



The University of Lethbridge



2007 – 2011 Business Plan

University of
Lethbridge





The University of Lethbridge 2007 – 2011 Business Plan

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Table of Contents

Executive Summary	1
About the University	1
Goals and Performance Measures.....	1
Budget	1
Capital Projections.....	1
Tuition Projections.....	2
Enrolment Plan.....	2
1.0 Institutional Context.....	3
1.1 Mandate Statement.....	3
1.2 Mission	3
1.3 Vision.....	3
1.4 Strategic Plan	4
2.0 Goals and Performance Measures	5
2.1 Goals.....	5
2.2 Relationship of University of Lethbridge Goals to Ministry Goals	16
2.3 Performance Measures	18
3.0 Budget Information	19
3.1 Budget Overview.....	19
3.2 Key Budget Assumptions	20
3.3 Proposed Revenue Budget.....	20
3.4 Proposed Expenditure Budget	24
3.5 Consolidated Budget.....	27
3.6 Statement of Cash Flows.....	28
4.0 Capital Projections	29
4.1 Space Trends.....	29
4.2 Campus Size.....	32
4.3 Research Capacity	33
4.4 Renewal and Upgrading.....	33
4.5 Long-Term Projects	34
4.6 Effects of Capital Plans	38
4.7 Capital Budget.....	39
5.0 Enrolment Plan.....	40
Appendix One: The University of Lethbridge Strategic Plan, 2003-08.....	41

List of Figures

Figure 1: Annual \$ Changes in General Operating Revenue and Expenditures, 1994-95 to 2008-09 (\$000)	19
Figure 2: General Operating Revenue by Source, 2007-08	21
Figure 3: Proportions of Instructional Fee Revenue due to Enrolment Increase and Fee Increase, 1996-97 to 2006-07	23
Figure 4: Alberta Universities Relative Change in General Operating Grant Per Full-Time Student, 1993-94 to 2005-06	24
Figure 5: Expenditures (Cash Basis), 2007-08	25
Figure 6: Cumulative Percentage Increase in Fall FTE Enrolment and Total Assignable Space, 1994-2005 (using 1993 as the base year)	29
Figure 7: Total Assignable Space (m ²) per Fall FTE Enrolment, 1993-94 to 2003-04	30
Figure 8: Assignable Space by Category (m ²) per Fall FTE Enrolment, 1993-94 to 2003-04	30
Figure 9: Gross Area by Type (m ²) per Fall Head Count for the Alberta Residential Universities, 2004-05	31
Figure 10: Total Gross Area (m ²) per Fall Head Count for the Alberta Residential Universities, 2004-05	31
Figure 11: Cumulative Percentage Increase in Fall Enrolment, 1993 to 2005	32
Figure 12: Fall Enrolment as a Percentage of all Alberta Residential Universities, 1992 to 2005	32

List of Tables

Table 1: Key Assumptions for General Operating Budget Projections, 2007-08 to 2010-11	20
Table 2: Grant Details	21
Table 3: Current and Projected Tuition and Related Fee Revenues, 2006-07 to 2010-11	22
Table 4: Current and Proposed Per Course Instructional Tuition Fees, 2006-07 to 2010-11	22
Table 5: Credit Hours by Faculty or School, 2005-06 to 2010-11	23
Table 6: Priority Capital Projects, 2007 to 2011	37
Table 7: Summary of Program Expansion, 2006-07 to 2010-11	40

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 2007-08 fiscal year. The \$126M general operating budget is an increase of 7.8% 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.

To achieve a balanced budget, reductions or revenue increases will be required in 2009-10 and 2010-11. The University of Lethbridge is dedicated to cost containment, fiscal responsibility, and continuous quality improvement.

CAPITAL PROJECTIONS

The U of L is facing an acute space crisis, with assignable space not keeping pace with the growing number of students, faculty, and staff. Another issue is a deferred maintenance cost of about \$87M and actual funding for facilities maintenance that is only 28% of the ideal funding levels.

The U of L has identified several priority capital projects for the next ten-year period:

- Alberta Water and Environmental Sciences Building.
- Markin Building (for Health Sciences and Management).
- Turcotte Hall expansion.
- Service buildings replacement.
- Donated downtown building.
- Sports stadium.
- Research facilities.
- Art Gallery.
- Student residences.

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 2007-08, the U of L estimates it will collect about \$35.5M in instructional fee revenue and non-mandatory student fees, an increase of 3.5% over the previous year. This rise is due to increases in fee rates and credit hour increases in the academic units.

ENROLMENT PLAN

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

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 40).

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, though the University's ability to do this is being greatly curtailed.

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.	

Actions	Expected Results
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.
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.
Promote and sustain outstanding teaching through the Centre for the Advancement of Excellence in Teaching and Learning (CAETL).	CAETL will provide a program of teaching development to meet the needs of all University teachers and graduate students at all career stages.
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 re-search 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
Maintain and build on 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.	
Provide adequate research space, equipment, access to information, and other necessary research infrastructure.	
Establish the Prentice Institute for Global Population and Economy to focus on research and education in long-term economic and demographic trends.	

Actions	Expected Results
Develop and implement a communications plan to raise public awareness of the quality and scope of research, scholarship, and creative activity at the University.	The University's reputation for research will continue to grow.
Promote the University's researchers and their research programs within government, industry, and the academic community.	The University's reputation for research will continue to grow.
Establish a fund to support short-term research assignments, to be awarded through peer reviewed competition.	The University's reputation for research will continue to grow. The amount of research activity at the University will increase.
Where appropriate, commercialize research to contribute to the national target of tripling commercialization by 2010.	Commercialization of research will increase selectively.
Continue to recruit and retain excellent faculty, and ensure they receive the necessary assistance to establish scholarly careers at the University.	The assignments of newly hired faculty will reflect their need to establish both their research and teaching careers.

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 presenting speaker events 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 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 Licensing 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.	Expansion of Turcotte Hall will be complete in Summer 2007. This expansion will provide additional classrooms and offices.
Continue to work with Alberta Advanced Education and Technology and Alberta Infrastructure and Transportation to provide support for new and existing facilities, equipment, and infrastructure.	The University will undertake capital campaigns to raise funds for new facilities. The University will set up reserves to provide funds for replacing equipment and maintaining facilities.
Continue to prioritize and fund academic equipment renewal as part of the four-year capital budget process.	The University will continue to strive to bring the priority capital projects to fruition:
Continue to update the Facility Infrastructure Renewal Inventory and use it as a guideline to plan for annual improvements.	<ul style="list-style-type: none"> • Alberta Water and Environmental Sciences Building. • Markin Building. • Service Buildings Replacement. • Donated Downtown Building. • Sports Stadium Project. • Research Facilities. • Art Gallery. • Student Residences.
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 within the new Tuition Policy

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 and Technology 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 and Technology</i>	<i>Alberta Innovation and Science</i>	<i>Alberta Human Resources and 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 2: Access for all Learners.</p> <p>Goal 1: Quality Advanced Education Opportunities.</p>		<p>Goal 2: Albertans have the skills, supports and information they need to succeed in the labour market.</p>	<p>Goal 1: Alberta will have a diversified and prosperous economy.</p> <p>Goal 2: Albertans will be well prepared for lifelong learning and work.</p> <p>Goal 7: The well-being and self-reliance of Aboriginal communities and people will be improved.</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: Building and Educating Tomorrow's Workforce.</p> <p>Strategic Priority 4: Quality and Innovation in the Advanced Learning System.</p> <p>Goal 1: Quality Advanced Education Opportunities.</p>		<p>Goal 2: Albertans have the skills, supports and information they need to succeed in the labour market.</p>	<p>Goal 1: Alberta will have a diversified and prosperous economy.</p> <p>Goal 2: Albertans will be well prepared for lifelong learning and work.</p> <p>Goal 3: Alberta's international competitiveness will be enhanced.</p>
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: Building and Educating Tomorrow's Workforce.</p> <p>Strategic Priority 4: Quality and Innovation in the Advanced Learning System.</p> <p>Goal 1: Quality Advanced Education Opportunities.</p>	<p>Goal 1: Implement 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>Goal 1: Alberta will have a diversified and prosperous economy.</p> <p>Goal 2: Albertans will be well prepared for lifelong learning and work.</p> <p>Goal 3: Alberta's international competitiveness will be enhanced.</p>

