

# 2006-2007 Operating Budget Notes and Schedules

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## Carleton University – 2006-2007 Budget Notes

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### 1.0 Introduction

The 2006-2007 Operating Budget is hereby presented to the Board of Governors for approval. The Budget, as shown on Appendix A, projects a \$1.0 million repayment of the accumulated deficit as mandated by the Board of Governors.

### 1.1 Operating Result

Appendix A to these notes shows the expected operating result. The details are as follows:

	2005-2006 Budget	2006-2007 Proposed Budget
	(\$000's)	(\$000's)
Income	242,382	254,381
2005-2006 Uncommitted Appropriations		9,600
Expenditures and Transfers	<u>241,382</u>	<u>262,981</u>
Reduction in Accumulated Deficit	<u>1,000</u>	<u>1,000</u>

The following sections compare the 2006-2007 Proposed Budget with the 2005–2006 Approved Budget.

### 2.0 Operating Income

Operating income is expected to total \$254,381,000, \$11,999,000 in excess of the 2005–2006 Approved Budget. The \$11,999,000 is the sum of: increased grant income of \$7,319,000; increased tuition income of \$4,146,000; increased miscellaneous fees and income of \$453,000; an estimated increase of \$205,000 in short term interest income; and a decrease of \$124,000 in departmental income. Each category is reviewed below.

### 2.1 Government Operating Grants

Government grants are projected to be \$7,319,000 above that projected in the 2005–2006 Approved Budget.

	Approved 2005-2006 Budget	2006-2007 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Government Grant			
Basic Grant	80,019	79,913	(106)
Accessibility Fund	25,206	25,565	359
Grant Increase (Unfunded BIU's, QIF)	6,170	13,216	7,046
Performance Funding	454	517	63
Provincial Research Overheads	1,212	1,148	(64)
Federal Research Overheads	4,134	3,997	(137)
Quality Assurance Fund	3,909	3,909	-
Access for the Disabled	380	381	1
Tuition Increase Replacement Grant	<u>4,500</u>	<u>4,657</u>	<u>157</u>
Total	<u>125,984</u>	<u>133,303</u>	<u>7,319</u>

**2.2 Tuition Fees**

On March 8, 2006, the Minister of Training, Colleges and Universities provided institutions with draft guidelines intended to give direction on how to implement the new tuition fee policy. This is a regulated framework for all publicly funded programs. It allows for tuition fee differentiation based on program and program year of study. These guidelines are based on the principle that tuition fees may increase within specified limits over current 2005-2006 tuition fee levels (that reflect fee levels frozen at 2003-2004 levels) with the average tuition increase not to exceed 5%, excluding changes in enrolment. Subject to the total tuition increase cap of 5%, existing graduate and professional programs, may increase by no more than 8% for students in the first year of their program and 4% for students in continuing years of their program. Subject to the total tuition increase cap of 5%, existing arts and science and other selected public priority undergraduate programs, may increase by no more than 4.5% for students in the first year of their program and 4% for students in continuing years of their program.

Prior to 2006-2007 the part-time, per credit fee was levied at approximately one-fifth of the full-time B.A. fee across all programs. For 2006-2007 the part-time per credit fee will be levied as a fraction of the fee of the degree in which the student is registered. As this change will require some systems adjustments, part-time fees will be increased by 4% for the 2006 summer term.

Tuition revenues being projected in the Proposed Budget total \$109,989,000, \$4,146,000 more than those presented in the 2005-2006 Budget. It is assumed that first year enrolment will decrease to 4,413 in 2006-2007, from 4,532 in 2005-2006.

The following Undergraduate rates will be applied:

<b>First Year Fees</b>	2005-2006 First Year Fee	2006-2007 First Year Fee	% Increase
<b><u>Domestic Students</u></b>			
<b>Full-Time Undergraduate (per session)</b>			
Bachelor of Arts	\$4,152	\$4,339	4.5%
Certificates	\$4,152	\$4,318	4.0%
Special Students	\$4,152	\$4,339	4.5%
Bachelor of Science	\$4,152	\$4,339	4.5%
Bachelor of Mathematics	\$4,152	\$4,339	4.5%
Bachelor of Social Work	\$4,390	\$4,588	4.5%
Bachelor of Commerce	\$4,390	\$4,741	8.0%
Bachelor of Public Affairs and Policy Management	\$4,390	\$4,741	8.0%
Bachelor of Journalism	\$4,390	\$4,588	4.5%
Bachelor of International Business	\$4,826	\$5,212	8.0%
Bachelor of Music	\$4,494	\$4,696	4.5%
Bachelor of Humanities	\$4,390	\$4,588	4.5%
Bachelor of Architecture, Architectural Studies	\$4,900	\$5,292	8.0%
Bachelor of Industrial Design	\$4,900	\$5,292	8.0%
Bachelor of Engineering	\$5,542	\$5,985	8.0%
Bachelor of Computer Science	\$5,046	\$5,450	8.0%
Bachelor of Information Technology	\$4,500	\$4,860	8.0%
<b>Part-Time Undergraduate (per credit)</b>			
Bachelor of Arts	\$816	\$868	6.4%
Certificates	\$816	\$864	5.9%
Special Students	\$816	\$868	6.4%
Bachelor of Science	\$816	\$868	6.4%

## Carleton University – 2006-2007 Budget Notes

<b>First Year Fees</b>	2005-2006 First Year Fee	2006-2007 First Year Fee	% Increase
Bachelor of Mathematics	\$816	\$868	6.4%
Bachelor of Social Work	\$816	\$918	12.5%
Bachelor of Commerce	\$816	\$948	16.2%
Bachelor of Public Affairs and Policy Management	\$816	\$948	16.2%
Bachelor of Journalism	\$816	\$918	12.5%
Bachelor of International Business	\$816	\$1042	27.7%
Bachelor of Music	\$816	\$939	15.1%
Bachelor of Humanities	\$816	\$918	12.5%
Bachelor of Architecture, Architectural Studies	\$816	\$1,058	29.7%
Bachelor of Industrial Design	\$816	\$882	8.1%
Bachelor of Engineering	\$816	\$998	22.3%
Bachelor of Computer Science	\$816	\$1,090	33.6%
Bachelor of Information Technology	\$816	\$972	19.1%

<b>Upper Year Fees</b>	2005-2006 Upper Year Fee	2006-2007 Upper Year Fee	% Increase
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### Domestic Students

#### **Full-Time Undergraduate (per session)**

Bachelor of Arts	\$4,152	\$4,318	4.0%
Certificates	\$4,152	\$4,318	4.0%
Bachelor of Science	\$4,152	\$4,318	4.0%
Bachelor of Mathematics	\$4,152	\$4,318	4.0%
Bachelor of Social Work	\$4,390	\$4,566	4.0%
Bachelor of Commerce	\$4,520	\$4,701	4.0%
Bachelor of Public Affairs and Policy Management	\$4,390	\$4,566	4.0%
Bachelor of Journalism	\$4,826	\$5,019	4.0%
Bachelor of International Business	\$4,968	\$5,167	4.0%
Bachelor of Music	\$4,494	\$4,674	4.0%
Bachelor of Humanities	\$4,390	\$4,566	4.0%
Bachelor of Architecture, Architectural Studies	\$4,900	\$5,096	4.0%
Bachelor of Industrial Design	\$4,900	\$5,096	4.0%
Bachelor of Engineering	\$5,542	\$5,764	4.0%
Bachelor of Computer Science	\$5,046	\$5,248	4.0%
Bachelor of Information Technology	\$4,500	\$4,680	4.0%

#### **Part-Time Undergraduate (per credit)**

Bachelor of Arts	\$816	\$864	5.9%
Certificates	\$816	\$864	5.9%
Bachelor of Science	\$816	\$864	5.9%
Bachelor of Mathematics	\$816	\$864	5.9%
Bachelor of Social Work	\$816	\$913	11.9%
Bachelor of Commerce	\$816	\$940	15.2%
Bachelor of Public Affairs and Policy Management	\$816	\$913	11.9%
Bachelor of Journalism	\$816	\$1,004	23.0%
Bachelor of International Business	\$816	\$1,033	26.6%
Bachelor of Music	\$816	\$935	14.6%

**Carleton University – 2006-2007 Budget Notes**

<b>Upper Year Fees</b>	2005-2006 Upper Year Fee	2006-2007 Upper Year Fee	% Increase
Bachelor of Humanities	\$816	\$913	11.9%
Bachelor of Architecture, Architectural Studies	\$816	\$1,019	24.9%
Bachelor of Industrial Design	\$816	\$849	4.0%
Bachelor of Engineering	\$816	\$960	17.6%
Bachelor of Computer Science	\$816	\$1,050	28.7%
Bachelor of Information Technology	\$816	\$936	14.7%

The following Graduate rates will be applied:

