

UPEI
UNIVERSITY
of Prince Edward
ISLAND

Operating Budget
Fiscal 2011-12

Board of Governors

May 5, 2011

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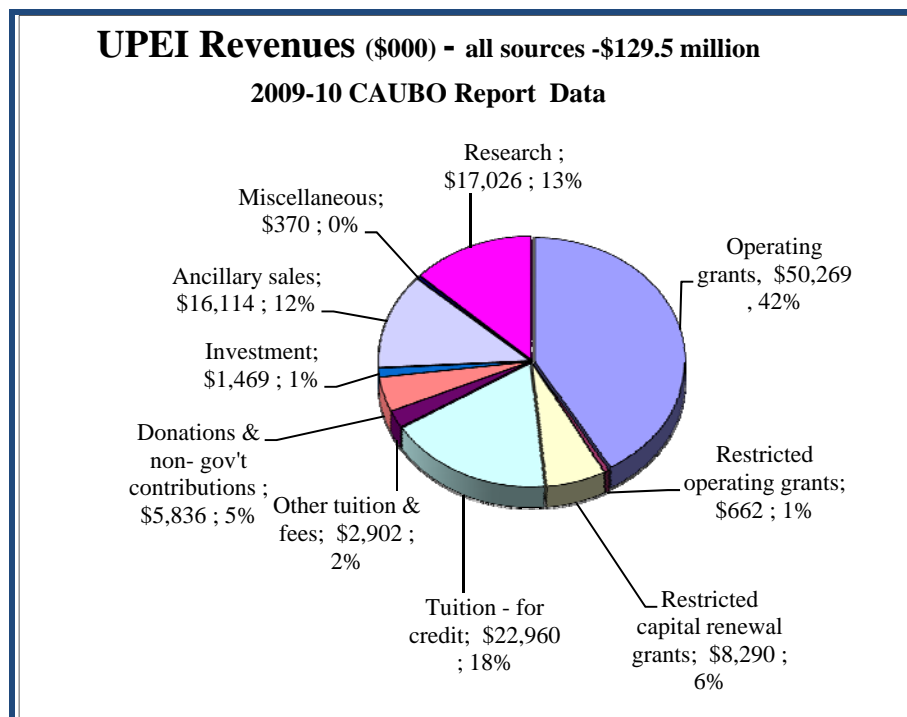
Introduction:

The University operating budget is the primary tool for planning and funding operating expenditures of the University of Prince Edward Island. The 2011-12 operating budget presents the financial plan to fund University faculties, academic support, administration, property & maintenance, student services and ancillary enterprises. The operating budget does not include research funds, which are separately budgeted on a project by project basis, but does include the budgets of departments that provide support to research.

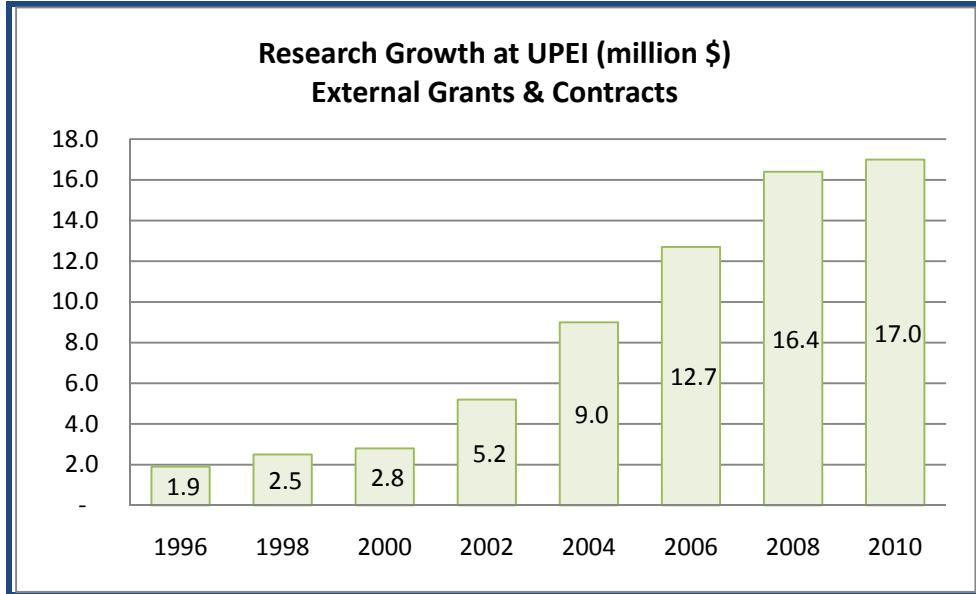
The fiscal 2011-12 Operating Budget is a balanced budget of revenues and expenditures.

As with other years, revenues are used to cover core operating costs, including wages, utilities, equipment replacement and supply cost increases. The principal sources of funding are Provincial government grants and student tuition. This document is intended to give the Board of Governors a clear sense of the major components of the budget together with the changes in revenue and expenditures compared to last year.

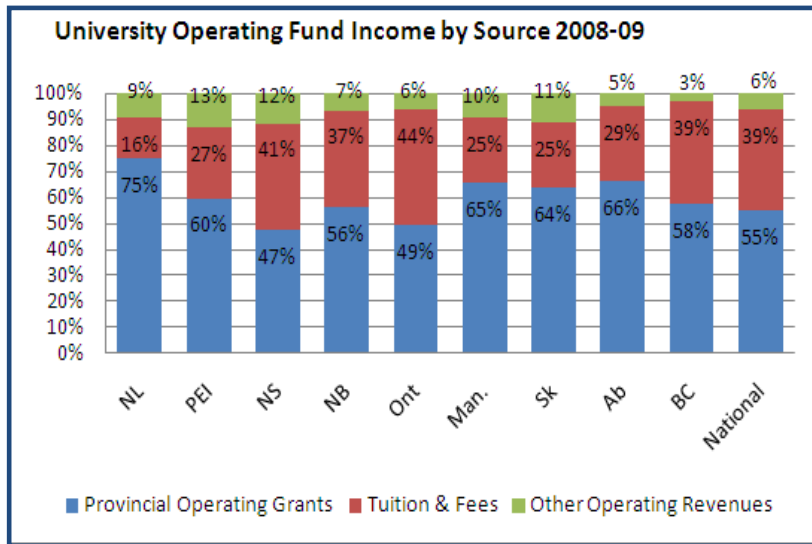
While the operating budget is the University’s primary financial management tool, other separately budgeted activities include research, fund raising for endowment, scholarship and capital purposes, and capital construction projects. The University’s Capital budget will be presented in a separate document to the Board in the fall of 2011. On a funds flow basis, the University generated over \$129.5 million in direct revenues in 2009-10. Budgeted operating revenues increased from \$95.3 million in 2010-11 to \$98.6 million in 2011-12.



Research activity at UPEI has remained at historically high levels, with external grants and contract revenues totaling \$17 million in 2009-10, a nine fold increase compared to 1996-97. The impact of supporting this growth is felt throughout the operating budget – in faculties and schools and in the administrative, maintenance and support departments.

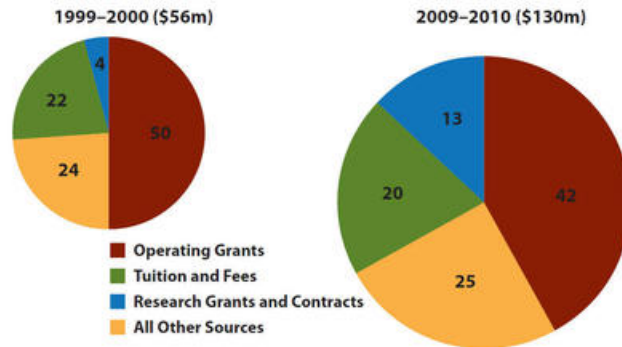


Approximately 54% of the 2011-12 operating budget is supported by government operating and restricted grants and 25% by student tuition and fees. These revenues continue to be the primary sources of funding for the University’s academic programs. While UPEI generates about 21% percent of its revenues from other sources, such as; Ancillary Services (Residences, Food & Conferences Services, Bookstore, and Parking), the Veterinary Teaching Hospital, and Diagnostic Services, most of these revenues are used in generating the income



and supporting the services provided. Based on the latest available national data, UPEI compared favourably with Universities in other Provinces in having a lower percentage of its operating revenue generated from tuition.

The following two charts demonstrate the change in UPEI revenue from all sources over the ten year period from 1999-2000 to 2009-10 based on the latest CAUBO report data. Note that operating grants as a percentage of total University revenues have fallen from 50% in 1999-2000 to 42% in 2009-10 (CAUBO report data).



During the same period research and other revenues increased from 28% to 38% of total revenues.

UPEI is a people based institution and most of its expenditures (71%) are for salaries and benefits. Other major expenditure categories include utilities, departmental supplies, scholarships, equipment and library materials.

The emergence of a global economic recession presented both immediate and longer term challenges for the UPEI budget. The decline in global equity markets has negatively impacted our pension and endowed funds. While the markets have made some recovery from the low points, both our Pension and Endowment investments have lost value from which it will likely take several years to recover. The level of pension plan deficit will be identified when UPEI undertakes a full actuarial valuation on April 30, 2011. The University Endowment is relatively small compared to other Universities, however, there will be some impact on level of funding available for scholarships from this source.

The operating budget relies heavily on government funding and lower government revenues and/or higher deficits will likely impact the funding available for higher education. This fiscal reality combined with enrolment challenges caused by an expected decline in the PEI high school student population, will mean that UPEI must adopt a strategic and proactive approach in managing its limited resources.

Main Campus & AVC:

The University maintains two distinct budget streams in order to clearly present the activities and funding of Main Campus and the Atlantic Veterinary College.

The Main Campus budget includes all University faculties and schools except the Faculty of Veterinary Medicine, as well as, maintenance, administration and support services for the entire campus. The Main Campus budget also includes Ancillary Enterprises, consisting of the Bookstore, Residences, Food & Conference Services, and Parking.

