

Wilfrid Laurier University
Operating Budget Projection
In \$000's

Scenario 1

- Base Case
- 09/10 one-time-only costs are eliminated
- Cut to balance budget

	Revised 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13
Revenue				
Tuition Fees	86,254	94,503	102,550	110,700
Government Grants	83,682	85,607	86,977	88,727
Revenue - Other	11,041	11,483	11,942	12,420
Revenue Total	180,977	191,593	201,469	211,846
Expenses				
Personnel Expenses				
Salaries-Academic	72,111	77,137	83,561	90,259
Salaries-Academic One-Time-Only	1,300	0	0	0
Salaries-Administrative	42,450	44,790	47,280	49,894
Salaries- Cost Recovery	(3,721)	(3,869)	(4,024)	(4,185)
Benefits-Statutory,Pension & Insured	20,325	21,341	22,942	24,663
Pension Deficiency Funding	1,700	6,610	11,220	11,220
Benefits-Other	5,706	6,575	7,444	8,313
Personnel Expenses Total	139,872	152,584	168,422	180,164
Departmental Expenses	30,937	31,528	32,158	32,802
Institutional Expenses	10,834	10,954	12,433	12,682
Total Expenses	181,643	195,065	213,014	225,647
Net Surplus(Deficit) before Approp.	(665)	(3,473)	(11,545)	(13,800)
Appropriations	4,162	1,964	964	964
Funding of Internal Operating Deficit		(205)	(205)	(205)
Funding of Internal Capital Fund Deficit		0	0	0
Funding of Employee Benefit Deficit		0	0	0
Funding of Negative Pension Appropriation		0	0	0
Net Surplus(Deficit) after Approp.	3,497	(1,713)	(10,786)	(13,041)
Future Budget Cuts				
Prior Year Cuts		0	1,713	10,786
Current Year Cut		1,713	9,073	2,255
Total Cumulative Future Base Budget Cuts	0	1,713	10,786	13,041
Net Surplus(Deficit)	3,497	0	0	0
% of Base Cut to Departments (2009-10 Base)		1.17%	6.21%	1.54%
Cut of 09-10 One-Time-Only Funds		3,098	0	0
Current Budget Cut + One Time Only Cut		4,811	9,073	2,255
% of Reduction to Departments (2009-10 Base)		3.30%	6.21%	1.54%

Assumptions

Undergraduate Fall Full Time Headcount	13,767	14,330	14,850
Graduate Fall Full Time Headcount	948	1,040	1,120
Total Fall Full Time Headcount	14,715	15,370	15,970

Tuition Fees - 9.6% in 2010-11 and 6.8% in 2011-12 and 7.9% in 2012-13

Gov Grants - 2.3% in 2010-11, 1.6% in 2011-12 and 2.0 % in 2012-13

Salaries Academic*- 7.0% in 2010-11, 8.3% in 2011-12 and 8.0% in 2012-13

Salaries Admin**- 5% in 2010-11, 5.5% in 2011-12 and 2012-13

Departmental Expenses- 2% annual growth

Institutional Expenses - 2% annual growth, with addition of BRAC financing and operating costs in 11/12

+15% annual return on pension plan for 2009

* 'Salaries Academic' has been updated to reflect approximate costs of additional full and part time faculty hires given above headcount projections

** 'Salaries Admin' has been updated to reflect the cost of 15 additional employees over the three year period

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Scenario 2

- No savings from multi-lateral benefits committee
- Amorization of negative internal deficits
- 09/10 one-time-only costs are eliminated
- Cut to balance budget

