

The University of Western Ontario

2009-10 Operating and Capital Budgets

April 6, 2009

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ACRONYMS used in University Budget Document

	Acronym	Description
1	AFAR	Advanced Facility for Avian Research
2	AQs	Additional Qualification Courses/Program
3	BHSc	Bachelor of Health Sciences Degree/Program
4	BIU	Basic Income Unit
5	BMedSci	Bachelor of Medical Sciences Degree/Program
6	BMOS	Bachelor of Management and Organizational Studies Degree/Program
7	CBE	Chemical and Biochemical Engineering Department/Program
8	CFI	Canada Foundation for Innovation
9	CMLP	Claudette MacKay-Lassonde Pavilion (Green Building)
10	COU	Council of Ontario Universities
11	CPA	Department of Communications and Public Affairs
12	CPI	Consumer Price Index
13	CRCs	
		Canada Research Chairs
14	CRV	Current Replacement Value (of Buildings)
	CSD	Communication Sciences and Disorders (School/Program)
16	DM	Deferred Maintenance
17	DSIG	Doctoral Supervision Internal Grant
18	ECE	Electrical and Computer Engineering Department/Program
19	ECF	Enrolment Contingent Fund
20	EFB	Employee Future Benefits
21	FFICR	Federal Funding for the Indirect Costs of Research
22	FIPPA	Freedom of Information and Protection of Privacy Act
23	fMRI	functional Magnetic Resonance Imaging
24	FTE	Full-Time Equivalent
25	GEF	Graduate Expansion Fund
26	GEF+	Graduate Expansion Fund Supplement (for domestic students only)
27	GSSTF	Graduate Student Scholarship and Training Fund
28	GTAs	Graduate Teaching Assistantships
29	HBA	Honours Business Adminstration Degree/Program
30	IBA	Initial Budget Adjustment
31	ICFAR	Institute for Chemicals and Fuels from Alternative Resources
32	ICTs	Information & Communication Technologies
33	IDIs	Interdisciplinary Initiatives
34	LIS	Library and Information Science Program
35	LRSP2	Long-Range Space Plan 2
36	MAJ	Masters in Journalism Degree
37	MBA	Master of Business Administration Degree/Program
38	MD	Doctor of Medicine Degree/Program
39	MEng	Master of Engineering Degree/Program
40	MESc	Master of Engineering Science Degree
41	MIT	Media, Information, and Technoculture Program
42	MLIS	Masters in Library and Information Science Degree/Program
43	MLL	Department of Modern Languages and Literatures
44	MMI	Maintenance, Modernization, and Infrastructure
45	MOS	Management and Organizational Studies Program
46	MRI	Magnetic Resonance Imaging
47	MSc	Master of Science Degree
48	MTCU	Ministry of Training, Colleges, and Universities
49	NSERC	Natural Sciences and Engineering Research Council
50	NSERC-UFA	NSERC - University Faculty Award
51	OMRI	Ontario Ministry of Research and Innovation
52	OT	Occupational Therapy (School/Program)
53	PASF	Provost's Academic Support Fund
54	PMA	Professional & Managerial Association
55	PT	Physical Therapy (School/Program)
56		Research Infrastructure Support Fund
	RISF	11
57	SAGE	Select Administrative Group Employees
58	SEB	Spencer Engineering Building
59	UPIF	University Priorities Investment Fund
60	UWOFA	University of Western Ontario Faculty Association
61	UWOSA	University of Western Ontario Staff Association
62	Vice-Provost (APPF)	Vice-Provost (Academic Planning, Policy, and Faculty)
63	WTU	Weighted Teaching Unit

The University of Western Ontario

2009-10 Operating Budget

April 6, 2009

A. Planning and Budgetary Context

In the spring of 2008, Western's Board of Governors approved the budget for the second year of Western's current four-year plan which had been developed in the context of the commitments in the University's strategic plan – *Engaging the Future* – and the academic priorities outlined in the Faculties' Academic Plans. The budget plan for this four-year period (i.e. 2007-08 through 2010-11) was being carried out with the anticipation of incremental revenues from (a) operating grants expected from the Provincial Government's *Reaching Higher* Plan, (b) tuition revenue deriving from the government's regulatory framework, and (c) income from the University's non-endowed fund investments.

The Province's *Reaching Higher* Plan – which spans the period 2005-06 to 2009-10 – includes the following commitments:

- 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; and
- 6. graduate enrolment expansion funding.

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

- The in-year August 2005 process, which allocated \$1.8 million in base funds to support 12 faculty appointments and 15 staff positions as well as \$2.4 million in one-time funds to support the renewal of teaching facilities/equipment and the creation of new or upgrading of graduate student space.
- The allocation of \$5.1 million in base University Priority Investment Funds (UPIF) through the 2006-07 budget (i.e. the final year of the previous four-year plan) to the Faculties to support 40 faculty appointments and 13 staff positions.
- 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 \$4.6 million in base UPIF funds to support faculty appointments, staff positions, and graduate student financial support over the current four-year planning period as well as \$9.6 million in one-time or Provost's Academic Support Fund (PASF) resources over the same four-year period.
- The addition of a further \$1.0 million through UPIF allocations and \$1.9 million in PASF resources as part of the 2008-09 budget.
- The introduction of the supplement to the Graduate Expansion Fund (GEF+) in support of graduate expansion, which provided the Faculties with \$2.0 million in 2007-08 and \$2.7 million in 2008-09, and is projected to grow to \$4.1 million in 2010-11 the final year of the current four-year plan.
- The addition of the GEF++ program in the summer of 2008 which was one-time only for 2008-09 provided \$395,000 to the Faculties in 2008-09.
- Additional in-year allocations for 2008-09 in the summer of 2008 in response to Government's year-end funding in 2007-08 as follows: one-time funding of \$1.3 million to the Faculties and \$2.2 million in one-time funding and \$220,000 in base funding to the Support Units.

While the above initiatives provided our Faculties and Support Units with substantial resources up to and including the first two years of our current four-year planning period, the final two years of this planning period will see far fewer incremental resources. For example, all of the UPIF resources for the full four years were committed during the first two cycles of the four-year planning period. The fall 2008 planning guidelines for the Faculties and Support Units indicated that there would be no UPIF competition during the third cycle of the four-year process.

We have known for some time that the last two years of our four-year budget plan would be difficult because the rate of growth of revenues would fall below the rate of growth of expenditures, requiring expenditure restraint. The table below illustrates the trends.

Trends in Operating Revenues and Expenditures

(% Annual Growth Rates)

	01-02 to 07-08	<u>08-09</u>	<u>09-10</u>	<u>10-11</u>
Revenue	7.5%	-0.4%	1.3%	3.2%
Expenditure	7.2%	2.3%	4.4%	2.9%

The expenditure trends of 2001-02 to 2007-08 are not sustainable going forward given the decline in the growth rate of revenue. Compensation of all sorts represents about 76% of operating expenditures.

The problem of the differential trends in revenue and expenditure was brought forward in time by the severe downturn in equity markets in the fall of 2008. That downturn has had a direct and negative impact on the University's Operating Budget and on our endowments — a situation that is faced by all Ontario universities. The impact on the Operating Budget is the loss of the anticipated investment income revenue deriving from the University's non-endowed investments as follows: \$18.55 million in 2008-09, \$11.35 million in 2009-10, and \$16.35 million in 2010-11 — for a total of \$46.25 million over the last three years of our four-year planning period. At May 1, 2008, our non-endowed fund reserve was at \$58 million. With the downturn in the equity markets, our projections as of February 28, 2009 (assuming no market gains or further losses through to year-end) indicated that at the end of this budget year (i.e. April 30, 2009) this reserve would be at -\$26.05 million — if we proceeded with the \$18.55 million allocation to the Operating Budget. As a result of this negative reserve forecast, we could not draw the planned \$46.25 million (over the final three years) into our Operating Budget.

Our preliminary recommendations to address this revenue shortfall and meet the Board of Governors' requirement that we maintain an operating reserve of \$2.5 million at the end of the four-year planning period were outlined in the February 11, 2009 document *Preliminary Recommendations of Faculty and Support Unit Budgets, and Tuition Fees*, and included:

- In the current year (i.e. 2008-09), the Board of Governors at its January 2009 meeting formally approved the withdrawal of the transfer of the \$18.55 million investment income into the Operating Budget. To offset this revenue loss, two major one-time expenditure allocations were withdrawn. The first was a \$6.0 million allocation aimed at funding the University's match for Canada Foundation for Innovation (CFI) initiatives. The second was the transfer of \$12.2 million to the capital budget to support our Long-Range Space Plan, which was initiated in 2005-06. These budget actions have allowed us to maintain the Faculty and Support Unit budgets as planned for the current year.
- The withdrawal of the \$6.0 million allocation to support the University's match for CFI initiatives is a temporary measure only. The University is committed to promoting and supporting CFI proposals from Western's researchers and the appropriate matching funds will be made available in the coming years, as the funds are needed.
- We have put on hold the major capital project aimed at modernizing the Physics & Astronomy Building, which was set to begin early in 2009. The project is only on hold and will remain as a high priority in our list of future capital projects.

The February 11th document also committed to seeking reductions in one-time and base University-wide expenditures for the remaining two years of the four-year planning period. It also estimated that an additional 2.5% average base budget reduction (in addition to the standard 3% Initial Budget

Adjustment of recent years) would be required in each of the next two years – to be applied differentially.

Subsequent to the release of the February 11th document, there have been some significant changes in the University's financial circumstances:

- The January 27, 2009 Federal Budget committed substantial funding to universities in support of infrastructure renewal.
- The March 26, 2009 Provincial Budget included two major components in support of Ontario's universities a commitment to match the Federal funding for infrastructure renewal and a sum of \$150 million in year-end one-time funding for Universities and Colleges. We still do not know the details of the infrastructure funding from the two levels of government, but we are hopeful that Western will receive its fair allocation. Our share of the \$150 million year-end one-time funding is \$5.05 million.
- We have learned very recently that a long-running litigation has been decided in the University's favour, which will provide us with a one-time recovery of legal costs and interest thereon, estimated at \$4.7 million.
- We have also as committed in the February 11th document reviewed a number of University-wide expenditures and are recommending changes as part of this budget. The two major recommendations are: (a) the Maintenance, Modernization, and Infrastructure (MMI) Transfer from the Operating Budget to the Capital Budget be maintained at the 2008–09 level in each of the next two years and (b) the Federal Funding for the Indirect Costs of Research (FFICR) Transfer from the Operating Budget to the Capital Budget be reduced from \$3 million to zero in each of the next two years. The recent federal and provincial infrastructure announcements will be immensely helpful in our ongoing efforts to upgrade and update our capital infrastructure. We are also recommending modest reductions in a number of other previously-committed one-time and University-wide expenditures.

This combination of one-time revenues and expenditure reductions has made it possible to recommend the following actions as part of this budget:

- 1. The average budgetary reduction for 2009-10 and 2010-11 will be decreased from the preliminary recommendation of 5.5% to 4.5% (i.e. 3% Initial Budgetary Adjustment plus an additional 1.5% reduction). Accordingly, the budgetary reductions recommended for each Faculty will be lowered by 1% from the levels presented in the February 11th document. The reductions to the Support Units will also be reduced by 1% on average from the levels indicated in the February 11th document.
- 2. 100% of staff and faculty exit costs resulting from the current departure incentives and/or layoffs arising from the present budgetary situation will be paid centrally.

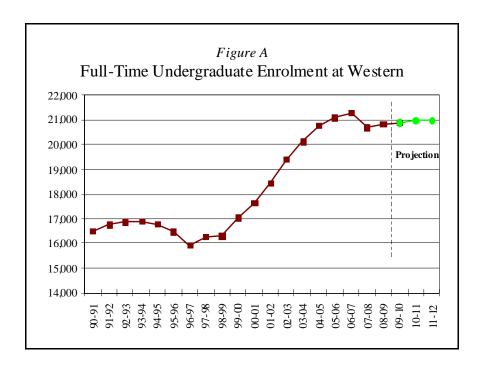
3. The provision of \$2.05 million in one-time funding to the Faculties in 2009-10 – to be allocated differentially – to maintain teaching capacity and program delivery. It is anticipated that these funds will be directed in large part at supporting part-time and limited-term faculty positions.

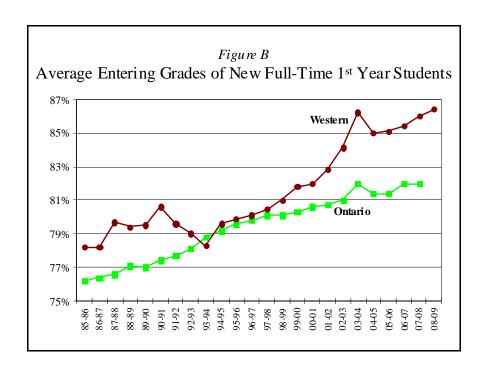
Looking ahead, our first-year undergraduate intake will be maintained at 4,350 students — as committed in our Strategic Plan. Our overall plans, shown in Table 21, include stabilization of undergraduate enrolments near current levels and expansion of graduate enrolments. Over the remaining two years of the current four-year plan, our sources for incremental revenues are provincial funding from the *Reaching Higher* Plan for graduate expansion and quality improvement, and the Government's tuition framework, which allows for modest increases in tuition rates.

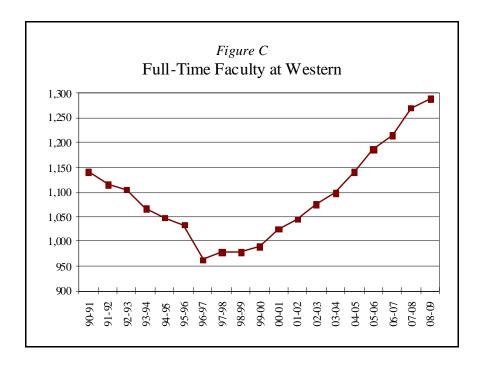
It is useful to review growth in enrolment, total operating revenues, and revenues per FTE for the following three periods:

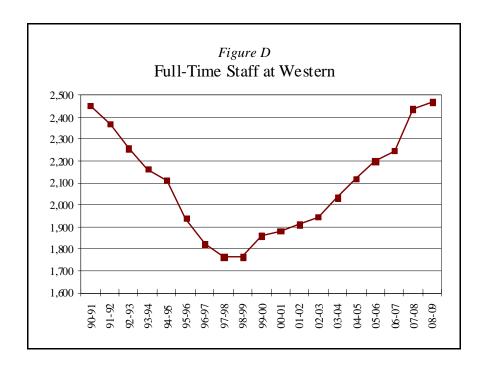
	Growth in:		
	FTE	Operating	Revenues
	Enrolment	Revenues	per FTE
1996-97 to 2001-02	16.1%	36.5%	17.5%
2001-02 to 2006-07	14.1%	43.3%	25.6%
2006-07 to 2011-12 forecast	2.3%	15.9%	13.2%

In relative terms, compared to the previous four-year planning period, the available resources for this four-year planning period are substantially lower.









B. Update on Initiatives Introduced in 2008-09

The following initiatives were included in the University's 2008-09 Operating Budget, and involved substantial investments in support of our academic priorities.

1. Round 2 Budget Allocations Linked to the University's Strategic Plan - Engaging the Future

The 2008-09 University Budget included additional (Round 2) resource allocations to the Faculties and Support Units over the four-year planning period. The major portion of these allocations was 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, Faculty Recruitment and Retention, and Commitment to Staff and a Supportive Workplace.

- Allocations in support of the commitments to "*Enhance the Undergraduate Experience*" included \$16,000 UPIF base funds and \$834,359 in PASF funding.
- Allocations in support of the commitments to "Graduate Expansion and the Graduate Student Experience" included \$226,000 in UPIF base funds and \$414,083 in PASF funding.
- Allocations in support of the commitments to "*Building the Research-Intensive University*" included \$150,000 in UPIF base funds and \$467,958 in PASF funding.
- Allocations in support of the commitments in "Faculty Recruitment and Retention" included \$562,000 in UPIF base funds and \$624,000 in PASF funding.
- Allocations in support of "*Commitment to Staff and a Supportive Workplace*" included \$186,000 in UPIF base funds and \$292,000 in one-time funding.

Details of these allocations are provided in the 2008-09 University Budget Document, and can be found at: http://www.ipb.uwo.ca/documents/2008_budget.pdf

2. Increasing the 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 in 2008-09, this program has been extended to successful candidates who are members of the First Nations community. In 2008-09, 12 women were appointed into tenured/probationary faculty positions – and a sum of \$570,000 in one-time funds was allocated to the Faculties in support of these appointments.

3. Graduate Expansion

Western continued its commitment to graduate expansion in 2008-09. Full-time Masters enrolment increased by 59 students – from 2,547 in 2007-08 to 2,606 in 2008-09 and full-time PhD enrolment increased by 98 – from 1,516 in 2007-08 to 1,614 in 2008-09. In support of these increases, the Faculties were provided additional resources through the Graduate Expansion Funds (GEF, GEF+, and GEF++) totalling \$8.7 million in 2008-09 – an increase of \$2.2 million over the 2007-08 level.

4. Signature Areas

Engaging the Future called for the identification of a limited number 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. The following areas were identified as Western's signature areas in the University's Strategic Research Plan, which was approved by Senate and the Board of Governors in the spring/summer of 2008:

- Business
- Environmental Sustainability and Green Energy
- Health Education
- Imaging
- Literature and Cultural Theory
- Materials and Biomaterials
- Music
- Neuroscience/Brain and Mind
- Philosophy of Science
- Wind Engineering and Natural Disaster Mitigation

These signature areas will be given an enhanced profile in Western's external representation in the form of publicity, fund-raising efforts, and in general the presentation of Western to the world. Recognition will also be possible through the mechanisms currently in place for support of the University's education and research missions. This includes resources available to all Faculties through the annual planning process – including the University Priority Investment Fund (UPIF), the Canada Research Chairs Program (CRCs), the Provost's Academic Support Fund (PASF), and capital budget funds.

C. Priorities for 2009-10 and New Initiatives

1. 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. During the period covered by these two plans, 1996-2006, full-time Masters enrolment grew by 41% and doctoral enrolment more than doubled, growing by 107%.

This commitment 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	Forecast
	1996-97 to	2006-07 to
	2006-07	2016-17
Masters	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 G 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 G 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 E and F summarize the updated graduate enrolment plans submitted by the Faculties, as part of the recently-completed planning process. At Western, we used 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). In mid-February, the Province announced our round 2 allocations to be 274 additional Masters students and 230 additional PhD

students – incremental to the round 1 allocations of 346 Masters students and 321 PhD students. Of the total 620 Masters allocation, our Affiliated University Colleges will receive 65.

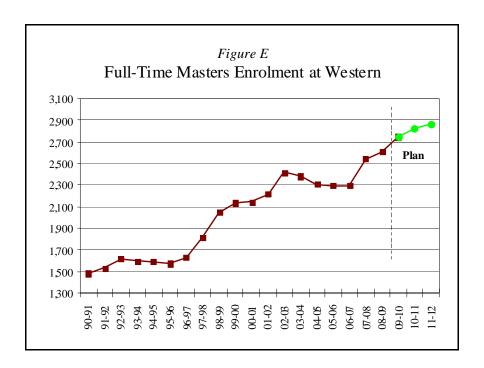
Internally at Western, we are committed to continuing with the funding programs that provide resources to our Faculties in support of graduate expansion – the Enrolment Contingent Fund (ECF) and the Graduate Expansion Funds (GEF and GEF+). The Faculty budget plans include these resources, which are directly linked to the graduate enrolment plans provided by the Faculties.

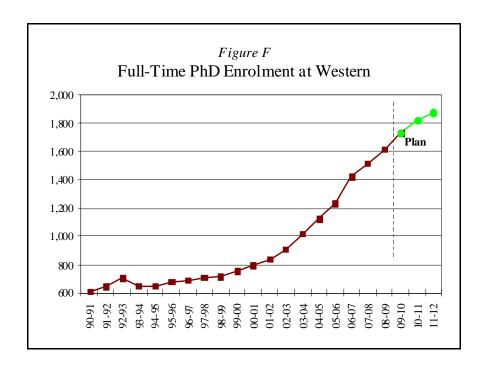
2. <u>Additional Resources to Support Graduate Enrolment Expansion – the Doctoral Supervision Internal Grant (DSIG)</u>

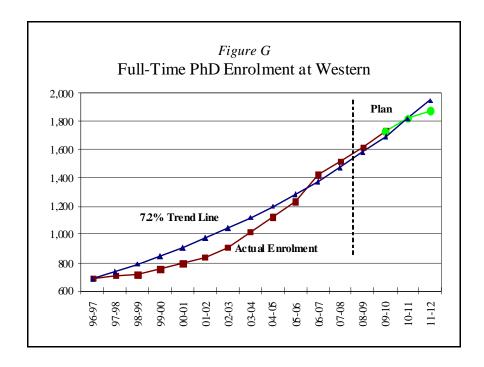
An additional program aimed at supporting increases in full-time domestic doctoral students – the Doctoral Supervision Internal Grant (DSIG) – is being recommended for 2009-10. The intent of the DSIG is to help offset the initial increase in research costs (to supervisors) associated with increasing doctoral enrolments. The program is one-time only for 2009-10 and will provide research funding directly to supervisors of doctoral students to support their research programs. The specifics of the program are:

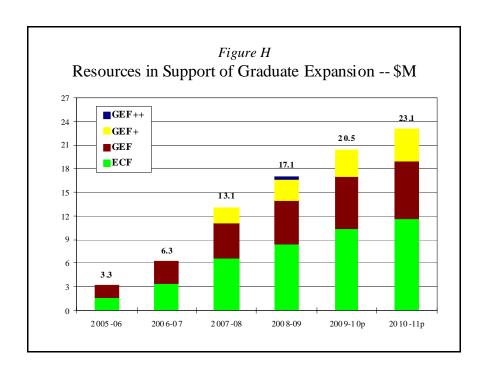
- Supervisors will receive a DSIG for each full-time domestic doctoral student admitted in the spring and fall terms of 2009, and the funds will be distributed to supervisors through an internal research grant.
- The value of the DSIG is discipline-specific, as follows: \$3,000 for Engineering, Medicine & Dentistry, Science, Neuroscience, and Biomedical Engineering; \$2,000 for Education, Health Sciences, and Social Science; \$1,000 for Arts & Humanities, Information & Media Studies, Music, and Theory & Criticism.
- Spending of the DSIG will be entirely at the discretion of the supervisor within the regulations that apply to research grants.

Research costs associated with doctoral student supervision vary across disciplines. Therefore, the value of the DSIG is differential – with the DSIG values being related to the direct cost to doctoral supervisors. The DSIG values are also inversely related to the value of the disciplinary adjustments applied in the distribution of the Graduate Student Scholarship and Training Fund (GSSTF) – the envelope of operating budget funds directed at graduate student financial support.









