

## 2009-10 Operating Budget Summary, May 20, 2009

### This document contains:

- Context to the university's operating budget
- Overview of the 2009-10 operating budget, including expected revenues, tuition changes and expenditures
- Summary of budget adjustments required for colleges and units
- Appendix 1: University of Saskatchewan Operating Budget (With 2008-09 Comparative)
- Appendix 2: Costs to Students of Approved Tuition Increases
- Appendix 3: Targeted College and Unit Operating Budget Adjustments Over 2009-10 and 2010-11

### Introduction and Context:

The purpose of sharing this information is to provide an overview of the 2009-10 operating budget and related targets that the Board of Governors and senior management have set for individual colleges and units of the university, and to give a preliminary indication of what these targets may mean for students, staff, faculty and the public. **This information is best read as a whole in order to understand how budget decisions are made in the context of the global financial situation and the university's principles for financial management.**

In releasing the university's 2009-10 operating budget, we draw attention to the institution's plan to carry out \$10 million in targeted adjustments over the next two years. These permanent adjustments are needed in order to keep the university's budget balanced in the face of pressures on our investment income, which have implications for the operating budget, endowments, and pension funds. Half the permanent adjustments (\$5 million) will need to be realized starting in 2009-10 in order to keep this year's shortfall to a manageable level, while the other \$5 million will need to be realized starting in 2010-11. Given the highly uncertain environment, there is no guarantee \$10 million will be sufficient, but management and the Board of Governors believe this goal is prudent at this time.

### **The development of the 2009-10 budget is based on a sound foundation, with careful consideration of options.**

In a variety of ways we are well-positioned to address our financial challenges:

- We have a good basis of information. The university's scenario analysis, conducted between December 2008 and March 2009, helped us identify how sensitive the university's finances are to various eventualities. Based on this analysis, we know that our key challenges are unlikely to resolve themselves and therefore require action.
- This is not the first time we have dealt with the necessity of strategic adjustments. The elimination of our structural deficit in the first planning cycle (2004-2008) is an important example. Our institution has undertaken similar measures before and emerged stronger.
- We have an increasingly robust planning process. More than ever before, both the university and its units have identified clear priorities for the use of our resources. These priorities continue to guide us as we think of how to make the adjustments that most advance, or least hinder, our critical goals.

**The development of this year's budget, budget measures and individual targets has been driven by important principles.** Among these is the idea that the university is seeking strategic thinking and long-term sustainability, not quick fixes. University leaders have evaluated options according to the following criteria:

- Impact of options on strategic priorities: What courses of action best support the stated priorities and goals of the university plan?
- Capacity of units to carry out change: What resources do units have and how flexible are their options?
- Strategic risks, such as the risks of failing to define our institution as a leading Canadian medical-doctoral university, or failing to meet enrolment targets.

The budget process also respects the university's approach to governance and management. The Planning and Priorities Committee, on behalf of Council, has been consulted closely and has offered advice that has helped shape this process and accompanying principles.

**The university's approach to budget matters is strategic.** Budget adjustments are not identical for all university colleges and units. Some areas have no budget adjustments. For example, areas that have been recently prioritized for new university investment have not been targeted for any decrease. Other areas have targets that are more deep or less deep according to the extent to which university priorities are at stake (for example, enrolment or success in research, scholarly and artistic work), and/or the extent to which they have the capacity to absorb reductions or consider restructuring. Overall, there is a balance between academic and administrative units, with both types of units sharing in the budget adjustment targets. Finally, the university's approach is strategic in that it respects the idea of the autonomy of the units of the university within our planning and budgeting system. With this in mind, the Provost's Committee on Integrated Planning (PCIP) has set global financial targets for each unit rather than attempting to specify what, precisely, should be cut or changed.

**The financial targets for major academic and administrative budgets have been set.** With the overall target provided, units are now asked to consider their own operations in light of the principles articulated. It is up to each unit of the university to develop a plan based on its own priorities as well as institutional priorities. Overall, there must be \$10 million in permanent reductions over two years. Affected units must restructure with consideration of their priorities and to ensure sustainability for the long term. The university must achieve required savings within the two-year timeframe in order to keep its budget reasonably balanced.

