



MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
St. John's, Newfoundland, Canada A1C 5S7

Board of Regents

MIN. 4151.1

Item 2236

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# ~~3019~~  
2119

April 24, 1990

TO: Mr. H. Squires, Director of Budgets, Audits and Institutional Analysis

FROM: Secretary, Board of Regents

SUBJECT: Revised Budget Estimates 1990-91

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At a meeting of the Board of Regents held on Thursday, April 19, 1990, approval was granted to a recommendation from the President that the Revised Budget Estimates for 1990-91 be accepted.



s. 40(1)

A. H. Roberts, Ed.D.  
SECRETARY

cc: Mr. W. Thistle  
Ms. T. Pound-Curtis  
PF

Recommended for approval by the Finance Committee and the Board of Regents.

\_\_\_\_\_ s. 40(1)

W. Wayne Thistle

Date: \_\_\_\_\_

MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
 REVISED REVENUE ESTIMATES 1990-91  
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Approved for consideration by the Finance Committee and the Board of Regents.

\_\_\_\_\_ s. 40(1)

A. W. May, President

	PRELIMINARY REVENUE 1990-91 ----- \$	AMOUNT INCREASE (DECREASE) ----- \$	REVISED ESTIMATES 1990-91 ----- \$
Tuition Fees	18,100,000	1,100,000	19,200,000
Other Income	2,471,000	(357,000)	2,114,000
Government Grants			
- Operating	103,900,000	0	103,900,000
- Furniture, Equip. & Ren. *	5,000,000	0	5,000,000
- Payroll Tax	0	1,060,000	1,060,000
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Total Government Grants	108,900,000	1,060,000	109,960,000
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Total Revenue	129,471,000	1,803,000	131,274,000
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\* Does not include specified capital projects listed below.

Specified Capital Projects  
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CERR Bldg.	7,155,000	1,617,000
Centre for Remote Medicine	280,000	150,000
Various Buildings	2,000,000	3,050,000
Arts Bldg. and Animal Care		2,000,000
Pharmacy Facilities		550,000
Laboratories		250,000
Planning for Central NFLD. Univ. & S.W.G.C. Expansion		250,000
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		3,050,000
		=====

## MEMORIAL UNIVERSITY OF NEWFOUNDLAND

## REVISED ESTIMATES 1990-91

	PRELIMINARY ESTIMATES 1990-91	AMOUNT INCREASE (DECREASE)	REVISED ESTIMATES 1990-91
	\$	\$	\$
1 Faculty of Science	24,107,000	146,000	24,253,000
2 Faculty of Arts	15,596,000	695,000	16,291,000
3 Department of University Works	13,058,000	1,296,000	14,354,000
4 Administration	8,630,000	(17,000)	8,613,000
5 Library	7,451,000	229,000	7,680,000
6 Faculty of Education	6,747,000	26,000	6,773,000
7 Sir Wilfred Grenfell College	7,103,000	390,000	7,493,000
8 Fringe Benefits	8,916,000	994,000	9,910,000
9 Faculty of Engineering & Applied Sc.	5,291,000	(2,000)	5,289,000
10 Computing Services	3,958,000	1,279,000	5,237,000
11 Technical Services	2,145,000	138,000	2,283,000
12 Ocean Sciences Center	1,060,000	21,000	1,081,000
13 School of Physical Education & Athletics	1,224,000	74,000	1,298,000
14 School of Graduate Studies	1,575,000	27,000	1,602,000
15 Faculty of Business Administration	2,678,000	264,000	2,942,000
16 School of Nursing	1,662,000	162,000	1,824,000
17 School of Social Work	1,076,000	95,000	1,171,000
18 School of Music	849,000	34,000	883,000
19 General Student Services	708,000	7,000	715,000
20 Division of Cooperative Education	726,000	49,000	775,000
21 Counselling Center	415,000	47,000	462,000
22 Contingency	2,029,000	(1,904,000)	125,000
23 Institute of Social & Economic Research	373,000	0	373,000
24 Staff Settlement	300,000	15,000	315,000
25 Staff Recruitment	200,000	(12,000)	188,000
26 Vice-President's Research Grants	155,000	0	155,000
27 Harlow Campus	162,000	17,000	179,000
28 Church Colleges Grants	40,000	0	40,000
29 University Residences	363,000	100,000	463,000
30 Labrador Institute of Northern Studies	173,000	0	173,000
31 Debt Retirement	20,000	(20,000)	0
32 School of Pharmacy	791,000	8,000	799,000
33 Art Gallery	491,000	25,000	516,000
34 Salary Reserve	2,613,000	(2,613,000)	0
35 General & Continuing Studies & Extension	6,786,000	233,000	7,019,000
	129,471,000	1,803,000	131,274,000

MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
 REVISED REVENUE ESTIMATES 1991-92  
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	PRELIMINARY ESTIMATES 1991-92	AMOUNT INCREASE (DECREASE)	REVISED ESTIMATES 1991-92
	\$	\$	\$
Tuition Fees	22,100,000	200,000	22,300,000
Other Income	1,714,000	480,000	2,194,000
Government Grants			
- Operating	106,246,000	0	106,246,000
- Furniture, Equip. & Ren. *	4,000,000	0	4,000,000
Total Government Grants	110,246,000	0	110,246,000
Total Revenue	134,060,000	680,000	134,740,000

\* Does not include specified capital projects listed below.

Specified Capital Projects  
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Arts Bldg./Animal Care	2,000,000	4,000,000
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## MEMORIAL UNIVERSITY OF NEWFOUNDLAND

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REVISED ESTIMATES 1991-92  
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	PRELIMINARY ESTIMATES 1991-92	AMOUNT INCREASE (DECREASE)	REVISED ESTIMATES 1991-92
	\$	\$	\$
1 Faculty of Science	25,528,000	81,000	25,609,000
2 Faculty of Arts	16,084,000	140,000	16,224,000
3 Department of University Works	13,980,000	755,000	14,735,000
4 Administration	8,114,000	206,000	8,320,000
5 Library	7,816,000	198,000	8,014,000
6 Faculty of Education	6,602,000	378,000	6,980,000
7 Sir Wilfred Grenfell College	7,632,000	126,000	7,758,000
8 Fringe Benefits	11,210,000	(110,000)	11,100,000
9 Faculty of Engineering & Applied Sc.	5,363,000	14,000	5,377,000
10 Computing and Communications	5,513,000	194,000	5,707,000
11 Technical Services	2,272,000	78,000	2,350,000
12 School of Physical Education & Athletics	1,318,000	57,000	1,375,000
13 School of Graduate Studies	1,609,000	21,000	1,630,000
14 Faculty of Business Administration	2,995,000	(29,000)	2,966,000
15 School of Nursing	1,953,000	(103,000)	1,850,000
16 School of Social Work	1,175,000	(16,000)	1,159,000
17 School of Music	938,000	1,000	939,000
18 General Student Services	662,000	2,000	664,000
19 Division of Cooperative Education	760,000	(15,000)	745,000
20 Counselling Center	459,000	(4,000)	455,000
21 Contingency	744,000	(644,000)	100,000
22 Institute of Social & Economic Research	342,000	0	342,000
23 Staff Settlement	225,000	125,000	350,000
24 Staff Recruitment	175,000	55,000	230,000
25 Vice-President's Research Grants	140,000	0	140,000
26 Harlow Campus	205,000	(2,000)	203,000
27 Church Colleges Grants	40,000	(6,000)	34,000
28 University Residences	258,000	20,000	278,000
29 Labrador Institute of Northern Studies	173,000	0	173,000
30 Debt Retirement	200,000	0	200,000
31 School of Pharmacy	939,000	(30,000)	909,000
32 Art Gallery	413,000	26,000	439,000
33 Salary Reserve	1,445,000	(830,000)	615,000
34 General & Continuing Studies	6,507,000	(12,000)	6,495,000
35 Animal Care	271,000	4,000	275,000
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	134,060,000	680,000	134,740,000
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September 17, 1993

TO: Mr. W. Thistle, Vice-President (Administration and Finance)

FROM: Secretary, Board of Regents

SUBJECT: Preliminary Estimates 1993-94

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At a meeting held on Thursday, September 16, 1993, the Board of Regents approved balanced budgets for the fiscal year ended March 31, 1994, for both the University and the Faculty of Medicine, which would be achieved through a reduction in contributions to employees' pensions in fiscal year 1993-94 from the current level of 6% of salary to 2.5% of salary and that the accrual rate be adjusted downward for that period on a pro-rated basis.

 s. 40(1)

Eleanor Bennett  
SECRETARY

cc: Ms. T. Pound-Curtis  
Mr. H. Squires  
Dr. G. Hickman  
Dr. A. May

Min. 4381.6  
#2632

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**OVERVIEW OF 1994-95**  
**DOES NOT INCLUDE MARINE INSTITUTE OR MEDICINE**

<b><u>REVENUE ITEMS</u></b>	\$	\$
ADD OPERATING GRANT INCREASE	6,119,000	
LESS OPERATING GRANT REDUCTION 1994-95	<u>(4,000,000)</u>	2,119,000
DROP IN INTEREST INCOME		(554,000)
INCREASE IN RECOVERIES		<u>222,000</u>
SUBTOTAL REVENUES		1,787,000
 <b><u>INCREASE IN EXPENDITURES</u></b>		
SALARIES & BENEFITS	5,684,000	
 <i><u>OTHER COST INCREASES</u></i>		
LIBRARY MATERIALS & JOURNALS	441,000	
HUMAN RESOURCES INITIATIVES	150,000	
GRADUATE STUDENT SUPPORT	170,000	
LIBRARY COMPUTER SYSTEM	<u>250,000</u>	<u>6,695,000</u>
<b>ESTIMATED DEFICIT</b>		(4,908,000)
INTEREST ARBITRATION		<u>(260,000)</u>
<b>POTENTIAL DEFICIT</b>		<b><u>(5,168,000)</u></b>

**NOTE: ASSUMES TOTAL INCREASE IN GRANT IS FOR MUN PORTION.**  
**NO INCREASE FOR MARINE INSTITUTE**

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**OVERVIEW OF 1994-95**  
**DOES NOT INCLUDE MARINE INSTITUTE OR MEDICINE**

<b><u>REVENUE ITEMS</u></b>	\$	\$
ADD OPERATING GRANT INCREASE	6,119,000	
LESS OPERATING GRANT REDUCTION 1994-95	(4,000,000)	2,119,000
 DROP IN INTEREST INCOME		(554,000)
 INCREASE IN RECOVERIES		<u>222,000</u>
 SUBTOTAL REVENUES		1,787,000
 <b><u>INCREASE IN EXPENDITURES</u></b>		
 SALARIES & BENEFITS		<u>5,684,000</u>
 <b>ESTIMATED DEFICIT</b>		(3,897,000)
 INTEREST ARBITRATION		<u>(260,000)</u>
 <b>POTENTIAL DEFICIT</b>		<u>(4,157,000)</u>

**NOTE: ASSUMES TOTAL INCREASE IN GRANT IS FOR MUN PORTION.**  
**NO INCREASE FOR MARINE INSTITUTE**

Memorial University of Newfoundland

**SALARIES:    Increased by \$5,684,000**

<b><u>ADD:</u></b>	Step Increments - Faculty/Staff	\$ 1,225,000
	Fringe Benefits	4,700,000
	Pay Equity	177,000
	Net cost of all leave arrangements	1,251,000
	Net increase to cover cost of twelve months salary for employees who were appointed in 1993-94 and were employed for only part of that fiscal year	1,265,000
	Faculty Appointments	889,000
	Staff Appointments	546,000
	Salary sharing arrangements	371,000
	Increase in contractual and part-time faculty, extra teaching, etc.	193,000
		\$10,617,000
<b><u>LESS:</u></b>		
	Cost reduction through resignation or retirement of employees who were on the payroll during 1993-94	\$4,678,000
	Decrease in contractual and part-time staff, overtime, etc.	255,000
		\$ 4,933,000
<b>TOTAL</b>		<b>\$ 5,684,000</b>



# Memorial

University of Newfoundland

Board of Regents

MIN. 4364.2  
Item 2501  
#2598

011-22-04-24

February 11, 1994

TO: Mr. W. Thistle, Vice-President (Administration & Finance)

FROM: Ms. E. Bennett, Secretary, Board of Regents

SUBJECT: Budget Estimates 1994-95

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At its meeting held on Thursday, February 10, 1994, the Board of Regents, on the recommendation of the Finance Committee, granted approval to the submission to government of the preliminary budget estimates for 1994-95.



s. 40(1)

Eleanor Bennett  
SECRETARY

cc: Ms. T. Pound-Curtis  
Mr. H. Squires  
Dr. A. May

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
SUMMARY OF MAJOR ITEMS  
RE 1995-96**

	\$	\$
<b>REVENUE</b>		
<b>REDUCTIONS</b>		
REDUCTION IN OPERATING GRANT	1,489,000	
REDUCTION IN FURN. & EQUIP. GRANT	1,000,000	
TUITION FEES (ENROLMENT DECLINE)	<u>720,000</u>	3,209,000
<b>REQUIRED INCREASES</b>		
STEP INCREMENTS & PAY EQUITY	1,506,000	
FRINGE BENEFITS	250,000	
NEW SPACE ST. JOHN'S	80,000	
NEW SPACE CORNER BROOK	140,000	
TELEPHONE RATE INCREASE	78,000	
LIBRARY JOURNALS	290,000	
EXTRA STEP	513,000	
GRADUATE STUDIES	150,000	
CAMPUS NETWORKING	300,000	
AQUARENA	400,000	
MERIT INCREASES	500,000	
EARLY RETIREMENTS	1,000,000	
CAPITAL CAMPAIGN	<u>200,000</u>	5,407,000
TOTAL INCREASES AS PREVIOUSLY PRESENTED		8,616,000
<b>PLUS:</b>		
NISL AGREEMENT	869,000	
PROVISION FOR APPOINTMENTS	500,000	
JOB EVALUATION	<u>150,000</u>	1,519,000
REVISED TOTAL		<u><u>10,135,000</u></u>

**HOW WE SOLVED THE PROBLEM**

<b>EXPEDITURE REDUCTIONS</b>		
FIVE PERCENT ACROSS-THE-BOARD CUT MAJOR ACADEMIC UNITS	3,400,000	
OTHER UNITS - CUTS TO OPERATING, CAPITAL & CONTRACTUAL SALARIES	<u>2,415,000</u>	5,815,000
<b>OTHER</b>		
BUDGET CARRYOVER		2,700,000
<b>REVENUE</b>		
TUITION FEE INCREASE <i>7.5%</i>		<u>1,620,000</u>
<i>actual inc of 3% based on decreased enroll.</i>		<u><u>10,135,000</u></u>

**Notes to the Preliminary Budget Allocations**  
**1995-96**

**Revenue**

**Tuition Fees** We have taken the actual enrolment figures for 1994-95 and assumed that there will be 500 less students in the Fall Semester and 300 less students in the Winter Semester. The 7.5% increase approved by the board on May 12, 1995 has been applied and netted against the \$5 per course fee (\$530,000). After applying all these factors, the tuition revenue will be up by \$900,000 over 1994-95. We were originally predicting a \$720,000 decline.

**Other Income** The Comptroller has estimated the interest revenue; however, it will depend on the cash flows and interest rates. This figure will be revised in October. This section also includes the \$2.7 million from budget carryover and some miscellaneous amounts from Lockers, Calendars, Advance Standing Fees, etc.

**Government Grants**

We have provided for a clawback of \$200,000 for the Federal Government cutback to Adult Education Programs which the Provincial Government plans to apply on a pro-rated basis to the post secondary institutions (i.e., the Community Colleges and the Marine Institute).

**Expenditures**

A different approach is being taken this year. A lump sum is being provided to each budget heading and the respective deans and directors will be responsible for deciding how much will be allocated to salaries, operating, capital and revenue within certain guidelines, (e.g., they must provide enough funding to meet salary commitments and they will not be able to add salary units without prior approval). In arriving at the net allocation we did provide for the continuation of full time faculty and staff. In order to balance the budget, the V.P.(Academic) applied a 5% across-the-board cut to the major academic units; however, certain incentives have been offered to them to increase efficiencies. To most of the other budget headings we generally applied a 7% cut to their 1994-95 operating component and significant lump sum cuts to their capital allocations.

However, some of these cuts are not evident in the schedule because we also had to allocate funds for the increases that occurred such as: step increments, computer network, new space, library journals, etc. Also we have kept a large Contingency to provide for any faculty / staff appointments, early retirements, merit increases, job evaluation and the normal operating allocation of \$250,000.

A major review of the 1994-95 budget will be held in the Fall after the actual student enrolments are known.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**PRELIMINARY REVENUE ESTIMATES**  
**1995-96**

	REVISED ESTIMATES 1994-95	AMOUNT INCREASE (DECREASE)	PRELIMINARY ESTIMATES 1995-96	% INCREASE (DECREASE)
	\$	\$		
<b><u>Tuition Fees</u></b>	30,300,000	900,000	31,200,000	3.0%
<b><u>Other Income</u></b>				
Interest	1,198,000	102,000	1,300,000	8.5%
Budget Carryover	0	2,700,000	2,700,000	N/A
Miscellaneous	76,000	35,000	111,000	46.1%
<b>Total Other</b>	<u>1,274,000</u>	<u>2,837,000</u>	<u>4,111,000</u>	<u>222.7%</u>
<b><u>Government Grants</u></b>				
- Operating	115,140,000	(2,808,000)	112,332,000	-2.4%
- Furniture, Equip. & Ren. *	3,000,000	(1,000,000)	2,000,000	-33.3%
- Clawback (Provision for Adult Education)	0	(200,000)	(200,000)	N/A
<b>Total Government Grants</b>	<u>118,140,000</u>	<u>(4,008,000)</u>	<u>114,132,000</u>	<u>-3.4%</u>
<b>Total Revenue</b>	<u>149,714,000</u>	<u>(271,000)</u>	<u>149,443,000</u>	<u>-0.2%</u>

\* Does not include specified capital projects listed below.