<b>First Year Fees</b>	2005-2006 First Year Fee	2006-2007 First Year Fee	% Increase
<b><u>Domestic Students</u></b>			
<b>Full-Time Graduate (per term)</b>			
MSc (Information and Systems Science)	\$1,982	\$1,982	-
Masters of Engineering	\$1,982	\$2,141	8.0%
PhD of Engineering	\$1,982	\$1,982	-
Masters of Applied Science	\$1,982	\$1,982	-
Masters/ PHD of Computer Science	\$1,982	\$1,982	-
Masters of Architecture	\$1,982	\$2,141	8.0%
MA – Journalism, Public Administration, International Affairs and School of Social Work M.B.A.	\$1,856	\$2,004	8.0%
All Other Graduate Programs	\$1,856	\$1,856	-
<b>Part-Time Graduate (per term)</b>			
In MSc (Information and Systems Science), Masters of Computer Science, Applied Science and PhD of Engineering			
½ Credit	\$678	\$678	-
2 or More ½ Credits	\$991	\$991	-
<b>Part-Time Graduate (per term)</b>			
In MA – Journalism, Public Administration, International Affairs and School of Social Work, MBA programs			
½ Credit	\$636	\$687	8.0%
2 or More ½ Credits	\$928	\$1,002	8.0%
<b>Part-Time Graduate (per term)</b>			
In Masters of Engineering and Masters of Architecture programs			
½ Credit	\$678	\$732	8.0%
2 or More ½ Credits	\$991	\$1,070	8.0%
<b>Part-Time Graduate (per term)</b>			
All Other Graduate Programs			
½ Credit	\$636	\$636	-
2 or More ½ Credits	\$928	\$928	-
<b>Graduate Certificates (per ½ course)</b>	\$1,500	\$1,500	

<b>Upper Year Fees</b>	2005-2006 Upper Year Fee	2006-2007 Upper Year Fee	%
<b><u>Domestic Students</u></b>			Increase
<b>Full-Time Graduate (per term)</b>			
MSc (Information and Systems Science)	\$1,982	\$1,982	-
Masters of Engineering	\$1,982	\$2,061	4.0%
PhD of Engineering	\$1,982	\$1,982	-
Masters of Applied Science	\$1,982	\$1,982	-
Masters/ PHD of Computer Science	\$1,982	\$1,982	-
Masters of Architecture	\$1,982	\$2,061	4.0%
MA – Journalism, Public Administration, International Affairs and School of Social Work M.B.A.	\$1,856	\$1,930	4.0%
All Other Graduate Programs	\$1,856	\$1,856	-
<b>Part-Time Graduate (per term)</b>			
In MSc (Information and Systems Science), Masters of Computer Science, Applied Science and PhD of Engineering			
½ Credit	\$678	\$678	-
2 or More ½ Credits	\$991	\$991	-
<b>Part-Time Graduate (per term)</b>			
In MA – Journalism, Public Administration, International Affairs and School of Social Work, MBA programs			
½ Credit	\$636	\$661	4.0%
2 or More ½ Credits	\$928	\$965	4.0%
<b>Part-Time Graduate (per term)</b>			
In Masters of Engineering and Masters of Architecture programs			
½ Credit	\$678	\$705	4.0%
2 or More ½ Credits	\$991	\$1031	4.0%
<b>Part-Time Graduate (per term)</b>			
All Other Graduate Programs			
½ Credit	\$636	\$636	-
2 or More ½ Credits	\$928	\$928	-
<b>Graduate Certificates (per ½ course)</b>	\$1,500	\$1,500	

## Carleton University – 2006-2007 Budget Notes

	2005-2006 Fee	2006-2007 Fee	% Increase
<b><u>International Students</u></b>			
<b>Full-Time Undergraduate (per year)</b>			
Journalism, Public Affairs and Policy			
Management, Computer Science, Industrial			
Design, Architecture	\$12,620	\$13,377	6.0%
Commerce, Int'l Business	\$11,940	\$12,656	6.0%
Engineering and Info. Technology	\$12,960	\$13,738	6.0%
All Other Undergraduate Programs (Including B.A. and B.Sc.)	\$11,360	\$12,042	6.0%

Part-time fees will be increased by 6%.

### **Full-Time Graduate (per term)**

Masters of Applied Science	\$4,660	\$4,660	-
M.B.A.	\$4,610	\$4,887	6.0%
Computer Science and Information and Systems Science	\$4,373	\$4,373	-
Masters of Engineering	\$4,660	\$4,940	6.0%
PhD Engineering	\$4,660	\$4,660	-
Masters of Architecture	\$4,277	\$4,534	6.0%
MA – Journalism, Public Administration, International Affairs and School of Social Work	\$4,277	\$4,534	6.0%
All Other Graduate Programs	\$4,277	\$4,277	-

### **Part-Time Graduate (per term)**

MA - Journalism, Public Administration, International Affairs and School of Social Work, M.B.A, Masters of Engineering and Masters of Architecture			
½ Credit	\$1,490	\$1,579	6.0%
2 or More ½ Credits	\$2,158	\$2,287	6.0%
All Other Graduate Programs			
½ Credit	\$1,490	\$1,490	-
2 or More ½ Credits	\$2,158	\$2,158	-

The following compares tuition revenue by category from the 2005-2006 Budget to the 2006-2007 proposed Budget:

	2005-2006 Budget	2006-2007 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Undergraduate Fees	84,991	89,058	4,067
Summer Session Fees	7,190	7,945	755
Graduate Fees	<u>13,002</u>	<u>12,986</u>	<u>(676)</u>
Total	<u>105,843</u>	<u>109,989</u>	<u>4,146</u>

## Carleton University – 2006-2007 Budget Notes

### 2.3 Miscellaneous Fees

The estimates for miscellaneous fees exceed those in the 2005–2006 Proposed Budget by \$347,000. The main components are as follows:

	2005-2006 Budget	2006-2007 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Application Fees	725	993	268
Deferred Payment/Late Registration	1,025	1,040	15
OSAP Processing Fee	165	165	-
Omnibus Fee	625	670	45
Other Fees and Charges	<u>363</u>	<u>382</u>	<u>19</u>
Total	<u>2,903</u>	<u>3,250</u>	<u>347</u>

### 2.4 Miscellaneous Income

Miscellaneous income is expected to total \$2,950,000, which is \$106,000 in excess of that in the 2005–2006 Approved Budget. The major components of miscellaneous income are detailed below:

	2005-2006 Budget	2006-2007 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
<u>Overhead recoveries</u>			
Ancillary Overhead Recovery	630	630	-
Rental of Facilities	1,009	915	(94)
Library Fines & Fees	192	192	-
Pension Plan Recovery	100	100	-
Endowment Fund Recovery	700	900	200
Other	<u>213</u>	<u>213</u>	<u>-</u>
Total	<u>2,844</u>	<u>2,950</u>	<u>106</u>

### 2.5 Short-Term Interest Income

Short-term interest income is now expected to total \$2,900,000 as compared to an estimate of \$2,695,000 in the 2005-2006 Approved Budget. The breakdown is as follows:

	2005-2006 Budget	2006-2007 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Interest on Cash Flows	1,750	1,750	-
Endowment Income*	275	330	55
Interest Charges to Ancillaries & Internal Loans	<u>670</u>	<u>820</u>	<u>150</u>
Total	<u>2,695</u>	<u>2,900</u>	<u>205</u>

\* The endowment income included in the operating budget relates to those endowments for which a specific purpose has not been designated by the donor (i.e. unrestricted). The great majority of the University's endowments have been given a specific designation by the donor and as such are restricted endowments. The following compares 2005-2006 income distributed for restricted endowments with an estimate of the 2006-2007 distribution.



## Carleton University – 2006-2007 Budget Notes

Purpose	2005-2006	2006-2007	Change
	Distribution	Distribution	
	(\$000's)	(\$000's)	(\$000's)
Scholarships	1,686	2,023	337
OSOTF Bursaries	2,681	3,217	536
Chairs	345	414	69
Sprott School of Business Endowment	747	859	112
Other Bursaries	291	349	58
Other Restricted Endowments	<u>1,449</u>	<u>1,739</u>	<u>290</u>
Total	<u>7,199</u>	<u>8,601</u>	<u>1,402</u>

### 2.6 Departmental Income

There are two types of departmental income. In its simplest form, departmental income represents sales of goods and services by departments (e.g. the rental of videos and equipment by the instructional media center). Departmental income also encompasses various recoveries of salary from agencies external to the University (e.g. industry, foundations, etc.).

Beginning in 2003-2004, salary recovery grants from research funding agencies are not shown as departmental income, but are included in interfund transfers. This is to avoid the double counting of income as research and operating.

	2005-2006	2006-2007	Change
	Fiscal Budget	Fiscal Budget	
	(\$000's)	(\$000's)	(\$000's)
Externally Funded Salaries and Benefits	503	223	(280)
General Sales and Services – CNS	35	35	-
ITV Sales and Rentals	290	290	-
IMS Sales and Rentals	63	63	-
CCS Sales and Rentals	68	121	53
Trademark Advertising	40	40	-
C.I.E. Workshop Fees	320	425	105
Pension Office Recovery	188	183	(5)
Co-Op Office fees	525	525	-
CUSA- Contribution to Ombudsman	<u>81</u>	<u>84</u>	<u>3</u>
Total	<u>2,113</u>	<u>1,989</u>	<u>(124)</u>

### 2.7 2005-2006 Uncommitted Appropriations

It is estimated that \$9,600,000 in appropriations will be available to carry forward from 2005-2006, for use in 2006-2007. The \$9,600,000 carried forward represents the amount over and above that committed to faculties and services.

### 3.0 Operating Expenditures

Operating expenditures, now being proposed to a total of \$262,981,000, which compares to the amount \$241,382,000 in the 2005 – 2006 Approved Budget.

