



The University of Lethbridge 2006 – 2010 Business Plan



University of
Lethbridge





The University of Lethbridge 2006 – 2010 Business Plan

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Executive Summary

ABOUT THE UNIVERSITY

The University of Lethbridge, a member of the system of Alberta universities, offers undergraduate degrees in the humanities, social sciences, natural sciences, and mathematics; certificates, diplomas, and undergraduate degrees in education, fine arts, health sciences, management and nursing; and graduate degrees at the Master's and Doctoral levels. A Board-governed institution, the U of L operates under the *Post-Secondary Learning Act*, a government-approved Mandate Statement, Mission and Vision statements, and a Strategic Plan. The University of Lethbridge continues to build on its reputation as an exceptional research and teaching university.

With a focus on liberal education, smaller class sizes, co-op placements, excellence in teaching, and student involvement in research, The University of Lethbridge provides top-quality education. Our faculty and students are recognized nationally and internationally through their achievement of awards, scholarships, and professional appointments.

GOALS AND PERFORMANCE MEASURES

To help effectively address opportunities and challenges, The University of Lethbridge has set a series of goals, with associated actions and expected results. The institutional goals are: (1) accessibility; (2) academic excellence; (3) research excellence; (4) strengthen community and public relations; (5) improve student services; (6) facilities and equipment renewal; and (7) operate responsively and responsibly.

The U of L uses eight performance measures to assess its progress related to the goals: (1) enrolment; (2) graduate satisfaction; (3) graduate participation and employment rates; (4) administration expenditures; (5) citation index; (6) research intensity; (7) research impact; and (8) research council grants. Annual reports track yearly progress on these performance measures.

BUDGET

The University of Lethbridge presents a balanced budget for the 2006-07 fiscal year. The \$111M general operating budget is an increase of 6.4% over the previous year. As in previous years, budget decisions were made after consulting with the institution's various budget units and within the context of the U of L's Strategic Plan.

Although reductions are projected for 2009-10, the U of L will use unallocated general operating funds to balance the operating budget in the next three years. The University of Lethbridge is dedicated to cost containment, fiscal responsibility, and continuous quality improvement.

ENROLMENT PLAN

The University of Lethbridge has proposed general expansions in all faculties and schools to help address unmet market demand.

CAPITAL PROJECTIONS

In renewal and upgrading, deferred maintenance and infrastructure upgrades will be the top challenges. There will be several long-term capital projects:

- Alberta Water and Environmental Science Building.
- Management and Health Sciences Building.
- Turcotte Hall expansion.
- Regional Health and Wellness Centre.
- Expansion of the Canadian Centre for Behavioural Neuroscience.
- Replacement of the outdated service buildings.
- Sports Stadium project.

These projects will help accommodate future planned expansion and continue The University of Lethbridge's commitment to meeting the challenge of increased demand for postsecondary education.

TUITION PROJECTIONS

For 2006-07, the U of L estimates it will collect about \$38.1M in instructional fee revenue and non-mandatory student fees, an increase of 6% from the previous year. This rise is due to increases in fee rates and general growth in enrolment.

1.0 Institutional Context

1.1 MANDATE STATEMENT

The University of Lethbridge is a Board-governed institution functioning under the Universities Act as a member of the system of Alberta universities. It offers instructional programs at the Bachelor's level in the humanities, the social sciences, the natural sciences, and mathematics within its Faculty of Arts and Science. It also awards University certificates, diplomas, and undergraduate degrees in Education, Fine Arts, Health Sciences, Management, and Nursing. At the graduate level, The University of Lethbridge offers a Master of Education (MEd), Master of Arts (MA), Master of Science (MSc) and a special case Doctor of Philosophy (PhD). It stimulates and supports basic research and scholarly activity in all disciplines in which it gives instruction, and conducts certain lines of applied research of special relevance to the region or to the province.

The University offers collaborative programs with various community colleges, including post-diploma degrees in Agricultural Studies, Environmental Science, Fine Arts, Management, and Nursing. It encourages, through its Management, Education, and Arts and Science faculties, active development of educational opportunities in Native American Studies for Native American students through off-campus and on-campus programs.

The University of Lethbridge provides non-credit continuing education programs throughout the region. It also supports artists' workshops and makes its cultural programs and facilities available to the wider community.

Approved by the Minister, May 23, 2001

1.2 MISSION

The University of Lethbridge exists to develop individuals who are creative and inventive discoverers, leaders and independent learners, well prepared to contribute significantly to their local, national, and global communities. We, The University of Lethbridge, care about what our students, staff, and faculty need to achieve this goal. Thus, we provide excellent programs with a liberal education focus, outstanding and inspirational teaching, intellectual horizons that extend far beyond the boundaries of our community, quality services, an inclusive and diverse campus within a climate of respect, high quality facilities and resources, and a commitment to responsible action.

The University also has a social responsibility to protect free inquiry and scholarship, and to push the frontiers of current knowledge through innovative research. Taking this responsibility seriously, we cultivate a community that fosters intellectual exchange, creativity, originality, and discovery.

1.3 VISION

The University of Lethbridge strives to build the most vital and engaging learning environment in Canada, through superior teaching, research, and creative achievement.

1.4 STRATEGIC PLAN

The result of an extensive and consultative process, The University of Lethbridge Strategic Plan 2003-2008 contains the Mission, Vision, Fundamental Principles, and Strategic Priorities. For the complete Strategic Plan, see Appendix One (page 43).

2.0 Goals and Performance Measures

2.1 GOALS

Goal 1: Accessibility

The University of Lethbridge will provide access to quality academic programs for as many qualified students from the secondary school system and college transfer programs as it can accommodate.

Strategy 1A: Continue to support appropriately funded, selective growth of the institution

| Actions | Expected Results |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Develop quality programs based on the capabilities of the University and the needs of students. | Enrolment targets will be met for all Access-funded programs at the University. |
| Continue to build relationships with high schools in primary target areas. | |
| Continue to build relationships with colleges. | The number of new entrance and transfer scholarships will expand. |
| Increase community visits to exchange information with stakeholders. | The number of community visits will rise. |
| Provide prospective students with clear evidence on the benefits of postsecondary education, and the specific advantages of attending The University of Lethbridge. | Enrolment targets will be met for all Access-funded programs at the University. |

Strategy 1B: Improve our commitment to support First Nations education

| Actions | Expected Results |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| Undertake research to identify actions that will increase the participation and success of First Nations students at the University. | The number of First Nations people attending and graduating from the University will grow substantially. |
| In collaboration with appropriate partners, the University will identify, develop, and seek funding for programs that meet the educational aspirations of First Nations people. | |
| Expand opportunities for all students to gain understanding of First Nations cultures and issues. | The number of non-Aboriginal students taking courses that deal with First Nations culture and issues will increase. |

| Actions | Expected Results |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Encourage and support research to advance First Nations culture, improve the quality of life of First Nations peoples, and improve relationships between First Nations and other communities. | The University will expand the number of teachers, managers, and others with academic, cultural, and professional knowledge and skills related to First Nations culture. |
| Initiate programs of support for Aboriginal students. | Support services to First Nations students will improve and will focus more on improving recruitment and retention. |

Strategy 1C: Enhance the process of internationalization on campus

| Actions | Expected Results |
|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Actively recruit in a limited number of international markets. | The U of L will continue to go beyond its minimum target of 7% international student enrolment. |
| Actively recruit international students who are currently in Canada in feeder schools and colleges. | |
| Continue with current international exchange programs, and explore new opportunities in this area. | A larger number of domestic and international students will have the opportunity to study abroad. |
| Increase scholarships available for international students. | The number of undergraduate applications from overseas students and the percentage of offers accepted by these students will rise due to increased funding. |
| Improve local support for international students on-campus and in the community. | Retention rates of international students will improve. |

Goal 2: Academic Excellence

The University of Lethbridge will retain and enhance its national reputation as an outstanding primarily undergraduate university. The U of L will continue to be a student-centered institution, committed to offering the best possible programs and services.

Strategy 2A: Continue to maintain academic programs of exceptional quality that meet the needs of students and the community

| Actions | Expected Results |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Continue to recruit and retain excellent faculty for new and existing academic programs. | The academic units will prepare staffing plans and hire top-quality academic staff for new and existing programs. |
| Systematically review programs and majors to ensure continuing quality. | Academic quality assurance processes will ensure the quality of units and programs. |
| Continue to offer student-professor interaction and small class sizes, particularly in upper-level courses. | High levels of student satisfaction with their educational experience. |
| Combine innovative teaching and research methods with the effective use of emerging technologies to meet the educational goals of students. | |
| Continue to ensure students have access to the latest technology for academic purposes. | Continuous upgrade of the campus-wide network system, including wireless technologies, Internet-based video and videoconferencing services, and Internet-based voice services. The University will provide students and faculty with the most effective technology for academic purposes. |
| Conduct a number of surveys each year to monitor student satisfaction with the University's programs and services. | Continuous improvement of academic programs. |
| Partner with industry and other agencies to ensure that co-op and other experiential programs have sufficient capacity for all students who wish to participate. | All students who wish to participate in co-op and other experiential programs will have the opportunity to do so. |

Strategy 2B: Create opportunities that prepare students for success in their personal lives and careers

| Actions | Expected Results |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Review programs in light of the emerging needs of Alberta and Canada, and the changing interests of students, to identify potential high priority programs. | The University will continue to offer degree programs in traditional academic areas and degree programs that address the career interests of students. |
| Continue to apply the University's principle of liberal education to all undergraduate programs. | Graduates will be prepared to tackle a wide range of challenges. |
| Combine innovative teaching and research methods with the effective use of emerging technologies to offer students a broad range of learning opportunities. | Graduates will have transferable, knowledge-based skills. |
| Systematically review programs and majors to ensure continuing quality. | Academic quality assurance processes will ensure the quality of units and programs. |
| Ensure that all students have access to career counselling services so they can make a successful transition to their careers. | Graduates will have the skills to transition successfully to their careers. |

Goal 3: Research Excellence

The University of Lethbridge is committed to excellence in research for students and faculty. The U of L will develop a balanced funding approach and will increase research support in the social sciences and humanities.