**SPECIFIED CAPITAL PROJECTS**

VARIOUS BUILDINGS	1,000,000	0	1,000,000
S.W.G.C. EXPANSION	1,500,000	2,000,000	3,500,000

**FACULTY OF MEDICINE**

GOVERNMENT GRANT	18,181,000	(207,000)	17,974,000
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**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**PRELIMINARY ESTIMATES 1995-96**  
**NET TOTAL**

011-22-04-24

	REVISED BUDGET 1994-95 \$	AMOUNT INCREASE (DECREASE) \$	PRELIMINARY ESTIMATES 1995-96 \$	% INCREASE (DECREASE)
1 Faculty of Science	24,985,000	(1,249,000)	23,736,000	-5.0%
2 Faculty of Arts	17,080,000	(579,000)	16,501,000	-3.4%
3 Department of University Works	14,145,000	(911,000)	13,234,000	-6.4%
4 Administration	8,767,000	(264,000)	8,503,000	-3.0%
5 Library	9,334,000	250,000	9,584,000	2.7%
6 Faculty of Education	5,832,000	(292,000)	5,540,000	-5.0%
7 Sir Wilfred Grenfell College	8,604,000	196,000	8,800,000	2.3%
8 Fringe Benefits	12,443,000	357,000	12,800,000	2.9%
9 Faculty of Engineering & App. Sc.	5,857,000	(293,000)	5,564,000	-5.0%
10 Computing & Communications	7,301,000	1,091,000	8,392,000	14.9%
11 Technical Services	2,103,000	(43,000)	2,060,000	-2.0%
12 School of Physical Education	1,512,000	(76,000)	1,436,000	-5.0%
13 School of Graduate Studies	2,462,000	70,000	2,532,000	2.8%
14 Faculty of Business Administration	3,704,000	(185,000)	3,519,000	-5.0%
15 School of Nursing	1,935,000	3,000	1,938,000	0.2%
16 School of Social Work	1,407,000	(55,000)	1,352,000	-3.9%
17 School of Music	912,000	46,000	958,000	5.0%
18 Student Affairs and Services	2,655,000	32,000	2,687,000	1.2%
19 Cooperative Education Services Unit	165,000	20,000	185,000	12.1%
20 Contingency	0	1,950,000	1,950,000	0.0%
21 Inst. of Social & Economic Research	299,000	(14,000)	285,000	-4.7%
22 Staff Settlement	250,000	(100,000)	150,000	-40.0%
23 Staff Recruitment	85,000	(5,000)	80,000	-5.9%
24 Research & Internat. Activities & Serv.	676,000	(7,000)	669,000	-1.0%
25 Harlow Campus	367,000	(26,000)	341,000	-7.1%
26 Labrador Inst. of Northern Studies	224,000	(20,000)	204,000	-8.9%
27 Debt Retirement	353,000	0	353,000	0.0%
28 School of Pharmacy	920,000	16,000	936,000	1.7%
29 Art Gallery	484,000	0	484,000	0.0%
30 Botanical Gardens Inc.	326,000	0	326,000	0.0%
31 School of Continuing Education	5,470,000	(834,000)	4,636,000	-15.2%
32 Animal Care	233,000	(3,000)	230,000	-1.3%
33 Capital Campaign	50,000	200,000	250,000	400.0%
34 Aquarena	0	400,000	400,000	0.0%
35 Marine Institute	8,774,000	54,000	8,828,000	0.6%
	<b>149,714,000</b>	<b>(271,000)</b>	<b>149,443,000</b>	<b>-0.2%</b>

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**PRELIMINARY REVENUE ESTIMATES**  
**1996-97**  
**INITIAL INDICATION OF CUT IN GOVERNMENT GRANT**

	FINAL ESTIMATES 1995-96	AMOUNT INCREASE (DECREASE)	PRELIMINARY ESTIMATES 1996-97	% INCREASE (DECREASE)
	\$	\$	\$	%
Tuition Fees	30,050,000	(400,000)	29,650,000	-1.3%
Other Income	1,727,000	(584,000)	1,143,000	-33.8%
Budget Carryover	2,700,000	(2,700,000)	0	-100.0%
<b>Total Other</b>	<b>4,427,000</b>	<b>(3,284,000)</b>	<b>1,143,000</b>	<b>-74.2%</b>
<b>Government Grants</b>				
- Operating	112,332,000	(12,900,000)	99,432,000	-11.5%
- Furniture, Equip. & Ren. *	2,000,000	0	2,000,000	0.0%
- Various Buildings	1,000,000	0	1,000,000	0.0%
- Claw Back (Provision for Adult Education)	(157,000)	0	(157,000)	0.0%
- Claw Back (DECEMBER)	(3,400,000)	3,400,000	0	-100.0%
<b>Total Government Grants</b>	<b>111,775,000</b>	<b>(9,500,000)</b>	<b>102,275,000</b>	<b>-8.5%</b>
<b>Total Revenue</b>	<b>146,252,000</b>	<b>(13,184,000)</b>	<b>133,068,000</b>	<b>-9.0%</b>

\* Does not include specified capital listed below.

**SPECIFIED CAPITAL - BUILDINGS**

S.W.G.C. EXPANSION	3,500,000	(3,500,000)	0
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MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
SUMMARY OF PROJECTED MAJOR CHANGES  
FOR THE FISCAL YEARS 1996-97 TO 1998-99

	BASE BUDGET 1996-97	BASE BUDGET 1997-98	BASE BUDGET 1998-99
<b>SALARIES</b>	\$	\$	\$
BASE BUDGET	118,862,000	118,485,000	117,796,000
ADD:			
STEP INCREMENTS	1,470,000	1,470,000	1,470,000
ONE DAYS' PAY	400,000	0	0
PENSION PLAN CHANGES	890,000	0	0
FRINGE BENEFITS ON STEPS ETC.	187,000	147,000	147,000
FURTHER PAY EQUITY ADJUSTMENTS	200,000	650,000	0
FAST TRACK NURSING PROGRAM ANNUALIZATION	75,000	0	0
ANNUALIZATION S.W.G.C. AND FORESTRY	50,000	95,000	55,000
LESS:			
FACULTY AND STAFF RETIREMENTS	(3,109,000)	(2,931,000)	0
FRINGE BENEFITS ON RETIREMENTS	(500,000)	(100,000)	0
STATIONERY STORES CLOSURE	(40,000)	(20,000)	0
<b>REVISED SALARY BASE</b>	<b>118,485,000</b>	<b>117,796,000</b>	<b>119,468,000</b>
<b>OPERATING</b>			
BASE BUDGET	48,943,000	47,799,000	47,434,000
ADD:			
NEW BLDGS. CORNER BROOK & FORESTRY	75,000	85,000	65,000
LESS:			
ARBITRARY CUTS FOLLOWING CLAWBACK 1995-96	(1,129,000)	0	0
CLOSURE OF STATIONERY STORES	(10,000)	(25,000)	0
MOVING PRINT SHOP BACK TO CAMPUS	0	(75,000)	0
PHOTOCOPYING AGREEMENT	(80,000)	0	0
TELEPHONE CHANGES	0	(350,000)	0
<b>REVISED OPERATING BASE</b>	<b>47,799,000</b>	<b>47,434,000</b>	<b>47,499,000</b>
<b>CAPITAL</b>			
BASE BUDGET	6,527,000	5,912,000	5,912,000
LESS: PROJECTS DEFERRED FOLLOWING CLAWBACK	(545,000)	0	0
PHOTOCOPYING AGREEMENT	(70,000)	0	0
<b>REVISED CAPITAL BASE</b>	<b>5,912,000</b>	<b>5,912,000</b>	<b>5,912,000</b>
<b>REVENUE/RECOVERIES</b>			
BASE BUDGET	(24,680,000)	(24,755,000)	(24,755,000)
PLUS: PARKING FINES	(75,000)	0	0
<b>REVISED REVENUE BASE</b>	<b>(24,755,000)</b>	<b>(24,755,000)</b>	<b>(24,755,000)</b>
<b>ESTIMATED NET BUDGET</b>	<b>147,441,000</b>	<b>146,387,000</b>	<b>148,124,000</b>

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**SUMMARY OF PROJECTED BUDGET POSITION**  
**FOR THE FISCAL YEARS 1996-97 TO 1998-99**

	BASE BUDGET 1996-97 \$	BASE BUDGET 1997-98 \$	BASE BUDGET 1998-99 \$
ESTIMATED REVENUE PER SCHEDULE A	133,068,000	133,068,000	133,068,000
ESTIMATED EXPENDITURES PER SCHEDULE B	147,441,000	146,387,000	148,124,000
ESTIMATED DEFICIT	(14,373,000)	(13,319,000)	(15,056,000)
<b><u>FURTHER POSSIBILITIES TO REDUCE THE DEFICIT</u></b>			
FURTHER REDUCTIONS TO BASE BUDGET	4,000,000	4,000,000	4,000,000
INCREASE TUITION FEES 10% PER YEAR	2,600,000	5,600,000	8,600,000
<b>REMAINING DEFICIT</b>	<b>(7,773,000)</b>	<b>(3,719,000)</b>	<b>(2,456,000)</b>

**ESTIMATED GOVT. CUT TO BALANCE BUDGET**

PROPOSED GOVERNMENT CUT	(12,900,000)	(12,900,000)	(12,900,000)
ESTIMATED DEFICIT RESULTING FROM ABOVE CUT	7,773,000	3,719,000	2,456,000
<b>ESTIMATED AMOUNT OF GOVT. CUT TO BALANCE</b>	<b>(5,127,000)</b>	<b>(9,181,000)</b>	<b>(10,444,000)</b>

Meeting of the Board of Regents  
January 9, 1997

A. PURPOSE / ISSUE

REVISED ESTIMATES FOR 1996-97

B. DECISION REQUIRED BY THE FINANCE COMMITTEE OF THE BOARD OF REGENTS

The Finance Committee recommends to the Board of Regents that:

**The Revised Estimates of Revenues and Expenditures for the Fiscal Year 1996-97 be approved with an estimated deficit of \$2,413,000, based on Revenues of \$142,038,000 and Expenditures of \$144,451,000.**

Note: The approval to incur a deficit of \$2.7 million was received from the Minister of Education in a letter to the President dated October 17, 1997.

C. BACKGROUND & CONSIDERATIONS

See attached notes and schedules.

D. TRANSMITTED TO THE PRESIDENT AUTHORIZED BY:

 s. 40(1)

Mr. W. Wayne Thistle, Vice-President (Administration & Finance) and Legal Counsel

 s. 40(1)

Dr. A.W. May, President and Vice-Chancellor

DATE: January 3, 1997.

1996-97 BUDGET UPDATE

Revenue

Overall, total revenue is down by \$219,000. Other income is down by \$670,000 mainly because of the loss of interest revenue; interest rates have dropped considerably and there is also a reduction in cash flows. Tuition revenue is expected to be up approximately \$450,000 which helps offset the loss of interest revenue.

Expenditures

The overall total expenditure has been adjusted upward by \$180,000 to reflect the change in policy of not charging for transcript and degree fees.

ACADEMIC AND RESEARCH COMPONENT

One of the major changes from 1995-96 to 1996-97 is that the teaching costs for all the part-time credit courses, whether they be on campus or off campus, have been reassigned from the School of Continuing Education to the faculties and schools. This change was made to reflect the new policy on teaching loads. The allocations to the faculties and schools also includes costs related to space rentals and any special one-time strategic grants awarded by the Vice-President (Academic). Even with all these reallocation of costs, most of the budgets are still below their 1995-96 expenditure level. Others were given an appropriate increase in overall funding to cover the additional costs.

STUDENT AND INSTITUTIONAL SERVICES

Student Services

New initiatives are being undertaken in the student recruitment area and efforts are being made to try to improve services to students despite the budget cutbacks. Increases in residence fees have been kept to a minimum while efforts to increase revenues through the conference office are being pursued. Where many of the departments in Student Services are small and staff reductions were implemented a few years ago, there is minimal flexibility.

**Institutional Services**

The budget for the President's Office and the Board of Regents has been arbitrarily cut by approximately 10%. Pro rata reductions in grants to entities such as the Art Gallery and the Botanical Garden have also been imposed. The Division of University Relations and the Alumni Affairs and Development Office are pursuing ways to provide services with less funding. Some additional funds have been provided to assist with the university's Opportunity Fund campaign with its increased activities during the year.

**PLANT, ADMINISTRATION AND FINANCE****Dept. of Facilities Management**

Having the responsibility of providing the campus community with essential services such as heat, light, cleaning, security, snow clearing, the upkeep of buildings and grounds, life safety issues, etc., is a difficult task in the best of times. However, trying to satisfy their clients' needs with reduced funding is a challenge that the Department of Facilities Management is meeting head on.

Some of the measure that have been undertaken to cope with the budget reductions are:

The staffing complement is approximately 40 positions below 1994-95 levels; external service contracts have been reduced and/or modified; certain maintenance contracts have been restricted to emergency and life safety issues; improvements have been made to chemical dispensing and chemical treatment processes as well as materials management; the vehicle fleet has been reduced by two vehicles; services to buildings on weekends has been modified; and many other initiatives are under consideration.

**Department of Computing and Communications**

A considerable amount of the Computing and Communications budget is already committed for the new campus network and the contractual arrangement to provide administrative computing with NISL; therefore, budget cutbacks have to be found in areas where some flexibility exists. The major reduction will occur in capital purchases which will result in deferring the upgrades to computer labs. Also, the department is undertaking a major review of its telephone and mail services during the current year in an effort to reduce costs in these areas.

**Comptroller's Office**

The Comptroller's Office has closed its Stationery Stores operation and will also be moving its Printing Services unit back to the campus. Changes have been made to reduce costs for processing reports, forms, etc., and other efficiencies are being implemented. The staff complement has also been reduced. The overall increase results from the transfer of space rental charges from Facilities Management and the audit fee from the Vice-President (Administration and Finance). Also, printing equipment has been upgraded and a one-time inventory adjustment was necessary due to the closure of Stationery Stores.

**Dent. of Human Resources**

The Department of Human Resources is facing the dilemma of having increased demands for most of its services at the same time its budget is being reduced. The early retirement program, changes to pensions and benefits and the job evaluation and performance appraisal projects all result in additional work above the normal services. The department has undergone and is currently undergoing other organization changes with the end result being less positions than in 1995-96.

**Other Departments**

Most of the reduction in the Vice-President (Administration and Finance) office is related to decreases in professional fees. Small departments like Budgets & Audits and Labour Relations have mostly full-time salary costs with the step increments being larger than the cutbacks in operating budgets. Also, Labour Relations incurred additional costs for printing the MUNFA Agreement.

**Three Year Outlook**

The university has permission from government to incur a deficit of up to \$2.7 million in 1996-97, \$1.4 million in 1997-98 provided the accumulated deficit is eliminated in 1998-99. Schedule B gives an overview of our projections to accomplish this. However, there are considerable cuts that will have to be made during the period. Our plan is to give the departments their overall targets in the next couple of weeks and have them respond with their plans to achieve a balanced budget. Schedule C shows the amount of the cuts that would be required to the 3 major components over the next 2 years, if the percentage share of the total budget was to remain similar to 1996-97.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
3 YEAR REVENUE PROJECTIONS**

	PRELIMINARY ESTIMATES 1996-97	REVISED ESTIMATES 1996-97	PROJECTED ESTIMATES 1997-98	PROJECTED ESTIMATES 1998-99
	\$	\$	\$	\$
Tuition Fees	33,747,000	33,747,000	34,200,000	37,457,000
Tuition Fee increase undergraduate	0	0	3,021,000	1,453,000
Tuition Fee increase graduate	0	0	236,000	170,000
Update tuition based on current info.		453,000		
<b>TOTAL TUITION REVENUE</b>	<b>33,747,000</b>	<b>34,200,000</b>	<b>37,457,000</b>	<b>39,080,000</b>
Other Income	1,335,000	1,335,000	663,000	471,000
Interest		(579,000)	(42,000)	0
Misc.		(93,000)	(150,000)	0
<b>Total Other</b>	<b>1,335,000</b>	<b>663,000</b>	<b>471,000</b>	<b>471,000</b>
Government Grants	107,175,000	107,175,000	107,175,000	104,175,000
- Operating		0	(3,000,000)	(3,000,000)
- Furniture, Equip. & Ren. *		0	0	0
- Various Buildings		0	0	0
<b>Total Government Grants</b>	<b>107,175,000</b>	<b>107,175,000</b>	<b>104,175,000</b>	<b>101,175,000</b>
<b>Total Revenue</b>	<b>142,257,000</b>	<b>142,038,000</b>	<b>142,103,000</b>	<b>140,726,000</b>

**Tuition Fees - Assumes Comptrollers' proposal & same enroiments as in 1995-96**

\* Does not include specified capital projects listed below.

**SPECIFIED CAPITAL PROJECTS**

S. W.G.C. EXPANSION	3,500,000	3,500,000	0	0
OPPORTUNITY FUND COMMITMENTS		500,000	3,000,000	3,000,000

**FACULTY OF MEDICINE**

GOVERNMENT GRANT	17,974,000	17,724,000	?	?
Less: Clawback	(250,000)	0		
<b>Total Faculty of Medicine</b>	<b>17,724,000</b>	<b>17,724,000</b>	<b>0</b>	<b>0</b>

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**BUDGET ALLOCATIONS 1996-97**  
**COMPARED TO ACTUAL EXPENDITURE 1995-96**  
**ACADEMIC AND RESEARCH**

011-22-04-24

BUDGET HEADING	NET EXPEND 1995-96 S	AMOUNT INCREASE (DECREASE) S	NET BUDGET 1996-97 S	% INCREASE (DECREASE) %
SCIENCE	23,950,092	(516,520)	23,433,572	-2.16%
ARTS	16,785,588	140,973	16,926,561	0.84%
LIBRARY	10,129,209	(702,321)	9,426,888	-6.93%
EDUCATION	5,631,615	(127,339)	5,504,276	-2.26%
S.W.G.C.	8,983,925	(327,875)	8,656,050	-3.65%
ENGINEERING	5,667,617	(242,333)	5,425,284	-4.28%
PHYS-EDUC	1,573,597	(48,656)	1,524,941	-3.09%
GRADUATE STUDIES	2,526,984	169,814	2,696,798	6.72%
BUSINESS	3,876,767	470,627	4,347,394	12.14%
NURSING	1,990,385	(9,312)	1,981,073	-0.47%
SOCIAL WORK	1,306,674	93,697	1,400,371	7.17%
MUSIC	987,527	67	987,594	0.01%
COOP EDUCATION	177,402	(12,418)	164,984	-7.00%
ISER	348,574	41,313	389,887	11.85%
HARLOW	386,813	(27,077)	359,736	-7.00%
L.I.N.S.	230,941	7,534	238,475	3.26%
PHARMACY	904,185	74,176	978,361	8.20%
CONTINUING EDUC.	5,196,797	(2,323,142)	2,873,655	-44.70%
MARINE INSTITUTE	9,083,970	(396,378)	8,687,592	-4.36%
V.P. (ACADEMIC)	497,457	(125,724)	371,733	-25.27%
C I AP	246,733	33,267	280,000	13.48%
REGISTRAR	1,307,497	82,161	1,389,658	6.28%
SENATE	36,715	(2,570)	34,145	-7.00%
FRINGE BENEFITS	8,325,677	802,683	9,128,360	9.64%
SETTLEMENT	208,051	(83,051)	125,000	-39.92%
RECRUITMENT	82,150	(57,150)	25,000	-69.57%
RESEARCH	3,418,271	(68,638)	3,349,633	-2.01%
STRATEGIC INITIATIVES			142,185	
	113,861,213	(3,154,192)	110,849,206	-2.77%

NOTE: The above allocations reflect the redistribution of teaching costs from Continuing Educ. and Space Rentals from Facilities. Mgt. to the Faculties / Schools  
Also, it includes strategic grants allocated by the V. P. (Academic). There is a small amount remaining to be distributed.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**BUDGET ALLOCATIONS 1996-97**  
**COMPARED TO THE ACTUAL EXPENDITURE 1995-96**  
**STUDENT AND INSTITUTIONAL SERVICES**

011-22-04-24

BUDGET HEADING	NET EXPEND 1995-96	AMOUNT INCREASE (DECREASE)	NET BUDGET 1996-97	% INCREASE (DECREASE)
	\$	\$	\$	%
BOTANICAL GARDENS	336,000	(34,000)	302,000	-10.1%
ART GALLERY	484,000	(36,000)	448,000	-7.4%
OPPORTUNITY FUND	257,556	37,444	295,000	14.5%
AQUARENA	400,000	0	400,000	0.0%
PRESIDENT	407,296	(41,296)	366,000	-10.1%
UNIV. RELATIONS	1,035,689	(88,689)	947,000	-8.6%
ALUMNI & DEVELOPMENT	486,482	(11,482)	475,000	-2.4%
BOARD OF REGENTS	110,102	(10,102)	100,000	-9.2%
STUDENT SERVICES	3,181,768	(162,768)	3,019,000	-5.1%
FRINGE BENEFITS	169,351	15,609	184,960	9.2%
CONTINGENCY	0	99,506	99,506	
	6,868,244	(231,778)	6,636,466	-3.4%

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**BUDGET ALLOCATIONS 1996-97**  
**COMPARED TO ACTUAL EXPENDITURE 1995-96**  
**PLANT, ADMINISTRATION AND FINANCE**