## Carleton University – 2006-2007 Budget Notes

### 3.1 Compulsory and Discretionary Resource Allocation

The resource allocations for 2006-2007 include:

	Budget Reduction Applied	Resources Allocated
	(\$000's)	(\$000's)
a) FASS	(995)	2,787
b) PAM	(107)	2,918
c) Business	(107)	1,642
d) Science	(426)	2,130
e) Engineering	(87)	1,812
f) Vice-President (Academic)	-	2,444
g) Library	-	1,200
h) Vice-President (Research)	-	4,637
i) Vice-President (Finance & Administration)	-	427
Renovations and University-Wide Expenses	-	7,893
j) President	-	995
k) Advancement	-	517
l) University Budgets	-	<u>2,424</u>
Total	<u>(1,722)</u>	<u>31,826</u>

The budget reduction applies to faculty retirements.

Notes:

	(\$000's)
<b>a) Allocations to FASS</b>	
New and replacement tenure track faculty positions	1,557
Arts One development and first-year seminars	150
Faculty finance officer	65
Undergraduate T.A's	100
Faculty research and start-up funds	250
Sessional lecturers	625
Other expenditures	40
	<u>2,787</u>
<b>b) Allocations to PAM</b>	
New and replacement tenure track faculty positions	478
Sessionals	250
Journalism capital expansion	1,400
Term instructors	600
Undergraduate T.A.'s	100
Other expenditures	90
	<u>2,918</u>
<b>c) Allocations to Sprott School of Business</b>	
New and replacement tenure track faculty positions	312
Sessional instructors	350
Administrative expenses	200
Faculty recruitment and relocation expenses	100
Term Instructors	500
Staff positions	180
	<u>1,642</u>

**d) Allocations to Science**

New and replacement tenure track faculty positions	533
College of Natural Sciences restructuring	519
New faculty recruitment	200
Sessional Instructors	380
Teaching equipment	200
Operating supplies	100
Other expenditures	198
	<u>2,130</u>

**e) Allocations to Engineering & Design**

New and replacement tenure track faculty positions	782
Support staff	150
Faculty recruitment and relocation	300
Telecommunications Technology Management Program	490
Other expenditures	90
	<u>1,812</u>

**f) Allocations to Academic Administration and Student Services**

Undergraduate Scholarships	700
Scheduling for examination printing	350
Additional Electronic Classrooms	500
IMS renewal of existing electronic classrooms	200
Other expenditures	694
	<u>2,444</u>

**g) Library**

Library materials	500
Storage operation	250
Student staffing and extended hours	70
Other expenditures	380
	<u>1,200</u>

**h) Allocations to Research**

Graduate student support and teaching assistants	2,700
Dissertation scholarships	350
Start up funds	190
Recruitment activity	100
Leverage fund for strategic research	1,000
Other expenditures	297
	<u>4,637</u>

**I) Vice-President (Finance and Administration)**

**RPC Expenses**

Payroll staff	160
Computing staff	180
Other Expenditures	87
	<u>427</u>

**Renovations and University-Wide Expenses**

Administrative systems enhancements	750
Renovate the space vacated by the Bookstore	1,800
Convert 20,000 square feet of space	2,800
Exterior renovations to the University Centre	450
Computing lab renewal	280
Washroom upgrades	300
Renovations and equipment in the computing area	518
New student public space	300
Development of a disaster recovery plan	400
Other expenditures	295
	<hr/>
	7,893

**j) President**

University Communications operations	150
Advertising campaign	700
Convocation expenses	60
Other expenditures	85
	<hr/>
	995

**k) Advancement**

Faculty fundraiser	80
Other initiatives	437
	<hr/>
	517

**l) University Budget Expense Increases**

Membership fees	11
Space Charges	17
Insurance	187
HCI/VSIM Operating Costs	372
Utilities	483
Cleaning	124
Building Retrofit Provision	400
Bad Debt	288
Bank Charges	10
Mandated Student Aid	(9)
Professional Fees	30
Joint Program Costs	34
Staff Benefits	477
	<hr/>
	2,424

### 3.2 Provisions and Contingencies

The 2006-2007 Proposed Budget contains the following provisions and contingencies:

	2006-2007 Proposed Budget
	<u>(\$000's)</u>
a) Compensation	6,950
b) Mid Year Requirements	2,025
c) Enrolment Plan	1,780
d) Pension Plan	3,000
e) New Academic Initiatives	5,150
f) President's Task Force	<u>500</u>
Total provisions and contingencies	<u>19,405</u>

- a) The compensation contingency is for salaries and benefits, and is based on agreed or expected collective bargaining results and past experience.
- b) The mid year fund is for unforeseen or foreseen, but not immediately quantifiable, expenditures that arise during the year.
- c) A summer enrolment incentive plan was introduced several years ago to increase the use of the facilities over the summer months. The expected requirement for 2006-2007 is \$1,780,000.
- d) As the fiscal status of the pension plan remains uncertain, it is proposed that a \$3,000,000 provision be made.
- e) A provision for new academic initiatives of \$5,150,000 is being proposed for 2006-2007.
- f) A provision of \$500,000 is made to fund recommendations coming from the President's Task Force on Planning and Priorities.

**4.0 Conclusion**

The 2006-2007 Budget being proposed meets the objective set out by the Board in the spring of 2002 in that a \$1,000,000 reduction in the accumulated deficit is projected. The 2006-2007 Budget is therefore respectfully submitted to the Board of Governors.

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

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J.T. Sullivan  
Director of Finance

**Carleton University**  
**2006-2007 Proposed Operating Budget**  
(\$000's)

<u>Income:</u>	<b>Approved Budget 2005-2006</b>	<b>Proposed Budget 2006-2007</b>	<u>Change</u>
Government Grants	125,984	<b>133,303</b>	7,319
Tuition Fees	105,843	<b>109,989</b>	4,146
Misc. Fees and Income	5,747	<b>6,200</b>	453
Short-Term Interest Income	2,695	<b>2,900</b>	205
Departmental Income	<u>2,113</u>	<b><u>1,989</u></b>	<u>(124)</u>
Total Income	242,382	<b>254,381</b>	11,999
2005-2006 Uncommitted Appropriations	0	<b>9,600</b>	9,600
<b><u>Expenditures &amp; Transfers:</u></b>			
Faculty of Arts and Social Sciences	30,070	<b>31,498</b>	1,428
Faculty of Public Affairs and Management	18,920	<b>21,705</b>	2,785
Sprott School of Business	4,791	<b>6,247</b>	1,456
Faculty of Science	16,762	<b>17,293</b>	531
Faculty of Engineering and Design	17,574	<b>19,108</b>	1,534
Academic Administration and Student Services	21,643	<b>22,902</b>	1,259
Library	13,965	<b>13,134</b>	(831)
Research and International	16,274	<b>19,033</b>	2,759
Finance and Administration	25,426	<b>33,400</b>	7,974
President	3,288	<b>3,679</b>	391
Advancement	2,220	<b>2,556</b>	336
University Budgets and Transfers	48,758	<b>53,021</b>	4,263
Provisions and Contingencies	21,691	<b>19,405</b>	(2,286)
Total Expenditures and Transfers	<u>241,382</u>	<b><u>262,981</u></b>	<u>21,599</u>
Reduction in Accumulated Deficit	<u>1,000</u>	<b><u>1,000</u></b>	<u>0</u>