U of L Goals	U of L Strategies	Related Government of Alberta Ministry Goals			
		<i>Alberta Advanced Education and Technology</i>	<i>Alberta Innovation and Science</i>	<i>Alberta Human Resources and Employment</i>	<i>Alberta Government</i>
4. Community and Public Relations	A. Continue to build strong ties with the community.	Goal 1: Quality Advanced Education Opportunities.			Goal 2: Albertans will be well prepared for lifelong learning and work. Goal 12: Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas.
5. Student Services	A. Provide students, faculty, and staff with exceptional access to information technology and resources. B. Identify and update services required by students. C. Extend access to services for students, faculty, staff, and community, using emerging technologies where appropriate.	Strategic Priority 2: Access for all Learners. Strategic Priority 4: Quality and Innovation in the Advanced Learning System.		Goal 2: Albertans have the skills, supports and information they need to succeed in the labour market.	Goal 2: Albertans will be well prepared for lifelong learning and work.
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 5: Post-Secondary Infrastructure. Goal 1: Quality Advanced Education Opportunities.			Goal 2: Albertans will be well prepared for lifelong learning and work.
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 2: Albertans will be well prepared for lifelong learning and work.

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.
- **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

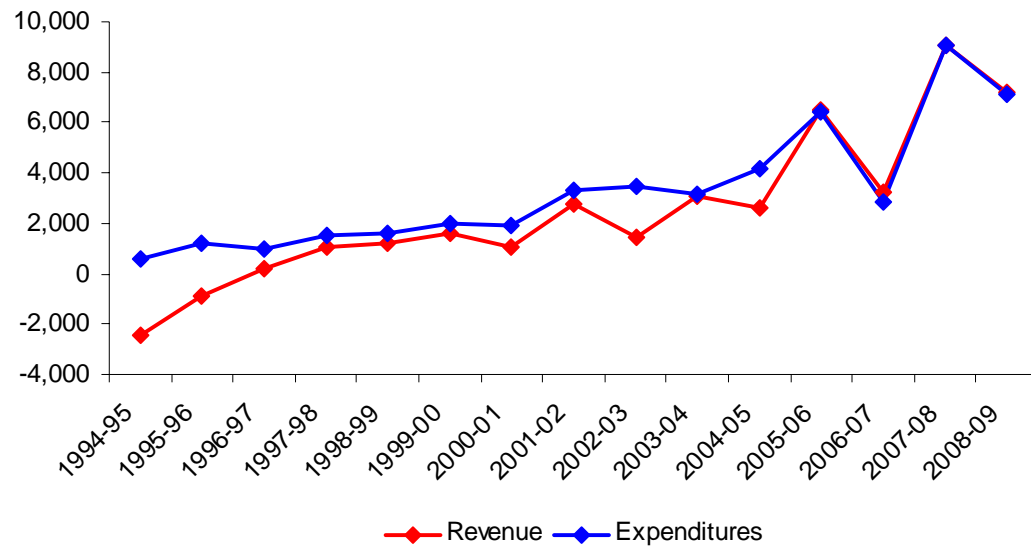
The University of Lethbridge is presenting a balanced general operating budget for the 2007-08 fiscal year, with a budget of \$126 million. The budget is an increase of \$9.1 million (7.8%) over the previous year. As in previous years, budget decisions were made after consulting with the institution’s various budget units and within the context of the U of L’s Strategic Plan.

This is the third consecutive budget since 1994 that the institution is not facing reductions. This has allowed units to regroup and commit to projects that will provide the institution with more efficiency in operations, address institutional priorities, and provide resources in areas that align with the Strategic Plan. Although reductions will be required in 2009-10 and 2010-11 using conservative budget assumptions, the University will have unallocated general operating funds in 2007-08 of \$19,200 and in 2008-09 of \$62,400.

The U of L budget process includes several processes that guide and inform 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, 1994-95 to 2008-09 (\$000)



3.2 KEY BUDGET ASSUMPTIONS

The past few years have been a period of transition for the University Budget Committee (UBC), reacting to increased enrolments at the institution and striving to maintain quality and balance the budget. With the institution not making reductions for the past two years and the next two years, UBC has strived to provide funds to units to bring staffing to a level that addresses workload issues while trying to make adjustments to balance the budget.

The focus of this four-year budget has been on ensuring student programs and services are properly funded, providing office and classroom space, and increasing scholarships. The recommendations detailed later in this Business Plan build on the concept of providing a quality education, quality support services, and a research base that will enable the institution to grow and maintain many of the qualities that it is known for.

The operating budget for the next four years has been modeled using a number of assumptions, described in Table 1. In making these assumptions, the UBC has taken a conservative approach to ensure that any small changes to these assumptions will still allow for a balanced budget.

Table 1: Key Assumptions for General Operating Budget Projections, 2007-08 to 2010-11

	2007-08	2008-09	2009-10	2010-11
Revenue				
Grant increase	6.0%	4.0%	3.0%	3.0%
Instructional fee increase	3.3%	2.0%	2.0%	2.0%
Govt. tuition fee subsidy	2.7%	2.7%	-	-
Expenditures				
Compensation				
Merit	3.25 to 4.0%	Approx. 3.5%	Approx. 3.5%	Approx. 3.5%
Market	Pool est.	Pool est.	Pool est.	Pool est.
Benefits	5.0%	5.0%	5.0%	5.0%
Contracts	1.8%	1.8%	1.7%	1.7%
Utilities	6.1%	3.3%	1.5%	1.3%
Insurance	16.0%	13.8%	6.5%	6.1%
Library Acquisitions	1.4%	1.4%	1.4%	1.4%

3.3 PROPOSED REVENUE BUDGET

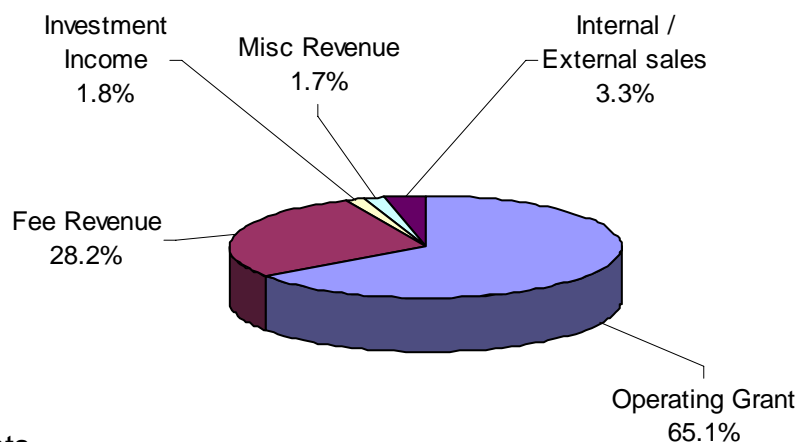
The University's overall general operating fund revenue budget will increase by \$9.1 million in 2007-08. The University has been informed that the operating grant from Alberta Advanced Education and Technology will increase by 6% in 2006-07 and 2007-08, which is a significant increase in the amount the institution has received over past years. The total increase in operating grants in the coming year is \$8,087,700.

Previous Access-funded programs for Bachelor of Nursing (Collaborative) and Bachelor of Management rolled into the base operating grant in 2006-07. The University was also provided with two additional Access Programs in 2006-07, including the Native Transition Program and an expansion of the Masters and PhD programs.

The proposed revenue estimates are realistic and attainable, although there is little room for unexpected revenue swings apart from minor fluctuations, especially in tuition revenue. Past experience, however, shows that the budget projections have tracked very closely with realized revenue.

Figure 2 shows general operating revenue by source. The graph depicts general operating funds only; it does not include capital, research, special purpose, endowments, or ancillary operations.

Figure 2: General Operating Revenue by Source, 2007-08



Grants

The single largest revenue item for the University is government grants, totaling \$82 million. This is an increase of \$8.1 million over the previous year, the majority of which is comprised of the 6% increase in the general operating grant from Alberta Advanced Education and Technology and the Access grants over last year to address general cost pressures. Alberta Advanced Education and Technology has not announced details of other additional grants, continuing or one-time, and therefore no other increases have been built into the budget for the coming years.

