

2013-2014 Operating Budget Notes

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1.0 Introduction

The 2013-2014 Operating Budget is hereby presented to the Board of Governors for approval. The Budget, as shown on Appendix A, projects a balanced budget, as approved by the Board of Governors.

1.1 Operating Result

Appendix A to these notes shows the expected operating result for the 2013-2014 fiscal year. The details are as follows:

	2012-2013 Budget	2013-2014 Proposed Budget
	(\$000's)	(\$000's)
Income	354,395	377,406
Expenditures and Transfers	353,395	377,406
Reduction in Accumulated Deficit/Net Result	1,000	-

The following sections compare the 2013-2014 Proposed Budget with the 2012-2013 Approved Budget.

2.0 Operating Income

Operating income is expected to total \$377,406,000 \$23,011,000 in excess of the 2012-2013 Approved Budget. The \$23,011,000 is the sum of: increased grant income of \$6,015,000; increased tuition income of \$14,826,000; increased miscellaneous fees and income of \$635,000; an estimated increase in short term investment income of \$1,500,000; and an increase of \$35,000 in departmental income. Each category is reviewed below.

2.1 Government Operating Grants

Government grants for 2013-2014 are projected to be \$6,015,000 above that projected in the 2012-2013 Approved Budget.

Government Grant	2012-2013 Budget	2013-2014 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Basic Grant	134,805	132,645	(2,160)
Accessibility Fund	8,395	16,578	8,183
Access to Higher Quality Education	6,229	6,291	62
Performance Funding	598	598	-
Provincial Research Overheads	641	641	-
Federal Research Overheads	4,284	4,284	-
Other grants*	875	805	(70)
Total	155,827	161,842	6,015

* Other grants include Access for the Disabled and the Queen Elizabeth II Graduate Scholarship in Science and Technology.

The decrease in the Basic Grant is a result of reductions announced by the provincial government in 2012. An across the board cut of \$1,333,000, an international tuition fee claw back of \$752,000 and a reduction in the municipal taxation envelope of \$75,000 make up the \$2,160,000 reduction. The increase in the Accessibility Fund relates to an expectation of full funding of this grant, as compared to a discounted original 2012-2013 budget, and improvement in the undergraduate enrolment.

2.2 Tuition Fees

On March 28, 2013, the Minister of Training, Colleges and Universities provided institutions with a new 4-year tuition framework, which reduces the cap on tuition increases to an average of three percent.

The guidelines allow for tuition fee differentiation based on program and program year of study. These guidelines are based on the principle that tuition fees may increase annually, within specified limits, and with the total tuition increase not to exceed 3%, excluding changes in enrolment. Subject to the total tuition increase cap of 3%, existing graduate and professional programs may increase by no more than 5% for students in the first year of their program and 4% for students in continuing years of their program.

Government Guidelines also state that in cases where an institution has an existing program with higher (or lower) fees in the upper years of a program, the differential between tuition fees in each year of study may be maintained, in addition to any increases mandated under the new tuition fee framework. As these guidelines apply to journalism, commerce and international business, the second year fees have been recalculated accordingly.

The following rates will be applied:

Domestic Undergraduate Students												
	First Year Student			Second Year Student			Third Year Student			Fourth Year Student		
	12-13 1st year	13-14 1st year	Increase	12-13 2nd year	13-14 2nd year	Increase	12-13 3rd year	13-14 3rd year	Increase	12-13 4th year	13-14 4th year	Increase
Full-Time Undergraduate												
Arts, Science, Cognitive Science, Mathematics	5,649	5,818	3.0%	5,649	5,818	3.0%	5,622	5,790	3.0%	5,595	5,762	3.0%
Certificates, Diploma in Sonic Design	5,623	5,791	3.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	5,649	5,818	3.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	4,519	4,654	3.0%	4,519	4,654	3.0%	4,498	4,632	3.0%	4,476	4,610	3.0%
Social Work	5,973	6,152	3.0%	5,973	6,152	3.0%	5,944	6,122	3.0%	5,916	6,093	3.0%
Commerce	6,751	7,088	5.0%	6,751	7,021	4.0%	6,693	6,960	4.0%	6,661	6,927	4.0%
Public Affairs and Policy Management	6,593	6,922	5.0%	6,593	6,856	4.0%	6,349	6,602	4.0%	6,319	6,571	4.0%
Journalism	5,973	6,152	3.0%	5,973	6,731	12.7%	6,535	6,731	3.0%	6,503	6,698	3.0%
International Business	7,183	7,542	5.0%	7,183	7,653	6.5%	7,359	7,653	4.0%	7,323	7,615	4.0%
Music	6,115	6,298	3.0%	6,115	6,298	3.0%	6,086	6,268	3.0%	6,056	6,237	3.0%
Humanities	5,973	6,152	3.0%	5,973	6,152	3.0%	5,944	6,122	3.0%	5,916	6,093	3.0%
Architecture and Architectural Studies, Industrial Design	7,975	8,373	5.0%	7,975	8,294	4.0%	7,680	7,987	4.0%	7,464	7,762	4.0%
Engineering	8,726	9,162	5.0%	8,726	9,075	4.0%	8,403	8,739	4.0%	8,168	8,494	4.0%
Computer Science	7,579	7,957	5.0%	7,579	7,882	4.0%	7,298	7,589	4.0%	7,263	7,553	4.0%
Information Technology	6,541	6,868	5.0%	6,541	6,802	4.0%	6,510	6,770	4.0%	6,479	6,738	4.0%
Part-Time Undergraduate												
Arts, Science, Cognitive Science, Mathematics	1,129	1,162	2.9%	1,129	1,162	2.9%	1,124	1,157	2.9%	1,119	1,152	2.9%
Certificates	1,124	1,157	2.9%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	1,129	1,162	2.9%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	902	929	3.0%	902	929	3.0%	898	924	2.9%	894	920	2.9%
Social Work	1,194	1,229	2.9%	1,194	1,229	2.9%	1,188	1,223	2.9%	1,182	1,217	3.0%
Commerce	1,350	1,417	5.0%	1,350	1,404	4.0%	1,338	1,391	4.0%	1,331	1,384	4.0%
Public Affairs and Policy Management	1,318	1,383	4.9%	1,318	1,370	3.9%	1,269	1,319	3.9%	1,263	1,313	4.0%
Journalism	1,194	1,229	2.9%	1,194	1,345	12.6%	1,306	1,345	3.0%	1,300	1,339	3.0%
International Business	1,435	1,506	4.9%	1,435	1,528	6.5%	1,471	1,529	3.9%	1,463	1,521	4.0%
Music	1,221	1,257	2.9%	1,221	1,257	2.9%	1,215	1,251	2.9%	1,209	1,245	3.0%
Humanities	1,194	1,229	2.9%	1,194	1,229	2.9%	1,188	1,223	2.9%	1,182	1,217	3.0%
Architecture and Architectural Studies, Industrial Design	1,595	1,674	5.0%	1,595	1,658	3.9%	1,536	1,597	4.0%	1,492	1,551	4.0%
Engineering	1,453	1,525	5.0%	1,453	1,511	4.0%	1,399	1,455	4.0%	1,361	1,415	4.0%
Computer Science	1,515	1,590	5.0%	1,515	1,575	4.0%	1,459	1,517	4.0%	1,451	1,509	4.0%
Information Technology	1,308	1,373	5.0%	1,308	1,360	4.0%	1,302	1,354	4.0%	1,295	1,346	3.9%

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Domestic Graduate Students						
	First Year Student			Upper Year Student		
	12-13 1st year	13-14 1st year	Increase	12-13 1st year	13-14 Upper Yr	Increase
Full-Time Graduate						
Master of Journalism (MJ); Master of Infrastructure Protection and International Security (MIPIS); Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy(HSTP), Dip(HSTP); Sustainable Energy (M.A., MEng, M.A.Sc.).	3,149	3,306	5.0%	3,149	3,153	0.1%
Master of Business Administration (MBA);	3,149	3,306	5.0%	3,149	3,274	4.0%
Master of Arts (Public Administration); DPA; MA (International Affairs); Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL)	3,060	3,213	5.0%	3,060	3,064	0.1%
Master of Science (Information and Systems Science) MSc(ISS); Master of Applied Science (MASc); Master of Computer Science (MCS)	2,552	2,679	5.0%	2,552	2,555	0.1%
Master of Political Management	3,004	3,154	5.0%	3,004	3,008	0.1%
Master of Engineering (MEng); Master of Design (MDes)	2,703	2,838	5.0%	2,703	2,707	0.1%
PhD Engineering; PhD Computer Science	2,516	2,641	5.0%	2,516	2,519	0.1%
Architecture (MArch) (PHD), Diploma in Arch Conservation	2,833	2,974	5.0%	2,833	2,837	0.1%
Social Work - Master's (MSW); Social Work - PHD	2,581	2,710	5.0%	2,581	2,584	0.1%
Qualifying year (except Architecture)	2,933	3,079	5.0%	2,933	2,936	0.1%
Qualifying year (Architecture)	3,695	3,879	5.0%	3,695	3,700	0.1%
Senior citizens	1,911	2,006	5.0%	1,911	1,913	0.1%
All other Masters programs	2,390	2,509	5.0%	2,390	2,393	0.1%
All other PHD programs	2,355	2,472	5.0%	2,355	2,358	0.1%
Part Time Graduate (below 1.5 credits per term)						
Master of Science: Information and Systems Science (MSc(ISS)); Master of Computer Science (MCS); Master of Applied Science (MASc); Qualifying year (Architecture)						
up to .5 credits	872	915	4.9%	872	873	0.1%
more than .5 credits	1,275	1,338	4.9%	1,275	1,276	0.1%
PhD Computer Science; PhD Engineering						
up to .5 credits	860	903	5.0%	860	861	0.1%
more than .5 credits	1,258	1,320	4.9%	1,258	1,259	0.1%
Master of Social Work ; Social Work - PHD						
up to .5 credits	885	929	5.0%	885	886	0.1%
more than .5 credits	1,289	1,353	5.0%	1,289	1,290	0.1%
Master of Journalism (MJ); Master of Infrastructure Protection and International Security (MIPIS); Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy(HSTP), Dip(HSTP); Sustainable Energy (M.A., MEng, M.A.Sc.).						
up to .5 credits	1,078	1,131	4.9%	1,078	1,079	0.1%
more than .5 credits	1,575	1,653	5.0%	1,575	1,577	0.1%
Master of Business Administration (MBA)						
up to .5 credits	1,078	1,131	4.9%	1,078	1,121	4.0%
more than .5 credits	1,575	1,653	5.0%	1,575	1,638	4.0%
Master of Arts (Public Administration); DPA; MA (International Affairs); Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL)						
up to .5 credits	1,048	1,100	5.0%	1,048	1,049	0.1%
more than .5 credits	1,531	1,607	5.0%	1,531	1,533	0.1%
Master of Political Management						
up to .5 credits	1,027	1,078	5.0%	1,027	1,028	0.1%
more than .5 credits	1,501	1,576	5.0%	1,501	1,503	0.1%
Master, PhD /DIP of Architecture, Diploma Arch. Conservation						
up to .5 credits	968	1,016	5.0%	968	969	0.1%
more than .5 credits	1,415	1,485	4.9%	1,415	1,417	0.1%
Master of Engineering (MEng); Master of Design (MDes)						
up to .5 credits	924	970	5.0%	924	925	0.1%
more than .5 credits	1,350	1,417	5.0%	1,350	1,352	0.1%
Senior citizens						
up to .5 credits	654	686	4.9%	654	655	0.2%
more than .5 credits	955	1,002	4.9%	955	956	0.1%
All other Masters programs						
up to .5 credits	818	858	4.9%	818	819	0.1%
more than .5 credits	1,195	1,254	4.9%	1,195	1,196	0.1%
All other PHD programs						
up to .5 credits	807	847	5.0%	807	808	0.1%
more than .5 credits	1,179	1,237	4.9%	1,179	1,180	0.1%
Q-Year (Architecture)						
up to .5 credits	860	903	5.0%	860	861	0.1%
more than .5 credits	1,258	1,320	4.9%	1,258	1,259	0.1%

