

THINKING FORWARD... TAKING ACTION

2010/11 OPERATING BUDGET

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I. 2010/11 OPERATING BUDGET OVERVIEW

The University of Windsor, like other universities across Ontario, has been addressing a structural financial challenge for some time as operating revenues continue to not keep pace with the increases in operating expenditures and an operating shortfall has resulted.

The structural challenge the University faces was first addressed in the 2006/07 Operating Budget document. The provision of post-secondary education within the province occurs within a framework principally determined by the provincial government in its regulation of tuition fee levels and also through its allocation of grant funding. Approximately 98% of postsecondary institutions' operating revenue base is derived from student academic fees and government grants; both of these revenue sources are regulated and dependant on enrolment. While recognizing the imperative of managing the revenue and expenditure challenges, the need to continue to move the institution towards the achievement of its long term goals was, and continues to be, the foundation of the budget strategy development.

The University had been on course to deliver a balanced budget for fiscal 2009/10; however, events which occurred during 2008/09 required a change in the University's fiscal strategy. The net effect of the impact of the collective agreement settlements, the global credit crisis, and the ongoing structural challenges, were such that in November 2008, Administration presented a revised multi-year fiscal strategy to the Board which was subsequently approved. With the multi-year realignment process, the University has been sought an approach which promotes realignment through a carefully managed process and, as far as possible, avoids the impact of sudden and negative change. In effect, the continuing goal has been to reposition the University through a "soft landing" approach that retains the essential integrity of the institution while realigning costs and revenues.

In 2007, the Board approved a 2 year realignment strategy and the 2008/09 operating budget represented year 1 of that strategy. In the 2008/09 budget the University was successful in realizing revenue enhancement and cost containment strategies that represented a base budget realignment of approximately \$10.25m, or 5% of the 2007/08 operating budget. Even while implementing a base realignment, an operating shortfall of \$4.39m was left to resolve in 2009/10.

In November 2008, as referenced above, the Board approved a revised 3 year fiscal strategy summarized as follows:

1. A three year realignment strategy, beginning in 2009/10 and ending with the 2011/12 Operating Budget, that would see a balanced base budget;
2. Realignment targets would be established annually for each of the three years;
3. Budget managers would develop their respective realignment proposals, in consultation with their respective Vice-President;

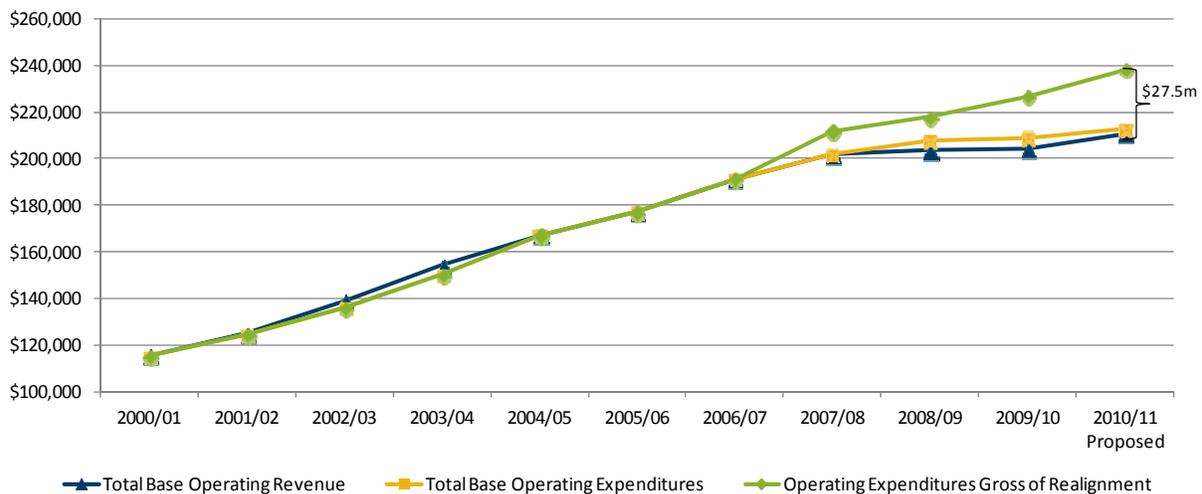
I. 2010/11 OPERATING BUDGET OVERVIEW (CONT'D)

4. The University would continue to focus on the long term viability of the institution;
5. Strategic allocation of resources to support the mission of the institution would be continued;
6. Base resources to support the new strategic plan under development would be established; and
7. The campus would continue to be engaged throughout the process.

In 2009/10, the University implemented the revised multi-year realignment process which was based on the overarching guiding principle of minimizing sudden impacts and preserving quality delivery. The following summarizes the University's progress towards achieving a balanced budget.

The *approved 2009/10 Operating Budget* then became the first year of the new 3 year strategy. The University realigned a further 4% of its base budget representing a further realignment of \$8.0m. An operating shortfall of \$4.8m was left to resolve in 2010/11.

The following graph illustrates the history of the University's base revenue and expenditures:



The graph emphasizes the structural challenge when comparing the total base operating revenue and the base operating expenditures gross of realignment. If the University had not commenced its multi-year fiscal realignment strategy, the gap between revenue and expenditures would be \$27.5m. This amount would represent a cumulative deficit for the University and would significantly impact the fiscal viability of the institution.

The staged realignment strategy has allowed the institution to meet its fiscal responsibility over a longer period of time so not to impact operations in a negative and uncontrolled manner.

I. 2010/11 OPERATING BUDGET OVERVIEW (CONT'D)

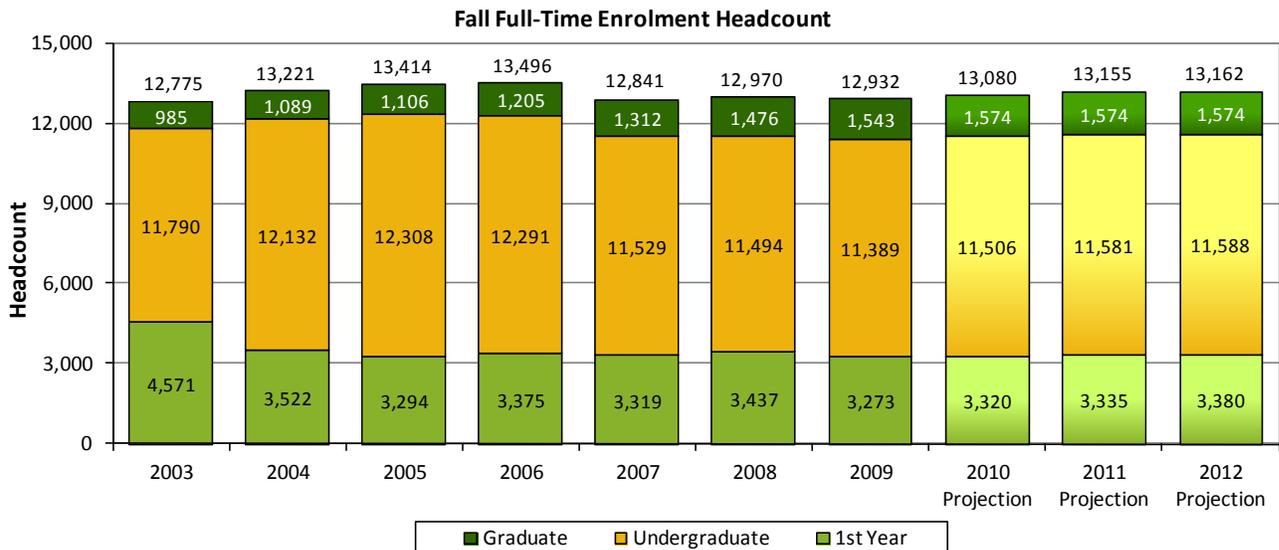
For the 2010/11 budget development process, the past practice of across-the-board realignment was not considered a viable option. To ensure that the academic programs be preserved as much as possible in 2010/11, the Faculty budgets will bear a lesser realignment target than other areas of the institution. The overall blended realignment of 3.8% for 2010/11 was achieved with a 3.25% realignment target for all Faculty budgets and a 5% realignment target for all other areas of the institution. All areas of the institution contributed towards the realignment amount of \$7.8m.

With the assumptions in the 2010/11 Operating Budget established, all budget managers were informed of their realignment target in July 2009 and the process began. There were numerous communications, presentations, and dialogues held with members of the campus community. A website detailing the principles, process, deadlines, tools available, etc. was maintained and served as the central source for all budget information. Meetings were held with respective governing Faculty councils of each Faculty and other Administrative leaders across campus where the President and Provost attended the meetings. These meetings allowed the President to discuss issues that faculty members are facing, listen to suggestions, and recognize challenges in academic and administrative service delivery during this period of realignment.

In August 2009, the President restructured the budget responsibilities of the campus. The oversight of budgets, including realignment proposals, within each area of the University now rests with the respective Vice-President who has responsibility for that area. The Budget Committee was phased out. As budget managers developed their realignment proposals, they were reviewed by the respective Vice-President who would be best positioned to assess the impact of the realignments. The Vice Presidents collectively oversaw the development of the 2010/11 budget process. The *proposed 2010/11 Operating Budget* is now the second of the 3 year strategy. After realignment of \$7.8 million, the projected operating base shortfall remaining to be addressed in 2011/12 is \$1.9m. This budget proposal includes the funding of this base shortfall in 2010/11 consistent with prior prudent fiscal management. The details of the 2010/11 Operating Budget for the University of Windsor are as follows.

II. ENROLMENT PROJECTIONS

The following graph provides a summary of Fall full-time enrolment headcount, including both a seven-year history and projected enrolments for Fall 2010 and the following two years:



As illustrated, the total full-time headcount for undergraduate and graduate is projected to increase in Fall 2010 to 13,080 from 12,932, representing an increase of 148, with undergraduate enrolment increasing by 117 and graduate enrolment by 31 over Fall 2009. The ratio of undergraduate to graduate enrolment is expected to remain relatively flat - from 88.1%:11.9% to 88.0%:12.0%.

