

2010—
2011

Dalhousie University
**Operating
Budget**

Published June 2010



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2010-11 Budget Highlights

The recommended operating budget for 2010-11 includes revenues and expenditures each of \$316.5 million. Dalhousie's operating budget for 2010-11 is the twenty-third consecutive year a balanced budget is being recommended to the Board of Governors for approval. Base operating revenues and expenditures are budgeted to increase by \$27 million (9.3%).

REVENUES

- Provincial Operating Grant to increase by \$21.3 million, including:
 - \$18.7 million increase provided under the Memorandum of Understanding (MOU)
 - \$2.6 million funding for the expanded Nova Scotia Student Bursary Program
- Tuition revenue to increase by \$5.2 million as a result of:
 - better than budgeted enrolment experience in 2009-10 (\$4.1 million)
 - Planned enrolment increase of 100 students in fall 2010
 - Enrolment expansion in Medicine and Nursing programs

Note: Tuition fee rates frozen for all regular credit programs in 2010-11.

EXPENDITURES

Strategic Initiatives

- \$9.3 million for strategic initiatives expenditures to be invested as follows:
 - Base allocations of \$4.5 million
 - One-time only (non permanent) allocations of \$4.8 million in 2010-11 and available for redeployment in future years to meet budget priorities.

Student Assistance:

- Increase of \$3.1 million in student assistance as follows:
 - \$184,000 increase in operating budget support for student assistance
 - Increase of \$343,000 relating to new endowments
 - \$2.6 million for expanded provincial bursary program (full-time Nova Scotia students to receive \$1,283 and other Canadian students to receive \$261)

Compensation Provision for:

- Annual salary and benefit adjustments (\$11.2 million)
- Increased employer pension contributions (\$6.8 million)

Utilities:

- Cost for Utilities projected to increase slightly in 2010-11 based on projected consumption and price as well as commissioning of the New Academic Building on Coburg Road.

Faculties and Units:

- A base reallocation from budget units for Strategic Initiatives of \$3.4 million. The reallocation adjustment has been applied to units as follows:
 - 2.0% from Faculty budgets.
 - 1.0% from support services units
 - 0.5% from support services units receiving significant funding via Strategic Initiatives allocations. (Student Services, Information Technology Services, Facilities Management, Communications & Marketing, and External Relations)

Operating Budget Revenue and Expenditure Synopsis

The operating revenue and expenditure synopsis in the table below provides a breakdown of the major revenue sources and expenditure components for the 2010-11 recommended operating budget compared with 2009-10 and 2004-05 (the year before the first MOU was signed).

Budget Revenue and Expenditures for 2004-05, 2009-10 and 2010-11

	2010-11		2009-10		2004-05 **	
	\$	%	\$	%	\$	%
<u>REVENUES</u>						
N.S. Government grants	190,241	60.1%	168,942	58.3%	107,549	49.5%
Tuition	98,877	31.2%	93,719	32.4%	86,431	39.8%
Other	27,332	8.6%	26,884	9.3%	23,237	10.7%
	316,450	100.0%	289,545	100.0%	217,217	100.0%
<u>EXPENDITURES</u>						
Compensation	229,465	72.5%	210,819	72.8%	176,241	81.1%
Student Assistance	24,024	7.6%	20,884	7.2%	11,990	5.5%
Energy, Water, Taxes and Insurance	14,629	4.6%	14,629	5.1%	9,024	4.2%
Campus Renewal	14,380	4.5%	12,775	4.4%	5,900	2.7%
Strategic Initiatives (one-time portion)	4,798	1.5%	3,527	1.2%	n/a	
Library Costs	6,513	2.1%	6,511	2.2%	5,402	2.5%
Other Costs (net of unit revenues)	23,616	7.5%	20,400	7.0%	8,660	4.0%
ERBA to Faculties*	2,400	0.8%				
Strategic Reallocations *	(3,375)	-1.1%				
	316,450	100.0%	289,545	100.0%	217,217	100.0%

* Faculty and Unit distributions to the various categories as a result of budget reductions and ERBA distributions will not be known until detailed budgets are received.

** note that certain of the 2004-05 figures have been reclassified to conform with 2010-11 presentation

The synopsis reflects some significant changes in Dalhousie's operating revenue and expenditure trends over this six year period. Nova Scotia Government Grants have increased from 49.5% to 60.1% of operating revenue while tuition has declined from 39.8% to 31.2% of the total. The schedule also highlights important shifts in expenditures since 2004-05 as a result of strategic initiatives investment in areas such as student assistance and facilities renewal. There has also been a decrease in the share of the budget devoted to compensation costs. A more detailed history of expenditure data according to budget unit is provided in Appendix A of this report.

Key Components of the 2010-11 Budget

The 2010-11 budget has been developed based on the recommendations and assumptions contained in the BAC XLIII Report (May 2010).

1. REVENUES

a) Government Grant

The budget includes an increase of \$18.7 million as provided for in the provincial operating budget. The increase is in accordance with the Memorandum of Understanding (MOU). (As amended to reflect an overall system reduction of which \$220,000 was Dalhousie's share). Operating grants provide support for increases in operating costs and to allow for tuition fees to remain frozen at 2008-09 levels. In 2008 the MOU recalibrated system funding among universities based on their relative share of updated enrolments. \$6 million of Dalhousie's 2010-11 grant increase relates to this latter adjustment.

