

**REPORT OF THE SENATE COMMITTEE ON UNIVERSITY PLANNING**  
**(SCUP)**

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**First-Entry Undergraduate Enrolment for 2003-04 to 2005-06**

**Planning for 2003-04 to 2006-07: Preliminary Recommendations on Faculty  
Budgets and Tuition Fees**

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**FOR APPROVAL**

1. **First-Entry Undergraduate Enrolment for 2003-04 to 2005-06**

- A. Recommended:**
1. That the first-entry undergraduate enrolment objective for the Constituent University be set at:
    - (a) 4,925 for 2003-04
    - (b) 4,510 for 2004-05
    - (c) 4,350 for 2005-06and that the approximate program-specific objectives be as described in [Appendix 1, Attachment 3, Table 1A](#),  
  
and  
  
That the first-entry undergraduate enrolment objective for the Affiliated Colleges be set at:
    - (a) 1,670 for 2003-04
    - (b) 1,580 for 2004-05
    - (c) 1,545 for 2005-06
  2. That the first-year student target for 2003-2004 be developed with the objective that at least 80% of the class be “first-time” current Ontario secondary school students (see [Appendix 1, Attachment 3, Table 1A](#))
  3. That the Provost be granted permission to alter the enrolment objective for 2003-2004, following consultation and approval from SUEPP, as might be appropriate given the particulars of a government funding announcement.
  4. That entrance requirements be set by the Provost to achieve the enrolment objective for 2003-04 as a function of final admission numbers, qualifications of applicants, and estimates of the rate of offer confirmations in each program.

5. That no program-specific entrance requirement be set below 79.5% in 2003-04 except where performance is a major element of the selection process. Confirmed admission to any program will be contingent upon a final average of no less than 5 points below the minimum May entrance requirement in any program. These specific minimum entrance requirements will be reviewed annually.
6. That enrolment projections ([Appendix 1, Attachment 3, Table 2](#)) be used for purposes of tuition revenue estimates in the University's 2003-04 budget projections.

**Background - Motion A.1:**

For the Constituent University:

	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
<b><i>Making Choices</i></b>	4,700	4,735	4,350
<b>Current Targets</b>	4,925	4,510	4,350

The change, which involves shifting 225 students from 2004-05 to 2003-04, follows a request in November 2002 from the Ministry of Training, Colleges and Universities which had concluded that recent research shows more of the double cohort students will be seeking entry into university in 2003-04 than was originally believed to be the case. Total first-year, first-entry undergraduate enrolments in the two years, 2003-04 and 2004-05, would remain as they are in *Making Choices*

For the Affiliated Colleges:

	<b>2003-04</b>	<b>2004-05</b>	<b>2005-06</b>
<b><i>Making Choices</i></b>	1,495	1,435	1,325
<b>Current Targets</b>	1,670	1,580	1,545

The increases in planned enrolments reflect decisions made by the Affiliated Colleges with regard to the supply and demand for spaces in particular programs.

Thus, total first-year, first-entry undergraduate enrolments at the Constituent University and the Affiliated Colleges are 6,595 in 2003-04, 6,090 in 2004-05, and 5,895 in 2005-06.

The attached tables show the approximate program-specific enrolment objectives consistent with the slight modifications to *Making Choices* as described above.

**B. Affiliated Colleges**

**Recommended:** That Senate approve the following entrance requirements and processes for the Affiliated Colleges for 2003-04:

**Brescia University College** is targeting a first-year class of 370 students in 2003-04. As is the case at the Constituent University:

- General entrance requirements will not be set until more complete information on applicant qualifications is available.
- Offers will be extended to current Ontario high school students in March/April 2003 using the same framework as described above for the Constituent University.
- In no case will the minimum marks used for early offers in March/April 2003 be less than those used in 2002-03.
- In no case will the minimum marks used for offers in May 2003 be less than those used in 2002-03.
- Confirmed admission to any program will be contingent upon a final average of no less than 5 points below the minimum May entrance requirement.

**Huron University College** is targeting a first year class of 385 students in 2003-04.

- As is the case at the Constituent University, Huron University College will not set general entrance requirements until more complete information on applicant qualifications is available.
- On the basis of currently available information, however, Huron is anticipating a minimum entrance requirement of 78% for early offers in March / April 2003.
- No student will be admitted with a final average of less than 75%.

**King's College** is targeting a first-year class of 915 students in 2003-04.

As is the case at the Constituent University:

- General entrance requirements will not be set until more complete information on applicant qualifications is available.
- Offers will be extended to current Ontario high school students in March/April 2003 using the same framework as described above for the Constituent University.
- In no case will the minimum marks used for early offers in March/April 2003 be less than those used in 2002-03.
- In no case will the minimum marks used for offers in May 2003 be less than those used in 2002-03.
- Confirmed admission to any program will be contingent upon a final average of no less than 5 points below the minimum May entrance requirement.

**Implementation for 2003-04:**

1. Given the experience of recent years and current application figures, it is virtually certain that minimum entrance requirements for 2003-04 will be higher than the 79.5% average in 2002-03.
2. The timing of the new application and offer process for current Ontario secondary school students (implemented in 1999-00) is such that early offers are made in March/April when less information is available regarding applicants than was the case prior to 1999-00.

The same framework will be applied to making early offers to current Ontario secondary school students in March/April, 2003, as was the case in the last year. **Grade values will be set as a function of final information regarding applicant qualifications in each program.**

*Offers will be made to applicants in the following categories:*

- where 6 final OAC and/or Grade 12 U-level and/or Grade 12 M-level marks are available.
- where 6 mid-year OAC and/or Grade 12 U-level and/or Grade 12 M-level marks are available.
- where 3 final year marks (3 OAC and/or Grade 12 U-level and/or Grade 12 M-level marks) are available AND supplemented with Grade 12 advanced-level marks and/or Grade 11 U or M-level marks.

The details of this matrix may vary slightly from program to program (e.g., in Music where auditions are an essential part of the admissions process).

***In no case will the minimum marks used for early offers in March/April 2003 be less than those used in 2002-03.***

3. Every effort will be made to maintain single minimum standard of admission across all programs. However, a higher standard may be necessary in some programs such as Nursing, BACS, Media, Information & Technoculture, and Media, Theory & Production to meet enrolment targets.
4. As indicated in the Senate resolutions of past years, consideration may be given in the admissions process to factors such as performance in program-relevant courses (e.g., mathematics and sciences in Science and Engineering), relevant extra-curricular activities, and the academic record of the secondary school.
5. As was the case between 1999 and 2002, the period between the availability of initial application information (still not including final year, winter semester applicant grades) and the offer date does not permit an admissions proposal that includes detailed program-specific admissions criteria to be brought to Senate for consideration before initial offers were made.
6. An additional round of offers will be made in May 2003. Criteria used for those offers will be set as a function of additional information on applicant qualifications and program-specific patterns of acceptance of early offers, but will observe the general entrance requirements established in this recommendation.

#### FOR INFORMATION

1. **Planning for 2003-04 to 2006-07: Preliminary Recommendations on Faculty Budgets and Tuition Fees**

See [Appendix 2](#).



## **First-Entry Undergraduate Enrolment for 2003-04 to 2005-06**

### **Attachment**

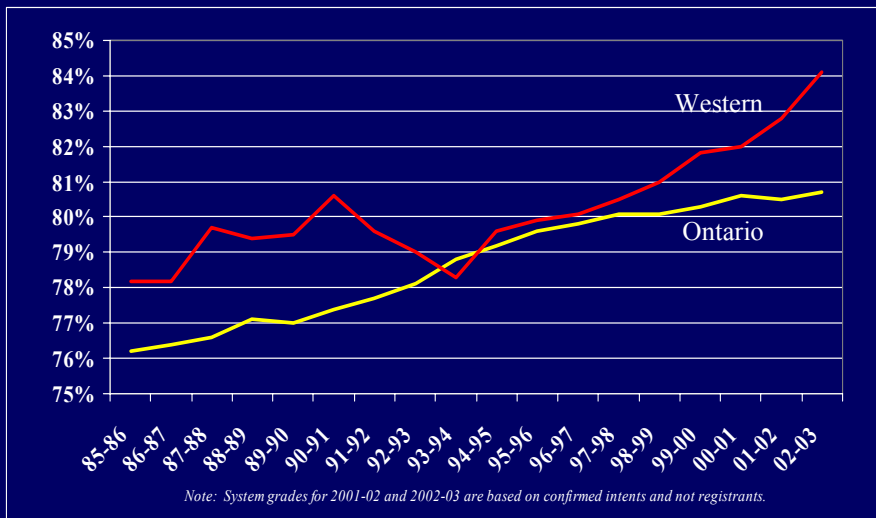
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| <b>2b</b> | Full-Time, First Year, First-Time New Ontario High School Applications by Program: 2002-03 and 2003-04   |
| <b>3</b>  | <b>Table 1A:</b> Full-Time, First Year Constituent Students: Actual First-Year Enrolment 2000-01 to 2002-03 and 2003-04 to 2005-06 Preliminary Enrolment Targets<br><br><b>Table 1B:</b> Full-Time, First Year Affiliate Students: Actual First-Year Enrolment 2000-01 to 2002-03 and 2003-04 to 2005-06 Preliminary Enrolment Targets<br><br><b>Table 2:</b> UWO Enrolments |

**Western: OAC Grades, 1991-92 to 2002-03**  
Proportion of New Secondary School Students with  
Entering Grades of 80% or More



**Western: OAC Grades, 1985-86 to 2002-03**  
Average Entering Grades of  
New Full-Time 1st Year OAC Students



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**Full-Time, First-Year, First-Time New Ontario High School Applications by University: 2002-03 and 2003-04**

	First Choice			Choices 1 - 3			All Choices		
	2002-03	2003-04	% Change	2002-03	2003-04	% Change	2002-03	2003-04	% Change
<b>UWO - Constituent</b>	<b>5,884</b>	<b>8,946</b>	<b>52.0</b>	<b>18,733</b>	<b>26,725</b>	<b>42.7</b>	<b>26,101</b>	<b>45,228</b>	<b>73.3</b>
<b>UWO - Affiliates</b>	<b>938</b>	<b>1,540</b>	<b>64.2</b>	<b>3,741</b>	<b>5,302</b>	<b>41.7</b>	<b>5,040</b>	<b>8,185</b>	<b>62.4</b>
<b>UWO - Total</b>	<b>6,822</b>	<b>10,486</b>	<b>53.7</b>	<b>22,474</b>	<b>32,027</b>	<b>42.5</b>	<b>31,141</b>	<b>53,413</b>	<b>71.5</b>
Brock	2,854	5,310	86.1	8,265	15,312	85.3	11,540	27,557	138.8
Carleton	3,580	4,999	39.6	9,868	15,033	52.3	13,164	25,594	94.4
Guelph	4,658	6,815	46.3	13,600	21,082	55.0	18,866	38,605	104.6
Lakehead	1,008	1,624	61.1	2,649	4,244	60.2	3,509	7,058	101.1
Laurentian	882	1,778	101.6	3,029	5,478	80.9	3,972	8,998	126.5
McMaster	4,482	6,748	50.6	15,351	23,580	53.6	22,368	43,664	95.2
Nipissing	400	912	128.0	1,314	2,873	118.6	1,773	5,346	201.5
O.C.A.D.	513	783	52.6	1,080	1,919	77.7	1,289	2,596	101.4
O.I.T.	0	343	n.a.	0	1,103	n.a.	0	2,950	n.a.
Ottawa	3,610	5,830	61.5	11,575	18,880	63.1	15,130	30,628	102.4
Queen's	4,935	6,838	38.6	14,491	19,293	33.1	19,548	31,892	63.1
Ryerson	5,116	7,066	38.1	14,802	20,565	38.9	20,286	35,179	73.4
Toronto	12,477	16,967	36.0	32,446	43,686	34.6	40,836	64,159	57.1
Trent	1,083	1,673	54.5	3,528	5,814	64.8	4,958	11,583	133.6
Waterloo	6,158	7,524	22.2	15,069	19,029	26.3	19,968	31,574	58.1
Wilfrid Laurier	2,419	3,437	42.1	8,318	11,468	37.9	12,109	22,183	83.2
Windsor	2,036	3,248	59.5	7,067	10,897	54.2	10,233	19,997	95.4
York	6,272	9,287	48.1	21,170	30,462	43.9	29,301	53,007	80.9
<b>Total System</b>	<b>69,305</b>	<b>101,668</b>	<b>46.7</b>	<b>206,096</b>	<b>302,745</b>	<b>46.9</b>	<b>279,991</b>	<b>515,983</b>	<b>84.3</b>

OAC System applications are approximately 99% complete.

