



*Planning for 2009-10 to 2010-11
Year 3 of Four-Year Planning Process*

**Preliminary Recommendations on Faculty and
Support Unit Budgets, and Tuition Fees**

The University of Western Ontario
Office of the Provost and Vice-President (Academic)
February 11, 2009

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A. Planning and Budgetary Context

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

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

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

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

- The in-year August 2005 process, which allocated \$1.8 million in base funds to support 12 faculty appointments and 15 staff positions as well as \$2.4 million in one-time funds to support the renewal of teaching facilities/equipment and the creation of new or upgrading of existing graduate student space.
- The allocation of \$5.1 million in base UPIF funds through the 2006-07 budget (i.e. the final year of the previous four-year plan) to the Faculties to support 40 faculty appointments and 13 staff positions.

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- 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 and \$2.7 million in 2008-09, and is projected to grow to \$4.1 million in 2010-11 – the final year of the current four-year plan.
 - The addition of the GEF++ program in the summer of 2008 – which was one-time only for 2008-09 – provided \$395,000 to the Faculties in 2008-09.
 - Additional in-year allocations for 2008-09 in the summer of 2008 – in response to Government’s year-end funding in 2007-08 – as follows: one-time funding of \$1.3 million to the Faculties and \$2.2 million in one-time funding and \$220,000 in base funding to the Support Units.

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

The downturn in the equity markets in the fall of 2008 has had a direct and negative impact on the University’s Operating Budget and on our endowments – a situation that is faced by all Ontario universities. The impact on the Operating Budget is the loss of the anticipated investment income revenue deriving from the University’s non-endowed fund investments as follows: \$18.55 million in 2008-09, \$11.35 million in 2009-10, and \$16.35 million in 2010-11 – for a total of \$46.25 million over the last three years of our four-year planning period. At August 31, 2008, our non-endowed fund reserve was at \$45.6 million. With the downturn in the equity markets, our projections as of December 31, 2008 (assuming no market gains or further losses through to year-end) indicated that at the end of this budget year (i.e. April 30, 2009) this reserve would be at -\$11.5 million – if we proceeded with the \$18.55 million allocation to the Operating Budget. As a result of this negative reserve forecast, we could not draw the planned \$46.25 million (over the final three years) into our Operating Budget. Our recommendations to address this revenue shortfall and meet the Board of Governors’ requirement that we maintain an operating reserve of \$2.5 million at the end of the four-year planning period are as follows:

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- In the current year (i.e. 2008-09), the Board of Governors – at its January 2009 meeting – formally approved the withdrawal of the transfer of the \$18.55 million investment income into the Operating Budget. To offset this revenue loss, two major one-time expenditure allocations were withdrawn. The first was a \$6.0 million allocation aimed at funding the University’s match for Canada Foundation for Innovation (CFI) initiatives. The second was the transfer of \$12.2 million to the capital budget to support our Long-Range Space Plan, which was initiated in 2005-06. These budget actions have allowed us to maintain the Faculty and Support Unit budgets as planned for the current year.

The withdrawal of the \$6.0 million allocation to support the University’s match for CFI initiatives is a temporary measure only. The University is committed to promoting and supporting CFI proposals from Western’s researchers – and the appropriate matching funds will be made available in the coming years, as the funds are needed.

We have put on hold the major capital project aimed at modernizing the Physics & Astronomy Building, which was set to begin early in 2009. The project is only on hold – and will remain as a high priority in our list of future capital projects.

- We are also exploring the possibility of reductions in one-time and base university-wide expenditures planned for the remaining two years of the four-year planning period.
- Our current estimates are that an additional 2.5% average base budget reduction (in addition to the standard 3% Initial Budget Adjustment of recent years) is required in each of the next two years. The recommendations later in this document include this 2.5% reduction, which has been applied differentially – with some units receiving larger reductions and others receiving smaller reductions. We understand that a budget reduction of 5.5% or more will be very difficult for all units, but it is required if we are to maintain a balanced budget.

While the starting budget reductions could be 5.5% or more, the Faculties will be receiving additional funds through sources such as the Enrolment Contingent Fund (ECF), the Graduate Expansion Funds (GEF/GEF+), tuition-based investments, and program expansion funding. The net impact of these additions is that the overall reduction in Faculty budgets for 2009-10 will be -0.9% – as shown in Table 1, line 19. When salary increases are included, total Faculty base budgets (shown in line 19 of Table 1) are projected to increase by about 2.5% in 2009-10 over 2008-09.

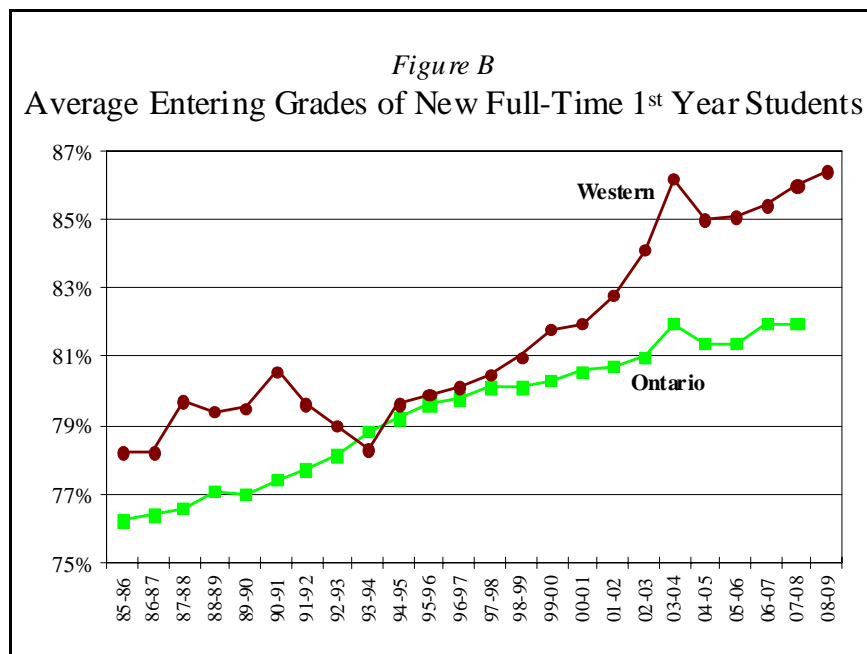
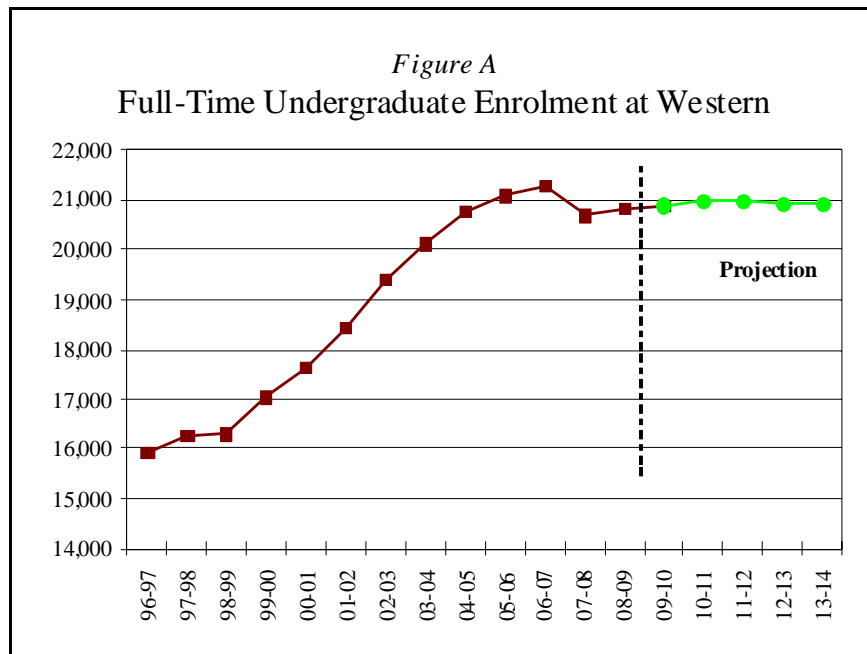
Looking ahead, as committed in the Strategic Plan, our first-year undergraduate intake will be maintained at 4,350 students. Our overall plans, shown in Table 11, include stabilization of undergraduate enrolments near current levels and expansion of graduate enrolments. Over the remaining two years of the current four-year plan, our sources for incremental revenues are provincial funding from the *Reaching Higher* Plan for graduate expansion and quality improvement, and the Government’s tuition framework, which allows for modest increases in tuition rates.