The Atlantic Veterinary College budget includes the four academic departments of Biomedical Sciences, Companion Animals, Health Management, and Pathology/Microbiology as well as professional service units (Diagnostic Services, Veterinary Teaching Hospital, and Animal Resources). The AVC budget also contains units with designated funding such as the Canadian Cooperative Wildlife Health Centre and the Sir James Dunn Animal Welfare Centre. The AVC budget includes all administration, support, and utilities costs attributed directly to the AVC as well as an allocation for a “facilities costs” transfer to the Main Campus budget for a proportionate share of maintenance, administration, and support costs incurred centrally.

Budget Risk:

This budget is founded upon assumptions regarding core funding from the Province of PEI, and in the case of AVC, from the four Atlantic Provinces. The assumptions on grant funding are based upon the best information available at the time of writing this document. Any changes that reduce the level of government funding below assumed levels may require adjustments to other components of this budget.

Another risk factor identified in this budget is the UPEI Pension Plan deficit and related actions to moderate the impact on the operating budget. This budget presents current employer pension contribution rates of 13% but does not provide for any increase to that rate should the April 30, 2011 actuarial valuation identify further funding shortfalls.

The University continues to take a cautious approach in building enrolment based revenues into the core budget. The undergraduate enrolment budget is based upon an entry class of 800 and normal retention rates for the second, third and fourth year classes. The overall growth in tuition is budgeted at \$1.7 million, of which about \$800k is based on enrolment growth.

**University of Prince Edward Island
2011-12 Operating Budget**

	2011-2012 Budget Main Campus	2011-2012 Budget AVC	2011-2012 Total Combined	2010-2011 Total Combined	<i>Increase (Decrease)</i>
Gross Operating Revenues:					
Tuition & Student Fees:	\$19,009,543cr	\$5,974,179cr	\$24,983,722cr	\$23,274,758cr	\$1,708,964
Operating Grant	\$32,163,207cr	\$20,984,901cr	\$53,148,108cr	\$52,134,738cr	\$1,013,370
Ancillaries / Sales & Service	\$7,893,548cr	\$7,154,851cr	\$15,048,399cr	\$14,660,581cr	\$387,818
Other Revenues	\$3,426,398cr	\$759,880cr	\$4,186,278cr	\$4,028,368cr	\$157,910
Total before Restricted Grants	\$62,492,696cr	\$34,873,811cr	\$97,366,507cr	\$94,098,445cr	\$3,268,062
Restricted Grants:					
Alterations and Renovations	\$350,360cr	\$600,000cr	\$950,360cr	\$950,360cr	\$0
Equipment	\$314,120cr	\$0	\$314,120cr	\$314,120cr	\$0
Total Restricted Grants	\$664,480cr	\$600,000cr	\$1,264,480cr	\$1,264,480cr	\$0
Total Main Campus Revenues	\$63,157,176cr	\$35,473,811cr	\$98,630,987cr	\$95,362,925cr	\$3,268,062
Expenditures:					
Salaries and Benefits	\$47,855,428	\$21,679,188	\$69,534,616	\$66,628,576	\$2,906,040
Departmental Supplies and Other	\$10,584,006	\$4,944,958	\$15,528,964	\$15,249,301	\$279,663
Centralized Costs	\$3,137,335	\$0	\$3,137,335	\$2,623,883	\$513,452
Utilities	\$2,949,479	\$2,097,147	\$5,046,626	\$5,620,478	(\$573,852)
Research	\$140,392	\$826,000	\$966,392	\$765,392	\$201,000
Capital Expenditures	\$3,334,925	\$1,082,129	\$4,417,054	\$4,475,295	(\$58,241)
Total Gross Expenditures	\$68,001,565	\$30,629,422	\$98,630,987	\$95,362,925	\$3,268,062
AVC Facility Costs Transfer	\$4,844,389cr	\$4,844,389	\$0	\$0	\$0
Total Net Expenditures	\$63,157,176	\$35,473,811	\$98,630,987	\$95,362,925	\$3,268,062
Net Operating Surplus/(Deficit)	\$0	\$0	\$0	\$0	\$0

Assumptions:

1. The government of PEI will provide operating grants to the Main Campus based upon funding contained in the Provincial budget announced in April 2011. The province will provide separate targeted grants for the Kinesiology program and term funding for the Kindergarten program. The Province will provide separate capital grants to fund long-term debt for the Capital Renewal Program, the Knowledge infrastructure Program and the new School of Nursing Family & Nutritional Sciences building project.
2. The 2011-12 operating grant to the Atlantic Veterinary College is based on the following assumptions and estimates:

<u>Province</u>	<u>Estimated Operating Grant</u>
New Brunswick	3% decrease
Nova Scotia	4% decrease
Newfoundland Labrador	0% status quo
Prince Edward Island	3% increase

The assumption has also been made that the Provinces will retain the historical number of guaranteed seats for qualified applicants. The seat allocation is provided in Schedule 1 of the AVC Operating Budget. The previous Interprovincial Funding Agreement also included a total of \$600,000 in support of a Non Space (alterations and renovations) fund for the AVC. The assumption has been made for 2011-12 that this grant is still in place.

3. Undergraduate tuition, international fees, DVM tuition, graduate program tuition and other fees will increase as recommended in this budget. Enrolments will meet or exceed predicted levels.
4. Salaries and benefits budgets are based upon detailed estimates developed for this budget, including wage settlement costs, increments and benefit costs. Costs estimates are maintained at status quo or lower, except in certain program budgets where expenditures increased based on multi-year plans and targeted funding. These include the MBA Program, the Kindergarten Program, Accelerated Nursing, Kinesiology and Ancillary Services. In addition, the Main Campus capital maintenance budget has been increased to address alternations & renovations and equipment replacement needs.

Recommendations:

1. That undergraduate tuition rates increase to \$495 per course, an increase of \$9 per course.
2. That other fees, including the international student fee, graduate program fees and DVM tuition rates, increase as presented in the Schedule of Tuition Fees on pages 21-24 of this budget.
3. That the balanced budget of revenues and expenditures be approved as presented in the 2011-12 UPEI Operating Budget.

Operating Revenues:

Provincial Operating Grants

Main Campus

The Province of PEI announced its operating grant to UPEI for 2011-12 in its recent budget. The base grant will increase by 3%, plus an additional \$300k will be added to the base grant for the Kinesiology program. A separate term limited grant will be received for the Kindergarten B.Ed. program.

Chart - Main Campus Operating Grants

Fiscal year	Base Operating Grant	Residence Mortgage Grant*	Kinesiology Grant	Tuition Replacement	Total
2007-08	\$23,411,773	\$140,000	0	\$2,100,000	\$25,651,773
2008-09	\$27,410,873	\$140,000	0	\$600,000	\$28,150,873
2009-10	\$30,128,073	\$140,000	0	0	\$30,268,073
2010-11	\$30,954,300	\$140,000	0	0	\$31,094,300
2011-12	\$31,863,207	\$140,000	\$300,000	0	\$32,303,207

*Residence Mortgage Grant is included in Ancillary revenue

Main Campus receives restricted grants for equipment and renovations, and for ongoing provincial commitments to fund debt retirement under the Core Renewal program, Knowledge Infrastructure Program and for capital maintenance. In addition, the Province has committed \$7.167 million in long term debt funding for construction of a building housing the School of Nursing, scheduled for completion in the fall 2011.

Chart - Main Campus Restricted Capital Grants

Year	Restricted A&R / Equipment grant	Capital Maintenance*	Core Renewal*	Knowledge Infrastructure*
2009-10	\$664,480	\$376,500	\$ 2,375,106	
2010-11	\$664,480	\$376,500	\$ 2,297,513	\$250,000
2011-12	\$664,480	\$376,500	\$2,223,443	\$250,000

*Capital Maintenance, Core renewal and Knowledge Infrastructure grants support capital debt servicing and are not part of the operating budget.

Atlantic Veterinary College

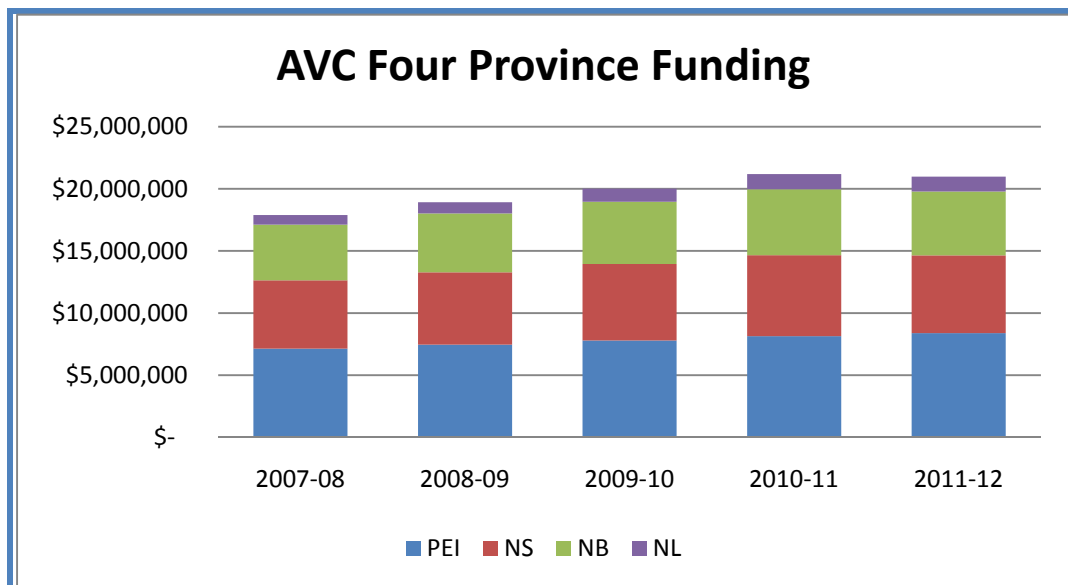
The AVC operating grant is funded by an Interprovincial Funding Agreement between the Atlantic Provinces of New Brunswick, Newfoundland Labrador, Nova Scotia and Prince Edward Island. The most recent Interprovincial Funding Agreement was for five years and concluded with the 2010-11 fiscal year. Discussions between the Atlantic Provinces to establish a new Agreement are currently underway. As part of the process, the Province of Prince Edward Island commissioned an economic impact study that summarizes “The Contribution of the AVC to the Economy of the Atlantic Provinces”.

