

2011 —
2012

Dalhousie University
**Operating
Budget**

Published June 2011



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2011-12 Budget at a Glance

The recommended operating budget for 2011-12 includes revenues and expenditures each of \$325.7 million. Dalhousie's operating budget for 2011-12 is the twenty-fourth 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 \$8.0 million (2.5%).

REVENUES

- Provincial Operating Grant to decrease by \$6.8 million and the Nova Scotia Student Bursary Grant will increase by \$0.7 million.
- Tuition revenue to increase by \$11.8 million as a result of:
 - Enrolment changes:
 - better than budgeted enrolment experience in 2010-11 (\$6.8 million)
 - Planned enrolment increase of 175 students in fall 2011 (\$0.8 million)
 - Enrolment expansion in Medicine and Nursing programs (\$0.6 million)
 - Tuition increases totalling \$3.6 million
 - General increases of 3%
 - Differential increases for LLB, MD and DDS programs
 - Increased international differential fees to fund improved services for the academic success of these students
- Facilities renewal fee increase to support increased expenditure for renewal projects.

EXPENDITURES

Strategic Initiatives

- \$7.2 million for strategic initiatives expenditures as follows:

	<u>\$Million</u>
○ Base budget adjustments to Faculties/units	\$2.5
○ One-time only allocations to Faculties/units	1.5
○ To be allocated to one-time high priority projects	<u>3.2</u>
Total	<u>\$7.2</u>

Student Assistance:

- Increase of \$1.15 million in student assistance as follows:
 - \$450,000 in increased Endowment spending (including Faculty-based student assistance increase of \$354,000)
 - \$700,000 provincial bursary program

Compensation Provision for:

- Annual salary, benefit and pension adjustments (\$7.4 million)

Utilities:

- Costs for Utilities projected to increase by 4.8% or \$714,000 in 2011-12 based on projected consumption and price as well as commissioning of the Life Science Research Centre.
- Increased cost pressures mitigated by conversion to natural gas, saving \$450,000 in 2011-12

Faculties and Units:

- Base reductions from budget units of \$8.4 million.
- ERBA increase of \$3.8 million to be distributed to Faculties.

Background

Since December 2010 the Budget Advisory Committee (BAC) issued four reports containing information and recommendations leading to a balanced Operating Budget Plan for 2011-12. The following are the major background factors that have been discussed in these reports and taken into consideration in developing the recommendations contained in the BAC's final report for 2011-12 (BAC XLVI -An Operating Budget Plan for 2011-12):

Government Funding

After six years of increased funding provided for in two Memoranda of Understanding, the Province of Nova Scotia has confirmed a decrease in the Operating Grant to universities of 4% for 2011-12. The Province has committed to entering into discussions with the Universities for a new MOU for 2012-13 and subsequent years.

Tuition Fee Increases

The Province confirmed in March that universities would be able to increase tuition fees to a maximum of 3% effective April 2011. Fees for Law, Medicine and Dentistry programs would be exempted from the 3% cap and fee increases for international students could also be considered.

Enrolment

Dalhousie has enjoyed enrolment growth in recent years but views are mixed on university enrolment prospects in the years ahead. Demographic trends indicate lowering entering classes from high school but there is evidence of improved participation rates, the size and shape of labour markets is changing and there is interest by international students in attending Canadian universities. This budget takes a conservative approach in terms of tuition revenue growth related to enrolment.

Cost of Compensation

Contracts with three major employee groups have or will expire in 2011-12. This has resulted in a level of uncertainty in developing estimates of compensation costs for the 2011-12 year. In recent years Dalhousie has coped with rising pension costs. The Province has granted the University short term relief for two years (i.e. 2011-12 and 2012-13) from the solvency payment requirements of the Pension Benefit Act. This welcome news means that in the **short term** the University operating budget will avoid annual solvency deficiency payments of \$7.0 million. The provision for compensation costs in this budget provides estimates for total compensation including benefits and compensation for 2011-12.

Strategic Investment

Since 2003-04 the university has been allocating funds to Strategic Priority Areas in order to advance the overall strategic objectives of the University. Although 2011-12 is a difficult year it is important to continue to invest in strategic areas although a lower level of increase (\$2.4 million). The increase is about half the average annual increase in funding for Strategic Initiatives since the program began.