Table 2: Grant Details

- General operations grant increase of 6% (\$3,812,400) has been provided for in the 2007-08 budget.
- The Collaborative Bachelor of Nursing and Bachelor of Management Expansion Access Programs were rolled into the operating grant base in 2006-07.
- Access operations grant increase of 6% for 2007-08 (\$420,400)
- Graduate Program (M.A., M.Sc., Ph.D.) Expansion and the Native Transition Program (\$3,564,000). This grant is not shown in the general operating budget but is recorded as conditional funding until it is approved by Advanced Education and Technology to roll into base operating funding.
- Tuition rebate to offset the increases in tuition fees for 2005-06 and 2006-07 (\$801,600).
- Performance Envelope funding is now provided on a one-time basis and is dependent on the availability of government funds. Data from each institution is provided to Advanced Education and Technology by December 31 with allocations made prior to March 31.

Instructional Fees

Fees are the second largest component of the University's general operating fund revenue budget. Table 3 shows current and projected revenue from tuition and related fees. For the fiscal year 2007-08, the U of L projects about \$35.5 million in fee revenue from all credit and non-credit instructional programs, and from non-mandatory student related fees, an increase of 3.5% (\$1.2 million) over 2006-07.

This increase consists of the tuition fee increase and the credit hour increases in the academic units. Ninety percent of tuition and materials and service fees go directly to the academic units to offset expenditures related to teaching.

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

The Board of Governors approved new fee rates for the 2007-08 fiscal year at its December 2006 meeting. Advanced Education and Technology introduced a new tuition policy for 2007 that rolled back tuition fees to the 2004-05 level and restricted fee increases to the annual average Alberta Consumer Price Index (using a twelve month period ending in June each year). Advanced Education and Technology indicated that for 2007-08 the allowable increase for fees will be 3.3%. Tuition in all programs has increased by 3.3%, except for the M.Sc. (Management) program, where there was no increase. The U of L average fee is 3.28%.

Table 3: Current and Projected Tuition and Related Fee Revenues, 2006-07 to 2010-11

Year	Fee Revenue
2006-07	\$34,301,200
2007-08	\$35,487,700
2008-09	\$36,731,500
2009-10	\$37,678,300
2010-11	\$38,456,700

Table 4: Current and Proposed Per Course Instructional Tuition Fees, 2006-07 to 2010-11

		Revised Actual 2006-07 *	% Increase	Proposed 2007-08	% Increase	Proposed 2008-09	% Increase	Proposed 2009-10	% Increase	Proposed 2010-11
Undergrad	Canadian	424	3.3%	438	2.0%	447	2.0%	456	2.0%	465
	Foreign	960	3.3%	992	2.0%	1,012	2.0%	1,032	2.0%	1,053
Graduate	Canadian	499	3.3%	515	2.0%	526	2.0%	537	2.0%	548
	Foreign	1,110	3.3%	1,147	2.0%	1,170	2.0%	1,193	2.0%	1,217
M.Ed. Term Fees										
	Part-time	957	3.3%	989	2.0%	1,008	2.0%	1,028	2.0%	1,049
	Full-time	1,436	3.3%	1,483	2.0%	1,513	2.0%	1,543	2.0%	1,574

* A revision was made in 2006-07 to include materials and service fees as part of tuition.

Advanced Education and Technology have also indicated that they will give each institution additional funding to a minimum of 6% and a maximum of what would be allowed under the old policy, which translates into an increase of 7% for the University of Lethbridge. During the budget planning process, the faculties/schools presented their budgets using both a 6% and 7% combined increase in fees and government grant. The budget that is being recommended to the Board of Governors for approval uses the 6% increase.

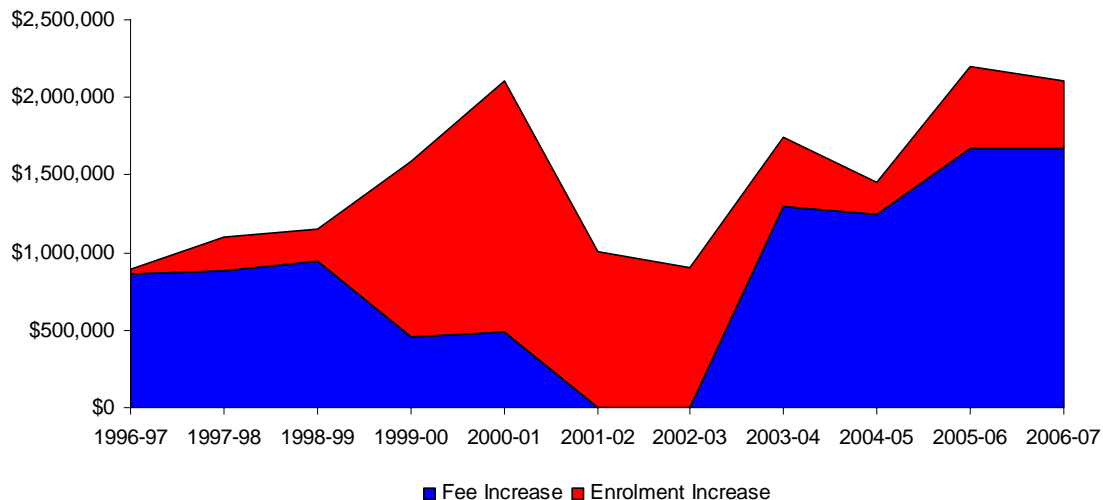
Table 5 shows the growth in credit hours, excluding Access funded programs, that each Faculty and School has planned for the next four years to meet their budget requirements.

Table 5: Credit Hours by Faculty or School, 2005-06 to 2010-11

	Actual 2005-06	Estimated 2006-07	Proposed 2007-08	Proposed 2008-09	Proposed 2009-10	Proposed 2010-11
Arts and Science	108,479	107,707	108,246	109,328	110,421	111,525
Education	13,513	13,700	13,243	13,243	13,243	13,243
Management	33,462	33,159	35,583	36,533	36,533	36,533
Fine Arts	20,249	21,665	21,212	21,212	21,212	21,212
Health Sciences	3,648	4,620	7,778	8,847	10,092	10,176
Total	179,351	180,851	186,062	189,163	191,501	192,689

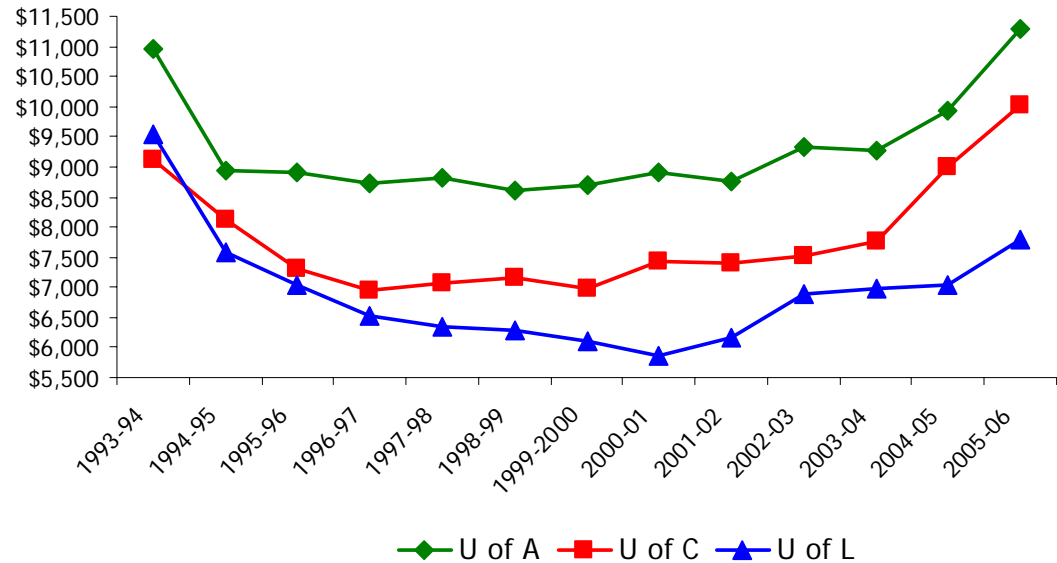
Figure 3 shows the increased revenue provided from instructional fees for the past eleven years and the portions of the increases that are from fee increases and enrolment growth. Between 2001-02 and 2002-03, the entire increase in fees was attributed to enrolment growth, with fees being frozen at the 2000-01 levels.

