

**STUDENT FEE-FUNDED UNITS, ANCILLARY UNITS, ACADEMIC SUPPORT
UNITS, AND ASSOCIATED COMPANIES**

2015-16 BUDGETS AND ANCILLARY FEES

Summary of Unit Budgets

Table 1 includes a summary of the 2014-15 projected results and 2015-16 budgets for Student Fee-funded Units, Ancillary Units, Academic Support Units, and Associated Companies. The following commentary provides an overview of the funding source for each category of units and brief notes on specific 2014-15 financial projections, 2015-16 budgets, and forecasted unit reserve positions that may require further explanation.

A. Student Fee-Funded Units

Student Fee-Funded Units are supported, in whole or in part, by non-tuition related compulsory ancillary fees. The recommended ancillary fees for 2015-16 are discussed at the end of this report.

SRS: Thompson Recreation & Athletic Centre (line 4) – The forecasted deficit in the capital reserve (\$415,600) for this unit resulted from a major capital project – the replacement of the structural roof support cables and weather membrane covering. Future unit contributions to the reserve are expected to recover this deficit by the end of 2017-18.

Student Success Centre (line 10) – The 2014-15 projected deficit (\$182,900) is the result of one-time expenses associated with the roll-out of Western’s Co-Curricular record and three student interns hired to enhance programming in the areas of experiential learning and communication. These expenses were anticipated in the budget that was approved for this unit in the spring of 2014. A deficit (\$60,200) is also budgeted for 2015-16 due to the extension of one student intern position and the associated program costs. The unit is expected to return to a balanced budget position following the completion of these initiatives at the end of 2015-16. The reserve balance is above the target level and is sufficient to cover the cost of these one-time initiatives.

Student Health Services (line 11) – The deficit budgeted for 2015-16 (\$112,600) is primarily due to the addition of a second Masters Level Social Worker to deal with the counseling backlog and the anticipated recruitment of a new Medical Director. The reserve level for this unit is well above the target level and is sufficient to cover these costs. The unit will work to find operational efficiencies to offset these additional costs in the long term.

B. Ancillary Units

Revenues that support the *Ancillary Unit* budgets are primarily derived from the sale of goods and services to the general University community.

Housing Services (line 17) – The deficit budgeted for 2015-16 (\$1,008,600) is primarily due to one-time major maintenance costs associated with the replacement of HVAC systems in Elgin Hall (\$3,400,000). The reserve level for this unit is sufficient to cover the shortfall.

Parking Services (line 18) – The deficit budgeted for 2015-16 (\$416,600) is the result of increased capital amortization charges associated with the planned expansion of three lots and the installation of enhanced gate technology. The new gate system will improve service levels and eventually lead to operational cost reductions that will help offset the initial capital investment. The reserve level for this unit is above the target level and is sufficient to cover the shortfall.

C. Academic Support Units

The budgets for the *Academic Support Units* are funded from various sources, including recoveries from internal research projects, revenues from external industrial contracts, and course fees. In addition, Animal Care & Veterinary Services receives support from the University operating budget to help offset the costs of unrecoverable regulatory requirements and training for animal users.

Animal Care & Veterinary Services (line 22) – The deficit projected for 2014-15 (\$124,000) is due to lower contract revenues, resulting from staff turnover in the contract services area. The deficit is budgeted to decline in 2015-16 (\$79,100) as the newly appointed contract services leader begins to reestablish commercial relationships.

Fraunhofer Project Centre (line 25) – A deficit is projected for 2014-15 (\$256,100) primarily due to production delays resulting from the implementation of unanticipated but necessary transformer and ventilation system upgrades. Higher capital amortization charges associated with these infrastructure upgrades have also contributed to the deficit position.

Surface Science Western (line 26) – The deficit projected for 2014-15 (\$116,000) is the result of a decline in activity levels. This situation will be closely monitored and necessary adjustments will be implemented for 2015-16. The reserve level is sufficient to cover the shortfall.

Continuing Studies at Western (line 27) – The deficit projected for 2014-15 (\$384,400) is primarily due to development costs associated with new e-Learning initiatives and custom corporate training programs. The deficit is budgeted to be lower in 2015-16 (\$187,600) as the new e-learning and corporate training programs begin to roll out. The unit's target is for these new programs to be profitable by the end of 2016-17.