011-22-04-24

BUDGET HEADING	NET	AMOUNT	NET	%
	EXPEND	INCREASE	BUDGET	INCREASE
	1995-96	(DECREASE)	1996-97	(DECREASE)
	\$	\$	\$	%
FACILITIES MANAGEMENT	12,428,763	(563,895)	11,864,868	-4.5%
COMPUTING & COMM.	8,771,784	(594,784)	8,177,000	-6.8%
COMPROLLER	1,614,231	170,069	1,784,300	10.5%
V.P. (ADMIN & FIN)	601,839	(162,839)	439,000	-27.1%
DEBT RETIREMENT	353,191	(191)	353,000	-0.1%
HUMAN RESOURCES	1,635,493	(97,493)	1,538,000	-6.0%
BUDGETS & AUDITS	347,949	2,051	350,000	0.6%
LABOUR RELATIONS	252,377	20,623	273,000	8.2%
FRINGE BENEFITS	1,994,120	192,040	2,186,160	9.6%
SETTLEMENT	84	(84)	0	-100.0%
	27,999,831	(1,034,503)	26,965,328	-3.7%

## SCHEDULE B

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
SUMMARY OF MAJOR PROJECTED EXPENDITURE CHANGES  
FROM THE FISCAL YEARS 1996-97 TO 1998-99**

	Preliminary Estimate 1996-97	Revised Estimate 1996-97	BASE BUDGET 1997-98	BASE BUDGET 1998-99
<b>SALARIES</b>				
BASE BUDGET	116,398,000	\$ 116,398,000	\$ 116,513,000	\$ 115,866,000
ADD:				
STEP INCREMENTS			1,470,000	1,470,000
FRINGE BENEFITS (Steps, Group Insur., Pension changes, etc.)			1,615,000	250,000
FURTHER PAY EQUITY ADJUSTMENTS			650,000	0
PROVISION FOR FACULTY & STAFF APPOINTMENTS			350,000	250,000
VARIOUS CHANGES BY DEPTS.		115,000	0	0
ANNUALIZATION S.W.G.C. AND FORESTRY			95,000	55,000
LESS:				
FACULTY AND STAFF RETIREMENTS			(3,100,000)	0
FRINGE BENEFITS ON RETIREMENTS			(100,000)	0
REDUCTIONS IN CONTRACTUAL P.T. FACULTY AND STAFF			(1,607,000)	(2,029,000)
STATIONERY STORES CLOSURE			(20,000)	0
<b>REVISED SALARY BASE</b>	<b>116,398,000</b>	<b>116,513,000</b>	<b>115,866,000</b>	<b>115,862,000</b>
<b>OPERATING</b>				
BASE BUDGET	47,346,000	47,346,000	46,758,000	44,328,000
ADD:				
GST / RST HARMONIZATION			0	0
PROMOTION & RECRUITMENT			200,000	0
CONTINGENCY FOR UNFORESEEN ITEMS				
LESS:				
REQUIRED REDUCTIONS			(2,300,000)	(831,000)
VARIOUS CHANGES BY DEPTS.		(588,000)		
ADJUST PURCHASES RE CLOSURE OF STATIONERY STORES			(25,000)	0
MOVING PRINT SHOP BACK TO CAMPUS			(75,000)	0
TELEPHONE CHANGES			(230,000)	(96,000)
<b>REVISED OPERATING BASE</b>	<b>47,346,000</b>	<b>46,758,000</b>	<b>44,328,000</b>	<b>43,401,000</b>
<b>CAPITAL</b>				
BASE BUDGET	4,726,000	4,726,000	4,370,000	4,370,000
VARIOUS CHANGES BY DEPTS.		(356,000)		
GST / RST HARMONIZATION			0	0
<b>REVISED CAPITAL BASE</b>	<b>4,726,000</b>	<b>4,370,000</b>	<b>4,370,000</b>	<b>4,370,000</b>
<b>REVENUE/RECOVERIES</b>				
BASE BUDGET	(24,199,000)	(24,199,000)	(23,190,000)	(23,654,000)
VARIOUS CHANGES BY DEPTS.		1,009,000	(464,000)	(473,000)
<b>REVISED REVENUE BASE</b>	<b>(24,199,000)</b>	<b>(23,190,000)</b>	<b>(23,654,000)</b>	<b>(24,127,000)</b>
<b>ESTIMATED NET BUDGET</b>	<b>144,271,000</b>	<b>144,451,000</b>	<b>140,910,000</b>	<b>139,506,000</b>
<b>ESTIMATED REVENUES</b>	<b>142,257,000</b>	<b>142,038,000</b>	<b>142,103,000</b>	<b>140,726,000</b>
<b>FURTHER CUTS OR REVENUES TO BALANCE</b>	<b>(2,014,000)</b>	<b>(2,413,000)</b>	<b>1,193,000</b>	<b>1,220,000</b>
<b>CUMULATIVE DEFICIT</b>			<b>(1,220,000)</b>	<b>0</b>

4(b)

**Meeting of the Board of Regents**  
**(Date of Meeting) January 15, 1998**

**A. ISSUE:**

Overview of the budget 1998-99.

**B. DECISION REQUIRED BY THE BOARD OF REGENTS :**

No decision required, information only.


**C. BACKGROUND:**


Summary notes to be handed out to the Board after the presentation by the Vice-President (Administration and Finance).

**COMMUNICATIONS CONSIDERATIONS:**

Further communication with Deans and Directors about budget problems for 1998-99.

**D. TRANSMITTED TO THE PRESIDENT,**  
**AUTHORIZED BY:**

 s. 40(1)  
W. Wayne Thistle  
Vice-President (Administration and Finance)  
and Legal Counsel

 s. 40(1)  
Harold R/Squires  
Director of Budgets and Audits

**APPROVED FOR CONSIDERATION BY THE BOARD OF REGENTS:**

**DATE:** 15.1.98

 s. 40(1)  
A.W. May  
PRESIDENT AND VICE-CHANCELLOR

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**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**OVERVIEW OF BUDGET POSITION**  
**FISCAL YEAR 1998-99**  
**Board Of Regents Meeting January 15, 1998**

**1. REVENUE** (See attached schedule)

**Tuition Fees** - The figures include the increase (4.76%) approved by the Board last year and assumes that there will be a 2% decrease in undergraduate student enrolments. Graduate tuition fees are increased by 5% and calculated at the current enrolment levels..

**Other Revenues** - The Comptrollers' Office has revised our interest revenue projections downward to reflect the current interest rates and cash flows.

**Govt. Grant** - The operating grant will decrease by \$3 million.

**2. EXPENDITURE**

**Salaries** - There are 3 main items over which we have little or no control in the salaries budget: step increments for faculty, step increments for staff and fringe benefit increases, which are mainly related to the pension changes.

**Operating and Capital** - At present we have not included increases for any operating or capital expenditures. Our capital expenditures are at very low levels.

**3. CURRENT OVERALL POSITION**

An estimated budget gap of approximately \$5.2 million.

**4. ITEMS UNDER CONSIDERATION** (see attached)

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**PRELIMINARY REVENUE ESTIMATES 1998-99**

	REVISED ESTIMATES 1997-98	AMOUNT INCREASE (DECREASE)	PRELIMINARY ESTIMATES 1998-99
	\$	\$	\$
Tuition Fees	37,457,000	1,021,000	38,478,000
Other Income	471,000	(166,000)	305,000
Government Grants			
- Operating	102,010,000	(3,000,000)	99,010,000
- Furniture, Equip. & Ren.	1,000,000	0	1,000,000
Total Government Grants	<u>103,010,000</u>	<u>(3,000,000)</u>	<u>100,010,000</u>
Total Revenue	<u>140,938,000</u>	<u>(2,145,000)</u>	<u>138,793,000</u>

**NOTE ASSUMPTIONS**

1998-99 Tuition Fees undergraduate - a 2% drop in enrolment & a 4.76 % increase in fees  
 1998-99 Tuition Fees graduate - no change in enrolment and a 5 % increase in fees.

**FACULTY OF MEDICINE**  
 GOVERNMENT GRANT

16,277,000

?

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
SUMMARY OF BUDGET OUTLOOK FOR 1998-99  
BOARD OF REGENTS MEETING JANUARY 15, 1998**

	\$	\$
BASE BUDGET 1997-98		140,938,000
Add:		
Step Increments - Faculty	1,111,000	
Step Increments - Staff	1,188,000	
Fringe Benefits Increases (Incl. Pension changes)	1,280,000	3,579,000
Less:		
Faculty Retirements	(305,000)	
Fringe Benefits	(30,000)	(335,000)
Subtotal		144,182,000
Estimated Revenue		138,793,000
<b>Remaining Budget Gap</b>		<b>(5,389,000)</b>



s. 35(1) (g)

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**COMPARISON OF FINAL BUDGET 1996-97 and PRELIMINARY BUDGET 1997-98**  
**BY MAJOR BUDGET CATEGORY**

011-22-04-24

	FINAL BUDGET 1996-97 \$	INCREASE/ (DECREASE) \$	PRELIMINARY BUDGET 1997-98 \$	% INCREASE/ (DECREASE) %
STUDENT AND INSTITUTIONAL SERVICES	6,801,450	147,262	6,948,712	2.17%
ACADEMIC AND RESEARCH	110,684,222	(3,291,039)	107,393,183	-2.97%
PLANT ADMINISTRATION AND FINANCE	26,965,328	(366,104)	26,599,224	-1.36%
	144,451,000	(3,509,881)	140,941,119	-2.43%

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24-Oct-97

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**COMPARISON OF FINAL BUDGET 1996-97 and PRELIMINARY BUDGET 1997-98**  
**STUDENT AND INSTITUTIONAL SERVICES**

011-22-04-24

	FINAL BUDGET 1996-97 \$	INCREASE/ (DECREASE) \$	PRELIMINARY BUDGET 1997-98 \$	% INCREASE/ (DECREASE) %
President	366,000	17,000	383,000	4.64%
University Relations	947,000	(41,000)	906,000	-4.33%
Board of Regents	100,000	0	100,000	0.00%
Art Gallery	448,000	(13,000)	435,000	-2.90%
Botanical Gardens Inc.	302,000	(9,000)	293,000	-2.98%
Opportunity Fund	770,000	8,000	778,000	1.04%
Aquarena	400,000	0	400,000	0.00%
Student Services	3,283,490	153,550	3,437,040	4.68%
Fringe Benefits	184,960	31,712	216,672	17.15%
	<u>6,801,450</u>	<u>147,262</u>	<u>6,948,712</u>	<u>2.17%</u>

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24-Oct-97

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**COMPARISON OF FINAL BUDGET 1996-97 and PRELIMINARY BUDGET 1997-98**  
**ACADEMIC AND RESEARCH**

011-22-04-24

	FINAL BUDGET 1996-97 \$	INCREASE/ (DECREASE) \$	PRELIMINARY BUDGET 1997-98 \$	% INCREASE/ (DECREASE) %
Faculty of Science	23,423,572	(848,467)	22,575,105	-3.62%
Faculty of Arts	16,926,561	(981,428)	15,945,133	-5.80%
Library	9,444,388	(477,382)	8,967,006	-5.05%
Faculty of Education	5,504,276	(394,513)	5,109,763	-7.17%
Sir Wilfred Grenfell College	8,656,050	(175,261)	8,480,789	-2.02%
Faculty of Engineering & App. Sc.	5,425,284	(501,450)	4,923,834	-9.24%
School of Physical Education	1,524,941	6,920	1,531,861	0.45%
School of Graduate Studies	2,706,798	76,721	2,783,519	2.83%
Faculty of Business Administration	4,347,394	198,525	4,545,919	4.57%
School of Nursing	1,981,073	(129,086)	1,851,987	-6.52%
School of Social Work	1,420,361	(38,574)	1,381,787	-2.72%
School of Music	987,594	557	988,151	0.06%
Inst. of Social & Economic Research	389,887	(52,292)	337,595	-13.41%
Staff Settlement	125,000	(45,000)	80,000	-36.00%
Staff Recruitment	25,000	15,000	40,000	60.00%
Harlow Campus	359,736	(25,182)	334,554	-7.00%
Labrador Inst. of Northern Studies	238,475	(16,693)	221,782	-7.00%
School of Pharmacy	978,361	(101,343)	877,018	-10.36%
School of Continuing Education	2,674,754	(358,483)	2,316,271	-13.40%
Marine Institute	8,687,592	(592,802)	8,094,790	-6.82%
Registrar's Office	1,351,366	(138,852)	1,212,514	-10.27%
Senate Office	102,437	24,411	126,848	23.83%
V.P. (Academic)	371,733	(41,733)	330,000	-11.23%
Centre for Inst. Anal. & Planning	280,000	(19,600)	260,400	-7.00%
Fringe Benefits	9,128,360	881,640	10,010,000	9.66%
Contingency *	273,596	561,451	835,047	205.21%
RESEARCH	3,349,633	(118,123)	3,231,510	-3.53%
	110,684,222	(3,291,039)	107,393,183	-2.97%

\* Includes academic reserve and strategic initiatives.

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24-Oct-97

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**COMPARISON OF FINAL BUDGET 1996-97 and PRELIMINARY BUDGET 1997-98**  
**PLANT ADMINISTRATION AND FINANCE**

011-22-04-24

	FINAL BUDGET 1996-97	INCREASE/ (DECREASE)	PRELIMINARY BUDGET 1997-98	% INCREASE/ (DECREASE)
	\$	\$	\$	%

V.P. (Administration & Finance)	439,000	11,000	450,000	2.51%
Facilities Management	11,864,868	(96,868)	11,768,000	-0.82%
Computing & Communications	8,177,000	(308,000)	7,869,000	-3.77%
Comptroller's Office	1,784,300	(190,300)	1,594,000	-10.67%
Dept. of Human Resources	1,538,000	23,000	1,561,000	1.50%
Division of Labour Relations	273,000	(6,000)	267,000	-2.20%
Budgets and Audits	350,000	5,000	355,000	1.43%
Debt Retirement	353,000	0	353,000	0.00%
Fringe Benefits	2,186,160	196,064	2,382,224	8.97%
	26,965,328	(366,104)	26,599,224	-1.36%

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24-Oct-97

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**COMPARISON OF FINAL BUDGET 1996-97 and PRELIMINARY BUDGET 1997-98**  
**VP RESEARCH**

011-22-04-24

	FINAL BUDGET 1996-97 \$	INCREASE/ (DECREASE) \$	PRELIMINARY BUDGET 1997-98 \$	% INCREASE/ (DECREASE) %
V.P. (Research)	229,683	(4,683)	225,000	-2.04%
Technical Services	1,881,400	(81,400)	1,800,000	-4.33%
Office of Research	531,730	(31,730)	500,000	-5.97%
International & CCIFTD	65,000	(65,000)	0	-100.00%
Animal Care	204,000	(4,000)	200,000	-1.96%
Fringe Benefits	437,820	68,690	506,510	15.69%
	<u>3,349,633</u>	<u>(118,123)</u>	<u>3,231,510</u>	<u>-3.53%</u>

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24-Oct-97

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**COMPARISON OF FINAL BUDGET 1996-97 and PRELIMINARY BUDGET 1997-98**  
**STUDENT AFFAIRS AND SERVICES**

011-22-04-24

	FINAL BUDGET 1996-97 \$	INCREASE/ (DECREASE) \$	PRELIMINARY BUDGET 1997-98 \$	% INCREASE/ (DECREASE) %
Dean of Student Affairs	263,297	(297)	263,000	-0.11%
Student Development	298,003	32,997	331,000	11.07%
Recruitment & Promotion	201,506	139,494	341,000	69.23%
General Student Services	582,000	(41,000)	541,000	-7.04%
Student Health	194,000	8,000	202,000	4.12%
University Residences	(48,000)	(78,000)	(126,000)	162.50%
Counselling Centre	515,000	13,000	528,000	2.52%
Cooperative Education Services Unit	164,984	(22,984)	142,000	-13.93%
Mem. Undergrad. Career Exp. Prog.	850,000	0	850,000	0.00%
Fringe Benefits	262,700	102,340	365,040	38.96%
	3,283,490	153,550	3,437,040	4.68%

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24-Oct-97



Board of Regents

March 20, 1998

TO: Mr. W. Thistle, Vice-President (Administration & Finance)  
FROM: Ms. E. Bennett, Secretary of the Board of Regents  
SUBJECT: Budget Estimates for fiscal year 1998-99

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The Board of Regents, at its meeting held on Friday, March 13, 1998, approved the preliminary budget estimates for fiscal year 1998-99 based on estimated revenues of \$138,793,000 and the proposed transfers of FRET and carryover funds, expenditures reduction and cost recoveries to achieve a balanced budget at an expenditure level of \$142,755,000.



s. 40(1)

Eleanor Bennett  
SECRETARY OF THE BOARD

C: Dr. A. May  
Ms. T. Pound-Curtis  
Mr. H. Squires

**Meeting of the Finance Committee**  
**(Date of Meeting) June 10, 1999**

**A. ISSUE:**

Preliminary Budget Estimates 1999-2000.

**B. DECISION REQUIRED BY THE BOARD OF REGENTS :**

The Finance Committee recommends to the Board of Regents that budget envelopes for the fiscal year be accepted as presented in the attached schedules.

**C. BACKGROUND:**

The preliminary revenue estimates total \$147,546,000. This amount has been allocated to the various budget envelopes based on the same percentage share as in 1998-99. A new budget envelope of \$2 million has been created called Computing and Infrastructure and the terms of reference for this envelope are included in the attached information.

**COMMUNICATIONS CONSIDERATIONS:**

None Required.

**D. TRANSMITTED TO THE PRESIDENT,**  
**AUTHORIZED BY:**

 s. 40(1)

W. Wayne Thistle  
Vice-President (Administration and Finance)  
and Legal Counsel


 s. 40(1)

Harold R. Squires  
Director of Budgets and Audits

**APPROVED FOR CONSIDERATION BY THE BOARD OF REGENTS:**

**DATE:** 99 06 02

*for*

 s. 40(1)

A.W. May  
PRESIDENT AND VICE-CHANCELLOR

**BUDGET UPDATE**  
**1999-2000**

## PRELIMINARY REVENUE ESTIMATES 1999-2000

### NOTES

**TUITION FEES :** - The Provincial Government increased our operating grant for 1999-2000 on the understanding that the tuition fees rates would not be increased during the next two years. We have taken a somewhat cautious approach in the assumptions used in our preliminary tuition fee estimates. We have provided for a 1% decrease in undergraduate enrolments and no change in graduate student enrolments. These figures will be updated when the actual enrolments are known in the Fall.

**OTHER INCOME :** - Other income is basically the interest earned on our cash flows during the year. The Comptroller has provided her estimate based on the current cash flow projections and interest rates.

**GOVERNMENT GRANT :** - The Government grant also includes funds for the new Water Tax (\$236,000) that has been levied on the university.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**PRELIMINARY REVENUE ESTIMATES 1999-2000**  
**COMPARED TO ACTUAL REVENUE 1998-99**

	ACTUAL REVENUE 1998-99 \$	AMOUNT INCREASE (DECREASE) \$	PRELIMINARY ESTIMATES 1999-2000 \$	% INCREASE (DECREASE) %
Tuition Fees	40,264,397	(391,397)	39,873,000	-0.97%
Other Income	1,117,031	(355,731)	761,300	-31.85%
Government Grants				
- Operating	98,725,700	7,186,000	105,911,700	7.28%
- Furniture, Equip. & Ren. *	1,000,000	0	1,000,000	0.00%
<b>Total Government Grants</b>	<b>99,725,700</b>	<b>7,186,000</b>	<b>106,911,700</b>	<b>7.21%</b>
<b>Total Revenue</b>	<b>141,107,128</b>	<b>6,438,872</b>	<b>147,546,000</b>	<b>4.56%</b>

\* Does not include Opportunity Fund Matching Contribution

**FACULTY OF MEDICINE**

GOVERNMENT GRANT	16,427,400	60,000	16,487,400	0.37%
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# **BUDGET ENVELOPES**

## **1999-2000**

## BUDGET ENVELOPES 1999-2000

### NOTES

The attached schedule shows the breakdown of the total estimated revenue into the budget envelope amounts for 1999-2000. The percentage breakdown for the envelopes is the same as in 1998-99 with the normal adjustments being made to accommodate some changes that have occurred. The major change being proposed this year is a new envelope is being created called Computing and Infrastructure. The terms of reference for this envelope are:

**Funding:** \$2 million

**Source:** \$1 million each from academic and administration/finance

**Concept:** The envelope will fund university-wide priorities for major capital investment in the following categories:

- building and classroom renovations and retrofit
- new academic/research facilities
- equipment (major)
- computer software/systems
- computer hardware
- communications systems

**Required Funding Levels:** Minimum of \$50,000

**Process:** Proposals will be submitted to the Office of Budgets and Audits. Supporting documentation will include a minimum three-year business case outlining all increased or decreased requirements for operating funds and any additional capital commitments. Proposals will be compiled and circulated to deans and academic and administrative directors for input following which allocations to projects will be made by SEC.