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International Students			
	12-13 Fee	13-14 Fee	Increase
Undergraduate Full-time <i>(per academic year)</i>			
Journalism; Public Affairs and Policy Management; Industrial Design; Architecture and Architectural Studies	19,698	21,274	8.0%
Computer Science	19,884	21,475	8.0%
Bcomm/ BIB	18,032	19,475	8.0%
Engineering	20,420	22,054	8.0%
BIT	19,574	21,140	8.0%
All Other Programs ; Specials	17,157	18,530	8.0%
Senior Citizens	4,650	5,022	8.0%
Undergraduate Part-time <i>(per credit)</i>			
All programs	3,664	3,957	8.0%
Graduate Full-time <i>(per term)</i>			
Master of Applied Science (MASC)	6,006	6,486	8.0%
Master of Business Administration (MBA) Returning Students (Grand-fathered)	7,940	8,575	8.0%
Master of Business Administration (MBA) Students (New and Returning)	12,000	12,000	0.0%
Master of Computer Science (MCS)	5,635	6,086	8.0%
PhD Computer Science	5,555	5,999	8.0%
Master of Science: Information and Systems Science (MSc(ISS))	5,635	6,086	8.0%
Master of Engineering (MEng)	6,241	6,740	8.0%
PhD Engineering	5,921	6,395	8.0%
Master/PhD of Social Work, Master/PhD/Dip. of Architecture; Master of Design (MDes), Dip in Architectural Conservation	5,844	6,312	8.0%
Master of Journalism (MJ); Master of Arts: Public Administration (MA); Diploma in Public Administration (DPA); Master of Arts: International Affairs (MA); Master of Infrastructure Protection and International Security (MIPIS); Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy(HSTP); Dip(HSTP); Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL); Sustainable Energy(M.A., M.Eng., M.A.Sc.); Masters in Political Management	6,803	7,347	8.0%
Qualifying year (except Architecture)	8,538	9,221	8.0%
Qualifying year (Architecture)	9,484	10,243	8.0%
Senior citizens	1,876	2,026	8.0%
All other PHD Programs	5,435	5,870	8.0%
All other Masters Programs	5,512	5,953	8.0%
Graduate Part-time <i>(below 1.5 credits per term)</i>			
Master of Journalism (MJ); Master of Arts: Public Administration (MA); Diploma in Public Administration (DPA); Master of Arts: International Affairs (MA); Master of Infrastructure Protection and International Security (MIPIS); Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy(HSTP); Dip(HSTP); Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL); Sustainable Energy(M.A., M.Eng., M.A.Sc.); Masters in Political Management			
up to .5 credits	2,367	2,556	8.0%
more than .5 credits	3,431	3,705	8.0%
Master of Business Administration (MBA) Students (New and Returning)			
up to .5 credits	3,875	3,875	0.0%
more than .5 credits	5,617	5,617	0.0%
Master of Business Administration (MBA) Returning Students (Grand-fathered)			
up to .5 credits	2,367	2,556	8.0%
more than .5 credits	3,431	3,705	8.0%
Master of Engineering (MEng)			
up to .5 credits	2,072	2,238	8.0%
more than .5 credits	3,001	3,241	8.0%
Master/PhD of Social Work; Master/PhD/Dip. of Architecture; Master of Design (MDes); Qualifying year (Architecture); Dip in Arch. Conservation			
up to .5 credits	2,045	2,209	8.0%
more than .5 credits	2,962	3,199	8.0%
Senior citizens			
up to .5 credits	642	693	8.0%
more than .5 credits	938	1,013	8.0%
All other Masters Programs			
up to .5 credits	1,929	2,083	8.0%
more than .5 credits	2,794	3,018	8.0%
All Other PHD Programs			
up to .5 credits	1,902	2,054	8.0%
more than .5 credits	2,755	2,975	8.0%

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The following compares tuition revenue by category from the Approved 2012-2013 Budget to the 2013-2014 Proposed Budget:

	2012-2013 Budget	2013-2014 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Undergraduate Fees	147,679	158,620	10,941
Summer Session Fees	12,401	13,577	1,176
Graduate Fees	22,158	24,867	2,709
Total	182,238	197,064	14,826

Tuition revenues being projected in the Proposed Budget total \$197,064,000, \$14,826,000 more than those presented in the Approved 2012-2013 Budget. It is assumed that, in fall 2013, Carleton will be able to increase the first-year full-time enrolment to 6,000 students.

2.3 Miscellaneous Fees and Income

Miscellaneous fees and income are expected to total \$10,683,000 which is \$635,000 more than that in the 2012-2013 Approved Budget. The main components are as follows:

	2012-2013 Budget	2013-2014 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Application Fees	1,675	1,900	225
Deferred Payment/Late Registration	1,495	1,595	100
OSAP Processing Fee	250	240	(10)
Omnibus Fee	865	900	35
Co-op Fees	1,190	1,270	80
Other Fees and Charges	413	428	15
Miscellaneous fees subtotal	5,888	6,333	445
Overhead Recoveries	2,840	3,070	230
Rental of Facilities	710	710	-
Library Fines and Fees	177	164	(13)
Pension Plan Recovery	100	100	-
Unrestricted Donations	75	50	(25)
Other	258	256	(2)
Miscellaneous income subtotal	4,160	4,350	190
Total	10,048	10,683	635

The increase in certain fee revenue is a reflection of achieved enrolment growth, rather than rate increases.

2.4 Short-Term Interest Income

Short-term interest income is now expected to total \$5,680,000 for the 2013-2014 fiscal year. The breakdown is as follows:

	2012-2013 Budget	2013-2014 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Interest on Cash Flows	2,870	4,165	1,295
Endowment Income*	275	275	-
Interest Charges to Ancillaries and Internal Loans	1,035	1,240	205
Total	4,180	5,680	1,500

* The endowment income included in the operating budget relates to those endowments for which a specific purpose has not been designated by the donor (e.g. unrestricted).

The \$4,165,000 in interest on cash flows assumes cash flow patterns similar to those in 2012-2013, at a rate of return of approximately 2.0%.

2.5 Departmental Income

Departmental income represents sales of goods and services by departments (e.g. the rental of videos and equipment by the Instructional Media Center), as well as special instructional fees related to specific departments (e.g. Center for Initiatives in Education workshop fees) to external users.

The table below outlines the various sources of departmental income:

	2012-2013 Budget	2013-2014 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Externally Funded Salaries and Benefits	198	95	(103)
General Sales and Services: Stores, Nano Imaging Facility, Science Technology Centre, Advancement	317	200	(117)
CUOL Sales and Rentals	494	633	139
IMS Sales and Rentals	46	61	15
EDC Mini Courses	80	80	-
CCS Sales and Rentals	67	69	2
Trademark Advertising	25	25	-
C.I.E. Workshop Fees	483	574	91
Pension Office Recovery	216	221	5
International Recruitment/Sponsorship	88	88	-
Ombudsperson Recovery	88	91	3
Total	2,102	2,137	35

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3.0 Operating Expenditures

The Operating expenditure total proposed for 2013-2014 is \$377,406,000, which compares to \$353,395,000 in the 2012-2013 Approved Budget.

3.1 Compulsory and Discretionary Resource Allocation

The resource allocations for 2013-2014 include:

	<i>Budget Reduction Applied</i>	<i>Resources Allocated</i>
	(\$000's)	(\$000's)
a) Faculty of Arts and Social Sciences	(856)	457
b) Faculty of Public Affairs	(1,301)	1,421
c) Sprott School of Business	(250)	269
d) Faculty of Science	(629)	1,657
e) Faculty of Engineering and Design	(258)	716
f) Provost and Vice-President (Academic)	(195)	1,646
g) Library	(142)	579
h) Vice-President (Research and International)	(26)	393
i) Vice-President (Finance and Administration)	(289)	370
j) President	(26)	500
k) Advancement	(45)	-
l) University Expense Budgets	-	10,216
Total	(4,017)	18,224

Notes:

	(\$000's)	(\$000's)
a) Allocations to Faculty of Arts and Social Sciences		
Faculty retirements/departures	(442)	
Budget reduction required	(414)	
Provision for Faculty replacements		242
Teaching assistants		200
Carleton band		15
	<u>(856)</u>	<u>457</u>

b) Allocations to Faculty of Public Affairs

Faculty retirements	(1,021)	
Budget reduction required	(280)	
Provision for Faculty replacements		746
Enrolment Incentive allocation		48
Contract instructors		300
New faculty position, term		90
Philanthropy and Non-profit Leadership program		172
Teaching assistants		65
	<u>(1,300)</u>	<u>1,421</u>

c) Allocations to Sprott School of Business

Faculty retirements	(161)	
Budget reduction required	(89)	
Provision for Faculty replacements		119
Graduate student support		150
	<u>(250)</u>	<u>269</u>

d) Allocations to Faculty of Science

Faculty retirements	(394)	
Budget reduction required	(235)	
Provision for Faculty replacements		200
Enrolment Incentive allocation		617
Academic program (HSTP, BHSc)		410
Laboratory and research space renovation		380
New faculty position (50%)		50
	<u>(629)</u>	<u>1,657</u>

e) Allocations to Faculty of Engineering and Design

Faculty retirements	-	
Budget reduction required	(258)	
Enrolment Incentive allocation		664
New technical staff		52
	<u>(258)</u>	<u>716</u>

f) Allocations to Provost and Vice President (Academic)

Budget reduction required	(195)	
C-CURE Discovery Centre		150
Learning outcomes pilot project		125
Recruitment, domestic and international		475
Strategic Initiatives Fund		200
CUOL expansion and curriculum development		505
Systems analyst position		71
International student support officer		65
Instructional designer		55
	<u>(195)</u>	<u>1,646</u>

g) Allocations to Library

Budget reduction required	(142)	
Digital storage and media lab		323
Copyright clearance		146
Student staffing		100
Scholarly communications		10
	<u>(142)</u>	<u>579</u>

h) Allocations to Vice-President (Research and International)

Budget reduction required	(26)	
Research Excellence Fund		200
Animal care equipment		138
Project coordinator		55
	<u>(26)</u>	<u>393</u>

i) Allocations to Vice-President (Finance and Administration)

Budget reduction required	(289)	
Sustainability officer		70
Healthy and safety signage initiatives		150
IT strategic plan		150
	<u>(289)</u>	<u>370</u>

j) Allocations to President

Budget reduction required	(26)	
Advertising		500
	<u>(26)</u>	<u>500</u>

k) Allocations to Advancement

Budget reduction required	(45)	
	<u>(45)</u>	<u>-</u>

l) University Expense Budget changes

Integrated classroom		1,480
Steacie lab improvements-phase 3		1,500
Electrical upgrades		1,820
Library upgrades		1,000
Deferred maintenance and equipment renewal		780
Student support		1,081
Staff benefits		742
Bad debts and collection		750
Information systems projects		930
Cleaning		142
Insurance		97
Other expenditures		(106)
		<u>10,216</u>

3.2 Provisions and Contingencies

The 2013-2014 Proposed Budget contains the following provisions and contingencies:

	<i>2013-2014 Proposed Budget</i>
	(\$000's)
2012-2013 base contingency balance at March 1, 2013	1,069
a) Contingencies	7,175
b) Enrolment Incentive	11,300
c) Pension plan deficits	13,619
d) Capital projects	20,000
Benefits provision	7,872
Total provisions and contingencies	61,035

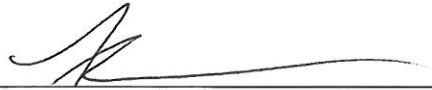
- a) The combined contingencies total \$7,175,000 and relate to foreseen requirements that cannot be immediately quantified, as well as unforeseen requirements. The contingencies also provide funds for academic initiatives that arise during the year.
- b) In 2009-2010 the University introduced a plan whereby Faculties would be rewarded for undergraduate enrolment growth. The plan calls for the resources to be built into the Faculty base over time. The amount in the contingency represents the estimated distribution based on enrolment projections (\$2,320,000) and an undistributed base amount from the previous year (\$8,980,000).
- c) The largest risk currently facing the University is the status of the pension plan. Current projections indicate that an additional \$19.4 million in annual special payments may be required by 2014-2015. Current service costs are also expected to grow by another \$2.0 million by 2014-2015, bringing the base pension costs to \$18 million. Several years will be required for the University to set aside sufficient base (i.e. ongoing) funding to meet the potential pension demand. As sufficient base budget will not be available by 2014-2015 to cover the expected special payments, a reserve is currently being built up to bridge the required payments.
- d) The University has plans to expand its space and meet the challenge of deferred maintenance. While third party funding (e.g. government, donors, tenants) is sometime available for expansion projects, a contribution from, or advance funding by the University is often required.