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**Full-Time, First-Year, First-Time New Ontario High School Applications by Program: 2002-03 and 2003-04**

		First Choice			Total Choice (1 - 3)			Total Choice (All)		
		2002-03	2003-04	% Change	2002-03	2003-04	% Change	2002-03	2003-04	% Change
1	Constituent									
2	Admin. and Comm. Studies	1,089	1,444	32.6	2,940	3,621	23.2	4,258	6,289	47.7
3	Arts / Social Science	1,956	2,689	37.5	6,181	8,444	36.6	8,088	14,026	73.4
4	Engineering	289	463	60.2	1,132	1,674	47.9	1,978	3,608	82.4
5	Health Science (BHSc Program)	341	562	64.8	1,206	1,835	52.2	1,745	3,227	84.9
6	Kinesiology	548	810	47.8	1,623	2,239	38.0	2,144	3,280	53.0
7	M.I.T. (Regular Program)	241	443	83.8	700	1,073	53.3	932	1,639	75.9
8	M.T.P. (w/ Fanshawe)	70	146	108.6	288	428	48.6	431	673	56.1
9	Music	106	189	78.3	404	596	47.5	473	752	59.0
10	Nursing	134	311	132.1	378	846	123.8	468	1,170	150.0
11	Science	1,110	1,889	70.2	3,881	5,969	53.8	5,584	10,564	89.2
12	<b>Sub-Total Constituent</b>	<b>5,884</b>	<b>8,946</b>	<b>52.0</b>	<b>18,733</b>	<b>26,725</b>	<b>42.7</b>	<b>26,101</b>	<b>45,228</b>	<b>73.3</b>
13	Affiliates									
14	Brescia	137	386	181.8	612	1,277	108.7	846	2,028	139.7
15	Huron	262	340	29.8	1,074	1,293	20.4	1,450	1,966	35.6
16	King's	539	814	51.0	2,055	2,732	32.9	2,744	4,191	52.7
17	<b>Sub-Total Affiliates</b>	<b>938</b>	<b>1,540</b>	<b>64.2</b>	<b>3,741</b>	<b>5,302</b>	<b>41.7</b>	<b>5,040</b>	<b>8,185</b>	<b>62.4</b>
18	<b>Total UWO</b>	<b>6,822</b>	<b>10,486</b>	<b>53.7</b>	<b>22,474</b>	<b>32,027</b>	<b>42.5</b>	<b>31,141</b>	<b>53,413</b>	<b>71.5</b>

Note:

The 2003-04 figures include applicants that have applied but who not yet paid their application fee. These figures are thus preliminary.



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Full-Time, First-Year Constituent Students

Actual First-Year Enrolment 2000-01 to 2002-03 and 2003-04 to 2005-06 Preliminary Enrolment Targets

		Actual Full-Time, First-Year Enrolments												Full-Time, First-Year Preliminary Enrolment Targets *					
		2000-01				2001-02				2002-03				2003-04				2004-05	2005-06
		New OACs	New Non-OACs	Returners	Total	New OACs	New Non-OACs	Returners	Total	New OACs	New Non-OACs	Returners	Total	New Ontario High School	New All Other	Returners	Total	Total	Total
1	Arts and Social Science	920	235	61	1,216	953	272	74	1,299	982	268	58	1,308	1,255	180	65	1,500	1,235	1,185
2	BACS Program	452	133	7	592	501	151	8	660	553	110	4	667	625	70	5	700	700	650
3	Engineering	281	87	60	428	303	101	66	470	293	86	52	431	355	65	55	475	460	450
4	HS: BHSc Program	285	27	7	319	280	32	6	318	247	28	8	283	300	15	10	325	325	325
5	HS: Kinesiology	292	34	5	331	357	33	2	392	278	50	2	330	340	35	0	375	340	340
6	HS: Nursing	54	32	0	86	43	48	0	91	57	47	0	104	80	20	0	100	100	100
7	M.I.T. Program	115	24	1	140	144	22	0	166	180	22	2	204	160	20	0	180	180	180
8	M.T.P Program	0	0	0	0	0	0	0	0	31	4	0	35	35	5	0	40	40	40
9	Music	83	27	15	125	89	23	8	120	88	21	12	121	100	20	10	130	130	130
10	Science	748	184	69	1,001	797	170	59	1,026	814	144	50	1,008	950	95	55	1,100	1,000	950
11	Total Constituent	3,230	783	225	4,238	3,467	852	223	4,542	3,523	780	188	4,491	4,200	525	200	4,925	4,510	4,350

\* targets are based on historical application patterns -- and may change slightly.

New OACs/New Ontario High School - students applying to Western directly from secondary schools upon completion of Ontario Academic Credits

New Non-OACs/New - All Other - a variety of applicant types including applicants from outside Ontario and Canada, and applicants from Community Colleges, Quebec CEGEPS, other universities.

Returners - students not new to Western. Usually students transferring into first-year of a different Faculty but also includes students switching from part-time to full-time and students completing first-year requirements.

Attachment 3 - Table 1B

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**Full-Time, First-Year Affiliate Students**

**Actual First-Year Enrolment 2000-01 to 2002-03 and 2003-04 to 2005-06 Enrolment Targets**

		2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
1	Brescia						
2	New Ontario High School	168	198	211	296	272	272
3	All Other	54	52	67	74	68	68
4	Total	222	250	278	370	340	340
5	Huron						
6	New Ontario High School	180	233	269	327	307	307
7	All Other	64	55	50	58	58	58
8	Total	244	288	319	385	365	365
9	King's						
10	New Ontario High School	642	537	664	785	745	710
11	All Other	166	205	236	130	130	130
12	Total	808	742	900	915	875	840
13	Total Affiliates						
14	New Ontario High School	990	968	1,144	1,408	1,324	1,289
15	All Other	284	312	353	262	256	256
16	Total	1,274	1,280	1,497	1,670	1,580	1,545

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UWO Enrolments

		Actual					Projected				
		1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
1	<b>Constituent University</b>										
2	<b>Full-Time Undergraduates</b>										
3	Arts	1,370	1,392	1,422	1,493	1,585	1,724	1,726	1,690	1,653	1,605
4	Business	291	338	390	379	388	408	420	420	420	420
5	Dentistry	214	219	229	238	241	246	252	254	256	256
6	Education	680	794	824	792	865	820	820	820	820	775
7	Engineering	1,132	1,321	1,375	1,497	1,528	1,572	1,603	1,598	1,600	1,589
8	Health Sciences										
9	BHSc Program	382	647	966	1,036	1,042	1,081	1,106	1,121	1,133	1,127
10	Kinesiology	1,148	1,166	1,042	1,122	1,075	1,095	1,072	1,059	1,060	1,039
11	Nursing	297	306	304	322	369	414	482	507	507	507
12	Therapies	222	204	218	158	90	30	30	30	30	30
13	Sub-Total	2,049	2,323	2,530	2,638	2,576	2,620	2,690	2,717	2,730	2,703
14	Law	438	437	433	436	453	460	460	460	460	460
15	Media, Information, & Tech	233	321	408	461	576	657	687	687	687	687
16	Medicine										
17	MD Program	395	401	410	425	466	499	527	543	544	544
18	BMedSci Program				12	32	50	70	95	120	145
19	Music	362	381	402	387	404	431	449	459	465	467
20	Science	3,619	3,588	3,556	3,559	3,673	3,877	3,922	3,871	3,813	3,750
21	Social Science	5,078	5,070	5,152	5,619	6,021	6,435	6,533	6,457	6,347	6,218
22	<b>Total Full-Time Undergraduates</b>	<b>15,861</b>	<b>16,585</b>	<b>17,131</b>	<b>17,936</b>	<b>18,808</b>	<b>19,799</b>	<b>20,159</b>	<b>20,071</b>	<b>19,915</b>	<b>19,619</b>
23	Medical Residents	441	446	476	464	512	515	515	515	515	515
24	<b>Full-Time Graduates</b>										
25	Masters	2,048	2,132	2,142	2,217	2,415	2,565	2,594	2,662	2,695	2,695
26	Ph.D.	713	755	793	838	909	999	1,076	1,148	1,213	1,213
27	<b>Total Full-Time Graduates</b>	<b>2,761</b>	<b>2,887</b>	<b>2,935</b>	<b>3,055</b>	<b>3,324</b>	<b>3,564</b>	<b>3,670</b>	<b>3,810</b>	<b>3,908</b>	<b>3,908</b>
28	Concurrent Programs	7	17	35	50	87	110	130	130	130	130
29	<b>Total Full-Time Enrolment</b>	<b>19,070</b>	<b>19,935</b>	<b>20,577</b>	<b>21,505</b>	<b>22,731</b>	<b>23,988</b>	<b>24,474</b>	<b>24,526</b>	<b>24,468</b>	<b>24,172</b>
30	<b>Part-Time FTEs</b>										
31	Undergraduate	2,188	2,105	2,100	2,212	2,248	2,300	2,400	2,400	2,350	2,300
32	Education (AQs)	368	468	549	871	866	900	900	900	900	900
33	Masters	110	98	100	90	100	100	100	100	100	100
34	Ph.D.	18	14	16	13	13	13	13	13	13	13
35	<b>Total Part-Time FTEs</b>	<b>2,684</b>	<b>2,685</b>	<b>2,765</b>	<b>3,186</b>	<b>3,227</b>	<b>3,313</b>	<b>3,413</b>	<b>3,413</b>	<b>3,363</b>	<b>3,313</b>
36	<b>Total Constituent FTEs</b>	<b>21,754</b>	<b>22,620</b>	<b>23,342</b>	<b>24,691</b>	<b>25,958</b>	<b>27,301</b>	<b>27,887</b>	<b>27,939</b>	<b>27,831</b>	<b>27,485</b>
37	<b>Affiliated Colleges</b>										
38	<b>Full-Time Undergraduates</b>										
39	Brescia	508	532	589	668	739	860	931	971	971	971
40	Huron	823	927	884	907	907	1,032	1,111	1,158	1,158	1,158
41	King's	1,818	1,966	2,115	2,143	2,418	2,652	2,780	2,836	2,836	2,836
42	<b>Total Full-Time Enrolment</b>	<b>3,149</b>	<b>3,425</b>	<b>3,588</b>	<b>3,718</b>	<b>4,064</b>	<b>4,544</b>	<b>4,822</b>	<b>4,965</b>	<b>4,965</b>	<b>4,965</b>
43	<b>Part-Time FTEs</b>										
44	Brescia	48	45	38	49	50	55	60	65	65	65
45	Huron	39	30	31	32	51	40	40	40	40	40
46	King's	151	160	190	195	215	215	220	225	225	225
47	<b>Total Part-Time FTEs</b>	<b>238</b>	<b>235</b>	<b>259</b>	<b>276</b>	<b>316</b>	<b>310</b>	<b>320</b>	<b>330</b>	<b>330</b>	<b>330</b>
48	<b>Total Affiliate FTEs</b>	<b>3,387</b>	<b>3,660</b>	<b>3,847</b>	<b>3,994</b>	<b>4,380</b>	<b>4,854</b>	<b>5,142</b>	<b>5,295</b>	<b>5,295</b>	<b>5,295</b>
49	<b>Total UWO FTEs</b>	<b>25,141</b>	<b>26,280</b>	<b>27,189</b>	<b>28,685</b>	<b>30,338</b>	<b>32,155</b>	<b>33,029</b>	<b>33,234</b>	<b>33,126</b>	<b>32,780</b>

The University of Western Ontario

**UWO Enrolments**

		Actual					Projected				
		1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
50	<b>International Students</b>										
51	Constituent Full-Time										
52	Undergraduates	436	522	617	766	846	795	735	725	720	720
53	Medical Residents	80	86	107	110	117	117	117	117	117	117
54	Masters (excluding MBAs)	110	99	97	129	146	160	163	170	170	170
55	MBA (Regular)	33	63	72	78	94	94	94	94	94	94
56	Executive/Video MBA	32	28	49	54	46	46	46	46	46	46
57	Ph.D.	103	106	122	129	150	173	191	201	212	212
58	<b>Year 1 Only</b>										
59	Constituent										
60	BACS Program	486	562	592	660	667	700	700	650	650	650
61	Arts	357	372	397	393	401	450	375	350	350	350
62	Engineering	405	493	428	470	431	475	460	450	450	450
63	Health Sciences										
64	BHSc Program	208	200	319	318	283	325	325	325	325	325
65	Kinesiology	461	424	331	392	330	375	340	340	340	340
66	Nursing	76	87	86	91	104	100	100	100	100	100
67	Media, Information, & Tech	80	108	140	166	239	220	220	220	220	220
68	Music	105	106	125	120	121	130	130	130	130	130
69	Science	1,032	1,098	1,001	1,026	1,008	1,100	1,000	950	950	950
70	Social Science	886	908	819	906	907	1,050	860	835	835	835
71	<b>Total Year 1 - Constituent</b>	<b>4,096</b>	<b>4,358</b>	<b>4,238</b>	<b>4,542</b>	<b>4,491</b>	<b>4,925</b>	<b>4,510</b>	<b>4,350</b>	<b>4,350</b>	<b>4,350</b>
72	Affiliates										
73	Brescia	160	192	222	250	278	370	340	340	340	340
74	Huron	283	322	244	288	319	385	365	365	350	350
75	King's	734	867	808	742	900	915	875	840	840	840
76	<b>Total Year 1 - Affiliates</b>	<b>1,177</b>	<b>1,381</b>	<b>1,274</b>	<b>1,280</b>	<b>1,497</b>	<b>1,670</b>	<b>1,580</b>	<b>1,545</b>	<b>1,530</b>	<b>1,530</b>
77	<b>Total UWO Year 1</b>	<b>5,273</b>	<b>5,739</b>	<b>5,512</b>	<b>5,822</b>	<b>5,988</b>	<b>6,595</b>	<b>6,090</b>	<b>5,895</b>	<b>5,880</b>	<b>5,880</b>
78	<b>Masters</b>										
79	All Programs (excluding MBAs)	1,267	1,271	1,230	1,303	1,468	1,585	1,614	1,682	1,715	1,715
80	MBA (Regular)	425	489	531	568	616	620	620	620	620	620
81	Executive/Video MBA	356	372	381	346	331	360	360	360	360	360



*Planning for 2003-04 to 2006-07*

**Preliminary Recommendations on  
Faculty Budgets and Tuition Fees**

*The University of Western Ontario*  
**Office of the Provost and Vice-President (Academic)**  
February 14, 2003

# Planning for 2003-04 to 2006-07

## Preliminary Recommendations on Faculty Budgets and Tuition Fees

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*The University of Western Ontario*  
**Office of the Provost and Vice-President (Academic)**

**Planning for 2003-04 to 2006-07**  
**Preliminary Recommendations on Faculty Budgets and Tuition Fees**  
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**A. Overview of the Multi-Year Planning Process**

The Planning Guidelines released in September 2002 marked a major turning point for planning at Western. The University's most recent strategic planning document, *Making Choices*, had reinforced our commitment to a differential budget allocation process and identified formal Faculty Academic Plans as a stable point of reference for more integrated planning. The Academic Plan provides the framework for the reinforcement of decisions made within Faculties by allocations from the University planning process, and for continuity in the direction of such decisions across time. This year, for the first time at Western, Deans were provided with revenue models for a 4-year period rather than only a single year, and were asked to submit academic and budgetary plans that covered this period. The Faculty planning submissions and subsequent planning meetings confirmed the feasibility and advantages of this multi-year approach.