3. Changes to Endowment Payouts

As indicated earlier in this document, the downturn in the equity markets in the fall of 2008 has had a negative impact on our endowments – both those held at the University and those held at Foundation Western.

Endowments Held at the University

As of February 28, 2009, our endowments (i.e. those held by the University) were \$21.1 million "under water" – that is, our endowments had a value which was \$21.1 million below the total of the originally-donated amounts. As a result of this "under water" situation and to protect the endowments for the long-term, Western's Board of Governors approved the following Investment Payout Policy – effective April 30, 2009:

- For endowments that have a market value equal to or greater than the originally-donated amount (at April 30th in any given year), the annual allocation for spending for the next fiscal year shall be 4.0% of the three-year average of the endowment's market value.
- For endowments that have a market value less than the originally-donated amount (at April 30th in any given year), the annual allocation for spending for the next fiscal year shall be 2.5% of the three-year average of the endowment's market value.
- For new endowments received after May 1, 2008, allocations for spending will start on May 1st of the fiscal year following their completion of one full fiscal year at Western.

Endowments Held at Foundation Western

For endowments held by Foundation Western, annual payouts on all of its endowed funds will be reduced from 4.5% to 4.0% effective April 30, 2009. To maintain a consistent level of ongoing funding at this payout level, Foundation Western has reduced its endowment capital values by 20% effective January 1, 2009 – to reflect November 30, 2008 capital market values.

Impact of Revised Payouts

Two priority areas funded by the endowments are student financial support (i.e. scholarships, awards, and bursaries) as well as salaries and benefits of faculty positions — in the form of endowed chairs, professorships, or fellowships. The revised payouts described above will result in lower resources available to these two priority areas.

Western is committed to ensuring 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. Our endowed student awards are a critical component in our ability to meet this commitment. Therefore, the shortfalls in the endowment-funded student awards – in particular the needs-based awards – will require us to replace the shortfall with central funds. In the case of shortfalls

associated with endowed chairs/professorships/fellowships, those Faculties which hold these positions will have to cover the shortfalls from their own budgets.

4. Employee Retirement Incentives

Staff

As a result of the financial constraints facing the University, the Faculties and Support Units are being asked to reduce their operating budgets by an additional average 1.5% in each of 2009-10 and 2010-11. Given the decentralized approach to budget planning at Western, the responses of the budget units to the additional reduction will vary. In some units, there may be a need to reduce employment in order to achieve a balanced budget. In order to support this process – where necessary – Western's Board of Governors approved a retirement incentive program for full-time staff. The program's details are:

- This one-time only program was available to full-time members of the Professional & Managerial Association (PMA), Select Administrative Group Employees (SAGE), and the University of Western Ontario Staff Association (UWOSA).
- Only those members who are funded from the University's operating and/or ancillary budgets were eligible to participate in this program.
- Members must have met the following criteria in order to be eligible:
 - must be within 10 years of normal retirement date.
 - age plus full-time service at Western must be equal to or greater than 75.
- The retiring allowance to be paid in a lump sum will be calculated as follows:
 - ► for retirements on July 1, 2009, the payment will be 2 weeks salary for each year of service to a maximum of 20 years of service and the payment cannot exceed \$60,000.
 - ► for retirements between July 1, 2009 and (up to) January 1, 2010, the payment will be 40% of the July 1, 2009 salary and the payment cannot exceed \$60,000.
- The retirement must create cost savings for the University and must have been approved by the Dean/Budget Unit Head and the appropriate Vice-President.

A total of 40 applications for this staff retirement program were received, of which 35 were approved and 31 staff members finally accepted. As indicated earlier in this document, the full costs of this retirement incentive program will be covered by the central University budget.

Faculty

The current collective agreement for faculty represented by the University of Western Ontario Faculty Association allows eligible probationary and tenured faculty to take phased-retirement over a three-year period. In light of the financial pressures facing the University, and in agreement with the Faculty Association, a modification to the phased retirement program was being made available to UWOFA-represented probationary and tenured faculty members.

- Eligible faculty members were entitled to opt for a one- or two-year phased retirement commencing July 1, 2009.
- The minimum phased-retirement supplement would be pro-rated to one-third or two-thirds of 50% of the final year's salary depending on whether the phased retirement is over one year or two years, respectively.
- Eligible faculty members choosing to commence a one- or two-year phased retirement on July 1, 2009 must have done so by giving notice to their Dean prior to March 31, 2009.
- This option was made available to eligible faculty members who are beyond normal retirement age as well as to those who are eligible to retire and have not reached their normal retirement date.

The details of these one- or two-year phased retirement arrangements must be approved by the Provost's office, as is currently the case for three-year phased retirements.

Discussions between Deans and individual faculty members are still underway within the Faculties regarding participation in this program, and final information is not yet available. As indicated earlier in this document, the full costs of the supplements for faculty members who participate in this particular time-limited program will be covered by the central University budget. In addition, the University's turnover salary recovery policy will not apply to the retirements resulting from this time-limited program (i.e. the Faculties will retain the full salary and benefits of the retiring faculty members).

5. Long-Range Space Planning

Western's current long-range space plan (i.e. Long-Range Space Plan 1) is aimed at making centrally-located space available for academic purposes.

Completed Projects

The following projects have been completed, and the facilities are operational:

- Modernization of *Westminster Hall*
- The *Biotron*

- Renovations to the Faculty of Education Building
- Renovations in the *Social Sciences Centre* in space vacated by the Psychology groups, which relocated to Westminster Hall
- The Material Sciences Building
- The Support Services Building
- The Western Student Recreational Centre

Projects Underway

The following projects are underway:

- The *Advanced Facility for Avian Research* (*AFAR*) a CFI-funded interdisciplinary research facility, which is expected to be completed in the spring of 2009
- Modernization of *Talbot Theatre* which will be completed in the spring of 2009
- The *Institute for Chemicals and Fuels from Alternative Resources (ICFAR)* a Provincial Government funded research facility expected to be completed in spring 2009
- The *Student Services Building* which will provide consolidated space for our student service programs, and is expected to be completed in the summer of 2009
- The *Lassonde Pavilion* (Green Building) which will house a major CFI initiative as well as undergraduate and graduate student spaces, and is expected to be completed in the fall of 2009
- Phases 3 and 4 of the *Biological & Geological Sciences Building Renovations Project* which are expected to be completed by the end of 2009
- A new building at the **Research Park** a facility focussing on research in materials sciences, which is expected to be completed by the end of 2009
- Renovations to space in the *University Community Centre* (previously occupied by Campus Recreation) to create classrooms which should be completed by the end of 2009
- Modernization of *Stevenson and Lawson Halls* which will be the new home for the Departments of Classical Studies, History, Philosophy, and Women's Studies & Feminist Research and the program in Writing, Rhetoric, and Professional Communication, and is planned for completion in 2011

Future Projects in Long-Range Space 1

- As indicated earlier in this document, due to the financial constraints faced by the University, we have put on hold the major capital project aimed at modernizing the *Physics & Astronomy Building*, which was set to begin early in 2009. The project is only on hold and will remain as a high priority. We anticipate that the Federal and Provincial Governments' investment in university infrastructure will allow us to move forward with this project.
- Another project currently in the planning stage is the renovation to a major portion of the *Natural Sciences Centre*, to consolidate the Brain & Mind Research Group and to provide the researchers with additional space.

- The Faculty of Information and Media Studies which is in urgent need of additional space

 has recommended, in principle, that it relocate to the *Services Building* (which previously housed the Physical Plant Department). We anticipate that the Federal and Provincial Governments' investment in university infrastructure will create flexibility within our capital debt envelope which will allow us to proceed with this project.
- Subsequent to completion of the above projects, as finances permit, a number of other followon renovation projects will be carried out in Alumni Hall, Somerville House, Talbot College, and parts of the Social Sciences Centre.

6. Transition to Long-Range Space Plan 2

In August 2008, the University began planning for the *Transition to Long-Range Space Plan 2* – and a number of possible future capital projects were presented to Senate and the Board of Governors. The document outlining the projects can be found at:

http://www.ipb.uwo.ca/documents/Transition_to_LRSP2.pdf

A major project included in that document is the construction of a new building for the Richard Ivey School of Business. We are hopeful that the Federal and Provincial Governments' investment in university infrastructure will allow us to move forward with the initial phase (estimated at \$50 million) of the *Ivey Building*.

The remaining projects presented in the document will be reviewed and updated in future planning cycles and specific projects will be brought forward for approval as part of future University budgets as funding sources are clearly identified. The Governments' infrastructure renewal program will be a major source of funding that should allow us to move forward with some of these projects.

D. Update on Current Year's Budget (i.e. 2008-09)

Figures I and J summarize the variance in the 2008-09 operating revenues and expenditures – the difference between the current estimates of 2008-09 revenues and expenditures and the 2008-09 revenue and expenditure forecasts presented in last year's budget (May 2008).

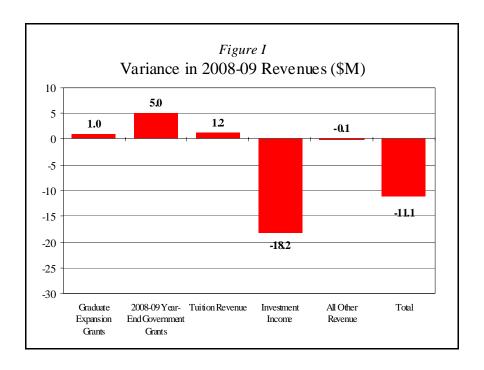
Revenues

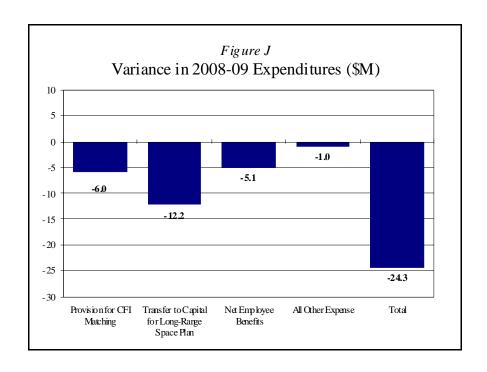
- Provincial government grants in support of graduate expansion are higher by \$1.0 million primarily because the Province has provided one-time funding for our Masters enrolments that were in excess of our round 1 allocation of 346 students.
- As indicated earlier in this document, the year-end one-time grants announced as part of the March 26, 2009 Provincial Budget has provided Western with an unanticipated \$5.05 million in one-time funds in 2008-09.

- Tuition revenue is higher by \$1.2 million largely due to higher-than-projected international student enrolments.
- As indicated earlier in this document, the downturn in the equity markets has required us to withdraw the \$18.5 million investment allocations to the operating budget in 2008-09. After adjusting for the change in Robarts' investment income and the unanticipated recovery of interest as part of a long-running litigation, the net reduction in investment income is \$18.2 million.
- The net change in all other revenues is a decrease of approximately \$0.1 million.
- The result of the above is that total revenues for 2008-09 are estimated to be lower by \$11.1 million than the forecast presented last year.

Expenditures

- As indicated earlier in this document, in response to the economic downturn and the resulting loss of investment income, the Board of Governors approved the withdrawal of two one-time allocations the \$6.0 million allocation aimed at funding the University's match for CFI initiatives and the \$12.2 million transfer to the Capital Budget in support of the University's Long-Range Space Plan.
- Employee benefit costs continue to increase, but net employee benefits are \$5.1 million lower because of increased recoveries resulting from continued growth in employment at Western.
- The net change in all other expenditures is a decrease of \$1.0 million.
- The result of the above is that total expenditures for 2008-09 are estimated to be \$24.3 million lower than the forecast presented last year.





E. Update on the Four-Year Operating Budget Forecast

As indicated earlier in this document, 2009-10 is the third year of Western's current Four-Year Plan. This budget document seeks formal approval of the 2009-10 budget. The recommendations in this document have been guided by projections of operating revenues and expenditures for the remaining two 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 two 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 targetted program expansion.
- The Federal Funding for Indirect Costs of Research (FFICR) will continue during the four-year planning period.
- All other on-going 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.

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 University-wide budget items (e.g. physical plant utilities, insurance, central information systems) will be consistent with recent trends.
- We need to set aside the necessary funds to cover the operating costs of incremental space in our new facilities.

Net Position and Operating Reserve

• As can be seen in line 36 of Table 1, the Operating Reserve is projected to be \$28.2 million at the end of the current year (i.e. 2008-09). This amount includes the unanticipated year-end funding from the Province and the recoveries from the recent decision on a long-running litigation – totalling \$9.75 million. The reserve is projected to be at the Board-mandated level of \$2.5 million at the end of the four-year planning period.

The projections shown in Table 1 will be updated regularly and will be included in the final cycle 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.

F. 2009-10 Operating Revenues

Table 8 summarizes the University's operating revenue forecast for 2009-10.

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 2009-10 in support of graduate expansion and targetted program expansion. The one-time year-end government funding received in 2008-09, and described earlier in this document (Table 8, line 14), is not expected in 2009-10.

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

The current tuition fee framework established by the Provincial Government applies to 2009-10, which is the final year of that framework. The recommended 2009-10 tuition fee rates are shown in Tables 19a, 19b, and 20.

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.

- In 2009-10, Western will receive a sum of \$9.4 million in support of 66 CRCs. 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.
- As indicated earlier in this document, we will not be able to draw funds from investment income in 2009-10. The modest amount shown is associated with the projected investment income for Robarts.
- The decline in fundraising associated with Needs-based Student Awards and Bursaries is a direct result of the downturn in equity markets and its impact on our endowments.
- Western's self-funded operations and ancillary units generate substantial revenue for the University Operating Budget by way of recoveries for facilities and services. This category also includes the payment from the Richard 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.

G. Faculty Budget Recommendations for 2009-10

1. Base Budget Allocations

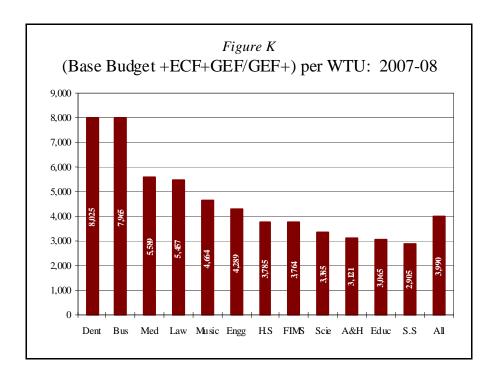
Table 9 shows the 2009-10 base budget recommendations for Western's Faculties. Final 2009-10 base budgets are the net result of the following:

- starting base budgets;
- the initial budget adjustments established prior to 2007-08 as part of the multi-year budget plan;
- the additional average 1.5% budget reduction described earlier in this document;
- faculty turnover recovery, which returns the greater of \$71,000 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 targetted government program expansion funding and tuition-based investments;
- conversion of Enrolment Contingent Fund (ECF) to base budget; and
- the funds associated with CRC positions (detailed in Table 3).

Column in Table 9 is a composite of the Initial Budget Adjustment established at the beginning of the current four-year plan and the additional average 1.5% reduction which has been applied differentially. The Faculty-specific application of the additional average 1.5% reduction is as follows: 0.0% for Education and Social Science, 0.6% for Science, 2.0% for Arts & Humanities and Music, 2.5% for Engineering, Health Sciences, Information & Media Studies, Law, and Medicine & Dentistry.

In developing the Faculty budget recommendations, the Provost's highest priority was to maintain the quality of our educational programs. The review considered the following budgetary factors: resources relative to overall teaching responsibilities, levels of carryforward funding, and the availability of other sources of funding such as tuition-based investments and targetted government funds.

The funding model for the Richard Ivey School of Business – introduced in 2004-05 – flows all tuition fees and government operating grants deriving from the Ivey School's enrolment directly to Ivey. Under this funding model, the Ivey School does not participate in the University's other funding programs such as UPIF, ECF, GEF/GEF+, and PASF, and the Ivey School is responsible for all cost increases – including annual employee salary increases. The Ivey School also 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

Over and above base budget allocations, the Faculties also receive additional funds through a number of other funding envelopes.

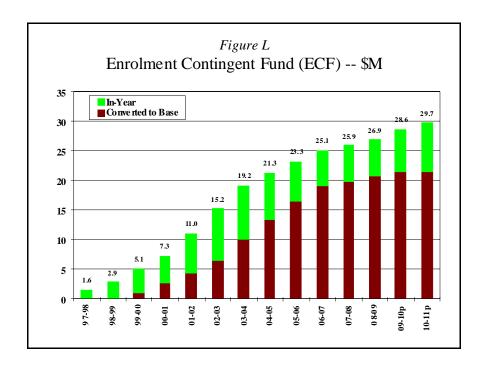
• The Enrolment Contingent Fund (ECF) and the Graduate Expansion Funds (GEF, GEF+, GEF++) provide the Faculties with substantial funding, which is directly linked to enrolment growth. Table 16 summarizes the projected Enrolment Contingent Fund (ECF) allocations for

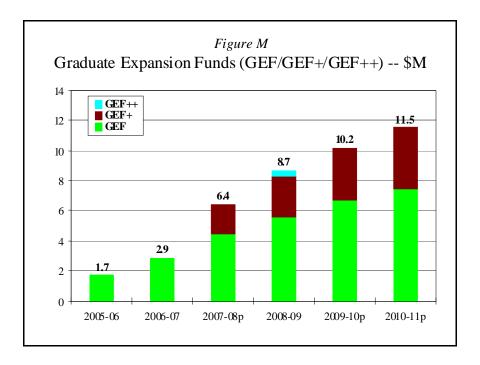
2009-10. Details of the Graduate Expansion Funds (GEF, GEF+, GEF++) allocations are shown in Tables 17a, 17b, and 17c. A description of the ECF and GEF/GEF+ mechanisms can be found at:

http://www.ipb.uwo.ca/documents/BudDoc2009 ECF Description.pdf http://www.ipb.uwo.ca/documents/BudDoc2009_GEF_Description.pdf

- The Provost's Academic Support Fund (PASF) commitments for the 4-year planning period are shown in Table 4.
- The Research Infrastructure Support Fund (RISF) recommendations from the Vice-President (Research) for 2009-10 are summarized in Table 18.
- Table 5 summarizes the one-time allocations to the Faculties for the 4-year planning period.

As indicated earlier in this document, a sum of \$2.05 million in one-time funds is being allocated to the Faculties in 2009-10 in support of maintaining teaching capacity and program delivery. The Faculty-specific recommendations for allocation of these funds will be brought forward by the Provost in the near future.





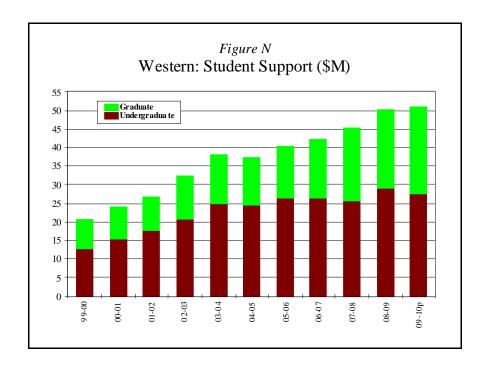
H. Scholarships and Bursaries

Base budget allocations for student support are shown in Table 10. Overall student support funding at Western is projected to increase by \$300,000 to a total of \$48.9 million.

In order to provide a fuller picture of the overall levels of student support funding at Western, starting with last year's budget document, we began including privately-funded needs-based awards and bursaries in the University Operating Budget – as shown in lines 5 and 11 of Table 10. In 2009-10, the funds deriving from the private sources, which include fundraising revenues and endowment income, are projected to total \$3.8 million – a decrease of \$1.4 million from 2008-09. This shortfall will be covered in 2009-10 using carryforward funds within the undergraduate and graduate student aid budgets. 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.

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 2009-10. In addition, the Western Bursaries program will be maintained at the current level of \$777,000.

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 School of Graduate and Postdoctoral Studies. The result is that the GSSTF is projected to increase by \$1.9 million in 2009-10. 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.



I. Support Unit Budget Recommendations for 2009-10

Table 11 shows the 2009-10 base budget recommendations for Support Units. Final 2009-10 budgets are the net result of the following:

- starting base budgets;
- the initial budget adjustments established as part of the multi-year budget plan;
- the additional average 1.5% budget reduction described earlier in this document;
- UPIF allocations (detailed in Table 6);
- other base budget changes including funding to Physical Plant and Police for operating costs of new facilities, and funding to the Development Office to replace revenues foregone as a result of the Board-approved changes to levies on donations.

As with the Faculties, column in Table 11 is a composite of the Initial Budget Adjustment established at the beginning of the current four-year plan and the additional average 1.5% reduction which has been applied differentially. The unit-specific application of the additional 1.5% reduction is as follows: 0.5% for Police Services and Physical Plant, 0.8% for Information Technology

Services, 1.0% for the Registrar's Office, 1.2% for Human Resources, 1.5% for Graduate & Postdoctoral Studies, Institutional Planning & Budgeting, Research Western, Advancement Services, Communications & Public Affairs, Alumni Relations, the Development Office, the Office of the President & Vice-Presidents, and the University Secretariat, 2.0% for the Teaching Support Centre, the Libraries, and the Vice-Provost (Academic Planning, Policy, and Faculty) Portfolio, 2.1% for Internal Audit, and 2.2% for Financial Services. In the case of Police Services and Internal Audit, funding associated with unfilled staff positions has also been withdrawn.

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

J. University-Wide Expenditures

Table 12 summarizes University-wide Expenditures – expenses that extend across all areas of the University.

- The decrease in Physical Plant *Utilities* is primarily due a new price agreement on natural gas purchases.
- The University's commitment to *Library Acquisitions* continues with a \$250,000 increase in 2009-10.
- As indicated earlier in this document, the *Maintenance, Modernization, and Infrastructure* (*MMI*) transfer to the Capital Budget which was to be increased by \$750,000 in 2009-10 will instead be fixed at the 2008-09 level. These MMI 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 *FFICR Transfer to Capital* is being reduced to zero from the previous base level of \$3 million.
- 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 12 (*CRC Transfer to Capital*), \$976,000 of the central overhead fund is being transferred to the Capital Budget in 2009-10 in support of our new academic facilities to help accommodate the space pressures created by the CRC program.
- The *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, central university databases, the hardware necessary to run the applications and databases, and maintenance costs associated with all the hardware and software.

- *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 2009-10. This 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.

K. One-Time Allocations

As indicated earlier, the Faculties and Support Units receive substantial one-time funding over the four-year planning period, as detailed in Tables 5 and 7 respectively. The specific 2009-10 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.