4.0 Conclusion

The 2013-2014 Budget being proposed meets the objective set out by the Board in the fall of 2012 in that a balanced budget be developed. The 2013-2014 Budget is therefore respectfully submitted to the Board of Governors.



D.R. Watt
Vice-President (Finance and
Administration)



J.T. Sullivan
Assistant Vice-President (Financial
Services)

Carleton University
2013-2014 Proposed Operating Budget
 (000's)

	Approved Budget 2012-2013	Proposed Budget 2013-2014	Change
<u>Income:</u>			
Government Grants	155,827	161,842	6,015
Tuition Fees	182,238	197,064	14,826
Misc. Fees and Income	10,048	10,683	635
Short-Term Interest Income	4,180	5,680	1,500
Departmental Income	<u>2,102</u>	<u>2,137</u>	<u>35</u>
Total Income	354,395	377,406	23,011
<u>Expenditures and Transfers:</u>			
Faculty of Arts and Social Sciences	40,200	41,493	1,293
Faculty of Public Affairs	26,881	27,820	939
Sprott School of Business	8,707	8,921	214
Faculty of Science	21,984	24,061	2,077
Faculty of Engineering and Design	24,807	26,233	1,426
Provost and Vice-President (Academic)	23,517	22,681	(836)
Library	14,879	14,806	(73)
Vice-President (Research and International)	3,174	3,213	39
Vice-President (Finance and Administration)	29,478	29,973	495
President	3,115	3,230	115
Advancement	4,640	4,605	(35)
University Budgets and Transfers	102,512	109,335	6,823
Provisions and Contingencies	49,501	61,035	11,534
Total Expenditures and Transfers	<u>353,395</u>	<u>377,406</u>	<u>24,011</u>
Reduction in Accumulated Deficit/Net Result	1,000	-	(1,000)

Faculty and Staff Positions included in the Opening Budget						
Academic RPCs 2012/2013 and 2013/2014						
Department/RPC	2012/2013		2013/2014		Change 12/13 to 13/14	
	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*
ICSLAC	3.7	1.0	3.7	0.8	0.0	-0.2
Canadian Studies (2)	8.2	2.0	10.7	2.0	2.5	0.0
English	31.3	3.0	31.3	3.0	0.0	0.0
French	12.0	2.0	12.0	2.0	0.0	0.0
History	26.9	3.0	26.9	3.0	0.0	0.0
Philosophy	11.7	1.0	11.2	1.0	-0.5	0.0
Art & Culture	27.7	8.0	26.7	8.0	-1.0	0.0
SLALS	41.8	6.0	41.5	6.0	-0.3	0.0
Humanities	18.0	3.0	18.0	3.0	0.0	0.0
Interdisciplinary Studies	7.1	1.5	7.1	1.5	0.0	0.0
Cognitive Science	6.3	1.5	6.1	1.5	-0.2	0.0
African Studies	0.0	0.7	0.0	0.7	0.0	0.0
Art Gallery	1.0	2.5	0.0	3.5	-1.0	1.0
Geography	21.0	6.0	21.0	6.0	0.0	0.0
Sociology & Anthropology	36.8	5.0	36.3	5.0	-0.5	0.0
Psychology	36.0	6.0	36.0	6.0	0.0	0.0
Women's & Gender Studies	4.4	2.0	4.9	2.0	0.5	0.0
CIE	6.0	5.5	4.5	5.8	-1.5	0.3
Other	1.5	11.0	1.5	11.0	0.0	0.0
TOTAL ARTS & SOCIAL SCIENCES	301.4	70.7	299.4	71.8	-2.0	1.1
Journalism	15.5	4.2	15.0	4.2	-0.5	0.0
Communication	14.0	2.8	15.0	2.8	1.0	0.0
Economics	29.5	5.5	28.5	5.5	-1.0	0.0
Law	31.2	5.5	31.7	5.5	0.5	0.0
Kroeger College	0.0	1.5	0.0	1.5	0.0	0.0
Political Management	3.0	0.5	3.0	0.5	0.0	0.0
Political Science	34.8	4.5	33.8	4.5	-1.0	0.0
Public Policy Administration	21.1	4.0	22.1	4.0	1.0	0.0
Social Work	16.6	4.0	16.0	4.0	-0.6	0.0
CCJ	4.0	2.0	4.0	2.0	0.0	0.0
EURUS	1.8	1.0	1.8	1.0	0.0	0.0
International Affairs (2)	16.5	5.0	17.5	5.0	1.0	0.0
Political Economy	0.4	1.0	0.0	1.0	-0.4	0.0
Other	0.5	7.0	1.0	7.0	0.5	0.0
TOTAL PUBLIC AFFAIRS	188.9	48.5	189.4	48.5	0.5	0.0
Business (2)	55.0	20.0	55.5	21.0	0.5	1.0
TOTAL BUSINESS	55.0	20.0	55.5	21.0	0.5	1.0
Science Stores	0.0	2.0	0.0	2.0	0.0	0.0
Biology (2)	24.3	15.0	27.8	15.0	3.5	0.0
Chemistry	17.3	9.8	18.3	10.0	1.0	0.2
Earth Sciences	10.5	5.5	10.3	5.5	-0.2	0.0
Scanning Electron Microscope	0.0	0.8	0.0	0.8	0.0	0.0
Mathematics & Statistics	35.8	6.0	35.8	6.0	0.0	0.0
Physics	19.0	8.5	19.0	8.5	0.0	0.0
Biochemistry	2.0	1.0	2.0	1.0	0.0	0.0
Integrated Science	0.8	0.0	1.3	0.5	0.5	0.5
Environmental Science	1.8	1.0	2.5	0.5	0.7	-0.5
Neuroscience	8.5	1.0	8.5	1.5	0.0	0.5
Computer Science	27.8	8.0	27.8	8.0	0.0	0.0
TSE	0.5	0.0	0.5	0.0	0.0	0.0
Other	0.7	6.5	0.7	6.0	0.0	-0.5
TOTAL SCIENCE	149.0	65.1	154.5	65.3	5.5	0.2
Civil & Environmental	25.0	8.0	27.0	9.0	2.0	1.0
Electronics (1)	23.0	7.5	22.5	7.5	-0.5	0.0
Mechanical & Aerospace	36.0	11.0	37.0	11.0	1.0	0.0
Systems & Computer	36.5	10.0	36.5	10.0	0.0	0.0
Joint Information Technology (1)	8.5	3.0	8.5	3.0	0.0	0.0
Engineering General	0.0	10.0	0.0	10.0	0.0	0.0
Industrial Design	7.0	5.5	7.0	5.5	0.0	0.0
Architecture	17.5	8.5	17.5	8.5	0.0	0.0
TOTAL ENGINEERING & DESIGN	153.5	63.5	156.0	64.5	2.5	1.0
Central	1.0	0.0	0.0	0.0	-1.0	0.0
TOTAL UNIVERSITY	848.8	267.8	854.8	271.1	6.0	3.3

*Positions measured in Full-Time Equivalents (FTEs) and include continuing positions only.

(1) 2012-2013 numbers have been restated for ease of comparison

(2) Includes 1.0 interdisciplinary strategic hire.

