



*The University of Western Ontario*

**2010-11 Operating and Capital Budgets**

**April 1, 2010**



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**ACRONYMS used in University Budget Document**

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





## 2010-11 Operating Budget

April 1, 2010

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### A. Planning and Budgetary Context

The current planning cycle leads us into the final year of Western's four-year budget plan which spans the period 2007-08 through 2010-11. The four-year planning process introduced in the fall of 2006 has been updated each year with revisions to:

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

The budget plan for this four-year period anticipated 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 © investment income from the University's non-endowed funds.

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

1. undergraduate enrolment growth funding;
2. targeted 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 front-end-loaded Government allocations with immediate direct budget investments in our Faculties and Support Units. Such investments 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 existing graduate student space.
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- The allocation of \$5.1 million in base UPIF funds through the 2006-07 budget 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/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 GEF+ funding mechanism to support graduate expansion, which provided the Faculties with \$2.0 million in 2007-08, \$2.7 million in 2008-09, and \$3.0 million in 2009-10. The GEF+ is projected to grow to \$4.0 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 \$0.4 million to the Faculties.
  - Additional in-year allocations for 2008-09 in the summer of 2008 – in response to Government’s year-end funding – as follows: one-time funding of \$1.3 million to the Faculties and \$2.2 million in one-time funding and \$0.2 million in base funding to the Support Units.

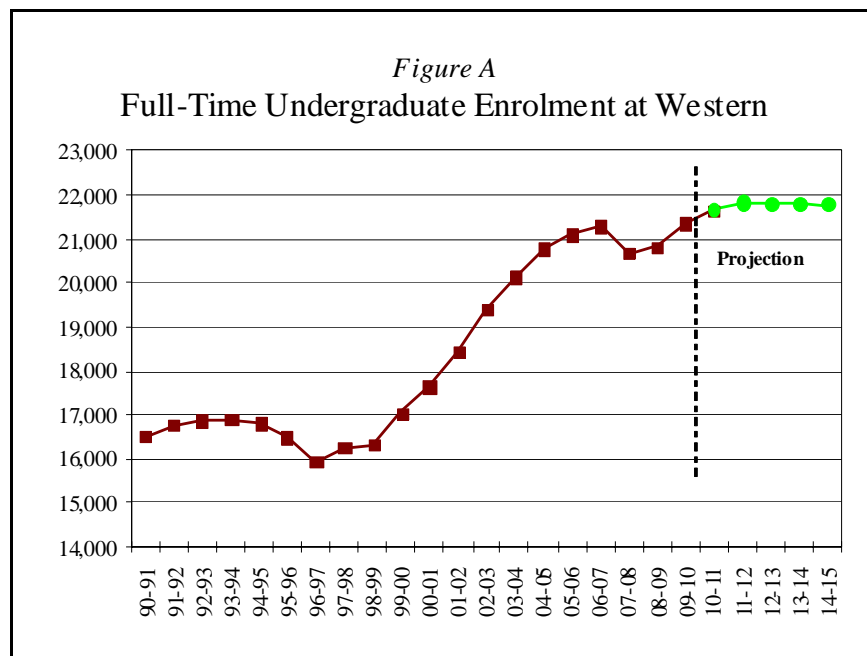
While the above initiatives provided our Faculties and Support Units with substantial resources up to and including the first two years of our current four-year planning period, the final two years of this planning period anticipated substantially less incremental resources. For example, all of the UPIF resources for the full four years were committed during the first two cycles of this four-year planning period.

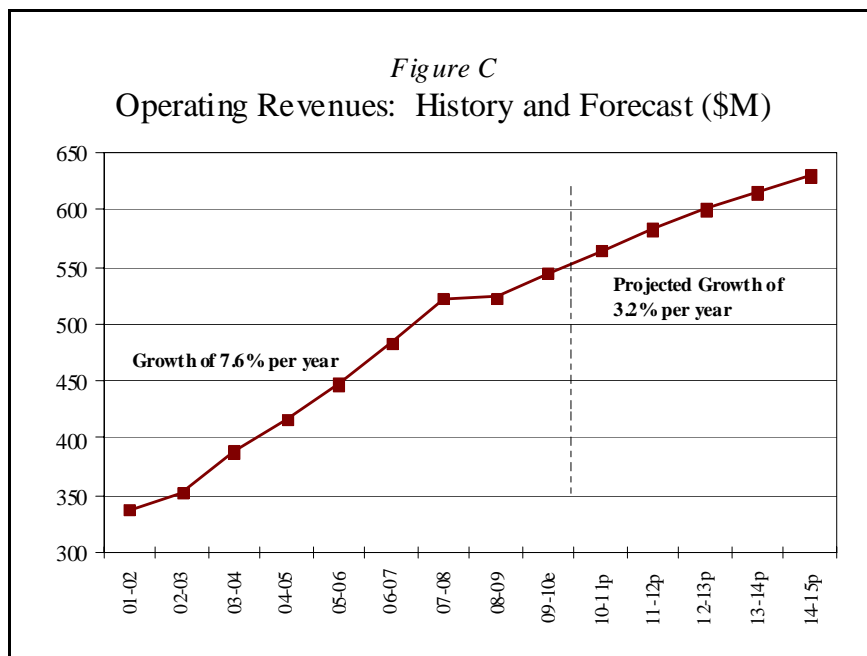
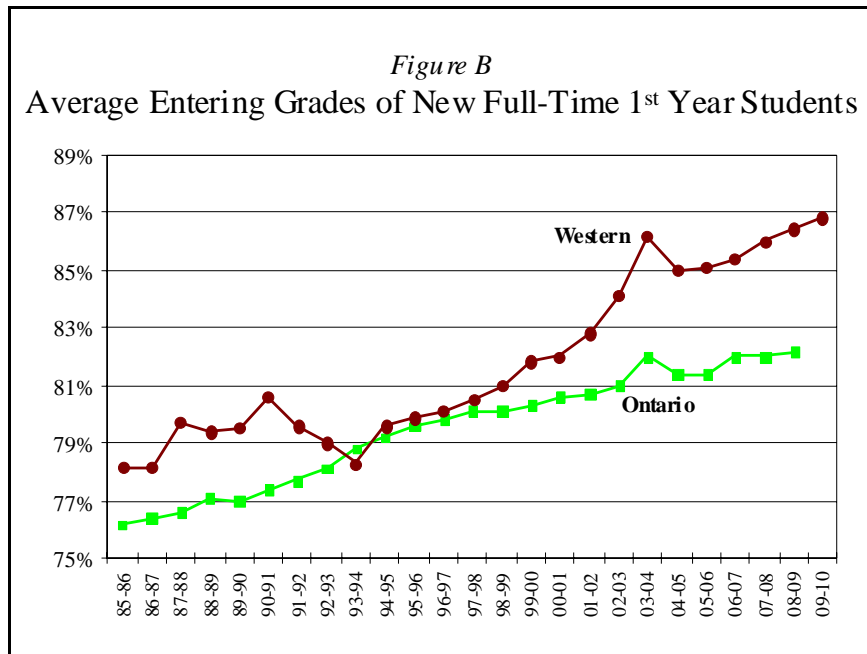
As described in last year’s budget document, the downturn in the equity markets in the fall of 2008 had a direct and negative impact on the University’s Operating Budget and on our endowments – a situation faced by all universities. The impact on our Operating Budget was the loss of the anticipated investment income from the University’s non-endowed funds totalling \$46.25 million over the last three years of our four-year planning period. As a response to this, last year’s budget – approved by the Board of Governors – recommended that the average budgetary reduction in each of 2009-10 and 2010-11 be set at 4.5% (i.e. the 3% Initial Budgetary Adjustment established at the outset of the four-year planning period plus an additional average 1.5% reduction which was differentially applied). The University Community expressed concern over any reliance on non-endowed investment earnings to support ongoing expenditures. Therefore, at least for the near

future, we will use this source of revenue – as and when it is available – for one-time expenditures.

With regards to enrolment planning, as committed in our Strategic Plan, we intend to continue with the planned first-year undergraduate intake of 4,350 students – with one modification. In order to pursue our aspirations in the area of internationalization, it is recommended that – starting in 2010-11 – an additional 100 first-year international students be admitted. This will bring our total first-year class size to 4,450. Our overall plans, shown in Table 20, include modest growth in undergraduate enrolments and continued expansion of graduate enrolments.

Looking forward, the currently known sources for incremental revenues are provincial funding for graduate expansion and tuition revenue. In the March 25, 2010 Provincial Budget, the Government clarified that the Reaching Higher grant commitments will remain in place for 2010-11. We are hopeful that the Province will come forward with a successor plan to *Reaching Higher* – in the form of multi-year incremental grant funding, starting in 2011-12. Tuition revenue for 2010-11 is based on the tuition recommendations made later in the document, which follow the Government’s recently-announced framework.





## **B. Update on Initiatives Introduced in 2009-10**

The following initiatives were included in the University's 2009-10 Operating Budget, and involved substantial investments in support of our academic priorities.

### **1. Graduate Expansion**

Western continued its commitment to graduate expansion in 2009-10. Full-time masters enrolment increased by 42 students – from 2,606 in 2008-09 to 2,648 in 2009-10 and full-time PhD enrolment increased by 157 – from 1,614 in 2008-09 to 1,771 in 2009-10. In support of these increases, the Faculties were provided additional resources through the Graduate Expansion Funds (GEF and GEF+) totalling \$9.8 million in 2009-10 – an increase of \$1.6 million over the 2008-09 level.

### **2. Additional Resources to Support Graduate Enrolment Expansion – the Doctoral Supervision Internal Grant (DSIG)**

The DSIG was implemented as a one-time funding program in 2009-10, and was aimed at supporting increases in full-time domestic doctoral students. The intent of the DSIG – which provided research funding directly to doctoral supervisors – was to help offset the initial increase in research costs (to supervisors) associated with increasing doctoral enrolments. Supervisors received a DSIG for each full-time domestic doctoral student admitted in the three terms of the 2009-10 academic year, and the funds were distributed to supervisors through an internal research grant. In some programs/Faculties, at the request of the units themselves, these funds were pooled and used to support graduate expansion initiatives. In 2009-10, a total of \$0.9 million has been provided through the DSIG program – as a result of 374 newly-admitted domestic doctoral students.

### **3. Changes to Endowment Payouts**

As a result of the downturn in the equity markets and the resulting impact on our endowments – both those held at the University and at Foundation Western – the following changes to the Investment Payout Policy were approved, effective April 30, 2009:

#### **Endowments Held at the University**

- For endowments that have a market value equal to or greater than the originally-donated amount (at April 30<sup>th</sup> 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 30<sup>th</sup> 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 1<sup>st</sup> of the 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 were reduced from 4.5% to 4.0% effective April 30, 2009. To maintain a consistent level of ongoing funding at this rate, Foundation Western reduced its endowment capital values by 20% effective January 1, 2009 – to reflect November 30, 2008 capital market values.

## **4. Employee Retirement Incentives**

### **Spring 2009 Programs for Faculty and Staff**

Last year, in order to assist the Faculties and Support Units in responding to the additional budget reductions, Western's Board of Governors approved retirement incentive programs for full-time faculty and staff. A total of 32 staff and 12 faculty members elected to retire under the programs.

### **In-Year (December 2009) Program for Faculty**

In-year, in December 2009, the University continued with a modified faculty retirement incentive program by offering a minimum retirement incentive of \$65,000 to individuals whose age and years of service combined to 80. A total of 20 faculty members elected to participate in this voluntary program, and retire effective July 2010.

## **5. Long-Range Space Planning**

Western's long-range approach to space planning was introduced in 2005-06 (i.e. Long-Range Space Plan 1), and was aimed at making centrally-located space available for academic purposes. To date, the following projects have been completed:

- Modernization of *Westminster Hall*
- The *Biotron*
- Renovations to the *Faculty of Education Building*
- Renovations in the *Social Sciences Centre* – in space vacated by some Psychology groups, which relocated to Westminster Hall
- The *Material Sciences Addition*
- The *Support Services Building*
- The *Western Student Recreational Centre*
- The *Advanced Facility for Avian Research (AFAR)*
- The *Institute for Chemicals and Fuels from Alternative Resources (ICFAR)*
- Modernization of *the Paul Davenport Theatre*
- The *Western Student Services Building*
- The *Lassonde Pavilion* (Green Building)
- The *Convergence Centre* – a new building at the Research Park
- Renovations to space in the *University Community Centre* to create classrooms
- Renovations to the *Biological & Geological Sciences Building*

The following projects are currently underway:

- 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.
- Renovations in a portion of the *Natural Sciences Centre*, to consolidate the Brain & Mind Research Group and to provide the researchers with additional space.
- *New Building for the Richard Ivey School of Business*.
- Renovation to the *Physics & Astronomy Building*.

Two CFI projects are currently in the planning stage:

- *WindEEE* – an interdisciplinary research initiative in the field of Wind Engineering.
- An *Archaeological Artifact Repository* at the Museum of Ontario Archaeology – which will facilitate the preservation of archaeological collections.

The evolution of our Long-Range Space Plan and the list of future capital projects that will mark the transition to Long-Range Space Plan 2 are outlined later in this document.

## **C. Priorities for 2010-11 and New Initiatives**

### **1. Graduate Expansion**

Western has been committed 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 the impetus 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:

### ***Growth in Full-Time Graduate Enrolment***

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

Going forward, the University will use these forecasts 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.

Figures D and E summarize the updated graduate enrolment plans submitted by the Faculties, as part of the recently-completed planning process. The Faculty Plans, if achieved, will ensure that we meet the Government's round 2 allocations for graduate expansion at the Masters level, but we will fall slightly short at the Doctoral level. We must increase our Doctoral recruitment efforts if we are to fill the Government allocation of funded positions.

Internally at Western, until the end of the current four-year planning period, we are committed to continuing with the current 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. Beyond the current four-year planning period – as we review our resource allocation mechanisms – we will give high priority to ensuring that adequate resources are provided to our Faculties in support of graduate expansion.

## **2. Additional Resources to Support Graduate Enrolment Expansion – Continuation of the Doctoral Supervision Internal Grant (DSIG)**

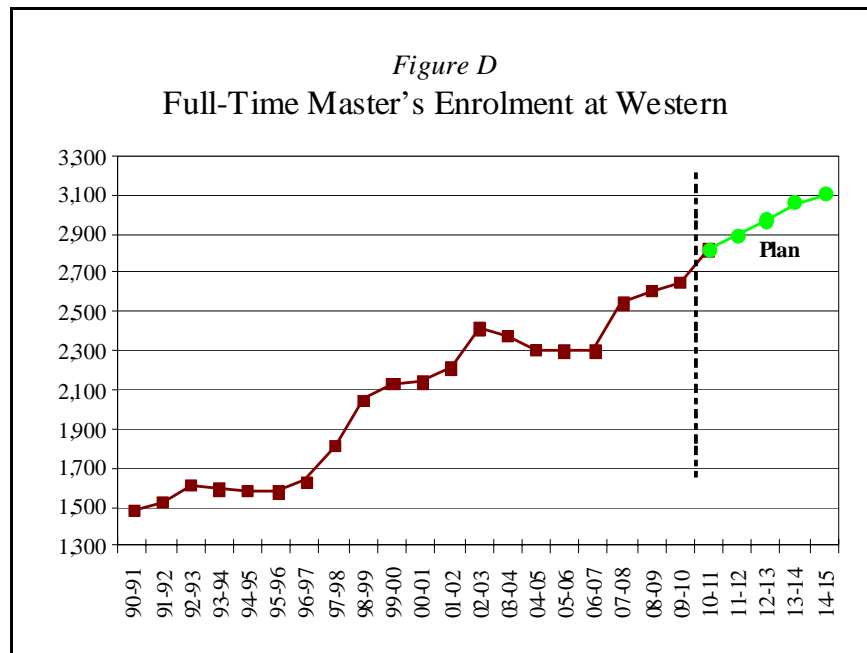
It is recommended that the DSIG be continued in 2010-11, again as a one-time funding program. The intent of the DSIG is to help offset the initial increase in research costs (to supervisors) associated with increasing doctoral enrolments. The program will provide research funding directly to supervisors of doctoral students to support their research programs. The specifics of the program are:

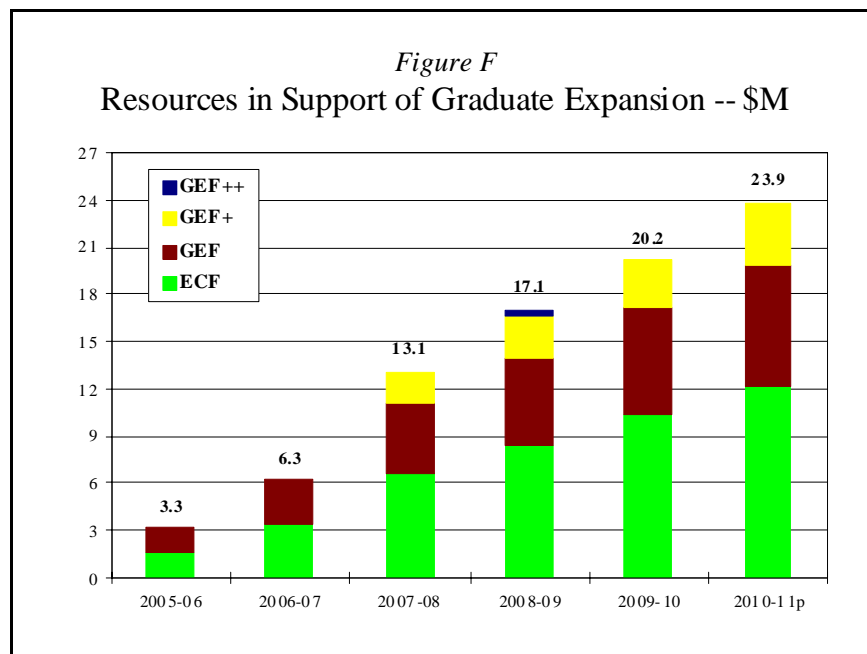
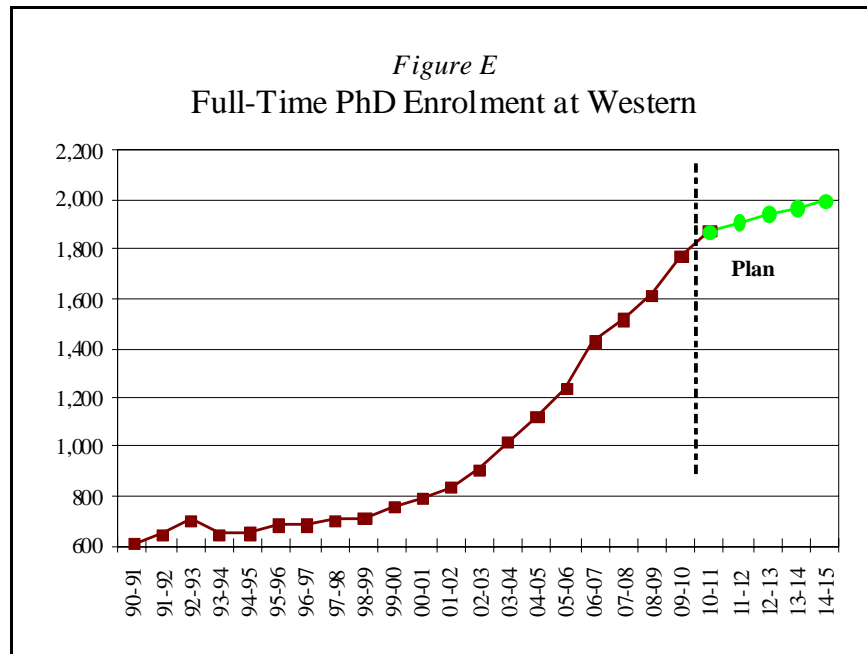
- Supervisors will receive a DSIG for each full-time domestic doctoral student admitted in 2010-11, and the funds will be distributed to supervisors through an internal research grant.
- The value of the DSIG is discipline-specific, as follows: \$3,000 for Engineering, Medicine & Dentistry, Science, Neuroscience, and Biomedical Engineering; \$2,000 for Education, Health Sciences, Information & Media Studies, and Social Science; \$1,000 for Arts & Humanities, Law, 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.
- As was the case in 2009-10, at the request of the Faculties/Programs, these funds may be pooled and used to support graduate expansion initiatives.

Research costs associated with doctoral student supervision vary across disciplines. Therefore, the value of the DSIG is differential – determined in relation 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. Interdisciplinary Initiatives**

Western's Strategic Plan – *Engaging the Future* – calls on the University community to promote interdisciplinary initiatives by fostering activities that transcend academic disciplines and create new areas of scholarship. These activities can take place between disciplines within Faculties and across Faculties. At the outset of the current four-year plan, a sum of \$500,000 in one-time funds was allocated in each year of the four-year planning period in support of Interdisciplinary Initiatives (IDIs). Last year, in response to the budgetary pressures resulting from the downturn in the equity markets and the resulting loss of investment income, the \$500,000 initially allocated for the final year of the four-year planning period was reduced to \$340,000.

Support for and promotion of Interdisciplinary Initiatives continues to be a priority at Western, and it is recommended that the IDI funding program be continued through the investment of \$2.5 million in new one-time funds – to be allocated over the next five years (2010-11 to 2014-15, which also covers the next four-year planning period) at a rate of \$500,000 per year. A call for proposals will be issued shortly – with applications to be submitted early in the fall of 2010. The guidelines regarding the program and the adjudication process will be similar to the previous rounds.

