

**REPORT OF THE  
UNIVERSITY BUDGET COMMITTEE  
ON THE 2008-09 TO 2011-12  
UNIVERSITY BUDGET**

**MARCH, 2008**

The University Budget Committee Report For  
The Years 2008-09 to 2011-12

<b>GENERAL</b> .....	3
<b>PROPOSED REVENUE BUDGET</b> .....	4
Government Grants .....	6
Instructional Fees .....	8
<b>PROPOSED EXPENDITURE BUDGET</b> .....	10
Compensation Costs .....	11
Fixed Costs .....	11
<b>OPERATING BUDGET REQUIREMENTS</b> .....	12
<b>FACULTY BUDGETS</b> .....	15
<b>STUDENT QUALITY INITIATIVES PROGRAM</b> .....	17
<b>CONTINUING ALLOCATIONS</b> .....	18
<b>ONE-TIME ALLOCATIONS</b> .....	21
<b>RECOMMENDATIONS</b> .....	23
<b><u>APPENDICES</u></b>	
A. Student Quality Initiatives Program .....	26
B. Proposed Continuing Allocations .....	33
C. Proposed One-time Allocations .....	38
D. Proposed Budget by Fund .....	42
E. 2007-08 University Budget Committee Membership .....	46

## I. GENERAL

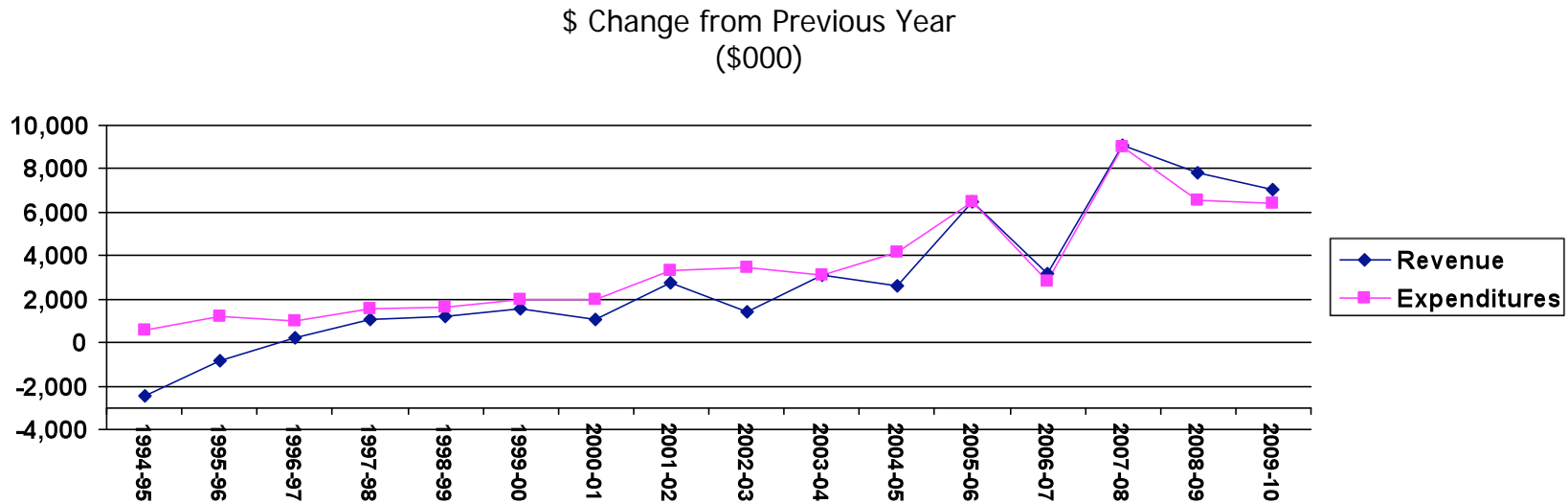
President Bill Cade is pleased to recommend the University of Lethbridge's Operating Budget for fiscal year 2008-09 to the Board of Governors for approval. The proposed operating budget is \$138,245,365 for the upcoming fiscal year, which is an increase of \$11,844,570 (9.3%) from the previous year. As in previous years, budget decisions were made after consultation with the University's various budget units. Decisions were also made within the context of the University's current strategic planning document, **Our Vision**, as well as addressing issues identified in the proposed strategic plan for the next five year period.

The institution has not faced reductions for the past three years. This has allowed the institution to regroup and commit to projects that have provided the institution with more efficiency in operations, addressed priorities within the institution and provided resources in areas that align with the University's strategic plan. This document continues to address these issues. Reductions may be required in 2010-11 and 2011-12 using conservative budget assumptions, however, the University will have unallocated general operating funds in 2008-09 of \$1,251,300 and in 2009-10 \$601,800.

Through the budget process, the University and the University Budget Committee (UBC) follow certain principles that guide the process each year and set the decision making process. These principles include:

- An open budget process that allows for discussion between all units on campus.
- A process which allows resources to be aligned with institutional priorities.
- A process that examines the long-term consequences of short term decisions.
- A process that concentrates on the long-term financial viability of the University.
- A process that ensures the financial stability and growth of the institution.

The following graph indicates the change in the University's operating revenue and expenditures in current dollars over the past 15 years.



## II. PROPOSED REVENUE BUDGET

As noted earlier, the University's overall general fund revenue budget will increase by \$11.8 million in 2008-09. The proposed revenue estimates are realistic and attainable, although there is little room for unexpected revenue swings apart from minor fluctuations, especially in tuition revenue. Past experience, however, shows that the budget projections have tracked very closely with realized revenue.

The Government grant provided by Alberta Advanced Education and Technology has provided an increase of 6% in the past two years and as well as in 2008-09. The Government has not however provided us with information concerning increases past 2009-10 so we have estimated increases for the last two years of the budget. We have not had any

Access programs roll into the base operating budget in the current year; however we anticipate that the second phase of New Media in the Faculty of Fine Arts will roll into base in 2008-09. The University was provided with an Access Program in 2007-08 in the School of Health Sciences. The expansion of the Nursing Program with Lethbridge College will see 20 additional students in 2010-11. The total increase in government grants in the coming year is \$7,972,875.

To summarize, the proposed 2008-09 general fund revenue budget is categorized into the following groups:

**2008-09 General Operating Revenue by Source (Cash Basis)**

Grant Revenue	\$90,129,095	65.20%
Fee Revenue	36,397,535	26.33%
Investment Income	5,000,000	3.62%
Miscellaneous	1,013,505	.73%
External sales	5,643,230	4.08%
Endowment/Trust Revenue	62,000	.04%
<b>Total Projected General Operating Revenue</b>	<b>\$138,245,365</b>	<b>100.00%</b>

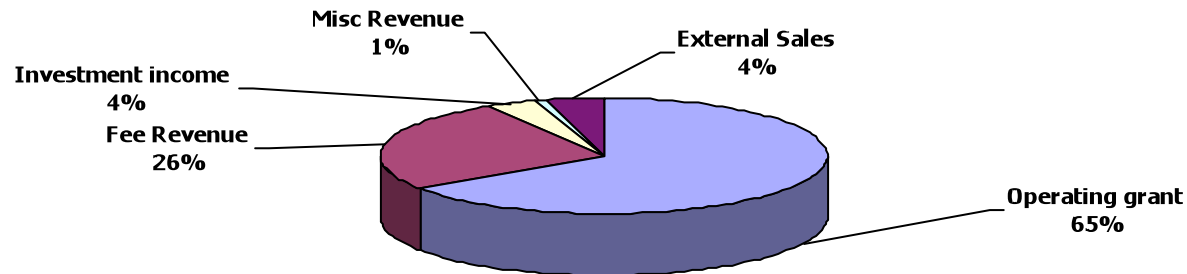
The following graph illustrates the breakdown of revenue by category. The graph depicts operating funds only and does not include capital, research, special purpose, endowments or ancillary operations.

---



---

2008-09 Source of Funds - Operating (Cash Basis)