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Arts & Social Sciences								
002 Comparative Studies in Literature, Art & Culture	2012/2013	512,548	-	8,374	(81,290)	439,632	-	439,632
	2013/2014	553,961	-	8,374	(82,266)	480,069	-	480,069
	Inc. (Dec.)	41,413	-	-	(976)	40,437	-	40,437
	%	8.1%	n/a	0.0%	1.2%	9.2%	n/a	9.2%
004 Canadian Studies	2012/2013	822,551	118,763	24,158	-	965,472	-	965,472
	2013/2014	881,821	121,138	24,158	(5,750)	1,021,367	-	1,021,367
	Inc. (Dec.)	59,270	2,375	-	(5,750)	55,895	-	55,895
	%	7.2%	2.0%	0.0%	n/a	5.8%	n/a	5.8%
013 English Language & Literature	2012/2013	3,102,300	173,649	43,038	(100,000)	3,218,987	-	3,218,987
	2013/2014	3,301,856	180,458	43,038	(100,000)	3,425,352	-	3,425,352
	Inc. (Dec.)	199,556	6,809	-	-	206,365	-	206,365
	%	6.4%	3.9%	0.0%	0.0%	6.4%	n/a	6.4%
016 French	2012/2013	1,280,013	118,763	27,428	-	1,426,204	-	1,426,204
	2013/2014	1,304,874	107,751	27,428	-	1,440,053	-	1,440,053
	Inc. (Dec.)	24,861	(11,012)	-	-	13,849	-	13,849
	%	1.9%	-9.3%	0.0%	n/a	1.0%	n/a	1.0%
022 History	2012/2013	2,990,944	192,261	30,546	-	3,213,751	-	3,213,751
	2013/2014	3,123,085	196,107	30,546	-	3,349,738	-	3,349,738
	Inc. (Dec.)	132,141	3,846	-	-	135,987	-	135,987
	%	4.4%	2.0%	0.0%	n/a	4.2%	n/a	4.2%
040 Philosophy	2012/2013	1,203,481	-	14,974	-	1,218,455	-	1,218,455
	2013/2014	1,260,479	-	14,974	-	1,275,453	-	1,275,453
	Inc. (Dec.)	56,998	-	-	-	56,998	-	56,998
	%	4.7%	n/a	0.0%	n/a	4.7%	n/a	4.7%
050 Studies in Art & Culture 047 SSAC Music 048 SSAC Art History 049 SSAC Film Studies	2012/2013	2,557,230	505,591	272,755	(81,290)	3,254,286	-	3,254,286
	2013/2014	2,647,777	518,595	325,755	(82,265)	3,409,862	-	3,409,862
	Inc. (Dec.)	90,547	13,004	53,000	(975)	155,576	-	155,576
	%	3.5%	2.6%	19.4%	1.2%	4.8%	n/a	4.8%
051 Linguistics & Language Studies	2012/2013	4,170,820	353,677	61,911	(59,058)	4,527,350	-	4,527,350
	2013/2014	4,314,198	360,751	61,911	(70,870)	4,665,990	-	4,665,990
	Inc. (Dec.)	143,378	7,074	-	(11,812)	138,640	-	138,640
	%	3.4%	2.0%	0.0%	20.0%	3.1%	n/a	3.1%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
055 Humanities	2012/2013	1,838,144	171,903	40,377	(70,000)	1,980,424	-	1,980,424
	2013/2014	1,883,290	169,602	40,377	(70,000)	2,023,269	-	2,023,269
	Inc. (Dec.)	45,146	(2,301)	-	-	42,845	-	42,845
	%	2.5%	-1.3%	0.0%	0.0%	2.2%	n/a	2.2%
057 Interdisciplinary Studies	2012/2013	637,809	-	11,328	-	649,137	-	649,137
	2013/2014	685,350	-	11,328	-	696,678	-	696,678
	Inc. (Dec.)	47,541	-	-	-	47,541	-	47,541
	%	7.5%	n/a	0.0%	n/a	7.3%	n/a	7.3%
058 Cognitive Science	2012/2013	686,634	-	10,200	-	696,834	-	696,834
	2013/2014	724,569	-	10,200	-	734,769	-	734,769
	Inc. (Dec.)	37,935	-	-	-	37,935	-	37,935
	%	5.5%	n/a	0.0%	n/a	5.4%	n/a	5.4%
060 African Studies	2012/2013	44,002	-	32,204	-	76,206	-	76,206
	2013/2014	44,800	-	51,501	-	96,301	-	96,301
	Inc. (Dec.)	798	-	19,297	-	20,095	-	20,095
	%	1.8%	n/a	59.9%	n/a	26.4%	n/a	26.4%
081 Art Gallery	2012/2013	-	245,021	134,100	-	379,121	-	379,121
	2013/2014	-	229,258	134,100	-	363,358	-	363,358
	Inc. (Dec.)	-	(15,763)	-	-	(15,763)	-	(15,763)
	%	n/a	-6.4%	0.0%	n/a	-4.2%	n/a	-4.2%
087 FASS, Office of the Dean	2012/2013	556,542	736,923	27,410	-	1,320,875	-	1,320,875
	2013/2014	569,908	747,425	27,910	-	1,345,243	-	1,345,243
	Inc. (Dec.)	13,366	10,502	500	-	24,368	-	24,368
	%	2.4%	1.4%	1.8%	n/a	1.8%	n/a	1.8%
088 FASS First Year Programs	2012/2013	-	-	19,000	-	19,000	-	19,000
	2013/2014	-	-	18,500	-	18,500	-	18,500
	Inc. (Dec.)	-	-	(500)	-	(500)	-	(500)
	%	n/a	n/a	-2.6%	n/a	-2.6%	n/a	-2.6%
089 Arts & Social Sciences-General	2012/2013	356,074	-	3,006,842	-	3,362,916	-	3,362,916
	2013/2014	681,117	-	3,286,501	-	3,967,618	-	3,967,618
	Inc. (Dec.)	325,043	-	279,659	-	604,702	-	604,702
	%	91.3%	n/a	9.3%	n/a	18.0%	n/a	18.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
097 Geography & Environmental Studies	2012/2013	2,215,020	351,798	94,450	(7,288)	2,653,980	-	2,653,980
	2013/2014	2,081,731	358,949	94,450	-	2,535,130	-	2,535,130
	Inc. (Dec.)	(133,289)	7,151	-	7,288	(118,850)	-	(118,850)
	%	-6.0%	2.0%	0.0%	-100.0%	-4.5%	n/a	-4.5%
112 Sociology & Anthropology	2012/2013	3,759,602	276,885	63,708	-	4,100,195	-	4,100,195
	2013/2014	3,834,891	288,847	60,253	-	4,183,991	-	4,183,991
	Inc. (Dec.)	75,289	11,962	(3,455)	-	83,796	-	83,796
	%	2.0%	4.3%	-5.4%	n/a	2.0%	n/a	2.0%
118 Psychology	2012/2013	4,188,131	336,592	96,482	-	4,621,205	-	4,621,205
	2013/2014	4,077,073	335,755	96,482	-	4,509,310	-	4,509,310
	Inc. (Dec.)	(111,058)	(837)	-	-	(111,895)	-	(111,895)
	%	-2.7%	-0.2%	0.0%	n/a	-2.4%	n/a	-2.4%
124 Pauline Jewett Institute in Women's & Gender Studies	2012/2013	494,730	112,254	10,314	-	617,298	(26,570)	590,728
	2013/2014	511,388	114,499	10,314	-	636,201	(27,102)	609,099
	Inc. (Dec.)	16,658	2,245	-	-	18,903	(532)	18,371
	%	3.4%	2.0%	0.0%	n/a	3.1%	n/a	3.1%
396 Centre for Initiatives in Education	2012/2013	572,661	375,579	511,134	-	1,459,374	(482,500)	976,874
	2013/2014	447,760	367,234	500,161	-	1,315,155	(573,770)	741,385
	Inc. (Dec.)	(124,901)	(8,345)	(10,973)	-	(144,219)	(91,270)	(235,489)
	%	-21.8%	-2.2%	-2.1%	n/a	-9.9%	18.9%	-24.1%
Salary Reallocations	2012/2013	(227,131)	227,131	-	-	-	-	-
	2013/2014	(320,554)	320,554	-	-	-	-	-
Total - Faculty of Arts & Social Science	2012/2013	31,762,105	4,296,790	4,540,733	(398,926)	40,200,702	(509,070)	39,691,632
	2013/2014	32,609,374	4,416,923	4,878,261	(411,151)	41,493,407	(600,872)	40,892,535
	Inc. (Dec.)	847,269	120,133	337,528	(12,225)	1,292,705	(91,802)	1,200,903
	%	2.7%	2.8%	7.4%	3.1%	3.2%	18.0%	3.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Public Affairs								
031 Journalism	2012/2013	1,713,771	240,529	246,558	(200,000)	2,000,858	-	2,000,858
	2013/2014	1,742,577	248,000	252,187	(213,000)	2,029,764	-	2,029,764
	Inc. (Dec.)	28,806	7,471	5,629	(13,000)	28,906	-	28,906
	%	1.7%	3.1%	2.3%	6.5%	1.4%	n/a	1.4%
032 Communication	2012/2013	1,699,996	157,616	44,866	(50,000)	1,852,478	-	1,852,478
	2013/2014	1,821,813	164,965	49,219	(50,000)	1,985,997	-	1,985,997
	Inc. (Dec.)	121,817	7,349	4,353	-	133,519	-	133,519
	%	7.2%	4.7%	9.7%	0.0%	7.2%	n/a	7.2%
094 Economics	2012/2013	3,456,852	322,484	93,499	-	3,872,835	-	3,872,835
	2013/2014	3,331,058	331,274	101,143	-	3,763,475	-	3,763,475
	Inc. (Dec.)	(125,794)	8,790	7,644	-	(109,360)	-	(109,360)
	%	-3.6%	2.7%	8.2%	n/a	-2.8%	n/a	-2.8%
100 Law & Legal Studies	2012/2013	3,307,433	290,976	174,122	(50,000)	3,722,531	-	3,722,531
	2013/2014	3,465,957	352,237	188,834	(50,000)	3,957,028	-	3,957,028
	Inc. (Dec.)	158,524	61,261	14,712	-	234,497	-	234,497
	%	4.8%	21.1%	8.4%	0.0%	6.3%	n/a	6.3%
101 Kroeger College in Public Affairs	2012/2013	-	-	275,577	-	275,577	-	275,577
	2013/2014	-	-	290,301	-	290,301	-	290,301
	Inc. (Dec.)	-	-	14,724	-	14,724	-	14,724
	%	n/a	n/a	5.3%	n/a	5.3%	n/a	5.3%
102 Political Management	2012/2013	361,829	75,282	65,750	(315,000)	187,861	-	187,861
	2013/2014	377,348	75,000	72,841	(337,610)	187,579	-	187,579
	Inc. (Dec.)	15,519	(282)	7,091	(22,610)	(282)	-	(282)
	%	4.3%	-0.4%	10.8%	7.2%	-0.2%	n/a	-0.2%
103 Political Science	2012/2013	3,792,657	247,681	41,707	(81,310)	4,000,735	-	4,000,735
	2013/2014	3,885,859	255,212	49,068	(85,801)	4,104,338	-	4,104,338
	Inc. (Dec.)	93,202	7,531	7,361	(4,491)	103,603	-	103,603
	%	2.5%	3.0%	17.6%	5.5%	2.6%	n/a	2.6%
106 Public Policy and Administration	2012/2013	2,516,398	236,008	23,413	(229,671)	2,546,148	-	2,546,148
	2013/2014	2,689,721	240,871	26,481	(241,380)	2,715,693	-	2,715,693
	Inc. (Dec.)	173,323	4,863	3,068	(11,709)	169,545	-	169,545
	%	6.9%	2.1%	13.1%	5.1%	6.7%	n/a	6.7%
107 Diploma-Public Admin (Evaluation)	2012/2013	-	-	-	-	-	-	-
	2013/2014	-	-	55,000	-	55,000	-	55,000
	Inc. (Dec.)	-	-	55,000	-	55,000	-	55,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
109 Social Work	2012/2013	1,804,296	233,260	56,583	-	2,094,139	-	2,094,139
	2013/2014	1,688,050	239,869	61,145	-	1,989,064	-	1,989,064
	Inc. (Dec.)	(116,246)	6,609	4,562	-	(105,075)	-	(105,075)
	%	-6.4%	2.8%	8.1%	n/a	-5.0%	n/a	-5.0%
113 Criminology and Criminal Justice	2012/2013	349,348	135,206	23,615	-	508,169	-	508,169
	2013/2014	455,981	125,797	24,946	-	606,724	-	606,724
	Inc. (Dec.)	106,633	(9,409)	1,331	-	98,555	-	98,555
	%	30.5%	-7.0%	5.6%	n/a	19.4%	n/a	19.4%
115 European, Russian and Eurasian Studies	2012/2013	371,987	-	45,198	(80,989)	336,196	-	336,196
	2013/2014	384,660	-	46,642	(85,181)	346,121	-	346,121
	Inc. (Dec.)	12,673	-	1,444	(4,192)	9,925	-	9,925
	%	3.4%	n/a	3.2%	5.2%	3.0%	n/a	3.0%
121 International Affairs 1211 NPSIA Resource Centre	2012/2013	1,990,633	283,436	29,975	-	2,304,044	-	2,304,044
	2013/2014	2,156,142	290,540	32,407	-	2,479,089	-	2,479,089