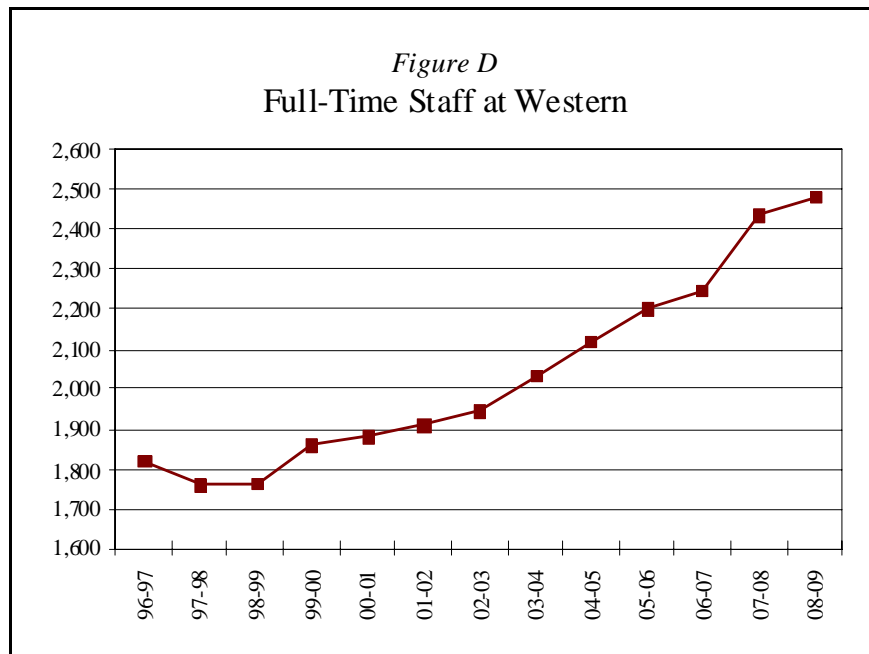
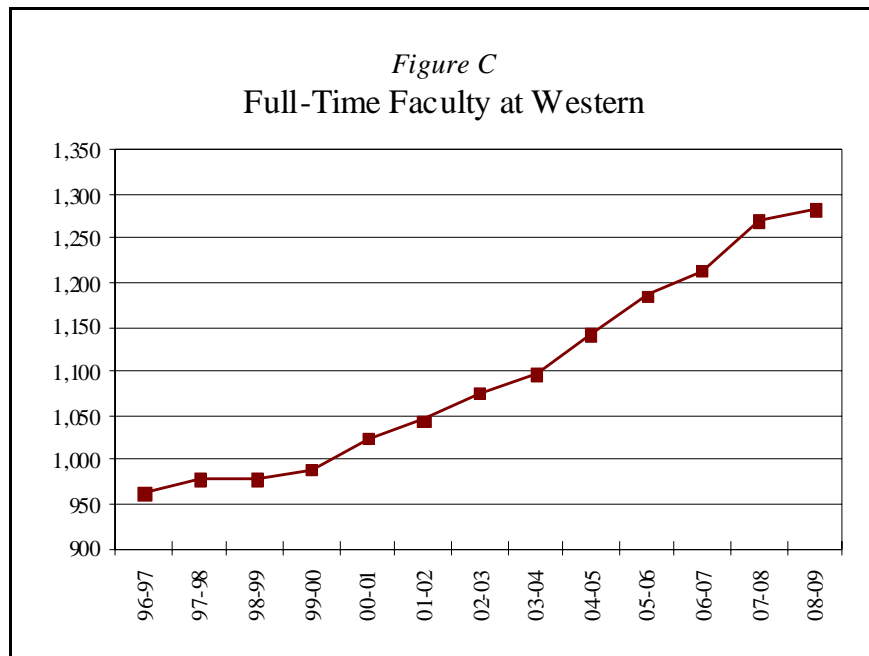
It is useful to review growth in enrolment, total operating revenues, and revenues per FTE for the following three periods:

	<u>Growth in:</u>		
	<u>FTE</u> <u>Enrolment</u>	<u>Operating</u> <u>Revenues</u>	<u>Revenues</u> <u>per FTE</u>
1996-97 to 2001-02	16.1%	36.5%	17.5%
2001-02 to 2006-07	14.1%	43.3%	25.6%
2006-07 to 2011-12 forecast	2.3%	16.7%	14.0%

In relative terms, compared to the previous four-year planning period, the available resources for this four-year planning period are substantially lower. And – we have not heard formally from the Province about our grant revenues for 2009-10 from the *Reaching Higher* Plan. We are hopeful that these revenues will flow as committed by the Province. However, it should be understood that a recession will have an impact on the Province’s revenues, and this in turn may have additional negative implications for our operating revenues. We would then be faced with further expenditure reductions.

The January 27, 2009 Federal Budget committed substantial funding to Universities in support of infrastructure renewal. We are hopeful that the Provincial Government will supplement the Federal commitment. That said – we do not know the details of the allocation mechanism or the timing of the allocation of these funds. Our understanding is that these funds are to be directed at capital renewal and infrastructure projects at the universities, and therefore will provide little or no relief to the University’s Operating Budget. When we receive the details of this infrastructure funding, we will review our expenditure commitments that are directed towards capital projects.





B. Update on Initiatives Introduced in 2008-09

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

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

The 2008-09 University Budget included additional (Round 2) resource allocations to the Faculties over the four-year planning period. The major portion of these allocations was in direct support of those commitments made in the various chapters of our Strategic Plan: *Enhancing the Undergraduate Student Experience, Graduate Expansion and the Graduate Student Experience, Building the Research-Intensive University, Faculty Recruitment and Retention, and Commitment to Staff and a Supportive Workplace.*

- Allocations in support of the commitments to “*Enhance the Undergraduate Experience*” included \$834,359 in PASF funding.
- Allocations in support of the commitments to “*Graduate Expansion and the Graduate Student Experience*” included \$226,000 in UPIF base funds and \$414,083 in PASF allocations.
- Allocations in support of the commitments to “*Building the Research-Intensive University*” included \$150,000 in UPIF base funds and \$467,958 in PASF allocations.
- Allocations in support of the commitments in “*Faculty Recruitment and Retention*” included \$562,000 in UPIF base funds and \$624,000 in PASF allocations.
- Allocations in support of “*Commitment to Staff and a Supportive Workplace*” included \$90,000 in UPIF base funds.

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

2. **Increasing the Diversity in the Professoriate**

In 2003-04, an initiative to support the recruitment of women into tenured/probationary faculty positions was implemented. The initiative is supported by a funding program where a sum equivalent to 50% of the first year's salary and benefits is provided to any Faculty which appoints – through the normal selection process – a woman into a tenured/probationary position. Starting in 2008-09, this program has been extended to successful candidates who are members of the First Nations community. In 2008-09, 12 women were appointed into tenured/probationary faculty

positions – and a sum of \$570,000 in one-time funds was allocated to the Faculties in support of these appointments.

3. Graduate Expansion

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

4. Signature Areas

Engaging the Future called for the identification of a limited number of ‘signature’ areas within the University – that is, educational and/or research areas of sufficient size and scope – which are recognized internationally to be amongst the best of their class. The following areas were identified as Western’s signature areas in the University’s Strategic Research Plan, which was approved by Senate and the Board of Governors in the spring/summer of 2008:

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

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

C. Priorities for 2009-10 and New Initiatives

1. Graduate Expansion

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

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

Growth in Full-Time Graduate Enrolment

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

Going forward, the University will be using the forecasts of the Campus Master Plan as a context for internal planning and to guide our advocacy with the Provincial and Federal governments. Recent growth in graduate enrolments, and our plans for the next few years, are fully consistent with the Campus Master Plan forecast. By way of illustration, Figure G shows the growth of full-time doctoral enrolment since 1996-97, plotted alongside a trend line with a steady 7.2% growth rate beginning in 1996-97. A 7.2% growth rate means that doctoral enrolment doubles every ten years; Figure G shows that, since 1996-97, we have been on such a trend, and our plans to 2011-12 will keep us on that trend.

Figures E and F summarize the updated graduate enrolment plans submitted by the Faculties, as part of the recently-completed planning process. At Western, we have used the Faculty plans to guide our discussions with the Provincial Government regarding further graduate expansion that will be

funded in the coming years (i.e. round 2 graduate expansion). We are hopeful that our round 2 allocations will be announced in the very near future.