The synopsis in the table below provides a breakdown of the major revenue sources and expenditure components for the 2011-12 recommended operating budget compared with 2010-11 and 2004-05 (the year before the first MOU was signed).

Budget Revenue and Expenditures for 2011-12, 2010-11, and 2004-05

	2011-12		2010-11 **		2004-2005 **	
	\$	%	\$	%	\$	%
REVENUES						
N.S. Government grants	184,120	56.5%	190,241	59.9%	107,549	49.5%
Tuition	111,980	34.4%	100,148	31.5%	86,431	39.8%
Other	29,610	9.1%	27,332	8.6%	23,237	10.7%
	<u>325,710</u>	<u>100.0%</u>	<u>317,721</u>	<u>100.0%</u>	<u>217,217</u>	<u>100.0%</u>
EXPENDITURES						
Compensation	238,220	73.1%	232,950	73.3%	176,241	81.1%
Student Assistance	24,820	7.6%	24,024	7.6%	11,990	5.5%
Energy, Water, Taxes and Insurance	15,550	4.8%	14,836	4.7%	9,024	4.2%
Campus Renewal	20,940	6.4%	17,684	5.6%	6,900	3.2%
Strategic Initiatives (one-time portion)	3,160	1.0%	4,798	1.5%	n/a	
Library Costs	6,520	2.0%	6,511	2.0%	5,402	2.5%
Other Costs (net of unit revenues)	20,610	6.3%	16,918	5.3%	7,660	3.5%
ERBA to Faculties *	3,800	1.2%				
Budget Reductions *	(7,910)	-2.4%				
	<u>325,710</u>	<u>100.0%</u>	<u>317,721</u>	<u>100.0%</u>	<u>217,217</u>	<u>100.0%</u>

* 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, and 2010-11 figures have been reclassified to conform with 2011-12 presentation

The synopsis reflects some significant changes in Dalhousie's operating revenue and expenditure trends over this seven year period. Nova Scotia Government Grants had increased from 49.5% to 59.9% of operating revenue by 2010-11 (the last year of the MOU). The confirmed decrease in funding from the province in 2011-12 reduces the percentage of operating funding from government grants to 56.5 % in 2011-12. Tuition revenue had dropped from 39.8% to 31.5% of total revenue in 2010-11 as a result of the provinces plan to reduce tuition costs for students through the MOU period. This percentage has increased in 11-12 (to 34.4%) as the province has allowed tuition increases in conjunction with the imposed government grant reductions.

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.

Key Components of the 2011-12 Operating Budget

The BAC XLVI Report details a plan including recommendations to the President for a balanced operating budget for the University in 2011-12.

1. REVENUES

a) Government Grant

Under the terms of the 2008-11 MOU between Nova Scotia universities and the Provincial Government, Dalhousie received increased operating grants in support of cost escalation, in lieu of tuition fee increases, for student assistance under the Nova Scotia Student Bursary Program and redistribution amounts for Dalhousie's increased share of the Nova Scotia system enrolment. **In stark contrast, Dalhousie's operating grant will be reduced by 4% or \$6.8 million in 2011-12.**

The Province has confirmed that the Nova Scotia Student Bursary Program will continue in 2011-12 and provide bursaries of \$1,283 to full-time Nova Scotia students and \$261 for other Canadian students.

b) Federal Indirect Costs of Research Grant

The 2011-12 Federal Indirect Costs of Research Grant has been confirmed and the budget amount of \$6,313,000 reflects a reduction of \$185,000 from last year.

c) Investment Income

- (i) Endowment – Endowment income and spending of \$18.7 million is included in this year's budget. In 2011-12 there are spending allocations for new endowments, increases for most endowments as per the University's endowment spending policy and an adjustment to the management expense consistent with the rise in market value in recent years. The recommended budget also includes a supplement for the operating budget of \$700,000 to support endowment spending commitments for newer endowments. This will allow time for such endowments recover from the market downturn experienced in 2008 and 2009. The endowment program supports student assistance, academic chairs and salaries, library and research costs and a schedule showing the distribution by Faculty/unit is included in Appendix E.
- (ii) Operating – University cash flows are invested on a short-term basis to generate income in support of operations. The budget projection for 2011-12 is based on a reduction in the average cash balance for the year (i.e. Dalhousie did not receive the operating grant in advance of the fiscal year as was the case in 2010-11) and a modest increase in short term interest rates during the year.