	Inc. (Dec.)	165,509	7,104	2,432	-	175,045	-	175,045
	%	8.3%	2.5%	8.1%	n/a	7.6%	n/a	7.6%
127 Political Economy	2012/2013	120,713	-	55,096	-	175,809	-	175,809
	2013/2014	73,378	-	55,248	-	128,626	-	128,626
	Inc. (Dec.)	(47,335)	-	152	-	(47,183)	-	(47,183)
	%	-39.2%	n/a	0.3%	n/a	-26.8%	n/a	-26.8%
162 FPA, Office of the Dean	2012/2013	613,863	454,132	1,511,299	-	2,579,294	-	2,579,294
	2013/2014	724,104	454,530	1,605,582	-	2,784,216	-	2,784,216
	Inc. (Dec.)	110,241	398	94,283	-	204,922	-	204,922
	%	18.0%	0.1%	6.2%	n/a	7.9%	n/a	7.9%
164 Public Affairs - Contingencies	2012/2013	-	-	423,886	-	423,886	-	423,886
	2013/2014	-	-	397,445	-	397,445	-	397,445
	Inc. (Dec.)	-	-	(26,441)	-	(26,441)	-	(26,441)
	%	n/a	n/a	-6.2%	n/a	-6.2%	n/a	-6.2%
Salary Reallocations	2012/2013	(37,557)	140,038	(102,481)	-	-	-	-
	2013/2014	(34,965)	144,695	(109,730)	-	-	-	-
Total - Faculty of Public Affairs	2012/2013	22,062,219	2,816,648	3,008,663	(1,006,970)	26,880,560	-	26,880,560
	2013/2014	22,761,683	2,922,990	3,198,759	(1,062,972)	27,820,460	-	27,820,460
	Inc. (Dec.)	699,464	106,342	190,096	(56,002)	939,900	-	939,900
	%	3.2%	3.8%	6.3%	5.6%	3.5%	n/a	3.5%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Sprott School of Business								
091 Sprott School of Business	2012/2013	7,182,946	1,268,960	745,973	(490,399)	8,707,480	-	8,707,480
	2013/2014	7,460,418	1,364,111	639,715	(543,665)	8,920,579	-	8,920,579
	Inc. (Dec.)	277,472	95,151	(106,258)	(53,266)	213,099	-	213,099
	%	3.9%	7.5%	-14.2%	10.9%	2.4%	n/a	2.4%
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Total - Sprott School of Business	2012/2013	7,182,946	1,268,960	745,973	(490,399)	8,707,480	-	8,707,480
	2013/2014	7,460,418	1,364,111	639,715	(543,665)	8,920,579	-	8,920,579
	Inc. (Dec.)	277,472	95,151	(106,258)	(53,266)	213,099	-	213,099
	%	3.9%	7.5%	-14.2%	10.9%	2.4%	n/a	2.4%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Science								
165 Science Stores	2012/2013	-	118,228	186,358	(115,000)	189,586	(95,000)	94,586
	2013/2014	-	120,592	186,358	(115,000)	191,950	(95,000)	96,950
	Inc. (Dec.)	-	2,364	-	-	2,364	-	2,364
	%	n/a	2.0%	0.0%	0.0%	1.2%	0.0%	2.5%
166 Biology	2012/2013	2,754,464	941,305	162,492	(114,199)	3,744,062	-	3,744,062
193 Ottawa-Carleton Institute in Biology	2013/2014	3,055,844	965,382	164,570	(129,926)	4,055,870	-	4,055,870
	Inc. (Dec.)	301,380	24,077	2,078	(15,727)	311,808	-	311,808
	%	10.9%	2.6%	1.3%	13.8%	8.3%	n/a	8.3%
169 Chemistry	2012/2013	2,137,100	675,806	147,435	(240,761)	2,719,580	-	2,719,580
187 Ottawa-Carleton Chemistry Institute	2013/2014	2,048,023	711,419	150,433	(243,651)	2,666,224	-	2,666,224
	Inc. (Dec.)	(89,077)	35,613	2,998	(2,890)	(53,356)	-	(53,356)
	%	-4.2%	5.3%	2.0%	1.2%	-2.0%	n/a	-2.0%
172 Earth Sciences	2012/2013	1,208,538	366,922	98,108	(18,087)	1,655,481	(10,399)	1,645,082
173 Nano Imaging Facility	2013/2014	1,256,541	375,336	99,639	(18,087)	1,713,429	(10,399)	1,703,030
190 Ottawa-Carleton Geoscience Centre	Inc. (Dec.)	48,003	8,414	1,531	-	57,948	-	57,948
	%	4.0%	2.3%	1.6%	0.0%	3.5%	0.0%	3.5%
175 Mathematics & Statistics	2012/2013	3,766,410	364,741	301,867	-	4,433,018	(104,431)	4,328,587
199 Ottawa-Carleton Institute in Mathematics and Statistics	2013/2014	4,033,427	442,036	313,388	-	4,788,851	-	4,788,851
	Inc. (Dec.)	267,017	77,295	11,521	-	355,833	104,431	460,264
	%	7.1%	21.2%	3.8%	n/a	8.0%	-100.0%	10.6%
178 Physics	2012/2013	2,091,676	535,694	139,659	(405,548)	2,361,481	-	2,361,481
196 Ottawa-Carleton Institute in Physics	2013/2014	2,054,480	554,779	141,944	(425,147)	2,326,056	-	2,326,056
	Inc. (Dec.)	(37,196)	19,085	2,285	(19,599)	(35,425)	-	(35,425)
	%	-1.8%	3.6%	1.6%	4.8%	-1.5%	n/a	-1.5%
181 Biochemistry	2012/2013	209,870	-	111,497	-	321,367	-	321,367
	2013/2014	200,767	-	113,479	-	314,246	-	314,246
	Inc. (Dec.)	(9,103)	-	1,982	-	(7,121)	-	(7,121)
	%	-4.3%	n/a	1.8%	n/a	-2.2%	n/a	-2.2%
185 Environmental Science	2012/2013	378,400	-	138,266	(66,657)	450,009	-	450,009
	2013/2014	378,771	-	112,545	(67,000)	424,316	-	424,316
	Inc. (Dec.)	371	-	(25,721)	(343)	(25,693)	-	(25,693)
	%	0.1%	n/a	-18.6%	0.5%	-5.7%	n/a	-5.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
222 Technology, Science and Environment	2012/2013	-	-	85,097	-	85,097	-	85,097
	2013/2014	-	-	87,982	-	87,982	-	87,982
	Inc. (Dec.)	-	-	2,885	-	2,885	-	2,885
	%	n/a	n/a	3.4%	n/a	3.4%	n/a	3.4%
225 Computer Science 202 Ottawa-Carleton Institute in Computer Science	2012/2013	3,629,286	502,896	169,608	(268,175)	4,033,615	-	4,033,615
	2013/2014	3,565,285	518,826	172,212	(270,193)	3,986,130	-	3,986,130
	Inc. (Dec.)	(64,001)	15,930	2,604	(2,018)	(47,485)	-	(47,485)
	%	-1.8%	3.2%	1.5%	0.8%	-1.2%	n/a	-1.2%
205 Health:Science & Technology Policy	2012/2013	-	-	-	-	-	-	-
	2013/2014	-	-	68,763	-	68,763	-	68,763
	Inc. (Dec.)	-	-	68,763	-	68,763	-	68,763
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
216 Neuroscience	2012/2013	930,974	-	12,282	(258,650)	684,606	-	684,606
	2013/2014	1,009,996	-	17,682	(227,247)	800,431	-	800,431
	Inc. (Dec.)	79,022	-	5,400	31,403	115,825	-	115,825
	%	8.5%	n/a	44.0%	-12.1%	16.9%	n/a	16.9%
237 Science, Office of the Dean	2012/2013	367,788	348,558	59,112	-	775,458	-	775,458
	2013/2014	634,231	347,831	59,112	-	1,041,174	-	1,041,174
	Inc. (Dec.)	266,443	(727)	-	-	265,716	-	265,716
	%	72.4%	-0.2%	0.0%	n/a	34.3%	n/a	34.3%
238 Science Student Success Centre	2012/2013	-	-	83,190	-	83,190	-	83,190
	2013/2014	-	-	85,577	-	85,577	-	85,577
	Inc. (Dec.)	-	-	2,387	-	2,387	-	2,387
	%	n/a	n/a	2.9%	n/a	2.9%	n/a	2.9%
239 Science-General 184 Integrated Science	2012/2013	-	-	447,594	-	447,594	-	447,594
	2013/2014	-	-	1,509,707	-	1,509,707	-	1,509,707
	Inc. (Dec.)	-	-	1,062,113	-	1,062,113	-	1,062,113
	%	n/a	n/a	237.3%	n/a	237.3%	n/a	237.3%
Salary Reallocations	2012/2013	87,407	252,199	(339,606)	-	-	-	-
	2013/2014	72,806	348,791	(421,597)	-	-	-	-
Total - Faculty of Science	2012/2013	17,561,913	4,106,349	1,802,959	(1,487,077)	21,984,144	(209,830)	21,774,314
	2013/2014	18,310,171	4,384,992	2,793,031	(1,496,251)	24,060,706	(105,399)	23,955,307
	Inc. (Dec.)	748,258	278,643	990,072	(9,174)	2,076,562	104,431	2,180,993
	%	4.3%	6.8%	54.9%	0.6%	9.4%	-49.8%	10.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Engineering & Design								
241 Civil & Environmental Engineering	2012/2013	2,732,240	445,853	171,136	(200,000)	3,149,229	-	3,149,229
	2013/2014	3,106,713	512,182	174,258	(166,667)	3,626,486	-	3,626,486
	Inc. (Dec.)	374,473	66,329	3,122	33,333	477,257	-	477,257
	%	13.7%	14.9%	1.8%	-16.7%	15.2%	n/a	15.2%
244 Electronics	2012/2013	2,962,886	469,566	189,733	(246,549)	3,375,636	-	3,375,636
	2013/2014	3,067,125	468,835	190,645	(250,458)	3,476,147	-	3,476,147
	Inc. (Dec.)	104,239	(731)	912	(3,909)	100,511	-	100,511
	%	3.5%	-0.2%	0.5%	1.6%	3.0%	n/a	3.0%
247 Mechanical & Aerospace Engineering	2012/2013	4,186,512	698,910	242,764	(300,000)	4,828,186	-	4,828,186
	2013/2014	4,373,510	709,948	245,342	(300,000)	5,028,800	-	5,028,800
	Inc. (Dec.)	186,998	11,038	2,578	-	200,614	-	200,614
	%	4.5%	1.6%	1.1%	0.0%	4.2%	n/a	4.2%
250 Systems & Computing Engineering	2012/2013	4,575,588	601,547	251,581	(200,000)	5,228,716	-	5,228,716
	2013/2014	4,586,346	609,366	253,789	(116,667)	5,332,834	-	5,332,834
	Inc. (Dec.)	10,758	7,819	2,208	83,333	104,118	-	104,118
	%	0.2%	1.3%	0.9%	-41.7%	2.0%	n/a	2.0%
259 Information Technology	2012/2013	763,808	162,750	99,420	-	1,025,978	-	1,025,978
	2013/2014	950,455	167,146	100,940	-	1,218,541	-	1,218,541
	Inc. (Dec.)	186,647	4,396	1,520	-	192,563	-	192,563
	%	24.4%	2.7%	1.5%	n/a	18.8%	n/a	18.8%
265 FED, Office of the Dean	2012/2013	582,212	657,183	1,882,622	-	3,122,017	-	3,122,017
	2013/2014	502,977	634,990	2,489,166	-	3,627,133	-	3,627,133
	Inc. (Dec.)	(79,235)	(22,193)	606,544	-	505,116	-	505,116
	%	-13.6%	-3.4%	32.2%	n/a	16.2%	n/a	16.2%
270 Industrial Design	2012/2013	723,882	336,022	105,735	-	1,165,639	-	1,165,639
	2013/2014	748,313	344,424	107,610	-	1,200,347	-	1,200,347
	Inc. (Dec.)	24,431	8,402	1,875	-	34,708	-	34,708
	%	3.4%	2.5%	1.8%	n/a	3.0%	n/a	3.0%
280 Architecture & Urbanism	2012/2013	2,020,547	522,463	413,299	(44,114)	2,912,195	-	2,912,195
	2013/2014	1,811,768	532,805	422,336	(44,114)	2,722,795	-	2,722,795
	Inc. (Dec.)	(208,779)	10,342	9,037	-	(189,400)	-	(189,400)
	%	-10.3%	2.0%	2.2%	0.0%	-6.5%	n/a	-6.5%
Total - Faculty of Engineering & Design	2012/2013	18,547,675	3,894,294	3,356,290	(990,663)	24,807,596	-	24,807,596
	2013/2014	19,147,207	3,979,696	3,984,086	(877,906)	26,233,083	-	26,233,083
	Inc. (Dec.)	599,532	85,402	627,796	112,757	1,425,487	-	1,425,487
	%	3.2%	2.2%	18.7%	-11.4%	5.7%	n/a	5.7%

