



University
of Windsor

Meeting the Mandate

2018/19 Operating Budget

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I. INTRODUCTION

The provincial postsecondary sector has undergone a number of significant changes, and the 2018/19 operating budget reflects those changes. The sector is now moving into year two of the three-year cycle of the second Strategic Mandate Agreement (SMA2). The Ministry of Advanced Education and Skills Development (MAESD) has as well now completed the implementation of a new funding formula that sees for the first time in Ontario a portion of institutional provincial operating grants now tied to performance against metrics in the SMA. This funding formula, coupled with the return to an enrolment corridor for each Ontario university, has further solidified the link between enrolment, performance and funding. These changes, along with the changes to student financial aid that are making postsecondary opportunities more accessible to lower income Ontarians, collectively represent a changing landscape for provincial universities.

The 2018/19 operating budget is focused on positioning the University of Windsor for success in this environment. UWindsor 2.0 was all about recognizing that the University of Windsor was becoming a different university – new facilities, the hiring of new faculty in strategically important areas, broader community integration with the downtown campus, and a student-centred marketing strategy. This budget, *Meeting the Mandate*, is about building on these foundations and doing all we can to ensure that the University of Windsor not only fulfils its commitments within the SMA, but also positions itself as a community-centred and internationally recognized destination for students and a home for research and creative excellence.

Over the past two years, UWindsor moved to a new enrolment-centred budget model, and a Strategic Enrolment Management Plan was developed to identify steps and best practices for enrolment planning and recruitment and retention strategies. This budget model drives a focus on enrolment and the student experience, which are core to the university's success. *Meeting the Mandate* is built upon projected enrolment growth in 2018/19 and a stronger revenue position, and reinforces the commitment to students and to ensuring that the University of Windsor is well positioned for SMA3. It is in the third SMA that the province will begin to weigh its funding against performance toward metrics, and steps we take now will help ensure that that exercise is met with success.

This section provides a summary of these major internal and external initiatives that have influenced the development of the 2018/19 operating budget.

II. STRATEGIC MANDATE AGREEMENT

The second Strategic Mandate Agreement with MAESD sets out objectives and priorities for differentiation and provides indications of how recent and planned initiatives and/or investments will help to further focus on the following 5 areas of differentiated strength as prescribed by MAESD:

1. Student Experience;
2. Innovation in Teaching and Learning Excellence;
3. Access and Equity;
4. Research Excellence and Impact; and
5. Innovation, Economic Development & Community Engagement.

SMA2 was finalized in 2017 following consultation with a number of campus stakeholders and approved by the Board of Governors in May, 2017. It contains metrics on each of these five areas, with some metrics being specific to UWindsor and some being system-wide for all universities. It also contains domestic enrolment corridor targets, both for undergraduate and graduate education. As well, SMA2 has projections and aspirations regarding international students.

III. A FOCUS ON ENROLMENT

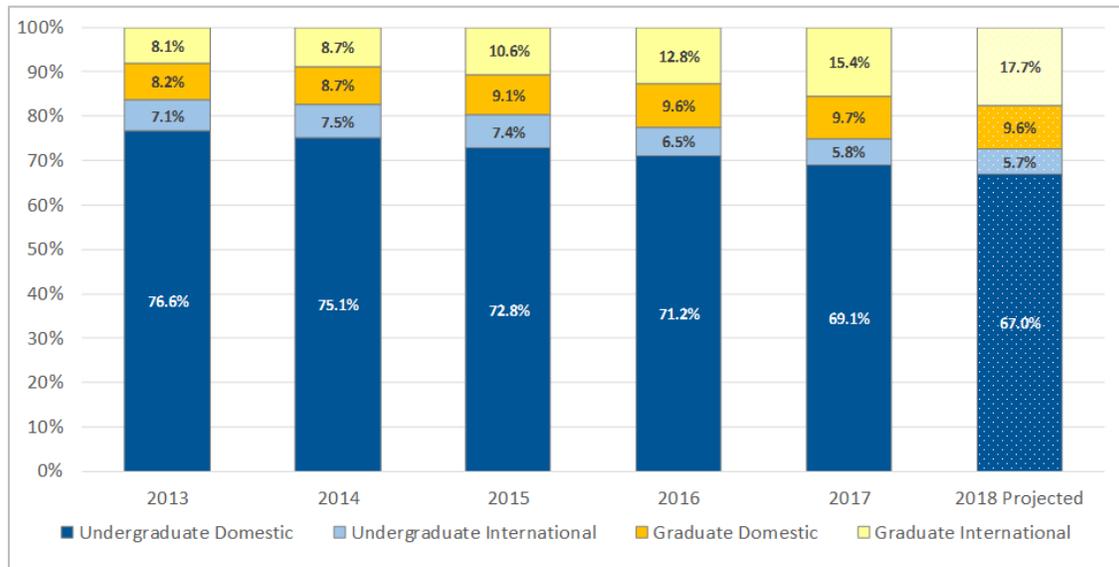
With enrolment driving approximately 98% of UWindsor's operating revenues, the Enrolment Centred Management (ECM) budget model, implemented in the 2016/17 fiscal year, continues to be one of the institution's key tools in achieving required revenue levels. As Faculties' operating budgets are directly impacted by their enrolment levels, an increase in the awareness and concentration of efforts on enrolment management strategies is evident.

In addition to ECM, UWindsor developed a comprehensive analysis of current and future enrolment management practices, and approved a Strategic Enrolment Management (SEM) plan that will guide enrolment strategies and action plans going forward. The SEM plan is complementary to ECM in achieving the institution's strategic plan and its approved Strategic Mandate Agreement.

1. MANAGING ENROLMENT WITHIN THE FACULTIES

Enrolment strategies are classified into four main components: 1) undergraduate domestic, 2) undergraduate international, 3) graduate domestic, and 4) graduate international. The following graph depicts the composition of full-time enrolment headcount at UWindsor projected for Fall 2018 compared against the past five years.

Diagram 1: UWindsor’s Enrolment Complement

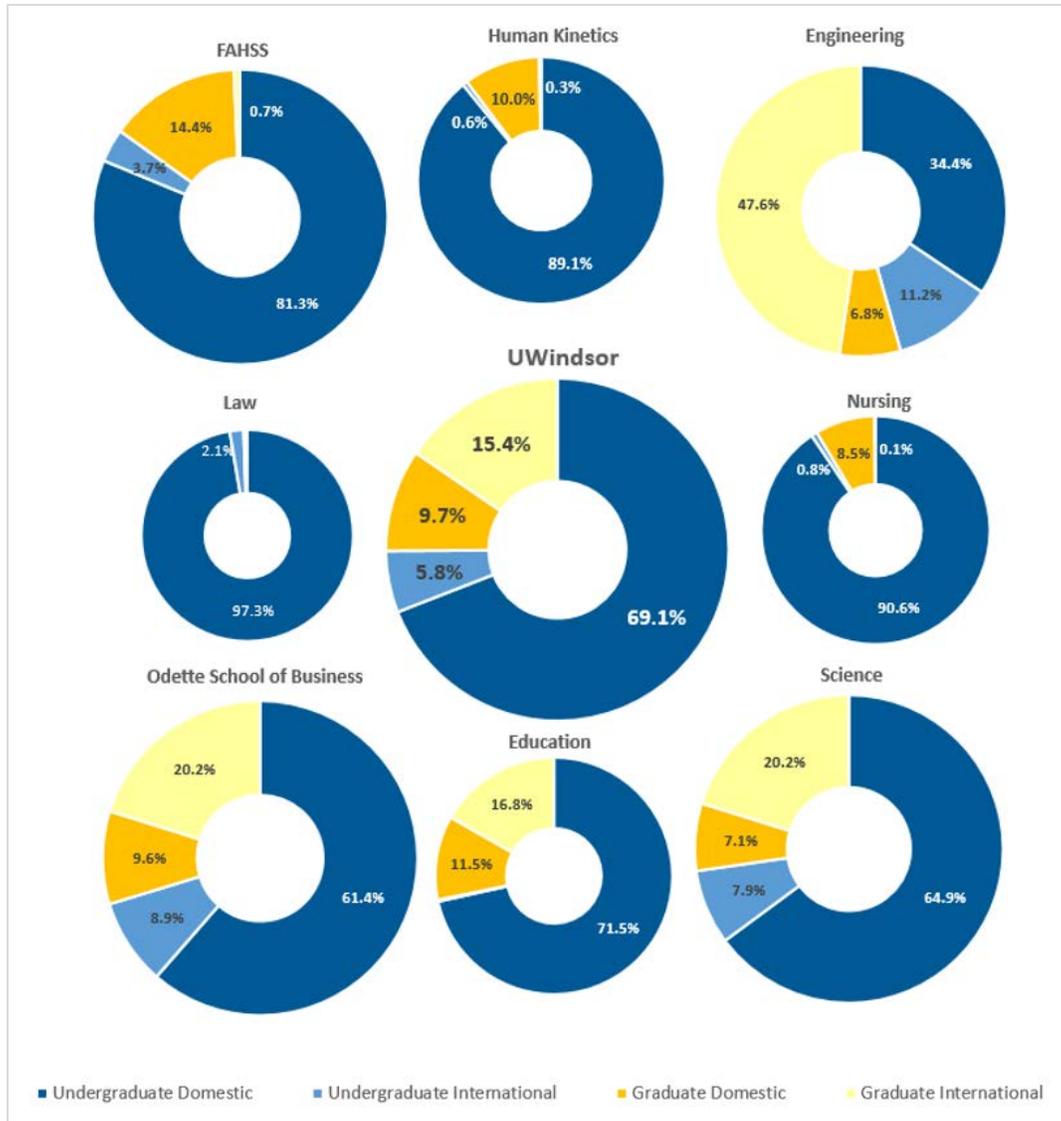


When examining these four major categories, a consistent decline of undergraduate domestic students as a percentage of the total student enrolment is evident. International enrolment is projected to represent approximately 23% of total student enrolment in Fall 2018. This growth in international student enrolment is driven primarily by increasing enrolment in course-based masters programs in Engineering, Science and Business.

Several Faculties including Engineering, Business and Science have highly diversified student populations, while other Faculties (*i.e.*, FAHSS, Law, Nursing and Human Kinetics) tend to recruit primarily domestic students and have not engaged the international marketplace to date. This creates opportunities for these Faculties when examining where they might focus their enrolment growth efforts evidenced by academic program developments focussed in this market.

