



SFU

SIMON FRASER UNIVERSITY
THINKING OF THE WORLD

OPERATING BUDGET & FINANCIAL PLAN 2008/09

Approved by the Board of Governors
on April 23, 2008

Preface

This document was prepared to present the operating budget for the year ended March 31, 2009 to the Board of Governors. It provides an account of the operating fund budget and a description of the planning process, assumptions, and context. Additionally, it illustrates how strategic initiatives will be funded, provides an overview of planned capital projects, and outlines our intent in regard to research funding and fundraising.

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Table of Contents

Executive Summary	2
Strategic Alignment	4
Fund Overview.....	6
SFU at a Glance	7
Budgeting Process.....	8
Operating Budget 2008/09.....	9
Schedule A	10
Schedule B.....	11
Operating Budget Changes.....	12
By VP Portfolio	14
President’s Office.....	14
Vice President, Academic and Provost.....	14
Vice President, Finance & Administration	14
Vice President, Research	15
Vice President, University Relations	15
Vice President, Legal Affairs.....	15
Vice President, University Advancement	16
General University Requirements.....	16
Academic Budgets.....	17
Faculty of Applied Sciences	17
Faculty of Arts and Social Sciences.....	17
Faculty of Business Administration.....	17
Faculty of Education.....	18
Faculty of Health Sciences.....	18
Faculty of Science.....	18
Continuing Studies.....	19
Graduate Studies	19
Student Services.....	19
Research.....	20
Fundraising	21
Capital Plan.....	22
Annual Capital Allowance	22
Ancillaries	23
Appendix I – Undergraduate Tuition Fees.....	24
Appendix II – Graduate Tuition Fees	25
Appendix III – Student Services Fee and Recreation-Athletics Fee.....	27
Appendix IV – Graduate Student Refund Policy.....	28

Executive Summary

Balancing the Budget

SFU prepared a balanced operating budget for approval by the Board of Governors at the scheduled meeting of March 27, 2008. The initial budget was based on provincial government funding letters and forecast a funding shortfall which was managed through broad budget cuts, targeted reductions to specific areas, and a drawdown of reserves. On March 12, 2008, after the budget had been mailed to the Board of Governors, SFU was advised by the Ministry of Advanced Education that the recurring operating grant would be cut by 2.63%, and funding for student seats would also be reduced. The change in the provincial funding is as follows:

2008/09 Provincial Funding		(in thousands)
Original Operating Grant 2008/09 Commitment		\$202,478
Changes:		
Reduction in base grant		(4,929)
Reduction in Undergraduate students (90 FTE's @ \$7,200 each)		(648)
Reduction in Surrey funding (359 FTE's @ \$1,800 each)		(646)
Additional Graduate students (11 FTE's @ \$20,000 each)		220
Revised Operating Grant 2008/09		\$196,475
Net Change to Provincial Funding		(6,003)
Tuition and student fee revenue reduction		(356)
Total Change to Revenue Budget		(6,359)

Provincial funding is the largest component of SFU's revenue. Despite the reduction announced on March 12, 2008, the operating grant has still increased by 4% for 2008/09, from \$188.5 million in 2007/08 to \$196.4 million however the increase is strictly for additional students and negotiated wage settlements. The base amount of new funding per undergraduate student remains at \$7,200, a figure which has not been adjusted for inflation in more than a decade. Increases for tuition fees, which are SFU's other main source of revenue, continue to be restricted by government policy to the BC Consumer Price Index rate of inflation, which is 2% for this budget. A reduction in tuition and student fee revenue of \$356 thousand is a result of the decrease to funded enrolment.

While the majority of revenue is capped, expenses are rising. External cost pressures such as strong market demand for faculty and professional staff, vigorous competition for research and philanthropic dollars, and inflation of at least 4%, measured by the Higher Education Price Index, are affecting SFU's financial health. As such, even before the March 12, 2008 announcement, an additional \$9.3 million in unfunded expenses had to be managed through a 2.5% budget cut.

2008/09 Unfunded Cost Increases		(in thousands)
Salary increases (not funded by government)		3,282
New building operating costs		3,204
IT Infrastructure and other expenses		1,240
Inflation on mandatory expenses		1,122
Debt service – Surrey campus		497
Total Unfunded Obligations		9,345

Executive Summary

Balancing the Budget

The resulting budget includes the following measures to accommodate the \$9.3 million of unfunded expenses identified in the original budget (Phase I), and to accommodate the decrease in revenues of \$6.3 million (Phase II). The magnitude of the reduction to revenues compelled a thorough review of the budget to target specific areas for decrease, rather than applying another across the board cut. For Phase II, the goal was to minimize any further impact on the University's teaching and research programs.

PHASE I	PHASE II
<p style="text-align: center;">Initial Budget Changes (To accommodate unfunded obligations of \$9.345 million)</p>	<p style="text-align: center;">Additional Budget Changes (To accommodate the reduction in revenues of \$6.359 million)</p>
<ul style="list-style-type: none"> ▪ A 1.9% cut across the board after targeted additions for 2008/09. ▪ A further cut in targeted discretionary areas such as equipment and travel. ▪ A freeze of vacant staff positions and no staff growth. ▪ Faculty growth only to support targeted growth in enrolment. ▪ Planned faculty appointments reduced by 46 FTE's, which results in an increase in student to faculty ratio from 21.5 to 22.0. ▪ Inflationary costs were absorbed without additional funds being committed. ▪ An amount of \$2.6 million taken from reserves to cover unfunded construction costs on recently opened buildings. 	<ul style="list-style-type: none"> ▪ Reduction of the budget for student scholarships and bursaries to historical spend levels. ▪ Further cut in discretionary expenses such as travel and professional fees. ▪ Reduction to non-credit program and dual degree program budgets. ▪ Elimination of tuition waivers for seniors effective September 1, 2008. ▪ Reduction in credit card transactions fees effective September 1, 2008. ▪ Increase in parking rates to subsidize the U-Pass program. ▪ A one time cash call of \$1.3 million.

As SFU plans for future budget cycles, it is apparent that changes must be more stringent. SFU will continue to communicate with the provincial and federal governments to advocate for the entire higher education sector, and strive to restore the financial stability that has been an integral part of our achievements thus far.

Strategic Alignment

Strategic Budget Drivers

SFU integrates the operating budget with its strategic direction. This may appear ambitious in light of the current budget climate, but it is necessary to continue investing in programs and initiatives that will enrich and reward the University in the long run. For that reason, a priority-based approach to allocating resources has been implemented, and relative emphasis has been placed on those activities which support our strategic plans.

In past years, resources have been committed to initiatives that are aligned with the objectives in the President's Agenda, the Academic Plan, and the Strategic Research Plan. Specific allocations related to these items, which continue to be supported in the 2008/09 budget, include Graduate Student programs, SFU Surrey, and the Faculty of Health Sciences. New for 2008/09 budget are the Student Success Program and the recommendations from the Task Force on Faculty Structure.

Graduate Programs

SFU is an integral part of providing higher education opportunities for British Columbia, and we acknowledge the priorities of the provincial government. The success of our research endeavours is dependent on the development of outstanding graduate programs and an increase in the proportion of graduate student enrolment. Investing in students who are pursuing their Masters and Doctorate degrees reflects both SFU's research priorities, and the goal of the Province to intensify BC's knowledge discovery and innovation.

The provincial government has provided additional funds for graduate students of \$20,000 per graduate FTE plus a \$505,000 Pacific Century Graduate Scholarship. The operating budget includes funds for graduate programs, and the capital plan includes renovations to the graduate student residence, Hamilton Hall.