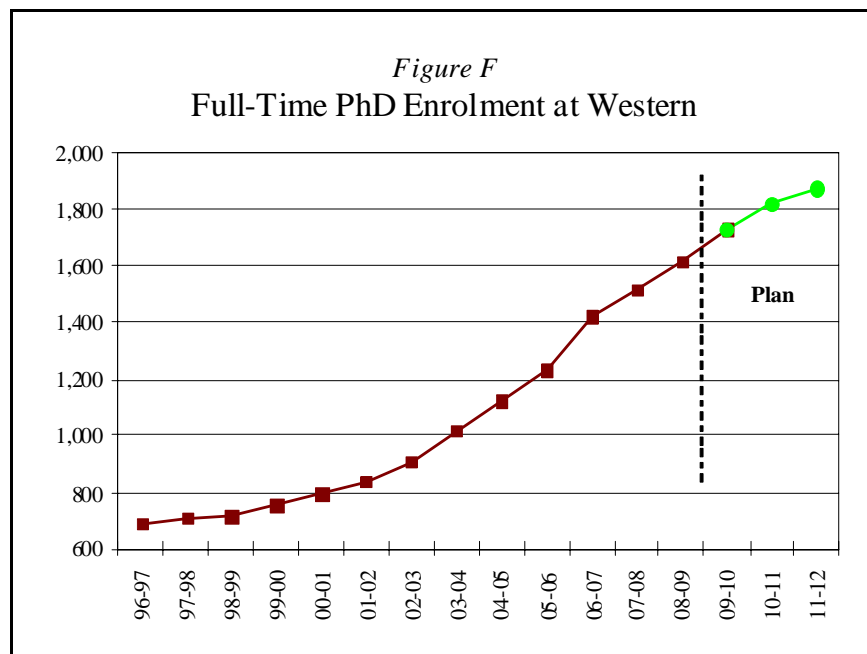
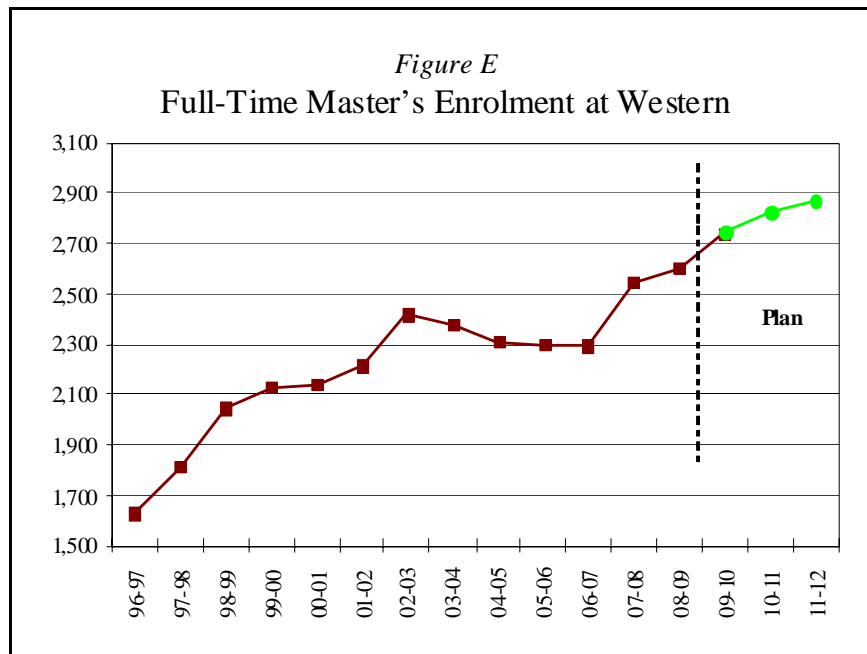
Internally at Western, regardless of the Government's decision on graduate student funding, we are committed to continuing with the funding programs that provide resources to our Faculties in support of graduate expansion – the Enrolment Contingent Fund (ECF) and the Graduate Expansion Funds (GEF and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

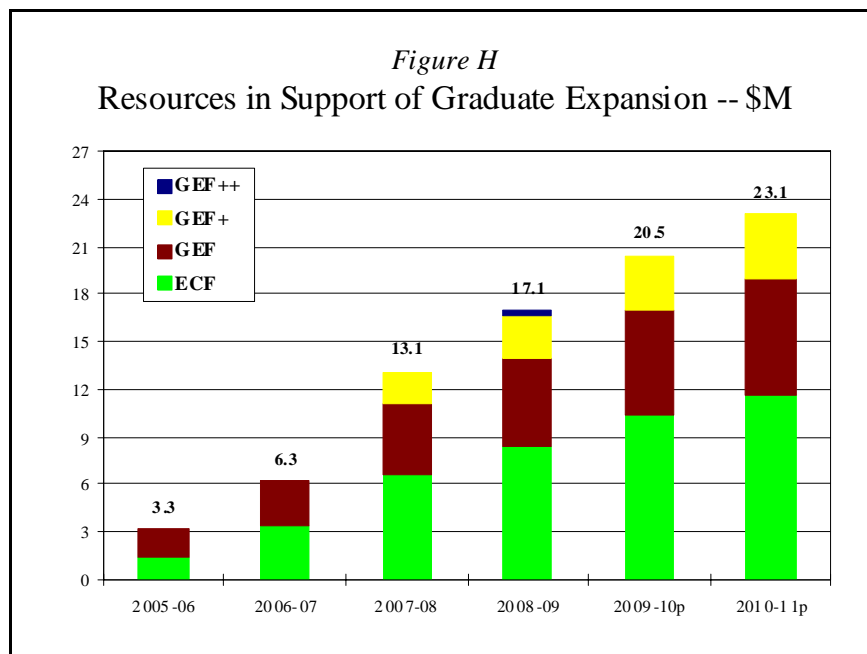
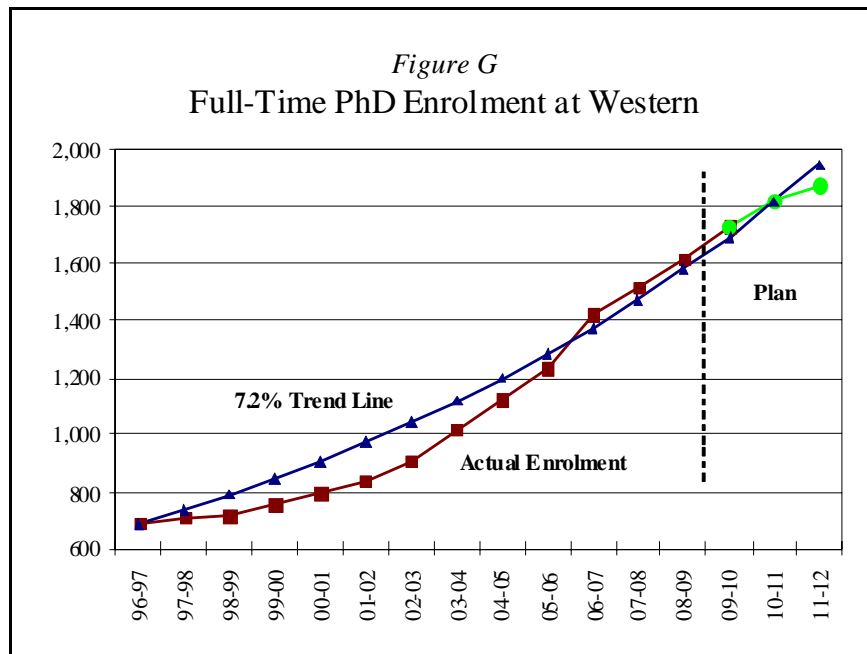
2. Additional Resources to Support Graduate Enrolment Expansion – the Doctoral Supervision Internal Grant (DSIG)

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

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

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





3. Changes to Endowment Payouts

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

Endowments Held at the University

As of December 31, 2008, our endowments (i.e. those held by the University) were \$11.1 million “under water” – that is, collectively our endowments had a value which was \$11.1 million below the total of the originally-donated amounts. As a result of this “under water” situation and to protect the endowments for the long-term, Western’s Board of Governors approved the following Investment Payout Policy – effective April 30, 2009:

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

Endowments Held at Foundation Western

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

Impact of Revised Payouts

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

Western is committed to ensuring that no qualified student will be unable to attend Western or be required to withdraw from an academic program for lack of access to adequate financial resources. Our endowed student awards are a critical component in our ability to meet this requirement. Therefore, the shortfalls in the endowment-funded student awards – in particular the needs-based awards – will require us to replace the shortfall with allocations from the central budget. In the case

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

4. Employee Retirement Incentives

Staff

As a result of the financial constraints facing the University, the Faculties and Support Units are being asked to reduce their operating budgets by an additional average 2.5% in each of 2009-10 and 2010-11. Given the decentralized approach to budget planning at Western, the responses of the budget units to the additional reduction will vary. In some units, there may be a need to reduce employment in order to achieve a balanced budget. In order to support this process – where necessary – Western’s Board of Governors approved a retirement incentive program for full-time staff. The program’s details are:

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

The retirement incentive costs associated with members in operating-funded positions will be shared – with 50% coming from the unit budgets and the remaining 50% coming from the central university budget.