d) Tuition Revenues

With the expiry of the MOU last year the Province lifted the freeze on tuition fee increases for 2011-12. In 2011-12 general tuition fee increases are limited to 3% with law, medicine and dentistry fees exempted from this cap. In addition, international differential fees can increase beyond 3% subject to review of the planned improvements in international student academic and support services. In accordance with the approved fee schedule for 2011-12 the general increase and increases for law (6%), medicine (10%) and dentistry (14%) have been implemented and international differential fees are to increase by 10%.

The second variable in determining the tuition revenue budget is the change in enrolment. The 2011-12 budget includes a \$6.8 million increase to reflect higher than

budget experience in 2010-11. Further enrolment growth is projected for the fall 2011 of 175 students plus planned expansions in the medicine and nursing programs.

The tuition revenue budget for 2011-12 will increase by \$11.8 million as a result of enrolment changes and the approved fee adjustments.

e) **Facilities Renewal Fee**

The Facilities Renewal fee will increase to \$75 per term for full-time students in 2011-12. This increase together with enrolment growth will provide \$790,000 in increased revenue that will be devoted in its entirety to support annual spending on facilities renewal projects (e.g. classroom upgrades, major structural and systems repairs to academic buildings, etc.)

2. EXPENDITURES

a) **General Operating Expenditure**

- i. **Non-space Equipment** – The 2011-12 budget for teaching and other equipment will remain frozen at the 2010-11 level of \$2,533,000.
- ii. **Scholarships, Bursaries and Student Assistance** – The central budget for endowment support of bursaries and scholarships will increase by \$96,000 in 2011-12. In addition, there are numerous Faculty-based endowments supporting student assistance and these endowments will provide a further increase of \$354,000 in 2011-12 student support.

The Nova Scotia Student Bursary Program will grow by \$700,000 primarily due to the increased enrolment.

iii. **Campus Renewal**

Annual

- Annual facilities maintenance will increase by \$1.6 million in 2011-12 as a result of increased facilities renewal fee revenue and for new academic facilities added in 2010-11.

Long-Term

- Budget provision for campus space and long term renewal projects has been captured in various budget lines in prior years. These include Campus Renewal – Long Term, Facilities/Space and the Facilities Management unit budget. In 2011-12 long-term campus renewal expenditures are consolidated into a single expenditure line. The 2010-11 amount has been restated for comparative purposes. The year-over-year change of \$1.6 million is comprised of a \$1 million amount to fund financing of the new Oceans Excellence Centre and \$0.6 million for leased space and renovations for the expansion of the undergraduate medicine and nursing programs.

- iv. **Strategic Initiatives** – The BAC has recommended a Strategic Initiatives budget of \$7.2 million. This amount was funded by a base budget amount of \$4.8 million from the 2010-11 budget (deliberately earmarked for one-time use in 2010-11 so it is available in 2011-12) and an increase of \$2.4 million in 2011-12.

The following is a summary of the initiatives for 2011-12:

- **Research and Academic Strengths** – Initiatives in this area include reorganizing the University's program and supports for ensuring academic

success of international students, and a wide range of program initiatives in the Faculties of Arts and Social Science, Science, Health Professions, Medicine and Engineering.

- Enrich Student Experience – Allocations for additional counselling and student advising for domestic and international students and investments in web and IT services aimed at improving the learning environment.
- Strengthen Enrolment – Redevelopment of the financial aid module and conduct of market research.
- Campus Renewal – Provide base budget for financing of Oceans Excellence Centre.
- Renew Human Resources - Additional staff resources are being added to Environmental Health and Safety, Human Resources and the International Office.
- Philanthropic Support – Continue multi year funding plan to strengthen philanthropic support of the University.

Appendix A provides the 2011-12 allocations as well as a history of operating budget strategic initiatives allocations by unit/expenditure category for the period 2002-03 to 2011-12 inclusive.

The Strategic Initiatives budget line of \$3.2 million in the general operating expenditure section represents funding that has not been allocated to units or other expenditure lines. It is available for priority projects on a one-time only basis in 2011-12 and can be redeployed in future years to address budget priorities at that time.