The exact impacts of financial adjustments will not be known until all units have developed precise plans. However, we can say with certainty that there will be impacts. While increases to revenues and efficiency improvements are preferred approaches, they are not going to be sufficient. Existing processes and structures will need to be reviewed and possibly reorganized. Undoubtedly some jobs and positions will be affected in that work and assignments will change. In this process we will honour collective agreements, and uphold our compensation strategies for attracting and retaining top employees.

We will continue to move forward on our priorities. As an institution, we will endeavour not only to preserve the undergraduate and graduate student experience, inside and outside the classroom, but we will also endeavour to build our research capacity and reputation through continued innovations and new investments already underway.

We should remember that we have a lot to work with, and are working hard to increase resources available from many new and existing sources. We should also remember that our challenges are smaller than those faced by other universities across Canada and throughout the world.

You can expect to hear more in the weeks and months ahead about the plans of units for meeting their targets.

We have said that the path we are charting is sustainable. It is more than that. It will enable us to reap the full benefit of our favourable situation relative to other universities, and to emerge comparatively stronger in the future.

## **Monitoring the Global Financial Situation:**

During its May 8, 2009 meeting, the Board of Governors approved the university's operating budget for 2009-10. The operating budget is a forecast of the university's core operating revenues and expenditures for the year. Funding for the operating budget is built primarily on three components: (1) an operating grant from the provincial government; (2) tuition; and (3) a smaller component that is derived from investment income.

Like virtually every individual and institution, the University of Saskatchewan has felt the effects of the current world economic downturn. Of particular concern is the declining income the university receives from its investments, which affect the university's operating budget, as well as its endowment and pension funds. Within the core operating budget, which supports various operations across campus, the income the university earns from its investments was budgeted at \$9.5 million annually before the global economic downturn.

For the past several months, university administration has been analyzing the potential impacts the economic downturn could have on the university's finances. This initiative – referenced as “scenario analysis” – was undertaken at the direction of the Board of Governors. The analysis was fundamental to quantifying the sensitivity of the university's finances to the economic uncertainty and identifying financial challenges for 2009-10 and future years.

The preparation of the 2009-10 operating budget was based on a number of principles:

- sound financial management
- clear responsibilities
- effectiveness
- sustainability over the long term
- alignment with the University of Saskatchewan's strategic directions and priorities as outlined in the second integrated plan
- positioning of the university to emerge from the current economic downturn in a comparatively stronger position relative to competitor institutions

## **Explaining the University's 2009-10 Operating Budget:**

The operating budget is a forecast of the university's core operating revenues and expenditures for the year and does not include revenues received for specific purposes (i.e. “restricted” revenues for specific capital or research projects or specific endowments) nor associated expenses. The total operating budget revenue for 2009-10 is \$361 million which comprises about 50 per cent of the university's total revenues.

As part of the annual operating budget process, the university takes into account operating budget revenues available from all sources, including the provincial grant, tuition and investment income. These available revenues are compared to essential operating expenditures including maintaining operating budget allocations to colleges and units, as well as desired strategic investments. Any shortfall must be addressed through additional revenue sources or budget reductions. After considering the information resulting from the scenario analysis and exploring all options, it was determined that, starting in 2009-10, \$10 million in permanent budget measures would be required.

When the Board of Governors approved the University of Saskatchewan's operating budget for 2009-10, decisions were made to address anticipated shortfalls by implementing university-wide operating budget adjustments using a phased-in approach over the two-year timeframe 2009-10 and 2010-11 in order to: a) better position the university to deal with any further shortfalls that may arise from ongoing uncertainty in economic markets; and b) provide the University of Saskatchewan with the flexibility it needs to continue to advance its priorities in areas like improving the student experience.

In the first year of the phase-in of these operating budget adjustments – 2009-10 – the university will address an operating budget shortfall of \$5.949 million. A summary of the 2009-10 operating budget is presented in Appendix 1 and further information on both revenues and expenses follows.

