

**REPORT OF THE
UNIVERSITY BUDGET COMMITTEE
ON THE 2006-07 TO 2009-10
UNIVERSITY BUDGET**

MARCH, 2006

**The University Budget Committee Report For
The Years 2006-07 to 2009-10**

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I. GENERAL

President Bill Cade is pleased to recommend the University of Lethbridge's Operating Budget for fiscal year 2006-07 to the Board of Governors for approval. The proposed operating budget is \$111,332,800 for the upcoming fiscal year which is an increase of \$6,705,300 (6.4%) from the previous year. As in previous years, budget decisions were made after consultation with the University's various budget units. Decisions were also made within the context of the University's strategic planning document, **Our Vision**.

This is the second consecutive budget since 1994 that the institution is not facing reductions. This will allow units to regroup and commit to projects that will provide the institution with more efficiencies, address priorities within the institution and provide resources in areas that align with the University's strategic plan. Although reductions are projected to be required in 2009-10, the University will have unallocated general operating funds in 2006-07 of \$153,000, in 2007-08 of \$646,000 and in 2008-09 of \$211,600.

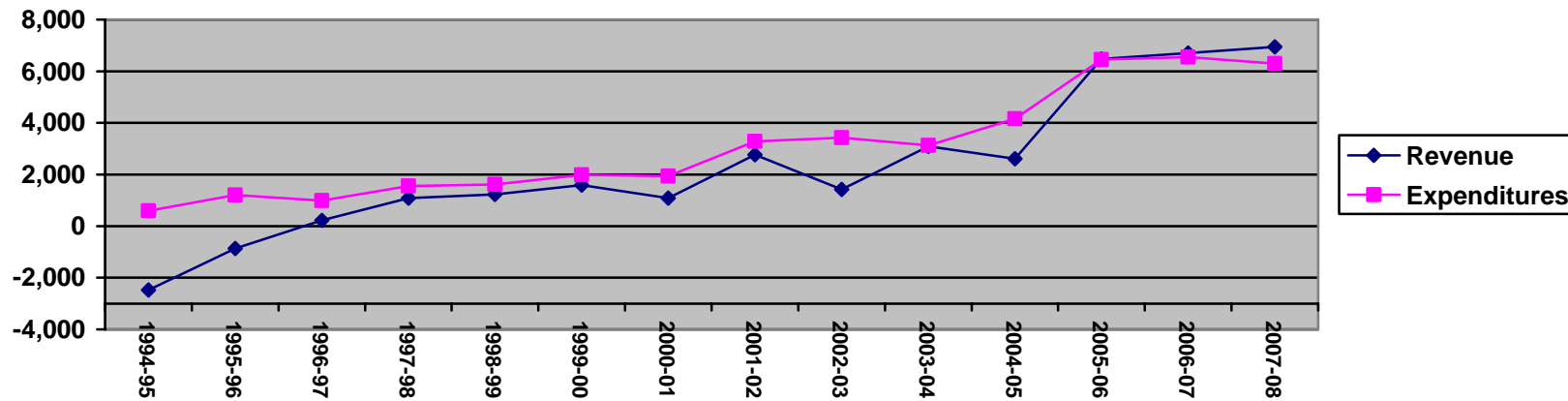
Through the yearly budget process, the University and the University Budget Committee (UBC) follow certain principles that guide and set the decision making process. These principles include:

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

The following graph indicates the change in the University's operating revenue and expenditures in current dollars over the past 11 years.

\$ Change from Previous Year
(\$000)

BUDGET HIGHLIGHTS 2006-07 Operating Budget



II. PROPOSED REVENUE BUDGET

As noted earlier, the University's overall general fund revenue budget will increase by \$6.7 million in 2006-07. 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 actual booked revenue.

The Government grant provided by Alberta Advanced Education will provide an increase of 6% in 2006-07 and 2007-08 which is a significant increase in the amount the institution has received over past years. In addition, the Geographical Information Systems and Arts and Science Expansion Access Programs rolled into the base in 2005-06. Also, the University was provided with three additional Access Programs in 2005-06 including the Bachelor of Nursing (NESA) program, a general expansion in Management, and a general expansion in the Bachelor of Arts programs under Arts and Science. The total increase in grants in the coming year is \$4,366,800. We have not provided for increases in miscellaneous revenue, investment income or external/internal revenue.