Figure 3: Proportions of Instructional Fee Revenue due to Enrolment Increase and Fee Increase, 1996-97 to 2006-07



The general operating grant per student at the University of Lethbridge was \$9,125 in 1993-94, but in 2005-06 is only \$7,803 (Figure 4), a decrease of 14.5% for each student. This decline is a result of the growth in student enrolment over the same period, which contributed to the U of L reaching the 30% tuition fee cap as calculated in accordance with the Tuition Fee Policy.

Figure 4: Alberta Universities Relative Change in General Operating Grant Per Full-Time Student, 1993-94 to 2005-06



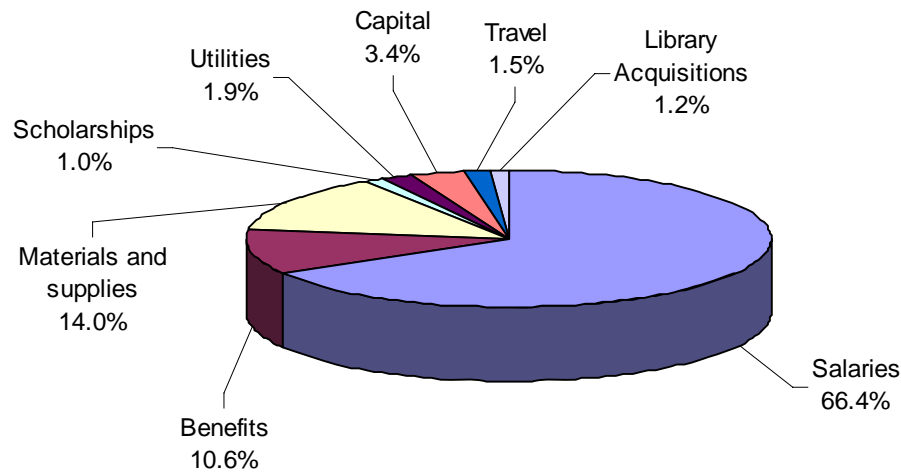
3.4 PROPOSED EXPENDITURE BUDGET

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, and increases in instructional and other fees.

As in previous years, the starting point for the 2007-08 operating budget is the projection of the continuing cost base from the 2006-07 fiscal year. Projected expenditures remain at previous year levels, unless increases are required through contractual or statutory obligations.

The UBC 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. In previous years UBC has tried to provide some relief through selective reductions. We have made an effort this year in the continuing allocations to provide for increases, where required for general operations, to alleviate some of the pressures we have not been able to address over the years due to budgetary constraints.

Figure 5: Expenditures (Cash Basis), 2007-08



Compensation Costs

The largest component of the U of L's expenditure budget is compensation costs, approximately 80% of the total (cash basis – excluding amortization). Attracting and retaining faculty and staff remains one of the Board of Governors' priorities.

The University is in the last year of its agreement with the Faculty Association, and the Handbook is being renegotiated for the 2007-08 year. The Alberta Union of Provincial Employees contract was renegotiated last year with a two-year agreement being struck. Exempt Support Staff and Administrative Professional Officers compensation rates are reviewed and set annually. We have used the rates set in the contracts and have estimated increases in years where the contracts are to be renegotiated.

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

Fixed Costs

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

There are four noteworthy increases assumed within the fixed cost category:

- (1) **Utility costs** will increase in the next four years. Although the University has a contract for electricity at a fixed rate, any consumption over the contract amount is bought on the free market. With the construction on campus and the addition of new facilities, consumption has increased above the amounts purchased through the contract. An increase is required to utilities in 2007-08 to adjust for the rising usage. Increases in sewer and water in the past year have also contributed to the large rise in utilities in 2007-08.
- (2) **Insurance rates** have again increased by approximately 16% over the previous year. The University will likely continue to experience rate increases of 6-16% in the next four years.

- (3) There are anticipated increases in our **software contracts** of \$30,000 per year for the next four years.
- (4) The UBC has also included an **adjustment to the library acquisitions budget** equal to the inflationary index anticipated for each year.

Faculty Budgets

The UBC has tried to address a number of issues that will strengthen the U of L's commitment to both teaching and research.

In Fall 2007 additional budgetary allocations were approved by the Board of Governors to support initiatives that show our strong commitment to teaching:

- (1) The **Centre for the Advancement of Excellence in Teaching and Learning**, which will promote and sustain outstanding teaching at the University.
- (2) Two **Board of Governors Teaching Chairs** to recognize faculty members' accomplishments in teaching and the scholarship of teaching and enable them to contribute to the development of the teaching capacity of the University.

The University received an Access Grant in 2005-06 to expand the MA, MSc, and PhD programs. This expansion will see the programs grow from 64 funded FLE students, excluding a PhD program, to 294 funded FLEs including a PhD program of 60 FLEs.

The University has completed an extensive reorganization of the School of Graduate Studies. Previously, teaching assistantships and travel required for examiners greater than \$700 was paid by the faculties/schools or from research grants. These expenditures will now be paid out of the Graduate School's budget. In addition, faculties/schools will receive \$2000 per graduate FLE in recognition of the teaching and supervision of these students. Scholarships in the amount of \$150,000 annually will be paid as part of the Graduate program and an additional \$1.3 million will be used to set up an endowment for more graduate scholarships.

Technology

To satisfy the U of L Strategic Plan regarding technology all new instructional space will have an appropriate level of technology, including network access and multimedia instructional capacity. The demand for increased technology in the classrooms, labs, and administration puts additional pressures on the U of L's resources.

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 project replaces existing teaching equipment in the faculties/schools on a scheduled basis. This will allow the faculties and schools to ensure equipment and technology is up-to-date. This initiative has been 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	2007-08 Approved Budget	2008-09 Proposed Budget	2009-10 Proposed Budget	2010-11 Proposed Budget
REVENUE							
Government and other grants	73,436	8,408	11,595	93,438	96,241	98,166	93,741
Tuition and related fees	33,360	1,795	-	35,155	35,858	36,575	38,307
Sales of services and products	5,722	9,074	-	14,796	15,536	16,313	17,129
Gifts and donations	10	-	450	460	750	1,100	1,300
Investment income	12,250	127	285	12,662	2,790	2,790	2,790
Miscellaneous	804	-	160	964	1,225	1,225	1,225
Amortization of deferred capital contributions	7,000	-	-	7,000	7,140	7,283	7,428
	132,582	19,404	12,490	164,476	159,541	163,453	161,920
EXPENDITURES							
Salaries and benefits	87,330	6,353	7,035	100,718	104,747	109,984	113,785
Supplies and services	5,003	1,124	2,500	8,627	7,006	7,213	7,481
Repairs and maintenance	656	240	750	1,646	1,675	1,709	1,743
Cost of goods sold	192	3,340	-	3,532	3,602	3,674	3,748
Travel	2,049	329	790	3,167	3,231	3,295	3,361
External contracted services	1,607	508	285	2,400	2,448	2,497	2,547
Utilities	2,578	541	-	3,119	3,182	3,245	3,310
Scholarships, fellowships and bursaries	1,336	-	560	1,896	1,934	1,973	2,012
Professional fees	500	29	20	549	560	572	583
Interest on long term liabilities	875	125	50	1,050	1,071	1,071	1,071
Property taxes	10	244	-	254	260	265	270
Insurance	543	441	0	984	1,003	1,024	1,044
Equipment	3,131	-	500	3,631	2,500	2,550	1,700
Provisions	2,039	5,538	-	7,577	4,732	2,017	2,057
Amortization of capital assets	11,925	217	-	12,142	12,385	12,632	12,885
	119,773	19,030	12,490	151,294	150,337	153,721	157,597
EXCESS REVENUE OVER EXPENDITURES	12,808	374	-	13,182	9,204	9,732	4,323

3.6 STATEMENT OF CASH FLOWS

(Figures are in thousands of dollars.)

