

**REPORT OF THE
UNIVERSITY BUDGET COMMITTEE
ON THE 2009-10 TO 2012-13
UNIVERSITY BUDGET**

MARCH, 2009

The University Budget Committee Report For
The Years 2009-10 to 2012-13

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I. GENERAL

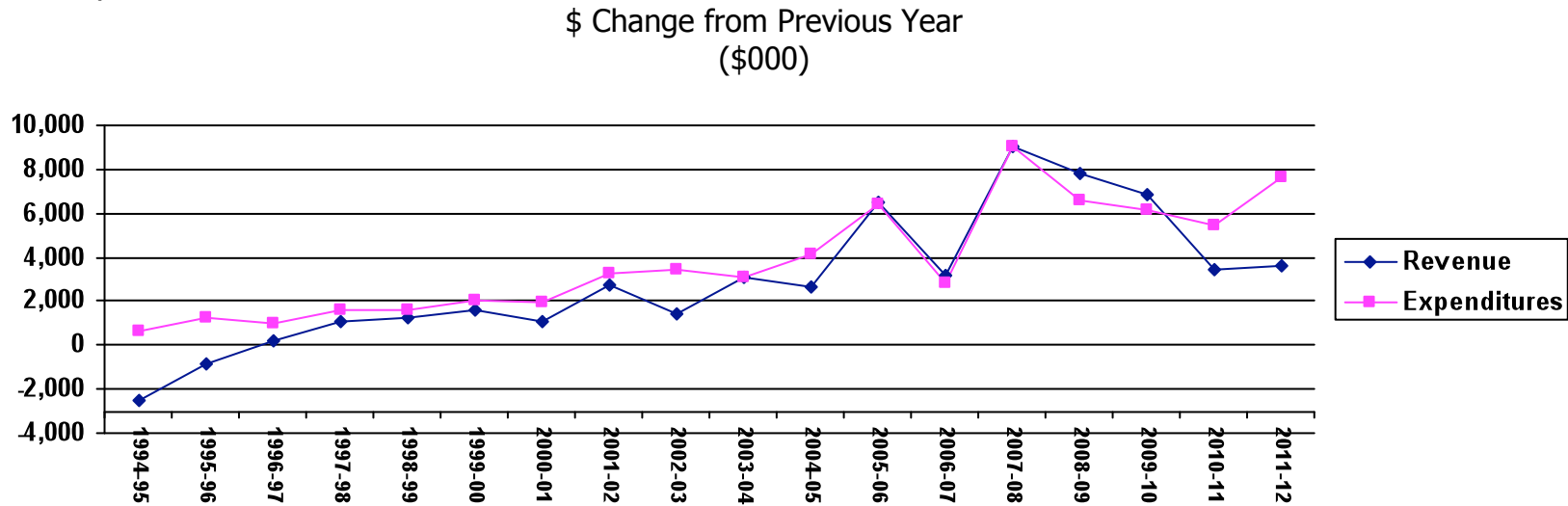
President Bill Cade is pleased to recommend the University of Lethbridge's Operating Budget for fiscal year 2009-10 to the Finance Committee who in turn recommends to the Board of Governors for approval. The proposed operating budget is \$147,255,215 for the upcoming fiscal year, which is an increase of \$9,009,850 (6.5%) from the previous year. As in previous years, budget decisions were made in consultation with the University Budget Committee (UBC) and with the University's various budget units. Budget decisions were also made within the context of the University's 2009-13 Strategic Plan.

This year's budget was a challenge, as the University of Lethbridge will be facing reductions in the increase to the operating grant in the last three years of the rolling budget and anticipates reductions in student enrolment. These revenue reductions could be reasons to step back and put the institution in a holding pattern. Instead, we are finding ways, through increased efficiencies and reallocations to continue to make strides towards our strategic priorities. Reductions to expenses or finding increased or new sources of revenues will be required in 2010-11 to 2012-13 using conservative budget assumptions. However, the University will have unallocated general operating funds in 2009-10 of \$306,560. While the fiscal environment is unfavourable for the next four years, the University remains committed to directing as many of its scarce resources as possible towards our strategic priorities and enhancing our position as a comprehensive teaching and research University.

Each year through the budget process, the University Budget Committee (UBC) follows certain guiding principles which provide the framework for decision making processes. These guiding principles include:

- An open budget process that allows for discussion between all units on campus.
- A process that allows resources to be aligned with strategic 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

The University's overall general fund revenue budget will increase by approximately \$9 million in 2009-10. 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. Although past experience shows that the budget projections have tracked very closely with realized revenue, we are now seeing fluctuations in student enrolment which can significantly affect the tuition revenue that the institution receives. For this reason many of the Faculties have reduced their enrolment projections for the next few years.

The Government grant provided by Alberta Advanced Education and Technology (AET) has provided an increase of 6% in the past three years, as well as in 2009-10. The Government has not officially provided us with information concerning

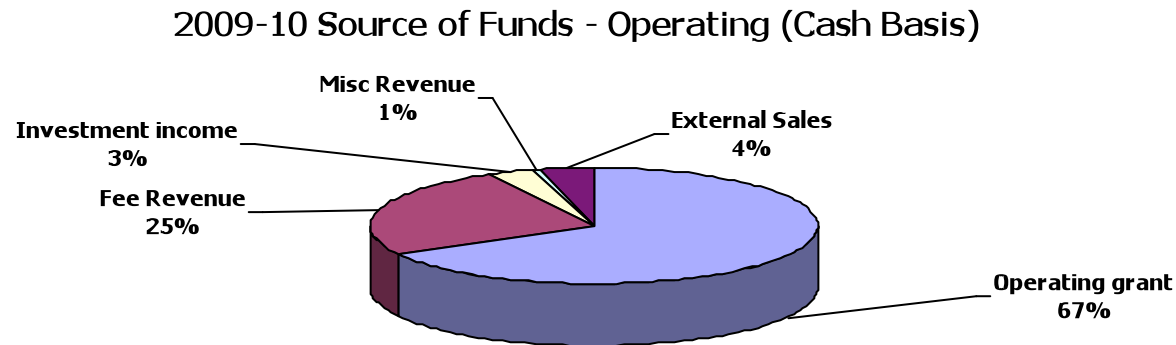
increases past 2009-10 so we have estimated increases for the last three years of the budget. It has been indicated that government grant increases will not be at the level of 6% and could be in the range of 3%. In 2008-09 a number of Enrolment Planning Envelope (EPE) (formerly known as Access) programs were rolled into the base operating budget. These included the second phase of the New Media program in the Faculty of Fine Arts and the first expansion in the Faculty of Management. The University was provided with a number of EPE Programs in 2008-09: Addictions Counselling, Public Health and a Master of Education in Educational Leadership. These expansions make provision for an additional 194 full load equivalent students (FLEs) by 2012-13. (It is noted however that this increase in FLEs is unlikely to offset the decrease in the total number of students attending the University because of current changes in the Alberta post-secondary system and age-group demographics.) The total increase in government grants in the coming year is \$8,579,565.