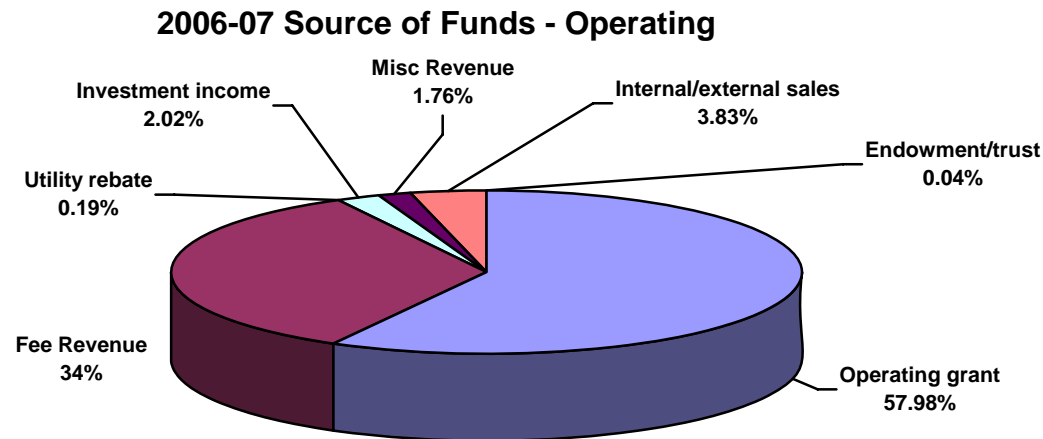
To summarize, the proposed 2006-07 general fund revenue budget is categorized into the following groups:

BUDGET HIGHLIGHTS
2006-07 Operating Budget

General Operating Revenue by Source	
Grant Revenue	\$64,548,900
Fee Revenue	38,070,200
Investment Income	2,250,000
Utility Rebate	207,300
Miscellaneous	1,957,200
Internal/external sales	4,259,200
Endowment/Trust Revenue	40,000
Total Projected General Operating Revenue	\$111,332,800

Note: Instructional and related fees include additional fees which are excluded from the formula used by Advanced Education to determine the tuition fee cap. Using Advanced Education's formula, we are at 29.3% of operating expenditures.