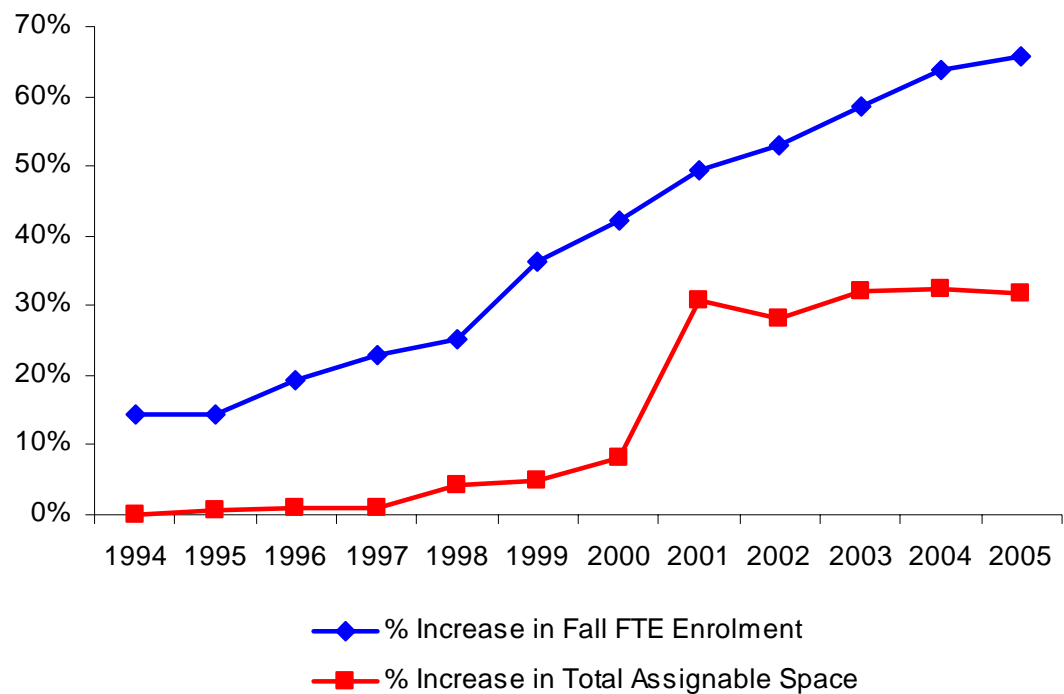
	2005-06 Actual	2006-07 Approved Budget	2007-08 Approved Budget	2008-09 Proposed Budget	2009-10 Proposed Budget	2010-11 Proposed Budget
CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES:						
Excess of revenues over expenses	\$ 10,098	\$ 684	\$ 13,182	\$ 9,204	\$ 9,732	\$ 4,323
Non-cash transactions						
Amortization of deferred capital contributions	(6,034)	(8,068)	(7,000)	(7,140)	(7,283)	(7,428)
Amortization of capital assets	12,087	10,603	12,142	12,385	12,632	12,885
Loss on disposal of capital assets	564	-	-	-	-	-
Unrealized gain on investments			(10,000)			
Unrealized loss on write-down of investments	492	-	-	-	-	-
Increase in long-term employee benefit liabilities	623	500	500	500	500	500
	17,830	3,719	8,824	14,949	15,581	10,280
Increase (decrease) in non-cash working capital	(2,511)	3,000	2,500	2,500	2,500	2,500
	15,319	6,719	11,324	17,449	18,081	12,780
CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES:						
Purchase of investments (net)	(3,269)	-	(20,000)	(10,000)	(10,000)	(10,000)
Capital asset additions						
Internally funded	(12,723)	(18,124)	(7,725)	(1,223)	(1,025)	(900)
Externally funded	(12,700)	(36,628)	(69,952)	(100,321)	(115,100)	(65,267)
Collection additions	(8)	(200)	(200)	(200)	(200)	(200)
Proceeds on disposal of capital assets	67	-	-	-	-	-
	(28,633)	(54,952)	(97,877)	(111,744)	(126,325)	(76,367)
Increase in construction accounts payable	2,035	-				
	(26,598)	(54,952)	(97,877)	(111,744)	(126,325)	(76,367)
CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES:						
Capital contributions received	20,160	36,628	69,952	100,321	115,100	65,267
Endowment contributions received	1,292	1,440	460	750	1,100	1,300
Capitalized investment earnings	274	300	4,300	300	300	300
Long term debt repayments	(115)	(450)	(475)	(500)	(525)	(550)
	21,611	37,918	74,237	100,871	115,975	66,317
INCREASE (DECREASE) IN CASH	10,332	(10,315)	(12,316)	6,576	7,731	2,730
CASH AND SHORT-TERM INVESTMENTS, beginning of year	18,196	28,528	18,213	5,897	12,473	20,204
CASH AND SHORT-TERM INVESTMENTS, end of year	\$ 28,528	\$ 18,213	\$ 5,897	\$ 12,473	\$ 20,204	\$ 22,934

4.0 Capital Projections

4.1 SPACE TRENDS

Fall full-time enrolments have increased steadily at the U of L, almost doubling over the last 14 years from 3,710 FTE to 7,265 FTE. Unfortunately, the amount of assignable space on campus has not grown at the same rate (Figure 6).

Figure 6: Cumulative Percentage Increase in Fall FTE Enrolment and Total Assignable Space, 1994-2005 (using 1993 as the base year)



Although there was a significant increase in assignable space in 2001-02 (from the opening of LINC, the new library building) it is clear that space demands at the University of Lethbridge are a critical concern. Approximately 2,700 m² of space in the current Physical Education Building was renovated in 2006, which resulted in a short-term decrease in assignable space. However, if capital funding requests are met, this decrease can be converted to a net increase.

The net result of the University’s inability to keep pace with its growing number of full-time enrolments (FTEs) is that over the last 14 years the assignable space per fall full-time enrolment has decreased by 5m². Space concerns are being felt across the institution as all faculties/schools continue to search for more effective ways of using existing space. The renovation and optimization of existing facilities has been our ongoing strategy, but the returns for such a strategy are rapidly diminishing. Existing facilities are operating at maximum capacity. To address the current enrolment pressures, new facilities must be built.

The ongoing space crunch at the University is apparent in all aspects of its operation, as shown in Figure 7 (below). Demand for office space is so acute that faculty members often share offices or are encouraged to work from home. In a University that prides itself on its service and availability to students this situation is unacceptable.