		Full-time Academic Salaries	Full-time Non-Academic Salaries	Other Expenditures	Internal Expense Recoveries	Total Expenditures	Departmental Revenue	Net Allocation
		\$	\$	\$	\$	\$	\$	\$
Academic Administration & Student Services								
Provost and Vice-President (Academic)								
395 Provost & VP (Academic)	2012/2013	379,105	501,187	144,648	-	1,024,940	-	1,024,940
	2013/2014	-	477,312	82,869	-	560,181	-	560,181
	Inc. (Dec.)	(379,105)	(23,875)	(61,779)	-	(464,759)	-	(464,759)
	%	-100.0%	-4.8%	-42.7%	n/a	-45.3%	n/a	-45.3%
399 Faculty Recruitment & Support	2012/2013	-	-	123,353	-	123,353	-	123,353
	2013/2014	-	-	125,072	-	125,072	-	125,072
	Inc. (Dec.)	-	-	1,719	-	1,719	-	1,719
	%	n/a	n/a	1.4%	n/a	1.4%	n/a	1.4%
445 Provost & VP (Academic) - Misc	2012/2013	-	-	1,421,891	-	1,421,891	-	1,421,891
	2013/2014	-	-	822,139	-	822,139	-	822,139
	Inc. (Dec.)	-	-	(599,752)	-	(599,752)	-	(599,752)
	%	n/a	n/a	-42.2%	n/a	-42.2%	n/a	-42.2%
447 Carleton Ctr for U/G Research/Engage	2012/2013	-	-	-	-	-	-	-
	2013/2014	-	-	150,000	-	150,000	-	150,000
	Inc. (Dec.)	-	-	150,000	-	150,000	-	150,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
448 Quality Assurance (Academic)	2012/2013	-	-	199,435	-	199,435	-	199,435
	2013/2014	-	168,075	114,596	-	282,671	-	282,671
	Inc. (Dec.)	-	168,075	(84,839)	-	83,236	-	83,236
	%	n/a	n/a	-42.5%	n/a	41.7%	n/a	41.7%
618 Ombudsman's Office	2012/2013	-	128,800	47,340	-	176,140	(90,704)	85,436
	2013/2014	-	132,140	46,452	-	178,592	(90,704)	87,888
	Inc. (Dec.)	-	3,340	(888)	-	2,452	-	2,452
	%	n/a	2.6%	-1.9%	n/a	1.4%	0.0%	2.9%
Total - Provost and Vice-President (Academic)	2012/2013	379,105	629,987	1,936,667	-	2,945,759	(90,704)	2,855,055
	2013/2014	-	777,527	1,341,128	-	2,118,655	(90,704)	2,027,951
	Inc. (Dec.)	(379,105)	147,540	(595,539)	-	(827,104)	-	(827,104)
	%	-100.0%	23.4%	-30.8%	n/a	-28.1%	0.0%	-29.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Associate Vice-President (Student and Enrolment)								
473 Admissions Services	2012/2013	-	1,456,628	220,733	-	1,677,361	(45,000)	1,632,361
	2013/2014	-	1,491,281	225,173	-	1,716,454	(45,000)	1,671,454
	Inc. (Dec.)	-	34,653	4,440	-	39,093	-	39,093
	%	n/a	2.4%	2.0%	n/a	2.3%	0.0%	2.4%
474 International Recruitment	2012/2013	-	217,405	420,537	-	637,942	-	637,942
	2013/2014	-	220,979	195,537	-	416,516	-	416,516
	Inc. (Dec.)	-	3,574	(225,000)	-	(221,426)	-	(221,426)
	%	n/a	1.6%	-53.5%	n/a	-34.7%	n/a	-34.7%
475 Undergraduate Recruitment Office	2012/2013	-	838,981	999,732	-	1,838,713	-	1,838,713
	2013/2014	-	906,299	827,741	-	1,734,040	-	1,734,040
	Inc. (Dec.)	-	67,318	(171,991)	-	(104,673)	-	(104,673)
	%	n/a	8.0%	-17.2%	n/a	-5.7%	n/a	-5.7%
477 Telecounselling Centre	2012/2013	-	-	101,500	-	101,500	-	101,500
	2013/2014	-	-	101,500	-	101,500	-	101,500
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
561 Awards Office	2012/2013	-	709,846	115,057	(208,581)	616,322	-	616,322
	2013/2014	-	727,232	111,887	(208,581)	630,538	-	630,538
	Inc. (Dec.)	-	17,386	(3,170)	-	14,216	-	14,216
	%	n/a	2.4%	-2.8%	0.0%	2.3%	n/a	2.3%
566 Office of Enrolment Management	2012/2013	-	294,293	257,188	-	551,481	-	551,481
	2013/2014	-	483,950	665,798	-	1,149,748	-	1,149,748
	Inc. (Dec.)	-	189,657	408,610	-	598,267	-	598,267
	%	n/a	64.4%	158.9%	n/a	108.5%	n/a	108.5%
398 Office - Director of Student Affairs	2012/2013	-	147,034	27,934	-	174,968	-	174,968
	2013/2014	-	151,727	27,934	-	179,661	-	179,661
	Inc. (Dec.)	-	4,693	-	-	4,693	-	4,693
	%	n/a	3.2%	0.0%	n/a	2.7%	n/a	2.7%
565 International Student Services Office	2012/2013	-	314,044	81,118	-	395,162	(43,000)	352,162
	2013/2014	-	323,191	81,118	-	404,309	(43,000)	361,309
	Inc. (Dec.)	-	9,147	-	-	9,147	-	9,147
	%	n/a	2.9%	0.0%	n/a	2.3%	0.0%	2.6%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
394 Student Academic Success Centre	2012/2013	-	774,908	138,150	-	913,058	-	913,058
	2013/2014	-	692,579	154,653	-	847,232	-	847,232
	Inc. (Dec.)	-	(82,329)	16,503	-	(65,826)	-	(65,826)
	%	n/a	-10.6%	11.9%	n/a	-7.2%	n/a	-7.2%
397 Career Development & Co-op Education	2012/2013	-	1,040,546	141,258	-	1,181,804	-	1,181,804
	2013/2014	-	1,078,583	140,511	-	1,219,094	-	1,219,094
	Inc. (Dec.)	-	38,037	(747)	-	37,290	-	37,290
	%	n/a	3.7%	-0.5%	n/a	3.2%	n/a	3.2%
400 Student Experience Office	2012/2013	-	213,448	60,446	-	273,894	-	273,894
	2013/2014	-	220,680	60,446	-	281,126	-	281,126
	Inc. (Dec.)	-	7,232	-	-	7,232	-	7,232
	%	n/a	3.4%	0.0%	n/a	2.6%	n/a	2.6%
415 Writing Tutorial Service	2012/2013	-	-	73,133	-	73,133	-	73,133
	2013/2014	-	-	71,307	-	71,307	-	71,307
	Inc. (Dec.)	-	-	(1,826)	-	(1,826)	-	(1,826)
	%	n/a	n/a	-2.5%	n/a	-2.5%	n/a	-2.5%
440 Office of AVP (Student & Enrolment)	2012/2013	-	144,045	62,285	-	206,330	-	206,330
	2013/2014	-	150,019	62,285	-	212,304	-	212,304
	Inc. (Dec.)	-	5,974	-	-	5,974	-	5,974
	%	n/a	4.1%	0.0%	n/a	2.9%	n/a	2.9%
446 Learning Commons	2012/2013	-	-	128,434	-	128,434	-	128,434
	2013/2014	-	-	131,124	-	131,124	-	131,124
	Inc. (Dec.)	-	-	2,690	-	2,690	-	2,690
	%	n/a	n/a	2.1%	n/a	2.1%	n/a	2.1%
563 Career Services	2012/2013	-	733,665	49,717	-	783,382	-	783,382
	2013/2014	-	757,755	49,717	-	807,472	-	807,472
	Inc. (Dec.)	-	24,090	-	-	24,090	-	24,090
	%	n/a	3.3%	0.0%	n/a	3.1%	n/a	3.1%
564 Paul Menton Centre	2012/2013	-	709,262	203,845	-	913,107	-	913,107
	2013/2014	-	730,269	116,103	-	846,372	-	846,372
	Inc. (Dec.)	-	21,007	(87,742)	-	(66,735)	-	(66,735)
	%	n/a	3.0%	-43.0%	n/a	-7.3%	n/a	-7.3%
Total - Associate Vice-President (Student and Enrolment)	2012/2013	-	7,594,105	3,081,067	(208,581)	10,466,591	(88,000)	10,378,591
	2013/2014	-	7,934,544	3,022,834	(208,581)	10,748,797	(88,000)	10,660,797
	Inc. (Dec.)	-	340,439	(58,233)	-	282,206	-	282,206
	%	n/a	4.5%	-1.9%	0.0%	2.7%	0.0%	2.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
University Registrar								
404 University Registrarial Services	2012/2013	-	2,555,408	228,627	-	2,784,035	-	2,784,035
	2013/2014	-	2,535,082	301,120	-	2,836,202	-	2,836,202
	Inc. (Dec.)	-	(20,326)	72,493	-	52,167	-	52,167
	%	n/a	-0.8%	31.7%	n/a	1.9%	n/a	1.9%
405 University Calendars	2012/2013	-	-	15,000	-	15,000	-	15,000
	2013/2014	-	-	15,000	-	15,000	-	15,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
476 Scheduling & Examination Services	2012/2013	-	364,445	439,965	-	804,410	-	804,410
	2013/2014	-	374,493	435,087	-	809,580	-	809,580
	Inc. (Dec.)	-	10,048	(4,878)	-	5,170	-	5,170
	%	n/a	2.8%	-1.1%	n/a	0.6%	n/a	0.6%
478 Examination Room	2012/2013	-	-	61,682	-	61,682	-	61,682
	2013/2014	-	-	61,682	-	61,682	-	61,682
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Total - University Registrar	2012/2013	-	2,919,853	745,274	-	3,665,127	-	3,665,127
	2013/2014	-	2,909,575	812,889	-	3,722,464	-	3,722,464
	Inc. (Dec.)	-	(10,278)	67,615	-	57,337	-	57,337
	%	n/a	-0.4%	9.1%	n/a	1.6%	n/a	1.6%
Education Development Centre								
381 Instructional Media Services	2012/2013	-	877,465	89,402	-	966,867	(45,696)	921,171
	2013/2014	-	902,805	82,190	-	984,995	(60,810)	924,185
	Inc. (Dec.)	-	25,340	(7,212)	-	18,128	(15,114)	3,014
	%	n/a	2.9%	-8.1%	n/a	1.9%	33.1%	0.3%
386 Education Development Centre	2012/2013	-	810,801	529,977	-	1,340,778	-	1,340,778
	2013/2014	-	896,470	312,495	-	1,208,965	-	1,208,965
	Inc. (Dec.)	-	85,669	(217,482)	-	(131,813)	-	(131,813)
	%	n/a	10.6%	-41.0%	n/a	-9.8%	n/a	-9.8%
387 Carleton University OnLine (CUOL)	2012/2013	-	1,164,656	929,773	-	2,094,429	(494,500)	1,599,929
	2013/2014	-	1,197,954	747,927	-	1,945,881	(632,750)	1,313,131
	Inc. (Dec.)	-	33,298	(181,846)	-	(148,548)	(138,250)	(286,798)
	%	n/a	2.9%	-19.6%	n/a	-7.1%	28.0%	-17.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
388 EDC Enrichment Mini Courses	2012/2013	-	-	68,961	-	68,961	(80,000)	(11,039)
	2013/2014	-	-	68,961	-	68,961	(80,000)	(11,039)