To summarize, the proposed 2009-10 general fund revenue budget is categorized into the following groups:

2009-10 General Operating Revenue by Source (Cash Basis)

Grant Revenue	\$98,708,660	67.03%
Fee Revenue	36,906,625	25.06%
Investment Income	5,000,000	3.40%
Miscellaneous	844,680	.57%
External sales	5,785,250	3.93%
Endowment/Trust Revenue	10,000	.01%
Total Projected General Operating Revenue	\$147,255,215	100.00%

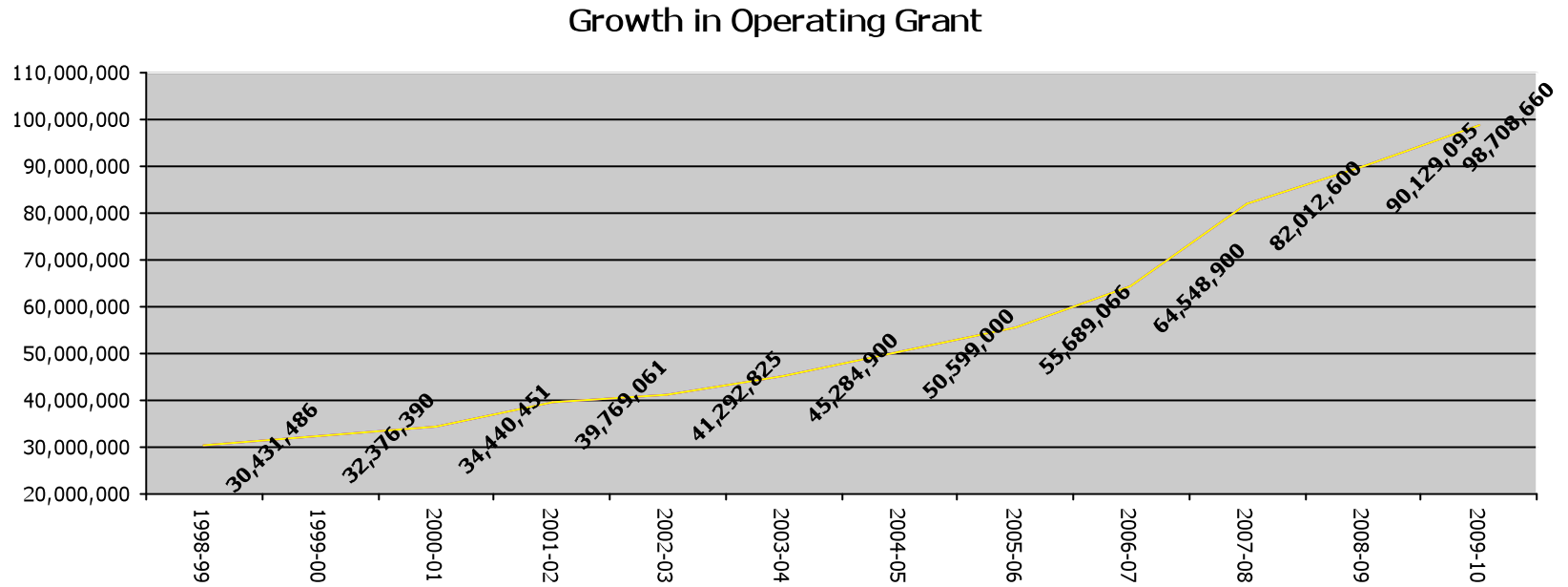
The following graph illustrates the breakdown of revenue by category. The graph depicts operating funds only and does not include capital, research, special purpose, endowments or ancillary operations.



Government Grants

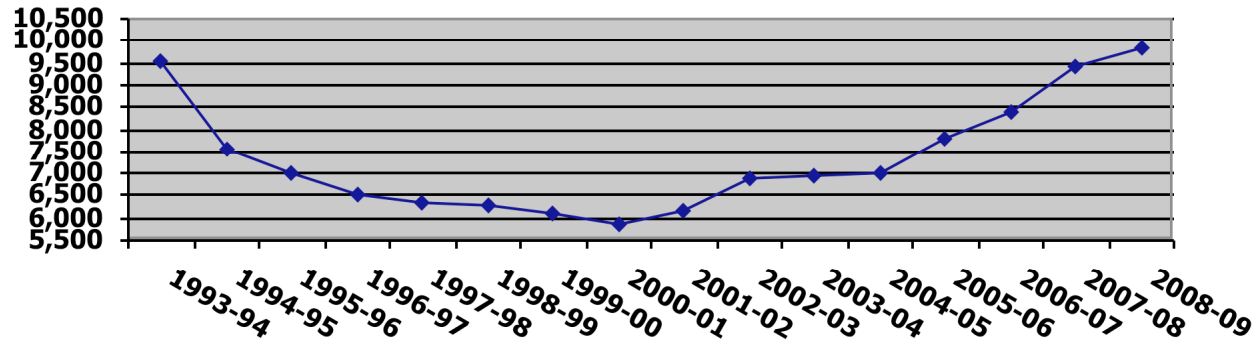
The single largest revenue item (67%) for the University is government grants, totaling \$98,708,660. This represents an increase of \$8,579,565 in continuing support, the majority of which is a 6.0% increase in the general operating grant and EPE grants over last year to reflect general cost pressures. AET has not announced details of 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 2009-10 (\$6,509,885)
- EPE grant increases relating to increases in targeted growth in the programs (\$1,378,955)
- EPE operations grant increase of 6% for 2009-10 (\$138,545)
- Tuition rebate adjustment to reflect actual rebates received from the government (\$552,180)
- The Performance Envelope funding which the institution has received in the past on a one-time basis has been discontinued by AET.



Although there has been a steady increase in the operating grant, the grant per student decreased steadily until 2002 when AET 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 University, they did provide some relief. In addition, the University has received continuous funding for the past few years to fund expansions and new programs through the Enrolment Planning Envelope (EPE). These funds have provided a grant per FLE that has also provided funds for unfunded and new students. 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 2009-10, the University projects approximately \$37 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 \$509,090 (1.4%) over the 2008-09 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 fund faculty expenditures related to teaching.

The Board of Governors formally approved the new fee rates for the 2009-10 fiscal year at their December 2008 meeting. AET introduced a new tuition policy in the 2007 year that 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 used for the 2009-10 increases is 4.1% (c.f. 4.6% in 2008-09).

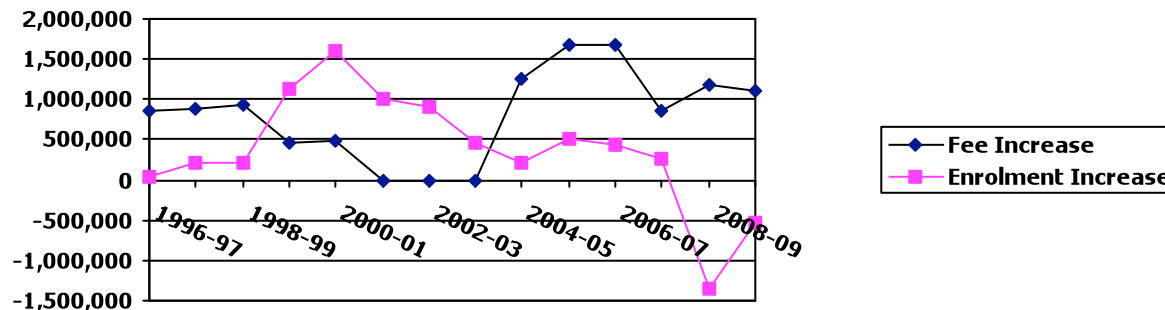
The increase in instructional fee revenue provided in the budget is attributed to both increases in fee rates as well as to planned enrolment changes in some of the faculties/school. The following table provides the credit hour profiles,

excluding EPE funded programs, that each faculty and school has planned for the next four years to meet their budget requirements (note that Health Sciences will see an increase in credit hours but they are accounted for in EPE).