The grant for the Nova Scotia student bursary program will increase by \$2.6 million in 2010-11.

b) Federal Indirect Costs of Research Grant

The University's operating budget incorporates funding from the Federal Government for the indirect costs of research. In 2009 the government confirmed reductions in funding for this program of almost \$15.0 million over three years to complement federal budget reductions in direct cost research grants that are administered by each of the federal granting agencies. Dalhousie funding has been confirmed for 2010-11 and will be reduced by \$344,000 compared to last year.

c) Investment Income

- (i) Endowment – Following the 2008-09 investment market downturn, the market value of University endowments has yet to recover to previous levels and further actions are required in 2010-11 to aid in this recovery. In particular, there are some Endowments where market value has not kept pace with the indexed value or in some cases the gift value of the endowment.

Spending will be curtailed where possible on these endowments and for others lower spending allocations will be determined depending on the gap between the indexed value and the market value of the Endowment. In accordance with the BAC recommendation endowment program expenditures (i.e. student assistance, academic salaries, etc.) have been adjusted to include supplements from the operating budget totaling \$700,000. This funding will be applied at the individual endowment level as required based on the actual spending for the year. The supplement will be discontinued in the years ahead once endowment values have recovered.

- (ii) Operating - University cash balances are invested on a short term basis to generate investment income to support the day-to-day operation of the University. The level of investment income is driven by interest rates and cash on deposit throughout the year. There are a variety of cash flow changes expected during the year including the receipt of \$ 176 million in grant revenue at the start of the fiscal year. The University's budget projection allows for only modest rate increases this year.

d) **Tuition Revenues**

Under the MOU tuition fee rates for regular credit programs are frozen again in 2010-11. The tuition fee revenue budget has increased in 2010-11 for enrolment changes. There is a \$4.1 million increase to reflect higher than budget experience in 2009-10 and further enrolment growth projected in the fall 2010 term. The tuition revenue budget for 2010-11 will increase by \$5.2 million as a result of these enrolment changes.

e) **Facilities Renewal Fee**

The revenue budget for Facilities Renewal fees has increased by \$55,000 due to increased enrolment in 2009-10. This fee revenue goes directly to support spending on annual facilities renewal projects in the expenditure section of the budget. There has been no change in this fee for 2010-11.

2. **EXPENDITURES**

a) **Strategic Initiatives**

The BAC had initially determined a preliminary budget for Strategic Initiatives of \$10.2 million. This amount was funded by a base budget amount of \$4.2 million from the 2009-10 budget (deliberately earmarked for one-time use in 2009-10 so it is available in 2010-11) and \$6 million in provincial funding relating to the redistribution of University system funding (see Section 1a). In order to balance the budget, the BAC recommended that Strategic Initiatives be reduced by \$900,000 leaving a balance of \$9.3 million in 2010-11.

The \$9.3 million is applied in two distinct ways in the 2010-11 budget. Firstly, the budget includes \$4.5 million in base allocations of Strategic Initiatives funding to Faculties, support services, campus renewal and student assistance leaving \$4.8 million available for one-time only investments in 2010-11. This is consistent with the approach taken last year and with the recommendations of the BAC this year.

The following is a summary of the base funded initiatives for 2010-11:

- **Research and Academic Strengths** – Initiatives in this area include completing the funding for the new College of Sustainability and MBA corporate residency programs as well as funding for aboriginal health science and faculty diversity initiatives. Research support services will also receive additional resources.
- **Enrich Student Experience** - \$693,000 is provided to fund initiatives that will improve student experience including a project to revamp the University's web presence, funding to operationalize the new student accommodation policy, improved supports for international students and base funding for career services.
- **Strengthen Enrolment** - \$369,000 allotted to bursary and scholarship funding as well as enhanced recruitment and marketing.
- **Campus Renewal** – includes \$1.8 million in increased funding for ongoing renewal projects and facilities operations.
- **Renew Human Resources** - \$212,000 will fund analytical support, University procurement and legal counsel staffing.
- **Philanthropic Support** - \$300,000 has been provided to External Relations as part of a multi-year plan to advance fundraising capacity.

Appendix B provides the 2010-11 allocations as well as a history of operating budget strategic initiatives allocations by unit/expenditure category for the period 2002-03 to 2010-11 inclusive.

b) **General Operating Expenditure**

- i. **Non-space Equipment** – The expenditure line for teaching and other equipment includes an inflationary increase of 2% for 2010-11.
- ii. **Scholarships, Bursaries and Student Assistance** – The operating component of this budget line has been increased by \$184,000. This increase includes strategic initiatives funding earmarked for bursaries and scholarships.

The endowment supported component of the general student assistance budget is increasing by \$343,000 as a result of new endowment gifts.

The Provincial Student Bursary Program (see 1(a) above) will increase by \$2.6 million to \$8.4 million in 2010-11.

- iii. **Campus Renewal** - This line provides for an increase in campus renewal expenditures as follows:
 - Base funding for annual facilities renewal expenditures will increase by \$1.6 million. This includes Strategic Initiatives funding of \$1 million as recommended by the Board's Long Term Financial Planning Committee, an inflationary adjustment (\$233,000), an increase relating to facilities fee (\$55,000), and a base adjustment to provide for ongoing maintenance of new facilities (\$521,000). These increases are net of a decrease in funding from the provincial government for facilities renewal (\$206,000)
 - The 2010-11 funding available for long term campus renewal will increase by \$523,000. This includes \$500,000 in base funding from Strategic Initiatives for financing major campus renewal projects and a 2% inflationary increase on the existing budget.
- iv. **Strategic Initiatives** – The Strategic Initiatives budget line of \$4.8 million is available for one-time projects in 2010-11 and can be redeployed in future years to address priority budget issues.
- v. **Energy** - Although recent fuel oil pricing has been relatively stable, there are a number of factors influencing the heating budget for 2010-11 including more stringent legislated emissions standards, peaking capacity in the steam plant and the planned conversion of Dalhousie's plant to natural gas in the second half of 2010-11. The budget attempts to recognize the estimated heating costs based on these changes as well as a modest allowance for increased prices in 2010-11. Also provided is an adjustment for the annualization of electricity rate adjustments implemented in 2009-10.
- vi. **Water, Taxes & Insurance** – The budget for this line is relatively constant as general increases for water and insurance are offset by decreases in property tax.
- vii. **Facilities/Space** - The annual operating grant received by Dalhousie includes \$1 million earmarked for facilities related expenditures. Currently this grant provides funding over a multi-year period for an academic building. The balance of \$1.1 million pays for leased space and renovation costs related to the expansion of the undergraduate medicine and nursing programs.