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

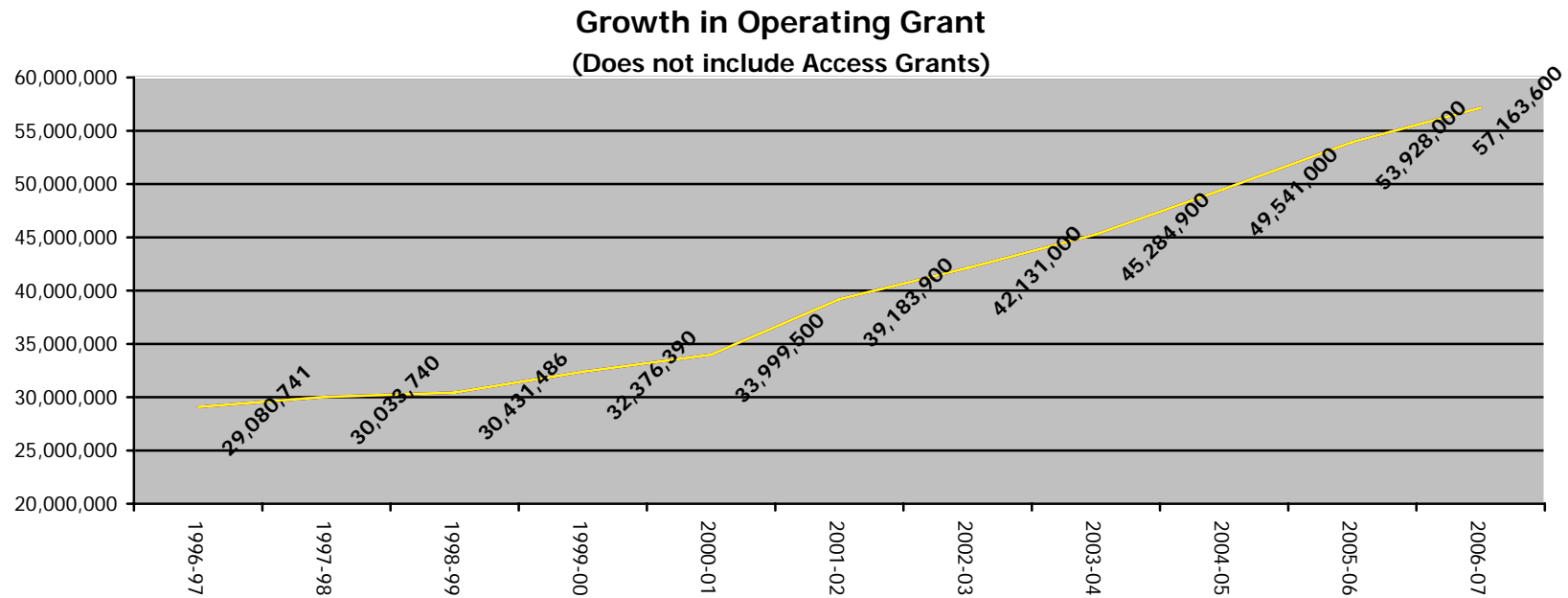


Government Grants

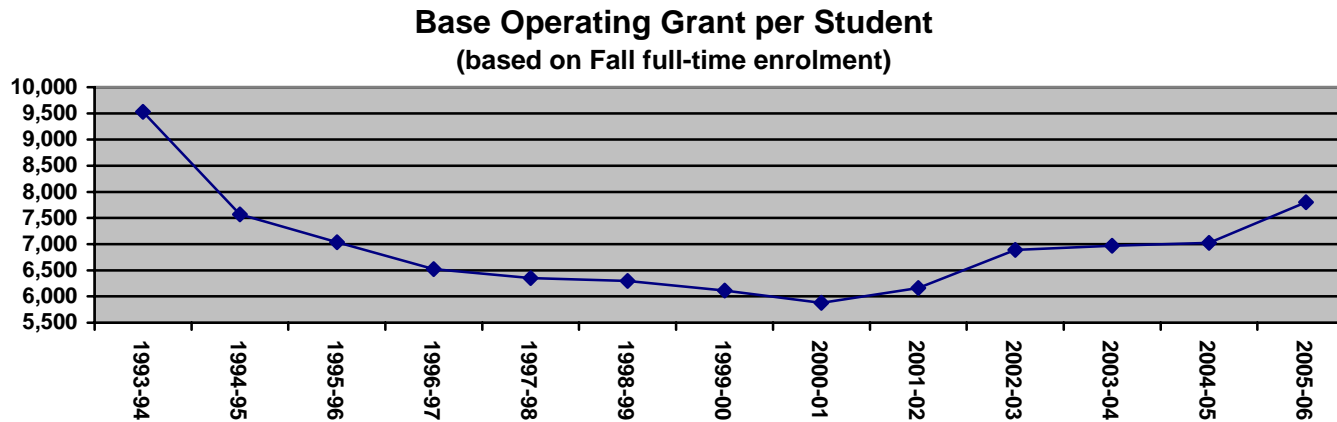
The single largest revenue item for the University is government grants, totaling \$64,548,900. This represents an increase of \$4,366,800 in continuing support, the majority of which is a 6.0% increase in the general operating grant and access grants over last year to reflect general cost pressures. Advanced Education has not announced details of any other additional grants, continuing or one-time, and therefore no other increases have been built into the budget for the coming years. Details of grants have been provided below:

- General operations grant increase of 6% has been provided for in the budget for 2006-07 (\$3,098,600).
- Geographical Information Systems and the General Arts and Science Expansion Access Programs were rolled into base in 2005-06.
- Access operations grant increase of 6% for 2006-07 (\$386,500)
- Bachelor of Nursing (NESA), General Management Expansion and a Bachelor of Arts expansion in the Faculty of Arts and Science (\$881,700).
- Performance Envelope funding is now provided on a one-time basis and is dependent on the availability of government funds. Data from each institution is provided on December 31 with allocations made prior to March 31. The institution is expecting between \$475,000 and \$525,000 in the 2006-07 year, with the funds being used to fund one-time priorities.

BUDGET HIGHLIGHTS 2006-07 Operating Budget



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



Fees

Fees represent the second largest component of the University's general fund revenue budget. For the fiscal year 2006-07, the University projects approximately \$38.1 million in fee revenue from all credit and non-credit instructional programs, and from the remaining non-mandatory student related fees. This is an increase of \$2.2 million or 6.1% over the 2005-06 fiscal year. This increase consists of the tuition fee increase and credit hour increases within each of the academic units. Ninety one percent (91%) of tuition and material and service fees go directly to the academic units to offset expenditures related to teaching.

The Board of Governors formally approved the new fee rates for the 2006-07 fiscal year at the December 2005 meeting. For a period of three years the fees at the University of Lethbridge were frozen at the 2000 level in accordance with Advanced Education's Tuition Fee Policy. Fee increases are restricted if the institution's revenue from tuition fees totals 30% or more of their general net operating expenditures. The University is currently sitting at 29.3% based on the 2004-05 financial information. The calculation was prepared in accordance with Section 3 of the Tuition Fee Regulation. It has been submitted to Advanced Education and has been verified by Ministry staff.

Tuition Fee Policy Compliance Information – 2004/05:

BUDGET HIGHLIGHTS 2006-07 Operating Budget

Total Tuition Fee Revenue (from programs under the Tuition Fee Policy)	\$27,569,482
Net Operating Expenditures	\$94,065,738
 Tuition Fee Revenue as a % of Net Operating Expenditures:	 29.3%

Note: A reconciliation of the Tuition Fee Policy Compliance Information has been provided in Appendix D of this report.