- v. Energy, Water, Taxes & Insurance - The Energy, Water, Taxes and Insurance budget line will increase by 4.8% in 2011-12. Significant increases for electricity and water have been included on the basis of public notification of planned hikes. Partially offsetting these increases is a projected reduction in heating costs resulting from the conversion to natural gas in the fall of 2010.
- vi. Endowment Management Expense – In prior years the estimate for endowment management expense was based on a lagging market value. This leads to an underestimate of the expense in a period where the market value is rising due to new endowments and/or strong performance. The largest component of these expenses are investment management fees which are assessed on market value throughout the year. The endowment management expense for 2011-12 and beyond will be based on a forward looking projection of market value and hence the increase in budget. It should be noted that the actual expenses are recovered in full from endowment earnings.
- vii. Contingency – The annual provision for contingencies is budgeted at \$1.6 million and represents 0.5% of the budget.

b) Responsibility Centre Expenditures

Appendix B to this report provides a detailed continuity of the adjustments applied to Faculty and unit budgets to arrive at the 2011-12 allocation. These allocations are summarized below:

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

ERBA

The ERBA formula distributes a portion of annual enrolment-related tuition revenue changes to Faculties. An important amendment introduced to the formula in 2010-11 allows for a separate adjustment relating to changes in international enrolment. This latter adjustment is intended to assist Faculties in providing the requisite level of program supports for international students.

In 2011-12 the ERBA formula will distribute \$3.3 million of increased tuition revenue plus \$0.5 million for international enrolment increases. ERBA operates on a lag-year basis and the adjustments for 2011-12 are calculated on the basis of the enrolment changes that occurred in 2010-11.

Appendix C is a summary of ERBA adjustments for 2011-12 with historical information for the period of 2003-04 to 2010-11 inclusive.

Endowment

The budget includes endowment program supports for student assistance, academic chairs and salaries, library research, etc. In 2010-11 \$14 million in new endowment gifts were received and will provide increased support for programs in 2011-12. Appendix D provides a breakdown of the budget for units with both Endowment and Operating supported components.

ii **Provision for Compensation Adjustments**

The current collective agreements with the Dalhousie Faculty Association and NSUPE will expire on June 30th, 2011. The contract for the NSGEU expired on June 30th, 2010. The budget includes a provision for the annualization of 2010-11 increases, pension and benefit cost increases as well as provision for 2011-12 adjustments. As noted in the BAC XLVI Report, the compensation provision line is net of savings resulting from the University's exemption from the solvency requirements of the Pension Benefits Act.

iii **Ancillaries**

The ancillary budget line includes budgets for the Bookstore, Dalplex, University Housing and Conference Services, Residence Life, Arts Centre, Personal Computer Purchase Centre and Food Services. The bottom line for the group is \$200,000 including funding from an endowment to support the operations of Housing and Conference Services. (Detailed information on Ancillary budgets is contained in Appendix E).

DALHOUSIE UNIVERSITY
2011-12 RECOMMENDED OPERATING BUDGET- SUMMARY
(\$ 000's omitted)

	2010-11 Final Budget ⁽¹⁾	2011-12 Recommended Budget	
REVENUE			
Government Grants			
Operating	177,851	171,030	
Nova Scotia Student Bursary Program	8,400	9,100	
Enrolment Expansion	2,940	2,940	
Facilities/Space	1,000	1,000	
Targeted	50	50	
	190,241	184,120	
Federal Indirect Costs of Research Grant	6,498	6,310	
Investment			
Endowment	17,454	18,730	
Operating (net of bank and finance charges)	2,000	2,400	
Tuition Fees	100,148	111,980	
Facilities Renewal Fee	1,380	2,170	
TOTAL REVENUE	317,721	325,710	
GENERAL OPERATING EXPENDITURES			
Non-Space Equipment	2,533	2,533	
Scholarships, Bursaries and Student Assistance			
Operating	10,155	10,155	
Nova Scotia Bursary Program	8,400	9,100	
Endowment	5,469	5,565	
Campus Renewal			
Annual Facilities Maintenance	13,226	14,840	
Long Term	4,456	6,100	
Strategic Initiatives- One time allocations	4,798	3,160	
Energy, Water, Taxes & Insurance (net of recoveries)	14,836	15,550	
Endowment Management Expense	1,785	2,400	
Contingency	1,600	1,600	
TOTAL GENERAL OPERATING EXPENDITURES	67,258	71,003	
RESPONSIBILITY CENTRE EXPENDITURES			
Academic	187,787	187,348	192,519
Academic Support	10,727	11,299	11,449
Administration	24,837	24,873	25,423
General	1,099	1,079	1,079
Facilities Management	16,258	16,489	16,689
Student Services	5,781	5,978	6,078
Provision for Compensation Adjustments	3,741	7,441	1,270
TOTAL RESPONSIBILITY CENTRE EXPENDITURES	250,230	254,507	254,507
TOTAL OPERATING EXPENDITURES	317,488	325,510	
NET ANCILLARY EXPENDITURES	233	200	
TOTAL EXPENDITURES	317,721	325,710	
TOTAL SURPLUS (DEFICIT) FOR THE YEAR	-	-	