- viii. Endowment Management Expense – This line includes fees and costs for external investment management, custodial and advisory services, legal and audit expenses as well as recovery of internal staff costs directly relating to the management of University Endowments.
- ix. Contingency – The annual provision for contingencies is budgeted at \$1.6 million and represents 0.5% of the budget.

c) **Responsibility Centre Expenditures**

Appendix C to this report provides a detailed continuity of the adjustments applied to Faculty and unit budgets in 2009-10. These adjustments are summarized as follows:

- i. **Faculty and Unit Budgets** – Faculty and other unit budgets are calculated to include adjustments for Enrolment Related Budget Adjustment (ERBA), non salary increases, strategic budget reallocations and endowment changes.

ERBA

The ERBA formula distributes a portion of annual enrolment-related tuition revenue changes to Faculties. The report of Board’s Long Range Planning Committee recommended that the University review “the utility of ERBA as a more refined incentive to encourage enrolment growth in target areas which would be of financial benefit to the University”. In the 2008/2009 academic year an Ad Hoc ERBA Review Sub-committee of the BAC was struck and the review was undertaken. In March 2009 the Sub-committee’s report was released by the Budget Advisory Committee as its 39th report. Based on the work done by the committee and subsequent consultation the President’s office has recommended changes to ERBA which are described in the table below. The table below compares the previous ERBA formula with the revised approach taking effect in 2010-11.

	Comparing Old and New ERBA Formula		
	<u>Enrolment Unit*</u>	<u>Teaching Faculty</u>	<u>Home Faculty</u>
	<u>Faculty Share</u>	<u>Receives</u>	<u>Receives</u>
Previous	50%	50%	50%
Revised	60%	75%	25%

* enrolment unit is effectively 1 FTE student

Appendix D is a summary of ERBA adjustments for 2010-11 with historical information for the period 2003-04 to 2010-11 inclusive.

Endowment

The budget includes endowment program supports for student assistance, academic chairs and salaries, library research, etc. In 2009-10 new endowment gifts were received and will provide increase support for programs of \$1.1 million in 2010-11. Appendix E provides a breakdown of the budget for units with both Endowment and Operating supported components.

ii **Provision for Compensation Adjustments**

a) **Annual Salary and Benefits Adjustments**

The current collective agreement with the Dalhousie Faculty Association will expire on June 30th, 2011. The contract for the NSGEU will expire on June 30th, 2010 and contracts for CUPE and NSUPE are currently being negotiated. The budget includes a provision for scale increases for all groups as well as allowances for progression increases (CDI's, steps, etc) and the annualization of the previous year's increases. Benefit cost increases are included for 2010-11 based on program renewals that have now been negotiated.

b) **Pension**

Discussion of the University staff pension plan has been highlighted in the three BAC reports issued in advance of the 2010-11 recommended operating budget. In summary a recent projection of required contributions as of July 1, 2010 (the date of the next actuarial valuation which determines pension plan contributions) shows an increase of \$11.8 million to be borne by the 2010-11 operating budget. A review of the plan was initiated almost one year ago and representatives of the Board, employee groups and retirees (Adhoc Committee on Pension Sustainability – ACOPS) have studied the structure of Dalhousie's pension plan. Efforts have been made to seek relief from increasing contributions dictated by the burdensome 'solvency' provisions of the Pension Benefits Act as applied to the Dalhousie plan. Shortly, the Board's Pension Advisory Committee will receive a report from the ACOPS which may identify other measures to provide immediate pension contribution relief for 2010-11. Following on the BAC recommendation, the 2010-11 budget includes provision for an increase of \$6.8 million (i.e. \$11.8 million in projected contribution increases less estimated relief measures of \$5 million) in contributions supported by University operations. This level of increase is contingent on identifying measures to moderate the increase in pension contribution costs. Importantly, the BAC observes that **"In the event that pension contribution relief is not forthcoming, then additional measures including a further base budget reduction will be required to balance the budget going forward."**

- iii **Ancillaries** - The ancillary budget line includes budgets for the Bookstore, Dalplex, Student Community Services (Residences), Arts Centre, Personal Computer Purchase Centre and Food Services. The bottom line for the group (i.e. \$233,000) reflects funding from an endowment to support the operations of Housing and Conference Services. Including this endowment, these units as a group are self-supporting and have a neutral impact on the University's operating budget. (Detailed information on Ancillary budgets is contained in Appendix F).