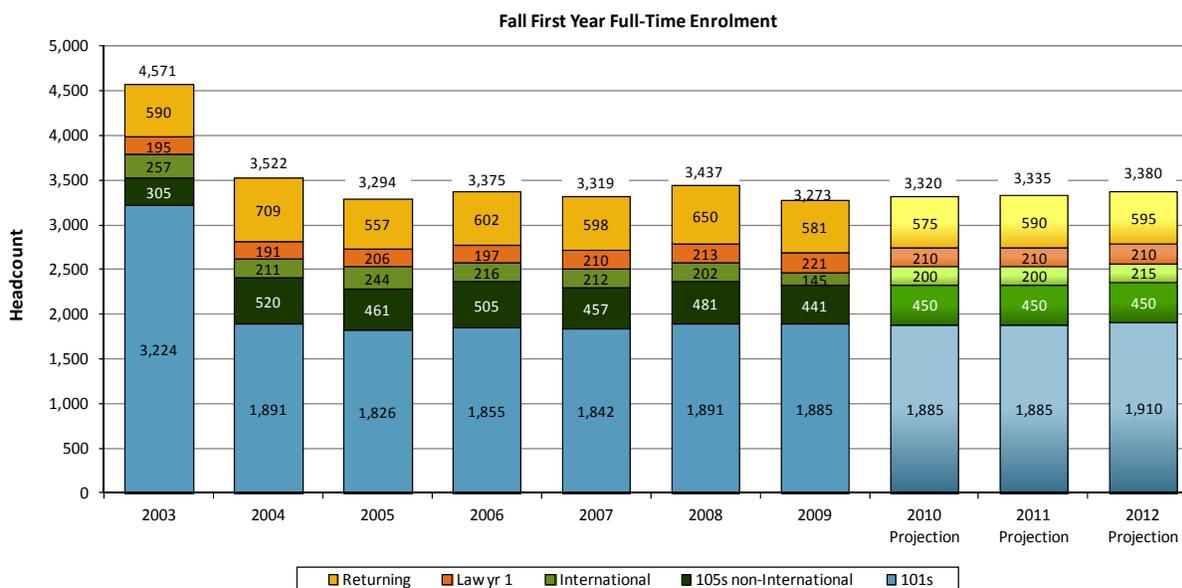
1. UNDERGRADUATE ENROLMENT

As noted on the above graph, full-time undergraduate enrolment is projected to stabilize in the range of 11,500 to 11,600 headcount. Key to sustaining enrolments is the first year intake and retention rates, especially those from first to second year.

The actual undergraduate enrolment in Fall 2009 of 11,389 exceeded the target of 11,223, by 166 students or 1.5%. The first year class fell short of the budgeted level by 102 students (budget-3,375; actual-3,273) primarily due to first year international students being short of the projected enrolment by 75 students. As noted below, the competitiveness of the international student market is increasing significantly. Enrolment in upper years exceeded the projection which resulted in positive variances to offset the loss in first year.

1. UNDERGRADUATE ENROLMENT (CONT'D)

Effective enrolment management is largely dependent on the ability to recruit first year students, the key predictor of subsequent upper year enrolments. The following graph illustrates a seven year history and projection for Fall 2010 to Fall 2012 for the various components of the first year enrolment:



The above graph details the composition of the University's first year student body. As noted earlier, the 101's are students entering directly from secondary school. The significant increase in 2003 represents the year of the double cohort. Following the double cohort period, the level of 101's has been relatively stable. The projected 101 enrolment for Fall 2010 is 1,885, which represents the Fall 2009 enrolment. At this time, there is no indication that there will be a significant variation from the past.

First year full-time enrolments for Fall 2010 are projected at 3,320. Competition for first year students entering directly from the secondary school system (namely 101's), who represent approximately 56% of first year students, is growing. Institutions in the Greater Toronto Area (GTA) continue to implement measures to increase their enrolments to support the infrastructure built during the double cohort period and to fund their structural deficits. Supported by government policy and a desire to limit costs, there is also a growing tendency for students to attend school closer to home in order to minimize costs. This has been true of the University, with approximately three quarters of incoming students being from the Windsor-Essex region. These factors contribute to the challenge that the University faces in this market. Directed recruitment efforts are being implemented to seek to increase the intake from the GTA, and research is being undertaken to better understand the factors underlying the decisions of GTA students whether or not to come to Windsor.

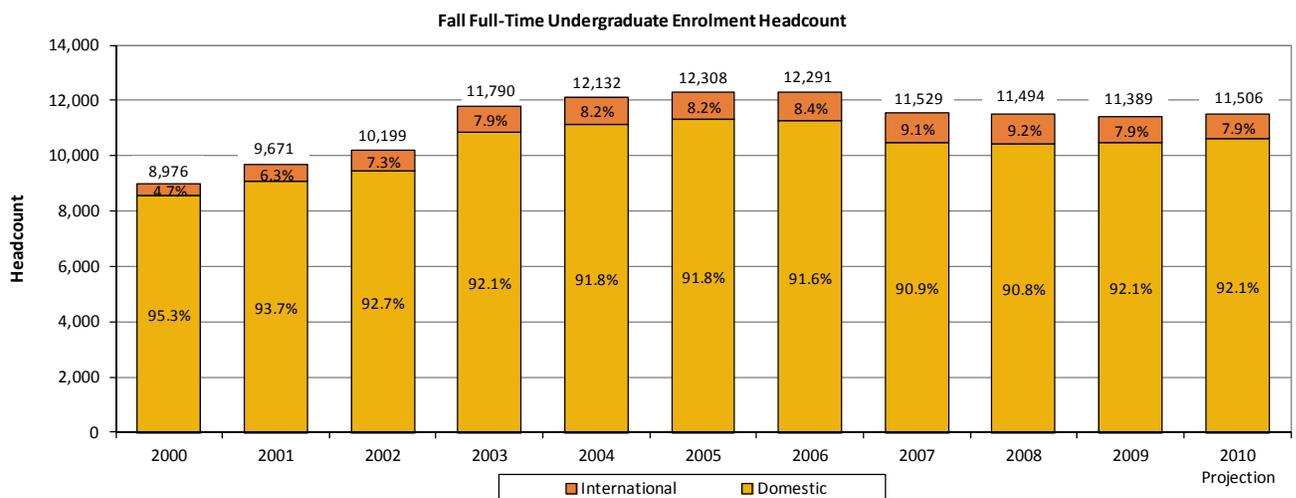
1. UNDERGRADUATE ENROLMENT (CONT'D)

Significant recruitment efforts are ongoing to achieve the budgeted enrolment. Many initiatives have been introduced to meet the target enrolment for Fall 2010 and future years. Concentrated recruitment and retention efforts are being implemented by areas across the campus to maximize the likelihood that the enrolment targets for first year will be met. Events are being planned in the individual Faculties and for the University as a whole to support the recruitment efforts.

The past year's international student recruitment effort was substantially affected by the global economic downturn, with further setbacks associated with the spread of H1N1 and associated fears over travel and study abroad. Factors such as a rebalancing of global currency exchanges and sponsors' lost savings in equity markets will join the array of critical factors associated with institutions' international enrolment planning. Ongoing initiatives in Egypt, China, Vietnam, India, and Dubai, among others, are expected to bolster international enrolment in 2010/11 and beyond. All of these factors continue to impact the University's international enrolment. As will be noted in the Student Academic Fee section of this report (page 16), the University has taken a strategic direction in the establishment of international tuition fees for 2009/10 which should assist in achieving the projected international enrolment for Fall 2010.

Significant efforts will need to continue in order for the University to sustain and grow the current international enrolment. As part of the Ontario Budget (page 12), one of the government's signature initiatives is the goal of increasing international enrolment by 50%. Many institutions across the province have established such goals, again increasing the competition the University faces when recruiting international students.

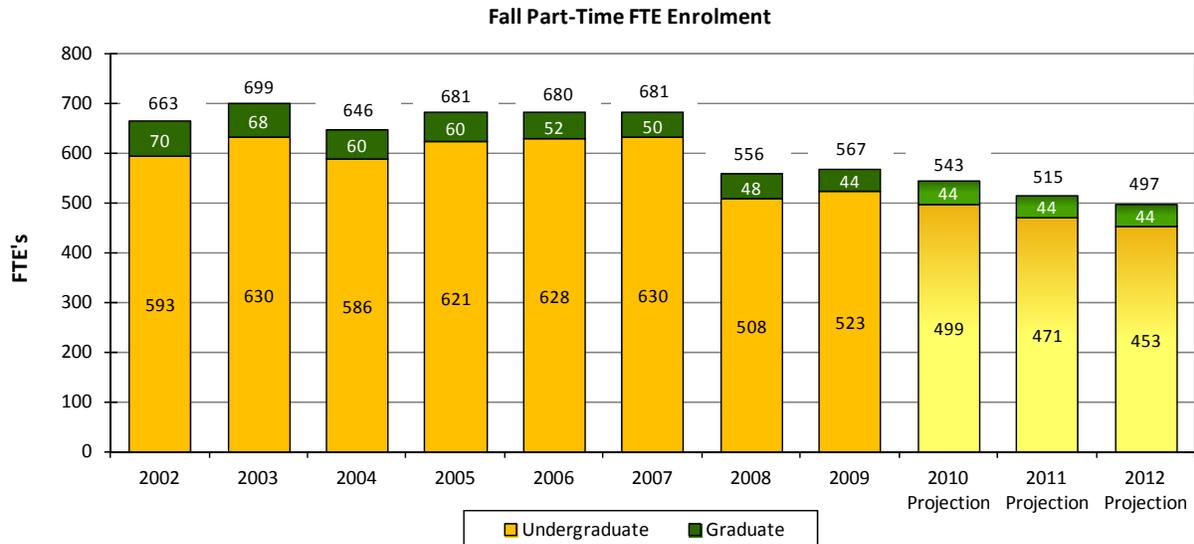
The following graph illustrates the historical distribution between domestic and international undergraduate student enrolment.



1. UNDERGRADUATE ENROLMENT (CONT'D)

As evidenced in the graph, the percentage of international students to domestic students declined in Fall 2009 after many years of growth due to the factors noted above.

Part-time undergraduate FTE enrolment is expected to decrease by 24.1 FTE's for Fall 2010 from Fall 2009. Graduate part-time enrolment is expected to remain flat. Part-time enrolment headcounts for 2010/11 are 2,375 for undergraduate students and 148 for graduate students.