**Budget Cycle:** For 1999-00, the deadline for submissions will be Friday, June 30, 1999. In future years, submissions will be expected in November of the previous fiscal year.

**PRELIMINARY ALLOCATION OF PERCENTAGE SHARE OF UNIVERSITY BUDGET  
BY MAJOR BUDGET ENVELOPE  
FISCAL YEAR 1999-2000**

	Final PERCENTAGE SHARE 1998-99 %	SHARE OF THE BUDGET 1999-2000 \$	ADJUSTMENTS to 1999-2000 \$	Preliminary SHARE OF THE BUDGET 1999-2000 \$
INSTITUTIONAL SERVICES	2.509%	3,683,002	(29,000)	3,654,002
CONTINGENCY		500,000		500,000
STUDENT SERVICES	2.219%	3,257,802		3,257,802
<b>TOTAL STUDENT AND INSTITUTIONAL SERVICES</b>	<b>4.728%</b>	<b>7,440,803</b>	<b>(29,000)</b>	<b>7,411,803</b>
ACADEMIC	74.256%	109,014,590	29,000	109,043,590
Transferred to C & I			(1,000,000)	(1,000,000)
TOTAL ACADEMIC		109,014,590	(971,000)	108,043,590
RESEARCH	2.306%	3,384,957		3,384,957
<b>TOTAL ACADEMIC AND RESEARCH</b>	<b>76.561%</b>	<b>112,399,546</b>	<b>(971,000)</b>	<b>111,428,546</b>
PLANT, ADMINISTRATION & FINANCE	18.711%	27,469,650	236,000	27,705,650
Transferred to C & I			(1,000,000)	(1,000,000)
TOTAL PLANT, ADMINISTRATION & FINANCE	18.711%	27,469,650	(764,000)	26,705,650
COMPUTING AND INFRASTRUCTURE			2,000,000	2,000,000
<b>TOTAL</b>	<b>100.00%</b>	<b>147,310,000</b>	<b>236,000</b>	<b>147,546,000</b>
Total Budget Distributed on Percentage basis		146,810,000		146,810,000

**Adjustments:**

Contingency of \$500,000 taken from the total revenue and the balance distributed by percentage

\$236,000 deducted from total revenue for water tax and allocated to Plant, Administration & Finance.

Transfer of \$29,000 for the University Calendar from Univ. Relations to the Registrar.

One Million dollars taken from the Academic and PA&F envelopes and created a separate envelope for Computing and Infrastructure

## Fiscal Year 1999-2000

### AN UPDATE ON THE CURRENT ONGOING BUDGET PROCESS

- (1) Each department was required to submit their budget requests in a new format that focused on the following areas: Goals, Enrolments and Teaching Plan, Support Staff Plan, and the estimated cost of their Budget Request. The exercise was based on the assumption that their initial allocation was 98% of their 1998-99 budget.
  
- (2) There has been an extensive consultation process which included:

Three general assemblies for faculty. The Planning and Priorities Committee identified various issues and invited submissions from the university community. Ten goals were identified and faculty, staff and students were invited to attend workshops on each of them.
  
- (3) The vice-presidents have been meeting with their respective deans and directors and reviewing their departmental goals for 1999-2000, discussing the key issues in their respective areas and assessing the implications of various levels of funding. Preliminary departmental budget allocations have evolved from these discussions and various amounts have been set aside to be allocated for special initiatives.
  
- (4) Plans are being made for the various rounds of upcoming union negotiations.

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# **PRELIMINARY BUDGET ALLOCATIONS**

## **1999-2000**

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**Preliminary Estimates 1999-2000**  
**INSTITUTIONAL SERVICES**

011-22-04-24

	FINAL ESTIMATES 1998-99 \$	AMOUNT INCREASE/ (DECREASE) \$	PRELIMINARY ALLOCATION 1999-2000 \$	% INCREASE/ (DECREASE) %
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President	395,775	48,225	444,000	12.18%
Contingency	500,000	0	500,000	
University Relations	932,300	33,700	966,000	3.61%
Board of Regents	100,200	21,800	122,000	21.76%
Opportunity Fund / Alumni & Devl	617,300	(74,300)	543,000	-12.04%
Anniversary Celebrations	125,000	58,000	183,000	n/a
Fringe Benefits	232,428	(5,428)	227,000	-2.34%
<b>Subtotal Departments</b>	<b>2,903,003</b>	<b>81,997</b>	<b>2,985,000</b>	<b>2.82%</b>
Art Gallery	413,000	8,000	421,000	1.94%
Botanical Gardens Inc.	278,000	6,000	284,000	2.16%
Aquarena	380,000	10,000	390,000	2.63%
<b>Subtotal Corporations</b>	<b>1,071,000</b>	<b>24,000</b>	<b>1,095,000</b>	<b>2.24%</b>
<b>Total Budget</b>	<b>3,974,003</b>	<b>105,997</b>	<b>4,080,000</b>	<b>2.67%</b>
			Envelope 4,154,002	
			Unallocated funds 74,002	

The President has the authority to make reallocations among the various budget headings, where deemed necessary, provided it does not exceed the overall total allocation to the component.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**Preliminary Estimates 1999-2000**  
**STUDENT AFFAIRS AND SERVICES**

011-22-04-24

	FINAL ESTIMATES 1998-99	AMOUNT INCREASE/ (DECREASE)	PRELIMINARY ALLOCATION 1999-2000	% INCREASE/ (DECREASE)
	\$	\$	\$	%

Dean of Student Affairs	267,700	33,300	301,000	12.44%
Student Development	344,600	4,400	349,000	1.28%
Student Recruitment & Promotion	266,000	124,000	390,000	46.62%
General Student Services	328,300	34,700	363,000	10.57%
Student Health	116,700	(46,700)	70,000	-40.02%
Counselling Centre	461,000	28,000	489,000	6.07%
University Residences	(115,300)	(4,700)	(120,000)	-4.08%
Mem. Undergrad. Career Exp. Prog.	850,000	0	850,000	0.00%
Cooperative Education Services Unit	144,060	26,940	171,000	18.70%
Fringe Benefits	409,872	(15,070)	394,802	-3.68%
<b>Total Budget</b>	<b>3,072,932</b>	<b>184,870</b>	<b>3,257,802</b>	<b>6.02%</b>
			Envelope	3,257,802
			Unallocated funds	0

Note an additional contribution of \$280,000 will come from the V.P. Academic for Student Recruitment and Promotion

The Dean of Student Affairs & Services has the authority to make reallocations among the various budget headings, where deemed necessary, provided it does not exceed the overall total allocation to the component.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**Preliminary Estimates 1999-2000**  
**ACADEMIC**

	FINAL ESTIMATES 1998-99 \$	AMOUNT INCREASE/ (DECREASE) \$	PRELIMINARY ALLOCATION 1999-2000 \$	% INCREASE/ (DECREASE) %
Faculty of Science	22,529,688	97,156	22,626,844	0.43%
Faculty of Arts	16,083,658	449,878	16,533,536	2.80%
Library	8,872,126	477,557	9,349,683	5.38%
Faculty of Education	4,921,244	18,275	4,939,519	0.37%
Sir Wilfred Grenfell College	8,641,899	318,186	8,960,085	3.68%
Faculty of Engineering & App. Sc.	4,771,251	163,895	4,935,146	3.44%
School of Physical Education	1,673,932	(47,286)	1,626,646	-2.82%
School of Graduate Studies	2,604,041	232,444	2,836,485	8.93%
Faculty of Business Administration	4,887,640	222,247	5,109,887	4.55%
School of Nursing	1,817,400	113,652	1,931,052	6.25%
School of Social Work	1,411,222	92,076	1,503,298	6.52%
School of Music	1,128,649	35,327	1,163,976	3.13%
Staff Settlement	40,000	(10,000)	30,000	-25.00%
Staff Recruitment	40,000	10,000	50,000	25.00%
Harlow Campus	379,382	3,812	383,194	1.00%
Labrador Inst. of Northern Studies	216,685	1,266	217,951	0.58%
School of Pharmacy	1,104,352	(44,858)	1,059,494	-4.06%
School of Continuing Education	2,793,100	(252,243)	2,540,857	-9.03%
Marine Institute	6,864,929	262,701	7,127,630	3.83%
Registrar's Office	1,631,184	89,109	1,720,293	5.46%
V.P. (Academic)	488,081	(169,043)	319,038	-34.63%
Centre for Inst. Anal. & Planning	275,169	5,097	280,266	1.85%
Fringe Benefits	11,773,248	148,752	11,922,000	1.26%
Recruitment And Promotion	250,000	30,000	280,000	12.00%
Priorities	(2,370,521)	2,967,231	596,710	125.17%
<b>Total Budget</b>	<b>102,828,359</b>	<b>5,215,231</b>	<b>108,043,590</b>	<b>5.07%</b>

Envelope	108,043,590
Unallocated funds	0

The V.P. (Academic) has the authority to make reallocations among the various budget headings, where deemed necessary, provided it does not exceed the overall total allocation to the component.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**Preliminary Estimates 1999-2000**  
**RESEARCH**

011-22-04-24

	FINAL ESTIMATES 1998-99 \$	AMOUNT INCREASE/ (DECREASE) \$	PRELIMINARY ALLOCATION 1999-2000 \$	% INCREASE/ (DECREASE) %
V.P. (Research)	218,400	1,600	220,000	0.73%
Technical Services	1,760,700	(15,214)	1,745,486	-0.86%
Office of Research	493,500	38,130	531,630	7.73%
International & CCIFTD	0	67,000	67,000	n/a
Animal Care	191,000	9,180	200,180	4.81%
Priorities & C and I	0	135,661	135,661	
Fringe Benefits	529,271	(44,271)	485,000	-8.36%
<b>Total Budget</b>	<b>3,192,871</b>	<b>192,086</b>	<b>3,384,957</b>	<b>6.02%</b>
			Envelope 3,384,957	
			Unallocated funds 0	

The V.P. (Research) has the authority to make reallocations among the various budget headings, where deemed necessary, provided it does not exceed the overall total allocation to the component.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**Preliminary Estimates 1999-2000**  
**PLANT, ADMINISTRATION AND FINANCE**

011-22-04-24

FINAL ESTIMATES 1998-99	AMOUNT INCREASE/ (DECREASE)	PRELIMINARY ALLOCATION 1999-2000	% INCREASE/ (DECREASE)
\$	\$	\$	%

V.P. (Administration & Finance)	437,100	72,900	510,000	16.68%
Facilities Management	11,761,400	459,250	12,220,650	3.90%
Computing & Communications	7,077,000	198,000	7,275,000	2.80%
Comptroller's Office	1,595,100	(32,100)	1,563,000	-2.01%
Dept. of Human Resources	1,586,600	19,400	1,606,000	1.22%
Division of Labour Relations	192,500	20,500	213,000	10.65%
Budgets and Audits	353,100	19,900	373,000	5.64%
Debt Retirement	353,000	0	353,000	0.00%
Strategic Initiatives	0	100,000	100,000	
Fringe Benefits	2,555,035	(63,035)	2,492,000	-2.47%
<b>Total Budget</b>	<b>25,910,835</b>	<b>794,815</b>	<b>26,705,650</b>	<b>3.07%</b>
		Envelope	26,705,650	
		Unallocated funds	0	

The V.P. (Administration and Finance) has the authority to make reallocations among the various budget headings, where deemed necessary, provided it does not exceed the overall total allocation to the component.

# **SHORT TERM OVERVIEW**

## **1999-2000 AND 2000-2001**

011-22-04-24

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
SUMMARY OF MAJOR PROJECTED EXPENDITURE CHANGES  
FOR THE FISCAL YEARS 1999-2000 AND 2000-01  
DOES NOT INCLUDE THE FACULTY OF MEDICINE**

	ACTUAL EXPENDITURE 1998-99	PROJECTED BUDGET 1999-2000	PROJECTED BUDGET 2000-2001
<b>SALARIES</b>			
Base Amount	\$ 120,676,000	\$ 120,676,000	122,778,000
ADD:			
Step Increments (incl. M.I. Instructors)		1,072,000	1,072,000
Step Increments Support Staff		732,000	732,000
Change in the number of days in the fiscal year		400,000	(800,000)
CPP		211,000	282,000
Fringe benefits increases for: Group Insurance, steps etc.		487,000	495,000
LESS:			
Faculty & Staff retirements		(583,000)	(656,000)
Reduction in E. I. premiums		(159,000)	0
<b>REDUCTIONS TO BASE - TO BE DETERMINED</b>			<b>0</b>
Reductions in fringe benefits due to retirements		(58,000)	(66,000)
<b>REVISED SALARY BASE</b>	<b>120,676,000</b>	<b>122,778,000</b>	<b>123,837,000</b>
<b>OPERATING</b>			
Base Amount	47,876,000	47,876,000	48,432,000
1998-99 Deficit		472,000	
ADD:			
Allowance for inflation		0	0
Water Tax		236,000	
Operating costs - University Centre		271,000	384,000
Operating costs - Aquaculture Facility at O.S.C.		203,000	
Operating costs - Field House		0	0
LESS:			
Honeywell EPC contract		(626,000)	
Mortgage on Arts Bldg Extension & Biotechnology Bldg.			(97,000)
<b>REVISED OPERATING BASE</b>	<b>47,876,000</b>	<b>48,432,000</b>	<b>48,719,000</b>
<b>CAPITAL</b>			
Base Amount	4,364,000	4,364,000	4,364,000
<b>REVISED CAPITAL BASE</b>	<b>4,364,000</b>	<b>4,364,000</b>	<b>4,364,000</b>
<b>REVENUE / RECOVERIES netted against department allocations</b>			
Base Amount	(27,623,000)	(33,454,000)	(28,028,000)
ONE TIME TRANSFERS FROM FRET, ETC.	(5,831,000)	<u>5,831,000</u>	
Increase in departmental recoveries		(405,000)	
<b>REVISED REVENUE BASE</b>	<b>(33,454,000)</b>	<b>(28,028,000)</b>	<b>(28,028,000)</b>
<b>ESTIMATED NET BUDGET</b>	<b>139,462,000</b>	<b>147,546,000</b>	<b>148,892,000</b>
<b>ESTIMATED GENERAL REVENUES</b>	<b>141,107,000</b>	<b>147,546,000</b>	<b>147,146,000</b>
<b>DIFFERENCE IN REVENUES VS EXPENDITURES</b>	<b>1,645,000</b>	<b>0</b>	<b>(1,746,000)</b>
Less: Commitment to Departmental Carryover Accounts	(2,117,000)		
<i>make more explicit</i>			
<b>SURPLUS / (DEFICIT)</b>	<b>(472,000)</b>	<b>0</b>	<b>(1,746,000)</b>

**ASSUMPTIONS**

Salaries - Step increments per current contracts. No new hires or replacements for retirees.

Operating - No provision for inflation.

Capital - No change.

Revenue / Recoveries - Expect a net increase of approx. 1.5%.

General Revenue - No tuition increases, 1% decrease in undergraduate student enrolments and Govt. Grant as per budget.

NOTE: each 1% increase to faculty salaries would cost approx. \$500,000.

*explain  
Dept. carryover*

MAY 30 2000

Meeting of the Finance Committee of the Board of Regents  
June 9, 2000

011-22-04-24

**ISSUE:**

To establish the Preliminary Budget Envelopes for the 2000-2001 fiscal year.

**BACKGROUND:**


The first step in the process is to estimate the total revenue the university will receive from tuition fees, interest revenue and the government grant. Then, the total revenue is allocated by the President (upon consultation with the members of the Senior Executive Committee) to the major budget envelopes. After the envelopes have been established, the Senior Executives allocate the funds to the individual budget headings within their envelopes.

**RECOMMENDATION TO THE BOARD:**


The attached estimate of revenue and budget envelope allocations for the fiscal year 2000-2001 be approved by the Board.

**COMMUNICATIONS CONSIDERATIONS:**


No special initiatives are required.

*for*  s. 40(1)  
\_\_\_\_\_  
**Harold R. Squires**  
**Director of Budgets & Audits**

*May 30, 2000*  
\_\_\_\_\_  
**Date**

 s. 40(1)  
\_\_\_\_\_  
**W. Wayne Thistle**  
**Vice-President (Administration and Finance) and Legal Counsel**

*May 30, 2000*  
\_\_\_\_\_  
**Date**

s. 40(1)  *for A.M.*  
\_\_\_\_\_  
**Axel Meisen**  
**President and Vice-Chancellor**

*May 31/00*  
\_\_\_\_\_  
**Date**

**PRELIMINARY REVENUE ESTIMATES 2000-2001****NOTES**

**TUITION FEES :** - The Provincial Government increased our operating grant last year (1999-2000) on the understanding that the tuition fees rates would not be increased during the next two years. The current number of applications for the next Fall Semester is greater than in 1999, so we are confident that we will at least maintain last year's enrolment levels. The tuition figures will be updated when the actual enrolments are known in the Fall.

**OTHER INCOME :** - Other income is primarily the interest earned on cash on hand during the year. Approximately \$44,000 is derived from other sources (e.g., the interest charged on outstanding student accounts). The interest revenue last year was higher than projected. The current estimate is conservative, given rising interest rates.

**GOVERNMENT GRANT :** - The government operating grant for 1999-2000 was comprised of: (thousands of dollars)

1999-2000 beginning operating grant (original grant)		\$105,912
Add adjustments to operating grant by government:		
- Funds for retroactive salary increases (2%) and fringe benefits.	1,500	
- Funds for federally sponsored programs at Marine Institute.	490	1,990
	—	<u>\$107,902</u>
Final government operating grant 1999-2000		

The government operating grant for 2000-2001 is comprised of (thousands of dollars):

Final government operating grant 1999-2000		\$107,902
Add adjustments:		
- Funds for salary increases (2%) and fringe benefits.	2,505	
- Funds for federally sponsored programs at Marine Institute.	10	2,515
	—	<u>\$110,417</u>
Government operating grant at the beginning of 2000-2001		

**SPECIFIC CAPITAL GRANTS :** - When the university commenced the Opportunity Fund Campaign, the government agreed to match the funds raised dollar for dollar and pay it off at a rate of 3 million dollars per year. The government considers itself to be ahead in scheduled payments because they made a lump sum payment of 9 million dollars in 1998-99. No funds have been allocated in the government's 2000-2001 budget; however, this was similar to 1999-2000 when government made a 3 million dollar payment at year end. The original building in Corner Brook has been in need of repairs for years and the government has provided 2.1 million dollars to do the necessary repairs.