SFU Surrey

The Surrey campus is a dynamic centre, providing student access to innovative educational and research programs in a geographical area that was previously not serviced. With the exception of the Faculty of Health Sciences, all faculties are represented at the campus and it currently serves over 2,200 students. The budget continues to allocate funds for growth and development at Surrey, with specific allocations for additional faculty.

Health Sciences

The vision for the Faculty of Health Sciences is to establish SFU as a leader in research and academic programs in a variety of disciplines related to public health. The curriculum distinguishes SFU's Health Science from other public and population health programs, and contributes to the University's multidisciplinary approach to teaching and learning. Enrolment in the faculty is expected to double in 2008/09 and funds have been allocated to the Faculty to support this growth. The capital plan includes completion of the new building that will house the Faculty of Health Sciences.

Strategic Alignment

Strategic Budget Drivers

Student Success Program

The SFU Student Success Program is designed to strengthen retention of undergraduate students. It was developed and implemented by Student Services, but utilizes personnel resources from across the institution. The program is aimed at providing students who have been required to withdraw, with an opportunity to review and improve their learning and life skills under the guidance of academic advisors, learning specialists, and counsellors. Participants follow a customized two semester program which assists them to develop individualized learning plans and allows them to experience one on one and group activities that focus on general and personal academic success strategies. The pilot program was directed at Faculty of Applied Science and international students who had been required to withdraw from spring 2007 through to spring 2008.

Faculty Structure

Recently the Task Force on Academic Structure released a proposal for strategic changes to the academic organization that will expand the educational opportunities for our students, expand research opportunities, and respond to the needs of our society. Task Force recommendations include the creation of two new faculties: Faculty of Environment and Faculty of Contemporary Arts, Communication and Design (final names to be determined), and to restructure the Faculty of Applied Sciences to include only Engineering and Computing. The 2008/09 budget supports the first steps in restructure through the VP Academic Strategic Initiatives fund.

Fund Overview

Consolidated Picture

Revenues and the related expenditures are managed in various funds to ensure proper stewardship and control of resources, and to ensure that restricted grants, donations and contributions are used as the donor intended. The funds are as follows:

Operating Fund: The Operating Fund includes the unrestricted revenues used for academic program delivery and administration of the University. The principal revenue sources are the provincial operating grant, tuition fees, and the Indirect Cost of Research Grant from the federal government. Budget details for the Operating Fund begin on page 10.

Research Fund: The Research Fund accounts for revenues and expenses related to externally funded research endeavours. It is funded through federal, provincial, and private sector research grants. See page 20 for further research funding details.

Endowment Fund: The Endowment Fund is comprised of restricted donations and contributions. The principal is held in perpetuity and a specified amount of the income generated from investing these funds is used for the designated purposes. The balance of income is reinvested to maintain consistent purchasing power. Fundraising activities for 2008/09 are included on page 21.

Capital Fund: Funds allocated for both major and minor capital projects are managed in the Capital Fund. Revenues for major projects consist of contributions from government and private sponsors as well as funds allocated by the University. Capital projects in progress during 2008/09 are found on page 22.

Ancillary Fund: Ancillary operations include the SFU Bookstores, Residence and Housing, Food Services, Parking, Document Solutions, and the Microcomputer Store. The revenues generated from the products and services delivered by these businesses are intended to cover all related expenses and debt service payments, as well as provide reinvestment to ensure long term sustainability. See page 23 for further details.

Specific Purpose Fund: This fund includes revenues generated from external sources that are allocated towards service contracts or specific activities. It includes grants and contract revenues that are not related to research endeavours. Revenue for this fund is not budgeted since it is received periodically during the year. Expenditures are matched in accordance with the requirements of the grant or contract.

As mandated by legislation, currently Board approval is required only on the Operating Fund budget; however, SFU is building the mechanisms and processes to implement a budgeting process for all funds. We intend to increase the consolidated picture in future planning cycles in order to provide a more inclusive budget for the University. For 2008/09 we have noted plans for research funding, fundraising, major capital projects, and an overview of the Ancillaries.

SFU by Numbers
SFU at a Glance
2008/09

Campuses	3
Faculties	6
Undergraduate Students (Planned FTEs).....	19,425
Graduate Students (Planned FTEs)	3,595
International Students (Planned FTEs)	1,748
Provincial Funding	\$196.4 million
Tuition & Student Fees	\$147.1 million
Indirect Cost of Research Grant	\$6.3 million
Fundraising Target	\$35 million
Research Funding Target	\$75 million
Capital Construction in Progress	\$134.3 million
Endowment Fund (market value).....	\$200 million

Budgeting Process

Open and Transparent

1. SFU's budget model is based on an incremental revenue approach to arrive at the mandated balanced budget. Expected increases in revenues are matched with corresponding increases in expenses, resulting in a budget without surplus or deficit.
2. The budget process starts with forecasting the revenue and expenses for the balance of the current year; this provides an estimate of the amount of carry forward. The forecast of actual year-to-date results is also used as a comparison for the future year budget.
3. The budget is developed annually and includes consultations with the University community. This year these sessions were especially important due to the forecast budget shortfall for the next three years. As part of the presentations, options for cost savings and other measures for reducing expenditures and generating additional revenues were discussed. The resulting budget includes these and other ideas for arriving at a balanced budget.
4. The operating budget is strategically driven and integrated with the overall vision of the University.
5. The operating budget is presented to the Board of Governors for their approval. This document has been prepared for this purpose and is intended to provide the context in which the budget was developed, and advise the Board of the budget challenges that have been effectively managed.
6. Actual spending is monitored throughout the year, and budget variances are reported to the Board.

It should be noted that the 2008/09 budget process has been atypical due to the funding changes which occurred after a completed budget had been prepared.



Operating Budget 2008/09

Operating Budget

Schedule A

Simon Fraser University 2008/09 Operating Budget (\$ in thousands)

	Note	2008/09 Budget	2007/08 Budget	% Budget Change	2007/08 Forecast	2006/07 Actual
Revenues						
Government Grants and Contracts:						
Province of British Columbia	1	196,475	188,549	4%	188,388	176,884
Government of Canada Grant Revenue	2	7,821	7,104	10%	7,152	7,212
Other Government Grant Revenue		565	-	-	-	-
		204,861	195,653	5%	195,540	184,096
Student Fees:						
Student Fees - Credit Courses	3	131,955	126,734	4%	124,412	118,330
Student Fees - Non Credit		5,946	5,384	10%	5,108	5,713
Student Fees - Other		9,279	8,708	7%	9,163	8,773
		147,180	140,826	5%	138,683	132,816
Gifts, Grants and Contracts	4	4,658	3,037	53%	4,444	4,458
Sales of Services and Products		3,976	3,058	30%	3,491	2,987
Investment Income	5	5,100	5,500	-7%	5,200	5,294
Miscellaneous Income	6	5,610	4,715	19%	6,984	3,662
Sub-Total Revenues		371,385	352,789	5%	354,342	333,313
One time addition from departments	7	1,279	2,000	-36%	2,000	4,000
		372,664	354,789	5%	356,342	337,313
Departmental use of carry forwards	8	9,346	13,116	-29%	-	-
TOTAL REVENUES		382,010	367,905	4%	356,342	337,313
Expenses (see pages 14-16 for details)						
President		985	1,089	-8%	779	455
Vice President Academic		269,297	261,771	4%	255,889	232,811
Vice President Finance & Administration		42,106	38,414	10%	40,067	36,397
Vice President Research		22,342	21,810	3%	21,597	20,164
Vice President University Relations		9,814	9,607	3%	9,507	7,956
Vice President Legal Affairs		7,244	7,167	2%	6,247	6,883
Vice President University Advancement		2,691	2,504	8%	2,540	2,281
General University Requirements		20,348	18,857	13%	17,216	27,968
Debt Servicing		7,183	6,686	10%	6,686	6,686
TOTAL EXPENSES		382,010	367,905	4%	360,528	341,601
SURPLUS (DEFICIT)		-	-	-	(4,186)	(4,288)

Note: The operating budget is prepared on a cash basis whereas the University's financial statements are prepared in accordance with GAAP on an accrual basis.