The graphic below provides an overview of the composition of enrolment for each Faculty based on Fall 2017 levels:

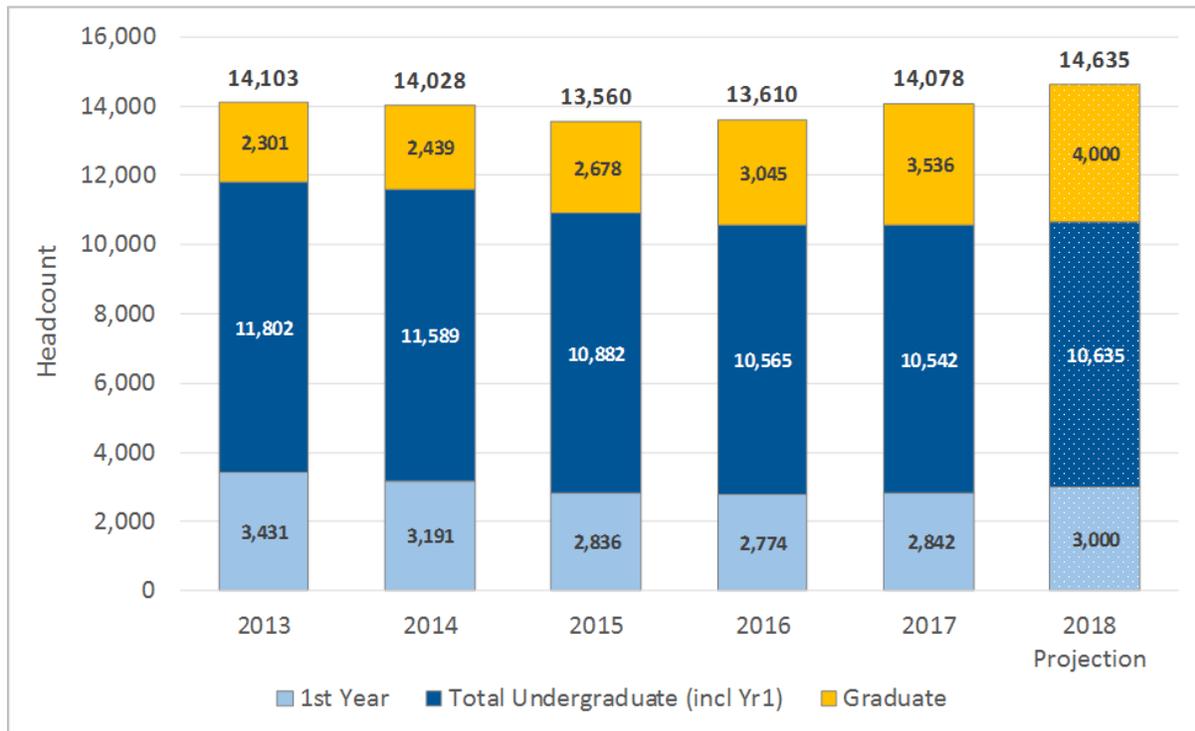
Diagram 2: Student Enrolment Complement by Faculty (Fall 2017)



2. ENROLMENT PROJECTIONS

The following graph illustrates the five-year trend of actual full-time enrolment headcount with a projection for Fall 2018:

Diagram 3: UWindsor Full-time Enrolment Headcount



UWindsor total full-time enrolment is projected at 14,635 representing a significant increase over the previous 5 years. Undergraduate enrolment is forecasted to continue its recovery following an increase in first year undergraduate in Fall 2017 along with strong application data for Fall 2018.

i) Undergraduate Students

Total full-time undergraduate student enrolment is projected at 10,635 in Fall 2018, an increase of 93 students from Fall 2017. This projection comes on the strength of exceeding first year enrolment projections last year coupled with positive current application statistics for Fall 2018.

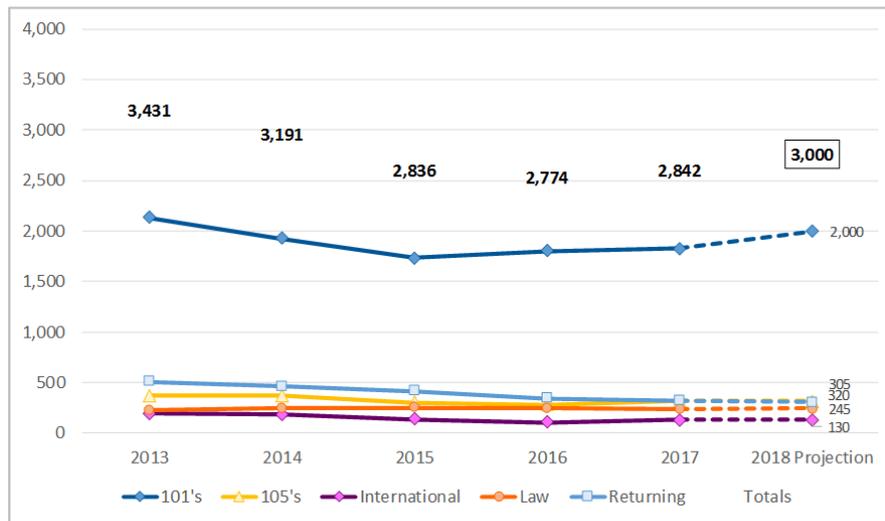
First year enrolment is a critical driver of total undergraduate enrolment. A drop in first year enrolment will have long-lasting effects as these students continue their studies through the remainder of their 3- or 4-year undergraduate degrees. First year enrolment is comprised of a number of components, including: 101's (students entering into university directly from high school), 105's (college transfers and out of province Canadian enrollees), international students, students entering into Law School, and returning

students (those who take longer than a year to complete the requisite number of courses to move out of first year).

For Fall 2018, first year enrolment is projected at 3,000, up over 5% against Fall 2017 actual enrolment. Increased marketing activities and other enrolment initiatives are paying dividends, breaking the recent trend of declining first year enrolments.

The graph below illustrates the various components of first year enrolment over the past five years compared against our projection for Fall 2018:

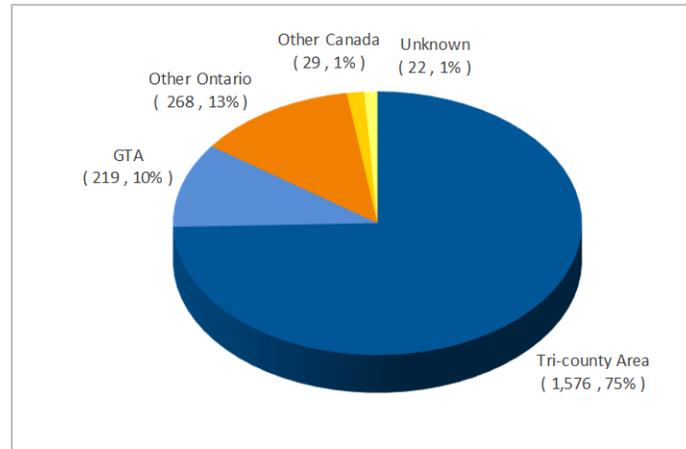
Diagram 4: Components of Year 1 Undergraduate Enrolment



Applications for Fall 2018 are extremely strong with an increase of 9.3% in first choice applications, when compared to the system being down by .2%. Applications for Faculty of Education, reported as fourth year students, have increased by 36% versus the system increase of 14.4%. Applications for 105's are weaker when compared to the system. Efforts will be continuing throughout the spring and summer months to maximize the conversion of student applications and confirmations into actual registrations. The budgeted enrolment for Fall 2018 included in this budget are achievable.

The following pie chart illustrates the origin of new first year domestic students in Fall 2017 (not including Law or returning first year students):

Diagram 5: Origin of Domestic First Year Students



UWindsor remains heavily reliant (75% of our first year students) on students who enrol from the local tri-county area of Essex, Lambton and Kent counties. Demographic projections for the 18-20 population compiled by the Ontario Ministry of Finance (Spring 2013) indicates that the tri-county area will experience a population decline for this age group over the next 5 years. The only regions in the province where growth for this age category is expected to occur are Ottawa and the Greater Toronto Area (GTA). Recruitment of students from the GTA has been heightened to allow for participation in this increase.

Recent student recruitment initiatives including the development of a marketing, branding, and advertising strategy to increase the visibility of the institution, raise awareness of our strengths, and communicate the advantages of studying here, are designed to help offset the challenges of declining local demographics for the University age-group. UWindsor has recognized the need to take a strategic approach to recruitment and a number of options are under review that will see a cohesive and integrated approach to recruitment of all category of students.

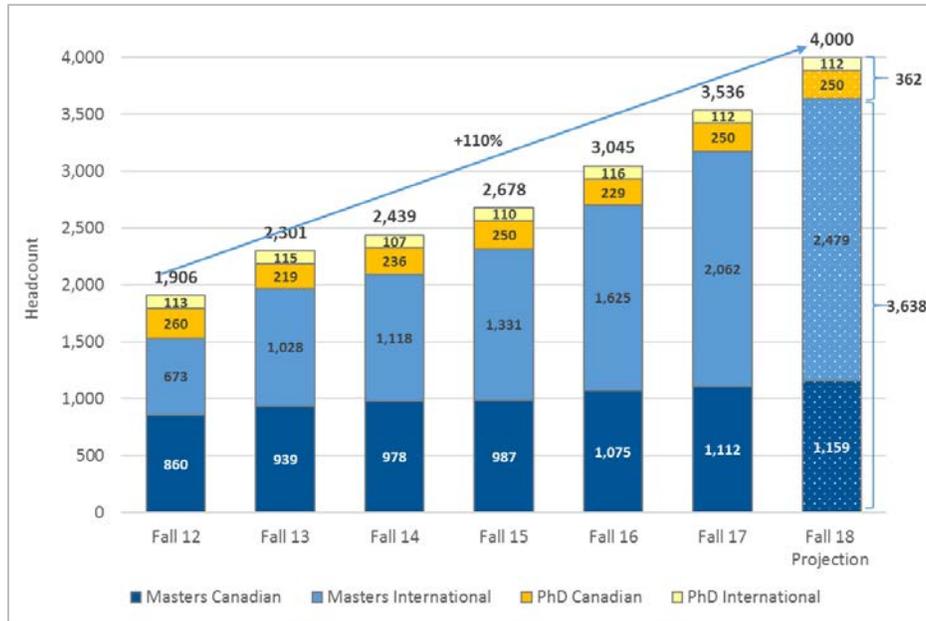
The strength of academic programs is the foundation of a SEM strategy and implementation. The Curriculum Development Fund (CDF) announced in the 2017/18 operating budget has served to direct resources to initiatives underway in all Faculties. The success of the CDF will support enrolment for many years to come.

ii) Graduate Students

Total full-time graduate student enrolment is projected to reach 4,000 students in Fall 2018, the highest enrolment in the history of the institution. Projected graduate enrolment is comprised of 3,638 Masters and 362 PhD students.

The following diagram illustrates the growth of graduate students since Fall 2012 and projected graduate enrolment for Fall 2018:

Diagram 6: Full-time Graduate Student Enrolment

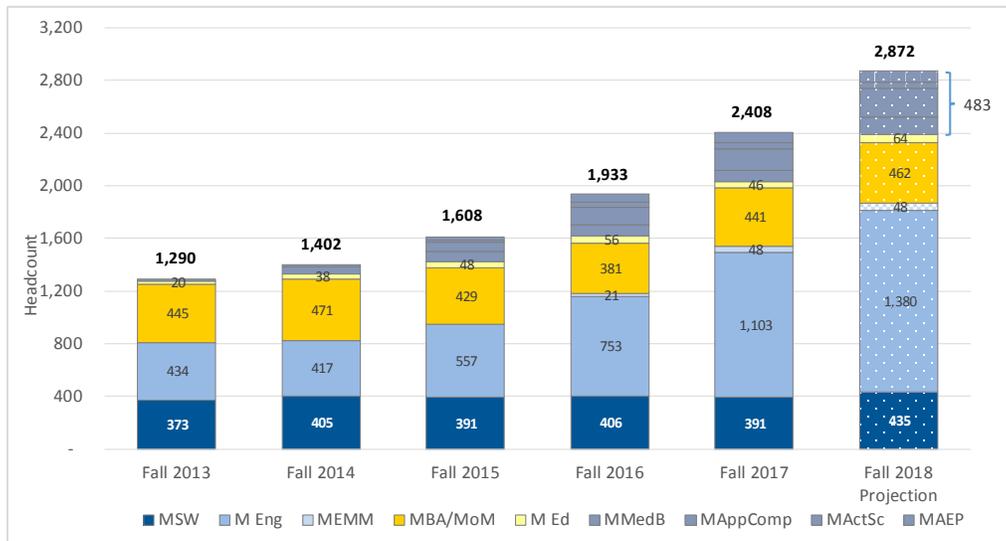


The introduction of new graduate programs have continued to grow domestic graduate enrolment. This has been an area of focus with the Province’s financial incentive to support growth of domestic graduate students through the Graduate Expansion grant. Since Fall 2012, domestic graduate enrolment has increased by 26% (Fall 2012 – 1,120, Projected Fall 2018 – 1,409).

Coupled by the growth of domestic graduate students, UWindsor has experienced significant growth in graduate enrolment. This growth has been driven largely by increased enrolment in course-based masters programs in the Faculty of Engineering (Master of Engineering), Odette School of Business (Master of Management), and new programs recently introduced in the Faculty of Science (Master of Medical Biotechnology, Master of Applied Computing, Master of Actuarial Science, and Master of Applied Economic Policy).