Strategy 3A: Continue to build a strong research program, with nationally and internationally recognized researchers and scholars

| Actions | Expected Results |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Create a vital and engaging intellectual climate that supports inquiry at all levels and permeates the instructional programs. | <p>The University's reputation for research will continue to grow.</p> <p>Undergraduate student involvement in research will increase.</p> <p>The number of students graduating from research-based graduate programs will double.</p> |
| Sustain and enhance the University's basic research program, including research supported by the national and provincial granting councils. | <p>The University's reputation for research will continue to grow.</p> <p>The amount of research activity at the University will rise.</p> |
| Develop centres of research excellence that span a wide range of disciplines. | The U of L will train more Highly Qualified Personnel. |
| Expand applied research based on existing and emerging areas of research excellence and with attention to regional and provincial needs. Disseminate this knowledge to the wider community through technology transfer. | |
| Maintain the quality and productivity of researchers. | |
| Build research partnerships with federal and provincial agencies, with the University of Calgary and University of Alberta, and with excellent institutions and research groups beyond Alberta. | |

| Actions | Expected Results |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Provide adequate research space, equipment, access to information, and other necessary research infrastructure.</p> | <p>The University's reputation for research will continue to grow.</p> <p>The amount of research activity at the University will rise.</p> <p>The U of L will train more Highly Qualified Personnel.</p> <p>The expansion to the Canadian Centre for Behavioural Neuroscience will be complete in summer 2006. The expanded facility will provide excellent research opportunities for students and faculty.</p> |
| <p>Develop and implement a communications plan to raise public awareness of the quality and scope of research, scholarship, and creative activity at the University.</p> | <p>The University's reputation for research will continue to grow.</p> |
| <p>Promote the University's researchers and their research programs within government, industry, and the academic community.</p> | <p>The University's reputation for research will continue to grow.</p> |
| <p>Establish a fund to support short-term research assignments, to be awarded through peer reviewed competition.</p> | <p>The University's reputation for research will continue to grow.</p> <p>The amount of research activity at the University will increase.</p> |
| <p>Where appropriate, commercialize research to contribute to the national target of tripling commercialization by 2010.</p> | <p>Commercialization of research will increase selectively.</p> |
| <p>Continue to recruit and retain excellent faculty, and ensure they receive the necessary assistance to establish scholarly careers at the University.</p> | <p>The assignments of newly hired faculty will reflect their need to establish both their research and teaching careers.</p> |

Strategy 3B: Continue to provide research opportunities for undergraduate and graduate students

| Actions | Expected Results |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Aggressively pursue student research funding through NSERC, AHFMR, Alberta Ingenuity, and other agencies. | The University of Lethbridge will maintain and enhance its reputation as a national leader in undergraduate involvement in research, and will build its reputation at the graduate level. |
| Increase funds provided internally for the Chinook Summer Research Awards. | |
| Develop and implement a competitive system of graduate teaching assistantships, graduate research fellowships, and graduate research assistantships. | The University of Lethbridge will approve and fund a consistent funding mechanism for students in research-based graduate studies. |

Goal 4: Strengthen Community and Public Relations

The University of Lethbridge will continue to build and enhance a strong University presence in the local and provincial community.

Strategy 4A: Continue to build strong ties with the community

| Actions | Expected Results |
|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Establish a communications plan to regularize the University's consultation with the community. | Increased University-community integration and interaction. |
| Continue to build responsive, high quality degree programs that are well adapted to the needs of prospective students. | Increased financial support from the community in the form of donations for scholarships and capital projects. |
| Offer educational, recreational, and fine arts programs to the community. | Business leaders, scientists, and other members of the community will continue to serve on committees, and as sessional lecturers. |
| Continue our annual showcase speaker events, which are open to community members. | Enhanced positive reputation of the U of L in the community. |
| Through the Discovery Lecture Series and other series, continue to offer lectures that are of interest to the community. | |
| Continue to expand the University's web site as a key channel for marketing and community/student relations. | |
| Encourage faculty and staff involvement in the community and local service organizations. | |
| Continue to build partnerships in the community with the City of Lethbridge, other local governments, businesses, and government institutions. | |
| Maintain the broad representation from the community on the Senate. | |
| Use the Senate and its Outreach Committee to maintain and enhance connections with the community. | |

Goal 5: Improve Student Services

The University of Lethbridge will identify the needs of students and employers when developing student services, and respond to student and community concerns and requirements whenever possible.

Strategy 5A: Provide students, faculty, and staff with exceptional access to information technology and resources

| Actions | Expected Results |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Continue to support high-speed network access for all students to data, voice, and video services. | Improved access to information. Better integration of technology to enhance learning in academic and research programs. |
| Implement WestGrid, and participate in other information technology initiatives, such as Netera, SuperNet, and Canarie. | Increased access to computers throughout the campus. |
| Maintain excellence in our library system by moving selectively toward electronic-based library materials, preserving our current holdings, and adding appropriate print materials. | |
| Increase electronic access to scholarly journals through the National Site Licencing project and other initiatives. | |

Strategy 5B: Continue to improve and update student services

| Actions | Expected Results |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Continue with surveys of students, from before entry to after graduation. | Improved satisfaction ratings on surveys. |
| Provide one-time and continuing funds for initiating and maintaining new student services identified in student surveys. | Improved services to current and prospective students. Improved efficiency. Improved retention and completion rates. |
| Implement the recruitment tracking and degree audit modules in the Student Information System. | |
| Continue to provide athletic services and recreation programs for students. | |
| Increase counselling and career planning resources for students by implementing an internship program with graduate students in Counselling Psychology. | |
| Increase support for students with disabilities, to allow them to fully participate in the U of L. | |

| Actions | Expected Results |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Continue to provide health services to students, including health education and access to health professionals. | Improved satisfaction ratings on surveys. Improved services to current and prospective students. Improved efficiency. Improved retention and completion rates. |
| Ensure continued student access to recreational and cultural facilities. | |

Strategy 5C: Extend access to services for students, faculty, staff, and the community, using emerging technologies where appropriate

| Actions | Expected Results |
|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Increase services supported by voice response technology and the Internet. | Automated support for front-line services in scholarship, student finance, and recruitment. |
| Implement web-based registration to increase the efficiency of student registration. | |
| Automate routine tasks, allowing staff to work directly with students on complex and unique student issues. | Improved efficiency. Improved levels of satisfaction with services. |
| In student computer labs and classrooms, continue to provide the most up-to-date technology available | |
| Improve remote access systems, including secure Virtual Private Networks. | Extend campus network securely to the home. |

Goal 6: Facilities and Equipment Renewal

The University of Lethbridge will expand and upgrade academic, research, and support facilities to sustain enrolment growth. The U of L will address essential infrastructure and building renewal needs, based on available opportunities and resources.

Strategy 6A: Address the increased demand for postsecondary education by ensuring that the proper facilities, equipment, and infrastructure are available when required

| Actions | Expected Results |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Use the Campus Master Plan as the guide to future development of campus. | The University will identify ways to meet space requirements. |
| Annually identify and prioritize new building and building renewal projects, as part of the ten-year capital plan process. | Construction on the Regional Health and Wellness Centre will be complete in Fall 2006. |
| Continue to work with Alberta Advanced Education and Alberta Infrastructure and Transportation to provide support for new and existing facilities, equipment, and infrastructure. | Expansion of Turcotte Hall will be complete in Summer 2007. This expansion will provide additional classrooms and offices. |
| | A collaboration with the City of Lethbridge, the construction of a sports stadium complex in the south campus land will be complete in Summer 2007. |
| | The University will undertake capital campaigns to raise funds for new facilities. |
| Continue to prioritize and fund academic equipment renewal as part of the four-year capital budget process. | The University will set up reserves to provide funds for replacing equipment and maintaining facilities. |
| Continue to update the Facility Infrastructure Renewal Inventory and use it as a guideline to plan for annual improvements. | |
| Continue to analyze life cycle costing of capital assets, and annually set up plans to fund asset replacements. | |
| Continue to provide the most up-to-date technology for students in laboratories and classrooms. | |

Goal 7: Operate Responsively and Responsibly

The University of Lethbridge will operate in a manner that is fiscally responsible, forward thinking, and responsive to the needs of students, faculty, government, society, and the economy.

Strategy 7A: Increase tuition fees to the Alberta average

| Actions | Expected Results |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Consult with students to achieve tuition fee rates that support quality academic programs. | The high quality of education at the University will continue. |
| Work with Alberta Advanced Education to review the Tuition Fee Policy and regulations, and make it more responsive to the needs of students and institutions. | The University's general operating budget (cash basis) will be balanced. Educational opportunities at the University will continue to be accessible. |

Strategy 7B: Pursue funding from external sources

| Actions | Expected Results |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Develop partnerships with industry to provide contracted services that support academic programs. | The University's general operating budget (cash basis) will be balanced. |
| Continue with Board of Governors-approved four-year budgets, which approve the current year's budget and give approval in principle for the budget for the following three years. | |
| Meet the fundraising objectives set out in the University Advancement strategic plan. | University Advancement will develop relationships with individuals and organizations to advance the mission of the University. |
| Develop partnerships with industry to provide scholarships and bursaries for students. | |

2.2 RELATIONSHIP OF UNIVERSITY OF LETHBRIDGE GOALS TO MINISTRY GOALS

| U of L Goals | U of L Strategies | Related Government of Alberta Ministry Goals | | | |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| | | <i>Alberta Advanced Education</i> | <i>Alberta Innovation & Science</i> | <i>Alberta Human Resources & Employment</i> | <i>Alberta Government</i> |
| 1. Accessibility | <p>A. Continue to support appropriately funded, selective growth of the institution.</p> <p>B. Improve our commitment to support First Nations education.</p> <p>C. Enhance the process of internationalization on campus.</p> | <p>Strategic Priority 1. Leading in Learning.</p> <p>Strategic Priority 2. Access for All Learners.</p> <p>Goal 1: Increased Access to Quality Advanced Education Opportunities.</p> <p>Goal 2: Increased Participation of Learners in Advanced Education Opportunities.</p> | | <p>Goal 2: Albertans have the skills, supports and information they need to succeed in the labour market.</p> | <p>Opportunity 2: Leading in Learning.</p> |
| 2. Academic Excellence | <p>A. Continue to maintain academic programs of exceptional quality that meet the needs of students and the community.</p> <p>B. Create diverse opportunities that prepare students for success in their personal lives and careers.</p> | <p>Strategic Priority 1. Leading in Learning.</p> <p>Strategic Priority 4. Quality and Innovation in the Advanced Education System.</p> <p>Goal 1: Increased Access to Quality Advanced Education Opportunities.</p> <p>Goal 2: Increased Participation of Learners in Advanced Education Opportunities.</p> | | <p>Goal 2: Albertans have the skills, supports and information they need to succeed in the labour market.</p> | <p>Opportunity 2: Leading in Learning.</p> |

| U of L Goals | U of L Strategies | Related Government of Alberta Ministry Goals | | | |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| | | <i>Alberta Advanced Education</i> | <i>Alberta Innovation & Science</i> | <i>Alberta Human Resources & Employment</i> | <i>Alberta Government</i> |
| 3. Research Excellence | <p>A. Continue to build a strong research program, with nationally and internationally recognized researchers and scholars.</p> <p>B. Continue to provide research opportunities for our undergraduate and graduate students.</p> | <p>Strategic Priority 1. Leading in Learning.</p> <p>Strategic Priority 4. Quality and Innovation in the Advanced Education System.</p> <p>Goal 1: Increased Access to Quality Advanced Education Opportunities.</p> <p>Goal 2: Increased Participation of Learners in Advanced Education Opportunities.</p> | <p>Goal 1: Accelerate innovation.</p> <p>Goal 2: Build research capacity in areas of strategic priority.</p> <p>Goal 4: Accelerate innovation in the information and communications technology sector.</p> <p>Goal 5: Accelerate innovation in the life sciences sector.</p> | <p>Goal 2: Albertans have the skills, supports and information they need to succeed in the labour market.</p> | <p>Opportunity 1: Unleashing Innovation.</p> <p>Opportunity 2: Leading in Learning.</p> |
| 4. Community and Public Relations | <p>A. Continue to build strong ties with the community.</p> | <p>Strategic Priority 4. Quality and Innovation in the Advanced Education System.</p> <p>Goal 1: Increased Access to Quality Advanced Education Opportunities.</p> | | | <p>Opportunity 2: Leading in Learning.</p> |
| 5. Student Services | <p>A. Provide students, faculty, and staff with exceptional access to information technology and resources.</p> <p>B. Identify and update services required by students.</p> <p>C. Extend access to services for students, faculty, staff, and community, using emerging technologies where appropriate.</p> | <p>Strategic Priority 2. Access for All Learners.</p> <p>Goal 1: Increased Access to Quality Advanced Education Opportunities.</p> <p>Goal 2: Increased Participation of Learners in Advanced Education Opportunities.</p> | | <p>Goal 2: Albertans have the skills, supports and information they need to succeed in the labour market.</p> | <p>Opportunity 2: Leading in Learning.</p> |