**Faculty and Staff Positions Included in the Opening Budget  
Academic RPCs, 2005/2006 and 2006/2007**

Department/RPC	2005/2006		2006/2007		Change 05/06 to 06/07	
	Faculty	Staff	Faculty	Staff	Faculty	Staff
	FTE*	FTE*	FTE*	FTE*	FTE*	FTE*
ICSLAC	4.8	1.0	4.9	1.0	0.1	0.0
Canadian Studies	6.7	2.0	6.7	2.0	0.0	0.0
English	24.7	3.0	25.7	3.0	1.0	0.0
French	14.0	2.0	14.0	2.0	0.0	0.0
History	27.3	3.5	28.4	3.5	1.1	0.0
Philosophy	11.5	1.0	10.9	1.0	-0.6	0.0
Art & Culture	25.1	7.8	27.0	8.0	1.9	0.2
SL&ALS	35.3	7.0	37.8	8.0	2.5	1.0
Humanities	12.9	3.0	14.9	3.0	2.0	0.0
Interdisciplinary Studies (1)	3.0	2.0	3.0	1.0	0.0	-1.0
Cognitive Science	0.0	0.0	4.0	1.0	4.0	1.0
Art Gallery (1)	0.0	3.0	0.0	3.5	0.0	0.5
Geography	23.5	6.0	23.5	6.0	0.0	0.0
Sociology & Anthropology	32.7	5.0	33.7	5.0	1.0	0.0
Psychology	42.3	5.0	44.8	6.0	2.5	1.0
Women's Studies	2.8	2.0	4.3	2.0	1.5	0.0
Life Sciences	0.0	4.0	0.0	4.0	0.0	0.0
CIE	2.0	4.5	5.0	4.5	3.0	0.0
Other	8.0	8.0	8.0	9.0	0.0	1.0
<b>TOTAL FASS</b>	<b>276.6</b>	<b>69.8</b>	<b>296.6</b>	<b>73.5</b>	<b>20.0</b>	<b>3.7</b>
Journalism	27.5	6.0	27.5	6.0	0.0	0.0
Economics	23.5	4.5	25.5	5.0	2.0	0.5
Law	26.5	5.0	28.5	5.0	2.0	0.0
Kroeger College	0.0	1.5	0.0	1.5	0.0	0.0
Political Science	32.7	4.0	33.8	4.5	1.1	0.5
Public Policy Administration	19.2	4.0	19.2	4.0	0.0	0.0
Social Work	14.6	4.0	15.6	4.0	1.0	0.0
CCJ	1.0	2.0	1.0	2.0	0.0	0.0
EURUS	1.5	1.0	1.5	1.0	0.0	0.0
International Affairs	15.2	5.0	16.2	5.0	1.0	0.0
Political Economy	0.4	1.0	0.4	1.0	0.0	0.0
Other	0.0	7.0	0.0	8.0	0.0	1.0
<b>TOTAL PAM</b>	<b>162.1</b>	<b>45.0</b>	<b>169.2</b>	<b>47.0</b>	<b>7.1</b>	<b>2.0</b>
Business	39.0	10.0	42.0	14.5	3.0	4.5
<b>TOTAL BUSINESS</b>	<b>39.0</b>	<b>10.0</b>	<b>42.0</b>	<b>14.5</b>	<b>3.0</b>	<b>4.5</b>
Natural Sciences	0.0	9.0	0.0	9.0	0.0	0.0
Biology	21.8	10.0	24.3	12.0	2.5	2.0
Chemistry	15.5	6.8	14.5	6.8	-1.0	0.0
Earth Sciences	10.5	4.5	9.5	4.5	-1.0	0.0
Mathematics & Statistics	36.0	7.0	36.0	7.0	0.0	0.0
Physics	15.0	6.3	16.0	6.3	1.0	0.0
Biochemistry	2.0	0.0	2.5	0.0	0.5	0.0
Integrated Science	0.6	0.0	0.6	0.0	0.0	0.0
Environmental Science	2.6	0.0	2.6	0.0	0.0	0.0
Computer Science	28.0	9.0	28.0	9.0	0.0	0.0
TSE	0.0	0.0	0.5	0.0	0.5	0.0
Other	0.0	4.3	0.0	4.3	0.0	0.0
<b>TOTAL SCIENCE</b>	<b>132.0</b>	<b>56.9</b>	<b>134.5</b>	<b>58.9</b>	<b>2.5</b>	<b>2.0</b>
Civil & Environmental	19.0	7.0	19.0	7.0	0.0	0.0
Electronics	21.0	7.5	21.0	7.5	0.0	0.0
Mechanical & Aerospace	28.0	11.0	30.0	11.0	2.0	0.0
Systems & Computer	38.0	10.0	40.0	10.0	2.0	0.0
Joint Information Technology	2.0	2.0	7.0	2.0	5.0	0.0
Engineering General	1.0	9.0	0.0	12.5	-1.0	3.5
Industrial Design	6.0	5.5	6.0	5.5	0.0	0.0
Architecture	14.5	8.0	15.5	8.0	1.0	0.0
<b>TOTAL ENGINEERING</b>	<b>129.5</b>	<b>60.0</b>	<b>138.5</b>	<b>63.5</b>	<b>9.0</b>	<b>3.5</b>
<b>TOTAL UNIVERSITY</b>	<b>739.2</b>	<b>241.7</b>	<b>780.8</b>	<b>257.4</b>	<b>41.6</b>	<b>15.7</b>



		Academic Salaries	Non-Academic Salaries	Other Expenditures	Internal Expense Recoveries	Total Expenditures	Departmental Revenue	Net Allocation
		\$	\$	\$	\$	\$	\$	\$
<b>Faculty of Arts &amp; Social Sciences</b>								
002 Inst Comp Stud in Lit.Art & Cul	2005/2006	524,733	0	6,574	-112,816	418,491	0	418,491
	2006/2007	548,591	0	7,374	-117,384	438,581	0	438,581
	Inc. (Dec.)	23,858	0	800	-4,568	20,090	0	20,090
	%	4.5%	n/a	12.2%	4.0%	4.8%	n/a	4.8%
004 Canadian Studies	2005/2006	511,855	93,990	14,636	0	620,481	-49,852	570,629
	2006/2007	548,528	96,810	15,436	0	660,774	0	660,774
	Inc. (Dec.)	36,673	2,820	800	0	40,293	49,852	90,145
	%	7.2%	3.0%	5.5%	n/a	6.5%	n/a	15.8%
013 English Language & Literature	2005/2006	1,941,572	142,757	30,638	0	2,114,967	0	2,114,967
	2006/2007	2,058,280	154,729	31,838	0	2,244,847	0	2,244,847
	Inc. (Dec.)	116,708	11,972	1,200	0	129,880	0	129,880
	%	6.0%	8.4%	3.9%	n/a	6.1%	n/a	6.1%
016 French	2005/2006	1,266,588	89,229	32,389	0	1,388,206	0	1,388,206
	2006/2007	1,167,146	95,844	33,028	0	1,296,018	0	1,296,018
	Inc. (Dec.)	-99,442	6,615	639	0	-92,188	0	-92,188
	%	-7.9%	7.4%	2.0%	n/a	-6.6%	n/a	-6.6%
022 History	2005/2006	2,268,256	170,246	24,863	0	2,463,365	0	2,463,365
	2006/2007	2,503,041	162,694	26,063	0	2,691,798	0	2,691,798
	Inc. (Dec.)	234,785	-7,552	1,200	0	228,433	0	228,433
	%	10.4%	-4.4%	4.8%	n/a	9.3%	n/a	9.3%
040 Philosophy	2005/2006	1,033,820	0	8,874	0	1,042,694	0	1,042,694
	2006/2007	1,127,997	0	9,674	0	1,137,671	0	1,137,671
	Inc. (Dec.)	94,177	0	800	0	94,977	0	94,977
	%	9.1%	n/a	9.0%	0.0%	9.1%	n/a	9.1%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
050 Schl for Studies in Art & Cult	2005/2006	2,100,790	377,643	149,703	-110,249	2,517,887	-33,234	2,484,653
		2,524,847	426,971	150,903	-114,063	2,988,658	0	2,988,658
	Inc. (Dec.)	424,057	49,328	1,200	-3,814	470,771	33,234	504,005
	%	20.2%	13.1%	0.8%	3.5%	18.7%	-100.0%	20.3%
051 School Linguistics & Appl Lang	2005/2006	2,927,513	336,427	36,211	-37,997	3,262,154	0	3,262,154
	2006/2007	3,256,408	392,928	37,711	-79,148	3,607,899	0	3,607,899
	Inc. (Dec.)	328,895	56,501	1,500	-41,151	345,745	0	345,745
	%	11.2%	16.8%	4.1%	108.3%	10.6%	n/a	10.6%
055 College of the Humanities	2005/2006	1,305,423	137,019	34,077	0	1,476,519	0	1,476,519
	2006/2007	1,363,735	146,321	34,877	0	1,544,933	0	1,544,933
	Inc. (Dec.)	58,312	9,302	800	0	68,414	0	68,414
	%	4.5%	6.8%	2.3%	n/a	4.6%	n/a	4.6%
057 Directed Interdisciplinary Studies	2005/2006	263,401	89,229	6,028	0	358,658	0	358,658
	2006/2007	218,528	46,401	6,828	0	271,757	0	271,757
	Inc. (Dec.)	-44,873	-42,828	800	0	-86,901	0	-86,901
	%	-17.0%	-48.0%	13.3%	n/a	-24.2%	n/a	-24.2%
058 Instit of Cognitive Science	2005/2006	0	0	6,000	0	6,000	0	6,000
	2006/2007	313,450	0	6,800	0	320,250	0	320,250
	Inc. (Dec.)	313,450	0	800	0	314,250	0	314,250
	%	n/a	n/a	13.3%	n/a	5237.5%	n/a	5237.5%
081 Art Gallery	2005/2006	0	169,285	110,696	0	279,981	0	279,981
	2006/2007	0	195,332	110,696	0	306,028	0	306,028
	Inc. (Dec.)	0	26,047	0	0	26,047	0	26,047
	%	n/a	15.4%	0.0%	n/a	9.3%	n/a	9.3%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
087 Office-Dean of Arts&Social Sci	2005/2006	30,816	419,076	17,410	0	467,302	0	467,302
	2006/2007	36,642	524,361	1,157,410	0	1,718,413	0	1,718,413
	Inc. (Dec.)	5,826	105,285	1,140,000	0	1,251,111	0	1,251,111
	%	18.9%	25.1%	6548.0%	n/a	267.7%	n/a	267.7%
088 Office of the First Year	2005/2006	0	0	0	0	0	0	0
	2006/2007	0	0	25,000	0	25,000	0	25,000
	Inc. (Dec.)	0	0	25,000	0	25,000	0	25,000
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
089 Arts & Social Sciences-General	2005/2006	605,044	0	2,505,641	0	3,110,685	-109,170	3,001,515
	2006/2007	413,763	0	769,215	-114,135	1,068,843	109,170	1,068,843
	Inc. (Dec.)	-191,281	0	-1,736,426	-114,135	-2,041,842	109,170	-1,932,672
	%	-31.6%	n/a	-69.3%	n/a	-65.6%	-100.0%	-64.4%
097 Geography	2005/2006	2,088,680	287,681	74,570	-100,833	2,350,098	0	2,350,098
	2006/2007	2,180,541	299,425	75,770	-112,055	2,443,681	0	2,443,681
	Inc. (Dec.)	91,861	11,744	1,200	-11,222	93,583	0	93,583
	%	4.4%	4.1%	1.6%	11.1%	4.0%	n/a	4.0%
098 Environmental Studies	2005/2006	0	0	4,180	0	4,180	0	4,180
	2006/2007	0	0	4,180	0	4,180	0	4,180
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
112 Sociology & Anthropology	2005/2006	3,058,580	234,609	56,308	-157,126	3,192,371	0	3,192,371
	2006/2007	3,023,459	242,542	57,808	-134,143	3,189,666	0	3,189,666
	Inc. (Dec.)	-35,121	7,933	1,500	22,983	-2,705	0	-2,705
	%	-1.1%	3.4%	2.7%	-14.6%	-0.1%	n/a	-0.1%
118 Psychology	2005/2006	3,639,562	221,708	75,982	-314,335	3,622,917	0	3,622,917
	2006/2007	3,838,501	270,689	77,482	-200,448	3,986,224	0	3,986,224
	Inc. (Dec.)	198,939	48,981	1,500	113,887	363,307	0	363,307
	%	5.5%	22.1%	2.0%	-36.2%	10.0%	n/a	10.0%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
124 Women's Studies	2005/2006	237,393	88,988	7,180	0	333,561	-20,000	313,561
	2006/2007	343,398	91,658	7,980	0	443,036	-20,000	423,036
	Inc. (Dec.)	3,200	2,670	800	0	109,475	0	109,475
	%	1.3%	3.0%	11.1%	0.0%	32.8%	0.0%	34.9%
216 Life Sciences	2005/2006	3,200	188,616	29,132	0	220,948	-1,000	219,948
	2006/2007	3,200	194,275	51,132	0	248,607	-1,000	247,607
	Inc. (Dec.)	0	5,659	22,000	0	27,659	0	27,659
	%	0.0%	3.0%	75.5%	n/a	12.5%	0.0%	12.6%
396 Centre for Init. in Education	2005/2006	301,698	217,414	299,357	0	818,469	-320,000	498,469
	2006/2007	340,051	229,755	355,891	-64,852	860,845	-424,550	436,295
	Inc. (Dec.)	38,353	12,341	56,534	-64,852	42,376	-104,550	-62,174
	%	12.7%	5.7%	18.9%	n/a	5.2%	32.7%	-12.5%
Salary Reallocations	2005/2006	-88,988	88,988	0	0	0	0	0
	2006/2007	-94,639	94,639	0	0	0	0	0
<b>Total - Faculty of Arts &amp; Social Science</b>	2005/2006	24,019,936	3,352,905	3,530,449	-833,356	30,069,934	-533,256	29,536,678
	2006/2007	25,715,467	3,665,374	3,053,096	-936,228	31,497,709	-445,550	31,052,159
	Inc. (Dec.)	1,695,531	312,469	-477,353	-102,872	1,427,775	87,706	1,515,481
	%	7.1%	9.3%	-13.5%	12.3%	4.7%	-16.4%	5.1%