Operating Budget

Schedule B

Simon Fraser University 2008/09 Operating Budget by Account (\$ in thousands)

	Note	2008/09 Budget	2007/08 Budget	% Budget Change	2007/08 Forecast	2006/07 Actual
Revenues						
Government Grants and Contracts:						
Province of British Columbia	1	196,475	188,549	4%	188,388	176,884
Government of Canada Grant Revenue	2	7,821	7,104	10%	7,152	7,212
Other Government Grant Revenue		565	-	-	-	-
		204,861	195,653	5%	195,540	184,096
Student Fees:						
Student Fees - Credit Courses	3	131,955	126,734	4%	124,412	118,330
Student Fees - Non Credit		5,946	5,384	10%	5,108	5,713
Student Fees - Other		9,279	8,708	7%	9,163	8,773
		147,180	140,826	5%	138,683	132,816
Gifts, Grants and Contracts	4	4,658	3,037	53%	4,444	4,458
Sales of Services and Products		3,976	3,058	30%	3,491	2,987
Investment Income	5	5,100	5,500	-7%	5,200	5,294
Miscellaneous Income	6	5,610	4,715	19%	6,984	3,662
Sub-Total Revenues		371,385	352,789	5%	354,342	333,313
One time addition from departments	7	1,279	2,000	-36%	2,000	4,000
		372,664	354,789	5%	356,342	337,313
Departmental use of carry forwards	8	9,346	13,116	-29%	-	-
TOTAL REVENUES		382,010	367,905	4%	356,342	337,313
Expenses						
Salaries & Benefits:						
Salaries	9	224,798	214,505	5%	212,898	195,199
Employee Benefits		50,932	47,001	8%	42,624	40,162
		275,730	261,506	5%	255,522	235,361
Non-Salary Expenses:						
Other Operational Expenses	10	23,296	20,633	13%	20,610	16,505
Scholarship, Fellowships, & Bursaries	11	16,015	17,280	-7%	16,374	16,414
Renovations & Alterations		15,854	15,841	0%	18,954	19,457
Unallocated Expenses	12	10,919	14,009	-22%	7,053	-
Material & Supplies		7,690	7,304	5%	6,289	9,222
Travel and Personnel Costs	13	5,365	6,162	-13%	6,743	6,866
Contract Services	14	5,398	4,092	32%	5,150	4,129
Utilities	15	5,243	6,222	-16%	4,450	4,092
Professional Fees	16	3,973	4,356	-9%	6,135	5,577
Equipment Rent & Maintenance	17	3,823	2,842	35%	3,833	3,540
Communications	18	1,521	972	56%	1,394	1,055
		99,097	99,713	-1%	96,985	86,857
Debt Servicing		7,183	6,686	7%	6,686	6,686
Interfund Transfers		-	-	-	1,335	12,697
TOTAL EXPENSES		382,010	367,905	4%	360,528	341,601
SURPLUS (DEFICIT)		-	-	-	(4,186)	(4,288)

Note: The 2007/08 budget has been restated to provide better alignment with 2008/09 expense descriptions.

Operating Budget Changes

Revenues

The following provides the details for year over year budget variances of over \$1 million and 3%.

NOTES:

- 1 Province of British Columbia:** It is expected that SFU will be funded for 17,587 undergraduate and 1,877 graduate student FTE's for 2008/09. This includes additional funding of \$2.2 million for 109 new graduate students. The revised operating grant is expected to be \$196.5 million for 2008/09.
- | | (in thousands) | Budget
2008/09 |
|---------------------------------------|----------------|-------------------|
| 2007/08 grant (per budget letter) | | 187,383 |
| Reduction to base grant | | (4,929) |
| 2008/09 grant | | 182,454 |
| Funding for Negotiated Wage Increases | | 6,951 |
| Funding for Additional Student FTE's | | 5,139 |
| One time funding for Surrey | | 750 |
| Pacific Century Grad Scholarship | | 505 |
| Electronic Library Network Grant | | 450 |
| Grants in Lieu – Property Tax | | 226 |
| Total | | \$196,475 |
- 2 Government of Canada Grant Revenues:** The federal government provides Indirect Cost of Research funding to cover administrative costs of research that are not covered by direct research grants. For 2008/09, the budget includes an estimated grant of \$6.3 million which has increased by \$415 thousand over last year. Funding of \$1.5 million is expected for the French Language Proficiency Initiative, an increase of \$300k over 2007/08.
- 3 Student Fees:** Tuition increases are capped at the rate of inflation (measured by the BC Consumer Price Index) which results in a 2% increase for 2008/09. Growth of student enrolment is part of the academic plan. For 2008/09, program FTE targets are 19,425 undergraduate students (including 1,748 international) and 3,595 graduate students.
- 4 Gifts, Grants & Contracts:** The change in Gifts, Grants & Contracts, which includes revenues received from individuals, corporations, non-profit organizations and foundations, is attributable to the inclusion of the \$1.5 million from the Fraser International College.
- 5 Investment Income:** The decrease is a result of market declines which are expected to continue through 2008/09 and a reduction in short term operating fund investment balances.
- 6 Miscellaneous Income:** The increase is due to reclassification of \$700,000 of incidental fees for items such as course books for continuing students which were previously included as recoveries in expenses.
- 7 One time addition from departments:** A cash call of \$1.3 from overhead recoveries is being used to reduce the deficit.
- 8 Carry Forwards:** Departments are budgeting to spend \$9.3 million of carry forward reserves to maintain their programs and services. There is no actual addition to revenues, instead the net deficit draws down the carry forward reserves.

Expenses

9 Salaries and benefits: Salaries and benefits costs have increased by over \$14 million. Costs of \$1.3 million are for growth of faculty in the Faculty of Health Sciences and at SFU Surrey. General increases to salaries negotiated under the Ministry's Negotiating Framework of \$6.9 million are funded by the provincial government, whereas progression through the ranks, merit increases and other salary provisions of \$3.3 million are not funded by the Ministry. Benefits have increased disproportionately due to an increase in tuition waivers and professional development allowances that were previously under-funded.

10 Other Operational Expenses: Other operational expenses have increased by 13% due to recurring costs associated with the maintenance for expanded facilities in Surrey, new building operating costs, and additional IT infrastructure and software licencing costs.	(in thousands)	Budget 2008/09	Budget 2007/08
	Facilities rental/Plant maintenance	6,747	4,790
	Insurance	1,303	1,227
	Credit card costs	326	733
	Special program expenses	5,286	5,251
	Other ¹	9,634	8,632
	Total	23,296	\$20,633

¹Other includes a variety of expenses including advertising, software maintenance, bad debt expense, property taxes, SFU held conferences, and support for the Bamfield station.