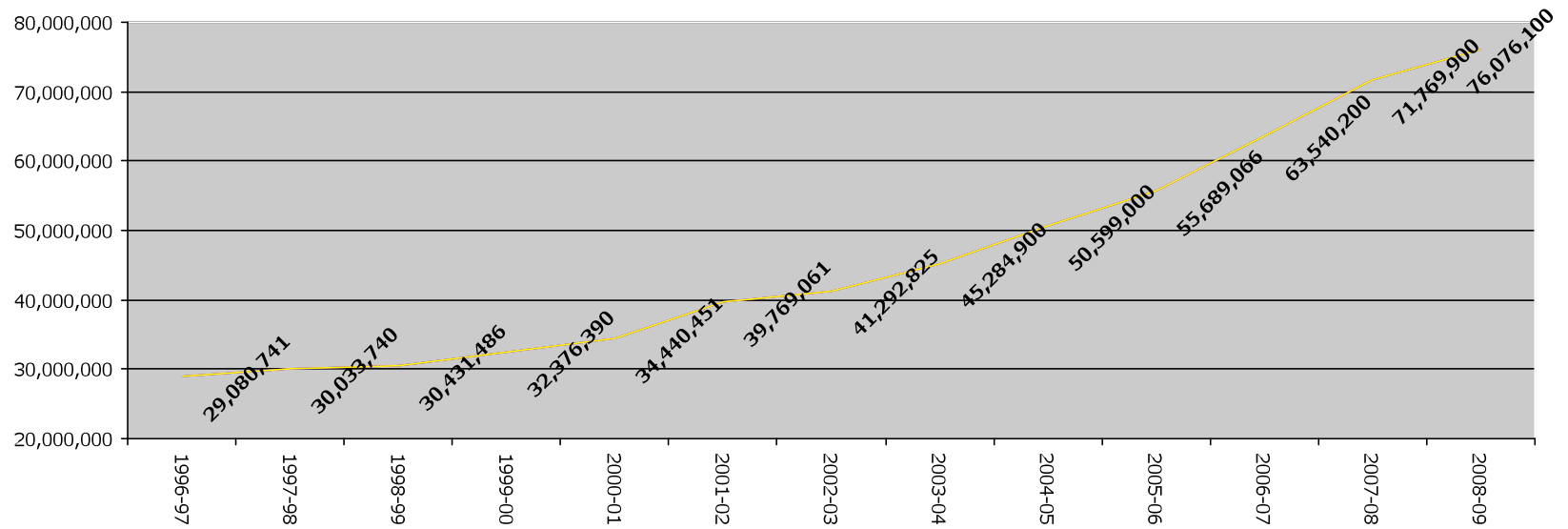


### Government Grants

The single largest revenue item for the University is government grants, totaling \$90,129,095. This represents an increase of \$7,972,875 in continuing support, the majority of which is a 6.0% increase in the general operating grant and access grants over last year to reflect general cost pressures. Alberta Advanced Education and Technology has not announced details of any other additional grants, continuing or one-time, and therefore no other increases have been built into the budget for the coming years. Details of grants have been provided below:

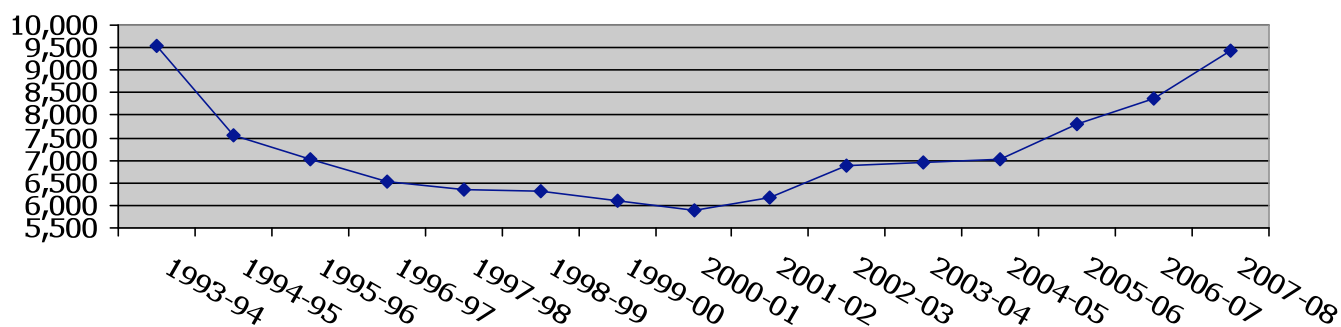
- General operations grant increase of 6% has been provided for in the budget for 2008-09 (\$4,707,075)
- Access grant increases relating to increases in targeted growth in the programs (\$1,943,800)
- Access operations grant increase of 6% for 2007-08 (\$607,600)
- Tuition rebate adjustment to reflect actual rebates received from the government (\$714,400)
- Performance Envelope funding is now provided on a one-time basis and is dependent on the availability of government funds. Data from each institution is provided to Alberta Advanced Education and Technology by December 31 with allocations possibly made prior to March 31.

**Growth in Operating Grant**



Although there has been a steady increase in the operating grant, the grant per student decreased steadily until 2002 when Alberta Advanced Education and Technology began to provide unfunded enrolment grants to compensate the universities for the increased access provided to students. Although these grants did not fund the entire cost of students attending the institution, it did provide some relief. The following graph indicates the base operating grant on a per student basis.

### Base Operating Grant per Student



### Fees

Fees represent the second largest component of the University's general operating fund revenue budget. For the fiscal year 2008-09, the University projects approximately \$36.4 million in fee revenue from all credit and non-credit instructional programs, and from the remaining non-mandatory student related fees. This is an increase of \$904,800 or 2.5% over the 2007-08 fiscal year. This increase consists of the tuition fee increase and credit hour increases within each of the academic units. Approximately ninety percent (91.3%) of tuition and materials and services fees for undergraduate students go directly to the academic units to offset expenditures related to teaching.

The Board of Governors formally approved the new fee rates for the 2008-09 fiscal year at the December 2007 meeting. Alberta Advanced Education and Technology introduced a new tuition policy for the 2007 year which rolled back tuition fees to the 2004-05 level and restricts fee increases to the annual average Alberta CPI (using a twelve month period ending in June each year). The rate that has been used for the 2008-09 increases is 4.6%.

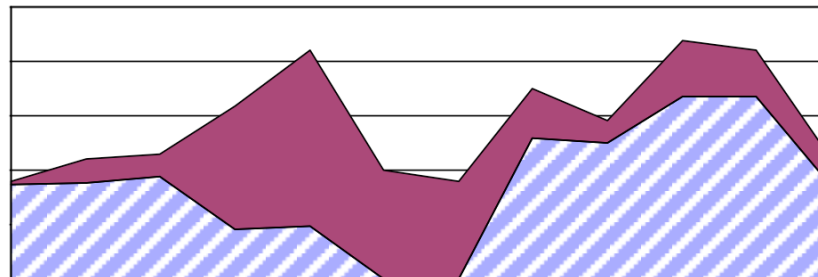
The increase in instructional fee revenue provided in the budget is attributed to both increases in fee rates as well as to planned enrolment changes in each of the faculties/schools. This increased enrolment is general growth and does not reflect increases funded through the Access Programs. The following table provides the growth in credit hours, excluding



Access funded programs, that each Faculty and School has planned for the next four years to meet their budget requirements.

Credit Hours by Faculty/School						
	Actual 2006-07	Estimated 2007-08	Proposed 2008-09	Proposed 2009-10	Proposed 2010-11	Proposed 2011-12
Arts and Science	104,839	104,469	105,514	106,569	107,635	108,711
Education	13,700	13,988	14,211	14,457	14,616	14,703
Management	37,167	35,583	36,052	34,970	33,921	32,904
Fine Arts	21,018	21,212	19,967	19,967	19,967	19,967
Health Sciences	4,626	7,826	8,650	9,611	9,347	9,347
Total	181,350	183,078	184,394	185,574	185,486	185,632

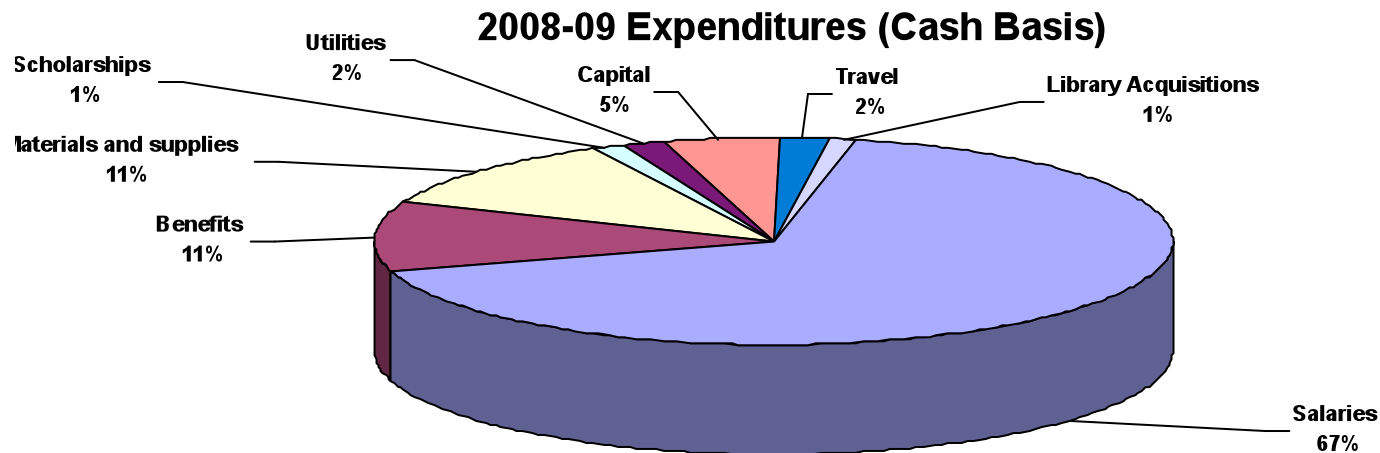
The following graph depicts the increased revenue provided from instructional fees for the past twelve years and the portion of the increases that is attributed to fee increases and from enrolment growth. Between 2001-02 and 2005-06, the entire increase in fees was attributed to enrolment growth with fees being frozen at the 2000-01 levels.



### III. PROPOSED EXPENDITURE BUDGET

The University is again in a position where our expenditure line items have not outpaced the growth in our revenues. This is primarily due to more funds being provided through the provincial and federal governments, increases in instructional and other fees and continuing government funds previously being used to fund capital projects being freed up for other uses.

The following graph illustrates the University's expenditure budget by object of expenditure. The most notable component of the budget is salaries and benefits which make up close to 80% of the total budget (cash basis – excluding amortization).