		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Faculty of Public Affairs &amp; Management</b>								
031 School of Journalism	2005/2006	2,458,547	290,137	390,432	-247,975	2,891,141	0	2,891,141
	2006/2007	2,592,680	300,054	1,716,789	-302,809	4,306,714	0	4,306,714
	Inc. (Dec.)	134,133	9,917	1,326,357	-54,834	1,415,573	0	1,415,573
	%	5.5%	3.4%	339.7%	22.1%	49.0%	n/a	49.0%
094 Economics	2005/2006	2,415,563	219,801	158,405	0	2,793,769	0	2,793,769
	2006/2007	2,618,321	246,397	92,528	-13,861	2,943,385	0	2,943,385
	Inc. (Dec.)	202,758	26,596	-65,877	-13,861	149,616	0	149,616
	%	8.4%	12.1%	-41.6%	n/a	5.4%	n/a	5.4%
100 Law	2005/2006	2,373,949	218,203	216,277	-34,800	2,773,629	0	2,773,629
	2006/2007	2,512,354	223,219	150,135	-61,264	2,824,444	0	2,824,444
	Inc. (Dec.)	138,405	5,016	-66,142	-26,464	50,815	0	50,815
	%	5.8%	2.3%	-30.6%	76.0%	1.8%	n/a	1.8%
101 Kroeger College of Public Affairs	2005/2006	4,672	0	160,671	0	165,343	0	165,343
	2006/2007	5,478	0	163,186	0	168,664	0	168,664
	Inc. (Dec.)	806	0	2,515	0	3,321	0	3,321
	%	17.3%	n/a	1.6%	n/a	2.0%	n/a	2.0%
103 Political Science	2005/2006	2,962,729	184,537	131,427	-45,833	3,232,860	0	3,232,860
	2006/2007	3,066,399	211,877	43,908	-74,308	3,247,876	0	3,247,876
	Inc. (Dec.)	103,670	27,340	-87,519	-28,475	15,016	0	15,016
	%	3.5%	14.8%	-66.6%	n/a	0.5%	n/a	0.5%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
106 Public Administration	2005/2006	1,917,725	191,262	69,045	-162,533	2,015,499	0	2,015,499
	2006/2007	2,023,762	199,449	30,181	-179,386	2,074,006	0	2,074,006
	Inc. (Dec.)	106,037	8,187	-38,864	-16,853	58,507	0	58,507
	%	5.5%	4.3%	-56.3%	10.4%	2.9%	n/a	2.9%
109 School of Social Work	2005/2006	1,476,141	199,718	101,983	-228,640	1,549,202	0	1,549,202
	2006/2007	1,449,350	205,710	57,571	-47,952	1,664,679	0	1,664,679
	Inc. (Dec.)	-26,791	5,992	-44,412	180,688	115,477	0	115,477
	%	-1.8%	3.0%	-43.5%	-79.0%	7.5%	n/a	7.5%
113 Criminology & Criminal Justice	2005/2006	0	175,205	36,236	0	211,441	0	211,441
	2006/2007	0	186,796	36,737	0	223,533	0	223,533
	Inc. (Dec.)	0	11,591	501	0	12,092	0	12,092
	%	n/a	6.6%	1.4%	n/a	5.7%	n/a	5.7%
115 Inst of Eur. & Russian Studies	2005/2006	195,275	0	41,669	0	236,944	0	236,944
	2006/2007	218,303	0	42,170	-14,159	246,314	0	246,314
	Inc. (Dec.)	23,028	0	501	-14,159	9,370	0	9,370
	%	11.8%	n/a	1.2%	n/a	4.0%	n/a	4.0%
121 International Affairs 1211 NPSIA Resource Centre	2005/2006	1,419,554	238,740	63,110	-167,309	1,554,095	0	1,554,095
	2006/2007	1,623,713	246,868	27,528	-253,442	1,644,667	0	1,644,667
	Inc. (Dec.)	204,159	8,128	-35,582	-86,133	90,572	0	90,572
	%	14.4%	3.4%	-56.4%	51.5%	5.8%	n/a	5.8%
127 Institute of Political Economy	2005/2006	91,224	0	48,300	0	139,524	0	139,524
	2006/2007	94,160	0	67,647	0	161,807	0	161,807
	Inc. (Dec.)	2,936	0	19,347	0	22,283	0	22,283
	%	3.2%	n/a	40.1%	n/a	16.0%	n/a	16.0%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
162 Off of Dean Public Affairs&Mgt	2005/2006	57,570	363,572	16,800	0	437,942	0	437,942
	2006/2007	640,457	454,903	1,092,895	0	2,188,255	0	2,188,255
	Inc. (Dec.)	582,887	91,331	1,076,095	0	1,750,313	0	1,750,313
	%	1012.5%	25.1%	6405.3%	n/a	399.7%	n/a	399.7%
164 Public Affairs & Mgt - General 1641 Public Affairs Contingencies	2005/2006	303,803	0	615,016	0	918,819	0	918,819
	2006/2007	0	0	10,298	0	10,298	0	10,298
	Inc. (Dec.)	-303,803	0	-604,718	0	-908,521	0	-908,521
	%	-100.0%	n/a	-98.3%	n/a	-98.9%	n/a	-98.9%
<b>Salary Reallocations</b>	<b>2005/2006</b>	<b>-15,669</b>	<b>84,598</b>	<b>-68,929</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>2006/2007</b>	<b>-15,292</b>	<b>86,736</b>	<b>-71,444</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total - Faculty of Public Affairs &amp; Management</b>	2005/2006	15,661,083	2,165,773	1,980,442	-887,090	18,920,208	0	18,920,208
	2006/2007	21,649,271	2,362,009	3,460,129	-947,181	21,704,642	0	21,704,642
	Inc. (Dec.)	5,988,188	196,236	1,479,687	-60,091	2,784,434	0	2,784,434
	%	38.2%	9.1%	74.7%	6.8%	14.7%	n/a	14.7%