(1) The 2010-11 budget has been restated for comparison.

DALHOUSIE UNIVERSITY
2011-12 RECOMMENDED OPERATING BUDGET - DETAIL
(\$000's omitted)

	2010-11 Final Budget	2011-12 Recommended Budget
<u>ACADEMIC</u>		
Architecture and Planning	4,338	4,131
Arts and Social Sciences	19,740	19,438
Computer Science	5,575	5,713
Dentistry	9,323	8,976
Engineering	16,555	16,861
Graduate Studies	1,918	1,702
Health Professions	23,116	22,789
Law	9,861	9,950
Management	11,464	11,582
Medicine	39,089	38,322
Science	29,915	30,256
University Library	13,153	12,912
College of Continuing Education	797	808
College of Sustainability	1,056	1,206
Centres, Institutes & Special Projects	1,935	1,894
Technical Co-op Education & Career Services	538	519
Faculty Related Costs	1,881	1,887
Kings' Transfer	(3,127)	(3,127)
Academic Initiatives	660	1,529
Subtotal Academic	187,787	187,348
Provision for Compensation Adjustments (estimated)		5,171
Academic including the provision for compensation adjustments		192,519
<u>ACADEMIC SUPPORT</u>		
IT Initiatives	-	908
Art Gallery	152	148
Centre for Learning and Teaching	1,292	1,257
Information Technology Services	9,437	9,140
Printing Centre	(154)	(154)
Subtotal Academic Support	10,727	11,299
Provision for Compensation Adjustments (estimated)		150
Academic Support including the provision for compensation adjustments		11,449

DALHOUSIE UNIVERSITY
2011-12 RECOMMENDED OPERATING BUDGET - DETAIL
(\$000's omitted)

	2010-11 Final Budget	2011-12 Recommended Budget
<u>ADMINISTRATION</u>		
Administrative Initiatives	-	889
Application Fees	(1,040)	(1,040)
Communications and Marketing	2,494	2,416
Environmental Health and Safety Office	594	575
External Relations	5,125	4,965
Financial Services	4,367	4,217
Human Resources	2,668	2,576
Institutional Analysis and Research	595	575
Inter-University Services	78	79
President's Office	3,302	3,190
Registrar & Admissions	4,669	4,519
Research Services	1,177	1,131
University Secretariat / Internal Audit	808	781
Subtotal Administration	24,837	24,873
Provision for Compensation Adjustments (estimated)		550
Administration including the provision for compensation adjustments		25,423
<u>GENERAL</u>	1,099	1,079
Provision for Compensation Adjustments (estimated)		-
General including the provision for compensation adjustments		1,079
<u>FACILITIES MANAGEMENT</u>	16,258	16,489
Provision for Compensation Adjustments (estimated)		200
Facilities Management including the provision for compensation adjustments		16,689

DALHOUSIE UNIVERSITY
2011-12 RECOMMENDED OPERATING BUDGET - DETAIL
(\$000's omitted)