## 2009-10 Operating Budget Revenues

### *Provincial Operating Grant:*

An annual grant from the Province of Saskatchewan provides the majority of the university's operating funding. There is also an accrual included in the university's operating grant amount due to the differing year-ends between the province and the university. The provincial operating grant represents a 10.04 per cent total increase over the 2008-09 provincial operating grant (excluding the effect of the April accrual portions). Of this 7.16 per cent (or \$16.4 million) is termed an "economic increase," and is intended to fund the increased costs of existing activities. The university appreciates the province's support; the economic increase received was almost identical to the amount requested by the university (8.33 per cent, including flexibility with regard to tuition rates), with a shortfall of only \$0.390 million.

The remaining 2.88 per cent (or \$6.593 million) of the increase in the provincial operating grant represents targeted funding (2.04 per cent or \$4.677 million) and other new elements previously provided outside the annual operating grant (0.84 per cent or \$1.916 million). This targeted funding is for the:

- College of Medicine – \$2.043 million for the continuation of the undergraduate seat expansion, which began in September 2007; and \$1.995 million for the continuation of the post-graduate seat expansion which started in September 2008, with an additional increase of 24 seats in September 2009
- College of Nursing – \$0.236 million for 18 additional students starting their third year of the traditional program; and \$0.316 million for the continued increase in the second degree program seat expansion from the prior year, with an increase of 18 students starting May 2009

New elements received from the province within the 2009-10 operating grant include:

- Technology enhanced learning program increase of \$1.131 million, administered by the University Learning Centre (funding previously provided as a separate grant)
- College of Nursing Prince Albert program increase of \$0.785 million (funding previously provided in a separate arrangement)

Funding for matching scholarships for students, both undergraduate and graduate, continues at \$860,000 per year. The expectation is that the province's funding will be matched by an equivalent amount from the community.

### *Tuition:*

In keeping with the province's tuition management program, the University of Saskatchewan Board of Governors has held its tuition at 2004-05 levels for the past four years, a situation made possible through additional funding from the provincial government from 2005-06 to 2008-09. For 2009-10, the province indicated that it would be ending this approach to tuition management. As a result, **the funding each Saskatchewan university receives from the province in 2009-10 is based on the expectation that these universities will need to increase tuition rates to continue offering students quality programs.**

Based on the university's operations forecast, the 2009-10 provincial budget included \$23.5 million for Saskatchewan universities with the intent this would be sufficient to limit tuition increases to an **average** of three percent. The average specified by the province permits the university a certain amount of flexibility in 2009-10 to make relatively small adjustments for programs where the gaps with our comparator institutions are greatest.

The University of Saskatchewan's tuition increase for 2009-10 is a combination of an across-the-board increase of 3 per cent with targeted increases to programs as follows:

- **Pharmacy:** The ability of this college to increase the university's tuition revenue through undergraduate rates was an important consideration in their respective permanent selective budget measures in the first planning cycle. The plan for the College of Pharmacy was to increase student intake and increase the tuition rate substantially in the years 2004-05 through 2007-08. The first increase occurred in 2004-05, but the remaining increases were deferred due to the tuition management program implemented in 2005-06. Although no actual tuition increase occurred, the college did receive the benefit of an imputed tuition increase during the tuition management years. In recognition of the strategy from the first planning cycle and provincial funding during the tuition management program, a 7.5 per cent increase will be implemented in 2009-10, with a review of the tuition strategy for the College of Pharmacy in 2010-11.
- **Law:** This college made financial commitments based on a differential fee to law students that was set at \$2,000 for 2004-05 and was to increase to \$3,000 in 2005-06 and \$4,000 in 2006-07. Under the tuition management agreement, the fee continued at the 2004-05 amount. The province included \$178,000 for the college in its operating grant for 2005-06 in lieu of the differential increase, and an additional \$170,000 in its grant for 2006-07. This funding was directed to the college to replace the funding it would have otherwise received from an increased differential fee. A tuition increase of 7.5 per cent will be implemented to continue the implementation of the differential fee.
- **Engineering and Edwards School of Business:** These two colleges are in a position to increase tuition rates substantially to meet the levels at comparator institutions. A slightly greater than average increase – four per cent for 2009-10 in each case – will begin to close the gaps with comparator programs and reduce the need for steeper increases in future years.