**FACULTY OF MEDICINE :** - A separate grant is provided by government through the Dept. of Health for the Faculty of Medicine.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**PRELIMINARY REVENUE ESTIMATES 2000-2001**  
**COMPARED TO THE FINAL REVENUE ESTIMATES 1999-2000**  
**(Thousands of dollars)**

	FINAL ESTIMATES 1999-2000	AMOUNT OVER (UNDER)	PRELIMINARY ESTIMATES 2000-2001	% OVER (UNDER)
Tuition Fees	39,873	0	39,873	0.00%
Other Income	1,113	134	1,247	12.04%
Government Grants				
- Operating	107,902	2,515 (1)	110,417	2.33%
- Furniture, Equip. & Ren. *	1,000	0	1,000	0.00%
Total Government Grants	108,902	2,515	111,417	2.31%
Total Revenue	149,888	2,649	152,537	1.77%

\* Does not include Opportunity Fund Matching Contribution

### Specific Capital Allocations

Opportunity Fund Matching	3,000	(3,000)	0
S.W.G.C. Brick Work	0	2,100	2,100
<b>Total Specific Capital</b>	<b>3,000</b>	<b>(900)</b>	<b>2,100</b>

### Faculty of Medicine

<b>GOVERNMENT GRANT</b>	<b>17,087</b>	<b>913</b>	<b>18,000</b>	<b>5.34%</b>
-------------------------	---------------	------------	---------------	--------------

Note (1) - increase in government grant is due to:

2% Salary increases and benefits	\$2,505
Federally sponsored programs at Marine Institute	10
<b>Total increase</b>	<b>\$2,515</b>

**PRELIMINARY**  
**BUDGET ENVELOPES**

**2000-2001**

## **PRELIMINARY BUDGET ENVELOPES 2000-2001**

### **NOTES**

The attached schedule on page five shows the allocation of the total estimated revenue into the budget envelopes for 2000-2001. The major changes proposed are:

1. The one-time envelope created for Computing and Infrastructure in 1999-2000 has been eliminated and the funds returned to the original envelopes (Academic and Plant, Administration & Finance). Some funds have been designated in the Plant, Administration and Finance Envelope for projects such as: environmental issues, landscape upgrades, Public Policy Research Centre in Queen's College, etc.
2. A new temporary envelope has been set up to provide for salary increases.
3. The funding for Student Recruitment and Promotion, which was shared between the Academic Envelope and the Student Services Envelope, has been consolidated in the Academic Envelope. An additional \$150,000 was added for new recruitment initiatives.
4. An additional \$400,000 was added to the Academic Envelope.
5. The annualized physical plant costs for the new University Centre have been allocated to the Plant, Administration & Finance Envelope.
6. An additional \$150,000 was added to the Institutional Services Envelope to support new fundraising and alumni initiatives.

### **Distribution of the Envelope Amount to the Individual Budget Headings**

The Senior Executives are currently meeting with their respective deans and directors to review their goals for 2000-2001 and to assess the implications of various levels of funding. When discussions have been completed, they will set the preliminary allocations for each budget heading.

*F:\share\ENV2kbd.WPD*

**PRELIMINARY BUDGET 2000-2001**  
**LIST OF NEW INITIATIVES**

<u>Initiative</u>	<u>Budget Allocation</u>
Recruitment	\$150,000
Fundraising and alumni	<u>150,000</u>
Total of new initiatives	<u><u>\$300,000</u></u>

F:\BUDGET\ENVPRHB1.WK4

09:34 AM 31-May-2000

**PRELIMINARY ALLOCATION OF PERCENTAGE SHARE OF UNIVERSITY BUDGET  
BY MAJOR BUDGET ENVELOPE  
FISCAL YEAR 2000-2001**

	Final Budget 1999-2000	Final 1999-2000 Percentages	Budget Before Adjustments 2000-2001	Adjustment for 2000-2001	Note	Preliminary Budget 2000-2001	Percentage Share
	\$	%		\$		\$	%
INSTITUTIONAL SERVICES	3,654,002	2.477%	3,641,371	150,000	(1)	3,791,371	2.561%
CONTINGENCY	500,000	n/a	1,200,000	(700,000)	(2)	500,000	n/a
STUDENT SERVICES	3,257,802	2.208%	3,246,540	(391,300)	(3)	2,855,240	1.929%
<b>TOTAL STUDENT AND INSTITUTIONAL SERVICES</b>	<b>7,411,803</b>	<b>4.685%</b>	<b>8,087,911</b>	<b>(941,300)</b>		<b>7,146,611</b>	<b>4.490%</b>
ACADEMIC	109,533,590	74.242%	109,154,956	941,300	(4)	110,096,256	74.378%
RESEARCH	3,384,957	2.294%	3,373,256	0		3,373,256	2.279%
<b>TOTAL ACADEMIC AND RESEARCH</b>	<b>112,918,546</b>	<b>76.536%</b>	<b>112,528,211</b>	<b>941,300</b>		<b>113,469,511</b>	<b>76.657%</b>
PLANT, ADMINISTRATION & FINANCE	27,705,650	18.779%	27,609,878	296,000	(5)	27,905,878	18.853%
Provision for Salary increases	1,500,000	n/a	4,015,000	0		4,015,000	n/a
Provision for University Centre plant costs			296,000	(296,000)	(5)	0	n/a
Provision to Repay the Accumulated Deficit	352,000						
<b>TOTAL REVENUE</b>	<b>149,888,000</b>	<b>100.000%</b>	<b>152,537,000</b>	<b>0</b>		<b>152,537,000</b>	<b>100.000%</b>
Less: Contingency	(500,000)		(1,200,000)	700,000		(500,000)	
Less: Provision for Salary Increases	(1,500,000)		(4,015,000)	0		(4,015,000)	
Less University Centre			(296,000)	296,000		0	
Less Payment towards Accumulated Deficit	(352,000)						
<b>Total Budget Distributed on Percentage Basis</b>	<b>147,536,000</b>		<b>147,026,000</b>	<b>996,000</b>		<b>148,022,000</b>	

**Adjustments made in 1999-2000:**

Contingency of \$500,000 taken from the total revenue and the balance distributed by percentage.  
 \$236,000 deducted from total revenue for water tax and allocated to Plant, Administration & Finance.  
 No adjustments made for the plant costs for the new University Centre and the OSC Aquaculture facility because offset by savings from the expiration of the Honeywell Contract.  
 Transfer of \$29,000 for the University Calendar from Univ. Relations to the Registrar.  
 One million dollars taken from the Academic and PA&F envelopes and created a separate envelope for Computing and Infrastructure.  
 \$490,000 allocated to the Academic Envelope related to additional funding for M.I. provided by Govt. at year end.  
 Separate Envelope set up for provision of employee salary increases re additional funding provided by Govt. at year end.  
 Repayment of the \$352,000 towards the accumulated deficit was noted in the Final Budget Estimates 1999-2000 submission to the Board of Regents for the March 9, 2000 meeting.

**Adjustments 2000-2001:**

Prior to Adjustments, one million dollars each returned to the Academic and PA&F envelopes and the Computing and Infrastructure Envelope eliminated.

Note (1) Transfer from Contingency to Institutional Services for Development initiatives	150,000
Note (2) Contingency (taken from total revenue prior to revenue being distributed)	1,200,000
Transfer to Institutional Services for Development initiatives	(150,000)
Transfer to Academic	(400,000)
Transfer to Academic for recruitment initiatives	(150,000) (700,000)
Contingency balance available for 2000-2001	500,000
Note (3) Transfer Student Recruitment & Promotion from Student Services to Academic	(391,300)
Note (4) Increase is due to:	
Transfer from Contingency to Academic	400,000
Transfer from Contingency to Academic for recruitment initiatives	150,000
Transfer Student Recruitment & Promotion from Student Services to Academic	391,000 941,000
Note (5) Amount deducted from total revenue for plant costs associated with the new University Centre and allocated to Plant, Administration & Finance.	296,000

Separate Envelope set up for provision of employee salary increases re additional funding provided by Govt.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
FINANCE COMMITTEE  
MINUTES**

**CONFIDENTIAL**

**F.N.S. 322**

A meeting of the Finance Committee of the Board of Regents was held March 9, 2000.

There were present: Chair of the Finance Committee, Mr. Fenwick  
President, Dr. Meisen  
Ms. Bennett  
Mr. Brown  
Mr. Decker  
Ms. Duggan  
Mr. Paddick  
Ms. Pinsent  
Dr. Simpson  
Mr. Thistle  
Acting Secretary, Mr. Mooney  
Guest, Ms. O'Neill

Regrets: Mr. Bonnell, Mr. Roberts, Ms. Pound-Curtis

**BUSINESS ARISING OUT OF PREVIOUS MINUTES**

Approval and Board Action on Minutes of December 9, 1999

The minutes of the meeting held December 9, 1999, were approved.

Correspondence from the Board of Regents indicates that they had approved minutes 2722, 2723, 2724, and 2725.

**NEW BUSINESS**

**\*(2729) 1999 - 2000 Final Budget Estimates**

The President presented a submission from the Director of Budgets and Audits, which is attached to and forms part of these minutes, requesting approval of the final budget estimates for the fiscal year 1999-2000 with total revenues of \$147,898,000 and total expenditures of \$147,546,000. The excess revenue will be applied against unfunded internal commitments to departmental carryovers of \$472,000. This will leave an estimated unfunded amount of \$120,000 at year end. Any unfunded amount remaining will be factored into the 2000-2001 budget figures.

After general discussion, it was agreed to recommend approval.

Resolved: -

That the Finance Committee recommends to the Board of Regents approval of the final budget estimates for the fiscal year 1999-2000 with total revenues of \$147,898,000 and total expenditures of \$147,546,000. The excess revenue will be applied against unfunded internal commitments to departmental carryovers of \$472,000. This action would leave an estimated unfunded amount of \$120,000 at year end, which will be factored into the 2000/2001 budget.

\*(2730) Canadian Nursing Students' Association Fees

The President presented a submission from the Vice-President (Academic), which is attached to and forms part of these minutes, requesting approval that the Canadian Nursing Students' Association Membership Fees be collected through tuition payment.

The fees set for the 2000-2001 academic year are \$5.00 for each full-time nursing student and \$3.00 for each part-time nursing student.

After general discussion, it was agreed to recommend approval.

Resolved: -

That the Finance Committee recommends to the Board of Regents for approval that the Canadian Nursing Students' Association Membership Fees be collected through tuition payment.

\*(2731) Travel Reimbursement Rates

The President presented a submission from the Comptroller, which is attached to and forms part of these minutes, requesting approval for the following travel reimbursement rates, effective April 1, 2000:

**Per Diems**

Nfld.	\$36.50
Canada	43.00
US	41.00 (US)
Private Accommodation	25.00
Mileage	31.5 cents/km

**ISSUE:**

2002 - 2003 Estimates.

**BACKGROUND:**

The University has received its grant allocation for the fiscal year 2002 - 2003. The Provincial Government has provided an increase in the Government grant in the amount of \$8,095,300 to cover a further 10% tuition fee reduction, general salary increases for staff and additional funding to cover capital and deferred maintenance needs. The Federal Government has also provided a special grant in the amount of \$3,283,000 to fund the indirect cost of research. The projected estimates for expenditure are \$170,059,000 and the projected estimates for revenue are \$170,816,000 resulting in a projected surplus of \$757,000. The current year's projected surplus will be used to offset the prior year's operating deficit of \$757,000.

**RECOMMENDATION TO THE FINANCE COMMITTEE OF THE BOARD OF REGENTS:**

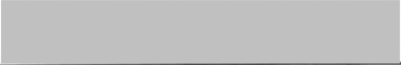
That the Administration recommends the estimates for the fiscal year 2002 - 2003 as presented in the attached schedules to the Board of Regents for approval.

**COMMUNICATION CONSIDERATIONS:**


Distribution of budget allocations will be communicated by the President and Vice-Presidents to the Deans and Directors.

 s. 40(1)  
Trudy Pound-Curtis, F.C.A.  
Director  
Financial and Administrative Services

May 16, 2002  
Date

 s. 40(1)  
W. Wayne Thistle, Q.C.  
Vice-President (Administration and Finance)  
and Legal Counsel

May 16, 2002  
Date

 s. 40(1)  
Axel Meisen  
President and Vice-Chancellor

May 19, 2002  
Date



May 9, 2002

TO: W. Wayne Thistle, Q.C., Vice-President (Administration and Finance) and Legal Counsel

FROM: Trudy Pound-Curtis, Director, Financial and Administrative Services

SUBJECT: **Budget Estimates 2002 - 2003**

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## REVENUES

### Provincial Government Grant

On March 21, 2002, the Provincial Government released its budget providing the University with an increase in the University's regular operating and capital grant in the amount of \$8,095,300. The increase in the grant was provided to cover the following:

- |  |                    |
|--|--------------------|
| 1. General salary increases for staff as per the Provincial Government template and annualization costs of MUNFA's prior year increases. | \$4,055,300        |
| 2. Grant to cover a further tuition reduction of 10%, effective September 2002.  | 3,140,000          |
| 3. An incremental amount to cover capital and maintenance needs over the prior year.   | 500,000            |
| 4. Annualization costs for 2001/02 tuition reduction for the Spring Semester.  | <u>400,000</u>     |
|  | <u>\$8,095,300</u> |

The Provincial Government have also confirmed that they have additional funds set aside equal to the Provincial Government template to cover a potential increase for faculty salaries. These funds will be made available upon the settlement of the MUNFA contract which expires on August 31, 2002.

The Estimates have also incorporated a small number of strategic initiatives for teaching equipment renewal, a facilities plan for new buildings and research initiatives.

**Surplus/Deficit**

The Board of Regents approved a budget shortfall of \$2,275,000 in January 2002. The actual shortfall incurred to March 31, 2002, was considerably lower and is projected at \$757,000 (refer attached). The University administration was committed to cover the shortfall incurred in the current year. The attached budget estimates for 2002/03 project a budget surplus of \$757,000 to cover the prior year's shortfall.

I, therefore, recommend that the budget estimates for the fiscal year 2002/03 with budgeted revenues of \$170,816,000 and budgeted expenditures of \$170,059,000 with a budgeted surplus of \$757,000 be considered by the Finance Committee and recommended to the Board of Regents for approval.



s. 40(1)

Trudy Pound-Curtis, F.C.A.  
Director  
Financial and Administrative Services

TPC:jw  
Attachments

### **Federal Government Grant**

The Federal Government provided a one time grant to the University in the amount of \$3.2 million as a contribution for the indirect cost of research. No commitment has been received from the Federal Government to continue this grant in future years. This grant has been instrumental in balancing the current year's budget.

### **Tuition Revenue**

The University is projecting an increase in course enrollment for the current fiscal year based on recruitment efforts and a change in Student Aid regulations. It is anticipated that tuition revenue will increase by a total of \$1,200,000 as shown in the attachment on enrollment increases.

### **Other Income**

A further decline in interest income of \$300,000 is anticipated based on projected interest rates and cash flows.

## **EXPENDITURES**

### **Salary Expenditures**

On the expenditure side, the University is projecting increases in costs for salary settlements, step increases and fringe benefit costs. While the Government has provided the funding for general increases they did not provide funding to cover the cost of step increases or increases in benefit costs. These costs are estimated at \$3.6 million in the current year.

### **Operating/Capital**

The Provincial Government has recognized the University's deferred maintenance problem through an additional allocation of \$1,000,000 for capital and operating costs. At the Board of Regents meeting in January the University administration presented a plan to address the University's deferred maintenance issues. The Board will be asked to consider this as a separate Board item. The cost of this project has been incorporated in the 2002/03 Estimates.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**PRELIMINARY REVENUE & EXPENDITURE ESTIMATES 2002-2003**

	ESTIMATES 2001-2002	INCREASE/ (DECREASE)	ESTIMATES 2002-2003
<b>Tuition Fees (Note 1)</b>	36,980,000	1,200,000	38,180,000
<b>Less: Tuition Reduction - Spring</b>		(400,000)	(400,000)
<b>- Effective September 2002</b>		(3,140,000)	(3,140,000)
<b>Net Tuition Revenue</b>	<u>36,980,000</u>	<u>(2,340,000)</u>	<u>34,640,000</u>
<b>Other Income (Note 2)</b>	<u>1,820,000</u>	<u>(481,000)</u>	<u>1,339,000</u>
<b>Grants</b>			
<b>Provincial Grants</b>			
- Operating (Note 3)	122,458,700	6,695,300	129,154,000
- Tuition (Spring Semester)	0	400,000	400,000
- Furniture, Equip. & Ren.	1,000,000	1,000,000	2,000,000
<b>Federal Grant</b>			
- Indirect Research Costs	0	3,283,000	3,283,000
<b>Total Grants</b>	<u>123,458,700</u>	<u>11,378,300</u>	<u>134,837,000</u>
<b>Total</b>	<u><u>162,258,700</u></u>	<u><u>8,557,300</u></u>	<u><u>170,816,000</u></u>
<b>Total Estimated Expenditure ( See attached breakdown by envelope)</b>			<u>170,059,000</u>
<b>Current Year Surplus/(Shortfall)</b>			757,000
<b>Surplus/(Shortfall) from Prior Year</b>			<u>(757,000)</u>
<b>Estimated Financial Position 2002-03 Surplus/(Shortfall)</b>			<u><u>0</u></u>

## Notes:

(1) Refer to document explaining enrollment increases.

(2) Other income mainly consists of interest income which has decreased due to lower interest rates and less favourable cash flows.

(3) \$500,000 for matching CFI grants is excluded.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**BUDGET BY MAJOR BUDGET ENVELOPE**  
**FISCAL YEAR 2002-2003**

	BUDGET 2001-2002		BUDGET 2002-2003
	\$		
INSTITUTIONAL SERVICES	3,993,625		4,105,340
CONTINGENCY	500,000		500,000
STUDENT SERVICES	3,555,958		3,395,080
<b>TOTAL STUDENT AND INSTITUTIONAL SERVICES</b>	<b>8,049,583</b>		<b>8,000,420</b>
ACADEMIC	121,412,682		121,788,147
RESEARCH	3,971,102		4,457,368
<b>TOTAL ACADEMIC AND RESEARCH</b>	<b>125,383,784</b>		<b>126,245,515</b>
<b>PLANT, ADMINISTRATION &amp; FINANCE</b>	<b>30,911,386</b>		<b>30,386,118</b>
<b>UNALLOCATED SALARY RESERVE</b>	<b>188,947</b>		<b>5,426,947</b>
<b>TOTAL EXPENDITURE</b>	<b>164,533,700</b>		<b>170,059,000</b>

Meeting of the Finance Committee  
of Board of Regents  
May 27, 2003

ISSUE:

2003 - 2004 Budget Estimates.

BACKGROUND:

The University has received its grant allocation for the fiscal year 2003 - 2004. The Provincial Government has provided an increase in the Government grant in the amount of \$13,100,200. The increase in the grant was provided to cover a further 5% tuition fee reduction, general salary increases for staff, 75% of step increases for faculty and staff plus additional funding to cover deferred maintenance needs. The Federal Government has again provided a special grant, this year, amounting to \$3,500,000 to fund the indirect cost of research.

The projected estimates for expenditure are \$185,523,000 and the projected estimates for revenue are \$184,359,000 resulting in a tentative projected deficit of \$1,164,000 which is less than 1% of our budget. The administration is of the view that the projected deficit can be dealt with internally through expenditure reductions and possible incremental tuition revenues. We had originally projected a constant student enrollment in relation to last year's numbers and as a result no increase in tuition revenues. For the fiscal year 2003-2004, however, our Spring Semester indicates a preliminary enrollment increase of 5.4%. Based on these preliminary enrollments and our increase in applications for Fall 2003, it is not unreasonable to project tuition increases between \$1 and \$2 million. We will continue to monitor the enrollment numbers as the Fall Semester approaches and revise our tuition estimates accordingly.

RECOMMENDATION TO THE FINANCE COMMITTEE OF THE BOARD OF REGENTS:

The Administration recommends the approval of the estimates for the fiscal year 2003 - 2004 as presented in the attachment with the proviso that actions be taken by the July Board meeting to eliminate the projected deficit of \$1,164,000.

