• Background
• 2016-2022 Planning Assumptions
• 2016-2017 Allocations
• Recommendations
The Administration be directed to develop a balanced 2016-17 operating budget that will permit progress towards institutional priorities as outlined in the Strategic Integrated Plan.
Total: $446 Million

- Tuition Fees (58%), $259M
- Misc. Fees and Income (3%), $12M
- Interest (2%), $7M
- Government Grants (38%), $168M

Source: Operating and Ancillary Budgets 2016-17
Finance/OIRP 2016-04-07
2016-17 BUDGETED OPERATING EXPENDITURES

Total: $446 Million

- Campaign Matching (1%), $4M
- Enrolment Incentive (3%), $14M
- Student Aid (7%), $31M
- Equipment (1%), $7M
- Facility Maintenance & Renovations (8%), $36M
- Utilities (2%), $9M
- Library Acquisitions (1%), $6M
- Employer Pension Contributions (11%), $49M
- Other Benefit Contributions (7%), $32M
- Other (6%), $25M
- Salaries (52%), $234M
- Staffing Costs (71%), $315M

Source: Operating and Ancillary Budgets 2016-17
Finance/OIRP 2016-04-07
# Applicants/Targets - Fall 2016/17

## Ontario University Application Centre Systems Data – First Year

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>% +/−</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>140,925</td>
<td>138,042</td>
<td>2.1%</td>
</tr>
<tr>
<td>Confirmations</td>
<td>6,018</td>
<td>6,003</td>
<td>0.2%</td>
</tr>
<tr>
<td>Applicants (H.S. – ‘OUAC 101s’)</td>
<td>88,619</td>
<td>88,495</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

## Carleton University First Year

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>% +/−</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>23,725</td>
<td>23,044</td>
<td>3.0%</td>
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<tr>
<td>Approved</td>
<td>12,872</td>
<td>12,591</td>
<td>2.2%</td>
</tr>
<tr>
<td>Confirmed</td>
<td>2,026</td>
<td>2,018</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

## Carleton University Target (Full-time)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>% +/−</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year</td>
<td>6,234</td>
<td>6,305</td>
<td>-1.1%</td>
</tr>
<tr>
<td>First Year (New)</td>
<td>5,202</td>
<td>5,254</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>20,653</td>
<td>20,469</td>
<td>0.9%</td>
</tr>
</tbody>
</table>
• Going concern deficit  $ 87m

• Solvency deficit  $159m
2015-16

- Base Funding: $19m
- Fiscal Funding: $91m

2018-19 Target

- Base Funding: $22m
- Fiscal Funding: $107m
• File valuation as of November 30, 2015

• Additional Contribution of $30m on March 30, 2016 to keep solvency ratio above 85%.

• Annual special payments for 3 years will be $26m
• Funding Formula Review

• Historic funding model based on student growth while demographics suggest enrolment reductions

• Net Tuition discussion

• Tuition Fee Assumption
2016-2022 Planning Assumptions

Revenue

- Retention at current rate
- Domestic tuition fees will increase by 3% per year
- First-year enrolment decline by 1% in 2016-2017 and then mirror demographic projection
- Accessibility funding for enrolment growth since 2010 will continue to be fiscal funding
EXPENDITURES

• Extra-ordinary pension payments (started in 2010-2011)
• Annual base fund of $1m for mission critical initiatives
• Enrolment-Linked Budget Allocation model in place that provides net new income from undergraduate and graduate growth to Faculties
• $14m annual allocation for deferred maintenance
Seven Year Base Budget Plan

- Base Revenue
- Base Expenditure

Years:
- 2015-16
- 2016-17
- 2017-18
- 2018-19
- 2019-2020
- 2020-21
- 2021-2022

Million:
- $300
- $350
- $400
- $450
- $500

2016-2022 Planning Assumptions
Priorities identified in Strategic Integrated Plan: “Sustainable Communities – Global Prosperity”

- Programs for Today and Tomorrow
- Research Excellence & Connectedness
- Productive and Engaged Students
- Organizational Excellence
New Faculty Positions

• One for Bachelors of Global and International Studies
• Two for graduate programs in Information Technologies
• One for Social Work
• Two for Business
New Staff Positions

- Two staff to support Bachelors of Global and International Student
- One new Partnership Officers in Admissions
- One new Grant Writer in Research Services
- One new Labour Relations Manager in HR
- One new Administrator, Discovery Centre
Capital Projects

• Business Building $8.0m
• IT Security & Information Systems $4.2m
• Classroom Upgrades $1.5m
OTHER FUNDING

- Library Acquisitions: $0.6m
- Student Support: $3.6m
- Matching Funding:
  - Research: $1.5m
  - Advancement: $4.0m
MAJOR FINANCIAL UNCERTAINTIES

- Demographics – Participation Rates
- Special Payments to Pension Plan
- Tuition Fees Framework
- Funding Formula Review
- New Undergraduate campuses in the GTA
• The 2016-2017 Operating Budget, as presented, be approved