Figure 7: Total Assignable Space (m²) per Fall FTE Enrolment, 1993-94 to 2003-04

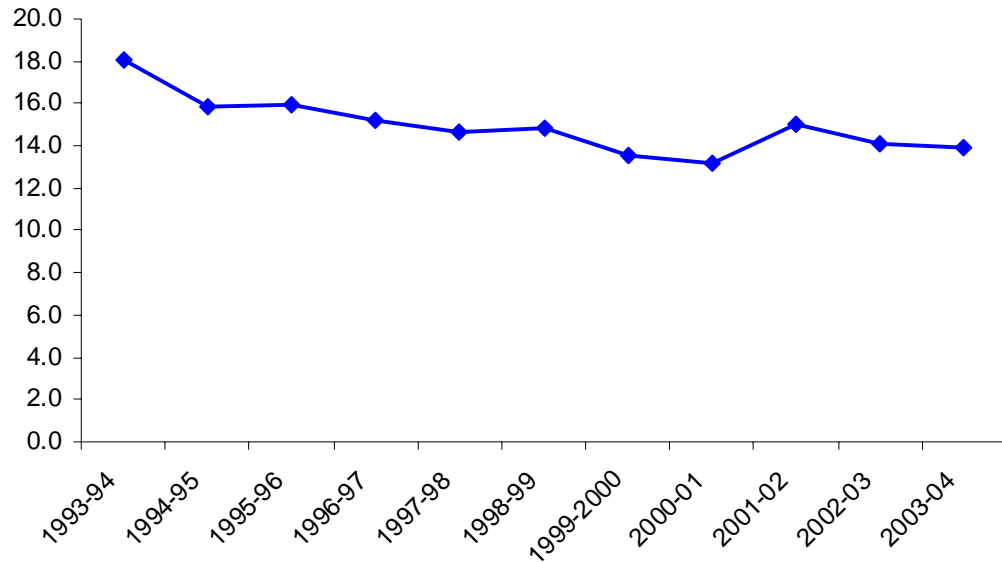
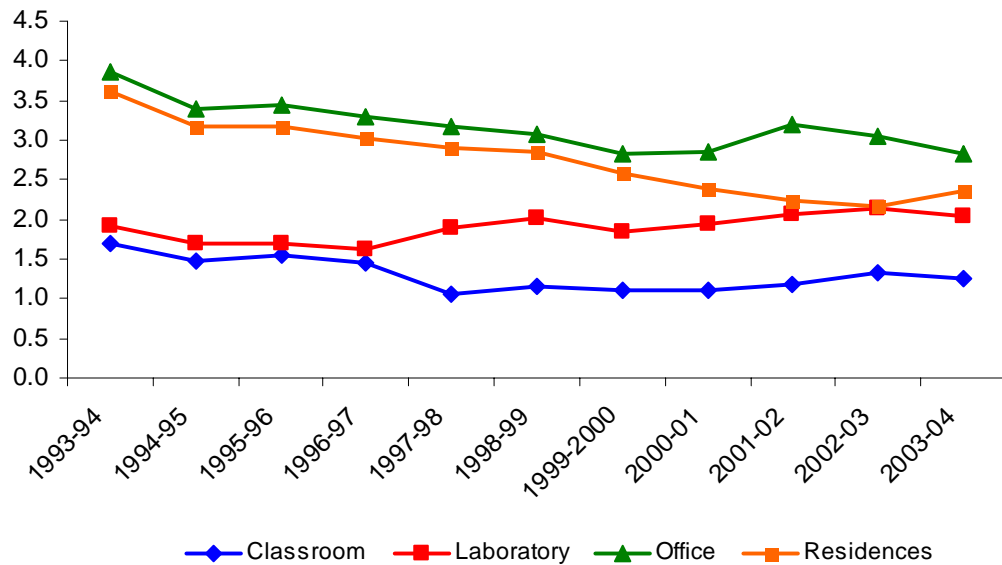


Figure 8: Assignable Space by Category (m²) per Fall FTE Enrolment, 1993-94 to 2003-04



From 1993-94 to 2005-06, the institution's Fall enrolment has grown from 3,710 to 6,994 full-time students, an increase of 89%. During this same period, the assignable space on campus has increased by approximately 34%, but the assignable space per Fall full-time student has decreased by 29% due to the dramatic increase in enrolment. Space pressures at the University of Lethbridge are very acute, especially when compared to other residential Alberta universities (Figure 9 and Figure 10).

Figure 9: Gross Area by Type (m²) per Fall Head Count for the Alberta Residential Universities, 2004-05

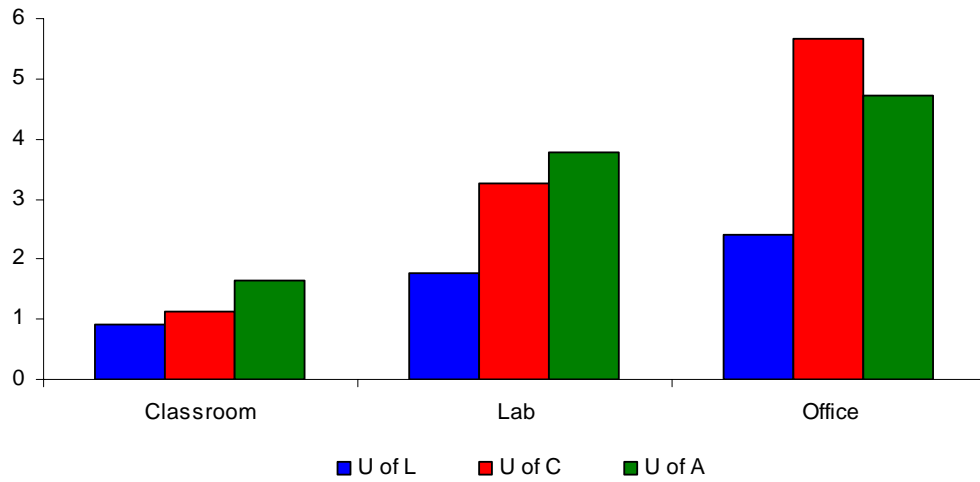
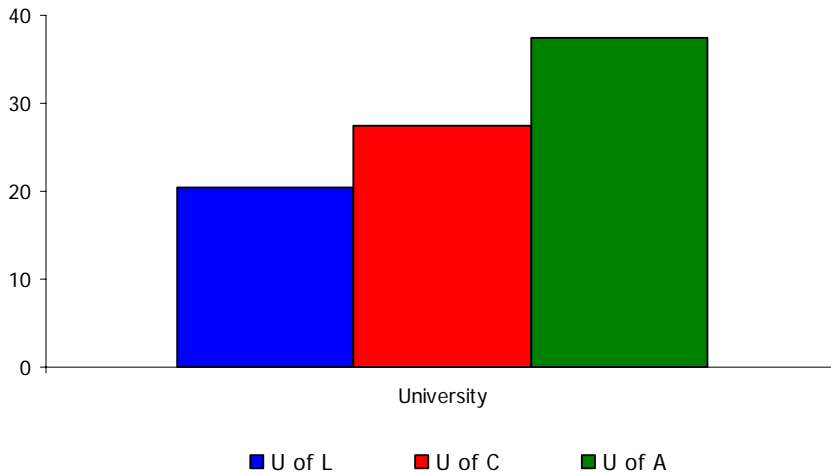


Figure 10: Total Gross Area (m²) per Fall Head Count for the Alberta Residential Universities, 2004-05

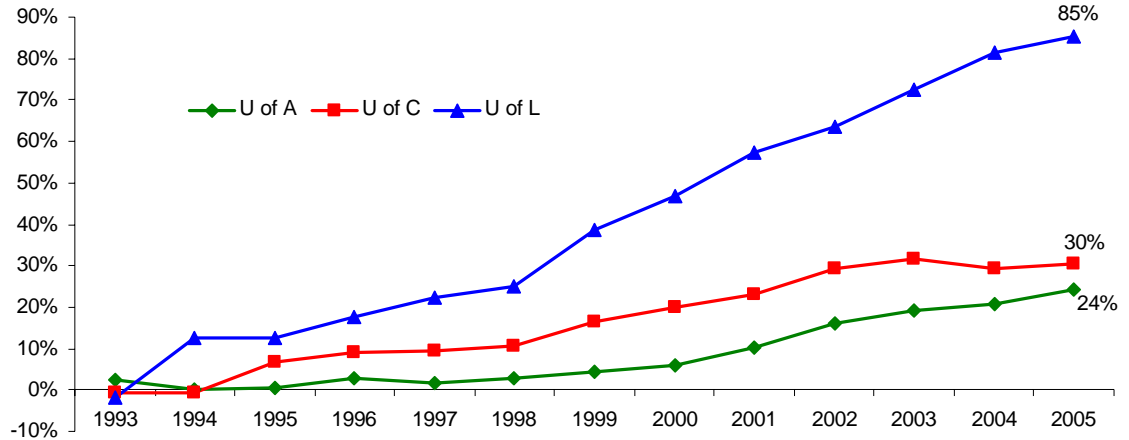


With many U of L spaces having already been renovated, the creation of new buildings is the only feasible solution to maintain the U of L's competitive position within Alberta's post-secondary environment.