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	0.0%	0.0%
Total - Education Development Centre	2012/2013	-	2,852,922	1,618,113	-	4,471,035	(620,196)	3,850,839
	2013/2014	-	2,997,229	1,211,573	-	4,208,802	(773,560)	3,435,242
	Inc. (Dec.)	-	144,307	(406,540)	-	(262,233)	(153,364)	(415,597)
	%	n/a	5.1%	-25.1%	n/a	-5.9%	24.7%	-10.8%
Faculty of Graduate Studies and Post-Doctoral Affairs								
301 Faculty of Graduate & Postdoctoral Affairs	2012/2013	588,210	1,184,611	277,964	(81,600)	1,969,185	-	1,969,185
	2013/2014	394,111	1,300,144	269,406	(81,600)	1,882,061	-	1,882,061
	Inc. (Dec.)	(194,099)	115,533	(8,558)	-	(87,124)	-	(87,124)
	%	-33.0%	9.8%	-3.1%	0.0%	-4.4%	n/a	-4.4%
Total - Faculty Graduate Studies and Post-Doctoral Affairs	2012/2013	588,210	1,184,611	277,964	(81,600)	1,969,185	-	1,969,185
	2013/2014	394,111	1,300,144	269,406	(81,600)	1,882,061	-	1,882,061
	Inc. (Dec.)	(194,099)	115,533	(8,558)	-	(87,124)	-	(87,124)
	%	-33.0%	9.8%	-3.1%	0.0%	-4.4%	n/a	-4.4%
Salary Reallocations	2012/2013	-	262,601	(262,601)	-	-	-	-
	2013/2014	92,564	285,437	(378,001)	-	-	-	-
Total - Academic Administration & Student Services	2012/2013	967,315	15,444,079	7,396,484	(290,181)	23,517,697	(798,900)	22,718,797
	2013/2014	486,675	16,204,456	6,279,829	(290,181)	22,680,779	(952,264)	21,728,515
	Inc. (Dec.)	(573,204)	737,541	(1,001,255)	-	(836,918)	(153,364)	(990,282)
	%	-59.3%	4.8%	-13.5%	0.0%	-3.6%	19.2%	-4.4%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Library								
456 Library	2012/2013	3,153,494	4,927,490	6,798,290	-	14,879,274	-	14,879,274
	2013/2014	3,275,672	5,073,843	6,456,437	-	14,805,952	-	14,805,952
	Inc. (Dec.)	122,178	146,353	(341,853)	-	(73,322)	-	(73,322)
	%	3.9%	3.0%	-5.0%	n/a	-0.5%	n/a	-0.5%
Total - Library	2012/2013	3,153,494	4,927,490	6,798,290	-	14,879,274	-	14,879,274
	2013/2014	3,275,672	5,073,843	6,456,437	-	14,805,952	-	14,805,952
	Inc. (Dec.)	122,178	146,353	(341,853)	-	(73,322)	-	(73,322)
	%	3.9%	3.0%	-5.0%	n/a	-0.5%	n/a	-0.5%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Research & International								
370 Office of Vice-President (Research and International)	2012/2013	-	304,944	78,856	-	383,800	-	383,800
	2013/2014	-	315,275	78,856	-	394,131	-	394,131
	Inc. (Dec.)	-	10,331	-	-	10,331	-	10,331
	%	n/a	3.4%	0.0%	n/a	2.7%	n/a	2.7%
371 Carleton International	2012/2013	-	256,854	106,718	-	363,572	-	363,572
	2013/2014	-	369,477	42,623	-	412,100	-	412,100
	Inc. (Dec.)	-	112,623	(64,095)	-	48,528	-	48,528
	%	n/a	43.8%	-60.1%	n/a	13.3%	n/a	13.3%
372 Carleton University Research Office (CURO)	2012/2013	-	1,516,500	41,159	(190,102)	1,367,557	-	1,367,557
	2013/2014	-	1,095,444	50,961	(124,901)	1,021,504	-	1,021,504
	Inc. (Dec.)	-	(421,056)	9,802	65,201	(346,053)	-	(346,053)
	%	n/a	-27.8%	23.8%	-34.3%	-25.3%	n/a	-25.3%
376 Animal Care & Veterinary Services	2012/2013	-	206,424	91,349	-	297,773	-	297,773
	2013/2014	-	314,551	36,709	-	351,260	-	351,260
	Inc. (Dec.)	-	108,127	(54,640)	-	53,487	-	53,487
	%	n/a	52.4%	-59.8%	n/a	18.0%	n/a	18.0%
377 Office of AVP Research	2012/2013	-	-	169,508	-	169,508	-	169,508
	2013/2014	-	-	205,000	-	205,000	-	205,000
	Inc. (Dec.)	-	-	35,492	-	35,492	-	35,492
	%	n/a	n/a	20.9%	n/a	20.9%	n/a	20.9%
378 VPRI University Research Initiatives	2012/2013	-	-	592,245	-	592,245	-	592,245
	2013/2014	-	-	829,216	-	829,216	-	829,216
	Inc. (Dec.)	-	-	236,971	-	236,971	-	236,971
	%	n/a	n/a	40.0%	n/a	40.0%	n/a	40.0%
Salary Reallocations	2012/2013	149,508	-	(149,508)	-	-	-	-
	2013/2014	185,000	-	(185,000)	-	-	-	-
Total - Research & International	2012/2013	149,508	2,284,722	930,327	(190,102)	3,174,455	-	3,174,455
	2013/2014	185,000	2,094,747	1,058,365	(124,901)	3,213,211	-	3,213,211
	Inc. (Dec.)	35,492	(189,975)	128,038	65,201	38,756	-	38,756
	%	23.7%	-8.3%	13.8%	-34.3%	1.2%	n/a	1.2%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Finance & Administration								
232 Science Technology Centre	2012/2013	-	359,890	136,344	(120,000)	376,234	(160,000)	216,234
	2013/2014	-	368,231	128,244	(235,000)	261,475	(45,000)	216,475
	Inc. (Dec.)	-	8,341	(8,100)	(115,000)	(114,759)	115,000	241
	%	n/a	2.3%	-5.9%	95.8%	-30.5%	-71.9%	0.1%
374 Office of Institutional Research & Planning	2012/2013	-	655,316	71,429	-	726,745	-	726,745
	2013/2014	-	576,571	120,063	-	696,634	-	696,634
	Inc. (Dec.)	-	(78,745)	48,634	-	(30,111)	-	(30,111)
	%	n/a	-12.0%	68.1%	n/a	-4.1%	n/a	-4.1%
482 Business Office	2012/2013	-	1,671,715	279,628	(35,000)	1,916,343	-	1,916,343
	2013/2014	-	1,712,974	281,302	(35,000)	1,959,276	-	1,959,276
	Inc. (Dec.)	-	41,259	1,674	-	42,933	-	42,933
	%	n/a	2.5%	0.6%	0.0%	2.2%	n/a	2.2%
486 Office of the Vice-President (Finance and Administration)	2012/2013	-	357,449	151,645	-	509,094	-	509,094
	2013/2014	-	353,756	69,504	-	423,260	-	423,260
	Inc. (Dec.)	-	(3,693)	(82,141)	-	(85,834)	-	(85,834)
	%	n/a	-1.0%	-54.2%	n/a	-16.9%	n/a	-16.9%
487 Office of Quality Initiatives	2012/2013	-	236,556	48,378	-	284,934	-	284,934
	2013/2014	-	329,943	48,378	-	378,321	-	378,321
	Inc. (Dec.)	-	93,387	-	-	93,387	-	93,387
	%	n/a	39.5%	0.0%	n/a	32.8%	n/a	32.8%
498 Office of the AVP (Financial Services)	2012/2013	-	869,342	67,433	-	936,775	-	936,775
	2013/2014	-	885,818	78,961	-	964,779	-	964,779
	Inc. (Dec.)	-	16,476	11,528	-	28,004	-	28,004
	%	n/a	1.9%	17.1%	n/a	3.0%	n/a	3.0%
503 Mail Services	2012/2013	-	256,665	27,445	-	284,110	-	284,110
	2013/2014	-	236,595	27,445	-	264,040	-	264,040
	Inc. (Dec.)	-	(20,070)	-	-	(20,070)	-	(20,070)
	%	n/a	-7.8%	0.0%	n/a	-7.1%	n/a	-7.1%
504 Information Carleton	2012/2013	-	-	107,514	-	107,514	-	107,514
	2013/2014	-	-	110,149	-	110,149	-	110,149
	Inc. (Dec.)	-	-	2,635	-	2,635	-	2,635
	%	n/a	n/a	2.5%	n/a	2.5%	n/a	2.5%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
507 Purchasing	2012/2013	-	456,024	127,644	(158,183)	425,485	-	425,485
	2013/2014	-	467,924	75,744	(164,027)	379,641	-	379,641
	Inc. (Dec.)	-	11,900	(51,900)	(5,844)	(45,844)	-	(45,844)
	%	n/a	2.6%	-40.7%	3.7%	-10.8%	n/a	-10.8%
516 Healthy Workplace	2012/2013	-	-	45,903	-	45,903	-	45,903
	2013/2014	-	-	13,432	-	13,432	-	13,432
	Inc. (Dec.)	-	-	(32,471)	-	(32,471)	-	(32,471)
	%	n/a	n/a	-70.7%	n/a	-70.7%	n/a	-70.7%
574 Creative Services	2012/2013	-	251,914	41,950	-	293,864	-	293,864
	2013/2014	-	256,952	41,950	-	298,902	-	298,902
	Inc. (Dec.)	-	5,038	-	-	5,038	-	5,038
	%	n/a	2.0%	0.0%	n/a	1.7%	n/a	1.7%
Human Resources Summary	2012/2013	-	1,928,033	651,939	-	2,579,972	-	2,579,972
	2013/2014	-	1,933,268	598,997	-	2,532,265	-	2,532,265
	Inc. (Dec.)	-	5,235	(52,942)	-	(47,707)	-	(47,707)
	%	n/a	0.3%	-8.1%	n/a	-1.8%	n/a	-1.8%
534 Miscellaneous Administration - Vice- President (Finance and Administration)	2012/2013	-	-	1,580,327	(46,600)	1,533,727	(25,000)	1,508,727
	2013/2014	-	-	1,581,886	(46,600)	1,535,286	(25,000)	1,510,286
	Inc. (Dec.)	-	-	1,559	-	1,559	-	1,559
	%	n/a	n/a	0.1%	0.0%	0.1%	0.0%	0.1%
Facilities Management & Planning Summary	2012/2013	-	5,496,862	5,810,226	(2,518,163)	8,788,925	-	8,788,925
	2013/2014	-	5,669,111	5,863,225	(2,473,959)	9,058,377	-	9,058,377
	Inc. (Dec.)	-	172,249	52,999	44,204	269,452	-	269,452
	%	n/a	3.1%	0.9%	-1.8%	3.07%	n/a	3.1%
University Safety Summary	2012/2013	-	1,571,998	649,769	(272,390)	1,949,377	(51,558)	1,897,819
	2013/2014	-	1,658,821	569,772	(302,390)	1,926,203	(52,589)	1,873,614
	Inc. (Dec.)	-	86,823	(79,997)	(30,000)	(23,174)	(1,031)	(24,205)
	%	n/a	5.5%	-12.3%	11.0%	-1.2%	2.0%	-1.3%
Computing & Communications Summary	2012/2013	-	6,859,048	2,732,858	(1,088,749)	8,503,157	(67,176)	8,435,981
	2013/2014	-	7,211,627	2,824,144	(1,086,095)	8,949,676	(69,504)	8,880,172
	Inc. (Dec.)	-	352,579	91,286	2,654	446,519	(2,328)	444,191
	%	n/a	5.1%	3.3%	-0.2%	5.3%	3.5%	5.3%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
