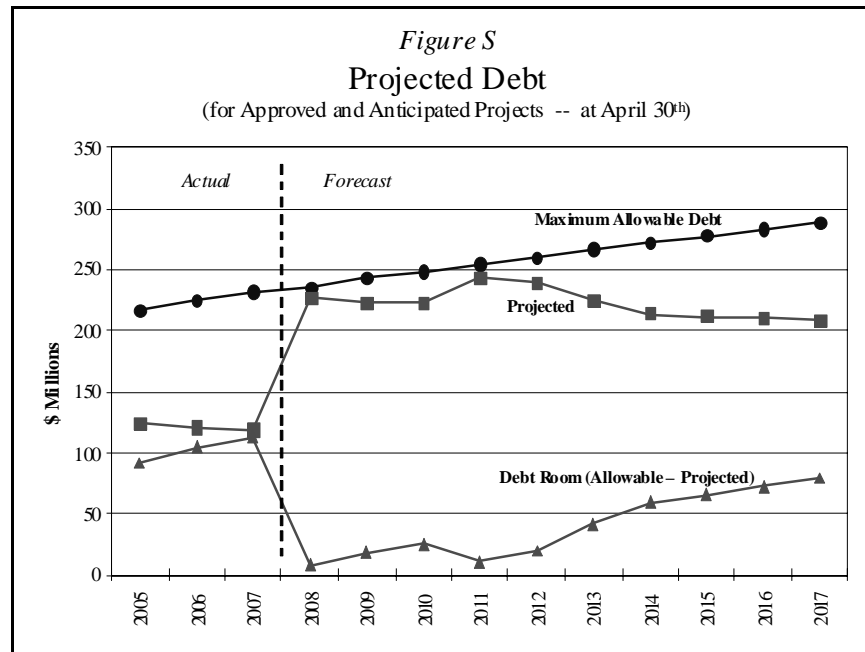
In 2008, the maximum allowed debt per FTE under Western’s Capital Debt Policy is \$8,411, and the forecast is \$8,119. In 2006, the credit rating agencies (Moody’s, DBRS and Standard & Poor’s) set a reasonable limit for debt per FTE as \$10,000. Western’s current debt is thus below the Board limit and 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 February 2008 containing information on universities that have issued debentures. Debt per FTE at eleven universities ranged from \$4,998 to \$9,756, with an unweighted average of \$7,823. Figure

S shows total debt as well as three measures of debt 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 projected debt is based on Board-approved projects and preliminary estimates for other projects which may be presented to the Board during the period under consideration. Figure S shows a significant decline in projected debt after 2011; in all likelihood, however, there will be new approved projects in the intervening years that will result in projected debt staying relatively constant. The forecasts beyond 2008 show that the minimum debt room per FTE is about \$370 in 2011. With 28,000 FTEs, this corresponds to about \$10 million in debt which could be allocated to projects in future Board decisions. Western's total debt is projected to be \$244 million in 2011.

To finance the capital costs associated with the long-range space plan and graduate student expansion, Western issued its first debenture in May 2007 for \$190 million at a coupon rate of 4.798% for a 40-year period. With interest rates hovering near 48-year lows, this 40-year bullet debenture provides a cost effective source of funds to finance new capital construction.

Actual debt (net of the accumulated funds necessary to retire the Lambton Hall mortgage when it comes due in 2010) has increased by 12.6% since 2003, while revenues have grown by 41.2% over this same period, representing a decline in the ratio of debt to revenue from 17.92% to 14.29% in 2007. The forecast level of debt at April 30, 2008 is \$227.2 million or \$8,119 per FTE and the ratio of debt to revenue is projected to reach 26.35%.

	<u>Debt</u> \$000	<u>Combined Revenue</u> \$000	<u>FTE</u>	<u>Revenue per FTE</u>	<u>Debt / Rev %</u>
2003	105,228	587,280	25,986	\$22,600	17.92%
2004	119,393	680,353	27,027	\$25,180	17.55%
2005	123,516	713,272	27,464	\$25,980	17.32%
2006	120,301	764,543	27,879	\$27,430	15.74%
2007	118,506	829,130	28,164	\$29,440	14.29%
2008	227,200	862,295	27,981	\$30,820	26.35%



B. Employee Future Benefits

Subject to eligibility rules set within various collective agreements, the University provides medical, dental and life insurance benefits to eligible employees after their employment with Western has ended.

These employee future benefits are determined using actuarial valuations every three years. In the years between valuations, an extrapolation of the actuarial valuation is used to determine the projected benefit obligations. At April 30, 2007, The University's accrued benefit liability relating to employee future benefits was \$188 million (in 2006 it was \$173 million).

Cost containment of active and post-retirement benefits has been a focus in recent negotiations with employee groups. Western has introduced designs that limit cost increases for active and retiree benefits including reduced age limit for dependent coverage and increased service requirements to qualify for post-retirement benefits.

Included in the 2007 Audited Combined Statement of Operations is an annual expense in the amount \$14.9 million (2006 - \$14.7 million) which represents the in-year growth of the University's accrued benefit liability. The University's 2007 Audited Combined Statement of Operations (within the Audited Financial Statements) can be found at:

www.uwo.ca/finance/finstate/2006_07/complete.pdf

A recent comparison among Canada's research-intensive universities (known as the G13) identified only five Universities with significant post-employment benefit obligations – ranging from \$96 million to \$329 million and an unweighted average of \$193 million. The ratio of obligations to total expenditures ranged from 17.8% to 34.9% with an unweighted average of 24.4%.