DALHOUSIE UNIVERSITY
2010-11 RECOMMENDED OPERATING BUDGET- SUMMARY
(\$ 000's omitted)

	2009-10 Final Budget	2010-11 Recommended Budget	
REVENUE			
Government Grants			
Operating	159,165	177,851	
Nova Scotia Student Bursary Program	5,787	8,400	
Enrolment Expansion	2,940	2,940	
Facilities/Space	1,000	1,000	
Targeted	50	50	
	<u>168,942</u>	<u>190,241</u>	
Federal Indirect Costs of Research Grant	6,842	6,498	
Investment			
Endowment	17,017	17,454	
Operating (net of bank and finance charges)	1,700	2,000	
Tuition Fees	93,719	98,877	
Facilities Renewal Fee	1,325	1,380	
	<u>289,545</u>	<u>316,450</u>	
GENERAL OPERATING EXPENDITURES			
Non-Space Equipment	2,483	2,533	
Scholarships, Bursaries and Student Assistance			
Operating	9,971	10,155	
Nova Scotia Bursary Program	5,787	8,400	
Endowment	5,126	5,469	
Campus Renewal - Annual Facilities Maintenance	11,623	13,226	
- long term	1,152	1,675	
Strategic Initiatives	3,527 (1)	4,798	
Energy (net of recoveries)	11,553	11,847	
Water, Taxes & Insurance (net of recoveries)	3,076	2,989	
Endowment Management Expense	1,810	1,785	
Facilities/Space	1,495	2,103	
Contingency	1,600	1,600	
	<u>59,203</u>	<u>66,580</u>	
TOTAL GENERAL OPERATING EXPENDITURES			
			2010-11 Budget with Estimated Distribution of Provision for Compensation Adjustments
RESPONSIBILITY CENTRE EXPENDITURES			
Academic	174,210	175,240	189,763
Academic Support	10,604	10,254	10,954
Administration	23,151	23,741	25,441
General	1,066	1,082	1,082
Facilities Management	14,934	15,901	16,701
Student Services	4,870	5,396	5,746
Provision for Compensation Adjustments :			
Annual Salary and Benefit Adjustments	1,273	11,223	
Pension Increase Requirement		6,800	
	<u>230,108</u>	<u>249,637</u>	<u>249,687</u>
TOTAL RESPONSIBILITY CENTRE EXPENDITURES			
TOTAL OPERATING EXPENDITURES			
	<u>289,311</u>	<u>316,217</u>	
NET ANCILLARY EXPENDITURES			
	<u>234</u>	<u>233</u>	
TOTAL EXPENDITURES			
	<u>289,545</u>	<u>316,450</u>	
TOTAL SURPLUS (DEFICIT) FOR THE YEAR			
	<u>-</u>	<u>-</u>	

(1) In addition to this \$3.5 million budget allocations totalling \$719,000 were allocated on a one time basis to budget units for specific projects in 2009-10. These budget funds are returned to this line in 2010-11 as indicated on pages 15 and 16.

DALHOUSIE UNIVERSITY
2010-11 RECOMMENDED OPERATING BUDGET - DETAIL
(\$000's omitted)

	2009-10 Final Budget	2010-11 Recommended Budget
<u>ACADEMIC</u>		
Architecture and Planning	4,098	4,034
Arts and Social Sciences	18,404	18,358
Computer Science	5,386	5,303
Dentistry	8,868	8,778
Engineering	15,493	15,628
Graduate Studies	1,695	1,792
Health Professions	21,882	21,651
Law	7,337	8,099
Management	10,433	10,339
Medicine	37,321	36,842
Science	27,859	27,916
University Library	12,752	12,696
College of Continuing Education	699	700
College of Sustainability	609	756
Centres, Institutes & Special Projects	1,578	1,766
Technical Co-op Education & Career Services	511	507
Faculty Related Costs	1,571	1,583
Kings' Transfer	(2,937)	(3,127)
Academic Initiatives	651	1,619
Subtotal Academic	174,210	175,240
Provision for Compensation Adjustments (estimated)		14,523
Academic including the provision for compensation adjustments		189,763
<u>ACADEMIC SUPPORT</u>		
Academic Support Initiatives	-	120
Art Gallery	143	142
Centre for Learning and Teaching	1,229	1,222
Information Technology Services	9,387	8,925
Printing Centre	(155)	(155)
Subtotal Academic Support	10,604	10,254
Provision for Compensation Adjustments (estimated)		700
Academic Support including the provision for compensation adjustments		10,954

DALHOUSIE UNIVERSITY
2010-11 RECOMMENDED OPERATING BUDGET - DETAIL
(\$000's omitted)

	2009-10 Final Budget	2010-11 Recommended Budget
<u>ADMINISTRATION</u>		
Administrative Initiatives	-	901
Application Fees	(940)	(1,040)
Communications and Marketing	2,383	2,289
Environmental Health and Safety Office	512	511
External Relations	4,617	4,628
Financial Services	4,011	3,971
Human Resources	2,493	2,472
Institutional Analysis and Research	552	547
Inter-University Services	77	79
President's Office	2,998	2,971
Registrar & Admissions	4,395	4,375
Research Services	1,264	1,252
University Secretariat / Internal Audit	789	785
Subtotal Administration	23,151	23,741
Provision for Compensation Adjustments (estimated)		1,700
Administration including the provision for compensation adjustments		25,441
<u>GENERAL</u>	1,066	1,082
Provision for Compensation Adjustments (estimated)		-
General including the provision for compensation adjustments		1,082
<u>FACILITIES MANAGEMENT</u>	14,934	15,901
Provision for Compensation Adjustments (estimated)		800
Facilities Management including the provision for compensation adjustments		16,701

DALHOUSIE UNIVERSITY
2010-11 RECOMMENDED OPERATING BUDGET - DETAIL
(\$000's omitted)