As in previous years, the starting point for the 2008-09 operating budget is the projection of the continuing cost base from the 2007-08 year. Projected expenditures remain at prior year levels unless increases are required through contractual or statutory obligations. UBC recognizes that this method of budgeting has had consequences for

many budget units, including a loss of purchasing power due to inflationary increases and the absorption of costs as enrolment increases. UBC has tried in prior years, through selective reductions, to provide some relief. We have made an effort this year in the continuing allocations to provide for increases where required for general operations to alleviate some of the pressures we have not been able to address over the years due to budgetary constraints.

Each year contractual or statutory increases including salaries and benefits, utilities, insurance, software contracts/ maintenance costs, and inflationary increase for library acquisitions are adjusted for automatically in the budget process. These costs are not discretionary and must be paid, and are therefore fully funded on an annual basis.

### **Compensation Costs**

The largest component of the University of Lethbridge's expenditure budget is compensation costs which comprise almost 80% of the total (cash basis – excluding amortization). Attracting and retaining faculty and staff continues to remain as one of the Board of Governors' priorities.

The University is in the first year of a three-year agreement with the University of Lethbridge Faculty Association (ULFA). The Alberta Union of Provincial Employees (AUPE) contract will be renegotiated this year. Exempt Support Staff and Administrative Professional Officers compensation rates are reviewed and set annually. We have used the rates set in the contracts and have estimated increases in years where the contracts are to be renegotiated.

The remaining increase in benefits results from increases in the salary and wage base which ultimately affects the various fringe benefit budgets.

### **Fixed Costs**

While quite modest this year, fixed costs continue to grow and represent a factor in the development of this year's operating budget. Like compensation cost increases, these increases must be taken off the top of any available new funds to cover the projected cost increases and provide for basic operating needs of a fixed or semi-fixed nature. There are several noteworthy increases and decreases within the fixed cost category:

- Utility costs will show a decrease in the current year and no changes for the subsequent 3 years of the budget. The University has signed fixed rate contracts for both electricity and gas and any consumption over the contract amount is bought on the free market. The decrease in utilities is net of predicted increases in sewer and water.
- Insurance rates have again increased in the past year, by approximately 14% over the previous year. It is anticipated that the University will continue to experience rate increases around 6% in the subsequent three years.
- There are anticipated increases in our software contracts of \$50,000 per year for the next four years.
- UBC has also included an adjustment to the library acquisitions budget equal to the inflationary index anticipated for each year.

#### **IV. OPERATING BUDGET REQUIREMENTS**

The past few years have been years of transition for UBC. In the past we have had to react to the financial crisis of reduced operating grants with the focus on maintaining quality and trying to balance the budget each year. With the institution not having to make reductions for the past three years, UBC has been able to provide funds to units to better accommodate workload and issues and provide for losses in purchasing power due to inflationary increases. Ensuring student academic programs and services at the undergraduate and graduate levels are properly funded, dealing with issues around the attraction and retention of students and addressing the internal infrastructure issues have been the focus of this four-year budget. The recommendations detailed later in this report build on the concepts of providing a quality education, quality support services and a research base that will enable the institution to grow and maintain many of the qualities that we are known for.

The operating budget for the next four years has been modeled using a number of assumptions, many of which have been described above. In making these assumptions, UBC has taken a conservative approach to ensure that any changes to these assumptions will still allow for sufficient resources to provide for a balanced budget. The assumptions are provided in the table below.

<b>Budget Assumptions</b>				
	2008-09	2009-10	2010-11	2011-12
<b>Revenue</b>				
Grant increase	6.0%	6.0%	3.0%	3.0%
Instructional fee increase	4.6%	3.0%	3.0%	3.0%
Gov't tuition fee subsidy	2.7%	-	-	-
<b>Expenditures</b>				
Compensation increases - merit	3.25% to 4.0%	Approx. 3.5%	Approx. 3.5%	Approx. 3.5%
- market	Pool established	Pool established	Pool established	Pool established
- benefits	5.0%	5.0%	5.0%	5.0%
Contracts	11.0%	9.9%	9.0%	8.3%
Utilities	-12.5%	0%	0%	0%
Insurance	15.8%	7.3%	6.8%	6.3%
Library acquisitions	1.4%	1.4%	1.4%	1.4%

The results of using these assumptions in preparing the budget for the next four years are provided below. The first two years of the proposed budget will result in a surplus each year. The subsequent two years result in deficit budgets based on the conservative assumptions used in building the budgets annually. The government has not indicated the level of operating grants in the years 2010-11 to 2011-12. We have also estimated salary increases for all four years based on provincial and western Canadian settlements reached with support union groups. Due to the uncertainty of the level of reductions that will be required in years 3 and 4 of the budget, little time has been spent determining how the reductions will be met. General reductions would include the use of available position funds from unfilled positions, and reductions in part-time and sessional budgets.

<b>Proposed Operating Fund Budget Changes (\$000)</b>				
	2008-09	2009-10	2010-11	2011-12
Prior year budgeted expenditures	\$126,400.8	\$136,994.0	\$143,434.7	\$149,362.6
Cost increases for existing programs				
Salaries	6,585.8	5,441.1	5673.9	6153.0
Benefits	696.3	718.9	677.8	704.3
Professional fees	60.0	2.0	2.0	0.0
Insurance	75.0	40.0	40.0	40.0
Contracts	50.0	50.0	50.0	50.0
Library acquisitions	18.0	18.0	18.0	18.0
Utilities	(332.4)	0.0	0.0	0.0
Reallocation between items not detailed above	3,440.5	170.7	(533.8)	484.9
Operating fund requirements	\$136,994.0	\$143,434.7	\$149,362.6	\$156,812.8
Prior year budgeted revenue	\$126,400.8	\$138,245.3	\$145,287.8	\$149,964.2
Grant increase	7,258.5	5,485.3	3,691.8	3,839.4
Government Tuition subsidy	714.4	552.2	92.8	96.5
Fee increase	904.8	1,005.0	891.8	881.1
Other revenue	2,966.8	0.0	0.0	0.0
Operating funds available	\$138,245.3	\$145,287.8	\$149,964.2	\$154,781.2
<b>Annual additional funds/reductions required</b>	<b>\$1,251.3</b>	<b>\$601.8</b>	<b>\$(1,251.5)</b>	<b>\$(2,633.1)</b>
<b>Cumulative additional funds/reductions required</b>	<b>\$1,251.3</b>	<b>\$1,853.1</b>	<b>\$601.6</b>	<b>\$(2,031.5)</b>

## V. FACULTY BUDGETS

As with all post-secondary institutions, it is important that the University of Lethbridge remain focused on maintaining both our quality teaching requirements and our strong research programs. UBC will address a number of issues that will strengthen our commitment to both teaching and research.

### Teaching

In the past few years, several faculties have seen a decrease or leveling off of credit hours. This has led to operating deficits that have been covered through the use of carry forward funds. It is anticipated that in the next few years there will be no major growth within the institution which would have allowed for higher revenue and a stabilization of the faculty budgets. Instead, with compensation costs comprising 90% of many of the faculty's budgets and rising faster than the base revenue, units will be facing deficits. In the budget presentations in December, the area of greatest concern identified by the academic units was the budget shortfalls in the coming years due to increased compensation costs and stabilized tuition revenue.

In 2008-09, UBC will be allocating \$675,000 to the academic units on a continuing basis to alleviate some of the cost pressures. This will be done through the removal of the taxes on the academic units for the replacement of computers in the student labs (\$4 to \$6 per course) and support to the Curriculum Re-Development Centre (CRDC) (\$1 per credit hour). The following table indicates how funds will flow to each of the academic units.

	Student Labs	CRDC	Additional Grant	Total
Arts & Science	211,025	105,515	3,460	320,000
Education	28,420	14,210	62,370	105,000
Fine Arts	39,935	19,965	25,100	85,000
Management	34,050	36,530	49,420	120,000
Health Science	17,300	8,650	19,050	45,000
Total	330,730	184,870	159,400	675,000

The University received an Access Grant in 2005-06 for the expansion of the MA/MSc/PhD programs. This expansion will see the program expand from 64 funded (Full Load Equivalents) FLE students, excluding a PhD program, to 294 funded FLEs including a PhD program of 60 FLEs. Last year, UBC allocated to the Faculties/Schools \$2000 per graduate FLE in recognition of the teaching and supervision of these students and scholarships in the amount of \$150,000 annually was approved. In 2008-09, an additional \$300,000 will be provided to Arts and Science specifically to support faculty members teaching in graduate programs. The Faculty of Arts and Science will work with the School of Graduate Studies to structure programs to meet the teaching requirements. An additional \$150,000 will be provided for graduate scholarships and a recruitment officer focusing on the recruitment of graduate students will be hired.

## Research

The University of Lethbridge recognizes the importance of a strong research base and has a mandate to do research in the areas in which it offers instruction, and to do applied research in areas of special relevance to the region. A strong commitment to research and involving graduate and undergraduate students in research is one of the institution's main strengths. To ensure it remains an institutional strength, UBC is proposing four initiatives:

- \$250,000 will be provided as start-up funds and \$150,000 will be provided on a continuing basis to fund the required matching for the Canadian Foundation for Innovation (CFI) research program. These funds will be distributed by a committee who will be responsible for the vetting and prioritizing of research proposals.
- \$150,000 will be provided on a continuing basis to fund research in the non-physical science areas of the institution including Fine Arts, Management, Education and the Social Sciences and Humanities. These funds will be distributed annually based on the number of faculty in each of these areas.
- Funding will be provided to Information Technology for a position to support research computing (cyber infrastructure).
- Funding from the Quality Initiative Program (QIP) will be provided to fund 15 additional awards in the area of social sciences and humanities at \$5,625 for four months. In addition, top up funds for the existing awards will be increased from \$4,000 for three months to \$5,625 for four months.