The April/May 2003 University budget recommendations will involve formal approval only for 2003-04, but will also include the first round of University Priorities Investment Fund (UPIF) recommendations, covering the full 2003-07 period. Additional recommendations arising in the planning cycles in each of the coming three years will be confirmed in subsequent annual planning cycles. Final authority for annual budgetary decisions, of course, remains with the Board of Governors. The University administration will make every effort to sustain the tentative allocations in this document for the 4-year planning period.

Each Dean, therefore, has been provided with a budget document which includes detailed budgetary projections for 2003-04 and tentative allocations for the following three years. As in past years, these Faculty-specific documents include agreements and commitments made by the Dean in the course of the planning cycle. One of the key features of the 4-year planning cycle is approval of faculty complement plans for each Faculty for the full planning period, providing the unit with greater certainty, planning ability, and flexibility than with the year-by-year decisions of the past.

## **B. The Budgetary and Planning Context Updated**

Several factors associated with University revenues have changed substantially since the release of the Planning Guidelines in September 2002. **The net impact on the University budgetary situation, however, has not been altered substantially because positive variations from projections have largely been offset by negative changes.** For example, additional revenue from the government's accessibility fund is projected, but it must be allocated to the direct costs of teaching the additional students who attract that funding. Although some of the revenue and expense uncertainty existing at the time the Planning Guidelines were developed have been resolved, others remain.

The key elements of the budgetary/operational picture remain the same as described in September. Revenues are projected to increase in each year of the 4-year planning cycle. These increases arise from several sources, including the provincial government's accessibility fund, tuition fees, funds targetted to specific program expansions, Canada Research Chairs (CRCs), and assumptions regarding federal allocations to cover the indirect costs of research -- none of our funding sources, however, provide for unavoidable inflation in annual costs. After taking into account the direct costs of teaching additional undergraduates, increased revenue falls far short of annual inflationary costs associated with library acquisitions, heating & cooling, employee salaries & benefits, etc. The situation is worsened by the loss of substantial revenue that has been annually available from unallocated investment income, and by the addition of significant costs associated with operating new buildings across campus.

### **Revenues**

**Provincial Government Grants.** The longstanding provincial enrolment corridor funding system remains in place, but Western has not received any increase in this critical source of base funds in many years -- despite substantial enrolment increases prior to 2001-02. As a result, approximately 10% of Western's overall enrolment is not funded by provincial operating grants. In addition, over the past decade, there has been no provision in the government base grant for annual inflationary costs. The provincial government has, in recent years, introduced programs targetted at increasing enrolment in areas identified as priorities by the government and, starting in 2001-02, the Accessibility Fund in support of the Increased Cohort.

**The Accessibility Fund.** The Accessibility Fund was first applied to increased enrolment in 2001-02 over the 2000-01 level, and has now been formally extended through the 2004-05 academic year; the commitment to fund enrolment increases is anticipated to continue thereafter. It should be noted that the commitment involves funding increases in undergraduate enrolments, but no commitment has been made regarding graduate enrolments. The current Accessibility Fund provides for very modest support for graduate enrolments.



As a result of changes to two of our original modelling assumptions, provincial grant revenue from the Accessibility Fund is now projected to be higher than anticipated in the budget projections underlying the Planning Guidelines. First, we now have assurance that the level of funding for growth in enrolment will be for “full average funding”, whereas, because of uncertainties at the time, the Guidelines assumed only 75% funding. Second, we now anticipate greater enrolment growth than previously projected. This change is not a result of an alteration to our admissions targets but rather because retention in all years continues to increase beyond expectations – as a direct result of the increased quality of incoming undergraduate students.

Other Targetted Enrolment-based Grants. Expansions in a number of Western’s programs have been supported by targetted provincial government funding in recent years, including: electrical & computer engineering, and computer science (Access to Opportunities Program - ATOP); education; and, most recently, medicine and nursing. The targetted programs in medicine and nursing will continue to have an impact on planning in the coming year and beyond. In both of these cases, discussions are underway with the government to increase the level of funding to allow for the mandated expansion of these expensive programs for which the current level of government funding is inadequate.

**Federal Government Funding.** Reflecting the federal government’s mandate to support research endeavors within the country’s universities, two very substantial programs -- Federal Funding for Indirect Costs of Research and the Canada Research Chairs Program -- have provided Western with much-needed funds that allow for real investment in the quality of our existing programs and the support of new priority initiatives.

Federal Funding for the Indirect Costs of Research (FFICR). In December 2001, the federal government announced a \$200 million, one-time allocation of funds in support of the indirect costs of research at Canada’s universities and their affiliated hospitals and research institutes. Western’s share of these funds amounted to \$5.4 million, net of allocations to our hospital and institute partners. These funds were internally allocated over the 2001-04 period in last year’s budget.

The original announcement of the program included indications of a commitment to continued funding, since reinforced by suggestions of higher levels of support that would more accurately reflect the real indirect costs of research born by the universities. Although no formal commitment has been made, our planning assumes the current level of funding in the University’s revenue model over the 4-year planning cycle. This funding was not included in the original September planning model. Confirmation of the FFICR and its level is expected in the federal budget on February 18, 2003.

The allocation of FFICR at Western. The principles articulated in last year’s University budget remain in place. The successful argument for ICR funding has been that universities, of necessity, have themselves funded the indirect costs of research, largely with monies not intended to serve this purpose. As a result, support of other university priorities has been compromised. Consistent with this argument, then, Western will first use FFICR funds to cover existing expenditures on the indirect

costs of research – which include library expenses, information technology, utilities, maintenance costs for research space, administrative support of research endeavours, etc. Funds liberated by the FFICR will then be allocated according to the existing University planning process. Although not all University priorities involve the indirect and direct support of research, special attention has been and will be given to ensuring that support for research activities across campus are significantly enhanced above their current levels. For example, in the allocation of the one-time FFICR funds in the 2002-03 budget process, substantial funds were allocated to capital funding that will facilitate existing research endeavours and enable new projects arising from programs such as the Canadian Foundation for Innovation; other funds were allocated to support research programs in the arts, humanities, and social science. Direct allocations to Faculties enabled, among other things, local budgetary support of research that would not otherwise have been possible.

In the current recommendations for 2003-04, the application of the anticipated FFICR to the funding of existing indirect costs of research has made possible funding of any number of similar research-related projects, perhaps most obviously the University Priorities Investment Fund (UPIF), to support projects in all areas of the University.

Canada Research Chairs. The Canada Research Chairs program is now moving into its fourth round. Of the 70 CRCs currently available to Western, 35 have now been appointed or nominated in the first three rounds (11 in round 1, 9 in round 2, and 15 in round 3). All Deans will be given detailed feedback on their most recent submissions and will be provided with an indication of the number of CRCs their Faculties might reasonably expect over the final two years of the program. Deans have started their planning for those positions. A small number of Western's CRCs remains undesignated to provide for some flexibility.

**Tuition Revenues.** Tuition revenue is a function of both tuition fee rates and enrolment. For 2003-04 and 2004-05, tuition fees in all regulated programs are limited to annual increases of 2%. Given that this rate is well below the annual unavoidable cost increases of the University, Western will be taking advantage of the allowable maximum increase. While tuition fee increases in many deregulated programs, including virtually all graduate fees, will also be held to this increment, selected program fees will see higher increases. As in past years, such increases arise from recommendations of the Dean and are in line with the costs and quality of the programs, the expectations of strong employment and salary opportunities for graduates, the relatively higher ability of graduates to carry the tuition costs, and tuition fee levels in similar programs elsewhere in the province. Following established policy and practice, a differentially large share of the revenue associated with these increases, after allowing for 30% set-aside for student aid, will be allocated to the direct support of the Faculties offering the programs.

In addition to these rate increases, total tuition revenue for 2003-04 (and the following years in the planning cycle), will increase as a function of the enrolment increases anticipated in the updated

enrolment plans to be considered by Senate later in February 2003. Detailed tuition revenue projections will be included in the spring budget document.

**Investment Income.** The downturn in the equity markets prior to the May 2002 University budget dictated that only \$4 million be allocated from Investment Income for 2002-03. This sum represented a substantial decline in the operating revenues typically available from this source: annual allocations have not been below \$6 million and had averaged \$8.5 million per year in the six preceding years. The performance of the markets has been even worse and more extended than had been anticipated, requiring that the allocation for 2002-03 be reduced to \$1 million. In addition to this liability, as we begin building the budget plan for the next four years, the outlook of the financial markets and the current level of our investment fund require that we plan for no allocation for the years 2003-04 and 2004-05, and only \$2 million for the final two years of the planning cycle. Even this modest projection is contingent upon significant improvements in the performance of the equity markets.

**Faculty Turnover Recovery Funds.** The policy established in 2001-02 has again been used in revenue projections for the coming four years: the greater of \$54,000 or 60% of each retiree's salary will be returned to the Faculty with the remainder flowing to the central budget.

### **Expenditures**

- 30% of additional tuition fee revenue attributable to increased tuition rates will be set aside for **Student Financial Aid**.
- **Employee Salaries** form the largest component of Western's Operating Budget. A provision for salary increases has been modelled.
- In addition to a wide range of areas calling for substantial new investment, the following special **University priorities** must also be accommodated in the budget model:
  - ▶ Student Recruitment
  - ▶ Deferred Maintenance
  - ▶ Entrance Scholarships
  - ▶ Support for Research Initiatives
  - ▶ Library Acquisitions
  - ▶ Classroom Enhancements
  - ▶ Operating Costs of New Facilities
- The **direct costs of teaching the additional students** in the Increased Cohort must be funded. As already indicated, the increased enrolment that is the basis of incremental funding from the provincial government's Accessibility Fund carries with it significant additional direct teaching costs. In response to this need, the Enrolment Contingent Fund (ECF) and Increased Cohort

Fund (ICF) will provide substantial new funding to the Faculties during the 4-year planning period.

The majority of the ECF/ICF funding will be directed at the Faculties of Arts, Science, and Social Science whose programs will carry the bulk of the teaching responsibilities for the enrolment growth associated with Accessibility Funding. It is anticipated that, at the end of the 4-year planning period, the ECF/ICF funding will stabilize at higher-than-current levels and Deans, therefore, have been encouraged to use a portion of this source of funding to make tenured or probationary appointments consistent with the priorities identified in their Academic Plans.

The net effect of these revenue/expenditure projections is that, again this year, the increases in Western's fundamental expenses will outstrip our anticipated revenue.

### **Building the Overall Allocations to the Faculties**

The overall budget for each Faculty is a product of a variety of factors:

- The **Base Budget Allocation** – the net result of the starting base budget adjusted to provide for University-level cost increases, taking into account the funds available through faculty retirements after the application of the University's Turnover Recovery Policy, program expansion funding, tuition-based funding, and self-funded programs;
- The recommended **CRC Allocations** for the Faculty. A small number of Western's overall CRCs remain unallocated internally;
- Differential funding allocations based on each Faculty's projected increases in undergraduate and graduate teaching responsibilities from **the ECF and the ICF**;
- Previously-approved **known one-time allocations**;
- **Other operating revenues** which are specific to the Faculty; and
- **Allocations from the University Priorities Investment Fund (UPIF)**, which is described later in this document.

It is understandable that the University community perceives the task of modelling the budget presented in the annual Planning Guidelines as involving a "cut" in unit resources over that available in the previous year. In the absence of new revenue to cover inflationary costs, the modelling exercise requires adjustments to cover the costs of negotiated salary increases and unavoidable increases in non-salary costs, and to allow for selective reallocations through the ECF, ICF, and the University Priorities Investment Fund.

As the process develops each year, however, it becomes clear that the adjustments modelled early in the planning process do not represent bottom line reductions to unit budgets because substantial funds are returned to Faculty budgets through ECF, ICF, UPIF, other selective investments, and, eventually, through negotiated salary increases. The 2002-03 budget affords a good example of the process. The 2002-03 initial base budget started with a 2.5% reduction supplemented by selective allocations -- for a net total increase of 0.6% for Faculties. The actual change in total Faculty base budgets at this point in time is a 2.9% **increase**, and this will increase further with the addition of funds associated with negotiated faculty salary increases. If we include ECF in the calculation (Table 7), the increase in the total of base budget plus ECF was 4.2% -- which, again, will be higher when the funds associated with faculty salary increases are added to Faculty budgets.