	2009-10 Final Budget	2010-11 Recommended Budget
<u>STUDENT SERVICES</u>		
Awards Office & Student Services Centre -Sexton	364	362
Counselling	979	978
General Student Services	1,989	1,985
Office of the Vice-President	838	837
Student Health	89	90
Varsity, Intramurals & Clubs	611	617
Student Services Initiatives	-	527
Subtotal Student Services	4,870	5,396
Provision for Compensation Adjustments (estimated)		350
Student Services including the provision for compensation adjustments		5,746
<u>ANCILLARIES</u>		
Dalhousie Arts Centre	324	324
Dalplex and Arena	181	181
Food Services	(130)	(130)
Personal Computer Purchase Centre	-	-
University Bookstore	(283)	(283)
University Housing	142	141
Total Ancillaries	234	233

DALHOUSIE UNIVERSITY
8 YEAR HISTORY OF OPERATING BUDGET BY UNIT
(\$ 000's omitted)

	Final Budget	Final Budget	Final Budget	Final Budget	Final Budget	Final Budget	Final Budget	Final Budget	
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	
<u>GENERAL OPERATING EXPENDITURES</u>									
Non-Space Equipment	1,909	1,967	2,047	2,100	2,210	2,309	2,434	2,483	
Scholarships, Bursaries and Student Assistance									
Operating	6,534	6,319	7,074	8,008	8,256	9,341	9,628	9,971	
Nova Scotia Bursary Program							4,067	5,787	
Endowment	4,886	4,857	4,916	4,904	5,065	5,301	5,540	5,126	
Campus Renewal	2,837	4,943	5,900	7,240	8,053	9,254	11,059	12,775	
Strategic Initiatives								3,527	
Energy (net of recoveries)	5,632	6,272	6,772	6,926	8,103	8,893	10,693	11,553	
Water, Taxes & Insurance (net of recoveries)	1,702	1,952	2,252	2,500	2,766	2,876	3,076	3,076	
Endowment Management Expenses	1,452	1,500	1,500	1,550	1,738	1,817	1,967	1,810	
Facilities/Space	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,495	
Contingency	400	600	600	600	1,000	1,300	1,300	1,600	
TOTAL GENERAL OPERATING EXPENDITURES	26,352	29,410	32,061	34,828	38,191	42,091	50,764	59,203	124.7%
<u>ACADEMIC</u>									
Architecture and Planning	2,892	3,191	3,433	3,621	3,782	3,764	3,960	4,098	
Arts and Social Sciences	13,159	15,199	16,655	17,237	17,798	18,007	18,111	18,404	
Computer Science	4,501	4,821	4,810	5,070	4,898	5,126	5,296	5,386	
Dentistry	7,164	7,587	7,818	7,989	8,213	8,341	8,582	8,868	
Engineering	12,077	13,157	13,456	13,914	14,328	14,690	15,101	15,493	
Graduate Studies	1,302	1,366	1,468	1,510	1,546	1,575	1,639	1,695	
Health Professions	13,517	16,564	17,302	17,995	18,433	19,186	20,045	21,882	
Law	5,229	5,711	5,973	6,337	6,639	6,721	7,093	7,337	
Management	6,870	7,553	8,080	8,855	8,872	8,939	9,831	10,433	
Medicine	26,814	29,122	30,923	32,573	34,445	34,921	36,475	37,321	
Science	21,278	23,368	25,050	25,262	26,072	26,223	27,180	27,859	
University Library	9,202	10,087	10,695	11,292	11,633	12,016	12,502	12,752	
College of Continuing Education	459	550	518	541	562	588	613	699	
College of Sustainability								609	
Centres, Institutes & Special Projects	1,270	1,452	1,482	1,491	1,454	1,469	1,523	1,578	
Engineering & Computer Science Career Services	336	387	410	432	445	464	487	511	
Faculty Related Costs (eg.Travel, Leave Grants, PDA.)	1,267	1,275	1,132	1,170	1,296	1,247	1,358	1,571	
Kings' Transfer	(2,117)	(2,167)	(2,167)	(2,367)	(2,367)	(2,767)	(2,937)	(2,937)	
Academic Initiatives		300	356	463	472	632	642	651	
TOTAL ACADEMIC	125,220	139,523	147,394	153,385	158,521	161,142	167,501	174,210	39.1%
<u>ACADEMIC SUPPORT</u>									
Art Gallery	98	107	113	121	127	134	140	143	
Centre for Learning and Teaching	688	798	893	975	994	1,021	1,182	1,229	
Information Technology Services	5,668	6,310	6,739	7,036	7,217	7,625	8,689	9,387	
Printing Centre	(154)	(154)	(154)	(154)	(154)	(154)	(155)	(155)	
TOTAL ACADEMIC SUPPORT	6,300	7,061	7,591	7,978	8,184	8,626	9,856	10,604	68.3%

DALHOUSIE UNIVERSITY
8 YEAR HISTORY OF OPERATING BUDGET BY UNIT
(\$ 000's omitted)