The following graph details the professional course-based master programs enrolment over the past five years with a projection for Fall 2018:

Diagram 7: Professional Course-based Masters Program Enrolment



iii) International Students

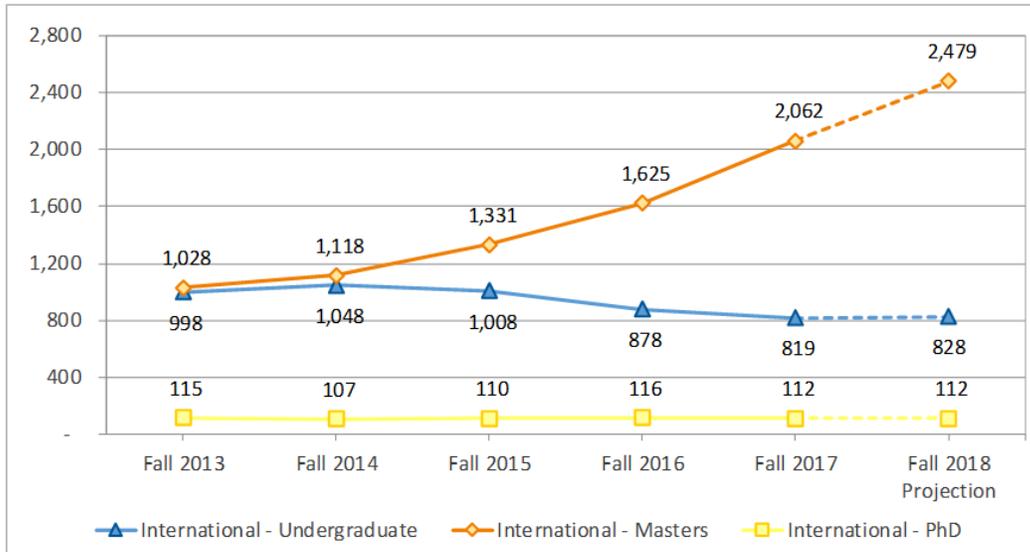
UWindsor has a significant international student base with international students now making up approximately 23% of total institutional headcount. International student engagement has become a key area of focus and priority as articulated into the institution’s SMA2.

UWindsor has one of the most internationally diverse student bodies in Canada, and international students contribute significantly to all aspects of our campus. A vibrant, centrally located International Student Centre (ISC) offers valuable services to students from over 90 countries. The ISC encourages access to various individuals and groups who are dedicated to international student needs, as well as providing a comfortable lounge area.

The Soft Landing Program is available for all new international students arriving to campus providing important information about arriving in Canada, getting to campus, and securing accommodation. Other special services for international students include an international student orientation program, a resume clinic for students seeking employment, assistance with visitation of dependents and other family members, a social media network, and a student handbook designed specifically for international students.

The following graph illustrates the trend of full-time international students over the last five years including a projection for Fall 2018:

Diagram 8: Trend of Full-time International Enrolment



IV. ENROLMENT CENTRED MANAGEMENT BUDGET MODEL

UWindsor is entering into its third operating budget under the Enrolment Centred Management (ECM) budget model. First introduced for the 2016/17 operating budget, the ECM addresses the need to align resource allocations more closely with actual enrolment activity in each of the Faculties. It is an incentive-based model that reacts to enrolment changes.

ECM includes a revenue allocation methodology where the direct cost of teaching and learning in Faculties is funded by the enrolment-driven tuition revenue. Government grants, investment income and other revenue are directed towards funding the infrastructure and services that support teaching and learning, as well funding the strategic University Investment Funds (see page 26).

Two years following implementation, it is evident that the ECM budget model has met its original objective of focussing decision making on enrolment, providing base and one-time monies to those Faculties that are experiencing increases in enrolment, and allocating the institution's base budget to be more reflective of actual activity in Faculties. The complementary nature of the ECM, the SEM, the SMA, and corresponding investments in the student experience, have all worked in unison to address the enrolment challenges recently experienced.

1. PRINCIPLES AND PRIORITIES

ECM was developed to ensure four principles guide decision making at UWindsor:

1. **Strategic Mission** – Resource allocations should align and support the core academic and research mission and institutional priorities.
2. **Responsibility** – Ensure the alignment of authority for financial management decisions and the responsibility for those decisions.
3. **Sustainability** – Aim to foster a comprehensive university and incentivize behaviour in support of long-term financial sustainability of the institution.
4. **Transparency** – Provide a clear delineation of revenue and expenses by unit in order to support and rationalize decisions.

ECM has also been designed to achieve a number of institutional priorities, including:

- Responding to the new enrolment realities of UWindsor 2.0;
- Soliciting greater engagement from Faculties and Deans in matters of enrolment and financial planning;
- Aligning Faculty base expenditure budgets with enrolment and tuition generation;
- Providing greater clarity and transparency regarding how revenue is generated;
- Creating a more consistent and principled flow of funding for all Faculties; and
- Facilitating the ability to achieve the goals of our SMA.

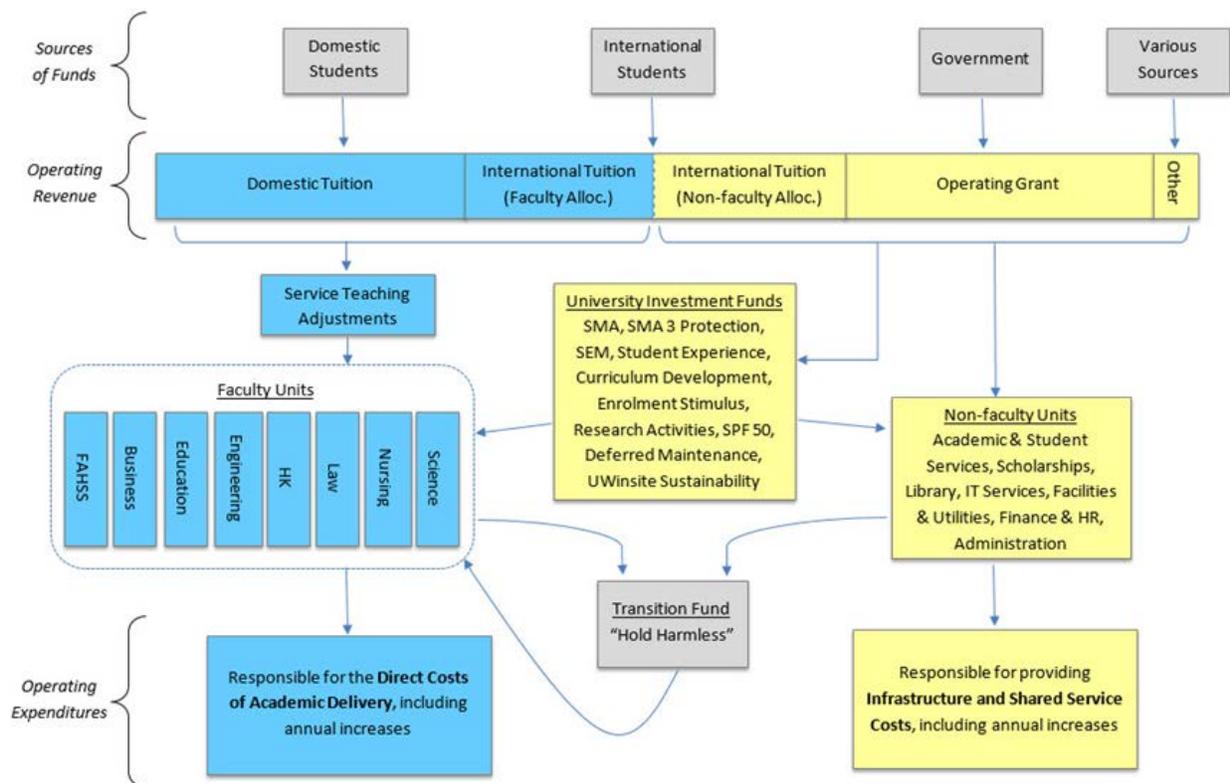
2. THE FLOW OF FUNDS

Under ECM, Faculties continue to receive the tuition revenue for those students majoring within their Faculty. The underlying focus is, therefore, on enrolment. The introduction of new academic programs, curriculum reform, and student experiential learning activities influence enrolment growth; thereby increasing financial support for Faculties.

Government grants and other revenues are attributed to the support of the non-Faculty costs associated with providing the educational environment, including: academic & student services, scholarships, libraries, IT services, facilities, administration, and strategic investment funds.

The following diagram provides an illustration of the flow of funds under ECM.

Diagram 9: Enrolment-Centred Management - Flow of Funds



3. THE ECM TRANSITION CONTINUES

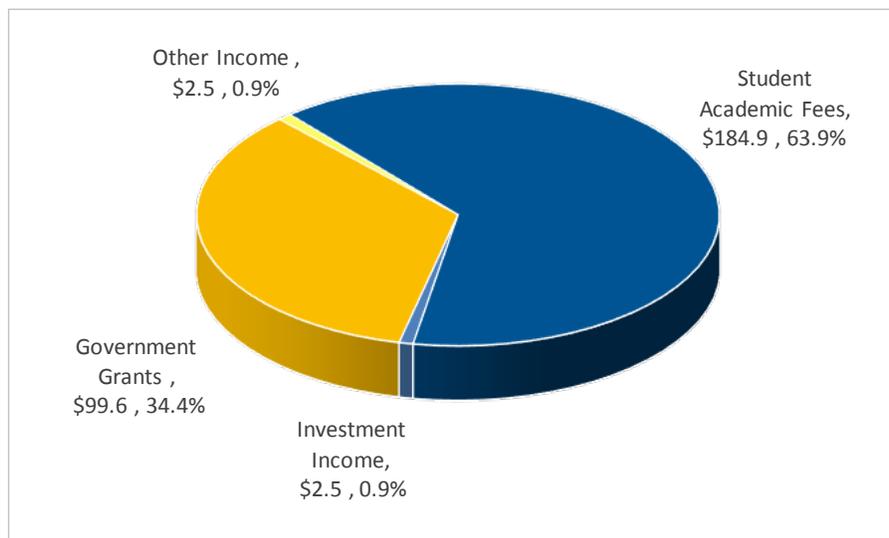
Under ECM, some Faculties find they are in a position where tuition revenues exceed base expenditure budgets, while others have the opposite reality. A staged implementation of ECM was adopted whereby a reasonable portion of this variance between tuition revenue and base expenditure budget is being addressed annually until all Faculties have base expenditure budgets more closely aligned with their tuition revenue generation.

For 2018/19, ECM will continue the established pattern of repositioning 15% of Faculty's net position (revenue less expenditures) based on actual 2017/18 activity. Faculties continue to be "held harmless" (i.e., not being impacted positively or negatively) for 85% of their net position.

V. 2018/19 OPERATING REVENUE

Operating revenue for 2018/19 is budgeted at \$289.5M, an increase of \$21.5M (8%) over 2017/18 (see Appendix A for further details). The pie graph below provides a breakdown of the four major sources of UWindsor's operating revenue:

Diagram 10: 2018/19 Operating Revenue (in \$Millions)



1. STUDENT ACADEMIC FEES

Effective for the 2017/18 academic year, Ministry of Advanced Education and Skills Development (MAESD) announced an extension of the previous tuition fee framework for two more years (2017/18 and 2018/19). Based on this announcement, the UWindsor Board of Governors approved student tuition fee rates for two academic years, 2017/18 and 2018/19, at their April 25, 2017 meeting.