### **C. *Making Choices* -- The Academic Plans as Vehicles for Integrated Investment in Areas of Strength and Priority**

#### **The Evolution of Academic Plans and the Integration of Decisions Within the Faculties with Central Budget Allocations**

The unifying theme of the two iterations of Western's Strategic Plans, *Leadership in Learning* (1995) and *Making Choices* (2001), is a commitment to selective support of areas of excellence and priority across the University. The more recent version of the Strategic Plan emphasized the importance of formal Academic Plans as the foundation for effective differential investment of resources and for the integration of such decisions across all levels -- School, Department, Faculty, and the University as a whole. The last two years' University budget documents have included extensive discussions of these issues and laid out steps for their implementation, including the development and submission of formal Academic Plans by each Faculty. In the planning discussions just completed, these Academic Plans served as reference points for Faculty-level decisions during the coming 4 years -- decisions that touched on a wide range of areas, including faculty appointments, revisions to and establishment of educational programs, research directions, and enrolment.

If they are to serve as a lasting foundation for strategic and budgetary decisions, the Academic Plans must also be evolving documents, displaying at the same time both continuity and systematic change across time. The Deans are committed to this objective and to using the Plans as the basis for updates and progress reports in the next few annual planning cycles. The Vice-Provost (Policy, Planning, and Faculty) will be working with the Deans to develop digestible summaries of all Faculty Academic Plans to enable a sharing of this important information across the University and with our partners in the broader community. It is anticipated that this project also will lead to a parallel University plan that integrates and represents educational and scholarly priorities across all areas.

### **The University Priorities Investment Fund (UPIF)**

The UPIF was established in the 2002 spring budget as an essential element of a differential, integrated planning process. UPIF will support priority initiatives within Faculties and non-academic Support Units. As detailed in the fall 2002 Planning Guidelines, UPIF proposals must be well-integrated with Academic Plans and with internal resource allocation decisions. The Planning Guidelines anticipated that \$1.5 million per year, for a total of \$6 million base would be available for allocation to the Faculties and Support Units in the coming four years. The updated budget model includes a revised UPIF total of \$7.6 million or \$1.9 million base funding in each of the next four years.

The Faculties presented outstanding proposals in their planning submissions. In response to these proposals, the first round of UPIF recommendations described in this document account for approximately two-thirds of the available funds, leaving the other third for allocation in the final three years of the planning cycle.

Although UPIF allocations were made to all Faculties, as anticipated, the relatively short period available for developing submissions for this initial 4-year planning cycle meant that some Academic Plans and associated proposals were less well-developed than they would otherwise have been. As a result, and with the full agreement of the Deans, decisions on many proposals have been delayed until future planning cycles.

**The first round of allocations for the UPIF for the period 2003-07** are summarized in Table 2. Total UPIF funding for the Faculties over the 4-year planning period is \$4.8 million (\$1.2 million per year). The first round of recommendations allocates \$2.9 million, leaving \$1.9 million for allocation in future planning cycles.

*Faculty of Arts.* The UPIF allocation for the Faculty of Arts supports 2 faculty appointments in the area of visual culture (one appointment in the Department of Visual Arts and the other in film in the Department of English) and a third appointment in ethics in the Department of Philosophy. Both of these initiatives reflect Faculty-specific priorities and partnerships beyond the Faculty of Arts.

*Richard Ivey School of Business.* The first UPIF allocation to Business is for the purchase of financial databases in support of the Ivey Research Computing Centre, resources that will support some of the most active research of faculty and graduate students at Ivey. A second UPIF recommendation is made in support of the HBA program, which continues to be unique both in its quality and structure, attracting outstanding students to Western.

*Faculty of Education.* One of the most remarkable developments in Western's Faculty of Education in recent years has been the emergence of an innovative distance program in continuing teacher education that has set the standard for Canada and internationally. The UPIF recommendation for

Education will support the appointment of a member of faculty whose research will focus in the area of on-line education and its effectiveness.

Faculty of Engineering. Engineering's Academic Plan sees engineering design as a key focus in its educational programs and research. UPIF support will be used to appoint two additional members of faculty in the area of engineering design; their expertise will be key to the implementation of a new educational theme in the BESC program and in the growth of this theme in research in the Faculty. Additional UPIF allocations include support for recruitment of female members of faculty. Finally, UPIF funding is being recommended for Engineering, and for the Faculty of Science, to support the Western Environmental Science and Engineering Research Institute (WESERI), a project that figures prominently in the Academic Plans of both Faculties and has been supported by both in recent years.

Faculty of Graduate Studies. With the appointment of a new Dean, UPIF proposals will be reviewed in the coming year.

Faculty of Health Sciences. UPIF recommendations will support two critical faculty appointments, one in the School of Nursing focused on research in health promotion, and a second in Occupational Therapy with expertise in qualitative research methods. It is anticipated that additional proposals will be forthcoming after the appointment of a new Dean.

Faculty of Information & Media Studies. UPIF will support two additional faculty appointments arising from the FIMS Academic Plan, both in areas that will directly support the new MA and PhD programs in Media Studies.

Faculty of Law. The theme of business law is the core of the Academic Plan in the Faculty of Law. The UPIF recommendation for Law supports the appointment of a mid-career faculty member in this domain.

Faculty of Medicine & Dentistry. UPIF will support four additional faculty appointments that feature prominently in the Faculty's Academic Plan, in the areas of neurodegeneration, tissue engineering, clinical outcomes research, and cluster randomization trials.

Don Wright Faculty of Music. As explained later in this document, the performance area is critical to the success of all areas of the Don Wright Faculty of Music. UPIF will support two additional appointments in the area of performance during the 4-year planning cycle: one in voice and the second in wind conducting.

Faculty of Science. A key priority and accomplishment of the Faculty of Science in recent years has been the creation of the Department of Biology. UPIF will support the critically important appointment of an outstanding founding Chair of the Department, expected to be appointed from outside the University. In addition, UPIF funding will be used to appoint a Career Development

Officer in the Faculty as part of a new initiative focused for the first time on the employment placement of graduates of the Faculty. Additional UPIF funds will be provided in support of the Western Environmental Science and Engineering Institute (WESERI) and for the appointment of 18 Graduate Teaching Assistants, critical for both graduate education and research.

*Faculty of Social Science.* The growth and development of the Bachelor of Administrative and Commercial Studies program (BACS) has been a key feature of the Faculty of Social Science. It is critical that this popular undergraduate program be supported by full-time members of faculty whose scholarly interests provide its foundation and who are connected to the disciplinary research in the Faculty. UPIF will support two faculty appointments associated with the BACS program, one jointly with Economics, and the other with Sociology. A third faculty UPIF appointment will be made in the area of bio-archaeology in the Department of Anthropology.

*Centre for Women's Studies and Feminist Research.* UPIF funding will supplement existing resources to appoint a full-time, Limited-Term member of faculty in 2004-05. The position is intended to help consolidate recent successes in the Centre's educational programs by providing additional stable teaching and counselling resources.

*Other UPIF Allocations.* As indicated later in this document, additional UPIF funds will support the integrated initiative for faculty recruitment and retention, in particular the recruitment and retention of female members of faculty.

### **Canada Research Chairs (CRCs)**

The recommendations for Canada Research Chairs during the 4-year planning cycle are summarized in Table 3.

### **An Initiative on Faculty Recruitment, Retention, and Support: Female Members of Faculty**

The recruitment and retention of female members of faculty remains a challenge at Western. Despite many years of discussion, sincere declarations of intent, and honest efforts to improve the situation, the representation of women in most of Western's Faculties remains below the levels of other similar universities and falls short of our aspirations as a community. It is essential that Western be seen as a welcoming place for female faculty if we are to meet the challenges of overall faculty recruitment and retention. Developing such a welcoming environment should be seen as one of Western's highest priorities in the coming four years. Not only is this objective a matter of equity in our community but, purely from the view of enlightened self-interest, failure to attract successfully the best new female members of faculty and to retain them on our campus will place the University at a dramatic disadvantage in the upcoming decade -- a period in which the challenge of faculty renewal will reach unprecedented levels.



The spring 2002 University budget document included a commitment to come forward this year with an integrated proposal to address the issues of recruitment, retention, and support of members of faculty, with a particular emphasis on women. In the same document, funding was provided for the creation of the new position, Vice-Provost (Policy, Planning, and Faculty), for whom this area would be a key responsibility. Based on discussions with the Deans and others in the Western community over the past year, and especially in the current planning cycle, the following proposal has been developed:

### **1. Coordinated Central Support for Recruitment and Retention**

Under the direction of the Vice-Provost (Policy, Planning, and Faculty) and in consultation with the Faculties and other existing resources (e.g. Educational Development Office, Office of Faculty Relations, Instructional Technology Resource Centre in ITS, and Research Western), a program of central support for a variety of recruitment and retention initiatives will be established in the coming year. This program will be supported by a new staff position. Areas of support might include common recruitment material relating to university services, assistance with spousal employment placement in the London community, and provision of information and contacts related to family housing, schools, daycare, and elder care.

### **2. Targetted Financial Support for Recruitment and Retention of Women**

An allocation of \$50,000 new base funding per year (from UPIF) and \$75,000 one-time funds in each of the four years 2003-07 (from PASF) is to be set aside for support of individual cases of recruitment and retention of tenured/probationary female members of faculty. These funds will be available to respond to requests from Deans in cases requiring bridge funding, salary differentials or additional start-up funding in response to market forces, additional salary funds to allow for a mid-career appointment, market adjustments in aid of retention, and other expenses associated with recruitment and retention. In all cases, this support would supplement base funding for faculty positions already available in the Faculty. Such a flexible program has been used informally for the past few years with PASF funding and has been very effective.

### **3. A Program of Funding for Recruitment and Retention based on the Successful Appointment of Women**

The challenges of recruiting and retaining the most highly qualified women often require special efforts. These challenges are particularly daunting in disciplines where women continue to be under-represented in the applicant pool. However, these challenges are also present in all disciplines where the highly qualified female candidates for tenured/probationary positions are much sought after and offered very attractive employment conditions. If Western is to compete effectively for these members of faculty, Deans must be given the additional resources to offer

competitive packages and to move nimbly and effectively to recruit and retain highly-qualified individuals.

In order to provide some of these resources, the budget document will include a proposal that, where a selection process has identified a woman as the candidate of choice for a tenured/probationary position and that individual is successfully appointed, a sum equivalent to 50% of her first year's salary and benefits will be allocated to the Faculty as one-time funds. These funds will be used entirely at the discretion of the Dean; where they are not utilized directly in the recruitment of the individual, it is expected that they will support general recruitment and retention programs, including, for example, mentoring programs in teaching or research, course relief for junior members of faculty, or special programs directed at the challenges of sustaining diversity in the academy.

#### **4. The Development of Programs of Recruitment and Retention by Each Faculty, including a Focus on Equity and Gender**

Although the financial and operational support offered by this program will be critical to its success in individual cases, a broader goal must be to foster a culture across the University that clearly welcomes and supports the academic aspirations of women and members of faculty from diverse backgrounds. In part, such a culture will develop as a function of our success in achieving a critical mass of women and members of visible minorities in the professoriate at Western. It will also be important, however, that Faculties, Departments, and Schools discuss this issue and develop local programs and plans to improve the recruitment and retention of all our faculty with a special emphasis on supporting diversity.

In an effort to facilitate such discussions and the development of plans across campus, Faculties wishing to take advantage of the elements of the programs described in this section will be invited to submit to the Vice-Provost (Policy, Planning, and Faculty) a report describing the Faculty's approach to recruitment and retention, including efforts that focus particularly on the appointment and support of women. It is likely that each Faculty's approach will be distinctive but it is expected the plans might include:

- mentoring programs, especially in undergraduate teaching and graduate supervision;
- support and encouragement for the preparation of research grant applications;
- special approaches to the recruitment of women;
- course relief in the first year(s) of a probationary appointment; and
- the offering of programs of support and education regarding equity issues for members of selection and promotion and tenure committees.

Finally, for many years the **Centre for Women's Studies and Feminist Research** has served as a critical group and symbol for many of Western's female faculty -- representing one part of the University's commitment to embracing their place in the academic community. In recognition

of the Centre's most recent successes in undergraduate education and as a catalyst for scholarship, UPIF will support the appointment of a full-time Limited-Term position in the Centre in 2004-05.

This broad initiative in recruitment and retention will be evaluated on at least two levels: first, the nature of the Faculty-specific plans and programs will be one measure of success; second, and more directly, Western's established report on the appointment and retention of women members of faculty will be used to evaluate the program's success over the coming four years. The continuation of the program will be contingent on this evaluation.

### **Additional Investment in the Don Wright Faculty of Music**

Western's Faculty of Music -- since 2002, the Don Wright Faculty of Music, has long held the position as the home of some of Canada's best programs. The Don Wright Faculty features a comprehensive program of education, scholarship, and performance. Beyond its internal activities in education and research, the Faculty is recognized as a key element of Western's artistic and cultural community. In recent years, there has been a marked trend in the Faculty to expand its collaboration with other areas of the University, including key partnerships with the Faculty of Information & Media Studies, and the offering of many new courses for non-Music students.

Although justifiably proud of all aspects of its operations, a cornerstone of the Faculty, as it is for any leading university school of music, must be its performance programs: in order to attract the very best students in all domains, they must be offered the highest quality instruction opportunity for performance practice with members of faculty who are accomplished performers. One-to-one performance classes are an essential part of such a program, as are intensive ensemble opportunities. The performance aspects of the Don Wright Faculty also enrich our community, making Western and London a more attractive place to live, study, and work.