		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Faculty of Business</b>								
<b>091 Sprott School of Business</b>	2005/2006	4,073,932	478,070	239,194	0	4,791,196	0	4,791,196
	2006/2007	4,819,586	676,920	832,945	-82,831	6,246,620	0	6,246,620
	Inc. (Dec.)	745,654	198,850	593,751	-82,831	1,455,424	0	1,455,424
	%	18.3%	41.6%	248.2%	n/a	30.4%	n/a	30.4%
<b>Total - Faculty of Business</b>	2005/2006	4,073,932	478,070	239,194	0	4,791,196	0	4,791,196
	2006/2007	4,819,586	676,920	832,945	-82,831	6,246,620	0	6,246,620
	Inc. (Dec.)	745,654	198,850	593,751	-82,831	1,455,424	0	1,455,424
	%	18.3%	41.6%	248.2%	n/a	30.4%	n/a	30.4%



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		Academic Salaries	Non-Academic Salaries	Other Expenditures	Internal Expense Recoveries	Total Expenditures	Departmental Revenue	Net Allocation
		\$	\$	\$	\$	\$	\$	\$
<b>Faculty of Science</b>								
165 College of Natural Sciences	2005/2006	0	429,714	62,400	0	492,114	-10,000	482,114
	2006/2007	0	446,326	32,568	0	478,894	-10,000	468,894
	Inc. (Dec.)	0	16,612	-29,832	0	-13,220	0	-13,220
	%	n/a	3.9%	-47.8%	n/a	-2.7%	0.0%	-2.7%
166 Biology 193 Biology Centre-Grad Studies	2005/2006	1,758,207	549,291	132,197	-147,857	2,291,838	0	2,291,838
	2006/2007	1,990,519	669,571	144,655	-159,401	2,645,344	0	2,645,344
	Inc. (Dec.)	232,312	120,280	12,458	-11,544	353,506	0	353,506
	%	13.2%	21.9%	9.4%	7.8%	15.4%	n/a	15.4%
169 Chemistry 187 Instit of Grad Studies in Chem	2005/2006	1,461,146	367,846	153,487	-419,996	1,562,483	0	1,562,483
	2006/2007	1,404,869	378,214	159,433	-315,809	1,626,707	0	1,626,707
	Inc. (Dec.)	-56,277	10,368	5,946	104,187	64,224	0	64,224
	%	-3.9%	2.8%	3.9%	-24.8%	4.1%	n/a	4.1%
172 Earth Sciences	2005/2006	938,307	238,636	94,186	-90,653	1,180,476	-24,100	1,156,376
	2006/2007	922,409	239,380	98,437	0	1,260,226	-24,100	1,236,126
	Inc. (Dec.)	-15,898	744	4,251	90,653	79,750	0	79,750
	%	-1.7%	0.3%	4.5%	n/a	6.8%	0.0%	6.9%
175 Mathematics & Statistics 199 Instit of Math & Statistics	2005/2006	2,857,818	340,171	160,639	-40,000	3,318,628	0	3,318,628
	2006/2007	2,983,100	354,273	198,139	-35,499	3,500,013	0	3,500,013
	Inc. (Dec.)	125,282	14,102	37,500	4,501	181,385	0	181,385
	%	4.4%	4.1%	23.3%	-11.3%	5.5%	n/a	5.5%
178 Physics 196 Centre for Grad Study-Physics	2005/2006	1,405,521	332,305	120,229	-478,838	1,379,217	0	1,379,217
	2006/2007	1,565,303	345,061	125,674	-502,137	1,533,901	0	1,533,901
	Inc. (Dec.)	159,782	12,756	5,445	-23,299	154,684	0	154,684
	%	11.4%	3.8%	4.5%	4.9%	11.2%	n/a	11.2%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
181 Biochemistry	2005/2006	124,833	0	30,163	0	154,996	0	154,996
	2006/2007	166,249	0	36,393	0	202,642	0	202,642
	Inc. (Dec.)	41,416	0	6,230	0	47,646	0	47,646
	%	33.2%	n/a	20.7%	n/a	30.7%	n/a	30.7%
185 Environ. Science Committee	2005/2006	206,875	0	34,774	0	241,649	0	241,649
	2006/2007	202,992	0	35,834	0	238,826	0	238,826
	Inc. (Dec.)	-3,883	0	1,060	0	-2,823	0	-2,823
	%	-1.9%	n/a	3.0%	n/a	-1.2%	n/a	-1.2%
222 Tech. Society and Environ.	2005/2006	0	0	60,452	0	60,452	0	60,452
	2006/2007	0	0	62,399	0	62,399	0	62,399
	Inc. (Dec.)	0	0	1,947	0	1,947	0	1,947
	%	n/a	n/a	3.2%	n/a	3.2%	n/a	3.2%
225 School of Computer Science 202 Ott-Carl Inst. For Comp Sci	2005/2006	2,908,416	463,583	161,229	-230,376	3,302,852	0	3,302,852
	2006/2007	2,914,116	481,530	161,152	-238,786	3,318,012	0	3,318,012
	Inc. (Dec.)	5,700	17,947	-77	-8,410	15,160	0	15,160
	%	0.2%	3.9%	0.0%	3.7%	0.5%	n/a	0.5%
237 Office of the Dean of Science	2005/2006	27,471	240,889	59,112	0	327,472	0	327,472
	2006/2007	30,657	287,172	59,112	0	376,941	0	376,941
	Inc. (Dec.)	3,186	46,283	0	0	49,469	0	49,469
	%	11.6%	19.2%	0.0%	n/a	15.1%	n/a	15.1%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
239 Science-General	2005/2006	536,910	0	1,912,690	0	2,449,600	0	2,449,600
184 Integrated Science Studies	2006/2007	49,747	0	1,999,434	0	2,049,181	0	2,049,181
190 Centre for Geoscience Studies	Inc. (Dec.)	-487,163	0	86,744	0	-400,419	0	-400,419
	%	-90.7%	n/a	4.5%	n/a	-16.3%	n/a	-16.3%
Salary Reallocations	2005/2006	7,231	35,000	-42,231	0	0	0	0
	2006/2007	44,178	0	-44,178	0	0	0	0
<b>Total - Faculty of Science</b>	2005/2006	12,232,735	2,997,435	2,939,327	-1,407,720	16,761,777	-34,100	16,727,677
	2006/2007	12,274,139	3,201,527	3,069,052	-1,251,632	17,293,086	-34,100	17,258,986
	Inc. (Dec.)	41,404	204,092	129,725	156,088	531,309	0	531,309
	%	0.3%	6.8%	4.4%	-11.1%	3.2%	0.0%	3.2%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Faculty of Engineering</b>								
241 Civil Engineering	2005/2006	1,805,483	346,561	161,177	-189,445	2,123,776	0	2,123,776
	2006/2007	1,868,003	355,991	162,841	-199,019	2,187,816	0	2,187,816
	Inc. (Dec.)	62,520	9,430	1,664	-9,574	64,040	0	64,040
	%	3.5%	2.7%	1.0%	5.1%	3.0%	n/a	3.0%
244 Electronic Engineering	2005/2006	2,105,451	384,879	186,092	-105,050	2,571,372	0	2,571,372
	2006/2007	2,177,888	390,078	187,208	-109,892	2,645,282	0	2,645,282
	Inc. (Dec.)	72,437	5,199	1,116	-4,842	73,910	0	73,910
	%	3.4%	1.4%	0.6%	4.6%	2.9%	n/a	2.9%
247 Mechanical & Aerospace Eng.	2005/2006	2,549,089	576,608	230,015	0	3,355,712	0	3,355,712
	2006/2007	2,874,757	590,909	231,971	-167,500	3,530,137	0	3,530,137
	Inc. (Dec.)	325,668	14,301	1,956	-167,500	174,425	0	174,425
	%	12.8%	2.5%	0.9%	n/a	5.2%	n/a	5.2%
250 Systems & Computer Eng.	2005/2006	3,675,950	483,737	243,648	-238,592	4,164,743	-87,000	4,077,743
	2006/2007	4,051,565	495,058	736,100	-222,103	5,060,620	-87,000	4,973,620
	Inc. (Dec.)	375,615	11,321	492,452	16,489	895,877	0	895,877
	%	10.2%	2.3%	202.1%	-6.9%	21.5%	0.0%	22.0%
259 Joint Information Technology	2005/2006	206,867	80,595	355,825	0	643,287	0	643,287
	2006/2007	568,665	83,980	106,673	0	759,318	0	759,318
	Inc. (Dec.)	361,798	3,385	-249,152	0	116,031	0	116,031
	%	174.9%	4.2%	-70.0%	n/a	18.0%	n/a	18.0%
265 Engineering-General	2005/2006	166,714	478,805	1,218,105	0	1,863,624	0	1,863,624
	2006/2007	109,221	683,797	1,090,733	0	1,883,751	0	1,883,751
	Inc. (Dec.)	-57,493	204,992	-127,372	0	20,127	0	20,127
	%	-34.5%	42.8%	-10.5%	n/a	1.1%	n/a	1.1%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
270 School of Industrial Design	2005/2006	518,631	274,381	94,895	0	887,907	0	887,907
	2006/2007	543,678	287,635	97,871	0	929,184	0	929,184
	Inc. (Dec.)	25,047	13,254	2,976	0	41,277	0	41,277
	%	4.8%	4.8%	3.1%	n/a	4.6%	n/a	4.6%
280 School of Architecture	2005/2006	1,200,417	392,243	370,630	0	1,963,290	0	1,963,290
	2006/2007	1,325,675	405,625	380,952	0	2,112,252	0	2,112,252
	Inc. (Dec.)	125,258	13,382	10,322	0	148,962	0	148,962
	%	10.4%	3.4%	2.8%	n/a	7.6%	n/a	7.6%
<b>Total - Faculty of Engineering</b>	2005/2006	12,228,602	3,017,809	2,860,387	-533,087	17,573,711	-87,000	17,486,711
	2006/2007	13,519,452	3,293,073	2,994,349	-698,514	19,108,360	-87,000	19,021,360
	Inc. (Dec.)	1,290,850	275,264	133,962	-165,427	1,534,649	0	1,534,649
	%	10.6%	9.1%	4.7%	31.0%	8.7%	0.0%	8.8%