D. Associated Companies

The following Associated Companies are consolidated into the Combined Western University Financial Statements:

Western Research Parks (line 30) – The Western Research Parks includes the Discovery Park on the main campus, the Collider Centre for Technology Commercialization located at the Advanced Manufacturing Park (AMP), and Windermere Manor. Heading into 2015-16 the focus will be on maintaining high occupancy rates at the Discovery Park and increasing tenancy for the newly-opened Collider Centre at the AMP.

The Museum of Ontario Archaeology (line 31) - Heading into 2015-16, the focus for the Museum will continue to be on fundraising to deal with capital maintenance issues and ramping up the acquisition of collections to populate the CFI-funded artifact repository.

Richard Ivey School of Business Foundation (line 32) – The Richard Ivey School of Business Foundation (RISBF) includes Ivey Managements Services (IMS), the operation of conference facilities at the Spencer Leadership Centre and the ING Centre in Toronto, a 100% equity interest in RISB Consulting (Shanghai) Ltd., and a 50% equity interest in RISB (India). The results projected for 2014-15 include a \$1,150,000 contribution to the Richard Ivey School of Business at Western to Support academic programs. The operating budget of the Ivey Business School (as a faculty) is included in the University operating budget.

Richard Ivey School of Business – Asia (line 33) – Richard Ivey School of Business - Asia currently offers EMBA and Executive education programs in Hong Kong, as well as mainland China. RISB (Asia) also includes a 50% equity interest in RISB (India). Due to a highly competitive market in the region, the RISB (Asia) has been unable to reach enrolment targets for the EMBA program. As a result, RISB (Asia) will postpone the start date for the next intake of the Hong Kong EMBA while new delivery alternatives are explored.

Recommended 2015-16 Ancillary Fees

A listing of Western's proposed 2015-16 Student Organization and Ancillary Fees are presented in Tables 2 and 3. Student involvement in establishing fee levels for ancillary fees is facilitated through the Student Services Committee (SSC) – a student run group comprised of voting representatives from the University Students' Council (USC), the Society of Graduate Students (SOGS), and the Master of Business Administration Association (MBAA).

In 2004, the SSC implemented a fee adjustment mechanism designed to avoid the erosion of service levels caused by the negative financial impact of progressive inflation. The mechanism provides for an overall adjustment to ancillary fees equal to the greater of 2% or the rate of Canadian CPI for the preceding calendar year. Each year the 'adjustment pool' is allocated to units based on the needs and priorities identified in the individual planning submissions.

The total adjustment pool available for allocation in fiscal 2015-16 is the 2% minimum as specified by the rate adjustment mechanism. As detailed in Tables 2 and 3, the SSC has approved a uniform 2% fee increase for all fee funded ancillary units.

Table 1
Western University
Student Fee-Funded Units, Ancillary Units, Academic Support Units, and Associated Companies
2015-16 Budget (\$ 000)