### **4. Support for Canada Foundation for Innovation (CFI) Initiatives**

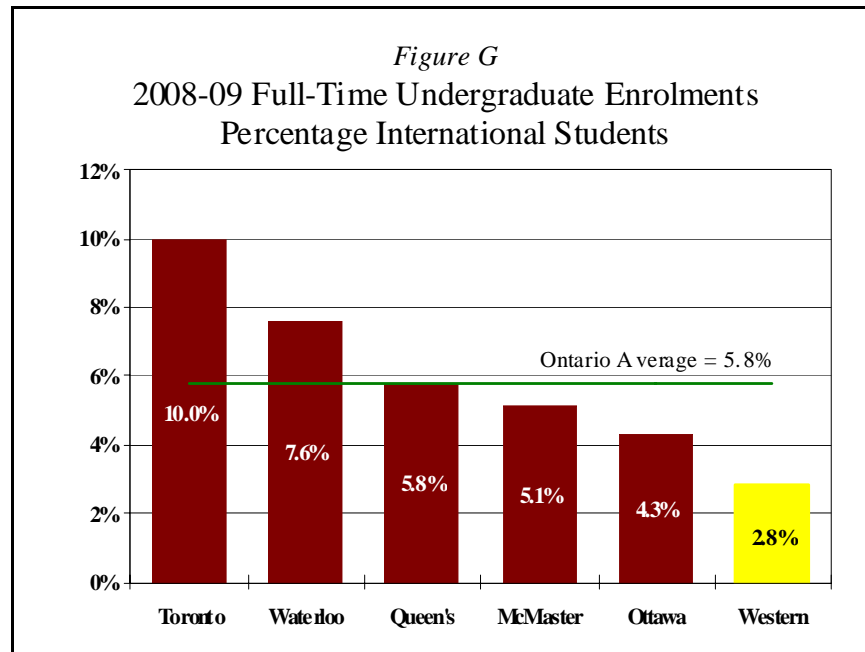
As indicated in last year's budget document, the University is committed to promoting and supporting CFI proposals from Western's researchers – with the appropriate matching funds to be allocated in the future. Our current estimate is that an additional \$4.9 million will be required for CFI matching in the upcoming rounds of the program.

### **5. Internationalization – Expansion of Undergraduate International Enrolment**

Internationalization in research and in undergraduate and graduate education were identified as priorities in our Strategic Plan – *Engaging the Future*. On the undergraduate front, Western's international undergraduate enrolment lags substantially behind our peer research-intensive institutions in Ontario. In order to improve our position in this area, it is recommended that – starting in 2010-11 – an additional 100 first-year international students be admitted to Western.

In order to facilitate and support this expansion of international undergraduate enrolment, the following recommendations are included as part of this budget:

- the availability (for the first time) of scholarships to international undergraduate students;
- \$50,000 in one-time funding in 2010-11 to support international student recruitment; and
- \$50,000 in base funding to support English as a Second Language (ESL) initiatives.



## 6. Support for the Fundraising Campaign

Western's current fundraising campaign is now in its public phase. In order to support the achievement of our campaign goals, we need to allocate resources – including funds to augment some donations. It is recommended that a sum of \$12.5 million in one-time funds be allocated to support our fundraising campaign and related initiatives. This provision will allow us to vigorously pursue private donations, through supplementary university funding, in areas of high priority such as endowed chairs, student financial aid, and research initiatives.

## 7. University-wide Energy Efficiency Initiatives

In 2010-11, we anticipate that the University's utilities costs – after recoveries from ancillary operations – will be about \$20 million. Our projections are that cost increases will continue in the future at rates well above CPI. At the same time, Western has made a commitment to sustainability in all three pillars of campus life: academic programs, research activities, and operating practices. In support of our efforts on the third pillar "operating practices", and to help contain energy costs into the future, \$1.5 million in support of University-wide Energy Efficiency Initiatives is being recommended. These funds will be invested in campus infrastructure projects that will result in reduced energy consumption.

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## 8. **Long-Range Space Planning**

As indicated earlier, Western's long-range approach to space planning was introduced in 2005-06, and was aimed at making centrally-located space available for academic purposes. Section B5, earlier in this document, lists the completed projects and those currently underway.

### **Space Allocation Recommendations**

Two major projects currently underway are the modernization of Stevenson and Lawson Halls and the construction of the new building for the Richard Ivey School of Business. Upon completion of these two projects, substantial centrally-located space will become available in Talbot College, the current Ivey Building, the Social Science Centre, and Somerville House. Recommendations for the use of these spaces and the follow-on implications are:

- Relocation of the Faculty of Information and Media Studies (FIMS) from the North Campus Building (NCB) to the current Ivey Building;
- Allocation of the space released by FIMS in the NCB to the Faculty of Science;
- Relocation of the Arthur Labatt Family School of Nursing from the Health Sciences Addition (HSA) to the current Ivey Building;
- Allocation of the space released by Nursing in the HSA to the Schulich School of Medicine & Dentistry;
- Allocation of the remaining space in the current Ivey Building to accommodate new and/or expanding Interdisciplinary/Advanced Study Initiatives;
- Allocation of the major portion of the space released in Talbot College – when the Departments of Philosophy and Classical Studies relocate to Stevenson and Lawson Halls – to the Don Wright Faculty of Music and expansion of the Music Library;
- Allocation of space released in the Social Science Centre – when the Department of History relocates to Lawson Hall – to the Faculty of Social Science to accommodate expanding programs;
- Allocation of space released in Somerville House – when the Department of Women's Studies and Feminist Research relocates to Lawson Hall – as the new permanent home of the School of Graduate and Postdoctoral Studies.

The above recommendations will allow us to proceed with the closure and removal of two buildings – the Staging Building and the Services Building, both of which have been assessed to be of poor quality and unsuitable for sustained academic use in the future.

### **Future Capital Projects: 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 projects presented in that document have been reviewed and the updated list of possible future projects is shown in Table 21.

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## **D. Update on Current Year's Budget (i.e. 2009-10)**

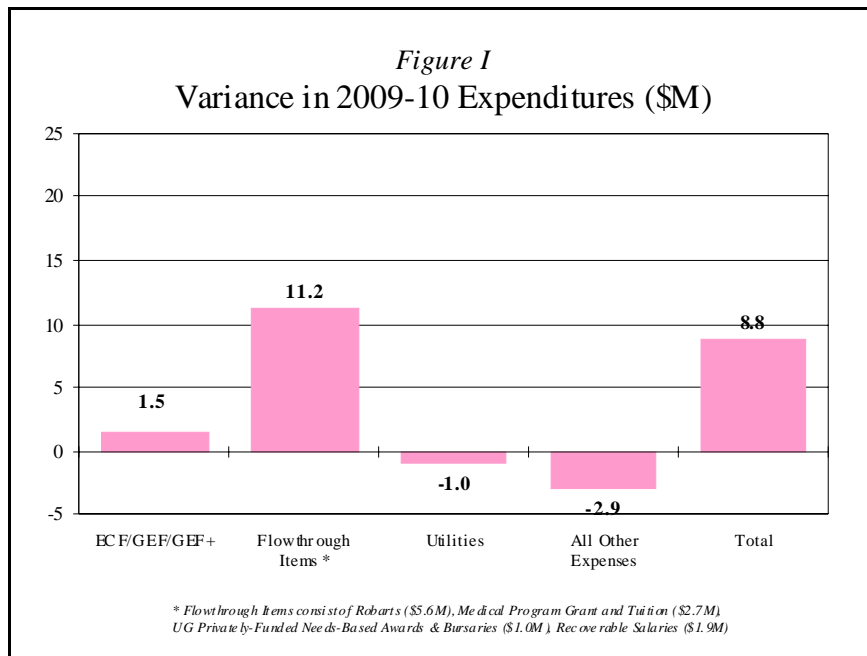
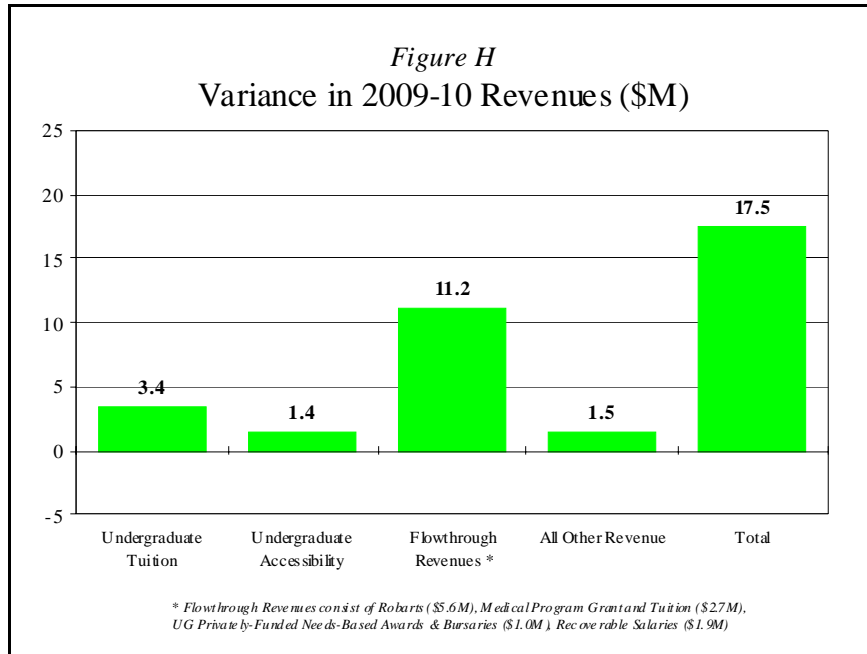
Figures J and K summarize the variance in the 2009-10 operating revenues and expenditures – the difference between the current estimates of 2009-10 revenues and expenditures and the 2009-10 revenue and expenditure forecasts presented in last year's budget (May 2009).

### Revenues

- Undergraduate tuition revenue is higher by \$3.4 million due to higher-than-projected enrolments, both at the domestic and international categories.
- Undergraduate enrolment growth funding (i.e. the Accessibility Grant) is higher by \$1.4 million – again, due to higher-than-projected enrolments.
- A number of revenue lines which have direct flowthrough expenditure commitments were higher by a total of \$11.2 million. These include: revenues associated with the Robarts Research Institute (\$5.6 million), tuition and targetted grants associated with medical education programs (\$2.7 million), privately-funded needs-based student awards and bursaries (\$1.0 million), and recoverable salaries (\$1.9 million).
- The net change in all other revenues is an increase of approximately \$1.5 million.
- The result of the above is that total revenues for 2009-10 are estimated to be higher by \$17.5 million than the forecast presented last year.

### Expenditures

- As a result of the higher-than-projected enrolments, our commitment to the Faculties through the enrolment-based funding mechanisms (i.e. ECF, GEF, and GEF+) is higher by \$1.5 million.
- The flowthrough revenues described above result in a corresponding expenditure increase of \$11.2 million.
- Overall utilities costs are \$1 million lower, largely due to lower-than-projected heating costs.
- The net change in all other expenditures is a decrease of \$2.9 million.
- The result of the above is that total expenditures for 2009-10 are estimated to be \$8.8 million higher than the forecast presented last year.



## **E. Update on the Four-Year Operating Budget Forecast**

As indicated earlier in this document, 2010-11 is the final year of Western's current Four-Year Plan. This budget document seeks formal approval of the 2010-11 budget. The recommendations in this document have been guided by projections of operating revenues and expenditures for the remaining final year 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. Table 1 summarizes the current status of our four-year plan. The major assumptions underlying the budget forecast for the final year of the four-year period are as follows:

### Revenues

- The Provincial Government's commitment to universities through its *Reaching Higher* framework will be honoured – including on-going funding for previous undergraduate enrolment growth, future graduate enrolment growth, quality improvement, and targeted program expansion.
- The Federal Funding for Indirect Costs of Research (FFICR) will continue.
- All other on-going government grants will be maintained at least at current levels.
- Enrolment projections (shown in Table 20) 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 20.
- 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 \$24.4 million at the end of the current year (i.e. 2009-10). The reserve is projected to be at the Board-mandated minimum level of \$2.5 million at the end of the four-year planning period (i.e. 2010-11).



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## F. 2010-11 Operating Revenues

Table 8 summarizes the University's operating revenue forecast for 2010-11.

### 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 flowed in the first two years of their plan – 2005-06 and 2006-07 – we expect to receive some additional funding in 2010-11 in support of undergraduate enrolment growth, graduate expansion, quality improvement, and targeted program expansion.

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 32 of Table 8, Research Overhead revenues are projected to increase.

### Tuition Fees

The Provincial Government has confirmed that the tuition framework will remain unchanged for 2010-11 (i.e. the framework from 2006-07 to 2009-10 continues). The recommended tuition fee rates for 2010-11 are shown in Tables 19a, 19b, and 19c.

### Domestic Students

Our recommendations for domestic student tuition fees for 2010-11 follow the provincial framework, and the pattern of increases is similar to the increases in recent years.

### International Students

In the area of international student tuition fees, Western's international student tuition rates are currently well below those of our peer research-intensive institutions in Ontario. For example, Western's international tuition for first-entry undergraduate programs is 14.5% below the average of the peer institutions. Similarly, Western's international tuition for research-based graduate programs is 9.3% below the average of the peer institutions. Looking forward, our recommendations for international student tuition will seek to move Western's tuition rates to the level of our peer institutions in Ontario – over a period of 3 to 4 years. For the coming year (2010-11), we recommend the following increases to international student tuition rates:

- for all undergraduate programs (excluding Dentistry and the HBA), the tuition for first-year students be increased by 6% and the tuition for upper-year students be increased by 4%;
- for Dentistry, the tuition for all years be increased by 4%;
- for the HBA program, the tuition for the entry year be increased by 3% and there be no increase in tuition for students continuing to the second year; and
- tuition for all graduate programs be increased by 6%.

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### **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, Royalties and Licences, and Contributions from Ancillaries and Other Self-funded Operations.

- In 2010-11, Western will receive a sum of \$9.7 million in support of 68 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.
- The revenue from Royalties and Licences includes patents/licences associated with the Robarts Research Institute. In the current year, this source provides Robarts with a total of \$5.8 million in revenue. This amount includes \$2.1 million in delayed royalty payments which should have occurred in 2008-09. Therefore, the revenue expected for 2010-11 appears as a reduction.
- Western's self-funded operations and ancillary units generate substantial revenue for the University Operating Budget by way of recoveries associated with facilities costs and services provided by the University. 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 2010-11**

### **1. Base Budget Allocations**

Table 9 shows the 2010-11 base budget recommendations for Western's Faculties. Final 2010-11 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 implemented last year;
- 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 targeted 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).

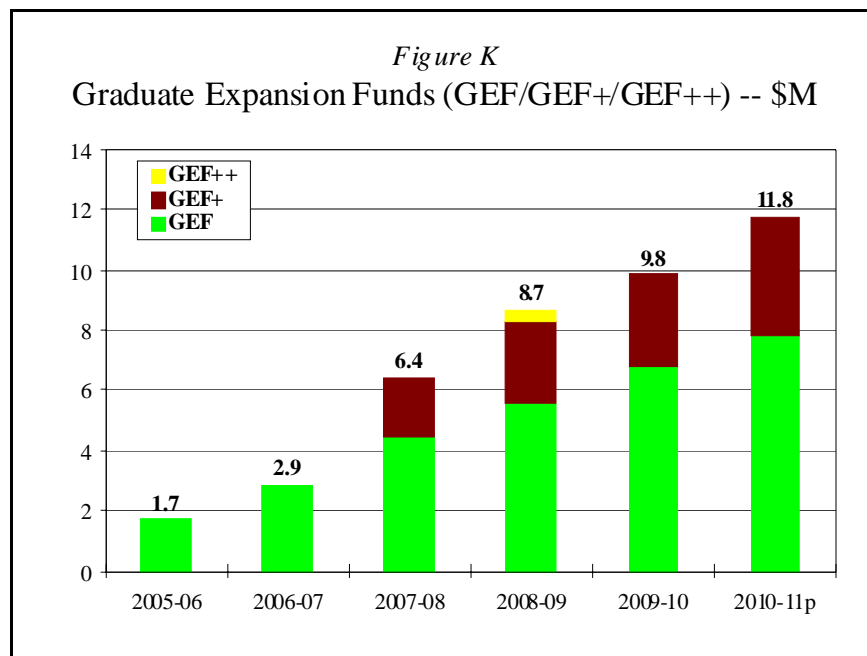
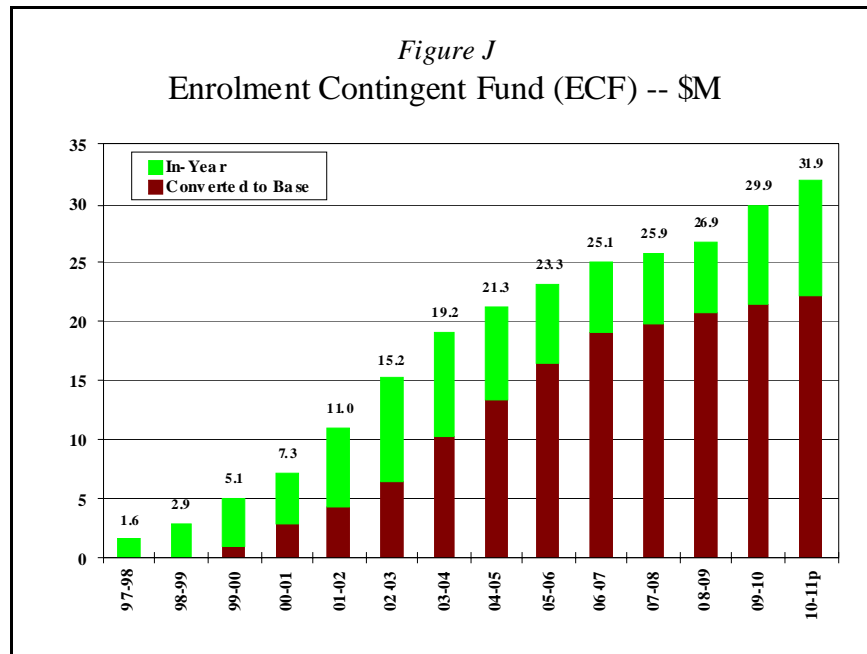
Column <b> in Table 9 is a composite of the Initial Budget Adjustment established at the beginning of the current four-year plan and the additional average 1.5% reduction which has been applied differentially. The Faculty-specific application of the additional average 1.5% reduction is as follows: 0% 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.

The funding model for the Richard Ivey School of Business – introduced in 2004-05 – flows all tuition fees and government operating grants deriving from the School’s enrolment directly to Ivey. 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 School is responsible for all cost increases – including annual employee salary increases. The 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+) provide the Faculties with substantial funding, which is directly linked to enrolment growth. Table 16 summarizes the projected Enrolment Contingent Fund (ECF) allocations for 2010-11. Details of the Graduate Expansion Funds (GEF, GEF+ ) allocations are shown in Tables 17a and 17b. A description of the ECF and GEF/GEF+ mechanisms can be found at:  
[http://www.ipb.uwo.ca/documents/BudDoc2010\\_ECF\\_Description.pdf](http://www.ipb.uwo.ca/documents/BudDoc2010_ECF_Description.pdf)  
[http://www.ipb.uwo.ca/documents/BudDoc2010\\_GEF\\_Description.pdf](http://www.ipb.uwo.ca/documents/BudDoc2010_GEF_Description.pdf)
- The Provost’s Academic Support Fund (PASF) commitments for the four-year planning period are shown in Table 4.
- The Research Infrastructure Support Fund (RISF) recommendations from the Vice-President (Research) for 2010-11 are summarized in Table 18.
- Table 5 summarizes the one-time allocations to the Faculties for the four-year planning period.



## **H. Scholarships and Bursaries**

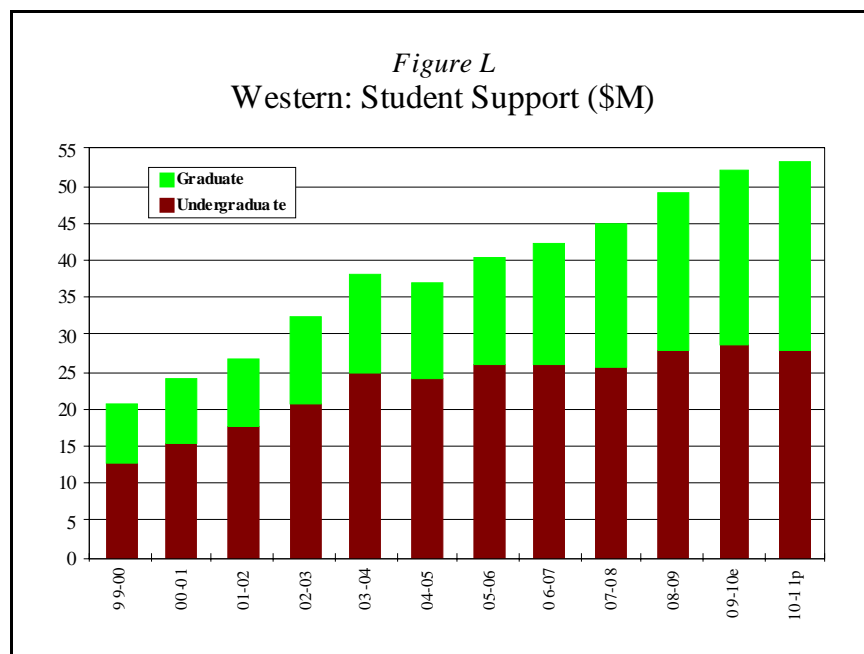
Base budget allocations for student support are shown in Table 10. Overall student support funding at Western is projected to increase by \$1.4 million to a total of \$51.8 million.

In order to provide a fuller picture of the overall levels of student support funding at Western, we now include privately-funded needs-based awards and bursaries in the University Operating Budget – as shown in lines 5 and 11 of Table 10. In 2010-11, the funds deriving from the private sources, which include fundraising revenues and endowment income, are projected to total \$5.0 million – an increase of \$150,000 from 2009-10. 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 projected reduction in undergraduate scholarship expenditures is due to the realignment of our scholarship program (to be effective in 2010-11) which was presented to Senate in the spring of 2009. This realignment included the elimination of admission scholarships for students with entering averages between 85% and 86.9% and the inclusion (for the first time) of international students in our scholarship program.