	2010-11 Final Budget	2011-12 Recommended Budget
<u>STUDENT SERVICES</u>		
Awards Office & Student Services Centre -Sexton	379	366
Counselling	1,110	1,110
General Student Services	2,659	2,501
Office of the Vice-President	908	908
Student Health	91	91
Varsity, Intramurals & Clubs	634	617
Student Services Initiatives	-	385
Subtotal Student Services	5,781	5,978
Provision for Compensation Adjustments (estimated)		100
Student Services including the provision for compensation adjustments		6,078
<u>ANCILLARIES</u>		
Dalhousie Arts Centre	324	324
Dalplex and Arena	181	181
Food Services	(130)	(130)
Personal Computer Purchase Centre	-	-
Residence Life	1,159	1,119
University Bookstore	(283)	(283)
University Housing	(1,018)	(1,011)
Total Ancillaries	233	200

Funding Allocations by Strategic Focus Areas - 2011-12
 (and cumulative allocations for nine 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 2011-12 ⁽¹⁾</u>	Cumulative Base 2003-04 to 2011-12 ⁽²⁾
Base Allocations								
Academic	866						866	6,692
Academic Support		908					908	2,137
Administrative & General	202		309		98	280	889	7,349
Facilities Management							-	2,080
Student Services		385					385	2,017
Facilities Renewal				1,000			1,000	10,238
Student Assistance							-	2,914 ⁽³⁾
Total 2011-12 ⁽¹⁾	1,068	1,293	309	1,000	98	280	4,048	
Cumulative to 2011-12 ⁽²⁾	7,077	4,827	5,303	12,318	1,822	2,080		33,427

Available for one-time initiatives

<u>3,156</u>	<u>3,156</u>
<u><u>7,204</u></u>	<u><u>36,583</u></u>

Notes:

(1) 2011-12 includes one time as well as base allocations.

(2) For the prior years the cumulative balances exclude one- time funds that have been reallocated.

(3) 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
2011-12 RECOMMENDED OPERATING BUDGET - CONTINUITY
(\$000's omitted)

	2010-11 Final Budget	Adjustments					2011-12 Recommended Budget
		Budget Reduction	ERBA	Strategic Initiative Allocations	Endowment Change ⁽¹⁾	Non Salary Increase	
ACADEMIC							
Architecture and Planning	4,338	(150)	(55)		(4)	2	4,131
Arts and Social Sciences	19,740	(661)	235		121	3	19,438
Computer Science	5,575	(186)	297		21	6	5,713
Dentistry	9,323	(322)	(64)		27	12	8,976
Engineering	16,555	(552)	813		34	11	16,861
Graduate Studies	1,918	(49)	(32)		(138)	3	1,702
Health Professions	23,116	(789)	566		(114)	10	22,789
Law	9,861 ⁽²⁾	(228)	119		191	7	9,950
Management	11,464	(384)	394		108	-	11,582
Medicine	39,089	(1,174)	154		219	34	38,322
Science	29,915	(959)	1,201		85	14	30,256
University Library	13,153	(255)			6	8	12,912
College of Continuing Education	797				0	11	808
College of Sustainability	1,056	(37)	177		5	5	1,206
Centres, Institutes & Special Projects	1,935	(44)			(2)	5	1,894
Technical Co-op Education & Career Services	538	(19)				-	519
Faculty Related Costs	1,881					6	1,887
Kings' Transfer	(3,127)						(3,127)
Academic Initiatives	660			866		3	1,529
Subtotal Academic	187,787	(5,809)	3,805	866	559	140	187,348
Provision for Compensation Adjustments (estimated)							5,171
Academic including the provision for compensation adjustments							192,519
ACADEMIC SUPPORT							
Academic Support Initiatives	-			908			908
Art Gallery	152	(5)			1		148
Centre for Learning and Teaching	1,292	(35)			-		1,257
Information Technology Services	9,437	(302)				5	9,140
Printing Centre	(154)						(154)
Subtotal Academic Support	10,727	(342)	-	908	1	5	11,299
Provision for Compensation Adjustments (estimated)							150
Academic Support including the provision for compensation adjustments							11,449

(1) The negative adjustments on certain lines in the Endowment budget reflect the change in responsibility for some endowments according to their terms.

(2) The Faculty of Law budget for 2010-11 has been restated to reflect the conversion of the auxiliary fee first implemented in 2002-03 to general tuition. The Law budget has been increased by \$1.3 million with a corresponding increase in the tuition revenue budget on page 8.