4.2 CAMPUS SIZE

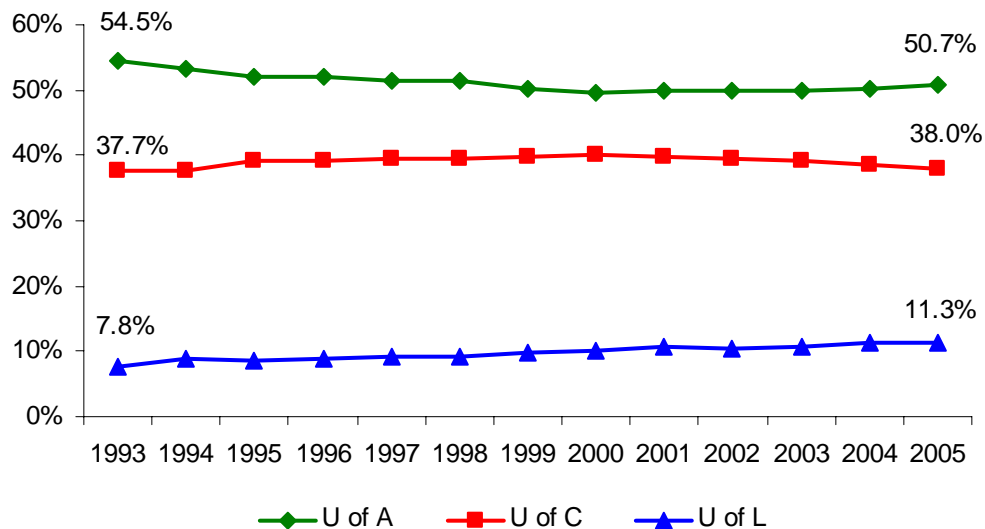
Enrolment growth at the University of Lethbridge has greatly outpaced that at both the University of Calgary and the University of Alberta (Figure 11).

Figure 11: Cumulative Percentage Increase in Fall Enrolment, 1993 to 2005



More compelling is the growth in Fall full-time enrolment as a percentage of all residential Alberta universities (Figure 12). The U of L's market share has risen by 3.3%, whereas the U of C's contribution has remained almost unchanged and the U of A's has decreased over the same period.

Figure 12: Fall Enrolment as a Percentage of all Alberta Residential Universities, 1992 to 2005



4.3 RESEARCH CAPACITY

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, allow the U of L to competitively attract and retain academic staff, and would increase the capacity for training by providing space for principal investigators, graduate and undergraduate students. A good example of what competitive research space can do is the explosion of research activities, funding and opportunities following the addition of the Canadian Centre for Behavioural Neuroscience.

Although the U of L has renovated University Hall to accommodate the growing needs of the institution to the best of its ability, converting office and classroom space in University Hall to accommodate research space needs is more costly than new construction for research space. There is also a concern with the appropriateness of having significant research activities in the same building that accommodates offices, classrooms, and student residences.

4.4 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.

The 2005 figure for the University of Lethbridge's deferred maintenance is about \$87 million. An Alberta Infrastructure and Transportation facilities study found that, taking into account the building envelopes, the Facilities Condition Index (FCI) is now about 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 U of L is about \$5 million per year. For the last two years, actual funding for facilities maintenance has been about \$1.4 million per year, 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 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 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 developing a second energy centre as new facilities are being constructed.

Physical Education Building Deferred Maintenance

Included in the \$31M Centre for Sport and Wellness are required upgrades to the existing Physical Education Building to address serious deferred maintenance issues in the facility. The \$12.7M deferred maintenance upgrades to the facility have been undertaken in conjunction with the construction of the Sport and Wellness Centre to achieve economies of scale in construction costs.

4.5 LONG-TERM PROJECTS

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

The top capital expansion priority for academic space is the proposed Markin Building (for Health Sciences and Management), which would alleviate some of the faculty office space shortage. Even with this proposed academic building, the University would still require additional office space. 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, and so the institution is in the construction stage of an expansion to Turcotte Hall.

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. 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

The Alberta Water and Environmental Sciences Building (AWESB) will house the administrative centre for the Alberta Ingenuity Centre for Water Research. 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 building will accommodate an interdisciplinary group of faculty members, together with a complement of research associates, including graduate and undergraduate students and Post-Doctoral Fellows. AWESB will also allow the U of L to fulfill its research commitment under the Water Institute for Semi-arid Ecosystems (WISE), in which the university has a founding role. The University has determined that this facility should be situated in Exploration Place, near the Canadian Centre for Behavioural Neuroscience.

Alberta Infrastructure and Transportation announced that it will contribute \$12.5 million towards phase one of this project, which is currently in the construction tender 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 \$42.75 million. Phase One of the project is scheduled to be completed in December 2008.

Water resources are of great importance to our community, and the U of L is committed to strengthening this area of research.

Markin Building

The University of Lethbridge's School of Health Sciences and Faculty of Management are growing at an exceptional rate, resulting in an immediate need for new accommodations. A planned new facility, the Markin Building would require 9,640 sq.m., at a projected construction cost of \$55 million (in 2006 dollars). The Board of Governors has identified this project as the highest priority for future construction of new academic space.

Turcotte Hall Expansion

The most feasible option for increasing the U of L's inventory of office space, both long term and short term, was an expansion to Turcotte Hall. This expansion is the most effective in terms of cost and providing the greatest number of offices.

The expansion will provide 50 additional offices and two classroom spaces at an estimated cost of \$11 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 house Physical Plant personnel.

The project is in the construction stage, with estimated completion in Summer 2007.

1st Choice Savings Centre for Sport and Wellness

To meet the serious demand for additional recreational and cultural facilities, the University began construction on the Sport and Wellness Centre in April 2005, with expected completion by March 2007. This \$31 million project has been funded by University funding, donations, and a \$5.3 million grant from the City of Lethbridge. Following a referendum, U of L students have donated \$2.5 million towards the project. The facility also entered into a naming agreement with 1st Choice Savings and Credit Union and has received funding in the amount of \$2.25 million over a 15 year period as part of this partnership.

The 1st Choice Savings 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 providers to meet the wellness needs of the community.

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 the health and safety of the building occupants. The buildings must be replaced.

In 2004, the University received confirmation of \$5 million funding from Alberta Infrastructure and Transportation for replacing 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 will be relocated to the Turcotte Hall Expansion, and the others to new facilities in the south campus area.

Currently in the construction stage, the project has a projected completion date of July 2007.

Donated Downtown Building

The University is in discussions with a potential donor who is interested in donating a vacated building in downtown Lethbridge. The building would accommodate some University programs that do not have teaching components. The most likely use of the space would be research, graduate students, fine arts programming, and sports and wellness activities. The cost of renovating the space to suit the University's needs is estimated at \$4 million.

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 Markin 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 may be operational in Summer 2008. The project is in the design development stage.

Research Facilities

The University continues its strong commitment to research but the lack of available space is of great concern. The University recently commissioned external consultants to review the adequacy of our research space on campus, in particularly in University Hall. The review revealed that the research space on campus is woefully inadequate to meet its current and future needs and recommended a separate research building to be constructed on campus at a likely cost of \$150 million.

The review noted that renovating space in University Hall by converting existing office and classroom space to accommodate research space needs is not an acceptable solution. The renovation would be more costly than a new construction for research space. Furthermore, there are concerns with having the research space in University Hall, which has been renovated beyond its original programming requirements, and also safety issues with including research space in a building that accommodates student residences, offices, and classrooms.

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

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, a collection that is a valued resource for art galleries and researchers across Canada and around 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.

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

Student Residences

Research shows that students who live on-campus generally achieve better academic results, have more involvement with student activities, and have a more fulfilling academic experience. With this in mind, the University wishes to increase its residence spaces from only 9% of enrolment to at least 20%.