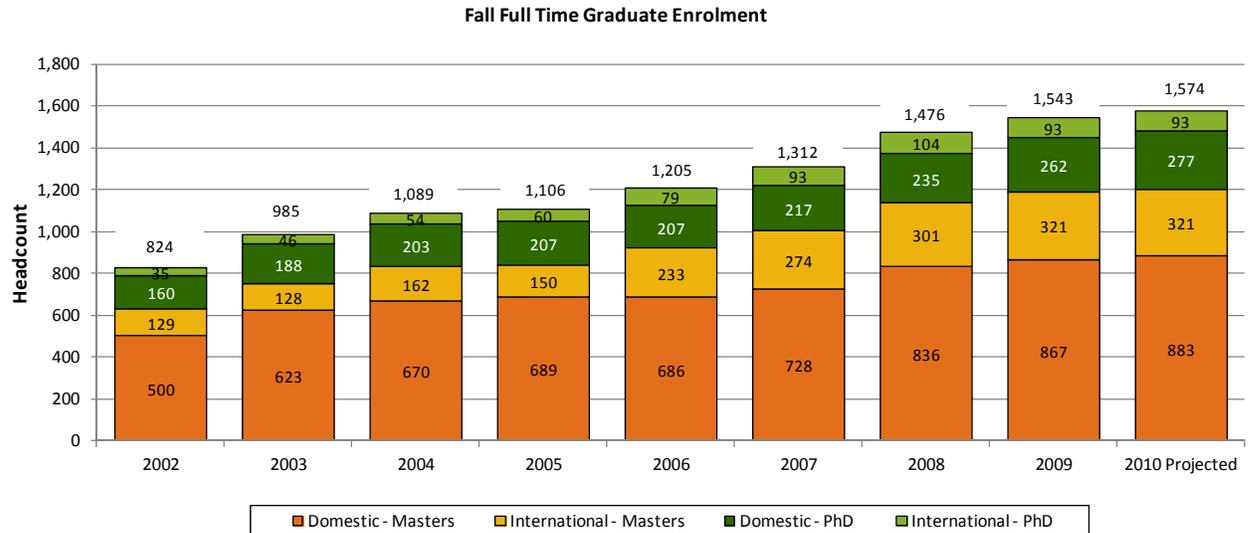
2. GRADUATE ENROLMENT

The Ministry committed to funding 15,298 new eligible graduate spaces over 2004 enrolment. The University was allocated an additional 191 spaces for Masters' students and 29 PhD students. With the anticipated growth in 2010/11 of an additional 16.4 Masters' and 15.0 PhD students, the University will reach its Masters target, and will exceed the PhD allocation by 30 students. Once an institution reaches their domestic graduate targets, excess students are not funded. The University has expressed concern with the Ministry that the allocation of additional PhD spaces does not recognize the recent success of growth in doctoral students. The Graduate Expansion Grant included in the 2010/11 budget is \$2.721m, an increase of \$334,000 over 2009/10.

In addition to operating support, the Ministry announced a Graduate Capital Expansion program. Included in this capital program is the opportunity to obtain capital support for expansion of eligible graduate enrolment. No capital funding has been included in this budget. A portion of this capital grant has been included in the Deferred Maintenance Strategy as approved by the Board in November 2009.

2. GRADUATE ENROLMENT (CONT'D)

The University has achieved significant growth of graduate students as evidenced in the following graph detailing the 4 main categories of graduate students:



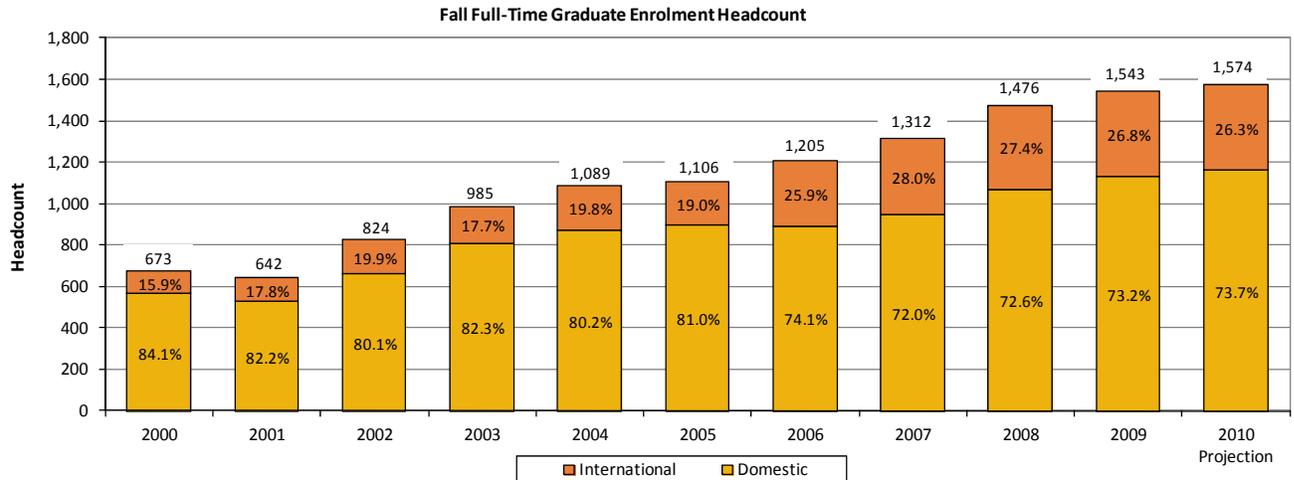
Full-time fall 2010 graduate enrolment targets were developed in concert with the Deans and are projected at 1,574 (Masters–1,204; PhD-370), an increase of 31, or 2% over actual Fall 2009. Actual enrolment for Fall 2009 met the projected enrolment of 1,543.

The success in growing both domestic and international graduate students in the recent years was supported by an internal program which offered Faculties financial rewards for the increase in domestic graduate students in their Faculties (Graduate Growth Incentive Program, GGIP). This internal program has now reached the end of its program life. The Dean of Graduate Studies will be completing a comprehensive review of graduate enrolment on campus including the GGIP, graduate student financial aid, and graduate enrolment targets. As this review may impact how the University moves forward with graduate growth, projected enrolment for graduate students has not been estimated for Fall 2011 and Fall 2012. The enrolment projected above is for illustrative purposes only and as the University works through the comprehensive review of graduate enrolment, a projection of graduate enrolment going forward will be developed.

International full time graduate enrolment has increased by 250 students, or 152% over Fall 2002 and represents 26.8% of graduate enrolment, with enrolment in the Faculties of Engineering and Science accounting for 75% of international graduate enrolment.

2. GRADUATE ENROLMENT (CONT'D)

The following graph illustrates the historical distribution between graduate domestic and international graduate student enrolment:



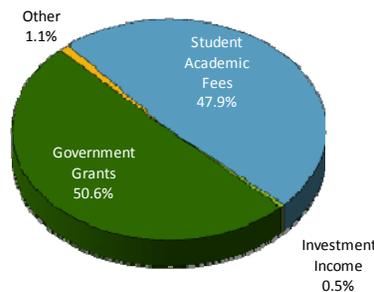
Part-time graduate enrolment for Fall 2010 is projected to be consistent with Fall 2009 enrolment of 148 students.

The University enrolment drives revenue and therefore is the major input which, together with expenditures levels, determines how the University operates. Thus, the need for an agreed and well-communicated Strategic Enrolment Plan will be a condition of future realignments. All enrolment opportunities need to continue to be explored and developed, *i.e.*, international opportunities, development of academic programs that will meet the needs of changing markets, greater collaboration with colleges, both locally and across the province.

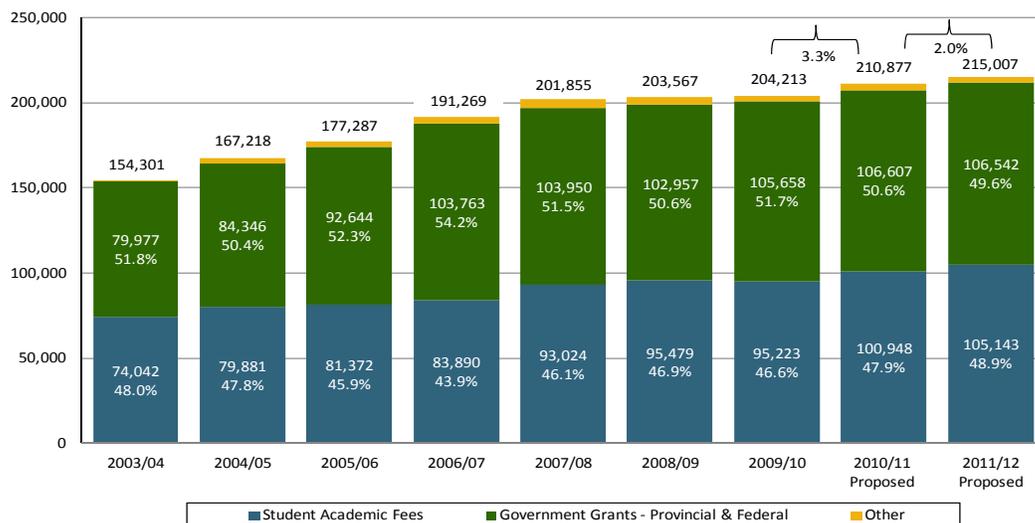
III. 2010/11 OPERATING REVENUES

Total budgeted revenue for the 2010/11 fiscal year totals \$210.9m, an increase of \$6.7m or 3.3% over 2009/10. The operating revenues of the University include Student Academic Fees, Government Grants (provincial and federal), Investment Income, and Other Income. An historical analysis of the University’s budgeted operating revenue appears in **Appendix B**.

The following charts illustrate the main sources of operating revenue for 2010/11 as a percentage of total operating revenue:



The most critical issue reflected in these statistics is that the total overall operating revenue of the University for 2010/11 is budgeted to rise by only 3.3% over 2009/10. As noted earlier, the structural challenges produced by operating revenue not keeping pace with operating expenditures are again confirmed: a 3.3% increase in revenue against cost increases (before realignment) in the 5.5% range, resulting in a budget realignment of \$7.8m. For 2011/12, the final year of the University’s current fiscal strategy, operating revenue is expected to increase by only 2%. As noted in the Ontario Budget (page 12), all additional government grant monies are expected to fund growth of undergraduate students and not address the inflationary increase in costs leaving institutions to fund such increases.



III. 2010/11 OPERATING REVENUES (CONT'D)

The need for government grants to provide increasing and sustainable support for operations and which recognize the need to address ongoing cost increases is now at a critical level. While the Ministry has confirmed an overall funding formula review for the sector, the University continues to lobby the Provincial government for additional mission critical grants to address our specific regional situation immediately.

1. GOVERNMENT GRANTS

OPEN ONTARIO PLAN FOR EDUCATION

In the speech from the throne on March 8, 2010, the Ontario government announced *The Open Ontario Plan* to strengthen the economy and create more jobs. Key to the implementation of the Plan was the delivery of the Provincial Spring budget, *Open Ontario, Ontario's plan for jobs and growth*.

Education was the government's highest priority as *Open Ontario* plans to build a stronger economy by expanding opportunities in schools, colleges, universities and trades. *Open Ontario* commits the following to postsecondary education:

\$310m provided in new funding for the addition of 20,000 new spaces to colleges and universities in 2010/11. The universities' share of this funding is \$248m which is expected to fund 11,000 spaces (first year of 3,100, flow through of prior years' growth of 8,200). The Ministry is collaborating with institutions to determine how best to allocate this funding. At this time, no allocation of this funding has been included in the University's 2010/11 Budget.

Signature initiatives include aggressively promoting Ontario postsecondary schools internationally to encourage the world's best students to study here; improving students' ability to navigate Ontario's postsecondary system by providing additional resources to support the implementation of a credit transfer system; and creating the new Ontario Online Institute, which will bring the best professors from Ontario's postsecondary institutions into the homes of those who want to pursue higher learning. The Ministry did not announce the funding levels of these initiatives and continue to work to develop a framework for the allocation of these monies.