For purposes of developing the budget for the 2011-12 fiscal year, estimates of the operating grant to the AVC have been made based on the following assumptions:

<u>Province</u>	<u>Estimated Operating Grant</u>
New Brunswick	3% decrease
Nova Scotia	4% decrease
Newfoundland Labrador	0% status quo
Prince Edward Island	3% increase

The previous Interprovincial Funding Agreement also included a total \$600,000 in support of a Non Space (alterations and renovations) fund for the AVC. The assumption has been made for 2011-12 that this grant is still in place. The estimated net decrease in the total operating and non-space grants is \$200,264.

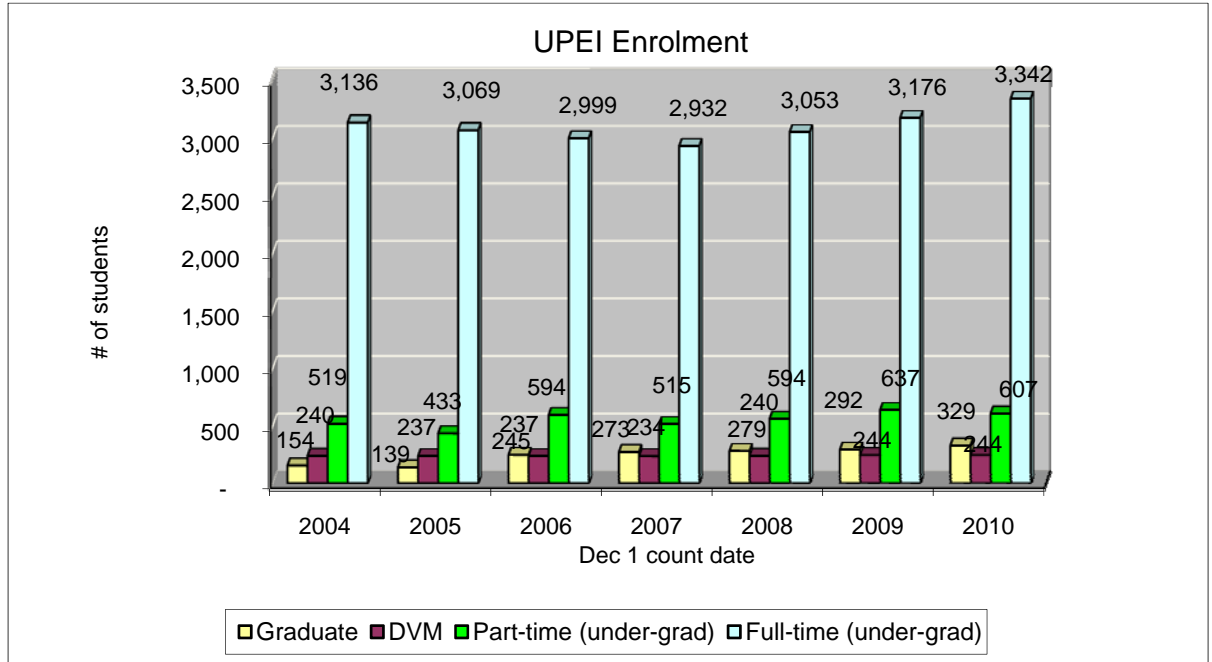
Chart – AVC Operating Grants



Enrolment & Tuition Rates:

Enrolment

Chart – Enrolment History 2004-2010 (December 1st count date)



From a budget perspective, the particular challenge is predicting undergraduate enrolment. PEI High school enrolment is expected to decline by twenty-five per cent through 2017 and UPEI recruits about 28% of Island high school graduates.

Based upon maintaining a first year class of 800 and upon normal retention rates, undergraduate enrolment is predicted as follows:

Chart – Undergraduate Enrolment - Actual & Predicted (shaded in blue)

Year	First	Second	Third	Fourth	Undeclared	B.Ed	Totals
2007	828	718	554	626	56	150	2,932
2008	904	749	572	618	61	149	3,053
2009	961	852	584	556	55	168	3,176
2010	998	819	686	596	54	152	3,342
2011	800	880	633	707	40	150	3,210
2012	800	725	680	652	40	150	3,047
2013	800	725	561	701	40	150	2,977
2014	800	725	561	578	40	150	2,854

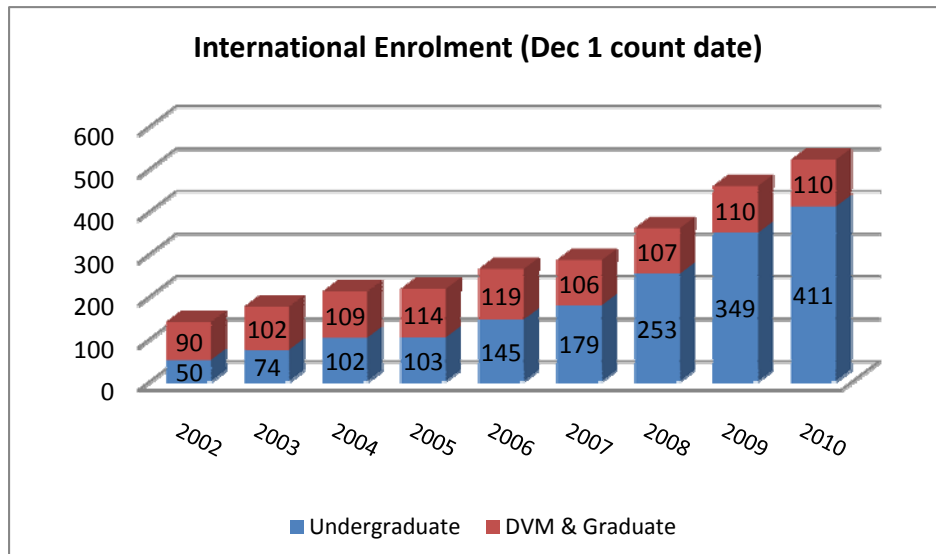
This budget includes an additional \$800k in enrolment based revenues. The University continues to take a cautious approach when including enrolment based revenues in its core budget.

DVM program enrolment has remained stable at about 240 students. The number of DVM student seats reserved for students from Nova Scotia was restored to 16 seats per year beginning in 2007-08. Between 2002-03 and 2006-07 Nova Scotia utilized 11 seats per year. The number of DVM student seats reserved for students from Newfoundland and Labrador increased from 2 seats per year to 3 seats per year beginning in 2007-08.

Graduate student enrolment is predicted to trend upward as new programs and out-reach initiatives are developed and approved.

International enrolment has been another growth area for the University, with a commitment to grow the international student base to ten per cent of total enrolment. At December 1, 2010 there were 521 international students enrolled at UPEI representing 11.5 per cent of total enrolments.

Chart – International Enrolment



Tuition & Fees

Tuition rates for Canadian students in undergraduate programs are recommended to increase by \$9 per course from \$486 to \$495 per course.

The new graduate student fee introduced in 2009-10 is being phased in over three years. In combination with year 3 of graduate student fee phase-in, overall tuition rates will increase by 3% for most graduate programs. An exception is the MBA program fee which is increasing to \$28,700 (\$900 for text books included) based on a better knowledge of the costs to run the program, changes to the program, the quality of the program, and projected student numbers.

The International fee will increase to \$5,674 in 2011-12, an increase of \$500 per year. This funding provides targeted resources to further support the specific requirements of this growing part of the University community.

The Admin and Athletic Fee will increase by \$3 to \$179 per year.

UPEI tuition fees will remain among the lowest in the Atlantic Provinces for both Canadian and international under-graduate students. For 10 courses in 2011-12, rates will be \$4,950 for Canadian student tuition and \$10,624 (\$4,950+\$5,674) for international students.

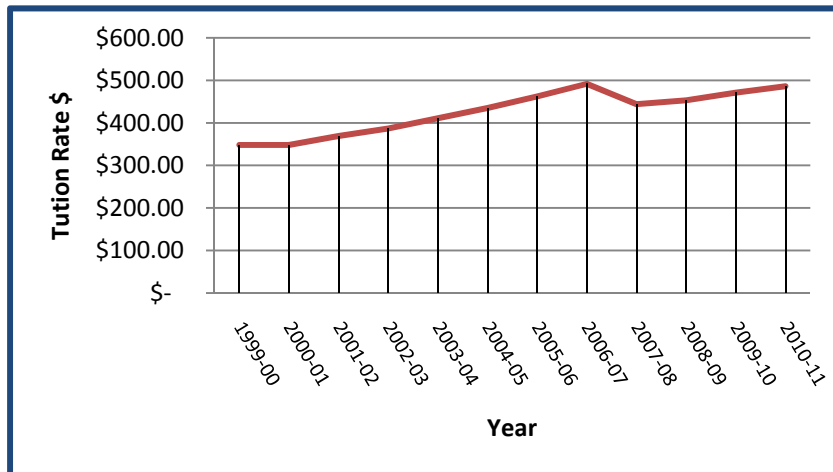
Chart – Tuition Rates 2010-11 – Atlantic Universities

University	Cdn. Student Rate
Memorial University of NL	\$2,550
St. Thomas University	\$4,570
University of Prince Edward Island	\$4,860
Université de Moncton	\$4,920
Atlantic School of Theology	\$5,210
University of New Brunswick	\$5,482
N.S. Agricultural College	\$5,500
N.S. College of Art & Design	\$5,501
Mount St. Vincent University (Arts)	\$5,550
Mount Allison University	\$5,550
Saint Mary's University Arts)	\$5,580
Cape Breton University	\$5,660
Université Sainte-Anne	\$5,668
University of King's College (Arts)	\$6,030
Dalhousie University	\$6,030
St. Francis Xavier University	\$6,205
Acadia University	\$6,652
Average - Atlantic Universities	\$5,385