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

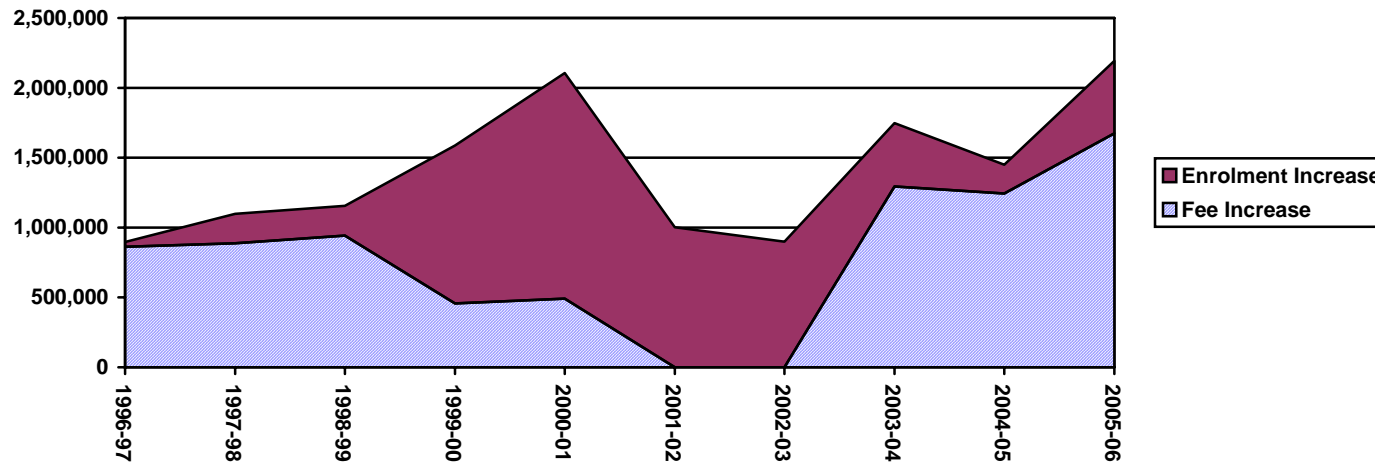
The increase in instructional fee revenue provided in the budget is attributed to both increases in fee rates as well as to planned enrolment changes in each of the faculties/schools. This increased enrolment is general growth and does not reflect increases funded through the Access Programs. The following table provides the growth in credit hours, excluding Access funded programs, that each Faculty and School has planned for the next four years to meet their budget requirements.

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

BUDGET HIGHLIGHTS 2006-07 Operating Budget

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

Instructional Fees - Analysis of Fee Increase

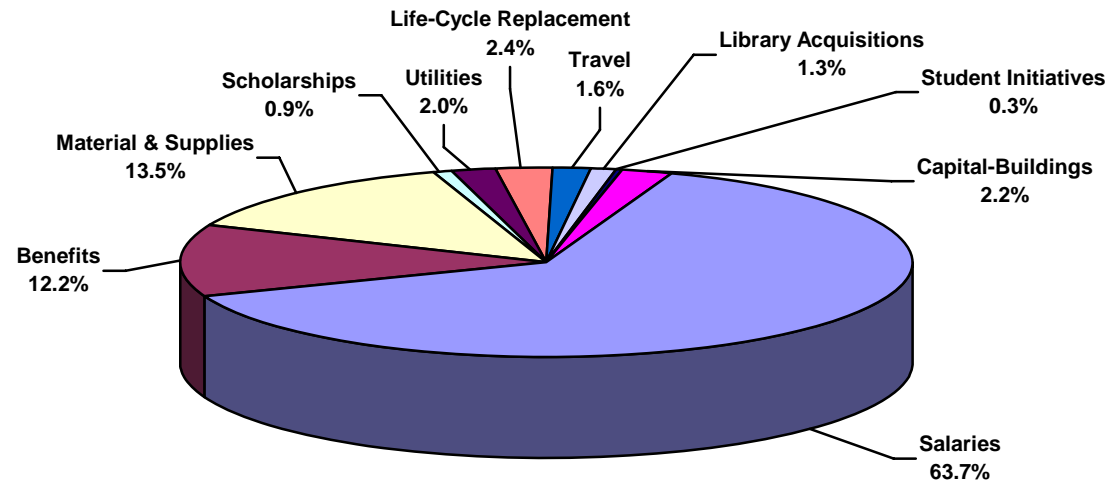


III. PROPOSED EXPENDITURE BUDGET

This is the second year in over ten years that our expenditure line items have not outpaced the growth in our revenues. This is primarily due to more funds being provided through the provincial and federal governments, increases in instructional and other fees and the reduction of utility expenditures due to the signing of five year contracts at lower rates than we have previously been paying.