**It is important to note that most students in most programs will see a moderate three per cent increase in their tuition fees in 2009-10. To illustrate, an undergraduate student who paid \$4,380 in tuition for 30 credit units in 2008-09 will pay \$4,511 for these same classes in 2009-10. A detailed breakdown of the cost to students of tuition rate increases by program is attached in Appendix 2.** The new tuition rates represent the increase for college courses, excluding student fees. Typically a student's program includes classes offered by different colleges, so the average cost to students reflects a blended rate.

Even with these modest increases, tuition revenue from students will comprise a smaller percentage of the university's operating revenue in 2009-10 than the previous year.

Work will begin this year on a new University of Saskatchewan tuition policy that will guide the Board of Governors in setting tuition rates for 2010-11 and beyond. This policy will be developed in consultation with the Board of Governors, Council, the colleges, the provincial government and students.

#### *Western College of Veterinary Medicine:*

As the Western College of Veterinary Medicine (WCVN) supports all four western Canadian provinces, the university receives funding from the Alberta, B.C. and Manitoba governments that is directed to WCVN. This funding increases each year by the same percentage as the economic increase in the university's grant from the Province of Saskatchewan. The proportion of funding paid by each province is based on the relative number of seats allocated to each province.

### *Investment Income:*

The expectation of 2009-10 investment income within the operating budget has been reduced to \$7.1 million (from the normalized amount of \$9.5 million in 2008-09 before the economic downturn), largely based on the results of the scenario analysis that was performed. Operating budget investment income is primarily driven by returns in the fixed income, or bond, markets – rather than returns in the typically more volatile equity markets. Investment income for the university's pension and endowment funds has a heavier weighting in the equity markets. While these endowment and pension funds are outside the university's operating budget, sustained shortfalls in investment income in these funds may have to be addressed using operating budget resources.

## **2009-10 Operating Budget Expenses**

The largest component of the university's operating budget expenditures is salaries and benefits, which comprise about 70 per cent of total expenditures. Within the 2009-10 operating budget, salary and benefit costs are projected to increase by 6.34 per cent, which includes the costs of normal salary progression (annual increments, merit increases, promotions through the ranks) and provisions for negotiated collective agreement settlements, and are reduced by turnover savings from retirements and resignations. The collective agreement with the Canadian Union of Public Employees Local 1975 (CUPE 1975) expires December 31, 2009 and the 2009-10 budget includes a provision for the estimated costs of settlement to April 30, 2010. All other collective agreements extend beyond the 2009-10 fiscal year.

Another large component is central utilities, which represent five per cent of total expenses and include items such as electricity, natural gas, water, telephone, hardware and network maintenance, and software licenses that are critical to the university's overall operations including teaching and service delivery.

The University of Saskatchewan's Academic Priorities Fund (APF) is a special fund used to support institutional priorities. It contains \$4.5 million in permanent funds for the second planning cycle. Two million of this total was provided by the province in its 2008-09 operating grant and \$2.5 million is allocated by the university in its Multi-Year Operating Budget Framework. APF funds spent in 2008-09, on items such as new investments in graduate programming and scholarships, including investments in the three interdisciplinary schools, reflect the university's support for initiatives that are anticipated to improve the student experience, enhance our research profile, and allow us to work together better. The university community can expect to hear further announcements in coming years about how this funding is allocated. At the moment, there are no plans to cut funding to the APF. The fund will continue to be available to support important innovations, in careful and prudent ways, as the university carries out its budget adjustments.

The Student Services Fund supports many forms of student services. In 2008-09, the fund was used in part to support the incremental operating costs for the student information system, which is used to manage student registration and tuition assessment.

Library acquisition expenditures represent the cost of maintaining current books, journals and internet-based services within the university libraries.

Regarding medicine accreditation, since 2004-05, the province has provided additional funding in the operating grant to address accreditation needs in the College of Medicine (primarily clinical faculty positions and resources for the Health Sciences Library). For 2009-10, an additional \$1.21 million is being provided as an economic increase.

An annual transfer from the Federal Indirect Costs of Research Grant to the operating budget helps defray a portion of the indirect costs of research paid from the operating budget. For 2009-10, the amount of indirect cost of research funding received into the operating budget will be \$3.19 million.