DALHOUSIE UNIVERSITY
2011-12 RECOMMENDED OPERATING BUDGET - CONTINUITY
(\$000's omitted)

	2010-11 Final Budget	Adjustments			2011-12 Recommended Budget
		Budget Reduction	Strategic Initiatives Allocations	Non Salary & Other Adjustments ⁽¹⁾	
ADMINISTRATION					
Administrative Initiatives	-		889		889
Application Fees	(1,040)				(1,040)
Communications and Marketing	2,494	(87)		9	2,416
Environmental Health and Safety Office	594	(21)		2	575
External Relations	5,125	(179)		19	4,965
Financial Services	4,367	(150)		-	4,217
Human Resources	2,668	(93)		1	2,576
Institutional Analysis and Research	595	(21)		1	575
Inter-University Services	78			1	79
President's Office	3,302	(115)		3	3,190
Registrar & Admissions	4,669	(162)		12	4,519
Research Services	1,177	(46)		-	1,131
University Secretariat / Internal Audit	808	(28)		1	781
Subtotal Administration	24,837	(902)	889	49	24,873
Provision for Compensation Adjustments (estimated)					550
Administration including the provision for compensation adjustments					25,423
GENERAL	1,099	(38)		18	1,079
Provision for Compensation Adjustments (estimated)					-
General including the provision for compensation adjustments					1,079
FACILITIES MANAGEMENT	16,258 ⁽²⁾	(576)		807	16,489
Provision for Compensation Adjustments (estimated)					200
Facilities Management including the provision for compensation adjustments					16,689

(1) Other adjustments include \$729,000 increase to Facilities Management for operating costs for the new LSRI building.

(2) The 2010-11 budget for Facilities Management has been restated to reflect the transfer of \$678,000 in long term space costs to the budget line for Campus Renewal- Long Term under General Operating Expenditures on page 8.

DALHOUSIE UNIVERSITY
2011-12 RECOMMENDED OPERATING BUDGET - CONTINUITY
(\$000's omitted)

	2010-11 Final Budget	Budget Reduction	Strategic Initiatives	Endowment Change	Non Salary Increase	2011-12 Recommended Budget
<u>STUDENT SERVICES</u>						
Awards Office & Student Services Centre -Sexton	379	(13)				366
Counselling	1,110					1,110
General Student Services	2,659	(161)			3	2,501
Office of the Vice-President	908					908
Student Health	91					91
Varsity, Intramurals & Clubs	634	(18)		(2)	3	617
Student Services Initiatives			385			385
Subtotal Student Services	5,781	(192)	385	(2)	6	5,978
Provision for Compensation Adjustments (estimated)						100
Student Services including the provision for compensation adjustments						6,078
<u>ANCILLARIES</u>						
Dalhousie Arts Centre	324					324
Dalplex and Arena	181					181
Food Services	(130)					(130)
Personal Computer Purchase Centre	0					-
Residence Life	1,159	(41)			1	1,119
University Bookstore	(283)					(283)
University Housing	(1,018)			7		(1,011)
Total Ancillaries	233	(41)	-	7	1	200

Dalhousie University
Summary of Enrolment Related Budget Allocations 2003-04 to 2011-12
(000's)

Faculty	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	Cumulative Distributions 2003-04 to 2011-12
Architecture and Planning	172	136	119	49	(97)	57	28	8	(55)	417
Arts and Social Sciences	1,081	997	111	6	(134)	(660)	(255)	322	235	1,703
Computer Science	78	(242)	(398)	(349)	(122)	35	27	(19)	297	(693)
Dentistry	8	(3)	7	(1)	6	1	(4)	56	(64)	6
Engineering	487	8	52	62	24	-	30	623	813	2,099
Graduate Studies	-	36	43	27	19	(10)	30	(4)	(32)	109
Health Professions	374	199	192	75	502	157	88	173	566	2,326
Law	22	26	87	17	(128)	4	75	35	119	257
Management	189	251	527	(92)	94	83	64	154	394	1,664
Medicine	189	29	28	(9)	(135)	11	(14)	119	154	372
Science	907	706	(65)	(312)	(354)	(119)	(17)	604	1,201	2,551
College of Sustainability	-	-	-	-	-	-	-	329	177	506
	3,507	2,143	703	(527)	(325)	(441)	52	2,400	3,805	11,317