11 Scholarships, Fellowships and Bursaries: The 2008/09 budget has been reduced compared to the 2007/08 budget in order to align it with average actual expenses for the past three years.

12 Unallocated Expenses: This expense category includes those accounts that have not yet been distributed. The \$4 million reduction is due to costs having been allocated to recurring expenses.	(in thousands)	Budget 2008/09	Budget 2007/08
	IDC & research support	3,429	3,858
	Faculty startup/research grants	1,911	3,877
	International student expenses	326	1,116
	DTO costs	2,854	3,510
	VPA strategic initiatives	2,399	1,649
	Total	\$10,919	\$14,009

13 Travel and Personnel Costs: A reduction in travel expenses was part of the targeted reductions to balance the budget. Student Recruitment, Field Schools, student teacher program (PDP), and Work Integrated Study were excluded.

14 Contract Services: Contract services have increased by \$1.3 million (32%) due to an increase in janitorial, security and maintenance costs for new space at Surrey campus.

15 Utilities: The budget has been reduced to bring it in line with actual spending in previous years.

16 Professional Fees: A reduction in professional fees was part of the targeted reductions to balance the budget. Audit and Institutional Memberships were excluded.

17 Equipment Rent and Maintenance: Growth in IT infrastructure requires the rental and maintenance of additional equipment.

18 Communications: Increase is due to previously unbudgeted charges primarily related to the internet.

Operating Budget

By VP Portfolio

President's Office

The President's Office will continue to focus on sound fiscal management while providing maximum exposure for the President in the university and the external communities through supporting key events and initiatives. Internationalization will continue to be a strategic priority for the President in 2008/09, as will the cultivation of diversified sources of funding for the University.

(in thousands)	Budget 2008/09	Budget 2007/08
Operating Budget		
Salaries & Benefits	645	750
Non-Salary	340	338
Total	\$985	\$1,088

Vice President, Academic and Provost

The overall strategic direction for 2008/09 includes implementation of the First Nations University wide strategic plan, and Faculty re-structuring with particular emphasis on Environment, Arts and Culture and Technology. Priorities include continuing the overall development of the Faculty of Health Sciences to establish a solid reputation for SFU in health science in Canada and globally, as well as development and expansion of programs at the Surrey campus.

(in thousands)	Budget 2008/09	Budget 2007/08
Operating Budget		
Salaries & Benefits	212,911	202,503
Non-Salary	56,386	59,268
Total	\$269,297	\$261,771

Vice President, Finance & Administration

The budget includes four major areas - Financial Services, Facilities, IT (administered jointly with VP Academic), and Ancillaries. New buildings that opened in 2007/08, ASSC1 and TASC2, and the opening of ASSC2 in 2008/09, have increased operating costs, as has the University's growing requirement for IT Services. In 2008/09 we will be devoting major efforts to the new School for the Contemporary Arts in the redevelopment of Woodward's site, and enhancing and improving the services provided by Finance.

(in thousands)	Budget 2008/09	Budget 2007/08
Operating Budget		
Salaries & Benefits	24,680	23,641
Non-Salary	17,426	14,773
Total	\$42,106	\$38,414

Operating Budget

By VP Portfolio

Vice President, Research

SFU will continue to grow its research enterprise through strategic interdisciplinary initiatives and partnerships with complementary organizations. Promising interdisciplinary team projects aligned with the priority themes identified in our Strategic Research Plan will be funded from the Community Trust Endowment Fund, with the intent of bringing research to a level that makes it competitive for major external awards. In the 2008/09 budget year, a major thrust will be the development of major research infrastructure proposals to the Canada Foundation for Innovation.

(in thousands)	Budget 2008/09	Budget 2007/08
Operating Budget		
Salaries & Benefits	11,437	10,614
Non-Salary	10,905	11,196
Total	\$22,342	\$21,810

Vice President, University Relations

University Relations will focus on preparing for the relocation of the School for Contemporary Arts downtown, expansion of SFU Surrey, the continuing development of SFU's media and public profile, government support for Athletics, alumni relations, Open House 2008, SFU's contribution to Simon Fraser Bi-Centennial events, and the expansion of the transit to better serve SFU's students, faculty and staff.

(in thousands)	Budget 2008/09	Budget 2007/08
Operating Budget		
Salaries & Benefits	6,618	6,377
Non-Salary	3,196	3,230
Total	\$9,814	\$9,607

Vice President, Legal Affairs

The portfolio includes, among others, Human Resources, Legal Affairs, and Internal Audit. Our primary goal in 2008/09 is to support the academic plan and in particular, we will be centrally engaged in the implementation of the Faculty re-structuring process. The challenge will be to maintain services given successive cuts to operating budgets.

(in thousands)	Budget 2008/09	Budget 2007/08
Operating Budget		
Salaries & Benefits	6,865	6,634
Non-Salary	379	533
Total	\$7,244	\$7,167

Operating Budget

By VP Portfolio

Vice President, University Advancement

The goal for 2008/09 will be to raise \$35 million in gifts and pledges to support a wide variety of initiatives across the University. Among our top priorities will be student financial assistance, faculty chairs and professorships, and funds for capital improvements. Raising \$12 million to complete the new School for the Contemporary Arts will be our highest priority.

(in thousands)

Operating Budget

Salaries & Benefits
Non-Salary
Total

Budget 2008/09	Budget 2007/08
2,316	2,286
375	218
\$2,691	\$2,504

General University Requirements

Increases in the General University Requirements include costs associated with accepting credit cards for tuition fee payments, new external audit requirements, recruitment expenses and tuition waivers.

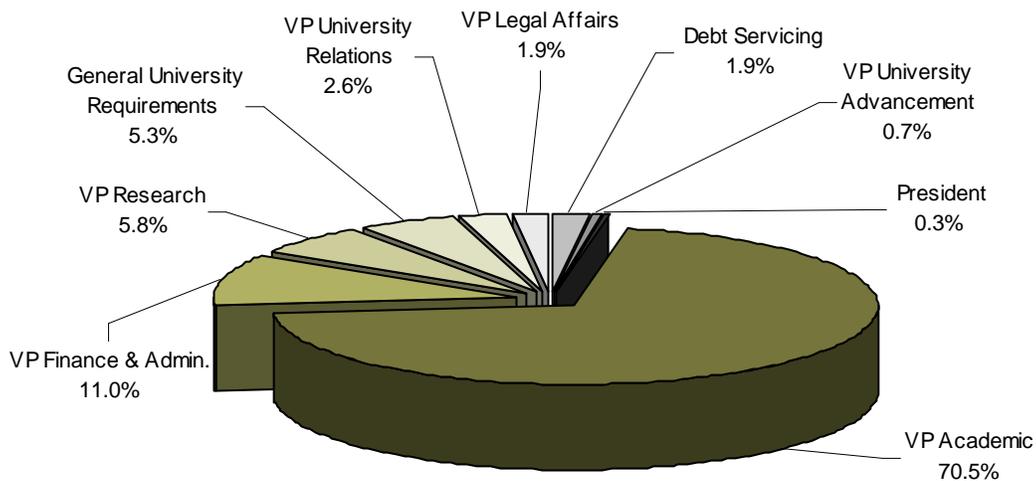
(in thousands)

Operating Budget

Salaries & Benefits
Non-Salary
Total

Budget 2008/09	Budget 2007/08
10,258	8,701
10,090	10,156
\$20,348	\$18,857

Total Expenses by VP Portfolio



Operating Budget

Academic Budgets

Faculty of Applied Sciences

The Faculty is working to continue expansion of its footprint in Surrey with a minimum reduction of services elsewhere. We have invested aggressively in new programs for student recruitment and student retention at all campuses, and we will continue to refine our interdisciplinary programs and be more attractive to student applicants interested in applied science disciplines.