		Academic Salaries	Non-Academic Salaries	Other Expenditures	Internal Expense Recoveries	Total Expenditures	Departmental Revenue	Net Allocation
		\$	\$	\$	\$	\$	\$	\$
<b>Academic Admin. &amp; Student Services</b>								
<b>Vice-President Academic &amp; Provost</b>								
395 Office of the Vice-Pres Acad.	2005/2006	0	354,247	94,388	0	448,635	0	448,635
399 Faculty Recruitment & Support	2006/2007	0	437,984	124,388	0	562,372	0	562,372
	Inc. (Dec.)	0	83,737	30,000	0	113,737	0	113,737
	%	n/a	23.6%	31.8%	n/a	25.4%	n/a	25.4%
445 Misc Academic-VP Academic	2005/2006	0	0	1,576,201	0	1,576,201	0	1,576,201
446 Learning Commons	2006/2007	0	57,000	519,963	0	576,963	0	576,963
	Inc. (Dec.)	0	57,000	-1,056,238	0	-999,238	0	-999,238
	%	n/a	n/a	-67.0%	n/a	-63.4%	n/a	-63.4%
618 Ombudsman's Office	2005/2006	0	109,937	51,195	0	161,132	-80,566	80,566
	2006/2007	0	112,566	54,832	0	167,398	-83,700	83,698
	Inc. (Dec.)	0	2,629	3,637	0	6,266	-3,134	3,132
	%	n/a	2.4%	7.1%	n/a	3.9%	3.9%	3.9%
<b>Total - Vice President Academic &amp; Provost</b>	2005/2006	0	464,184	1,721,784	0	2,185,968	-80,566	2,105,402
	2006/2007	0	607,550	699,183	0	1,306,733	-83,700	1,223,033
	Inc. (Dec.)	0	143,366	-1,022,601	0	-879,235	-3,134	-882,369
	%	n/a	30.9%	-59.4%	n/a	-40.2%	3.9%	-41.9%
<b>Enrolment Mgmt</b>								
473 Admissions Services	2005/2006	0	1,124,609	257,405	0	1,382,014	0	1,382,014
	2006/2007	0	1,170,254	246,593	0	1,416,847	0	1,416,847
	Inc. (Dec.)	0	45,645	-10,812	0	34,833	0	34,833
	%	n/a	4.06%	-4.2%	n/a	2.5%	n/a	2.5%
474 International Recruitment	2005/2006	0	0	430,000	0	430,000	0	430,000
	2006/2007	0	0	200,000	0	200,000	0	200,000
	Inc. (Dec.)	0	0	-230,000	0	-230,000	0	-230,000
	%	n/a	n/a	-53.5%	n/a	-53.5%	n/a	-53.5%
475 Undergrad Recruitment Office	2005/2006	0	582,298	597,566	0	1,179,864	0	1,179,864
	2006/2007	0	603,527	457,566	0	1,061,093	0	1,061,093
	Inc. (Dec.)	0	21,229	-140,000	0	-118,771	0	-118,771
	%	n/a	3.6%	-23.4%	n/a	-10.1%	n/a	-10.1%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
477 Telecounselling Centre	2005/2006	0	0	101,500	0	101,500	0	101,500
	2006/2007	0	0	101,500	0	101,500	0	101,500
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
561 Awards Office	2005/2006	0	451,821	-10,600	0	441,221	0	441,221
	2006/2007	0	547,814	-28,761	0	519,053	0	519,053
	Inc. (Dec.)	0	95,993	-18,161	0	77,832	0	77,832
	%	n/a	21.2%	171.3%	n/a	17.6%	n/a	17.6%
566 Enrolment Management	2005/2006	0	238,732	456,142	0	694,874	0	694,874
	2006/2007	0	249,145	668,723	0	917,868	0	917,868
	Inc. (Dec.)	0	10,413	212,581	0	222,994	0	222,994
	%	n/a	4.4%	46.6%	n/a	32.1%	n/a	32.1%
580 Student Support	2005/2006	0	0	5,189,000	0	5,189,000	0	5,189,000
	2006/2007	0	0	5,889,000	0	5,889,000	0	5,889,000
	Inc. (Dec.)	0	0	700,000	0	700,000	0	700,000
	%	n/a	n/a	13.5%	n/a	13.5%	n/a	13.5%
<b>Total - Enrolment Mgmt</b>	2005/2006	0	2,397,460	7,021,013	0	9,418,473	0	9,418,473
	2006/2007	0	2,570,740	7,534,621	0	10,105,361	0	10,105,361
	Inc. (Dec.)	0	173,280	513,608	0	686,888	0	686,888
	%	n/a	7.2%	7.3%	n/a	7.3%	n/a	7.3%

Academic Non-Academic Other Internal Expense Total Departmental

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		Salaries \$	Salaries \$	Expenditures \$	Recoveries \$	Expenditures \$	Revenue \$	Net Allocation \$
<b>Dean of Student Affairs</b>								
393 Office-Associate Dean of Students	2005/2006	0	0	0	0	0	0	0
	2006/2007	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
394 Student Academic Success Centre	2005/2006	0	644,495	132,669	0	777,164	0	777,164
	2006/2007	0	603,361	135,995	0	739,356	0	739,356
	Inc. (Dec.)	0	-41,134	3,326	0	-37,808	0	-37,808
	%	n/a	-6.4%	2.5%	n/a	-4.9%	n/a	-4.9%
397 Carleton University Co-op Office	2005/2006	0	807,620	242,957	0	1,050,577	-525,000	525,577
	2006/2007	0	845,693	273,712	0	1,119,405	-525,000	594,405
	Inc. (Dec.)	0	38,073	30,755	0	68,828	0	68,828
	%	n/a	4.7%	12.7%	n/a	6.6%	0.0%	13.1%
398 Office - Dean Student Services	2005/2006	0	374,794	119,895	0	494,689	0	494,689
	2006/2007	0	389,544	161,895	0	551,439	0	551,439
	Inc. (Dec.)	0	14,750	42,000	0	56,750	0	56,750
	%	n/a	3.9%	35.0%	n/a	11.5%	n/a	11.5%
400-First Year Experience Office	2005/2006	0	0	0	0	0	0	0
	2006/2007	0	175,617	135,000	0	310,617	0	310,617
	Inc. (Dec.)	0	175,617	0	0	310,617	0	310,617
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
563 Career Services	2005/2006	0	307,410	114,594	0	422,004	0	422,004
	2006/2007	0	385,524	74,594	0	460,118	0	460,118
	Inc. (Dec.)	0	78,114	-40,000	0	38,114	0	38,114
	%	n/a	25.4%	-34.9%	n/a	9.0%	n/a	9.0%
564 Paul Menton Centre	2005/2006	0	370,659	156,688	0	527,347	-108,820	418,527
	2006/2007	0	395,532	152,148	0	547,680	-114,662	433,018
	Inc. (Dec.)	0	24,873	-4,540	0	20,333	-5,842	14,491
	%	n/a	6.7%	-2.9%	n/a	3.9%	5.4%	3.5%
		Academic	Non-Academic	Other	Internal Expense	Total	Departmental	



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		Salaries \$	Salaries \$	Expenditures \$	Recoveries \$	Expenditures \$	Revenue \$	Net Allocation \$
565 International Student Advisory	2005/2006	0	110,059	33,711	0	143,770	0	143,770
	2006/2007	0	179,082	33,711	0	212,793	0	212,793
	Inc. (Dec.)	0	69,023	0	0	69,023	0	69,023
	%	n/a	62.7%	n/a	n/a	48.0%	n/a	48.0%
<b>Total - Dean of Student Affairs</b>	2005/2006	0	2,615,037	800,514	0	3,415,551	-633,820	2,781,731
	2006/2007	0	2,974,353	967,055	0	3,941,408	-639,662	3,301,746
	Inc. (Dec.)	0	359,316	166,541	0	525,857	-5,842	520,015
	%	n/a	13.7%	20.8%	n/a	15.4%	0.9%	18.7%
<b>University Registrar</b>								
404 University Registrarial Services	2005/2006	0	1,915,588	577,968	-9,499	2,484,057	0	2,484,057
	2006/2007	0	2,211,830	520,096	0	2,731,926	0	2,731,926
	Inc. (Dec.)	0	296,242	-57,872	9,499	247,869	0	247,869
	%	n/a	15.5%	-10.0%	n/a	10.0%	n/a	10.0%
405 University Senate Calendars	2005/2006	0	0	0	0	0	0	0
	2006/2007	0	5,000	66,966	0	71,966	0	71,966
	Inc. (Dec.)	0	5,000	66,966	0	71,966	0	71,966
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
476 Scheduling & Exam Services	2005/2006	0	208,997	266,745	0	475,742	0	475,742
	2006/2007	0	217,955	666,745	0	884,700	0	884,700
	Inc. (Dec.)	0	8,958	400,000	0	408,958	0	408,958
	%	n/a	4.3%	150.0%	n/a	86.0%	n/a	86.0%
<b>Total - University Registrar</b>	2005/2006	0	2,124,585	844,713	-9,499	2,959,799	0	2,959,799
	2006/2007	0	2,434,785	1,253,807	0	3,688,592	0	3,688,592
	Inc. (Dec.)	0	310,200	409,094	9,499	728,793	0	728,793
	%	n/a	14.6%	48.4%	n/a	24.6%	n/a	24.6%