Chart – 2009-10 Comparison of International Student Fees (Sample of Canadian Universities)

University	Int'l Rate
Memorial University of NL	\$8,800
University of Prince Edward Island	\$10,034
Mount St. Vincent University (Arts)	\$10,845
Saint Mary's University (Arts)	\$11,160
Cape Breton University	\$11,320
University of New Brunswick	\$12,232
St. Francis Xavier University	\$12,410
Acadia University	\$12,939
Dalhousie University	\$13,290
Mount Allison University	\$14,110
Bishops University	\$15,420 - \$17,118
McGill University (Arts)	\$14,462
McGill University (Science)	\$21,600
Brock University	\$14,160
U of Ottawa (Arts)	\$17,086
U of Winnipeg	\$11,007
U of Saskatchewan	\$12,246
U of Calgary	\$17,836
Simon Fraser University	\$15,816

Chart – Undergraduate Tuition Rates at UPEI – over 12 years (per course)



AVC Tuition Rates

Tuition for DVM students is proposed to increase by \$750 to \$10,471. The DVM International fee is proposed to increase by \$410 to \$41,394 for the incoming 2011-12 class, resulting in a total international tuition of \$51,865. The international fee remains flat for each incoming class for the 4 years of the DVM program while the tuition is subject to the annual budget increases. The DVM international fees for the second, third, and fourth year classes have been maintained at \$39,392, \$40,180 and \$40,984 respectively.

A full listing of 2011-12 UPEI student tuition and fee rates is provided on Pages 21-24.

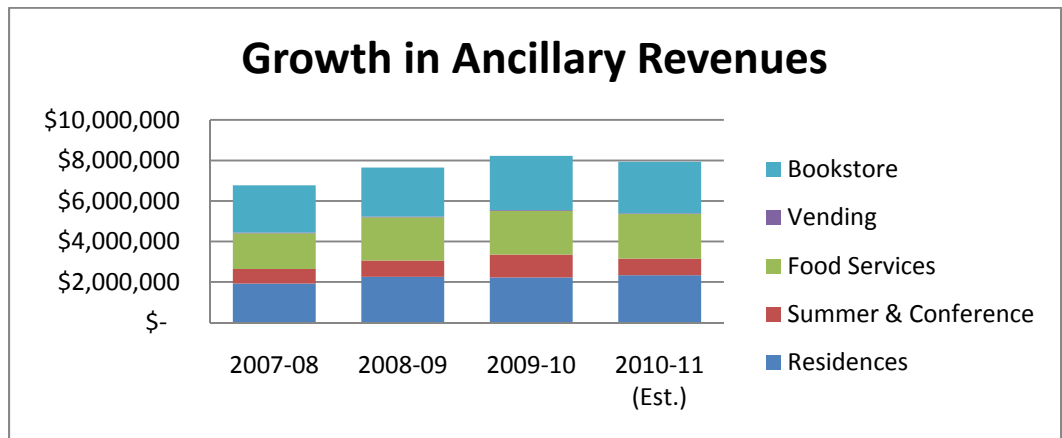
Other Revenues

Ancillary Enterprises

Ancillary revenues are generated by the Bookstore, Residences, Food & Conference Services, and Vending (see page 38 for details).

Residence, Conference & Food Services is operating under a business plan developed in conjunction with the Residence Renewal Plan which saw the construction of the Andrew Hall and major renovations to Bernardine and Blanchard Halls. The long term debt related to the construction of the Andrew Hall is amortized over 25 years.

Chart – Ancillary Revenues

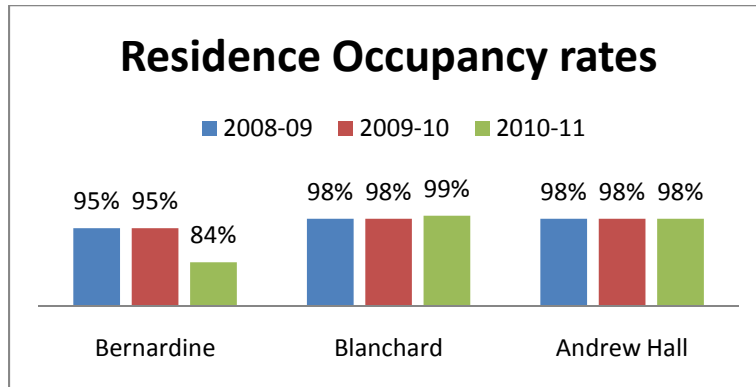


Summer and Conference revenues exceeded normal expectations in 2009-10 when UPEI hosted the 2009 Summer Canada Games. Even though the 2010-11 revenues have declined from the previous year, they exceeded their budget target by \$89,000.

Actual residence occupancy rates remained strong in 2010-11 for Blanchard Hall and Andrew Hall as demonstrated by the chart below. A drop in occupancy occurred in Bernadine Hall during the winter semester due to an unusual number of single semester exchange students in residence for the fall semester only.

Room rates will increase by 3% and meal plan rates by 3% in 2011-12 in accordance with the Residence Business Plan.

Chart – Residence Occupancy Rates – Academic year (avg.)



Other Revenues

Other revenues are generated from parking, overhead recoveries, fitness memberships, athletic camps, central printing, restricted grants, investment income, and revenues generated by the Centre for Life-Long Learning programs.

The Atlantic Veterinary College generates service revenues from Diagnostic Services, the Veterinary Teaching Hospital, and Animal Resources that contribute to funding the operations of the Atlantic Veterinary College. The AVC has undertaken a plan to enhance the service programs in cardiology, radiology, community practice and ambulatory equine services. This, in combination with service fee increases, results in the target for VTH gross revenues to increase by 12.6%. Diagnostic Services and Animal Resources revenue is budgeted to increase by a nominal 0.8%.

Operating Expenditures:

Status Quo Budget

This budget is a status quo budget with most non-salary departmental budgets frozen at last year levels. Increases to program budgets for the MBA, Kindergarten, Kinesiology and Accelerated Nursing are based on target program revenues and multi-year funding plans.

Salaries & Benefits

Wage costs are budgeted at \$69.5 million in 2011-12 which represents an increase of \$ 2.9 million over the previous budget year. Wage costs include provision for salary settlements, increments, sabbatical leaves, and benefit costs.

Term and separately funded positions include those funded by: the Federal Indirect Costs of Research (ICR) grant; NRC and AAFC for operation of the INH building; AIF projects; Life Long Learning program fees, EAP program tuition; and term based projects.

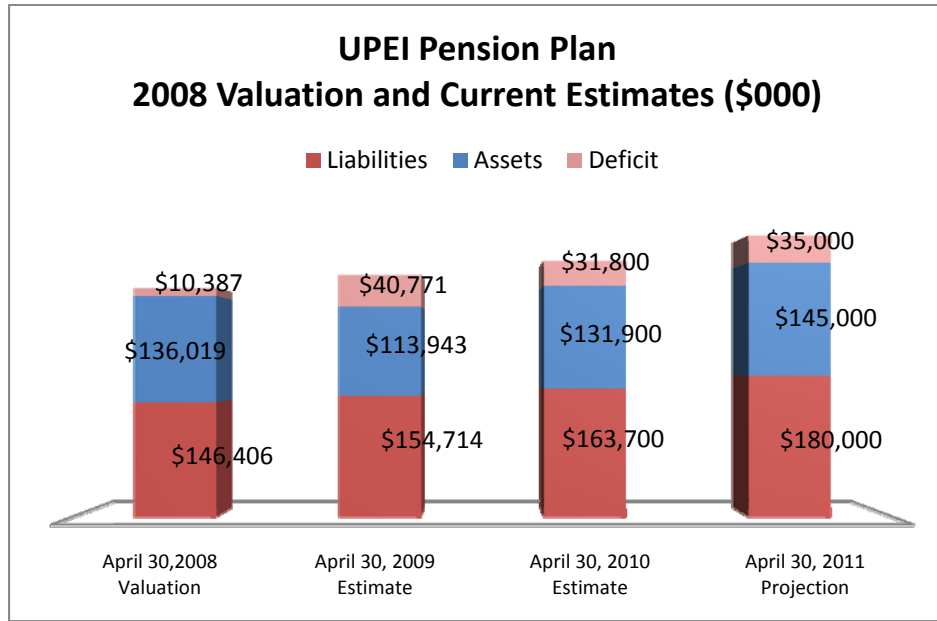
The Faculty Association and the University recently reached an agreement on salary scales covering the 2011-12 fiscal year. Four other collective agreements (CUPE 1870, CUPE 501, IBEW and FA2) remain to be settled and this budget includes an estimated salary settlement factor.

The budgeted rate for employee benefits has not been increased.

Pension Plan Deficit

The deficit in the Pension plan was estimated at \$32 million at April 30, 2010 with a funding ratio of 80%. Markets have recovered somewhat over the past year; however, increases to liabilities will likely more than offset any market gains. The University operating budget currently contributes 13% of pensionable payroll or about \$5.4 million annually to the plan. Annual pension liabilities grow in relation to wage rates, mortality tables and other pension costs assumptions. Since this budget does not include an increase to the employer's pension contribution rate, the University will need to take measures to reduce any Plan deficits to levels sustainable within the current contribution level. The next actuarial valuation is on April 30, 2011 and it is expected that that the pension deficit will be in the range of \$35 million. A \$35 million deficit would require additional contributions of about \$1.2 million per year or a similar reduction in benefit liabilities.