Reductions or plans to maintain the current status quo in *Open Ontario* included maintaining the current Ontario Trust for Student Support program (OTSS) at the 2009/10 levels (\$42m); a reduction in the Facilities Renewal Program (FRP) from \$40m to \$26m; and a reduction in the Education Expansion envelope of \$7.5m over two years representing the reduction of 1,000 additional spots funded. The OTSS and the FRP reductions do not impact the Operating Budget of the University. Windsor does participate in the Education Expansion envelope and the

1. GOVERNMENT GRANTS (CONT'D)

Ministry plans to implement this reduction over two years commencing 2011/12. The Ministry will be working with individual institutions to assess the impact of this reduction. The 2010/11 Budget has not incorporated any potential reduction in grant at this time.

Open Ontario did not include any further support for capital expansion on campuses. The Ministry did announce the development of a ten-year infrastructure plan in 2011 that will include universities. The expectation is that institutions will be requested to submit capital plans during the current fiscal year.

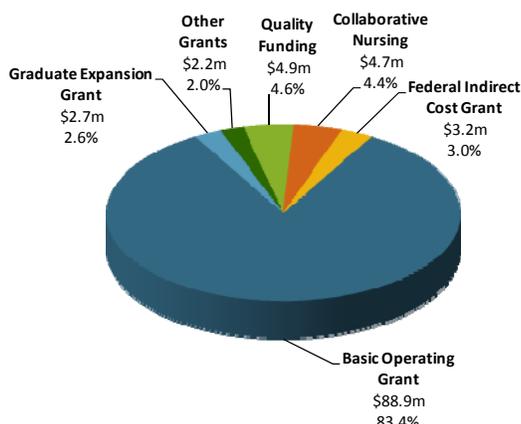
Open Ontario did establish the tuition fee framework for the next two years as outlined in Section III (2) of this report. Included in the tuition fee announcement was the need for institutions to allocate 10% of revenue generated by tuition fee increases to increase student financial aid on campus. The University has increased student support by \$450,000 to meet this requirement (page 18).

Open Ontario did provide substantial new funding for the post-secondary sector. The University will need to position itself to take advantage of the changes proposed and plan enrolment growth accordingly.

2010/11 PROVINCIAL GRANTS

Total Provincial government grants are projected at \$103.4m, an increase of \$999,000 or 1.0% over 2009/10. Provincial government grants represent 97% of government grants received in support of the operating budget. The University receives \$3.2m from the Federal government in the form of the Federal Indirect Costs of Research program.

The following chart details the main categories of government grant received. The Basic Operating Grant now represents 83.4% of the University's total grant. This grant has been increased in the past for only growth of enrolment and quality funding as announced as part of the Ministry's Reaching Higher Plan.



1. GOVERNMENT GRANTS (CONT'D)

BASIC OPERATING GRANTS

The majority of operating funds from the Provincial Government are provided through the Basic Operating Grant which is dependent upon the University meeting its enrolment commitments within its established funding “corridor”.

During 2009/10, the Ministry announced that the “Per Student” portion of the Quality Improvement Fund would now form part of the Basic Operating Grant. This amount was \$1.013m and the 2009/10 Budget has been restated to reflect this change (**Appendix C**).

The net increase in the Basic Operating Grant for 2010/11 is only \$3,000, further highlighting the challenge of balancing base budgets without incremental government funding for inflationary operating pressures.

ACCESSIBILITY FUND (UNDERGRADUATE)

There continues to be additional envelope funding allocated by the Ministry in support of undergraduate growth. Unfortunately, due to the current undergraduate enrolment levels, the University has not been able to take advantage of this funding. Since the announcement of the Ontario Budget 2010, consideration is being given to change the base year for which growth is calculated. All prior accessibility funding has been based on 2004/05 enrolment; current consideration is being given to change this base year to 2009/10. The Ministry continues to work with individual institutions to assess the impact of such a change.

ACCESSIBILITY FUND (GRADUATE)

As noted on page 8, the Ministry committed to funding 15,298 new eligible graduate spaces over 2004 enrolment, of which Windsor was allocated 191 spaces for Masters’ students and 29 PhD students. With the anticipated growth of 16.4 Masters’ and 15.0 PhD students over 2009/10 enrolments, the University will attain its Masters target, and exceed the PhD allocation. The Graduate Expansions Grant included in the 2010/11 budget is \$2.721m, an increase of \$334,000 over 2009/10.

QUALITY IMPROVEMENT FUND

In 2005/06, the Ministry announced that it would flow \$211m to Ontario postsecondary education through a new Quality Improvement Fund. The government provided funding under the following categories:

- Per Student funding: The government committed to eliminate the differences in per-student funding over a three year period. In 2007/08 the University was fully paid and no further funds are allocated for this purpose. This envelope has now been included in the Basic Operating Grant.

1. GOVERNMENT GRANTS (CONT'D)

- **General Quality:** This envelope is allocated based on system shares. The University's portion of this funding is expected to increase by \$55,000 in 2010/11 to a total of \$4.872m.

NURSING FUNDING

The special Nursing envelope, based on enrolment, funds the Collaborative Nursing programs with St. Clair College and Lambton College. The budget includes a total grant of \$4.7m for this envelope, an increase of \$660,000 over 2009/10.

PERFORMANCE FUND

The Performance Fund is distributed according to institutional performance on three indicators: graduation rate, placement rate six months after graduation, and placement rate two years after graduation. A benchmark is set at 10% below the system average and institutions at or above the benchmark will be allocated funding in proportion to their actual performance relative to the benchmark and their size. The budget includes a total grant of \$520,000 for this envelope, an increase of \$6,000 over 2009/10.

OTHER PROVINCIAL GRANTS

Other grants totalling \$1.745m include funding for Research Overhead (\$320,000), Access for the Disabled (\$380,000), Aboriginal Funding (\$75,000), and Municipal Tax Grant (\$970,000).

ONE TIME MONIES RECEIVED IN 2009/10

In the Ontario Budget 2010, the Ministry allocated \$105m to the university system in support of undergraduate growth and sustainability. Although the University did not receive any growth funding, our share of sustainability funding was \$2.054m. This funding has been reported in 2009/10 and was allocated to the *Positioning Fund* that will be used to fund the projected 2010/11 Operating Shortfall on a one-time basis.

2010/11 FEDERAL GOVERNMENT GRANTS

FEDERAL INDIRECT COSTS PROGRAM

The Federal government announced continuing base grants supporting research at Canadian universities. The purpose of this support is to permit Canadian universities to redirect regular operating funds previously used to support research to other priority areas within the guidelines provided. The formula applied for the allocation of grant monies under this program is based on the three-year average funding each institution has received from any of the three federal granting agencies in the years 2007/08, 2008/09 and 2009/10.

The Indirect Costs Program grants budget will be \$321.63m million in fiscal year 2010/11. Windsor's share of this funding for 2010/11 has been confirmed at \$3.167m, a decrease of \$49,480 over 2009/10.

2. STUDENT ACADEMIC FEES

Student academic fees are projected at \$100.9m, an increase of \$5.7m or 6.0% over 2009/10.

This net increase in student academic fees is a result of the combined impact of enrolment projections (Section IV) and tuition fee increases. Proposed 2010/11 tuition fees were approved at the April 27th Board of Governors' meeting and are scheduled to be implemented May 1, 2010. Details of all 2010/11 tuition fees can be found on the University website.

As part of Reaching Higher (2006-2010), the Ministry had announced a 5 year tuition fee framework which regulated domestic tuition. The 2009/10 fiscal year saw the end of the previous framework and the institution and students waited until March 2010 for the announcement of the new tuition fee framework.

Days following the Provincial Budget, the Ministry announced the tuition framework that will govern the increase in domestic tuition fees for 2010/11 & 2011/12. The existing framework was extended in its current form and can be summarized as follows:

- 4.5% for most 1st year undergraduate domestic programs
- 8% for 1st year domestic graduate and selected professional undergraduate programs (Engineering, Business, Law & Computer Science)
- 4% for 2nd, 3rd, and 4th year domestic students (continuing) in all programs
- No more than 5% overall increase per year (Domestic Undergraduate and Graduate)
- International tuition remains unregulated

At the Board meeting on April 27th, 2010, the Board of Governors approved the maximum domestic increases allowed by the Ministry for domestic undergraduate students and continuing graduate students. Domestic 1st year graduate tuition will be increased by 4.5% with 4% increase for continuing students.

International tuition fees are not regulated by the Ministry as the University does not receive government grant for such students. A comprehensive review was held with President, VP International, Acting Provost, Vice Provost Students, and the University's international recruiters to establish the proposed international tuition fees. A comprehensive review was conducted for 2010/11 due to the competitive nature of the market. The review included the competitiveness of international markets, enrolment targets in light of the 2009/10 experience, the University's relative position with fees across the province, financial aid offered to international students and academic program specific issues. Varying increases were proposed for 1st year undergraduate tuition, and a 4% increase for continuing students.

International graduate fees were also reviewed extensively and a 2.2% increase for first year students is proposed with a 4% increase for continuing students. For the MBA program, a program fee has been established at \$25,000 due to the opportunities that exist for recruitment of this program abroad.

3. INVESTMENT AND OTHER INCOME

Investment and Other income is projected at \$3.3m, no change from 2009/10.

The base budget for Investment Income is \$1.0m. While every effort is being made to exceed this target, the base budget is reflective of a more prudent approach due to the volatility experienced during 2008/09. Working Capital funds are currently invested in pooled Bond Funds, the University's bank account, a term deposit, and a small portion is invested in a Canadian index fund. Any investment income earned in excess of budget will be used to fund 2010/11 one-time expenditures.

The base budget for Other Income is \$2.3m and includes revenue from a number of sources, including but not limited to, application fees, levies, and funds taken in from reserves. There is no change to this budget from 2009/10.

IV. 2010/11 OPERATING EXPENDITURES

Total budgeted base expenditures for the 2010/11 fiscal year are \$212.8m, resulting in a net increase of \$3.8m or 1.8% over 2009/10 as detailed in Appendix D, E and F.