| U of L Goals | U of L Strategies | Related Government of Alberta Ministry Goals | | | |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------------------|-------------------------------------|
| | | <i>Alberta Advanced Education</i> | <i>Alberta Innovation & Science</i> | <i>Alberta Human Resources & Employment</i> | <i>Alberta Government</i> |
| 6. Facilities and Equipment Renewal | A. Address the increased demand for postsecondary education by ensuring that the proper facilities, equipment, and infrastructure are available when required. | Strategic Priority 1. Leading in Learning. Strategic Priority 4. Quality and Innovation in the Advanced Education System. Goal 1: Increased Access to Quality Advanced Education Opportunities. Goal 2: Increased Participation of Learners in Advanced Education Opportunities. | | | Opportunity 2: Leading in Learning. |
| 7. Operate Responsively and Responsibly | A. Increase tuition fees to the Alberta average. B. Pursue funding from external sources. | Strategic Priority 2. Access for All Learners. Strategic Priority 3. Affordability for All Learners. Goal 1: Increased Access to Quality Advanced Education Opportunities. Goal 2: Increased Participation of Learners in Advanced Education Opportunities. | | | Opportunity 2: Leading in Learning. |

2.3 PERFORMANCE MEASURES

The University of Lethbridge uses eight performance measures to assess progress related to the institution's goals, strategies, and expected outcomes:

- **Enrolment**—The total number of students enrolled at The University of Lethbridge.
- **Graduate Satisfaction**—In conjunction with other Alberta universities and university colleges, we conduct surveys of graduates, which include rating how satisfied graduates are with the education they received at The University of Lethbridge. We will use these data to assess our progress related to the Academic Excellence and Student Services goals.
- **Graduate Participation and Employment Rates**—This performance measure tracks how well U of L graduates fare in the workforce. Data will show the participation rate and employment rate of graduates. The participation rate is the proportion of graduates who are active in the workforce. The employment rate shows the proportion of these active participants that are currently employed. These data will be useful in measuring the success of its strategies and actions under the Academic Excellence and Research Excellence goals.
- **Administration Expenditures**—Administration expenditures as a percentage of total expenditures less ancillary expenditures will be a useful measure of the efficiency of The University of Lethbridge administration.
- **Citation Index**—This index comprises two measures: the number of times U of L research studies are referenced in publications, and the average number of times a U of L publication was cited (citation impact).
- **Research Intensity**—The value of sponsored research divided by the value of provincial operating grants.
- **Research Impact**—This measure shows how well the University attracts research money from community and industry sources. Research impact is calculated by dividing the value of community and industry sponsored research by the value of total sponsored research.
- **Research Council Grants**—This performance measure tracks the grant monies that The University of Lethbridge receives from the Natural Sciences and Engineering Research Council (NSERC), Social Sciences and Humanities Research Council (SSHRC), and Canadian Institute of Health Research (CIHR).

Annual reports show data that track progress for each performance measure.

3.0 Budget Information

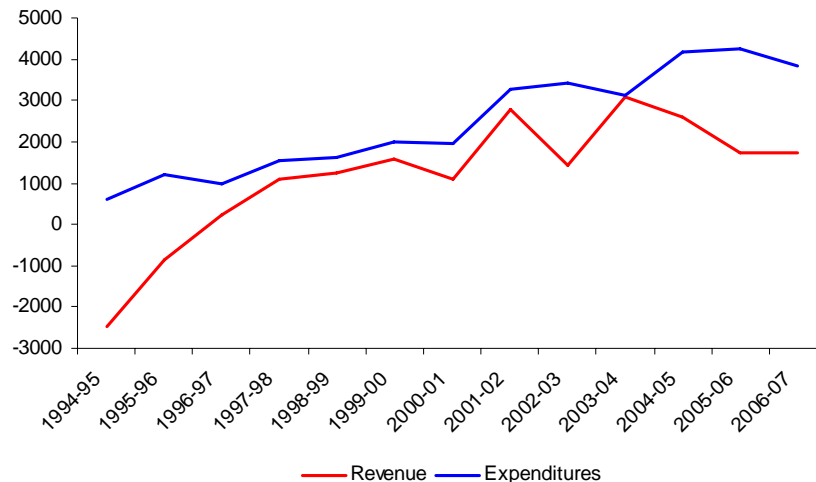
3.1 BUDGET OVERVIEW

The University of Lethbridge is presenting a balanced general operating budget for the 2006-07 fiscal year, with a budget of \$111 million. The budget is an increase of \$6.7 million (6.4%) over the previous year. As in previous years, budget decisions were made after consulting with the institution's various budget units and within the context of the U of L's Strategic Plan.

This is the second consecutive budget since 1994 that the institution is not requesting a budget reduction from each budget unit. This will allow units to regroup and commit to projects that will provide the institution with more efficiencies, address institutional priorities, and provide resources in areas that align with the strategic plan. Although reductions are projected for 2009-10, the University will use unallocated general operating funds to balance the operating budget in the next three years. In developing its budget, the University follows several guiding processes that help decision-making:

- An open budget process that allows for discussion between all units on campus.
- A process that 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.

Figure 1: Annual \$ Changes in General Operating Revenue and Expenditures, 1994-2007(\$000)



Section 3.5 (page 29) presents the proposed consolidated budget. The consolidated budget includes the general operating budget, other unrestricted funds budget, and restricted funds budget.

3.2 KEY BUDGET ASSUMPTIONS

2005-06 was a year of transition for the University Budget Committee (UBC). In past years, the UBC reacted to financial constraints facing the institution while maintaining quality and trying to balance the budget. With the institution not facing budget reductions in the next three years, the University will concentrate on development.

The UBC has provided funds to bring staffing to a level that meets the workload issues the institution has been struggling with for the past few years. The focus of the current four-year budget is on ensuring student programs and services are properly funded, providing office and classroom space, and increasing scholarships. The budget is built on providing a quality education, quality support services, and a research base that will allow the institution to grow and maintain many of the qualities for which it is known.

In making the key assumptions for budget projections, the U of L has taken a conservative approach to ensure that any changes to these assumptions will still allow sufficient resources to provide a balanced budget.

Table 1: Key Assumptions for General Operating Budget Projections

| | 2006-07 | 2007-08 | 2008-09 | 2009-10 |
|------------------------------------|---------------|--------------|--------------|--------------|
| Revenue | | | | |
| Grant increase | 6.0% | 6.0% | 3.0% | 3.0% |
| Instructional fee revenue increase | 6.5% | 6.5% | 5.8% | 5.8% |
| Expenditures | | | | |
| Compensation | | | | |
| Merit | 3.25 to 4.25% | Approx. 3.5% | Approx. 3.5% | Approx. 3.5% |
| Market | Pool est. | Pool est. | Pool est. | Pool est. |
| Benefits increases | 5.0% | 5.0% | 5.0% | 5.0% |
| Contracts | 2.1% | 2.0% | 2.0% | 2.0% |
| Utilities | -11.9% | 0% | 0% | 7.4% |
| Insurance | 19.0% | 16.0% | 7.3% | 6.8% |
| Library Acquisitions | 1.3% | 1.3% | 1.3% | 1.3% |

3.3 PROPOSED REVENUE BUDGET

The University's overall general operating fund revenue budget will increase by \$6.7 million in 2006-07 because of increases in instructional fees, enrolment, and grants. The grant from Alberta Advanced Education will increase by 6% in 2006-07 and 2007-08, which is significant. The total increase in grants in the coming year is \$4,366,800.

Regarding the Access Fund, the Geographical Information Systems and Arts and Science Expansion Access Programs rolled into the base operating grant in 2005-06. The University had three additional Access Programs in 2005-06: Bachelor of Nursing (NESA); general expansion in the Faculty of Management; and general expansion in the Bachelor of Arts programs in the Faculty of Arts and Science.

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. However, experience shows that budget projections have tracked very closely with actual booked revenue.

Grants

The single largest revenue item for the U of L is government grants, totaling \$64.6 million. This represents an increase of \$4.4 million in continuing support, or a 6% increase in the general operating grant over the previous year to reflect general cost pressures. Alberta Advanced Education has not announced details of other grants (unfunded enrolment growth, performance envelope, access or faculty, and staff attraction and retention funding) that have been provided in past years and these, therefore, have not been built into the budget for the coming years.

Table 2: Grant Details

| |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • General operations grant increase of 6% (\$3,098,600) has been provided for in the 2006-07 budget. • Geographical Information Systems and the General Arts and Science Expansion Access Programs were rolled into base in 2005-06. • Access operations grant increase of 6% for 2006-07 (\$386,500) • Bachelor of Nursing (NESA), General Management Expansion and a Bachelor of Arts expansion in the Faculty of Arts and Science (\$881,700). • Performance Envelope funding is now provided on a one-time basis, depending on the availability of government funds. The University is expecting between \$475,000 and \$525,000 in the 2006-07 year, which the U of L will use to fund one-time priorities. |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Instructional Fees

Fees are the second largest component of the University's general operating fund revenue budget. For the fiscal year 2006-07, the U of L projects approximately \$38.1 million in instructional fee revenue from all credit and non-credit instructional programs, and from the remaining non-mandatory student related fees. This is an increase of 6.1% (\$2.2 million) over the previous year. This increase consists of the tuition fee increase and the credit hour increases in the academic units. Of tuition and material and service fees, 91% go directly to the academic units to offset expenditures related to teaching.

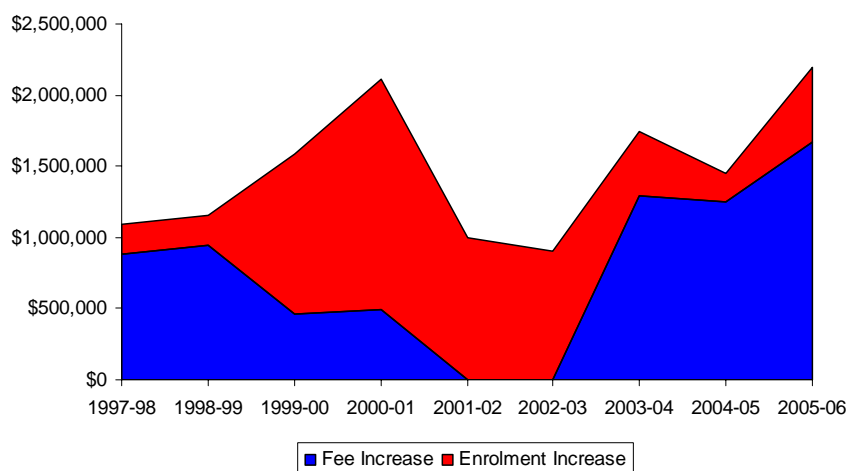
The 2006-07 fee increases provided to the Board of Governors in December 2005, requested the maximum increases allowable under the Tuition Policy without taking the one-time rebate provided by Advanced Education in 2005-06 under consideration. The rebate, equal to \$28 per course is a one-time rebate being reimbursed to all post-secondary institutions by Advanced Education. Our total revenue for the year will not change; rather the provincial government is picking up the tab for the fee increase for one year. The government has not indicated formally what will happen with the rebate in subsequent years, so the University of Lethbridge will proceed with the increase in fees and adjustments will be made to the budget as required when information is available from Advanced Education. Faculties have completed scenarios with no fee increases so the preliminary work has been done concerning budget reductions, if required.