Sustaining such a program in Music is relatively expensive. At the same time, unlike in some other high-cost programs, the employment opportunities and competitive realities make it impractical and inappropriate to consider asking students in the program to cover, with increased tuition fees, a higher part of the costs of their education.

Given these considerations, and in support of the objective of sustaining the Don Wright Faculty's position as one of Canada's leading university schools of music, the University budget for 2003-04 will include a recommendation that a modest allocation of \$37,500 in base funding be made in each of the next four years. This special funding will only alleviate, certainly not eliminate, the challenges faced by the Faculty. In the absence of such an allocation, however, it is felt that the only option would be to substantially degrade the performance aspects of the Faculty's operations, requiring a significant rethinking of Western's aspirations in this domain.

### **Additional Investments in the Faculties of Arts, Science, and Social Science**

The fiscal environment of the past decade has challenged all of our Faculties' efforts to offer quality educational programs in the face of substantial declines in the real dollars available to support the education of each of our undergraduate and graduate students. As great as this challenge has been, it has been equally difficult, perhaps even more so, to protect the time and energy required to conduct scholarship and research, the critical partner to education in the University's mission. Addressing in part the direct costs of enrolment changes across Faculties, the Enrolment Contingent Fund (ECF) has provided a mechanism to ensure that funds flow differentially to programs experiencing growth in teaching demands. Even with ECF, however, program growth in some areas has been so substantial that additional allocations have been necessary, especially to protect research in the affected Faculties. So, for example, past University budgets have included allocations of targeted program expansion funding associated with Access to Opportunities (ATOP) in Engineering and Computer Science, parallel programs in Education, Nursing, and Medicine, and special base allocations in addition to ECF recognizing growth in the BHSc program.

An analysis of enrolment expectations in the coming four years and the associated additional teaching requirements may negatively impact on our ability to maintain the levels of scholarship and research at Western. The majority of projected enrolment increases, both through additional intake and higher retention, will be in programs that do not have fixed enrolment caps -- and will primarily be in the Faculties of Arts, Science, and Social Science. As a result, the great majority of increased teaching will occur in these three Faculties. Although much of this teaching will be a product of enrolment expansions in these Faculties, a substantial portion of the additional teaching will be in support of students enrolled in programs elsewhere, e.g. Engineering, BACS, BHSc, and MIT. Although ECF/ICF funds will support the direct costs of the associated expansion, the scale of the increased activity in the 4-year planning cycle will affect scholarship in these Faculties.

It is in the interest of the entire University that we protect as much as possible scholarship and graduate education in these Faculties. Arts, Science, and Social Science will continue to represent a large part of our academic foundation, supporting critical research both within their Departments and in collaboration with other Faculties, at the same time as we require that they shoulder the lion's share of increased teaching in the coming years. As a result, the budget recommendations will include a base allocation of \$100,000 per year to each of Science and Social Science, and of \$65,000 per year to Arts, for the period 2003-07.

## **D. Tuition Fee Recommendations for 2003-04**

The 2003-04 tuition fee recommendations that underlie the budget model are presented in Tables 6a through 6d.

Although, in response to the wishes expressed by the university community when considering the 2002-03 budget recommendations, consideration has been given to multi-year recommendations of tuition fees, it was concluded that only single-year proposals were feasible. As indicated in the preamble to this document, the key determinants of the University's revenues and expenses remain uncertain. In the absence of stability and with little or no real control over decisions related to government grants, investment income, and many of our key expenses (e.g. utilities costs, library acquisitions), it would be impractical to constrain flexibility over a number of years in this limited revenue domain.

This position should be seen in this limited context, and not as a signal that large increases in tuition fees in the deregulated programs are either planned or desirable. In fact, as can be seen from this year's planned recommendations and the recent history of tuition increases at Western, significant increases have been limited to a relatively few of the deregulated programs.

### **Tuition Fees for Canadian Students**

Undergraduate First-Entry Programs. Tuition fees are recommended to increase by 1.8% for all of the regulated programs in this category.

For Engineering, a deregulated program, a fee increase of 14.2% is recommended. Western's Engineering tuition fees are currently lower than those at Queen's, Toronto, and Waterloo, where significant additional increases are anticipated. The proposed tuition increase will leave Western's fees at a level that is comparable to those in most similar programs while still lower than some in the province. The resulting new revenue also will allow for substantial additional investment to enhance the quality of our programs in Engineering.

Tuition fees for the new joint Western/Fanshawe degree/diploma program in Media, Theory, and Production will be set at \$5,300.

Undergraduate Second-Entry Programs. Tuition recommendations in this diverse category vary as a function of local considerations.

- Tuition for Communication Sciences & Disorders, Physical Therapy, Education, and the MD program increases by 2%;
- Tuition for entry-year HBA increases by 12.5%;
- Tuition for entry-year DDS increases by 9.1%; and
- Tuition for the LLB program increases by 14.7%.

It should be noted that the increases in the HBA, DDS, and the LLB will result in substantial base budget investments in the programs.

Category 1 Graduate Programs. Tuition fees will be increased by 2%, except MSc's in Occupational Therapy, Physical Therapy, Communication Sciences & Disorders, and Nursing where fees are already above those in other category 1 programs and will not, therefore, be increased in 2003-04.

Category 2 Graduate Programs. In all programs except the MBA, Orthodontics, and Family Medicine, tuition fees will be increased by 2%. On the basis of program quality and costs, and competitive considerations, the MBA tuition fees will be increased by 12% for year 1 and 6.4% for year 2.

Concurrent Programs. Tables 6b through 6d contain the proposed 2003-04 tuition fees for concurrent programs, set according to the approach used in previous years. Our recommendation will result in overall tuition fees for the concurrent programs (i.e. over the entire program) that will be significantly less than the cost of taking the programs sequentially. In addition, the students graduating from concurrent programs will receive two degrees in a shorter time frame – usually in one less year of study.

### **Tuition Fees for International Students**

Recommended tuition fees for international students are shown in Table 6a and the increases range from 0% to 12.5%.

## **E. Summary of 2003-04 Budget Recommendations for Faculties**

Table 1 shows the 2003-04 base budget recommendations for Western's Faculties. Final 2003-04 base budgets are the net result of the following:

- starting base budget, adjusted to provide for University-level cost increases;
- faculty turnover recovery;
- UPIF allocations;
- other investments, including tuition-based investments and program expansion funding;
- conversion of Enrolment Contingent Funds (ECF) to base budget; and
- the allocation of funds associated with CRC appointments.

In addition, Faculties teaching students in first-entry undergraduate programs will be allocated substantial funding from the Increased Cohort Fund (ICF). The ICF is described later in this section.

The net result of the various selective investments is an overall allocation to the Faculties in 2003-04 that is 3.5% higher than in 2002-03 (see line 22 of Table 1). These final allocations will provide Faculties with substantially greater flexibility for internal allocation of funds in 2003-04 than anticipated in their original planning submissions.

### **1. The Faculty Turnover Recovery Policy**

Introduced in 2001-02, the Faculty Turnover Recovery Policy returns the greater of \$54,000 or 60% of the retiree's salary to the Faculty budget.

### **2. Enrolment Contingent Fund (ECF)**

**A Brief History.** The ECF is now a well-established feature of Western's annual budgeting process, and over the past five years ECF has had a substantial differential impact on the allocation of funds across Faculties as a result of shifts in undergraduate teaching and graduate enrolment patterns across campus.

The ECF was introduced in 1997-98 to respond to shifts in enrolment/teaching across the University and to recognize efforts by academic units to attract and accommodate students in their classes, *irrespective of their programs of registration*. The ECF provides annual funds to the academic units based on growth in Weighted Teaching Units (WTUs) over pre-established baseline WTUs for each Faculty. The baseline for each Faculty was set as the lower of: (a) the average of the 1994-95, 1995-96, and 1996-97 WTUs or (b) the 1996-97 WTUs. In recognition of recent enrolment/teaching patterns within the Faculties of Arts and Social Science, the ECF baseline for these Faculties was further reduced, providing them with a greater opportunity to receive funds from ECF.

Two modifications to the ECF funding formula were implemented in 2001-02:

- i. The incorporation of Distance Studies courses into ECF -- similar to summer undergraduate courses; and
- ii. the assignment of the same weights to all undergraduate course registrations. Prior to 2001-02, first-year and general-level course registrations were assigned a weight of 0.2 and honours-level course registrations a weight of 0.4. Effective 2001-02, all undergraduate course registrations were assigned a weight of 0.4, and ECF baselines were adjusted in a "revenue neutral" manner for each Faculty.

Weighted Teaching Units (WTUs) capture overall teaching activity within the Faculties. WTUs incorporate graduate enrolments from programs housed within each Faculty, undergraduate enrolments in professional Faculties, and undergraduate teaching – which is measured by course

registrants, irrespective of the students' Faculty/program of registration. The specific weights assigned to the various enrolment categories are:

Undergraduate Course Registrations	0.4	(equates to 2.0 per FTE)
HBA, Education, Law FTEs	2.0	
Medicine (M.D.) FTEs	4.0	
Medical Residents	1.0	
Dentistry (D.D.S.) FTEs	4.0	
Master's FTEs	3.5	
Ph.D. FTEs	7.0	

The following self-funded programs are excluded from WTU calculations: MBA, Executive/Video MBA, International Medical Residents, Faculty of Medicine's Malaysian Exchange Program, National Dental Examining Board Qualifying Program, International Dentistry (DDS) Students, Additional Qualification enrolments in the Faculty of Education, and all non-credit programs/courses.

An important feature of the ECF is recognition of cross-Faculty teaching by individual members of faculty. If a course offered by a program in Faculty A is taught by a member of Faculty B (i.e. cross-Faculty teaching), the WTUs will be credited to Faculty B and an additional 20% of the WTUs associated with the course will be credited to Faculty A.

**2002-03 ECF Allocations.** Table 4 shows 2002-03 ECF allocations.

**Conversion of ECF Funds to Base Budget.** It has been our intention from the outset that, where changes in enrolment patterns stabilize at higher levels, ECF funding be converted to base operating allocations; such conversions were made in 2000-01 (\$1.75 million), 2001-02 (\$1.6 million), and 2002-03 (\$2.05 million). For 2003-04 it is being proposed that an additional \$3.8 million of ECF funding be incorporated into Faculty base budgets, as follows:

**Proposed ECF to Base Conversion in 2003-04**

Arts	\$ 750,000
Business	\$ 200,000
Education	\$ 100,000
Engineering	\$ 500,000
Health Sciences	\$ 300,000
Information & Media Studies	\$ 100,000
Medicine	\$ 250,000
Music	\$ 100,000
Science	\$ 500,000
Social Science	<u>\$1,000,000</u>
Total	\$3,800,000



These conversions, with those of the previous three years, represent a total transfer of \$9.2 million to Faculty base budgets over four years, in addition to the on-going levels of annual ECF.

Column h in Table 1 shows the \$3.8 million in ECF funds which are being incorporated into Faculty base budgets. With this conversion of ECF funds to base budgets, there will be a corresponding increase in the ECF baselines for the appropriate Faculties. In interpreting column h, it is important, therefore, to remember that in all cases, base budget transfers will be offset by a reduction in ECF for 2003-04 relative to that which otherwise would have been allocated; it may well be that these base budget transfers may reduce on-going ECF funding in 2003-04 below the 2002-03 level. Current estimates of 2003-04 enrolments and the associated ECF funds indicate that such an offset will occur in Arts, Business, Education, Engineering, Health Sciences, Medicine, and Music. The Provost's annual budget recommendation letter to the Faculties included an estimate of the reduction in ongoing ECF funds to the Faculties identified above. Line 16 of Table 1 shows the estimate of ongoing ECF for 2003-04 (excluding the \$3.8 million converted to base budget) is \$8.6 million, about \$300,000 less than in 2002-03. In line 22, which adds ECF and ICF to the Faculty base budgets in line 15, total Faculty budgets increase by about \$5.8 million.

**Enrolments and Teaching Activity.** Enrolments, teaching activity, and WTUs have changed at very different rates in the various Faculties over the past decade. During the severe budgetary stringency of this period, all Faculties have been hard-pressed to manage their budgets and teaching requirements. Figure 1 in Appendix B shows changes in WTUs since 1991-92. The Faculties are distributed into four groups according to the value of WTUs in 2002-03, shown on the vertical axis.

Funds from ECF provide only a partial offset to the full cost of additional students. This is sometimes misunderstood by those who assume that expanding Faculties are having the full costs of their expansion covered by ECF. Figure 2 in Appendix B shows percentage change in WTUs, budgets (measured as base budget + ECF), and budget per WTU between 1991-92 and 2002-03. As the figure illustrates, in the case of Health Sciences and Information & Media Studies, rapid enrolment expansion during the past decade was only partly offset by greater than average budget increases, so that budget per WTU was **reduced** in those Faculties. Conversely, the three Faculties which experienced reduction in enrolments/teaching (Arts, Law, and Social Science) saw their budget per WTU **increased** during the decade. Real funding per student at Western decreased substantially during the past decade, so that all Faculties, those expanding and those contracting, experienced very difficult budgetary constraints.

### 3. **Increased Cohort Fund (ICF)**

In recognition of the substantial growth in enrolments in our first-entry undergraduate programs and the resulting teaching pressures facing our Faculties, **the Increased Cohort Fund (ICF)** was introduced in last year's budget. The ICF is aimed at first-entry undergraduate programs and, in 2002-03, excluded programs funded by direct targetted government program expansion grants – Computer Science, Engineering, and Nursing. In addition, based on enrolment projections from a year ago, which had overall undergraduate enrolments peaking in 2005-06 and declining to lower levels by 2007-08, it was proposed that the ICF be ended in 2008-09.