- As indicated earlier in this document, the full costs of the faculty and staff exits either through the retirement incentive programs or layoffs will be covered by the central University budget. The current estimate is that a total of \$6 million will be required.
- A number of innovative proposals from Western's researchers are currently in front of the Canada Foundation for Innovation (CFI). 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 \$3.5M from the Operating Budget for CFI matching in 2009-10. Additional matching funding will be required in future years.
- As indicated earlier in this document, a sum of \$2.05 million is being committed to the Faculties to be allocated differentially in support of maintaining teaching capacity and program delivery. Details of the Faculty-specific allocations will be brought forward by the Provost in the near future.
- 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. Starting in 2008-09, that program was extended to include members of the First Nations Community. A sum of \$500,000 is being allocated in support of these faculty recruitment initiatives.
- The Doctoral Supervision Internal Grant (DSIG) Program described earlier in this document is estimated to require a sum of \$1.04 million.
- The funding arrangements for Robarts flow certain revenues generated by Robarts Government Indirect Cost Grants, Research Overheads, Investment Income, and Royalties/Licences to the Schulich School of Medicine and Dentistry in support of Robarts.

For 2009-10, the sum of these items is projected to be \$4.4 million – and is shown in line 14 of Table 13.

- Targetted program expansion funding from the Provincial Government flows to the Faculties
 offering the programs. In 2009-10, this involves \$4.1 million to Medicine for expansion of
 programs in postgraduate training and family medicine.
- 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: \$830,000 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 in being allocated to the Vice-President (External) in support of advertising initiatives associated with the University's next fundraising campaign.

L. Summary of the Operating Budget

The University's 2009-10 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 2008-09 and 2009-10 are shown in line 15. In the current year, a surplus of \$2.7 million is projected – primarily due to unanticipated year-end revenues. For 2009-10, a deficit of \$13.3 million is projected.

The Operating Reserve summarized in Table 15 is projected to be at \$28.2 million in 2008-09. For 2009-10, the reserve is forecast to be \$14.9 million. As indicated earlier, the multi-year budget plan will then see the reserve decline over the planning period and is projected to be at the Board-mandated level of \$2.5 million at the end of the four-year planning period (i.e. in 2010-11).

M. Concluding Comments

As described at the beginning of this document, our current four-year plan was developed in the context of the revenues flowing from the Provincial Government's *Reaching Higher Plan* – where a major portion of these revenues had already reached steady-state. Looking ahead, in relative terms, compared to the previous four-year planning period, the available resources for this four-year planning period were already forecast to be substantially lower. The recent turn of events with

respect to the University's financial situation – resulting from the downturn in the equity markets – has further lowered our revenue forecasts.

The budget recommendations made here for 2009-10 respond to the increased financial constraints that Western now faces – within the context of maintaining a balanced budget at the end of this four-year planning period. This reduction in the resources available to all units – following, as it does, a sustained period of strong growth – represents a difficult challenge for all of us. We will meet this challenge and make our institution stronger for the effort.

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	203.3	204.9	204.9
4	Undergraduate Accessibility, Tuition Offset Grants, Unfunded BIUs	16.9	2.6	2.6	2.6
5	Graduate Expansion Fund	10.2	3.4	5.7	7.8
6	Quality Assurance Fund & Quality Improvement Fund	17.6	7.5	7.5	9.3
7	Federal Funding for Indirect Costs of Research	8.8	9.5	9.3	9.3
8	Robarts Transition Funding	11.0	0.0	0.0	0.0
9	All Other	34.5	31.9	26.6	27.0
10	Total	266.9	258.2	256.6	260.9
11	Tuition Revenue	182.3	191.5	202.9	215.2
12	All Other Revenues				
13	Canada Research Chairs (CRCs)	9.0	9.6	9.4	9.7
14	Recoverable Salaries	22.9	22.7	22.7	22.7
15	All Other	40.9	37.9	34.8	34.7
16	Total	72.8	70.2	66.9	67.1
17	Total Revenues	522.0	519.9	526.4	543.2
18	EXPENDITURES				
19	Faculties				
20	Base Budgets (including UPIF)	199.4	204.1	196.4	188.0
21	ECF, GEF, and GEF+	22.1	24.9	28.1	30.4
22	Canada Research Chairs (CRCs)	7.8	8.4	8.2	8.4
23	All Other	80.3	82.1	86.3	92.2
24	Total	309.6	319.5	319.0	319.0
25	Scholarships and Bursaries	45.6	48.6	48.9	50.0
26	Support Areas (including UPIF)	72.1	75.5	74.2	72.3
27	University-wide Expenditures	44.8	50.6	51.3	55.0
28	Provision for Cost Fluctuations	0.8	0.9	17.9	33.0
29	One-Time Allocations	21.6	22.1	28.4	26.3
30	Robarts Transition Funding	11.0			
31	Total Expenditures	505.5	517.2	539.7	555.6
32	REVENUES minus EXPENDITURES	16.5	2.7	(13.3)	(12.4)
33	OPERATING RESERVE				
34	Beginning Operating Reserve	9.0	25.5	28.2	14.9
35	Surplus / (Deficit) from Line 32 above	16.5	2.7	(13.3)	(12.4)
36	Ending Operating Reserve	25.5	28.2	14.9	2.5

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

		2007-08	2008-09	2009-10	2010-11	Total
	Arts & Humani	ties				
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
						1

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

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

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

		2007-08	2008-09	2009-10	2010-11	Total
	Law					
40	Round 1: Faculty Appointment in Criminal Law / International Law	125,000				125,000
41	Round 1: Staff Position - Student Services Coordinator for International Programs	30,000				30,000
42	Round 1: Funding to support the January Term	30,000				30,000
43	Sub-Total Round 1	185,000				185,000
44	Round 2: None					0
45	Total Round 1 + Round 2	185,000	0	0	0	185,000
	Medicine & Dent	istry				
46	Round 1: Faculty Appointment: Translational Scientist - Pathology	123,000				123,000
47	Round 1: Faculty Appointment in Bioinformatics - Biochemistry	93,000				93,000
48	Round 1: Faculty Appointment in Genetic Epidemiology/Population Genetics	140,000				140,000
49	Round 1: Faculty Appointment: Optical Spectroscopy Scientist - Medical Biophysics	99,000				99,000
50	Round 1: Faculty Appointment in Transdisciplinary Research - Epid/ Biostat and Medicine		121,000			121,000
51	Round 1: Faculty Appointment in Organ Systems Development - Phys/ Pharm and Obs/Gyn		90,000			90,000
52	Round 1: Faculty Appointment in Drug Metabolism & PharmacoKinetics - Phys/Pharm and Medicine		90,000			90,000
53	Round 1: Faculty Appointment in Inter-Professional Education	95,000				95,000
54	Sub-Total Round 1	550,000	301,000			851,000
55	Round 2: None					0
56	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					
57	Round 1: Support for Graduate Program in Musical Theatre	100,000				100,000
58	Round 1: Staff Position - Production Supervisor	84,000				84,000
59	Round 1: Top-up Funding for Senior Faculty Appointment in Winds		49,000			49,000
60	Round 1: Faculty Appointment in Performance (Piano)	85,000				85,000
61	Sub-Total Round 1	269,000	49,000			318,000
62	Round 2: Faculty Appointment in Performance (Piano)		80,000			80,000
63	Round 2: Partial Funding to Maintain Development Officer Position		20,000			20,000
64	Sub-Total Round 2		100,000			100,000
65	Total Round 1 + Round 2	269,000	149,000	0	0	418,000
	Science		1			
66	Round 1: Graduate Student Support Funding	150,000	75,000	36,000	24,000	285,000
67	Round 1: Funding for GTAs	107,000	107,000	107,000	107,000	428,000
68	Round 1: Faculty Appointment in Financial Mathematics - Statistical & Actuarial Sciences	95,000				95,000
69	Round 1: Faculty Appointment in Field Analysis - Mathematics	95,000				95,000
70	Round 1: Two Faculty Appointments - Chemistry and Applied Mathematics	200,000				200,000
71	Sub-Total Round 1	647,000	182,000	143,000	131,000	1,103,000
72	Round 2: Limited-Term Faculty Appointment		100,000			100,000
73	Round 2: Graduate Research Assistantships			84,000		84,000
74	Round 2: Support for Surface Science Western's Space Costs at the Research Park			50,000		50,000
75	Sub-Total Round 2		100,000	134,000		234,000
	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	e				
77	Round 1: Grad Student Support Funding	50,000	50,000	50,000	50,000	200,000
78	Round 1: Funding for GTAs	110,000	110,000	110,000	110,000	440,000
79	Round 1: Faculty Appointment: Linguistic Anthropologist	94,000				94,000
80	Round 1: Faculty Appointment in Statistics & Management - Psychology	90,000				90,000
81	Round 1: Faculty Appointment in Strategic Management - MOS Program	85,000				85,000
82	Round 1: Faculty Appointment in International Relations (Pacific Rim) - History	90,000				90,000
83	Round 1: Faculty Appointment in Sociology	90,000				90,000
84	Sub-Total Round 1	609,000	160,000	160,000	160,000	1,089,000
85	Round 2: Graduate Student Support Funding		100,000			100,000
86	Round 2: Faculty Appointment in Aboriginal Health - Geography		78,700			78,700
87	Round 2: Partial Support for Faculty Appointment in First Nations Studies			50,000		50,000
88	Sub-Total Round 2		178,700	50,000		228,700
89	Total Round 1 + Round 2	609,000	338,700	210,000	160,000	1,317,700
	Interdisciplinary In	itiatives				
90	Round 1: None					0
91	Round 2: Director of Environment & Sustainability				93,550	93,550
92	Total Round 1 + Round 2	0	0	0	93,550	93,550
	Total					
93	Round 1	3,931,000	1,117,000	453,000	441,000	5,942,000
94	Round 2	0	650,450	284,000	93,550	1,028,000
95	Total Round 1 + Round 2	3,931,000	1,767,450	737,000	534,550	6,970,000
,,,		2,22,000	2,,	, , , , , ,		0,5 . 0,000

Table 3

Tentative CRC Allocations -- by Faculty (Cumulative)

				20	2007-08					70	2008-09					72	2009-10						2010-11			
			Tier 1	L	Tier 2	[Total	L	Tier 1	[Tier 2		Total	[Tier 1		Tier 2		Total		Tier 1		Tier 2		To	Total
		z	\$	z	\$	z		z	55	z	\$	z	\$	z	S	z	\$	z	↔	z	\$	z	\$		z	\$
-	Arts & Humanities	κ	510,000	-	90,000	4	000,009	33	510,000	_	90,000	4	600,000	æ	510,000	-	000,006	4	600,000	т	510,000	-	90,000	0 4		000,009
7	Business	-	170,000	-	90,000	7	260,000	-	170,000	_	90,000	2	260,000	-	170,000	-	000,006	2	260,000	-	170,000	-	90,000		2 2	260,000
3	Education																									
4	Engineering	7	340,000	ю	270,000	S	610,000	2	340,000	5	450,000	7	790,000	2	340,000	5	450,000	7	790,000	2	340,000	S	450,000		7 7	000,067
ν.	Health Sciences	-	170,000	-	90,000	7	260,000		170,000	_	90,000	2	260,000			-	000,006	-	90,000	-	170,000	-	90,000		2 2	260,000
9	Info & Media Studies																									
7	Law																									
∞	Medicine & Dentistry	13	2,210,000	7	630,000	20	2,840,000	14	2,380,000	∞	720,000	22	3,100,000	14	2,380,000	7	630,000	21	3,010,000	41	2,380,000	8	720,000		22 3,	3,100,000
6	Music																									
10	Science	S	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	S	850,000	17	1,530,000		22 2,	2,380,000
11	Social Science	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	3	510,000	9	540,000		9 1,(1,050,000
12	Unallocated																									
13	Total to Faculties	28	4,760,000	34	3,060,000	. 62	7,820,000	29	4,930,000	38	3,420,000	67	8,350,000	28	4,760,000	38	3,420,000	99	8,180,000	29	4,930,000	39	3,510,000		89,	8,440,000
14	14 Total CRC Funding		5,600,000		3,400,000		9,000,000		5,800,000		3,800,000		9,600,000		5,600,000		3,800,000		9,400,000		5,800,000		3,900,000	00	,6	9,700,000

Table 4
Provost's Academic Support Fund (PASF) Allocations for the Faculties

		2007-08	2008-09	2009-10	2010-11	Total
	Arts & Humani	ties				
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 (Visual Arts)		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	Round 2: Limited-Term Faculty Appointment in Visual Arts		160,000			160,000
14	Sub-Total Round 2		232,500	27,000	21,000	280,500
15	Round 3: Understanding Curriculum as a Resource			47,740	33,494	81,234
16	Round 3: Faculty Salary Support for Women's Studies and Feminist Research			19,885	21,700	41,585
17	Round 3: Curatorial Residency at the McIntosh Gallery			25,000		25,000
18	Sub-Total Round 3			92,625	55,194	147,819
19	Total Round 1 + Round 2 + Round 3	38,670	260,500	137,625	86,194	522,989

Table 4
Provost's Academic Support Fund (PASF) Allocations for the Faculties

		2007-08	2008-09	2009-10	2010-11	Total
	Education					
20	Round 1: Workstations for Graduate Computer Lab	25,000				25,000
21	Round 1: Interactive Smart Boards	50,000				50,000
22	Round 1: Auditorium A/V Upgrade		30,000			30,000
23	Round 1: LCD / Plasma TV Fleet Upgrades to Current Ageing Fleet		32,000			32,000
24	Round 1: Salary Support for Research Appointment	50,000	50,000			100,000
25	Sub-Total Round 1	125,000	112,000			237,000
26	Round 2: Faculty of Education Community Room		37,000			37,000
27	Round 2: Videoconferencing Facility		75,000			75,000
28	Sub-Total Round 2		112,000			112,000
29	Round 3: Classroom Automation Technology and Furniture/Computers for PhD Student Space			100,000		100,000
30	Total Round 1 + Round 2 + Round 3	125,000	224,000	100,000	0	449,000
	Engineering			I	I	1
31	Round 1: Equipment for CBE392a Polymer Engineering Round 1: Equipment for Training in Alternative Energy Power	18,500				18,500
32	Conversion	20,580				20,580
33	Round 1: A/V Equipment for First-Year course Design Studio	11,850				11,850
34	Round 1: Videconferencing Facilities in SEB1 & 3109		250,000			250,000
35	Round 1: Graduate Student Computer Facility		72,200			72,200
36	Sub-Total Round 1	50,930	322,200			373,130
37	Round 2: Laboratory for Design in Advanced Mechatronics		15,000	30,000	30,000	75,000
38	Round 2: CMLP Machine Lab			36,707		36,707
39	Round 2: GPS Enhancement to Surveying Course - Civil Engineering		66,840			66,840
40	Round 2: Nanofabrication Graduate Course (ECE)		16,500	14,000	14,000	44,500
41	Round 2: M.Eng Program Expansion - Sarnia (CBE)		25,000	25,000		50,000
42	Sub-Total Round 2		123,340	105,707	44,000	273,047
43	Round 3: Infrastructure Support for Research and Teaching Initiatives			100,000		100,000
	Total Round 1 + Round 2 + Round 3	50,930	445,540	205,707	44,000	746,177

Table 4
Provost's Academic Support Fund (PASF) Allocations for the Faculties

		2007-08	2008-09	2009-10	2010-11	Total
	Health Science	ces				
45	Round 1: Specialized Assistive Technology (OT)	23,638				23,638
46	Round 1: Digital Streaming Clinical Education Suite	82,000				82,000
47	Round 1: A/V Equipment for New Grad Program in Health and Rehab Sciences	16,050				16,050
48	Round 1: Update Audiology & Speech Language Teaching Equipment	20,000				20,000
49	Round 1: Workstations for Grad Students and Research Associates in Rehab Scie / Kin / Nursing		70,628			70,628
50	Round 1: Simulation Mannequin Clinical Education Suite		38,766			38,766
51	Round 1: A/V Equipment for Teaching Centre in Nursing		13,868			13,868
52	Round 1: Mobilization Beds in Elborn College			55,341		55,341
53	Round 1: Feasibility Study for In-House Clinic in Elborn College			25,000		25,000
54	Round 1: Sound System for Clinical Skills Facility in Elborn College			5,861		5,861
55	Sub-Total Round 1	141,688	123,262	86,202		351,152
56	Round 2: Dean's Graduate Entrance Scholarships		35,000			35,000
57	Round 2: Graduate Computer Lab Expansion in Rehab Science Sector		16,866			16,866
58	Round 2: Assistive Devices for Experiential Learning in OT & PT		30,374			30,374
59	Round 2: Teaching & Lab Equipment for CSD		28,843			28,843
60	Round 2: Bridge Funding for Faculty Appointment		102,000	102,000	102,000	306,000
61	Sub-Total Round 2		213,083	102,000	102,000	417,083
62	Round 3: Develop Distance Delivery of Graduate Modules in Rehabilitation Sciences			15,000		15,000
63	Round 3: Furniture/Equipment for Graduate Student Space in Rehabilitation Sciences				22,000	22,000
64	Sub-Total Round 3			15,000	22,000	37,000
65	Total Round 1 + Round 2 + Round 3	141,688	336,345	203,202	124,000	805,235

Table 4
Provost's Academic Support Fund (PASF) Allocations for the Faculties

		2007-08	2008-09	2009-10	2010-11	Total
	Information & Media	a Studies				
66	Round 1: Student Travel Fund for MIT/MAJ/MLIS	30,000	30,000	30,000		90,000
67	Round 1: Infrastructure Support for MIT Production-based courses	23,400				23,400
68	Sub-Total Round 1	53,400	30,000	30,000		113,400
69	Round 2: Graduate Recruitment/Promotion Initiatives		50,000			50,000
70	Round 2: Media Viewing Facility		40,000			40,000
71	Sub-Total Round 2		90,000			90,000
72	Round 3: Development of On-Line MLIS Distance Delivery Program as part of National Consortium			25,000		25,000
73	Total Round 1 + Round 2 + Round 3	53,400	120,000	55,000	0	228,400
	Law					
74	Round 1: Business Law Clinic	30,000	20,000	10,000	10,000	70,000
75	Round 1: Workshop/Seminar Series Course	20,000	20,000			40,000
76	Round 1: Annual Invitational Symposium	25,000				25,000
77	Round 1: Honorary Professorship in International Humanatarian Law	10,000	10,000			20,000
78	Round 1: Canada/US Law Institute	1,875	1,875	1,875	1,875	7,500
79	Round 1: Classroom Technology Upgrades	3,750	3,750	3,750	3,750	15,000
80	Sub-Total Round 1	90,625	55,625	15,625	15,625	177,500
81	Round 2: Roundtables Leading Edge Research		25,000	25,000		50,000
82	Round 2: Course Development Intensive Courses		50,000	50,000		100,000
83	Round 2: Visiting Research Fellowships			35,000	35,000	70,000
84	Sub-Total Round 2		75,000	110,000	35,000	220,000
85	Round 3: Roundtables Leading Edge Research			25,000		25,000
86	Round 3: Development of Intensive Courses for the Fall Term			25,000	25,000	50,000
87	Sub-Total Round 3			50,000	25,000	75,000
88	Total Round 1 + Round 2 + Round 3	90,625	130,625	175,625	75,625	472,500

Table 4
Provost's Academic Support Fund (PASF) Allocations for the Faculties

	2007-08	2008-09	2009-10	2010-11	Total
Medicine & Dent	istry	,	'		'
Round 1: Start-up Funding for UPIF Appointment	30,000				30,000
Round 1: Furnishings to Accommodate Increased Graduate Enrolments - Anatomy & Cell Biology	22,726				22,726
Round 1: Replace Dissecting Tables Anatomy & Cell Biology	77,235				77,235
Round 1: Equipment Upgrades for Physiology Courses	70,000	70,000			140,000
Sub-Total Round 1	199,961	70,000			269,961
Round 2: Postdoctoral Position in Health Policy		67,000	67,000	24,000	158,000
Round 2: Shared Multimedia Resource/Teaching Centre		64,000			64,000
Round 2: Technical Staffing in fMRI Research Facility at Robarts		100,000	100,000	100,000	300,000
Sub-Total Round 2		231,000	167,000	124,000	522,000
Round 3: Support for Ecosystem Health / Environmental Pathology Graduate Program			25,000	25,000	50,000
Total Round 1 + Round 2 + Round 3	199,961	301,000	192,000	149,000	841,961
	Round 1: Start-up Funding for UPIF Appointment Round 1: Furnishings to Accommodate Increased Graduate Enrolments Anatomy & Cell Biology Round 1: Replace Dissecting Tables Anatomy & Cell Biology Round 1: Equipment Upgrades for Physiology Courses Sub-Total Round 1 Round 2: Postdoctoral Position in Health Policy Round 2: Shared Multimedia Resource/Teaching Centre Round 2: Technical Staffing in fMRI Research Facility at Robarts Sub-Total Round 2 Round 3: Support for Ecosystem Health / Environmental Pathology Graduate Program	Round 1: Start-up Funding for UPIF Appointment 30,000 Round 1: Furnishings to Accommodate Increased Graduate Enrolments - 22,726 - Anatomy & Cell Biology Round 1: Replace Dissecting Tables Anatomy & Cell Biology 77,235 Round 1: Equipment Upgrades for Physiology Courses 70,000 Sub-Total Round 1 199,961 Round 2: Postdoctoral Position in Health Policy Round 2: Shared Multimedia Resource/Teaching Centre Round 2: Technical Staffing in fMRI Research Facility at Robarts Sub-Total Round 2 Round 3: Support for Ecosystem Health / Environmental Pathology Graduate Program	Round 1: Start-up Funding for UPIF Appointment Round 1: Furnishings to Accommodate Increased Graduate Enrolments - Anatomy & Cell Biology Round 1: Replace Dissecting Tables Anatomy & Cell Biology Round 1: Equipment Upgrades for Physiology Courses Round 1: Equipment Upgrades for Physiology Courses 70,000 Sub-Total Round 1 199,961 70,000 Round 2: Postdoctoral Position in Health Policy Round 2: Shared Multimedia Resource/Teaching Centre 64,000 Round 2: Technical Staffing in fMRI Research Facility at Robarts 100,000 Sub-Total Round 2 231,000 Round 3: Support for Ecosystem Health / Environmental Pathology Graduate Program	Round 1: Start-up Funding for UPIF Appointment 30,000 Round 1: Furnishings to Accommodate Increased Graduate Enrolments - Anatomy & Cell Biology 22,726 Round 1: Replace Dissecting Tables Anatomy & Cell Biology 77,235 Round 1: Equipment Upgrades for Physiology Courses 70,000 70,000 Sub-Total Round 1 199,961 70,000 Round 2: Postdoctoral Position in Health Policy 67,000 67,000 Round 2: Shared Multimedia Resource/Teaching Centre 64,000 Round 2: Technical Staffing in fMRI Research Facility at Robarts 100,000 100,000 Sub-Total Round 2 231,000 167,000 Round 3: Support for Ecosystem Health / Environmental Pathology 25,000 Canduate Program 25,000 25,000 Canduate Program 25,000 Canduate Program 25,000 Canduate Program Can	Round 1: Start-up Funding for UPIF Appointment 30,000