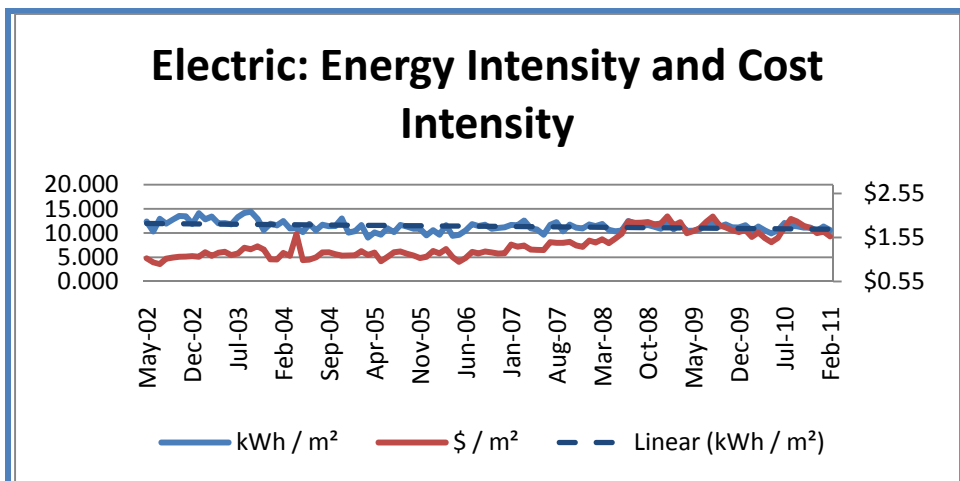
Chart – Pension Plan – Estimated Financial Position at April 30, 2011



Utilities

Over all, the Utilities (electricity, heat and water) costs are expected to decline by 10.2% in 2011-12, which reflects the combined effect of rate decreases for electricity, heat energy savings and new space costs for the new School of Nursing/FNS building. The current electricity rate schedule is known for 2 years, however, rates for 2013-14 and beyond are unknown at this time. The University’s Energy Management Plan continues to have a positive impact on energy consumption. While both energy rates and floor space have significantly increased since 2002, annual year over year energy costs have been moderated by energy conservation measures.

Chart – Electrical Energy Intensity



- Since 2002, electric energy intensity has been decreasing while the cost for energy has continued to escalate.
- The improved energy efficiency has reduced our total cost exposure.
- Total energy consumption has increased due to campus expansion, but energy intensity continues to decrease due to improved efficiency in older buildings and construction of energy efficient new buildings.

Chart – Electrical Usage & Cost

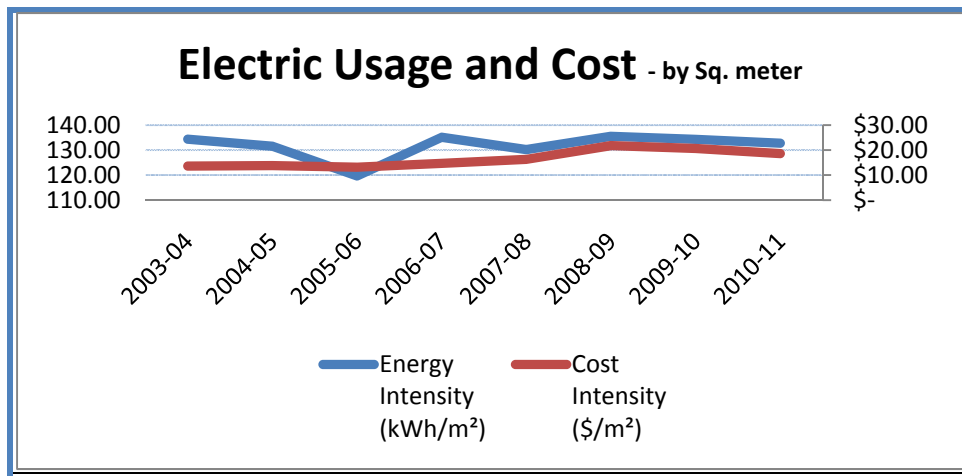
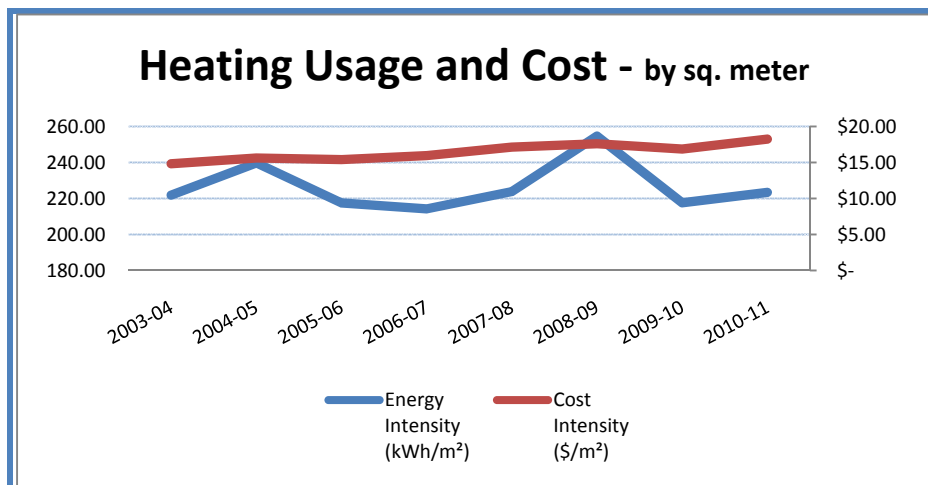


Chart – Heat Usage & Cost



- Our long term contract with PEI Energy Systems continues to provide good value, with an average cost of about \$0.065 / kWh of heat provided.
- Since 2003-04 to present, the university has saved over \$10,000,000 versus heating the campus using electricity.
- Heating costs have increased this year due to a normal winter and an increase in oil prices over the last year.

Other Expenditures

The Main Campus budget includes central support services provided to AVC for maintenance, security, library, computing, audio visual, graphics, human resources, accounting, procurement, registration, student services, research administration, and other services. The AVC budget provides an annual transfer to the Main campus budget to cover these costs. The facilities costs transfer budget for 2011-12 is \$4.8 million.

The budget includes new expenditure budgets for programs and services funded directly by new revenues including the MBA program, Kindergarten, Accelerated Nursing, and Kinesiology.

Ancillary Enterprises

Ancillary Enterprises expenditures are detailed in Appendix B of the Main campus operating budget. These include salaries & benefits, cost of goods sold, catering, debt servicing and other expenditures needed to generate ancillary revenues. Ancillary expenditures are budgeted at \$7.9 million for 2011-12.

Capital Expenditures, Debt Servicing and Internal Financing

Most of the University's external debt is funded by separate capital grants from the Province of PEI, with the exception of Residences construction and renovation debt, which is funded by Residence operating revenues (see page 38). The AVC operating budget includes financing of Phase III of the AVC Expansion capital project (page 31).

To deal with mounting capital maintenance issues, the capital maintenance budget has been increased by \$130,000.

In addition to Residence and AVC long term debt, the operating budget includes capital expenditures for equipment, library materials and internal financing (the amortization of capital purchases over several budget years).

Expenditure Summary

The following chart presents the major cost components of the University's operating budget.

	2010-11 \$(000)	2011-12 \$(000)	Increase/ (Decrease)
AVC Programs	\$ 30,730	\$ 30,629	\$ (101)
AVC Facility Costs	\$ 4,634	\$ 4,844	\$ 210
Main Campus Programs	\$ 52,710	\$ 55,714	\$ 3,004
Ancillary Enterprises	\$ 7,289	\$ 7,444	\$ 155
Total	\$ 95,363	\$ 98,631	\$ 3,268

2011-12 Tuition Rates**Under –Graduate Tuition****2011-12 2010-11**

Credit Tuition	3 Semester Hours	\$495	\$486
	6 Semester Hours	\$990	\$972
Non- Credit (Audit)	3 Semester Hours	\$318	\$312
	6 Semester Hours	\$636	\$624
Other Tuition	Student Success Fee	\$400	\$400
	Options Program	\$400	\$400
	Co-op Program Fee (Business)	\$650	\$650
	Co-op Program Fee (Computer Science, Physics)	\$461	\$461
	Computer Science Co-op Work Term	\$576	\$576
	Physics Co-op Work Term Fee	\$576	\$576
	Dietetic Co-op Work Term	\$1,000	\$1,000
	ACE Program Fee	\$4,950	\$4,860
	Course based PLAR	\$243	\$243
	Program based PLAR	\$495	\$486
	Transition Program	\$744	\$744

International Fee (All programs except DVM)			
	International Fee Full-time Student (Academic Year)	\$5,674	\$5,174
	International Fee Part-time Student (Per Course)	\$567	\$517

Doctor of Veterinary Medicine			
	Canadian	\$10,471	\$ 9,721
	Class of 2015 International	\$51,865	Not applicable
	Class of 2014 International	\$51,455	\$50,705
	Class of 2013 International	\$50,651	\$49,901
	Class of 2012 International	\$49,863	\$49,113
	DVM Special - International (10 4th year rotations)	\$51,865	\$50,705

2011-12 Tuition Rates**Masters & PhD Tuition****2011-12****2010-11**

Masters Programs	Master of Arts , Education, Nursing, Science, (MSc, MVSc)	\$6,254	\$6,254
	Master of Arts, Education, Nursing, & Science/ Course	\$625	\$625
	Master of Arts, Education, Nursing & Science/ Course – Audit	\$418	\$418
PhD Program	PhD/Program Science & Education	\$9,381	\$9,381
	Graduate Programs Support Fee (in addition to above fees):		
	Per program year	\$300	\$200
	Per course (credit)	\$60	\$40
	Per course (audit)	\$45	\$30

Other Masters Programs*	Master of Education - Nunavut/Course	\$1,450	\$1,450
	Master of Education - Community Colleges	\$12,668	\$12,420
	Master of Business / Program	\$27,800	\$23,600
	Master of Business /Course	\$2,780	\$2,360
	Master of Applied Health Research/ Program	\$12,240	\$12,240

* Includes Graduate Programs Support fee

Other Fees	Out-of-Province Fee (per course)	\$275	\$275
	Maintenance of Status Fee - MA, M Ed, MSc, PhD	\$339	\$339
	Thesis-Master of Education	\$2,500	\$2,500
	Course Materials Fee – Master of Business (per year)	\$900	N/A
	Course Retake Fee – first retake - Master of Business	\$1,000	\$1,000
	Course Retake Fee – second retake - Master of Business	\$2,000	\$2,000
	International Fee Full-time Student (Academic Year)	\$5,674	\$5,174
	International Fee Part-time Student (Per Course)	\$567	\$517