The following chart summarizes the changes made to base operating expenditures subsequent to the approval of the 2009/10 operating budget (\$000s):

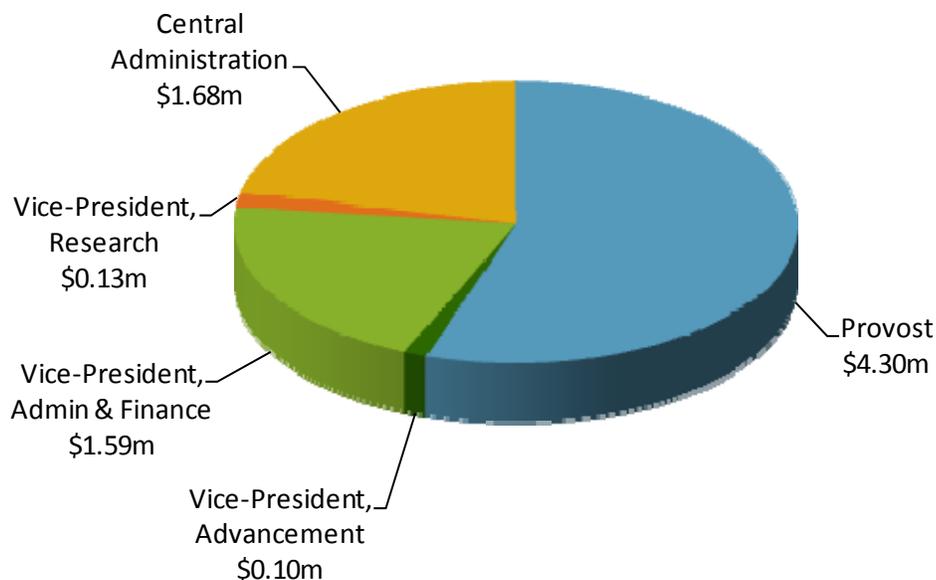
Base budget expenditures for 2009/10	\$	208,993
<i>Increase in Base Expenditures prior to realignment:</i>		
Increase in base due to contractual and other required funding	\$	11,105
	\$	<u>220,098</u>
<i>Realignment proposals for 2009/10</i>		
Revenue generation proposals	\$	(643)
Cost containment proposals	\$	(7,158)
	\$	<u>(7,801)</u>
Strategic Priority Fund increase	\$	480
Base budget expenditures for 2010/11	\$	<u>212,777</u>

IV. 2010/11 OPERATING EXPENDITURES (CONT'D)

Prior to any base budget realignment for the 2010/11 operating budget, base adjustments were required to reflect the increase in costs due to faculty and staff contractual increases and other known non-salary cost increases. The net adjustment to the base budget totalled \$11.1m, summarized under the following categories:

✓ Increase in academic salaries and benefits	\$ 5.5m
✓ Increase in staff salaries and benefits	\$ 2.2m
✓ Increase in the Graduate Growth Incentive Plan (page 9)	\$ 0.9m
✓ Increase in Student Financial Aid	\$ 0.5m
✓ Increase in Legal Fees, IT Licensing & Contracts	\$ 0.5m
✓ Increase in Revenue Generating Program expenses	\$ 1.5m

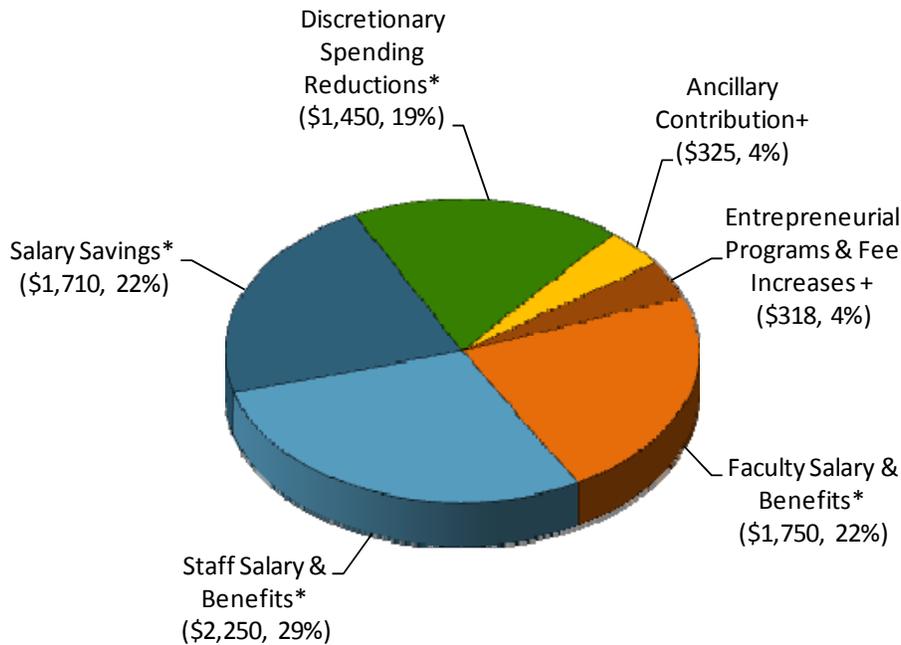
Early in 2009/10, the University established an overall realignment target for 2010/11 of 3.81% of the 2009/10 operating budget. In recognition that the academic mission of the institution needed to be maintained, Faculty budgets were allocated a realignment target of 3.25% and non-Faculty areas were allocated a realignment target of 5%. The realignment process promoted individual budget managers to develop strategies that were tailored to the conditions, operations and goals of their respective areas. Each respective Vice-President had the ability to allocate differential realignment targets within their respective areas of responsibility. The following pie chart illustrates the breakdown of the proposed 2010/11 base realignments totalling \$7.8m by type:



IV. 2010/11 OPERATING EXPENDITURES (CONT'D)

Total operating base budget realignment of \$7.8m has been achieved through the following realignment proposals:

1. Revenue Generation Proposals- \$ 0.6m
2. Cost Containment Proposals- \$ 7.2m



Note: *Cost Containment Strategy +Revenue Generation Proposal

1. REVENUE GENERATION PROPOSALS - \$0.6M

Realignment proposals in support of revenue generation and/or revenue enhancement total \$643,000 as follows:

- | | |
|---|------------|
| 1. Contribution from Ancillary areas | \$ 325,000 |
| 2. Entrepreneurial Programs and Fee Increases | \$ 318,000 |

1. REVENUE GENERATION PROPOSALS - \$0.6M (CONT'D)

1. CONTRIBUTION FROM ANCILLARY OPERATIONS – \$325,000

Key to the achievement of the realignment targets was the need to ensure that the entire campus community participated in the realignment process. Ancillary services, while outside of the operating budget, are an integral part of the campus and were also included in the realignment process.

Realignment targets were determined for all ancillary areas. The Department of Ancillary Services' (Residence, Food & Catering Services, Bookstore, and the Uwin Office) realignment target for 2010/11 was \$175,000. Parking Services' realignment target for 2010/11 was \$150,000. A report on how these targets were met can be found in the Ancillary section, page 23.

2. ENTREPRENEURIAL PROGRAMS AND FEE INCREASES - \$318,000

Realignments in this category include Central overheads received from revenue generating programs (i.e., Masters of Engineering, Masters of Social Work) are budgeted to increase by \$250,000 for 2010/11.

Increases in other fees and revenue within Departments are expected to increase by \$68,000.

2. COST CONTAINMENT STRATEGIES - \$7.2M

In addition to revenue enhancement strategies, budget areas reviewed their cost structures and service levels. Individual managers developed realignment proposals to reduce costs.

Cost containment realignment proposals total \$7.16m, as detailed under the following main categories:

1. FACULTY SALARIES AND BENEFITS	\$ 1.75M
2. STAFF SALARIES AND BENEFITS	\$ 2.25M
3. SALARY SAVINGS	\$ 1.71M
4. DISCRETIONARY COSTS	\$ 1.45M

1. FACULTY SALARIES & BENEFITS – \$ 1.75M

Included in the 2010/11 Operating Budget realignment is a total reduction of \$1.75m representing reductions in faculty salaries and benefits. The base budget reduction represents base savings generated through the replacement of retiring/departing senior faculty with junior faculty, the elimination or holding of vacant positions, and the reduction of limited term positions.

2. COST CONTAINMENT STRATEGIES - \$7.2M (CONT'D)

2. STAFF SALARIES & BENEFITS – \$2.25M

Included in the 2010/11 Operating Budget realignment is a total base savings in staff salaries and benefits amounting to \$2.25m. The base budget realignment includes reduction in positions, full-time positions being converted to part-time, and non-replacement of retirements and vacancies. Key to the review and approval of the realignment proposals is the need to continue essential services and consideration of the implementation of the proposals. Throughout the realignment process, the Department of Human Resources has been involved to ensure that union leadership have been informed. The implementation of the proposed reductions will be coordinated through the Department of Human Resources upon approval of the budget.

3. SALARY SAVINGS – \$1.71M

Included in this category are base budget realignment amounts that are tied to future retirements of faculty and staff. These base amounts are to be funded with one-time funding identified from all budget areas throughout the year.

Financial management of faculty and staff salary budgets is controlled by the respective budget managers in each Faculty and/or administrative area. To increase the number of tools that would be available for areas, a Salary and Benefit Financial Management policy was developed in 2008/09 in concert with the Deans' Council and other senior administrators. This policy allows budget managers to project salary savings generated from existing and future vacancies in faculty and staff positions and use the funding to help balance their financial position.

Due to the large dollar value of salaries and benefits across the campus, significant salary savings can be generated. The use of these savings also allows for more effective management of salaries and benefits.

4. DISCRETIONARY COSTS – \$1.45M

Discretionary budgets include discretionary salary costs related to sessional spending, overtime, casual wages, *etc.*, and other discretionary non-salary accounts which include, but are not limited to, supplies, travel, and repairs. The level of discretionary base budgets in academic areas is relatively low when compared to salary and benefit budgets. On average, discretionary budgets typically represent 4 – 6% of a faculty's base budget as areas elected to reduce discretionary spending in prior years' realignments. Base budget reductions have been achieved in this area.

In certain circumstances, realignment proposals have been of a one-time nature. Areas opting for a portion of their realignment being of a one-time nature are responsible to identify how these one-time expenditures will be of a base nature in the future.

V. OPERATING BASE BUDGET SHORTFALL FOR 2010/11

When considering the proposed revenue and expenditures base budget for fiscal 2010/11 as outlined above, the remaining operating shortfall projected is \$1.9m, as detailed on **Appendix A**. The operating shortfall now represents only .9% of operating revenue. The University has made significant strides as part of the recent budgets to balance the budget.

As approved in the multi-year strategy, base shortfalls would be experienced during the realignment period. Key to the multi-year strategy demonstrating fiscal prudence, any shortfall realized in the year would be funded on a one-time basis. If this strategy had not been adopted in prior years, the cumulative shortfall would have approximated \$14m. Consistent with prior years' budgets and prudent fiscal management, the 2010/11 Operating Shortfall of \$1.9m will be fully funded on a one-time basis with the *Positioning Fund* (page 15).

VI. ONE TIME EXPENDITURES

In addition to the base budget proposed, other one-time expenditures are being proposed totalling \$1.274m as part of this budget proposal. These expenditures relate to prior commitments, previous expectations, and/or expenditures that are critical. During the 2010/11 budget process, a general call for one-time expenditures was not made. With the recent Board approved Deferred Maintenance Strategy, there are no one-time expenditures included for deferred maintenance projects in this budget proposal.