Faculty

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

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

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

The costs of the supplements for faculty members who participate in this particular time-limited program will be shared – with 50% coming from the Faculty budgets and the remaining 50% coming from the central university budget.

5. Long-Range Space Planning

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

Completed Projects

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

- Modernization of *Westminster Hall*
- The *Biotron*
- Renovations to the *Faculty of Education Building*
- Renovations in the *Social Sciences Centre* – in space vacated by the Psychology groups, which relocated to Westminster Hall
- The *Material Sciences Building*

- The **Support Services Building**
- The **Western Student Recreational Centre**

Projects Underway

The following projects are underway:

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

Future Projects in Long-Range Space 1

- As indicated earlier in this document, due to the financial constraints faced by the University, we have put on hold the major capital project aimed at modernizing the **Physics & Astronomy Building**, which was set to begin early in 2009. The project is only on hold – and will remain as a high priority. We are hopeful that the anticipated Federal and Provincial Governments' investment in university facilities renewal will allow us to move forward with this project.
- Another project currently in the planning stage is the renovation to a major portion of the **Natural Sciences Centre**, to consolidate the Brain & Mind Research Group and to provide the researchers with additional space.
- The Faculty of Information and Media Studies has recommended, in principle, that it relocate to the **Services Building** (which previously housed the Physical Plant Department). We are hopeful that this project will be made possible through the anticipated Government infrastructure funding.

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- Subsequent to completion of the above projects, as finances permit, a number of other follow-on renovation projects will be carried out in Alumni Hall, Somerville House, Talbot College, and parts of the Social Sciences Centre.

6. Transition to Long-Range Space Plan 2

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

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

The projects presented in that document will be reviewed and updated in future planning cycles and specific projects will be brought forward for approval as part of future University budgets as funding sources are clearly identified.

F. Summary of Faculty Budget Recommendations for 2009-10

As in past years, in recognition of the need for Deans to begin the implementation of their academic plans for 2009-10, the Faculty budget recommendations are made well in advance of the formulation of the overall University Operating Budget. Final authority to set the University budget remains with the Board of Governors.

1. Base Budget Allocations

Table 1 shows the 2009-10 base budget recommendations for Western's Faculties. Final 2009-10 base budgets are the net result of the following:

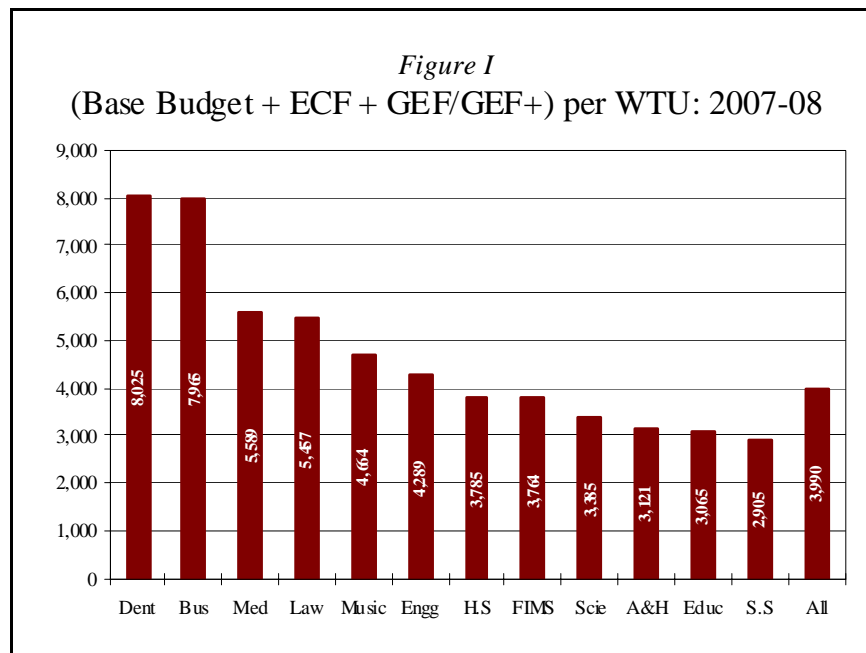
- starting base budgets;
- the initial budget adjustments established prior to 2007-08 as part of the multi-year budget plan;
- the additional average 2.5% budget reduction described earlier in this document;
- faculty turnover recovery, which returns the greater of \$71,000 or 60% of the retiring or departing faculty member's salary to the Faculty budget;
- Round 1 and Round 2 UPIF allocations (detailed in Table 2);
- other base budget investments, including 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 in Table 1 is a composite of the Initial Budget Adjustment established at the beginning of the current four-year plan and the additional average 2.5% reduction which has been applied

differentially. The Faculty-specific application of the additional average 2.5% reduction is as follows: 1.0% for Education and Social Science, 1.6% for Science, 3.0% for Arts & Humanities and Music, 3.5% for Engineering, Health Sciences, Information & Media Studies, Law, and Medicine & Dentistry.

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

The funding model for the Richard Ivey School of Business – introduced in 2004-05 – flows all tuition fees and government operating grants deriving from the 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+, GEF++) provide the Faculties with substantial funding, which is directly linked to enrolment growth. Table 4 summarizes the projected Enrolment Contingent Fund (ECF) allocations for 2009-10. Details of the Graduate Expansion Funds (GEF, GEF+, GEF++) allocations are shown in Tables 5a, 5b, and 5c. A description of the ECF and GEF/GEF+ mechanisms can be found at:

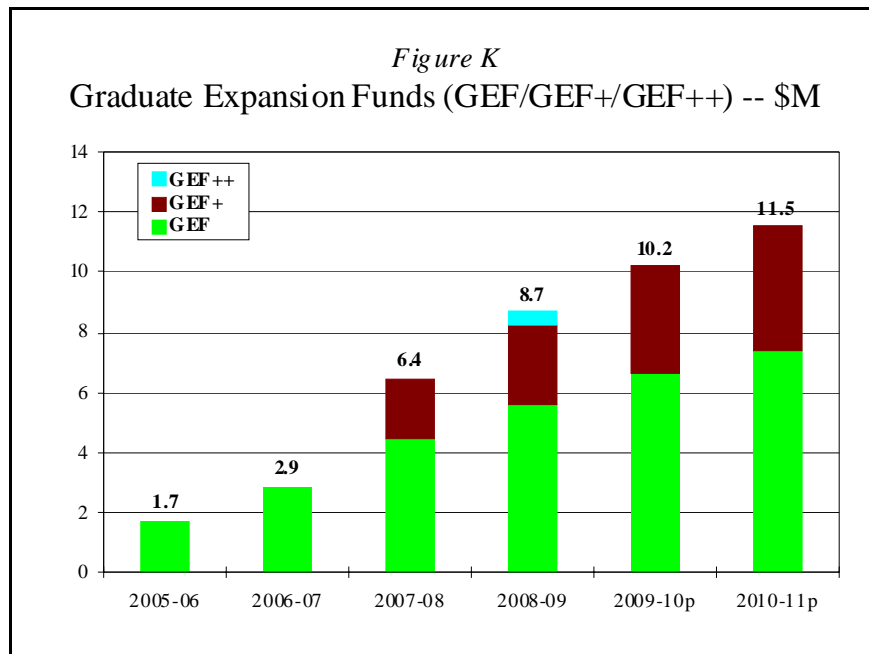
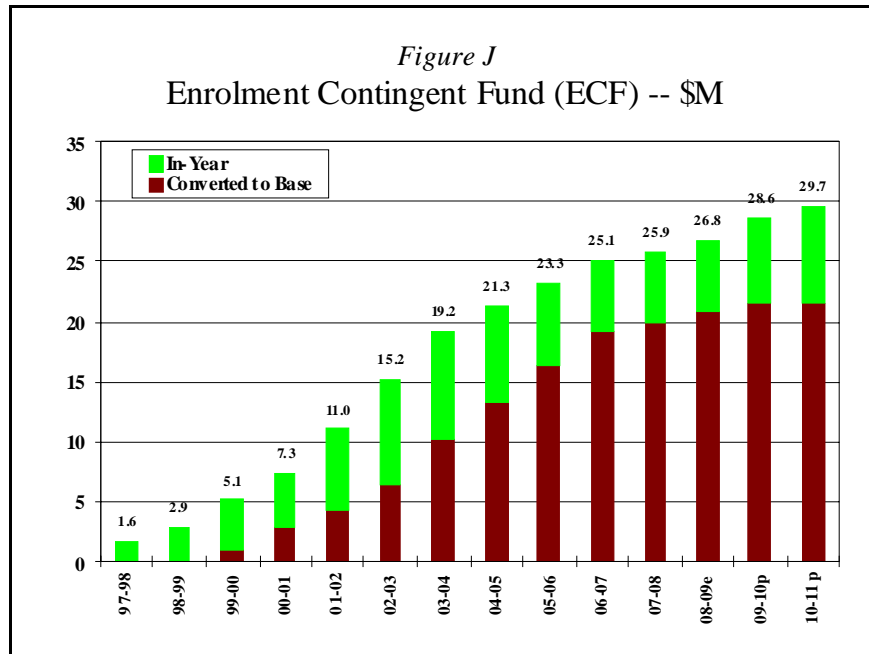
http://www.ipb.uwo.ca/documents/FebDoc2009_ECF_Description.pdf
http://www.ipb.uwo.ca/documents/FebDoc2009_GEF_Description.pdf