Below is a summary of the tuition fee framework that applied only to domestic tuition rates:

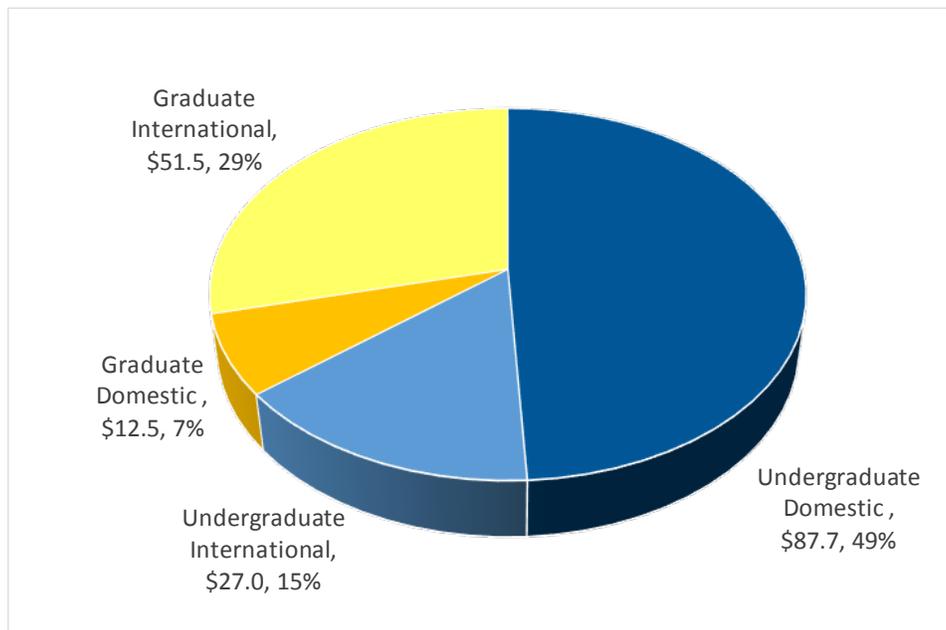
- Maximum 3% annual overall increase (2% (CPI) + 1%) for the institution;
- Maximum 5% increase for professional undergraduate programs (namely Engineering, Business, Law & Computer Science);
- Maximum 3% increase for undergraduate programs not included above;
- Maximum 5% increase for graduate programs;
- Full cost-recovery and self-funded programs are exempt; and
- International tuition remains unregulated.

Total Student Academic Fees (including Tuition and Student Incidental Fees) are projected at \$184.9M for 2018/19, an increase of \$20.7M (12.6%) over the 2017/18 budgeted amount. This increase is the result of an increase of \$4.7M generated based on the approved tuition fee increases and an increase of \$15.9M related to the increase in enrolment. Student incidental fees are budgeted approximately flat against last year.

i) Tuition Fees

Total institutional Tuition Fee Revenue is budgeted at \$178.7M for 2018/19, a significant increase of \$20.6M over the prior year's budget. The chart below provides a summary of the 2018/19 tuition fee revenue budget by major enrolment category:

Diagram 11: Tuition Fee Revenue Budget by Category (in \$Millions)



The ECM budget model distributes tuition fee revenue to Faculties based on their respective enrolments, therefore understanding where tuition revenue is generated across campus is essential.

The following charts illustrate the total 2018/19 tuition fee revenue 1) by Faculty, and 2) by enrolment complement in each Faculty:

Diagram 12: 2018/19 Tuition Fee Revenue by Faculty (in \$Millions)

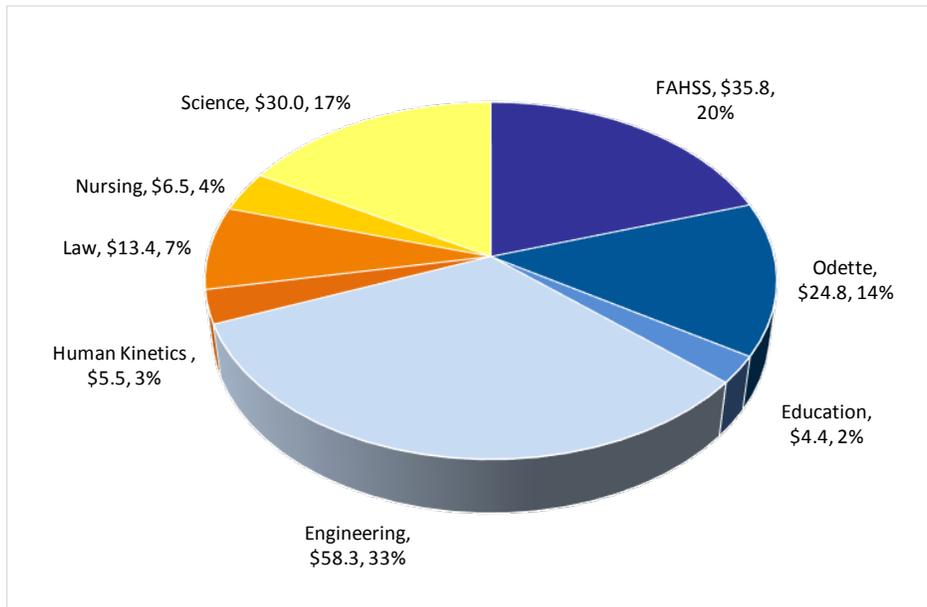
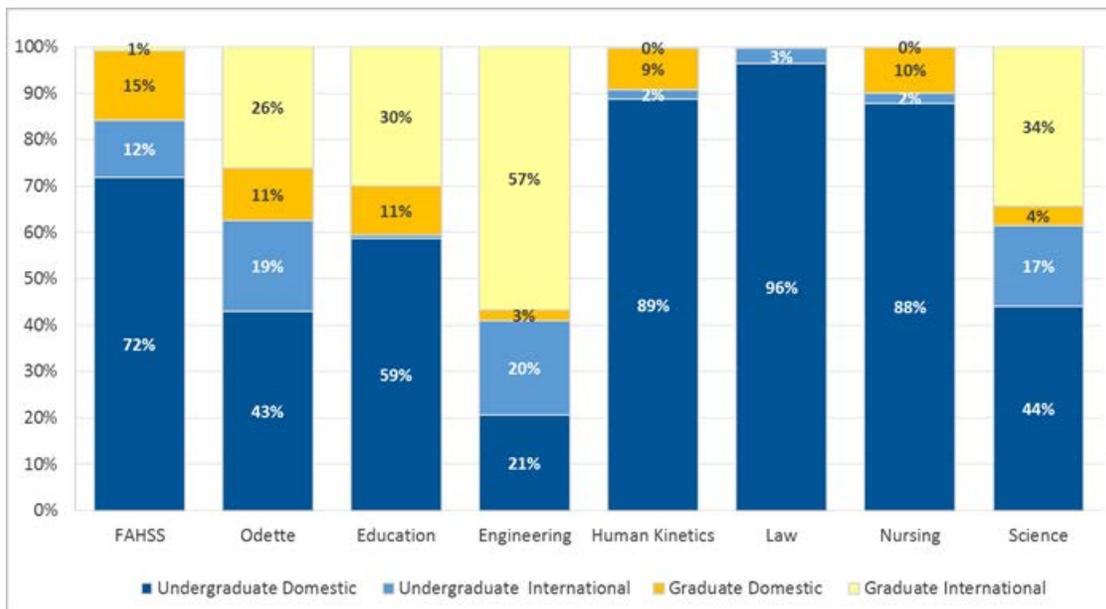
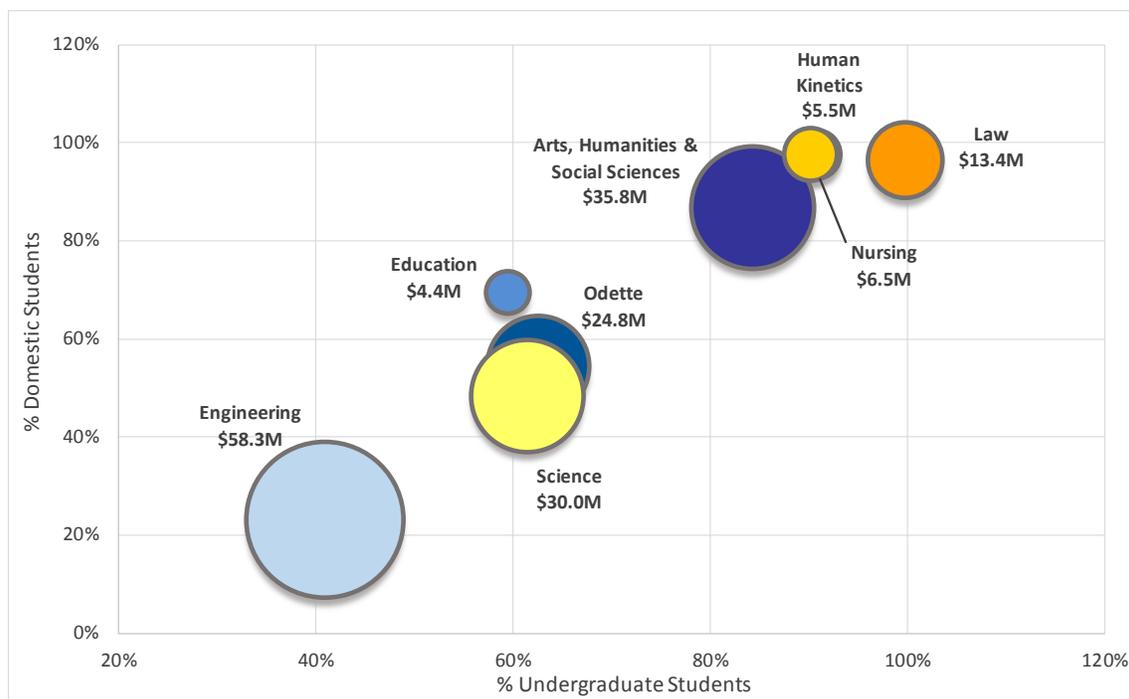


Diagram 13: 2018/19 Tuition Fee Revenue by Enrolment Complement



As detailed in this section, there are two distinct groupings of Faculties on campus: 1) those with highly diversified revenue sources, and 2) those that rely primarily on undergraduate domestic student enrolment. The diagram below graphically depicts these two groupings of Faculties and their relative size based on their 2017/18 tuition fee budget.

Diagram 14: Diversified and Non-diversified Faculties



The Faculties of Engineering, Education, Science, and the Odette School of Business are highly diversified and generate a significant amount of their tuition fee revenue from international and graduate students. The Faculties of Human Kinetics, Nursing, and Arts, Humanities & Social Sciences rely heavily on domestic tuition revenues and receive only a small portion of their tuition fees from graduate students. The Faculty of Law relies almost entirely on domestic undergraduate tuition fees.

As UWindsor continues to implement the SEM plan, opportunities and challenges inherent in the student complement in each Faculty will be considered and action plans will be developed to achieve enrolment targets for each Faculty.

ii) Student Incidental Fees

Compulsory incidental and ancillary fees are budgeted at \$130K higher than the prior year at \$6.3M. The incidental and ancillary fees tracked within the operating budget include items such as: Student Centre Fees, Late Payment Fees, Student Health Fees, Co-op Fees, and Athletics & Recreation Services Fees. Revenue generated against these areas is either specifically designated in support of particular expenditures or directed to non-academic units to support costs associated with providing the academic environment.

2. GOVERNMENT OPERATING GRANTS

Provincial Government Grants are projected at \$96.3M in 2018/19, a slight increase of \$791K (0.8%) from the 2017/18 budget. This increase is a result of a new Graduate Expansion grant combined with minor increases to the Core Operating Grant (COG) and Special Purpose grants, offset against the reduction in government grant due to the increase in the International Student Recovery (see Appendix B for complete details).