One-time expenditures totalling \$1.274m can be categorized as follows:

- | | |
|--|------------|
| 1. Information Technology Requirements | \$ 504,000 |
| 2. Undergraduate & Graduate Scholarships | \$ 500,000 |
| 3. International Scholarships | \$ 270,000 |

The following summarizes the Information Technology investments included in this budget proposal totalling \$504,000:

Enhancement and maintenance of Student Computing on Campus - \$125,000

These one-time expenditures will be directed to student computing on campus. Included in this investment are costs associated with the campus Learning Management System, the new Student Portal, and student networks in the Leddy Library, the CAW Student Centre and the University Computer Centre labs.

Application Development Systems - \$196,000

This one-time investment will support the development and maintenance of administrative systems to support University operations; further development of the new Leddy Library

VI. ONE TIME EXPENDITURES (CONT'D)

Application Development Systems - \$196,000 (cont'd)

system, the e-Commerce system which will allow for the acceptance of online payments across the campus, and application development tools for new applications.

Computing Infrastructure Upgrades - \$183,000

This one-time investment will provide required infrastructure upgrades to the central system. The ongoing maintenance of the infrastructure is critical to ensure that operations are continual and reliable.

VII. ANCILLARY SERVICES BUDGET OVERVIEW

Ancillary operations are self-funded service operations for the University and are key to the delivery of the student experience. Operating Budgets are established for each individual Ancillary Operation. Given their self-funding objectives, ancillary units are charged for services including utilities, housekeeping and administration provided by the central budget. The 2010/11 Ancillary Operating Budgets include a contribution to the central operating budget overheads of \$1.525m to reflect costs incurred by the Operating Budget which are to be funded by Ancillary Services.

Bookstore

With the rollout of a new Bookstore Mission, Core Values and Vision Statement, all planning and marketing initiatives for 2010/11 will support and pursue those commitments and, in turn, be poised to support the new University Strategic Plan, *"Thinking Forward.....Taking Action"*. The Bookstore's action plans include increased focus on improving communications/relations with the academic departments and faculty, escalating the level of standard of our marketing endeavours, and developing value-added initiatives for our University community. The Bookstore is committed to supporting the needs of the University and to promoting school pride with ongoing participation in various events, conferences and charitable functions. The Bookstore's support of the achievement of students' academic goals remains the top priority by providing the resources needed to achieve this while providing an optimal level of customer service.

Current trends in the textbook industry, combined with the economic climate have proven to be very challenging and have resulted in reduced revenues for the Bookstore. The Bookstore continues to combat these challenges with new market initiatives, and as the "Preferred Vendor" for Apple on campus, increased revenues are projected in this area. Further streamlining of operations will be necessary to balance the budget. The budgeted revenue for 2010/11 is estimated at \$8m. The Bookstore will continue to contribute, to the University's Operating Budget in support of overhead costs incurred at a rate of \$364,000.

VII. ANCILLARY SERVICES BUDGET OVERVIEW (CONT'D)

Food & Catering Services

The Department of Food & Catering Services is presenting a balanced budget for 2010/11. The Department has an extensive process to garner feedback from students on our current and possible future services. Extending late night dining hours in our residence-based businesses was a primary request. In response to this, the budget supports plans to 1) increase evening business hours at the Crocodile Grill by 50% per week, 2) extend hours of business in Alumni Hall until midnight during the week, and 3) open breakfast service one-half hour earlier to accommodate students attending 8:30am classes. The cost of providing extended hours will be offset by an average meal plan fee increase of 4% along with the closing of Café Chez Vanier on Friday for lunch and dinner. Meal plan fees for 2010/11 were approved at the April Board of Governors' meeting. The Department's Catering division has budgeted sales of approximately \$1.275m.

Residence Services

Residence Services considered the recent years' trends in enrolment when setting its occupancy rate for the 2010/11 Budget. The trends indicate a continual increase in local student enrolment with fewer students attending the University from outside Windsor/Essex County. Using the trends and the actual number of students residing in residence for 2009/10, the target of 1,275 students has been estimated for 2010/11, 60 fewer students than the previous year's budget.

The lower target resulted in a reduction in revenue leaving Residence Services to review revenue enhancement and cost containment strategies to balance the budget. To ensure that Residence Services remains attractive to all students, it continues to focus its efforts on keeping fees competitive with other universities and local off-campus providers who, with lower operating expenses, may offer lower rates. Through its marketing efforts and communication with parents, the Department continues to promote its Residence Life program and 24 hour support as the main difference between living on campus and off campus.

Student Health Services

Student Health Services (SHS) provides comprehensive primary health care to our students. The SHS operation is supported through health fees assessed to all students, OHIP and Green Shield billings. With the approval of the 2010/11 health fee, SHS is able to continue its high standard of quality care and expand its support for mental health issues.

UwinCARD Office

The UwinCARD Office has been in operation since August, 2007 and is presenting a balanced budget for the 2010/11 fiscal year. The UwinCARD serves as the single card students need for identification, library access, photocopying, laser printing, laundry, purchases made in Food Services and the University Bookstore, eCommerce and access to the residences and the Forge Fitness.

VII. ANCILLARY SERVICES BUDGET OVERVIEW (CONT'D)

The 2010/11 budget year will see the UwinCARD operations expand services through the eCommerce system to add funds, check account balances and view transaction history. The UwinCARD Office continues to identify and develop new opportunities to integrate services and promote use of the UwinCARD for the benefit of students and campus operations.

Parking Services

Parking Services is presenting a balanced budget for 2010/11 which includes an overhead contribution to the University's Operating Budget of \$700,000 annually, an increase of \$150,000 over 2009/10. Such a development will allow the University to appropriately maintain its parking assets, plan for future development, and provide support to the operating budget.

The 2010/11 Parking Services' Budget represents the second year of its three year plan to move parking permit fees at the University to the median level of permit fee costs for Ontario universities. Differential Rates were established in 2009/10 distinguishing between student and faculty/staff rates for the first time.

As the student rate is now near the median for other Ontario universities, there is no increase in fee planned for 2010/11.

In accepting a recommendation from the Parking Advisory Committee this year, an increase in parking fees for faculty/staff and the establishment of differential rates based on location of the lots (Premium, Core and Remote) will be effective September 1, 2010.

Proposed parking fees for faculty/staff are as follows:

- (a) Premium: \$6.20 per pay period increase/\$160.55 per year. Annual parking cost of \$583.05
- (b) Core: \$5.52 per pay period increase/\$143.65 per year. Annual parking cost of \$566.15
- (c) Remote: \$1.62 per pay period increase/\$42.25 per year. Annual parking cost of \$464.75

The proposed rate for the 2010/11 academic year for faculty/staff continues to be well below the median rate for parking spots at other Ontario universities.

As previously mentioned, student parking fees will not increase for 2010/11. To afford students attending night class access to core lots, Parking Services will be offering students a new option of purchasing a proximity card which will allow them access to any of our staff lots after 4:00 p.m. daily and on weekends and holidays for a \$35.00 annual fee.

As part of Parking Services commitment to the Green Initiative, we will be purchasing and erecting a Bike Shelter which will house approximately 30 bikes in a secure, covered shelter. The shelter will be centrally located on campus, encouraging our faculty, staff and students to consider alternatives to bringing a motor vehicle to campus.

VIII. STRATEGIC PRIORITY FUND

Announced as part of the 2009/10 Operating Budget was the establishment of the Strategic Priority Fund (SPF) that would serve as a tool to align the Operating Budget of the institution with the Strategic Plan being developed for the campus. While the University continues to work towards a balanced budget, it is critical to the long term success of the institution that a mechanism is in place to allocate resources towards its strategic vision. This establishment of the SPF is a key component of the Operating Budget.

Along with the development of the draft Strategic Plan for the institution, *“Thinking Forward... Taking Action”*, the establishment of the SPF commenced with the 2009/10 Operating Budget where a fund of \$520,000 was established. As the Strategic Plan was still under development, the fund was allocated on a one-time basis in 2009/10 in a strategic manner to support students. The funds were used to supplement the Graduate Assistantship (GA) budget.

The intent of the SPF was to grow the fund annually and allocate the fund on either a base budget or one-time basis. The responsibility for the allocation of the fund was delegated to the Provost. As part of the budget process for 2010/11, the Provost accepted submissions from the academic community for initiatives that support the strategic direction of the institution.

Consideration was given to all submissions in light of the following strategic priorities identified:



Key to the allocation of the SPF will be the ongoing monitoring and accountability of these initiatives towards the Strategic Plan. Annual reporting will be required for these initiatives.

VIII. STRATEGIC PRIORITY FUND (CONT'D)

The following initiatives have been approved for distribution from the Strategic Priority Fund:

Additional support for Graduate Assistants (\$100,000 one-time)

This funding, to be matched on a 1-time basis with Graduate Growth Incentive Program funds, will be used to hire additional Graduate Assistants (GAs). The GA budget has not grown over the last few years even though full-time graduate enrolment has grown by 40% since Fall 2005.

Establish GA/TA Network-Foundational Professional Skills for Grad Students (\$17,000 one-time, \$36,000 base)

This initiative is to establish a widely supported GA/TA Network across campus. The GA/TA Network will facilitate and systematize GA/TA peer mentorship, peer development, and resource sharing in support of improved educational practice, and the collaborative development of graduate students' professional skills, consistent with the Canadian Association of Graduate Studies statement on professional skills development for graduate students.

The GA/TA network will be established through the joint efforts of the team currently facilitating the Faculty of Graduate Studies, University Teaching Certificate, the GA/TA Learning Community, and faculty contacts for each department involved in the network. A GA/TA Network Interfaculty Committee will provide feedback and communications support regarding the program in regular review meetings once per semester. To ensure engagement a wide variety of stakeholders from across the disciplines, the GA/TA network steering committee will provide strategic guidance and liaise with senior administration and other campus groups as necessary.

Foundational Mathematics Instruction (\$21,000 one-time, \$124,000 base)

High failure rates in first-year mathematics are a concern in universities across Canada, particularly since mathematics is a gateway course to many programs, and success has an impact on retention. Key factors affecting student success in foundational mathematics include the challenge of offering instruction responsive to the culturally, academically, and linguistically diverse population in this course, and the spectrum of student preparedness for the course, given recent changes to the Ontario mathematics curriculum, and the differences between Canadian and international high school leaving requirements.

At the University of Windsor Mathematics 60-140 is a high enrolment introductory differential calculus course involving primarily first-year students from the Faculties of Science, Engineering, Interfaculty programs, and Arts and Social Sciences (approximately 900 students annually). This course has historically had high failure and attrition rates compared to other first-year courses in these faculties. This proposal will provide an increase to weekly tutorial and lecture hours, allow for smaller sessions and study groups, increase GA support, and ensure full-time faculty course delivery. These changes will increase contact time with full-time faculty and offer greater opportunities for support.