Our updated enrolment forecasts now indicate that the decline in undergraduate enrolments will be much lower than projected a year ago, largely due to substantial increases in retention rates across all years of study. As a result, our updated forecasts of ICF are substantially higher than those of a year ago. Therefore, three changes are proposed to the ICF:

- a. The distribution of ICF be changed as follows:
  - 10% of ICF is allocated to the GTA budget in the Faculty of Graduate Studies;
  - Of the remaining amount, 20% be distributed to the Faculties based on growth in full-time first-year enrolment and 80% be distributed on the basis of growth in overall undergraduate teaching.
- b. Both Computer Science and Engineering have reached steady-state in terms of the targetted funding, and therefore it is recommended that they be included in ICF starting in 2004-05; and
- c. That the Faculty-specific ICF allocations in 2006-07 (excluding the component transferred to the GTA budget in the Faculty of Graduate Studies) be converted to base budget in 2007-08 – i.e. at the end of the 4-year planning period.

The revised mechanism for the ICF is as follows:

- The ICF will be allocated to Faculties teaching first-entry undergraduate students, excluding programs that are funded by direct targetted government program expansion grants. At present, only Nursing is in this group excluded from the ICF.
- The funding will be allocated as one-time funds in each of 2003-04 through 2006-07. The level of ICF in 2006-07 will be converted to base budget in 2007-08.
- The overall level of the ICF in each of the next four years will be equal to 25% of the forecast for the following year's first-entry undergraduate component of the government's

Accessibility Fund. Based on current estimates of enrolments and the Accessibility Fund, the ICF is being set at \$2.9 million for 2003-04.

- In recognition of the need for increased Graduate Teaching Assistants (GTAs) to support teaching needs associated with the increased undergraduate enrolments, 10% of the ICF (i.e. 10% of the \$2.9 million in 2003-04, or \$290,000) will be allocated to the GTA budget in the Faculty of Graduate Studies.
- The remaining 90% of the ICF (i.e. \$2.61 million in 2003-04) will be allocated to Faculties on a slip-year basis, as follows:
  - for the years 2003-04 and 2004-05: 20% based on growth in full-time first-year enrolment over the 2000-01 level and 80% based on growth in total undergraduate course registrations over the 2000-01 level; and
  - for the years 2005-06 and 2006-07: 100% based on growth in total undergraduate course registrations over the 2000-01 level.
- The slip-year approach will result in allocation of funds in year X using growth in year X-1 over the baseline year of 2000-01. For example, the 2003-04 ICF allocations will be based on growth (in first-year enrolments and overall undergraduate course registrations) in 2002-03 over the baseline year of 2000-01.

Table 5 summarizes the Faculty-specific one-time ICF allocations for 2003-04.

#### **4. Faculty-specific Budget Allocations for 2003-04**

The base allocations to Faculties include UPIF allocations outlined in section C above, tuition-based investments, program expansion funding, Canada Research Chairs (CRCs), ECF to base conversions, and other additional base budget allocations. As well, all Faculties receive substantial Enrolment Contingent Funding (ECF) and the Faculties teaching first-entry students will receive a share of the Increased Cohort Fund (ICF).

***Faculty of Arts.*** The Faculty is being allocated \$75,000 for a UPIF appointment (Visual Culture) and an additional allocation of \$62,500 in base funds as indicated in section C above. In addition, a sum of \$750,000 is being converted from ECF to base.

***Richard Ivey School of Business.*** The base allocations to the Ivey School include the \$220,000 UPIF allocation in support of the HBA program and the Research Computing Centre, HBA tuition-based investment of \$426,000, and ECF to base conversion of \$200,000.

The HBA tuition-based investment is the allocation of 65% of the incremental tuition revenue (net of the 30% set-aside for student aid), and is contingent on the Board of Governors' approval of the HBA tuition fees for 2003-04 as well as the achievement of projected enrolment levels.

**Faculty of Education.** A sum of \$100,000 is being converted from ECF to base in 2003-04. In addition, the Faculty's budget is supplemented by tuition fee revenues from the self-funded Additional Qualification (AQ) courses.

**Faculty of Engineering.** The Faculty is being allocated \$150,000 from UPIF – for a faculty appointment in Engineering Design and in support of female faculty recruitment. Additional investments include \$384,000 tuition-based investment, a sum of \$500,000 in ECF to base conversion, and \$170,000 in support of a Tier 1 CRC.

The tuition-based investment is the allocation of 65% of the incremental tuition revenue (net of the 30% set-aside for student aid), and is contingent on the Board of Governors' approval of the undergraduate Engineering tuition fees for 2003-04 as well as the achievement of projected enrolment levels.

**Faculty of Graduate Studies.** The Faculty's base budget is supplemented by substantial ECF funds as well as ICF funds in support of additional GTAs.

**Faculty of Health Sciences.** The Faculty will receive program expansion funding associated with the expansion of the undergraduate Nursing program (\$106,589), a sum of \$300,000 in ECF to base conversion, and \$170,000 for a Tier 1 CRC.

**Faculty of Information & Media Studies.** Base budget allocations to the Faculty include \$75,000 from UPIF in support of a faculty appointment, a sum of \$100,000 in ECF to base conversion, and \$170,000 for a Tier 1 CRC.

**Faculty of Law.** The Faculty is being allocated \$226,000 in LLB tuition-based investment funds in 2003-04. The LLB tuition-based investment is the allocation of 65% of the incremental tuition revenue (net of the 30% set-aside for student aid), and is contingent on the Board of Governors' approval of the LLB tuition fee increase for 2003-04 as well as the achievement of projected enrolment levels.

**Faculty of Medicine & Dentistry.** The School of Dentistry's allocations include \$67,000 in DDS tuition-based investment funds. The DDS tuition-based investment is the allocation of 65% of the incremental tuition revenue (net of the 30% set-aside for student aid), and is contingent on the Board of Governors' approval of the DDS tuition fee increase for 2003-04 as well as the achievement of projected enrolment levels.

The allocations for Medicine include funding for two UPIF appointments (in Neurodegeneration and Tissue Engineering), \$615,000 in program expansion funding associated with expansion of the MD program, \$150,000 in MD tuition-based investment, a sum of \$250,000 in ECF to base conversion, four Tier 1 CRCs, and one Tier 2 CRC.

***Don Wright Faculty of Music.*** The Faculty is being allocated \$75,000 for a UPIF appointment (in Voice) and an additional allocation of \$37,500 in base funds as indicated in section C above. In addition, a sum of \$100,000 is being converted from ECF to base.

***Faculty of Science.*** The Faculty is being allocated \$282,125 from UPIF (for an external Chair in Biology, a career development officer, and support for additional GTAs), an additional allocation of \$100,000 in base funds as indicated in section C above, a sum of \$500,000 in ECF to base conversion, two Tier 1 CRCs, and three Tier 2 CRCs.

***Faculty of Social Science.*** Allocations to the Faculty include \$76,800 from UPIF for a joint BACS/Economics faculty appointment, an additional allocation of \$100,000 in base funds as indicated in section C above, a sum of \$1 million in ECF to base conversion, and two Tier 1 CRCs.

It should be noted that the final budget document will include additional details on Faculty budget recommendations, include supplemental one-time allocations from the Provost's Academic Support Fund (PASF) and capital project recommendations.

Table 2 lists the first round of UPIF recommendations for the 4-year planning period, including the specific allocations for 2003-04. Table 1 summarizes the Faculties' base budget allocations for 2003-04. Tables 4 and 5 show the projected ECF and ICF funding that will provide substantial additional funding to Faculties in 2003-04 – over and above the base budget allocations shown in Table 1.

## **F. Annual Planning within the Remainder of the 4-Year Cycle**

The unusually extensive planning done this year within the Faculties and at the University level will provide the foundation for annual updates on the multi-year plan in each of the next three years. It is anticipated that these annual processes will be less onerous than in past years, involving primarily:

- reports on progress on the academic and budget plans;
- enrolment-based updates on ECF/ICF, tuition-based budget investments, and targeted enrolment expansion initiatives and associated funding;
- further UPIF recommendations; and
- any unanticipated revenue or expense changes.

Faculties will also be encouraged to review and update their Academic Plans throughout this period.

Consideration might be given to commencing the next 4-year planning process, for the years 2007-11, in the fall of 2005, to provide for a less demanding time line.

### **G. Budget Recommendations are Subject to Change**

As in past years, the recommended Faculty allocations are provided well in advance of the formulation of the overall University operating budget recommendations in recognition of the need for Deans to begin academic planning for 2003-04. Final authority to set the University budget rests with the Board of Governors.

### **H. Concluding Comments**

This years' planning submissions and discussions have provided a clear sense that the multi-year planning process, built on Academic Plans within each Faculty, provides a powerful mechanism for effective and efficient investment of resources. Even though the University community continues to struggle with increased demands supported by insufficient resources, the recommendations in this document reflect exciting growth and development in the areas of teaching and research across the University.

**Table 1**  
**Preliminary 2003-04 Base Budget Recommendations for Faculties**

	<a>	<b>	<c>	<d>	<e>	<f>	<g>	<h>	<i>	<j>	<k>	<l>
	2002-03 Base Budget (@ May 1, 2002)	2002-03 Base Budget (@ Jan 31, 2003)	Initial Budget Adjustment	\$ Value of Adjustment	Faculty Turnover Recovery	UPIF	Other Base Investments	ECF to Base Conversions	Canada Research Chairs (CRCs)	Resulting 2003-04 Base Budget	\$ Change from 2002-03 (@ Jan 31, 2003)	% Change from 2002-03 (@ Jan 31, 2003)
1 <b>Faculties</b>												
2 Arts	13,718,404	13,937,925	-3.0%	(410,338)	(311,646)	75,000	62,500	750,000		14,103,441	165,516	1.2%
3 Business	6,217,671	6,284,081	-3.0%	(188,522)	(62,092)	220,000	426,000	200,000		6,879,467	595,386	9.5%
4 Education	6,906,514	7,010,808	-3.0%	(210,324)	(5,379)			100,000		6,895,105	(115,703)	-1.7%
5 Engineering	11,414,291	11,699,042	-3.0%	(348,271)		150,000	384,000	500,000	170,000	12,554,771	855,729	7.3%
6 Graduate Studies	884,443	876,509	-3.0%	(26,295)						850,214	(26,295)	-3.0%
7 Health Sciences	13,177,222	13,351,719	-3.0%	(400,552)	(100,508)		106,859	300,000	170,000	13,427,518	75,799	0.6%
8 Information & Media Studies	4,137,847	4,201,124	-3.0%	(126,034)		75,000		100,000	170,000	4,420,090	218,966	5.2%
9 Law	4,305,278	4,365,018	-3.0%	(130,951)			226,000			4,460,067	95,049	2.2%
10 Medicine & Dentistry: Dentistry	4,295,752	4,444,035	-3.0%	(133,321)			67,000			4,377,714	(66,321)	-1.5%
11 Medicine & Dentistry: Medicine	23,771,281	25,116,974	-3.0%	(719,609)	(56,959)	172,395	765,411	250,000	770,000	26,298,212	1,181,238	4.7%
12 Music	4,984,878	5,094,791	-3.0%	(152,844)		75,000	37,500	100,000		5,154,447	59,656	1.2%
13 Science	30,068,288	30,476,790	-3.0%	(896,004)	(259,571)	282,125	100,000	500,000	610,000	30,813,340	336,550	1.1%
14 Social Science	25,972,393	26,337,577	-3.0%	(779,627)	(143,529)	76,800	100,000	1,000,000	340,000	26,931,221	593,644	2.3%
15 <b>Sub-Total Faculties</b>	<b>149,854,262</b>	<b>153,196,393</b>		<b>(4,522,692)</b>	<b>(939,684)</b>	<b>1,126,320</b>	<b>2,275,270</b>	<b>3,800,000</b>	<b>2,230,000</b>	<b>157,165,607</b>	<b>3,969,214</b>	<b>2.6%</b>
16 Enrolment Contingent Fund (ECF)	6,530,779	8,852,320					(296,480)			8,555,840	(296,480)	-3.3%
17 Increased Cohort Fund (ICF)	825,000	825,000					2,075,000			2,900,000	2,075,000	***
18 Special Faculty Renewal Initiative (SFRI)	265,962	0								0	0	***
19 Female Faculty Recruitment & Retention	0	0				50,000				50,000	50,000	***
20 Ctr. for Women's Studies & Feminist Rsrch	234,334	237,939	-3.0%	(7,138)						230,801	(7,138)	-3.0%
21 Graduate Interdisciplinary Programs	196,244	198,561	-3.0%	(5,957)						192,604	(5,957)	-3.0%
22 <b>Total — with ECF and ICF</b>	<b>157,906,581</b>	<b>163,310,213</b>		<b>(4,535,787)</b>	<b>(939,684)</b>	<b>1,176,320</b>	<b>4,053,790</b>	<b>3,800,000</b>	<b>2,230,000</b>	<b>169,094,852</b>	<b>5,784,639</b>	<b>3.5%</b>

Notes: The Initial Budget Adjustment in column <c> is applied to the 2002-03 base budget in column <b>, excluding previous CRC funding already included in base budgets.  
Column <g> Other Base Investments includes Tuition-Based Investments, Program Expansion Grants and Other Base Investments.