- The Provost's Academic Support Fund (PASF) commitments for the 4-year planning period are shown in Table 6.
- The Research Infrastructure Support Fund (RISF) recommendations from the Vice-President (Research) for 2009-10 are summarized in Table 7.
- Table 8 summarizes the one-time allocations to the Faculties for the 4-year planning period.

G. Support Units

In previous years, budget recommendations for the Support Units were presented in the University's budget document later in the spring. This year, in light of the additional average 2.5% budget reduction, we are including the 2009-10 base budget recommendation for Support Units – which are shown in Table 9.

As with the Faculties, column in Table 9 is a composite of the Initial Budget Adjustment established at the beginning of the current four-year plan and the additional average 2.5% reduction which has been applied differentially. The unit-specific application of the additional 2.5% reduction is as follows: 1.0% for Police Services, 1.7% for Human Resources, 1.8% for Information Technology Services, 1.9% for Physical Plant, 2.0% for the Registrar's Office, 2.5% for Graduate & Postdoctoral Studies, Institutional Planning & Budgeting, Research Western, Advancement Services, Communications & Public Affairs, Alumni Relations, the Development Office, the Office of the President & Vice-Presidents, and the University Secretariat, 3.0% for the Teaching Support Centre, the Libraries, the Vice-Provost (Academic Planning, Policy, and Faculty) Portfolio, and Internal Audit, and 3.1% for Financial Services. In the case of Police Services and Internal Audit, funding associated with unfilled staff positions has also been withdrawn.



H. Tuition Recommendations

The current tuition fee framework established by the Provincial Government applies to 2009-10, which is the final year of that framework. The recommended 2009-10 tuition fee rates for undergraduate and graduate programs are shown in Tables 12a and 12b.

I. Concluding Comments

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

The recommendations to the Faculties and Support Units made here for 2009-10 are a direct reflection of the increased constraints. We understand that the reduction in resources available will be difficult for all units, but it is required if we are to maintain a balanced budget at the end of the four-year planning period.

We remain committed to the high quality of education, scholarship, research, and service that has come to epitomize Western, and to supporting the people that make that outcome possible. Your ideas on how we can fulfill Western's aspirations – even during the current times of financial challenge – are extremely valuable to the University. Please continue to provide us with your advice on Western's best ways forward.

Table 1
Preliminary 2009-10 Base Budget Recommendations for Faculties

	<a>		<c>	<d>	<e>	<f>	<g>	<h>
	2008-09 Base Budget (@ Jan 31, 2009)	Initial Budget Adjustment	Faculty Turnover Recovery	UPIF	Other Base Investments	ECF to Base Conversions	Canada Research Chairs (CRCs)	Resulting 2009-10 Base Budget
1	Faculties							
2	Arts & Humanities	23,114,261	(1,242,583)	(237,741)	150,000			21,783,937
3	Education	8,431,994	(389,964)	(111,888)				7,930,142
4	Engineering	18,341,141	(1,061,140)		100,000			17,529,928
5	Health Sciences	21,594,526	(1,257,702)	(145,521)		300,000	(170,000)	20,483,283
6	Information & Media Studies	7,707,941	(440,511)			200,000		7,467,430
7	Law	6,121,102	(373,111)	(70,509)				5,792,819
8	Medicine & Dentistry	46,233,739	(2,636,439)	(100,012)		200,000	(90,000)	44,628,324
9	Music	7,413,861	(408,770)	(85,882)				6,919,209
10	Science	41,229,639	(1,639,284)	(149,943)	277,000		90,000	39,807,412
11	Social Science	41,592,902	(1,426,619)	(187,064)	210,000			40,189,219
12	Sub-Total Faculties (excluding Business)	221,781,106	(10,876,123)	(1,088,560)	737,000	700,000	(170,000)	212,531,703
13	Business	43,557,627						47,848,816
14	Sub-Total Faculties	265,338,733	(10,876,123)	(1,088,560)	737,000	700,000	(170,000)	260,380,519
15	Enrolment Contingent Fund (ECF)	6,056,950			587,435			6,644,385
16	Graduate Expansion Fund (GEF/GEF+)	8,270,700			1,909,000			10,179,700
17	Research Infrastructure Support Fund (RISF)	750,000						750,000
18	Faculty Recruitment Initiatives	187,500						187,500
19	Total -- with ECF and GEF/GEF+	280,603,883	(10,876,123)	(1,088,560)	737,000	700,000	(170,000)	278,142,104

1. Column -- Initial Budget Adjustment -- includes the original 3% Initial Budget Adjustment (IBA) plus the new average 2.5% reduction which is differentially applied.
 2. Column <e> -- Other Base Investments -- includes Program Expansion Funding from Government and Tuition Re-Investment Funding.

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

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

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

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

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

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

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

		2007-08	2008-09	2009-10	2010-11	Total
Music						
57	Round 1: Support for Graduate Program in Musical Theatre	100,000				100,000
58	Round 1: Staff Position - Production Supervisor	84,000				84,000
59	Round 1: Top-up Funding for Senior Faculty Appointment in Winds		49,000			49,000
60	Round 1: Faculty Appointment in Performance (Piano)	85,000				85,000
61	Sub-Total Round 1	269,000	49,000			318,000
62	Round 2: Faculty Appointment in Performance (Piano)		80,000			80,000
63	Round 2: Partial Funding to Maintain Development Officer Position		20,000			20,000
64	Sub-Total Round 2		100,000			100,000
65	Total Round 1 + Round 2	269,000	149,000	0	0	418,000
Science						
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
Social Science						
77	Round 1: Grad Student Support Funding	50,000	50,000	50,000	50,000	200,000
78	Round 1: Funding for GTAs	110,000	110,000	110,000	110,000	440,000
79	Round 1: Faculty Appointment: Linguistic Anthropologist	94,000				94,000
80	Round 1: Faculty Appointment in Statistics & Management - Psychology	90,000				90,000
81	Round 1: Faculty Appointment in Strategic Management - MOS Program	85,000				85,000
82	Round 1: Faculty Appointment in International Relations (Pacific Rim) - History	90,000				90,000
83	Round 1: Faculty Appointment in Sociology	90,000				90,000
84	Sub-Total Round 1	609,000	160,000	160,000	160,000	1,089,000
85	Round 2: Graduate Student Support Funding		100,000			100,000
86	Round 2: Faculty Appointment in Aboriginal Health - Geography		78,700			78,700
87	Round 2: Partial Support for Faculty Appointment in First Nations Studies			50,000		50,000
88	Sub-Total Round 2		178,700	50,000		228,700
89	Total Round 1 + Round 2	609,000	338,700	210,000	160,000	1,317,700
Interdisciplinary Initiatives						
90	Round 1: None					0
91	Round 2: Director of Environment & Sustainability				93,550	93,550
92	Total Round 1 + Round 2	0	0	0	93,550	93,550
Total						
93	Round 1	3,931,000	1,117,000	453,000	441,000	5,942,000
94	Round 2	0	650,450	284,000	93,550	1,028,000
95	Total Round 1 + Round 2	3,931,000	1,767,450	737,000	534,550	6,970,000