VIII. STRATEGIC PRIORITY FUND (CONT'D)

Modular approach to Enhancing First Year Experience in Science (\$10,000 one-time, \$10,500 base)

The university environment, with its large, impersonal classes and heightened expectations, takes a toll particularly in mathematics and the mathematical sciences of physics and chemistry. Students come to the University from diverse backgrounds, and student preparation is a heterogeneous learning experience. This proposal will provide supplementary interactive modules to address individual weaknesses in student background knowledge for the introductory course in physics. Modules will be developed in close consultation with first-year instructors which would typically be delivered in 3 parts: (1) a warm-up session, with practice covering necessary basics; (2) a one-hour intensive in-class tutorial workshop, given weekly by a senior faculty member assisted by specially trained TAs; and (3) a follow-up exercise to ingrain the newly acquired expertise.

Enhancing the First Year Learning Experience in Computer Science & Reducing Student Attrition (\$20,000 base)

First year students join the School of Computer Science at the University after fulfilling the requirements for academic preparation for Computer Science programs. They come with the expectation of completing their program of interest. However, at the end of their first year of study, many of these students withdraw or are put on academic probation. By the second year, more than 25% of the previous first year class is no longer enrolled in a Computer Science program. This proposal will help identify students who may be doing poorly in their first year and provide extended academic support, senior student mentors and encourage undergraduate students to become involved in research groups and academic clubs.

Engineering Youth Outreach Program (\$61,720 one-time)

Over the past 18 months, the Faculty of Engineering and the University have benefitted tremendously from the Ontario Youth Science Technology Outreach Program (YSTOP). This program has been funded by the Provincial Government to inspire young adults to choose a career in Science and Technology. YSTOP funding has enabled the interaction and engagement with Windsor and Essex County high school students and their teachers. The WINONE Office for First Year Engineering which helps oversee recruitment and retention initiatives has integrated YSTOP extensively into its ongoing activities. Approval of this proposal acts as bridge funding until further government funding is resumed.

Solving the International Student Retention Puzzle (\$22,500 one-time)

International recruitment is sensitive to a number of factors including currency fluctuations, the global economic recession, increasing competition, and institutional reputation. The University needs to continue to grow international student retention as one of the leading ways of enhancing our institutional reputation abroad in order to reach our international student recruitment goals. This proposal will be used to conduct an assessment of international student retention at both the undergraduate and graduate levels.

VIII. STRATEGIC PRIORITY FUND (CONT'D)

Intervention to Prevent Sexual Assault and mitigate its consequences (\$37,300 base)

Both sexual assault and sexual coercion are common occurrences on university and college campuses across North America. This proposal will allow the University to adopt the *Bringing in the Bystander* program developed by researcher-activists at the University of New Hampshire. The strengths of this theoretically grounded sexual assault prevention program include its use of male and female students as peer-trainers, single-sex training sessions, and its positioning of participants as potential witnesses to sexual assault, rather than as potential perpetrators or victims.

Development of a Bachelor of Engineering Technology (BEngTech) Degree Program (\$51,000 one-time)

This new degree program provides a seamless integration of three year technology diploma holders from any recognized college in Canada and provides them with a university level experience. It enables the B.A.Sc. students to interact with the new stream who have considerable hands on experience from their college education. The implementation of the BEngTech degree is expected to increase enrolment, both domestic and international, while helping to meet objectives of the B.A.Sc. and the Graduate program. This funding will serve as seed money with the intent that the ongoing program will fund all costs of the program. As noted in *Open Ontario*, initiatives that support credit transfer are encouraged.

Centre for Enterprise and Law (\$160,000 base)

The Intellectual Property Legal Information Network (IPLIN) and the Centre for Business Advancement and Research (CBAR) have collaborated to propose a *Center for Enterprise and Law*. IPLIN is a community public legal education initiative on matters relating to intellectual property and innovation law. CBAR collaborates with local industry, community, and academia and encourages innovation and entrepreneurship. No other university in Canada have blended students from Law and Business. The funding will be used to establish the infrastructure necessary to continue and expand this part of the University's commitment to learning experiences while promoting strategic community outreach. Further work is being done to develop a framework that will consider institutional issues.

The above initiatives represent a combination of base and one-time allocations. Following is a summary of the distribution of the fund:

Total Strategic Priority Fund	\$1,000,000
Allocated:	
Base allocation	387,800
One-time allocation	283,220
<i>Total Allocation</i>	<u>671,020</u>
Balance remaining in Fund	<u>\$ 328,980</u>

VIII. STRATEGIC PRIORITY FUND (CONT'D)

The balance in the SPF will be maintained in the budget and will be available for further allocation during 2010/11. Should all the funds not be allocated in 2010/11, the fund will be carried forward to 2011/12. Considering that the 2010/11 Operating Budget was the first year of calling for new proposals to be funded by the SPF, there is certainty that future years will see the use of this fund maximized.

IX. PLANNING FOR THE FUTURE

2011/12 represents the final year in the current fiscal strategy to balance the base budget. Looking forward, there are many challenges ahead that will need to be addressed to reach this mandate. Critical in 2010/11 will be the successful negotiation of staff salary contracts, clarification on pension issues that remain outstanding, planning for the pension plan actuarial valuations in 2011, clarification on the Public Sector Compensation Restraint to Protect Public Services Act, 2010, recruitment and retention of students, and maintaining quality academic and service delivery. All these challenges must be addressed under the guiding principle of providing quality services to our students.

A review of the key assumptions for 2011/12 will commence immediately following the approval of the 2010/11 Operating Budget. Communication to Faculties and all service areas will continue as realignment targets are established for 2011/12. The aim will be to communicate final targets by July 2010. There is great appreciation for the efforts of the entire campus, and everyone's focus on continuing to deliver quality academic and administrative services. With each additional year of realignment, the challenges and complexities grow. The future of realignments will depend upon the ability to continually and creatively adapt academic and administrative service delivery.

The focus will turn to the Strategic Plan, *"Thinking forward.... Taking action"*, the roadmap for taking action and ensuring the long term success of the institution. To ensure that the Strategic Plan can be achieved, it will be critical for all areas of the University to develop action plans within their own areas that align with the institutional plan. The University's ability to maximize the value of existing resources while looking for opportunities to enhance resources will be critical.

The focus must remain on the student and the student experience. All areas, Faculties and service areas, have the ability to improve the student experience which will drive recruitment and retention. The student experience is shaped by all contributions and thus all areas will need to coordinate their efforts to make the difference in the student's experience.

Faculty and staff at the University provide the capacity for change and transforming the campus into one that will respond to the future needs and expectation of students. While this continues to be a difficult period, the success of the past will be the foundation for success into the future. All efforts must be taken to maximize the value added by the University's key resource, its people.

X. APPENDICES

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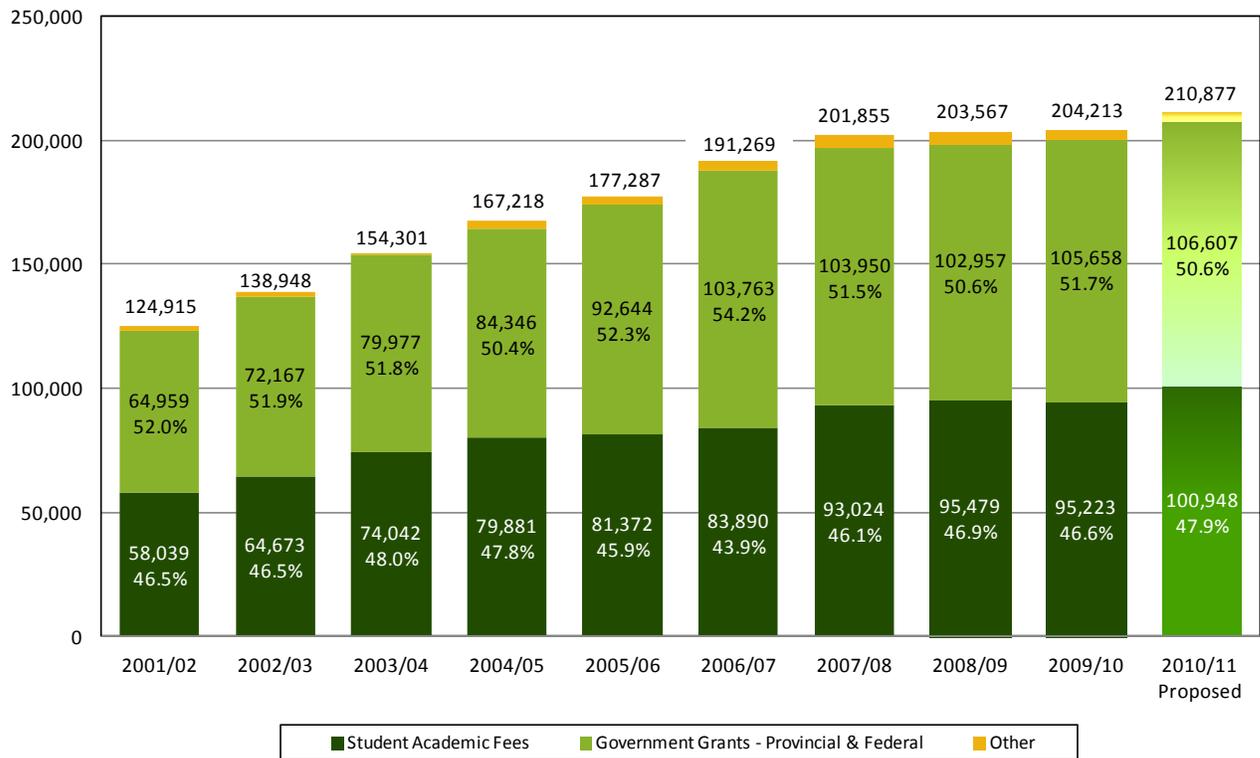
APPENDIX A: 2010/11 OPERATING BUDGET PROPOSAL

	2010/11 PROPOSED BASE BUDGET	2010/11 PROPOSED ONE TIME EXPENDITURES	TOTAL
	(\$000s)	(\$000s)	(\$000s)
BASE OPERATING REVENUE (Appendix B)	\$ 210,877		\$ 210,877
EXPENDITURE OF FUNDS (Appendix D)			
PROVOST	\$ 157,794	\$ 770	\$ 158,564
VICE PRESIDENT RESEARCH	4,614	-	4,614
VICE PRESIDENT ADMIN & FINANCE	42,452	504	42,956
VICE PRESIDENT ADVANCEMENT	2,047	-	2,047
CENTRAL ADMINISTRATION	4,870	-	4,870
STRATEGIC PRIORITY FUND	1,000		1,000
TOTAL EXPENDITURES	\$ 212,777	\$ 1,274	\$ 214,051
BASE OPERATING SHORTFALL	(\$1,900)		(\$1,900)
ADDITIONAL ONE TIME EXPENDITURES TO BE FUNDED		(\$1,274)	(\$1,274)
	(\$1,900)	(\$1,274)	(\$3,174)
SOURCES OF ONE-TIME FUNDING			
Positioning Fund	\$ 1,900		\$ 1,900
Excess investment income earned in year		774	774
One-time savings in year		500	500
TOTAL ONE-TIME FUNDING SOURCES	\$ 1,900	\$ 1,274	\$ 3,174
	\$ 0	\$ 0	\$ 0