		2014-15 Projected Year-End			2015-16 Budget			% Change		Budgeted Reserves	
										at April 30, 2016	
		Revenues	Expenses	Rev-Exp	Revenues	Expenses	Rev-Exp	Revenues	Expenses	Operating	Capital
1	A - Student Fee-Funded Units										
2	SRS: Campus Recreation	5,434.2	5,443.0	-8.8	5,689.4	5,693.7	-4.3	4.70%	4.61%	679.1	464.1
3	SRS: Intercollegiate Athletics	5,853.5	5,866.7	-13.2	5,917.5	5,921.5	-4.0	1.09%	0.93%	199.8	
4	SRS: Thompson Recreation & Athletic Centre	1,198.7	1,147.3	51.4	1,220.9	1,213.0	7.9	1.85%	5.73%	279.1	-415.6
5	Financial Aid Office	1,047.9	1,047.9	0.0	1,068.0	1,068.0	0.0	1.92%	1.92%	60.4	
6	International Student Services	426.7	426.8	-0.1	436.4	436.5	-0.1	2.27%	2.27%	-0.3	
7	Indigenous Services	672.3	672.1	0.2	644.0	644.0	0.0	-4.21%	-4.18%	34.9	
8	Services for Students with Disabilities	428.3	440.9	-12.6	440.2	440.2	0.0	2.78%	-0.16%	16.1	74.2
9	Student Development Centre	2,260.5	2,291.8	-31.3	2,313.7	2,313.7	0.0	2.35%	0.96%	198.8	
10	Student Success Centre	1,410.7	1,593.6	-182.9	1,449.2	1,509.4	-60.2	2.73%	-5.28%	211.0	
11	Student Health Services	4,304.1	4,289.3	14.8	4,404.8	4,517.4	-112.6	2.34%	5.32%	905.4	
12	Off-Campus Housing & Housing Mediation Svcs	421.6	419.1	2.5	430.2	405.8	24.4	2.04%	-3.17%	101.0	
13	Western Foot Patrol	175.7	175.6	0.1	183.0	182.9	0.1	4.15%	4.16%	27.3	32.8
14	Sub-Total	23,634.2	23,814.1	-179.9	24,197.3	24,346.1	-148.8	2.38%	2.23%	2,712.6	155.5
15	B - Ancillary Units										
16	Family Practice Clinic and Workplace Health Svcs	526.3	501.6	24.7	530.4	512.0	18.4	0.78%	2.07%	90.2	
17	Housing Services	64,334.6	61,093.2	3,241.4	66,905.0	67,913.6	-1,008.6	4.00%	11.16%	37,918.6	
18	Parking Services	4,730.0	4,723.9	6.1	4,817.3	5,233.9	-416.6	1.85%	10.80%	4,629.3	
19	Retail Services	33,165.3	33,151.2	14.1	33,171.3	33,143.1	28.2	0.02%	-0.02%	1,273.7	
20	Sub-Total	102,756.2	99,469.9	3,286.3	105,424.0	106,802.6	-1,378.6	2.60%	7.37%	43,911.8	0.0
21	C - Academic Support Units										
22	Animal Care & Veterinary Services	3,748.2	3,872.2	-124.0	3,937.1	4,016.2	-79.1	5.04%	3.72%	-310.6	
23	Boundary Layer Wind Tunnel	2,384.2	2,379.6	4.6	2,455.7	2,421.3	34.4	3.00%	1.75%	534.4	300.0
24	University Machine Services	1,681.7	1,514.3	167.4	1,755.0	1,649.0	106.0	4.36%	8.90%	386.2	
25	Fraunhofer Project Centre	622.2	878.3	-256.1	1,194.9	1,130.8	64.1	92.04%	28.75%	-780.1	61.7
26	Surface Science Western	1,495.0	1,611.0	-116.0	1,638.0	1,633.5	4.5	9.57%	1.40%	118.1	405.6
27	Continuing Studies at Western	2,118.3	2,502.7	-384.4	2,636.1	2,823.7	-187.6	24.44%	12.83%	344.5	
28	Sub-Total	12,049.6	12,758.1	-708.5	13,616.8	13,674.5	-57.7	13.01%	7.18%	292.5	767.3
29	D - Associated Companies										
30	Western Research Parks (incl. Windermere Manor)	7,538.0	7,532.8	5.2	7,754.3	7,587.9	166.4	2.87%	0.73%	-13,137.6	
31	Museum of Ontario Archaeology	531.4	479.3	52.1	480.5	420.4	60.1	-9.58%	-12.29%	-53.5	
32	Richard Ivey School of Business Foundation	25,060.0	23,335.0	1,725.0	25,522.0	22,976.0	2,546.0	1.84%	-1.54%	10,115.0	
33	Richard Ivey School of Business - Asia	5,116.0	6,640.0	-1,524.0	4,968.0	5,508.0	-540.0	-2.89%	-17.05%	-6,757.6	
34	Sub-Total	38,245.4	37,987.1	258.3	38,724.8	36,492.3	2,232.5	1.25%	-3.94%	-9,833.7	0.0
35	Grand Total	176,685.4	174,029.2	2,656.2	181,962.9	181,315.5	647.4	2.99%	4.19%	37,083.2	922.8

Table 2
Western University
Recommended 2015-16 Ancillary Fees for Full-Time Students