Table 4
Provost's Academic Support Fund (PASF) Allocations for the Faculties

		2007-08	2008-09	2009-10	2010-11	Total
	Music					
100	Round 1: Opera Workshop		25,000			25,000
101	Round 1: Ensemble in Residence Initiative	30,000				30,000
102	Round 1: New Music Symposium	10,000				10,000
103	Round 1: Wind Ensemble Recording Project			12,000		12,000
104	Round 1: Equipment Upgrades to Electroacoustic Composition Studio				50,000	50,000
105	Round 1: Recording Studio Equipment to Support New Course		65,000			65,000
106	Round 1: Vocal Ensemble Workshop	30,000				30,000
107	Round 1: Russian Lyric Diction and Song Intensive Workshop	11,000				11,000
108	Round 1: Acquisition of a Graf-style Fortepiano			50,000		50,000
109	Sub-Total Round 1	81,000	90,000	62,000	50,000	283,000
110	Round 2: Musical Instrument Inventory Acquisitions		40,000			40,000
111	Round 2: Software for Interdisciplinary Multimedia Centre		25,000			25,000
112	Round 2: Acoustic Shell and Choral Risers		45,000			45,000
113	Round 2: Masterclass Series		8,000	8,000	8,000	24,000
114	Round 2: Concert Travel Fund		8,000	8,000	8,000	24,000
115	Round 2: Talbot Theatre Audio/Video Link			14,000		14,000
116	Sub-Total Round 2		126,000	30,000	16,000	172,000
117	Round 3: Support for Canadian Operatic Arts Academy			35,000	35,000	70,000
118	Round 3: Support for the Five-Octave Marimba			15,000		15,000
119	Sub-Total Round 3			50,000	35,000	85,000
120	Total Round 1 + Round 2 + Round 3	81,000	216,000	142,000	101,000	540,000

Table 4
Provost's Academic Support Fund (PASF) Allocations for the Faculties

		2007-08	2008-09	2009-10	2010-11	Total
	Science					
121	Round 1: Faculty Start-up Funds	100,000	100,000			200,000
122	Round 1: Redesign of Year 3 Lab Course in Physics	60,000				60,000
123	Round 1: Graduate Student Recruitment Initiatives	25,000	25,000			50,000
124	Round 1: Measurement Hardware/Software for Year 1 Chemistry Labs		70,000			70,000
125	Sub-Total Round 1	185,000	195,000			380,000
126	Round 2: Science Learning Development Initiative		58,000	67,500	69,500	195,000
127	Round 2: Assistant Dean Diversity & Outreach (Women's Initiative)		10,000	10,000	10,000	30,000
128	Round 2: Grad Student Recruitment Initiatives			25,000	25,000	50,000
129	Round 2: Medical Physics Experiments in Undergraduate Labs		31,600			31,600
130	Round 2: Biology Teaching Equipment - Undergraduate Labs		50,212			50,212
131	Sub-Total Round 2		149,812	102,500	104,500	356,812
132	Round 3: Faculty Start-up Funds			30,000	30,000	60,000
133	Round 3: Graduate Recruitment Initiatives			20,000	20,000	40,000
134	Round 3: MRI System for Training and Teaching			10,000	7,500	17,500
135	Sub-Total Round 3			60,000	57,500	117,500
136	Total Round 1 + Round 2 + Round 3	185,000	344,812	162,500	162,000	854,312

Table 4
Provost's Academic Support Fund (PASF) Allocations for the Faculties

		2007-08	2008-09	2009-10	2010-11	Total
	Social Scien	ce				
137	Round 1: Internationalization Fund	25,000	25,000	25,000		75,000
138	Round 1: Research Infrastructure Social Behavioural Recording (Psychology)	108,719				108,719
139	Round 1: Equipment/Furnishings for Digital Media Library Anthropology		19,164			19,164
140	Round 1: Infrastructure to Establish a Historical Digital Data Centre		70,000	50,000	30,000	150,000
141	Sub-Total Round 1	133,719	114,164	75,000	30,000	352,883
142	Round 2: Grad Student Furniture and Equipment		95,000			95,000
143	Round 2: Museum Display and Artifact Storage (History)		35,000			35,000
144	Round 2: Guanape Research Centre in Peru (Building Costs)		12,171	23,964	11,823	47,958
145	Sub-Total Round 2		142,171	23,964	11,823	177,958
146	Round 3: Support for Teaching and Research Initiatives			100,000		100,000
147	Total Round 1 + Round 2 + Round 3	133,719	256,335	198,964	41,823	630,841
	Total					
148	Total Round 1	1,099,993	1,140,251	286,827	105,625	2,632,696
149	Total Round 2	0	1,494,906	668,171	458,323	2,621,400
150	Total Round 3	0	0	617,625	219,694	837,319
151	Grand Total Round 1 + Round 2 + Round 3	1,099,993	2,635,157	1,572,623	783,642	6,091,415

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

18	Total	1,240,000	1,079,000	1,091,000	836,000	4,246,000
17	Increase to the Provost's Academic Support Fund	136,000				136,000
16	University-wide Inter-Disciplinary Initiatives (IDIs)	500,000	500,000	500,000	340,000	1,840,000
15	Science: Support for NSERC-UFAs in Biology and Physics & Astronomy	124,000	124,000	186,000	186,000	620,000
14	Sub-Total Music	130,000	130,000	80,000	80,000	420,000
13	Music: Bridge Funding for Faculty Appointment	50,000	50,000			100,000
12	Music: Ensemble Travel	30,000	30,000	30,000	30,000	120,000
11	Music: Graduate Program in Musical Theatre	50,000	50,000	50,000	50,000	200,000
10	Law: Top-up Funding for Privately-funded Chair (Joint with Arts & Humanities)	20,000	20,000	20,000	20,000	80,000
9	Sub-Total Health Sciences	170,000	145,000	145,000	50,000	510,000
8	Health Sciences: Bridge Funding for Athletic Scholarships	100,000	75,000	75,000	50,000	300,000
7	Health Sciences: Staff Position to Support Research Activities	70,000	70,000	70,000		210,000
6	Sub-Total Engineering	100,000	100,000	100,000	100,000	400,000
5	Engineering: Internationalization Initiatives	50,000	50,000	50,000	50,000	200,000
4	Engineering: Undergraduate Student Projects	50,000	50,000	50,000	50,000	200,000
3	Sub-Total Arts & Humanities	60,000	60,000	60,000	60,000	240,000
2	Arts & Humanities: Support for MA Program in Linguistic Studies	40,000	40,000	40,000	40,000	160,000
1	Arts & Humanities: Top-up Funding for Privately-funded Chair (Joint with Law)	20,000	20,000	20,000	20,000	80,000
		2007-08	2008-09	2009-10	2010-11	Total

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

	2007-08	2008-09	2009-10	2010-11	Total
Information To	ochnology So	ervices.			
			70.000	70,000	410,000
•		70,000	70,000	70,000	150,000
Sub-Total Round 1	350,000	70,000	70,000	70,000	560,000
Round 2: None					0
Total Round 1 + Round 2	350,000	70,000	70,000	70,000	560,000
Lib	praries				
Round 1: Maintain and Enhance Staffing	125,000	65,000			190,000
Round 2: Maintain/Expand Hours of Opening		150,000	150,000		300,000
Total Round 1 + Round 2	125,000	215,000	150,000	0	490,000
Registrar's Office and	Teaching Su	 ipport Cen	tre		
Round 1: Maintain Staffing Levels	250,000	95,000	90,000		435,000
Round 1: Expansion of Career Services	85,000				85,000
Sub-Total Round 1	335,000	95,000	90,000	0	520,000
Round 2: Alternative Programming for Orientation		16,000			16,000
Total Round 1 + Round 2	335,000	111,000	90,000	0	536,000
	Round 1: Maintain Staffing Levels Round 1: Hardware/Software Maintenance Support Sub-Total Round 1 Round 2: None Total Round 1 + Round 2 Lib Round 1: Maintain and Enhance Staffing Round 2: Maintain/Expand Hours of Opening Total Round 1 + Round 2 Registrar's Office and Round 1: Maintain Staffing Levels Round 1: Expansion of Career Services Sub-Total Round 1 Round 2: Alternative Programming for Orientation	Round 1: Maintain Staffing Levels 200,000 Round 1: Hardware/Software Maintenance Support 150,000 Sub-Total Round 1 350,000 Round 2: None Total Round 1 + Round 2 350,000 Libraries Round 1: Maintain and Enhance Staffing 125,000 Round 2: Maintain/Expand Hours of Opening Total Round 1 + Round 2 125,000 Registrar's Office and Teaching Staffing Levels 250,000 Round 1: Maintain Staffing Levels 250,000 Round 1: Expansion of Career Services 85,000 Sub-Total Round 1 335,000 Round 2: Alternative Programming for Orientation	Round 1: Hardware/Software Maintenance Support 150,000	Round 1: Maintain Staffing Levels 200,000 70,000 70,000	Round 1: Maintain Staffing Levels 200,000 70,000 70,000 70,000

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

		2007-08	2008-09	2009-10	2010-11	Total
	Institutional Plan	ning & Bu	dgeting			
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 R	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
	Physica	ıl 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		30,000	20,000	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
	Interna	l 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
	Universit	ty 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
	77 D 11	4 (D	1.			
	Vice-Presider		en)			
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-Presider	nt (Externa	 al)			
45	Round 1: Manager position in Advancement Services	60,000				60,000
46	Round 1: Proposal Writer/Stewardship Officer in Development Office	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
	Offices of the Presiden	nt and Vice	-Presidents	3		
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 A	Il 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 Ted	chnology Se	rvices			
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
7	Libi Round 1: Maintain/Enhance Staffing and IT Hardware/	raries	100,000	100,000	100,000	540,000
7	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 T	 Feaching Su	pport Cent	tre		
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
	School of Graduate a	and Postdoct	oral Studie	s		
13	Round 1: 360 Degree Initiative	300,000	300,000	300,000	300,000	1,200,000
14	Round 1: Graduate Student Recruitment Initiatives	360,000	360,000	360,000	360,000	1,440,000
15	Sub-Total Round 1	660,000	660,000	660,000	660,000	2,640,000
16	Round 2: None					0
17	Round 3: Decrease to Graduate Student Recruitment Initiatives			(100,000)	(100,000)	(200,000)
18	Total Round 1 + Round 2 + Round 3	660,000	660,000	560,000	560,000	2,440,000
	Financi	ial Services				
19	Round 1: Project Coordinator	100,000				100,000
20	Round 1: Technology Initiatives	9,000				9,000
21	Sub-Total Round 1	109,000	0	0	0	109,000
22	Round 2: New Building Relocation Costs		40,000			40,000
23	Round 2: PCI Compliance Audit		60,000			60,000
24	Round 2: Process Re-Engineering Initiatives			75,000	75,000	150,000
25	Round 2: Business Continuity Plan Development			50,000	50,000	100,000
26	Sub-Total Round 2		100,000	125,000	125,000	350,000
27	Round 3: Decrease to Business Continuity Plan Development			(50,000)	(50,000)	(100,000)
28	Total Round 1 + Round 2 + Round 3	109,000	100,000	75,000	75,000	359,000

Table 7

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

		2007-08	2008-09	2009-10	2010-11	Total
	Human F	Resources				
29	Round 1: Technology Initiatives	125,000				125,000
30	Round 1: University-wide Staff Training & Development Initiatives	80,000				80,000
31	Sub-Total Round 1	205,000	0	0	0	205,000
32	Round 2: New Building Relocation Costs		40,000			40,000
33	Round 2: Learning and Development Initiatives		92,000	150,000	150,000	392,000
34	Round 2: Process Re-Engineering Initiatives			75,000	75,000	150,000
35	Sub-Total Round 2		132,000	225,000	225,000	582,000
36	Round 3: Decrease to Learning and Development Initiatives			(50,000)	(50,000)	(100,000)
37	Total Round 1 + Round 2 + Round 3	205,000	132,000	175,000	175,000	687,000
	Physica	al Plant				
38	Round 1: Implement Confined Space Program	54,000				54,000
39	Round 1: Re-engineering of Operations and Processes	120,000				120,000
40	Sub-Total Round 1	174,000	0	0	0	174,000
41	Round 2: Personal Protective Equipment to Comply with New Legislation		75,000			75,000
42	Round 2: Forklift for New Building		25,000			25,000
43	Round 2: Implementation of Natural Gas System Protocols		25,000			25,000
44	Round 2: New Building Relocation Costs		80,000			80,000
45	Round 2: Database to Comply with Asbestos Legislation		65,000			65,000
46	Round 2: Process Re-Engineering Initiatives			130,000	150,000	280,000
47	Sub-Total Round 2		270,000	130,000	150,000	550,000

Table 7

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

		2007-08	2008-09	2009-10	2010-11	Total
	Intern	al Audit				
49	Round 1: None					0
50	Round 2: Computer Purchase		3,000			3,000
51	Total Round 1 + Round 2	0	3,000	0	0	3,000
	Univers	sity Police				
52	Round 1: Traffic Speed Control Initiatives	5,000				5,000
53	Round 1: Technology Initiatives	7,000				7,000
54	Sub-Total Round 1	12,000	0	0	0	12,000
55	Round 2: Hardware/Software Upgrades		60,000	50,000		110,000
56	Round 2: Self-Contained Breathing Apparatus		25,000			25,000
57	Sub-Total Round 2		85,000	50,000	0	135,000
58	Total Round 1 + Round 2	12,000	85,000	50,000	0	147,000

Table 7

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

		2007-08	2008-09	2009-10	2010-11	Total
	Vice-Presider	nt (Researc	eh)			
59	Round 1: Equipment for ACVS	50,000				50,000
60	Round 1: Electronic Protocol Submission System in Research Ethics	25,000	50,000			75,000
61	Round 1: Contract Research Staffing in RDS	25,000		40,000	40,000	105,000
62	Round 1: Systems Help Desk in RDS		50,000	20,000	20,000	90,000
63	Round 1: Project Mgmt Admin Support in RDS			40,000	40,000	80,000
64	Sub-Total Round 1	100,000	100,000	100,000	100,000	400,000
65	Round 2: None					0
66	Round 3: Decrease to Systems Help Desk in RDS			(20,000)	(20,000)	(40,000)
67	Total Round 1 + Round 2 + Round 3	100,000	100,000	80,000	80,000	360,000
	Vice-Preside	nt (Externa	 al)			
68	Round 1: E-Marketing Technology Initiatives in Advancement Services	65,000				65,000
69	Round 1: Strategic Planning Review of McIntosh Gallery	20,000				20,000
70	Round 1: Alumni/Donor Engagement & E-Commerce Initiatives	20,000	107,000	107,000	65,000	299,000
71	Round 1: Support for Rising costs of the Alumni Gazette - CPA	15,000				15,000
72	Round 1: Support for Print Publications		13,000	13,000	55,000	81,000
73	Sub-Total Round 1	120,000	120,000	120,000	120,000	480,000
74	Round 2: University Advertising Initiatives		200,000	200,000	200,000	600,000
75	Round 3: Decrease to University Advertising Initiatives				(150,000)	(150,000)
76	Total Round 1 + Round 2 + Round 3	120,000	320,000	320,000	170,000	930,000

Table 7

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

		2007-08	2008-09	2009-10	2010-11	Total
	Offices of the Preside	nt and Vice	-Presidents	S		
77	Round 1: Faculty Recruitment & Retention Initiatives	20,000	0	0	0	20,000
78	Round 2: None					0
79	Total Round 1 + Round 2	20,000	0	0	0	20,000
	Total A	All Units				
80	Round 1: Provost's Units	610,000	460,000	460,000	460,000	1,990,000
81	Round 1: VP O&R Units	500,000	0	0	0	500,000
82	Round 1: VP Research Units	100,000	100,000	100,000	100,000	400,000
83	Round 1: VP External Units	120,000	120,000	120,000	120,000	480,000
84	Round 1: General Administration	20,000	0	0	0	20,000
85	Sub-Total Round 1	1,350,000	680,000	680,000	680,000	3,390,000
86	Round 2: Provost's Units		0	0	0	0
87	Round 2: VP O&R Units		590,000	530,000	500,000	1,620,000
88	Round 2: VP Research Units		0	0	0	0
89	Round 2: VP External Units		200,000	200,000	200,000	600,000
90	Round 2: General Administration		0	0	0	0
91	Sub-Total Round 2		790,000	730,000	700,000	2,220,000
92	Round 3: Provost's Units			(100,000)	(100,000)	(200,000)
93	Round 3: VP O&R Units			(100,000)	(100,000)	(200,000)
94	Round 3: VP Research Units			(20,000)	(20,000)	(40,000)
95	Round 3: VP External Units			0	(150,000)	(150,000)
96	Round 3: General Administration			0	0	0
	Sub-Total Round 3			(220,000)	(370,000)	(590,000)
97	Total Round 1 + Round 2 + Round 3	1,350,000	1,470,000	1,190,000	1,010,000	5,020,000

Table 8
2009-10 OPERATING REVENUES

		2008-09 Budget Forecast (@ Feb 28, 2009)	2009-10 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	Government Grants	(-)	(=/	(=)	(=) 10 (1)
2	Base Grants	203,290,351	204,907,929	1,617,578	0.8%
3	Undergraduate Accessibility Fund	2,602,843	2,565,952	(36,891)	-1.4%
4	Sub-Total Base Grants & Accessibility Fund	205,893,194	207,473,881	1,580,687	0.8%
5	Graduate Expansion Fund	3,442,391	5,696,905	2,254,514	65.5%
6	Quality Improvement Fund	7,468,781	7,468,781	0	0.0%
7	Performance Fund	2,237,518	2,237,518	0	0.0%
8	Program Expansion Grants	9,609,472	10,443,873	834,401	8.7%
9	Research Infrastructure Grant	2,735,275	2,735,275	0	0.0%
10	Provincial Indirect Cost Grant	1,025,129	150,000	(875,129)	-85.4%
11	Federal Funding for Indirect Costs of Research	9,498,667	9,365,657	(133,010)	-1.4%
12	Provincial Government Student Support Grants	4,911,654	4,657,392	(254,262)	-5.2%
13	Other Targetted Government Grants	6,353,962	6,374,436	20,474	0.3%
14	One-TimeYear-End Provincial Government Funding	5,046,659	0	(5,046,659)	***
15	Sub-Total Government Grants	258,222,702	256,603,718	(1,618,984)	-0.6%
16	Tuition Revenue				
17	Undergraduate	140,301,506	148,534,823	8,233,317	5.9%
18	Graduate	27,084,927	29,609,755	2,524,828	9.3%
19	Sub-Total General Programs	167,386,433	178,144,578	10,758,145	6.4%
20	MBA and Executive MBA	18,886,156	20,258,132	1,371,976	7.3%
21	International Medical and Dental Students	3,420,200	2,695,000	(725,200)	-21.2%
22	Sub-Total Self-Funded Programs	22,306,356	22,953,132	646,776	2.9%
23	Miscellaneous Fees	1,795,000	1,795,000	0	0.0%
24	Sub-Total Tuition Revenue	191,487,789	202,892,710	11,404,921	6.0%
25	Other Revenues				
26	Canada Research Chairs (CRCs)	9,600,000	9,400,000	(200,000)	-2.1%
27	Transfer from Affiliated University Colleges	5,032,260	4,911,950	(120,310)	-2.4%
28	Recoverable Salaries	22,740,930	22,710,900	(30,030)	-0.1%
29	Investment Income	373,643	325,982	(47,661)	-12.8%
30	Fundraising Unrestricted	332,405	309,295	(23,110)	-7.0%
31	Fundraising Needs-based Student Awards and Bursaries	5,157,450	3,781,000	(1,376,450)	-26.7%
32	Application Fees	1,875,507	1,531,029	(344,478)	-18.4%
33	Research Overheads	3,279,316	3,905,257	625,941	19.1%
34	Royalties and Licences	2,275,000	2,380,000	105,000	4.6%
35	Contributions from Self-Funded & Ancillary Operations	16,607,760	17,451,000	843,240	5.1%
36	Miscellaneous Revenues	2,870,000	200,000	(2,670,000)	-93.0%
37	Sub-Total Other Revenues	70,144,271	66,906,413	(3,237,858)	-4.6%
38	TOTAL REVENUES	519,854,762	526,402,841	6,548,079	1.3%

Table 9
FACULTIES
2009-10 BASE BUDGETS

		<a>	< q >	<c>></c>	>	<e></e>	<\$>	<g></g>	<h>></h>
		2008-09	IBA &	Faculty		Other		Canada	Resulting
		Base Budget (@ Feb 28, 2009)	Additional Reduction	Turnover Recovery	UPIF	Base Changes	ECF to Base Conversions	Research Chairs	2009-10 Base Budget
-	Faculties								
2	Arts & Humanities	23,114,261	(1,017,440)	(237,741)	150,000				22,009,080
3	Education	8,431,994	(282,504)	(111,888)					8,037,602
4	Engineering	18,341,141	(885,629)		100,000	149,927			17,705,439
S	Health Sciences	21,594,526	(1,044,357)	(145,521)		105,778	300,000	(170,000)	20,640,426
9	Information & Media Studies	7,707,941	(363,432)				200,000		7,544,509
7	Law	6,121,102	(311,900)	(70,509)		115,337			5,854,030
∞	Medicine & Dentistry	46,233,739	(2,205,102)	(100,012)	0	1,021,036	200,000	(000,06)	45,059,661
6	Music	7,413,861	(334,631)	(85,882)					6,993,348
10	Science	41,229,639	(1,248,988)	(149,943)	277,000			90,000	40,197,708
11	Social Science	41,592,902	(1,022,090)	(187,064)	210,000				40,593,748
12	Sub-Total Faculties (excluding Business)	221,781,106	(8,716,073)	(1,088,560)	737,000	1,392,078	700,000	(170,000)	214,635,551
13	Business	43,482,411				4,751,987			48,234,398
41	Sub-Total Faculties	265,263,517	(8,716,073)	(1,088,560)	737,000	6,144,065	200,000	(170,000)	262,869,949
15	Enrolment Contingent Fund (ECF)	6,085,757				558,628			6,644,385
16	Graduate Expansion Fund (GEF/GEF+)	8,270,700				1,909,000			10,179,700
17	Research Infrastructure Support Fund (RISF)	750,000							750,000
18	Faculty Recruitment Initiatives	187,500							187,500
19	Total with ECF and GEF/GEF+	280,557,474	(8,716,073)	(1,088,560)	737,000	8,611,693	200,000	(170,000)	280,631,534
70 7	All Other								
21	Provost's Academic Support Fund	2,076,462							2,076,462
22	Academic Development Fund	1,500,000							1,500,000
23	Summer/Distance Course Stipends	2,915,773				94,054			3,009,827
24	Continuing Studies: Trois-Pistoles	1,024,901				(1,855)			1,023,046
25	Education: Continuing Education for Teachers	3,560,040							3,560,040
56	Medicine & Dentistry: International Students	3,420,200				(725,200)			2,695,000
27	Faculty Share of Research Overheads	000,066				10,000			1,000,000
28	Medicine & Dentistry: Primary Care	349,805							349,805
56	Faculty Scholars & Distinguished University Professors	223,000				16,000			239,000
30	Graduate and Undergraduate Program Reviews	133,750				6,250			140,000
31	Recoverable Salaries: T&R and Other	22,710,900							22,710,900
32	Sub-Total	38,904,831	0	0	0	(600,751)	0	0	38,304,080
33	Total Academic Units	319,462,305	(8,716,073)	(1,088,560)	737,000	8,010,942	700,000	(170,000)	318,935,614