COMMUNICATION CONSIDERATIONS:

Distribution of budget allocations will be communicated by the President and Vice-Presidents to the Deans and Directors.

[Redacted] s. 40(1)  
Brian H. Colbourne, C.A.  
Director  
Financial and Administrative Services

May 20/03  
Date

[Redacted] s. 40(1)  
Glenn W. Collins  
Acting Vice-President (Administration and Finance)

May 20/03  
Date

[Redacted] s. 40(1)  
Axel Meisen  
President and Vice-Chancellor

20th May 2003  
Date

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND**  
**REVENUE & EXPENDITURE ESTIMATES 2003-2004**  
**(Excluding the Faculty of Medicine)**

	FINAL ESTIMATES 2002-2003	INCREASE/ (DECREASE)	ESTIMATES 2003-2004
Tuition Fees	35,330,000	0	35,330,000
Less: Tuition Reduction - Spring 2003		(462,000)	(462,000)
- Fall 2003 & Winter 2004		(1,488,000)	(1,488,000)
<b>Net Tuition Revenue</b>	<b>35,330,000</b>	<b>(1,950,000)</b>	<b>33,380,000</b>
<b>Other Income</b>	<b>1,640,000</b>	<b>(920,000)</b>	<b>720,000</b>
<b>Grants</b>			
<b>Provincial Grants</b>			
- Operating	131,659,000	11,150,000	142,809,000
- Tuition (Spring 2003)		462,000	462,000
- Tuition (Fall 2003& Winter 2004)		1,488,000	1,488,000
- Furniture, Equip. & Ren.	1,000,000	(1,000,000)	0
- Deferred Maintenance	1,000,000	1,000,000	2,000,000
<b>Subtotal Provincial Grants</b>	<b>133,659,000</b>	<b>13,100,000</b>	<b>146,759,000</b>
<b>Federal Government Grant</b>			
- Indirect Research Costs	3,283,000	217,000	3,500,000
<b>Total Grants</b>	<b>136,942,000</b>	<b>13,317,000</b>	<b>150,259,000</b>
<b>Total</b>	<b>173,912,000</b>	<b>10,447,000</b>	<b>184,359,000</b>
<b>Total Estimated Expenditure</b>			<b>185,523,000</b>
<b>Current Year Surplus/(Shortfall)</b>			<b>(1,164,000)</b>

## EXPLANATORY NOTES

### REVENUES

#### Provincial Government Grant

On March 27, 2003, the Provincial Government released its budget providing the University with an increase in the University's regular operating and capital grant in the amount of \$13,100,200. The increase in the grant was provided to cover the following:

1.	General salary increases for staff including fringe benefits as per the Provincial Government template.		\$3,858,800
2.	MUNFA general salary and benefits increases (disbursed upon implementation of new Collective Agreement)		1,879,000
3.	Step increases (faculty and staff) funded at 75%. Fringe benefits on Step Increases at 100%	1,885,100 <u>251,300</u>	2,136,400
4.	Grant to cover a further tuition reduction of 5%, effective September 2003.		1,488,000
5.	Annualization costs for 2002 - 2003 tuition reduction for the Spring Semester.		462,000
6.	Pension adjustments covering current service costs and indexing.		3,238,100
7.	Incremental CPP, Health and Dental Premiums.		503,000
8.	Funding for the Marine Institute cleaning services and Marine Transportation initiatives.		265,800
9.	Miscellaneous		69,100
10.	Elimination of HRDC and CFI funding included in 2002 - 2003 base funding.		<u>(800,000)</u>
			<u>\$13,100,200</u>

The Provincial Government has confirmed they have set aside additional funds amounting to \$4.425 million equal to the Provincial Government template to cover a potential increase for faculty salaries in 2002-2003.

### Federal Government Grant

The Federal Government is expected to provide a grant to the University this year amounting to approximately \$3.5 million as a contribution for the indirect cost of research.

### Tuition Revenue

The University is projecting course enrollments at the same level as last year. Tuition revenue would therefore be constant. However, current registration and application data show an increase of 5.4%.

### Other Income

A further decline in interest income of approximately \$100,000 is anticipated based on projected interest rates and cash flows. For 2002 - 2003 a number of one time funds were included in other income in order to balance the budget. These funds are no longer available in 2003 - 2004.

## EXPENDITURES

### Salary Expenditures

On the expenditure side, the University is projecting increases in costs for salary settlements, step increases and fringe benefit costs. The Government has provided the funding for general salary increases and 75% of the cost of the step increases and 100% increases in fringe benefit costs. (The University had requested \$2.5 million in step increases and has received \$1.9 million.)

### Capital

The Provincial Government has recognized the University's deferred maintenance problem through an additional allocation of \$2,000,000 for capital maintenance costs. However, \$1 million was obtained from the line item of "Furniture, Equipment and Renovation." This has a serious impact on the university's ability to replace outdated teaching equipment.

In addition, the Provincial Government has given approval for the borrowing of an additional \$3 million in 2003 - 2004 to contribute to the capital maintenance problem. A Deferred Maintenance schedule has been established by the Department of Facilities Management covering the \$5 million in total. A separate report will be provided in future.

## EXPLANATORY NOTES

### REVENUES

#### Provincial Government Grant

On March 30, 2004, the Provincial Government released its budget providing the University with an increase in the University's regular operating and capital grant in the amount of \$8,445,100. The increase in the grant was provided to cover the following:

1. General salary increases for faculty and staff including fringe benefits as per the Provincial Government template.		\$4,520,100	
2. Step increases (faculty and staff) funded at 75%.	2,028,100		
Fringe benefits on Step Increases at 75%	202,800		2,230,900
3. Pension adjustments covering current services costs and indexing. (Note 1)			3,238,100
4. General Grant Reduction.			(2,000,000)
5. MUNFA Agreement Retro Adjustment. (Note 2)			(1,685,200)
6. Additional Funding for Marine Institute (Marine Transportation).			166,000
7. Deferred Maintenance	1,000,000		
Teaching Equipment	1,000,000		2,000,000
8. Miscellaneous Adjustment			(24,800)
			<b>\$8,445,100</b>

**Note 1:** These monies have been segregated awaiting the passing of appropriate legislation.

**Note 2:** \$1,685,200 allocated to the University in 2003-04 was one-time funding for the retro payment of the July 2003 MUNFA Collective Agreement. This funding was included in the 2003-04 Revised Budget as per Estimates 2004 (Government Document). Due to the nature of the funding being a one-time payment, the amount was reduced from the Base Government Grant for 2004-05.

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
REVENUE & EXPENDITURE ESTIMATES 2004 - 2005  
(EXCLUDING THE FACULTY OF MEDICINE)**

	<b>FINAL BUDGET 2003-2004</b>	<b>INCREASE / (DECREASE)</b>	<b>FINAL BUDGET 2004 - 2005</b>
<b>TUITION</b>			
Tuition Fees	35,637,800		35,637,800
Less: Tuition Reduction - Spring 2003	(462,000)		(462,000)
- Fall 2003 & Winter 2004	(1,488,000)		(1,488,000)
Add: Tuition Anticipated Increase - 2003-2004	2,000,000		2,000,000
Tuition Reduction Reimbursement from Govt - 2003-2004	500,000	(123,000)	377,000
Add: Tuition Anticipated Increase - 2004-2005	-	1,000,000	1,000,000
<b>Net Tuition Revenue</b>	<b>36,187,800</b>	<b>877,000</b>	<b>37,064,800</b> <sup>1</sup>
<b>OTHER INCOME</b>	<b>720,000</b>	<b>180,000</b>	<b>900,000</b> <sup>2</sup>
<b>GRANTS</b>			
<b>PROVINCIAL GOVERNMENT GRANTS</b>			
- Operating	144,202,100	3,207,000	147,409,100
- Pension Indexing	-	3,238,100	3,238,100
- Tuition Reduction (Spring 2003)	462,000	-	462,000
- Tuition Reduction (Fall 2003 & Winter 2004)	1,488,000	-	1,488,000
- Deferred Maintenance (NOTE 1)	2,000,000	1,000,000	3,000,000
- Teaching Equipment	-	1,000,000	1,000,000
<b>Subtotal Provincial Government Grants</b>	<b>148,152,100</b>	<b>8,445,100</b>	<b>156,597,200</b> <sup>3</sup>
<b>FEDERAL GOVERNMENT GRANT</b>	<b>3,626,900</b>	<b>112,500</b>	<b>3,739,400</b> <sup>4</sup>
<b>TOTAL GRANTS</b>	<b>151,779,000</b>	<b>8,557,600</b>	<b>160,336,600</b> <sup>(3+4)</sup>
<b>TOTAL REVENUE</b>	<b>188,686,800</b>	<b>9,614,600</b>	<b>198,301,400</b> <sup>(1+2+3+4)</sup>
<b>TOTAL ESTIMATED EXPENDITURES</b>			<b>198,301,400</b>
<b>CURRENT YEAR SURPLUS/(SHORTFALL)</b>			<b>-</b>

NOTE 1: In the 2003-04 Budget Year, Government provided Memorial with one time funding of \$1.7 million for Deferred Maintenance. This amount was not added to the Base Budget.

Meeting of the Finance Committee  
of The Board of Regents  
May 24, 2005

**ISSUE:**

2005 - 2006 Budget Estimates.

**BACKGROUND:**

The University has received its grant allocation from the **Department of Education** for the fiscal year 2005 -2006. The Provincial Government has provided an increase in the Government grant in the amount of \$13,131,600. The increase in the grant was provided to cover general salary increases for faculty under the current Collective Agreement, 100% of step increases, fringe benefit increases and pension indexing. In addition, funds were provided for essential operating, strategic initiatives and deferred maintenance.

The Federal Government has again provided a special grant, this year, amounting to \$3,933,955 to fund the indirect costs of research.

The projected estimates for expenditure are \$217,958,575 and the projected estimates for revenue are \$217,958,575 resulting in an anticipated balanced budget.

As well, the University has received its grant allocation for the **Faculty of Medicine** from the **Department of Health** for the fiscal year 2005-2006. The Provincial Government has provided an increase in the grant amounting to \$1,943,900 covering increases in operating expenses and additional capital requirements.

**RECOMMENDATION:**

The Administration recommends the approval of the estimates for the fiscal year 2005 – 2006, to the Board of Regents for approval, as presented in the attached schedules.

**COMMUNICATION CONSIDERATIONS:**

s. 40(1) Distribution of budget allocations will be communicated by the President and Vice-Presidents to the Deans and Directors.

[Redacted Signature]

Brian H. Colbourne, Director  
Financial and Administrative Services

[Redacted Signature]

Kent Decker  
Vice-President (Administration and Finance)

s. 40(1)

[Redacted Signature]

Dr. Axel Meisen  
President and Vice-Chancellor

s. 40(1)

Date

May 16, 2005

**MEMORIAL UNIVERSITY OF NEWFOUNDLAND  
REVENUE, EXPENDITURE AND CAPITAL ESTIMATES 2005 - 2006  
(EXCLUDING THE FACULTY OF MEDICINE)**

	AS PREVIOUSLY REPORTED BUDGET 2004-2005	ADJUST- MENTS	FINAL BUDGET 2004-2005	INCREASE / (DECREASE)	FINAL BUDGET 2005 - 2006
<b>OPERATING:</b>					
TUITION	37,064,800	(155,000)	36,909,800	700,000	37,609,800
TAX RECOVERY		1,220,900	1,220,900		1,220,900
INTERNAL RESERVE UTILIZATION		1,000,000	1,000,000	(334,880)	665,120
OTHER INCOME	900,000		900,000		900,000
<b>GRANTS</b>					
PROVINCIAL GOVERNMENT GRANTS	152,597,200		152,597,200	13,131,600	165,728,800
FEDERAL GOVERNMENT GRANT	3,739,400		3,739,400	194,555	3,933,955
<b>TOTAL OPERATING REVENUE</b>	<b>194,301,400</b>	<b>2,065,900</b>	<b>196,367,300</b>	<b>13,691,275</b>	<b>210,058,575</b>
<b>CAPITAL:</b>					
DEFERRED MAINTENANCE	3,000,000		3,000,000	1,000,000	4,000,000
TEACHING EQUIPMENT	1,000,000		1,000,000		1,000,000
WHITE PAPER				2,400,000	2,400,000
OPPORTUNITY FUND (Based on Collections)				500,000	500,000
<b>TOTAL CAPITAL REVENUE</b>	<b>4,000,000</b>		<b>4,000,000</b>	<b>3,900,000</b>	<b>7,900,000</b>
<b>TOTAL REVENUE</b>	<b>198,301,400</b>	<b>2,065,900</b>	<b>200,367,300</b>	<b>17,591,275</b>	<b>217,958,575</b>
<b>TOTAL ESTIMATED EXPENDITURES</b>					<b>217,958,575</b>
<b>CURRENT YEAR SURPLUS/(SHORTFALL)</b>					<b>0</b>

## EXPLANATORY NOTES

### REVENUES

#### Provincial Government Grant

On March 21, 2005, the Provincial Government released its budget providing the University (excluding the Faculty of Medicine) with an increase in the University's regular operating grant in the amount of \$13,131,600. The increase in the grant was provided to cover the following:

1. General salary increases for faculty including fringe benefits		\$2,550,446
2. Step increases (faculty and staff) funded at 100%. including fringe benefits		2,821,912
3. Pension indexing annualization		1,062,000
4. Essential Operating:		
Energy Costs	470,681	
Insurance Premiums	310,161	
Library Holdings	376,000	
General Inflation	770,400	1,927,242
5. Strategic Initiatives		
Library	1,000,000	
Graduate Student Support	1,500,000	
Pharmacy Program	400,000	
Sir Wilfred Grenfell College	1,000,000	
Marketing & Student Recruitment	400,000	4,300,000
6. Tuition Adjustment		470,000
		<b>\$13,131,600</b>

### **Federal Government Grant**

The Federal Government will provide a grant to the University this year amounting to approximately \$3.9 million as a contribution for the indirect cost of research, an increase of \$194,555 over the previous year.

### **Tuition Revenue**

Tuition revenue for 2005-06 has been budgeted at a 2% increase amounting to \$700,000 over the previous year. The revenue increase reflects the rise in course and program registrations.

### **Opportunity Fund**

The Provincial Government has allocated \$500,000 to the Opportunity Fund. This funding will be contingent on donors honouring outstanding pledges.

### **White Paper**

The Provincial Government has allocated an additional \$2,400,000 to the University. The Administration is awaiting the release of the White Paper to determine the allocation of these funds.

## **EXPENDITURES**

### **Salary Expenditures**

On the expenditure side, the University is projecting increases in costs for salary increases, step increases, fringe benefit costs and health and dental premiums. The Government has provided the funding for general salary increases negotiated in the existing collective agreements, 100% of the cost of the step increases and the fringe benefit costs on the funded salary and step increases.

### **Capital**

The Provincial Government has recognized the University's deferred maintenance problem through an additional allocation of \$1 million for capital maintenance costs, bringing the total budget to \$4 million. As well, the Provincial Government has again provided \$1 million to the University for Teaching Equipment.



Board of Regents

May 24, 2006

TO: Dr. Axel Meisen, President and Vice-Chancellor  
FROM: Eleanor Bennett, Secretary to the Board  
SUBJECT: Budget Estimates for the Fiscal Year 2006/07

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At a meeting of the Board of Regents held on May 23, 2006, approval was given to the Budget Estimates for the Fiscal Year 2006/07 with total revenue of \$261,143,106 and total expenditure of \$261,143,106 resulting in an anticipated balanced budget.

The Board also approved the budget estimates for the Faculty of Medicine for the fiscal year 2006/07 with total revenue of \$32,088,200 and total expenditure of \$32,088,200, resulting in an anticipated balanced budget.



s. 40(1)

Eleanor Bennett  
SECRETARY TO THE BOARD

c: Mr. K. Decker  
Mr. B. Colbourne

✓

**Table 1: Increases in the Provincial Government Grant from the Department of Education (excluding the Faculty of Medicine) - Details**

On March 30, 2006, the Provincial Government released the budget providing the University with an increase in the University's regular operating grant (excluding the Faculty of Medicine) in the amount of \$44,752,700. The increase in the grant was provided to cover the following:

**OPERATING:**

1. Salaries and Benefits		
1.1. General Salary Increases including Fringe Benefits (Staff)	\$3,221,300	
1.2. Step Increases funded at 75% including Fringe Benefits (Faculty and Staff)	1,939,700	
1.3. Pension Plan Contributions on Salary Increases (Faculty and Staff)	181,100	
1.4. Group Health and Dental Increases	322,400	\$5,664,500
2. Pension Plan Funding		6,745,000
3. Pension Indexing		996,800
4. Fuel / Energy Increases (1,200,000+346,400)		1,546,400
5. Additional White Paper Funding		
5.1. General Inflation	902,500	
5.2. Energy Costs	1,072,900	
5.3. Insurance Premiums	146,700	
5.4. Inflation on Library Holdings	625,300	
5.5. Unfunded 25% Faculty and Staff Steps	557,300	
5.6. Unallocated White Paper Funding	4,495,300	
5.7. Sharing of Services	(250,000)	7,550,000
6. Strategic Initiatives		
6.1. Marine Institute Training Ship	1,100,000	
6.2. Water Jet Cutting Technology	350,000	
6.3. Foxtrap Training Facility	500,000	
6.4. Apprenticeship Program	300,000	2,250,000
7. IRIF Research Funding		7,500,000
<b>TOTAL OPERATING</b>		<b><u>\$32,252,700</u></b>
<b>CAPITAL:</b>		
8. Infrastructure Initiative		13,000,000
9. Opportunity Fund		(500,000)
<b>TOTAL CAPITAL</b>		<b><u>\$12,500,000</u></b>
<b>TOTAL PROVINCIAL GRANT INCREASE</b>		<b><u>\$44,752,700</u></b>

**Table 2: Increases in the Provincial Government Grant from the Department of Health for the Faculty of Medicine - Details**

On March 30, 2006, the Provincial Government released the budget providing the Faculty of Medicine with an increase in the University's regular operating grant in the amount of \$3,337,200. The increase in the grant was provided to cover the following:

1. Salaries and Benefits		
1.1. General Salary Increases including Fringe Benefits	\$640,100	
1.2. Step Increases including Fringe Benefits	284,900	\$925,000
2. Inflation on Library Holdings		121,200
3. Fuel / Energy Increases		316,000
4. Annualization of Accreditation Funding		1,175,000
5. Incremental Accreditation Funding (3 Years)		800,000
<b>TOTAL GRANT INCREASE</b>		<b><u>\$3,337,200</u></b>

**Table 3: Strategic Priorities and Infrastructure Funding Requests Submitted to the Provincial Government in 2005**

<b>STRATEGIC PRIORITIES:</b>	<b>REQUESTED</b>	<b>GOVT FUNDED</b>	<b>FUNDED FROM WHITE PAPER</b>	<b>UNFUNDED</b>
1. Library	\$686,000		\$500,000	\$186,000
2. Graduate Studies	\$500,000		\$500,000	
3. Prospect and Student Relationship Mgmt Project	\$450,000		\$300,000	\$150,000
4. New Program – Process Engineering	\$1,275,000		\$700,000	\$575,000
5. SWGC - International Student Programming	\$60,000		\$60,000	
6. SWGC – Refurbishment of Residences	\$440,000			\$440,000
7. Marine Institute – Replace Research & Training Ship	\$1,100,000	\$1,100,000		
8. Offshore Safety and Survival Centre, Foxtrap	\$1,500,000	\$500,000		\$1,000,000
9. Research Services to Faculties and Schools	\$350,000		\$350,000	
10. Enhancement of Research Information System	\$100,000			\$100,000
11. Purchase of Water-Jet Cutting Technology	\$350,000	\$350,000		
12. Extension to Metal Fabrication Facility	\$475,000			\$475,000
13. Entrance Scholarships	\$1,200,000			\$1,200,000
14. Career Development and Experiential Learning	\$605,000		\$300,000	\$305,000
15. Apprenticeship Training Program	\$300,000	\$300,000		
16. Marketing Program	\$650,000		\$650,000	
17. Major Campaign	\$300,000		\$300,000	
18. Off Campus Housing			\$150,000	
<b>TOTAL STRATEGIC PRIORITIES</b>	<b>\$10,341,000</b>	<b>\$2,250,000</b>	<b>\$3,810,000</b>	<b>\$4,431,000</b>
<b>INFRASTRUCTURE:</b>				
1. Residences Upgrade/New	\$58,000,000			
2. Sciences Research Building	\$45,000,000			
3. SWGC Campus Expansion	\$10,000,000			
4. Business Building Expansion	\$ 5,000,000			
5. Medical Research/Services	\$10,000,000			
6. Health Sciences Medical Research/Services	\$ 2,000,000			
7. Library Expansion	\$12,000,000			
8. Parking Facilities	\$ 8,000,000			
<b>TOTAL INFRASTRUCTURE</b>	<b>\$150,000,000</b>			