**VI. STUDENT QUALITY INITIATIVES PROGRAM**

In the Fall of 2005, the Students' Union approached Administration with a proposal to allocate \$300,000 (12%) of the 2006-07 and 2007-08 tuition increase to student initiatives projects that would be chosen by the students at the University of Lethbridge. In 2007-08 \$600,000 will be allocated to the Student Quality Initiatives Program on a continuing basis.

The Students' Union made the following allocations in the 2006-07 year:

- \$210,000 Scholarships, grants and bursaries. The funds have been divided equally between each of the three and are administered by the Scholarships and Student Finance Office.
- \$107,500 Student Commons Fund. These funds will be used by the students for renovations and capital projects around campus.
- \$ 80,000 Undergraduate Research Fund. Established for the Faculties/Schools to hire undergraduate research assistants in humanities and social sciences.
- \$ 77,500 Needs Based Funding to support the Student Food Bank, emergency student assistance, students with disabilities and student counseling.
- \$125,000 Academic related events such as an academic speaker series, student travel and conference grants.

All the funds will be held by the University and allocated on an annual basis. Appendix A provides information concerning the allocation of these funds for the 2007-08 year.

**VII. CONTINUING ALLOCATIONS (See Appendix B)**

Included in the proposed budget are a number of continuing allocations. Funding for these allocations is provided from the instructional fee allocations to administration, Student Administrative Fees and access and operating funds which total \$2,302,645. The following allocations are being proposed:

- \$675,000      Faculties and Schools allocations
  - \$320,000 Faculty of Arts & Science
  - \$105,000 Faculty of Education
  - \$ 85,000 Faculty of Fine Arts
  - \$120,000 Faculty of Management
  - \$ 45,000 School of Health Sciences
  
- \$300,000      Allocation to Faculty of Arts and Science specifically to support faculty members teaching in graduate programs
  
- \$150,000      CFI matching grants program
  
- \$150,000      Non-physical sciences research programs
  
- \$ 88,595      Due to the increases in enrolment and activities in a number of units, budget increases will be provided in the following areas:
 

Physical Plant	18,200 materials and supplies
Security	3,000 Safewalk student salary adjustment
Caretaking	5,000 inflation adjustment
Research Services	20,495 supplies, travel
University Advancement	16,000 supplies, travel
Convocation	3,900 supplies

Career and Employment Services	5,000 materials and supplies
Risk and Safety	3,100 telephone and training
Risk and Safety	10,000 first aid training
Employee Health and Wellness	2,400 supplies
Human Resources	<u>1,500</u> pensions and benefits training
	\$ 88,595

- \$271,200 The University remains committed to the recruitment and retention of quality students and we must ensure that our competitive position within the Province is strong. Two additional recruitment officers (\$121,200) will be provided to the Recruitment Office, as well as \$50,000 for travel to expand the areas visited by recruitment. \$100,000 will be set aside on a continuing basis for future retention and engagement projects.
- \$111,100 The Provincial Government has provided \$90 million to the University of Lethbridge for capital and infrastructure projects over the next few years. The Physical Plant Office will require additional resources both on a continuing and one-time basis to complete the additional work required of them. UBC is proposing allocating the following positions on a continuing basis:
  - \$36,100 Utilities Apprentice Plumber position
  - \$20,000 Building Maintenance Painting position (.5 fte)
  - \$55,000 Utilities Maintenance Worker position
- \$ 83,100 An internal audit and external review of Research Services in 2007 recommended that a Director position be created to deal with the day to day requirements of the Office of Research Services.
- \$ 99,200 Research activity at the University of Lethbridge has been steadily increasing which has created new and increased pressures on Information Technology to respond to often specific and specialized needs of the researchers. Cyberinfrastructure describes the new research

environments that support data acquisition, management and integration. UBC is recommending a Research Support position who would work with researchers across campus to identify their needs and act as an advocate on their behalf to find internal and external technical solutions and funding to enable their research.

- \$50,000 Demand for wireless service is increasing on campus as both student and faculty/staff acquire laptops and other mobile devices. Requests for new wireless locations are common from both students and employees. The saturation of existing wireless areas is also a problem that is reducing the ability of mobile users to function. Wireless is seen by many as an essential student service. UBC is recommending both one-time and continuing allocations to fund a wireless network project which will provide a minimum of 300 access points and a minimum of 1000 concurrent user sessions evenly distributed across the campus. A continuing position to implement and support this network is recommended by UBC.
- \$122,580 In the past, Human Resources has tried to meet the demand of increasing service requirements by utilizing technology and automated processes. They continue to move in that direction, however there are many issues that arise that require individual services. UBC is recommending two additional positions in Human Resources including:

  - \$70,580 Human Resource Officer
  - \$52,000 Pension and Benefits Admin Assistant
- \$41,870 In the past year, there have been several costs associated with the move of Materials Management to the new Parkway Service Complex on the south end of campus. To allow for the same level of service, Materials Management was provided with one-time funding and a 1-year term position last year. It has become evident that with the increased flow of goods across campus the term position is required on a continuing basis. UBC is recommending a continuing Materials Handling position.

- \$50,000      The University is in the process of investigating the possibility of an on-campus day care facility. To construct the facility a number of on-campus groups have agreed to contribute towards the construction of the building. The University will finance its portion of the construction through the providers lease payments with the residual being paid out of University operating funds. UBC is recommending a continuing allocation of \$50,000 for these payments.
  
- \$50,000      Currently there are funding inequities between the men’s and women’s hockey programs. A recent case in Saskatchewan went to the Human Rights Commission concerning the funding of university sports programs in an equitable manner and the U of S was mandated to fund the programs equitably. UBC is recommending that funds be provided to fund the women’s hockey coach on a full-time basis which is equivalent to that provided to the men’s hockey program.
  
- \$60,000      QIP Students’ Union initiatives
  - \$25,000    Rookie Camp
  - \$35,000    New Student Club

**VIII. ONE-TIME ALLOCATIONS (See Appendix C)**

One-time allocations totaling \$2,009,540 are being proposed in the 2008-09 budget with details provided below.

- \$64,000      The Faculty of Fine Arts will be provided funding for the digitization of the slide library.
  
- \$442,500      As indicated in the Continuing Allocations, Information Technology will be provided with funding for the wireless network project.

- \$60,100 An allocation will be provided to the Registrar's Office for equipment for the Recruitment Office as well as a two year Co-op student in Documents.
- \$649,940 As indicated in the Continuing Allocations, \$491,440 will be provided to Physical Plant for additional positions for commissioning of the new buildings and a Project Management Team. Succession planning funds (\$90,000) have also been provided to deal with a number of retirements over the next few years. \$60,000 will be provided to place defibrillators across campus and \$8,500 for employee training.
- \$210,000 University Advancement will be provided funds for a three-year term position to review business processes, reporting and stewardship and BANNER administration and training requirements.
- \$20,000 Human Resources will receive funds for a Health Centre automated billing system.
- \$36,000 Equipment to address sound and lighting issues in the atrium.
- \$72,000 Funding provided for a two-year records support position in the Library
- \$205,000 Renovations on Level 0 of the Student's Union building for vacated space as a result of units moving to the Parkway Service Complex
- \$250,000 Seed money to Research Services to fund the University funding requirements for the Canadian Foundation for Innovation (CFI) equipment grants.

**IX. RECOMMENDATIONS**

The President recommends to the Board of Governors the following:

1. Approve the 2008-09 budget as presented, and the three years 2010-12 in principle.
2. That \$2,302,645 in continuing allocations for 2008-09 as provided in Appendix B be approved.
3. That \$2,009,540 in one-time allocations for 2008-09 as provided in Appendix C be approved.