Table 10 SCHOLARSHIPS and BURSARIES 2009-10 BASE BUDGETS

		<a>		<c></c>
		2008-09 Base Budget	Changes	Resulting 2009-10
		(@ Feb 28, 2009)		Base Budget
1	Undergraduate Student Support			
2	Scholarships	6,356,423	6,237	6,362,660
3	Tuition Re-Investment	10,815,619		10,815,619
4	Western Bursaries	776,545		776,545
5	Privately-Funded Needs-Based Awards & Bursaries	4,657,000	(1,301,000)	3,356,000
6	Government "Aiming for the Top" Program	2,904,373		2,904,373
7	MTCU Work Study Program and Bursaries	1,440,834		1,440,834
8	Sub-Total Undergraduate Student Support	26,950,794	(1,294,763)	25,656,031
9	Graduate Student Support			
10	Graduate Student Scholarship & Training Fund	20,540,185	1,937,853	22,478,038
11	Privately-Funded Needs-Based Awards & Bursaries	500,450	(75,450)	425,000
12	Ontario Graduate Fellowships	566,447	(254,262)	312,185
13	Sub-Total Graduate Student Support	21,607,082	1,608,141	23,215,223
14	Total Scholarships and Bursaries	48,557,876	313,378	48,871,254

Table 11 SUPPORT AREAS 2009-10 BASE BUDGETS

		<a>		<c></c>	<d></d>	<e></e>
		2008-09 Base Budget (@ Feb 28, 2009)	IBA & Additional Reduction	UPIF	Other Base Changes	Resulting 2009-10 Base Budget
1	Reporting to the Provost	(@ 160 28, 2009)	Reduction		Changes	Dase Budget
2	Teaching Support Centre	666,726	(29,502)			637,224
3	Effective Writing Program	266,330	, , ,			266,330
4	Information Technology Services	5,753,602	(192,486)	70,000		5,631,116
5	Libraries	12,142,975	(566,327)	150,000		11,726,648
6	Registrar's Office	5,923,449	(203,335)	90,000		5,810,114
7	Office of Vice-Provost (APPF)	894,955	(44,182)			850,773
8	Graduate & Postdoctoral Studies	1,102,795	(48,139)			1,054,656
9	Institutional Planning and Budgeting	4,151,423	(172,102)			3,979,321
10	McIntosh Gallery - Subsidy	215,719	. , ,			215,719
11	Sub-Total	31,117,974	(1,256,073)	310,000	0	30,171,901
12	Reporting to the Vice-President Resources & Operations					
13	Financial Services	4,149,236	(196,713)			3,952,523
14	Human Resources	5,374,682	(207,061)			5,167,621
15	Staff/Faculty Health Services	150,813	. , ,			150,813
16	Physical Plant	15,885,165	(423,329)	75,000	711,506	16,248,342
17	Police	2,346,175	(71,867)	75,000	(51,788)	2,297,520
18	Internal Audit	342,525	(6,210)		(46,800)	289,515
19	Sub-Total	28,248,596	(905,180)	150,000	612,918	28,106,334
20	Reporting to the Vice-President Research					
21	Animal Care/Vet Services - Subsidy	600,000				600,000
22	Research Western	3,502,806	(139,084)	30,000		3,393,722
23	Research Promotion Fund	374,000	1 1	<u> </u>	26,000	400,000
24	Small Grants Support for A/Hum/SS	250,000				250,000
25	Western Innovation Fund	400,000				400,000
26	Sub-Total	5,126,806	(139,084)	30,000	26,000	5,043,722
27	Reporting to the Vice-President External					
28	Advancement Services	1,270,425	(44,718)			1,225,707
29	Communications and Public Affairs	2,341,807	(88,044)	40,000		2,293,763
30	Alumni Relations	1,282,226	(53,675)			1,228,551
31	Development	2,214,941	(88,060)		260,000	2,386,881
32	Sub-Total	7,109,399	(274,497)	40,000	260,000	7,134,902
33	General Administration					
34	Offices of the President/Vice-Presidents	3,210,930	(48,164)			3,162,766
35	University Secretariat	709,547	(10,643)			698,904
36	Sub-Total	3,920,477	(58,807)	0	0	3,861,670
37	Total Support Areas	75,523,252	(2,633,641)	530,000	898,918	74,318,529
		1			1	1

Table 12
UNIVERSITY-WIDE EXPENDITURES and EMPLOYEE BENEFIT COSTS
2009-10 BASE BUDGETS

		<a>		<c></c>	<d></d>
		2008-09 Base Budget (@ Feb 28, 2009)	New Investment	Other Changes	Resulting 2009-10 Base Budget
1	Utilities	17,940,500		(374,000)	17,566,500
2	Library Acquisitions	12,865,896	250,000		13,115,896
3	Transfer to MMI: Operating	10,250,000			10,250,000
4	Transfer to MMI: Ancillaries	600,000			600,000
5	FFICR Transfer to Capital	3,000,000		(3,000,000)	0
6	CRC Transfer to Capital	1,000,000		(24,000)	976,000
7	Information Technology Infrastucture Fund	4,680,761	495,410		5,176,171
8	Property Taxes	1,855,875		22,275	1,878,150
9	Insurance	1,831,817		(79,282)	1,752,535
10	Contingency	1,327,380		(11,373)	1,316,007
11	Services for Students with Disabilities	913,396		(3,401)	909,995
12	Professional Fees	1,000,000			1,000,000
13	Institutional Memberships	800,000			800,000
14	Student Recruitment	475,000			475,000
15	Intercollegiate Athletics - Subsidy	626,727		3,117	629,844
16	Campus Recreation - Subsidy	50,000		(25,000)	25,000
17	Convocation and Diplomas	281,540			281,540
18	Costs Associated with Employee Contracts	230,244		29,756	260,000
19	Athletic Injury Clinic - Subsidy	194,687		6,045	200,732
20	Ombudsperson	90,147		(9,898)	80,249
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 University-Wide Expenditures	60,193,970	745,410	(3,465,761)	57,473,619
25	Employee Benefit Plan Costs	82,891,200		5,511,700	88,402,900
26	Employee Benefit Recoveries	(92,483,900)		(2,090,400)	(94,574,300)
27	Net Employee Benefits	(9,592,700)		3,421,300	(6,171,400)
28	Net University-Wide Expenditures	50,601,270	745,410	(44,461)	51,302,219

Table 13
2009-10 ONE-TIME ALLOCATIONS

1	Estimated Staff and Faculty Exit Costs	6,000,000
2	Canada Foundation for Innovation (CFI): Contribution for University Matching	3,500,000
3	Maintain Teaching Capacity and Program Delivery	2,050,000
4	University-wide Inter-Disciplinary Initiatives (IDIs)	500,000
5	Faculty Recruitment Initiatives	500,000
6	Doctoral Supervision Internal Grants	1,040,000
7	Arts & Humanities: Top-up Funding for Privately-funded Chair and Support for MA Program in Linguistic Studies	60,000
8	Engineering: Investment in Facilities (Year 9 of 10)	445,000
9	Engineering: Undergraduate Student Projects and Internationalization Initiatives	100,000
10	Health Sciences: Targetted Government Funding for Clinical Education (Nursing and Therapies)	829,986
11	Health Sciences: Staff Position to Support Research Activities	70,000
12	Health Sciences: Athletic Scholarships	75,000
13	Law: Top-up Funding for Privately-funded Chair	20,000
14	Medicine & Dentistry (Robarts): Research Overheads (\$0.83M), FFICR (\$1.538M), Royalties & Licences (\$1.68M), Investment Income (\$0.326M)	4,374,352
15	Licences (\$1.68M), Investment Income (\$0.326M) Medicine & Dentistry: Targetted Government Postgraduate Medical (\$2.6) and Family Medicine (\$1.5) Expansion Funding	4,102,781
16	Medicine & Dentistry: Targetted Government Funding for Clinical Education (Dentistry)	1,173,322
17	Music: Graduate Program in Musical Theatre & Ensemble Travel	80,000
18	Science: Support for NSERC-UFAs in Biology and Physics & Astronomy	186,000
19	ITS: ITRC Hardware/Software Maintenance/Renewal	50,000
20	Libraries: Maintain/Enhance Staff and IT Hardware/Software	180,000
21	Registrar's Office: First Nations Student Initiatives and Expansion of Career Services	230,000
22	Registrar's Office: High School Visits, On-Campus Recruitment, Distance Studies On-Line Course Development, and Applications Processing Support	315,000
23	Teaching Support Centre: Turn-it-in Software and Teaching Support Initiatives	47,200
24	Graduate & Postdoctoral Studies: 360 Degree Initiative (\$300K) and Recruitment Initiatives (\$260K)	560,000
25	Financial Services: Process Re-Engineering Initiatives	75,000
26	Human Resources: Learning and Development Initiatives and Process Re-Engineering Initiatives	175,000
27	Physical Plant: Process Re-Engineering Initiatives	130,000
28	Police: Hardware/Software Upgrades	50,000
29	Vice-President Research: Support for Research Initiatives	700,000
30	Vice-President Research: Contract Staffing and Project Management Administrative Support	80,000
31	Vice-President External: Campaign Western	309,295
32	Vice-President External: Communications University Advertising Initiatives	200,000
33	Vice-President External: Maintain Staffing Levels and Support for Print Publications	120,000
34	Total One-Time Allocations	28,327,936

Table 14
SUMMARY OF OPERATING BUDGET: 2009-10

		<a>		<c></c>
		2008-09	2009-10	\$ Change
		Budget	Budget	from
		(@ Feb 28, 2009)		2008-09
1	Total Revenues (Table 8)	519,854,762	526,402,841	6,548,079
2	Expenditure Budgets			
3	Faculties (Table 9)	319,462,305	318,935,614	(526,691)
4	Scholarships and Bursaries (Table 10)	48,557,876	48,871,254	313,378
5	Support Areas (Table 11)	75,523,252	74,318,529	(1,204,723)
6	University-wide Expenditures (Table 12)	50,601,270	51,302,219	700,949
7	Provision for Cost Fluctuations	937,274	17,957,672	17,020,398
8	One-Time Allocations	22,066,641	28,327,936	6,261,295
9	Sub-Total	517,148,618	539,713,224	22,564,606
10	Carryforward from Previous Year	55,630,056	45,700,000	(9,930,056)
11	(Under)/Over Spending	(45,700,000)	(30,700,000)	15,000,000
12	Total Expenditures	527,078,674	554,713,224	27,634,550
13	Surplus / (Deficit) before Reserve Transfer	(7,223,912)	(28,310,383)	
14	Transfer (to)/from Carryforward Reserve	9,930,056	15,000,000	
15	Surplus / (Deficit) after Reserve Transfer	2,706,144	(13,310,383)	

16	Carryforward Reserve:			
17	Carryforward from Previous Year	55,630,056	45,700,000	
18	Transfer (to)/from Operating Budget	(9,930,056)	(15,000,000)	
19	Year-End Carryforward Reserve	45,700,000	30,700,000	

Table 15

PROJECTED VALUE OF OPERATING RESERVE AT YEAR-END

	2008-09	2009-10
	Budget Forecast	Budget
	(@ Feb 28, 2009)	
Beginning Operating Reserve Balance	25,464,324	28,170,468
Surplus / (Deficit) from Table 14, line 15	2,706,144	(13,310,383)
Closing Operating Reserve Balance	28,170,468	14,860,085
Operating Reserve Target	2,500,000	2,500,000

Table 16

Enrolment Contingent Fund (ECF) Allocations: Actual 2008-09 and Projected 2009-10

			A	Actual 2008-09	6			Pr	Projected 2009-10	10
	Converted			WTUs	ECF Funds	Cross-Faculty	Total	Converted	In-Year	Total
	to	ECF	Actual	minus	@	Teaching	ECF	to	ECF	ECF
	Base	Baseline	WTUs	Baseline	\$1500/WTU	Adjustment	Allocation	Base	Allocation	Allocation
Arts & Humanities	0\$	7,603.3	7,781.3	178.0	\$267,000	\$30,780	\$297,780	80	\$473,445	\$473,445
Education	0\$	2,016.5	2,299.2	282.7	\$424,050	\$1,500	\$425,550	80	\$552,000	\$552,000
Engineering	\$150,000	4,161.9	4,482.6	320.7	\$481,050	(\$22,440)	\$458,610	80	\$785,175	\$785,175
Health Sciences	\$250,000	5,533.6	6,597.1	1,063.5	\$1,595,250	(\$76,380)	\$1,518,870	\$300,000	\$1,094,040	\$1,394,040
Information & Media Studies	\$200,000	1,797.6	2,273.9	476.3	\$714,450	\$600	\$715,050	\$200,000	\$531,225	\$731,225
Law	0\$	981.5	1,144.7	163.2	\$244,800	\$1,338	\$246,138	0\$	\$260,685	\$260,685
Medicine & Dentistry	\$150,000	8,023.3	8,378.9	355.6	\$533,400	\$101,172	\$634,572	\$200,000	\$724,170	\$924,170
Music	0\$	1,366.3	1,718.6	352.3	\$528,450	(\$2,400)	\$526,050	0\$	\$408,780	\$408,780
Science	0\$	12,444.8	12,612.2	167.4	\$251,100	\$20,498	\$271,598	0\$	\$94,635	\$94,635
Social Science	\$100,000	14,703.1	14,740.8	37.7	\$56,550	(\$23,520)	\$33,030	0\$	\$638,280	\$638,280
Graduate Interdisciplinary Programs										
Biomedical Engineering	0\$	0.0	275.1	275.1	\$412,650	(\$6,600)	\$406,050	0\$	\$465,150	\$465,150
Environment & Sustainability	0\$	0.0	91.0	91.0	\$136,500	\$3,009	\$139,509	0\$	\$147,000	\$147,000
Neuroscience	0\$	116.7	196.0	79.3	\$118,950	(\$300)	\$118,650	0\$	\$197,700	\$197,700
Popular Music & Culture	80	0.0	24.5	24.5	\$36,750	(8)	\$35,850	0\$	\$52,500	\$52,500
Theory & Criticism	80	64.3	242.2	177.9	\$266,850	(\$8,400)	\$258,450	\$0	\$219,600	\$219,600
Total	\$850,000	58,812.9	62,858.1	4,045.2	\$6,067,800	\$17,957	\$6,085,757	\$700,000	\$6,644,385	\$7,344,385

Table 17a Graduate Expansion Fund (GEF) Allocations: Projected 2009-10

			Masters	ters			PhD	Q.		Projected	For Information:
		Baseline	2009-10 (proj)	FTE Growth	GEF Funds	Baseline	2009-10 (proj)	FTE Growth	GEF Funds	2009-10 GEF	2008-09 GEF
		FTEs	FTEs	over Baseline	\$2000/FTE	FTEs	FTEs	over Baseline	\$7000/FTE	Allocation	Allocation
1	Arts & Humanities	107.5	142.3	34.8	\$69,600	128.6	233.7	105.1	\$735,700	\$805,300	\$593,300
2	Education	70.4	148.0	77.6	\$155,200	31.2	45.5	14.3	\$100,100	\$255,300	\$234,700
3	Engineering	198.9	262.4	63.5	\$127,000	147.7	293.5	145.8	\$1,020,600	\$1,147,600	\$960,600
4	Health Sciences	334.6	507.4	172.8	\$345,600	61.4	158.3	6.96	\$678,300	\$1,023,900	\$1,003,900
5	Information & Media Studies	191.2	289.6	98.4	\$196,800	17.8	44.4	26.6	\$186,200	\$383,000	\$362,000
9	Law	1.5	10.0	8.5	\$17,000					\$17,000	\$16,000
7	Medicine & Dentistry	225.1	359.8	134.7	\$269,400	153.7	192.5	38.8	\$271,600	\$541,000	\$301,000
∞	Music	44.5	9.08	36.1	\$72,200	11.1	21.0	6.6	\$69,300	\$141,500	\$181,500
6	Science	232.9	309.1	76.2	\$152,400	200.5	319.0	118.5	\$829,500	\$981,900	\$947,900
10	Social Science	195.4	234.2	38.8	\$77,600	179.5	316.6	137.1	\$959,700	\$1,037,300	\$714,300
11	Graduate Interdisciplinary Programs										
12	Biomedical Engineering	21.7	30.0	8.3	\$16,600	11.0	29.3	18.3	\$128,100	\$144,700	\$118,700
13	Environment & Sustainability	0.0	28.0	28.0	\$56,000					\$56,000	\$52,000
14	Neuroscience	18.4	27.0	8.6	\$17,200	18.7	22.0	3.3	\$23,100	\$40,300	(\$10,700)
15	Popular Music & Culture	0.0	10.0	10.0	\$20,000					\$20,000	\$14,000
16	Theory & Criticism	23.2	19.0	(4.2)	(\$8,400)	10.3	20.6	10.3	\$72,100	\$63,700	\$90,700
17	Total	1,665.3	2,457.4	792.1	\$1,584,200	971.5	1,696.4	724.9	\$5,074,300	\$6,658,500	\$5,579,900

Table 17b

GEF+ Allocations (Canadian Students Only <1>): Projected 2009-10

			Masters	ters			I.	PhD		Projected	For Information:
		Baseline	2009-10 (proj)	FTE Growth	GEF+ Funds	Baseline	2009-10 (proj)	FTE Growth	GEF+ Funds	2009-10 GEF+	2008-09 GEF+
		FTEs	FTEs	over Baseline	@ \$4000/FTE	FTEs	FTEs	over Baseline	@ \$4000/FTE	Allocation	Allocation
	Arts & Humanities	92.3	121.3	29.0	\$116,000	141.8	192.7	50.9	\$203,600	\$319,600	\$187,600
	Education	93.0	145.0	52.0	\$208,000	30.1	41.5	11.4	\$45,600	\$253,600	\$249,200
	Engineering	143.5	174.2	30.7	\$122,800	138.6	168.5	29.9	\$119,600	\$242,400	\$94,400
	Health Sciences	365.9	499.4	133.5	\$534,000	97.9	147.3	49.4	\$197,600	\$731,600	\$667,600
	Information & Media Studies	222.8	282.6	59.8	\$239,200	27.6	42.4	14.8	\$59,200	\$298,400	\$298,400
	Law	0.3	7.0	6.7	\$26,800					\$26,800	\$28,800
	Medicine & Dentistry	247.8	338.9	91.1	\$364,400	149.9	179.5	29.6	\$118,400	\$482,800	\$298,800
	Music	53.6	74.6	21.0	\$84,000	17.0	18.0	1.0	\$4,000	\$88,000	\$112,000
	Science	174.3	217.8	43.5	\$174,000	180.5	207.7	27.2	\$108,800	\$282,800	\$246,800
	Social Science	159.5	216.2	56.7	\$226,800	182.1	269.6	87.5	\$350,000	\$576,800	\$336,800
	Graduate Interdisciplinary Programs										
1	Biomedical Engineering	18.0	28.0	10.0	\$40,000	24.0	24.3	0.3	\$1,200	\$41,200	\$17,200
1	Environment & Sustainability	0.0	28.0	28.0	\$112,000					\$112,000	\$100,000
	Neuroscience	14.0	25.0	11.0	\$44,000	19.0	18.0	(1.0)	(\$4,000)	\$40,000	\$16,000
	Popular Music & Culture	0.0	10.0	10.0	\$40,000					\$40,000	\$28,000
	Theory & Criticism	15.3	17.0	1.7	\$6,800	18.0	12.6	(5.4)	(\$21,600)	(\$14,800)	\$9,200
	Total	1,600.3	2,185.0	584.7	\$2,338,800	1,026.5	1,322.1	295.6	\$1,182,400	\$3,521,200	\$2,690,800

<1> "Canadian Students" includes Canadian citizens and those with permanent resident status

Table 17c

GEF++ -- Funding for Incremental New Full-Time Intake (Canadian Students Only <1>): Actual 2008-09

Actual	2008-09	Allocation		\$10,000	\$20,000	\$118,000		\$6,000		\$18,000	\$160,000	\$10,000		\$30,000	\$3,000			\$20,000	\$395,000
	Funding	@ \$10,000/FTE		\$10,000	\$20,000	\$100,000					\$160,000	\$10,000		\$30,000				\$20,000	\$350,000
D	Growth	over Baseline	(9)	1	2	10	(1)		(4)	(6)	16	1		3		(2)		2	13
PhD	2008-09	FT Headcount	33	6	111	44	~		12	1	32	57		4		2		4	217
	Baseline	FT Headcount	39	8	6	34	6		16	10	16	56		1		4		2	204
	Funding	@ \$3,000/FTE				\$18,000		\$6,000		\$18,000					\$3,000				\$45,000
lers	Growth	over Baseline	(4)	(23)	(12)	9	(3)	2	(23)	9	(10)	(30)		(5)	1	(2)			(62)
Masters	2008-09	FT Headcount	75	35	35	252	109	4	119	41	84	125		5	25	11	4	6	933
	Baseline	FT Headcount	62	58	47	246	112	2	142	35	94	155		10	24	13	4	6	1,030
			Arts & Humanities	Education	Engineering	Health Sciences	Information & Media Studies	Law	Medicine & Dentistry	Music	Science	Social Science	Graduate Interdisciplinary Programs	Biomedical Engineering	Environment & Sustainability	Neuroscience	Popular Music & Culture	Theory & Criticism	Total
			1	2	33	4	5	9	7	∞	6	10	Ξ	12	13	14	15	16	17

<1> "Canadian Students" includes Canadian citizens and those with permanent resident status

Table 18

Research Infrastructure Support Fund (RISF)

2009-10 Allocations

1	Arts & Humanities	13,500
2	Education	7,500
3	Engineering	86,500
4	Health Sciences	35,000
5	Information & Media Studies	5,000
6	Law	5,000
7	Medicine & Dentistry	290,000
8	Music	5,000
9	Science	200,000
10	Social Science	102,500
11	Total	750,000

Table 19a 2009-10 Tuition Fee Proposals for Undergraduate Programs

		C	anadian Stud	ents	Inter	national Stu	dents
		Actual	200	9-10	Actual	200	9-10
		2008-09	Proposed	% Increase	2008-09	Proposed	% Increase
		Tuition	Tuition	<a>	Tuition	Tuition	<a>>
1	First-Entry Programs 						
2	Year 1	4,724	4,937	4.5%	14,100	14,650	3.9%
3	Year 2	4,702	4,913	4.0%	14,100	14,650	3.9%
4	Year 3	4,679	4,890	4.0%	14,100	14,650	3.9%
5	Year 4	4,657	4,866	4.0%	14,100	14,650	3.9%
6	Engineering						
7	Year 1	7,495	8,095	8.0%	18,050	18,800	4.2%
8	Year 2	7,218	7,795	4.0%	18,050	18,800	4.2%
9	Year 3	6,950	7,507	4.0%	18,050	18,800	4.2%
10	Year 4	6,693	7,228	4.0%	18,050	18,800	4.2%
11	M.T.P.						
12	Year 2	5,038	5,240	4.0%	17,300	18,000	4.0%
13	Year 3	5,038	5,240	4.0%	17,300	18,000	4.0%
14	Year 4	5,038	5,240	4.0%	17,300	18,000	4.0%
15	Nursing						
16	Year 1	4,724	4,937	4.5%	18,050	18,800	4.2%
17	Year 2	4,702	4,913	4.0%	18,050	18,800	4.2%
18	Year 3	4,679	4,890	4.0%	18,050	18,800	4.2%
19	Year 4	4,657	4,866	4.0%	18,050	18,800	4.2%
20	Second-Entry Programs						
21	Business (HBA)						
22	Year 1	19,675	20,265	3.0%	25,570	26,335	3.0%
23	Year 2	19,100	19,675	0.0%	24,825	25,570	0.0%
24	C.S.D.	6,173	6,451	4.5%	17,750	17,750	0.0%
25	Dentistry						
26	Year 1	21,541	23,264	8.0%	41,000	42,650	4.0%
27	Year 2	20,743	22,403	4.0%	41,000	42,650	4.0%
28	Year 3	19,975	21,573	4.0%	41,000	42,650	4.0%
29	Year 4	19,235	20,774	4.0%	41,000	42,650	4.0%
30	Education In-Service (AQs)	4,495	4,495	0.0%	18,050	18,800	4.2%
31	Education Pre-Service	5,677	5,932	4.5%	18,050	18,800	4.2%
32	Law						
33	Year 1	12,282	13,265	8.0%	18,050	18,800	4.2%
34	Year 2	11,827	12,773	4.0%	18,050	18,800	4.2%
35	Year 3	11,389	12,300	4.0%	18,050	18,800	4.2%
36	Medicine (M.D.)						
37	Year 1	16,385	17,040	4.0%	n.a.	n.a.	n.a.
38	Year 2	16,385	17,040	4.0%	n.a.	n.a.	n.a.
39	Year 3	16,385	17,040	4.0%	n.a.	n.a.	n.a.
40	Year 4	16,385	17,040	4.0%	n.a.	n.a.	n.a.