Other net operating costs include all other expenditures and transfers, net of external sales and internal cost recoveries. Examples include scholarship and bursary funding, operational supplies and expenses (paper, postage, classroom and lab supplies); cost of goods sold; professional development expenses for university employees and travel. A number of these expenditures are subject to unavoidable cost increases whereby the cost of goods and services has increased and we have little choice but to recognize the increase. In an operation the size and scope of the University of Saskatchewan, there will also be other essential expenditures such as those caused by changes in legislation where we have no choice but to respond. These items include expenditures required to operate new building space, and such things as legal, reporting or health and safety requirements.

Other targeted expenditures specified by the province include \$4.322 million for seat expansion in the College of Medicine (including escalation on previous funding), \$1.101 million for various programs in the College of Nursing (including \$0.785 million for the nursing program in Prince Albert), and \$1.131 million directed to Technology Enhanced Learning.

Consistent with the operations forecast presented to the province in late 2008, the 2009-10 operating budget includes a \$2.295 million targeted permanent allocation increase to University Advancement, intended to develop mechanisms to reduce the university's dependence on the provincial operating grant. Most Canadian universities, including our own, have historically had underdeveloped fundraising arms and, as a result, have been heavily reliant on government funding. Now is the time to grow our fundraising capacity.

Finally, the 2009-10 operating budget includes \$4.6 million of estimated payments required under provincial pension legislation in order to maintain the viability of defined benefit pension funds. This amount includes consideration of temporary solvency relief options being provided by the province. However, even if solvency relief measures are enacted, the university will be required to remit monthly payments to fund the going concern deficit based on actuarial estimates to December 2009. As the university's payment obligation commences in January 2010, the payment that will be made in the 2009-10 fiscal year represents only a payment for 4 months. Starting in 2010-11, annual payments estimated at \$13.8 million will be required.

## **Capital:**

Upgrades and construction of much-needed buildings and facilities are important to support our priorities. The province provides annual capital funding support; for 2009-10 this amount was \$20.024 million.

Buildings and infrastructure also represent an area of opportunity in the current environment due to recently created federal and provincial stimulus investment programs. It is important for the university to take full advantage of these programs by pursuing funding opportunities where common interests exist with governments or other funders.

## **Budget Adjustments:**

When the 2009-10 operating budget revenues are compared to the 2009-10 operating budget expenditures, a shortfall of \$5.949 million is projected for 2009-10. This projected shortfall will be addressed in two ways:

1. A minimum of \$5 million will be attained by working with colleges and administrative units to permanently adjust their operating budget allocations starting in 2009-10
2. The remaining \$0.949 million of the projected shortfall will be funded from the university's operating reserves, as a one-time only measure. This is consistent with recent discussions with the Board of Governors regarding the intention of the operating reserve. Board policy requires an amount of one to four per cent of estimated operating budget expenditures to be retained as an operating reserve. The current operating reserve, at \$6.719 million represents 1.8 per cent of 2009-10 operating budget expenditures. The projected ending operating reserve at April 30, 2010 – at \$5.770 million – represents 1.6 per cent.

It is important to note that in addition to core funding received from the university in the form of operating budget allocations, colleges and units also have a number of other revenue streams such as fee-for-service activities and unrestricted donations. After much analysis and consultation, based on the principles outlined earlier in this document, the Provost's Committee on Integrated Planning (PCIP) determined the required college/unit budget adjustments for 2009-10 and 2010-11.

The University of Saskatchewan has recently made strategic investments in several areas, including the School of Public Health, the Johnson Shoyama Graduate School of Public Policy, the School of Environment and Sustainability, University Advancement, the University Learning Centre, the College of Graduate Studies and Research, and the Gwenna Moss Centre for Teaching Effectiveness. All of these units will see their operating budget allocations maintained. All other colleges and units and central funds will be subject to permanent operating budget adjustments which, in the aggregate, average three per cent. Some units are being assessed more or less than three per cent based on consideration of the following factors: impact on strategic priorities; capacity of unit to carry out change; consideration of other resources available (the Consumer Services Division, for example, receives revenues from residence and retail operations); and strategic institutional risks. A complete list of operating budget adjustments is attached in Appendix 3. These adjustments total \$10 million, of which at least \$5 million must be achieved in 2009-10, with the remainder to be achieved in 2010-11.