The Provincial Government – as part of its tuition fee announcement for 2010-11 – has indicated that Universities must set aside 10% of incremental tuition revenues (deriving from increased rates) for needs-based student financial support. The estimated tuition set-aside funding for 2010-11 is \$11.3 million.

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 \$2.0 million in 2010-11. 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 2010-11

Table 11 shows the 2010-11 base budget recommendations for Support Units. Final 2010-11 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 ITS for additional staffing required to respond to expanding IT infrastructure, funding to the Registrar’s Office to enhance English as a Second Language initiatives, resources 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 <b> 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: 0.8% for Information Technology Services, 1.0% for the Registrar’s Office, 1.1% for Human Resources, 1.3% for Police Services, 1.5% for Graduate & Postdoctoral Studies, Institutional Planning & Budgeting, Physical Plant, 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

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the Vice-Provost (Academic Planning, Policy, and Faculty) Portfolio, 2.1% for Internal Audit, and 2.2% for Financial Services.

The Support Units also received 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 increase in Physical Plant *Utilities* is due to cost escalations and the addition of new space on campus.
- The University's commitment to *Library Acquisitions* continues with a \$250,000 increase in 2010-11.
- As committed last year, the *Maintenance, Modernization, and Infrastructure (MMI)* transfer to the Capital Budget – which was to be increased by \$750,000 in 2009-10 and 2010-11 – 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. We will be recommending increases in future years.
- The *FFICR Transfer to Capital* was reduced to zero in 2009-10 from the previous base level of \$3 million. We are hopeful that we can restore this allocation in future years.
- 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*), \$1 million of the central overhead fund is being transferred to the Capital Budget in 2010-11 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 \$1.4 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 2010-11. This base budget funding is being supplemented by substantial base and one-time allocations to the Registrar's Office budget, in support of recruitment material, high school visits, and international student recruitment initiatives.

## **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 2010-11 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 described earlier in this document, in order to support the achievement of our campaign goals, we are recommending that a sum of \$12.5 million in one-time funds be allocated to support our fundraising campaign and related initiatives. This provision will allow us to vigorously pursue private donations, through supplementary university contributions, in areas of high priority such as endowed chairs, student financial aid, and research initiatives.
- A number of innovative proposals from Western's researchers are currently in the early stages of development for submission in future rounds of the CFI. Successful proposals will require the University to secure matching funds equivalent to 20% of the total value of the project proposals. Our hope is to obtain much of these matching funds through private fundraising. We project the need for an additional \$4.9M from the Operating Budget for CFI matching in future years.
- Support for and promotion of Interdisciplinary Initiatives continues to be a priority at Western – and it is recommended that the IDI funding program be continued through the investment of \$2.5 million in new one-time funds – to be allocated over the next five years (2010-11 to 2014-15, which also covers the next four-year planning period) at a rate of \$500,000 per year. This commitment, when combined with the \$340,000 previously set-aside for IDIs, brings the total 2010-11 allocation to \$2.84 million.
- As indicated earlier in this document, in-year in December 2009, the University put forward a modified faculty retirement incentive program by offering a minimum retirement incentive of \$65,000 to individuals whose age and years of service totalled at least 80. A total of 20 faculty members elected to participate in this voluntary program, and retire effective July 2010. The estimated one-time cost of this program is \$1.9 million.
- As described earlier in this document, in order to help contain energy costs into the future, a sum of \$1.5 million in support of University-wide Energy Efficiency Initiatives is being recommended. These funds will be invested in campus infrastructure projects that will result in reduced energy consumption.
- The Doctoral Supervision Internal Grant (DSIG) Program – described earlier in this document – is estimated to require a sum of \$1.2 million.



- A sum of \$750,000 in one-time funds – in support of general university classroom and computer laboratory upgrades – is being recommended.
- 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 \$600,000 is being allocated in support of these faculty recruitment initiatives.
- The funding arrangements for Robarts direct 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 2010-11, the sum of these items is projected to be \$6.5 million.
- Targetted program expansion funding from the Provincial Government is directed to the Faculties offering the programs. In 2010-11, this involves \$4.2 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 33 on Table 8).

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

The University's 2010-11 Operating Budget is summarized in Table 14. The projected year-end positions for 2009-10 and 2010-11 are shown in line 15.

The Operating Reserve summarized in Table 15 is projected to be at \$24.4 million in 2009-10. For 2010-11, the reserve is forecast to be at the Board-mandated minimum level of \$2.5 million.

## **M. Looking Ahead to the Next Four-Year Plan**

The fall of 2010 will see us begin the next four-year planning period. In preparation for this, we will be updating our current Strategic Plan over the spring and summer months and the Faculties and Support Units will then follow with updates of their Academic/Operational Plans. Collectively, these updated plans will form the basis of the next multi-year plan spanning the period 2011-15.

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In that context, a number of ideas and suggestions for incremental revenue generation and revenue sharing were brought forward during the recently-completed planning cycle. In the coming months, in collaboration with the Deans of the Faculties, we will explore these ideas for possible implementation as part of the next multi-year plan.

## **N. Concluding Comments**

Our current four-year plan was developed in the context of the revenues flowing from the Provincial Government's *Reaching Higher* Plan – at a time when the major portion of these revenues had already reached steady-state. Compared to the previous four-year planning period, the available resources for this four-year planning period were already forecast to be substantially lower. Last year's downturn in the equity markets, at a time when the University had planned to draw investment earnings from non-endowed funds to support ongoing expenditures, made our fiscal picture even more challenging. The erosion of these earnings and the prudent advice from the community that we not rely on these returns for ongoing base expenditures in the future – together with government grants reaching steady-state – have increased the constraints on the expenditure side.

The budget recommendations made here for 2010-11 are a direct reflection of the increased constraints. The reduction in resources available will continue to be difficult for all units, but it is required if we are to maintain a balanced budget at the end of this four-year planning period.

The March 25, 2010 Provincial Budget indicated the Government's desire for restraint in compensation increases within the public and broader public sector. At the time of writing of this University budget, the details of the legislation are not yet available – making it difficult to provide further commentary here. We are presently seeking details from the Government concerning implementation of the restraint measures indicated in the Provincial Budget.

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

		2007-08	2008-09	2009-10	2010-11
1	<b>REVENUES</b>				
2	<b>Government Grants</b>				
3	Base Grants	167.9	203.3	204.9	204.9
4	Undergraduate Accessibility, Tuition Offset Grants, Unfunded BIUs	16.9	2.6	4.0	4.9
5	Graduate Expansion Fund	10.2	4.0	6.0	8.7
6	Quality Assurance Fund & Quality Improvement Fund	17.6	7.7	7.5	9.3
7	Federal Funding for Indirect Costs of Research	8.8	9.5	9.1	8.9
8	Robarts Transition Funding	11.0	0.0	0.0	0.0
9	All Other	34.5	31.8	27.8	29.2
10	<b>Total</b>	<b>266.9</b>	<b>258.9</b>	<b>259.3</b>	<b>265.9</b>
11	<b>Tuition Revenue</b>	<b>182.3</b>	<b>191.0</b>	<b>207.6</b>	<b>223.7</b>
12	<b>All Other Revenues</b>				
13	Canada Research Chairs (CRCs)	9.0	9.6	9.4	9.7
14	Recoverable Salaries	22.9	24.7	24.6	24.6
15	All Other	40.9	38.5	43.0	40.4
16	<b>Total</b>	<b>72.8</b>	<b>72.8</b>	<b>77.0</b>	<b>74.7</b>
17	<b>Total Revenues</b>	<b>522.0</b>	<b>522.7</b>	<b>543.9</b>	<b>564.3</b>
18	<b>EXPENDITURES</b>				
19	<b>Faculties</b>				
20	Base Budgets (including UPIF)	199.4	204.1	208.7	202.1
21	ECF, GEF, and GEF+	22.1	24.9	29.5	32.7
22	Canada Research Chairs (CRCs)	7.8	8.4	8.2	8.4
23	All Other	80.3	82.1	89.6	98.3
24	<b>Total</b>	<b>309.6</b>	<b>319.5</b>	<b>336.0</b>	<b>341.5</b>
25	<b>Scholarships and Bursaries</b>	<b>45.6</b>	<b>48.6</b>	<b>50.4</b>	<b>51.8</b>
26	<b>Support Areas (including UPIF)</b>	<b>72.1</b>	<b>75.5</b>	<b>77.1</b>	<b>75.3</b>
27	<b>University-wide Expenditures</b>	<b>44.8</b>	<b>50.6</b>	<b>50.2</b>	<b>59.3</b>
28	<b>Provision for Cost Fluctuations</b>	<b>0.8</b>	<b>0.9</b>	<b>0.6</b>	<b>14.5</b>
29	<b>One-Time Allocations</b>	<b>21.6</b>	<b>24.1</b>	<b>34.2</b>	<b>43.8</b>
30	<b>Robarts Transition</b>	<b>11.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
31	<b>Total Expenditures</b>	<b>505.5</b>	<b>519.2</b>	<b>548.5</b>	<b>586.2</b>
32	<b>REVENUES minus EXPENDITURES</b>	<b>16.5</b>	<b>3.5</b>	<b>(4.6)</b>	<b>(21.9)</b>
33	<b>OPERATING RESERVE</b>				
34	Beginning Operating Reserve	9.0	25.5	29.0	24.4
35	Surplus / (Deficit) -- from Line 32 above	16.5	3.5	(4.6)	(21.9)
36	<b>Ending Operating Reserve</b>	<b>25.5</b>	<b>29.0</b>	<b>24.4</b>	<b>2.5</b>

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Arts &amp; Humanities</b>						
1	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
<b>Education</b>						
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			349,750
<b>Engineering</b>						
17	Round 1: Five Faculty Appointments in Support of Academic Plan	195,000	100,000	100,000	100,000	495,000
18	Round 2: Grad Student Support Funding		40,000			40,000
19	Total Round 1 + Round 2	195,000	140,000	100,000	100,000	535,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Health Sciences</b>						
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					
28	Total Round 1 + Round 2	568,000	95,000			663,000
<b>Information &amp; Media Studies</b>						
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
39	Total Round 1 + Round 2	285,000	202,000			487,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Law</b>						
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					
45	Total Round 1 + Round 2	185,000				185,000
<b>Medicine &amp; Dentistry</b>						
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					
56	Total Round 1 + Round 2	550,000	301,000			851,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Music</b>						
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			418,000
<b>Science</b>						
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
76	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
<b>Social Science</b>						
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
<b>Interdisciplinary Initiatives</b>						
90	Round 1: None					
91	Round 2: Director of Environment & Sustainability				93,550	93,550
92	Total Round 1 + Round 2				93,550	93,550
<b>Total</b>						
93	<b>Total Round 1</b>	<b>3,931,000</b>	<b>1,117,000</b>	<b>453,000</b>	<b>441,000</b>	<b>5,942,000</b>
94	<b>Total Round 2</b>	<b>0</b>	<b>650,450</b>	<b>284,000</b>	<b>93,550</b>	<b>1,028,000</b>
95	<b>Grand Total</b>	<b>3,931,000</b>	<b>1,767,450</b>	<b>737,000</b>	<b>534,550</b>	<b>6,970,000</b>



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

	2007-08						2008-09						2009-10						2010-11					
	Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1 Arts & Humanities	3	510,000	1	90,000	4	600,000	3	510,000	1	90,000	4	600,000	3	510,000	1	90,000	4	600,000	3	510,000	1	90,000	4	600,000
2 Business	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
3 Education																								
4 Engineering	2	340,000	3	270,000	5	610,000	2	340,000	5	450,000	7	790,000	2	340,000	5	450,000	7	790,000	2	340,000	5	450,000	7	790,000
5 Health Sciences	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000
6 Info & Media Studies																								
7 Law																								
8 Medicine & Dentistry	13	2,210,000	7	630,000	20	2,840,000	14	2,380,000	8	720,000	22	3,100,000	14	2,380,000	7	630,000	21	3,010,000	14	2,380,000	8	720,000	22	3,100,000
9 Music																								
10 Science	5	850,000	14	1,260,000	19	2,110,000	5	850,000	15	1,350,000	20	2,200,000	5	850,000	16	1,440,000	21	2,290,000	5	850,000	17	1,530,000	22	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	6	540,000	9	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	66	8,180,000	29	4,930,000	39	3,510,000	68	8,440,000
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		9,700,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Arts &amp; Humanities</b>						
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 (Lang 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: 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 - Women's Studies & Feminist Rsrch			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	Round 4: Graduate Excellence Fund and Recruitment Initiatives				65,000	65,000
20	Total Round 1 + Round 2 + Round 3 + Round 4	38,670	260,500	137,625	151,194	587,989

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Education</b>						
21	Round 1: Workstations for Graduate Computer Lab	25,000				25,000
22	Round 1: Interactive Smart Boards	50,000				50,000
23	Round 1: Auditorium A/V Upgrade		30,000			30,000
24	Round 1: LCD / Plasma TV Fleet -- Upgrades to Current Ageing Fleet		32,000			32,000
25	Round 1: Salary Support for Research Appointment	50,000	50,000			100,000
26	Sub-Total Round 1	125,000	112,000			237,000
27	Round 2: Faculty of Education Community Room		37,000			37,000
28	Round 2: Videoconferencing Facility		75,000			75,000
29	Sub-Total Round 2		112,000			112,000
30	Round 3: Technology Equipment & Furniture for PhD Student Space			100,000		100,000
31	Round 4: Aboriginal Curriculum Integration Initiative				36,000	36,000
32	Total Round 1 + Round 2 + Round 3 + Round 4	125,000	224,000	100,000	36,000	485,000
<b>Engineering</b>						
33	Round 1: Equipment for CBE392a -- Polymer Engineering	18,500				18,500
34	Round 1: Equipment for Training in Energy Power Conversion	20,580				20,580
35	Round 1: A/V Equipment for First-Year course Design Studio	11,850				11,850
36	Round 1: Videoconferencing Facilities in SEB1 & 3109		250,000			250,000
37	Round 1: Graduate Student Computer Facility		72,200			72,200
38	Sub-Total Round 1	50,930	322,200			373,130
39	Round 2: Laboratory for Design in Advanced Mechatronics		15,000	30,000	30,000	75,000
40	Round 2: CMLP Machine Lab			36,707		36,707
41	Round 2: GPS Enhancement to Surveying Course - Civil Engineering		66,840			66,840
42	Round 2: Nanofabrication Graduate Course (ECE)		16,500	14,000	14,000	44,500
43	Round 2: M.Eng Program Expansion - Sarnia (CBE)		25,000	25,000		50,000
44	Sub-Total Round 2		123,340	105,707	44,000	273,047
45	Round 3: Infrastructure Support for Research and Teaching Initiatives			100,000		100,000
46	Round 4: Rapid Prototyping Maching (3D) for Project Design Course				20,000	20,000
47	Total Round 1 + Round 2 + Round 3 + Round 4	50,930	445,540	205,707	64,000	766,177

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Health Sciences</b>						
48	Round 1: Specialized Assistive Technology (OT)	23,638				23,638
49	Round 1: Digital Streaming -- Clinical Education Suite	82,000				82,000
50	Round 1: Equipment for Grad Program in Health and Rehab Sciences	16,050				16,050
51	Round 1: Update Audiology & Speech Language Teaching Equipment	20,000				20,000
52	Round 1: Workstations for Grad Students in Rehab Scie / Kin / Nursing		70,628			70,628
53	Round 1: Simulation Mannequin -- Clinical Education Suite		38,766			38,766
54	Round 1: A/V Equipment for Teaching Centre in Nursing		13,868			13,868
55	Round 1: Mobilization Beds in Elborn College			55,341		55,341
56	Round 1: Feasibility Study for In-House Clinic in Elborn College			25,000		25,000
57	Round 1: Sound System for Clinical Skills Facility in Elborn College			5,861		5,861
58	Sub-Total Round 1	141,688	123,262	86,202		351,152
59	Round 2: Dean's Graduate Entrance Scholarships		35,000			35,000
60	Round 2: Graduate Computer Lab Expansion in Rehab Science Sector		16,866			16,866
61	Round 2: Assistive Devices for Experiential Learning in OT & PT		30,374			30,374
62	Round 2: Teaching & Lab Equipment for CSD		28,843			28,843
63	Round 2: Bridge Funding for Faculty Appointment		102,000	102,000	102,000	306,000
64	Sub-Total Round 2		213,083	102,000	102,000	417,083
65	Round 3: Develop Distance Delivery of Grad Modules in Rehab Sciences			15,000		15,000
66	Round 3: Equipment for Graduate Student Space in Rehab Sciences				22,000	22,000
67	Sub-Total Round 3			15,000	22,000	37,000
68	Round 4: Development of Transdisciplinary Global Health Series				29,000	29,000
69	Round 4: Equipment Modernization in Elborn College Grad Classrooms				17,318	17,318
70	Round 4: Clinical Placement Pre-requisite Checking Program				3,800	3,800
71	Sub-Total Round 4				50,118	50,118
72	Total Round 1 + Round 2 + Round 3 + Round 4	141,688	336,345	203,202	174,118	855,353

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Information &amp; Media Studies</b>						
73	Round 1: Student Travel Fund for MIT/MAJ/MLIS	30,000	30,000	30,000		90,000
74	Round 1: Infrastructure Support for MIT Production-based courses	23,400				23,400
75	Sub-Total Round 1	53,400	30,000	30,000		113,400
76	Round 2: Graduate Recruitment/Promotion Initiatives		50,000			50,000
77	Round 2: Media Viewing Facility		40,000			40,000
78	Sub-Total Round 2		90,000			90,000
79	Round 3: On-Line MLIS Program as part of National Consortium			25,000		25,000
80	Round 4: Graduate Recruitment Initiatives				30,000	30,000
81	Total Round 1 + Round 2 + Round 3 + Round 4	53,400	120,000	55,000	30,000	258,400
<b>Law</b>						
82	Round 1: Business Law Clinic	30,000	20,000	10,000	10,000	70,000
83	Round 1: Workshop/Seminar Series Course	20,000	20,000			40,000
84	Round 1: Annual Invitational Symposium	25,000				25,000
85	Round 1: Honorary Professorship in International Humanitarian Law	10,000	10,000			20,000
86	Round 1: Canada/US Law Institute	1,875	1,875	1,875	1,875	7,500
87	Round 1: Classroom Technology Upgrades	3,750	3,750	3,750	3,750	15,000
88	Sub-Total Round 1	90,625	55,625	15,625	15,625	177,500
89	Round 2: Roundtables -- Leading Edge Research		25,000	25,000		50,000
90	Round 2: Course Development -- Intensive Courses		50,000	50,000		100,000
91	Round 2: Visiting Research Fellowships			35,000	35,000	70,000
92	Sub-Total Round 2		75,000	110,000	35,000	220,000
93	Round 3: Roundtables -- Leading Edge Research			25,000		25,000
94	Round 3: Development of Intensive Courses for the Fall Term			25,000	25,000	50,000
95	Sub-Total Round 3			50,000	25,000	75,000
96	Round 4: Career and Professional Development Initiatives				10,000	10,000
97	Total Round 1 + Round 2 + Round 3 + Round 4	90,625	130,625	175,625	85,625	482,500

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Medicine &amp; Dentistry</b>						
98	Round 1: Start-up Funding for UPIF Appointment	30,000				30,000
99	Round 1: Furniture for Graduate Students -- Anatomy & Cell Biology	22,726				22,726
100	Round 1: Replace Dissecting Tables -- Anatomy & Cell Biology	77,235				77,235
101	Round 1: Equipment Upgrades for Physiology Courses	70,000	70,000			140,000
102	Sub-Total Round 1	199,961	70,000			269,961
103	Round 2: Postdoctoral Position in Health Policy		67,000	67,000	24,000	158,000
104	Round 2: Shared Multimedia Resource/Teaching Centre		64,000			64,000
105	Round 2: Technical Staffing in fMRI Research Facility at Robarts		100,000	100,000	100,000	300,000
106	Sub-Total Round 2		231,000	167,000	124,000	522,000
107	Round 3: Support for Ecosystem Health / Env. Pathology Grad Program			25,000	25,000	50,000
108	Round 4: Technology Upgrades to Classrooms				4,178	4,178
109	Round 4: Develop Cognitive Behaviour Therapy Curriculum				25,000	25,000
110	Round 4: Support for Hosting Annual Medical Students Conference				5,000	5,000
111	Sub-Total Round 4				34,178	34,178
112	Total Round 1 + Round 2 + Round 3 + Round 4	199,961	301,000	192,000	183,178	876,139