	Full-Time Undergraduate				Full-Time Graduate - Three Terms				Full-Time MBA				
	Actual 2014-15	<a> Proposed 2015-16	\$ Change	% Change	Actual 2014-15	<a> Proposed 2015-16	\$ Change	% Change	Actual 2014-15	<a> Proposed 2015-16	\$ Change	% Change	
1 Student Organization Fees													
2 Organization Fee 	123.44	127.60 	4.16	3.4%	74.25	90.84	16.59	22.3%	600.00	600.00 <c>	0.00	0.0%	
3 Health Plan (and Dental Plan for Graduates only)	121.01	122.01	1.00	0.8%	454.02	465.00	10.98	2.4%	120.00	122.01	2.01	1.7%	
4 USC Dental Plan	120.31	123.81	3.50	2.9%									
5 LTC 12-Month Bus Pass	210.38	217.88	7.50	3.6%	210.09	217.11	7.02	3.3%					
6 Ombudsperson	3.17	3.23	0.06	1.9%	3.17	3.23	0.06	1.9%					
7 Community Legal Services	5.19	5.29	0.10	1.9%	5.19	5.29	0.10	1.9%					
8 Late Night Busing Service	12.93	12.93	0.00	0.0%									
9 World University Services of Canada Fee	0.84	0.84	0.00	0.0%									
10 Orientation Week Fee <first year students only>		90.00	90.00	100.0%									
11 Marching Band Fee		0.50	0.50	100.0%									
12 USC Capital/Facility Fee	30.29	31.83	1.54	5.1%									
13 USC Operating Fee	58.12	63.50	5.38	9.3%	29.35	30.60	1.25	4.3%	87.18	95.25	8.07	9.3%	
14 Sub-Total	685.68	799.42	113.74	16.6%	776.07	812.07	36.00	4.6%	807.18	817.26	10.08	1.2%	
15 Building and Student-Aid Endowment Fees													
16 Student Recreation Centre Fund	71.65	73.80	2.15	3.0%	71.65	73.80	2.15	3.0%	71.65	73.80	2.15	3.0%	
17 Student Aid Endowment Fund	50.00	50.00	0.00	0.0%	50.00	50.00	0.00	0.0%	50.00	50.00	0.00	0.0%	
18 Sub-Total	121.65	123.80	2.15	1.8%	121.65	123.80	2.15	1.8%	121.65	123.80	2.15	1.8%	
19 Western Student Ancillary Fees													
20 SRS: Campus Recreation	95.40	97.31	1.91	2.0%	121.47	123.90	2.43	2.0%	121.47	123.90	2.43	2.0%	
21 SRS: Intercollegiate Athletics	84.21	85.89	1.68	2.0%	84.21	85.89	1.68	2.0%	84.21	85.89	1.68	2.0%	
22 SRS: Thompson Recreation & Athletic Centre	18.45	18.82	0.37	2.0%	18.45	18.82	0.37	2.0%	18.45	18.82	0.37	2.0%	
23 Financial Aid Office	36.42	37.15	0.73	2.0%	36.42	37.15	0.73	2.0%	36.42	37.15	0.73	2.0%	
24 International Student Services	13.35	13.62	0.27	2.0%	13.35	13.62	0.27	2.0%	13.35	13.62	0.27	2.0%	
25 Indigenous Services	7.80	7.96	0.16	2.1%	7.80	7.96	0.16	2.1%	7.80	7.96	0.16	2.1%	
26 Services for Students with Disabilities	12.61	12.86	0.25	2.0%	12.61	12.86	0.25	2.0%	12.61	12.86	0.25	2.0%	
27 Student Development Centre	70.53	71.94	1.41	2.0%	70.53	71.94	1.41	2.0%	70.53	71.94	1.41	2.0%	
28 Student Success Centre	43.41	44.27	0.86	2.0%	27.22	27.76	0.54	2.0%	27.22	27.76	0.54	2.0%	
29 Student Health Services	45.57	46.48	0.91	2.0%	45.57	46.48	0.91	2.0%	45.57	46.48	0.91	2.0%	
30 Off-Campus Housing & Housing Mediation Svcs	8.48	8.65	0.17	2.0%	8.48	8.65	0.17	2.0%	8.48	8.65	0.17	2.0%	
31 Western Foot Patrol	4.48	4.57	0.09	2.0%	4.48	4.57	0.09	2.0%	4.48	4.57	0.09	2.0%	
32 Sub-Total	440.71	449.52	8.81	2.0%	450.59	459.60	9.01	2.0%	450.59	459.60	9.01	2.0%	
33 Grand Total	1,248.04	1,372.74	124.70	10.0%	1,348.31	1,395.47	47.16	3.5%	1,379.42	1,400.66	21.24	1.5%	

<a> The proposed rates are effective September 1, 2015, except for the Student recreation Centre fee which increases on May 1, 2015.