MAESD's new funding model announced in the 2017/18 operating budget is now fully in place with three categories:

- i) Enrolment Envelope
- ii) Differentiation/Student Success Envelope
- iii) Special Purpose Envelope

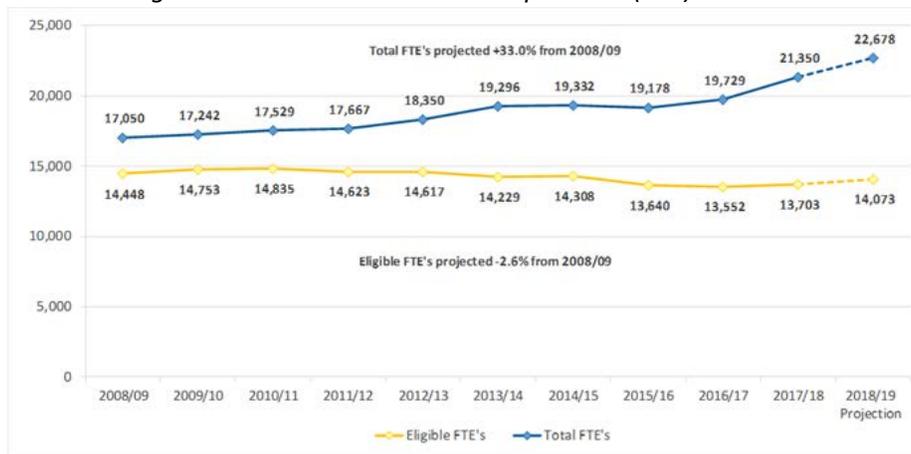
i) Enrolment Envelope

The Enrolment Envelope contains two enrolment related grants as outlined below:

The *Core Operating Grant (COG)* is governed by an enrolment corridor in which the University receives a base level of funding by maintaining eligible enrolment within +/- 3% of the corridor midpoint. The midpoint was established in 2016/17 and the corridor will provide predictable and stable funding for the University. The UWindsor COG is budgeted at \$76.5M in 2018/19 down 2.3% from 2017/18 primarily due to the alignment by MAESD to equalize the per-student funding within the funding model across the system.

The following chart illustrates the 10-year history of UWindsor's total eligible full-time equivalent enrolment. Total full-time equivalents (eligible and ineligible) are projected to grow by 33% over 2008/09 while eligible full-time equivalents are expected to decrease by 2.5% over the same time period. Enrolment growth in international undergraduate and graduate programs, considered ineligible, is the main reason for this difference in trending.

Diagram 15: UWindsor Full Time Equivalent (FTE) Enrolment



A *Graduate Expansion Grant* has been established where the University has been allocated Masters and PhD growth targets to be achieved over the SMA2 period. Growth is measured over the 2016/17 funded enrolment levels and MAESD has provided funding for actual growth up to the targets. At the end of 2019/20, the actual growth up to the assigned targets will be rolled into the COG. For 2018/19, UWindsor will receive \$940K in Graduate Expansion Grant funding.

ii) *Differentiation/Student Success Envelope*

The Differentiation/Student Success Envelope is the component of the government grant that will be dependent on the outcomes and success of meeting the metrics outlined in UWindsor's SMA2. The SMA2 period is one of transition and preparedness as MAESD works to determine how funding will be influenced by the system and institutional metrics. There remains little information on how these metrics will influence actual government grants in SMA3. In order to mitigate the risk of sudden government grant reductions, the 2018/19 operating budget includes a SMA3 Fund that will protect UWindsor's base budget from such sudden changes (see page 26).

In 2018/19, the Differentiation/Student Success envelope for UWindsor is budgeted at \$14.4M (up 15.3% from 2017/18) and is comprised of the following components:

- 1) \$4.2M from the former Quality Grant;
- 2) \$477,000 from the former Performance Grant (employment and graduation rates);
- 3) \$265,000 from the former Research Overhead Grant; and
- 4) \$9.5M transferred as a preliminary allocation from the former Basic Operating Grant to equalize per-student funding across the system.

iii) *Special Purpose Envelope*

Special purpose grants are grants that will be held separately in order to address government and system-wide priorities, including Municipal Tax Grant, the Clinical Nursing Grant, and Grants for students with disabilities.

The 2018/19 budget for Special Purpose grants total \$1.8M and include the following:

- 1) Funding for Students with Disabilities - \$391,000;
- 2) Municipal Tax grant - \$841,000;
- 3) Clinical Nursing grant - \$427,000; and
- 4) Mental Health Services - new base funding amount of \$100,000.

In addition to the above grants, UWindsor has budgeted \$5.3M for the Nursing Collaborative Grant. This separate envelope is not part of the funding reform and supports the Collaborative Nursing program offered jointly with St. Clair and Lambton Colleges. This grant is budgeted based on prior year enrolment levels.

The International Student Recovery (ISR), which was phased in over a number of years, is now fully implemented and effectively reduces the Provincial government grant in the amount of \$750 for each international undergraduate and Masters’ student enrolled at the institution (PhD’s are excluded). The ISR is budgeted at \$2.6M for 2018/19, resulting in a further grant reduction of \$331K. This change is due to the increase in international student enrolment at UWindsor.

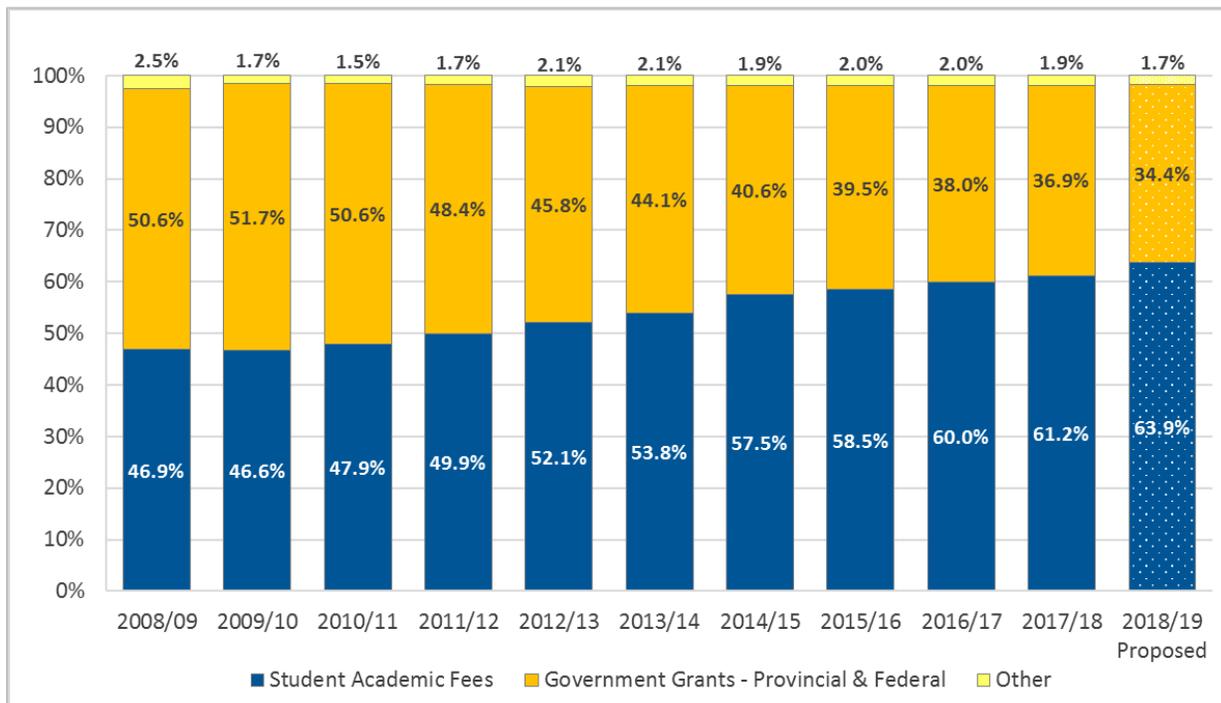
Finally, the Federal Government provides a Federal Indirect Cost of Research Grant (FICR) to support research overhead on campuses. The grant is based on each institution’s funding from the three Federal granting agencies (NSERC, SSHRC and CIHR) in the three years preceding the grant cycle. UWindsor has budgeted \$3.4M in FICR grant for 2018/19, the same amount as 2017/18 as information is not available at this time on any changes in this grant.

3. OTHER SOURCES OF OPERATING REVENUE

Other sources of operating revenue include Investment Income on working capital, Student Application Fees, and other Miscellaneous Revenue items. These revenues are budgeted approximately flat to last year at \$5M.

As tuition rates increase and provincial funding remains relatively flat, the Government Grant portion of the total operating revenue continues to decline while reliance on tuition and other student fees intensifies. The result sees UWindsor now budgeted to receive almost 64% of operating funding directly from Student Fees. The chart below illustrates this steady shift in revenue pattern, which is very comparable to other institutions in the Province.

Diagram 16: UWindsor’s Shifting Operating Revenue Pattern



VI. 2018/19 OPERATING EXPENDITURES

The 2018/19 operating budget continues UWindsor’s history of fiscal responsibility with a balanced position. Operating expenditures budgeted flat to operating revenue at \$289.5M – up \$21.5M (or 8%) from last fiscal year.

Under the ECM budget model, all operating units – Faculty and non-Faculty – are responsible for their full cost of operation including all cost increases resulting from negotiated wage and benefit changes. Net tuition revenue funds the Faculty units in support of their “Direct Costs of Academic Delivery” while government grant revenue, a portion of international student tuition, and other institutional and departmental revenues support non-Faculty units to cover “Infrastructure and Shared Service Costs”.

The largest single component of the institutional budget, comprising approximately 73% of all budgeted expenditures and amounting to \$210.2M, is the cost of salaries, wages and benefits for faculty and staff.

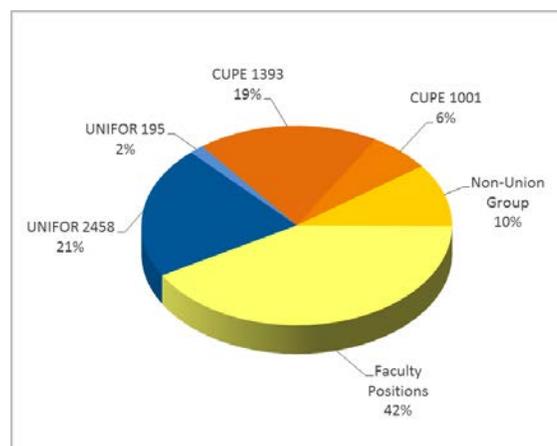
1. FACULTY & STAFF SALARIES, WAGES & BENEFITS

UWindsor operates with eight bargaining units and a non-union group, including:

- 1) Windsor University Faculty Association – Faculty, librarians, ancillary academic staff and sessional instructors;
- 2) UNIFOR Local 195 – Campus Community Police & Parking;
- 3) UNIFOR Local 2458 Full-time – Office & Clerical Staff;
- 4) UNIFOR Local 2458 Part-time – Office & Clerical Staff;
- 5) UNIFOR Local 2458 Engineers – Stationary Engineers;
- 6) CUPE Local 1001 – Full- & Part-time Food Services, Housekeeping & Grounds;
- 7) CUPE Local 1393 – Technical Staff, trades and professional staff; and
- 8) CUPE Local 4580 – Graduate and Teaching Assistants.

The following graph illustrates the total number of full-time equivalent positions incorporated in the entire operating budget by bargaining unit.

Diagram 17: Full-time Equivalent Faculty & Staff Positions by Bargaining Unit



The 2018/19 budget includes increases to salaries and benefits consistent with the terms of all collective agreements.

The benefit cost to the institution includes the contributions to the University’s two pension plans: 1) the Employees’ Plan, and 2) the Faculty Plan, which provide post-retirement support to faculty and staff. Due to the significance of pension plan contribution costs, planning for these required contributions is ongoing. Mandatory tri-annual actuarial valuations completed for each pension plan dictate contribution levels required by the members of the Plans and UWindsor. Mandatory valuations were completed as of July 1, 2017 for both pension plans. These valuations have determined the contribution levels for the plan members and the institution until the next valuation is filed. The 2018/19 operating budget includes incremental pension contributions related to these valuations.

The Employees’ Plan is fully cost-shared between UWindsor and the Plan members. As of the July 1, 2017 valuation, the Employees’ Plan showed a going concern surplus of \$21.8M and a solvency deficit of \$22.7M. Broader public sector institutions are permitted to apply for funding relief for solvency deficits. UWindsor applied for and received approval for stage 2 funding relief in March 2018. With this approval, UWindsor is allowed to defer the special payments required to fund the solvency deficit for a period of three years. For the period July 1, 2018 to June 30, 2021, UWindsor will be required to pay interest payments only on the solvency deficit in the amount of \$614,000. Commencing July 1, 2021, UWindsor will be required to make special payments to fund the deficit. As a result, contributions to the Employees’ Plan will increase from the current blended rate of 7.0% of covered earnings as follows: 8.4% on June 4, 2018, 9.0% on July 2, 2018 and 7.9% on September 10, 2018. Recent legislation announced provides further relief on solvency pending the filing of a valuation as of December 31, 2017. Should this valuation be filed before June 30, 2018, the increase in contributions in respect of the solvency deficit will no longer be required and the new contributions will be as follows: 8.4% on June 4, 2018 and 7.3% on September 10, 2018. The 2018/19 operating budget includes additional pension contributions to fund the interest and increase in pension contributions due to salary increases.