(in thousands)	2008/09 Budget	2007/08 Budget
Operating Budget		
Salaries & Benefits	33,691	31,989
Non-Salary	3,500	4,881
Total	\$37,191	\$36,870
Enrolment Plan	Plan FTE's	Actual FTE's
Undergraduate	3,449	3,276
Graduate	686	551
Total FTE's	4,135	3,827

Faculty of Arts and Social Sciences

We will maintain our position as a national leader in Humanities and Social Science research and our reputation for excellent teaching. Given the challenges that financial constraints will bring, we intend to do some re-visioning within the Faculty. We expect to continue establishing distinctive new graduate and undergraduate programs at Surrey. Our new student recruitment and retention initiatives will continue to be enhanced with learning opportunities in Greece and Australia.

(in thousands)	2008/09 Budget	2007/08 Budget
Operating Budget		
Salaries & Benefits	55,577	53,583
Non-Salary	2,801	4,112
Total	\$58,378	\$57,695
Enrolment Plan	Plan FTE's	Actual FTE's
Undergraduate	8,814	9,004
Graduate	877	758
Total FTE's	9,691	9,762

Faculty of Business Administration

The Faculty will continue to offer new and innovative programs, such as our pre-experience MBA, and our undergraduate semester in sustainability. We will attempt to recruit new scholars in fields that complement our current areas of research excellence, including emerging markets, corporate social responsibility, financial management, and knowledge management. We expect to expand the international study and exchange possibilities for our students. In the face of budget restrictions, we will nevertheless attempt to maintain the high standard of student services that we currently provide.

(in thousands)	2008/09 Budget	2007/08 Budget
Operating Budget		
Salaries & Benefits	18,798	17,493
Non-Salary	3,790	4,245
Total	\$22,588	\$21,738
Enrolment Plan	Plan FTE's	Actual FTE's
Undergraduate	2,538	2,497
Graduate	303	269
Total FTE's	2,841	2,766

Operating Budget

Academic Budgets

Faculty of Education

A pilot, direct entry Bachelors of General Studies for education students is expected to begin in September 2008. The course of study will allow prospective teachers to develop their professional knowledge over their entire undergraduate degrees. The Faculty is working with BC Deans of Education and the Ministry of Education to offer new certificate and MEd programs in educational leadership. These premium fee programs will help address the leadership succession problem in BC schools. The EdD program, in French as well as English, offers discrete tracks in higher and K-12 education. This premium fee course of study is fully subscribed with over 100 students in various locations around BC.

(in thousands)	2008/09 Budget	2007/08 Budget
Operating Budget		
Salaries & Benefits	16,961	16,746
Non-Salary	1,936	980
Total	\$18,897	\$17,726
	Plan FTE's	Actual FTE's
Enrolment Plan		
Undergraduate	989	985
Graduate	950	1002
Total FTE's	1,939	1,987

Faculty of Health Sciences

We will continue to build the Faculty in accordance with the strategic plan of the University to reach a fully operational state, including completed facilities and laboratories, by September 2010.

Public excitement about the Faculty is outstanding. Student interest in undergraduate and graduate programs is very high. Faculty recruitment has been excellent and we are close to 75% of our target faculty complement. Private donors have supported building development and endowment of four research Chairs to date.

(in thousands)	2008/09 Budget	2007/08 Budget
Operating Budget		
Salaries & Benefits	6,245	4,597
Non-Salary	849	1,037
Total	\$7,094	\$5,634
	Plan FTE's	Actual FTE's
Enrolment Plan		
Undergraduate	627	247
Graduate	186	72
Total FTE's	813	319

Faculty of Science

We are moving forward on the development of the Genome Science Institute and on a new undergraduate program in Genomics in partnership with Kinesiology and Health Sciences. We are improving services to students by a) increasing the Teaching Assistant budget by 10%; b) introducing universal mentorship by Faculty of first year students; and c) introducing early intervention in the first year "gatekeeper" courses in Calculus and Physics.

(in thousands)	2008/09 Budget	2007/08 Budget
Operating Budget		
Salaries & Benefits	33,313	30,675
Non-Salary	910	1,661
Total	\$34,223	\$32,336
	Plan FTE's	Actual FTE's
Enrolment Plan		
Undergraduate	2,825	2,750
Graduate	592	516
Total FTE's	3,417	3,266

Operating Budget

Academic Budgets

Continuing Studies

Continuing Studies will continue to implement new credit programming (SFU NOW, Continuing Health Education). We will expand the use of information technology for administration of our programs through execution of a new system, "New Student Enrolment, Retention, Advancement, Internet and Learning Management System", purchased in 2007/08.

(in thousands)	2008/09 Budget	2007/08 Budget
Operating Budget		
Salaries & Benefits	13,449	13,454
Non-Salary	3,352	3,033
Total	\$16,801	\$16,487

Graduate Studies

We will assist in the recruitment of graduate students by: (a) increasing our presence at recruitment fairs in strategically targeted locations; (b) working with individual programs to assist their recruitment efforts; (c) implementing a new entrance scholarship program in spring 2008 and refining it the following year; and (d) drawing on new provincial and federal scholarship programs that have been recently announced.

(in thousands)	2008/09 Budget	2007/08 Budget
Operating Budget		
Salaries & Benefits	1,060	1,032
Non-Salary	192	234
Total*	\$1,252	\$1,266

*In 2008/09 gross budget increases have been offset by interest income received from administering the NSERC/SSHRC scholarship program.

Student Services

The primary objective in Student Services is "to keep SFU full of top quality students and to provide quality service to students". With that in mind, a major strategic initiative is the SFU Student Success Program which is aimed at providing students who have been required to withdraw with an opportunity to more specifically examine their learning challenges under the guidance of academic advisors, learning specialists, and counsellors.

(in thousands)	2008/09 Budget	2007/08 Budget
Operating Budget		
Salaries & Benefits	21,069	20,111
Non-Salary *	23,311	24,398
Total	\$44,380	\$44,509

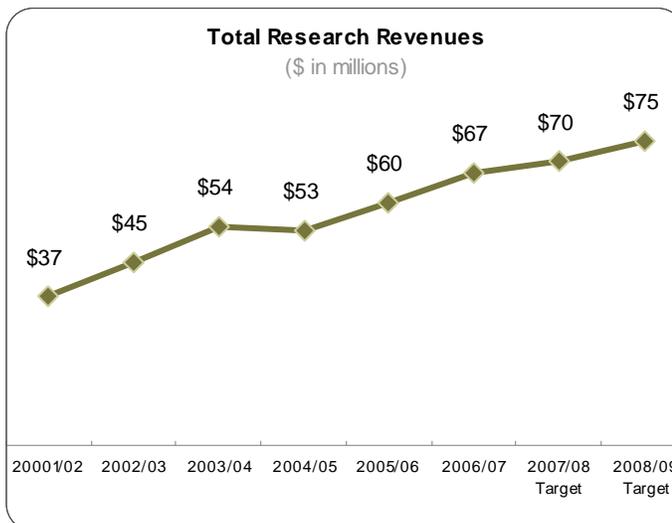
* Includes \$16 million for Scholarships, Fellowships, and Bursaries.