<a> The % increase figures are calcuated 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 19b 2009-10 Tuition Fee Proposals for Graduate Programs

		Ca	nadian Stud	lents	Inter	national Stu	ıdents
		Actual	200	09-10	Actual	200	9-10
		2008-09	Proposed	% Increase	2008-09	Proposed	% Increase
		Tuition	Tuition		Tuition	Tuition	
1	Masters Category 1						
2	Arts & Humanities	5,567	5,790	4.0%	12,400	12,900	4.0%
3	C.S.D. (M.Sc.)	6,540	6,540	0.0%	17,500	18,200	4.0%
4	Engineering (M.E.Sc.)	5,567	5,790	4.0%	12,400	12,900	4.0%
5	Health & Rehabilitation Sciences	5,567	5,790	4.0%	12,400	12,900	4.0%
6	Interdisciplinary Programs <a>	5,567	5,790	4.0%	12,400	12,900	4.0%
7	Kinesiology	5,567	5,790	4.0%	12,400	12,900	4.0%
8	Law	8,196	8,524	4.0%	18,300	19,050	4.1%
9	Media Studies	5,567	5,790	4.0%	12,400	12,900	4.0%
10	Medicine (Basic Health Sciences)	5,567	5,790	4.0%	12,400	12,900	4.0%
11	Music	5,567	5,790	4.0%	12,400	12,900	4.0%
12	Nursing	6,684	6,951	4.0%	17,500	18,200	4.0%
13	O.T./P.T. (M.Sc.)	5,700	5,700	0.0%	12,400	12,900	4.0%
14	Science	5,567	5,790	4.0%	12,400	12,900	4.0%
15	Social Science	5,567	5,790	4.0%	12,400	12,900	4.0%
16	Masters Category 2						
17	Business (MBA) 	62,000	64,000	3.2%	72,000	74,000	2.8%
18	C.S.D./O.T./P.T. (M.Cl.Sc.)	7,425	7,722	4.0%	17,500	18,200	4.0%
19	Dentistry (Orthodontics)	18,685	19,432	4.0%	41,000	42,600	3.9%
20	Education	7,425	7,722	4.0%	17,500	18,200	4.0%
21	Engineering (M.Eng.)	7,425	7,722	4.0%	17,500	18,200	4.0%
22	Environment & Sustainability	7,425	8,019	8.0%	17,500	18,200	4.0%
23	Journalism	7,425	7,722	4.0%	17,500	18,200	4.0%
24	Library & Information Science	7,425	7,722	4.0%	17,500	18,200	4.0%
25	Medicine (Family Medicine)	9,779	10,170	4.0%	17,500	18,200	4.0%
26	Ph.D.						
27	All Programs	5,567	5,790	4.0%	12,400	12,900	4.0%

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

the proposed 2009-10 rates apply to students starting in October 2009. For students starting in May 2009, the rates will be as follows: \$62,000 for Canadian/Domestic Students and \$72,000 for International Students.

Table 20 2009-10 Tuition Fee Proposals for Concurrent Programs New Entrants Only

-- Canadian Students --

			I	IBA / BESc Cor	current Progran	n		
		200	8-09			2009	9-10	
	Conce (After 2 Y	rrent rs of Engg)	Concu (After 3 Yı	rrent rs of Engg)	Conce (After 2 Y	rrent rs of Engg)	Conce (After 3 Yı	irrent rs of Engg)
1	Engg	7,495	Engg	7,495	Engg	8,095	Engg	8,095
2	Engg	7,495	Engg	7,495	Engg	8,095	Engg	8,095
3	HBA 1 19,675		Engg	7,495	HBA 1	20,265	Engg	8,095
4	HBA / Engg *	14,733	HBA 1	19,675	HBA / Engg *	15,493	HBA 1	20,265
5	HBA / Engg	14,733	HBA / Engg *	21,970	HBA / Engg	15,493	HBA / Engg *	22,890
6	Total	64,131	Total	64,130	Total	67,441	Total	67,440
7	Cost of Programs	Γaken Sequentially	\$69,330		Cost of Programs	Γaken Sequentially	\$72,910	

]	HBA / LLB Con	current Progran	n		
		200	8-09			2009)-10	
		urrent IBA 1)		irrent aw 1)		urrent IBA 1)		ırrent Law 1)
1	HBA 1	19,675	Law 1	12,282	HBA 1	20,265	Law 1	13,265
2	Law 1	12,282	HBA 1	19,675	Law 1	13,265	HBA 1	20,265
3	HBA/LLB *	19,262	HBA/LLB *	19,262	HBA/LLB *	20,385	HBA/LLB *	20,385
4	HBA/LLB	19,262	HBA/LLB	19,262	HBA/LLB	20,385	HBA/LLB	20,385
5	Total	70,481	Total	70,481	Total	74,300	Total	74,300
6	Cost of Programs	Taken Sequentially	\$76,196		Cost of Programs	Taken Sequentially	\$80,325	

			H	BA / BA-BSc Co	oncurrent Progra	ım			
		200	8-09			200	9-10		
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concu (After 3 Underg		
1	BA or BSc	4,724 BA or BSc 4,724		BA or BSc	4,937	BA or BSc	4,937		
2	BA or BSc	4,724	BA or BSc	BA or BSc 4,724		4,937	BA or BSc	4,937	
3	HBA 1	19,675	BA or BSc	4,724	HBA 1	20,265	BA or BSc	4,937	
4	HBA/BA-BSc *	12,379	HBA 1	19,675	HBA/BA-BSc *	12,811	HBA 1	20,265	
5	HBA/BA-BSc	12,379	HBA/BA-BSc *	20,033	HBA/BA-BSc	12,811	HBA/BA-BSc *	20,684	
6	5 Total 53,881 Total 53,880		Total 55,761 Total			55,760			
7	Cost of Programs	Γaken Sequentially	\$58,246		Cost of Programs Taken Sequentially \$60,278				

^{*} denotes entry point into concurrent program.

Table 20 2009-10 Tuition Fee Proposals for Concurrent Programs New Entrants Only

-- Canadian Students --

			Ll	LB / BA-BSc Co	ncurrent Progra	m		
		200	8-09			200	9-10	
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Yea	
1	BA or BSc 4,724 BA or E		BA or BSc	4,724	BA or BSc 4,937		BA or BSc	4,937
2	BA or BSc	A or BSc 4,724 BA or BSc 4,7		4,724	BA or BSc	4,937	BA or BSc	4,937
3	Law 1	12,282	BA or BSc	4,724	Law 1	13,265	BA or BSc	4,937
4	LLB/BA-BSc *	9,943	Law 1	12,282	LLB/BA-BSc *	10,647	Law 1	13,265
5	LLB/BA-BSc	9,943	LLB/BA-BSc *	12,553	LLB/BA-BSc	10,647	LLB/BA-BSc *	13,502
6	LLB/BA-BSc 9,943 LLB/BA-BSc 12		12,553	LLB/BA-BSc	10,647	LLB/BA-BSc	13,502	
7	Total 51,559 Total 51,560		Total	55,080	Total	55,080		
8	8 Cost of Programs Taken Sequentially \$55,742					Taken Sequentially	\$59,543	

	LLB / BESc Concurrent Program											
		200	8-09			2009	9-10					
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)			irrent graduate Years)				
1	BESc	7,495	BESc	BESc 7,495		8,095	BESc	8,095				
2	BESc	7,495	BESc	7,495	BESc	8,095	BESc	8,095				
3	Law 1	12,282	BESc	7,495	Law 1	13,265	BESc	8,095				
4	LLB/BESc *	11,513	Law 1	12,282	LLB/BESc *	12,435	Law 1	13,265				
5	LLB/BESc	11,513	LLB/BESc *	13,522	LLB/BESc	12,435	LLB/BESc *	14,605				
6	LLB/BESc	11,513	LLB/BESc	13,522	LLB/BESc	12,435	LLB/BESc	14,605				
7	Total 61,811 Total 61,811		Total	66,760	Total	66,760						
8	Cost of Programs	Taken Sequentially	\$66,826	Cost of Programs Taken Sequentially \$72,175								

			LLB / MBA Con	current Prograi	m				
		200	8-09	2009-10					
	Conc	urrent		Conc	urrent				
1	Law 1 *	12,282	September - April	Law 1 *	13,265	September - April			
2	MBA	25,488	May - August	MBA 26,311		May - August			
3	Law 2 9,518		September - December	Law 2	10,280	September - December			
4	MBA	25,488	January - April	MBA	26,311	January - April			
5	MBA	6,374	August	MBA	6,578	August			
6	Law 3	12,282	September - April	Law 3	13,265	September - April			
7 Total 91,432			Total 96,010						
8	Cost of Programs	Taken Sequentially	\$98,846	Cost of Programs Taken Sequentially \$103,795					

^{*} denotes entry point into concurrent program.

Table 20 2009-10 Tuition Fee Proposals for Concurrent Programs New Entrants Only

-- Canadian Students --

			:	BEd / BSc Conc	urrent Program	1			
		200	3-09		2009-10				
	Conc	urrent			Conc	urrent			
1	BSc	4,724			BSc	4,937			
2	BEd/BSc *	4,884			BEd/BSc *	5,103	i		
3	BEd/BSc	4,884	 		BEd/BSc	5,103	1		
4	BEd/BSc	4,884			BEd/BSc	5,103			
5	BEd/BSc	4,884			BEd/BSc	5,103	i		
6	Total	24,260			Total	25,349			
7	7 Cost of Programs Taken Sequentially \$24,573				Cost of Programs Taken Sequentially \$25,680				

Tuition for students already in concurrent would increase by the following		Tuition for students already in concurrent programs (Prior to May 2009) would increase by the following rates in 2009-10				
HBA/BESc	2.0%	HBA/BESc	3.5%			
HBA/LLB	2.0%	HBA/LLB	3.5%			
HBA/BA-BSc	2.0%	HBA/BA-BSc	3.5%			
LLB/BA-BSc	4.0%	LLB/BA-BSc	4.0%			
LLB/BESc	4.0%	LLB/BESc	4.0%			
LLB/MBA	2.0%	LLB/MBA	3.6%			
BEd/BSc	4.0%	BEd/BSc	4.0%			

^{*} denotes entry point into concurrent program.

Table 21 Summary of Enrolment Forecast

				Actual					Projected		
		2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
1	Constituent University										
2	Full-Time Undergraduates										
3	Arts & Humanities	1,641	1,545	1,449	1,358	1,312	1,292	1,271	1,259	1,245	1,241
4	Business (HBA)	467	565	566	635	706	828	975	1,060	1,135	1,175
5	Dentistry	246	240	242	247	249	248	245	245	248	248
6	Education	834	844	892	803	728	750	750	750	750	750
7	Engineering	1,442	1,336	1,226	1,138	1,098	1,095	1,095	1,092	1,086	1,085
8	Health Sciences	1,112	1,550	1,220	1,130	1,000	1,055	1,055	1,022	1,000	1,005
9	BHSc Program	1,061	1,058	1,094	1,057	1,056	1,060	1,069	1,076	1,089	1,090
10	Kinesiology	1,150	1,144	1,120	1,148	1,159	1,102	1,007	1,034	1,007	1,004
11	Nursing	590	665	769	746	781	767	772	772	772	772
12		22	30	29	27	39	35	35	35	35	35
	Therapies Sub-Total										
13		2,823	2,897	3,012	2,978	3,035	2,964	2,947	2,917	2,903	2,901
14	Law	444	471	472	472	456	470	470	470	470	470
15	Media, Information, & Technoculture	718	728	793	810	915	939	926	892	848	844
16	Medicine								* 00		
17	MD Program	526	528	536	552	569	583	590	588	588	588
18	BMedSci Program	455	851	997	758	603	640	740	740	740	740
19	Music	499	519	544	555	555	543	530	516	505	503
20	Science	3,966	3,758	3,713	3,693	3,795	3,670	3,501	3,469	3,442	3,430
21	Social Science	6,037	6,097	6,115	5,941	6,035	6,096	6,150	6,190	6,201	6,195
22	Total Full-Time Undergraduates	20,098	20,379	20,557	19,940	20,056	20,118	20,190	20,188	20,161	20,170
23	Concurrent Programs	111	81	80	68	81	80	80	80	80	80
24	Medical Residents	568	631	644	674	685	685	685	685	685	685
25	Full-Time Graduates										
26	Masters	2,307	2,299	2,295	2,547	2,606	2,744	2,828	2,865	2,925	2,980
27	Ph.D.	1,121	1,235	1,422	1,516	1,614	1,729	1,818	1,875	1,910	1,950
28	Total Full-Time Graduates	3,428	3,534	3,717	4,063	4,220	4,473	4,646	4,740	4,835	4,930
29	Total Full-Time Enrolment	24,205	24,625	24,998	24,745	25,042	25,356	25,601	25,693	25,761	25,865
30	Part-Time FTEs										
31	Undergraduate	2,142	2,127	2,138	2,199	2,067	2,050	2,050	2,050	2,050	2,050
32	Education (AQs)	986	1,000	907	897	929	900	920	920	920	920
33	Masters	113	110	109	120	130	130	130	130	130	130
34	Ph.D.	18	17	12	20	29	30	30	30	30	30
35	Total Part-Time FTEs	3,259	3,254	3,166	3,236	3,155	3,110	3,130	3,130	3,130	3,130
36	Total Constituent FTEs	27,464	27,879	28,164	27,981	28,197	28,466	28,731	28,823	28,891	28,995
37	Affiliated University Colleges										
38	Full-Time Undergraduates										
39	Brescia	926	917	954	912	918	877	897	882	904	923
40	Huron	1,091	1,104	1,072	1,088	1,143	1,150	1,150	1,150	1,150	1,150
41	King's	2,874	3,069	3,167	3,088	3,118	3,095	3,080	3,070	3,065	3,060
42	Total Full-Time Undergraduates	4,891	5,090	5,193	5,088	5,179	5,122	5,127	5,102	5,119	5,133
43	Part-Time Undergraduate FTEs										
44	Brescia	54	63	68	80	78	82	82	82	82	82
45	Huron	32	37	47	45	55	50	55	55	55	55
46	King's	219	242	224	260	239	245	245	245	245	245
47	Total Part-Time FTEs	305	342	339	385	372	377	382	382	382	382
48	Graduate FTEs										
49	Brescia				13	27	27	27	27	27	27
50	Huron			7	12	15	19	18	18	18	18
51	King's	13	18	16	24	33	33	32	33	32	32
52	Total Graduate FTEs	13	18	23	49	75	79	77	78	77	77
53	Total Affiliate FTEs	5,209	5,450	5,555	5,522	5,626	5,578	5,586	5,562	5,578	5,592
54	Total UWO FTEs	32,673	33,329	33,719	33,503	33,823	34,044	34,317	34,385	34,469	34,587

Table 21 Summary of Enrolment Forecast

				Actual					Projected		
		2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
	Rows 55 to 86 Included above										
55	International Students										
56	Constituent Full-Time										
57	Undergraduates	858	806	693	618	573	580	580	580	580	580
58	Medical Residents	122	180	131	119	120	120	120	120	120	120
59	Masters (excluding MBAs)	131	154	230	245	254	270	276	280	285	290
60	MBA (Regular)	95	82	40	17	21	16	16	16	16	16
61	Executive MBA	64	53	55	62	71	80	90	90	90	90
62	Ph.D.	245	280	338	341	361	380	389	400	405	410
63	Year 1 Only										
64	Constituent										
65	Arts & Humanities	376	348	310	297	312	300	300	300	300	300
66	BMOS Program	598	593	634	703	727	775	825	825	825	825
67	Engineering	356	328	318	320	327	315	315	315	315	315
68	Health Sciences										
69	BHSc Program	251	263	316	283	273	290	290	290	290	290
70	Kinesiology	336	363	310	365	349	300	300	300	300	300
71	Nursing	124	125	130	127	129	125	125	125	125	125
72	Media, Information, & Technoculture	296	254	283	287	363	275	275	275	275	275
73	Music	165	140	136	151	153	130	130	130	130	130
74	Science	1,220	1,169	1,148	1,084	1,097	1,070	1,055	1,055	1,055	1,055
75	Social Science	874	784	858	795	789	770	735	735	735	735
76	Total Year 1 - Constituent	4,596	4,367	4,443	4,412	4,519	4,350	4,350	4,350	4,350	4,350
77	Affiliated University Colleges										
78	Brescia	286	236	244	290	254	265	271	277	283	279
79	Huron	322	322	365	383	406	405	410	410	410	410
80	King's	853	850	807	858	949	870	870	870	870	870
81	Total Year 1 - Affiliates	1,461	1,408	1,416	1,531	1,609	1,540	1,551	1,557	1,563	1,559
82	Total UWO Year 1	6,057	5,775	5,859	5,943	6,128	5,890	5,901	5,907	5,913	5,909
83	Masters										
84	All Programs (excluding MBAs)	1,652	1,734	1,725	2,115	2,204	2,332	2,407	2,444	2,504	2,559
85	MBA (Regular)	447	387	323	168	162	169	169	169	169	169
86	Executive MBA	208	178	247	264	240	243	252	252	252	252

The University of Western Ontario

2009-10 Capital Budget

A. The Evolution of Capital Expenditures

The Capital Budget for 2009-10 should be seen in the context of both recent trends in capital spending and the University's proposed Long-Range Space Plan and the transition to Long-Range Space Plan 2 outlined in section C of the Operating Budget portion of this document. Table 22 sets out expenditures in the Capital Budget since 2005-06 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 grants, private funds, government, student contributions, and Housing construction – the latter being funded from the Housing budget. Categories 2 to 5 are funded primarily from general University funds and government, while category 6 is funded from Housing operations, and category 7 is funded by the particular Ancillary undertaking the work. Categories 8 and 9 involve carrying costs and loan repayments, and other expenditures such as purchases of land and buildings and transfers from the capital budget for other purposes. Capital expenditures for 2009-10 total \$75.1 million.

As indicated earlier in this document, we are expecting substantial infrastructure funding from the Federal and Provincial governments. As the details are not yet known, projects have not been incorporated in the 2009-10 Capital Budget.

Categories 2 to 5 involve **Maintenance**, **Modernization**, **and Infrastructure** (**MMI**) and are eligible to receive funds from the annual MMI transfer from the operating budget to the capital budget, which is budgeted at \$10.25 million in 2009-10. These are expenditures directed at modification of existing space and renewal and expansion of the utilities and infrastructure of the University. The four MMI categories can be differentiated by size and by responsibility for oversight, as between the Vice-Presidents Academic and Resources & Operations. Category 2 involves a limited number of large projects over \$1,000,000, while categories 3, 4, and 5 involve a greater number of projects, including many costing less than \$100,000. Projects in categories 3 and 5, which deal with non-academic physical infrastructure, are generally recommended by the Associate Vice-President (Physical Plant) through the Vice-President (Resources & Operations).

Projects in category 4 involve instructional and research facilities, and are generally recommended by the Associate Vice-President (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 Claudette MacKay-Lassonde Pavilion, 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 also 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 March 31, 2009, our buildings and infrastructure have a current replacement value (CRV) of approximately \$1,650 million, as follows:

		Square	Major
	CRV \$M	Metres	Buildings
Major Non-Residential Buildings	1,236	466,326	60
Utilities and Infrastructure	55		
Subtotal, Eligible for MMI	1,291	466,326	60
Housing	280	233,159	14
Other Ancillary Buildings	<u>79</u>	42,300	6
Total	1,650	741,785	80

At March 31, 2009, the University had 466,326 gross square metres in 60 major non-residential buildings, ranging in size from the Cronyn Observatory (338 square metres) to the Social Science Centre (33,757 square metres). Those buildings, and some \$55 million in utilities and infrastructure, are the physical assets generally eligible for MMI expenditures. On that same date, the University had 233,159 square metres of Housing space in ten major undergraduate residences, four major apartment buildings, and numerous smaller buildings for graduate students in Platt's Lane Estates. Other than Housing, there are six major buildings which are operated largely or entirely as ancillaries: Western Sports and Recreation Centre, 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 non-residential building projects of over \$1 million (projects generally span more than one year). Of the 466,000 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 values greater than \$10,000 directed at the upgrading and new installation of utilities and other infrastructure, including boilers and chillers, as well as electrical, water, and sewer distribution systems. Given that most of our Utilities and Infrastructure plant and equipment is over thirty years old, these projects will continue to be a critical part of our capital budget.