Each college and unit has been asked to consider a number of approaches to accommodate the operating budget adjustments in order to ensure that their decisions align with principles of prudent financial management, organizational capacity, resource sustainability and the effects any measures taken will have on students, faculty and staff. College and unit plans to deal with the operating budget reductions are to be submitted to the provost's office by June 30, 2009.

## APPENDIX 1: University of Saskatchewan Operating Budget (With 2008-09 Comparative)

	2009-10 ('000s)	2008-09 ('000s)
<b>Revenue:</b>		
Provincial government operating grant	\$252,845	\$229,655
Other government (WCVI)	17,268	15,926
Tuition	80,112	77,407
Investment income	7,100	9,500
Fees and other income	3,717	4,038
<b>Total Revenue</b>	<b>\$361,042</b>	<b>\$336,526</b>
<b>Expenditures:</b>		
Salaries and benefits	\$250,870	\$235,903
Utilities	18,762	18,074
Academic Priorities Fund	5,787	5,725
Student Services Fund	788	394
Library acquisitions	8,689	8,275
Medicine accreditation	18,103	16,893
Indirect cost of research grant	(3,190)	(2,939)
Other net operating costs	53,733	51,235
Other provincial targeted expenditures	6,554	2,966
University Advancement core funding	2,295	0
Pension payments (going-concern) required by law	4,600	0
<b>Total Expenditures:</b>	<b>\$366,991</b>	<b>\$336,526</b>
Surplus (Deficit) before adjustments (Note 1)	(\$5,949)	\$0
Permanent adjustments to be attained in 2009-10	5,000	0
<b>Surplus (Deficit) after adjustments</b>	<b>(\$949)</b>	<b>\$0</b>
General operating reserve, beginning	6,719	6,719
<b>General operating reserve, ending</b>	<b>\$5,770</b>	<b>\$6,719</b>

### NOTE:

1. The University of Saskatchewan has measures in place to address this deficit. Please see Appendix 3 for details.

## APPENDIX 2: 2009-10 Costs to Students of Approved Tuition Increases

	Rate Increase	2008-2009 Average Student Cost	2009-10 Average Student Cost
<b>Undergraduate Regular Session (Note 1)</b>			
Agriculture and Bioresources	3.0%	\$4,524	\$4,660
Arts and Science, Humanities and Social Sciences	3.0%	\$4,416	\$4,548
Arts and Science, Science	3.0%	\$4,509	\$4,644
Business	4.0%	\$5,676	\$5,894
Dentistry	3.0%	\$32,000	\$32,960
Education	3.0%	\$4,560	\$4,697
Engineering	4.0%	\$5,516	\$5,721
Kinesiology	3.0%	\$4,524	\$4,660
Law	7.5%	\$6,840	\$7,353
Medicine	3.0%	\$11,036	\$11,367
Nursing	3.0%	\$4,779	\$4,922
Nutrition	3.0%	\$4,998	\$5,148
Pharmacy	7.5%	\$6,670	\$7,102
Veterinary Medicine	3.0%	\$6,553	\$6,750
<b>Graduate Studies:</b>			
Graduate Tuition Model (per term)	3.0%	\$1000	\$1030
Graduate Tuition Model (per course)	3.0%	\$483	\$497
Special Tuition Programs	0%	Note 2	Note 2
Undergraduate Spring and Summer Session	0%	Note 3	Note 3
International Differential Fee (Undergraduate)	0%	Note 4	Note 4
International Differential Fee (Graduate)	0%	Note 5	Note 5

### NOTES:

1. The new tuition rates represent the increase for college courses, excluding student fees. Typically a student's program includes classes offered by different colleges, so the average cost to students reflects a blended rate.
2. No rate change for 2009-10. For more information, visit [http://www.usask.ca/cgsr/prospective\\_students/tuition.php](http://www.usask.ca/cgsr/prospective_students/tuition.php).
3. The 2009-10 rate changes will take effect in May 2010 since registration for classes beginning in May 2009 has already occurred.
4. Undergraduate international differential fees will increase at the same rate as the underlying tuition. For example, an international student in humanities will see their tuition increase by three per cent.
5. No rate change for 2009-10.