The following graph illustrates the pension contributions to the Employees’ Plan since the 2011/12 fiscal year:

Diagram 18: Employee Pension Plan Contributions (in \$millions)



The Faculty Plan is a hybrid plan comprised of two components: 1) a Money Purchase Plan component (MPP); and 2) the Minimum Guaranteed Benefit (MGB).

Contributions to the MPP component for the Faculty Plan is currently 9% of pensionable earnings for Plan members and 6% for UWindsor, subject to Income Tax Act annual contribution limits. UWindsor is solely responsible for funding the MGB liability, which represents the amount paid to ensure pensions are at a defined benefit level as prescribed in the Plan.

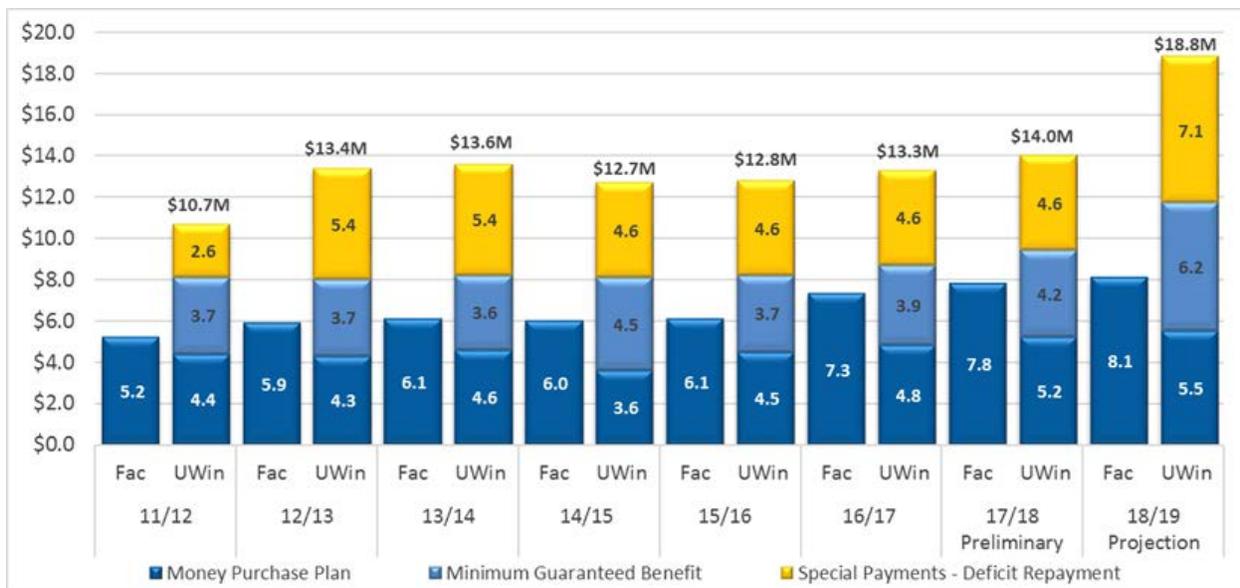
The actuarial valuation filed as of July 1, 2017 resulted in a \$52.75M going concern deficit with no solvency deficit. As a result of this increase in the going concern deficit, UWindsor will be making annual special payments in the amount of \$7.05M, an increase of \$2.41M from the previous special payment determined by the July 1, 2014 valuation. This increase in special payments can be deferred one year and will be effective as of July 1, 2018. While market performance has improved, the continued long-term interest rate used to value the obligations of the Plan continues to be at all-time lows.

In addition to this increase in special payments, the July 1, 2017 valuation dictates that the contribution in support of the MGB increase from 4.8% of pensionable earnings to 6.6% of pensionable earnings. This increase in contribution approximates \$2.0M.

In summary, the total increase in UWindsor’s pension contributions for the Faculty Pension Plan in the 2018/19 operating budget is \$4.8M.

The graph below illustrates the pension contributions to the Faculty Plan since the 2011/12 fiscal year.

Diagram 19: Faculty Pension Plan Contributions (in \$millions)



2. DIRECT COSTS OF ACADEMIC DELIVERY

Salaries, wages and benefits for faculty and staff working within Faculty units comprise about 85% of the direct cost of academic delivery. The 2018/19 operating budget also includes \$10M in graduate and undergraduate teaching assistantship budget and a further \$12M for other expenses.

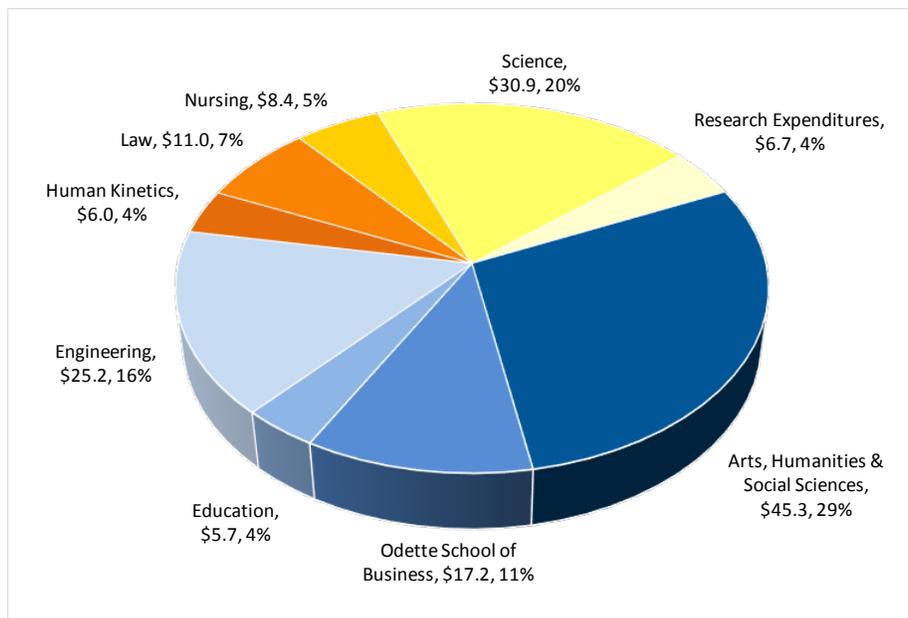
As noted in Section IV (page 11), increases/decreases in base expenditure budgets represent 15% of each Faculty's net position (actual revenue generated less base expenditure budgets) based on their prior year activity. Faculties are being "held harmless" for 85% of their net position.

Faculties receiving incremental base budget are able to allocate these budgets to best meet the needs of their Faculty. Funds could be invested in faculty to support new program development, staff to enhance student services, or other expenditure budgets that align with the respective Faculty's strategic direction.

Faculties with base reductions will be required to find savings within their base budgets or identify revenue growth opportunities to bridge this gap in the short term.

The following graph details total Faculty expenditure budgets for 2018/19:

Diagram 20: Base Expenditure Budgets by Faculty (in \$Millions)

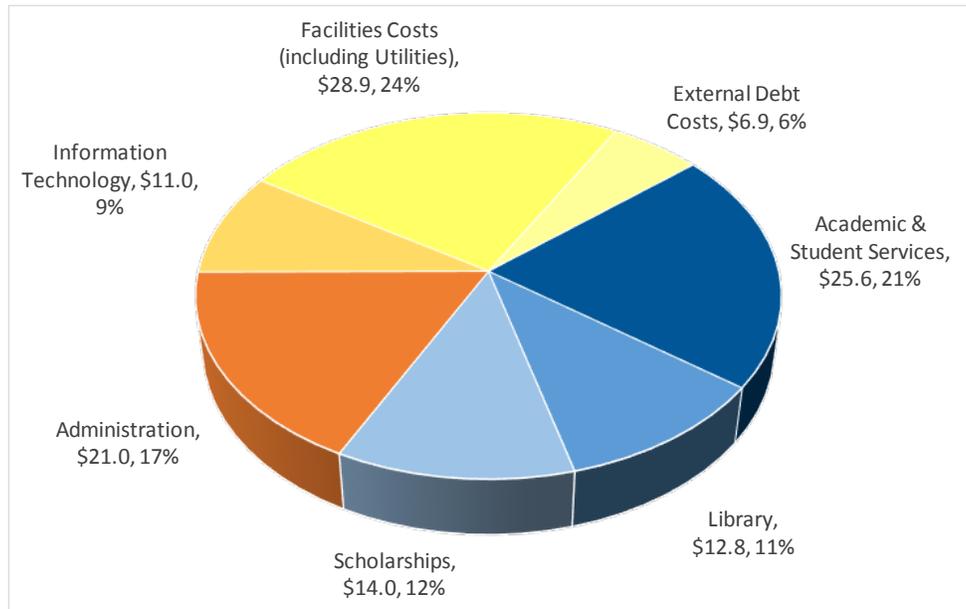


3. NON-FACULTY COSTS

Non-Faculty costs include the cost of delivering key services in support of the academic and research activities of the institution, with a great percentage of these costs supporting the student experience. Non-Faculty costs include Academic & Student Support, Library and Scholarships – while other cost areas are more indirectly linked and provide the infrastructure from which services can be provided – such as Facilities, Maintenance, Utilities, IT Services, Administration and Debt Financing.

The graph below provides a breakdown of the funding for non-Faculty units in the 2018/19 budget:

Diagram 21: Non-Faculty Costs (in \$millions)



As noted above, ECM allocates the government grant and a portion of the international student tuition (deemed government grant) as primary sources for funding of non-Faculty budgets. Non-Faculty units are responsible for improving the effectiveness of their services in addition to identifying efficiencies. Resources continue to be allocated strategically to support and respond to evolving academic and research programs. Similar to the Faculty units, the non-Faculty units are responsible for funding all annual increases to their costs, including salaries, wages and benefits.

4. ANCILLARY SERVICES

UWindsor operates a number of services in support of the core academic delivery services that function as businesses outside of the operating budget. These Ancillary Services, including Residence Services, Food & Conference Services, Campus Bookstore, Parking Services and the UWinCARD office are required to cover their respective costs, including capital renewal and other overhead contributions through their own revenue streams.

i) Residence Services

Residence Services (RS) will manage four residences on campus in 2018/19 with a capacity to accommodate approximately 950 students. A variety of room style offerings are available; ranging from traditional dormitories to suite-style accommodations. RS' primary role is to provide transition support for first-year students. In addition, RS continues to retain residence students and attract upper year students. Off-campus housing competition continues to increase and serves as an option primarily for upper year students.

Soft residence enrolment rates, the need for capital investments, and the requirement for a sustainable fiscal model have all placed RS in a challenging fiscal position. To meet this challenge, RS, in partnership with Food Services, has developed a long-term strategy that was approved by the Board of Governors at their April 2018 meeting. The strategy will see RS make some significant investments in their facilities over the next two years to enhance the student experience, enabling the residence program to be seen as a compelling option for incoming first year students. While UWindsor has made significant capital investments in other parts of campus, RS has only had the capacity to make minimal updates. The two-year time frame will allow RS to carefully assess its enrolment profile and make an informed decision as to whether its building portfolio should be maintained at four buildings, increased, or decreased. The goal is to offer the most appropriately sized, financially sustainable residence program that provides a student experience of the best quality.