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	15	2,550,000	9	810,000	24	3,360,000
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	7	630,000	10	1,140,000
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	30	5,100,000	41	3,690,000	71	8,790,000
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		6,000,000		4,100,000		10,100,000

Table 4
Enrolment Contingent Fund (ECF) Allocations: Estimated 2008-09 and Projected 2009-10

	Estimated 2008-09							Projected 2009-10			
	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	7,770.0	166.7	\$250,050	\$0	\$250,050	\$0	\$473,445	\$473,445	
2	\$0	2,016.5	2,299.0	282.5	\$423,750	\$0	\$423,750	\$0	\$552,000	\$552,000	
3	\$150,000	4,161.9	4,485.4	323.5	\$485,250	(\$25,000)	\$460,250	\$0	\$785,175	\$785,175	
4	\$250,000	5,533.6	6,578.5	1,054.9	\$1,582,350	(\$80,000)	\$1,502,350	\$300,000	\$1,094,040	\$1,394,040	
5	\$200,000	1,797.6	2,273.9	476.3	\$714,450	\$0	\$714,450	\$200,000	\$531,225	\$731,225	
6	\$0	981.5	1,144.9	163.4	\$245,100	\$0	\$245,100	\$0	\$260,685	\$260,685	
7	\$150,000	8,023.3	8,374.8	351.5	\$527,250	\$75,000	\$602,250	\$200,000	\$724,170	\$924,170	
8	\$0	1,366.3	1,727.6	351.3	\$526,950	\$0	\$526,950	\$0	\$408,780	\$408,780	
9	\$0	12,444.8	12,625.9	161.1	\$241,650	\$40,000	\$281,650	\$0	\$94,635	\$94,635	
10	\$100,000	14,703.1	14,775.4	52.3	\$78,450	\$0	\$78,450	\$0	\$638,280	\$638,280	
11											
12	\$0	0.0	275.1	275.1	\$412,650	\$0	\$412,650	\$0	\$465,150	\$465,150	
13	\$0	0.0	91.0	91.0	\$136,500	\$0	\$136,500	\$0	\$147,000	\$147,000	
14	\$0	116.7	196.0	79.3	\$118,950	\$0	\$118,950	\$0	\$197,700	\$197,700	
15	\$0	0.0	24.5	24.5	\$36,750	\$0	\$36,750	\$0	\$52,500	\$52,500	
16	\$0	64.3	242.2	177.9	\$266,850	\$0	\$266,850	\$0	\$219,600	\$219,600	
17	\$850,000	58,812.9	62,884.2	4,031.3	\$6,046,950	\$10,000	\$6,056,950	\$700,000	\$6,644,385	\$7,344,385	

Table 5a
Graduate Expansion Fund (GEF) Allocations: Projected 2009-10

	Masters				PhD			Projected 2009-10 GEF Allocation	For Information: 2008-09 GEF Allocation
	Baseline FTEs	2009-10 (proj) FTEs	FTE Growth over Baseline	GEF Funds \$2000/FTE	Baseline FTEs	2009-10 (proj) FTEs	FTE Growth over Baseline		
1	107.5	142.3	34.8	\$69,600	128.6	233.7	105.1	\$735,700	\$593,300
2	70.4	148.0	77.6	\$155,200	31.2	45.5	14.3	\$100,100	\$234,700
3	198.9	262.4	63.5	\$127,000	147.7	293.5	145.8	\$1,020,600	\$960,600
4	334.6	507.4	172.8	\$345,600	61.4	158.3	96.9	\$678,300	\$1,003,900
5	191.2	289.6	98.4	\$196,800	17.8	44.4	26.6	\$186,200	\$362,000
6	1.5	10.0	8.5	\$17,000				\$17,000	\$16,000
7	225.1	359.8	134.7	\$269,400	153.7	192.5	38.8	\$271,600	\$301,000
8	44.5	80.6	36.1	\$72,200	11.1	21.0	9.9	\$69,300	\$181,500
9	232.9	309.1	76.2	\$152,400	200.5	319.0	118.5	\$829,500	\$947,900
10	195.4	234.2	38.8	\$77,600	179.5	316.6	137.1	\$959,700	\$714,300
11									
12	21.7	30.0	8.3	\$16,600	11.0	29.3	18.3	\$128,100	\$118,700
13	0.0	28.0	28.0	\$56,000				\$56,000	\$52,000
14	18.4	27.0	8.6	\$17,200	18.7	22.0	3.3	\$23,100	(\$10,700)
15	0.0	10.0	10.0	\$20,000				\$20,000	\$14,000
16	23.2	19.0	(4.2)	(\$8,400)	10.3	20.6	10.3	\$63,700	\$90,700
17	1,665.3	2,457.4	792.1	\$1,584,200	971.5	1,696.4	724.9	\$6,658,500	\$5,579,900

Table 5b
GEF+ Allocations (Canadian Students Only <1>): Projected 2009-10

	Masters				PhD			Projected 2009-10 GEF+ Allocation	For Information: 2008-09 GEF+ Allocation
	Baseline FTEs	2009-10 (proj) FTEs	FTE Growth over Baseline	GEF+ Funds @ \$4000/FTE	Baseline FTEs	2009-10 (proj) FTEs	FTE Growth over Baseline		
1	92.3	121.3	29.0	\$116,000	141.8	192.7	50.9	\$203,600	\$187,600
2	93.0	145.0	52.0	\$208,000	30.1	41.5	11.4	\$45,600	\$249,200
3	143.5	174.2	30.7	\$122,800	138.6	168.5	29.9	\$119,600	\$94,400
4	365.9	499.4	133.5	\$534,000	97.9	147.3	49.4	\$197,600	\$667,600
5	222.8	282.6	59.8	\$239,200	27.6	42.4	14.8	\$59,200	\$298,400
6	0.3	7.0	6.7	\$26,800					\$28,800
7	247.8	338.9	91.1	\$364,400	149.9	179.5	29.6	\$118,400	\$298,800
8	53.6	74.6	21.0	\$84,000	17.0	18.0	1.0	\$4,000	\$112,000
9	174.3	217.8	43.5	\$174,000	180.5	207.7	27.2	\$108,800	\$246,800
10	159.5	216.2	56.7	\$226,800	182.1	269.6	87.5	\$350,000	\$336,800
11									
12	18.0	28.0	10.0	\$40,000	24.0	24.3	0.3	\$1,200	\$17,200
13	0.0	28.0	28.0	\$112,000					\$100,000
14	14.0	25.0	11.0	\$44,000	19.0	18.0	(1.0)	(\$4,000)	\$16,000
15	0.0	10.0	10.0	\$40,000					\$28,000
16	15.3	17.0	1.7	\$6,800	18.0	12.6	(5.4)	(\$21,600)	\$9,200
17	1,600.3	2,185.0	584.7	\$2,338,800	1,026.5	1,322.1	295.6	\$1,182,400	\$2,690,800

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

Table 5c
GEF++ -- Funding for Incremental New Full-Time Intake (Canadian Students Only <1>): Actual 2008-09

	Masters				PhD				Actual 2008-09 Allocation
	Baseline FT Headcount	2008-09 FT Headcount	Growth over Baseline	Funding @ \$3,000/FTE	Baseline FT Headcount	2008-09 FT Headcount	Growth over Baseline	Funding @ \$10,000/FTE	
1	79	75	(4)		39	33	(6)		
2	58	35	(23)		8	9	1	\$10,000	\$10,000
3	47	35	(12)		9	11	2	\$20,000	\$20,000
4	246	252	6	\$18,000	34	44	10	\$100,000	\$118,000
5	112	109	(3)		9	8	(1)		
6	2	4	2	\$6,000					\$6,000
7	142	119	(23)		16	12	(4)		
8	35	41	6	\$18,000	10	1	(9)		\$18,000
9	94	84	(10)		16	32	16	\$160,000	\$160,000
10	155	125	(30)		56	57	1	\$10,000	\$10,000
11									
12	10	5	(5)		1	4	3	\$30,000	\$30,000
13	24	25	1	\$3,000					\$3,000
14	13	11	(2)		4	2	(2)		
15	4	4							
16	9	9			2	4	2	\$20,000	\$20,000
17	1,030	933	(97)	\$45,000	204	217	13	\$350,000	\$395,000