Research

Sponsored Research Funding

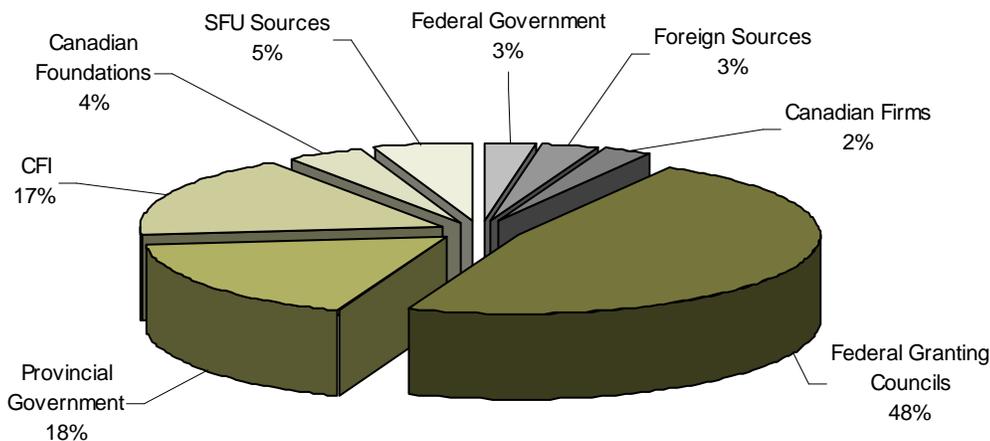
Over the last three years our research funding has grown 26% from \$53 million in 2004/05 to over \$67 million in 2006/07, and we anticipate further growth in 2007/08 and 2008/09.

Almost half of our research funding comes from the federal granting councils and there is fierce competition among universities for this funding. So far our achievements have been excellent. Our recent success rate of 84% in the Natural Sciences and Engineering Research Council (NSERC) Discovery Grants competition was the highest of any university in the country and at 52%, our success rate for the Standard Research Grants awarded by the Social Sciences and Humanities Research Council (SSHRC) was well above the national average. SFU also did very well in the Canada Foundation for Innovation's most recent infrastructure funding competition. However, our share of CFI funding does not truly reflect our potential. With a dramatically increased application limit for the upcoming CFI competition (21.6M as opposed to 7.7M), we are aggressively developing several major proposals.



Our success in competing for research awards and grants depends upon a number of factors: our faculty and their stature and track records in their respective fields; the recruitment and retention of superior graduate students to work with these professors; the effectiveness of our collaborative partnerships; and the competitive edge in our innovative programs.

Sources of Research Funding
(Based on 2006/07)



Fundraising

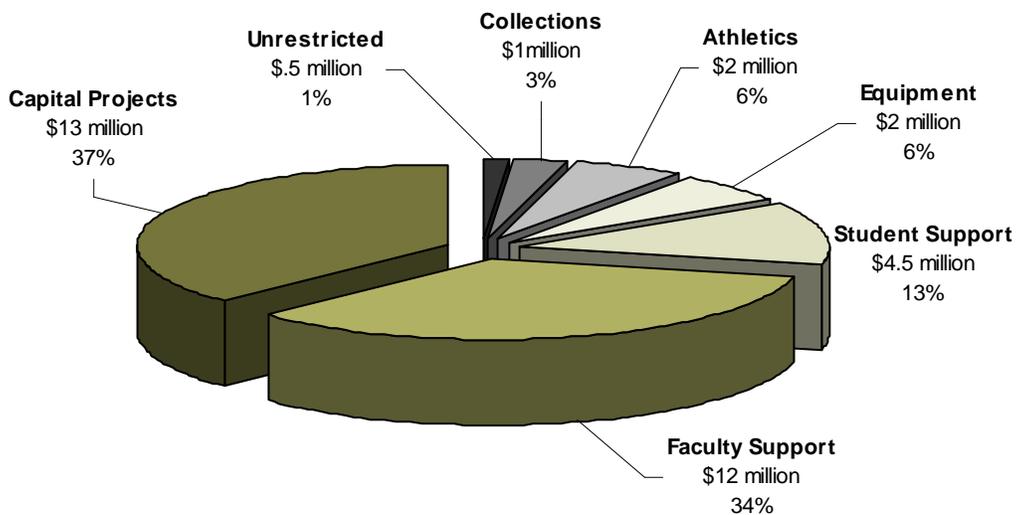
2008/09 Target

University Advancement’s fundraising goals for the 2008/09 fiscal year will reflect our continued commitment to promoting SFU’s programs and priorities in BC’s increasingly competitive philanthropic environment. In 2008/09, University Advancement will maintain its fundraising goal at \$35 million. Newer program areas, such as Planned Giving and Leadership Giving, will help Advancement to achieve its goals. Our School for the Contemporary Arts will be our major capital initiative, with an ambitious \$12 million expected in 2008/09.

2008/2009 fundraising projections reflect SFU’s continuing need for capital funding, for projects like the School for the Contemporary Arts building, and for facilities renewal. SFU’s commitment to faculty and student support is reflected in our significant goals in these areas. Similarly, we have also increased our annual target for Recreation and Athletics in recognition of the priority need in this area. Other targets are in line with prior years’ fundraising.

Faculty or Program	2008/09 Forecast
School for the Contemporary Arts	\$12,000,000
Faculty of Business Administration	2,000,000
Faculty of Health Sciences	3,000,000
Faculty of Arts and Social Sciences	3,000,000
Faculty of Applied Sciences	1,000,000
Faculty of Science	1,000,000
Faculty of Education	500,000
Library	1,000,000
Leadership Giving	4,000,000
Recreation and Athletics	2,000,000
Planned Giving	3,000,000
Annual Gifts	2,000,000
Gifts in Kind	500,000
Total	\$ 35,000,000

2008/09 Fundraising Forecast by Purpose



Capital Plan

Major Projects

In the past year several major expansion projects have been completed: the Arts & Social Sciences building, the second Technology and Science Complex, and the SFU Surrey fitout. Campus development continues and in 2008/09, the following projects will create new and improved space for our students to live and learn.

Health Sciences Building

The Health Sciences building located on the Burnaby campus is approximately 126,500 sq ft of space and will provide classroom and lab space for 800 students in the Faculty of Health Sciences. Construction began in 2006 and the project is expected to be completed in 2008.

(in millions)

Budget:		\$ 57.6
Funding Sources:	Province of BC	47.1
	SFU fundraising	<u>10.5</u>
		\$ 57.6

School for the Contemporary Arts

The School for the Contemporary Arts is relocating to the redevelopment of the historic Woodward's site in Vancouver. The school will occupy up to 127,500 sq ft of space and planned completion is late 2009.

(in millions)

Budget:		\$ 71.5
Funding Sources:	Province of BC	51.5
	SFU fundraising	<u>20.0</u>
		\$ 71.5

Note: In addition to the budget of \$71.5 million, the project also includes \$9.9 million in donated property.

Residence Rehabilitation

Hamilton Hall, which accommodates 104 students, is a residence exclusively for graduate students. The rehabilitation of the space is expected to be complete by December 2008.

(in millions)

Budget:		\$ 5.2
Funding Sources:	SFU bond	<u>5.2</u>
		\$ 5.2

Annual Capital Allowance

The provincial government provides funding for maintenance, renovations, and upgrade of our buildings. We anticipate that the 2008/09 Annual Capital Allowance budget will be the same as it was for 2007/08.