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

	2010-11 Budget			2011-12 Budget		
	Operating	Endowment	Total	Operating	Endowment	Total
<u>General</u>						
Scholarships	10,155	5,463	15,618	10,155	5,565	15,720
Endowment Management Expense		1,785	1,785		2,400	2,400
<u>Responsibility Centres</u>						
Architecture and Planning	4,289	49	4,338	4,086	45	4,131
Arts and Social Sciences	18,993	747	19,740	18,570	868	19,438
Computer Science	5,328	247	5,575	5,445	268	5,713
Dentistry	9,266	57	9,323	8,892	84	8,976
Engineering	15,937	618	16,555	16,209	652	16,861
Graduate Studies	1,414	504	1,918	1,336	366	1,702
Health Professions	22,636	480	23,116	22,423	366	22,789
Law	7,203	1,387	8,590	7,101	1,578	8,679
Management	11,083	381	11,464	11,093	489	11,582
Medicine	35,506	3,583	39,089	34,520	3,802	38,322
Science	27,684	2,231	29,915	27,940	2,316	30,256
College of Sustainability	1,056	-	1,056	1,201	5	1,206
University Library	12,971	182	13,153	12,724	188	12,912
College of Continuing Education	743	54	797	754	54	808
Centres, Institutes & Special Projects	1,917	18	1,935	1,878	16	1,894
Art Gallery	136	16	152	131	17	148
Centre for Learning and Teaching	1,291	1	1,292	1,256	1	1,257
Varsity, Intramurals & Clubs	522	112	634	507	110	617
University Housing	(1,251)	233	(1,018)	(1,251)	240	(1,011)
Total before Provision for Compensation Costs 2011-12	186,879	18,148	205,027	184,970	19,430	204,400
Estimated Provision for Compensation Costs 2011-12				5,174		5,174
Total including Provision for Compensation Costs	186,879	18,148	205,027	190,144	19,430	209,574

Dalhousie University
Schedule of Revenue and Expense - Ancillary
2011-12 Budget vs. 2010-11 Approved Budget
(In Thousands of Dollars)

	2011-12 Budget Plan								2010-11 Approved Budget*	Change
	Arts Centre	Bookstore	Dalplex & Arena	Food Services	PCPC	Residence Life	Housing & Conference Services	Total		
Revenue										
Revenue:										
Government Grant	200							200	200	0
Memberships & Programs			1,840					1,840	1,869	(29)
Conference Services & Other							1,454	1,454	1,487	(33)
Residence Fees							14,247	14,247	13,457	790 (1)
Sales	3,282	7,500	871	8,323	2,600			22,576	21,864	712 (2)
Endowment							240	240	233	7
Total Revenue	3,482	7,500	2,711	8,323	2,600	0	15,941	40,557	39,110	1,447
Expenditures										
Salary	704	791	1,406	81	399	998	2,575	6,954	6,699	(255) (3)
Non Salary:										
Utilities, Insurance & Taxes	193	33	319	N/A	N/A		2,290	2,835	3,316	481 (4)
Debt Service & Bank Charges	97	118	38	303	31		2,529	3,116	3,148	32
Maintenance	246	56	282	380	N/A		2,809	3,773	3,502	(271)
Cost of Sales	2,350	5,760	233	6,955	2,054		N/A	17,352	16,485	(867) (5)
Operating Expense	216	459	614	474	116	121	4,487	6,487	5,960	(527) (6)
Total Expense	3,806	7,217	2,892	8,193	2,600	1,119	14,690	40,517	39,110	(1,407)
Contribution/(Subsidy) to Ancillary Budget	(324)	283	(181)	130	0	(1,119)	1,251	40	0	40

Footnotes:

* Figures have been restated for comparison

- (1) Includes a 3% increase in residence rates and an increase in the number of residence spaces available.
- (2) Based on 2010-11 experience, Arts Centre confirmed bookings for 2011-12 and a 3% increase in meal plan rates in Food Services.
- (3) Includes a provision for estimated costs of salary increases in 2011-12.
- (4) Budget reflects lower heating costs and known increases in electricity and water rates.
- (5) Based on budgetted sales levels (see note 2)
- (6) Includes cost of space rental in Fenwick Place.