For three years, fees at the University of Lethbridge were frozen at the 2000 level in accordance with Advanced Education's Tuition Fee Policy, which restricts fee increases if the institution's revenue from tuition fees totals 30% or more of their net general operating expenditures. Based on the 2004-05 financial information, the tuition fee cap is 29.3%. This calculation was prepared in accordance with Section 3

of the Tuition Fee Regulation. The U of L has submitted it to Alberta Advanced Education and it has been verified by the Ministry staff.

Figure 2 shows the increased revenue provided from instructional fees for the past seven years and the portions of the increases that are fee increases and enrolment growth. For 2001-02 and 2005-06, the entire increase in fees was due to enrolment growth, with fees being frozen at the 2000-01 year levels for 2000 to 2003.

Figure 2: Proportions of Instructional Fee Revenue due to Enrolment Increase and Fee Increase, 1997-98 to 2005-06



The increase in instructional fee revenue in the budget is attributed to both increases in fee rates and planned enrolment in each faculty and school. This increased enrolment is general growth and does not reflect increases funded through the Access programs.

Table 2 shows the growth in credit hours, excluding Access funded programs, and that each Faculty and School has planned for the next four years to meet their budget requirements.

Table 3: Credit Hours by Faculty or School

| | Actual 2004-05 | Estimated 2005-06 | Proposed 2006-07 | Proposed 2007-08 | Proposed 2008-09 | Proposed 2009-10 |
|-------------------------|-------------------|----------------------|---------------------|---------------------|---------------------|---------------------|
| Arts and Science | 106,940 | 107,747 | 107,747 | 109,902 | 111,001 | 112,111 |
| Education | 13,071 | 13,309 | 12,700 | 12,700 | 12,700 | 12,700 |
| Management | 34,741 | 33,893 | 36,006 | 36,006 | 36,006 | 36,006 |
| Fine Arts | 22,110 | 21,145 | 21,665 | 21,665 | 21,665 | 21,665 |
| Health Sciences | 3,459 | 3,328 | 3,328 | 3,461 | 3,695 | 3,842 |
| Total | 180,321 | 179,422 | 181,446 | 183,734 | 185,067 | 186,324 |

The amount of general operating grant per student at The University of Lethbridge was \$9,530 in 1993-94, but in 2004-05 is only \$7,024 per student. This decline of 7.9% for each student is a result of the growth in student enrolment over the same period, which also contributed to the University reaching the maximum 30% tuition fee cap, as calculated in accordance with the Alberta Tuition Fee Policy.

Figure 3: Alberta Universities Operating Grant per Full Time Student, 1993/94 to 2004/05

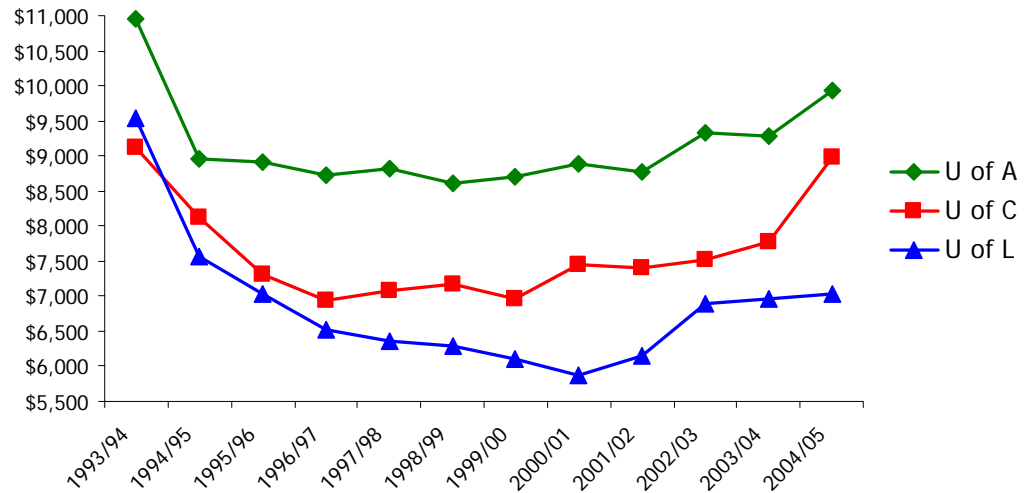


Figure 4: Alberta Universities Relative Change in General Operating Grant per Full Time Student, 1993-94 to 2004-05

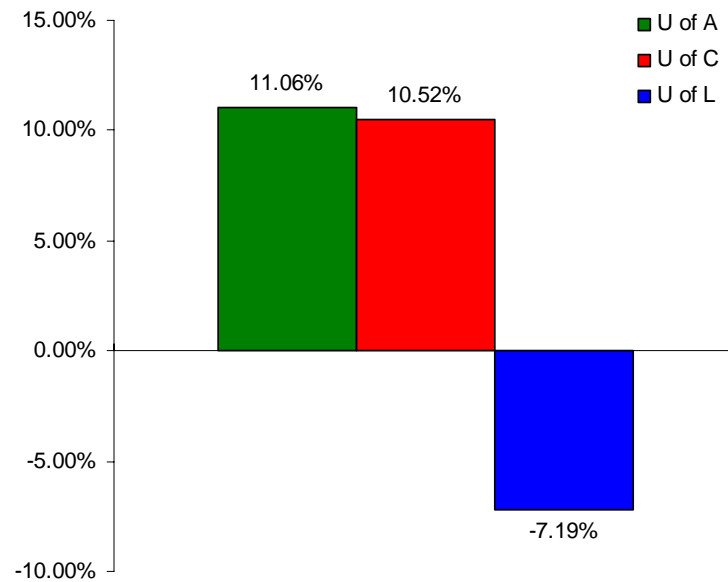
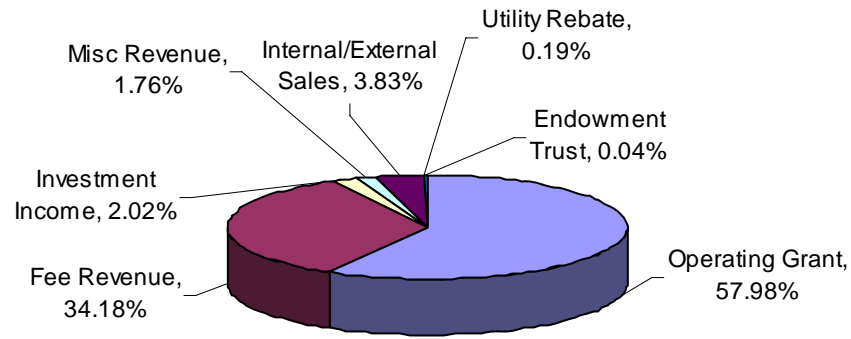


Figure 9 shows the breakdown of general operating revenue by category. The graph depicts general operating funds only; it does not include capital, research, special purpose, endowments, or ancillary operations.

Figure 5: General Operating Revenue by Category, 2006-07

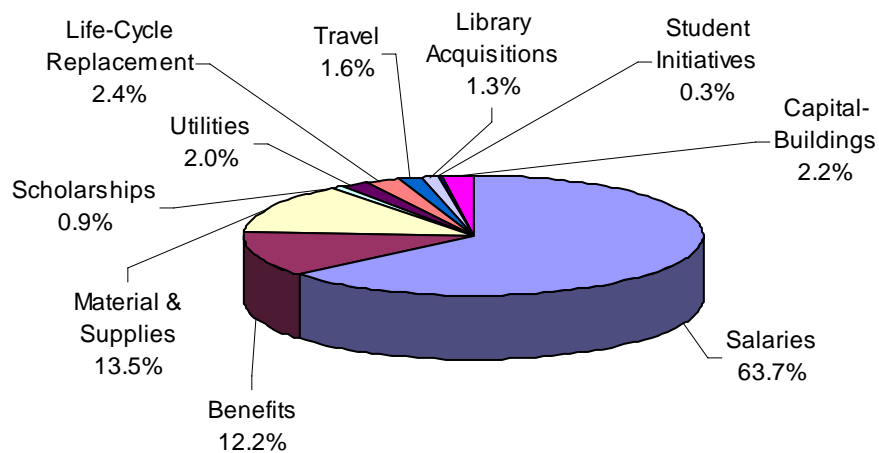


3.4 PROPOSED EXPENDITURE BUDGET

This is the second year in over a decade that expenditure line items have not outpaced the growth in revenues. This is due primarily to more funds being provided through federal and provincial governments, increases in instructional fees and other fees, and the reduction of utility expenditures from the signing of five-year contracts at lower rates.

As in previous years, the starting point for the 2006-07 operating budget is the projection of the continuing cost base from the 2005-06 fiscal year. Projected expenditures remain at previous year levels, unless increases are required through contractual or statutory obligations. The University Budget Committee recognizes that this method of budgeting has had serious consequences for many budget units, including a loss of purchasing power due to inflationary increases and the absorption of costs as enrolment increases and has tried in previous years to provide some relief through selective reductions. Expenditure line items adjusted for contractual or statutory increases include salaries and benefits, utilities, insurance, software contracts, maintenance costs, and an inflationary increase for library acquisitions.

Figure 6: Expenditures (Cash Basis), 2006-07



Compensation Costs

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

The University is in the last year of its agreement with the Faculty Association with contracts being renegotiated for the 2007-08 year. Alberta Union of Provincial Employees (AUPE) support staff contracts were renegotiated last year, resulting in a three-year agreement that applies until June 30, 2008. Exempt Support Staff and Administrative Professional Officer compensation rates are reviewed and set annually. The budget assumptions include the rates set in the contracts, with estimated increases in years where the contracts are to be renegotiated. The remaining increase in benefits results from increases in salary and wage base, which ultimately affect the fringe benefit budgets.

Fixed Costs

While quite modest this year, fixed costs continue to grow and represent a factor in developing the 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 actually decrease this year as the University entered into a five-year agreement for electrical power at reduced rates. The contract was effective January 1, 2006 and will have a partial impact on the budget in 2005-06 and a full impact on the 2006-07 budget. The University is also currently negotiating a natural gas contract in the hope of stabilizing those premiums.

- Insurance rates have again increased in the past year, by approximately 19% over the previous year. It is anticipated that the University will continue to experience rate increases ranging between 5 and 20% in the next two years.
- There are anticipated increases in our software contracts for the next four years.
- An inflationary increase has been included of the library acquisitions budget.

Faculty Budgets

The government announcement of 6% grant increases over a three-year period beginning 2005-06 and ending 2007-08 has allowed the institution to provide grant funds to the faculties in amounts that faculties have not seen since the early 1990s.

When these increases were announced, the University Budget Committee spent considerable time determining how these funds should be distributed. The final allocations to the faculties provided a 4.2% increase, an allocation based on an unfunded student analysis from 1993-94 to 2004-05 and funds provided for replacing teaching equipment over three years.