607 Dept of Pension Management	2012/2013	-	170,925	44,610	-	215,535	(215,535)	-
6071 Pension Committee	2013/2014	-	171,990	48,916	-	220,906	(220,906)	-
	Inc. (Dec.)	-	1,065	4,306	-	5,371	(5,371)	-
	%	n/a	0.6%	9.7%	n/a	2.5%	2.5%	n/a
Salary Reallocations	2012/2013	-	106,417	(106,417)	-	-	-	-
	2013/2014	-	76,581	(76,581)	-	-	-	-
Total - Finance & Administration	2012/2013	-	21,248,154	12,468,625	(4,239,085)	29,477,694	(519,269)	28,958,425
	2013/2014	-	21,910,162	12,405,531	(4,343,071)	29,972,622	(412,999)	29,559,623
	Inc. (Dec.)	-	662,008	(63,094)	(103,986)	494,928	106,270	601,198
	%	n/a	3.1%	-0.5%	2.5%	1.7%	-20.5%	2.1%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
President								
410 Clerk of Senate	2012/2013	-	173,576	15,592	-	189,168	-	189,168
	2013/2014	-	269,958	13,107	-	283,065	-	283,065
	Inc. (Dec.)	-	96,382	(2,485)	-	93,897	-	93,897
	%	n/a	55.5%	-15.9%	n/a	49.6%	n/a	49.6%
449 Miscellaneous Academic-President	2012/2013	-	-	101,968	-	101,968	-	101,968
	2013/2014	-	-	94,968	-	94,968	-	94,968
	Inc. (Dec.)	-	-	(7,000)	-	(7,000)	-	(7,000)
	%	n/a	n/a	-6.9%	n/a	-6.9%	n/a	-6.9%
480 Office of the Board of Governors	2012/2013	-	360,012	132,581	-	492,593	-	492,593
484 Office of the University Secretary	2013/2014	-	373,585	128,581	-	502,166	-	502,166
	Inc. (Dec.)	-	13,573	(4,000)	-	9,573	-	9,573
	%	n/a	3.8%	-3.0%	n/a	1.9%	n/a	1.9%
483 Office of the President	2012/2013	-	459,930	161,097	-	621,027	-	621,027
	2013/2014	-	465,527	153,951	-	619,478	-	619,478
	Inc. (Dec.)	-	5,597	(7,146)	-	(1,549)	-	(1,549)
	%	n/a	1.2%	-4.4%	n/a	-0.2%	n/a	-0.2%
489 Equity Services	2012/2013	-	381,022	37,368	-	418,390	-	418,390
	2013/2014	-	452,972	36,068	(56,830)	432,210	-	432,210
	Inc. (Dec.)	-	71,950	(1,300)	(56,830)	13,820	-	13,820
	%	n/a	18.9%	-3.5%	n/a	3.3%	n/a	3.3%
573 University Communications	2012/2013	-	629,277	662,747	-	1,292,024	-	1,292,024
	2013/2014	-	650,993	647,001	-	1,297,994	-	1,297,994
	Inc. (Dec.)	-	21,716	(15,746)	-	5,970	-	5,970
	%	n/a	3.5%	-2.4%	n/a	0.5%	n/a	0.5%
Salary Reallocations	2012/2013	118,798	(118,798)	-	-	-	-	-
	2013/2014	213,042	(213,042)	-	-	-	-	-
Total - President	2012/2013	118,798	1,885,019	1,111,353	-	3,115,170	-	3,115,170
	2013/2014	213,042	1,999,993	1,073,676	(56,830)	3,229,881	-	3,229,881
	Inc. (Dec.)	94,244	114,974	(37,677)	(56,830)	114,711	-	114,711
	%	79.3%	6.1%	-3.4%	n/a	3.7%	n/a	3.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Advancement								
Advancement	2012/2013	-	3,218,078	1,496,407	(74,692)	4,639,793	(50,000)	4,589,793
	2013/2014	-	3,302,303	1,355,556	(53,298)	4,604,561	(50,000)	4,554,561
	Inc. (Dec.)	-	84,225	(140,851)	21,394	(35,232)	-	(35,232)
	%	n/a	2.6%	-9.4%	-28.6%	-0.8%	0.0%	-0.8%
Salary Reallocations	2012/2013	-	-	-	-	-	-	-
	2013/2014	-	-	-	-	-	-	-
Total - Advancement	2012/2013	-	3,218,078	1,496,407	(74,692)	4,639,793	(50,000)	4,589,793
	2013/2014	-	3,302,303	1,355,556	(53,298)	4,604,561	(50,000)	4,554,561
	Inc. (Dec.)	-	84,225	(140,851)	21,394	(35,232)	-	(35,232)
	%	n/a	2.6%	-9.4%	-28.6%	-0.8%	0.0%	-0.8%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
University Budgets								
Staff Benefits	2012/2013	-	-	41,738,000	-	41,738,000	(15,000)	41,723,000
	2013/2014	-	-	43,554,000	-	43,554,000	(15,000)	43,539,000
	Inc. (Dec.)	-	-	1,816,000	-	1,816,000	-	1,816,000
	%	n/a	n/a	4.4%	n/a	4.4%	0.0%	4.4%
Utilities	2012/2013	-	-	8,940,100	-	8,940,100	-	8,940,100
	2013/2014	-	-	8,940,100	-	8,940,100	-	8,940,100
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Cleaning and Facility Maintenance	2012/2013	-	-	2,402,300	-	2,402,300	-	2,402,300
	2013/2014	-	-	2,543,800	-	2,543,800	-	2,543,800
	Inc. (Dec.)	-	-	141,500	-	141,500	-	141,500
	%	n/a	n/a	5.9%	n/a	5.9%	n/a	5.9%
Building Retrofits & Deferred Mtce	2012/2013	-	-	2,000,000	-	2,000,000	-	2,000,000
	2013/2014	-	-	1,580,000	-	1,580,000	-	1,580,000
	Inc. (Dec.)	-	-	(420,000)	-	(420,000)	-	(420,000)
	%	n/a	n/a	-21.0%	n/a	-21.0%	n/a	-21.0%
Capital Improvements	2012/2013	-	-	3,000,000	-	3,000,000	-	3,000,000
	2013/2014	-	-	5,800,000	-	5,800,000	-	5,800,000
	Inc. (Dec.)	-	-	2,800,000	-	2,800,000	-	2,800,000
	%	n/a	n/a	93.3%	n/a	93.3%	n/a	93.3%
Insurance	2012/2013	-	-	815,000	-	815,000	-	815,000
	2013/2014	-	-	912,000	-	912,000	-	912,000
	Inc. (Dec.)	-	-	97,000	-	97,000	-	97,000
	%	n/a	n/a	11.9%	n/a	11.9%	n/a	11.9%
Taxes	2012/2013	-	-	12,000	-	12,000	-	12,000
	2013/2014	-	-	12,000	-	12,000	-	12,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Professional Fees	2012/2013	-	-	552,000	-	552,000	-	552,000
	2013/2014	-	-	552,000	-	552,000	-	552,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Provision for Bad Debt	2012/2013	-	-	1,090,000	-	1,090,000	-	1,090,000
	2013/2014	-	-	1,840,000	-	1,840,000	-	1,840,000
	Inc. (Dec.)	-	-	750,000	-	750,000	-	750,000
	%	n/a	n/a	68.8%	n/a	68.8%	n/a	68.8%
Mandated Student Aid	2012/2013	-	-	9,401,000	-	9,401,000	-	9,401,000
	2013/2014	-	-	10,036,000	-	10,036,000	-	10,036,000
	Inc. (Dec.)	-	-	635,000	-	635,000	-	635,000
	%	n/a	n/a	6.8%	n/a	6.8%	n/a	6.8%
Undergraduate Student Support	2012/2013	-	-	6,589,000	-	6,589,000	-	6,589,000
	2013/2014	-	-	6,739,000	-	6,739,000	-	6,739,000
	Inc. (Dec.)	-	-	150,000	-	150,000	-	150,000
	%	n/a	n/a	2.3%	n/a	2.3%	n/a	2.3%
Graduate Student Support	2012/2013	-	-	22,567,363	-	22,567,363	-	22,567,363
	2013/2014	-	-	23,300,266	-	23,300,266	-	23,300,266
	Inc. (Dec.)	-	-	732,903	-	732,903	-	732,903
	%	n/a	n/a	3.2%	n/a	3.2%	n/a	3.2%
University Memberships	2012/2013	-	-	356,500	-	356,500	-	356,500
	2013/2014	-	-	404,500	-	404,500	-	404,500
	Inc. (Dec.)	-	-	48,000	-	48,000	-	48,000
	%	n/a	n/a	13.5%	n/a	13.5%	n/a	13.5%
Convocation	2012/2013	-	-	590,000	-	590,000	-	590,000
	2013/2014	-	-	590,000	-	590,000	-	590,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Bank Charges	2012/2013	-	-	100,000	-	100,000	-	100,000
	2013/2014	-	-	110,000	-	110,000	-	110,000
	Inc. (Dec.)	-	-	10,000	-	10,000	-	10,000
	%	n/a	n/a	10.0%	n/a	10.0%	n/a	10.0%
Daycare Maintenance	2012/2013	-	-	30,000	-	30,000	-	30,000
	2013/2014	-	-	30,000	-	30,000	-	30,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Space Charges	2012/2013	-	-	1,142,000	-	1,142,000	-	1,142,000
	2013/2014	-	-	1,265,000	-	1,265,000	-	1,265,000
	Inc. (Dec.)	-	-	123,000	-	123,000	-	123,000
	%	n/a	n/a	10.8%	n/a	10.8%	n/a	10.8%
Computing Infrastructure	2012/2013	-	-	710,000	-	710,000	-	710,000
	2013/2014	-	-	930,000	-	930,000	-	930,000
	Inc. (Dec.)	-	-	220,000	-	220,000	-	220,000
	%	n/a	n/a	31.0%	n/a	31.0%	n/a	31.0%
Joint Program Costs	2012/2013	-	-	1,700,000	-	1,700,000	-	1,700,000
	2013/2014	-	-	1,500,000	-	1,500,000	-	1,500,000
	Inc. (Dec.)	-	-	(200,000)	-	(200,000)	-	(200,000)
	%	n/a	n/a	-11.8%	n/a	-11.8%	n/a	-11.8%
Interfund Transfers	2012/2013	-	-	(1,223,565)	-	(1,223,565)	-	(1,223,565)
	2013/2014	-	-	(1,303,998)	-	(1,303,998)	-	(1,303,998)
	Inc. (Dec.)	-	-	(80,433)	-	(80,433)	-	(80,433)
	%	n/a	n/a	6.6%	n/a	6.6%	n/a	6.6%
Total - University Budgets	2012/2013	-	-	102,511,698	-	102,511,698	(15,000)	102,496,698
	2013/2014	-	-	109,334,668	-	109,334,668	(15,000)	109,319,668
	Inc. (Dec.)	-	-	6,822,970	-	6,822,970	-	6,822,970
	%	n/a	n/a	6.7%	n/a	6.7%	0.0%	6.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Provisions and Contingencies								
11119 Provisions and Contingencies	2012/2013	-	-	49,500,544	-	49,500,544	-	49,500,544
	2013/2014	-	-	61,035,792	-	61,035,792	-	61,035,792
	Inc. (Dec.)	-	-	11,535,248	-	11,535,248	-	11,535,248
	%	n/a	n/a	23.3%	n/a	23.3%	n/a	23.3%
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Total - Provisions and Contingencies	2012/2013	-	-	49,500,544	-	49,500,544	-	49,500,544
	2013/2014	-	-	61,035,792	-	61,035,792	-	61,035,792
	Inc. (Dec.)	-	-	11,535,248	-	11,535,248	-	11,535,248
	%	n/a	n/a	23.3%	n/a	23.3%	n/a	23.3%