Credit Hours by Faculty/School						
	Actual 2007-08	Estimated 2008-09	Proposed 2009-10	Proposed 2010-11	Proposed 2011-12	Proposed 2012-13
Arts and Science	108,246	97,751	95,796	95,796	95,796	95,796
Education	13,243	12,849	12,849	12,849	12,849	12,849
Management	35,583	34,652	33,287	31,953	30,676	29,449
Fine Arts	21,212	22,122	22,122	22,122	22,122	22,122
Health Sciences	7,778	9,864	9,816	9,557	8,999	8,999
Total	186,062	177,238	173,870	172,277	170,442	169,215

The following graph depicts the increased revenue provided from instructional fees for the past 12 years and the portion of the increases that is attributed to fee increases and from enrolment growth. Between 2001-02 and 2004-05, the entire increase in fees was attributed to enrolment growth with fees being frozen at the 2000-01 levels. In 2008-09 (and projected for 2009-10) we experienced reductions in enrolment that has resulted in a decrease in fees revenue of \$1.35 million.

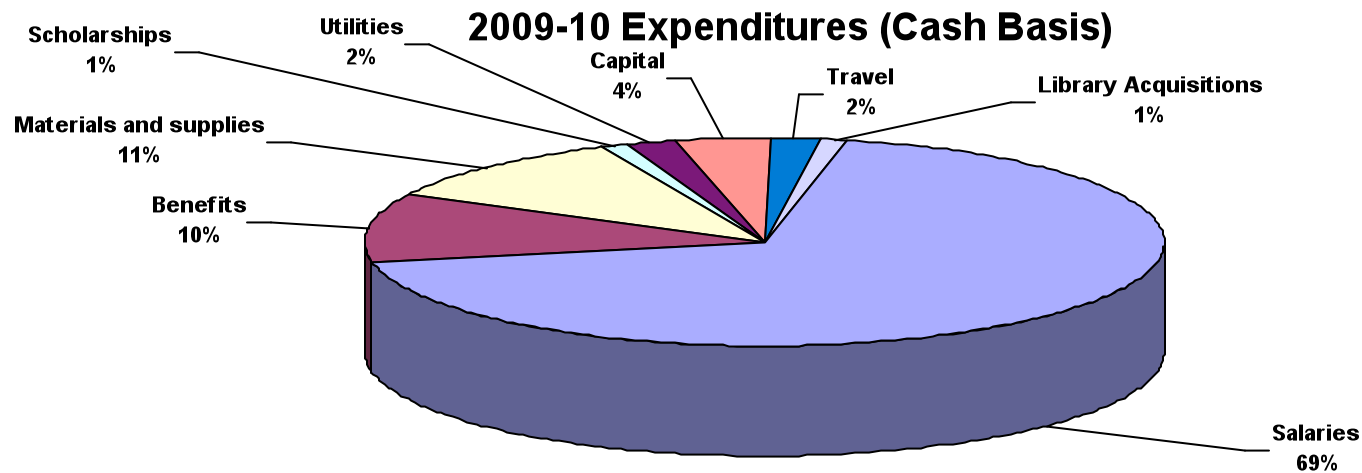
Instructional Fees - Analysis of Fee Increase



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 comprise approximately 79% of the total budget (cash basis – excluding amortization).



As in previous years, the starting point for the 2009-10 operating budget is the projection of the continuing cost base from the 2008-09 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. In prior years, UBC has attempted, through selective reductions, to provide some relief to specific departments. The Committee has also made efforts in previous years, when funds have been available, for distribution to provide for increases where required.

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

Compensation Costs

The largest component of the University of Lethbridge's expenditure budget is compensation costs which comprise approximately 79% of the total expenditures budget (cash basis – excluding amortization). Attracting and retaining faculty and staff continues to remain a Board of Governors' priority.

The University is in the second year of a three-year agreement with the University of Lethbridge Faculty Association (ULFA). The Alberta Union of Provincial Employees (AUPE) contract was renegotiated this year, with a three-year agreement expiring in June 2011. Exempt Support Staff, Administrative Professional Officers, and Senior Administration 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.

With investment returns not meeting budgeted returns in the latter part of 2008 the financial position of the Universities Academic Pension Plan (UAPP) has been eroded. With uncertainty in the future with respect to the behaviour of the financial markets the UAPP's Board of Trustees has recommended an increase in contribution rates of 3% effective July 1, 2009. This increase will be shared equally between employers and employees.

Fixed Costs

While quite modest this year, fixed costs continue to grow and represent a factor in the development of the 2009-10 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 major increases over the next three years as energy prices increase and the University looks to renew energy contracts that expire during this time period. The University has signed fixed rate contracts for electricity and buys gas on a two year basis and any consumption over the contract amount is bought on the free market. With the increased number of buildings since the signing of the original electrical contract many of our buildings are not provided with electricity through our electrical contract.
- There are no anticipated increases in insurance rates over the next four years.
- There are anticipated increases in our software contracts and maintenance of \$30,000 per year and \$25,000 per year in the cost of our investment advisor 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

While the fiscal environment for the next four years appears unfavourable we remain committed to redirecting as many resources as possible towards our strategic priorities outlined in the Strategic Plan 2009-13. 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 strategic directions presented in the new strategic plan of providing quality education opportunities, quality support services and a research base that will enable the University to grow and maintain many of the excellent qualities that we are known for.

The operating budget for the next four years has been modelled on the basis of a number of assumptions, many of which have been described above. In making these assumptions, UBC has adopted 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:

2009-10 Operating Budget

Budget Assumptions				
	2009-10	2010-11	2011-12	2012-13
Revenue				
Grant increase	6.0%	3.0%	3.0%	3.0%
Instructional fee increase	4.1%	3.0%	3.0%	3.0%
Expenditures				
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	6.0%	5.6%	5.3%	5.1%
Utilities	12.6%	21.0%	16.3%	3.1%
Insurance	0%	0%	0%	0%
Investment Advisor	7.1%	6.7%	6.3%	5.9%
Library acquisitions	1.2%	1.2%	1.2%	1.2%

The results of making these assumptions in preparing the budget for the next four years are provided below. The first year of the proposed budget will result in a surplus. The subsequent three years result in deficit budgets based on the assumptions used in building the budgets annually that total over \$10 million. As indicated previously, the government has not indicated the level of operating grants in the years 2010-11 to 2012-13. Any unallocated funds in 2009-10 will be applied to the deficit in 2010-11 and we have asked units to start reviewing their budgets for future reductions. General reductions are anticipated to include the use of available position funds from unfilled positions, and reductions in part-time and sessional budgets. In the next year University Administration, in consultation with the various budget units, will be looking at ways to make these reductions so that the overall impact on the University will be minimized.