The funds provided through these allocations and the general expansion Access Funds provided by Alberta Advanced Education have allowed the faculties to address the consequences of ten years of budgetary shortfalls and to address their ability to meet institutional obligations.

Technology

To satisfy the University of Lethbridge's Strategic Plan regarding technology, all new instructional space will have an appropriate level of technology, including network access and multimedia instructional capacity. Providing superior technology on our campus will support the University of Lethbridge's goal of remaining a leader in the effective use of technology in learning and research. The demand for increased technology in the classrooms, labs, and administration puts additional pressures on the U of L's resources, however.

The U of L has programs and projects to help manage technology. The campus-wide **Technology Access Program** replaces the central student computer labs with high-end computers every 12 months, without an increase in funding. The program has allowed for bulk purchase of computers, reducing the average acquisition cost of computers by an estimated 50%. The **academic equipment replacement reserve project** supports the replacement of existing teaching equipment in the Faculties on a scheduled basis. This will allow the faculties and schools to ensure equipment and technology is up to date. The reserve is being funded over three years to a total annual allocation of \$1 million of continuing funds by 2007-08.

3.5 CONSOLIDATED BUDGET

(Figures are in thousands of dollars.)

| | General Operating | Other Unrestricted Funds | Restricted Funds | 2006-07 TOTAL Approved Budget | 2007-08 Proposed Budget | 2008-09 Proposed Budget | 2009-10 Proposed Budget |
|------------------------------------------------|-------------------|--------------------------|------------------|-------------------------------|-------------------------|-------------------------|-------------------------|
| REVENUE | | | | | | | |
| Grants | \$ 57,179 | \$ 6,760 | \$ 9,444 | \$ 73,383 | \$ 79,786 | \$ 82,180 | \$ 84,645 |
| Tuition and related fees | 35,702 | 2,353 | - | 38,055 | 40,529 | 42,879 | 45,366 |
| Sales of services and products | 5,203 | 8,878 | - | 14,081 | 14,644 | 15,230 | 15,992 |
| Gifts and donations | 40 | - | 1,400 | 1,440 | 1,400 | 1,400 | 1,400 |
| Investment income | 2,250 | 104 | 400 | 2,754 | 2,500 | 2,400 | 2,400 |
| Miscellaneous | 1,310 | - | 350 | 1,660 | 1,500 | 1,500 | 1,500 |
| Amortization of deferred capital contributions | 7,610 | - | - | 7,610 | 8,000 | 8,000 | 8,000 |
| | 109,294 | 18,095 | 11,594 | 138,983 | 148,359 | 153,589 | 159,303 |
| EXPENSE | | | | | | | |
| Salaries and benefits | 77,662 | 5,662 | 5,377 | 88,701 | 95,797 | 103,940 | 112,255 |
| Supplies and services | 8,936 | 1,538 | 4,141 | 14,615 | 14,907 | 15,205 | 15,510 |
| Repairs and maintenance | 608 | 229 | 1,000 | 1,837 | 1,874 | 1,911 | 1,949 |
| Cost of goods sold | 195 | 3,279 | - | 3,474 | 3,578 | 3,686 | 3,796 |
| Travel | 1,644 | 142 | 470 | 2,256 | 2,300 | 2,300 | 2,300 |
| External contracted services | 1,584 | 850 | 335 | 2,769 | 2,797 | 2,853 | 2,910 |
| Utilities | 2,003 | 611 | 119 | 2,733 | 2,800 | 2,900 | 3,115 |
| Scholarships, fellowships and bursaries | 1,026 | - | 1,225 | 2,251 | 2,300 | 2,300 | 2,300 |
| Professional fees | 474 | 5 | - | 479 | 500 | 500 | 500 |
| Interest on long term liabilities | 875 | 125 | - | 1,000 | 950 | 900 | 850 |
| Property taxes | 10 | 191 | - | 201 | 207 | 213 | 220 |
| Insurance | 469 | 1 | - | 470 | 545 | 585 | 625 |
| Capital | 2,396 | - | - | 2,396 | 2,500 | 2,500 | 2,500 |
| Provisions | 1,660 | 4,385 | 306 | 6,351 | 6,000 | 2,000 | 2,000 |
| Amortization of capital assets | 10,210 | 393 | - | 10,603 | 11,000 | 11,500 | 11,750 |
| | 109,752 | 17,411 | 12,973 | 140,136 | 148,055 | 153,293 | 162,579 |
| EXCESS OF REVENUE OVER EXPENSE | \$ (458) | \$ 684 | \$ (1,379) | \$ (1,153) | \$ 304 | \$ 296 | \$ (3,276) |

3.6 STATEMENT OF CASH FLOWS

Figures are in thousands of dollars.

| | 2004-05 Actual | 2005-06 Approved Budget | 2006-07 Approved Budget | 2007-08 Proposed Budget | 2008-09 Proposed Budget | 2009-10 Proposed Budget |
|---------------------------------------------------------|-------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES: | | | | | | |
| Excess of revenues over expenses | \$ 6,760 | \$ 124 | \$ (1,153) | \$ 304 | \$ 296 | \$ (3,276) |
| Non-c Fund Raising/External Sources | | | | | | |
| Amortization of deferred capital contributions | (6,153) | (8,305) | (7,610) | (8,000) | (8,000) | (8,000) |
| Amortization of capital assets | 12,064 | 12,385 | 10,603 | 11,000 | 11,500 | 11,750 |
| Loss on disposal of capital assets | 1,094 | - | - | - | - | - |
| Unrealized loss on write-down of investments | 55 | - | - | - | - | - |
| Increase in long-term employee benefit liabilities | 901 | 200 | 500 | 500 | 500 | 500 |
| | 14,721 | 4,404 | 2,340 | 3,804 | 4,296 | 974 |
| Increase in non-cash working capital | 3,765 | 2,500 | 3,000 | 2,500 | 2,500 | 2,500 |
| | 18,486 | 6,904 | 5,340 | 6,304 | 6,796 | 3,474 |
| CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES: | | | | | | |
| Sale (purchase) of investments (net) | (3,565) | 2,500 | - | - | - | - |
| Capital asset additions | | | | | | |
| Internally funded | (10,163) | (12,370) | (18,124) | (8,573) | (4,124) | (3,963) |
| Externally funded | (2,232) | (25,400) | (36,628) | (30,903) | (18,150) | (6,650) |
| Collection additions | - | (200) | (200) | (200) | (200) | (200) |
| Proceeds on disposal of capital assets | 68 | - | - | - | - | - |
| | (15,892) | (35,470) | (54,952) | (39,676) | (22,474) | (10,813) |
| Decrease in construction accounts payable | (161) | - | - | - | - | - |
| | (16,053) | (35,470) | (54,952) | (39,676) | (22,474) | (10,813) |
| CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES: | | | | | | |
| Capital contributions received | 2,689 | 25,400 | 36,628 | 30,903 | 18,150 | 6,650 |
| Endowment contributions received | 409 | 250 | 1,440 | 1,400 | 1,400 | 1,400 |
| Capitalized investment earnings | 221 | 250 | 300 | 300 | 300 | 300 |
| Long term debt repayments | (109) | (435) | (450) | (475) | (500) | (525) |
| | 3,210 | 25,465 | 37,918 | 32,128 | 19,350 | 7,825 |
| INCREASE IN CASH | 5,643 | (3,101) | (11,694) | (1,244) | 3,672 | 486 |
| CASH AND SHORT-TERM INVESTMENTS, beginning of year | 12,553 | 18,196 | 15,095 | 3,401 | 2,157 | 5,828 |
| CASH AND SHORT-TERM INVESTMENTS, end of year | \$ 18,196 | \$ 15,095 | \$ 3,401 | \$ 2,157 | \$ 5,828 | \$ 6,314 |

* **Note** - Board of Governors has not formally approved major capital projects. They have been submitted to Alberta Infrastructure as the University's Capital Priorities.

** **Note** - The 2005-06 column is the original approved budget.

4.0 Enrolment Plan

4.1 ENROLMENT EXPANSION

For the seventh consecutive year, The University of Lethbridge has reached record enrolment levels. The fall 2005 enrolment exceeded the 1993 level by about 83%.

The University of Lethbridge has a strong tradition of providing access to a university education for Albertans and other Canadians. The University is committed to providing increased access if the financial resources are available.

4.2 PROGRAM EXPANSION

Table 4: Summary of Program Expansion

| GROUP | FLES | BY | FISCAL | YEAR | |
|------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| | 05/06 | 06/07 | 07/08 | 08/09 | 09/10 |
| Arts & Science | | | | | |
| Bachelor of Arts | 25 | 50 | 75 | 100 | 100 |
| Management | | | | | |
| Bachelor of Management | 42 | 82 | 121 | 160 | 160 |
| Bachelor of Management – other faculties | 8 | 15 | 22 | 29 | 29 |
| Fine Arts | | | | | |
| New Media | 100 | 100 | 100 | 100 | 100 |
| Health Sciences | | | | | |
| Bachelor of Nursing (NESA) | 0 | 0 | 35 | 70 | 70 |
| Nursing (collaborative) | 50 | 50 | 50 | 50 | 50 |
| Graduate Studies | | | | | |
| Master of Science (Management) | 20 | 20 | 20 | 20 | 20 |
| Total Increase in FLE: | 20 | 20 | 20 | 20 | 20 |

Education

Bachelor of Education Expansion—The Faculty of Education is considering a managed expansion of its Bachelor of Education program, widely considered the best in the province. Contingent on funding, under this expansion enrolment in teacher education could increase by up to 36 students. Following on the model developed and implemented in the successful Niitsitapi Teacher Education Program, students will be admitted in niche cohorts. The niche cohort model is designed to respond quickly to emerging needs in education, in areas like First Nations education, Special Education, Numeracy, and Early Childhood Education. The Faculty will apply for ACCESS funding to facilitate this expansion for 2007-08 or 2008-09.

Graduate Studies in Education—The Faculty of Education is also considering a managed expansion of its M.Ed. program by combining its expertise in Counseling Psychology and Special Education and developing a new, innovative Master's program in Integrated Professional Services in Schools. A Graduate Diploma in Leadership will also be developed in response to emerging needs from the schools communities. The Faculty will seek ACCESS funding for these expansions for 2007-08 or 2008-09.

Health Sciences

The proposed increase for the Baccalaureate program in nursing is designed to meet the current and forecasted shortage of nurses, and the heightened interest in the program. Current market projections suggest a critical shortage of qualified nurses is imminent. The shortfall in Canada is expected to be as much as 113,000 over the next decade, which suggests a shortage of about 11,000 in Alberta.

The U of L has collaborated with Lethbridge Community College to offer a four-year generic nursing program. To date, there has been a significant shortfall in funding, and if we are to meet the strong demand for this program, government funding is essential.

Management (B.Mgt.)

Enrolments in the Faculty of Management have grown by 160% over the last ten years. Much of the growth was made possible by Access funded expansion. The demand for management graduates in Alberta remains strong and, coupled with the growing reputation of the Faculty, enrolments in Management are expected to continue to grow unless entry requirements are raised.

5.0 Capital Projections

5.1 OVERVIEW

With enrolment levels increasing, the U of L has focused on addressing the increased demand for postsecondary education and the growing student population. The U of L has worked hard to solidify the administrative structure and academic environment to cope with increased enrolment.