**SUMMARY OF UNIVERSITY OPERATING REVENUE AND EXPENDITURES**  
**2008-2009 Operating Budget (Cash Basis)**

REVENUES	2006-2007 Original Budget	2006-2007 Actual	2007-2008 Original Budget	2007-2008 Projected Actual	2008-2009 Proposed Budget
<b>Tuition and Fees</b>					
Summer Session Tuition	1,944,700	2,724,160	2,062,540	2,717,304	2,189,015
Regular Session Tuition	26,278,660	26,118,820	27,259,605	28,303,281	29,996,165
<b>Subtotal Tuition</b>	<b>28,223,360</b>	<b>28,842,979</b>	<b>29,322,145</b>	<b>31,020,585</b>	<b>32,185,180</b>
<b>Special Programs</b>					
MA/MSc	341,065	405,133	707,795	428,337	614,210
Master of Education	515,345	487,218	459,415	563,514	384,435
MSc/Mgt	195,840	115,052	195,840	124,090	195,840
Ph.D.	44,670	132,253	73,260	172,071	109,890
<b>Subtotal Special Programs</b>	<b>1,096,920</b>	<b>1,139,656</b>	<b>1,436,310</b>	<b>1,288,012</b>	<b>1,304,375</b>
<b>Incidental Fees</b>					
Materials and Services Fees	1,764,140	1,744,588	1,761,070	-	-
Student Administration Fees	750,000	727,103	750,000	739,902	750,000
Music Conservatory Fees	225,235	260,570	229,510	259,539	229,510
Athletic and Recreation Services Fees	797,500	870,079	1,120,210	1,391,921	1,120,210
English Language Fees	720,920	471,178	518,055	501,758	452,850
Other Miscellaneous Fees	327,650	386,258	355,410	558,559	355,410
<b>Subtotal Incidental Fees</b>	<b>4,585,445</b>	<b>4,459,776</b>	<b>4,734,255</b>	<b>3,451,679</b>	<b>2,907,980</b>
<b>Total Tuition and Fees</b>	<b>33,905,725</b>	<b>34,442,412</b>	<b>35,492,710</b>	<b>35,760,276</b>	<b>36,397,535</b>
<b>Other Revenues</b>					
Grants	70,994,930	76,044,197	82,156,220	80,111,173	90,129,095
Gifts and Donations	10,000	82,664	15,000	116,044	62,000
Investment Income	2,250,000	5,538,661	2,250,000	4,597,741	5,000,000
Miscellaneous Revenue	842,300	891,288	853,905	874,709	568,875
Rental Income	141,775	220,482	444,630	272,500	444,630
Internal Cost Recoveries	1,851,005	2,558,203	1,895,095	2,704,379	1,606,130
External Cost Recoveries	3,596,030	6,006,335	3,293,235	5,285,273	4,037,100
<b>Total Other Revenues</b>	<b>79,686,040</b>	<b>91,341,831</b>	<b>90,908,085</b>	<b>93,961,819</b>	<b>101,847,830</b>
<b>Total Tuition and Other Revenues</b>	<b>113,591,765</b>	<b>125,784,242</b>	<b>126,400,795</b>	<b>129,722,095</b>	<b>138,245,365</b>
<b>Interfund Transfers</b>					
Transfers from (to) other funds	240,665	-	335,803	56,812	117,365
<b>Total Interfund Transfers</b>	<b>240,665</b>	<b>-</b>	<b>335,803</b>	<b>56,812</b>	<b>117,365</b>
<b>Appropriations</b>					
Amortization of Deferred Capital Contributions	-	-	-	-	6,500,000
	-	-	-	-	<b>6,500,000</b>
<b>Total University Revenues</b>	<b>113,832,430</b>	<b>125,784,242</b>	<b>126,736,598</b>	<b>129,778,907</b>	<b>144,862,730</b>



**SUMMARY OF UNIVERSITY OPERATING REVENUE AND EXPENDITURES**  
**2008-2009 Operating Budget (Cash Basis)**

<b>EXPENDITURES</b>	<b>2006-2007 Original Budget</b>	<b>2006-2007 Actual</b>	<b>2007-2008 Original Budget</b>	<b>2007-2008 Projected Actual</b>	<b>2008-2009 Proposed Budget</b>
<b>Academic Units</b>					
Arts and Science	28,567,660	27,439,802	30,545,905	30,082,885	32,965,115
Education	7,605,055	7,184,834	8,005,375	7,541,106	8,300,255
Management	11,455,620	11,031,548	13,083,475	12,565,696	14,026,875
Fine Arts	8,087,270	8,211,064	8,876,597	8,858,037	9,450,770
Health Sciences	2,881,685	2,883,635	3,553,965	3,528,292	4,174,330
Graduate Studies	658,680	874,933	2,664,505	1,784,516	2,862,275
Library	3,770,570	3,287,293	4,082,425	3,799,475	4,453,385
Library - Acquisitions	1,272,355	1,063,733	1,405,170	1,054,047	1,423,170
Faculty Travel	152,600	151,134	152,600	147,665	152,600
Study Leave Removal Fund	35,000	-	35,000	34,412	35,000
Research Grants	103,700	248,779	103,700	17,017	253,700
Faculty Retention	-	-	-	-	-
Faculty Retention - Board Chairs	220,000	220,000	220,000	-	200,000
Faculty Retention - Course Relief	400,000	-	400,000	-	400,000
<b>Total Academic Units</b>	<b>65,210,195</b>	<b>62,596,755</b>	<b>73,128,717</b>	<b>69,413,148</b>	<b>78,697,475</b>
<b>Support Units</b>					
Office of the President	875,340	851,844	935,460	1,072,311	1,085,765
Board of Governors	56,705	74,600	66,505	74,745	84,720
Senate	77,080	80,716	81,485	77,475	79,410
General Faculties Council	28,705	25,590	28,505	24,797	27,205
University Advancement	1,950,045	1,789,541	1,824,300	1,883,499	2,002,210
Vice President (Academic)	728,240	757,266	919,670	855,690	982,990
CRDC	821,880	823,836	646,715	703,081	782,400
Institutional Analysis	228,530	257,797	97,215	165,048	147,455
Language Centre	799,840	814,569	704,265	673,883	664,250
International Affairs	497,870	515,413	428,550	494,360	500,715
Financial Aid and Awards - Scholarships	1,231,000	1,217,588	1,276,000	1,079,930	1,326,000
ROSS	4,140,965	4,421,164	4,951,150	4,933,624	5,334,250
Vice President (Research)	702,235	793,404	841,325	894,858	1,112,530
Vice President (Administration & Finance)	377,795	376,698	420,520	451,790	466,630
Financial Planning	435,020	460,577	497,305	461,137	523,690
Sports & Recreation Services	2,933,135	3,190,199	3,824,070	3,564,996	3,940,840
Interdepartmental - Ancillary	(102,495)	(144,316)	(102,495)	(383,842)	(102,495)
Internal Audit	5,805	72,058	82,970	86,952	88,875
Information Technology	4,163,705	4,040,145	4,605,015	4,655,669	4,811,630
Telecommunication	1,128,415	1,090,672	1,136,085	1,253,236	1,138,745
Financial Services	1,355,630	1,404,083	1,448,640	1,666,456	1,443,775
Material Management	733,300	770,765	830,240	881,189	888,020
Physical Plant	7,535,075	4,781,320	7,433,155	8,428,407	7,998,035
Utilities	2,334,265	4,120,929	2,693,995	2,689,995	2,429,580
Parking	1,100,000	425,841	1,050,000	433,973	1,050,000
Human Resources	1,851,160	1,915,125	2,000,500	2,352,521	2,266,775
Contingencies	3,620,365	2,144	2,407,025	-	951,205
Central Administration	5,628,680	14,869,687	7,888,876	7,160,005	7,975,280
<b>Total Support Units</b>	<b>45,238,290</b>	<b>49,799,256</b>	<b>49,017,046</b>	<b>46,635,781</b>	<b>50,000,485</b>
<b>Appropriations</b>					
To Capital Projects	2,396,445	996,139	3,603,335	8,060,194	2,677,270
To (From) Capital Reserves	987,500	-	987,500	(1,915,598)	987,500
Amortization of Capital Assets	-	(12,091,083)	-	-	12,500,000
	<b>3,383,945</b>	<b>(11,094,945)</b>	<b>4,590,835</b>	<b>6,144,596</b>	<b>16,164,770</b>
<b>Total University Expenditures</b>	<b>113,832,430</b>	<b>101,301,066</b>	<b>126,736,598</b>	<b>122,193,525</b>	<b>144,862,730</b>

**APPENDIX A**

**STUDENT QUALITY INITIATIVES PROGRAM**



## Quality Initiatives Proposal (QIP)

### University Budget Committee Presentation

#### **Completed Initiatives:**

##### ***U-Wall***

With interactive art becoming more common in today's world, the ULSU has taken the initiative to create an interactive art piece on campus. Improving on the idea used by campuses such as University of Calgary, Southern Alberta Institute of Technology, and even Gonzaga University, the ULSU has created the U-Wall. The U-Wall has a unique look that was designed to look similar to the architecture of the renowned University Hall.

The most interesting aspect of the U-Wall is that the structure is a constantly dynamic mural. This will serve as a medium in which students are presented with the opportunity to delve into their creative side and provide explicit messages of how they feel. U-Wall will also be a great way for the University and the Students' Union to advertise on campus.

##### ***Library Laptops***

Access to computers in the Library is a perennial problem. The ULSU recognized this fact, took steps to remedy the situation.

Through QIP, the ULSU was able to furnish the Library with five Apple laptops. These laptops can be signed out and used by students to complete their assignments or research.

***U of L Residence Common Space Improvement***

School spirit begins and ends in residence. A happy residence population generally means a happy University. Recognizing this, the ULSU provided funds through QIP in order to furnish the U of L residence with an outdoor basketball court, fire pit, as well as improvements to interior common areas.

***University of Lethbridge Frosh Week***

To complement the strong academics and learning environment at the University of Lethbridge, The University of Lethbridge Students' Union has initiated the first annual campus wide Frosh Week aimed at engaging students who are seeking to make personal - not just academic - bonds to this institution. Geared towards all students, Frosh Week 2007 was a great success in terms of involvement, and has received positive feedback from participants, the University community, and the city of Lethbridge.

As the fall 2007 Frosh was the pilot year, we have a great deal to learn and improve upon. With nearly 275 new students, and over 60 volunteers, participating in the first ever Frosh Week, we can expect Frosh to improve each continuing year.

***University of Lethbridge Rookie Camp***

The University of Lethbridge attracts many students from across the country and the world. However, like many other institutions, 27% of new students who attend the University of Lethbridge drop out during the first year. This can be attributed to many things, but lack of student engagement seems to be primarily responsible.