RS involved students and RS staff in the creation of its 2018/19 budget. The process began with a presentation of the current year budget to student representatives on the Residence and Food Services Advisory Board (RFSAB) and to Windsor Inter-Residence Council (WIRC). These advisory committees are comprised of residence students, with representatives from UWSA, GSS and OPUS also invited to participate. Residence fee increases for 2018/19 were approved by the Board of Governors at their April 2018 meeting.

ii) Food Services

Food Services (FS) provides essential services to support students, faculty, staff and visitors to campus through its meal plan, retail and catering operations. FS has been an integral part of the long term strategy for Residence and Food Services. As a first step to a key recommendation to re-introduce a formal dining hall experience for residence students, FS will be renovating the former University Club as a dining option for residence students. The opening of this facility will enhance the residence student experience and provide a venue where residence life programming can occur. This renovation was funded as part of the Student Experience Fund (see page 29). In 2018/19, FS along with Senior Administration will address the next steps identified for FS in that vision. Further updates will be provided during 2018/19 as a thorough evaluation of service delivery is considered. Meal plan fee increases for 2018/19 were approved by the Board of Governors at their April 2018 meeting.

iii) Parking Services

Parking Services (PS) funds its operating expenses and capital enhancements from parking permit revenue and parking fine revenues. PS operates on the guiding principles of being equitable for all campus patrons, with rates that are in line with the median cost at other Ontario universities. Parking fee increases are proposed for 2018/19. The pre-tax annual rate for a faculty/staff permit is \$827.87, an annual increase of \$24.11; with the Remote Lot fee of \$673.30 with an annual increase of \$19.61. The proposed pre-tax parking rates for students are as follows: 8 month surface lot \$360.03, an increase of \$10.48; a 12-month pass \$432.96, an increase of \$12.61; and an 8-month Parking Garage pass of \$556.01, an increase of \$16.19

VI. STRATEGIC INVESTMENT FUNDS

Key to a successful budget is its ability to allocate and provide resources in support of strategic initiatives of the institution. The practice of including strategic funds over the last number of years has provided funding primarily to Faculties in meeting their academic and research strategic goals.

Included in the 2018/19 operating budget, a total of \$13M has been included as strategic investment base funds:

1. SMA3 Positioning Fund - \$3M
2. SMA2 Fund - \$1.5M
3. Strategic Enrolment Management Fund - \$0.5M
4. Enrolment Stimulus Fund - \$1.3M
5. Student Experience Fund - \$1.2M
6. Research Activity and Stimulus Funds - \$1.0M
7. UWinsite Fund - \$2.2M
8. Deferred Maintenance - \$2.0M

The Curriculum Development Fund of \$1.0M is allocated on a one-time basis from existing investment funds.

1. SMA3 POSITIONING FUND - \$3.0M

MAESD has opted for differentiation as a primary policy driver for post-secondary education. MAESD has articulated that, over time, they will align their policies, processes, and funding levers to Ontario's Differentiation Policy Framework to steer the post-secondary system in ways that align with provincial priorities while respecting the autonomy and supporting the strengths of post-secondary institutions.

As included in the Operating Grant Section of this budget (page 17), UWindsor's main operating grant is composed of 1) Enrolment Envelope (Core Operating Grant) and 2) the Differentiation/Student Success Envelope. While there is clarity on the factors that will influence the Enrolment Envelope, the Differentiation/Student Success Envelope is dependent on a number of components and metrics developed by MAESD in collaboration with individual post-secondary institutions. At this time, it is not clear on how these metrics will impact the Differentiation/Student Success Envelope grant during SMA3. MAESD has committed that there will be no change in the operating grant during the period of SMA2.

What has been articulated to date is that the Differentiation/Student Success portion of the grant will be linked to UWindsor's performance against the metrics (system and institutional) which have been agreed to with MAESD. This component of the operating grant has the potential of changing significantly during SMA3. As a way to mitigate the risk of such fluctuations, a SMA3 Positioning Fund has been established with a base budget of \$3.0M. This base budget will be available during SMA3 to offset any reductions in government grant. Should this fund not be required for reductions in government grant, it will be available as further investment funds.

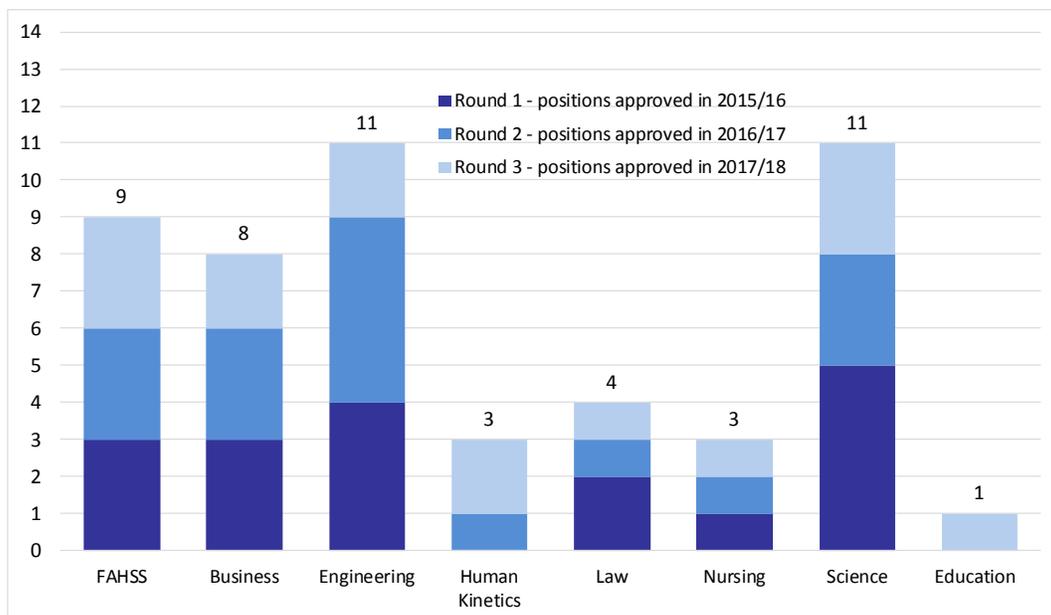
For the balance of SMA2 (2018/19 and 2019/20), this Fund will be made available on a one-time basis to Faculty and non-Faculty areas. Allocations from this Fund will be directed to initiatives that will support achieving the metrics included in SMA2. A total amount of \$1.5M will be allocated from this Fund on a one-time basis only in each of the two years. The allocation to Faculties will be based on a minimum allocation of \$50,000 for each Faculty plus an additional \$25 per full-time Fall 2017 enrolment. The allocation to the Non-Faculty areas will be based on a minimum allocation of \$50,000 plus a percentage of the operating budget for each respective Vice President. There will be no base allocations from this Fund during SMA2 to ensure that the entire \$3.0M be available to respond to government grant changes.

2. STRATEGIC MANDATE AGREEMENT FUND (SMAF) - \$1.5M

The SMAF replaces the Strategic Priority Fund (SPF), which was adopted in 2010 to support UWindsor’s strategic plan. From 2015/16 through 2017/18, the SPF50 was announced and the base budget was used to renew the faculty through the hiring of 50 new faculty positions.

SPF50 has been very successful in renewing faculty across campus, as summarized in the following chart:

Diagram 22: SPF50 Allocations



Since the launch of the original SPF and SPF50 which followed, universities in Ontario entered into a new era with the Province where each university must articulate its strengths and differentiation aspirations through its SMA.

As part of the 2018/19 operating budget, a new strategic fund is being announced. The Strategic Mandate Fund (SMAF) will be available to support faculty, staff, and program investments in two areas to support the achievement of UWindsor's approved SMA:

1. Safeguarding professionally accredited programs - \$1.0 million

UWindsor is a comprehensive university, including high quality accredited programs that contribute to our differentiation, impact on the community, and enrolment. Accordingly, these accredited programs, such as Clinical Psychology and Social Work, feature prominently within the SMA. Professional accrediting bodies concern themselves with a number of criteria in granting accreditation, including the faculty and staff resources available. Deans of Faculties where there are accredited programs critically in need of greater personnel support are invited to submit requests for new faculty and/or staff positions through the SMAF. These positions may be permanent, limited term, full-time or part-time depending on the need. Positions for Social Work and Psychology have already been identified, in addition to sessional support for Nursing.

2. Increased support for student mental health counselling and for sexual assault prevention - \$0.5M

Services in support of students are a priority across the campus. In 2018/19 there will be an additional \$0.5M allocated for investments in staff and/or programs that have the goal of enabling training in sexual assault prevention to be available to all students, and the goal of providing greater mental health support for students. Proposals are invited from any areas on campus, and the investments can be for one-time or long-term investments.

3. STRATEGIC ENROLMENT MANAGEMENT (SEM) FUND - \$0.5M

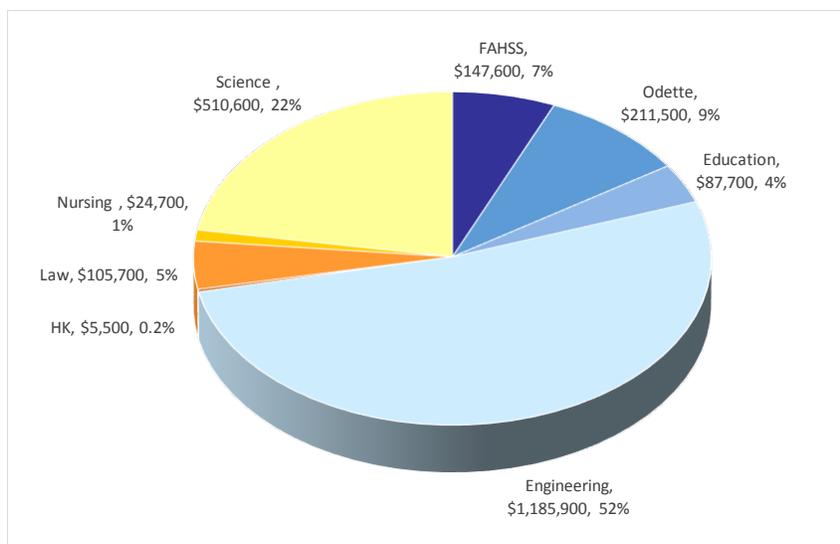
Success in achieving the projected enrolment growth will depend on UWindsor's ability to implement and execute the strategies identified in the SEM Plan. The 2018/19 operating budget includes the hiring of a new Associate Vice-President, Enrolment Management, as well as staff positions and budget to support the implementation strategy for the SEM Plan.

4. ENROLMENT STIMULUS FUND (ESF) - \$1.3M

With enrolment at the core of the ECM budget model, it is recognized that investments are often necessary to stimulate and support enrolment growth. Therefore, the 2018/19 budget continues to include in-year funding for those Faculties experiencing increase in enrolment. The ESF will total \$1.3M, an increase of \$.3M. The ESF is allocated annually on a one-time basis to those Faculties with projected increases in net tuition revenue over the prior fiscal year. The ESF has been very useful to provide those Faculties with enrolment growth resources to address teaching and other supports.

The 2017/18 ESF was allocated to Faculties as outlined below to support their in-year increase in net tuition revenue:

Diagram 23: 2017/18 Enrolment Stimulus Allocation (\$)



5. STUDENT EXPERIENCE FUND (SEF) - \$1.2M

The Student Experience Fund has been increased by \$.7M to \$1.2M for the 2018/19 budget. One-time and base investments continue to be made from the SEF to continue UWindsor's commitment to the student experience. The 2018/19 budget includes funding for the following student experience related initiatives:

- 1) Student Residence Life Experience
- 2) Student Services Hub – 1st floor Chrysler Hall renovations
- 3) Food Services – Residence Dining Hall Renovations
- 4) Writing Support Desk
- 5) Director, Student Success Fund
- 6) Exam Coordinators – Main and Downtown Campuses

i) Student Residence Life Experience

As approved by the Board of Governors at their meeting in April 2018, a long-term strategy has been developed for Residence Services. The need for capital investment was confirmed with such improvements enhancing the student experience. The approved strategy included renovations of up to \$5.0M to be completed during the period of 2018/19 to 2020/21. The planned renovations include \$2.4M for Alumni Hall, \$1.8M for Cartier, and \$.8M for Laurier and Macdonald. A contribution of \$560,000 base funding to support debt cost for an internal loan of up to \$5.0M will be made available in the 2018/19 budget from the SEF.

ii) Student Services Hub

The vision to create a one-stop shop for student transaction services will see the first phase completed in 2018/19. Chrysler Hall North (CHN) is the current home of the Registrar's Office and Cashiers with Student Financial Aid being housed in the Faculty of Education building. Renovations that will allow Financial Aid to move to the 1st floor of CHN will centrally locate these three essential student services for easy access and collaboration. Students often need to access more than one of these services at the same time. Having all of the services available in close proximity, with a comfortable student lounge area and queueing technology at their disposal, will make the experience more comfortable and convenient.

iii) Residence Student Dining Hall Renovation

Included in the Residence/Food Services long-term plan was the recommendation to provide a dedicated dining hall for residence students. Evidence supports the benefits of having such a facility that provides a "home away from home" environment. As the first phase of this recommendation, a vacated food outlet in Vanier Hall will be renovated and provide meals to residence students. While this space will not be able to accommodate growth, it will provide an additional option for residence student dining in the short term until a complete dining hall can be implemented.

iv) EPICentre – Continued support

The Entrepreneurship Practice and Innovation Centre (EPICentre) is a campus-wide initiative created to encourage entrepreneurship on campus, and to support students and alumni interested in launching their own businesses. Each year EPICentre hosts more than 60 programs and activities to support in-class education and research; extra-curricular involvement; consulting/mentoring; competitions; EPIC Founders program; and incubator programs.