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Music</b>						
113	Round 1: Opera Workshop		25,000			25,000
114	Round 1: Ensemble in Residence Initiative	30,000				30,000
115	Round 1: New Music Symposium	10,000				10,000
116	Round 1: Wind Ensemble Recording Project			12,000		12,000
117	Round 1: Equipment Upgrades to Electroacoustic Composition Studio				50,000	50,000
118	Round 1: Recording Studio Equipment -- to Support New Course		65,000			65,000
119	Round 1: Vocal Ensemble Workshop	30,000				30,000
120	Round 1: Russian Lyric Diction and Song Intensive Workshop	11,000				11,000
121	Round 1: Acquisition of a Graf-style Fortepiano			50,000		50,000
122	Sub-Total Round 1	81,000	90,000	62,000	50,000	283,000
123	Round 2: Musical Instrument Inventory Acquisitions		40,000			40,000
124	Round 2: Software for Interdisciplinary Multimedia Centre		25,000			25,000
125	Round 2: Acoustic Shell and Choral Risers		45,000			45,000
126	Round 2: Masterclass Series		8,000	8,000	8,000	24,000
127	Round 2: Concert Travel Fund		8,000	8,000	8,000	24,000
128	Round 2: Talbot Theatre Audio/Video Link			14,000		14,000
129	Sub-Total Round 2		126,000	30,000	16,000	172,000
130	Round 3: Support for Canadian Operatic Arts Academy			35,000	35,000	70,000
131	Round 3: Support for the Five-Octave Marimba			15,000		15,000
132	Sub-Total Round 3			50,000	35,000	85,000
133	Round 4: Create Pedagogy Laboratory Classroom				10,000	10,000
134	Round 4: Technology Enhancement to Music Classrooms				15,000	15,000
135	Sub-Total Round 4				25,000	25,000
136	Total Round 1 + Round 2 + Round 3 + Round 4	81,000	216,000	142,000	126,000	565,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Science</b>						
137	Round 1: Faculty Start-up Funds	100,000	100,000			200,000
138	Round 1: Redesign of Year 3 Lab Course in Physics	60,000				60,000
139	Round 1: Graduate Student Recruitment Initiatives	25,000	25,000			50,000
140	Round 1: Measurement Hardware/Software for Year 1 Chemistry Labs		70,000			70,000
141	Sub-Total Round 1	185,000	195,000			380,000
142	Round 2: Science Learning Development Initiative		58,000	67,500	69,500	195,000
143	Round 2: Assistant Dean Diversity & Outreach (Women's Initiative)		10,000	10,000	10,000	30,000
144	Round 2: Grad Student Recruitment Initiatives			25,000	25,000	50,000
145	Round 2: Medical Physics Experiments in Undergraduate Labs		31,600			31,600
146	Round 2: Biology Teaching Equipment - Undergraduate Labs		50,212			50,212
147	Sub-Total Round 2		149,812	102,500	104,500	356,812
148	Round 3: Faculty Start-up Funds			30,000	30,000	60,000
149	Round 3: Graduate Recruitment Initiatives			20,000	20,000	40,000
150	Round 3: MRI System for Training and Teaching			10,000	7,500	17,500
151	Sub-Total Round 3			60,000	57,500	117,500
152	Round 4: Development of Biotron Virtual Tour Presentation Material				12,000	12,000
153	Round 4: Solar Telescope for Astronomy Education				5,800	5,800
154	Round 4: Enhancement of Counselling Services				9,560	9,560
155	Round 4: Technology Equipment for Biology Instructional Facilities				22,911	22,911
156	Round 4: Western Science Student Competition				4,000	4,000
157	Sub-Total Round 4				54,271	54,271
158	Total Round 1 + Round 2 + Round 3 + Round 4	185,000	344,812	162,500	216,271	908,583



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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Social Science</b>						
159	Round 1: Internationalization Fund	25,000	25,000	25,000		75,000
160	Round 1: Research Infrastructure -- Social Behavioural Recording	108,719				108,719
161	Round 1: Equipment for Digital Media Library -- Anthropology		19,164			19,164
162	Round 1: Infrastructure to Establish a Historical Digital Data Centre		70,000	50,000	30,000	150,000
163	Sub-Total Round 1	133,719	114,164	75,000	30,000	352,883
164	Round 2: Grad Student Furniture and Equipment		95,000			95,000
165	Round 2: Museum Display and Artifact Storage (History)		35,000			35,000
166	Round 2: Guanape Research Centre in Peru (Building Costs)		12,171	23,964	11,823	47,958
167	Sub-Total Round 2		142,171	23,964	11,823	177,958
168	Round 3: Support for Teaching and Research Initiatives			100,000		100,000
169	Round 4: First Nations Studies Curriculum and Course Development				38,000	38,000
170	Round 4: Internationalization Initiatives				25,000	25,000
171	Round 4: Undergraduate Recruitment Initiatives				25,000	25,000
172	Sub-Total Round 4				88,000	88,000
173	Total Round 1 + Round 2 + Round 3 + Round 4	133,719	256,335	198,964	129,823	718,841
<b>Total</b>						
174	<b>Total Round 1</b>	<b>1,099,993</b>	<b>1,140,251</b>	<b>286,827</b>	<b>105,625</b>	<b>2,632,696</b>
175	<b>Total Round 2</b>	<b>0</b>	<b>1,494,906</b>	<b>668,171</b>	<b>458,323</b>	<b>2,621,400</b>
176	<b>Total Round 3</b>	<b>0</b>	<b>0</b>	<b>617,625</b>	<b>219,694</b>	<b>837,319</b>
177	<b>Total Round 4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>412,567</b>	<b>412,567</b>
178	<b>Grand Total</b>	<b>1,099,993</b>	<b>2,635,157</b>	<b>1,572,623</b>	<b>1,196,209</b>	<b>6,503,982</b>

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

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

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Information Technology Services</b>						
1	Round 1: Maintain Staffing Levels	200,000	70,000	70,000	70,000	410,000
2	Round 1: Hardware/Software Maintenance Support	150,000				150,000
3	Sub-Total Round 1	350,000	70,000	70,000	70,000	560,000
4	Round 2: None					
5	Total Round 1 + Round 2	350,000	70,000	70,000	70,000	560,000
<b>Libraries</b>						
6	Round 1: Maintain and Enhance Staffing	125,000	65,000			190,000
7	Round 2: Maintain/Expand Hours of Opening		150,000	150,000		300,000
8	Total Round 1 + Round 2	125,000	215,000	150,000		490,000
<b>Registrar's Office and Teaching Support Centre</b>						
9	Round 1: Maintain Staffing Levels	250,000	95,000	90,000		435,000
10	Round 1: Expansion of Career Services	85,000				85,000
11	Sub-Total Round 1	335,000	95,000	90,000		520,000
12	Round 2: Alternative Programming for Orientation		16,000			16,000
13	Total Round 1 + Round 2	335,000	111,000	90,000		536,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Institutional Planning &amp; Budgeting</b>						
14	Round 1: Maintain Staffing Levels	90,000	90,000		90,000	270,000
15	Round 2: None					
16	Total Round 1 + Round 2	90,000	90,000		90,000	270,000
<b>Financial Services</b>						
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		15,000	365,000
<b>Human Resources</b>						
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				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		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
<b>Physical Plant</b>						
26	Round 1: Enhance Core Trades Services	268,000				268,000
27	Round 2: Maintain Apprenticeship Programs		50,000	50,000		100,000
28	Round 2: Protective Equipment to Comply with New Legislation				25,000	25,000
29	Round 2: Budget Stabilization & Maintain Staffing Levels		22,000	25,000	15,000	62,000
30	Sub-Total Round 2		72,000	75,000	40,000	187,000
31	Total Round 1 + Round 2	268,000	72,000	75,000	40,000	455,000
<b>Internal Audit</b>						
32	Round 1: None					
33	Round 2: Additional Staff Position		96,000			96,000
34	Total Round 1 + Round 2		96,000			96,000
<b>University Police</b>						
35	Round 1: None					
36	Round 2: Maintain Staffing Levels		92,000	75,000	80,000	247,000
37	Total Round 1 + Round 2		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
<b>Vice-President (Research)</b>						
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					
44	Total Round 1 + Round 2	160,000	55,000	30,000	30,000	275,000
<b>Vice-President (External)</b>						
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					
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
<b>University Secretariat</b>						
55	Round 1: FIPPA Staffing	83,500				83,500
56	Round 2: None					
57	Total Round 1 + Round 2	83,500				83,500
<b>Offices of the President and Vice-Presidents</b>						
58	Round 1: Maintain Staffing Levels	56,500				56,500
59	Round 2: None					
60	Total Round 1 + Round 2	56,500				56,500
<b>Total All Units</b>						
61	<b>Total Round 1</b>	<b>2,190,000</b>	<b>445,000</b>	<b>230,000</b>	<b>230,000</b>	<b>3,095,000</b>
62	<b>Total Round 2</b>		<b>526,000</b>	<b>300,000</b>	<b>150,000</b>	<b>976,000</b>
63	<b>Grand Total</b>	<b>2,190,000</b>	<b>971,000</b>	<b>530,000</b>	<b>380,000</b>	<b>4,071,000</b>

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Information Technology Services</b>						
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	Rounds 2, 3, 4: None					
6	Total Round 1 + Round 2 + Round 3 + Round 4	350,000	50,000	50,000	50,000	500,000
<b>Libraries</b>						
7	Round 1: Maintain/Enhance Staffing and IT Hardware/Software		180,000	180,000	180,000	540,000
8	Round 2, 3, 4: None					
9	Total Round 1 + Round 2 + Round 3 + Round 4		180,000	180,000	180,000	540,000
<b>Registrar's Office and Teaching Support Centre</b>						
10	Round 1: Career Services and First Nations Initiatives	260,000	230,000	230,000	230,000	950,000
11	Round 2, 3: None					
12	Round 4: Undergraduate International Student Recruitment Initiatives				50,000	50,000
13	Total Round 1 + Round 2 + Round 3 + Round 4	260,000	230,000	230,000	280,000	1,000,000



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

		2007-08	2008-09	2009-10	2010-11	Total
<b>School of Graduate and Postdoctoral Studies</b>						
14	Round 1: 360 Degree Initiative	300,000	300,000	300,000	300,000	1,200,000
15	Round 1: Graduate Student Recruitment Initiatives	360,000	360,000	360,000	360,000	1,440,000
16	Sub-Total Round 1	660,000	660,000	660,000	660,000	2,640,000
17	Round 2: None					
18	Round 3: Decrease to Graduate Student Recruitment Initiatives			(100,000)	(100,000)	(200,000)
19	Round 4: Graduate Student Retention Initiatives				35,000	35,000
20	Round 4: Technology Support for Graduate Thesis Exams				30,000	30,000
21	Sub-Total Round 4				65,000	65,000
22	Total Round 1 + Round 2 + Round 3 + Round 4	660,000	660,000	560,000	625,000	2,505,000
<b>Office of the Vice-Provost (Academic Planning, Policy, and Faculty)</b>						
23	Round 1, 2, 3: None					
24	Round 4: Academic Leaders Training and Development Initiatives				110,000	110,000
25	Round 4: Employee Negotiations Support				25,000	25,000
26	Sub-Total Round 4				135,000	135,000
27	Total Round 1 + Round 2 + Round 3 + Round 4				135,000	135,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Financial Services</b>						
28	Round 1: Project Coordinator	100,000				100,000
29	Round 1: Technology Initiatives	9,000				9,000
30	Sub-Total Round 1	109,000				109,000
31	Round 2: New Building Relocation Costs		40,000			40,000
32	Round 2: PCI Compliance Audit		60,000			60,000
33	Round 2: Process Re-Engineering Initiatives			75,000	75,000	150,000
34	Round 2: Business Continuity Plan Development			50,000	50,000	100,000
35	Sub-Total Round 2		100,000	125,000	125,000	350,000
36	Round 3: Decrease to Business Continuity Plan Development			(50,000)	(50,000)	(100,000)
37	Round 4: Support for HST Implementation				75,000	75,000
38	Total Round 1 + Round 2 + Round 3 + Round 4	109,000	100,000	75,000	150,000	434,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Human Resources</b>						
39	Round 1: Technology Initiatives	125,000				125,000
40	Round 1: University-wide Staff Training & Development Initiatives	80,000				80,000
41	Sub-Total Round 1	205,000				205,000
42	Round 2: New Building Relocation Costs		40,000			40,000
43	Round 2: Learning and Development Initiatives		92,000	150,000	150,000	392,000
44	Round 2: Process Re-Engineering Initiatives			75,000	75,000	150,000
45	Sub-Total Round 2		132,000	225,000	225,000	582,000
46	Round 3: Decrease to Learning and Development Initiatives			(50,000)	(50,000)	(100,000)
47	Round 4: Employee Negotiations Support				75,000	75,000
48	Total Round 1 + Round 2 + Round 3 + Round 4	205,000	132,000	175,000	250,000	762,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Physical Plant</b>						
49	Round 1: Implement Confined Space Program	54,000				54,000
50	Round 1: Re-engineering of Operations and Processes	120,000				120,000
51	Sub-Total Round 1	174,000				174,000
52	Round 2: Personal Protective Equipment to Comply with New Legislation		75,000			75,000
53	Round 2: Forklift for New Building		25,000			25,000
54	Round 2: Implementation of Natural Gas System Protocols		25,000			25,000
55	Round 2: New Building Relocation Costs		80,000			80,000
56	Round 2: Database to Comply with Asbestos Legislation		65,000			65,000
57	Round 2: Process Re-Engineering Initiatives			130,000	150,000	280,000
58	Sub-Total Round 2		270,000	130,000	150,000	550,000
59	Round 3, 4: None					
60	Total Round 1 + Round 2 + Round 3 + Round 4	174,000	270,000	130,000	150,000	724,000
<b>Internal Audit</b>						
61	Round 1: None					
62	Round 2: Computer Purchase		3,000			3,000
63	Round 3, 4: None					
64	Total Round 1 + Round 2 + Round 3 + Round 4		3,000			3,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>University Police</b>						
65	Round 1: Traffic Speed Control Initiatives	5,000				5,000
66	Round 1: Technology Initiatives	7,000				7,000
67	Sub-Total Round 1	12,000				12,000
68	Round 2: Hardware/Software Upgrades		60,000	50,000		110,000
69	Round 2: Self-Contained Breathing Apparatus		25,000			25,000
70	Sub-Total Round 2		85,000	50,000		135,000
71	Round 3, 4: None					
72	Total Round 1 + Round 2 + Round 3 + Round 4	12,000	85,000	50,000		147,000
<b>Vice-President (Research)</b>						
73	Round 1: Equipment for ACVS	50,000				50,000
74	Round 1: Electronic Protocol Submission System in Research Ethics	25,000	50,000			75,000
75	Round 1: Contract Research Staffing in RDS	25,000		40,000	40,000	105,000
76	Round 1: Systems Help Desk in RDS		50,000	20,000	20,000	90,000
77	Round 1: Project Mgmt Admin Support in RDS			40,000	40,000	80,000
78	Sub-Total Round 1	100,000	100,000	100,000	100,000	400,000
79	Round 2: None					
80	Round 3: Decrease to Systems Help Desk in RDS			(20,000)	(20,000)	(40,000)
81	Round 4: Support for Regulatory Framework Activities				150,000	150,000
82	Total Round 1 + Round 2 + Round 3 + Round 4	100,000	100,000	80,000	230,000	510,000

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

		2007-08	2008-09	2009-10	2010-11	Total
<b>Vice-President (External)</b>						
83	Round 1: E-Marketing Technology Initiatives in Advancement Services	65,000				65,000
84	Round 1: Strategic Planning Review of McIntosh Gallery	20,000				20,000
85	Round 1: Alumni/Donor Engagement & E-Commerce Initiatives	20,000	107,000	107,000	65,000	299,000
86	Round 1: Support for Rising costs of the Alumni Gazette - CPA	15,000				15,000
87	Round 1: Support for Print Publications		13,000	13,000	55,000	81,000
88	Sub-Total Round 1	120,000	120,000	120,000	120,000	480,000
89	Round 2: University Advertising Initiatives		200,000	200,000	200,000	600,000
90	Round 3: Decrease to University Advertising Initiatives				(150,000)	(150,000)
91	Round 4: Campaign Promotion and Communication Initiatives				150,000	150,000
92	Total Round 1 + Round 2 + Round 3 + Round 4	120,000	320,000	320,000	320,000	1,080,000
<b>Offices of the President and Vice-Presidents</b>						
93	Round 1: Faculty Recruitment & Retention Initiatives	20,000				20,000
94	Round 2, 3, 4: None					
95	Total Round 1 + Round 2 + Round 3 + Round 4	20,000				20,000
<b>Total All Units</b>						
96	<b>Round 1</b>	<b>2,010,000</b>	<b>1,340,000</b>	<b>1,340,000</b>	<b>1,340,000</b>	<b>6,030,000</b>
97	<b>Round 2</b>		<b>790,000</b>	<b>730,000</b>	<b>700,000</b>	<b>2,220,000</b>
98	<b>Round 3</b>			<b>(220,000)</b>	<b>(370,000)</b>	<b>(590,000)</b>
99	<b>Round 4</b>				<b>700,000</b>	<b>700,000</b>
100	<b>Grand Total</b>	<b>2,010,000</b>	<b>2,130,000</b>	<b>1,850,000</b>	<b>2,370,000</b>	<b>8,360,000</b>

**Table 8**  
**2010-11 OPERATING REVENUES**

		2009-10 Budget Forecast (@ Feb 28, 2010) (1)	2010-11 Budget (2)	Increase / (Decrease) Amount (3)	% Change (2) to (1)
1	<b>Government Grants</b>				
2	Base Grants	204,907,929	204,907,929	0	0.0%
3	Undergraduate Accessibility Fund	3,956,130	4,887,675	931,545	23.5%
4	<i>Sub-Total Base Grants &amp; Accessibility Fund</i>	<i>208,864,059</i>	<i>209,795,604</i>	<i>931,545</i>	<i>0.4%</i>
5	Graduate Expansion Fund	5,996,479	8,672,725	2,676,246	44.6%
6	Quality Improvement Fund	7,468,781	9,272,098	1,803,317	24.1%
7	Performance Fund	2,153,634	2,153,634	0	0.0%
8	Program Expansion Grants	11,376,754	12,989,653	1,612,899	14.2%
9	Research Infrastructure Grant	2,612,216	2,612,216	0	0.0%
10	Provincial Indirect Cost Grant	437,980	100,000	(337,980)	-77.2%
11	Federal Funding for Indirect Costs of Research	9,097,388	8,940,582	(156,806)	-1.7%
12	Provincial Government Student Support Grants	4,942,591	4,942,591	0	0.0%
13	Other Targetted Government Grants	6,340,944	6,396,944	56,000	0.9%
14	<b>Sub-Total Government Grants</b>	<b>259,290,826</b>	<b>265,876,047</b>	<b>6,585,221</b>	<b>2.5%</b>
15	<b>Tuition Revenue</b>				
16	Undergraduate	134,788,913	141,389,371	6,600,458	4.9%
17	Graduate	29,492,257	32,051,773	2,559,516	8.7%
18	<i>Sub-Total General Programs</i>	<i>164,281,170</i>	<i>173,441,144</i>	<i>9,159,974</i>	<i>5.6%</i>
19	Ivey Programs (HBA, MBAs, MSc, PhD)	37,136,040	43,886,685	6,750,645	18.2%
20	International Medical and Dental Students	4,367,200	4,576,000	208,800	4.8%
21	<i>Sub-Total Other Programs</i>	<i>41,503,240</i>	<i>48,462,685</i>	<i>6,959,445</i>	<i>16.8%</i>
22	Miscellaneous Fees	1,795,000	1,795,000	0	0.0%
23	<b>Sub-Total Tuition Revenue</b>	<b>207,579,410</b>	<b>223,698,829</b>	<b>16,119,419</b>	<b>7.8%</b>
24	<b>Other Revenues</b>				
25	Canada Research Chairs (CRCs)	9,400,000	9,700,000	300,000	3.2%
26	Transfer from Affiliated University Colleges	4,964,702	5,326,250	361,548	7.3%
27	Recoverable Salaries	24,613,548	24,571,008	(42,540)	-0.2%
28	Investment Income	1,291,481	593,572	(697,909)	-54.0%
29	Fundraising -- Unrestricted	219,120	160,667	(58,453)	-26.7%
30	Fundraising -- Needs-based Student Awards and Bursaries	4,805,384	4,954,607	149,223	3.1%
31	Application Fees	1,639,939	1,668,514	28,575	1.7%
32	Research Overheads	4,530,569	4,653,347	122,778	2.7%
33	Royalties and Licences	6,560,502	4,000,000	(2,560,502)	-39.0%
34	Contributions from Self-Funded & Ancillary Operations	18,795,000	18,865,000	70,000	0.4%
35	Miscellaneous Revenues	200,000	200,000	0	0.0%
36	<b>Sub-Total Other Revenues</b>	<b>77,020,245</b>	<b>74,692,965</b>	<b>(2,327,280)</b>	<b>-3.0%</b>
37	<b>TOTAL REVENUES</b>	<b>543,890,481</b>	<b>564,267,841</b>	<b>20,377,360</b>	<b>3.7%</b>