APPENDIX B: PROPOSED OPERATING REVENUE FOR 2010/11

	2010/11 PROPOSED BASE BUDGET (\$000s)	2009/10 APPROVED BUDGET (RECLASSIFIED) (\$000s)	\$ INCREASE (DECREASE) OVER 2009/10 (\$000s)	% INCREASE (DECREASE) OVER 2009/10
SOURCES OF FUNDS				
Student Academic Fees	\$ 100,948	\$ 95,223	\$ 5,725	6.0%
Government Grants - Provincial (Appendix C)	103,440	102,441	999	1.0%
Government Grants - Federal	3,167	3,217	(50)	(1.6%)
Investment Income	1,000	1,000	0	0.0%
Other	2,322	2,332	(10)	(0.4%)
TOTAL OPERATING REVENUE	\$ 210,877	\$ 204,213	\$ 6,664	3.3%

Historical Operating Revenue Budget (\$000s)



APPENDIX C: PROVINCIAL GOVERNMENT GRANTS

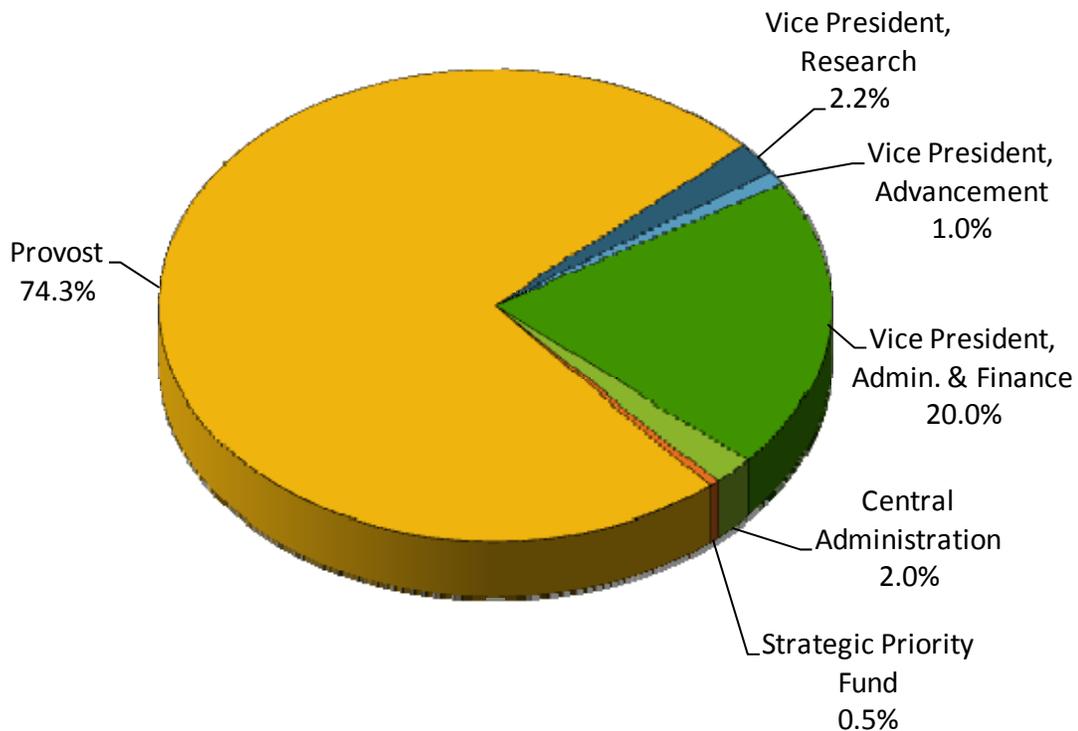
	2010/11 PROPOSED BASE BUDGET (\$000s)	2009/10 APPROVED BUDGET (RECLASSIFIED) (\$000s)	\$ INCREASE (DECREASE) FROM 2009/10 (\$000s)	% INCREASE (DECREASE) FROM 2009/10
OPERATING GRANTS				
Basic Operating Grants	\$ 88,882	\$ 88,879	\$ 3	0.0%
Accessibility Fund (Graduate)	2,721	2,387	334	14.0%
TOTAL OPERATING GRANTS	\$ 91,603	\$ 91,266	\$ 337	0.4%
Quality Improvement Fund	4,872	4,817	55	1.1%
Nursing Funding	4,700	4,040	660	16.3%
Performance Fund	520	514	6	1.2%
OTHER PROVINCIAL GRANTS				
Research Overhead	320	360	(40)	(11.1%)
Municipal Tax Grant	970	973	(3)	(0.3%)
Aboriginal Grant	75	75	0	0.0%
Disabilities Grant	380	396	(16)	(4.0%)
TOTAL OTHER PROVINCIAL GRANTS	\$ 1,745	\$ 1,804	\$ (59)	(3.3%)
TOTAL PROVINCIAL GRANTS	\$ 103,440	\$ 102,441	\$ 999	1.0%

APPENDIX D: PROPOSED OPERATING EXPENDITURES FOR 2010/11

	2010/11 PROPOSED BASE BUDGET (\$000s)	2009/10 APPROVED BUDGET (RECLASSIFIED) (\$000s)	\$ INCREASE (DECREASE) OVER 2009/10 (\$000s)	% INCREASE (DECREASE) OVER 2009/10
EXPENDITURE OF FUNDS				
PROVOST				
Faculties	\$ 122,007	\$ 117,357	\$ 4,650	4.0%
Academic & Student Services	8,584	8,807	(223)	(2.5%)
Library	11,808	12,109	(301)	(2.5%)
Scholarships	11,103	10,653	450	4.2%
Other Academic	4,792	5,181	(389)	(7.5%)
	<u>\$ 158,294</u>	<u>\$ 154,107</u>	<u>\$ 4,187</u>	<u>2.7%</u>
VICE PRESIDENT ADMINISTRATION & FINANCE				
Administration	\$ 13,154	\$ 12,803	\$ 351	2.7%
Information Technology Services	8,750	8,796	(46)	(0.5%)
Facility Services	19,355	20,002	(647)	(3.2%)
Repairs & Renovations (Central)	1,208	1,208	0	0.0%
	<u>\$ 42,467</u>	<u>\$ 42,809</u>	<u>\$ (342)</u>	<u>(0.8%)</u>
VICE PRESIDENT ADVANCEMENT	\$ 2,047	\$ 2,112	\$ (65)	(3.1%)
VICE PRESIDENT RESEARCH	\$ 4,614	\$ 4,581	\$ 33	0.7%
CENTRAL ADMINISTRATION				
Administration	\$ 4,138	\$ 4,112	\$ 26	0.6%
Institutional Costs	4,562	4,312	250	5.8%
Overhead Recoveries	(2,820)	(2,360)	(460)	19.5%
Ancillary Services Overhead Contributions	(1,525)	(1,200)	(325)	27.1%
	<u>\$ 4,355</u>	<u>\$ 4,864</u>	<u>\$ (509)</u>	<u>(10.5%)</u>
STRATEGIC PRIORITY FUND	1,000	520	480	92.3%
TOTAL OPERATING EXPENDITURES	<u>\$ 212,777</u>	<u>\$ 208,993</u>	<u>\$ 3,784</u>	<u>1.8%</u>

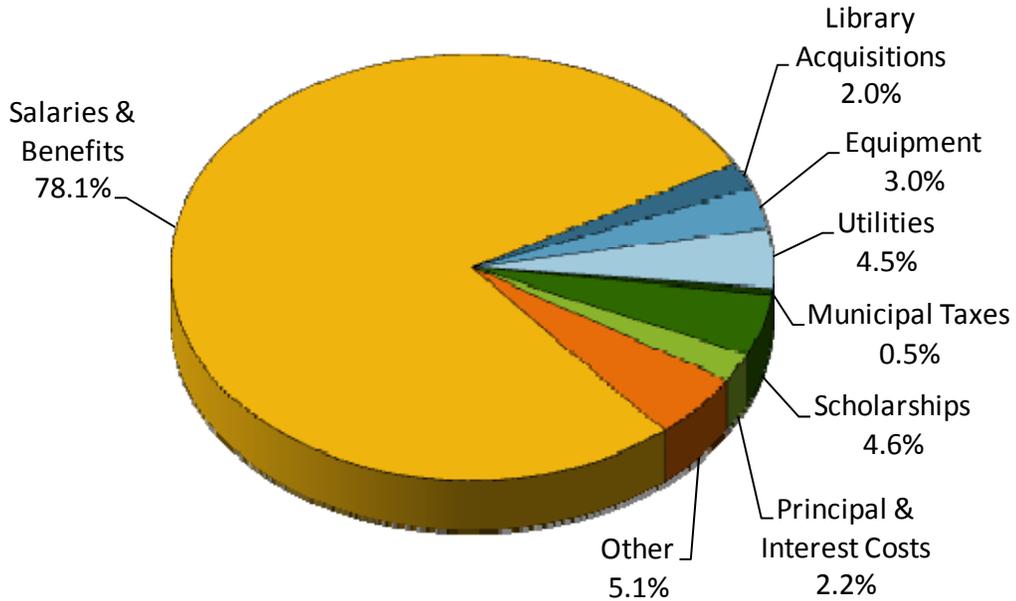
APPENDIX E: PROPOSED OPERATING EXPENDITURES FOR 2010/11 – BY FUNCTION

	2010/11 PROPOSED BASE BUDGET	2009/10 APPROVED BUDGET (RECLASSED)	\$ INCREASE (DECREASE) OVER 2009/10	% INCREASE (DECREASE) OVER 2009/10
	(\$000s)	(\$000s)	(\$000s)	
PROVOST	\$ 158,294	\$ 154,107	\$ 4,187	2.7%
VICE PRESIDENT, RESEARCH	4,614	4,581	33	0.7%
VICE PRESIDENT, ADMIN & FINANCE	42,467	42,809	(342)	(0.8%)
VICE PRESIDENT, ADVANCEMENT	2,047	2,112	(65)	(3.1%)
CENTRAL ADMINISTRATION	4,355	4,864	(509)	(10.5%)
STRATEGIC PRIORITY FUND	1,000	520	480	92.3%
TOTAL OPERATING EXPENDITURES	\$ 212,777	\$ 208,993	\$ 3,784	1.8%



APPENDIX F: PROPOSED OPERATING EXPENDITURES FOR 2010/11 - BY TYPE

2010/11 Proposed



2009/10 Approved