Rookie Camp is geared towards those who are living away from home for the first time and may have difficulty developing social networks. We sent first year students away to camp for a weekend of activities, where they began to develop their social networks and soft skills needed to succeed in university.

***New Student Orientation/Frosh Week Video***

Following up on the feedback received in terms of last year's introduction video, the ULSU has come up with another manner to use the medium of video to reach out to its students. Last year's video bombarded students with the services provided by the ULSU, which proved to be too much. This year, the ULSU has decided to simplify the video, making it as enjoyable to make, as it is to watch. Also, as another improvement of last year's video, this year's video will be made available on YouTube due to the popularity of this medium among the student population. We will also give this music video to the University to use in any fashion it sees fit, but we see it as primarily a recruiting tool.

***Christmas in the Park***

A collaborative effort between several departments of the University, Christmas in the Park lights up Aperture Park from November 30<sup>th</sup> to January 3<sup>rd</sup>. In keeping with our mission to increase school spirit on campus, the ULSU contributed funds to make the residence areas more inviting during the holiday season.

***NASA Food Cupboard***

No student should ever have to go to class hungry. In cooperation with the Native American Student Association, the ULSU has developed the NASA Food Cupboard. Open to all students, the Food Cupboard is a communal meal assistance program that aims to assist students in meeting their daily nutritional requirements. Coupled with the ULSU Food Bank, the NASA Food Cupboard will go a long way in addressing student hunger on campus.

**Continuing Initiatives:**

***Scholarships, Grants, and Bursaries***

The University of Lethbridge Scholarships and Student Finance Office has been working with the ULSU to provide 210 non-repayable grants to students each year. The costs of attaining a post-secondary education are a considerable barrier for many academically qualified students. Contributions made by QIP in the form of merit-based scholarships and needs-based bursaries will help to ensure that University of Lethbridge students are able to accomplish their academic goals.

***Undergraduate Research Fund***

Working in conjunction with Research Services, this initiative provides \$120,000 in funding to undergraduate students in research positions at the University of Lethbridge. This fund is primarily targeted at assisting students enrolled in humanities and social sciences to offset the imbalance between these two facets and the hard sciences.

***Disabilities Funding***

Through the QIP program, the ULSU is able to provide funding for disabled students. This funding is reserved for cases in which traditional avenues do not provide any assistance. To date, the ULSU has provided assistance to three students, who are now able to continue their education at the U of L.

***Student Food Bank***

Began as a pilot project in 2006, the ULSU Student Food Bank has only expanded. Funds from QIP are used to increase shelving space in the Food Bank, as well as stock necessary items that are not realized through donations.

***Rookie Camp/New Student Club***

In conjunction with the University of Lethbridge, the Rookie Camp and New Student Club will be offered for a minimum of three years through QIP funding.

**Initiatives in Progress:**

***Interior Design and Lounge Space Creation***

The University of Lethbridge is often accused of being cold and uninviting to students. In an attempt to address this issue, as well as provide areas in which students can relax, the ULSU, in partnership with U of L Administration, is developing campus wide lounge spaces. These spaces will be equipped with comfortable seating, providing areas in which students can study, socialize, or relax

between classes. The ULSU feels that this initiative will not only aesthetically enhance the U of L, but also aid in building a sense of community on campus.

***Sue Johanson Speaker Series***

Sue Johanson is a very well renowned sex educator who has since retired as the host of *Sunday Night Sex Show*. Her method of aiding audiences in learning about the more interesting parts of human anatomy has earned her multiple speaker awards with the National Speakers Bureau. Since sex and STIs are always hot topics in the student population, she would be well received here at the University. Sue Johanson was scheduled to speak at the Students' Union on November 27<sup>th</sup>, however, due to inclement weather conditions, she was unable to attend. Not wanting to miss the opportunity to provide an entertaining and educational speaker, the Students' Union has plans to have Sue Johanson return in February.

***Dr. David Suzuki Speaker Series***

The environment is a hot topic in today's papers – it seems that everyone young and old are making conscience strides towards a greener world. With the new Water For Life project on campus, as well as a building dedicated to environmental science, Dr. Suzuki's session would be a fantastic way to kick-off with media attention from the community, as well as from our own students.

Due to come on March 19<sup>th</sup>, 2008, Dr. David Suzuki will contribute a great deal to the ULSU and the University of Lethbridge's reputation.



**APPENDIX B**

**PROPOSED CONTINUING ALLOCATIONS**

THE UNIVERSITY OF LETHBRIDGE  
2008-2009 BUDGET PROCESS

2008-2009 CONTINUING REQUESTS

BUDGET UNIT	DESCRIPTION	CONTINUING REQUESTS	TOTAL BY DEPT OPERATING CONTINUING REQUESTS	REQUESTED ANNUAL CUMULATIVE CONTINUING ALLOCATION	OTHER SOURCES	FUNDED
<b>ARTS &amp; SCIENCE</b>	<b>REQUESTED CONTINUING</b>					
	Water Resources Technician	57,000				
	Telephone/Material & Supplies re: Technician	6,200				
	Water Resources Admin Support	43,000				
	Telephone/Material & Supplies re: Admin Support	4,200				
	Web Project & Co-op Co-ordinator	58,500				
	Telephone/Material & Supplies re: Web Project/Co-ordinat	17,000	185,900	185,900		
	Continuing allocation - subsidy reduction					320,000
	Graduate student teaching allocation					300,000
<b>EDUCATION</b>	<b>REQUESTED CONTINUING</b>					
	Library Support Specialist III (Half Time)	30,000	30,000	215,900		
	Continuing allocation - subsidy reduction					105,000
<b>FINE ARTS</b>	Continuing allocation - subsidy reduction					85,000
<b>MANAGEMENT</b>	Continuing allocation - subsidy reduction					120,000
<b>HEALTH SCIENCES</b>	Continuing allocation - subsidy reduction					45,000
<b>ROSS</b>	<b>REQUESTED CONTINUING</b>					
	Admission Specialist	51,000	51,000			
	Admission Specialist - Telephone	600	51,600			
	Disabilities Resource Office APO	58,700	110,300			
	Disabilities Resource Office APO - Telephone/Travel	1,600	111,900			
	CES - APO	58,700	170,600			
	CES - APO Telephone/Travel	1,600	172,200			
	CES - Material & Supplies etc	5,000	177,200			5,000
	Recruitment - 2 APO's	118,600	295,800		60,000	60,000
	Recruitment - 2 APO's Telephone	1,200	297,000			1,200
	Recruitment - Travel & Marketing	50,000	347,000			50,000
	Recruitment - Rookie Camp	25,000	372,000		25,000	
	Recruitment - New Student Club	35,000	407,000		35,000	
	Retention/engagement projects	100,000	507,000			100,000
	Documents - Convocation Souvenir caps/Gown & Hoods	3,900	510,900			3,900
	NSA - Materials & Supplies/Emergency Funding	5,000	515,900	731,800		

## 2008-09 Operating Budget

BUDGET UNIT	DESCRIPTION	CONTINUING REQUESTS	TOTAL BY DEPT OPERATING CONTINUING REQUESTS	REQUESTED ANNUAL CUMULATIVE CONTINUING ALLOCATION	OTHER SOURCES	FUNDED
<b>INFORMATION TECHNOLOGY REQUESTED CONTINUING</b>						
	Research (Cyberinfrastructure) Support	89,700	89,700			89,700
	Research (Cyberinfrastructure) Support Materials & Supp	500	90,200			500
	Research (Cyberinfrastructure) Support Telephone	1,500	91,700			1,500
	Research (Cyberinfrastructure) Support Travel	16,000	107,700			7,500
	APO - Mngt Wireless Network	50,000	157,700			50,000
	Renewal Costs for Replacement (4 yr cycle)	50,000	207,700			
	Maintenance Contract	8,000	215,700			
	Programmer	54,000	269,700			
	Programmer - Materials & Supplies	500	270,200			
	Programmer - Telephone	600	270,800			
	Programmer - Travel	2,000	272,800	1,004,600		
<b>V.P. (RESEARCH) REQUESTED CONTINUING</b>						
	Accounting Clerk II	41,870	41,870			
	Director - APO 5	83,100	124,970		83,100	
	Materials & Supplies	31,760	156,730			
	Telephone	4,960	161,690			4,960
	Memberships	10,535	172,225			10,535
	Expendable Equipment	2,500	174,725			
	Rental	5,000	179,725			5,000
	Travel	51,400	231,125			
	Consultants	85,000	316,125			
	Internal Contributions	100,000	416,125			150,000
	Capital (CFI)	300,000	716,125	1,720,725		150,000
<b>UNIVERSITY ADVANCEMENT REQUESTED CONTINUING</b>						
	Alumni Relations					
	First Nations, Metis & Inuit Chapter	3,000	3,000			3,000
	Events	10,000	13,000			10,000
	Electronic Newsletter	5,000	18,000			
	Communications					
	Legend Newspaper	7,000	25,000			
	Annual Community Report	7,000	32,000			
	Media Relations	3,000	35,000			3,000
	Development					
	Publications & Solicitations	10,000	45,000			
	Business Officer	76,000	121,000	1,841,725		