**Table 9  
FACULTIES  
2010-11 BASE BUDGETS**

		<< >	<< >	<< >	<< >	<< >	<< >	<< >	<< >	<< >	<< >	<< >
		2009-10 Base Budget (@ Feb. 28, 2010)	IBA & Additional Reduction	Faculty Turnover Recovery	UIPF	Other Base Changes	ECF to Base Conversions	Canada Research Chairs	Resulting 2010-11 Base Budget			
1	<b>Faculties</b>											
2	Arts & Humanities	23,044,426	(991,420)	(207,583)	50,000		200,000		22,095,423			
3	Education	8,371,807	(274,029)						8,097,778			
4	Engineering	18,691,472	(861,254)		100,000	174,644			18,104,862			
5	Health Sciences	21,850,747	(1,015,694)	(63,621)		(61,450)	300,000	170,000	21,179,982			
6	Information & Media Studies	7,872,865	(353,492)						7,519,373			
7	Law	6,175,846	(303,308)	(68,937)		202,190			6,005,791			
8	Medicine & Dentistry	49,227,170	(2,144,341)	(214,656)		1,899,240		90,000	48,857,413			
9	Music	7,318,986	(326,076)				100,000		7,092,910			
10	Science	42,188,273	(1,217,139)	(201,409)	224,550	6,510	200,000	90,000	41,290,785			
11	Social Science	42,304,155	(991,427)	(186,190)	160,000			(90,000)	41,196,538			
12	<b>Sub-Total Faculties (excluding Business)</b>	<b>227,045,747</b>	<b>(8,478,180)</b>	<b>(942,396)</b>	<b>534,550</b>	<b>2,221,134</b>	<b>800,000</b>	<b>260,000</b>	<b>221,440,855</b>			
13	Business	47,468,964				7,933,265			55,402,229			
14	<b>Sub-Total Faculties</b>	<b>274,514,711</b>	<b>(8,478,180)</b>	<b>(942,396)</b>	<b>534,550</b>	<b>10,154,399</b>	<b>800,000</b>	<b>260,000</b>	<b>276,843,084</b>			
15	Enrolment Contingent Fund (ECF)	8,452,246				487,742			8,939,988			
16	Graduate Expansion Fund (GEF/GEF+)	9,841,500				1,910,000			11,751,500			
17	Research Infrastructure Support Fund (RISF)	750,000							750,000			
18	Faculty Recruitment Initiatives	78,237				100,000			178,237			
19	<b>Total -- with ECF and GEF/GEF+</b>	<b>293,636,694</b>	<b>(8,478,180)</b>	<b>(942,396)</b>	<b>534,550</b>	<b>12,652,141</b>	<b>800,000</b>	<b>260,000</b>	<b>298,462,809</b>			
20	<b>All Other</b>											
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	3,182,318				146,506			3,328,824			
24	Continuing Studies: Trois-Pistoles	971,645				(17,104)			954,541			
25	Education: Continuing Education for Teachers	3,704,971							3,704,971			
26	Medicine & Dentistry: International Students	4,367,200				208,800			4,576,000			
27	Faculty Share of Research Overheads	1,260,000				315,000			1,575,000			
28	Medicine & Dentistry: Primary Care	349,805							349,805			
29	Faculty Scholars & Distinguished University Professors	239,000							239,000			
30	Graduate and Undergraduate Program Reviews	140,000							140,000			
31	Recoverable Salaries: T&R and Other	24,571,008							24,571,008			
32	<b>Sub-Total</b>	<b>42,362,409</b>				<b>653,202</b>			<b>43,015,611</b>			
33	<b>Total Academic Units</b>	<b>335,999,103</b>	<b>(8,478,180)</b>	<b>(942,396)</b>	<b>534,550</b>	<b>13,305,343</b>	<b>800,000</b>	<b>260,000</b>	<b>341,478,420</b>			



**Table 10**  
**SCHOLARSHIPS and BURSARIES**  
**2010-11 BASE BUDGETS**

		<a> 2009-10 Base Budget (@ Feb 28, 2010)	<b> Changes	<c> Resulting 2010-11 Base Budget
1	<b><i>Undergraduate Student Support</i></b>			
2	Scholarships	6,362,660	(1,241,346)	5,121,314
3	Tuition Re-Investment	10,815,619	500,000	11,315,619
4	Western Bursaries	776,545		776,545
5	Privately-Funded Needs-Based Awards & Bursaries	4,380,384	24,223	4,404,607
6	Government "Aiming for the Top" Program	2,776,404		2,776,404
7	MTCU Work Study Program and Bursaries	1,846,185		1,846,185
8	<b><i>Sub-Total Undergraduate Student Support</i></b>	<b>26,957,797</b>	<b>(717,123)</b>	<b>26,240,674</b>
9	<b><i>Graduate Student Support</i></b>			
10	Graduate Student Scholarship & Training Fund	22,706,377	1,964,017	24,670,394
11	Privately-Funded Needs-Based Awards & Bursaries	425,000	125,000	550,000
12	Ontario Graduate Fellowships	320,002		320,002
13	<b><i>Sub-Total Graduate Student Support</i></b>	<b>23,451,379</b>	<b>2,089,017</b>	<b>25,540,396</b>
14	<b>Total Scholarships and Bursaries</b>	<b>50,409,176</b>	<b>1,371,894</b>	<b>51,781,070</b>

**Table 11**  
**SUPPORT AREAS**  
**2010-11 BASE BUDGETS**

		<a>	<b>	<c>	<d>	<e>
		2009-10 Base Budget (@ Feb 28, 2010)	IBA & Additional Reduction	UPIF	Other Base Changes	Resulting 2010-11 Base Budget
1	<b>Reporting to the Provost</b>					
2	Teaching Support Centre	667,991	(28,750)			639,241
3	Effective Writing Program	279,080				279,080
4	Information Technology Services	5,850,022	(187,724)	70,000	170,000	5,902,298
5	Libraries	12,284,755	(551,765)			11,732,990
6	Registrar's Office	5,981,986	(198,420)		50,000	5,833,566
7	Office of Vice-Provost (APPF)	871,850	(43,035)			828,815
8	Graduate & Postdoctoral Studies	1,081,574	(46,943)			1,034,631
9	Institutional Planning and Budgeting	4,139,007	(167,873)	90,000		4,061,134
10	McIntosh Gallery - Subsidy	215,719				215,719
11	<b>Sub-Total</b>	<b>31,371,984</b>	<b>(1,224,510)</b>	<b>160,000</b>	<b>220,000</b>	<b>30,527,474</b>
12	<b>Reporting to the Vice-President Resources &amp; Operations</b>					
13	Financial Services	4,065,412	(191,542)	15,000		3,888,870
14	Human Resources	5,310,189	(196,700)	15,000		5,128,489
15	Staff/Faculty Health Services	150,813			20,000	170,813
16	Physical Plant	16,693,813	(538,639)	40,000	122,295	16,317,469
17	Police	2,399,926	(88,152)	80,000	1,356	2,393,130
18	Internal Audit	297,134	(5,964)			291,170
19	<b>Sub-Total</b>	<b>28,917,287</b>	<b>(1,020,997)</b>	<b>150,000</b>	<b>143,651</b>	<b>28,189,941</b>
20	<b>Reporting to the Vice-President Research</b>					
21	Animal Care/Vet Services - Subsidy	600,000				600,000
22	Research Western	3,427,819	(135,700)	30,000		3,322,119
23	Research Promotion Fund	510,000			20,000	530,000
24	Small Grants Support for A/Hum/SS	250,000				250,000
25	Western Innovation Fund	400,000				400,000
26	<b>Sub-Total</b>	<b>5,187,819</b>	<b>(135,700)</b>	<b>30,000</b>	<b>20,000</b>	<b>5,102,119</b>
27	<b>Reporting to the Vice-President External</b>					
28	Advancement Services	1,276,277	(43,663)	40,000		1,272,614
29	Communications and Public Affairs	2,352,281	(85,929)			2,266,352
30	Alumni Relations	1,260,505	(52,354)			1,208,151
31	Development	2,446,522	(85,917)		130,000	2,490,605
32	<b>Sub-Total</b>	<b>7,335,585</b>	<b>(267,863)</b>	<b>40,000</b>	<b>130,000</b>	<b>7,237,722</b>
33	<b>General Administration</b>					
34	Offices of the President/Vice-Presidents	3,576,873	(47,441)			3,529,432
35	University Secretariat	712,741	(10,484)			702,257
36	<b>Sub-Total</b>	<b>4,289,614</b>	<b>(57,925)</b>			<b>4,231,689</b>
37	<b>Total Support Areas</b>	<b>77,102,289</b>	<b>(2,706,995)</b>	<b>380,000</b>	<b>513,651</b>	<b>75,288,945</b>

**Table 12**  
**UNIVERSITY-WIDE EXPENDITURES and EMPLOYEE BENEFIT COSTS**  
**2010-11 BASE BUDGETS**

	<a>	<b>	<c>	<d>
	2009-10 Base Budget (@ Feb 28, 2010)	New Investment	Other Changes	Resulting 2010-11 Base Budget
1	Utilities	16,581,225		20,078,656
2	Library Acquisitions	13,115,896	250,000	13,365,896
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	0		0
6	CRC Transfer to Capital	976,000		1,008,000
7	Information Technology Infrastructure Fund	5,776,171	623,138	6,399,309
8	Property Taxes	1,878,150		1,933,350
9	Insurance	1,779,714		2,072,328
10	Contingency	1,316,007		1,410,670
11	Services for Students with Disabilities	951,303		951,303
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	629,844		633,057
16	Campus Recreation - Subsidy	25,000		25,000
17	Convocation and Diplomas	281,540		281,540
18	Costs Associated with Employee Contracts	260,000		260,000
19	Athletic Injury Clinic - Subsidy	200,732		203,327
20	Ombudsperson	82,993		82,993
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	<b>Total University-Wide Expenditures</b>	<b>57,159,575</b>	<b>873,138</b>	<b>3,977,716</b>
25	Employee Benefit Plan Costs	83,833,929		3,990,111
26	Employee Benefit Recoveries	(90,908,362)		399,362
27	<b>Net Employee Benefits</b>	<b>(7,074,433)</b>		<b>4,389,473</b>
28	<b>Net University-Wide Expenditures</b>	<b>50,085,142</b>	<b>873,138</b>	<b>8,367,189</b>
				<b>59,325,469</b>

**Table 13**  
**2010-11 ONE-TIME ALLOCATIONS**

1	Campaign Matching and Related Initiatives	12,500,000
2	Canada Foundation for Innovation (CFI): Contribution for University Matching	4,900,000
3	University-Wide Inter-Disciplinary Initiatives (IDIs)	2,840,000
4	Faculty Retirement Incentive Program	1,900,000
5	University-Wide Energy Efficiency Initiatives	1,500,000
6	Doctoral Supervision Internal Grants (DSIG)	1,175,000
7	General University Classroom and Computer Laboratory Upgrades	750,000
8	Faculty Recruitment Initiatives	600,000
9	IT Infrastructure Expansion -- Email Disk Space for Students and Encryption Initiatives	350,000
10	Arts & Humanities: Top-up Funding for Privately-funded Chair and Support for MA Program in Linguistic Studies	60,000
11	Engineering: Investment in Facilities (Year 10 of 10)	445,000
12	Engineering: Undergraduate Student Projects and Internationalization Initiatives	100,000
13	Health Sciences: Targetted Government Funding for Clinical Education (Nursing and Therapies)	829,986
14	Health Sciences: Athletic Scholarships	50,000
15	Law: Top-up Funding for Privately-funded Chair	20,000
16	Medicine & Dentistry (Robarts): Research Overheads (\$1.2M), FFICR (\$1.4M), Royalties & Licences (\$3.3M), Investment Income (\$0.6M)	6,458,281
17	Medicine & Dentistry: Targetted Government Postgraduate Medical (\$2.6) and Family Medicine (\$1.6) Expansion Funding	4,228,945
18	Medicine & Dentistry: Targetted Government Funding for Clinical Education (Dentistry)	1,173,322
19	Music: Graduate Program in Musical Theatre & Ensemble Travel	80,000
20	Science: Support for NSERC-UFA's in Biology and Physics & Astronomy	186,000
21	ITS: ITRC Hardware/Software Maintenance/Renewal	50,000
22	Libraries: Maintain/Enhance Staff and IT Hardware/Software	180,000
23	Registrar's Office: First Nations Student Initiatives, Expansion of Career Services, and International Undergraduate Student Recruitment Initiatives	280,000
24	Registrar's Office: High School Visits, On-Campus Recruitment, Distance Studies On-Line Course Development, and Applications Processing Support	315,000
25	Teaching Support Centre: Turn-it-in Software and Teaching Support Initiatives	47,200
26	Office of the Vice-Provost (APPF): Academic Leaders Training and Development Initiatives and Employee Negotiations Support	135,000
27	Graduate & Postdoctoral Studies: 360 Degree Initiative, Recruitment and Retention Initiatives, and Thesis Exams Technology Support	625,000
28	Financial Services: Process Re-Engineering Initiatives and HST Implementation Costs	150,000
29	Human Resources: Learning and Development Initiatives, Process Re-Engineering Initiatives, and Employee Negotiations Support	250,000
30	Physical Plant: Process Re-Engineering Initiatives	150,000
31	Vice-President Research: Support for Research Initiatives, Contract Staffing, Project Management Administrative Support, and Regulatory Framework Support	930,000
32	Vice-President External: Maintain Staffing Levels, Support for Print Materials, Campaign Western Operational Support, Campaign Promotion, and Communication & University Advertising Initiatives	480,667
<b>33</b>	<b>Total One-Time Allocations</b>	<b>43,739,401</b>

**Table 14****SUMMARY OF OPERATING BUDGET: 2010-11**

	<a>	<b>	<c>	
	2009-10 Budget (@ Feb 28, 2010)	2010-11 Budget	\$ Change from 2009-10	
1	<b>Total Revenues (Table 8)</b>	<b>543,890,481</b>	<b>564,267,841</b>	<b>20,377,360</b>
2	<b>Expenditure Budgets</b>			
3	Faculties (Table 9)	335,999,103	341,478,420	5,479,317
4	Scholarships and Bursaries (Table 10)	50,409,176	51,781,070	1,371,894
5	Support Areas (Table 11)	77,102,289	75,288,945	(1,813,344)
6	University-wide Expenditures (Table 12)	50,085,142	59,325,469	9,240,327
7	Provision for Cost Fluctuations	637,500	14,532,248	13,894,748
8	One-Time Allocations	34,248,264	43,739,401	9,491,137
9	<b>Sub-Total</b>	<b>548,481,474</b>	<b>586,145,553</b>	<b>37,664,079</b>
10	Carryforward from Previous Year	47,070,778	47,070,778	0
11	(Under)/Over Spending	(47,070,778)	(43,100,000)	3,970,778
12	<b>Total Expenditures</b>	<b>548,481,474</b>	<b>590,116,331</b>	<b>41,634,857</b>
13	<b>Surplus / (Deficit) before Reserve Transfer</b>	<b>(4,590,993)</b>	<b>(25,848,490)</b>	
14	<b>Transfer (to)/from Carryforward Reserve</b>	<b>0</b>	<b>3,970,778</b>	
15	<b>Surplus / (Deficit) after Reserve Transfer</b>	<b>(4,590,993)</b>	<b>(21,877,712)</b>	
16	<b>Carryforward Reserve:</b>			
17	Carryforward from Previous Year	47,070,778	47,070,778	
18	Transfer (to)/from Operating Budget	0	(3,970,778)	
19	<b>Year-End Carryforward Reserve</b>	<b>47,070,778</b>	<b>43,100,000</b>	

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

	2009-10 Budget Forecast (@ Feb 28, 2010)	2010-11 Budget
<i>Beginning Operating Reserve Balance</i>	29,007,325	24,416,332
Surplus / (Deficit) -- from Table 14, line 15	(4,590,993)	(21,877,712)
<b><i>Closing Operating Reserve Balance</i></b>	<b>24,416,332</b>	<b>2,538,620</b>
Board-mandated Minimum Level Reserve Target	2,500,000	2,500,000

**Table 16**  
**Enrolment Contingent Fund (ECF) Allocations: Actual 2009-10 and Projected 2010-11**

	Actual 2009-10							Projected 2010-11			
	Converted to Base	ECF Baseline	Actual WTUs	WTUs minus Baseline	ECF Funds @ \$1500/WTU	Cross-Faculty Teaching Adjustment	Total ECF Allocation	Converted to Base	In-Year ECF Allocation	Total ECF Allocation	
1	\$0	7,603.3	8,163.1	559.8	\$839,700	\$23,040	\$862,740	\$200,000	\$830,970	\$1,030,970	
2	\$0	2,016.5	2,283.0	266.5	\$399,750	\$11,700	\$411,450	\$0	\$591,700	\$591,700	
3	\$0	4,161.9	4,690.1	528.2	\$792,300	(\$20,764)	\$771,536	\$0	\$823,603	\$823,603	
4	\$300,000	5,733.6	6,706.8	973.2	\$1,459,800	(\$83,100)	\$1,376,700	\$300,000	\$989,640	\$1,289,640	
5	\$200,000	1,930.9	2,209.4	278.5	\$417,750	(\$300)	\$417,450	\$0	\$461,700	\$461,700	
6	\$0	981.5	1,216.4	234.9	\$352,350	\$600	\$352,950	\$0	\$416,340	\$416,340	
7	\$200,000	8,304.6	8,640.7	336.1	\$504,150	\$84,830	\$588,980	\$0	\$751,365	\$751,365	
8	\$0	1,366.3	1,795.0	428.7	\$643,050	(\$4,200)	\$638,850	\$100,000	\$542,295	\$642,295	
9	\$0	12,444.8	13,144.0	699.2	\$1,048,800	\$31,560	\$1,080,360	\$200,000	\$902,745	\$1,102,745	
10	\$0	14,703.1	15,223.0	519.9	\$779,850	(\$1,920)	\$777,930	\$0	\$1,318,680	\$1,318,680	
11											
12	\$0	0.0	346.2	346.2	\$519,300	(\$18,300)	\$501,000	\$0	\$567,300	\$567,300	
13	\$0	0.0	105.0	105.0	\$157,500	\$1,800	\$159,300	\$0	\$157,500	\$157,500	
14	\$0	83.4	207.2	123.8	\$185,700	(\$2,100)	\$183,600	\$0	\$232,950	\$232,950	
15	\$0	0.0	35.0	35.0	\$52,500	(\$600)	\$51,900	\$0	\$52,500	\$52,500	
16	\$0	64.3	254.1	189.8	\$284,700	(\$7,200)	\$277,500	\$0	\$300,700	\$300,700	
17	<b>\$700,000</b>	<b>59,394.2</b>	<b>65,019.0</b>	<b>5,624.8</b>	<b>\$8,437,200</b>	<b>\$15,046</b>	<b>\$8,452,246</b>	<b>\$800,000</b>	<b>\$8,939,988</b>	<b>\$9,739,988</b>	

**Table 17a**  
**Graduate Expansion Fund (GEF) Allocations: Projected 2010-11**

	Masters				PhD				Projected 2010-11 GEF Allocation	For Information: 2009-10 GEF Allocation
	Baseline FTEs	2010-11 (proj) FTEs	FTE Growth over Baseline	GEF Funds \$2000/FTE	Baseline FTEs	2010-11 (proj) FTEs	FTE Growth over Baseline	GEF Funds \$7000/FTE		
1	107.5	146.4	38.9	\$77,800	128.6	255.2	126.6	\$886,200	\$964,000	\$816,000
2	70.4	121.0	50.6	\$101,200	31.2	64.4	33.2	\$232,400	\$333,600	\$265,400
3	198.9	285.0	86.1	\$172,200	147.7	285.1	137.4	\$961,800	\$1,134,000	\$1,089,000
4	334.6	524.0	189.4	\$378,800	61.4	178.0	116.6	\$816,200	\$1,195,000	\$1,146,000
5	191.2	275.0	83.8	\$167,600	17.8	47.2	29.4	\$205,800	\$373,400	\$367,400
6	1.5	21.8	20.3	\$40,600	0.0	1.0	1.0	\$7,000	\$47,600	\$18,600
7	225.1	367.6	142.5	\$285,000	153.7	186.2	32.5	\$227,500	\$512,500	\$417,500
8	44.5	103.9	59.4	\$118,800	11.1	33.0	21.9	\$153,300	\$272,100	\$248,300
9	232.9	339.9	107.0	\$214,000	200.5	365.3	164.8	\$1,153,600	\$1,367,600	\$1,238,600
10	195.4	228.0	32.6	\$65,200	179.5	331.7	152.2	\$1,065,400	\$1,130,600	\$826,600
11										
12	21.7	30.3	8.6	\$17,200	11.0	40.3	29.3	\$205,100	\$222,300	\$180,300
13	0.0	28.0	30.0	\$60,000					\$60,000	\$60,000
14	18.4	27.6	9.2	\$18,400	18.7	20.3	1.6	\$11,200	\$29,600	\$5,600
15	0.0	10.0	10.0	\$20,000					\$20,000	\$20,000
16	23.2	20.0	(3.2)	(\$6,400)	10.3	28.3	18.0	\$126,000	\$119,600	\$102,600
17	<b>1,665.3</b>	<b>2,528.5</b>	<b>865.2</b>	<b>\$1,730,400</b>	<b>971.5</b>	<b>1,836.0</b>	<b>864.5</b>	<b>\$6,051,500</b>	<b>\$7,781,900</b>	<b>\$6,801,900</b>



**Table 17b**  
**GEF+ Allocations (Domestic Students Only <1>): Projected 2010-11**

	Masters				PhD			Projected 2010-11 GEF+ Allocation	For Information: 2009-10 GEF+ Allocation
	Baseline FTEs	2010-11 (proj) FTEs	FTE Growth over Baseline	GEF+ Funds @ \$4000/FTE	Baseline FTEs	2010-11 (proj) FTEs	FTE Growth over Baseline		
1	92.3	121.4	29.1	\$116,400	141.8	213.2	71.4	\$285,600	\$294,000
2	93.0	120.0	27.0	\$108,000	30.1	59.4	29.3	\$117,200	\$174,800
3	143.5	186.1	42.6	\$170,400	138.6	156.1	17.5	\$70,000	\$144,400
4	365.9	515.0	149.1	\$596,400	97.9	160.0	62.1	\$248,400	\$800,800
5	222.8	267.7	44.9	\$179,600	27.6	45.2	17.6	\$70,400	\$202,000
6	0.3	15.8	15.5	\$62,000	0.0	1.0	1.0	\$4,000	\$34,000
7	247.8	347.4	99.6	\$398,400	149.9	173.2	23.3	\$93,200	\$355,600
8	53.6	97.9	44.3	\$177,200	17.0	30.0	13.0	\$52,000	\$181,600
9	174.3	218.9	44.6	\$178,400	180.5	226.7	46.2	\$184,800	\$283,200
10	159.5	214.0	54.5	\$218,000	182.1	279.4	97.3	\$389,200	\$355,200
11									
12	18.0	25.3	7.3	\$29,200	24.0	23.3	(0.7)	(\$2,800)	\$26,400
13	0.0	30.0	30.0	\$120,000					\$104,000
14	14.0	25.6	11.6	\$46,400	19.0	18.3	(0.7)	(\$2,800)	\$15,600
15	0.0	10.0	10.0	\$40,000					\$40,000
16	15.3	18.0	2.7	\$10,800	18.0	20.3	2.3	\$9,200	\$28,000
17	<b>1,600.3</b>	<b>2,213.1</b>	<b>612.8</b>	<b>\$2,451,200</b>	<b>1,026.5</b>	<b>1,406.1</b>	<b>379.6</b>	<b>\$1,518,400</b>	<b>\$3,969,600</b>