2009-10 Operating Budget

Proposed Operating Fund Budget Changes (\$000)				
	2009-10	2010-11	2011-12	2012-13
Prior year budgeted expenditures	\$138,245.4	\$146,948.7	\$151,802.3	\$159,926.8
Cost increases for existing programs				
Salaries	4,720.3	4,912.3	6,462.7	6,983.3
Benefits	642.9	740.2	734.3	778.9
Professional fees	25.0	25.0	25.0	25.0
Insurance	0.0	0.0	0.0	0.0
Contracts	30.0	30.0	30.0	30.0
Library acquisitions	18.0	18.0	18.0	18.0
Utilities	302.4	567.0	534.0	119.6
Reallocation between items not detailed above	2,964.8	(1,438.9)	320.5	330.1
Operating fund requirements	\$146,948.7	\$151,802.3	\$159,926.8	\$168,211.6
Prior year budgeted revenue	\$138,245.4	\$147,255.2	\$150,744.6	\$154,393.2
Grant increase	6,824.3	2,840.8	2,926.0	3,013.8
Government Tuition subsidy	552.2	69.6	71.7	73.9
Fee increase	1,212.2	578.9	651.0	596.5
Other revenue	421.1	0.0	0.0	0.0
Operating funds available	\$147,255.2	\$150,744.6	\$154,393.2	\$158,077.5
Annual additional funds/reductions required	\$306.6	\$(1,364.2)	\$(4,475.8)	\$(4,600.6)
Cumulative additional funds/reductions required	\$306.6	\$(1,057.7)	\$(5,533.5)	\$(10,134.1)

V. STRATEGIC PLAN ALLOCATIONS

Planning for the 2009-10 operating budget began in early Fall 2008 at the same time that the Strategic Planning Committee was completing the 2009-13 Strategic Plan. The Strategic Plan was approved by the Board of Governors in December 2008 and was launched and communicated to the University community in January and February of 2009. UBC has developed a set of budget values and principles which have helped to guide the budget process in recent years and which aid in realizing the strategic priorities of the University. The following are the strategic directions that drove all budgetary decisions and reallocations to a select number of initiatives:

Our Commitment to Society - The University of Lethbridge is committed to ensure we are a community focused institution and that our commitments to teaching, research and service are blended with those of the surrounding areas.

Our Commitment to Creativity, Inquiry and Discovery - The University of Lethbridge stimulates and supports research, scholarship, and creative work in all areas in which we teach, and wherever possible we connect our research to the needs and aspirations of the communities we serve.

Our Commitment to Students – We give students the best preparation for their future. We help students to identify strengths and overcome weaknesses. We seek to foster: a sense of responsibility for student’s learning and personal development; effective student relations with peers and teachers; and student involvement in local, provincial, and national communities.

Our Commitment to Inspiration – The University of Lethbridge aspires to inspirational teaching that ignites intellectual passion and stimulates a thirst for knowledge.

Our Commitment to Responsible Action – We communicate with our internal and external communities so that our mission, goals, and work are well understood. We engage our alumni and other supporters in the activities of the University. We build the value of the University to society by developing mutually supportive relationships with government, individuals and organizations.

Several reallocations are being proposed in this budget document which supports the strategic direction that the institution has recently approved. Due to the fiscal constraints facing the institution in coming years, UBC did not see it as being fiscally responsible in allocating the surplus funds available in 2009-10. Rather, it is our intention to use these funds in 2010-11 towards reducing the deficit. To meet institutional priorities and move the institution forward in the next year, UBC is proposing reallocating existing resources towards our strategic priorities. The table below indicates the proposed allocations and how they relate to the strategic priorities of the institution.

Strategic Direction: Confirm our place as a Comprehensive University

Strategic Priorities	Budget Allocations
<ol style="list-style-type: none"> 1. Create and grow graduate programs and a culture of graduate education. 2. Broaden our base of undergraduate programming. 3. Grow the financial resource base of the University. 4. Create a physical and intellectual environment that fosters and promotes creativity, research and innovation. 5. Preserve and enhance our focus on teaching excellence. 6. Hire excellent professors that contribute to the continued success of the University in teaching and research. 	<ul style="list-style-type: none"> • Provision of Advantage Awards (\$500K from carryover) to ensure every MA, MSc and PhD student admitted will be guaranteed a minimum monthly income during their program. • Provision of a Technology Integration support position in Curriculum Re-Development Centre (CRDC). • \$300,000 allocation to scholarships. • Provision of University Archivist position. • Completion of stadium project. • Hiring of Technology Transfer Officer in Research Services.

Strategic Direction: Enhance the Student Experience

Strategic Priorities	Budget Allocations
<ol style="list-style-type: none"> 1. Refine and promote liberal education. 2. Evaluate and evolve student recruitment strategies. 3. Develop and implement student retention strategies. 4. Expand internationalization of the University. 5. Promote and enhance diversity within the University. 6. Engage students in a welcoming environment that supports learning, discovery, and creativity and promotes model citizenship. 7. Enhance the experience for FNMI students. 8. Continue to encourage academic and administrative units to work together to enhance the student experience. 9. Ensure the health, safety and security of students. 10. Recognize and promote the essential role of staff in keeping the campuses welcoming, functioning and modern. 	<ul style="list-style-type: none"> • Development of a tutoring program for students. • Provision of additional support in the Scholarship and Student Finance Office. • Provision of continuing support for student psychiatric services. • Provision of a position in the International Centre for international recruitment. • Provision of Advantage Awards to grad students. • \$300,000 allocation to scholarships. • Provision of \$200,000 for future recruitment initiatives. • Development of University web pages to enhance student registration and experience.

Strategic Direction: Build Internal Community and Enhance Relationships with External Communities

Strategic Priorities	Budget Allocations
<ol style="list-style-type: none"> 1. Continue to build a healthy, supportive and collaborative environment and culture that promotes students, faculty, staff, and alumni success and satisfaction. 2. Continue to develop bridges to Lethbridge and southern Alberta communities. 3. Strengthen links to regional centers of excellence in research and development. 	<ul style="list-style-type: none"> • Provision of the University Archivist position. • Provision of a position in the International Centre for international recruitment. • Completion of the stadium project. • Investment in the University Information Technology department and specifically the Web unit. • Opening of the downtown Penny Building.

Strategic Direction: Promote Access to Quality Post-Secondary Education

Strategic Priorities	Budget Allocations
<ol style="list-style-type: none"> 1. Develop a sustainable strategy for delivering programs outside Lethbridge. 2. Maintain and enhance working alliances with other educational service providers and stakeholders. 	<ul style="list-style-type: none"> • Investment in the University Information Technology department and specifically the Web unit. • Replacement of Tandberg videoconference equipment. • One-time funding provided to Alberta Post-Secondary Application System (APAS). • \$300,000 allocation to scholarships.

Strategic Direction: Enhance the Environmental Sustainability of the University

Strategic Priorities	Budget Allocations
<ol style="list-style-type: none"> 1. Continue to transform the University into a sustainable community. 2. Wherever possible, incorporate sustainability into teaching, learning and research. 3. Promote sustainability inside and outside the University. 	<ul style="list-style-type: none"> • Relocate Facilities compactor. • Invest in Facilities training programs. • Invest in Facilities electrical audit. • Invest in chemical inventory system.

VI. STUDENT QUALITY INITIATIVES PROGRAM (QIP)

In the Fall of 2005, the Students' Union approached University Administration with a proposal to allocate \$300,000 (12%) of the 2006-07 and 2007-08 tuition increase to student initiative projects identified by U of L students, in consultation with University Administration. In 2007-08 a total of \$600,000 was allocated to the QIP on a continuing basis.

The Students' Union made the following allocations in the 2008-09 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 are held by the University and allocated on an annual basis.

VII. CONTINUING ALLOCATIONS (See Appendix A)

Included in the proposed budget are a number of continuing allocations. No new funds are being used to fund the proposed allocations. Rather, funds are being reallocated from existing resources which total \$1,028,095.