 In addition to the basic USC organization fee, an additional \$400.00 fee will be collected on behalf of the HBA Association from HBA students entering the first year of the program. The \$400 fee covers both years of the HBA program.

<c> A \$450 fee will be collected from Accelerated MBA students on behalf of the MBA Society in place of the full \$600 MBA fee.

Table 3
Western University
Recommended 2015-16 Ancillary Fees for Part-Time Students

		Part-Time Undergrad - per full course				Undergrad: Summer - per full course				Part-Time Graduate - per term			
		Actual 2014-15	Proposed 2015-16	\$ Change	% Change	Actual 2014-15	Proposed 2015-16	\$ Change	% Change	Actual 2014-15	Proposed 2015-16	\$ Change	% Change
1	Student Organization Fees												
2	Organization Fee	24.69	25.52	0.83	3.4%	12.35	12.76	0.41	3.3%	16.44	18.02	1.58	9.6%
3	Ombudsperson	0.63	0.65	0.02	3.2%	0.32	0.33	0.01	3.1%				
4	Community Legal Services	1.04	1.06	0.02	1.9%	0.52	0.53	0.01	1.9%				
5	Late Night Busing Service	2.59	2.59	0.00	0.0%								
6	Marching Band Fee		0.10	0.10	100.0%		0.05	0.05	100.0%				
7	USC Capital/Facility Fee	6.06	6.37	0.31	5.1%	3.03	3.19	0.16	5.3%				
8	USC Operating Fee	11.62	12.70	1.08	9.3%	5.81	6.35	0.54	9.3%				
9	Sub-Total	46.63	48.99	2.36	5.1%	22.03	23.21	1.18	5.4%	16.44	18.02	1.58	9.6%
10	Building and Student-Aid Endowment Fees												
11	Student Recreation Centre Fund	14.33	14.76	0.43	3.0%	7.40	7.62	0.22	3.0%	11.94	12.30	0.36	3.0%
12	Student Aid Endowment Fund	10.00	10.00	0.00	0.0%	5.00	5.00	0.00	0.0%	8.33	8.33	0.00	0.0%
13	Sub-Total	24.33	24.76	0.43	1.8%	12.40	12.62	0.22	1.8%	20.27	20.63	0.36	1.8%
14	Western Student Ancillary Fees												
15	SRS: Campus Recreation	19.08	19.46	0.38	2.0%	9.54	9.73	0.19	2.0%				
16	SRS: Intercollegiate Athletics	16.84	17.18	0.34	2.0%	8.42	8.59	0.17	2.0%				
17	SRS: Thompson Recreation & Athletic Centre	3.69	3.76	0.07	1.9%	1.85	1.88	0.03	1.6%				
18	Financial Aid Office	7.28	7.43	0.15	2.1%	3.64	3.72	0.08	2.2%	6.07	6.19	0.12	2.0%
19	International Student Services	2.67	2.72	0.05	1.9%	1.34	1.36	0.02	1.5%	2.23	2.27	0.04	1.8%
20	Indigenous Services	1.56	1.59	0.03	1.9%	0.78	0.80	0.02	2.6%	1.30	1.33	0.03	2.3%
21	Services for Students with Disabilities	2.52	2.57	0.05	2.0%	1.26	1.29	0.03	2.4%				
22	Student Development Centre	14.11	14.39	0.28	2.0%	7.05	7.19	0.14	2.0%	11.76	11.99	0.23	2.0%
23	Student Success Centre	8.68	8.85	0.17	2.0%	4.34	4.43	0.09	2.1%	4.54	4.63	0.09	2.0%
24	Student Health Services	9.11	9.30	0.19	2.1%	4.56	4.65	0.09	2.0%				
25	Off-Campus Housing & Housing Mediation Svcs	1.70	1.73	0.03	1.8%	0.85	0.87	0.02	2.4%				
26	Western Foot Patrol	0.90	0.91	0.01	1.1%	0.45	0.46	0.01	2.2%	0.75	0.76	0.01	1.3%
27	Sub-Total	88.14	89.89	1.75	2.0%	44.08	44.97	0.89	2.0%	26.65	27.17	0.52	2.0%
28	Grand Total	159.10	163.64	4.54	2.9%	78.51	80.80	2.29	2.9%	63.36	65.82	2.46	3.9%