(in millions)

	Budget 2008/09
Renovations	1.0
Public Works & Student Space Projects	1.7
Campus Planning	0.3
Facilities Management – Cyclical Maintenance	3.1
Facilities Management – Access, Fire & Safety	<u>0.7</u>
	<u>6.8</u>

Ancillaries

2008/09 Plans

Residence and Housing

Renovations to Hamilton Hall graduate student residence are underway and the residence should reopen in January 2009. There are currently over 1,500 students in residence and we continue to aggressively market our residences to secure full occupancy, as was achieved in 2006/07 and the fall and winter semesters of 2007/08. The expenses for the Residence Life Program will be fully integrated into Student Services operations starting in 2008/09. Residence and Housing will address the \$30 million of deferred maintenance, and is exploring the possibility of a private partnership arrangement. Total revenue is expected to be approximately \$12 million for 2008/09.

Food Services

Food Services is operated by Chartwells Dining Services, a private food services contractor. They are launching a number of sustainable initiatives such as the Ocean Wise program started by the Vancouver Aquarium. In 2007/08, to provide maximum flexibility for students, they were able to use their residence dining hall meal card at any Chartwells location on campus. It was extremely well received by students and will continue to have a positive impact on sales. Annual sales for Chartwells are approximately \$7 million. The Diamond Alumni Centre will continue to cater to weddings, meetings and events but will discontinue the lunch service due to limited support from the university community, and the opening of many other food outlets in the Cornerstone.

Bookstore

The bookstore continues to improve its services and for the first time in January 2008 reached \$4 million of sales in one month, without the line-ups seen in the past. The bookstore is expected to reach \$14 million in sales for the coming year and is planning to extend its hours of operations at its satellite location in Surrey.

Document Solutions

Document Solutions will be taking delivery of a new Heidelberg 5 colour printing press in 2008 which will allow them to do over \$300,000 of printing that is currently contracted out. Sales should reach \$4 million for 2008/09.

The Microcomputer Store

The Microcomputer Store is taking on increased responsibility for managing software licensing for the University. It is hoped that they can offer a software download "service" to other Universities in Canada for a fee. In addition, on request from Residence & Housing, the Microstore's post office has been expanded to accommodate mail delivery for SFU's residence students. Annual sales will reach an estimated \$7 million in 2008/09.

Parking Services

Parking Services has set up an advisory committee which will provide advice towards the implementation of the Parking Management Plan approved by the Board of Governors in 2007. With the approved increases in parking fees, anticipated revenue is \$4 million for 2008/09 however it is yet to be determined whether the increases will have an impact on the number of students buying parking passes.

Appendix I

Undergraduate Tuition Fees

ITEM	FEE UNIT	2008/09	2007/08	% Change
UNDERGRADUATE - DOMESTIC				
Normal & Course Challenge	BASIC - Credit Hour	\$154.20	\$151.10	2.0%
Co-op Practicum	Semester	\$652.30	\$639.50	2.0%
200/300/400 Faculty of Business ¹	PREMIUM - Credit Hour	\$205.60	\$201.50	2.0%
200/300/400 Engineering Science ²	PREMIUM - Credit Hour	\$169.60	\$166.20	2.0%
300/400 Computing Science ³	PREMIUM - Credit Hour	\$161.90	\$158.70	2.0%

¹ The differential fee for Business is 33.33% of the basic fee rate.

² The differential fee for Engineering Science is 10% the basic fee rate.

³ The differential fee for Computing Science is 5% of the basic fee rate.

UNDERGRADUATE - INTERNATIONAL

International "A": Entered SFU on September 1, 2003 or later

Normal & Course Challenge ³	Credit Hour	\$487.60	\$484.40	0.6%
Co-op Practicum	Semester	\$652.30	\$639.50	2.0%
200/300/400 Faculty of Business ³	Credit Hour	\$539.00	\$534.80	0.7%
200/300/400 Engineering Science ³	Credit Hour	\$503.00	\$499.50	0.7%
300/400 Computing Science ³	Credit Hour	\$495.30	\$492.00	0.6%

International "B": Entered SFU on August 31, 2003 or earlier

Normal & Course Challenge ⁴	Credit Hour	\$462.60	\$453.20	2.0%
Co-op Practicum	Semester	\$652.30	\$639.50	2.0%
200/300/400 Faculty of Business ⁴	Credit Hour	\$514.00	\$501.60	2.0%
200/300/400 Engineering Science ⁴	Credit Hour	\$478.00	\$468.50	2.0%
300/400 Computing Science ⁴	Credit Hour	\$470.30	\$460.90	2.0%

³ The fee rates for International "A" students are determined by applying a \$10,000 premium over the domestic rates, assuming 30 credits per year.

⁴ The fee rates for International "B" students are determined by applying a premium equal to twice the domestic normal rate over the domestic program rate.

NOTES:

a) Fees are rounded up to the nearest \$0.10

b) Audit fees per credit are one-half the applicable fee

Appendix II

Graduate Tuition Fees

PROGRAM	FEE UNIT	2008/09	2007/08	% Change
RESEARCH PROGRAMS				
Full-Time Fee	Semester	\$1,534.90	\$1,504.80	2.0%
Continuing Fee	Semester	\$767.60	\$752.50	2.0%
On-Leave Fee	Semester	\$192.00	\$188.20	2.0%
All graduate credit programs - basic	Credit Hour	\$154.20	\$151.10	2.0%
Graduate Co-op Program practicum	Semester	\$652.30	\$639.50	2.0%
PREMIUM FEE PROGRAMS				
Faculty of Applied Sciences				
Master of Engineering	Credit Hour	\$442.10	\$433.40	2.0%
Master of Science in Kinesiology	Credit Hour	\$204.00	\$200.00	2.0%
Faculty of Arts and Social Sciences				
International Leadership (Masters)	Credit Hour			
Publishing Program (MPub)	Credit Hour	\$300.00	\$294.10	2.0%
Public Policy Program (MPP)				
Entered Fall 2005/Spring 2006	Credit Hour	\$201.20	\$201.20	0.0%
Entered Fall 2006/Spring 2007	Credit Hour	\$205.30	\$205.30	0.0%
Entered Fall 2007/Spring 2008	Credit Hour	\$209.40	\$209.40	0.0%
Entered Fall 2008/Spring 2009	Credit Hour	\$213.60		2.0%
Graduate Diploma in Urban Studies	Credit Hour	\$248.90	\$244.00	2.0%
Master of Urban Studies (MURB)	Credit Hour	\$248.90	\$244.00	2.0%
Faculty of Business Administration				
Executive MBA				
Entered Fall 2005/Spring 2006	Semester	\$7,500.00	\$7,500.00	0.0%
Entered Fall 2006/Spring 2007	Semester	\$7,650.00	\$7,650.00	0.0%
Entered Fall 2007/Spring 2008	Semester	\$7,803.00	\$7,803.00	0.0%
Entered Fall 2008/Spring 2009	Semester	\$9,500.00		21.7% ¹
MBA (NEW)				
Entered Fall 2007/Spring 2008	Credit Hour	\$600.00	\$600.00	0.0%
Entered Fall 2008/Spring 2009	Credit Hour	\$600.00		0.0%
Management of Technology MBA				
Entered Fall 2005/Spring 2006	Credit Hour	\$625.00	\$625.00	0.0%
Entered Fall 2006/Spring 2007	Credit Hour	\$561.00	\$561.00	0.0%
Entered Fall 2007/Spring 2008	Credit Hour	\$572.20	\$572.20	0.0%
Entered Fall 2008/Spring 2009	Credit Hour	\$574.10		0.3%
Global Asset and Wealth Management MBA				
Entered Fall 2005/Spring 2006	Credit Hour	\$750.00	\$750.00	0.0%
Entered Fall 2006/Spring 2007	Credit Hour	\$765.00	\$765.00	0.0%
Entered Fall 2007/Spring 2008	Credit Hour	\$780.30	\$780.30	0.0%
Entered Fall 2008/Spring 2009	Credit Hour	\$773.80		-0.8%
Graduate Diploma in Business	Credit Hour	\$572.90	\$572.20	0.1%
Financial Risk Management MA	Credit Hour	\$547.60	\$546.20	0.3%

¹ Executive MBA program changes from a 6 term program to a 5 term program in 2008/09.