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

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**Table 18**  
**Research Infrastructure Support Fund (RISF)**  
**2010-11 Allocations**

1	Arts & Humanities	13,000
2	Education	7,000
3	Engineering	90,000
4	Health Sciences	35,000
5	Information & Media Studies	5,000
6	Law	5,000
7	Medicine & Dentistry	270,000
8	Music	5,000
9	Science	220,000
10	Social Science	100,000
11	<b>Total</b>	<b>750,000</b>

**Table 19a**  
**2010-11 Tuition Fee Proposals for Undergraduate Programs**

		Canadian Students			International Students		
		Actual 2009-10 Tuition	2010-11		Actual 2009-10 Tuition	2010-11	
			Proposed Tuition	% Increase <a>		Proposed Tuition	% Increase <a>
1	<b>First-Entry Programs &lt;b&gt;</b>						
2	Year 1	4,937	5,159	4.5%	14,650	15,530	6.0%
3	Year 2	4,913	5,134	4.0%	14,650	15,240	4.0%
4	Year 3	4,890	5,110	4.0%	14,650	15,240	4.0%
5	Year 4	4,866	5,086	4.0%	14,650	15,240	4.0%
6	Engineering						
7	Year 1	8,095	8,743	8.0%	18,800	19,930	6.0%
8	Year 2	7,795	8,419	4.0%	18,800	19,550	4.0%
9	Year 3	7,507	8,107	4.0%	18,800	19,550	4.0%
10	Year 4	7,228	7,807	4.0%	18,800	19,550	4.0%
11	M.T.P.						
12	Year 2	5,240	5,450	4.0%	18,000	18,720	4.0%
13	Year 3	5,240	5,450	4.0%	18,000	18,720	4.0%
14	Year 4	5,240	5,450	4.0%	18,000	18,720	4.0%
15	Nursing						
16	Year 1	4,937	5,159	4.5%	18,800	19,930	6.0%
17	Year 2	4,913	5,134	4.0%	18,800	19,550	4.0%
18	Year 3	4,890	5,110	4.0%	18,800	19,550	4.0%
19	Year 4	4,866	5,086	4.0%	18,800	19,550	4.0%
20	<b>Second-Entry Programs</b>						
21	Business (HBA)						
22	Year 1	20,265	20,873	3.0%	26,335	27,125	3.0%
23	Year 2	19,675	20,265	0.0%	25,570	26,335	0.0%
24	Dentistry						
25	Year 1	23,264	25,125	8.0%	42,650	44,350	4.0%
26	Year 2	22,403	24,195	4.0%	42,650	44,350	4.0%
27	Year 3	21,573	23,299	4.0%	42,650	44,350	4.0%
28	Year 4	20,774	22,436	4.0%	42,650	44,350	4.0%
29	Education In-Service (AQs)	4,495	4,495	0.0%	18,800	19,930	6.0%
30	Education Pre-Service	5,932	6,199	4.5%	18,800	19,930	6.0%
31	Law						
32	Year 1	13,265	14,326	8.0%	18,800	19,930	6.0%
33	Year 2	12,773	13,796	4.0%	18,800	19,550	4.0%
34	Year 3	12,300	13,284	4.0%	18,800	19,550	4.0%
35	Medicine (M.D.)						
36	Year 1	17,040	17,722	4.0%	n.a.	n.a.	n.a.
37	Year 2	17,040	17,722	4.0%	n.a.	n.a.	n.a.
38	Year 3	17,040	17,722	4.0%	n.a.	n.a.	n.a.
39	Year 4	17,040	17,722	4.0%	n.a.	n.a.	n.a.

<a> The % increase figures are calculated on the previous year of study in the previous academic year;

for example, the % increase for year 2 is the increase over the year 1 tuition in the previous academic year.

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

**Table 19b**  
**2010-11 Tuition Fee Proposals for Graduate Programs**

		Canadian Students			International Students		
		Actual 2009-10 Tuition	2010-11		Actual 2009-10 Tuition	2010-11	
			Proposed Tuition	% Increase		Proposed Tuition	% Increase
1	<b>Masters Category 1</b>						
2	Arts & Humanities	5,790	6,022	4.0%	12,900	13,670	6.0%
3	C.S.D. (M.Sc.)	6,540	6,540	0.0%	18,200	19,290	6.0%
4	Engineering (M.E.Sc.)	5,790	6,022	4.0%	12,900	13,670	6.0%
5	Health & Rehabilitation Sciences	5,790	6,022	4.0%	12,900	13,670	6.0%
6	Health Information Sciences	---	8,200	n/a	---	19,290	n/a
7	Interdisciplinary Programs <a>	5,790	6,022	4.0%	12,900	13,670	6.0%
8	Kinesiology	5,790	6,022	4.0%	12,900	13,670	6.0%
9	Law	8,524	8,865	4.0%	19,050	20,190	6.0%
10	Legal Studies	---	8,865	n/a	19,050	20,190	6.0%
11	Media Studies	5,790	6,022	4.0%	12,900	13,670	6.0%
12	Medicine (Basic Health Sciences)	5,790	6,022	4.0%	12,900	13,670	6.0%
13	Music	5,790	6,022	4.0%	12,900	13,670	6.0%
14	Nursing	6,951	7,229	4.0%	18,200	19,290	6.0%
15	Science	5,790	6,022	4.0%	12,900	13,670	6.0%
16	Social Science	5,790	6,022	4.0%	12,900	13,670	6.0%
17	<b>Masters Category 2</b>						
18	Business (MBA) <b>	64,000	68,500	7.0%	74,000	78,500	6.1%
19	MSc In Management	---	27,500	n/a	---	42,500	n/a
20	MSc in Management/CEMS	---	35,000	n/a	---	49,500	n/a
21	C.S.D./O.T./P.T. (M.Cl.Sc.)	7,722	8,031	4.0%	18,200	19,290	6.0%
22	Dentistry (Orthodontics)	19,432	20,209	4.0%	42,600	45,150	6.0%
23	Education	7,722	8,031	4.0%	18,200	19,290	6.0%
24	Engineering (M.Eng.)	7,722	8,031	4.0%	18,200	19,290	6.0%
25	Environment & Sustainability	8,019	8,661	8.0%	18,200	19,290	6.0%
26	Journalism	7,722	8,031	4.0%	18,200	19,290	6.0%
27	Library & Information Science	7,722	8,031	4.0%	18,200	19,290	6.0%
28	Medicine (Family Medicine)	10,170	10,577	4.0%	18,200	19,290	6.0%
29	<b>Doctoral</b>						
30	Doctor of Musical Arts	---	6,022	n/a	---	13,670	n/a
31	PhD Programs	5,790	6,022	4.0%	12,900	13,670	6.0%

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

<b> The proposed 2010-11 rates apply to students starting in April 2011

**Table 19c**  
**2010-11 Tuition Fee Proposals for Concurrent Programs**  
**New Entrants Only**  
 -- Canadian Students --

HBA / BSc Concurrent Program										
	2009-10					2010-11				
	Concurrent (After 2 Yrs of Engg)		Concurrent (After 3 Yrs of Engg)		Concurrent (After 2 Yrs of Engg)		Concurrent (After 3 Yrs of Engg)			
1	Engg	8,095	Engg	8,095	Engg	8,743	Engg	8,743		
2	Engg	8,095	Engg	8,095	Engg	8,743	Engg	8,743		
3	HBA 1	20,265	Engg	8,095	HBA 1	20,873	Engg	8,743		
4	HBA / Engg *	15,493	HBA 1	20,265	HBA / Engg *	16,301	HBA 1	20,873		
5	HBA / Engg	15,493	HBA / Engg *	22,890	HBA / Engg	16,301	HBA / Engg *	23,858		
6	Total	67,441	Total	67,440	Total	70,961	Total	70,960		
7	Cost of Programs Taken Sequentially				\$72,910	Cost of Programs Taken Sequentially				\$76,718

HBA / JD Concurrent Program										
	2009-10					2010-11				
	Concurrent (Via HBA 1)		Concurrent (Via Law 1)		Concurrent (Via HBA 1)		Concurrent (Via Law 1)			
1	HBA 1	20,265	Law 1	13,265	HBA 1	20,873	Law 1	14,326		
2	Law 1	13,265	HBA 1	20,265	Law 1	14,326	HBA 1	20,873		
3	HBA/JD *	20,385	HBA/JD *	20,385	HBA/JD *	21,586	HBA/JD *	21,586		
4	HBA/JD	20,385	HBA/JD	20,385	HBA/JD	21,586	HBA/JD	21,586		
5	Total	74,300	Total	74,300	Total	78,371	Total	78,371		
6	Cost of Programs Taken Sequentially				\$80,325	Cost of Programs Taken Sequentially				\$84,724

HBA / BA-BSc Concurrent Program										
	2009-10					2010-11				
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)			
1	BA or BSc	4,937	BA or BSc	4,937	BA or BSc	5,159	BA or BSc	5,159		
2	BA or BSc	4,937	BA or BSc	4,937	BA or BSc	5,159	BA or BSc	5,159		
3	HBA 1	20,265	BA or BSc	4,937	HBA 1	20,873	BA or BSc	5,159		
4	HBA/BA-BSc *	12,811	HBA 1	20,265	HBA/BA-BSc *	13,255	HBA 1	20,873		
5	HBA/BA-BSc	12,811	HBA/BA-BSc *	20,684	HBA/BA-BSc	13,255	HBA/BA-BSc *	21,350		
6	Total	55,761	Total	55,760	Total	57,701	Total	57,700		
7	Cost of Programs Taken Sequentially				\$60,278	Cost of Programs Taken Sequentially				\$62,382

\* denotes entry point into concurrent program.

**Table 19c**  
**2010-11 Tuition Fee Proposals for Concurrent Programs**  
**New Entrants Only**  
 -- Canadian Students --

JD / BA-BSc Concurrent Program								
2009-10					2010-11			
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BA or BSc	4,937	BA or BSc	4,937	BA or BSc	5,159	BA or BSc	5,159
2	BA or BSc	4,937	BA or BSc	4,937	BA or BSc	5,159	BA or BSc	5,159
3	Law 1	13,265	BA or BSc	4,937	Law 1	14,326	BA or BSc	5,159
4	JD/BA-BSc *	10,647	Law 1	13,265	JD/BA-BSc *	11,399	Law 1	14,326
5	JD/BA-BSc	10,647	JD/BA-BSc *	13,502	JD/BA-BSc	11,399	JD/BA-BSc *	14,519
6	JD/BA-BSc	10,647	JD/BA-BSc	13,502	JD/BA-BSc	11,399	JD/BA-BSc	14,519
7	Total	55,080	Total	55,080	Total	58,841	Total	58,841
8	Cost of Programs Taken Sequentially		\$59,543		Cost of Programs Taken Sequentially		\$63,614	

JD / BSc Concurrent Program								
2009-10					2010-11			
	Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)		Concurrent (After 2 Undergraduate Years)		Concurrent (After 3 Undergraduate Years)	
1	BSc	8,095	BSc	8,095	BSc	8,743	BSc	8,743
2	BSc	8,095	BSc	8,095	BSc	8,743	BSc	8,743
3	Law 1	13,265	BSc	8,095	Law 1	14,326	BSc	8,743
4	JD/BSc *	12,435	Law 1	13,265	JD/BSc *	13,429	Law 1	14,326
5	JD/BSc	12,435	JD/BSc *	14,605	JD/BSc	13,429	JD/BSc *	15,773
6	JD/BSc	12,435	JD/BSc	14,605	JD/BSc	13,429	JD/BSc	15,773
7	Total	66,760	Total	66,760	Total	72,099	Total	72,101
8	Cost of Programs Taken Sequentially		\$72,175		Cost of Programs Taken Sequentially		\$77,950	

JD / MBA Concurrent Program								
2009-10					2010-11			
	Concurrent				Concurrent			
1	Law 1 *	13,265	September - April		Year 1 JD/MBA	14,326	Law 1	
2	MBA	26,310	May - August					
3	Law 2	10,279	September - December		Year 2 JD/MBA	74,466	MBA \$63,363	
4	MBA	26,310	January - April				Law 2 \$11,103	
5	MBA	6,580	August					
6	Law 3	13,265	September - April		Year 3 JD/MBA	14,326	Law 3	
7	Total	96,009			Total	103,118		
8	Cost of Programs Taken Sequentially		\$103,795		Cost of Programs Taken Sequentially		\$111,478	

\* denotes entry point into concurrent program.

**Table 19c**  
**2010-11 Tuition Fee Proposals for Concurrent Programs**  
**New Entrants Only**  
 -- Canadian Students --

BEd / BSc Concurrent Program								
2009-10				2010-11				
Concurrent				Concurrent				
1	BSc	4,937		BSc	5,159			
2	BEd/BSc *	5,103		BEd/BSc *	5,333			
3	BEd/BSc	5,103		BEd/BSc	5,333			
4	BEd/BSc	5,103		BEd/BSc	5,333			
5	BEd/BSc	5,103		BEd/BSc	5,333			
6	Total	25,349		Total	26,491			
7	Cost of Programs Taken Sequentially			\$25,680	Cost of Programs Taken Sequentially			\$26,835

Tuition for students already in concurrent programs (Prior to May 2009) would increase by the following rates in 2009-10				Tuition for students already in concurrent programs (Prior to May 2010) would increase by the following rates in 2010-11			
HBA/BESc	3.5%			HBA/BESc	3.5%		
HBA/JD	3.5%			HBA/JD	3.5%		
HBA/BA-BSc	3.5%			HBA/BA-BSc	3.5%		
JD/BA-BSc	4.0%			JD/BA-BSc	4.0%		
JD/BESc	4.0%			JD/BESc	4.0%		
JD/MBA	3.6%			JD/MBA	4.0%		
BEd/BSc	4.0%			BEd/BSc	4.0%		

\* denotes entry point into concurrent program.

**Table 20**  
**Summary of Enrolment Forecast**

	Actual					Projected				
	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>1 Constituent University</b>										
<b>2 Full-Time Undergraduates</b>										
3 Arts & Humanities	1,545	1,449	1,358	1,312	1,275	1,277	1,278	1,273	1,278	1,279
4 Business (HBA)	565	566	635	706	812	975	1100	1,175	1,175	1,175
5 Dentistry	240	242	247	249	251	252	254	254	254	254
6 Education	844	892	803	728	726	750	750	750	750	750
7 Engineering	1,336	1,226	1,138	1,098	1,132	1,135	1,135	1,124	1,115	1,113
8 Health Sciences										
9 BHSce Program	1,058	1,094	1,057	1,056	1,098	1,096	1,096	1,080	1,080	1,080
10 Kinesiology	1,144	1,120	1,148	1,159	1,194	1,153	1,103	1,056	1,028	1,025
11 Nursing	665	769	746	781	777	780	777	774	774	774
12 Therapies	30	29	27	39	40	0	0	0	0	0
13 Sub-Total	2,897	3,012	2,978	3,035	3,109	3,029	2,976	2,910	2,882	2,879
14 Law	471	472	472	456	467	479	495	493	493	493
15 Media, Information, & Technoculture	728	793	810	915	890	956	957	933	920	919
16 Medicine										
17 MD Program	528	536	552	569	591	623	648	672	684	684
18 BMedSci Program	851	997	758	603	591	600	600	600	600	600
19 Music	519	544	555	555	535	535	540	545	554	556
20 Science	3,758	3,713	3,693	3,795	3,737	3,700	3,694	3,696	3,700	3,701
21 Social Science	6,097	6,115	5,941	6,035	6,408	6,514	6,554	6,540	6,547	6,546
22 <b>Total Full-Time Undergraduates</b>	<b>20,379</b>	<b>20,557</b>	<b>19,940</b>	<b>20,056</b>	<b>20,524</b>	<b>20,825</b>	<b>20,981</b>	<b>20,965</b>	<b>20,952</b>	<b>20,949</b>
23 Concurrent Programs	81	80	68	81	110	110	110	110	110	110
24 Medical Residents	631	644	674	685	725	725	725	725	725	725
25 <b>Full-Time Graduates</b>										
26 Masters	2,299	2,295	2,547	2,606	2,648	2,815	2,887	2,971	3,058	3,103
27 Ph.D.	1,235	1,422	1,516	1,614	1,771	1,873	1,909	1,944	1,963	1,990
28 <b>Total Full-Time Graduates</b>	<b>3,534</b>	<b>3,717</b>	<b>4,063</b>	<b>4,220</b>	<b>4,419</b>	<b>4,688</b>	<b>4,796</b>	<b>4,915</b>	<b>5,021</b>	<b>5,093</b>
29 <b>Total Full-Time Enrolment</b>	<b>24,625</b>	<b>24,998</b>	<b>24,745</b>	<b>25,042</b>	<b>25,778</b>	<b>26,348</b>	<b>26,612</b>	<b>26,715</b>	<b>26,808</b>	<b>26,877</b>
30 <b>Part-Time FTEs</b>										
31 Undergraduate	2,127	2,138	2,199	2,067	2,134	2,140	2,140	2,140	2,140	2,140
32 Education (AQs)	1,000	907	897	929	922	960	960	960	960	960
33 Masters	110	109	120	130	129	130	130	130	130	130
34 Ph.D.	17	12	20	29	24	25	25	25	25	25
35 <b>Total Part-Time FTEs</b>	<b>3,254</b>	<b>3,166</b>	<b>3,236</b>	<b>3,155</b>	<b>3,209</b>	<b>3,255</b>	<b>3,255</b>	<b>3,255</b>	<b>3,255</b>	<b>3,255</b>
36 <b>Total Constituent FTEs</b>	<b>27,879</b>	<b>28,164</b>	<b>27,981</b>	<b>28,197</b>	<b>28,987</b>	<b>29,603</b>	<b>29,867</b>	<b>29,970</b>	<b>30,063</b>	<b>30,132</b>
<b>37 Affiliated University Colleges</b>										
38 <b>Full-Time Undergraduates</b>										
39 Brescia	917	954	912	918	934	929	954	998	1,051	1,096
40 Huron	1,104	1,072	1,088	1,143	1,235	1,150	1,150	1,150	1,150	1,150
41 King's	3,069	3,167	3,088	3,118	3,122	3,141	3,157	3,168	3,175	3,181
42 <b>Total Full-Time Undergraduates</b>	<b>5,090</b>	<b>5,193</b>	<b>5,088</b>	<b>5,179</b>	<b>5,291</b>	<b>5,220</b>	<b>5,261</b>	<b>5,316</b>	<b>5,376</b>	<b>5,427</b>
43 <b>Part-Time Undergraduate FTEs</b>										
44 Brescia	63	68	80	78	82	82	85	85	85	85
45 Huron	37	47	45	55	57	50	55	55	55	55
46 King's	242	224	260	239	249	255	255	255	255	255
47 <b>Total Part-Time FTEs</b>	<b>342</b>	<b>339</b>	<b>385</b>	<b>372</b>	<b>388</b>	<b>387</b>	<b>395</b>	<b>395</b>	<b>395</b>	<b>395</b>
48 <b>Graduate FTEs</b>										
49 Brescia			13	27	26	26	26	26	26	26
50 Huron		7	12	15	13	19	18	18	18	18
51 King's	18	16	24	33	30	34	34	34	34	34
52 <b>Total Graduate FTEs</b>	<b>18</b>	<b>23</b>	<b>49</b>	<b>75</b>	<b>69</b>	<b>79</b>	<b>78</b>	<b>78</b>	<b>78</b>	<b>78</b>
53 <b>Total Affiliate FTEs</b>	<b>5,450</b>	<b>5,555</b>	<b>5,522</b>	<b>5,626</b>	<b>5,748</b>	<b>5,686</b>	<b>5,734</b>	<b>5,789</b>	<b>5,849</b>	<b>5,900</b>
54 <b>Total UWO FTEs</b>	<b>33,329</b>	<b>33,719</b>	<b>33,503</b>	<b>33,823</b>	<b>34,735</b>	<b>35,289</b>	<b>35,601</b>	<b>35,759</b>	<b>35,912</b>	<b>36,032</b>



**Table 20**  
**Summary of Enrolment Forecast**

	Actual					Projected					
	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	
	<i>Rows 55 to 86 Included above</i>										
55	<b>International Students</b>										
56	Constituent Full-Time										
57	Undergraduates	806	693	618	573	631	721	828	924	1014	1014
58	Medical Residents	180	131	119	120	109	110	110	110	110	110
59	Masters (excluding MBAs)	154	230	245	254	320	315	314	323	337	345
60	MBA (Regular)	82	40	17	21	17	20	20	37	40	42
61	Executive MBA	53	55	62	71	71	73	80	85	90	90
62	Ph.D.	280	338	341	361	426	437	440	449	453	463
63	<b>Year 1 Only</b>										
64	<b>Constituent</b>										
65	Arts & Humanities	348	310	297	312	259	300	300	300	300	300
66	MOS Program	593	634	703	727	773	850	850	850	850	850
67	Engineering	328	318	320	327	343	325	325	325	325	325
68	Health Sciences										
69	BHSc Program	263	316	283	273	270	275	275	275	275	275
70	Kinesiology	363	310	365	349	347	300	300	300	300	300
71	Nursing	125	130	127	129	130	125	125	125	125	125
72	Media, Information, & Technoculture	254	283	287	363	333	325	325	325	325	325
73	Music	140	136	151	153	135	150	150	150	150	150
74	Science	1,169	1,148	1,084	1,097	1,106	1,100	1,100	1,100	1,100	1,100
75	Social Science	784	858	795	789	757	700	700	700	700	700
76	<b>Total Year 1 - Constituent</b>	<b>4,367</b>	<b>4,443</b>	<b>4,412</b>	<b>4,519</b>	<b>4,453</b>	<b>4,450</b>	<b>4,450</b>	<b>4,450</b>	<b>4,450</b>	<b>4,450</b>
77	<b>Affiliated University Colleges</b>										
78	Brescia	236	244	290	254	268	287	302	315	328	341
79	Huron	322	365	383	406	397	405	410	410	410	410
80	King's	850	807	858	949	946	915	915	915	915	915
81	<b>Total Year 1 - Affiliates</b>	<b>1,408</b>	<b>1,416</b>	<b>1,531</b>	<b>1,609</b>	<b>1,611</b>	<b>1,607</b>	<b>1,627</b>	<b>1,640</b>	<b>1,653</b>	<b>1,666</b>
82	<b>Total UWO Year 1</b>	<b>5,775</b>	<b>5,859</b>	<b>5,943</b>	<b>6,128</b>	<b>6,064</b>	<b>6,057</b>	<b>6,077</b>	<b>6,090</b>	<b>6,103</b>	<b>6,116</b>
83	<b>Masters</b>										
84	All Programs (excluding MBAs)	1,734	1,725	2,115	2,204	2,262	2,397	2,482	2,531	2,583	2,613
85	MBA (Regular)	387	323	168	162	157	205	215	245	275	290
86	Executive MBA	178	247	264	240	229	213	190	195	200	200