NOTE 1: \$200,000 will be made available from the VP Academic Envelope for the Labrador and Points North Strategy

NOTE 2: \$75,000 will be made available from the VP Academic Envelope for collaboration between SWGC and the St. John's Campus

**Table 4: Allocation of Teaching Equipment Funds for 2006/07**

<b>Unit</b>	<b>Project</b>	<b>Allocated</b>
<b>Faculty of Arts</b>		
Geography	Upgrade to GI Sciences Lab	\$8,819
Language Lab	Renovation of Audio Lab (Projects A, B or C, as determined by Director & Committee)	\$30,000
German & Russian / Political Science	Upgrades of Two Seminar Rooms	\$20,000
<b>Faculty of Business</b>	Upgrade B-1011 (existing equipment to be redistributed)	\$30,815
<b>Computing &amp; Communications</b>	Upgrade CS-1019 (existing equipment to be redistributed)	\$40,000
<b>Faculty of Education</b>	Phase II of Digital Resource Centre	\$20,000
<b>Faculty of Engineering</b>	Year 3 of Capital Equipment Plan (priorities to be assigned by unit)	\$75,000
	Renovations to Engineering Lecture Theatre	\$100,000
<b>Harlow Campus</b>	Renewal of Student Computer Lab	\$12,300
<b>Human Kinetics &amp; Recreation</b>	Computer Lab and Classroom Equipment	\$19,000
<b>QEII Library</b>	Expansion and Upgrading of Commons	\$25,000
<b>Marine Institute</b>	Web Enabled Simulation for Marine Transportation Program	\$50,000
<b>Medicine</b>	Theatre D - Technology Upgrade & Simulation Unit - MELSS S/5 Compact Critical Care Monitor	\$52,000
<b>School of Music</b>	Equipment Upgrades	\$30,000
<b>School of Nursing</b>	Classroom Seating and Multimedia Upgrades in Teaching Rooms	\$30,000
<b>Office of the Registrar</b>	Purchase of Classroom Management System	\$40,000
<b>Faculty of Science</b>	Physics Lab Upgrade & OSC/Challenger Room Refresh	\$52,000
<b>School of Social Work</b>	Renovation of Space to Create a New Multi-Media Equipped Teaching Space	\$66,150
<b>Sir Wilfred Grenfell College</b>	Video Conferencing Equipment and Upgrades to the Library	\$50,000
<b>Various Locations</b>	A Committee has been established to recommend specific classrooms and space to be rejuvenated to allow a means to promote innovative use of technology to enhance the teaching/learning experience and/or allow for more efficient program delivery.	\$248,916
<b>Total</b>		<b>\$1,000,000</b>

**Table 5: Revenue, Expenditure and Capital Estimates for the University (excluding the Faculty of Medicine) for 2006/07**

	AS PREVIOUSLY REPORTED BUDGET 2005-2006	INCREASE / (DECREASE)	FINAL BUDGET 2005-2006	INCREASE / (DECREASE)	FINAL BUDGET 2006-2007
<b>OPERATING:</b>					
TUITION	37,609,800	(177,041)	37,432,759	177,041	37,609,800
TAX RECOVERY	1,220,900		1,220,900	(1,220,900)	-
INTERNAL RESERVE UTILIZATION	1,455,120		1,455,120	(1,455,120)	-
OTHER INCOME	900,000		900,000	300,000	1,200,000
<b>GRANTS</b>					
PROVINCIAL GOVERNMENT GRANTS	165,728,800		165,728,800	32,252,700	197,981,500
- Pension Plan Funding		6,745,000	6,745,000	(6,745,000)	-
- Pension Indexing		997,000	997,000	(997,000)	-
- Fuel/Energy Increases		1,200,000	1,200,000	(1,200,000)	-
FEDERAL GOVERNMENT GRANT	3,933,955	106,060	4,040,015	(88,209)	3,951,806
<b>TOTAL OPERATING REVENUE</b>	<b>210,848,575</b>	<b>8,871,019</b>	<b>219,719,594</b>	<b>21,023,512</b>	<b>240,743,106</b>
<b>CAPITAL:</b>					
DEFERRED MAINTENANCE	4,000,000		4,000,000		4,000,000
TEACHING EQUIPMENT	1,000,000		1,000,000		1,000,000
WHITE PAPER INFRASTRUCTURE	2,400,000		2,400,000		2,400,000
OPPORTUNITY FUND	500,000		500,000	(500,000)	-
INFRASTRUCTURE	-		-	13,000,000	13,000,000
<b>TOTAL CAPITAL REVENUE</b>	<b>7,900,000</b>	<b>-</b>	<b>7,900,000</b>	<b>12,500,000</b>	<b>20,400,000</b>
<b>TOTAL REVENUE</b>	<b>218,748,575</b>	<b>8,871,019</b>	<b>227,619,594</b>	<b>33,523,512</b>	<b>261,143,106</b>
<b>TOTAL ESTIMATED EXPENDITURES</b>					<b>261,143,106</b>
<b>CURRENT YEAR SURPLUS/(SHORTFALL)</b>					<b>-</b>

**Table 6: Revenue, Expenditure and Capital Estimates for the Faculty of Medicine for 2006/07**

	AS PREVIOUSLY REPORTED BUDGET 2005-2006	INCREASE / (DECREASE)	FINAL BUDGET 2005-2006	INCREASE / (DECREASE)	FINAL BUDGET 2006-2007
<b>OPERATING:</b>					
TUITION	3,160,000		3,160,000		3,160,000
OTHER INCOME	1,549,500		1,549,500		1,549,500
<b>GRANTS</b>					
<b>PROVINCIAL GOVERNMENT GRANTS</b>					
- Operating	23,241,500		23,241,500	3,337,200	26,578,700
- Accreditation Initiatives	800,000	84,000	884,000	(84,000)	800,000
- Capital	310,700		310,700	(310,700)	-
<b>TOTAL GRANTS</b>	<b>24,352,200</b>	<b>84,000</b>	<b>24,436,200</b>	<b>2,942,500</b>	<b>27,378,700</b>
<b>TOTAL REVENUE</b>	<b>29,061,700</b>	<b>84,000</b>	<b>29,145,700</b>	<b>2,942,500</b>	<b>32,088,200</b>
<b>TOTAL ESTIMATED EXPENDITURES</b>					<b>32,088,200</b>
<b>CURRENT YEAR SURPLUS/(SHORTFALL)</b>					<b>-</b>

**ISSUE:**

2007/08 Budget Estimates

**BACKGROUND:**

The University has received its grant from the **Department of Education** and **Department of Health** for Fiscal Year 2007/08, with increases of \$32,170,400 and \$2,582,000 over the previous year, respectively. The increases, which cover operating and capital expenses as shown in Table 1 and 2 (attached), address the University's needs in the areas of salary and benefit increases, pensions, inflationary and energy costs, several strategic initiatives, an increase in the Industrial Research and Innovation Fund (IRIF) to \$10.0 million from \$7.5 million and costs associated with accreditation in the Faculty of Medicine.

Furthermore, the Provincial Government is providing: \$11,300,000 capital funding for new residences in St. John's and Corner Brook and upgrades to the existing residences in St. John's; \$4,000,000 capital funding for the construction of a new Academic Building at Sir Wilfred Grenfell College; \$4 million for Deferred Maintenance and \$1 million for Teaching Equipment as continuing money. The Federal Government is again providing a special grant of \$4,224,984 towards the indirect costs of research.

The University has been provided with funds to address *all* essential cost increases. The University Administration has undertaken a thorough budget review in consultation with unit heads and is recommending a balanced budget based on the following assumptions and considerations:

1. Tuition revenues for the University have been reduced by \$655,700 to \$36,954,100. This change results in budgeted tuition revenue equaling actual tuition revenue received in 2006/07. Tuition revenues of \$3,160,000 for the Faculty of Medicine remain unchanged from 2006/07. These are conservative assumptions since we expect enrolment increases for international undergraduate students.
2. Tuition fees remain unchanged for all students. However, it is expected that modest increases in fees will be recommended for international students starting in 2008/09.
3. No across-the-board reductions are imposed on budget units of the type made in past years. This measure gives the units stability and allows for future changes to be made in accordance with the new Strategic Plan for the University.
4. Full coverage of increases in costs of salaries, steps, fringe benefits, medical premiums and pensions.
5. The Provincial Government provided the University with \$4,600,000 for Strategic Initiatives as detailed in Table 3.
6. The allocation of \$4 million for Deferred Maintenance remains unchanged from the prior year.

7. The allocation of \$1 million for Teaching Equipment is made in accordance with Table 4.

The resulting estimates for the University and Faculty of Medicine are summarized in Tables 5 and 6, respectively.


**RECOMMENDATION:**

The Administration recommends the approval of the budget estimates for the fiscal year 2007/08 as presented in the attached Table 5 and 6.

**COMMUNICATION CONSIDERATIONS:**

The approved budget allocations will be communicated by the President and Vice-Presidents to the Deans, Directors, Principal of Sir Wilfred Grenfell College and the Executive Director of the Marine Institute.

 s. 40(1)  
Deborah Collis, Acting Director  
Financial and Administrative Services

 s. 40(1)  
Kent Decker  
Vice-President (Administration and Finance)

 s. 40(1)  
Dr. Axel Meisen  
President and Vice-Chancellor

*May 14, 2007*  
Date

**Table 1: Increases in the Provincial Government Grant from the Department of Education (excluding the Faculty of Medicine) - Details**

On April 26, 2007, the Provincial Government released the budget providing the University with an increase in the University's regular operating grant (excluding the Faculty of Medicine) in the amount of \$32,170,400. The increase in the grant was provided to cover the following:

**OPERATING:**

1.	Salaries and Benefits		
1.1.	General Salary Increases including Fringe Benefits (Staff)	\$4,082,469	
1.2.	Step Increases funded at 75% including Fringe Benefits (Faculty and Staff)	1,954,470	
1.3.	Pension Plan Contributions on Salary Increases (Faculty and Staff)	182,605	
1.4.	Group Health and Dental Increases	305,856	\$6,525,400
2.	Additional White Paper Funding		
2.1.	General Inflation	1,397,000	
2.2.	Energy Costs - St. John's	457,309	
2.3.	Energy Costs - SWGC	43,000	
2.4.	Insurance Premiums	163,915	
2.5.	Library Holdings	540,000	
2.6.	Unfunded 25% Faculty and Staff Steps	561,629	
2.7.	Unallocated Grant-in-Aid of Tuition Freeze	1,037,147	4,200,000
3.	Fuel / Energy Increases		1,000,000
4.	Strategic Initiatives		
4.1.	Marine Institute Training Ship (2006-07)	(1,100,000)	
4.4.	Water Jet Technology (2006-07)	(350,000)	
4.3.	Foxtrap Training Facility (2006-07)	(500,000)	
4.4.	Marine Institute Training Ship - Operating Costs	250,000	
4.5.	Environmental - Emissions Reduction	1,300,000	
4.6.	MI - School of Ocean Technology	1,000,000	
4.7.	National & International Marketing	800,000	
4.8.	Centre for Environmental Excellence (Operating)	795,000	
4.9.	Distance Education	500,000	
4.10.	MI - Safety and Emergency Response Training Centre - Stephenville	400,000	
4.11.	Research Information Data Protection System	350,000	
4.12.	International Students	200,000	
4.13.	Apprenticeship Program	200,000	3,845,000
5.	IRIF Research Funding		<u>2,500,000</u>
	<b>TOTAL OPERATING</b>		<b><u>\$18,070,400</u></b>

**CAPITAL:**

6.	SWGC Student Services Building Extension (2006-07)		(1,200,000)
7.	Residences - St. John's & Corner Brook		11,300,000
8.	Academic Building - Corner Brook		<u>4,000,000</u>
	<b>TOTAL CAPITAL</b>		<b><u>\$14,100,000</u></b>
	<b>TOTAL PROVINCIAL GRANT INCREASE</b>		<b><u>\$32,170,400</u></b>

**Table 2: Increases in the Provincial Government Grant from the Department of Health for the Faculty of Medicine - Details**

On April 26, 2007, the Provincial Government released the budget providing the Faculty of Medicine with an increase in the University's regular operating grant in the amount of \$2,582,000. The increase in the grant was provided to cover the following:

1. Salaries and Benefits		
1.1. General Salary Increases including Fringe Benefits	\$845,600	
1.2. Step Increases including Fringe Benefits	285,200	\$1,130,800
2. Fuel / Energy Increases		157,200
3. Accreditation Funding		800,000
<b>TOTAL OPERATING</b>		<u><b>\$2,088,000</b></u>
<b>CAPITAL:</b>		
4. Capital Equipment Purchases		100,000
5. Repairs and Renovations		394,000
<b>TOTAL CAPITAL</b>		<u><b>\$494,000</b></u>
<b>TOTAL PROVINCIAL GRANT INCREASE</b>		<u><u><b>\$2,582,000</b></u></u>

**Table 3: Strategic Initiatives and Infrastructure Funding Requests Submitted to the Provincial Government in 2006 for 2007/08**

Priority Rank	STRATEGIC INITIATIVE		Requested	GOVT Funded	Unfunded
	Theme/Area	Issue			
1	Collective Bargaining	Limited adjustments to the salary system for MUNFA members	\$2,600,000	\$0	\$2,600,000
2	Faculty Renewal	Faculty renewal, Ending mandatory retirement implications	\$1,000,000	\$0	\$1,000,000
3	Capital Campaign	Operational Funds	\$500,000	\$0	\$500,000
4	International Students	Internationalization initiatives, including recruitment, counseling and conversion to immigrants	\$520,000	\$200,000	\$320,000
5	Support for Aboriginal Students	Labrador and Aboriginal Student Initiatives	\$445,000	\$0	\$445,000
6	Graduate Students	Increased fellowship support to assist with growing graduate programs	\$1,000,000	\$0	\$1,000,000
7	Information Management	Research Information and Data protection System	\$350,000	\$350,000	\$0
8	Administration	Establishment of an Office of Human Right and Equity, additional training for Administrators, improvement of policies	\$600,000	\$0	\$600,000
9	Marine Institute	Creation of a School of Ocean Technology	\$1,000,000	\$1,000,000	\$0
10	QEII Library	Acquisitions of print and electronic texts	\$1,000,000	\$0	\$1,000,000
11	Distance Education	Support for the development of degree programs for rural learners, adults and working professionals	\$750,000	\$500,000	\$250,000
12	Marketing and Communications	Marketing the University in conjunction with the province	\$800,000	\$800,000	\$0
13	Environment	Conversion of Bunker C Oil to clean fuel in the Utilities Annex, St. John's Campus	\$1,300,000	\$1,300,000	\$0
14	Skilled Work Force	Extension of apprenticeship programs	\$500,000	\$200,000	\$300,000
15	Marine Institute	Operation funds for Research Vessel	\$250,000	\$250,000	\$0
16	Harris Centre	Expanded expertise to support development of regional and rural policies and activities	\$100,000	\$0	\$100,000
<b>TOTAL STRATEGIC INITIATIVES</b>			<b>\$12,715,000</b>	<b>\$4,600,000</b>	<b>\$8,115,000</b>

**INFRASTRUCTURE:**

1	Residences Upgrade/New	\$58,000,000
2	Sciences Research Building	\$45,000,000
3	SWGK Campus Expansion	\$10,000,000
4	Business Building Expansion	\$5,000,000
5	Medical Research/Services	\$10,000,000
6	Health Sciences Medical Research/Services	\$2,000,000
7	Library Expansion	\$12,000,000
8	Parking Facilities	\$8,000,000
<b>TOTAL INFRASTRUCTURE</b>		<b>\$150,000,000</b>

Table 4: Allocation of Teaching Equipment Funds for 2007/08

Unit	Project	Allocated
<b>Faculty of Arts</b>		
German & Russian	Upgrade SN-3062	\$16,050
Political Science	Upgrade SN-2033	\$14,307
Anthropology	Multimedia equipment for Q-2013	\$9,300
Folklore	Multimedia equipment for ED-4036 and ED-4051	\$27,060
Geography	Multimedia equipment for SN-2025	\$13,812
ESL	Technology upgrade for classrooms	\$5,147
Writing Centre	Computer / Furnishings upgrade	\$5,248
<b>Faculty of Business</b>	Multimedia equipment for BN-3002	\$16,490
<b>Computing &amp; Communications</b>	Refresh CPUs for The Commons	\$20,119
<b>Faculty of Education</b>	Centre for Mathematics Education and Assistive Technologies	\$10,000
<b>Faculty of Engineering</b>	Capital Equipment Plan - Final Year	\$150,000
<b>Human Kinetics &amp; Recreation</b>	Equipment for Allied Health Services	\$48,876
<b>Marine Institute</b>	Development of Flexible Learning Spaces	\$38,900
<b>Medicine</b>	Main Auditorium Seating Replacement	\$47,400
<b>School of Music</b>	Keyboard Lab and Teaching Equipment Upgrades	\$25,000
<b>QEII Library</b>	Electronic Classroom / Equipment	\$100,000
<b>Faculty of Science</b>	Upgrade Undergraduate Physics Lab Equipment	\$29,574
	Upgrade Undergraduate Chemistry Lab Equipment	\$27,600
	Upgrade Chemistry Computer Room	\$10,400
<b>Sir Wilfred Grenfell College</b>		
	Contribution toward several projects identified by the College, notably:	\$50,000
Fine Arts Division	Additional Projection Equipment	
Arts Division	Ventilation - French Lab Area & Electronic Controls Switches	
Social Science Division	Contemporary Cognitive/Neuropsychological Laboratory Equipment	
Science Division	Replacement/Upgrading of Aged Teaching Equipment in Physics Lab	
<b>Classroom Upgrades</b>	Yet to be determined.	\$300,000
<b>Teaching Innovation Initiatives</b>	Yet to be determined.	\$50,000
<b>TOTAL</b>		<b>\$1,015,283</b>

**NOTE:** Additional \$15,283 over \$1 million allocation to be provided by Vice-President Academic Office.

**Table 5: Revenue, Expenditure and Capital Estimates for the University (excluding the Faculty of Medicine) for 2007/08**