	Final Budget	Final Budget	Final Budget	Final Budget	Final Budget	Final Budget	Final Budget	Final Budget	
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	
<u>ADMINISTRATION</u>									
Application Fees	(885)	(935)	(935)	(935)	(860)	(860)	(940)	(940)	
Communications & Marketing	1,030	1,156	1,229	1,396	1,842	2,141	2,366	2,383	
Environmental Health and Safety Office	267	279	297	345	365	363	413	512	
External Relations	2,117	2,347	2,475	2,563	2,736	3,309	3,975	4,617	
Financial Services	2,808	3,084	3,230	3,338	3,460	3,551	3,876	4,011	
Human Resources	1,752	1,888	1,978	2,025	2,079	2,189	2,351	2,493	
Institutional Analysis and Research	255	272	281	295	307	518	539	552	
Inter-University Services	43	44	45	62	50	61	62	77	
President's Office	1,502	1,856	2,013	2,074	2,126	2,314	2,800	2,998	
Registrar & Admissions	2,259	2,436	2,555	2,685	3,688	4,054	4,241	4,395	
Research Services	451	484	506	701	722	813	1,025	1,264	
University Secretariat/ Internal Audit	236	255	432	536	541	577	704	789	
TOTAL ADMINISTRATION	11,835	13,166	14,106	15,085	17,056	19,030	21,412	23,151	95.6%
<u>GENERAL</u>									
	1,095	1,134	1,017	917	910	926	999	1,066	-2.6%
<u>FACILITIES MANAGEMENT</u>									
	9,995	11,071	11,634	12,553	12,707	13,290	14,272	14,934	49.4%
<u>STUDENT SERVICES</u>									
Awards Office & Student Services Centre -Sexton	226	244	257	267	328	335	350	364	
Student Services	1,768	1,972	2,266	2,567	2,626	3,051	3,402	3,852	
Student Health	78	79	81	82	84	86	87	89	
Varsity, Intramurals & Clubs	419	478	502	518	572	590	618	611	
TOTAL STUDENT SERVICES	2,491	2,773	3,106	3,434	3,610	4,062	4,457	4,916	97.4%
<u>ANCILLARIES</u>									
Dalhousie Arts Centre	324	324	324	324	324	324	324	324	
Dalplex and Arena	181	181	181	181	181	181	181	181	
Food Services	-	-	-	-	(130)	(130)	(130)	(130)	
University Bookstore	(133)	(133)	(133)	(133)	(283)	(283)	(283)	(283)	
University Housing	(147)	(155)	(148)	(144)	144	147	154	142	
TOTAL ANCILLARIES	225	217	224	228	236	239	246	234	4.0%

Note: Certain lines in 2002-03 to 2008-09 have been reclassified to conform with 2009-10 presentation .

Funding Allocations by Strategic Focus Areas - 2010-11

(and cumulative allocations for eight years from 2003-04)

(000's of dollars)

	<u>Research & Academic Strengths</u>	<u>Enrich Student Experience</u>	<u>Strengthen Enrolment</u>	<u>Campus Renewal</u>	<u>Renew Human Resources</u>	<u>Philanthropic Support</u>	<u>Total 2010-11</u>	Cumulative Base 2003-04 to 2010-11⁽¹⁾
Base Allocations								
Academic	912	46					958	5,826
Academic Support		120					120	1,229
Administrative & General	204		185		212	300	901	6,460
Facilities Management				300			300	2,080
Student Services		527					527	1,632
Facilities Renewal				1,500			1,500	9,238
Student Assistance			184				184	2,914 ⁽²⁾
Total 2010-11	1,116	693	369	1,800	212	300	4,490	
Cumulative to 2010-11⁽¹⁾	6,009	3,534	4,994	11,318	1,724	1,800		29,379

One-time initiatives

<u>4,798</u>	<u>4,798</u>
<u>9,288</u>	<u>34,177</u>

Notes:

(1) For the prior years the cumulative balances exclude one-time funds that have been reallocated in 2010-11

(2) In addition to the amounts shown, the Student Assistance budget has increased by \$9.2 million dollars over this period. This includes \$8.4 million or the provincially funded Nova Scotia Bursary program, increases related to the endowment portion of the budget, general inflationary increases and base funding for other student assistance requirements and initiatives.

DALHOUSIE UNIVERSITY
2010-11 RECOMMENDED OPERATING BUDGET - CONTINUITY
(\$000's omitted)

	2009-10 Final Budget	Adjustments					2010-11 Recommended Budget
		Strategic Budget Reallocation	ERBA	Strategic Initiative Allocations ⁽¹⁾	Endowment Change	Non Salary & Other Adjustments ⁽²⁾	
ACADEMIC							
Architecture and Planning	4,098	(81)	8		7	2	4,034
Arts and Social Sciences	18,404	(352)	328		(28)	6	18,358
Computer Science	5,386	(103)	(25)		32	13	5,303
Dentistry	8,868	(176)	50		5	31	8,778
Engineering	15,493	(295)	510		(85)	5	15,628
Graduate Studies	1,695	(13)	(4)		108	6	1,792
Health Professions	21,882	(427)	164		10	22	21,651
Law	7,337	(122)	40		832	12	8,099
Management	10,433	(201)	80		27	-	10,339
Medicine	37,321	(639)	84		6	70	36,842
Science	27,859	(510)	639		(97)	25	27,916
University Library	12,752	(71)			1	14	12,696
College of Continuing Education	699				0	1	700
College of Sustainability	609		329	(182)			756
Centres, Institutes & Special Projects	1,578	(12)	197		(2)	5	1,766
Technical Co-op Education & Career Services	511	(5)				1	507
Faculty Related Costs	1,571					12	1,583
Kings' Transfer	(2,937)					(190)	(3,127)
Academic Initiatives	651			958		10	1,619
Subtotal Academic	174,210	(3,007)	2,400	776	816	45	175,240
Provision for Compensation Adjustments (estimated)							14,523
Academic including the provision for compensation adjustments							189,763
ACADEMIC SUPPORT							
Academic Support Initiatives	-			120			120
Art Gallery	143	(1)			-		142
Centre for Learning and Teaching	1,229	(10)			-	3	1,222
Information Technology Services	9,387	(41)		(437)		16	8,925
Printing Centre	(155)						(155)
Subtotal Academic Support	10,604	(52)	0	(317)	0	19	10,254
Provision for Compensation Adjustments (estimated)							700
Academic Support including the provision for compensation adjustments							10,954

(1) In addition to 2010-11 base allocations from Strategic Initiatives, this column reflects the return of 2009-10 one time allocations for startup costs for the College of Sustainability and ITS costs related to the University web project to the Strategic Initiatives pool.