It is noted that proposed projects under this category include a number of projects devoted to the renewal of portions of our steam, water and chilled water systems. In addition, replacement of South and North cooling towers at a cost of \$3.1 million, is planned for fiscal year 2009-10. Major projects in future years will include continued work on electrical distribution systems and cooling tower and boiler replacements.

- **4. Modernization of Instructional and Research Facilities**. This category includes the renewal and modernization of classrooms, laboratories, libraries, and other space used for instruction and research, as well as upgrades to information technology. These expenditures are critical to maintaining Western's reputation as a leader in the quality of teaching and research. These projects are sometimes funded by the units themselves with operating or research funds.
- **5. General Maintenance and Modernization Projects**. This category consists of a wide variety of maintenance and modernization projects which are not included in categories 2 to 4. Most of the projects are under \$100,000, involving such work as roof replacement, interior and exterior painting, road, bridge, and sidewalk repair, and general maintenance of structures and systems. An annual provision of \$350,000 for unforeseen projects forms part of the allotment in this category.
- **6. Housing Renovations**. This category includes all maintenance and modernization expenditures on University residences and apartment buildings. Construction of a new residence or apartment building is included in category 1. Maintenance and modernization expenditures, projected to be \$4.8 million in 2009-10, are funded from Housing revenues and debt. Housing has always set aside adequate maintenance funds and does not have the significant deferred maintenance on its buildings which may be observed in many other University buildings.
- **7. Ancillary Projects**. This category includes capital expenditures on Ancillaries other than Housing, including Hospitality Services, the Book Store, Parking Services, student fee-funded units, self-funded support units, and self-funded research units. These units pay a charge to the University for the space they occupy.
- **8.** Carrying Costs and Debt Repayments. This category consists of principal repayments and interest on capital projects.
- **9. Other Capital Expenditures**. This category includes asset acquisitions such as the \$7.7 million for Westminster College in 2005-06 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 the University property as the lands come available. Western will continue to seek to protect the Regional Facilities zoning around us and to buy land near our campus when it comes up for sale. The University may also acquire strategic physical assets, as in the purchase of the Siebens-Drake Research Institute building in 2002.

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

Reserve (line C) are driven by the differences between funding and expenditure (line B). Thus for 2007-08, line B shows \$(17,785), the difference between funding of \$86,420 (all figures in \$000) and expenditures of \$104,205. The capital reserve in line C increases or decreases by this same amount of \$(17,785), from \$51,944 in 2006-07 to \$34,159 in 2007-08. When line B is negative, as in 2005-06 and 2007-08, the capital reserve declines.

Line E shows the replacement value of non-residential 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 2007-08, MMI expenditures were \$31.3 million, while the estimated replacement value of non-residential buildings, utilities, and infrastructure was \$1.2 billion. The ratio of the two is 2.6%, 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. For 2009-10 and 2010-11, we are recommending that the annual transfer be maintained at \$10.25 million.

Line H of Table 22 shows the ratio of the annual MMI transfer to total MMI expenditures; for example, in 2007-08, the transfer was \$9.5 million and MMI expenditures were \$31.3 million, so the ratio in line H is 30.4%. Other sources of funding for MMI expenditures include the annual capital facilities renewal grant from the Province (currently about \$2.4 million); special Provincial grants, such as the \$16.0 million announced in April, 2003 for the renovation of the Medical Sciences Building; additional one-time allocations from the University's operating budget; 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 condition when originally built. In fact, whenever Western undertakes a major maintenance project, there is also modernization of the facility, and whenever we carry out 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 considers them a reasonable average for the four categories over a number of years.

The value of line J in 2007-08 is \$19.1 million, or (in line K) 1.6% 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. While there has been an increase in one-time funding to support facilities renewal over the past few years, Western continues to urge the Province to increase the annual allocation for facilities renewal, which has often been set at \$2.4 million or less during the last decade. The recent Federal and Provincial budgets have committed significant one-time funding to the infrastructure program for universities which will support the rapid modernization of aging facilities on campus. As the details are not yet known, projects associated with the Federal and Provincial Infrastructure Programs have not been incorporated in the 2009-10 Capital Budget.

Table 23 reviews capital projects over \$1 million divided into three groups: projects completed in fiscal 2008 (11 projects with a total cost of \$83.0 million); projects currently underway (15 projects, \$176.1 million), and future projects: planned or under consideration (24 projects, \$997.3 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 and transition to Long-Range Space Plan 2 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.

B. Sources of Funding and Capital Expenditures in 2009-10

Table 24 displays sources of funding for budgeted capital expenditures with estimates of comparative data for 2008-09, divided into seven major categories: provincial and municipal government grants; funds from the Canada Foundation for Innovation (CFI) and the Ontario Ministry of Research and Innovation (OMRI) awarded on a competitive basis; funds transferred from Western's operating budget; investment income on reserves held in the Capital Budget; general fundraising; borrowing; and other sources, including internal recoveries. As compared to a decade ago, the University is more dependent on capital revenues from competitive research sources (e.g. CFI/OMRI), private fundraising, transfers from the operating budget and debt.

Table 25 shows expenditures in Categories 1 and 2, for 2008-09 (estimates as of February 28, 2009) and 2009-10 (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 2009-10.

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 2008-09.

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.

	<u>86–87</u>	<u>95-96</u>	<u>98-99</u>	<u>01-02</u>	<u>04-05</u>	<u>07-08</u>
1. Western	95.2%	85.8%	81.3%	74.2%	71.1%	75.4%
2. All Ontario Universities	88.4%	86.5%	86.0%	79.6%	73.0%	72.2%
3. Western's "Relative Space Efficiency"	-6.8%	+0.7%	+4.7%	+5.4%	+1.9%	-3.2%

We may illustrate the three lines of the table with reference to the data for 2007-08. Line 1 shows that Western had actual space equal to 75.4% of the space which would be required to meet the space standards; the corresponding figure for all Ontario universities was 72.2%. The difference of line 2 minus line 1 is -3.2%. Western's use of space is comparable to other Ontario Universities. Figure O shows the growth of Actual and Formula space since 1986-87 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 University's Long-Range Space Plans 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.

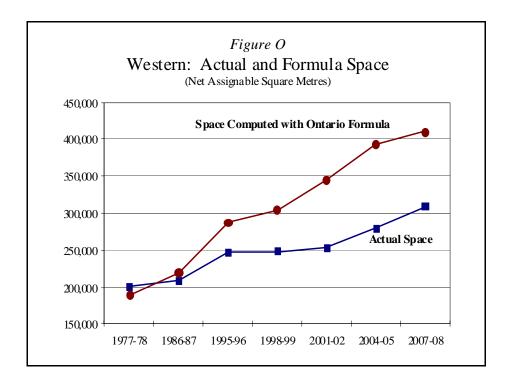


Table 22
CAPITAL BUDGET SUMMARY, 2005-06 TO 2009-10
(\$ 000)

Category	Purpose	Actual 2005-06	Actual 2006-07	Actual 2007-08	Projected 2008-09	Budget 2009-10
cutegory	New Construction	2002 00	2000 07	2007 00	2000 09	2007 10
1	New Construction (Table 25, line 12)	33,850	46,560	54,156	61,257	7,820
	Maintenance, Modernization, and Infrastructure (MMI)					
2	Major Building Renovations (Table 25, line 28)	11,654	21,153	18,192	29,046	31,536
3	Utilities and Infrastructure Projects (Table 26)	3,313	5,197	4,648	4,865	7,187
4	Modernization of Instructional and Research Facilities (Tables 27 and 29)	6,124	4,945	5,150	6,124	4,283
5	General Maintenance and Modernization Projects (Tables 27 and 29)	4,347	5,574	3,285	5,626	11,780
	Sub-Total MMI	25,438	36,869	31,275	45,661	54,786
	Other					
6	Housing Renovations (Tables 28 and 30)	2,092	3,071	10,592	8,367	4,776
7	Ancillary Projects (Tables 28 and 30)	890	988	2,179	2,373	130
8	Carrying Costs and Debt Repayments	21,134	7,002	774	874	3,574
9	Other Capital Expenditures	7,717	48	5,229	5,066	4,011
	Sub-Total Other	31,833	11,109	18,774	16,680	12,491
10	Total Expenditures	91,121	94,538	104,205	123,598	75,097

		Actual	Actual	Actual	Projected	Budget
Line		2005-06	2006-07	2007-08	2008-09	2009-10
	Sources of Funding, Reserves, and Debt					
A	Total Sources of Funding, Including Debt (Table 24)	90,576	108,960	86,420	112,266	62,883
В	Sources of Funding less Expenditures	(545)	14,422	(17,785)	(11,332)	(12,214)
С	Capital Reserve, Year End (Table 31)	37,522	51,944	34,159	22,827	10,613
D	Capital Debt Outstanding, Year End (Table 31)	120,901	119,006	225,920	222,114	218,673
Е	Replacement Value of Non-residential Buildings, Utilities & Infrastructure, \$M	1,107	1,130	1,213	1,291	1,351
F	MMI Expenditures/Replacement Value	2.3%	3.3%	2.6%	3.5%	4.1%
G	Annual MMI transfer from Operating to Capital Budget	8,000	8,750	9,500	10,250	10,250
Н	MMI transfer/MMI Expenditures	31.4%	23.7%	30.4%	22.4%	18.7%
J	Estimate of Maintenance Expenditure	14,917	22,931	19,133	28,399	35,096
K	Maintenance Expenditure/Replacement Value	1.3%	2.0%	1.6%	2.2%	2.6%
L	Number of Major Buildings	78	77	76	80	83
M	Total Gross Square Meters (000s)	673	693	706	741	753

Category 8 does not include carrying costs and loan repayment for Residences and Apartments, UCC, Research Park, and the Ivey School of Business. Line B is equal to Line A Total Sources of Funding less Total Expenses.

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

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

Table 23
CAPITAL PROJECTS OVER \$1 MILLION

		Category	Start	End	Cost
					(\$M)
1	Projects Completed in 2008				
2	Chiller CPS303 and Cooling Tower in Power Plant	3 2	Mar 06	Jun 08	
3	Dental Clinic Renovations in Dental Science Building (Phase II and III)		May 06	Jul 08	
4	Bayfield Hall Renovations	6	May 06	Aug 08	
5	Support Services Building	1	Jun 06	Sep 08	
6	Althouse Faculty of Education Building Renovations	2	Aug 06	Apr 08	
7	Material Sciences Addition	1	Nov 06	Aug 08	
8	Electrical Infrastructure	3	May 07	May 08	
9	Western Road Expansion	9	May 07	Jul 08	
10	Install Primary/Secondary Pumping Station	3	May 07	Oct 08	
11	Robarts MRI Project - Cuddy Wing Renovations	2	Jan 08	Aug 08	
13	Recirculation Lines Replacement in Saugeen-Maitland Hall Total	6	May 08	Aug 08	83.0
13	Totat				03.0
14	Projects Underway				
15	7	2	Nov 05	Apr 10	
16	Biological and Geological Sciences Building Renovations Westminster Hall Related Renovations	2	Jun 06	Apr 10 Apr 09	
17	Western Student Recreation Centre	1	Oct 06	Feb 09	
18	Student Services Building	1	Apr 07	Aug 09	
19	The Claudette MacKay-Lassonde Pavilion (Green Building)	1	Apr 07	Sep 09	
20	Advanced Facility for Avian Research	1	Mar 08	Apr 09	
21	Electrical Infrastructure	3	May 08	May 09	
22	Talbot Theatre Renovations	2	May 08	Jun 09	
23	IT Network and Infrastructure Upgrades (VOIP)	2	May 08	Sep 12	
24	Teaching Lab Upgrades in the Chemistry Addition	4	Jun 08	Jan 09	
25	Dental Sciences Bldg Rearrange Lower Floors for Teaching Facility	4	Jun 08	Mar 09	
26	Institute for Chemicals and Fuels from Alternative Resources Facility	1	Jun 08	May 09	
27	Renovations to Robarts Building 7th Floor	2	Dec 08	May 09	
28	Stevenson Hall and Lawson Hall Renovations	2	Mar 09	Mar 11	
29	University Community Centre Renovations	2	Dec 09	Jan 10	
30	Total				176.1
31	Future Projects - Planned and Under Consideration				
32	Replace Fan Coils & Kitchen Upgrades in Saugeen-Maitland Hall	6	May 09	Sep 09	
33	Physics and Astronomy Building Renovations	2	May 09	Mar 11	
34	Brain and Mind Renovations in Natural Sciences Building	2	May 09	Nov 09	
35	Chiller CPN 303 and Cooling Tower in North Chiller Plant	3	May 09	Apr 10	
36	Chiller CPS 301 and Cooling Tower in Power Plant	3	May 09	Apr 10	
37	Roof Replacement	5	May 09	Apr 10	
38	Follow on Renovations to Existing Facilities	2	May 09	Dec 10	
39	Services Building Renovations for FIMS	2	May 09	Mar 11	
40	Utilities and Infrastructure Projects	3	May 09	Apr 12	
41	Campus Sustainability Initiatives	5	Aug 09	Mar 11	
42	Installation of a Co-Generation System	3	Oct 09	Mar 11	
43	Nursing Space Renovations	2	TBD	TBD	
44	New Ivey School Building	1	TBD	TBD	
45	Existing Ivey Building Renovations	2	TBD	TBD	
46	Expansion and Renewal of Medical and Dental Facilities	1&2	TBD	TBD	
47	Convert B&GS Courtyard into Gathering Space	1	TBD	TBD	
47	Danaga and Marian Danaga and Taritistics	1	TBD	TBD	
48	Proposed Major Research Initiatives	_	mr -		
48 49	Renewal of UC, MG, SEB, TH, MB, EC and Nursing Facilities	2	TBD	TBD	
48 49 50	Renewal of UC, MG, SEB, TH, MB, EC and Nursing Facilities New Facilities for Chemistry and Brain and Mind	1	TBD	TBD	
48 49 50 51	Renewal of UC, MG, SEB, TH, MB, EC and Nursing Facilities New Facilities for Chemistry and Brain and Mind Consolidation of Psychology at Westminster Campus	1 1	TBD TBD	TBD TBD	
48 49 50 51 52	Renewal of UC, MG, SEB, TH, MB, EC and Nursing Facilities New Facilities for Chemistry and Brain and Mind Consolidation of Psychology at Westminster Campus Athletic Facility	1 1 1	TBD TBD TBD	TBD TBD TBD	
48 49 50 51 52 53	Renewal of UC, MG, SEB, TH, MB, EC and Nursing Facilities New Facilities for Chemistry and Brain and Mind Consolidation of Psychology at Westminster Campus Athletic Facility Performing Arts Facility	1 1 1	TBD TBD TBD TBD	TBD TBD TBD TBD	
48 49 50 51 52	Renewal of UC, MG, SEB, TH, MB, EC and Nursing Facilities New Facilities for Chemistry and Brain and Mind Consolidation of Psychology at Westminster Campus Athletic Facility	1 1 1	TBD TBD TBD	TBD TBD TBD	

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

		Projected 2008-09	Budget 2009-10
1	Government Grants		
2	MTCU Annual Capital Grant (Facilities Renewal Program)	2,424	2,424
3	MTCU Graduate Expansion Capital Grant	1,700	2,200
4	City of London - SuperBuild Projects	826	826
5	MTCU Special Capital Grant (University Capital Renewal Funding)	18,090	0
6	Provincial Grant - Institute for Chemicals & Fuels from Alternative Sources	3,600	0
7	Urban Works Reserve Fund	0	230
8	Sub-Total Sub-Total	26,640	5,680
9	CFI/OMRI Federal/Provincial Funding		
10	The Claudette MacKay-Lassonde Pavilion (Green Building)	3,600	3,600
11	Advanced Facility for Avian Research	4,693	121
12	Robarts MRI Project - Cuddy Wing Renovations	2,246	0
13	Biological and Geological Sciences Building Renovations	240	0
14	Biotron - New Facility	205	0
15	West Valley Building	100	0
16	Sub-Total Sub-Total	11,084	3,721
17	Operating Budget		
18	Operating Budget MMI Transfer - Base	10,250	10,250
19	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
20	Operating Budget - CRC Transfer	1,000	976
21	Operating Budget - Incremental Space for Engineering in TEB	445	445
22	Operating Budget - FFICR Transfer	3,000	0
23	Operating Budget - One-Time Allocations	1,730	0
24	Operating Budget - Robarts Transition Fund Renovations	631	0
25	Operating Self Insurance Reserve - Talbot College Fire Damage	207	0
26	Medicine Operating Budget - Robarts 7th Floor Renovation Project	2,900	0
27	Medicine Operating Budget - Medical Science Building Renovations	500	0
28	Medicine Operating Budget - Rearrange Lower Ground Floors for Teaching Facility	370	0
29	Ivey School Budget - Ivey Projects and Interest	104	74
30	Science Operating Budget - RISF - Material Sciences Addition	167	0
31	Science Operating Budget - Advanced Facility for Avian Research	75	0
32	Science Operating Budget - Institute for Chemicals & Fuels from Alternative Sources	45	0
33	Social Science Operating Budget - Advanced Facility for Avian Research	75	0
34	Miscellaneous Faculty Budgets	0	30
	Sub-Total		12,375

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

		Projected 2008-09	Budget 2009-10
36	Interest Earned	688	139
30	Interest Eurneu	000	139
37	Fundraising		
38	Nursing Space Renovations	0	1,800
39	The Claudette MacKay-Lassonde Pavilion (Green Building)	300	700
40	Talbot Theatre Renovations	500	500
41	Biological and Geological Sciences Building Renovations	0	500
42	Medical Science Building Renovations	500	400
43	SuperBuild Projects	300	300
44	ING Leadership Centre (TSX) Leasehold Improvements	108	20
45	Law Building Expansion and Renovations	147	0
46	Sub-Total	1,855	4,220
47	Borrowing		
48	Long-Range Space Plan 1	19,673	28,450
49	Western Student Recreation Centre	13,135	309
50	Bayfield Hall Renovations	3,370	130
51	Sub-Total	36,178	28,889
52	Other		
53	Student Contributions - Western Student Recreation Centre	1,200	1,300
54	Energy Conservation Incentives	200	200
55	Telephone Switch - Funded by Telecommunications Budget	800	0
56	Campus Recreation Contribution - Western Student Recreation Centre	750	0
57	Projects Funded by Housing	5,593	4,646
58	Projects Funded by Units	3,556	1,583
59	Projects Funded by Ancillaries	1,623	130
60	Sub-Total	13,722	7,859
61	Total Sources of Funding	112,266	62,883

Line 23 for 2008-09 includes allocations to Support Services Building Furnishings (\$730) and Teaching Lab Upgrades in Chemistry Addition (\$1,000).

(\$000)

		Projected 2008-09	Budget 2009-10
1	Category 1: New Construction		
2	Student Services Building	14,163	4,793
3	The Claudette MacKay-Lassonde Pavilion (Green Building)	15,039	2,172
4	Western Student Recreation Centre	10,464	409
5	Support Services Building	7,244	325
6	Advanced Facility for Avian Research	5,043	121
7	Material Sciences Addition	5,324	0
8	Institute for Chemicals and Fuels from Alternative Resources Facility	3,645	0
9	Biotron - New Facility	205	0
10	West Valley Building	100	0
11	Ivey Spencer Leadership Centre Expansion and Renovations	30	0
12	Total, Category 1	61,257	7,820
13	Category 2: Major Building Renovations		
14	Stevenson Hall and Lawson Hall Renovations	1,107	7,625
15	University Community Centre Renovations	2,800	6,900
16	Services Building Renovations for FIMS	0	4,400
17	Biological and Geological Sciences Building Renovations	10,534	3,715
18	IT Network and Infrastructure Upgrades (VOIP)	1,100	3,160
19	Physics and Astronomy Building Renovations	1,431	2,695
20	Brain and Mind Renovations in Natural Sciences Centre	0	1,800
21	Talbot Theatre Renovations	4,507	741
22	Follow-on Renovations to Existing Facilities	350	500
23	Renovations to Robarts Building 7th Floor	2,900	0
24	Robarts MRI Project - Cuddy Wing Renovations	2,246	0
25	Westminster Hall Related Renovations	1,260	0
26	Althouse Faculty of Education Building Renovations	559	0
27	Westminster Hall Renovations	252	0
28	Total, Category 2	29,046	31,536

Table 26
CAPITAL EXPENDITURES FOR UTILITIES AND INFRASTRUCTURE PROJECTS 2008-09 AND 2009-10 (\$000)

		Projected 2008-09	Budget 2009-10
1	Category 3: Utilities and Infrastructure Projects		
2	PP - Chiller CPS 301 and Cooling Tower Replacement	0	1,600
3	CG - Chiller CPN 303 and Cooling Tower Replacement in North Chiller Plant	0	1,450
4	CG - Electrical Infrastructure Continuing Program	1,953	1,105
5	PP - New Emergency Generator	46	654
6	CG - Steamline Insulation and Heat Recovery Initiatives	200	600
7	CG - Storm and Sanitary Sewer Upgrades	0	550
8	PP - Replacement and Upgrade of High Pressure Steam Line Components	0	250
9	CG - Energy Conservation Investment (Lighting)	325	200
10	PP - Upgrade Natural Gas Valve System	0	200
11	PP - Replacement of Boiler Controls	410	150
12	CG - Chilled Water Capacity Upgrade	100	150
13	CG - Chilled Water Valve Replacement - Buildings	90	90
14	PP - Feedwater Pump Replacement	40	80
15	CG - Building Steam Distribution Systems Upgrades	40	50
16	CG - Upgrade Compressed Air Lines - Mains	25	30
17	PP - Condensate Transfer Pump Replacement	2	28
18	PP - Install Primary/Secondary Pumping Station	550	0
19	PP - Chiller CPS 303 and Cooling Tower Replacement	325	0
20	PP - Cooling Water System for Compressor	178	0
21	CG - New Water Main from Elgin Hall to Richmond Street	170	0
22	PP - Replacement of Boilers 2 and 3	100	0
23	CG - Replacement and Upgrade of High Pressure Steam Lines	100	0
24	CG - Replacement of Steam Safety Valves	70	0
25	CG - Flash Tank Replacements	58	0
26	NCP - Upgrade Delta Control System	43	0
27	PP - Replace HP Condensate Line at Thames Hall	40	0
28	Total, Category 3	4,865	7,187

Table 27

EXPENDITURES IN 2009-10 FOR INSTRUCTIONAL/RESEARCH FACILITIES AND GENERAL MAINTENANCE

(\$000)