**Table 21**  
**Possible Projects in Western's Long-Range Space Plan 2**

Note: Within each category, the projects are not prioritized

	Project	Type
	<b>CATEGORY 1 -- Underway or Soon-to-Start</b>	
1	New Ivey Building	New Construction
2	Stevenson Hall & Lawson Hall Renovations	Renewal
3	Physics & Astronomy Building Renovations	Renewal
4	WindEEE -- Successful CFI Initiative ***	New Construction; Industrial Collaboration
5	Support Facilities in Advanced Manufacturing Park	New Construction
	<b>CATEGORY 2 -- To be Addressed in the Next 5 Years</b>	
6	B&G Courtyard Conversion to Common/Gathering Space	New Construction
7	Renewal of Current Ivey Facilities	Renewal
8	Modernization of Talbot College	Renewal
9	Residence Expansion	New Construction or Lease
10	Renewal of University College	Renewal
11	Campus Sustainability Initiatives (multiple stages)	Renewal
	<b>CATEGORY 3 -- High Priority -- Counting on Government Funding</b>	
12	Renewal of Schulich School of Medicine & Dentistry Facilities	Renewal
13	Renewal of TH, SEB, MB, HSA, Elborn	Renewal
	<b>CATEGORY 4 -- High Priority -- Funding needs to be Secured</b>	
14	Co-Generation	New Construction; Infrastructure
15	Expansion of Medical School Facilities	New Construction
16	Industrial Collaboration Initiative - City Partnership ***	New Construction; Industrial Collaboration
17	Interdisciplinary Advanced Studies Building	New Construction
18	Library Facilities -- Realignment and Expansion	Renewal and New Construction
	<b>CATEGORY 5 -- For Future Consideration -- if Funding Identified</b>	
19	Family Medicine Building	New Construction
20	Ontario Public Health Lab Building at the Research Park	New Construction
21	Consolidation of the Psychology Department	New Construction
22	Athletic Facilities -- Indoor and Outdoor	New Construction
23	New Facilities to House Chemistry and Brain & Mind	New Construction
24	Performing Arts Facility	New Construction or Renewal
25	Medical Devices Facility	New Construction
26	Musculoskeletal Research Facility	New Construction
27	Digital Media Centre	New Construction
28	North Research Campus	Land Purchase & New Construction

\*\*\* The Industrial Collaboration Initiative will likely be an extension of the WindEEE Project.

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*The University of Western Ontario***2010-11 Capital Budget**

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**A. Capital Expenditures**

The Capital Budget for 2010-11 should be seen in the context of both recent trends in capital spending and the University's 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 2006-07 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. Planned capital expenditures for 2010-11 total \$111.5 million.

Categories 2 to 5 involve **Maintenance, Modernization, and Infrastructure (MMI)** and are eligible to receive funds from the annual MMI transfer from the operating budget to the capital budget, which is budgeted to remain at \$10.25 million in 2010-11. 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 category 1 and some in category 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, 2010, our buildings and infrastructure have a current replacement value (CRV) of approximately \$1,701 million, as follows:

	<u>CRV \$M</u>	<u>Square Metres</u>	<u>Major Buildings</u>
Major Non-Residential Buildings	1,285	477,919	63
Utilities and Infrastructure	<u>56</u>	<u>          </u>	<u>          </u>
Subtotal, Eligible for MMI	1,341	477,919	63
Housing	281	233,159	14
Other Ancillary Buildings	<u>79</u>	<u>42,300</u>	<u>6</u>
Total	1,701	753,378	83

At March 31, 2010, the University had 477,919 gross square metres in 63 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 \$56 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 478,000 square metres in major buildings, over 65% was built before 1980, 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 many devoted to the renewal of portions of our steam, water, and chilled water systems. In addition, replacement of a cooling tower at a cost of \$1.9 million, is planned to be

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completed in fiscal 2010-11. Major projects in future years will include continued work on electrical distribution systems and utility conservation.

**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. A provision of \$860,000 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 would be included in category 1. Maintenance and modernization expenditures, projected to be \$5.9 million in 2010-11, 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. There are no projects identified for 2010-11.

**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 \$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 purchase land in the proximity of our campus when available. The University will also look to acquire strategic physical assets, as in the purchase of the Siebens-Drake 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 2008-09, line B shows \$(19,746), the difference between funding of \$89,882 (all figures in \$000) and expenditures of \$109,628. The capital reserve in line C increases or decreases by this same

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amount of \$(19,746), from \$34,159 in 2007-08 to \$14,413 in 2008-09. When line B is negative, as in 2007-08 and 2008-09, 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 2008-09, MMI expenditures were \$40.4 million, while the estimated replacement value of non-residential buildings, utilities, and infrastructure was \$1.3 billion. The ratio of the two is 3.1%, 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 incremental transfer of \$750,000 be continued until the annual transfer reaches \$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, because of the unforeseen budget challenges, the Board approved the maintenance of the annual transfer at \$10.25 million.

Line H of Table 22 shows the ratio of the annual MMI transfer to total MMI expenditures; for example, in 2008-09, the transfer was \$10.25 million and MMI expenditures were \$40.4 million, so the ratio in line H is 25.4%. Other sources of funding for MMI expenditures include the annual capital facilities renewal grant from the Province (about \$1.6 million in 2010-11); special Provincial grants; 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 2008-09 is \$24.9 million, or (in line K) 1.9% 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 system-wide allocation for facilities renewal, which has been set at \$40 million or less during the last decade. The recent Provincial Budget has signaled a reduction in facilities renewal funding for Colleges and Universities from \$40 million to \$26 million. Western's share of this funding will decline to \$1.6 million.

Table 23 reviews capital projects over \$1 million divided into three groups: projects completed in fiscal 2009 (11 projects with a total cost of \$110.4 million); projects currently underway (8 projects, \$202.0 million). In each case, the projects are assigned to one of the nine categories. For all projects in the first two categories, the year and month of the start and estimated end of construction are shown. The third group details future projects planned or under consideration where sufficient information is not available to determine a total project cost or to estimate a date when 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 2010-11**

Table 24 displays sources of funding for budgeted capital expenditures with comparative projections for 2009-10, divided into seven major categories: federal, 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 2009-10 (estimates as of February 28, 2010) and 2010-11 (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 2010-11.

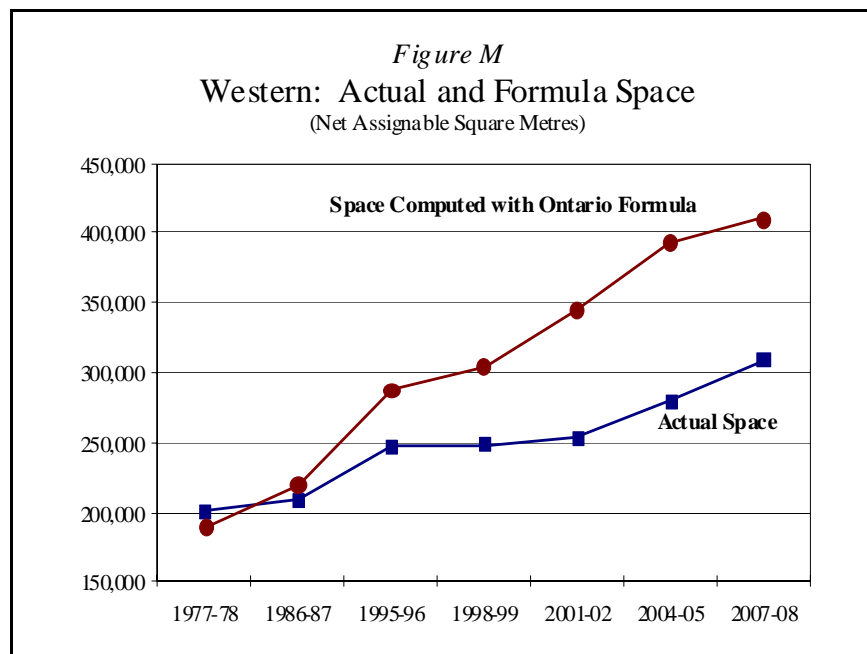
Table 27 shows expenditures in categories 4 and 5, while Table 28 shows expenditures in categories 6 and 7. For categories 4 to 6, certain smaller projects are grouped together; the full list of projects is available from the Division of Physical Plant and Capital Planning Services. Tables 29 and 30 show data on Categories 4 to 7 with estimates for 2009-10.

### 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 Planning – captured in the Report of the Provost’s Ad-Hoc Committee on Classroom and Common Space, which was presented to Senate and the Board in the spring of 2008 – 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, 2006-07 TO 2010-11**  
**(\$ 000)**

Category	Purpose	Actual 2006-07	Actual 2007-08	Actual 2008-09	Projected 2009-10	Budget 2010-11
	<b>New Construction</b>					
1	New Construction (Table 25, line 13)	46,560	54,156	54,292	24,998	54,538
	<b>Maintenance, Modernization, and Infrastructure (MMI)</b>					
2	Major Building Renovations (Table 25, line 27)	21,153	18,192	25,526	28,437	20,289
3	Utilities and Infrastructure Projects (Table 26)	5,197	4,648	4,363	4,457	6,340
4	Modernization of Instructional and Research Facilities (Tables 27 and 29)	4,945	5,150	5,909	4,115	4,743
5	General Maintenance and Modernization Projects (Tables 27 and 29)	5,574	3,285	4,553	9,240	10,735
	Sub-Total MMI	36,869	31,275	40,351	46,249	42,107
	<b>Other</b>					
6	Housing Renovations (Tables 28 and 30)	3,071	10,592	6,772	5,616	5,943
7	Ancillary Projects (Tables 28 and 30)	988	2,179	2,395	274	0
8	Carrying Costs and Debt Repayments	7,002	774	1,396	4,314	3,600
9	Other Capital Expenditures	48	5,229	4,422	2,021	5,275
	Sub-Total Other	11,109	18,774	14,985	12,225	14,818
10	<b>Total Expenditures</b>	<b>94,538</b>	<b>104,205</b>	<b>109,628</b>	<b>83,472</b>	<b>111,463</b>

Line		Actual 2006-07	Actual 2007-08	Actual 2008-09	Projected 2009-10	Budget 2010-11
	<b>Sources of Funding, Reserves, and Debt</b>					
A	Total Sources of Funding, Including Debt (Table 24)	108,960	86,420	89,882	87,407	103,685
B	Sources of Funding less Expenditures	14,422	(17,785)	(19,746)	3,935	(7,778)
C	Capital Reserve, Year End (Table 31)	51,944	34,159	14,413	18,348	10,570
D	Capital Debt Outstanding, Year End (Table 31)	119,006	225,920	222,220	218,956	217,001
E	Replacement Value of Non-residential Buildings, Utilities & Infrastructure, \$M	1,130	1,213	1,291	1,341	1,397
F	MMI Expenditures/Replacement Value	3.3%	2.6%	3.1%	3.4%	3.0%
G	Annual MMI transfer from Operating to Capital Budget	8,750	9,500	10,250	10,250	10,250
H	MMI transfer/MMI Expenditures	23.7%	30.4%	25.4%	22.2%	24.3%
J	Estimate of Maintenance Expenditure	22,931	19,133	24,931	29,461	26,490
K	Maintenance Expenditure/Replacement Value	2.0%	1.6%	1.9%	2.2%	1.9%
L	Number of Major Buildings	77	76	80	83	84
M	Total Gross Square Meters (000s)	693	706	741	753	767

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 of Category 4.

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

		Category	Start	End	Cost (\$M)
1	<b>Projects Completed in 2009</b>				
2	Westminster Hall Related Renovations	2	Jun 06	Sep 09	
3	Western Student Recreation Centre	1	Oct 06	Feb 09	
4	The Claudette MacKay-Lassonde Pavilion (Green Building)	1	Apr 07	Sep 09	
5	Student Services Building	1	Apr 07	Nov 09	
6	Advanced Facility for Avian Research	1	Mar 08	Apr 09	
7	Paul Davenport Theatre Renovations	2	May 08	Jun 09	
8	Dental Sciences Bldg Realign Lower Ground Floors for Teaching Facility	4	Jun 08	Mar 09	
9	Institute for Chemicals & Fuels from Alternative Resources Bldg (ICFAR)	1	Jun 08	Jun 09	
10	Renovations to Robarts Building 7th Floor	2	Dec 08	May 09	
11	Improvements to Saugeen-Maitland Hall	6	May 09	Sep 09	
12	University Community Centre Renovations	2	Dec 09	Jan 10	
13	<b>Total</b>				<b>110.4</b>
14	<b>Projects Underway</b>				
15	Biological and Geological Sciences Building Renovations	2	Nov 05	Apr 10	
16	IT Network and Infrastructure Upgrades (VOIP)	2	May 08	Sep 12	
17	Stevenson Hall and Lawson Hall Renovations	2	Jan 09	Aug 11	
18	Follow on Renovations to Existing Facilities	2	May 09	Dec 10	
19	New Ivey Building	1	Aug 09	Jan 13	
20	Brain and Mind Renovations in Natural Sciences Building	2	Jan 10	Aug 10	
21	Chiller CPS 301 and Cooling Tower in Power Plant	3	Mar 10	Jun 10	
22	Physics and Astronomy Building Renovations	2	Mar 10	Jun 12	
23	<b>Total</b>				<b>202.0</b>
24	<b>Future Projects - Planned and Under Consideration</b>				
25	Replacement of Condensate Lines, Saugeen-Maitland Hall	6	May 10	Jun 10	
26	Addition to the Museum of Ontario Archaeology	1	Jun 10	Jan 11	
27	The Wind Engineering, Energy and Environment Facility (WindEEE)	1	Dec 10	Dec 11	
28	Support Facilities at the Advanced Manufacturing Park	1	TBD	TBD	
29	B&GS Courtyard Conversion into Common/Gathering Space	1	TBD	TBD	
30	Renewal of Current Ivey Facilities	2	TBD	TBD	
31	Modernization of Talbot College	2	TBD	TBD	
32	Residence Expansion	1	TBD	TBD	
33	Renewal of University College	2	TBD	TBD	
34	Utilities and Infrastructure Projects	3	Ongoing		
35	Campus Sustainability Initiatives	5	Ongoing		
36	Renewal of Schulich School of Medicine and Dentistry Facilities	1&2	TBD	TBD	
37	Renewal of TH, SEB, MB, HSA and Elborn	2	TBD	TBD	
38	Co-Generation	1&3	TBD	TBD	
39	Expansion of Medical School Facilities	1	TBD	TBD	
40	Industrial Collaboration Initiative	1	TBD	TBD	
41	Interdisciplinary Advanced Studies Building	1	TBD	TBD	
42	Library Facilities - Realignment and Expansion	1&2	TBD	TBD	
43	Family Medicine Building	1	TBD	TBD	
44	Asset Acquisitions	9	TBD	TBD	

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

		<b>Projected 2009-10</b>	<b>Budget 2010-11</b>
1	<b>Government Grants</b>		
2	Knowledge Infrastructure Program - New Ivey Building	11,500	38,500
3	MTCU Graduate Expansion Capital Grant	2,569	2,839
4	MTCU Annual Capital Grant (Facilities Renewal Program)	2,342	1,640
5	City of London - SuperBuild Projects	826	826
6	Provincial Grant - Institute for Chemicals & Fuels from Alternative Sources	900	60
7	Urban Works Reserve Fund	230	0
8	<b>Sub-Total</b>	<b>18,367</b>	<b>43,865</b>
9	<b>CFI/OMRI Federal/Provincial Funding</b>		
10	The Wind Engineering, Energy and Environment Facility (WindEEE)	65	9,353
11	Addition to the London Museum of Archaeology	85	2,145
12	The Claudette MacKay-Lassonde Pavilion (Green Building)	2,284	0
13	SuperBuild Projects	276	0
14	Robarts MRI Project - Cuddy Wing Renovations	73	0
15	Advanced Facility for Avian Research	59	0
16	<b>Sub-Total</b>	<b>2,842</b>	<b>11,498</b>
17	<b>Operating Budget</b>		
18	Operating Budget MMI Transfer - Base	10,250	10,250
19	Operating Budget MMI Transfer - Base (Ancillaries)	600	600
20	Operating Budget - CRC Transfer	976	1,008
21	Operating Budget - Incremental Space for Engineering in TEB	445	445
22	Operating Budget - One-Time Allocations	250	350
23	Medicine Operating Budget - Robarts 7th Floor Renovation Project	884	66
24	Science Operating Budget - Advanced Facility for Avian Research	75	0
25	Science Operating Budget - RISF - Material Sciences Addition	67	0
26	Science Operating Budget - Storage Facility at Environmental Science Field Station	45	0
27	Social Science Operating Budget - Advanced Facility for Avian Research	75	0
28	Ivey School Budget - Ivey Projects and Interest	74	0
29	Miscellaneous Faculty Budgets	30	82
30	<b>Sub-Total</b>	<b>13,771</b>	<b>12,801</b>
31	<b>Interest Earned</b>	<b>140</b>	<b>87</b>

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

		<b>Projected 2009-10</b>	<b>Budget 2010-11</b>
32	<b>Fundraising</b>		
33	New Ivey Building	5,145	3,145
34	Nursing Space Renovations	900	900
35	The Claudette MacKay-Lassonde Pavilion (Green Building)	565	565
36	Paul Davenport Theatre Renovations	544	500
37	SuperBuild Projects	321	370
38	Medical Science Building Renovations	400	200
39	Accessibility Funding	10	10
40	NCMRD Expansion	1,540	0
41	Clinical Skills Facility	95	0
42	<b>Sub-Total</b>	<b>9,520</b>	<b>5,690</b>
43	<b>Borrowing</b>		
44	Long-Range Space Plan	32,446	20,625
45	Western Student Recreation Centre	1,969	193
46	<b>Sub-Total</b>	<b>34,415</b>	<b>20,818</b>
47	<b>Other</b>		
48	Student Contributions - Western Student Recreation Centre	950	1,007
49	Energy Conservation Incentives	45	50
50	Bayfield Hall Recovery - Ancillary Contribution	676	0
51	Projects Funded by Housing	4,940	5,943
52	Projects Funded by Units	1,560	1,926
53	Projects Funded by Ancillaries	181	0
54	<b>Sub-Total</b>	<b>8,352</b>	<b>8,926</b>
55	<b>Total Sources of Funding</b>	<b>87,407</b>	<b>103,685</b>

Table 25

**CAPITAL EXPENDITURES FOR NEW CONSTRUCTION AND MAJOR BUILDING RENOVATIONS**  
**2009-10 AND 2010-11**  
**(\$000)**

		<b>Projected 2009-10</b>	<b>Budget 2010-11</b>
1	<b><i>Category 1: New Construction</i></b>		
2	New Ivey Building	11,543	39,617
3	The Wind Engineering, Energy and Environment Facility (WindEEE)	65	9,353
4	Support Facilities at the Advanced Manufacturing Park	0	2,500
5	Addition to the London Museum of Archaeology	85	2,145
6	The Claudette MacKay-Lassonde Pavilion (Green Building)	3,109	463
7	Student Services Building	5,366	400
8	Institute for Chemicals & Fuels from Alternative Resources Facility (ICFAR)	945	60
9	Western Student Recreation Centre (WSRC)	1,882	0
10	Support Services Building	1,453	0
11	Advanced Facility for Avian Research (AFAR)	409	0
12	Material Sciences Addition	141	0
13	<b><i>Total, Category 1</i></b>	<b><i>24,998</i></b>	<b><i>54,538</i></b>
14	<b><i>Category 2: Major Building Renovations</i></b>		
15	Physics and Astronomy Building Renovations	2,696	8,187
16	Stevenson Hall and Lawson Hall Renovations	7,775	7,095
17	IT Network and Infrastructure Upgrades (VOIP)	1,858	1,550
18	Support Services Building Follow-on Renovations	235	1,500
19	Brain and Mind Renovations in Natural Sciences Building	930	1,445
20	Biological and Geological Sciences Building Renovations	5,548	246
21	University Community Centre Renovations	6,871	200
22	Renovations to Robarts Building 7th Floor	884	66
23	Paul Davenport Theatre Renovations	1,402	0
24	Westminster Hall Related Renovations	163	0
25	Robarts MRI Project - Cuddy Wing Renovations	73	0
26	Althouse Faculty of Education Building Renovations	2	0
27	<b><i>Total, Category 2</i></b>	<b><i>28,437</i></b>	<b><i>20,289</i></b>

**Table 26**  
**CAPITAL EXPENDITURES FOR UTILITIES AND INFRASTRUCTURE PROJECTS**  
**2009-10 AND 2010-11**  
**(\$000)**