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

2006-07 Expenditures (Cash Basis)



As in previous years, the starting point for the 2006-07 operating budget is the projection of the continuing cost base from the 2005-06 year. Projected expenditures remain at prior year levels unless increases are required through contractual or statutory obligations. UBC recognizes that this method of budgeting has had serious consequences for many budget units, including a loss of purchasing power due to inflationary increases and the absorption of costs as enrolment increases and has tried in prior years, through selective reductions, to provide some relief. We have made an effort this year in the continuing allocations to provide for postage and supplies when requested by some units to alleviate some of the pressures we have not been able to address over the years due to budgetary constraints.

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

Compensation Costs

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

BUDGET HIGHLIGHTS 2006-07 Operating Budget

The University is in the last year of its agreement with the Faculty Association with contracts being renegotiated for the 2007-08 year. AUPE contracts were renegotiated last year with a three year agreement being struck. Exempt Support Staff and Administrative Professional Staff wage rates are reviewed and set annually. We have used the rates set in the contracts and have estimated increases in years where the contracts are to be renegotiated.

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

Fixed Costs

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

There are several noteworthy increases and decreases within the fixed cost category:

- Utility costs will actually decrease this year as the University entered into a five year agreement with Trans Canada Energy for electrical power at reduced rates. The contract began January 1, 2006 and had a partial impact on the budget in 2005-06 and will have a full impact on the budget in 2006-07. The University is currently negotiating natural gas rates.
- Insurance rates increased this past year by approximately 19% over the previous year. It is anticipated that the University will continue to experience rate increases ranging between 5 and 20% in the subsequent four years.
- There are anticipated increases in our software contracts of \$30,000 per year for the next four years.
- The Budget Committee has also included an adjustment to the library acquisitions budget equal to the inflationary index anticipated for each year.

IV. OPERATING BUDGET REQUIREMENTS

BUDGET HIGHLIGHTS 2006-07 Operating Budget

Last year was a year of transition for the University Budget Committee. In past years we have had to react to the financial crisis facing the institution with the focus on maintaining quality and trying to balance the budget each year. With the institution not making reductions last year, this year and the subsequent two years, UBC has tried to provide funds to units to bring staffing levels to a level which meets the workload issues that we have been struggling with for the past few years. Ensuring student programs and services are properly funded, the provision of office and classroom space and increased scholarships have been the focus of this four-year budget. The recommendations detailed later in this report build on the concepts of providing a quality education, quality support services and a research base that will enable the institution to grow and maintain many of the qualities that we are known for.

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

Budget Assumptions				
	2006-07	2007-08	2008-09	2009-10
Revenue				
Grant increase	6.0%	6.0%	3.0%	3.0%
Instructional fee increase	6.5%	6.5%	5.8%	5.8%
Investment income	-	-	-	-
Expenditures				
Compensation increases - merit	3.25% to 4.25%	Approx. 3.5%	Approx. 3.5%	Approx. 3.5%
- market	Pool established	Pool established	Pool established	Pool established
- benefits	5.0%	5.0%	5.0%	5.0%
Contracts	2.1%	2.0%	2.0%	2.0%
Utilities	-11.9%	0.0%	0.0%	7.4%
Insurance	19.0%	16.0%	7.3%	6.8%
Library acquisitions	1.3%	1.3%	1.3%	1.3%

BUDGET HIGHLIGHTS
2006-07 Operating Budget

The results of using these assumptions in preparing the budget for the next four years are provided below.

Proposed Operating Fund Budget Changes (\$000)				
	2006-07	2007-08	2008-09	2009-10
Prior year budgeted expenditures	\$104,627.5	\$111,332.8	\$118,276.9	\$123,143.6
Cost increases for existing programs				
Salaries	4,283.3	4,714.2	4,168.4	4,488.0
Benefits	818.4	615.9	574.1	575.3
Student Initiatives	300.0	300.0	0.0	0.0
Insurance	75.0	75.0	40.0	40.0
Contracts	30.0	30.0	30.0	30.0
Library acquisitions	17.6	17.8	18.1	18.3
Utilities	(295.6)	0	0	160.4
Academic Equipment Replacement	380.0	400.0	0	0
Unit Budget Adjustments	943.6	145.2	(175.5)	144.3
Operating fund requirements	\$111,179.8	\$117,630.9	\$122,932.0	\$128,599.9
Prior year budgeted revenue	\$104,627.5	\$111,332.8	\$118,276.9	\$123,143.6
Grant increase	4,366.8	4,712.5	2,976.2	2,016.6
Fee increase	2,131.2	2,438.9	1,890.5	1,839.3

BUDGET HIGHLIGHTS
2006-07 Operating Budget

Other revenue	207.3	(207.3)	0.0	0
Operating funds available	\$111,332.8	\$118,276.9	\$123,143.6	\$126,999.5
Additional funds/(reductions required)	\$153.0	\$646.0	\$211.6	\$(1,600.4)

V. FACULTY BUDGETS

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

When these increases were announced, UBC spent considerable time determining how these funds should be distributed. The final allocations to the faculties provided a 4.2% increase to all Faculties, an allocation based upon an unfunded student analysis from 1993-94 to 2004-05 and funds provided for the replacement of teaching equipment to be funded over three years. The operating grant allocations is provided in Appendix C to this report.