**Table 2**  
**First Round of UPIF Recommendations for the Faculties: 2003-04 to 2006-07**

		2003-04	2004-05	2005-06	2006-07	Total
1	<b>Arts</b>					
2	Visual Culture -- 2 Faculty Appointments	75,000	75,000			150,000
3	Ethics -- Faculty Appointment				75,000	75,000
4	Sub-Total	75,000	75,000	0	75,000	225,000
5	<b>Business</b>					
6	Research Computing Centre	50,000				50,000
7	Support for the HBA Program	170,000	115,000	65,000	70,000	420,000
8	Sub-Total	220,000	115,000	65,000	70,000	470,000
9	<b>Education</b>					
10	On-line Education -- Faculty Appointment			75,000		75,000
11	<b>Engineering</b>					
12	Engineering Design -- 2 Faculty Appointments	100,000	100,000			200,000
13	Recruitment of Female Faculty	50,000				50,000
14	WESERI		42,500			42,500
15	Sub-Total	150,000	142,500	0	0	292,500
16	<b>Health Sciences</b>					
17	Research in Health Promotion -- Faculty Appointment		83,200			83,200
18	Qualitative Methods (OT) -- Faculty Appointment			83,200		83,200
19	Sub-Total	0	83,200	83,200	0	166,400
20	<b>Info &amp; Media Studies</b>					
21	New MA/PhD in Media Studies -- 2 Faculty Appointments	75,000		75,000		150,000
22	<b>Law</b>					
23	Business Law -- Mid-career Faculty Appointment		100,000			100,000
24	<b>Medicine &amp; Dentistry</b>					
25	Neurodegeneration -- Faculty Appointment	89,195				89,195
26	Tissue Engineering -- Faculty Appointment	83,200				83,200
27	Outcomes Research -- Faculty Appointment		83,200			83,200
28	Cluster Randomization Trials -- Faculty Appointment			89,600		89,600
29	Sub-Total	172,395	83,200	89,600	0	345,195
30	<b>Music</b>					
31	Performance (Voice) -- Faculty Appointment	75,000				75,000
32	Performance (Wind Conducting) -- Faculty Appointment				75,000	75,000
33	Sub-Total	75,000	0	0	75,000	150,000
34	<b>Science</b>					
35	New Chair for Biology Department	140,000				140,000
36	Career Development Officer	48,000				48,000
37	WESERI		42,500			42,500
38	Support for 18 Additional GTAs	94,125	94,125			188,250
39	Sub-Total	282,125	136,625	0	0	418,750
40	<b>Social Science</b>					
41	BACS/Economics: Joint Faculty Appointment	76,800				76,800
42	BACS/Sociology: Joint Faculty Appointment		76,800			76,800
43	Bio-Archaeology -- Mid-career Faculty Appointment			96,000		96,000
44	Sub-Total	76,800	76,800	96,000	0	249,600
45	<b>Centre for Women's Studies &amp; Feminist Research</b>					
46	Support for Limited-Term Faculty Appointment		20,000			20,000
47	<b>Faculty Recruitment/Retention</b>					
48	Recruitment/Retention of Female Faculty	50,000	50,000	50,000	50,000	200,000
49	<b>Grand Total</b>	<b>1,176,320</b>	<b>882,325</b>	<b>533,800</b>	<b>270,000</b>	<b>2,862,445</b>
50	Total Set-Aside for UPIF	1,200,000	1,200,000	1,200,000	1,200,000	4,800,000
51	Therefore, Available for Future Rounds	23,680	317,675	666,200	930,000	1,937,555



**Table 3**  
**Tentative CRC Allocations -- by Faculty (Cumulative)**

		2002-03 Actual-to-Date						2003-04						2004-05						2005-06					
		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total		Tier 1		Tier 2		Total	
		N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$
1	Arts	1	170,000	1	90,000	2	260,000	1	170,000	1	90,000	2	260,000	2	340,000	1	90,000	3	430,000	2	340,000	1	90,000	3	430,000
2	Business																				1	90,000	1	90,000	
3	Education																								
4	Engineering			1	90,000	1	90,000	1	170,000	1	90,000	2	260,000	3	510,000	2	180,000	5	690,000	3	510,000	3	270,000	6	780,000
5	Health Sciences							1	170,000			1	170,000	1	170,000			1	170,000	1	170,000			1	170,000
6	Info & Media Studies							1	170,000			1	170,000	1	170,000			1	170,000	1	170,000			1	170,000
7	Law																								
8	M&D: Dentistry																								
9	M&D: Medicine	4	680,000	5	450,000	9	1,130,000	8	1,360,000	6	540,000	14	1,900,000	12	2,040,000	8	720,000	20	2,760,000	15	2,550,000	10	900,000	25	3,450,000
10	Music																								
11	Science	2	340,000	3	270,000	5	610,000	4	680,000	6	540,000	10	1,220,000	6	1,020,000	8	720,000	14	1,740,000	9	1,530,000	9	810,000	18	2,340,000
12	Social Science	1	170,000	2	180,000	3	350,000	3	510,000	2	180,000	5	690,000	3	510,000	4	360,000	7	870,000	3	510,000	4	360,000	7	870,000
13	Unallocated													1	170,000	3	270,000	4	440,000	1	170,000	7	630,000	8	800,000
14	Total to Faculties	8	1,360,000	12	1,080,000	20	2,440,000	19	3,230,000	16	1,440,000	35	4,670,000	29	4,930,000	26	2,340,000	55	7,270,000	35	5,950,000	35	3,150,000	70	9,100,000
15	Total CRC Funding		1,600,000		1,200,000		2,800,000		3,800,000		1,600,000		5,400,000		5,800,000		2,600,000		8,400,000		7,000,000		3,500,000		10,500,000

**Table 4**  
**Enrolment Contingent Fund (ECF) Allocations: Actual 2002-03 and Projected 2003-04**

		Actual 2002-03							Projected 2003-04		
		Converted to Base	ECF Baseline	Actual WTUs	WTUs minus Baseline	ECF Funds @ \$1500/WTU	Cross-Faculty Teaching Adjustment	Total ECF Allocation	Converted to Base	In-Year ECF Allocation	Total ECF Allocation
1	Arts	\$150,000	6,181.2	7,095.5	914.3	1,371,450	129,758	<b>\$1,501,208</b>	\$750,000	\$1,160,602	<b>\$1,910,602</b>
2	Business	\$200,000	1,932.6	2,234.7	302.1	453,150	0	<b>\$453,150</b>	\$200,000	\$434,160	<b>\$634,160</b>
3	Education	\$100,000	1,849.9	2,189.8	339.9	509,850	0	<b>\$509,850</b>	\$100,000	\$429,750	<b>\$529,750</b>
4	Engineering	\$200,000	3,014.4	3,911.2	896.8	1,345,200	(7,920)	<b>\$1,337,280</b>	\$500,000	\$952,214	<b>\$1,452,214</b>
5	Health Sciences	\$200,000	4,050.9	4,457.0	406.1	609,150	(78,240)	<b>\$530,910</b>	\$300,000	\$447,174	<b>\$747,174</b>
6	Information & Media Studies	\$100,000	1,230.9	1,413.2	182.3	273,450	(4,800)	<b>\$268,650</b>	\$100,000	\$407,160	<b>\$507,160</b>
7	Law	\$0	948.2	946.6	(1.6)	0	252	<b>\$252</b>		\$26,957	<b>\$26,957</b>
8	Medicine & Dentistry (Dentistry)	\$0	642.6	706.7	64.1	96,150	0	<b>\$96,150</b>		\$91,350	<b>\$91,350</b>
9	Medicine & Dentistry (Medicine)	\$100,000	5,259.3	5,632.6	373.3	559,950	(7,176)	<b>\$552,774</b>	\$250,000	\$463,072	<b>\$713,072</b>
10	Music	\$50,000	1,099.6	1,231.5	131.9	197,850	0	<b>\$197,850</b>	\$100,000	\$181,845	<b>\$281,845</b>
11	Science	\$250,000	11,178.2	11,751.3	573.1	859,650	9,900	<b>\$869,550</b>	\$500,000	\$1,097,280	<b>\$1,597,280</b>
12	Social Science	\$700,000	12,403.0	13,846.0	1,443.0	2,164,500	12,446	<b>\$2,176,946</b>	\$1,000,000	\$2,181,326	<b>\$3,181,326</b>
13	Graduate Interdisciplinary Programs	\$0	181.0	386.1	205.1	307,650	0	<b>\$307,650</b>		\$627,900	<b>\$627,900</b>
14	Sub-Total	\$2,050,000	49,971.8	55,802.2		8,748,000	54,220	<b>\$8,802,220</b>	\$3,800,000	\$8,500,790	<b>\$12,300,790</b>
15	Women's Studies		n/a	Funding provided for 15% of 222.6 WTUs				<b>\$50,100</b>		\$55,050	<b>\$55,050</b>
16	Writing Program		n/a								
17	Total							<b>\$8,852,320</b>	\$3,800,000	\$8,555,840	<b>\$12,355,840</b>

**Table 5**  
**Increased Cohort Fund (ICF) Allocations: Actual 2002-03 and 2003-04**

		Baselines (2000-01)		Actual 2002-03		Growth Over Baseline		Share of Growth		Actual 2003-04 Allocation			Actual 2002-03 Allocation
		Year 1	FCE CR	Year 1	FCE CR	Year 1	FCE CR	Year 1	FCE CR	Year 1	FCE CR	Total	
										\$522,000	\$2,088,000	\$2,610,000	
1	Arts	397	13,081	401	14,607	4	1,526	1.5%	17.6%	7,648	368,144	\$375,792	\$53,308
2	Business (non-HBA courses)	0	2,444	0	2,699	0	255	0.0%	2.9%	0	61,518	\$61,518	\$21,403
3	Health Sciences	650	5,358	613	5,800	0	442	0.0%	5.1%	0	106,631	\$106,631	\$86,461
4	Information and Media Studies	140	1,566	239	1,794	99	228	36.3%	2.6%	189,297	55,005	\$244,302	\$44,667
5	Medicine (BHS courses)	0	3,267	0	3,593	0	326	0.0%	3.8%	0	78,647	\$78,647	\$14,037
6	Music	125	2,318	121	2,505	0	187	0.0%	2.2%	0	45,113	\$45,113	\$6,285
7	Science	1,001	18,651	1,008	20,370	7	1,719	2.6%	19.9%	13,385	414,705	\$428,090	\$78,547
8	Social Science	1,411	26,013	1,574	29,985	163	3,972	59.7%	45.9%	311,670	958,237	\$1,269,907	\$355,292
9	Sub-Total	3,724	72,698	3,956	81,353	273	8,655	100.0%	100.0%	522,000	2,088,000	\$2,610,000	\$660,000
10	GTA Budget	The Faculty of Graduate Studies will receive 10% of total Increased Cohort Funds for additional GTA support.										\$290,000	\$165,000
11	Total Funds	Net of FGS allotment, 20% of the funds are based on share of first-year enrolment growth and 80% on share of undergraduate teaching growth.										\$2,900,000	\$825,000

1. Funding is slip-year -- 2003-04 allocations are based on 2002-03 enrolments and teaching activity.
2. Music excludes Piano Technology program.