## 2008-09 Operating Budget

BUDGET UNIT	DESCRIPTION	CONTINUING REQUESTS	TOTAL BY DEPT OPERATING CONTINUING REQUESTS	REQUESTED ANNUAL CUMULATIVE CONTINUING ALLOCATION	OTHER SOURCES	FUNDED
<b>HUMAN RESOURCES</b>						
	<b>REQUESTED CONTINUING</b>					
	Faculty Recruitment Office APO	70,180	70,180			
	Faculty Recruitment Office APO - Telephone	400	70,580			
	Faculty Recruitment Office APO - Materials & Supplies	4,000	74,580			
	Human Resource Officer	70,180	144,760			70,180
	Human Resource Officer - Telephone	400	145,160			400
	H.R. Pension Admin Asst.	52,000	197,160			52,000
	H.R. Admin. Asst.	45,000	242,160			
	Risk & Safety Services					
	Telephone	1,100	243,260			1,100
	Travel - Professional Upgrading	2,000	245,260			2,000
	First Aid Training	10,000	255,260			10,000
	Employee Health & Wellness					
	Respiratory Fit testing/Hearing Assessments	16,950	272,210			
	Materials & Supplies	2,400	274,610			2,400
	Life Balance Fair	3,600	278,210			
	Pensions & Benefits					1,500
	Training	1,500	279,710			
	Retirement Seminars	5,000	284,710			
	Health Centre					
	Full funding for Admin Support (International Student Le	15,200	299,910			
	40 Year Awards	2,000	301,910	2,143,635		
<b>MATERIALS MANAGEMENT</b>						
	<b>REQUESTED CONTINUING</b>					
	Materials Handling Worker	41,870	41,870	2,185,505		41,870
<b>CRDC</b>						
	<b>REQUESTED CONTINUING</b>					
	Technology Integration Support Specialist	50,000	50,000			
	Technology Integration Support Specialist - Telephone	1,800	51,800			
	Technology Integration Support Specialist - Materials & St	200	52,000			
	Technology Integration Support Specialist - Travel	2,000	54,000	2,239,505		
<b>CAETL</b>						
	<b>REQUESTED CONTINUING</b>					
	Teaching & Learning Support Specialist	50,000	50,000			
	Teaching & Learning Support Specialist - Telephone	1,800	51,800			
	Teaching & Learning Support Specialist - Materials & Sup	200	52,000			
	Teaching & Learning Support Specialist - Travel	2,000	54,000	2,293,505		

## 2008-09 Operating Budget

BUDGET UNIT	DESCRIPTION	CONTINUING REQUESTS	TOTAL BY DEPT OPERATING CONTINUING REQUESTS	REQUESTED ANNUAL CUMULATIVE CONTINUING ALLOCATION	OTHER SOURCES	FUNDED
<b>PHYSICAL PLANT</b>		<b>REQUESTED CONTINUING</b>				
	Infrastructure & Engineering					
	Project Manager	75,000	75,000			
	Project Manager Telephone/Material & Supplies	1,500	76,500			
	Adjustment re: Inflation	42,000	118,500		18,200	
	Building Maintenance					
	Apprentice Painter .5	19,000	137,500		19,000	
	Apprentice Painter .5 Other Expenses	1,000	138,500		1,000	
	Caretaking - Adjustment re: Inflation	5,000	143,500		5,000	
	Utilities					
	Apprentice Plumber	36,100	179,600		36,100	
	Maintenance Worker IV	52,000	231,600			52,000
	Other Expenses re: Plumber/Maintenance Worker	3,000	234,600			3,000
	Security - Safewalk	3,000	237,600		3,000	
	Capital Projects					
	Project Manager .6	37,500	275,100			
	Project Manager .6 Telephone/Material & Supplies	1,500	276,600	2,570,105		
<b>SPORT &amp; REC SERVICES</b>		<b>REQUESTED CONTINUING</b>				
	Women's Hockey Coach	50,000	50,000	2,620,105		50,000
<b>UNIVERSITY DAY CARE</b>		<b>REQUESTED CONTINUING</b>				
	Mortgage Payment - University contribution	50,000	50,000	2,670,105	50,000	
<b>Total Continuing Requests</b>		2,670,105				
<b>Total Continuing Allocations</b>				<b>2,670,105</b>	335,400	1,967,245
<b>Continuing Funds Available</b>						
	Access				133,100	480,185
	Turcotte Hall Lites on				82,300	
	QIP funds				60,000	
	Grad studies				60,000	
	2006 Advanced Education enrolment grant					1,337,060
	Postion fund savings					150,000
					<u>335,400</u>	<u>1,967,245</u>

**APPENDIX C**

**PROPOSED ONE-TIME ALLOCATIONS**

THE UNIVERSITY OF LETHBRIDGE  
2008-2009 BUDGET PROCESS

2008-2009 ONE TIME REQUESTS

BUDGET UNIT	DESCRIPTION	ONE TIME REQUESTS	TOTAL BY DEPT OPERATING ONE TIME REQUESTS	ANNUAL CUMULATIVE ONE TIME REQUESTS	OTHER SOURCES	FUNDED
<b>ARTS &amp; SCIENCE</b>		<b>REQUESTED CONTINUING</b>				
	Computer for Water Resources Technician	1,500	1,500			
	Computer for Water Resources Admin Support	1,500	3,000			
	Space Renovations for Web Project & Co-op Coordinator	20,000	23,000	23,000		
<b>FINE ARTS</b>		<b>REQUESTED ONE TIME</b>				
	Audience Development (Marketing Consultant)	25,000	25,000			
	Digitalization of Art Slide Library (2 year 9 mth term Technician)	64,000	89,000	112,000		64,000
<b>MANAGEMENT</b>		<b>REQUESTED ONE TIME</b>				
	One Half of Rental Increases Calgary & Edmonton	125,000	125,000			
	Consultant Costs - Phase II of feasibility study	25,000	150,000			
	One Half of Advertising - Calgary & Edmonton	50,000	200,000			
	Forgive Edmonton Campus Renovations	225,000	425,000			
	One Half of costs to pursue accreditation	30,000	455,000	567,000		
<b>HEALTH SCIENCES</b>		<b>REQUESTED ONE TIME</b>				
	Travel - re: community clinic models	25,000	25,000	592,000		
<b>LIBRARY</b>		<b>REQUESTED ONE TIME</b>				
	Record Support II (2 year Term)	72,000	72,000			72,000
	Renovations & Storage Shelving	60,000	132,000	724,000		
<b>ROSS</b>		<b>REQUESTED ONE TIME</b>				
	Renovations Student Scholarships & Finance	106,545	106,545		106,545	
	Admissions Specialist - Computer/Furniture	3,000	109,545			
	Recruitment - 7 Display Units	9,100	118,645		9,100	
	Recruitment - 4 Table Covers for Display Units	2,500	121,145		2,500	
	Recruitment - 2 Laptops	6,000	127,145		6,000	
	Recruitment - 5 Portable Printers	1,000	128,145		1,000	
	Recruitment 3 Data Projectors	6,600	134,745		6,600	
	Recruitment - Computer/Furniture for 2 new APO's	6,000	140,745			
	Disability Resource Office - Computer/Furniture new APO	3,000	143,745			
	CES - APO Computer/Furniture	3,000	146,745			
	NSA - Student Position	8,000	154,745			
	NSA - Cultural Protocols Workshop	5,000	159,745			
	Documents - Convocation Ceiling Ribbons/Chairs	5,500	165,245			5,500
	Documents - Convocation Marshals & Deans Stoles	500	165,745			500
	Documents - Systems Computer/Software	9,500	175,245			
	Documents - Systems Co-op Student	28,900	204,145	928,145		28,900

## 2008-09 Operating Budget

BUDGET UNIT	DESCRIPTION	ONE TIME REQUESTS	TOTAL BY DEPT OPERATING ONE TIME REQUESTS	ANNUAL CUMULATIVE ONE TIME REQUESTS	OTHER SOURCES	FUNDED
<b>INFORMATION TECHNOLOGY REQUESTED ONE TIME</b>						
	Research (Cyberinfrastructure & Coll Projects) - Computer	2,500	2,500			
	Programmer - Computer	2,500	5,000			
	Wireless Network Project					
	Install/wiring	45,000	50,000			45,000
	POE Switches	67,500	117,500			67,500
	Access Points	150,000	267,500			150,000
	WSIM Controller	130,000	397,500			130,000
	Security Appliance	50,000	447,500	1,375,645		50,000
<b>V.P. (RESEARCH) REQUESTED ONE TIME</b>						
	Special Initiatives	25,000	25,000			
	Recruitment - Advertising	1,600	26,600			
	Accounting Clerk II - Computer	1,500	28,100			
	Director - APO 5 - Computer	1,500	29,600			
	Recruitment - Travel	1,400	31,000			
	CFI	300,000	331,000	1,706,645		250,000
<b>UNIVERSITY ADVANCEMENT REQUESTED ONE TIME</b>						
	Special Project position (3 year term)	210,000	210,000			
	Business Officer - Computer	4,000	214,000	1,920,645		210,000
<b>HUMAN RESOURCES REQUESTED ONE TIME</b>						
	Faculty Recruitment Initiatives	25,000	25,000			
	Automated Billing System - Health Centre	20,000	45,000			20,000
	Bridging funding - nurse/Health Educator	40,065	85,065			
	Health Centre Renovations Phase I	23,455	108,520		23,455	
	Health Centre Renovations Phase II	75,000	183,520		75,000	
	Health Promotion Initiatives	8,500	192,020	2,112,665		
<b>CRDC REQUESTED ONE TIME</b>						
	Technology Integration Support Specialist - Computer	2,800	2,800			
	Atrium Sound & Lighting Installation	36,000	38,800	2,151,465	18,000	18,000
<b>CAETL REQUESTED ONE TIME</b>						
	Teaching & Learning Support Specialist - Computer	2,800	2,800	2,154,265		