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

Over the past two years, Financial Planning has been working with the academic units to set up and fund an academic equipment replacement reserve. This reserve which is being funded over three years and will total \$1,022,986 of continuing funds by 2007-08 will support the replacement of existing teaching equipment in the Faculties on a scheduled basis. Funds will be held centrally and be distributed to the faculties based on scheduled replacement of teaching assets as follows:

Arts and Science	\$697,838
Fine Arts	\$147,111
Education	\$ 79,362
Management	\$ 63,780
Health Sciences	\$ 14,210

VI. SPECIAL INITIATIVES

In the Fall of 2005, the Students' Union approached Administration with a proposal to allocate \$300,000 (12%) of the 2006-07 and 2007-08 tuition increase to student initiatives that would be chosen by the students at the University of Lethbridge. The amount of the allocation is directly related to the amount of increase in fees and will range from the maximum increase allowed (\$300,000) to no increase in fees (\$0).

The Students' Union is proposing the following allocations for the 2006-07 year:

- \$105,000 or 35% of the allocation will be allocated to scholarships, grants and bursaries. The funds will be divided equally between each of the three and be administered by the Scholarships and Student Finance Office.
- A Student Commons Fund will be established in the amount of \$67,500 (22.5%). These funds will be used by the students in the Students' Union Building for renovations.
- An Undergraduate Research Endowment of \$60,000 (20%) will be established for the faculties to hire undergraduate research assistants.
- In 2006-07, \$45,000 (15%) of the funds will be set aside for a Food Bank endowment fund. The ultimate target of this fund is \$100,000 with the interest being used each year to fund the SU Food Bank.
- \$22,500 (7.5%) will be set aside for academic related events such as an academic speaker series, student travel and conference grants.

All the funds will be held by the University and allocated on an annual basis.

VII. CONTINUING ALLOCATIONS (See Appendix A)

BUDGET HIGHLIGHTS 2006-07 Operating Budget

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Included in the proposed budget are a number of continuing allocations. Funding for these allocations is provided from the Instructional Fee allocations to administration, Student Administrative Fees, and access funds which totals \$738,000. The following allocations are being proposed:

- Due to the increases in enrolment and activities in a number of units, budget increases will be provided in the following areas:

Office of Research Services	\$5,000 telephone expenditures
ROSS (Registrar & Student Services)	9,000 postage
	6,000 general admission guides
Library	3,100 microfilming
University Advancement	4,000 postage
	2,000 alumni events
Internal Audit	550 materials and supplies
	450 travel
Human Resources	2,000 travel
Risk Management	1,670 materials and supplies
	1,000 driver abstracts

- The Curriculum Redevelopment Centre (CRDC) supports teaching development, the integration of technology into teaching and research, and provides media production services to the institution. Historically, CRDC has always received partial funding of their operating budget from the institution and have had to rely on external funds and the charging of internal departments to support their operations. This has resulted in significant charges to departments that require CRDC's services for everything other than teaching support. A total of \$250,000 will be allocated to CRDC which will completely fund the units operating costs and will also provide for the replacement of equipment and software. CRDC will no longer be charging units for services with this increase in funding.
- The recruitment of quality students is a top priority for the University. ROSS has identified the need for an on-campus recruiter to host special events, manage ezRecruit, ensure the information on the web site is current with daily and weekly updates and take on over-flow travel for the Coordinator. \$48,000 will be provided to ROSS to fund this position.
- Recruitment will also receive \$35,000 in funding to cover the rising costs of accommodation and travel costs, the leasing of vehicles rather than renting vehicles due to the inability to obtain insurance, and marketing costs.

BUDGET HIGHLIGHTS 2006-07 Operating Budget

- \$29,750 will be allocated annually to the Foundation of Educational Exchange between Canada and the United States for a Fullbright Visiting Research Chair in water expertise.
- In recent years there has been an increase in demand for information, tools and services delivered over the web. The Registrar's Office has noted an increase in web registrations from 40% to over 90% (7,000 students) in the last two years. In addition, WebCT usage has moved from 3,000 exams to over 10,000 exams in the last two years. To manage the web at the institutional level rather than at the department level, \$150,000 is being made available to hire staff in this area.
- The annual community report is distributed to over 350,000 households in Alberta including all of Southern Alberta and Calgary. The printing of this report has always been done on soft money. To stabilize the funding, \$70,000 is being allocated to the annual report.
- Currently, every Administrative Professional Officer in Financial Services is responsible for some aspect of financial reporting to federal and provincial agencies. The need for an individual to specialize in financial reporting has been identified to help address workload issues within the department and to ensure external reporting is prepared consistently and in a timely manner. \$60,000 has been set aside to fund this position.
- Physical Plant will be provided with \$60,480 to offset cost increases in areas of vehicle use, materials and maintenance.