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

Table 6
Provost's Academic Support Fund (PASF) Allocations for the Faculties

		2007-08	2008-09	2009-10	2010-11	Total
Arts & Humanities						
1	Round 1: Service Learning Course in Applied Ethics	7,000	8,000	8,000		23,000
2	Round 1: Internship in Business French		10,000			10,000
3	Round 1: Digital Production Technician	14,170				14,170
4	Round 1: Writing across the Curriculum -- Speaker & Workshop Series	7,500				7,500
5	Round 1: Graduate Student Recruitment Initiatives	10,000	10,000	10,000	10,000	40,000
6	Sub-Total Round 1	38,670	28,000	18,000	10,000	94,670
7	Round 2: Pre-University Scholarship Program (Visua Arts)		12,000	12,000	12,000	36,000
8	Round 2: Lab Course Development (Language Learning Ctr, French, MLL)		8,000	8,000	8,000	24,000
9	Round 2: Course Development: Interpersonal Communication (Writing)		5,000			5,000
10	Round 2: French Language Course Curriculum Development		27,000			27,000
11	Round 2: Course Development: Elective Course on Tolerance (Philosophy)		7,000	7,000	1,000	15,000
12	Round 2: Training of GTAs as Language Instructors (MLL)		13,500			13,500
13	Round 2: Limited-Term Faculty Appointment in Visual Arts		160,000			160,000
14	Sub-Total Round 2		232,500	27,000	21,000	280,500
15	Round 3: Understanding Curriculum as a Resource			47,740	33,494	81,234
16	Round 3: Faculty Salary Support for Women's Studies and Feminist Research			19,885	21,700	41,585
17	Round 3: Curatorial Residency at the McIntosh Gallery			25,000		25,000
18	Sub-Total Round 3			92,625	55,194	147,819
19	Total Round 1 + Round 2 + Round 3	38,670	260,500	137,625	86,194	522,989

Table 6
Provost's Academic Support Fund (PASF) Allocations for the Faculties

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

Table 6
Provost's Academic Support Fund (PASF) Allocations for the Faculties

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

Table 6
Provost's Academic Support Fund (PASF) Allocations for the Faculties

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

Table 6
Provost's Academic Support Fund (PASF) Allocations for the Faculties

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

Table 6
Provost's Academic Support Fund (PASF) Allocations for the Faculties

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

Table 6
Provost's Academic Support Fund (PASF) Allocations for the Faculties

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

Table 6
Provost's Academic Support Fund (PASF) Allocations for the Faculties

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

Table 7
Research Infrastructure Support Fund (RISF)
2009-10 Allocations

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

Table 8
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	Total	1,240,000	1,079,000	1,091,000	836,000	4,246,000

Table 9
Preliminary 2009-10 Base Budget Recommendations for the Support Units

	<a>		<c>	<d>	<e>
	2008-09 Base Budget (@ Jan 31, 2009)	Initial Budget Adjustment	UPIF	Other Base Changes	Resulting 2009-10 Base Budget
1	Reporting to the Provost				
2	Teaching Support Centre	666,726	(36,169)		630,557
3	Effective Writing Program	266,330			266,330
4	Information Technology Services	5,753,602	(250,022)	70,000	5,573,580
5	Libraries	12,142,975	(687,756)	150,000	11,605,219
6	Registrar's Office	5,923,449	(262,570)	90,000	5,750,879
7	Office of the Vice-Provost (APPF)	894,955	(53,132)		841,823
8	School of Graduate & Postdoctoral Studies	1,102,795	(59,167)		1,043,628
9	Institutional Planning and Budgeting	4,151,423	(213,617)		3,937,806
10	McIntosh Gallery - Subsidy	215,719			215,719
11	Sub-Total	31,117,974	(1,562,433)	310,000	29,865,541
12	Reporting to the Vice-President Resources & Operations				
13	Financial Services	4,149,236	(234,056)		3,915,180
14	Human Resources	5,374,682	(233,935)		5,140,747
15	Staff/Faculty Health Services	150,813			150,813
16	Physical Plant	15,885,165	(603,043)	75,000	16,107,122
17	Police	2,346,175	(83,272)	75,000	2,288,116
18	Internal Audit	342,525	(8,872)		286,853
19	Sub-Total	28,248,596	(1,163,178)	150,000	27,888,831
20	Reporting to the Vice-President Research				
21	Animal Care/Vet Services - Subsidy	600,000			600,000
22	Research Western	3,502,806	(174,112)	30,000	3,358,694
23	Sub-Total	4,102,806	(174,112)	30,000	3,958,694
24	Reporting to the Vice-President External				
25	Advancement Services	1,270,425	(57,423)		1,213,002
26	Communications and Public Affairs	2,341,807	(111,462)	40,000	2,270,345
27	Alumni Relations	1,282,226	(66,498)		1,215,728
28	Development	2,214,941	(110,210)		2,364,731
29	Sub-Total	7,109,399	(345,593)	40,000	7,063,806
30	General Administration				
31	Offices of the President/Vice-Presidents	3,210,930	(80,273)		3,130,657
32	University Secretariat	709,547	(17,739)		691,808
33	Sub-Total	3,920,477	(98,012)		3,822,465
34	Total Support Areas	74,499,252	(3,343,328)	530,000	72,599,337

1. Column -- Initial Budget Adjustment -- includes the original 3% Initial Budget Adjustment (IBA) plus the new average 2.5% reduction which is differentially applied.

Table 10
UPIF Recommendations for Support Units: 2007-08 to 2010-11

		2007-08	2008-09	2009-10	2010-11	Total
Information Technology Services						
1	Round 1: Maintain Staffing Levels	200,000	70,000	70,000	70,000	410,000
2	Round 1: Hardware/Software Maintenance Support	150,000				150,000
3	Sub-Total Round 1	350,000	70,000	70,000	70,000	560,000
4	Round 2: None					0
5	Total Round 1 + Round 2	350,000	70,000	70,000	70,000	560,000
Libraries						
6	Round 1: Maintain and Enhance Staffing	125,000	65,000			190,000
7	Round 2: Maintain/Expand Hours of Opening		150,000	150,000		300,000
8	Total Round 1 + Round 2	125,000	215,000	150,000	0	490,000
Registrar's Office and Teaching Support Centre						
9	Round 1: Maintain Staffing Levels	250,000	95,000	90,000		435,000
10	Round 1: Expansion of Career Services	85,000				85,000
11	Sub-Total Round 1	335,000	95,000	90,000	0	520,000
12	Round 2: Alternative Programming for Orientation		16,000			16,000
13	Total Round 1 + Round 2	335,000	111,000	90,000	0	536,000