(2) In addition to the Non-Salary increases of 2%, this column includes an increase of \$190,000 in the King's transfer based on 2009-10 experience.

DALHOUSIE UNIVERSITY
2010-11 RECOMMENDED OPERATING BUDGET - CONTINUITY
(\$000's omitted)

	2009-10 Final Budget	Adjustments			2010-11 Recommended Budget
		Strategic Budget Reallocation	Strategic Initiatives Allocations ⁽¹⁾	Non Salary & Other Adjustments ⁽²⁾	
ADMINISTRATION					
Administrative Initiatives	-		901		901
Application Fees	(940)			(100)	(1,040)
Communications and Marketing	2,383	(12)	(100)	18	2,289
Environmental Health and Safety Office	512	(5)		4	511
External Relations	4,617	(23)		34	4,628
Financial Services	4,011	(40)			3,971
Human Resources	2,493	(24)		3	2,472
Institutional Analysis and Research	552	(6)		1	547
Inter-University Services	77			2	79
President's Office	2,998	(30)		3	2,971
Registrar & Admissions	4,395	(44)		24	4,375
Research Services	1,264	(12)			1,252
University Secretariat / Internal Audit	789	(8)		4	785
Subtotal Administration	23,151	(204)	801	(7)	23,741
Provision for Compensation Adjustments (estimated)					1,700
Administration including the provision for compensation adjustments					25,441
GENERAL	1,066	(11)		27	1,082
Provision for Compensation Adjustments (estimated)					-
General including the provision for compensation adjustments					1,082
FACILITIES MANAGEMENT	14,934	(74)	300	741	15,901
Provision for Compensation Adjustments (estimated)					800
Facilities Management including the provision for compensation adjustments					16,701

(1) In addition to 2010-11 base allocations from Strategic Initiatives, this column reflects the return of 2009-10 one time allocations for expanded market placement to the Strategic Initiatives pool.

(2) Facilities Management includes an increase related to the operating costs of the new Academic Building.

DALHOUSIE UNIVERSITY
2010-11 RECOMMENDED OPERATING BUDGET - CONTINUITY
(\$000's omitted)

	2009-10 Final Budget	Strategic Budget Reallocation	Strategic Initiatives	Endowment Change	Non Salary & Other Adjustments	2010-11 Recommended Budget
<u>STUDENT SERVICES</u>						
Awards Office & Student Services Centre -Sexton	364	(3)			1	362
Counselling	979	(5)			4	978
General Student Services	1,989	(10)			6	1,985
Office of the Vice-President	838	(4)			3	837
Student Health	89				1	90
Varsity, Intramurals & Clubs	611	(5)		4	7	617
Student Services Initiatives			527			527
Subtotal Student Services	4,870	(27)	527	4	22	5,396
Provision for Compensation Adjustments (estimated)						350
Student Services including the provision for compensation adjustments						5,746
<u>ANCILLARIES</u>						
Dalhousie Arts Centre	324					324
Dalplex and Arena	181					181
Food Services	(130)					(130)
Personal Computer Purchase Centre	0					-
University Bookstore	(283)					(283)
University Housing	142			(1)		141
Total Ancillaries	234	-	-	(1)	-	233

Dalhousie University
Summary of Enrolment Related Budget Allocations 2003-04 to 2010-11
(000's)

Faculty	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	Cumulative Distributions 2003-04 to 2010-11
Architecture and Planning	172	136	119	49	(97)	57	28	7	471
Arts and Social Sciences	1,081	997	111	6	(134)	(660)	(255)	310	1,456
Computer Science	78	(242)	(398)	(349)	(122)	35	27	(25)	(996)
Dentistry	8	(3)	7	(1)	6	1	(4)	50	64
Engineering	487	8	52	62	24	0	30	511	1,174
Graduate Studies	0	36	43	27	19	(10)	30	(4)	141
Health Professions	374	199	192	75	502	157	88	163	1,750
Law	22	26	87	17	(128)	4	75	35	138
Management	189	251	527	(92)	94	83	64	78	1,194
Medicine	189	29	28	(9)	(135)	11	(14)	119	218
Science	907	706	(65)	(312)	(354)	(119)	(17)	635	1,381
Sustainability	0	0	0	0	0	0	0	329	329
	3,507	2,143	703	(527)	(325)	(441)	52	2,208	7,320

DALHOUSIE UNIVERSITY
Supplementary Budget Information for Expenditure Areas
and Responsibility Centres with an Endowment Supported Component
(\$000'S omitted)

	2009-10 Budget			2010-11 Budget		
	Operating	Endowment	Total	Operating	Endowment	Total
<u>General</u>						
Scholarships	9,628	5,126	14,754	10,155	5,469	15,624
Endowment Management Expense		1,810	1,810		1,785	1,785
<u>Responsibility Centres</u>						
Architecture and Planning	4,056	42	4,098	3,985	49	4,034
Arts and Social Sciences	17,629	775	18,404	17,611	747	18,358
Computer Science	5,171	215	5,386	5,056	247	5,303
Dentistry	8,816	52	8,868	8,721	57	8,778
Engineering	14,790	703	15,493	15,010	618	15,628
Graduate Studies	1,299	396	1,695	1,288	504	1,792
Health Professions	21,412	470	21,882	21,171	480	21,651
Law	6,782	555	7,337	6,712	1,387	8,099
Management	10,079	354	10,433	9,958	381	10,339
Medicine	33,744	3,577	37,321	33,259	3,583	36,842
Science	25,531	2,328	27,859	25,685	2,231	27,916
University Library	12,571	181	12,752	12,514	182	12,696
College of Continuing Education	645	54	699	646	54	700
Centres, Institutes & Special Projects	1,558	20	1,578	1,748	18	1,766
Art Gallery	127	16	143	126	16	142
Centre for Learning and Teaching	1,228	1	1,229	1,221	1	1,222
Varsity, Intramurals & Clubs	503	108	611	505	112	617
University Housing	(92)	234	142	(92)	233	141
Total before Provision for Compensation Costs 2010-11	175,477	17,017	192,494	175,279	18,154	193,433
Estimated Provision for Compensation Costs 2010-11						14,633
Total including Provision for Compensation Costs	175,477	17,017	192,494	175,279	18,154	208,066