VIII. ONE-TIME ALLOCATIONS (See Appendix B)

Several one-time allocations are being proposed in the 2006-07 budget with details provided below.

- With the future retirement of our Vice-President (Academic), \$100,000 has been set aside for the search of the Vice-President (Academic) as well as \$50,000 for an academic development fund for the new Vice- President.
- The current Board Chair and Chancellors terms come to an end in 2007 and \$20,000 will be provided to fund University and community wide appreciation events.
- An allocation of \$20,000 will be provided to the President's Office for international travel in the coming year. Visits are scheduled to Japan and India for the President and Board Chair in the coming year to coincide with the Hokkai-Gakuen exchange.
- \$10,000 will be provided to Materials Management to fund the accreditation of two purchasers and one manager with the Purchasing Management Association of Canada.
- Internal Audit has requested a Co-op summer student to help with various projects within the department. \$10,000 has been set aside for this purpose.
- Human Resources will receive \$4,000 to fund training of staff at the Canada Pension and Benefits Institute.
- \$385,000 will be provided to Physical Plant to address the workload issues that have arisen due to the new building projects. Interim staffing will be provided to bridge the departments until such time as lights on grants from the government are received for these projects. In addition, \$38,000 will be provided for a new tractor for the Grounds department and \$30,000 for the replacement of clocks on campus.
- Other funding sources were identified for several of this year's one-time requests. These requests along with the source of funds are detailed in Appendix B of the report and total \$249,000.

IX. RECOMMENDATIONS

The President recommends to the Board of Governors the following:

1. Approve the 2006-07 budget as presented, and the three years 2008-10 in principle.
2. That the continuing allocations for 2006-07 as provided in Appendix A be approved.
3. That the one-time allocations for 2006-07 as provided in Appendix B be approved.
4. That the allocations for the Students' Union initiatives for 2006-07 be approved.

BUDGET HIGHLIGHTS
2006-07 Operating Budget

SUMMARY OF UNIVERSITY OPERATING REVENUE AND EXPENDITURES
2006-2007 Operating Budget (Cash Basis)

REVENUES	2004-2005 Original Budget	2004-2005 Actual	2005-2006 Original Budget	2005-2006 Projected Actual	2006-2007 Proposed Budget
Tuition and Fees					
Summer Session Tuition	2,035,980	2,744,071	2,181,645	2,791,082	2,384,455
Regular Session Tuition	23,611,190	24,978,105	27,706,400	26,887,377	29,764,270
Subtotal Tuition	25,647,170	27,722,176	29,888,045	29,678,459	32,148,725
Special Programs					
MA/MSc	571,575	490,390	681,575	610,521	581,575
Master of Education	512,630	481,085	550,310	555,836	571,510
Subtotal Special Programs	1,084,205	971,475	1,231,885	1,166,357	1,153,085
Incidental Fees					
Materials and Services Fees	1,901,385	1,718,486	1,966,640	1,815,780	1,773,910
Student Administration Fees	750,000	721,853	750,000	736,715	750,000
Music Conservatory Fees	203,660	218,706	225,235	228,776	225,235
Athletic and Recreation Services Fees	925,740	998,453	967,685	1,008,800	967,685
English Language Fees	752,700	943,798	752,700	692,732	710,665
Other Miscellaneous Fees	376,835	448,092	325,600	316,644	325,600
Subtotal Incidental Fees	4,910,320	5,049,387	4,987,860	4,799,447	4,753,095

BUDGET HIGHLIGHTS
2006-07 Operating Budget

Total Tuition and Fees	31,641,695	33,743,039	36,107,790	35,644,263	38,054,905
Other Revenues					
Grants	52,037,220	57,453,084	57,287,030	63,708,017	65,318,675
Gifts and Donations	20,000	87,124	40,000	88,761	40,000
Investment Income	2,250,000	1,926,280	2,250,000	2,436,133	2,250,000
Miscellaneous Revenue	621,770	1,220,179	585,105	1,238,299	988,295
Rental Income	309,025	401,544	322,080	585,599	322,080
Internal Cost Recoveries	1,651,940	2,090,023	1,641,995	2,156,130	1,581,565
External Cost Recoveries	3,376,880	3,136,460	3,648,910	3,508,467	3,621,845
Total Other Revenues	60,266,835	66,314,695	65,775,120	73,721,406	74,122,460
Total Tuition and Other Revenues	91,908,530	100,057,734	101,882,910	109,365,669	112,177,365
Interfund Transfers					
Transfers from other funds	532,160	-	390,445	584,185	412,265
Total Interfund Transfers	532,160	-	390,445	584,185	412,265
Total University Revenues	92,440,690	100,057,734	102,273,355	109,949,854	112,589,630