**APPENDIX 3: Targeted College and Unit Operating Budget Adjustments Over 2009-10 and 2010-11**

	2008-09 Board-Approved Operating Budget Allocation	Permanent Adjustment to be Achieved Over Two-Year Timeframe (2009-10 and 2010-11)	
		Percentage	Total Dollars
<b>Administrative Units</b>			
Centre for Continuing and Distance Education	\$3,289,559	3.0%	\$99,000
Consumer Services Division	\$611,170	49.9%	\$305,000
Educational Media Access and Production	\$1,818,984	2.0%	\$36,000
Facilities Management Division	\$19,396,423	4.8%	\$925,000
Finance and Resources (includes Corporate Administration, Campus Safety)	\$4,343,218	2.0%	\$87,000
Financial Services Division	\$5,879,268	2.0%	\$117,000
Gwenna Moss Centre for Teaching Effectiveness (University Learning Centre)	\$1,190,148	0%	\$0
Human Resources Division	\$3,847,284	2.0%	\$77,000
Information Technology Services	\$8,095,648	4.5%	\$364,000
Student and Enrolment Services Division	\$9,659,291	2.0%	\$193,000
University Advancement	\$5,074,380	0%	\$0
Senior Administration (Audit Services; Offices of the President, Provost, Secretary & VP Research)	\$9,774,224	1.0% to 5.0%	\$212,000
<b>TOTAL for Administrative Units</b>	<b>\$72,979,597</b>	<b>3.3%</b>	<b>\$2,415,000</b>
<b>Academic Units</b>			
Agriculture and Bioresources, College of	\$10,615,255	2.1%	\$225,000
Arts and Science, College of	\$48,339,635	4.0%	\$1,950,000
Business, Edwards School of	\$11,072,000	1.5%	\$166,000
Dentistry, College of	\$5,561,288	10.0%	\$556,000
Education, College of	\$8,325,725	8.0%	\$666,000
Engineering, College of	\$12,892,339	2.6%	\$337,000
Environment and Sustainability, School of	\$367,181	0%	\$0
Graduate Studies and Research, College of	\$966,934	0%	\$0
Kinesiology, College of	\$4,357,871	1.0%	\$44,000
Law, College of	\$4,203,418	4.0%	\$168,000
Medicine, College of (Includes School of Physical Therapy)	\$28,122,349	2.0%	\$562,000
Medicine Accreditation	\$16,893,000	0%	\$0
Nursing, College of	\$7,218,571	1.0%	\$72,000
Pharmacy and Nutrition, College of	\$3,979,523	3.0%	\$119,000
Public Health, School of	\$308,000	0%	\$0
Public Policy, Johnson Shoyama Graduate School of	\$543,288	0%	\$0
University Library	\$10,110,884	1.2%	\$125,000
Veterinary Medicine, Western College of	\$22,035,604	2.0%	\$441,000
<b>TOTAL for Academic Units</b>	<b>\$195,912,865</b>	<b>2.8%</b>	<b>\$5,431,000</b>
<b>Central Funds</b>			
<b>TOTAL for Central Funds (Note 1)</b>	<b>\$67,632,902</b>	<b>3.4%</b>	<b>\$2,308,000</b>
<b>Total Administrative, Academic and Central Funds</b>			
<b>TOTAL for University of Saskatchewan</b>	<b>\$336,525,364</b>	<b>3.0%</b>	<b>\$10,154,000</b>

NOTE 1: Central funds are funds administered for the benefit of the entire institution (e.g. central utilities, Academic Priorities Fund, etc.). The specific operating budget reductions to central funds are also subject to a plan that will be developed before June 30, 2009. This plan includes a permanent reduction to the Student Services Fund and the Library Acquisitions Fund in the amount of the originally planned increases to these funds for 2009-10 (i.e. \$394,000 and \$414,000 respectively). As such, the budgets for these funds will be maintained at their 2008-09 levels.