2011-12 Tuition Rates**Other Program and Course Fees:****2011-12 2010-11**

Other Fees	Laboratory Fee (per course)	\$15	\$15
	Music Instruction Fee	\$250	\$250
	Education Professional Fee	\$190	\$190
	Nursing-1st Year Fee	\$75	\$75
	Canadian Nursing Student Association Fee	\$5	\$5
	UPEI Nursing Student Association Fee	\$10	\$10
	Salamanca Program Fee	\$100	\$100
	SCVMA Fee	\$17	\$17

	Athletic & Admin Fee - Full time	\$179	\$176
	Admin Fee - Part-time (per course)	\$5	\$5
	Technology Fee - Full time	\$30	\$30
	Technology Fee - Part-time (per course)	\$3	\$3
	Fitness Centre Fee - Full-time (per semester)	\$34	\$34
	MAPUS - Part-time (per course)	\$10	\$10
	Challenge Examination	\$100	\$100
	Transcript:		
	Additional charge if by registered mail	\$5	\$5
	Additional charge if "rush" service required	\$10	\$10
Application Fees	Professional programs:		
	BEd, BScN, DVM Canadian	\$50	\$50
	Graduate (MSc, MA, MBA, M'ED, MVSC, PhD on each application)	\$75	\$75
	International - undergraduate	\$75	\$75
	International - graduate	\$100	\$100
	DVM Foreign (applications through VMCAS)	\$50	\$50
	DVM Special, Advanced Standing, Transfer Students	\$100	\$100
	Other programs - on first application only	\$50	\$50
Miscellaneous Fees	SAVS Laundry Fees - DVM	\$50	\$50
	Rabies Vaccination Fee (AVC)	\$100	\$100
	Late Payment Fees (fees and balance, if applicable, not paid in full)		
	Fall & Winter Semesters		
	Full-time	\$60	\$60
	Part-time	\$30	\$30
	Summer Sessions		
	After last day for advance registration	\$25	\$25
	NSF Returned cheque Administration Fee	\$20	\$20
	Reinstatement Fee (after cancellation of registration)		
	Full-time students	\$50	\$50
	Part-time students	\$25	\$25

2011-12 Tuition Rates**Tuition Deposits (Non-Refundable)****2011-12****2010-11**

	All programs	\$100	\$100
	First year -Nursing	\$500	\$500
	First year -Education	\$500	\$500
	First year -DVM	\$500	\$500
	First year - Radiography	\$500	\$500
	Master of Business	\$1,000	\$1,000

Residences Rates (Academic Year)**2011-12****2010-11**

<i>Room</i>	Bernardine Hall		
	Double	\$4,134	\$4,014
	Single	\$5,280	\$5,126
	Andrew Hall		
	1 Bedroom Suite	\$5,824	\$5,654
	2 or 3 Bedroom Suite	\$5,558	\$5,396
	Blanchard Hall	\$5,428	\$5,270
Meal Services	7 Day Meal Plan (includes \$100 retail cash per term)	\$3,820	\$3,700
	5 Day Meal Plan (includes \$100 retail cash per term)	\$3,710	\$3,590
Other	Security Deposit	\$300	\$300

**ATLANTIC VETERINARY COLLEGE
UNIVERSITY OF PRINCE EDWARD ISLAND
2011-12 Operating Budget**

	2010-11 Budget	2011-12 Budget	<i>Increase (Decrease)</i>	
Gross Operating Revenues:				
Operating Grant	21,185,165cr	21,009,364cr	(175,801)	Schedule 1
Tuition & Student Fees	5,633,595cr	5,974,179cr	340,584	Schedule 2
Sales, Service Revenues	6,945,850cr	7,154,851cr	209,001	Schedule 3
Other Revenues	<u>999,879cr</u>	<u>759,880cr</u>	<u>(239,999)</u>	Schedule 3
Total before Restricted Grants	34,764,489cr	34,898,274cr	133,785	
Restricted Grants:				
Non- Space/ Alterations & Renovations	<u>600,000cr</u>	<u>600,000cr</u>	<u>-</u>	Schedule 1
Total AVC Revenues	<u>35,364,489cr</u>	<u>35,498,274cr</u>	<u>133,785</u>	
Expenditures:				
Salaries & Benefits	21,596,744	21,679,188	82,444	Schedule 4
Departmental Supplies, Other	4,970,415	4,969,421	(994)	
Utilities	2,456,048	2,097,147	(358,901)	Schedule 5
Facility Costs Transfer	4,634,153	4,844,389	210,236	
Graduate Stipends, DVM Awards & Internal Research	625,000	826,000	201,000	Schedule 6
Capital Expenditures	525,319	525,319	-	Schedule 7
Phase III - Debt Servicing	<u>556,810</u>	<u>556,810</u>	<u>-</u>	Schedule 7
Total Expenditures	<u>35,364,489</u>	<u>35,498,274</u>	<u>133,785</u>	
Net Operating Surplus/(Deficit)	<u>-</u>	<u>-</u>	<u>-</u>	

Note: The 2010-11 budget has been re-stated to reflect the Facility Costs Transfer budget line.

**ATLANTIC VETERINARY COLLEGE
UNIVERSITY OF PRINCE EDWARD ISLAND
2011-2012 Operating Budget**

Schedule #1**Interprovincial Funding Agreement:**

	2010-11 Budget	2011-12 Budget	Increase (Decrease)
Operating Grants ¹:			
New Brunswick	5,300,313cr	5,141,304cr	(159,009)
Newfoundland Labrador	1,223,149cr	1,223,149cr	-
Nova Scotia	6,523,463cr	6,262,524cr	(260,939)
Prince Edward Island	<u>8,138,240cr</u>	<u>8,382,387cr</u>	<u>244,147</u>
Total Operating Grant	21,185,165cr	21,009,364cr	(175,801)
 Non-Space/Alterations & Renovations:			
New Brunswick	101,400cr	98,358cr	(3,042)
Newfoundland Labrador	15,600cr	15,288cr	(312)
Nova Scotia	124,800cr	119,808cr	(4,992)
Prince Edward Island	<u>358,200cr</u>	<u>366,546cr</u>	<u>8,346</u>
Total	<u>600,000cr</u>	<u>600,000cr</u>	<u>-</u>
 Total Grants	<u>21,785,165cr</u>	<u>21,609,364cr</u>	<u>(175,801)</u>

¹ Interprovincial Funding Agreement

<u>Province</u>	<u>Seats per year</u>
New Brunswick	13
Nova Scotia	16
Newfoundland Labrador	3
PEI	10
International Seats	<u>18</u>
TOTAL	<u>60</u>

**ATLANTIC VETERINARY COLLEGE
UNIVERSITY OF PRINCE EDWARD ISLAND
2011 - 2012 Operating Budget**

Schedule #2

	2010-11 Budget	2011-12 Budget	<i>Increase (Decrease)</i>
Tuition & Student Fees:			
DVM Canadian Tuition	2,333,140cr	2,513,039cr	179,899
DVM International Fees	3,065,328cr	3,157,836cr	92,508
Grad Program Fees	151,208cr	198,083cr	46,875
Grad Program International Fees	68,719cr	90,021cr	21,302
Rabies Vaccination Fees	5,200cr	5,200cr	-
VMCAS Application Fees	<u>10,000cr</u>	<u>10,000cr</u>	<u>-</u>
Total Tuition & Student Fees:	<u>5,633,595cr</u>	<u>5,974,179cr</u>	<u>340,584</u>

**ATLANTIC VETERINARY COLLEGE
UNIVERSITY OF PRINCE EDWARD ISLAND
2011-2012 Operating Budget**

Schedule #3

Sales, Service, and Other Revenues ¹

	2010-11 Budget	2011-12 Budget	Increase (Decrease)
Sales, Service:			
Diagnostic Services	2,314,739cr	2,283,608cr	(31,131)
Veterinary Teaching Hospital	3,262,342cr	3,673,849cr	411,507
Animal Resources	370,316cr	375,634cr	5,318
Restricted Funding	652,346cr	529,674cr	(122,672)
Miscellaneous	346,107cr	292,086cr	(54,021)
Subtotal	<u>6,945,850cr</u>	<u>7,154,851cr</u>	<u>209,001</u>
Other:			
Research / Admin. Overheads ²	547,500cr	395,306cr	(152,194)
Wages, Salaries, INH Recoveries ³	452,379cr	364,574cr	(87,805)
Subtotal	<u>999,879cr</u>	<u>759,880cr</u>	<u>(239,999)</u>
Total Sales, Service & Other	<u>7,945,729cr</u>	<u>7,914,731cr</u>	<u>(30,998)</u>

¹ Excludes assisted research, endowments, gifts, special projects.