Dalhousie University Ancillary Budget Projection 2010-11

The Ancillary operations of the University include Dalplex, Arts Centre, University Bookstore, Student Community Services (including residences), Food Services and Personal Computer Purchase Centre (PCPC). These budget units as a group are self sustaining and do not draw on University resources. PCPC operates on a break even basis; Student Community Services, Food Services and the University Bookstore provide a contribution to the overall ancillary budget; and Dalplex and the Arts Centre require a subsidy. The 2010-11 combined revenue of the units total \$39.1 million representing a \$700,000 increase over the 2009-10 budget of \$38.4 million. The major factor contributing to the higher projected revenues for 2010-11 is increased revenue in the Student Community Services operation. Page 2 is a table summarizing the budget for 2010-11 compared to 2009-10.

Arts Centre

As the region's principal performing arts venue, the Dalhousie Arts Centre (the Rebecca Cohn Auditorium) provides a user-friendly and accessible facility for the arts communities of Dalhousie, the Halifax Regional Municipality and Nova Scotia. The Dalhousie Arts Centre continues to fulfill its role as both a community partner and a major performing arts facility in Atlantic Canada.

Bookstore

Serving students and faculty through the Student Union Building, Sexton campus and Health Science Building locations the University Bookstore provides textbooks, course packs, sundry items, and clothing to the Dalhousie community. The inventory order process in the Bookstore services the instructional requirements in all Dalhousie academic disciplines.

Dalplex & Arena

Provides a broad range of recreational facilities and activities for community groups and membership holders.

Food Services

Provides full service dining facilities located in four residences (Shirreff Hall, Howe Hall, O'Brien Hall and Risley Hall), as well as various retail food outlets and vending machines throughout the three University campuses. The unit also includes the operation of the 'DalCard' debit card program giving students, faculty and staff access to a range of on-campus and off-campus services. The University currently has a contract with Aramark for provision of Food Services. The contract stipulates a minimum guaranteed sales with commission on vending and retail operations.

Student Community Services

Provides traditional residence and apartment style student accommodations with capacity for approximately 2,300 students and conference accommodation, facilities and related services typically during the summer months.

PCPC

PCPC was established in 1989 as a self-sustaining operation to assist ITS in containing hardware and software support costs incurred by Dalhousie departments and students and to qualify Dalhousie for various educational discounts from suppliers by having a campus computer store. All staff salary costs, space rental, cost of goods, and other expenses are covered by modest margins on sales.

Dalhousie University
Schedule of Revenue and Expense - Ancillary
2010-11 Budget vs. 2009-10 Approved Budget
(In Thousands of Dollars)

	2010-11 Budget Plan							2009-10 Approved Budget	Change
	Arts Centre	Bookstore	Dalplex & Arena	Food Services	PCPC	Student Community Services (Housing)	Total		
Revenue									
Revenue:									
Government Grant	200						200	200	0
Memberships & Programs			1,869				1,869	1,698	171 (1)
Conference Services & Other						1,487	1,487	1,926	(439) (2)
Residence Fees						13,457	13,457	12,831	626 (3)
Sales	3,247	7,350	888	7,859	2,520		21,864	21,508	356 (4)
Endowment						233	233	234	(1)
Total Revenue	3,447	7,350	2,757	7,859	2,520	15,177	39,110	38,397	713
Expenditures									
Salary	697	741	1,863	56	395	2,789	6,541	6,383	(158) (5)
Non Salary:									
Utilities, Insurance & Taxes	200	31	403	N/A	N/A	2,614	3,248	3,081	(167) (6)
Debt Service & Bank Charges	97	131	38	495	28	2,359	3,148	3,064	(84)
Maintenance	227	19	111	378	N/A	2,875	3,610	3,171	(439) (7)
Cost of Sales	2,328	5,610	223	6,369	1,955	N/A	16,485	16,289	(196)
Operating Expense	222	535	300	431	142	4,448	6,078	6,409	331 (7)
Total Expense	3,771	7,067	2,938	7,729	2,520	15,085	39,110	38,397	(713)
Contribution/(Subsidy) to Ancillary Budget	(324)	283	(181)	130	0	92	0	0	0

Footnotes:

- (1) relates to a planned increase in rates for Dalplex external members.
- (2) decrease based on anticipated bookings for 2010-11.
- (3) include a 3% increase in residence rates and an increase in the numbers of residence spaces available.
- (4) Budget is based on 2009-10 experience, Arts Centre confirmed bookings for 2010-11 and a 3% increase in meal plan rates in Food Services.
- (5) includes a provision for estimated costs of salary increases in 2010-11.
- (6) allows for a modest price increase over 2009-10 actual.
- (7) maintenance increase relates to a planned renovation in Food Services and the reallocation resources for furniture upgrade in Housing in 2009-10 to maintenance in 2010-11.