	Revised 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13
Revenue				
Tuition Fees	86,254	94,503	102,550	110,700
Government Grants	83,682	85,607	86,977	88,727
Revenue - Other	11,041	11,483	11,942	12,420
Revenue Total	180,977	191,593	201,469	211,846
Expenses				
Personnel Expenses				
Salaries-Academic	72,111	77,137	83,561	90,259
Salaries-Academic One-Time-Only	1,300	0	0	0
Salaries-Administrative	42,450	44,790	47,280	49,894
Salaries- Cost Recovery	(3,721)	(3,869)	(4,024)	(4,185)
Benefits-Statutory,Pension & Insured	20,325	21,341	22,942	24,663
Pension Deficiency Funding	1,700	6,610	11,220	11,220
Benefits-Other	5,706	6,575	7,444	8,313
Personnel Expenses Total	139,872	152,584	168,422	180,164
Departmental Expenses	30,937	31,528	32,158	32,802
Institutional Expenses	10,834	10,954	12,433	12,682
Total Expenses	181,643	195,065	213,014	225,647
Net Surplus(Deficit) before Approp.	(665)	(3,473)	(11,545)	(13,800)
Appropriations	4,162	1,964	964	964
Funding of Internal Operating Deficit	0	(205)	(205)	(205)
Funding of Internal Capital Fund Deficit		(418)	(418)	(418)
Funding of Employee Benefit Deficit		(1,814)	(1,814)	(1,814)
Funding of Negative Pension Appropriation		(912)	(912)	(912)
Net Surplus(Deficit) after Approp.	3,497	(4,857)	(13,929)	(16,185)
Future Budget Cuts				
Prior Year Cuts		0	4,857	13,929
Current Year Cut		4,857	9,072	2,256
Total Cumulative Future Budget Cuts	0	4,857	13,929	16,185
Net Surplus(Deficit)	3,497	0	0	0
% of Base Cut to Departments (2009-10 Base)		3.33%	6.21%	1.55%
Cut of 09-10 One-Time-Only Funds		3,098	0	0
Current Budget Cut + One Time Only Cut		7,955	9,072	2,256
% of Reduction to Departments (2009-10 Base)		5.45%	6.21%	1.55%

Assumptions

Undergraduate Fall Full Time Headcount	13,767	14,330	14,850
Graduate Fall Full Time Headcount	948	1,040	1,120
Total Fall Full Time Headcount	14,715	15,370	15,970

Tuition Fees - 9.6% in 2010-11 and 6.8% in 2011-12 and 7.9% in 2012-13
 Gov Grants - 2.3% in 2010-11, 1.6% in 2011-12 and 2.0% in 2012-13
 Salaries Academic* - 7.0% in 2010-11, 8.3% in 2011-12 and 8.0% in 2012-13
 Salaries Admin** - 5% in 2010-11, 5.5% in 2011-12 and 2012-13
 Departmental Expenses- 2% annual growth
 Institutional Expenses - 2% annual growth, with addition of BRAC financing and operating costs in 11/12
 +15% annual return on pension plan for 2009

* 'Salaries Academic' has been updated to reflect approximate costs of additional full and part time faculty hires given above headcount projections

** 'Salaries Admin' has been updated to reflect the cost of 15 additional employees over the three year period

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Scenario 3a

- Multi-lateral benefits committee savings
- Elimination of across the board increase for all faculty & staff for 3 years
- Appropriation of 10/11 surplus forward to alleviate cuts
- 09/10 one-time-only costs are eliminated

	Revised 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13
Revenue				
Tuition Fees	86,254	94,503	102,550	110,700
Government Grants	83,682	85,607	86,977	88,727
Revenue - Other	11,041	11,483	11,942	12,420
Revenue Total	180,977	191,593	201,469	211,846
Expenses				
Personnel Expenses				
Salaries-Academic	72,111	75,334	79,767	84,243
Salaries-Academic One-Time-Only	1,300	0	0	0
Salaries-Administrative	42,450	43,194	44,523	45,887
Salaries- Cost Recovery	(3,721)	(3,832)	(3,947)	(4,066)
Benefits-Statutory,Pension & Insured	20,325	21,341	22,409	23,529
Pension Deficiency Funding	1,700	6,610	11,220	11,220
Benefits-Other	5,706	6,575	7,444	8,313
Benefits Savings - Previous Years'	0	0	0	(2,129)
Required Benefits Savings - Multilateral committee	0	0	(2,129)	
Personnel Expenses Total	139,872	149,221	159,286	166,997
Departmental Expenses	30,937	31,528	32,158	32,802
Institutional Expenses	10,834	10,954	12,433	12,682
Total Expenses	181,643	191,703	203,877	212,480
Net Surplus(Deficit) before Approp.	(665)	(110)	(2,409)	(634)
Appropriations	4,162	1,964	964	964
Additional Appropriation of Surplus		0	1,649	0
Funding of Internal Operating Deficit		(205)	(205)	(205)
Funding of Internal Capital Fund Deficit		0	0	0
Funding of Employee Benefit Deficit		0	0	0
Funding of Negative Pension Appropriation		0	0	0
Net Surplus(Deficit) after Approp.	3,497	1,649	(0)	125
Future Budget Cuts				
Prior Year Cuts		0	0	0
Current Year Cut		0	0	0
Total Cumulative Future Budget Cuts	0	0	0	0
Net Surplus(Deficit)	3,497	1,649	(0)	125
% of Base Cut to Departments (2009-10 Base)		0.00%	0.00%	0.00%
Cut of 09-10 One-Time-Only Funds		3,098	0	0
Current Budget Cut + One Time Only Cut		0	0	0
% of Reduction to Departments (2009-10 Base)		2.12%	0.00%	0.00%