**Employee Future Benefits (EFB) – Obligation and Expense
as a % of Total University Expenses
2003 through 2007**

	<u>EFB Obligation</u> (\$M)	<u>EFB Expense</u> (\$M)	<u>Total University Expenses</u> (\$M)	<u>EFB Obligation as % of Total</u>	<u>EFB Expense as % of Total</u>
2003	140.1	7.1	584	24.0%	1.2%
2004	148.3	8.1	625	23.7%	1.3%
2005	158.5	10.2	669	23.7%	1.5%
2006	173.2	14.7	722	24.0%	2.0%
2007	188.1	14.9	762	24.7%	2.0%

C. Deferred Maintenance

Deferred Maintenance is defined as work *on the maintenance of physical facilities* that has been deferred on a planned or unplanned basis to a future budget cycle or postponed until funds become available. To avoid increasing the size of the deferred maintenance backlog, it is necessary to carry out replacement of facility components on an annual basis.

The approach to making estimates for deferred maintenance is different than used for estimates of debt or employee future benefits. There are actual contracts in place for the latter two that allow us to make either precise calculations (in the case of debt) or reasonable estimates (in the case of employee future benefits). For deferred maintenance that is not the case, and other ways have to be found to quantify this liability. In 2001, a common capital-asset management system was purchased by the Ontario University System to assess, track and report on the condition of facilities. The system requires that each major component of a building – roof sections, classrooms, heating, ventilation, air-conditioning systems and so on – be inspected, either entirely or on a sample basis. Data on the findings of these inspections are entered into a central database. The system uses industry-standard cost and lifecycle data to forecast the timing and costs of capital renewal projects. The Division of Physical Plant and Capital Planning Services (PPD) estimates that on April 30, 2008 deferred maintenance at Western is \$150 million for nonresidential buildings, and \$10 million for residences. Slightly more than 50% of the deferred maintenance for nonresidential buildings relates to mechanical, electrical and infrastructure requirements. Other major components of the \$150 million include maintenance driven by code requirements and maintenance for roofs and windows.

This total does not yet include any amount for Robarts. PPD will be conducting a detailed review of the Robarts building and infrastructure to add to the estimate of deferred maintenance.

A common measure for determining the overall condition of facilities is the ratio of deferred maintenance to the replacement value of the facilities. The calculation for January 31, 2008 is as follows:

	<u>Nonresidential Buildings</u>	<u>Residences</u>
Current Replacement Value (CRV)	\$1,138 million	\$270 million
Deferred Maintenance (DM)	\$ 150 million	\$ 10 million
DM/CRV	13.2%	3.7%

Western's residences are in excellent condition, and our nonresidential campus buildings are comparable to other older universities in the province. The average age of buildings for Ontario Universities is more than 30 years. Western's average building age is 39.4 years. A ratio of 13.2% (deferred maintenance / current replacement value) for nonresidential buildings indicates a significant need for maintenance funding.

If the average component of a large building lasts 50 years, then on average maintenance spending should be 2.0% of replacement value. This level of spending is a standard target in the industry. When the actual ratio is consistently less than 2.0%, as has been the case at most Canadian universities, the volume of deferred maintenance will grow. Failure to adequately address deferred maintenance results in substandard facilities and could result in the failure of critical systems. Based on the current replacement value of our facilities at \$1.1 billion, spending on major maintenance for campus buildings at 2% should be in the range of \$22 million annually.

As described earlier, in the explanation of line G of Table 22, since 1996-97 the University has made an incremental base budget transfer of \$750,000 from the operating budget to the capital budget in support of Maintenance, Modernization, and Infrastructure (the MMI transfer). The total MMI transfer in 2008-09 will be \$10.25 million. The Administration is sometimes asked if the MMI transfer is too large. As lines G and E in Table 22 show, the ratio of the MMI transfer to the current replacement value (CRV) of our nonresidential buildings, utilities and infrastructure has been below 1% in recent years.

	<u>Actual 2004-05</u>	<u>Actual 2005-06</u>	<u>Actual 2006-07</u>	<u>Projected 2007-08</u>	<u>Budget 2008-09</u>
MMI	\$ 7.25 m	\$ 8.00m	\$ 8.75m	\$ 9.50m	\$ 10.25m
CRV	\$1,105m	\$1,107m	\$1,130m	\$1,213m	\$1,306m
Ratio	0.66%	0.72%	0.77%	0.78%	0.78%

The MMI transfer from the operating to the capital budget is less than half the 2% required to keep deferred maintenance from growing. The annual provincial allocation for facilities renewal at \$2.5 million does not close the gap. Increasing our transfer by \$750,000 per year, as required by Board policy, is essential to maintaining a safe and reliable campus infrastructure, which supports modern research and teaching, and sustains faculty, staff and student morale.

During the six years from 2000-01 to 2005-06, the ratio of maintenance spending to current replacement value averaged 1.1%. We thus know that deferred maintenance was growing during this period. During the last two years, 2006-07 and 2007-08, the ratio was about 2%, so the level of deferred maintenance was stabilized. The University reached the 2% ratio with one-time funds from the Province and Federal government and by borrowing. The University is very grateful for these one-time funds. In particular, one-time year-end spending in recent Provincial Budgets, including that of March 2008, have been very supportive of facilities renewal. We hope, however, given the ongoing nature of the problem, that the annual base allocation for facilities renewal can be increased substantially, to provide a predictable source of funding for what are long-term capital spending requirements.

The latest annual Facilities Condition Assessment Report issued by COU in March of 2007 states that annual renewal expenditures in the order of \$264 million are required just to maintain the facilities in their current condition. Western and COU have urged the Province to increase the annual facilities renewal transfer from \$26 million to \$200 million to help accommodate the required maintenance spending. Of this \$200 million, Western would receive about \$18 million, which amounts to 1.4% of the \$1.3 billion of current replacement value in 2008-09. Western has also urged the federal government to include universities in future infrastructure programs and, working with the Provinces, to be supportive of adequate annual spending on maintenance.