The following allocations have been proposed:

- \$120,000 To fund the University Archivist position in the University Library.
- \$ 12,000 To fund a joint service between Counselling Services and the Health Centre which provides on-campus psychiatric services to students.
- \$ 60,000 Provide funds for an APO position in Scholarships and Student Finance to address workload issues in the unit as the staff struggle to maintain basic services to students.
- \$ 45,000 The tutoring program will help address retention issues at the University and will provide a web page sign-up and up to five hours of free tutoring for students followed by a cost recovery charge. This program will be organized through Student Life with a liaison with Arts and Science departments, student clubs and the Students' Union.
- \$ 4,500 Facilities Occupational Health and Safety certification for employees.
- \$616,000 The University remains committed to ensuring that departments have the resources required to provide basic core services at an adequate level to students as well as to other university departments. In recent years, very few resources have been allocated to Information Technology (IT). Concomitantly, the number and complexity of IT services has dramatically increased over the past five years. As a result IT now faces a situation in which if resources are not provided they will be unable to provide core University services. The University is recommending the following positions be provided to IT in 2009-10:

Student proctors in labs	\$100,000
Security Analyst	\$ 82,000 includes compensation, supplies, travel
Web – Sr. Programmer	\$ 82,000 includes compensation, supplies, travel
Info Systems – Software Architect	\$ 94,000 includes compensation, supplies, travel
Web/Enterprise Interface Design	\$ 94,000 includes compensation, supplies, travel
Systems – Systems Administrator	\$ 82,000 includes compensation, supplies, travel
Systems –Programmer	\$ 82,000 includes compensation, supplies, travel

- \$ 50,000 To fund the academic portion of the operating expenditures of the new stadium. Other expenditures are covered through revenue generated through facility use.
- \$ 58,000 Growth in the demand for services provided by the Curriculum Re-Development Centre (CRDC) over the past year has placed additional strain on resources in that unit. WebCT/Blackboard usage has increased almost 200% over the last two years. Funding is proposed for an additional Technology Integration Specialist within the CRDC.
- \$ 62,595 An International Recruitment Officer was hired in 2007 for a 2 year term expiring in 2009. To Maintain our international student target enrollment at 8% this position is critical. These funds will provide for this position on a continuing basis.

VIII. ONE-TIME ALLOCATIONS (See Appendix B)

One-time allocations totaling \$760,800 are proposed in the 2009-10 budget. Details are provided below:

- \$30,000 For the development and Web interface of a proposed Tutoring Program.
- \$200,000 To establish a Recruitment Reserve to provide for unanticipated expenditures in the areas of recruitment and retention.
- \$35,000 To relocate the compactor from the Students' Union Building to Parkway Service Complex.
- \$21,000 To Facilities for training and audits in the following areas:
 - Arc Flash training
 - Operation and Control training
 - Electrical Safety Audit Program
- \$207,000 For a three-year term Web Developer position in Information Technology.
- \$100,000 For consultants to review IT systems architecture requirements.
- \$22,800 Equipment requirements for increased staff in all units.
- \$15,000 For the replacement of the Tandberg portable video conference equipment.
- \$30,000 For the purchase and implementation of a university wide chemical inventory system as required under the Occupational Health and Safety Act.
- \$100,000 To assist the University to develop and implement the Alberta Post-secondary Common Application System (APAS) as mandated by Advanced Education and Technology.

IX. RECOMMENDATIONS

The President makes the following recommendations to the Board of Governors:

1. Approve the 2009-10 budget as presented, and approve the budgets for the three years 2011-13 in principle.
2. Approve \$1,028,095 in continuing allocations for 2009-10 as provided in Appendix A.
3. Approve \$760,800 in one-time allocations for 2009-10 as provided in Appendix B.

2009-10 Operating Budget

SUMMARY OF UNIVERSITY OPERATING REVENUE AND EXPENDITURES 2009-2010 Operating Budget

REVENUES	2007-2008 Original Budget	2007-2008 Actual	2008-2009 Original Budget	2008-2009 Projected Actual	2009-2010 Proposed Budget
Tuition and Fees					
Summer Session Tuition	2,062,540	2,718,024	2,189,015	2,551,368	2,204,110
Regular Session Tuition	27,259,605	28,092,518	29,996,165	28,441,893	30,584,215
Subtotal Tuition	29,322,145	30,810,542	32,185,180	30,993,261	32,788,325
Special Programs					
MA/MSc	707,795	464,081	614,210	511,246	614,210
Master of Education	459,415	555,809	384,435	760,111	469,270
MSc/Mgt	195,840	90,615	195,840	78,942	-
Ph. D.	73,260	171,214	109,890	203,422	146,520
Subtotal Special Programs	1,436,310	1,281,719	1,304,375	1,553,721	1,230,000
Incidental Fees					
Materials and Services Fee	1,761,070	-	-	-	-
Student Administration Fees	750,000	728,437	750,000	701,651	750,000
Music Conservatory Fees	229,510	268,584	229,510	282,864	256,540
Athletic and Recreation Services Fees	1,120,210	1,322,234	1,120,210	1,543,062	1,325,000
English Language Fees	518,055	393,449	452,850	352,163	452,850
Other Miscellaneous Fees	355,410	621,905	355,410	556,042	103,910
Subtotal Incidental Fees	4,734,255	3,334,609	2,907,980	3,435,782	2,888,300
Total Tuition and Fees	35,492,710	35,426,870	36,397,535	35,982,764	36,906,625
Other Revenues					
Grants	82,156,220	84,219,077	90,129,095	90,690,832	98,708,660
Gifts and Donations	15,000	173,024	62,000	316,380	10,000
Investment Income	2,250,000	(1,784,231)	5,000,000	(16,651,663)	5,000,000
Miscellaneous Revenue	853,905	625,514	568,875	2,086,459	386,125
Rental Income	444,630	327,131	444,630	291,353	458,555
Internal Cost Recoveries	1,895,095	2,682,221	1,606,130	2,548,686	2,075,940
External Cost Recoveries	3,293,235	4,526,316	4,037,100	4,019,617	3,709,310
Total Other Revenues	90,908,085	90,769,052	101,847,830	83,301,664	110,348,590
Total Tuition and Other Revenues	126,400,795	126,195,922	138,245,365	119,284,428	147,255,215
Interfund Transfers					
Transfers (to) from other funds	335,803	(668,826)	117,365	(797,189)	208,550
Total Interfund Transfers	335,803	(668,826)	117,365	(797,189)	208,550
Appropriations					
Amortization of Deferred Capital Contributions	-	6,284,074	6,500,000	6,400,000	6,300,000
	-	6,284,074	6,500,000	6,400,000	6,300,000
Total University Revenues	126,736,598	131,811,170	144,862,730	124,887,239	153,763,765

2009-10 Operating Budget

SUMMARY OF UNIVERSITY OPERATING REVENUE AND EXPENDITURES 2009-2010 Operating Budget