Assumptions

Undergraduate Fall Full Time Headcount	13,767	14,330	14,850
Graduate Fall Full Time Headcount	948	1,040	1,120
Total Fall Full Time Headcount	14,715	15,370	15,970

Tuition Fees - 9.6% in 2010-11 and 6.8% in 2011-12 and 7.9% in 2012-13
 Gov Grants - 2.3% in 2010-11, 1.6% in 2011-12 and 2.0% in 2012-13
 Salaries Academic*- 4.5% in 2010-11, 9.0% in 2011-12 and 8.1% in 2012-13
 Salaries Admin**- 1.8% in 2010-11, 4.4% in 2011-12 and 5.6% in 2012-13
 Departmental Expenses- 2% annual growth

Institutional Expenses - 2% annual growth, with addition of BRAC financing and operating costs in 11/12
 +15% annual return on pension plan for 2009

* 'Salaries Academic' has been updated to reflect approximate costs of additional full and part time faculty hires given above headcount projections

** 'Salaries Admin' has been updated to reflect the cost of 15 additional employees over the three year period

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Scenario 3b

- Multi-lateral benefits committee savings
- Elimination of across the board increase for all faculty & staff for 3 years
- 09/10 one-time-only costs are added to base in 10/11

	Revised 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13
Revenue				
Tuition Fees	86,254	94,503	102,550	110,700
Government Grants	83,682	85,607	86,977	88,727
Revenue - Other	11,041	11,483	11,942	12,420
Revenue Total	180,977	191,593	201,469	211,846
Expenses				
Personnel Expenses				
Salaries-Academic (1)	72,111	77,672	82,186	86,748
Salaries-Academic One-Time-Only	1,300	0	0	0
Salaries-Administrative (1)	42,450	43,762	45,106	46,483
Salaries- Cost Recovery	(3,721)	(3,832)	(3,947)	(4,105)
Benefits-Statutory,Pension & Insured	20,325	21,341	22,409	23,529
Pension Deficiency Funding	1,700	6,610	11,220	11,220
Benefits-Other	5,706	6,575	7,444	8,313
Benefits Savings - Previous Years'	0	0	(1,389)	(6,915)
Required Benefits Savings - Multilateral committee	0	(1,389)	(5,526)	0
Personnel Expenses Total	139,872	150,738	157,502	165,273
Departmental Expenses	30,937	31,556	32,187	32,831
Institutional Expenses	10,834	11,058	12,539	12,790
Total Expenses	181,643	193,352	202,228	210,893
Net Surplus(Deficit) before Approp.	(665)	(1,759)	(759)	953
Appropriations	4,162	1,964	964	964
Funding of Internal Operating Deficit		(205)	(205)	(205)
Funding of Internal Capital Fund Deficit		0	0	0
Funding of Employee Benefit Deficit		0	0	0
Funding of Negative Pension Appropriation		0	0	0
Net Surplus(Deficit) after Approp.	3,497	0	0	1,712
Future Budget Cuts				
Prior Year Cuts		0	0	0
Current Year Cut		0	0	0
Total Cumulative Future Budget Cuts	0	0	0	0
Net Surplus(Deficit)	3,497	0	0	1,712
% of Base Cut to Departments (2009-10 Base)		0.00%	0.00%	0.00%
Cut of 09-10 One-Time-Only Funds (1)		0	0	0
Current Budget Cut + One Time Only Cut		0	0	0
% of Reduction to Departments (2009-10 Base)		0.00%	0.00%	0.00%

Assumptions

Undergraduate Fall Full Time Headcount	13,767	14,330	14,850
Graduate Fall Full Time Headcount	948	1,040	1,120
Total Fall Full Time Headcount	14,715	15,370	15,970