Research grant funding enables most of the programming provided through the EPICentre. The 2018/19 budget again includes funding to support faculty and staff positions linked to providing these programs and activities for all students across all Faculties as entrepreneurship has been identified as a priority in UWindsor's SMA.

v) Writing Support Desk

In 2016-2017, 4,383 individual students were seen for writing consultations while another 1,373 were helped by attending a workshop. With the increase in enrolment, the need for such support is increasing exponentially. Over this period of time, the Writing Support Desk has functioned with a combination of part-time advisors and a small number of volunteers. Over the past year, the Writing Support Desk has functioned with four part-time advisors. Additional support through the SEF will allow the Writing Support Desk to increase the number of students it supports, develop and implement more workshops, and conduct ongoing assessments to determine its impact vis-a-vis student retention.

vi) Director, Student Success Fund

Head Start and Welcome Week require a hands-on approach to provide for events that will support the transition of our first year students. An administrative manager must be leading and directing these programs as they involve parents, and high profile, higher risk events. In addition, the Ontario Postsecondary Access and Inclusion Program (OPAIP) will require leadership to ensure the program is developed and implemented effectively. The program is complex and the staff leading the program will

require regular direction and support. The 2018/19 budget provides a position that will provide leadership in all of these key student services.

vii) Exam Coordinators – Main and Downtown Campuses

With the full implementation of the Downtown campus, further resources are required to meet the needs of exam writing. The SEF will fund two part-time exam coordinator positions.

6. RESEARCH ACTIVITY AND STIMULUS FUNDS - \$1.2M

The initial ECM announced in 2016/17 included two investment funds linked to supporting research totalling \$1M: 1) the Research Stimulus Fund - \$500,000, 2) the Research Activity Fund - \$500,000 and 3) Cross Border Institute - \$200,000. These funds continue under the purview of the V.P., Research and Innovation. These funds are allocated with the intention of building upon research strengths; enhancing future research funding, especially from the Tri-Council; and enhancing graduate training and experiential learning. The guiding principle is that research activities that will receive the highest priority for funding will be those that have the greatest potential for attracting additional research funding.

In addition to the above referenced investment funds, the ECM recognizes the importance of faculty research by including a financial component to support Faculty research activities. Through ECM, every Faculty receives funding based upon 10% of the average external research grants earned (received) by their faculty members.

7. UWINSITE FUND - \$2.2M

UWindsor is undertaking a multi-year journey to modernize its business processes and replace several core systems with an enterprise resource planning (ERP) system, known as UWinsite. The transformation focuses on replacing the current Student Information System (SIS) and Financial Information System (FIS), as these systems no longer meet the University's needs. The UWinsite Project will also introduce a Student Engagement System, which will enable more effective communication with prospective students. Self-Service functionalities will also be introduced, enabling Faculty, Staff, and students to access information and assistance they need, when they need it.

Ultimately, UWinsite will become the technological foundation that will support faculty and staff in providing exceptional experiences for students, and excellent service to all of UWindsor's key communities. UWinsite-Finance was the first of these systems to go live on February 1, 2018. The student engagement system and the student information system will go live later this year. Funding for the software and implementation of ERP was approved by the Board in the 2017/18 budget.

A core team of experts from across campus was established to work with the installation consultants to ensure the functionality of the new systems is maximized for the greatest benefit to the campus community. The knowledge gained through this exercise by this core group was, and is, essential to the ongoing success and continued transition and innovation of these systems. The skills learned by the core group will be transferable to other facets of University operations as well. The UWinsite Sustainability Fund was established to ensure there is an ongoing focus on the continued improvement of technology

and best practices, not only for this project, but other areas of campus as UWindsor's modernization plan progresses.

8. DEFERRED MAINTENANCE FUND - \$2.0M

Improvements and maintenance of existing buildings is of utmost importance as properly maintained facilities reflect the pride of the institution. The 2018/19 budget includes a further investment of \$500,000 annually to address deferred maintenance on campus. The total amount allocated in support of internal financing totals \$2.0M. This support from the operating budget, along with the annual allocation from the Province through the Facility Renewal Program continue to address the deferred maintenance on campus.

9. CURRICULUM DEVELOPMENT FUND - \$1.0M

The 2017/18 operating budget included a new fund that would provide funding for the development of new and/or refreshing of existing academic programs. In June 2017, the President established the Curriculum Development Fund (CDF) in the amount of \$1M. UWindsor's academic programs must evolve as knowledge evolves, and as today's and tomorrow's students do.

The CDF is intended to systematically support the 'heavy lifting' involved in program renewal and development. By pooling and sharing resources, elements such as third-party market demand studies, alumni and employer consultations, and curriculum mapping can be achieved more efficiently and economically. Additionally, a coordinated, collective process facilitates knowledge sharing easier.

Allocations from the CDF were administered by the Office of the Provost. The following allocations are incremental: Stage 3 implementation funding (\$50,000) is conditional upon program viability according to data collected in Stages 1 and 2 (\$25,000), resulting in further investment only in the programs have the best chance of sustainability and growth. The CDF will also enhance institutional program development capacity. A two-year curriculum mapping position was also funded to support program analysis, improvement and optimization across campus, in alignment with our SMA targets.

The CDF funded 27 projects, including new program ideas, retention initiatives, program re-designs, college-university pathway projects, and interfaculty collaborations. The following highlight some of the initiatives funded from the CDF:

- **Department of Biological Sciences**
Translational Health Sciences: the planned professional Master's program will incorporate clinical science, public health, and basic biomedical research to prepare students to work in the field of applying biological breakthroughs to human health.
- **Department of Communication, Media and Film**
Business, Culture and Society: this initiative will explore the viability of programming, which applies the critical lenses of the social sciences and humanities to business, placing business institutions and their practices in larger historical, social, cultural, theoretical, and ethical contexts. Potential for a certificate in advertising and public relations will also be explored.

- **Department of Civil and Environmental Engineering**
Re-engineering Civil Engineering: this collaborative program re-design will employ curriculum mapping, market demand studies, and analysis of accreditation materials to update curriculum and expand technical options students can pursue. The Department is undertaking a similar project for their Environmental Engineering program.
- **Odette School of Business and Department of Political Science**
Public Policy/Public Management: this project will assess the market for a public policy program, consulting current and future students, employers, and recent alumni. The study will additionally explore demand for a potential Political Science with French specialization program.
- **Faculty of Education**
Organizational Learning: this initiative will explore the viability of expanding an increasingly popular minor in Organizational Learning into a full program, focused on teaching and learning as it applies to the business world, local manufacturing industries, human resources, local colleges, community organizations, and various governmental bodies.
- **Faculty of Human Kinetics**
Course-Based Master's in Sport Management and Leadership: the proposed cost-recovery program, aimed primarily at an international market, would educate future sport managers and leaders about the sport industry (broadly defined), while providing world-class training in leadership, finance, organizational capacity, law, ethics, diversity, sports marketing, media, and facility/event management.
- **Faculty of Nursing**
Program Re-design for the Bachelor's and Master's of Science in Nursing: This initiative will extend curriculum mapping efforts in Nursing and consult with students, alumni and employers to ensure the program's currency and incorporate new external accreditation competencies such as palliative care, Indigenous health, digital health, and inter-professional collaboration.

APPENDIX A: 2018/19 OPERATING BUDGET

	2018/19 PROPOSED BASE BUDGET (\$000s)	2017/18 RECLASSIFIED BASE BUDGET (\$000s)	2018/19 % OF TOTAL BUDGET	% INCREASE/ (DECREASE) OVER 2017/18
BASE OPERATING REVENUE				
Student Academic Fees	\$ 184,918	\$ 164,179	63.8%	12.6%
Government Grant - Provincial	96,269	95,478	33.2%	0.8%
Government Grant - Federal	3,365	3,365	1.2%	0.0%
Investment Income	2,500	2,500	0.9%	0.0%
Other Revenue	2,529	2,529	0.9%	0.0%
TOTAL OPERATING REVENUE	\$ 289,581	\$ 268,051	100.0%	8.0%
BASE OPERATING EXPENDITURES				
Faculty & Research Expenditures	\$ 156,401	\$ 147,164	54.1%	6.3%
Academic & Student Services	25,608	23,319	8.8%	9.8%
Library	12,834	12,552	4.4%	2.2%
Scholarships	13,980	13,452	4.8%	3.9%
Administration	21,001	20,342	7.3%	3.2%
Information Technology	11,026	10,998	3.8%	0.3%
Facility Costs (including Utilities)	28,930	27,623	10.0%	4.7%
External Debt Costs	6,920	6,920	2.4%	0.0%
<i>Subtotal Base Operating Expenditures</i>	\$ 276,700	\$ 262,370	95.6%	5.5%
STRATEGIC INVESTMENT FUNDS				
SMA3 Positioning Fund	\$ 3,000	\$ 0	1.0%	100.0%
Strategic Mandate Agreement Fund	1,500	0	0.5%	100.0%
Strategic Enrolment Management Fund	500	0	0.2%	100.0%
Enrolment Stimulus Fund	1,300	1,000	0.4%	30.0%
Student Experience Fund	1,200	500	0.4%	140.0%
Research Activity & Stimulus Funds	1,200	1,000	0.4%	20.0%
UWinsite Fund	2,181	1,681	0.8%	29.7%
Deferred Maintenance Fund	2,000	1,500	0.7%	33.3%
<i>Subtotal Strategic Investment Funds</i>	\$ 12,881	\$ 5,681	4.4%	126.7%
TOTAL EXPENDITURES	\$ 289,581	\$ 268,051	100.0%	8.0%
BASE OPERATING POSITION	\$ 0	\$ 0	0.0%	0.0%

APPENDIX B: 2018/19 PROVINCIAL GRANTS

	2018/19 PROPOSED BASE BUDGET (\$000s)	2017/18 BASE BUDGET (\$000s)	\$ INCREASE (DECREASE) OVER 2017/18 (\$000s)	% INCREASE (DECREASE) OVER 2017/18
PROVINCIAL GRANT				
Core Operating Grant (COG)	\$ 76,457	\$ 78,288	\$ (1,831)	(2.3%)
Differentiation/Student Success Grant	14,449	12,533	1,916	15.3%
Sub-Total	<u>\$ 90,906</u>	<u>\$ 90,821</u>	<u>\$ 85</u>	<u>0.1%</u>
Graduate Expansion Grant (SMA2)	\$ 940	\$ -	\$ 940	n/a
Special Purpose Grants	1,759	1,652	107	6.5%
Collaborative Nursing	5,280	5,290	(10)	(0.2%)
International Student Recovery	(2,616)	(2,285)	(331)	(14.5%)
TOTAL PROVINCIAL GRANTS	<u>\$ 96,269</u>	<u>\$ 95,478</u>	<u>\$ 791</u>	<u>0.8%</u>