EXPENDITURES	2007-2008 Original Budget	2007-2008 Actual (Inc. Commit.)	2008-2009 Original Budget	2008-2009 Projected Actual	2009-2010 Proposed Budget
Academic Units					
Arts and Science	30,545,905	29,803,980	32,965,115	31,538,634	32,635,590
Education	8,005,375	7,599,909	8,300,255	7,910,022	9,468,555
Management	13,083,475	12,551,679	14,026,875	12,634,555	14,390,715
Fine Arts	8,876,597	8,847,949	9,450,770	8,897,373	9,799,110
Health Sciences	3,553,965	3,567,707	4,174,330	4,341,989	4,904,665
Graduate Studies	2,664,505	1,515,970	2,862,275	1,416,025	2,874,410
Library	4,082,425	3,661,888	4,353,385	3,382,895	4,391,995
Library - Acquisitions	1,405,170	1,516,894	1,523,170	1,711,025	1,581,170
Faculty Travel	152,600	160,156	152,600	146,940	152,600
Study Leave Removal Fund	35,000	35,000	35,000	35,000	35,000
Research Grants	103,700	542	253,700	-	103,700
Faculty Retention	-	-	-	-	-
Faculty Retention - Board Chairs	220,000	-	200,000	-	210,000
Faculty Retention - Course Relief	400,000	-	400,000	-	400,000
Total Academic Units	- 73,128,717	69,261,674	78,697,475	72,014,458	80,947,510
Support Units					
Office of the President	935,460	1,056,670	1,085,765	1,015,744	1,157,525
Board of Governors	66,505	78,299	84,720	111,721	98,885
Senate	81,485	74,649	79,410	78,170	83,170
General Faculties Council	28,505	23,350	27,205	23,379	28,865
University Advancement	1,824,300	1,869,143	2,002,210	1,934,742	2,126,705
Vice President (Academic)	919,670	773,975	982,990	912,052	1,273,590
CRDC	646,715	699,550	782,400	700,917	736,765
Institutional Analysis	97,215	163,595	147,455	183,766	237,455
Language Centre	704,265	654,599	664,250	472,505	694,945
International Affairs	428,550	490,352	500,715	465,836	546,465
Financial Aid and Awards - Scholarships	1,276,000	1,399,530	1,326,000	1,745,509	1,636,000
ROSS	4,951,150	4,877,309	5,334,250	5,207,435	5,492,735
Vice President (Research)	841,325	660,958	1,112,530	874,560	1,302,490
Vice President (Administration & Finance)	420,520	417,612	466,630	445,259	495,930
Financial Planning	497,305	436,940	523,690	473,671	536,580
Sports & Recreation Services	3,824,070	3,879,482	3,940,840	3,961,314	4,306,070
Interdepartmental - Ancillary	(102,495)	(353,901)	(102,495)	(456,506)	(152,495)
Internal Audit	82,970	82,479	88,875	34,686	95,460
Information Technology	4,605,015	4,512,051	4,811,630	4,946,746	4,610,570
Telecommunication	1,136,085	1,289,116	1,138,745	1,213,699	1,387,680
Financial Services	2,278,880	2,438,239	2,331,795	2,530,068	2,773,780
Physical Plant	7,433,155	7,847,641	7,998,035	8,398,652	8,143,215
Utilities	2,693,995	2,833,640	2,429,580	3,003,328	2,731,935
Parking	1,050,000	594,949	1,050,000	984,609	1,750,000
Human Resources	2,000,500	2,225,061	2,266,775	2,473,545	2,584,950
Contingencies	2,407,025	-	951,205	-	3,455,580
Central Administration	7,888,876	5,104,747	7,975,280	5,826,574	10,259,795
Total Support Units	49,017,046	44,130,035	50,000,485	47,560,001	58,394,645
Appropriations					
To Capital Projects	3,603,335	5,391,780	2,677,270	8,752,442	2,748,530
To (From)Capital Reserves	987,500	-	987,500	-	987,500
Amortization of Capital Assets	-	12,637,006	12,500,000	13,322,977	10,685,580
	4,590,835	18,028,786	16,164,770	22,075,419	14,421,610
Total University Expenditures	126,736,598	131,420,495	144,862,730	141,649,878	153,763,765

APPENDIX A

PROPOSED CONTINUING ALLOCATIONS

2009-10 Operating Budget

THE UNIVERSITY OF LETHBRIDGE
2009-2010 BUDGET PROCESS

2009-2010 CONTINUING REQUESTS

BUDGET UNIT	DESCRIPTION	CONTINUING REQUESTS	TOTAL		OTHER SOURCES
			BY DEPT OPERATING CONTINUING REQUESTS	ANNUAL CUMULATIVE CONTINUING REQUESTS	
ARTS & SCIENCE					
	REQUESTED CONTINUING				
	Full Grant Increase	287,685	287,685		
	Technician & administrative position	95,830	383,515		
	Telecom	40,000	423,515		
	Building/Research Manager Position	70,660	494,175		
	Telecom Position	35,000	529,175		
	Web Project Position	64,190	593,365		
	Graduate Studies	300,000	893,365	893,365	\$591K currently provided plus \$1M for TA's Freed up
EDUCATION					
	REQUESTED CONTINUING				
	Full Grant Increase	105,585	105,585	998,950	
MANAGEMENT					
	REQUESTED CONTINUING				
	Full Grant Increase	129,840	129,840		
	Northern Campus	500,000	629,840	1,628,790	
FINE ARTS					
	REQUESTED CONTINUING				
	Full Grant Increase	104,455	104,455	1,733,245	
HEALTH SCIENCES					
	REQUESTED CONTINUING				
	Full Grant Increase	44,245	44,245	1,777,490	
LIBRARY					
	REQUESTED CONTINUING				
	University Archivist (\$120,000 plus benefits)	144,000	144,000	1,921,490	120,000 Access - library/admin allocation Music Technology
RESEARCH SERVICES					
	REQUESTED CONTINUING				
	Vice President Research - Materials & Supplies	26,055	26,055		
	Vice President Research - Memberships	1,625	27,680		
	Vice President Research - Travel	8,000	35,680		
	Vice President Research - Consultants	50,000	85,680		
	Office of Research Services - Materials & Supplies	7,500	93,180		
	Office of Research Services - Materials & Supplies	25,000	118,180		
	Office of Research Services - FIAT	15,000	133,180		
	Office of Research Services - Mentorship Program	20,000	153,180		
	Office of Research Services - Memberships	375	153,555		
	Office of Research Services - Travel	21,000	174,555		
	Technology Transfer Office - Materials & Supplies	10,000	184,555		
	Technology Transfer Office - Memberships	8,625	193,180		
	Technology Transfer Office - Contracts	1,050	194,230		
	Technology Transfer Office - Travel	21,000	215,230		
	CFI	250,000	465,230	2,386,720	