Table 6: Priority Capital Projects, 2007 to 2011

	Provincial Funding Request	Other Funding	Total Project Cost	Alberta Infrastructure Confirmed Funding
RENEWAL/PRESERVATION PROJECTS				
Physical Education Building Upgrades	\$ 12,700,000	\$ -	\$ 12,700,000	\$ -
Service Building Replacement & South Campus Site Services	\$ 8,000,000	\$ -	\$ 8,000,000	\$ 6,500,000
University Hall Life Safety Systems & Upgrades	\$ 14,851,480	\$ -	\$ 14,851,480	\$ 2,500,000
Utility Systems Infrastructure Upgrades	\$ 4,797,880	\$ -	\$ 4,797,880	\$ 2,500,000
University Hall - Exterior Structure & Building Envelope	\$ 5,195,540	\$ -	\$ 5,195,540	\$ -
University Hall Renovations - vacated Faculty of Management space	\$ 4,000,000	\$ -	\$ 4,000,000	\$ -
Anderson Hall Renovations - vacated Health Sciences space	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -
Donated Downtown Building	\$ 4,000,000	\$ -	\$ 4,000,000	\$ -
Total Renewal/Preservation	\$ 55,544,900	\$ -	\$ 55,544,900	\$ 11,500,000
EXPANSION/REPLACEMENT PROJECTS				
Turcotte Hall West Addition	\$ 11,000,000	\$ -	\$ 11,000,000	\$ -
Alberta Water & Environmental Sciences Building - Phase 2	\$ 6,000,000	\$ -	\$ 6,000,000	\$ -
Alberta Water & Environmental Sciences Building - Phase 3	\$ 10,000,000	\$ -	\$ 10,000,000	\$ -
Total Expansion/Replacement	\$ 27,000,000	\$ -	\$ 27,000,000	\$ -
NEW FACILITIES				
Alberta Water & Environmental Sciences Building - Phase 1	\$ 26,500,000	\$ 250,000	\$ 26,750,000	\$ 12,500,000
Markin Building	\$ 45,000,000	\$ 10,000,000	\$ 55,000,000	\$ -
1st Choice Savings Centre for Sport & Wellness	\$ -	\$ 18,300,000	\$ 18,300,000	\$ -
Sports Stadium	\$ -	\$ 7,500,000	\$ 7,500,000	\$ -
Research Facility	\$ 150,000,000	\$ -	\$ 150,000,000	\$ -
Art Gallery	\$ 40,000,000	\$ 10,000,000	\$ 50,000,000	\$ -
Office/Classroom Complex	\$ 50,000,000	\$ -	\$ 50,000,000	\$ -
Student Residences	\$ -	\$ 9,000,000	\$ 9,000,000	\$ -
Remote Sensing Institute	\$ 4,000,000	\$ 1,000,000	\$ 5,000,000	\$ -
Agriculture Biotechnology Laboratory	\$ 4,000,000	\$ 1,000,000	\$ 5,000,000	\$ -
Total Facilities & Major Projects	\$ 319,500,000	\$ 57,050,000	\$ 376,550,000	\$ 12,500,000
TOTAL CAPITAL PROJECTS	\$ 402,044,900	\$ 57,050,000	\$ 459,094,900	\$ 24,000,000

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

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

4.6 EFFECTS OF CAPITAL PLANS

Program Expansions

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 and proposed capital projects will accommodate current and 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 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 cost of computers by about 50%.

The academic equipment replacement reserve project supports a scheduled replacing of existing teaching equipment in the faculties/schools. This allows 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.

Life-Cycle Costs

When planning the expansion of its facilities, the University ensures life-cycle costs of its facilities are minimized. Energy efficiency and ease of maintenance are integral to building planning.

Energy Efficiency

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 socially responsible and it achieves the added benefit of lower operating costs for the life of the building. The 1st Choice Savings Centre for Sport and Wellness was constructed to achieve a LEED Silver certification.

Library Resources

The Library has solved some space issues, but the issue of limited library resources remains. The University struggles with the need to commit more dollars to improving the library collection in several disciplines, and in trying to keep pace with inflation and the falling dollar.

4.7 CAPITAL BUDGET

Figures are in thousands of dollars.

	2006-07 Approved Budget	2007-08 Approved Budget	2008-09 Proposed Budget	2009-10 Proposed Budget	2010-11 Proposed Budget
SOURCES OF FUNDS					
Major Capital Projects:					
Fund Raising/External Sources	15,265	4,889	6,000	12,950	20,000
Provincial Government	14,000	60,913	86,171	86,000	11,117
Research Agencies	1,866	-	4,000	12,000	30,000
University Contributions	14,169	5,600	188	-	-
	45,300	71,402	96,359	110,950	61,117
Infrastructure Renewal (IRE) Grant	1,400	1,400	1,400	1,400	1,400
Indirect Research Costs Grant	250	250	250	250	250
Alberta Infrastructure & Transportation	3,847	2,500	2,500	2,500	2,500
University contributions	1,170	995	285	310	325
University Capital Reserves	2,785	1,130	750	715	575
TOTAL FUNDING	\$ 54,752	\$ 77,677	\$ 101,544	\$ 116,125	\$ 66,167
CAPITAL EXPENDITURES					
Major Capital Projects:					
1st Choice Savings Centre/PE Bldg Upgrades	15,000	10,730	-	-	-
Alberta Water & Environmental Sciences Bldg - Phase 1	12,000	14,000	-	-	-
* Alberta Water & Environmental Sciences Bldg - Phase 2	-	-	4,000	2,000	-
* Alberta Water & Environmental Sciences Bldg - Phase 3	-	-	-	-	5,000
Markin Building	6,000	25,000	25,976	-	-
Turcotte Hall Expansion	3,000	3,225	-	-	-
Service Building Replacement & So Campus Site Services	1,500	4,000	-	-	-
* Art Gallery	-	-	-	9,950	20,000
* Research Building	-	-	50,000	75,000	25,000
CBBN Expansion	3,300	-	-	-	-
Sports Stadium	4,500	4,889	188	-	-
University Hall - Life Safety Systems & Upgrades	-	760	5,000	5,000	1,117
Utility Systems Infrastructure Upgrades	-	4,798	-	-	-
University Hall - Exterior Structure & Building Envelope	-	-	5,195	-	-
* University Hall - vacated Management space	-	-	-	4,000	-
* Anderson Hall - vacated Health Sciences space	-	-	-	2,000	-
* Donated Downtown Bldg Renovations	-	4,000	-	-	-
* Office/Classroom Complex	-	-	-	-	10,000
* Student Residences	-	-	6,000	3,000	-
* Remote Sensing Institute	-	-	-	5,000	-
* Agriculture Biotechnology Laboratory	-	-	-	5,000	-
	45,300	71,402	96,359	110,950	61,117
Capital Maintenance & Facility Upgrade	5,497	2,500	2,500	2,500	2,500
Equipment					
Arts and Science	500	700	700	700	700
Education	100	90	100	100	100
Management	200	70	80	90	100
Fine Arts	200	175	190	200	200
Health Sciences	20	25	30	35	40
Administrative Support Units	150	150	150	150	150
Sports and Recreation/Athletics	200	150	150	150	150
Motor Vehicles	60	35	35	35	35
Information Technology & Telecommunications	1,777	1,250	500	500	500
	3,207	2,645	1,935	1,960	1,975
Ancillaries					
Parking	300	300	300	300	300
Bookstore	140	130	30	45	10
Printing	52	150	120	50	25
Housing	242	410	230	230	190
Catering and Food Services	14	125	50	80	40
Conference Services	-	5	10	-	-
Ancillary Services Director	-	10	10	10	10
	748	1,130	750	715	575
TOTAL CAPITAL EXPENDITURES	\$ 54,752	\$ 77,677	\$ 101,544	\$ 116,125	\$ 66,167

* 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.

5.0 Enrolment Plan

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. Table 7 shows the planned program expansions for the next five years.

Table 7: Summary of Program Expansion, 2006-07 to 2010-11

GROUP	FLES	BY	FISCAL	YEAR	
	2006-07	2007-08	2008-09	2009-10	2010-11
Arts and Science					
Bachelor of Arts	50	75	100	100	100
First Nations Transitions Program	24	24	24	24	24
Management					
Bachelor of Management	82	121	160	160	160
Bachelor of Management – other faculties	15	22	29	29	29
Management Expansion	175	-	-	-	-
Fine Arts					
New Media	100	100	100	100	100
Health Sciences					
Bachelor of Nursing (NESA)	-	35	70	70	70
Nursing (collaborative)	50	-	-	-	-
Graduate Studies					
Master of Science (Management)	20	20	20	20	20
Master of Arts	20	40	40	40	40
Master of Science	65	130	130	130	130
Doctor of Philosophy	15	30	45	60	60
Total Increase (Decrease) in FLE:	196	(19)†	121	15	-

† 2006-07 is a decrease in FLEs due to the following:

Access programs rolled into base funding--

Management expansion	(175)
Nursing (collaborative)	(50)

Increase in FLEs required--

Bachelor of Arts	25
Bachelor of Management	46
Bachelor of Nursing (NESA)	35
Master of Arts	20
Master of Science	65
Doctor of Philosophy	15

Total FLE Change: (19)

Appendix One: The University of Lethbridge Strategic Plan, 2003-08

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 Uni-

versity 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.