Enrolment growth also emphasizes the ongoing space issue. The U of L must address areas like specialized teaching and lab space, offices, research labs, student housing, and auxiliary space requirements in recreation and culture.

5.2 RENEWAL AND UPGRADING

The institution's first priorities in renewal and upgrading funding are safety, energy conservation, and life cycle cost issues.

Deferred Maintenance

The Deferred Maintenance Study, produced by the Canadian Association of University Business Officers in 2000, warned that postsecondary institutions in Canada have a serious problem with the poor conditions of their facilities.

Alberta Infrastructure recently completed a facilities study as well, which also took into account the building envelopes, and the Facilities Condition Index (FCI) is now estimated at 29%. A high FCI means that buildings are deteriorating faster than the institution can obtain funding to maintain them. Ideally, funding for facilities maintenance should be 2% of the building replacement costs, which for The University of Lethbridge is about \$5 million per year. For the last two years, actual funding for facilities maintenance has been approximately \$1.4 million per year, which is 28% of the ideal funding levels.

The U of L is working closely with Alberta Infrastructure and Transportation to ensure the facilities condition database is kept up to date, to support the planned renewal and upgrading of facilities in a cost effective manner.

Although the U of L has been fiscally responsible in ensuring that funds are available in the future to maintain our physical facilities, it has put pressure on our operating budget, as funds that could have been used for teaching are diverted to facilities maintenance.

Infrastructure Upgrades

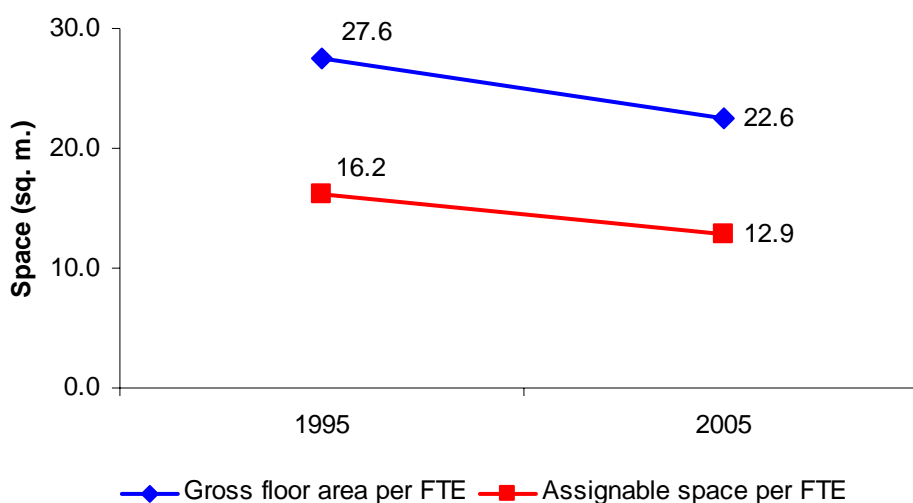
When new buildings are required on campus, it will be necessary to upgrade the services that support these buildings. The U of L will have to build new capacity into the current power plant, or auxiliary services will have to accompany new construction projects. The Campus Master Plan calls for the development of a second energy centre as new facilities are being constructed.

5.3 LONG-TERM PROJECTS

For the past several years the University of Lethbridge has taken steps to develop its strategic plan for the institution, including the planning for physical growth. The need for this plan is to prepare for the requirements of the institution based on the current and anticipated growth in enrolment.

Since 1993, the institution's enrolment has grown from 4,247 to 6,994 full-time students, an increase of 65%. During this same period, the space on campus has increased by approximately 35% but the assignable space per full-time student has decreased by 20% due to the dramatic increase in enrolment.

Figure 7: Space per FLE, 1995-2005



The majority of the space additions during this period were for library space and classrooms and as a result the University has adequate classroom space to accommodate approximately 8,000 full-time students.

Currently, there is a critical need for offices for faculty and graduate students. Although the University could accommodate additional students in its classrooms it is limited in expanding enrolment due to the lack of office space needed for the additional faculty required to support the increased enrolment. There are many faculty members sharing offices or working at home due to the lack of office space on campus.

The top capital expansion priority for academic space is the proposed Management and Health Sciences Building, which would alleviate some of the faculty office space shortage. Even with the completion of this proposed academic building, the University would still require additional office space, as evidenced by the U of L's assignable space per student being the lowest amongst residential Alberta universities.

Since it is unlikely that this proposed academic building would be available for occupation over the next few years, even if approved today, the University needs an immediate solution to its lack of office space. The U of L is therefore in the planning stages of an expansion to Turcotte Hall, which would provide 50 faculty offices and

two additional classrooms. This project is scheduled to be completed by Summer 2007.

The University continues its strong commitment to research but the lack of available space is of great concern. It is very costly to convert an existing facility into something other than its original purpose. For example, renovating space in University Hall—converting office and classroom space to accommodate research space needs—is more costly than new construction for research space. There is also the concern of the appropriateness of having significant research activities in the same building that accommodates offices, classrooms, and student residences. To continue to excel in research, the U of L requires new facilities that provide dedicated space for research activities. These facilities would allow for more collaboration with other Alberta-based institutions, and would increase the capacity for training by providing space for principal investigators, new graduate and undergraduate students, and technical support personnel.

The University of Lethbridge has identified the following long-term projects as priorities. Each project may be funded from different sources, and all are critical to the future development of the U of L. For example, a particular project might be more suitable for government funding, whereas others are more fitted for funding by users or private donors.

Alberta Water and Environmental Sciences Building

Water resources are of great importance to our community, and the U of L is committed to strengthening this area of research. The Alberta Water and Environmental Sciences Building will house the administrative centre for the Alberta Ingenuity Centre for Water Research. It is intended to accommodate an interdisciplinary group of faculty members, together with a complement of research associates, including graduate and undergraduate students and Post-Doctoral Fellows.

The University of Lethbridge was selected as the administrative centre for the tri-University water research partnership with the University of Alberta and the University of Calgary. The Alberta Ingenuity Fund announced this partnership, the Alberta Ingenuity Centre for Water Research, in October 2003. It will deliver fundamental knowledge acquired through research into the interrelation of water quality and quantity in four areas – watersheds, water ecology, wastewater safety, and socioeconomic issues.

Currently, the University of Lethbridge is widely known for its founding role in the Water Institute for Semi-arid Ecosystems (WISE) and has recently appointed a number of faculty positions with research projects specifically relating to water issues, including four Canada Research Chairs, and three Board of Governors Research Chairs. The University requires a new facility to fulfill its WISE research commitments. The University proposes that this facility be situated in Exploration Place, near the Canadian Centre for Behavioural Neuroscience.

Alberta Infrastructure and Transportation announced that it will contribute \$12 million towards this project, which is currently in the schematic and design development planning stage. To match the project stages with the funds available there are three phases to the project, with the first phase to accommodate water related University researchers and the second and third phases involving outside

research agencies and industry partners. The total project is estimated at \$25 million. Phase One of the project is scheduled to be completed in December 2007.

Management and Health Sciences Building

The University of Lethbridge's Faculty of Management and School of Health Sciences are growing at an exceptional rate, resulting in an immediate need for new accommodations. A planned new facility, the Management and Health Sciences Building would require 8,000 sq.m., at a projected construction cost of \$27 million. The Board of Governors has identified this project as the highest priority for future construction of new academic space.

Turcotte Hall Expansion

The University has looked at numerous options that would increase its inventory of office space, both long term and short term. The most feasible option, in terms of cost and providing the greatest number of offices is an expansion to Turcotte Hall. Turcotte Hall was originally designed to allow for an expansion on the west side of the building.

The project is in the design development stage, with estimated completion in Summer 2007. The expansion will provide 50 additional offices and two classroom spaces at an estimated cost of \$7 million. It will also include office space for Physical Plant administration, as a result of funding provided from Alberta Infrastructure and Transportation for replacing the almost 40-year-old service buildings which currently houses Physical Plant personnel. The total project budget is \$9 million.

Regional Health and Wellness Centre

To meet the serious demand for additional recreational and cultural facilities, the University began construction on the Regional Health and Wellness Centre in April 2005, with expected completion by January 2007. This \$31 million project has been funded by a \$5.3 million grant from the City of Lethbridge, University funding, and donations. Following a referendum, U of L students have donated \$2.5 million towards the project.

The Regional Health and Wellness Centre will also provide facilities for one of its research priorities—maintaining wellness in the aged—conducted by the Department of Kinesiology and Physical Education and the Faculty of Education. The U of L is also collaborating with local health authorities to meet the wellness needs of the community.

CCBN Expansion

The expansion of the Canadian Centre for Behavioural Neuroscience (CCBN) building was necessary since the programs in this facility have outgrown the space. The CCBN accommodates a number of innovative and internationally competitive research programs in cognitive sciences and will also accommodate a Nuclear Magnetic Resonance Imaging facility.

Funding for the project has come from the Canadian Foundation for Innovation, Alberta Science and Research Investments Program, plus U of L funds. The project budget for the 1,073 m² expansion is \$3.3 million, with scheduled completion in Summer 2006.

Service Buildings Replacement

Physical Plant, Printing Services, and Materials Management are currently housed in service buildings that are almost 40 years old. Meant to be temporary, these buildings are showing their age, and there is a growing concern over health and safety issues for the building occupants. The buildings must be replaced.

In 2004, the University received confirmation of \$5 million funding from Alberta Infrastructure and Transportation for the replacement of these buildings, with an additional \$1.5 million in 2005 for site service costs to the south campus for a new facility to accommodate these three functions. Part of the operations that are currently housed in the present service buildings will be relocated to the Turcotte Hall Expansion; the others will be relocated into new facilities in the south campus area.

Currently in the design development stage, the project has a projected completion date of January 2007.

Sports Stadium Project

A joint project with the City of Lethbridge, this sports facility will include a synthetic track, two outside playing fields, team rooms, 2000-seat grandstand, plus applicable site services. The University's existing track and field are in very poor shape, with major repairs required, and its current location is the same site for the proposed Management and Health Sciences Building, so its functions must be moved in the near future.

The City of Lethbridge is contributing \$3 million towards the funding for the \$7.5 million project budget, with the University providing the balance of the funding, including external donations expected. The University of Lethbridge will be responsible for managing, programming, and operating the facility, which will be operational in Summer 2007.

Research Facilities

To continue to excel in research, the U of L requires new facilities that will provide more dedicated space for research activities. These facilities would allow for more collaboration with other Alberta based institutions, and would increase the capacity for training by providing space for principal investigators, new graduate and undergraduate students, and technical support personnel.

Art Gallery

The University of Lethbridge is in need of an art gallery to display its outstanding art collection and allow adequate access to this collection by students and the community.

The U of L art collection is recognized as one of the finest in Canada, with over 13,000 works of art. In building the collection, the U of L committed to making the collection accessible for teaching and research. In addition to playing a central role in the teaching practices of the University, the collection is a valued resource for art galleries and researchers across Canada and the world.

A proposed art gallery addition includes exhibition space, curatorial support space, storage, and a loading area. The storage space must conform to exacting standards so the U of L can meet its responsibility for stewardship of this national resource.

Though the current storage facility is high quality, it cannot house the full current collection, and the collection continues to grow.