## 2008-09 Operating Budget

BUDGET UNIT	DESCRIPTION	ONE TIME REQUESTS	TOTAL BY DEPT OPERATING ONE TIME REQUESTS	ANNUAL CUMULATIVE ONE TIME REQUESTS	OTHER SOURCES	FUNDED
<b>PHYSICAL PLANT</b>		<b>REQUESTED ONE TIME</b>				
	Project Management Office - One Year Request					
	Water Building	102,070	102,070			
	Markin Hall	79,295	181,365			
	Stadium	52,275	233,640			
	Daycare Centre	15,635	249,275			
	Wellness Centre	6,785	256,060			
	Caretaking	24,780	280,840		280,840	
	Markin Bldg Commissioning Team 2 year request					
	Building Maintenance Operator	79,600	360,440			
	Utility Electrical Journeyman	132,600	493,040			132,600
	Utility Instrumentation Apprentice	78,000	571,040			78,000
	Capital Projects Project Manager .4 FTE	68,800	639,840			
	Physical Plant Office Business Manager	140,000	779,840			
	Succession Planning 2 year request	180,000	959,840			90,000
	Training	8,500	968,340			8,500
	Defibrillators	60,000	1,028,340		60,000	
	Computer for Business Manager	2,000	1,030,340			
	Computer for Project Manager	2,000	1,032,340			
	University Drive Enhancement	180,000	1,212,340			
	Project Manager - Computer/Space	5,000	1,217,340			
	Project Manager .6 - Computer/Space	5,000	1,222,340	3,376,605		
<b>SPORT &amp; REC SERVICES</b>		<b>REQUESTED ONE TIME</b>				
	Women's Hockey Team Room	50,000	50,000	3,426,605		
		3,426,605				
<b>Total One-Time Requests</b>				<b>3,426,605</b>	<b>589,040</b>	<b>1,420,500</b>
<b>One-Time Funds Available</b>						2,009,540
	Equipment reserves				85,200	
	Infrastructure/project funding				298,840	
	Capital contingency				205,000	
	Performance funding					960,500
	One-time operating					460,000
					589,040	1,420,500
						2,009,540

**APPENDIX D**

**PROPOSED BUDGET BY FUND**

The University of Lethbridge  
2008-09 Budget by Fund  
(\$000)

	General Operating	Other Unrestricted Funds	Restricted Funds	TOTAL
<b>REVENUE</b>				
Government and other grants	90,129	-	13,128	103,257
Tuition and related fees	36,398	-	-	36,398
Sales of services and products	5,643	9,580	-	15,223
Gifts and donations	62	-	1,395	1,457
Investment income	5,000	232	200	5,432
Miscellaneous	1,131	-	88	1,219
Amortization of deferred capital contributions	6,500	-	-	6,500
	<u>144,863</u>	<u>9,812</u>	<u>14,811</u>	<u>169,486</u>
<b>EXPENDITURES</b>				
Salaries and benefits	106,405	2,458	7,400	116,263
Supplies and services	9,186	1,352	3,125	13,663
Repairs and maintenance	678	182	230	1,090
Cost of goods sold	196	3,528	-	3,724
Travel	2,503	41	685	3,229
External contracted services	1,594	500	355	2,449
Utilities	2,311	523	1	2,835
Scholarships, fellowships and bursaries	1,356	-	795	2,151
Professional fees	571	32	20	623
Interest on long term liabilities	875	125	-	1,000
Property taxes	13	208	-	221
Insurance	620.6	20	-	641
Equipment	2,931	466	2,200	5,597
Provisions	3,125	-	-	3,125
Amortization of capital assets	12,500	199	-	12,699
	<u>144,863</u>	<u>9,635</u>	<u>14,811</u>	<u>169,307</u>
<b>EXCESS REVENUE OVER EXPENDITURES</b>	<u>-</u>	<u>177</u>	<u>-</u>	<u>177</u>

The University of Lethbridge  
Other unrestricted Funds  
2008-09 Budget

	Ancillary Enterprises	TOTAL
<b>REVENUE</b>		
Government and other grants	-	-
Tuition and related fees	-	-
Sales of services and products	9,579,620	9,579,620
Gifts and donations	-	-
Investment income	231,715	231,715
Miscellaneous	-	-
Amortization of deferred capital contributions	-	-
	<u>9,811,335</u>	<u>9,811,335</u>
<b>EXPENDITURES</b>		
Salaries and benefits	2,457,767	2,457,767
Supplies and services	1,352,309	1,352,309
Repairs and maintenance	182,027	182,027
Cost of goods sold	3,527,942	3,527,942
Travel	41,244	41,244
External contracted services	499,976	499,976
Utilities	523,082	523,082
Scholarships, fellowships and bursaries	-	-
Professional fees	31,918	31,918
Interest on long term liabilities	125,000	125,000
Property taxes	208,231	208,231
Insurance	20,000	20,000
Equipment	465,959	465,959
Provisions	-	-
Amortization of capital assets	199,399	199,399
	<u>9,634,854</u>	<u>9,634,854</u>
<b>EXCESS REVENUE OVER EXPENDITURES</b>	<u>176,481</u>	<u>176,481</u>

The University of Lethbridge  
Restricted Funds  
2008-09

	Sponsored Research	Special Purpose and Trust	Scholarship, Bursaries and Other	Capital and Infrastructure	TOTAL	Deferred Contributions	2008-09 Net
<b>REVENUE</b>							
Government and other grants	11,400,000	490,000		85,663,000	97,553,000	(84,425,500)	13,127,500
Tuition and related fees	-	-		-	-	-	-
Sales of services and products	-	-		-	-	-	-
Gifts and donations	50,000	200,000	1,645,000	3,500,000	5,395,000	(4,000,000)	1,395,000
Investment income	-	200,000	-	-	200,000	-	200,000
Miscellaneous		53,000	35,000	-	88,000	-	88,000
Amortization of deferred capital contributions	-	-		-	-	-	-
	<u>11,450,000</u>	<u>943,000</u>	<u>1,680,000</u>	<u>89,163,000</u>	<u>103,236,000</u>	<u>(88,425,500)</u>	<u>14,810,500</u>
<b>EXPENDITURES</b>							
Salaries and benefits	6,900,000	210,000	35,500	254,000	7,399,500	-	7,399,500
Supplies and services	2,950,000	63,000	87,000	25,000	3,125,000	-	3,125,000
Repairs and maintenance	-	-		230,000	230,000	-	230,000
Cost of goods sold	-	-		-	-	-	-
Travel	650,000	15,000	20,000	-	685,000	-	685,000
External contracted services	300,000	50,000	5,000	-	355,000	-	355,000
Utilities	-	-	1,000	-	1,000	-	1,000
Scholarships, fellowships and bursaries	70,000	75,000	650,000	-	795,000	-	795,000
Professional fees	-	-		20,000	20,000	-	20,000
Interest on long term liabilities	-	-		-	-	-	-
Property taxes	-	-		-	-	-	-
Insurance	-	-		-	-	-	-
Equipment	-	100,000	20,000	2,080,000	2,200,000	-	2,200,000
Provisions	-	-		-	-	-	-
Amortization of capital assets	-	-		-	-	-	-
	<u>10,870,000</u>	<u>513,000</u>	<u>818,500</u>	<u>2,609,000</u>	<u>14,810,500</u>		<u>14,810,500</u>
<b>EXCESS REVENUE OVER EXPENDITURES</b>	<u>580,000</u>	<u>430,000</u>	<u>861,500</u>	<u>86,554,000</u>	<u>88,425,500</u>	<u>(88,425,500)</u>	<u>-</u>

**APPENDIX E**

**UNIVERSITY BUDGET  
COMMITTEE MEMBERSHIP**

**2007-08**

---



---

**University Budget Committee Membership  
2007-08**

Karen Clearwater, Chair	Associate Vice-President (Financial Planning)	ex-officio
Andrew Hakin	Vice-President (Academic) & Provost	ex-officio
Nancy Walker	Vice-President (Finance & Administration)	ex-officio
Kris Magnusson	Associate Vice-President (Academic)	ex-officio
Peter Visentin	Faculty Member	Presidential Appointment 2010
John Kincaid	APO	Presidential Appointment 2009
Leona Jacobs	Librarian	Presidential Appointment 2008
Wilf Roesler	Faculty Member	Presidential Appointment 2010
Gary Nixon	Faculty Member	Presidential Appointment 2010
Hester Jiskoot	Faculty Member	GFC Appointment 2009
Abdie Kazemipur	Faculty Member	GFC Appointment 2008
Craig Loewen	Faculty Member	GFC Appointment 2010
Michelle Helstein	Faculty Member	GFC Appointment 2009
Kelly Kennedy	Student Member	GFC Appointment 2008
Adam Vossepoel	Student Member	GFC Appointment 2008
Shannon Digweed	Graduate Student Member	GFC Appointment 2008
Lynn Arnold	Resource	
Marnie Sawa	Resource	
Sheila Lowe	Secretary	