		Budget 2009-10
1	Category 4: Modernization of Instructional and Research Facilities	
2	DSB - Lab Renovations in Rooms 2017 to 2021F	700
3	CG - GU Classroom Upgrades	350
4	MSB - Renovations to Rooms 150 and 150G	300
5	CG - IT Network Backbone Upgrades and Improvements	250
6	MSB - Create Research Space in Physiology and Pharmacology	216
7	DSB - Space Conversion to Rooms 00045 - 00048	180
8	WSC - Stable Isotope Lab Renovations	138
9	MB - Modernization of VonKuster Hall	120
10	CG - Study Space Upgrades in Various Libraries	101
11	SEB - Security Upgrade	100
12	WL - Create Offices for Archivists	100
13	SSC - Create Graduate Student Computer Lab and Multi Media Lab	95
14	VAC - Space for the PhD Program in Visual Arts and Culture	90
15	FEB - Improvements to Pre-Service Office Suite	86
16	WSC - Renovations to Create Faculty Offices for Statistical and Actuarial Sciences	86
17	UC - Create Graduate Student Space in French	85
18	MSA - Upgrade Furniture in Faculty and Staff Offices	79
19	DSB - Renovations to Lab in Rooms 2003 and 2004	72
20	EC - Improvements to Graduate Classrooms in Room EC1547	70
21	37 Other Projects	1,065
22	Total, Category 4	4,283
	Toui, curegory r	1,203
23	Category 5: General Maintenance and Modernization Projects	
24	CG - Roof Replacement	1,112
25	CG - Tunnel Galvanized Water Main Replacement	562
26	SLB - ITS and Server Room Upgrades	460
27	EC - Replacement of Fan System 102	452
28	CG - Window Replacement	430
29	WL - Skylight Replacement	400
30	TRAC - Road and Sidewalk Upgrades	400
31	RRI - Building Improvements	365
32	CG - Unforeseen Projects	350
33	SLB - Window Replacement	350
34	CG - Upgrade of Existing Radio System	350
35	CG - Real Time Metering	300
36	CG - Utility Sub-Metering	300
37	GLR - Building Upgrades	300
38	CG - Exhaust Disbursement Study on Campus	250
39	CG - Roof Safety	250
40	CG - Installation of Card Access Systems to Buildings	200
41	CG - Repairs and Replacement of Autoclaves	200
42	CG - Repairs and Repracement of Autocraves CG - Building Fire Alarm System Upgrades	200
43	75 Other Projects	4,549
		1 4.347

Table 28
EXPENDITURES IN 2009-10 FOR HOUSING AND ANCILLARIES (\$000)

		Budget 2009-10	
1	Category 6: Housing Renovations		
2	Replace Fan Coils and Upgrade Kitchen and Washrooms, Saugeen-Maitland Hall	2,265	
3	Replace Watermains, Bathrooms and Plumbing, Platt's Lane Estates		
4	Replace Transformer, Sydenham Hall		
5	Bayfield Hall Renovations	130	
6	Plumbing Improvements, Sydenham Hall	100	
7	Electrical and Mechanical Upgrades, Delaware Hall	100	
8	Contingency Projects, General	100	
9	Flooring Replacement, Glenmore Apartment Complex	90	
10	Replace Exterior Apartment Doors and Stair Treads, Platt's Lane Estates	90	
11	Asphalt and Concrete Repairs, Medway Hall	80	
12	Replace Stairwell Ceiling Tile, Medway Hall	75	
13	Housing Operations Committee Projects, General	75	
14	Concrete and Asphalt Repairs, Glenmore Apartment Complex	70	
15	Townhouse Furnace Replacement, Platt's Lane Estates	68	
16	Replace Switchgear and Transformer, Glenmore Apartment Complex	60	
17	Kitchen Assessment and Design, Essex Hall	50	
18	Security Measures, General	50	
19	Replace Condensing Units, Lambton Hall	50	
20	Flooring Replacement, Platt's Lane Estates	50	
21	Replace Chain Link Fencing, Platt's Lane Estates	50	
22	Fire Alarm System Assessment, Platt's Lane Estates		
23	Air Handling Study, Sydenham Hall	30	
24	Plumbing Improvements, Delaware Hall	30	
25	Replace Pianos, Delaware Hall	30	
26	Design of Shower Hot and Cold Vertical Lines, Saugeen-Maitland Hall	30	
27	Bike Rack Fencing, General	25	
28	Contingency Projects, Glenmore Apartment Complex	25	
29	Replace Street Lighting, Platt's Lane Estates	25	
30	Contingency Projects, Platt's Lane Estates	25	
31	Replace Lights under Front Canopy Townhouses, Platt's Lane Estates	20	
32	Washroom Improvements, Medway Hall	20	
33	Replace Asbestos Panels in Tunnel, Sydenham Hall	20	
34	Replace Flushometers, Delaware Hall	18	
35	Refurbish Main Lounge, Alumni House	15	
36	Install Irrigation System, Medway Hall	15	
37	Replace Drapes, Lambton Hall Residence	15	
38	Replace Bathtubs, Platt's Lane Estates	15	
39	58 Other Projects	444	
40	Total, Category 6	4,776	
41	Category 7: Ancillary Projects		
42	CG - Springett Parking Lot Expansion	100	
43	TRAC - Dressing Room Upgrades	30	
44	Total, Category 7	130	

Table 29

EXPENDITURES IN 2008-09 FOR INSTRUCTIONAL/RESEARCH FACILITIES AND GENERAL MAINTENANCE

(\$000)

		Projected 2008-09
1	Category 4: Modernization of Instructional and Research Facilities	
2	CHB - Teaching Lab Upgrades in the Chemistry Addition	940
3	MSB - Video Conferencing Link to Windsor Medical Training Group	740
4	DSB - Re-Arrange Lower Ground Floors for Teaching Facility in Dentistry	724
5	CG - GU Classroom Upgrades	350
6	EC - Exam Room Renovations	328
7	CG - IT Network Backbone Upgrades and Improvements	250
8	MSB/DSB - Schulich School Space Study	212
9	FEB - Convert Gym Mezzanine to Graduate Space	200
10	HSB - Renovations to Lab in Rooms 402 and 403	188
11	FEB - Faculty of Education Community Room	180
12	SRS - Alumni Hall Upgrade for SRS	154
13	DSB - Renovations to Lab in Rooms 2003 and 2004	153
14	TLP - Storage Facility	136
15	EC - Modernize EC1330 for Rehabilitation Sector Program	115
16	CG - ARCC Loading Dock Renovations	115
17	SEB - Create Water Treatment Facility in Room 15	112
18	MSB - Renovations to Rooms 150 and 150G	100
19	SEB - Renovations to Lab in Room 2025	84
20	SEB - Divide SEB2020 to Accommodate Lab from Elborn College	80
21	38 Other Projects	963
22	Total, Category 4	6,124
	Total, Category 4	0,124
23	Category 5: General Maintenance and Modernization Projects	
24	SSC - Window Replacement	600
25	CG - Installation of Card Access Systems to Buildings	482
26	WL - New Office in Suite 200	470
27	CG - Roof Replacement	288
28	RRI - Building Improvements	266
29	CG - Improve Access for Physically Challenged	258
30	UCC/SSC - Repair of Concrete Walkway	249
31	CG - Unforeseen Projects	223
32	CG - Repairs and Replacement of Autoclaves	200
33	TC - Fire Damage	179
34	CG - Asbestos and Mould Abatement	150
35	UC - Repairs of Cracks in Concrete	125
36	CG - Utility Sub-Metering	100
37	CG - Road Repair and Replacement	100
38	CG - Sidewalk Repairs	89
39	CG - Sidewalk Repairs CG - Exterior Painting	78
40	UC - Elevator 'B' Replacement	78
	*	
41	CG - Repairs to WES Infrastructure	68
42	CG - Building Controls and Panel Upgrades	60
43	64 Other Projects	1,569
44	Total, Category 5	5,626

Table 30
EXPENDITURES IN 2008-09 FOR HOUSING AND ANCILLARIES (\$000)

		Projected 2008-09
1 <i>Ca</i>	tegory 6: Housing Renovations	
2	Bayfield Hall Major Renovations	2,774
3	Recirculation Lines Replacement, Saugeen-Maitland Hall	1,360
4	Replace Watermain, Platt's Lane Estates	600
5	Refurbish Washrooms, Saugeen-Maitland Hall	337
6	Replace Locks on Door 430, Saugeen-Maitland Hall	270
7	Door Replacement, Saugeen-Maitland Hall	250
8	Replace Stoves, Platt's Lane Estates	152
9	Replace Building Locking System, Saugeen-Maitland Hall	150
10	Replace Stairway to Bayfield Hall, Lambton Hall	121
11	HV Switchgear Transformer Installation, Medway Hall	114
12	Replace Switchgear, Glenmore Apartment Complex	98
13	Flooring Replacement Allowance, Glenmore Apartment Complex	90
14	Single Family Residence Contingency, General	80
15	Medway Kitchen Conversion, Medway Hall	76
16	Contingency Projects, General	75
17	Refurbish Main Floor Bathrooms, Saugeen-Maitland Hall	75
18	Refurbish Stairwell and Doors on Exit, Glenmore Apartment Complex	68
19	Painting Stairwells, Alumni House	68
20	Replace Exterior Apartment Doors and Stair Tread, Platt's Lane Estates	65
21	Townhouse Furnace Replacement, Platt's Lane Estates	62
22	Replace Chain Link Fencing, Platt's Lane Estates	54
23	Replace Street Lighting, Platt's Lane Estates	52
24	Carpet and Tile Replacement, Essex Hall	52
25	Residence Security Measures, General	50
26	Carpet and Tile Replacement, Platt's Lane Estates	50
27	Supply and Install Dishwasher, Sydenham Hall	45
28	Contingency, Glenmore Apartment Complex	40
29	Carpet and Tile Replacement, Elgin Hall	39
30	82 Other Projects - Various Residences	1,100
31 T	otal, Category 6	8,367
32 <i>Ca</i>	tegory 7: Ancillary Projects	
33	Campus Recreation Furnishings and Equipment for WSRC	750
34	CG - Springett Parking Lot Expansion	650
35	TRAC - Bleacher Replacement	260
36	SSB - Food Outlet	175
37	Western Student Recreation Centre - Food Outlet	150
38	UCC - Subway Outlet Renovations	119
39	UCC - DX Cooling Kitchen	100
40	TD Waterhouse Stadium Renovations	75
41	UCC - Install Freezer	46
42	CG - Reconstruction of Lambton Parking Lot	28
43	UCC - Student Health Services Renovations	20
44 7	Total, Category 7	2,373

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

		Actual 2005-06	Actual 2006-07	Actual 2007-08	Projected 2008-09	Projected 2009-10
1	A. Capital Reserves					
2	General Capital Fund	11,818	11,386	14,176	16,320	6,462
3	Designated Capital Fund	24,202	39,012	18,385	4,885	2,529
4	Gibbons Property	1,502	1,546	1,598	1,622	1,622
5	Total Capital Reserves	37,522	51,944	34,159	22,827	10,613

		Actual 2005-06	Actual 2006-07	Actual 2007-08	Projected 2008-09	Projected 2009-10
6	B. Capital Debt	2003-00	2000-07	2007-00	2000-03	2007-10
7	General Capital Fund	2,000	1,500	800	0	0
8	New Construction, Major Renovations, & Other	5,925	1,540	12,940	45,748	74,507
9	Housing	92,088	97,579	93,992	92,966	88,366
10	Robarts Capital Leases	0	0	2,118	1,500	900
11	UCC	1,810	0	0	0	0
12	Research Park	14,278	14,087	14,170	27,900	31,600
13	Richard Ivey School of Business Foundation	4,800	4,300	3,800	3,300	2,800
14	Unused and Invested Debenture Proceeds	0	0	98,100	50,700	20,500
15	Total Capital Debt	120,901	119,006	225,920	222,114	218,673

 $\label{line 2} \textit{Line 2 represents the capital reserve fund mandated by the Board and carry forward funds for smaller capital projects.}$

 $\label{line 3} \textit{Line 3 includes fund balances for large capital projects with construction budgets greater than \$1 million.}$

Table 32
DESCRIPTION OF BUILDING/PROJECT CODES USED IN TABLES 22 through 31

	Code	Description
1	3M	3M Centre
2	AH	Alumni Hall
3	BEB	Bio-Engineering Building
4	BLWT	Boundary Layer Wind Tunnel
5	B&GS	Biological and Geological Sciences Building
6	C-MSC	Campus Miscellaneous
7	C-RD	Campus Roads
8	CG	Campus General
9	ChB	Chemistry Building
10	CSB	Dr. Don Rix Clinicals Skills Building
11	DSB	Dental Sciences Building
12	EC	Elborn College
13	ELGO	Elginfield Observatory
14	FEB	Althouse Faculty of Education Building
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	MG	McIntosh Gallery
25	MSA	Material Sciences Addition
26	MSB	Medical Sciences Building
27	NCB	North Campus Building
28	NCMRD	National Centre for Management Research and Development
29	NSC	Natural Sciences Centre
30	OH&S	Occupational Health and Safety
31	PP	Power Plant
32	PSFS	Environmental Field Station
33	P&AB	Physics and Astronomy Building
34	RRI	Robarts Research Institute
35	SBA	School of Business Administration Building
36	SDRI	Siebens-Drake Research Institute
37	SEB	Spencer Engineering Building
38	SH	Somerville House
39	SLB	Stevenson-Lawson Building
40	SpH	Spencer Hall
41	SSB	Support Services Building
42	SSC	Social Sciences Centre
43	StaB	Staging Building
44	TC	Talbot College
45	TDWS	TD Waterhouse Stadium
46	TEB	Thompson Engineering Building
47	TH	Thames Hall
48	TL	Taylor Library
49	TRAC	Thompson Recreation and Athletic Centre
50	UC	University College
51	UCC	University Community Centre
52	USC	University Students Council
53	VAC	John Labatt Visual Arts Centre
54	WC	Westminster College
55	WL	Weldon Library
56	WSC	Western Science Centre
57	WSRC	Western Student Recreation 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 \$615 million for the single year of 2009-10. That spending will take place, however, in a longer term context which must be understood in evaluating the Operating and Capital Budgets. 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.

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. This credit rating was reaffirmed in May of 2008. Part of the credit rating evaluation focused on a number of long-term obligations that the University manages on an ongoing basis, including the three which we review 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 has been assigned to specific projects
- Gibbons Property, the remaining funds from the sale of that property

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

Capital Debt is divided into the following categories:

- General Capital Fund includes debt for projects that are not new construction or major renovations.
- New Construction, Major Renovations, and Other represents debt on projects that are largely new construction, additions to existing buildings, other new facilities, non-residential 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 Lease** with the integration of Robarts into Western, a capital lease for equipment has been added to Capital Debt.
- UCC includes remaining debt for the University Community Centre expansion. The debt was retired in 2005-06.
- **Research Park** debt incurred by the Research Park.
- Richard Ivey School of Business Foundation debt held by Richard Ivey School of Business Foundation. This does not include debt for the expansion and renovation project at Spencer Hall for Ivey MBA or the Ivey EMBA Leasehold Improvement Project. The debt for these projects is included in the categories New Construction and Major Renovations respectively, 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 project requires the funding.

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

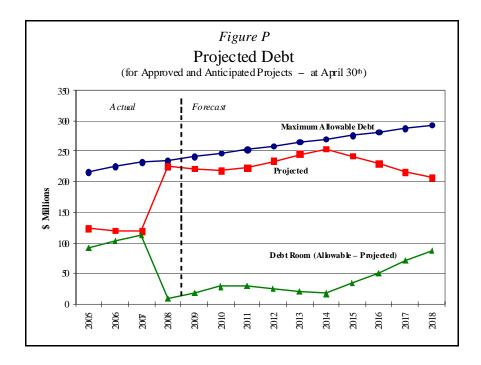
	Actual		Forecast		
	2007	2008	2009	2010	2011
Total Debt (in millions)	\$ 119	\$ 226	\$ 222	\$ 219	\$ 224
FTE	28,164	27,981	28,197	28,466	28,731
Allowable debt per FTE	\$8,246	\$8,387	\$8,565	\$8,698	\$8,816
Actual debt per FTE	\$4,224	\$8,069	\$7,873	\$7,693	\$7,796
Debt room per FTE	\$4,022	\$ 318	\$ 692	\$1,005	\$1,020

In 2009, the maximum allowed debt per FTE under Western's Capital Debt Policy is \$8,565, and the forecast is \$7,873. In 2006, the credit rating agencies (Moody's, DBRS & Standard & Poors) set a reasonable limit for debt per FTE as \$10,000 CDN. Western's current debt is thus 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 2009 containing information on universities that have issued debentures. Debt per FTE at eleven universities ranged from \$4,916 to \$9,539, with an unweighted average of \$7,791.

Figure P shows total debt as well as three measures of debt per FTE since 2007: the maximum allowable debt, 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 with allowance for other projects which may be presented to the Board during the period under consideration. Figure P shows that projected debt begins to decline after 2014; in fact during the time between now and 2018, there will be new projects that will be approved that will result in projected debt staying the same or possibly increasing. The debt room per FTE shown is about \$1,020 per FTE in 2011. With 28,731 FTEs, this corresponds to about \$29 million in debt which could be allocated to projects in future Board decisions. Western's total debt is projected to be \$224 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 at that time, this 40-year bullet debenture provides a cost-effective source of funds to finance capital construction and renovations.

Actual debt (net of the accumulated funds necessary to retire the Lambton Hall mortgage when it comes due in 2010) has increased by 85% since 2004, while revenues have grown by 24.6% over this same period, representing an increase in the ratio of debt to revenue from 17.65% to 26.21% in 2009. The forecast level of debt at April 30, 2009 is \$222 million or \$7,873 per FTE.



	Debt \$M	Combined Revenue \$M	FTE	Revenue per FTE	Debt / Rev %
2004	120.1	680.4	27,027	\$25,180	17.65%
2005	124.2	713.3	27,464	\$25,980	17.41%
2006	120.9	764.5	27,879	\$27,430	15.81%
2007	119.0	829.1	28,164	\$29,440	14.35%
2008	225.9	848.7	27,981	\$30,333	26.61%
2009p	222.1	847.4	28,229	\$30,018	26.21%

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, 2008, the University's accrued benefit liability relating to the employee future benefit plans was \$208 million (2007 - \$188 million).

Cost containment of active and post-retirement benefits has been a focus in recent negotiations. For staff, Western has introduced a measure that limits cost increases for active and retiree benefits to no greater than CPI (3% maximum) in each year, reduced the age limit for dependent coverage and increased service requirements to qualify for post-retirement benefits to 10 years. For faculty, the threshold for eligibility has been increased from 5 to 10 years for all new employees and cost containment changes are being introduced to the plan.

Included in the University's 2008 Audited Combined Statement of Operations is an annual expense in the amount \$20.0 million (2007 - \$14.9 million) regarding non-pension employee future benefits.

A recent comparison amongst G13 universities identified only five universities with significant post-employment benefit obligations greater than \$100 million, ranging from \$112 million to \$332 million and an unweighted average of \$225 million. The ratio of obligations to total revenues ranged from 17.0% to 43.9% with an unweighted average of 23.8%.

Employee Future Benefits (EFB) – Obligation and Expense as a % of Total Expenditures 2004 through 2008

	Obligation (\$M)	Expense (\$M)	Total University Expenses (\$M)	EFB Obligation as % of Total	EFB Expense as % of Total
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%
2008	\$ 208.2	\$ 20.0	\$ 845	24.6%	2.4%

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 estimates of deferred maintenance are different than estimates of debt or employee future benefits in the previous sections. There are actual contracts in place for the first two that allow us to make reasonable estimates. For deferred maintenance, that is not the case; therefore, we have to find other ways 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 Department of Physical Plant estimates that on March 31, 2009 deferred maintenance at Western is \$142 million for non-residential buildings, and \$12 million for residences. Slightly more than 50% of the deferred maintenance for non-residential buildings relates to mechanical, electrical and infrastructure requirements. Other major components include maintenance driven by code requirements and maintenance for roofs and windows.

A common measure for determining the overall condition of facilities is the ratio of deferred maintenance over replacement value of the facilities. The calculation for March 31, 2009 is as follows:

	Non-residential Buildings	Residences	
Current Replacement Value (CRV)	\$1,236 million	\$280 million	
Deferred Maintenance (DM)	\$ 142 million	\$ 12 million	
DM/CRV	11.5%	4.3%	

Western's residences are in excellent condition, and our non-residential campus buildings are comparable to other older universities in the province. The average age of buildings for universities in the Province of Ontario was over 30 years as of March 2007. Western's average age is 34.8 years. Over 80% of our buildings were built before 1978. Western's residences are funded through rents which cover maintenance; the University has never had a problem with deferred maintenance on residences. A ratio of 11.5% (Deferred Maintenance/Current replacement value) for non-residential 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 \$1.2 billion, spending on major maintenance for campus buildings at 2% should be in the range of \$24 million annually.

As part of the 1995 Strategic Plan, the Board of Governors approved an incremental annual base transfer of \$750,000 from operating capital in support of maintenance spending for ten years, from 1996-97 to 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. However, for 2009-10 and 2010-11, we are recommending that the annual transfer be maintained at \$10.25 million.

As explained at the start of the Capital Budget, the maintenance transfer is used for Maintenance, Modernization, and Infrastructure (MMI). The administration is sometimes asked by faculty and staff 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.

	Actual <u>2005-06</u>	Actual <u>2006-07</u>	Actual <u>2007-08</u>	Projected <u>2008-09</u>	Budget 2009-10
MMI	\$ 8.00m	\$ 8.75m	\$ 9.50m	\$10.25m	\$10.25m
CRV	\$1,107m	\$1,130m	\$1,213m	\$1,291m	\$1,351m
Ratio	0.72%	0.77%	0.85%	0.79%	0.76%

Thus the MMI transfer from the operating to the capital budget is less than half the 2% required to keep deferred maintenance from growing. Continuation of this MMI transfer is essential to maintaining a safe and reliable campus infrastructure, which supports modern research and teaching, and sustains faculty, staff, and student morale.

Line J of Table 22 presents an estimate of maintenance spending from all sources, with maintenance defined as spending required to bring aging facilities up to their condition when originally built. During the six years from 2000-01 to 2005-06, the ratio of maintenance spending to current replacement value averaged 1.1%, about one-half the 2% required to keep deferred maintenance from growing. We thus know that deferred maintenance was growing during this period. During the last three years, 2006-07, 2007-08 and 2008-09, the ratio was about 2%, so that 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.

To sustain the 2% rate of expenditure, we need a greater annual commitment from the Province beyond the annual facilities renewal funding of \$26 million, of which Western's share has been about \$2.4 million, or less, for over a decade. A facilities renewal grant of \$2.4 million was 0.19% of the current replacement value in 2008-09. The Rae Report also recommended that the Province give high priority to the funding of deferred maintenance in Ontario's universities. 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 facilities renewal transfer to \$200 million required maintenance spending. Of this \$200 million, Western would receive about \$18 million – 1.3% of the \$1.35 billion of current replacement value in 2009-10. The recent Federal and Provincial budgets have committed significant one-time funding to the infrastructure program for universities and colleges which will support the rapid modernization of aging facilities on campus. As the details of this funding are not yet known, projects have not been incorporated in the 2009-10 Capital Budget; however, it is expected that these funds will have a significant impact on the deferred maintenance liability.