A larger, more accessible exhibition space will make the collection available to a wider public through exhibitions and public programs, and will provide the U of L's Museum Studies students with experience necessary for careers in the cultural sector. The expansion of the gallery would also allow more access to students, from the U of L and from other institutions, in this field of study and research.

Student Residences

Research has shown that students who live in on-campus residences generally achieve better academic results, have more involvement with student activities, and have a more fulfilling academic experience than those students who do not. With this in mind, the University wishes to increase its residence spaces from only 9% of enrolment to at least 20%.

Table 5: Priority Capital Projects, 2006-10

| | Provincial Funding Request | Other Funding | Total Project Cost | Alberta Infrastructure Confirmed Funding |
|----------------------------------------------------------|----------------------------------|---------------------|-----------------------|------------------------------------------------|
| EXPANSION / REPLACEMENT PROJECTS | | | | |
| Alberta Water & Environmental Sciences Building | \$12,000,000 | \$13,000,000 | \$25,000,000 | \$12,000,000 |
| Management & Health Sciences Building | \$17,000,000 | \$10,000,000 | \$27,000,000 | - |
| Turcotte Hall West Addition | \$8,000,000 | - | \$8,000,000 | - |
| Regional Health & Wellness Centre | - | \$31,000,000 | \$31,000,000 | - |
| CCBN Expansion | - | \$3,300,000 | \$3,300,000 | - |
| Sports Stadium | - | \$7,500,000 | \$7,500,000 | - |
| Remote Sensing Institute | \$1,500,000 | \$1,000,000 | \$2,500,000 | - |
| Agricultural Biotechnology Laboratory | \$1,500,000 | \$1,000,000 | \$2,500,000 | - |
| Art Gallery | \$5,000,000 | \$10,000,000 | \$15,000,000 | - |
| Student Residences | - | \$5,000,000 | \$5,000,000 | - |
| Total for Expansion/Replacement: | \$45,000,000 | \$81,800,000 | \$126,800,000 | \$12,000,000 |
| RENEWAL / PRESERVATION PROJECTS | | | | |
| Physical Education Building Upgrades* | \$10,408,300 | - | \$10,408,300 | - |
| Service Buildings Replacement & Site Services | \$8,000,000 | - | \$8,000,000 | \$6,500,000 |
| University Hall Life Safety Systems & Upgrade | \$9,477,600 | - | \$9,477,600 | \$2,500,000 |
| Utility Systems Infrastructure Upgrades | \$4,421,100 | - | \$4,421,100 | \$2,500,000 |
| University Hall – Exterior Structure & Building Envelope | \$3,677,200 | - | \$3,677,200 | - |
| Total for Renewal/Preservation: | \$35,984,200 | - | \$35,984,200 | \$11,500,000 |

* The Physical Education Building upgrade renewal/preservation is a major part of the Regional Health and Wellness Centre.

NOTE: Estimated project costs are in current dollars and will be adjusted depending on construction start dates.

5.4 EFFECTS OF CAPITAL PLANS

The U of L continues its commitment to meeting the challenge of increased postsecondary demand on the provincial system. The institution is operating at capacity currently, but the capital projects will help accommodate future planned expansion.

To plan effectively and efficiently, the U of L selects program changes that share infrastructure and expertise as much as possible. The program expansions build on existing programs, which minimizes program development costs and shares infrastructure. Even where additional infrastructure is needed, the expertise gained from the existing programs will help to contain costs. For example, in information technology programs, the University's state-of-the-art network and computer laboratories provide an effective shared resource.

Demand for Effective Technology

All new instructional space will have an appropriate level of technology, including network access and multimedia instructional capacity. This provision will support the U of L's goal of remaining a leader in the effective use of technology in learning and research.

The demand for increased technology in the classrooms, labs, and administration puts additional pressures on the U of L's resources. To remain a leader in the use of technology, the U of L has a unique and cost-effective approach to replacing computers for teaching and administration functions.

The campus-wide Technology Access Program replaces the central student computer labs with high-end computers every 12 months, without an increase in funding. The program has allowed for bulk purchase of computers, reducing the average acquisition cost of computers by an estimated 50%.

Life-Cycle Costs

When planning the expansion of its facilities, the University ensures that life-cycle costs of its facilities are kept to a minimum. We believe that energy efficiency and ease of maintenance are integral to building planning.

Energy Efficiency

As well as planning for the life-cycle costs of its facilities, all new capital facilities and new renovations will take into consideration the Leadership in Energy and Environmental Design (LEED) specifications. The University believes this is the socially responsible manner in which to plan for new construction, and it achieves the added benefit of lower operating costs for the life of the building. The Regional Health and Wellness Centre is being constructed to achieve a LEED Silver certification.

Library Resources

The University Library has solved some space issues, such as additional collection areas, classrooms, and study space. Unfortunately, it does not address the issue of limited library resources, and the University struggles with the need to commit more dollars to improving the library collection in a number of disciplines, and in trying to keep pace with the impact of inflation and the falling dollar.

5.5 CAPITAL BUDGET

Figures are in thousands of dollars.

| | **2005-06 Approved Budget | 2006-07 Approved Budget | 2007-08 Proposed Budget | 2008-09 Proposed Budget | 2009-10 Proposed Budget |
|---------------------------------------------------|------------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|
| SOURCES OF FUNDS | | | | | |
| Major Capital Projects: | | | | | |
| Fund Raising/External Sources | 3,680 | 15,265 | 5,000 | 10,000 | 5,000 |
| Alberta Infrastructure & Transportation | 11,843 | 14,000 | 20,600 | 2,000 | - |
| Research Agencies | 12,000 | 1,866 | 2,500 | 4,500 | - |
| University Contributions | 4,357 | 14,169 | 5,000 | - | - |
| | 31,880 | 45,300 | 33,100 | 16,500 | 5,000 |
| Infrastructure Renewal (IRE) Grant | 1,307 | 1,400 | 1,400 | 1,400 | 1,400 |
| Indirect Research Costs Grant | 250 | 250 | 250 | 250 | 250 |
| Alberta Infrastructure & Transportation | - | 3,847 | 1,153 | - | - |
| University contributions | 2,262 | 1,170 | 667 | 1,670 | 1,670 |
| Reserves | 2,071 | 2,785 | 2,906 | 2,454 | 2,293 |
| TOTAL FUNDING | \$ 37,770 | \$ 54,752 | \$ 39,476 | \$ 22,274 | \$ 10,613 |
| CAPITAL EXPENDITURES | | | | | |
| Major Capital Projects: | | | | | |
| Regional Health and Wellness Centre | 14,480 | 15,000 | - | - | - |
| * Alberta Water & Environmental Sciences Building | 6,000 | 12,000 | 7,000 | - | - |
| * Management & Health Sciences Building | 2,000 | 6,000 | 17,000 | 2,000 | - |
| Turcotte Hall Expansion | 3,000 | 3,000 | 2,000 | - | - |
| Service Building Replacement | 3,400 | - | 1,600 | - | - |
| South Campus Site Services | - | 1,500 | - | - | - |
| * Research Laboratories | - | - | 2,500 | 2,500 | - |
| * Art Gallery | - | - | - | 10,000 | 5,000 |
| * Research Building | - | - | - | 2,000 | - |
| CCBN Expansion | - | 3,300 | - | - | - |
| Sports Stadium | - | 4,500 | 3,000 | - | - |
| University Hall - Life Safety | 3,000 | - | - | - | - |
| | 31,880 | 45,300 | 33,100 | 16,500 | 5,000 |
| Capital Maintenance & Facility Upgrade | 1,982 | 5,497 | 2,300 | 2,150 | 2,150 |
| Soccer Field | 150 | - | - | - | - |
| Equipment | | | | | |
| Arts and Science | 564 | 500 | 500 | 500 | 500 |
| Education | 187 | 100 | 100 | 100 | 100 |
| Management | 230 | 200 | 200 | 200 | 200 |
| Fine Arts | 398 | 200 | 200 | 200 | 200 |
| Health Sciences | 23 | 20 | 20 | 20 | 20 |
| Administrative Support Units | 180 | 150 | 150 | 150 | 150 |
| Sports and Recreation/Athletics | 103 | 200 | 400 | 100 | 100 |
| Motor Vehicles | 32 | 60 | 35 | 35 | 35 |
| Information Technology & Telecommunications | 1,007 | 1,777 | 1,322 | 1,419 | 1,358 |
| Ancillaries | | | | | |
| Parking | 150 | 300 | 650 | 300 | 300 |
| Bookstore | 45 | 140 | 120 | 50 | 10 |
| Printing | 53 | 52 | 45 | 100 | 35 |
| Housing | 739 | 242 | 300 | 415 | 415 |
| Catering and Food Services | 24 | 14 | 24 | 35 | 40 |
| Conference Services | 13 | - | 10 | - | - |
| Ancillary Services Director | 10 | - | - | - | - |
| TOTAL CAPITAL EXPENDITURES | \$ 37,770 | \$ 54,752 | \$ 39,476 | \$ 22,274 | \$ 10,613 |

* **Note** - Board of Governors has not formally approved these major capital projects. They have been submitted to Alberta Advanced Education as the University's Capital Priorities.

** **Note** - The 2005-06 column is the original approved budget.

6.0 Tuition Projections

For the fiscal year 2006-07, the U of L projects approximately \$38.1 million in instructional fee revenue from all credit and non-credit instructional programs and from the remaining non-mandatory student related fees. This is an increase of 6% or \$2.2 million over the previous year.

The Board of Governors approved the new fee rates for the 2006-07 fiscal year at its December 2005 meeting. The actual tuition fees paid by students for 2005-06 were the 2004-05 tuition rates, with the Government of Alberta paying the 2005-06 approved tuition fee increases as a one-time increase in the operating grant to the institution.

For three years the fees at the University of Lethbridge were frozen at the 2000 level in accordance with Advanced Education's Tuition Fee Policy. Fee increases are restricted if the institution's revenue from tuition fees totals 30% or more of their net general operating expenditures. Based on the 2004-05 financial information, the tuition fee cap is 29.3%. The calculation was prepared in accordance with Section 3 of the Tuition Fee Regulation. The U of L has submitted it to Alberta Advanced Education and it has been verified by the Ministry staff.

The increase in instructional fee revenue provided in the budget is attributed to both increases in fee rates and to planned enrolment changes in the faculties and schools. This increased enrolment is general growth and does not reflect increases funded through Access programs.