² Indirect Costs of Research - Facilities	247,500cr	45,306cr	(202,194)
Research Overhead	300,000cr	350,000cr	50,000
Total	<u>547,500cr</u>	<u>395,306cr</u>	<u>(152,194)</u>

³ Dean's Office	103,585cr	124,207cr	20,622
Companion Animals	34,658cr	7,000cr	(27,658)
Health Management	18,663cr	0	(18,663)
CVER	28,608cr	28,896cr	288
Indirect Costs of Research - Facility Transfer	266,865cr	204,471cr	(62,394)
Total	<u>452,379cr</u>	<u>364,574cr</u>	<u>(87,806)</u>

**ATLANTIC VETERINARY COLLEGE
UNIVERSITY OF PRINCE EDWARD ISLAND
2011-2012 Operating Budget**

Schedule #4

Salaries and Fringe Benefits

	2010-11 Budget	2011-12 Budget	<i>Increase (Decrease)</i>
Faculty & Staff:			
AVC Faculty	8,869,682	9,059,669	189,987
AVC Staff	8,641,246	8,595,857	(45,389)
AVC Benefits	<u>4,085,816</u>	<u>4,023,662</u>	<u>(62,154)</u>
Total Salaries and Benefits	<u>21,596,744</u>	<u>21,679,188</u>	<u>82,444</u>

**ATLANTIC VETERINARY COLLEGE
UNIVERSITY OF PRINCE EDWARD ISLAND
2011-2012 Operating Budget**

Schedule #5

Utilities

	2010-11 Budget	2011-12 Budget	<i>Increase (Decrease)</i>
Heat	1,072,400	1,050,000	(22,400)
Electricity	1,251,900	917,147	(334,753)
Water	<u>131,748</u>	<u>130,000</u>	<u>(1,748)</u>
Total	<u>2,456,048</u>	<u>2,097,147</u>	<u>(358,901)</u>

**ATLANTIC VETERINARY COLLEGE
UNIVERSITY OF PRINCE EDWARD ISLAND
2011-2012 Operating Budget**

Schedule #6**Graduate Stipends, DVM Awards & Internal Research**

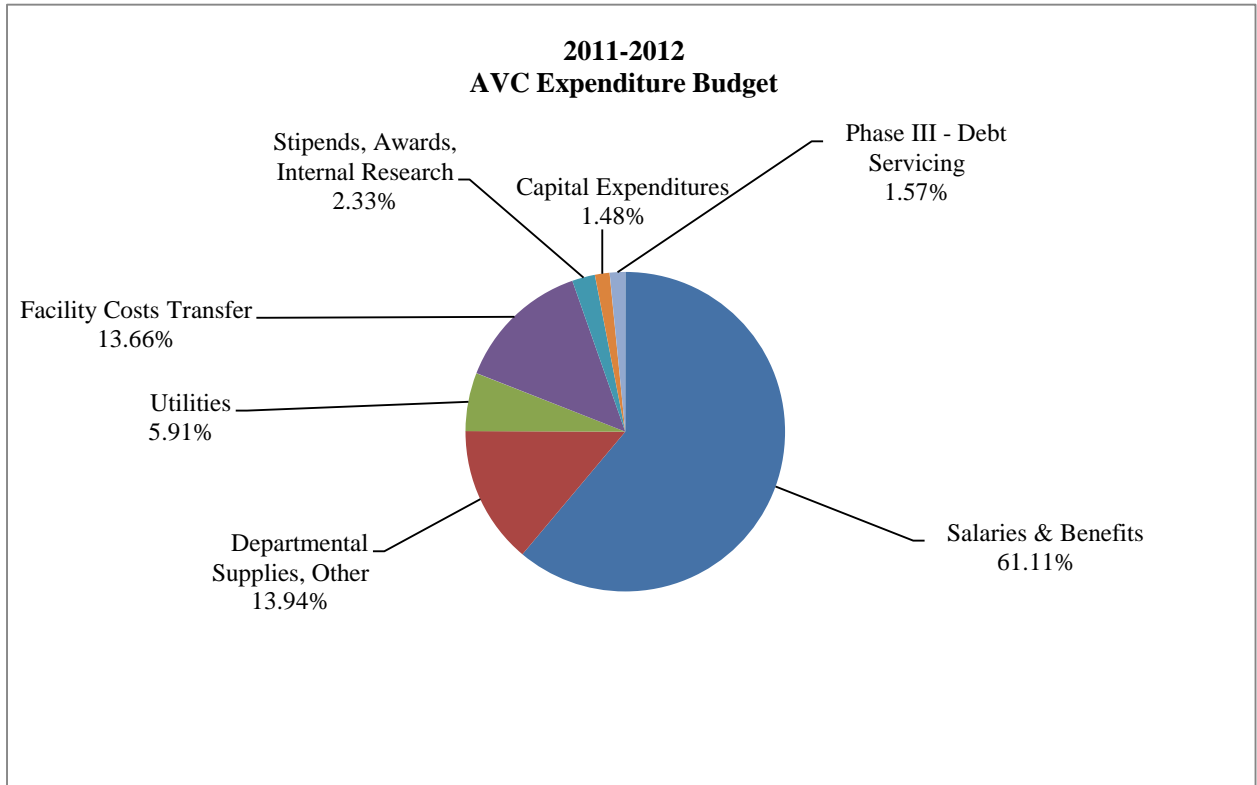
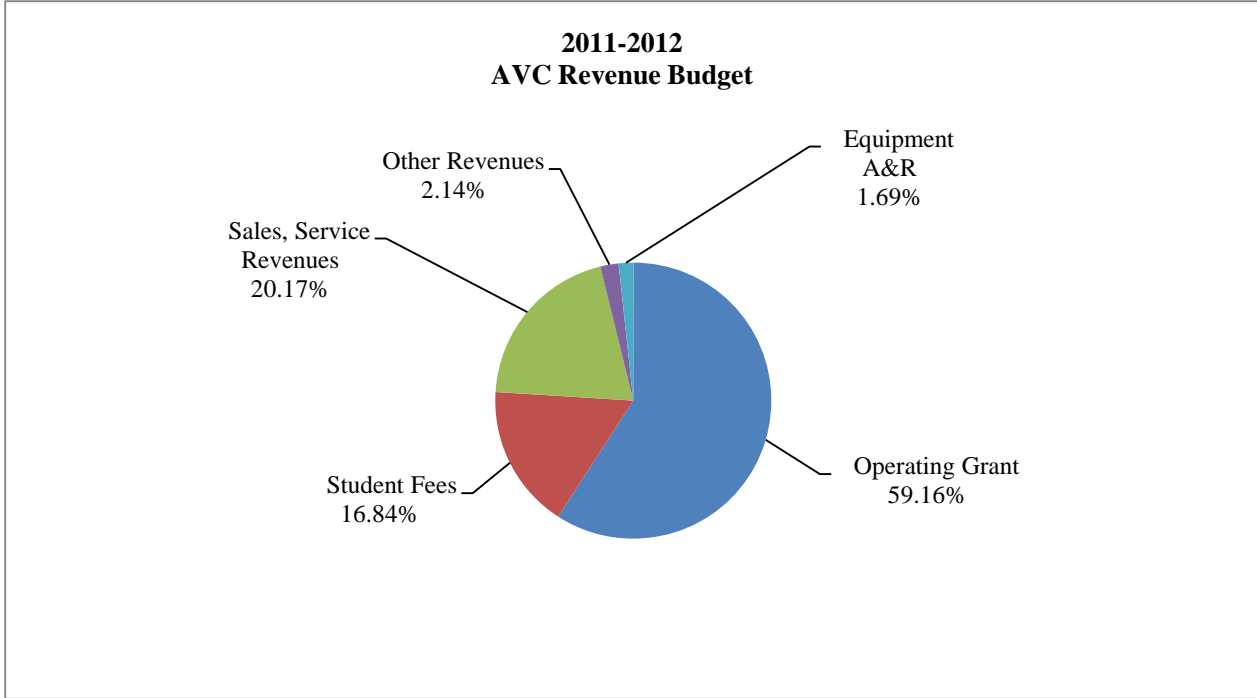
	2010-11 Budget	2011-12 Budget	<i>Increase (Decrease)</i>
Faculty start-up	50,000	50,000	-
Initiatives & Incentives	14,000	14,000	-
Graduate student scholarships	72,286	72,286	-
DVM graduate program awards	180,714	180,714	-
Internal research competition	40,000	40,000	-
Graduate Student Stipends ¹	<u>268,000</u>	<u>469,000</u>	<u>201,000</u>
Total	<u>625,000</u>	<u>826,000</u>	<u>201,000</u>

Schedule #7**Capital Expenditures & Debt Servicing**

	2010-11 Budget	2011-12 Budget	<i>Increase (Decrease)</i>
Books and Periodicals	165,600	165,600	-
Alterations/Renovations	95,800	95,800	-
Equipment - Dean's Office	140,398	140,398	-
Equipment	<u>123,521</u>	<u>123,521</u>	<u>-</u>
Total Capital Expenditures	<u>525,319</u>	<u>525,319</u>	<u>0</u>
Phase III - Debt Servicing	<u>556,810</u>	<u>556,810</u>	<u>-</u>

**ATLANTIC VETERINARY COLLEGE
UNIVERSITY OF PRINCE EDWARD ISLAND
2011-12 Operating Budget**

APPENDIX I



**Main Campus
University of Prince Edward Island
2011-2012 Operating Budget**

		2010-11 Budget	2011-12 Budget	<i>Increase (Decrease)</i>
Gross Operating Revenues:				
<i>Main Campus Revenues:</i>				
Tuition & Student Fees:	Schedule #1	\$17,641,163cr	\$19,009,543cr	\$1,368,380
Operating Grant		30,949,573cr	32,163,207cr	1,213,634
Ancillaries	Appendix B	7,714,731cr	7,893,548cr	178,817
Other Revenues	Schedule #1	<u>3,028,489cr</u>	<u>3,426,398cr</u>	<u>397,909</u>
Total before Restricted Grants		<u>59,333,956cr</u>	<u>62,492,696cr</u>	<u>3,158,740</u>
Restricted Grants:				
Alterations and Renovations		350,360cr	350,360cr	0
Equipment		<u>314,120cr</u>	<u>314,120cr</u>	<u>0</u>
Total Restricted Grants		<u>664,480cr</u>	<u>664,480cr</u>	<u>0</u>
Total Main Campus Revenues		<u>\$59,998,436cr</u>	<u>\$63,157,176cr</u>	<u>\$3,158,740</u>
Expenditures:				
Salaries and Benefits	Schedule #2	45,031,832	47,855,428	2,823,596
Departmental Supplies and Other		10,278,886	10,584,006	305,120
Centralized Costs - Other	Schedule #3A	2,678,883	3,137,335	458,452
Utilities		3,129,430	2,949,479	(179,951)
Research		140,392	140,392	0
Capital Expenditures	Schedule #3B	<u>3,373,166</u>	<u>3,334,925</u>	<u>(38,241)</u>
Total Gross Expenditures		<u>64,632,589</u>	<u>68,001,565</u>	<u>3,368,976</u>
AVC Facility Costs Transfer		4,634,153cr	4,844,389cr	210,236
Total Net Expenditures		<u>59,998,436</u>	<u>63,157,176</u>	<u>3,158,740</u>
Net Operating Surplus/(Deficit)		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