2009-10 Operating Budget

THE UNIVERSITY OF LETHBRIDGE
2009-2010 BUDGET PROCESS

2009-2010 CONTINUING REQUESTS

BUDGET UNIT	DESCRIPTION	CONTINUING REQUESTS	TOTAL BY DEPT OPERATING CONTINUING REQUESTS	ANNUAL CUMULATIVE CONTINUING REQUESTS	OTHER SOURCES
ROSS	REQUESTED CONTINUING				
	Admission Travel	5,000	5,000		
	International Admissions Training & Materials	2,500	7,500		
	Counselling - Phone & Materials	13,000	20,500		
	On Campus Psychiatric Services	12,000	32,500		12,000 Vacant Position (CA) ROSS
	Campus Care Program	3,000	35,500		
	NSA - Protocol/Gift Fund	10,000	45,500		
	NSA - Co-op Students	8,000	53,500		
	CES Volunteer Fair - Co-op Students/other costs	18,000	71,500		
	Overtime - AUPE Staff	8,000	79,500		
	Convocation Regalia	7,500	87,000		
	Convocation Photos	4,800	91,800		
	On-line Study Skills - Learning Strategist 0.5 APO	30,000	121,800		
	Tutoring Program - Student Positions	45,000	166,800		45,000 QIP
	Scholarships & Student Finance - APO Position	60,000	226,800	2,613,520	60,000 Vacant Position (CA) ROSS
FACILITIES	REQUESTED CONTINUING				
	0.6 Project Manager Position	44,000	44,000		
	University Stadium Contract	76,480	120,480		- Funds to SRS 6 month operation; \$15K Access/\$35K equip replace funds
	OH&S Certification	4,500	124,980		4,500 Capital maintenance reallocation
	Exterior Window Cleaning Position	30,000	154,980	2,768,500	
INFORMATION TECHNOLOGY	REQUESTED CONTINUING				
	Base funding for Student labs	100,000	100,000		100,000 \$20K Vac Pos (CA) ROSS; \$30K print rev sharing; \$50K Conf. Serv. subsidy
	Increase Computer Lab Proctor Wages	74,500	174,500		
	Security office - Analyst	79,000	253,500		79,000 \$40K from Position Funds; \$39K from Computing Plan
	Telephone/Material & Supplies re: Analyst	11,000	264,500		3,000 \$3K from Computing Plan
	Web - Project manager	91,000	355,500		
	Telephone/Material & Supplies re: Project manager	11,000	366,500		
	Web - Senior Programmer	79,000	445,500		79,000 Computing Plan reallocation
	Telephone/Material & Supplies re: Programmer	4,100	449,600		3,000 Computing Plan reallocation
	Web - Developer (3 Positions)	198,000	647,600		66,000 1 pos 3 yr term moved to 1X funding Total \$198K
	Telephone/Material & Supplies re: Developer	12,300	659,900		3,000 3 yr funding moved to 1X \$9K
	Information system/software architect	91,000	750,900		91,000 Indirect Cost of Research
	Telephone/Material & Supplies re: Architect	11,000	761,900		3,000 Indirect Cost of Research
	Web/Enterprise - user experience & Interface Design	91,000	852,900		91,000 Position Fund savings
	Telephone/Material & Supplies re: User experience & design	11,000	863,900		3,000 Position Fund savings
	Systems - Enterprise Architect	91,000	954,900		100,000 For consulting moved to 1X
	Telephone/Material & Supplies re: Architect	11,000	965,900		
	Enterprise - Business Analyst	79,000	1,044,900		
	Telephone/Material & Supplies re: Analyst	5,000	1,049,900		
	Systems - Systems administrator	79,000	1,128,900		79,000 Capital Maintenance reallocation
	Telephone/Material & Supplies re: Administrator	5,000	1,133,900		3,000 Capital Maintenance reallocation
	Systems - Programmer	79,000	1,212,900		79,000 Access - M. Ed Leadership admin
	Telephone/Material & Supplies re: Programmer	5,000	1,217,900		3,000 Access - M. Ed Leadership admin
	Systems - Business & Systems Analyst	79,000	1,296,900		
	Telephone/Material & Supplies re: Analyst	5,000	1,301,900		

2009-10 Operating Budget

THE UNIVERSITY OF LETHBRIDGE
2009-2010 BUDGET PROCESS

2009-2010 CONTINUING REQUESTS

BUDGET UNIT	DESCRIPTION	CONTINUING REQUESTS	TOTAL BY DEPT OPERATING CONTINUING REQUESTS	ANNUAL CUMULATIVE CONTINUING REQUESTS	OTHER SOURCES
	Security Office - Identity & Access Management	79,000	1,380,900		
	Telephone/Material & Supplies re: Management	5,000	1,385,900		
	Solutions Centre - Trainer/writer	72,000	1,457,900		
	Telephone/Material & Supplies re: Trainer/Writer	5,000	1,462,900		
	Solutions Centre - workstation Deployment	54,000	1,516,900		
	Telephone/Material & Supplies re: Deployment	4,100	1,521,000		
	Solutions Centre - Support Specialist	54,000	1,575,000		
	Telephone/Material & Supplies re: Specialist	4,100	1,579,100		
	Labs - Co-op Student	30,000	1,609,100	4,377,600	
PRESIDENTS OFFICE	REQUESTED CONTINUING				
	Community Events Tickets	15,000	15,000	4,392,600	
UNIVERSITY ADVANCEMENT	REQUESTED CONTINUING				
	Web Communications Officer	78,000	78,000		
	Telephone/Material & Supplies re: Officer	500	78,500		
	Legend Newspaper	7,000	85,500	4,478,100	
SPORT & RECREATION SERVICES	REQUESTED CONTINUING				
	Stadium Funding	50,000	50,000		50,000 See Facilities
	Marketing Co-ordinator	60,000	110,000	4,588,100	
CRDC	REQUESTED CONTINUING				
	Technology Integration Support Specialist	56,000	56,000		56,000 \$40K HR position; \$16K access
	Telephone/Material & Supplies re: Support Specialist	2,000	58,000		2,000 Access
	Media Production Specialist	56,000	114,000		
	Telephone/Material & Supplies re: Production Specialist	2,000	116,000	4,704,100	
CAETL	REQUESTED CONTINUING				
	Teaching & Learning Support Specialist	56,000	56,000		
	Telephone/Material & Supplies re: Support Specialist	2,000	58,000		
	Instructional Designer	86,000	144,000		
	Telephone/Material & Supplies re: Instructional Designer	2,000	146,000	4,850,100	
INTERNATIONAL CENTRE FOR STUDENTS	REQUESTED CONTINUING				
	International Recruitment Officer	62,595	62,595	4,912,695	62,595 Position Funds
Total Continuing Requests				4,912,695	
Total Continuing Allocations 2009/2010					1,028,095
Continuing Requests Funded on a One-Time basis					307,000

APPENDIX B

PROPOSED ONE-TIME ALLOCATIONS

2009-10 Operating Budget

THE UNIVERSITY OF LETHBRIDGE
2009-2010 BUDGET PROCESS

2009-2010 ONE TIME REQUESTS

BUDGET UNIT	DESCRIPTION	ONE TIME REQUESTS	TOTAL BY DEPT OPERATING ONE TIME REQUESTS	ANNUAL CUMULATIVE ONE TIME REQUESTS	FUNDED	OTHER SOURCES
EDUCATION	REQUESTED ONE TIME					
	Scholarships	300,000	300,000	300,000		Carryforward
LIBRARY	REQUESTED ONE TIME					
	Penny building Shelving (\$30,000 - \$60,000)	60,000	60,000	360,000		Penny Bldg Funding
FINE ARTS	REQUESTED ONE TIME					
	Web Designer	25,000	25,000			
	Centre for the Arts Renovation	80,000	105,000	465,000		Wait for U Hall Changes
RESEARCH SERVICES	REQUESTED ONE TIME					
	Relocation costs - Director	10,000	10,000			Done from Central at time of hire
	Computer - Director	2,000	12,000			Done from Central at time of hire
	Relocation costs - Technology Transfer Officer	10,000	22,000			From CSEE Funding
	Computer - Technology Transfer Officer	2,000	24,000	489,000		From CSEE Funding
ROSS	REQUESTED ONE TIME					
	Recruitment Reserve	200,000	200,000		200,000	
	On Line Study Skills - Web Interface	10,000	210,000			
	Tutoring Program Development	20,000	230,000		20,000	
	Tutoring Program - Web Interface	10,000	240,000	729,000	10,000	
FACILITIES	REQUESTED ONE TIME					
	Relocation of Compactor	35,000	35,000		35,000	
	Arc Flashing Training	6,000	41,000		6,000	
	Operation & Controls Department training	5,000	46,000		5,000	
	Electrical Safety Program Audit	10,000	56,000		10,000	
	University Drive Enhancement	180,000	236,000	965,000		
INFORMATION TECHNOLOGY	REQUESTED ONE TIME					
	Facilitate Audit Compliance	250,000	250,000			Want plan
	Computer re: Analyst	2,500	252,500		2,500	
	Computer re: Project manager	2,500	255,000			
	Computer re: Programmer	2,500	257,500		2,500	
	Computer re: Developer	7,500	265,000		2,500	
	Computer re: Architect	2,500	267,500		2,500	
	Computer re: User experience & design	2,500	270,000		2,500	
	Computer re: Architect	2,500	272,500		2,500	
	Computer re: Analyst	2,500	275,000			
	Computer re: Administrator	2,500	277,500		2,500	
	Computer re: Programmer	2,500	280,000		2,500	
	Computer re: Analyst	2,500	282,500			
	Computer re: Management	2,500	285,000			
	Computer re: Trainer/Writer	2,500	287,500			
	Computer re: Deployment	2,500	290,000			
	Computer re: Specialist	2,500	292,500	1,257,500		