Table 6: Current and Proposed Per Course Instructional Tuition Fees

| | | Actual 2005-06 | % Increase | Proposed 2006-07 | % Increase | Proposed 2007-08 | % Increase | Proposed 2008-09 | % Increase | Proposed 2009-10 |
|--------------------------------|-----------|----------------|------------|------------------|------------|------------------|------------|------------------|------------|------------------|
| Undergrad | Canadian | 428 | 6.5% | 456 | 6.5% | 485 | 5.8% | 513 | 5.8% | 543 |
| | Foreign | 856 | 6.5% | 912 | 6.5% | 970 | 5.8% | 1,026 | 5.8% | 1,086 |
| Graduate | Canadian | 503 | 5.5% | 531 | 5.5% | 560 | 5.0% | 588 | 5.1% | 618 |
| | Foreign | 1,006 | 5.5% | 1,062 | 5.5% | 1,120 | 5.0% | 1,176 | 5.1% | 1,236 |
| Materials & Service | | 24 | 0% | 24 | 0% | 24 | 0% | 24 | 0% | 24 |
| M.Ed. Term Fees | | | | | | | | | | |
| | Part-time | 980 | 6.3% | 1,042 | 6.0% | 1,104 | 5.8% | 1,166 | 5.3% | 1,228 |
| | Full-time | 1,470 | 6.3% | 1,563 | 6.0% | 1,656 | 5.8% | 1,749 | 5.3% | 1,842 |

Table 7: Current and Proposed Tuition and Related Fees Revenues

| | |
|--------------------------|--------------|
| Projected 2005-06 | \$35,900,000 |
| Proposed 2006-07 | \$38,070,200 |
| Proposed 2007-08 | \$40,509,100 |
| Proposed 2008-09 | \$42,399,600 |
| Proposed 2009-10 | \$44,238,900 |

Appendix One: The University of Lethbridge Strategic Plan, 2003-2008

OUR MISSION

The University of Lethbridge exists to develop individuals who are creative and inventive discoverers, leaders and independent learners, well prepared to contribute significantly to their local, national, and global communities. We, The University of Lethbridge, care about what our students, staff, and faculty need to achieve this goal. Thus, we provide excellent programs with a liberal education focus, outstanding and inspirational teaching, intellectual horizons that extend far beyond the boundaries of our community, quality services, an inclusive and diverse campus within a climate of respect, high quality facilities and resources, and a commitment to responsible action.

The University also has a social responsibility to protect free inquiry and scholarship, and to push the frontiers of current knowledge through innovative research. Taking this responsibility seriously, we cultivate a community that fosters intellectual exchange, creativity, originality, and discovery.

OUR VISION

The University of Lethbridge strives to build the most vital and engaging learning environment in Canada, through superior teaching, research, and creative achievement.

OUR FUNDAMENTAL PRINCIPLES

Preamble

The University of Lethbridge operates under the guidance of the Board of Governors, and is subject to the provisions of the *Post-Secondary Learning Act*. The General Faculties Council and the councils of the faculties and schools determine the University's academic programs and priorities. The University relies on a framework of policy and strategy, constructed through collegial processes, to set priorities and conduct operations promptly and responsively. Administrative services are provided by a highly qualified professional staff.

The fundamental principles of The University of Lethbridge reflect its commitment to students; to society; to creativity, inquiry, and discovery; and to responsible action.

The Principles

OUR COMMITMENT TO SOCIETY

We protect free inquiry and expression. In keeping with the unique mandate of the university in society, The University of Lethbridge supports and protects artistic expression and the free and open scholarly discussion of issues, including those that are controversial. We also have an obligation to address long-term issues and those of broad scope.

We work for the public good. As a public institution, The University of Lethbridge promotes and provides degree-level education for the public good. As a university, we promote scholarship, research, and creativity at the highest level and quality, including research of particular relevance to the region, and we share the benefits of that learning with the community. The University bases its decisions about programs, standards, and capacity on the best available evidence. Within that context, we use innovative methods and processes to optimize the openness of the institution to qualified students.

We are connected with the community. The University publicizes its research, scholarship, creative activities, and other initiatives that have significance for society. Members of the University contribute to the community based on their professional expertise. To these ends, the University develops relationships with organizations and individuals, and shares its facilities and resources for the good of the community. We acknowledge faculty, staff, students, and alumni for initiative and creativity that leads to the increased involvement of the University in the community.

The University of Lethbridge values its close and mutually supportive relationship with its alumni, who exemplify the benefits of the University and communicate its value locally, provincially, nationally, and globally.

We believe in diversity, and equal opportunity for participation. Diversity strengthens the University and enriches the experience of our students, staff, and faculty members. We respect, appreciate, and encourage diversity, and provide equal opportunity for full participation in the University. We are an inclusive community, in which students, staff, and faculty members feel welcome, respected, valued, and empowered to contribute fully.

We are dedicated to removing barriers to full participation wherever possible. The University facilitates accessibility by all students, staff, and faculty members to the intellectual, physical, and social aspects of the institution.

We believe in gender equity. The University of Lethbridge honours the rights of all and treats people with dignity and respect. We acknowledge the similarities and differences among women and men, and seek to remove all barriers that inhibit an individual's aspirations and potential. The University will create a supportive environment through education and communication. Equity is inclusive.

We encourage and support the participation of First Nations peoples in all aspects of the University community. The University of Lethbridge values its relationship with First Nations peoples, and collaborates widely to develop programs that are relevant and available to them. We work with First Nations peoples to ensure that these partnerships, and the resulting programs, continue to meet all students' needs.

We are environmentally and socially responsible. When making decisions about the design and operation of The University of Lethbridge, we act ethically and responsibly, considering environmental sustainability and good citizenship.

OUR COMMITMENT TO STUDENTS

We are student-centred. Students give focus and meaning to The University of Lethbridge. The University helps students achieve their full potential by facilitating their intellectual growth and academic and personal excellence. To this end, the

University maintains high academic standards and excellent programs, supported by high-quality, responsive services.

The University of Lethbridge supports and encourages the growth of the student as a whole person, in an atmosphere based on equality of treatment, freedom from discrimination, and responsible use of authority.

We inspire. The University of Lethbridge aspires to inspirational teaching that ignites intellectual passion and stimulates a thirst for knowledge. We value and support many approaches to teaching and learning, in a variety of settings within the University and in the broader community.

We believe in excellence in undergraduate education. The University of Lethbridge treasures its reputation for quality, responsiveness, and innovation at the undergraduate level. We will continue to sustain and enhance our reputation as an outstanding undergraduate institution. Recognizing that our capacity is constrained by resources, we preserve our value for students and society by managing our size, and concentrating on fields that reflect the excellence of faculty members and the interests of students and society.

We believe graduate programs are essential. Graduate programs, closely integrated with undergraduate and research programs, are fundamental to the mission of The University of Lethbridge. Because graduate programs are highly specialized in their focus and requirements, the University implements them selectively. Through them, we contribute to the personal, intellectual, and professional development of individuals, and help meet society's need for citizens with the highest levels of professional and intellectual achievement. In offering graduate programs, the University uses creative approaches appropriate to the disciplines.

We believe education is a journey, not a destination. A true measure of our success is our alumni's continuing interest in a lifetime of learning, and their commitment to this goal. Although The University of Lethbridge focuses on degree programs, we offer courses for students who wish to pursue lifelong learning. We are open to alliances or partnerships to provide quality programs that are approved and recommended by professional associations and other organizations.

We promote face-to-face learning. Teaching at The University of Lethbridge takes place primarily on our Lethbridge campus and our satellite campuses in Calgary and Edmonton, reflecting our belief that people learn best when they work together in the same place at the same time. We use information technology to supplement this form of instruction. The University delivers courses at a distance when appropriate for the program and the students.

We expand horizons. A global perspective is essential to The University of Lethbridge in its teaching, learning, and research. The University educates its students to become well-rounded citizens of a complex society, capable of making important contributions in Canada and elsewhere in the world.

The University of Lethbridge invites students and faculty members from around the world to participate in learning at the University, and provides international opportunities for our students and faculty members to experience other cultures.

We give students the best preparation for their future. The University of Lethbridge provides students with a liberal education—a solid foundation for personal and professional growth. Liberal education promotes the development of

academic skills that students can apply to a wide range of experiences, and a broad base of knowledge in the human, aesthetic, ethical, scientific and organizational disciplines. It encourages a multi-faceted, reflective approach to the complex challenges of the 21st century.

OUR COMMITMENT TO CREATIVITY, INQUIRY, AND DISCOVERY

We encourage and support research, scholarship, and creative work. The University of Lethbridge stimulates and supports research, scholarship, and creative work in all areas in which we teach, and in areas of special relevance to the region and province. This link between research and teaching allows us to explore what is known, challenge how it is known, and thus influence the nature of teaching. We value and protect an environment of free inquiry in which to conduct research, scholarship, and creative work, and communicate the results of these activities with others. We encourage student involvement in research, scholarship, and creative activity.

We conduct basic and applied research in many forms. Research conducted at The University of Lethbridge is both basic and applied. Basic research includes that with the broadest scope and longest term. The University has a responsibility to analyze and reflect on these matters, and to communicate the outcome of these efforts. The University also concerns itself with applied research, particularly that which affects the well being of our community. Given the range of disciplines involved, research at the University takes many forms.

OUR COMMITMENT TO RESPONSIBLE ACTION

We advance the interests of The University of Lethbridge. The University of Lethbridge communicates with its internal and external communities so that its 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 governments, individuals, and organizations.

We are active and innovative in recruitment and retention. In developing a coordinated institutional approach to the recruitment and retention of excellent faculty members and staff, The University of Lethbridge pursues new and innovative ideas, implements the most effective strategies, and monitors their success.

We practice sound financial and resource management. The University of Lethbridge maintains exemplary financial management of our public and private funds, through the sound management of our budgeting and planning processes, and the preservation of our human and physical assets. The University allocates resources efficiently and effectively, consistent with the institution's principles and values.

We use technology effectively. The University of Lethbridge is a leader in the effective use of technology to support learning and research; to prepare students, faculty members, and staff to work effectively in a highly technological environment; to manage the processes that support the delivery of programs and services; and to expand opportunities for individuals to learn, work creatively, and conduct research. We use technology to facilitate and enhance, not supplant, learning relationships among students, faculty members, and other university stakeholders. The University considers technology a means, not an end.

OUR STRATEGIC PRIORITIES

With this Strategic Plan as the framework, The University of Lethbridge commits to continuing action in the areas in which we presently excel, as outlined in our Mission statement, and in those key areas where enhancement is required. The following Strategic Priorities represent these key areas, in which The University of Lethbridge will apply a special effort so that the institution can more successfully align itself with its Mission, Vision, and Fundamental Principles.

Students

- Improve student financial support through scholarships, bursaries, work opportunities, and other initiatives.
- Expand opportunities for graduate studies.
- Foster a sense of healthy culture and community for students.

Diversity

- Improve support and participation of First Nations in the University community.
- Ensure gender inclusivity by promoting and implementing equity within the University community.
- Increase the international focus of The University of Lethbridge, through the recruitment and exchange of students and faculty.

Teaching and Research

- Provide support for faculty in the enhancement of effective teaching skills and strategies.
- Pursue additional funding to support scholarly activity across a wide range of disciplines.
- Develop centres of research excellence across the faculties and schools.

Facilities

- Increase state-of-the-art academic space on campus.
- Increase student residence space.
- Provide access to additional recreation and leisure space.
- Expand research space in all disciplines.

Outreach

- Work with our alumni to help advance the mission and vision of The University of Lethbridge.
- Raise the profile of The University of Lethbridge in the provincial, national, and international arenas.

- Improve relationships and increase involvement with individuals and organizations for the good of The University of Lethbridge and the community.

OUR NEXT STEPS

The University of Lethbridge will continue to take action in the areas in which it currently excels, as outlined in the Mission, and in areas that embody and realize the Fundamental Principles. The Board of Governors, Faculties, Schools, students, administrative and support staff, and our alumni will be asked to identify their role in addressing our Strategic Priorities. The units will identify specific actions, targets, and dates for completing these targets. They will then be asked to report back to the Strategic Planning Group annually on their progress in accomplishing these targets.