Tuition Fees - 9.6% in 2010-11 and 6.8% in 2011-12 and 7.9% in 2012-13
 Gov Grants - 2.3% in 2010-11, 1.6% in 2011-12 and 2.0 % in 2012-13
 Salaries Academic*- 7.7% in 2010-11, 5.8% in 2011-12 and 5.6% in 2012-13
 Salaries Admin** - 3.1% in 2010-11, 3.1% in 2011-12 and 3.1% in 2012-13
 Departmental Expenses- 2% annual growth
 Institutional Expenses - 2% annual growth, with addition of BRAC financing and operating costs in 11/12
 +15% annual return on pension plan for 2009

* 'Salaries Academic' has been updated to reflect approximate costs of additional full and part time faculty hires given above headcount projections

** 'Salaries Admin' has been updated to reflect the cost of 15 additional employees over the three year period

(1) 09/10 One time only funds of \$3,098 are added to 10/11 base expenses

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December 4, 2009
For discussion purposes only

Scenario 4

- No savings from multi-lateral benefits committee
- Budget cut = required pension deficiency funding
- 09/10 one-time-only costs are eliminated
- Remaining funds available applied to negative internal deficits

	Revised 2009-10	Projected 2010-11	Projected 2011-12	Projected 2012-13
Revenue				
Tuition Fees	86,254	94,503	102,550	110,700
Government Grants	83,682	85,607	86,977	88,727
Revenue - Other	11,041	11,483	11,942	12,420
Revenue Total	180,977	191,593	201,469	211,846
Expenses				
Personnel Expenses				
Salaries-Academic	72,111	77,137	83,561	90,259
Salaries-Academic One-Time-Only	1,300	0	0	0
Salaries-Administrative	42,450	44,790	47,280	49,894
Salaries- Cost Recovery	(3,721)	(3,869)	(4,024)	(4,185)
Benefits-Statutory,Pension & Insured	20,325	21,341	22,942	24,663
Pension Deficiency Funding	1,700	6,610	11,220	11,220
Benefits-Other	5,706	6,575	7,444	8,313
Personnel Expenses Total	139,872	152,584	168,422	180,164
Departmental Expenses	30,937	31,528	32,158	32,802
Institutional Expenses	10,834	10,954	12,433	12,682
Total Expenses	181,643	195,065	213,014	225,647
Net Surplus(Deficit) before Approp.	(665)	(3,473)	(11,545)	(13,800)
Appropriations	4,162	1,964	964	964
Funding of Internal Operating Deficit		(205)	(205)	(205)
Funding of Internal Capital Fund Deficit		(1,000)	0	0
Funding of Employee Benefit Deficit		(2,000)	0	0
Funding of Negative Pension Appropriation		(1,897)	(434)	0
Net Surplus(Deficit) after Approp.	3,497	(6,610)	(11,220)	(13,041)
Future Budget Cuts				
Prior Year Cuts		0	6,610	11,220
Current Year Cut		6,610	4,610	1,821
Total Cumulative Future Budget Cuts	0	6,610	11,220	13,041
Net Surplus(Deficit)	3,497	0	0	0
Cut of 09-10 One-Time-Only Funds		4.53%	3.16%	1.25%
Cut of 09-10 One-Time-Only Funds		3,098	0	0
Current Budget Cut + One Time Only Cut		9,708	4,610	1,821
% of Reduction to Departments (2009-10 Base)		6.65%	3.16%	1.25%

Assumptions

Undergraduate Fall Full Time Headcount	13,767	14,330	14,850
Graduate Fall Full Time Headcount	948	1,040	1,120
Total Fall Full Time Headcount	14,715	15,370	15,970

Tuition Fees - 9.6% in 2010-11 and 6.8% in 2011-12 and 7.9% in 2012-13
 Gov Grants - 2.3% in 2010-11, 1.6% in 2011-12 and 2.0% in 2012-13
 Salaries Academic*- 7.0% in 2010-11, 8.3% in 2011-12 and 8.0% in 2012-13
 Salaries Admin**- 5% in 2010-11, 5.5% in 2011-12 and 2012-13
 Departmental Expenses- 2% annual growth
 Institutional Expenses - 2% annual growth, with addition of BRAC financing and operating costs in 11/12
 +15% annual return on pension plan for 2009

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** 'Salaries Admin' has been updated to reflect the cost of 15 additional employees over the three year period