**Table 6a**  
**Tuition Fee Proposals for 2003-04**

		Canadian Students			International Students		
		2002-03 Tuition	Proposed 2003-04 Tuition	% Increase	2002-03 Tuition	Proposed 2003-04 Tuition	% Increase
1	<b>Undergraduate ANNUAL Tuition</b>						
2	<b>First-Entry Programs</b>						
3	Arts	4,065	4,140	1.8%	11,000	11,750	6.8%
4	BMedSc Program	4,065	4,140	1.8%	11,000	11,750	n.a.
5	Engineering	5,210	5,950	14.2%	14,000	15,000	7.1%
6	Health Science	4,065	4,140	1.8%	11,000	11,750	6.8%
7	Kinesiology	4,065	4,140	1.8%	11,000	11,750	6.8%
8	M.I.T. / M.T.P. (Year 1)	4,065	4,140	1.8%	11,000	11,750	6.8%
9	M.T.P. (Upper Years)	n.a.	5,300	n.a.	n.a.	15,000	n.a.
10	Music	4,065	4,140	1.8%	11,000	11,750	6.8%
11	Nursing	4,065	4,140	1.8%	14,000	15,000	7.1%
12	Science	4,065	4,140	1.8%	11,000	11,750	6.8%
13	Social Science	4,065	4,140	1.8%	11,000	11,750	6.8%
14	<b>Second-Entry Programs</b>						
15	C.S.D./P.T.	5,305	5,410	2.0%	14,000	14,750	5.4%
16	Business						
17	Year 3	16,000	18,000	12.5%	16,000US\$	18,000US\$	12.5%
18	Year 4	15,000	17,000	***	15,000US\$	17,000US\$	***
19	Dentistry						
20	Year 1	15,680	17,100	9.1%	35,000	35,000	0.0%
21	Year 2	15,680	17,100	9.1%	35,000	35,000	0.0%
22	Year 3	15,680	16,300	4.0%	35,000	35,000	0.0%
23	Year 4	15,680	16,300	4.0%	35,000	35,000	0.0%
24	Education In-Service (AQs)	4,205	4,375	4.0%	14,000	15,000	7.1%
25	Education Pre-Service	4,875	4,975	2.1%	14,000	15,000	7.1%
26	Law						
27	Year 1	8,500	9,750	14.7%	14,000	15,000	7.1%
28	Year 2	8,500	9,750	14.7%	14,000	15,000	7.1%
29	Year 3	8,500	9,750	14.7%	14,000	15,000	7.1%
30	Medicine (M.D.)						
31	Year 1	14,280	14,566	2.0%	n.a.	n.a.	n.a.
32	Year 2	14,280	14,566	2.0%	n.a.	n.a.	n.a.
33	Year 3	10,710	14,566	***	n.a.	n.a.	n.a.
34	Year 4	10,710	10,924	2.0%	n.a.	n.a.	n.a.
35	<b>Graduate ANNUAL Tuition</b>						
36	<b>Master's Category 1</b>						
37	Arts	4,995	5,095	2.0%	10,500	11,000	4.8%
38	C.S.D. (M.Sc.)	6,540	6,540	0.0%	14,760	15,500	5.0%
39	Engineering (M.E.Sc.)	4,995	5,095	2.0%	10,500	11,000	4.8%
40	Kinesiology	4,995	5,095	2.0%	10,500	11,000	4.8%
41	Media Studies	4,995	5,095	2.0%	10,500	11,000	4.8%
42	Medicine (Basic Health Sciences)	4,995	5,095	2.0%	10,500	11,000	4.8%
43	Music	4,995	5,095	2.0%	10,500	11,000	4.8%
44	Nursing	6,300	6,300	0.0%	14,760	15,500	5.0%
45	O.T./P.T. (M.Sc.)	5,700	5,700	0.0%	10,500	11,000	4.8%
46	Science	4,995	5,095	2.0%	10,500	11,000	4.8%
47	Social Science	4,995	5,095	2.0%	10,500	11,000	4.8%
48	<b>Master's Category 2</b>						
49	Business (Regular MBA Only)						
50	Year 1	25,000	28,000	12.0%	25,000	28,000	12.0%
51	Year 2	23,500	25,000	6.4%	23,500	25,000	6.4%
52	C.S.D./O.T./P.T. (M.Cl.Sc.)	6,660	6,795	2.0%	14,760	15,500	5.0%
53	Dentistry (Orthodontics)						
54	Year 1	16,350	17,100	4.6%	31,680	35,000	10.5%
55	Year 2	16,350	17,100	4.6%	31,680	35,000	10.5%
56	Year 3	16,350	16,350	0.0%	31,680	35,000	10.5%
57	Education	6,660	6,795	2.0%	14,760	15,500	5.0%
58	Engineering (M.Eng.)	6,660	6,795	2.0%	14,760	15,500	5.0%
59	L.I.S.	6,660	6,795	2.0%	14,760	15,500	5.0%
60	Journalism	6,660	6,795	2.0%	14,760	15,500	5.0%
61	Medicine (Family Medicine)	8,550	8,950	4.7%	14,760	15,500	5.0%
62	<b>All Ph.D. Programs</b>	4,995	5,095	2.0%	10,500	11,000	4.8%

**Table 6b**  
**Concurrent Program Tuition Fee Proposals for 2003-04**  
-- Canadian Students --

<b>HBA / BSc Concurrent Program</b>				
	<b>Concurrent (After 2 Yrs of Engg)</b>		<b>Concurrent (After 3 Yrs of Engg)</b>	
1	Engg	5,950	Engg	5,950
2	Engg	5,950	Engg	5,950
3	HBA / Engg	14,510	Engg	5,950
4	HBA / Engg	14,510	HBA / Engg	18,790
5	HBA / Engg	14,510	HBA / Engg	18,790
6	Total	55,430	Total	55,430
7	Cost of Programs Taken Sequentially		\$59,800	

<b>HBA / LLB Concurrent Program</b>				
	<b>Concurrent (After HBA 1)</b>		<b>Concurrent (After Law 1)</b>	
1	HBA	18,000	Law	9,750
2	HBA/LLB	9,750	HBA/LLB	18,000
3	HBA/LLB	16,350	HBA/LLB	16,350
4	HBA/LLB	16,350	HBA/LLB	16,350
5	Total	60,450	Total	60,450
6	Cost of Programs Taken Sequentially		\$65,250	

<b>HBA / BA-BSc Concurrent Program</b>				
	<b>Concurrent (After 2 Undergraduate Years)</b>		<b>Concurrent (After 3 Undergraduate Years)</b>	
1	BA or BSc	4,140	BA or BSc	4,140
2	BA or BSc	4,140	BA or BSc	4,140
3	HBA/BA-BSc	13,430	BA or BSc	4,140
4	HBA/BA-BSc	13,430	HBA/BA-BSc	18,075
5	HBA/BA-BSc	13,430	HBA/BA-BSc	18,075
6	Total	48,570	Total	48,570
7	Cost of Programs Taken Sequentially		\$52,560	

*Fees shown are based on 2003-04 tuition rates -- for illustrative purposes only.*

**Table 6c**  
**Concurrent Program Tuition Fee Proposals for 2003-04**

-- Canadian Students --

<b>LLB / BA-BSc Concurrent Program</b>				
	<b>Concurrent (After 2 Undergraduate Years)</b>		<b>Concurrent (After 3 Undergraduate Years)</b>	
1	BA or BSc	4,140	BA or BSc	4,140
2	BA or BSc	4,140	BA or BSc	4,140
3	LLB/BA-BSc	8,520	BA or BSc	4,140
4	LLB/BA-BSc	8,520	LLB/BA-BSc	9,980
5	LLB/BA-BSc	8,520	LLB/BA-BSc	9,980
6	LLB/BA-BSc	8,520	LLB/BA-BSc	9,980
7	Total	42,360	Total	42,360
8	Cost of Programs Taken Sequentially		\$45,810	

<b>LLB / BSc Concurrent Program</b>				
	<b>Concurrent (After 2 Undergraduate Years)</b>		<b>Concurrent (After 3 Undergraduate Years)</b>	
1	BSc	5,950	BSc	5,950
2	BSc	5,950	BSc	5,950
3	LLB/BSc	9,290	BSc	5,950
4	LLB/BSc	9,290	LLB/BSc	10,400
5	LLB/BSc	9,290	LLB/BSc	10,400
6	LLB/BSc	9,290	LLB/BSc	10,400
7	Total	49,060	Total	49,050
8	Cost of Programs Taken Sequentially		\$53,050	

<b>LLB / MBA Concurrent Program</b>				
	<b>Concurrent</b>			
1	LLB/MBA	19,790		
2	LLB/MBA	19,790		
3	LLB/MBA	19,790		
4	LLB/MBA	19,790		
5	Total	79,160		
6	Cost of Programs Taken Sequentially		\$85,250	

*Fees shown are based on 2003-04 tuition rates -- for illustrative purposes only.*

**Table 6d**  
**Concurrent Program Tuition Fee Proposals for 2003-04**

-- Canadian Students --

<b>BEd / BSc Concurrent Program</b>				
	<b>Concurrent</b>			
1	BSc	4,140		
2	BEd/BSc	4,300		
3	BEd/BSc	4,300		
4	BEd/BSc	4,300		
5	BEd/BSc	4,300		
6	Total	21,340		
7	Cost of Programs Taken Sequentially		\$21,535	

*Fees shown are based on 2003-04 tuition rates -- for illustrative purposes only.*

**Table 7**  
**Base Budgets and ECF, by Faculty: 2001-02 and 2002-03**

		Actual 2001-02			Actual 2002-03			% Change	
		Base Budget	ECF	Total	Base Budget	ECF	Total	Base Budget	Total
1	Arts	13,902,479	788,981	14,691,460	13,937,925	1,501,208	15,439,133	0.3%	5.1%
2	Business	5,677,269	506,400	6,183,669	6,284,081	453,150	6,737,231	10.7%	9.0%
3	Education	7,032,489	370,500	7,402,989	7,010,808	509,850	7,520,658	-0.3%	1.6%
4	Engineering	11,264,056	817,800	12,081,856	11,699,042	1,337,280	13,036,322	3.9%	7.9%
5	Graduate Studies + CGIP	1,108,397	167,400	1,275,797	1,075,070	307,650	1,382,720	-3.0%	8.4%
6	Health Sciences	12,770,592	498,740	13,269,332	13,351,719	530,910	13,882,629	4.6%	4.6%
7	Information and Media Studies	4,137,340	348,540	4,485,880	4,201,124	268,650	4,469,774	1.5%	-0.4%
8	Law	4,123,362	1,858	4,125,220	4,365,018	252	4,365,270	5.9%	5.8%
9	Medicine & Dentistry: Dentistry	4,499,750	91,350	4,591,100	4,444,035	96,150	4,540,185	-1.2%	-1.1%
10	Medicine & Dentistry: Medicine	23,404,304	414,391	23,818,695	25,116,974	552,774	25,669,748	7.3%	7.8%
11	Music	4,984,490	169,200	5,153,690	5,094,791	197,850	5,292,641	2.2%	2.7%
12	Science	30,260,361	764,580	31,024,941	30,476,790	869,550	31,346,340	0.7%	1.0%
13	Social Science	25,931,141	1,639,689	27,570,830	26,337,577	2,176,946	28,514,523	1.6%	3.4%
14	Ctr. for Women's Studies & Feminist Rsrch	240,343	50,850	291,193	237,939	50,100	288,039	-1.0%	-1.1%
15	Total	149,336,373	6,630,279	155,966,652	153,632,893	8,852,320	162,485,213	2.9%	4.2%

2001-02 base budgets are as of April 30, 2002 and 2002-03 base budgets are as of January 31, 2003



Figure 1

## WEIGHTED TEACHING UNITS (WTUs) excluding Distance Studies

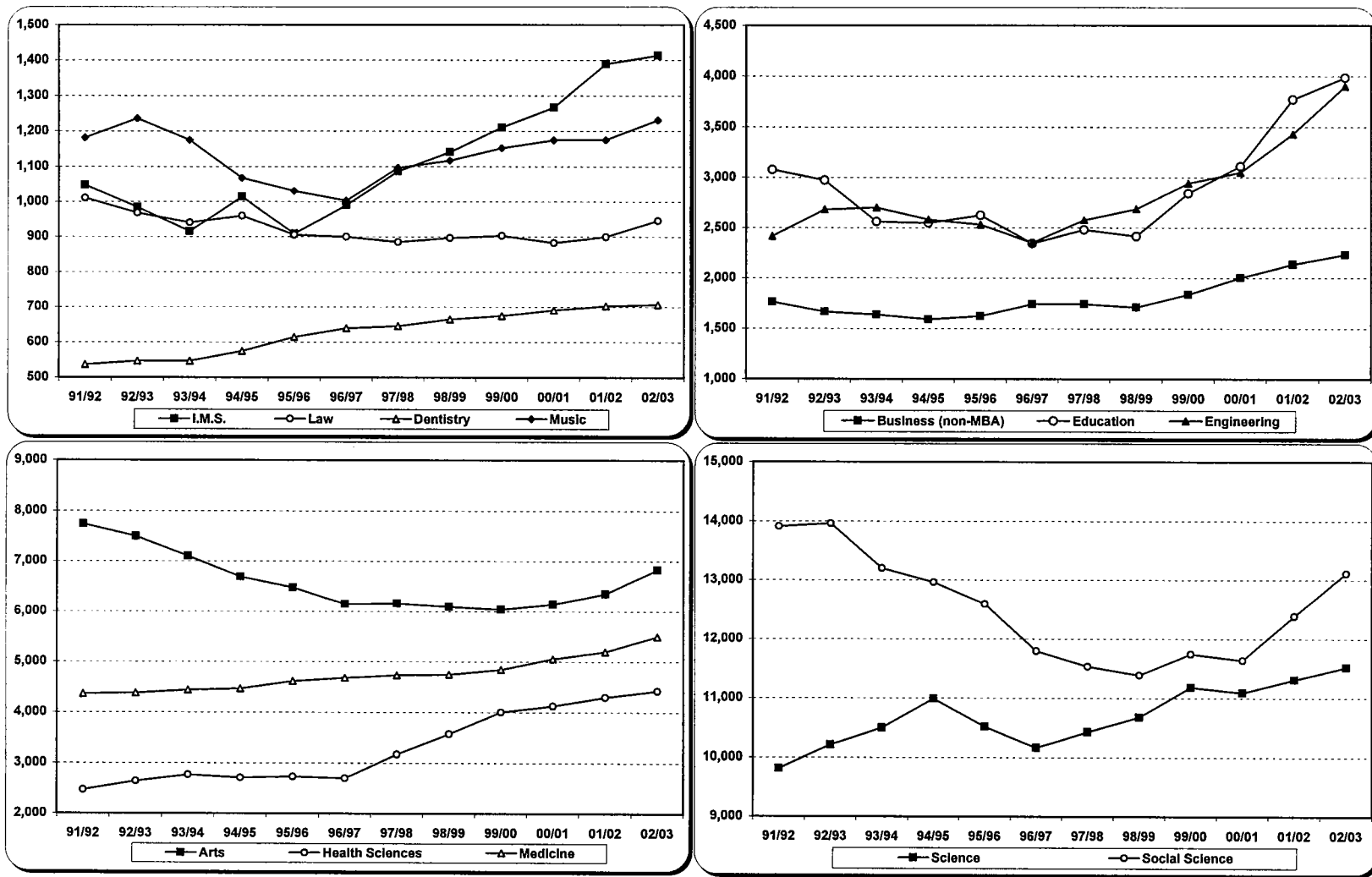


Figure 2

# **CHANGE in WTUs, Budgets, and Budget / WTU - 2002-03 over 1991-92 excluding Distance Studies**