	<u>FINAL BUDGET 2006-2007</u>	<u>INCREASE / (DECREASE)</u>	<u>FINAL BUDGET 2007-2008</u>
<b>OPERATING:</b>			
TUITION	37,609,800	(655,700)	36,954,100
OTHER INCOME	1,200,000	-	1,200,000
<b>GRANTS</b>			
PROVINCIAL GOVERNMENT GRANTS	197,981,500	18,070,400	216,051,900
FEDERAL GOVERNMENT GRANT	<u>4,224,984</u>	-	<u>4,224,984</u>
	-		-
<b>TOTAL OPERATING REVENUE</b>	<u><b>241,016,284</b></u>	<u><b>17,414,700</b></u>	<u><b>258,430,984</b></u>
<b>CAPITAL:</b>			
DEFERRED MAINTENANCE	4,000,000		4,000,000
TEACHING EQUIPMENT	1,000,000		1,000,000
WHITE PAPER INFRASTRUCTURE	2,400,000		2,400,000
SWGC STUDENT SERVICES BUILDING	1,200,000	(1,200,000)	-
RESIDENCES - ST JOHN'S AND SWGC	-	11,300,000	11,300,000
SWGC ACADEMIC BUILDING	-	4,000,000	4,000,000
<b>TOTAL CAPITAL REVENUE</b>	<u><b>8,600,000</b></u>	<u><b>14,100,000</b></u>	<u><b>22,700,000</b></u>
<b>TOTAL REVENUE</b>	<u><u><b>249,616,284</b></u></u>	<u><u><b>31,514,700</b></u></u>	<u><u><b>281,130,984</b></u></u>
<b>TOTAL ESTIMATED EXPENDITURES</b>			<u><b>281,130,984</b></u>
<b>CURRENT YEAR SURPLUS/(SHORTFALL)</b>			<u><u><b>-</b></u></u>

**Table 6: Revenue, Expenditure and Capital Estimates for the Faculty of Medicine for 2007/08**

	<u>FINAL BUDGET 2006-2007</u>	<u>INCREASE / (DECREASE)</u>	<u>FINAL BUDGET 2007-2008</u>
<b>OPERATING:</b>			
TUITION	3,160,000	-	3,160,000
OTHER INCOME	1,549,500	-	1,549,500
<b>GRANTS</b>			
<b>PROVINCIAL GOVERNMENT GRANTS</b>			
- Operating	26,578,700	1,288,000	27,866,700
- Accreditation Initiatives	800,000	800,000	1,600,000
<b>TOTAL GRANTS</b>	<u>27,378,700</u>	<u>2,088,000</u>	<u>29,466,700</u>
<b>TOTAL OPERATING REVENUE</b>	<u>32,088,200</u>	<u>2,088,000</u>	<u>34,176,200</u>
<b>CAPITAL:</b>			
EQUIPMENT PURCHASES	-	100,000	100,000
REPAIRS AND MAINTENANCE	-	394,000	394,000
<b>TOTAL CAPITAL REVENUE</b>	<u>-</u>	<u>494,000</u>	<u>494,000</u>
<b>TOTAL REVENUE</b>	<u>32,088,200</u>	<u>2,582,000</u>	<u>34,670,200</u>
<b>TOTAL ESTIMATED EXPENDITURES</b>			34,670,200
<b>CURRENT YEAR SURPLUS/(SHORTFALL)</b>			<u>-</u>

**ISSUE:**

2008/09 Budget Estimates

**BACKGROUND:**

The University has received its grant from the **Department of Education** and the **Department of Health and Community Services** for Fiscal Year 2008/09, with increases of **\$28,712,400** and **\$7,697,400** over the previous year, respectively. The increases, which cover operating and capital expenses as shown in Table 1 and 2 (attached), address the University's needs in the areas of salary and benefit increases, pensions, inflationary and energy costs, strategic initiatives, and costs associated with accreditation for the Faculty of Medicine. Included in the increase for the Faculty of Medicine is \$4 million for 2008-09 (\$2 million for operating and \$2 million for capital) in response to the Blue Print commitment to expand the number of seats in the Medical School.

Furthermore, the Provincial Government is providing \$4 million for Deferred Maintenance and \$1 million for Teaching Equipment as continuing money. The Federal Government is again providing a special grant of \$4,364,637 towards the indirect costs of research.

The University has been provided with funds to address most essential cost increases. The University Administration has undertaken a thorough budget review in consultation with unit heads and is recommending a balanced budget based on the following assumptions and considerations:

1. Tuition revenues for the University have been increased by \$411,536 to \$37,365,636. Tuition fees remain unchanged for domestic and graduate students. A 10% increase in the per course tuition fee from \$880 to \$969 for international undergraduate students has been implemented and accounts for the projected revenue increase. Tuition revenues for the Faculty of Medicine remain unchanged from 2007/08. These are conservative assumptions since we expect enrolment increases for international undergraduate students.
2. Full coverage of increases in costs of salaries, fringe benefits, medical premiums and pensions. However, funding of step increases was restricted to 75% of actual costs. This under funding, valued at \$556,700, will be passed on to all Units at the University and will necessitate a reasonable level of constraint.
3. No other across-the-board reductions are imposed on budget units of the type made in past years. This measure gives the units stability and allows for future changes to be made in accordance with the new Strategic Plan for the University.
4. If the University signs Collective Agreements with its Unions and stays within the Government template (8%, 4%, 4%, 4%), an additional \$8,183,000 base salary and benefits funding is expected to be provided by the Provincial Government in 2008/09.
5. The Provincial Government provided the University with \$3,536,000 for Strategic Initiatives as detailed in Table 3.

6. The allocation of \$1 million for Teaching Equipment is made in accordance with Table 4.

The resulting estimates for the University and Faculty of Medicine are summarized in Tables 5 and 6, respectively.

**RECOMMENDATION:**


The Administration recommends the approval of the budget estimates for the fiscal year 2008/09 as presented in the attached Table 5 and 6.

**COMMUNICATION CONSIDERATIONS:**

The approved budget allocations will be communicated by the President and Vice-Presidents to the Deans, Directors, Principal of Sir Wilfred Grenfell College and the Executive Director of the Marine Institute.

 s. 40(1)  
Deborah Collis, Director  
Financial and Administrative Services

 s. 40(1)  
Kent Decker  
Vice-President (Administration and Finance)

 s. 40(1)  
Dr. H.E.A. Campbell  
Acting President and Vice-Chancellor

20 May '08  
Date

**Table 1: Increases in the Provincial Government Grant from the Department of Education (excluding the Faculty of Medicine) - Details**

On April 29, 2008, the Provincial Government released the budget providing the University with an increase in the University's regular operating grant (excluding the Faculty of Medicine) in the amount of \$28,712,400. The increase in the grant was provided to cover the following:

**OPERATING:**

1. Salaries and Benefits			
1.1. Step Increases (Faculty and Staff)	\$1,670,100		
1.2. MUNFA Collective Agreement Salary Increases	3,740,500		
1.3. Benefit Increases on Salary Increases	771,600		
1.4. MUNFA Professional Development & Travel Fund	499,200	\$6,681,400	
2. Grant-in-Aid of Tuition Freeze			
2.1. General Inflation	639,000		
2.2. Energy Costs - St. John's	890,660		
2.3. Energy Costs - SWGC	80,082		
2.4. Library Holdings	440,900		
2.5. Water Grant	66,015		
2.6. Alumni Affairs and Development - Base Budget Adjustment	472,429		
2.7. Benefits Increase - Group Health and Dental	654,800		
2.8. Benefits Increase - Salary Increases	956,114	4,200,000	
3. Strategic Initiatives			
3.1. Research Information Data Protection System (2007-08)	(350,000)		
3.2. Growing Health Care	1,126,000		
3.3. Growing Professional Schools	1,110,000		
3.3. Centre for Environmental Excellence (Operating)	890,000		
3.5. SWGC Autonomy Implementation	500,000		
3.6. Mass Communication During a Crisis	300,000		
3.7. Environmental - Emissions Reduction	130,000	3,706,000	
<b>TOTAL OPERATING</b>			<b><u>\$14,587,400</u></b>
<b>CAPITAL:</b>			
4. Residences - St. John's & Corner Brook		9,325,000	
5. Academic Building - Corner Brook		3,800,000	
6. Stable Water Supply at Ocean Sciences Centre		1,000,000	
<b>TOTAL CAPITAL</b>			<b><u>\$14,125,000</u></b>
<b>TOTAL PROVINCIAL GRANT INCREASE</b>			<b><u>\$28,712,400</u></b>

**Table 2: Increases in the Provincial Government Grant from the Department of Health for the Faculty of Medicine - Details**

On April 29, 2008, the Provincial Government released the budget providing the Faculty of Medicine with an increase in the University's regular operating grant in the amount of \$7,697,400. The increase in the grant was provided to cover the following:

**OPERATING:**

1. Salaries and Benefits			
1.1. Step Increases (Faculty and Staff)	\$424,000		
1.2. MUNFA Collective Agreement Salary Increases	1,694,200		
1.3. Benefit Increases on Salary Increases	150,000		
1.4. MUNFA Professional Development & Travel Fund	38,400		
1.5. Pension Plan Contributions on Salary Increases	79,000	\$2,385,600	
2. General Operating			
2.1. Inflation / Insurance / Library Holdings	50,000		
2.2. Energy Costs	175,400	225,400	
3. Accreditation Funding			800,000
4. Medical School Expansion - Operating Costs			2,000,000
<b>TOTAL OPERATING</b>			<b><u>\$5,411,000</u></b>
<b>CAPITAL:</b>			
5. Equipment Purchases		355,100	
6. Repairs and Maintenance		(68,700)	
7. Medical School Expansion		2,000,000	
<b>TOTAL CAPITAL</b>			<b><u>\$2,286,400</u></b>
<b>TOTAL PROVINCIAL GRANT INCREASE</b>			<b><u><u>\$7,697,400</u></u></b>

**Table 3: Strategic Initiatives Funding Requests Submitted to the Provincial Government in 2007 for 2008/09**

Priority Rank	STRATEGIC INITIATIVE		2008-09 Request	GOVT Funded	Unfunded
	Theme/Area	Issue			
<b>GROUP A - STUDENT INITIATIVES</b>					
GA-01	Students	Increasing Graduate Student Enrollment & Post Doctoral Fellows	\$3,200,000	\$0	\$3,200,000
GA-02	Students	Recruitment	\$1,800,000	\$0	\$1,800,000
GA-03	Students	Accommodations	\$175,000	\$0	\$175,000
GA-04	Students	SAAS Increased Staffing Requirements	\$795,000	\$0	\$795,000
GA-05	Students	MUCEP Funding	\$450,000	\$0	\$450,000
<b>Total Group A</b>			<b>\$6,420,000</b>	<b>\$0</b>	<b>\$6,420,000</b>
<b>GROUP B - ACADEMIC INITIATIVES</b>					
GB-01	Students	Adult Learners, Rural and Aboriginal Outreach	\$1,950,000	\$0	\$1,950,000
GB-02	Provincial Needs	Inter-Professional Health and Community Services	\$1,157,951	\$0	\$1,157,951
GB-03	Research	Seaport (Phase 1)	\$300,000	\$0	\$300,000
GB-04	Students	Retention, Writing and Math	\$750,000	\$0	\$750,000
GB-05	Students	Increased Support for International Undergraduate Students	\$565,000	\$0	\$565,000
GB-06	Students	Innovative Programming (SWGIC)	\$100,000	\$0	\$100,000
GB-07	Research	Reduction in Teaching to Develop Research Capabilities (SWGIC)	\$2,629,800	\$0	\$2,629,800
GB-08	Provincial Needs	Growing Health Care	\$2,626,000	\$1,126,000	\$1,500,000
GB-09	Provincial Needs	Growing Professional Schools	\$2,220,000	\$1,110,000	\$1,110,000
GB-10	Research	Legal Studies (Arts)	\$600,000	\$0	\$600,000
<b>Total Group B</b>			<b>\$12,898,751</b>	<b>\$2,236,000</b>	<b>\$10,662,751</b>
<b>GROUP C - UNIVERSITY DEVELOPMENT</b>					
GC-01	Success	Operating Funds for Marine Institute Building	\$2,310,000	\$0	\$2,310,000
GC-02	Accountability	Accountability Units	\$1,060,000	\$0	\$1,060,000
GC-03	Provincial Needs	Skilled Trades, Qualifications Based Pay	\$215,000	\$0	\$215,000
GC-04	Success	Digital University Project	\$380,000	\$0	\$380,000
GC-05	Success	Library: Access to Electronic Resources	\$1,206,965	\$0	\$1,206,965
<b>Total Group C</b>			<b>\$5,171,965</b>	<b>\$0</b>	<b>\$5,171,965</b>
<b>Sub-Total Group A, B &amp; C</b>			<b>\$24,490,716</b>	<b>\$2,236,000</b>	<b>\$22,254,716</b>
<b>CAPITAL</b>					
CAP-01	Success	Holyrood Marine Base, Phase 1	\$1,000,000	\$0	\$1,000,000
CAP-02	Success	Deferred Maintenance	\$20,472,800	\$0	\$20,472,800
CAP-03	Accessibility	Physical Accessibility	\$300,000	\$0	\$300,000
CAP-04	Communications	Mass Communication During a Crisis	\$600,000	\$300,000	\$300,000
CAP-05	University Development	Health Professional Schools	\$250,000	\$0	\$250,000
CAP-06	Research Systems	Stable Water Supply at Ocean Sciences Centre	\$1,000,000	\$1,000,000	\$0
<b>Total Capital Initiatives</b>			<b>\$23,622,800</b>	<b>\$1,300,000</b>	<b>\$22,322,800</b>
<b>WHITE PAPER</b>					
WP-01	Students	Common Learning Management System (WP#12)	\$644,689	\$0	\$644,689
WP-02	Students	Support for System Wide PSE Working Group for Disabilities (White Paper #17: MUN-CNA)	\$376,000	\$0	\$376,000
WP-03	Students	Collaborative Recruiting and Advising Activities (White Paper # 15: MUN-CNA)	\$200,000	\$0	\$200,000
WP-04	Students	Collaborative Career Employment Services for PSE Students (White Paper #16: MUN-CNA)	\$149,250	\$0	\$149,250
WP-05	Students	Support for System Wide Post Secondary Student Advisory Committee (White Paper # 14: MUN-CNA)	\$55,000	\$0	\$55,000
WP-06	Provincial Needs	Proposal by MUN, CNA and Public Libraries Information and Resources to enhance the use of the QEII Library	\$0	\$0	\$0
<b>Total White Paper Initiatives</b>			<b>\$1,424,939</b>	<b>\$0</b>	<b>\$1,424,939</b>
<b>TOTAL STRATEGIC INITIATIVES</b>			<b>\$49,538,455</b>	<b>\$3,536,000</b>	<b>\$46,002,455</b>

**Table 4: Allocation of Teaching Equipment Funds for 2008/09**

Unit	Project	Allocated
Faculty of Arts	Audio Lab Technology Upgrade SN4030	\$100,000
Computing & Communications	Refresh Computing Facilities CP2003/04	\$50,000
Harlow Campus	Harlow Classroom Infrastructure Upgrade	\$15,773
Human Kinetics & Recreation	Upgrade Student Computer Lab and Create a Professional Image for Varsity Athletics	\$49,530
Marine Institute	Development of Six Media Classrooms and Other Classroom Upgrades	\$49,850
School of Music	Purchase of Steinway Piano	\$35,000
School of Nursing	Upgrade of Lecture Theatre G	\$12,900
	Diagnostic Integrated System	\$6,395
QEII Library	Electronic Classroom	\$86,000
Faculty of Science	Teaching Infrastructure Upgrade - HH3017 [Math & Stats]	\$150,000
	Thermogravimetric Analysis Laboratory Experiment [Chemistry]	
	Critical Graduate Student Office Space [Ocean Sciences Centre]	
	Teaching Laboratory for Computational Biology [Biology]	
	Multimedia Classroom EN2022 [Computer Science]	
	Enhanced Electronic Laboratory/Classroom Facility [Physics]	
	Teaching Laboratory for Molecular Biology and Biotechnology	
	Robotics/Microprocessor Computer Refresh EN1049 [Computer Science]	
Sir Wilfred Grenfell College	Add Electronics to Two Classrooms	\$50,000
	Smart Board Deployment	
	Enhance Electronic Classrooms	
	Photography Studio Upgrades	
	Accessibility Equipment - Laptop & Scanning Software	
	Replacement of Dissecting Microscopes - Biology	
	Replacement of Desk Units in Various Classrooms	
School of Social Work	BSW and MSW Strategic Initiatives - Undergraduate and Graduate Enrolment Expansion	\$50,000
Vice-President (Academic)	Functional Programming (Visibility Studies) for Reid Theatre	\$45,000
Classroom Upgrades	Yet to be determined	\$300,000
Teaching Classroom Innovations	Yet to be determined	\$50,000
<b>TOTAL</b>		<b>\$1,050,448</b>

NOTE: Additional \$50,448 over \$1,000,000 allocation to be provided by the Vice-President Academic Office

**Table 5: Revenue, Expenditure and Capital Estimates for the University (excluding the Faculty of Medicine) for 2008/09**

	<u>FINAL BUDGET 2007-2008</u>	<u>INCREASE / (DECREASE)</u>	<u>FINAL BUDGET 2008-2009</u>
<b>OPERATING:</b>			
TUITION	36,954,100	411,536	37,365,636
OTHER INCOME	1,200,000		1,200,000
<b>GRANTS</b>			
PROVINCIAL GOVERNMENT GRANTS	216,051,900	14,587,400	230,639,300
FEDERAL GOVERNMENT GRANT	4,364,637		4,364,637
<b>TOTAL OPERATING REVENUE</b>	<u>258,570,637</u>	<u>14,998,936</u>	<u>273,569,573</u>
<b>CAPITAL:</b>			
DEFERRED MAINTENANCE	4,000,000		4,000,000
TEACHING EQUIPMENT	1,000,000		1,000,000
WHITE PAPER INFRASTRUCTURE	2,400,000		2,400,000
RESIDENCES - ST JOHN'S AND SWGC	11,300,000	9,325,000	20,625,000
SWGC ACADEMIC BUILDING	4,000,000	3,800,000	7,800,000
STABLE WATER SUPPLY - OSC	-	1,000,000	1,000,000
<b>TOTAL CAPITAL REVENUE</b>	<u>22,700,000</u>	<u>14,125,000</u>	<u>36,825,000</u>
<b>TOTAL REVENUE</b>	<u>281,270,637</u>	<u>29,123,936</u>	<u>310,394,573</u>
<b>TOTAL ESTIMATED EXPENDITURES</b>			<u>310,394,573</u>
<b>CURRENT YEAR SURPLUS/(SHORTFALL)</b>			<u>-</u>

**Table 6: Revenue, Expenditure and Capital Estimates for the Faculty of Medicine for 2008/09**

	<u>FINAL BUDGET 2007-2008</u>	<u>INCREASE / (DECREASE)</u>	<u>FINAL BUDGET 2008-2009</u>
<b>OPERATING:</b>			
TUITION	3,080,600		3,080,600
OTHER INCOME	1,350,900		1,350,900
<b>GRANTS</b>			
PROVINCIAL GOVERNMENT GRANTS			
- Operating	27,007,700	2,611,000	29,618,700
- Med School Expansion - Operating	-	2,000,000	2,000,000
- Accreditation Initiatives	1,600,000	800,000	2,400,000
<b>TOTAL GRANTS</b>	<u>28,607,700</u>	<u>5,411,000</u>	<u>34,018,700</u>
<b>TOTAL OPERATING REVENUE</b>	<u>33,039,200</u>	<u>5,411,000</u>	<u>38,450,200</u>
<b>CAPITAL:</b>			
EQUIPMENT PURCHASES	100,000	355,100	455,100
REPAIRS AND MAINTENANCE	394,000	(68,700)	325,300
MED SCHOOL EXPANSION - CAPITAL	-	2,000,000	2,000,000
<b>TOTAL CAPITAL REVENUE</b>	<u>494,000</u>	<u>2,286,400</u>	<u>2,780,400</u>
<b>TOTAL REVENUE</b>	<u>33,533,200</u>	<u>7,697,400</u>	<u>41,230,600</u>
<b>TOTAL ESTIMATED EXPENDITURES</b>			41,230,600
<b>CURRENT YEAR SURPLUS/(SHORTFALL)</b>			<u>-</u>