BUDGET HIGHLIGHTS
2006-07 Operating Budget

SUMMARY OF UNIVERSITY OPERATING REVENUE AND EXPENDITURES
2006-2007 Operating Budget (Cash Basis)

EXPENDITURES	2004-2005 Original Budget	2004-2005 Actual	2005-2006 Original Budget	2005-2006 Projected Actual	2006-2007 Proposed Budget
Academic Units					
Arts and Science	21,770,885	26,002,832	25,147,785	26,289,092	28,705,720
Education	6,636,225	6,773,848	7,575,390	7,000,304	7,684,265
Management	8,494,510	9,720,108	10,419,605	10,390,228	11,427,310
Fine Arts	5,880,170	6,927,111	7,072,950	7,118,061	8,127,475
Health Sciences	2,054,550	2,107,670	2,684,425	2,605,073	2,902,845
Graduate Studies	860,375	817,360	878,465	793,666	649,585
Library	3,248,440	4,318,361	3,436,535	3,288,729	3,304,395
Library - Acquisitions	1,172,790	1,332,948	1,214,790	1,159,753	1,667,225
Faculty Travel	152,600	133,237	152,600	147,401	152,600
Study Leave Removal Fund	35,000	25,943	35,000	21,861	35,000
Research Grants	103,700	-	103,700	-	103,700
Faculty Retention	34,105	-	34,105	-	34,105
Faculty Retention - Board Chairs	115,000	-	220,000	-	220,000
Faculty Retention - Course Relief	400,000	-	400,000	-	400,000
Total Academic Units	# 50,958,350	58,159,418	59,375,350	58,814,168	65,414,225

BUDGET HIGHLIGHTS 2006-07 Operating Budget

Support Units

Office of the President	695,125	747,638	777,340	898,410	818,455
Board of Governors	69,775	59,526	54,080	72,934	55,650
Senate	65,415	67,212	71,505	76,142	75,035
General Faculties Council	37,420	21,159	26,080	23,193	27,650
University Advancement	1,150,045	1,040,290	1,349,110	1,238,921	1,679,725
Vice President (Academic)	511,590	643,298	588,640	689,551	699,720
CRDC	405,085	625,474	515,605	678,287	658,535
Institutional Analysis	197,200	202,319	207,460	210,090	219,670
Language Centre	765,200	666,456	765,200	521,541	823,155
International Affairs	381,700	362,682	433,175	473,141	445,880
Financial Aid and Awards - Scholarships	746,000	641,747	1,026,000	1,160,853	1,026,000
ROSS	3,323,665	3,788,564	3,681,090	3,805,025	3,963,100
Vice President (Research)	410,315	658,836	623,705	652,999	702,985
Vice President (Administration & Finance)	260,735	275,272	282,530	353,564	359,260
Financial Planning	295,240	405,092	384,785	430,526	412,360
Sports & Recreation Services	2,631,545	2,595,821	2,846,645	2,637,893	3,030,470
Interdepartmental - Ancillary	(38,555)	(539,404)	(102,495)	(97,872)	(102,495)
Internal Audit	74,570	76,315	79,250	84,686	85,220
Information Technology	3,084,330	3,259,056	3,080,990	3,293,131	3,830,705

BUDGET HIGHLIGHTS
2006-07 Operating Budget

Telecommunication	1,195,865	1,241,174	1,284,575	1,218,324	1,286,845
Financial Services	1,060,240	1,169,075	1,105,630	1,213,222	1,235,035
Material Management	698,415	719,654	728,845	749,170	765,420
Physical Plant	6,193,340	12,939,795	5,707,965	6,551,701	7,203,800
Utilities	2,929,145	2,670,541	2,529,335	2,660,144	2,333,765
Parking	960,000	568,528	1,035,000	520,078	1,035,000
Human Resources	1,287,675	1,519,950	1,514,355	1,825,753	1,767,780
Contingencies	5,080,965	-	2,800,380	-	2,376,710
Central Administration	2,966,600	4,212,377	5,629,245	3,130,364	6,976,025
Total Support Units	37,438,645	40,638,445	39,026,025	35,071,771	43,791,460
Appropriations					
To Captial Projects	2,590,445	4,634,395	2,396,445	12,472,692	2,396,445
To Capital Reserves	1,453,250	1,453,250	1,475,535	-	987,500
Adjustment for non-cash items	-	(11,926,569)	-	-	-
	4,043,695	(5,838,924)	3,871,980	12,472,692	3,383,945
Total University Expenditures	92,440,690	92,958,939	102,273,355	106,358,631	112,589,630