2009-10 Operating Budget

THE UNIVERSITY OF LETHBRIDGE
2009-2010 BUDGET PROCESS

2009-10 ONE TIME REQUESTS

BUDGET UNIT	DESCRIPTION	ONE-TIME REQUESTS	TOTAL BY DEPT OPERATING ONE TIME REQUESTS	ANNUAL CUMULATIVE ONE TIME REQUESTS	FUNDED	OTHER SOURCES
UNIVERSITY ADVANCEMENT		REQUESTED ONE TIME				
	Computer re: Officer	5,000	5,000	1,262,500		
VP (FINANCE & ADMINISTRATION)		REQUESTED ONE TIME				
	APAS Application System	100,000	100,000	1,362,500	100,000	Held centrally until budget provided
HUMAN RESOURCES		REQUESTED ONE TIME				
	Recruitment Software	28,000	28,000			
	Chemical Inventory System	30,000	58,000	1,420,500	30,000	
CRDC		REQUESTED ONE TIME				
	Tandberg Videoconference Codec	15,000	15,000		15,000	
	Computer re: Support Specialist	2,800	17,800		2,800	
	Computer re: Production Specialist	2,800	20,600	1,441,100		
CAETL		REQUESTED ONE TIME				
	Computer re: Support Specialist	2,800	2,800			
	Computer re: Instructional Designer	2,800	5,600	1,446,700		
Total One-Time Requests				1,446,700		
Total One-Time Allocation					453,800	
Continuing Requests Funded on a One-Time basis					307,000	
One-Time Funds Available				796,970	760,800	

APPENDIX C

PROPOSED BUDGET BY FUND

University of Lethbridge
2009-10 Budget by Fund
(\$000)

	General Operating	Ancillary Enterprises	Restricted Funds	TOTAL
REVENUE				
Government and other grants	98,709	-	12,112	110,820
Tuition and related fees	36,907	-	-	36,907
Sales of services and products	5,785	9,231	-	15,016
Gifts and donations	10	-	2,750	2,760
Investment income	5,000	49	75	5,124
Miscellaneous	1,053	-	206	1,259
Amortization of deferred capital contributions	6,300	-	-	6,300
	153,764	9,280	15,143	178,186
EXPENDITURES				
Salaries and benefits	107,838	2,683	7,732	118,252
Supplies and services	9,612	964	2,240	12,816
Repairs and maintenance	674	193	1,156	2,023
Cost of goods sold	195	3,412	-	3,607
Travel	2,790	40	791	3,621
External contracted services	2,194	583	432	3,209
Utilities	2,615	532	-	3,148
Scholarships, fellowships and bursaries	1,636	-	2,160	3,796
Professional fees	910	25	104	1,039
Interest on long term liabilities	275	125	-	400
Property taxes	13	139	-	152
Insurance	623	28	-	651
Equipment	2,802	242	529	3,572
Provisions	8,787	-	-	8,787
Amortization of capital assets	12,800	242	-	13,042
	153,764	9,208	15,143	178,115
EXCESS REVENUE OVER EXPENDITURES	-	72	-	72

University of Lethbridge
Ancillary Enterprises
2009-10

	<u>Ancillary Enterprises</u>	<u>TOTAL</u>
REVENUE		
Government and other grants	-	-
Tuition and related fees	-	-
Sales of services and products	9,231,000	9,231,000
Gifts and donations	-	-
Investment income	48,800	48,800
Miscellaneous	-	-
Amortization of deferred capital contributions	-	-
	<u>9,279,800</u>	<u>9,279,800</u>
EXPENDITURES		
Salaries and benefits	2,682,881	2,682,881
Supplies and services	964,400	964,400
Repairs and maintenance	193,200	193,200
Cost of goods sold	3,412,000	3,412,000
Travel	40,000	40,000
External contracted services	582,553	582,553
Utilities	532,300	532,300
Scholarships, fellowships and bursaries	-	-
Professional fees	25,000	25,000
Interest on long term liabilities	125,000	125,000
Property taxes	139,000	139,000
Insurance	28,147	28,147
Equipment	241,800	241,800
Provisions	-	-
Amortization of capital assets	241,922	241,922
	<u>9,208,203</u>	<u>9,208,203</u>
EXCESS REVENUE OVER EXPENDITURES	<u>71,597</u>	<u>71,597</u>

2009-10 Operating Budget

University of Lethbridge Restricted Funds 2009-10

	Sponsored Research	Special Purpose and Trust	Scholarship, Bursaries, and Other	Capital and Infrastructure	TOTAL	Deferred Contributions	2009-10 Net
REVENUE							
Government and other grants	14,090,000	481,000	-	3,448,555	18,019,555	(5,907,988)	12,111,567
Tuition and related fees	-	-	-	-	-	-	-
Sales of services and products	-	-	-	-	-	-	-
Gifts and donations	400,000	300,000	500,000	1,950,000	3,150,000	(400,000)	2,750,000
Investment income	-	75,000	-	-	75,000	-	75,000
Miscellaneous	10,000	120,000	76,000	-	206,000	-	206,000
Amortization of deferred capital contributions	-	-	-	-	-	-	-
	14,500,000	976,000	576,000	5,398,555	21,450,555	(6,307,988)	15,142,567
EXPENDITURES							
Salaries and benefits	6,825,000	400,000	427,000	79,567	7,731,567	-	7,731,567
Supplies and services	2,045,500	78,000	116,000	-	2,239,500	-	2,239,500
Repairs and maintenance	-	-	-	1,155,500	1,155,500	-	1,155,500
Cost of goods sold	-	-	-	-	-	-	-
Travel	725,000	47,000	19,000	-	791,000	-	791,000
External contracted services	300,000	129,000	3,000	-	432,000	-	432,000
Utilities	-	-	-	-	-	-	-
Scholarships, fellowships and bursaries	700,000	106,000	1,354,000	-	2,160,000	-	2,160,000
Professional fees	100,000	4,000	-	-	104,000	-	104,000
Interest on long term liabilities	-	-	-	-	-	-	-
Property taxes	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-
Equipment	500,000	5,000	24,000	-	529,000	-	529,000
Provisions	-	-	-	-	-	-	-
Amortization of capital assets	-	-	-	-	-	-	-
	11,195,500	769,000	1,943,000	1,235,067	15,142,567	-	15,142,567
EXCESS REVENUE OVER EXPENDITURES	3,304,500	207,000	(1,367,000)	4,163,488	6,307,988	(6,307,988)	-

APPENDIX D

**UNIVERSITY BUDGET
COMMITTEE MEMBERSHIP**

2008-09

**University Budget Committee Membership
2008-09**

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 2010
Wilf Roesler	Faculty Member	Presidential Appointment 2010
Gary Nixon	Faculty Member	Presidential Appointment 2010
Hester Jiskoot	Faculty Member	GFC Appointment 2009
Lesley Brown	Faculty Member	GFC Appointment 2011
Craig Loewen	Faculty Member	GFC Appointment 2010
Michelle Helstein	Faculty Member	GFC Appointment 2009
Brodie Pattenden	Student Member	GFC Appointment 2009
Adam Vossepoel	Student Member	GFC Appointment 2009
Shannon Digweed	Graduate Student Member	GFC Appointment 2009
Lynn Arnold	Resource	
Kristine Mix	Resource	
Marnie Sawa	Resource	
Sheila Lowe	Secretary	