Appendix II

Graduate Tuition Fees continued

PROGRAM	FEE UNIT	2008/09	2007/08	% Change
Faculty of Education				
Master of Education (MEd), premium fees				
Entered Fall 2005/Spring 2006	Semester	\$2,295.00	\$2,295.00	0.0%
Entered Fall 2006/Spring 2007	Semester	\$2,340.90	\$2,340.90	0.0%
Entered Fall 2007/Spring 2008	Semester	\$2,387.70	\$2,387.70	0.0%
Entered Fall 2008/Spring 2009	Semester	\$2,435.50		2.0%
Master of Education (MEd), international Cohorts ESL/EFL and Curriculum & Instruction (Masters)				
Entered Fall 2005/Spring 2006	Semester	\$5,750.00	\$5,750.00	0.0%
Entered Fall 2006/Spring 2007	Semester	\$5,865.00	\$5,865.00	0.0%
Entered Fall 2007/Spring 2008	Semester	\$5,982.30	\$5,982.30	0.0%
Entered Fall 2008/Spring 2009	Semester	\$6,101.90		2.0%
Doctor of Education (EdD)				
Entered Fall 2005/Spring 2006	Semester	\$3,783.20	\$3,783.20	0.0%
Entered Fall 2006/Spring 2007	Semester	\$3,858.90	\$3,858.90	0.0%
Entered Fall 2007/Spring 2008	Semester	\$3,936.10	\$3,936.10	0.0%
Entered Fall 2008/Spring 2009	Semester	\$4,014.80		2.0%
Graduate Diploma in Education				
Entered Fall 2004/Spring 2005	Credit Hour	\$233.00	\$233.00	0.0%
Entered Fall 2005/Spring 2006 & later	Credit Hour	\$252.30	\$247.40	2.0%
Master of Education (MEd), MA Counselling Psych				
Entered Prior to Fall 2007	Credit Hour	\$161.00	\$161.00	0.0%
Entered Fall 2007 and later (non-premium)	Semester	\$1,534.90	\$1,504.80	2.0%
Faculty of Health Sciences				
Master of Population and Public Health				
Entered Fall 2005/Spring 2006	Semester	\$2,100.00	\$2,100.00	0.0%
Entered Fall 2006/Spring 2007	Credit	\$233.00	\$233.00	0.0%
Entered Fall 2007/Spring 2008	Credit	\$237.70	\$237.70	0.0%
Entered Fall 2008/Spring 2009	Credit	\$242.50		2.0%
Masters in Global Health				
Entered Fall 2006/Spring 2007	Credit	\$233.00	\$233.00	0.0%
Entered Fall 2007/Spring 2008	Credit	\$237.70	\$237.70	0.0%
Entered Fall 2008/Spring 2009	Credit	\$242.50		2.0%
Diploma in Global Health				
Entered Fall 2006/Spring 2007	Credit	\$233.00	\$233.00	0.0%
Entered Fall 2007/Spring 2008	Credit	\$237.70	\$237.70	0.0%
Entered Fall 2008/Spring 2009	Credit	\$242.50		2.0%

NOTES:

- International students in graduate programs pay the same fees as domestic students.
- Fees per credit for non-degree, exchange and qualifying students are set at the applicable undergraduate rate.
- Audit fees per credit are as for the domestic undergraduate; one half the applicable undergraduate fee.

Appendix III

Student Services Fee and Recreation–Athletics Fee

ITEM	FEE UNIT	2008/09	2007/08	% Change
Student Services Fee	Semester	\$37.86	\$37.12	2.00%
Full Time Recreation-Athletic Student Fee	Semester	\$63.10	\$61.86	2.00%
Part Time Recreation-Athletic Student Fee	Semester	\$31.54	\$30.93	2.00%

Appendix IV

Graduate Student Refund Policy

To: Dr. John Waterhouse, Vice-President, Academic
From: Jonathan Driver, Dean of Graduate Studies
Subject: Change to graduate student refund policy
Date: 14th February 2008
cc:

I have reviewed the policies for providing tuition fee refunds to graduate students who withdraw from selected courses, all courses, or their entire program. I did this because my staff noted some inequities in the current system.

I took proposed revisions to Senate Graduate Studies Committee (item GS2007.30), and SGSC approved the proposals, on the understanding that this required approval from the Board of Governors, as it involves a fee change. I would be grateful if you could bring this item to the Board for approval, to take effect in fall 2008 (1087).

The Board should know that we charge graduate tuition using two different systems. “Per term” students are charged a flat rate for each semester, regardless of the number of courses taken, and must register every semester. “Per credit” students are charged a fee based on the number of credits they take, and do not need to register every semester. Because of these two different fee assessments, we have to have two different rules for refunding tuition when students withdraw from courses or the entire program.

There is a cost to the University when students register for a course, and then change their mind once the semester has begun. If students withdraw from a program completely there is also a cost to intended applicants who could have been admitted if space was available. It is therefore reasonable to provide only partial refunds of tuition to students who withdraw from courses and programs. It is also reasonable to have a policy that considers special circumstances.

The following sections outline proposed deletions (~~struck through~~) and additions (underlined) to the refund policy.

Appendix IV

Refunds

Withdrawal from Program

If a student withdraws from the graduate program before the end of the term without completing the ~~degree program before the end of the term~~, refunds will be calculated from the date the student officially notifies the ~~registrar~~ Director, Graduate Records, Admission, and Registration in writing of his/her withdrawal from the University. Withdrawal in the first month of the term will result in a refund of ~~50%~~ 75% of the tuition fees payable. Withdrawal in the second month of the term will result in a refund of 50% of the tuition fees payable. No other refund will be made, except under special circumstances (see below).

Course Drop

Students in per-term fee programs are not eligible for refunds if they drop one or more courses, except under special circumstances (see below).

Students in per credit fee programs who drop ~~a one or more courses~~ before the end of the ~~fourth week~~ first month of the term will receive a ~~full~~ refund of 75% of tuition fees for that course. Students in per credit fee programs who drop ~~a one or more courses~~ before the end of the second month of the term will receive a refund of 50% of tuition fees for that course. No refunds will be given for courses dropped after that date, except under special circumstances (see below).

Students in per credit programs who drop one course and substitute another will not be assessed any penalty.

~~Students in per credit programs who wish to drop all courses should first contact the director, graduate records and admissions to discuss their status in the program. Students in per credit fee programs who drop all courses before the end of the fourth week of the term will receive a 50% refund of tuition fees for those courses. No refunds will be given if all courses are dropped after that date.~~

Refunds under Special Circumstances

Students who must withdraw from courses or a program after registering, because of circumstances beyond their control (e.g. illness, parenting responsibilities), may request a more generous refund of tuition fees by submitting a written request and documentation to the Director, Graduate Records, Admission and Registration.