**Main Campus
University of Prince Edward Island
2011-2012 Operating Budget**

Schedule #1

	2010-11 Budget	2011-12 Budget	Increase (Decrease)
Tuition & Student Fees:			
Tuition -Full-time	\$13,801,773cr	\$14,543,601cr	\$741,828
Tuition - Summer School	990,188cr	1,037,247cr	47,059
Tuition - Part-time	656,642cr	932,341cr	275,699
Tuition - Post-graduate programs	1,054,038cr	1,110,646cr	56,608
Athletic & Admin Fee	534,242cr	546,628cr	12,386
Technology Fee	90,000cr	90,000cr	0
Other Tuition & Fees	514,280cr	749,080cr	234,800
Total Tuition & Student Fees	\$17,641,163cr	\$19,009,543cr	\$1,368,380
Other Revenues:			
Interest Income	\$253,000cr	\$330,000cr	\$77,000
Donations	149,794cr	149,794cr	0
Overhead Recoveries	875,284cr	812,384cr	(62,900)
Sports Centre & Athletic Camps	448,068cr	450,624cr	2,556
Province of PEI - Kindergarten Program	0	350,652cr	350,652
Other Grants	301,762cr	307,247cr	5,485
Centre for Life-Long Learning	656,866cr	675,554cr	18,688
Central Printing	218,867cr	218,867cr	0
Other	124,848cr	131,276cr	6,428
Total Other Revenues	\$3,028,489cr	\$3,426,398cr	\$397,909

Schedule #2**Salaries and Benefits:**

	Budget 2010-11	Budget 2011-12	Increase (Decrease)
Full-time Teaching	\$15,290,953	\$15,974,458	\$683,505
Part-time Teaching	3,300,755	3,750,695	449,940
Support Staff	17,648,013	18,580,341	932,328
Benefits	8,792,111	9,549,934	757,823
Total Salaries and Benefits	\$45,031,832	\$47,855,428	\$2,823,596

Main Campus
University of Prince Edward Island
2011-2012 Operating Budget

Schedule #3

Centralized Costs Other :
Schedule #3 A

	2010-11	2011-12	Increase
	Budget	Budget	(Decrease)
Annual Reporting	\$14,160	\$14,160	\$0
Bad Debt Expense	117,000	117,000	0
Board of Governors	46,593	46,593	0
Credit Card Fees	10,000	10,000	0
General Academic Requirements	140,650	140,650	0
General Administrative Requirements	150,000	202,000	52,000
General Property Requirements	35,000	105,000	70,000
Graduation	36,000	36,000	0
Group Benefits Committee	19,278	19,278	0
Insurance	216,659	216,659	0
Memberships	110,400	110,900	500
Faculty Development (PDTR)	227,125	247,125	20,000
Professional Fees	210,000	210,000	0
Property Tax	4,000	4,000	0
Postal Costs	66,140	66,140	0
Staff and Faculty Recruitment	130,000	130,000	0
Scholarships	1,075,878	1,091,830	15,952
Telephone	70,000	70,000	0
Kinesiology Program	0	300,000	300,000
Total	\$2,678,883	\$3,137,335	\$458,452

Capital Expenditures
Schedule #3 B

	Budget	Budget	Increase
	2010-11	2011-12	(Decrease)
Capital Expenditures :			
Library Books and Periodicals	\$620,965	\$620,965	\$0
Equipment	561,304	296,484	(264,820)
Equipment - Restricted	314,120	314,120	0
Computer Labs and Network Upgrade	170,000	170,000	0
Capital Maintenance	350,360	480,360	130,000
Deferred Maintenance	175,000	175,000	0
Internal Financing	82,973	130,241	47,268
Debt Servicing	1,098,444	1,147,755	49,311
Total Capital Expenditures	\$3,373,166	\$3,334,925	(\$38,241)

**Main Campus
University of Prince Edward Island
2011-2012 Operating Budget**

Appendix A**Operating Expenditures by Faculty/Unit**

	2010-11 Budget	2011-12 Budget	<i>Increase (Decrease)</i>
Faculty of Arts			
Full-time Teaching	6,570,187	7,064,455	\$494,268
Part-time teaching	992,430	1,119,362	126,932
Support Staff	590,212	586,091	(4,121)
Benefits	1,739,435	1,793,755	54,320
Departmental Supplies	256,983	261,983	5,000
Faculty of Arts Total	\$10,149,247	\$10,825,646	\$676,399
Faculty of Science			
Full-time Teaching	\$4,479,080	\$4,469,516	(\$9,564)
Part-time teaching	427,836	400,159	(27,677)
Support Staff	907,938	920,151	12,213
Benefits	1,301,059	1,289,948	(11,111)
Departmental Supplies	438,103	438,103	0
Faculty of Science Total	\$7,554,016	\$7,517,877	(\$36,139)
School of Business			
Full-time Teaching	\$1,556,845	\$1,617,993	\$61,148
Part-time teaching	227,015	263,457	36,442
Support Staff	327,317	368,486	41,169
Benefits	477,220	489,662	12,442
Departmental Supplies	364,023	392,161	28,138
School of Business Total	\$2,952,420	\$3,131,759	\$179,339
Faculty of Education			
Full-time Teaching	\$1,345,389	\$1,535,921	\$190,532
Part-time teaching	392,900	646,345	253,445
Support Staff	306,590	319,271	12,681
Benefits	437,268	478,859	41,591
Departmental Supplies	190,010	309,950	119,940
Faculty of Education Total	\$2,672,157	\$3,290,346	\$618,189
School of Nursing			
Full-time Teaching	\$1,083,066	\$1,090,059	\$6,993
Part-time teaching	769,799	819,172	49,373
Support Staff	452,992	467,292	14,300
Benefits	451,799	453,244	1,445
Departmental Supplies	412,496	152,496	(260,000)
School of Nursing Total	\$3,170,152	\$2,982,263	(\$187,889)
Academic Development			
Part-time teaching	\$255,900	\$257,200	\$1,300
Support Staff	4,812,168	4,948,947	136,779
Benefits	1,228,753	1,284,879	56,126
Departmental Supplies	2,051,723	2,048,864	(2,859)
Academic Development Total	\$8,348,544	\$8,539,890	\$191,346

**Main Campus
University of Prince Edward Island
2011-2012 Operating Budget**

Appendix A**Operating Expenditures by Faculty/Unit**

	2010-11 Budget	2011-12 Budget	Increase (Decrease)
Finance & Facilities			
Support Staff	\$7,312,333	\$7,684,923	\$372,590
Benefits	2,068,509	2,168,746	100,237
Departmental Supplies	2,596,866	2,684,225	87,359
Finance & Facilities Total	\$11,977,708	\$12,537,894	\$560,186
Research and Development			
Support Staff	\$368,839	\$423,176	\$54,337
Benefits	117,210	151,794	34,584
Departmental Supplies	27,737	27,737	0
Research and Development Total	\$513,786	\$602,707	\$88,921
President, Advancement & Integrated Communications			
Support Staff	\$1,552,686	\$1,777,999	\$225,313
Benefits	453,808	510,135	56,327
Departmental Supplies	508,337	508,337	0
President & Advancement Services Total	\$2,514,831	\$2,796,471	\$281,640
General Requirements and Ancillaries			
Full-time Teaching	\$256,386	\$196,514	(\$59,872)
Part-time teaching	220,175	225,000	4,825
Support Staff	263,777	323,516	59,739
Benefits	277,540	685,009	407,469
Sub-total Salaries & Benefits	1,017,878	1,430,039	412,161
Utilities	3,129,430	2,949,479	(179,951)
Research	124,966	124,966	0
Capital Expenditures	1,109,480	1,239,480	130,000
Ancillaries (excluding Utilities)	6,719,091	6,895,413	176,322
Centralized Costs (Sch. 3A)	2,678,883	3,137,335	458,452
General Requirements and Ancillaries Total	\$14,779,728	\$15,776,712	\$996,984
Total Expenditures	\$64,632,589	\$68,001,565	\$3,368,976

**Main Campus
University of Prince Edward Island
2011-2012 Operating Budget**

Appendix B - Ancillary Enterprises

	Budget 2011-2012				Budget 2010-2011
	Residence, Food & Conference Services	Bookstore	Parking	Total	Total
Revenue					
Sales	\$4,905,748cr	\$2,557,800cr	\$290,000cr	\$7,753,548cr	\$7,574,731cr
MPHEC Grant	\$140,000cr			\$140,000cr	\$140,000cr
Total Revenue	\$5,045,748cr	\$2,557,800cr	\$290,000cr	\$7,893,548cr	\$7,714,731cr
Expenditures (see Note #1)					
Purchases	\$1,730,878	\$1,950,950	\$0	\$3,681,828	\$3,649,129
Salaries and Benefits	921,385	263,644	16,590	\$1,201,619	1,185,575
Utilities	514,015	35,000	0	549,015	570,383
Supplies	192,461	49,756	17,446	259,663	254,687
Equipment & Maintenance	312,780	6,500	11,844	331,124	312,767
Telephone	85,400	950	0	86,350	88,950
Advertising	20,600	26,000	0	46,600	50,300
Total Expenditures	\$3,777,519	\$2,332,800	\$45,880	\$6,156,199	\$6,111,791
Net Revenue before Debt Servicing and Central Services	\$1,268,230cr	\$225,000cr	\$244,120cr	\$1,737,350cr	\$1,602,940cr
Debt Servicing and Central Services:					
Ancillary Services Administration				\$130,165	\$119,777
Debt Servicing				1,158,065	1,057,906
Total Debt Servicing and Central Services				\$1,288,230	\$1,177,683
Total Net Contribution from Ancillary Operations				\$449,120cr	\$425,257cr

Note #1

Expenditures are included in appropriate summarized categories in main document.