Table 10
UPIF Recommendations for Support Units: 2007-08 to 2010-11

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

Table 10
UPIF Recommendations for Support Units: 2007-08 to 2010-11

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

Table 10
UPIF Recommendations for Support Units: 2007-08 to 2010-11

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

Table 10
UPIF Recommendations for Support Units: 2007-08 to 2010-11

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

Table 11
Summary of Enrolment Forecast

	Actual					Projected				
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
1 Constituent University										
2 Full-Time Undergraduates										
3 Arts & Humanities	1,641	1,545	1,449	1,358	1,312	1,292	1,271	1,259	1,245	1,241
4 Business (HBA)	467	565	566	635	706	828	975	1,060	1,135	1,175
5 Dentistry	246	240	242	247	249	248	245	245	248	248
6 Education	834	844	892	803	728	750	750	750	750	750
7 Engineering	1,442	1,336	1,226	1,138	1,098	1,095	1,095	1,092	1,086	1,085
8 Health Sciences										
9 BHSc Program	1,061	1,058	1,094	1,057	1,056	1,060	1,069	1,076	1,089	1,090
10 Kinesiology	1,150	1,144	1,120	1,148	1,159	1,102	1,071	1,034	1,007	1,004
11 Nursing	590	665	769	746	781	767	772	772	772	772
12 Therapies	22	30	29	27	39	35	35	35	35	35
13 Sub-Total	2,823	2,897	3,012	2,978	3,035	2,964	2,947	2,917	2,903	2,901
14 Law	444	471	472	472	456	470	470	470	470	470
15 Media, Information, & Technoculture	718	728	793	810	915	939	926	892	848	844
16 Medicine										
17 MD Program	526	528	536	552	569	583	590	588	588	588
18 BMedSci Program	455	851	997	758	603	640	740	740	740	740
19 Music	499	519	544	555	555	543	530	516	505	503
20 Science	3,966	3,758	3,713	3,693	3,795	3,670	3,501	3,469	3,442	3,430
21 Social Science	6,037	6,097	6,115	5,941	6,035	6,096	6,150	6,190	6,201	6,195
22 Total Full-Time Undergraduates	20,098	20,379	20,557	19,940	20,056	20,118	20,190	20,188	20,161	20,170
23 Concurrent Programs	111	81	80	68	81	80	80	80	80	80
24 Medical Residents	568	631	644	674	685	685	685	685	685	685
25 Full-Time Graduates										
26 Masters	2,307	2,299	2,295	2,547	2,606	2,744	2,828	2,865	2,925	2,980
27 Ph.D.	1,121	1,235	1,422	1,516	1,614	1,729	1,818	1,875	1,910	1,950
28 Total Full-Time Graduates	3,428	3,534	3,717	4,063	4,220	4,473	4,646	4,740	4,835	4,930
29 Total Full-Time Enrolment	24,205	24,625	24,998	24,745	25,042	25,356	25,601	25,693	25,761	25,865
30 Part-Time FTEs <1>										
31 Undergraduate	2,142	2,127	2,138	2,199	2,070	2,050	2,050	2,050	2,050	2,050
32 Education (AQs)	986	1,000	907	897	900	900	920	920	920	920
33 Masters	113	110	109	120	130	130	130	130	130	130
34 Ph.D.	18	17	12	20	29	30	30	30	30	30
35 Total Part-Time FTEs	3,259	3,254	3,166	3,236	3,129	3,110	3,130	3,130	3,130	3,130
36 Total Constituent FTEs	27,464	27,879	28,164	27,981	28,171	28,466	28,731	28,823	28,891	28,995
37 Affiliated University Colleges										
38 Full-Time Undergraduates										
39 Brescia	926	917	954	912	918	877	897	882	904	923
40 Huron	1,091	1,104	1,072	1,088	1,143	1,150	1,150	1,150	1,150	1,150
41 King's	2,874	3,069	3,167	3,088	3,118	3,095	3,080	3,070	3,065	3,060
42 Total Full-Time Undergraduates	4,891	5,090	5,193	5,088	5,179	5,122	5,127	5,102	5,119	5,133
43 Part-Time Undergraduate FTEs <1>										
44 Brescia	54	63	68	80	81	82	82	82	82	82
45 Huron	32	37	47	45	54	50	55	55	55	55
46 King's	219	242	224	260	238	245	245	245	245	245
47 Total Part-Time FTEs	305	342	339	385	373	377	382	382	382	382
48 Graduate FTEs										
49 Brescia				13	27	27	27	27	27	27
50 Huron			7	12	15	19	18	18	18	18
51 King's	13	18	16	24	33	33	32	33	32	32
52 Total Graduate FTEs	13	18	23	49	75	79	77	78	77	77
53 Total Affiliate FTEs	5,209	5,450	5,555	5,522	5,627	5,578	5,586	5,562	5,578	5,592
54 Total UWO FTEs	32,673	33,329	33,719	33,503	33,798	34,044	34,317	34,385	34,469	34,587

Table 11
Summary of Enrolment Forecast

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

<1> Part-time undergraduate enrolments for 2008-09 are estimates.

Table 12a
2009-10 Tuition Fee Proposals for Undergraduate Programs

		Canadian Students			International Students		
		Actual 2008-09 Tuition	2009-10		Actual 2008-09 Tuition	2009-10	
			Proposed Tuition	% Increase <a>		Proposed Tuition	% Increase <a>
1	First-Entry Programs 						
2	Year 1	4,724	4,937	4.5%	14,100	14,650	3.9%
3	Year 2	4,702	4,913	4.0%	14,100	14,650	3.9%
4	Year 3	4,679	4,890	4.0%	14,100	14,650	3.9%
5	Year 4	4,657	4,866	4.0%	14,100	14,650	3.9%
6	Engineering						
7	Year 1	7,495	8,095	8.0%	18,050	18,800	4.2%
8	Year 2	7,218	7,795	4.0%	18,050	18,800	4.2%
9	Year 3	6,950	7,507	4.0%	18,050	18,800	4.2%
10	Year 4	6,693	7,228	4.0%	18,050	18,800	4.2%
11	M.T.P.						
12	Year 2	5,038	5,240	4.0%	17,300	18,000	4.0%
13	Year 3	5,038	5,240	4.0%	17,300	18,000	4.0%
14	Year 4	5,038	5,240	4.0%	17,300	18,000	4.0%
15	Nursing						
16	Year 1	4,724	4,937	4.5%	18,050	18,800	4.2%
17	Year 2	4,702	4,913	4.0%	18,050	18,800	4.2%
18	Year 3	4,679	4,890	4.0%	18,050	18,800	4.2%
19	Year 4	4,657	4,866	4.0%	18,050	18,800	4.2%
20	Second-Entry Programs						
21	Business (HBA)						
22	Year 1	19,675	20,265	3.0%	25,570	26,335	3.0%
23	Year 2	19,100	19,675	0.0%	24,825	25,570	0.0%
24	C.S.D.	6,173	6,451	4.5%	17,750	17,750	0.0%
25	Dentistry						
26	Year 1	21,541	23,264	8.0%	41,000	42,650	4.0%
27	Year 2	20,743	22,403	4.0%	41,000	42,650	4.0%
28	Year 3	19,975	21,573	4.0%	41,000	42,650	4.0%
29	Year 4	19,235	20,774	4.0%	41,000	42,650	4.0%
30	Education In-Service (AQs)	4,630	4,630	0.0%	18,050	18,800	4.2%
31	Education Pre-Service	5,677	5,932	4.5%	18,050	18,800	4.2%
32	Law						
33	Year 1	12,282	13,265	8.0%	18,050	18,800	4.2%
34	Year 2	11,827	12,773	4.0%	18,050	18,800	4.2%
35	Year 3	11,389	12,300	4.0%	18,050	18,800	4.2%
36	Medicine (M.D.)						
37	Year 1	16,385	17,040	4.0%	n.a.	n.a.	n.a.
38	Year 2	16,385	17,040	4.0%	n.a.	n.a.	n.a.
39	Year 3	16,385	17,040	4.0%	n.a.	n.a.	n.a.
40	Year 4	16,385	17,040	4.0%	n.a.	n.a.	n.a.

<a The % increase figures are 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 12b
2009-10 Tuition Fee Proposals for Graduate Programs

		Canadian Students			International Students		
		Actual 2008-09 Tuition	2009-10		Actual 2008-09 Tuition	2009-10	
			Proposed Tuition	% Increase		Proposed Tuition	% Increase
1	Master's Category 1						
2	Arts & Humanities	5,567	5,790	4.0%	12,400	12,900	4.0%
3	C.S.D. (M.Sc.)	6,540	6,540	0.0%	17,500	18,200	4.0%
4	Engineering (M.E.Sc.)	5,567	5,790	4.0%	12,400	12,900	4.0%
5	Health & Rehabilitation Sciences	5,567	5,790	4.0%	12,400	12,900	4.0%
6	Interdisciplinary Programs <a>	5,567	5,790	4.0%	12,400	12,900	4.0%
7	Kinesiology	5,567	5,790	4.0%	12,400	12,900	4.0%
8	Law	8,196	8,524	4.0%	18,300	19,050	4.1%
9	Media Studies	5,567	5,790	4.0%	12,400	12,900	4.0%
10	Medicine (Basic Health Sciences)	5,567	5,790	4.0%	12,400	12,900	4.0%
11	Music	5,567	5,790	4.0%	12,400	12,900	4.0%
12	Nursing	6,684	6,951	4.0%	17,500	18,200	4.0%
13	O.T./P.T. (M.Sc.)	5,700	5,700	0.0%	12,400	12,900	4.0%
14	Science	5,567	5,790	4.0%	12,400	12,900	4.0%
15	Social Science	5,567	5,790	4.0%	12,400	12,900	4.0%
16	Master's Category 2						
17	Business (MBA)	62,000	64,000	3.2%	72,000	74,000	2.8%
18	C.S.D./O.T./P.T. (M.Cl.Sc.)	7,425	7,722	4.0%	17,500	18,200	4.0%
19	Dentistry (Orthodontics)	18,685	19,432	4.0%	41,000	42,600	3.9%
20	Education	7,425	7,722	4.0%	17,500	18,200	4.0%
21	Engineering (M.Eng.)	7,425	7,722	4.0%	17,500	18,200	4.0%
22	Environment & Sustainability	7,425	8,019	8.0%	17,500	18,200	4.0%
23	Journalism	7,425	7,722	4.0%	17,500	18,200	4.0%
24	Library & Information Science	7,425	7,722	4.0%	17,500	18,200	4.0%
25	Medicine (Family Medicine)	9,779	10,170	4.0%	17,500	18,200	4.0%
26	Ph.D.						
27	All Programs	5,567	5,790	4.0%	12,400	12,900	4.0%

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