		<b>Projected 2009-10</b>	<b>Budget 2010-11</b>
1	<i>Category 3: Utilities and Infrastructure Projects</i>		
2	CG - Electrical Infrastructure Continuing Program	888	1,455
3	PP - Chiller CPS 301 and Cooling Tower Replacement	800	1,100
4	PP - Replacement of Equipment in Boiler Plant	0	750
5	CG - Energy Conservation Investment (Lighting)	200	450
6	CG - Utility Conservation Investment (Exit and Street Lighting)	0	400
7	PP - Campus Wide Energy Study including Power Plant	0	350
8	PP - Replacement of Joy Compressor	0	300
9	PP - Replacement and Upgrade of High Pressure Steam Line Components	250	250
10	PP - Engineering and Design for Chillers and Cooling Towers	0	200
11	CG - Upgrade of Controls	0	170
12	CG - Storm and Sanitary Sewer Upgrades	250	150
13	PP - Motor Conversion and Design for Standby Gen Conversion to 600V	0	150
14	CG - Chilled Water Capacity Upgrade	150	100
15	PP - Engineering and Design for Replacement of Boilers 4 and 5	0	100
16	CG - Renewable Energy Initiatives	0	100
17	PP - Feedwater Pump Replacement	30	80
18	CG - Chilled Water Valve Replacement - Buildings	60	75
19	PP - Design for Upgrading Fuel Systems & Replacement of Condensate Receivers	0	50
20	PP - Power Plant Energy Profile and Metering	0	50
21	CG - Building Steam Distribution Systems Upgrades	50	30
22	CG - Upgrade Compressed Air Lines - Mains	47	30
23	PP - New Emergency Generator	651	0
24	CG - Steamline Insulation and Heat Recovery Initiatives	464	0
25	PP - Replacement of Boiler Controls	248	0
26	PP - Upgrade Natural Gas Valve System	220	0
27	CG - Chiller CPN 303 and Cooling Tower Replacement in North Chiller Plant	125	0
28	PP - Removal of Chillers 301 and 302 -- and Flash Tank Replacements	24	0
29	<b>Total, Category 3</b>	<b>4,457</b>	<b>6,340</b>

**Table 27**  
**EXPENDITURES IN 2010-11 FOR INSTRUCTIONAL/RESEARCH FACILITIES**  
**AND GENERAL MAINTENANCE**  
**(\$000)**

		<b>Budget 2010-11</b>
1	<i>Category 4: Modernization of Instructional and Research Facilities</i>	
2	DSB - Lab Renovations in Rooms 2017 to 2021F	670
3	MG - McIntosh Gallery Modernization	500
4	CG - Graduate Student Furniture for Faculty of Science Departments	413
5	CG - GU Classroom Upgrades	350
6	PSFS - Relocation of LIDAR Facility to Environmental Science Field Station	345
7	CG - IT Network Backbone Upgrades and Improvements	250
8	SSC - Renovations of Research and Graduate Space in 4200 Block	195
9	DSB - Modernization of Classroom 2016	190
10	UC - Renovations to Rooms 113 and 114	188
11	DSB - Renovations to Lab in Rooms 2024 to 2025A	153
12	DSB - Renovations to Rooms 2022, 2023, 2025 and 2026	133
13	RRI - Lab Renovations in Room 4213	119
14	TEB - Lab Renovations in Room 417	109
15	SSC - Reconfigure Dean's Suite to Create Additional Offices and Improve Efficiencies	103
16	SEB - Undergraduate Hydraulics Lab Renovations in Rooms 29 and 31	96
17	B&GS - Upgrade Furniture in Faculty and Staff Offices	90
18	EC - Renovations to Child Language Lab Rooms 2270, 2273 and 2276	87
19	DSB - Space Conversion to Rooms 00045 - 00048	84
20	LB - Renovations to Classrooms 36 and 38 to Accommodate Enrolment Expansion	80
21	17 Other Projects	588
22	<b>Total, Category 4</b>	<b>4,743</b>
23	<i>Category 5: General Maintenance and Modernization Projects</i>	
24	CG - Unforeseen Projects	860
25	SLB - Window Replacement	800
26	CG - Roof Replacement	600
27	CG - Improve Access for Physically Challenged	365
28	WL - Skylight Replacement	350
29	CG - VFA Assessment	300
30	CG - Exhaust Dispersement Study on Campus	215
31	EC - Replacement of Fan System 105	200
32	CG - Drinking Fountain Installation	200
33	CG - Occupational Health and Safety Projects	200
34	B&GS - Window Replacement	200
35	CG - Contract and Design Standards and Project Tracking	200
36	CG - Campus Asbestos Inventory	200
37	CG - Way Finding and Signs	200
38	CG - Building Fire Alarm System Upgrades	150
39	SSC - Replacement of Concrete Stairs and Railing	150
40	CG - Installation of Card Access Systems to Buildings	150
41	CG - Upgrades to Existing Traffic Signals	150
42	CG - Sidewalk Repairs	150
43	83 Other Projects	5,095
44	<b>Total, Category 5</b>	<b>10,735</b>

**Table 28**  
**EXPENDITURES IN 2010-11 FOR HOUSING AND ANCILLARIES**  
**(\$000)**

		<b>Budget 2010-11</b>
1	<i>Category 6: Housing Renovations</i>	
2	Replace Fan Coils and Horizontal Condensate Lines, Saugeen-Maitland Hall	2,550
3	Replace Hot Water Main, Lambton Hall	600
4	Contingency Projects, General	470
5	Replace Transformer, Sydenham Hall	270
6	Refurbish Kitchen and Bathrooms, Alumni House	250
7	Replace Fridges, Bayfield Hall	200
8	Replace Fridges, Essex Hall	115
9	Replace Air Handling Units, Saugeen-Maitland Hall	100
10	Furnace Replacement, Platt's Lane Estates	100
11	Replace Exterior Entry Doors and Stair Treads, Platt's Lane Estates	90
12	Replace Mattresses, Medway Hall	85
13	Replace Mattresses, Sydenham Hall	85
14	Flooring Replacement, Glenmore Apartment Complex	70
15	Replace Mattresses, Alumni House	60
16	Asphalt and Concrete Repairs, Medway Hall	55
17	Air Handling Study, Sydenham Hall	50
18	Painting of Suites, Essex Hall	50
19	Restoration of Exterior Brick Due to Spalling, Saugeen-Maitland Hall	50
20	Restoration of Exterior Brick Due to Spalling, Bayfield Hall	50
21	Contingency Projects, Lambton Hall	50
22	Replace Carpets and Tile Floors Allowance, Platt's Lane Estates	50
23	Plumbing Improvements, Delaware Hall	35
24	Fire Alarm System Design, Platt's Lane Estates	35
25	Restoration of Upper Storey Walls, Saugeen-Maitland Hall	30
26	Contingency Projects, Platt's Lane Estates	25
27	Asbestos Removal and Mould Abatement, Platt's Lane Estates	25
28	Washroom Improvements, Medway Hall	20
29	Replace Asbestos Panels in Tunnel By Garbage Room, Sydenham Hall	20
30	Replace Drapes, Platt's Lane Estates	20
31	Replace Compressors, Loading Dock and Walk-In Freezer, Saugeen-Maitland Hall	18
32	Add Sprinkler in Recycling Room, Sydenham Hall	16
33	Arc Flash Study, Platt's Lane Estates	16
34	Furnace Bi-Annual Louvre Cleaning, Elgin Hall	15
35	Electrical Study, Saugeen-Maitland Hall	15
36	Installation of Bat Exit Valves, Platt's Lane Estates	15
37	Replace Bathtubs, Platt's Lane Estates	15
38	Design, Platt's Lane Estates	15
39	30 Other Projects	208
40	<b>Total, Category 6</b>	<b>5,943</b>
41	<i>Category 7: Ancillary Projects</i>	
42	No Projects in this Cycle	0
43	<b>Total, Category 7</b>	<b>0</b>



**Table 29**  
**EXPENDITURES IN 2009-10 FOR INSTRUCTIONAL/RESEARCH FACILITIES**  
**AND GENERAL MAINTENANCE**  
**(\$000)**

		<b>Projected 2009-10</b>
1	<b>Category 4: Modernization of Instructional and Research Facilities</b>	
2	MSB - Renovations to Rooms 150 and 150G	406
3	CG - GU Classroom Upgrades	350
4	CG - IT Network Backbone Upgrades and Improvements	250
5	MSB - Create Research Space in Physiology and Pharmacology	216
6	DSB - Lab and Space Renovations to Rooms 5001 to 5003A	150
7	WSC - Stable Isotope Lab Renovations	138
8	WL - Interior Renovations to Rooms M2, M3, 127 and 128	130
9	HSA - Interior Renovations to Rooms 45 to 45A	112
10	SBA - Space Conversion to Room 1G29	110
11	SpH - Construct Faculty Offices	109
12	MB - Modernization of VonKuster Hall	100
13	SEB - Security Upgrade	100
14	WL - Create Offices for Archivists	100
15	SSC - Create Graduate Student Computer Lab and Multi Media Lab	95
16	FEB - Convert Gym Mezzanine to Graduate Space	95
17	VAC - Space for the PhD Program in Visual Arts and Culture	89
18	FEB - Improvements to Pre-Service Office Suite	86
19	WSC - Renovations to Create Faculty Offices for Statistics and Actuarial Sciences	86
20	UC - Create Graduate Student Space in French	85
21	51 Other Projects	1,308
22	<b>Total, Category 4</b>	<b>4,115</b>
23	<b>Category 5: General Maintenance and Modernization Projects</b>	
24	CG - Roof Replacement	1,168
25	SLB - ITS and Server Room Upgrades	460
26	TRAC - Road and Sidewalk Upgrades	400
27	RRI - Building Improvements	382
28	CG - Replacement of Galvanized Water Piping	366
29	SLB - Window Replacement	350
30	CG - Upgrade of Existing Radio System	350
31	GLR - Building Upgrades	330
32	CG - Utility Sub-Metering	300
33	CG - Real Time Metering	300
34	CG - Repairs and Replacement of Autoclaves	200
35	LB - Elevator 'B' Replacement	178
36	SSC - Windows Replacement	178
37	SSC - Electric Heaters on a Control Panel	174
38	BIO - Relocation of Standby Generator	150
39	CG - Asbestos and Mould Abatement	150
40	CG - Upgrade of Existing Traffic Signals	150
41	CG - Installation of Card Access Systems to Buildings	144
42	CG - Sidewalk Repairs	130
43	80 Other Projects	3,380
44	<b>Total, Category 5</b>	<b>9,240</b>

**Table 30**  
**EXPENDITURES IN 2009-10 FOR HOUSING AND ANCILLARIES**  
**(\$000)**

		<b>Projected 2009-10</b>
1	<b><i>Category 6: Housing Renovations</i></b>	
2	Replace Fan Coils and Upgrade Kitchen and Washrooms, Saugeen-Maitland Hall	2,482
3	Bayfield Hall Renovations	676
4	Replace Watermains, Bathrooms and Plumbing, Platt's Lane Estates	250
5	Plumbing Improvements, Sydenham Hall	171
6	Replace Transformer, Sydenham Hall	136
7	Contingency Projects, Glenmore Apartment Complex	118
8	Replace Stairwell Ceiling Tile, Medway Hall	104
9	Electrical and Mechanical Upgrades, Delaware Hall	100
10	Replace Exterior Apartment Doors and Stair Treads, Platt's Lane Estates	90
11	Flooring Replacement, Glenmore Apartment Complex	90
12	Replace Switchgear and Transformer, Glenmore Apartment Complex	89
13	TSSA Directives, Sydenham Hall	87
14	Asphalt and Concrete Repairs, Glenmore Apartment Complex	70
15	Townhouse Furnace Replacement, Platt's Lane Estates	68
16	Replace Street Lighting, Platt's Lane Estates	52
17	Replace Chain Link Fencing, Platt's Lane Estates	50
18	Flooring Replacement, Platt's Lane Estates	50
19	Replace Condensing Units, Lambton Hall	50
20	Kitchen Assessment and Design, Essex Hall	50
21	Recycle Room Renovations, Saugeen-Maitland Hall	50
22	Supply and Install Mixing Valves For Water Heaters, Platt's Lane Estates	40
23	Fire Alarm System Assessment, Platt's Lane Estates	35
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	Air Handling Study, Sydenham Hall	30
28	Replace Street Lighting, Platt's Lane Estates	25
29	Contingency Projects, Platt's Lane Estates	25
30	Replace Asbestos Panels in Tunnel, Sydenham Hall	20
31	Washroom Improvements, Medway Hall	20
32	Replace Flushometers, Delaware Hall	18
33	Replace Grease Trap, Perth Hall	16
34	59 Other Projects - Various Residences	464
35	<b><i>Total, Category 6</i></b>	<b><i>5,616</i></b>
36	<b><i>Category 7: Ancillary Projects</i></b>	
37	CG - Springett Parking Lot Expansion	116
38	Campus Recreation Furnishings and Equipment for WSRC	93
39	TDWS - Field Speaker Replacement	26
40	TRAC - Dressing Room Upgrades	21
41	3 Other Projects	18
42	<b><i>Total, Category 7</i></b>	<b><i>274</i></b>

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

		Actual 2006-07	Actual 2007-08	Actual 2008-09	Projected 2009-10	Budget 2010-11
1	<b>A. Capital Reserves</b>					
2	General Capital Fund	11,386	14,176	24,146	13,725	6,626
3	Designated Capital Fund	39,012	18,385	(11,355)	3,001	2,322
4	Gibbons Property	1,546	1,598	1,622	1,622	1,622
5	<b>Total Capital Reserves</b>	<b>51,944</b>	<b>34,159</b>	<b>14,413</b>	<b>18,348</b>	<b>10,570</b>

		Actual 2006-07	Actual 2007-08	Actual 2008-09	Projected 2009-10	Budget 2010-11
6	<b>B. Capital Debt</b>					
7	General Capital Fund	1,500	800	0	0	0
8	New Construction, Major Renovations, & Other	1,540	12,940	25,040	57,915	78,733
9	Housing	97,579	93,992	92,792	88,241	81,968
10	Robarts Capital Leases	0	2,118	1,538	900	200
12	Research Park	14,087	14,170	22,570	32,900	32,600
13	Richard Ivey School of Business Foundation	4,300	3,800	3,300	2,800	2,300
14	Unused and Invested Debenture Proceeds	0	98,100	76,980	36,200	21,200
15	<b>Total Capital Debt</b>	<b>119,006</b>	<b>225,920</b>	<b>222,220</b>	<b>218,956</b>	<b>217,001</b>

*Line 2 represents the capital reserve fund mandated by the Board and carryforward funds for smaller capital projects.*

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

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

	<i>Code</i>	<i>Description</i>
1	3M	3M Centre
2	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

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

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The Operating and Capital Budgets set out in this document describe, in Tables 14 and 22, proposed spending of some \$700 million for 2010-11. 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 the Board of Governors have identified three elements of that longer term context that 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 June of 2009. 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 that 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.
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- **Robarts Capital Lease** – with the integration of Robarts into Western, a capital lease for equipment has been added to Capital Debt.
- **Research Park** – debt incurred by the Research Park.
- **Richard Ivey School of Business Foundation** – debt held by Richard Ivey School of Business Foundation.
- **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. Debt was increased significantly in 2007-08 due to the issuance of the \$190 million debenture.

	Actual		Forecast		
	2008	2009	2010	2011	2012
Total Debt (in millions)	\$ 226	\$ 222	\$ 219	\$ 217	\$ 224
FTE Students	27,981	28,197	28,987	29,603	29,867
Allowable debt per FTE	\$8,387	\$8,416	\$8,584	\$8,756	\$8,931
Actual debt per FTE	\$8,069	\$7,880	\$7,554	\$7,331	\$7,485
Debt room per FTE	\$ 318	\$ 536	\$1,030	\$1,425	\$1,446

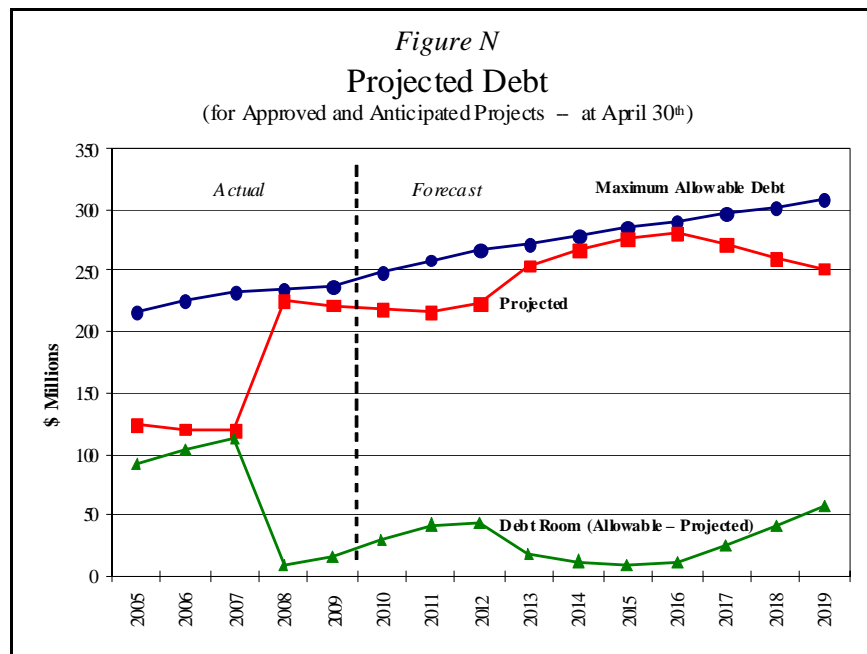
In 2010, the maximum allowed debt per FTE Student under Western’s Capital Debt Policy is \$8,584, and the forecast is \$7,554. In 2006, the credit rating agencies (Moody’s, DBRS & Standard & Poors) set a reasonable limit for debt per FTE Student as \$10,000. Western’s current debt is thus below the Board limit and the suggested limit of expert rating agencies. The University also compares its debt per student to some other Canadian universities on a regular basis. A recent report was issued by DBRS in March 2010 containing information on universities that have issued debentures. Debt per FTE Student at eleven universities ranged from \$4,963 to \$9,402, with an unweighted average of \$7,651.

Figure N shows total debt as well as three measures of debt per FTE Student since 2004: 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 N shows that projected debt begins to decline after 2016; in fact during the time between now and 2019, 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 Student shown is about \$1,425 per FTE Student in 2011. With 29,603 FTE Students, this corresponds to about \$42 million in debt that could be allocated to projects in future Board decisions. Western’s total debt is projected to be \$217 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 76% since 2005, while revenues have grown by 24.7% over this same period, representing an increase in the ratio of debt to revenue from 17.41% to 24.63% in 2010. The forecast level of debt at April 30, 2010 is \$219 million or \$7,554 per FTE Student.



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	<u>Debt</u> (millions)	<u>Combined Revenue</u> (millions)	<u>FTE</u>	<u>Revenue per FTE</u>	<u>Debt / Rev %</u>
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%
2009	\$ 222.2	\$ 847.4	28,229	\$30,018	26.21%
2010p	\$ 219.0	\$ 889.2	28,987	\$30,676	24.63%

## 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, 2009, the University's accrued benefit liability relating to the employee future benefit plans was \$230 million (2008 - \$208 million).

A recent comparison amongst G13 universities identified five universities with post-employment benefit obligations greater than \$100 million, ranging from \$120 million to \$300 million and an unweighted average of \$216 million. Western ranked 2nd in the total liability for Employee Future Benefits. The ratio of obligations to total revenues ranged from 15.8% to 33.5% with an unweighted average of 25.1%; therefore Western's ratio was near the average.

Included in the University's 2009 Audited Combined Statement of Operations is an annual expense in the amount \$21.7 million (2008 - \$20.0 million) for non-pension employee future benefits.



**Employee Future Benefits (EFB) – Obligation and Expense  
as a % of Total Expenditures  
2005 through 2009**

	<u>Obligation</u> (millions)	<u>Expense</u> (millions)	<u>Total</u> <u>University</u> <u>Expenses</u> (millions)	<u>EFB</u> <u>Obligation</u> <u>as % of Total</u>	<u>EFB</u> <u>Expense</u> <u>as % of Total</u>
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%
2009	\$ 229.9	\$ 21.7	\$ 905	25.4%	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 \$152 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 using data at March 31, 2009 is as follows:

	<u>Non-residential Buildings</u>	<u>Residences</u>
Current Replacement Value (CRV)	\$1,341 million	\$281 million
Deferred Maintenance (DM)	\$ 152 million	\$ 12 million
DM/CRV	11.3%	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 35.5 years. Over 65% of our buildings were built before 1980. 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 11.3% (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 \$1.3 billion, spending on major maintenance for campus buildings at 2% should be in the range of \$26 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 incremental transfer of \$750,000 be continued until the annual transfer reaches \$15.5 million. However, for 2009-10 and 2010-11, the annual transfer has been maintained at \$10.25 million.

As explained in Section A 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.

	<u>Actual 2006-07</u>	<u>Actual 2007-08</u>	<u>Actual 2008-09</u>	<u>Projected 2009-10</u>	<u>Budget 2010-11</u>
MMI	\$ 8.75m	\$ 9.50m	\$10.25m	\$10.25m	\$10.25m
CRV	\$1,130m	\$1,213m	\$1,291m	\$1,341m	\$1,397m
Ratio	0.77%	0.85%	0.79%	0.76%	0.74%

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 four years, 2006-07 through 2009-10, 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 (for Colleges and Universities), of which Western's share will be about \$1.6 million. A facilities renewal grant of \$1.6 million is 0.11% of the estimated replacement value in 2010-11. The latest annual Facilities Condition Assessment Report issued by COU in March of 2009 states that annual renewal expenditures in the order of \$247 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 \$1.4 billion of the estimated replacement value in 2010-11.