Academic Salaries	Non-Academic Salaries	Other Expenditures	Internal Expense Recoveries	Total Expenditures	Departmental Revenue	Net Allocation
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		\$	\$	\$	\$	\$	\$	\$
<b>AVP Student &amp; Academic Support Services</b>								
440 Office of AVP Student & Academic Support Services	2005/2006	0	0	0	0	0	0	0
	2006/2007	0	210,000	0	0	210,000	0	210,000
	Inc. (Dec.)	0	210,000	0	0	210,000	0	210,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Total - AVP Student &amp; Academic Support Services</b>								
	2005/2006	0	0	0	0	0	0	0
	2006/2007	0	210,000	0	0	210,000	0	210,000
	Inc. (Dec.)	0	210,000	0	0	210,000	0	210,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Education Development Centre</b>								
381 Instructional Media Services	2005/2006	0	1,135,936	122,448	0	1,258,384	-62,696	1,195,688
	2006/2007	0	1,203,935	822,448	0	2,026,383	-62,696	1,963,687
	Inc. (Dec.)	0	67,999	700,000	0	767,999	0	767,999
	%	n/a	6.0%	571.7%	n/a	61.0%	0.0%	64.2%
386 Education Development Centre	2005/2006	0	961,082	927,003	0	1,888,085	0	1,888,085
	2006/2007	0	1,001,473	334,550	0	1,336,023	0	1,336,023
	Inc. (Dec.)	0	40,391	-592,453	0	-552,062	0	-552,062
	%	n/a	4.2%	-63.9%	n/a	-29.2%	n/a	-29.2%
387 Instructional TV Delivery	2005/2006	0	88,317	393,857	0	482,174	-290,000	192,174
	2006/2007	0	109,247	143,857	0	253,104	-290,000	-36,896
	Inc. (Dec.)	0	20,930	-250,000	0	-229,070	0	-229,070
	%	n/a	23.7%	-63.5%	n/a	-47.5%	0.0%	-119.2%
388 EDC Enrichment Mini Courses	2005/2006	0	0	34,461	0	34,461	0	34,461
	2006/2007	0	0	34,461	0	34,461	0	34,461
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>Total - Education Development</b>								
	2005/2006	0	2,185,335	1,477,769	0	3,663,104	-352,696	3,310,408

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<b>Centre</b>	2006/2007	0	2,314,655	1,335,316	0	3,649,971	-352,696	3,297,275
	Inc. (Dec.)	0	129,320	-142,453	0	-13,133	0	-13,133
	%	n/a	5.9%	-9.6%	n/a	-0.4%	0.0%	-0.4%
<hr/>								
<b>Total - Academic Admin. &amp; Student Services</b>	2005/2006	0	9,786,601	11,865,793	-9,499	21,642,895	-1,067,082	20,575,813
	2006/2007	0	11,112,083	11,789,982	0	22,902,065	-1,076,058	21,826,007
	Inc. (Dec.)	0	1,325,482	-75,811	9,499	1,259,170	-8,976	1,250,194
	%	n/a	13.5%	-0.6%	-100.0%	5.8%	0.8%	6.1%

		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Library</b>								
456 Library	2005/2006	1,983,239	4,466,914	7,515,191	0	13,965,344	0	13,965,344
	2006/2007	1,942,563	4,782,327	6,399,795	0	13,124,685	0	13,124,685
	Inc. (Dec.)	-40,676	315,413	-1,115,396	0	-840,659	0	-840,659
	%	-2.1%	7.1%	-14.8%	n/a	-6.0%	n/a	-6.0%
457 Archives	2005/2006	0	4,106	5,400	0	9,506	0	9,506
	2006/2007	0	4,106	5,400	0	9,506	0	9,506
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	0.0%	0.0%	n/a	0.0%	n/a	0.0%
<b>Total - Library</b>	2005/2006	1,983,239	4,471,020	7,520,591	0	13,974,850	0	13,974,850
	2006/2007	1,942,563	4,786,433	6,405,195	0	13,134,191	0	13,134,191
	Inc. (Dec.)	-40,676	315,413	-1,115,396	0	-840,659	0	-840,659
	%	-2.1%	7.1%	-14.8%	n/a	-6.0%	n/a	-6.0%

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		Academic Salaries	Non-Academic Salaries	Other Expenditures	Internal Expense Recoveries	Total Expenditures	Departmental Revenue	Net Allocation
		\$	\$	\$	\$	\$	\$	\$
<b>Research &amp; International</b>								
301 Faculty of Graduate Studies	2005/2006	22,374	783,758	224,913	-83,250	947,795	0	947,795
	2006/2007	25,439	938,270	649,649	-83,250	1,530,108	0	1,530,108
	Inc. (Dec.)	3,065	154,512	424,736	0	582,313	0	582,313
	%	13.7%	19.7%	188.8%	0.0%	61.4%	n/a	61.4%
309 Academic Assistants	2005/2006	0	0	7,596,152	0	7,596,152	0	7,596,152
	2006/2007	0	0	8,791,542	0	8,791,542	0	8,791,542
	Inc. (Dec.)	0	0	1,195,390	0	1,195,390	0	1,195,390
	%	n/a	n/a	15.7%	n/a	15.7%	n/a	15.7%
370 Office of VP External Research	2005/2006	0	569,303	2,624,709	0	3,194,012	0	3,194,012
	2006/2007	0	723,512	1,245,261	0	1,968,773	0	1,968,773
	Inc. (Dec.)	0	154,209	-1,379,448	0	-1,225,239	0	-1,225,239
	%	n/a	27.1%	-52.6%	n/a	-38.4%	n/a	-38.4%
371 Carleton International	2005/2006	0	187,174	72,223	0	259,397	0	259,397
	2006/2007	0	195,980	69,480	0	265,460	0	265,460
	Inc. (Dec.)	0	8,806	-2,743	0	6,063	0	6,063
	%	n/a	4.7%	-3.8%	n/a	2.3%	n/a	2.3%
372 Office of Research Services	2005/2006	0	261,489	533,259	0	794,748	0	794,748
	2006/2007	0	382,915	533,259	0	916,174	0	916,174
	Inc. (Dec.)	0	121,426	0	0	121,426	0	121,426
	%	n/a	46.4%	0.0%	n/a	15.3%	n/a	15.3%
373 Technology and Research Dev	2005/2006	0	73,348	23,500	0	96,848	0	96,848
	2006/2007	0	77,404	73,500	0	150,904	0	150,904
	Inc. (Dec.)	0	4,056	50,000	0	54,056	0	54,056
	%	n/a	5.5%	212.8%	n/a	55.8%	n/a	55.8%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
582 Graduate Student Support	2005/2006	0	0	3,385,000	0	3,385,000	0	3,385,000
	2006/2007	0	0	5,410,000	0	5,410,000	0	5,410,000
	Inc. (Dec.)	0	0	2,025,000	0	2,025,000	0	2,025,000
	%	n/a	n/a	59.8%	n/a	59.8%	n/a	59.8%
<b>Total - Research &amp; International</b>	2005/2006	22,374	1,875,072	14,459,756	-83,250	16,273,952	0	16,273,952
	2006/2007	25,439	2,318,081	16,772,691	-83,250	19,032,961	0	19,032,961
	Inc. (Dec.)	3,065	443,009	2,312,935	0	2,759,009	0	2,759,009
	%	13.7%	23.6%	16.0%	0.0%	17.0%	n/a	17.0%

		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Finance &amp; Administration</b>								
232 Science Technology Centre	2005/2006	0	298,700	294,793	-280,000	313,493	0	313,493
	2006/2007	0	308,423	292,657	-280,000	321,080	0	321,080
	Inc. (Dec.)	0	9,723	-2,136	0	7,587	0	7,587
	%	n/a	3.3%	-0.7%	0.0%	2.4%	n/a	2.4%
374 Office Institutional Research	2005/2006	0	544,429	66,439	0	610,868	0	610,868
	2006/2007	0	536,043	96,698	0	632,741	0	632,741
	Inc. (Dec.)	0	-8,386	30,259	0	21,873	0	21,873
	%	n/a	-1.5%	45.5%	n/a	3.6%	n/a	3.6%
482 Business Office	2005/2006	0	1,409,527	265,404	-35,000	1,639,931	0	1,639,931
	2006/2007	0	1,450,843	272,055	-35,000	1,687,898	0	1,687,898
	Inc. (Dec.)	0	41,316	6,651	0	47,967	0	47,967
	%	n/a	2.9%	2.5%	0.0%	2.9%	n/a	2.9%
486 Office of VP Finance & Admin 494 Internal Auditor	2005/2006	0	578,897	105,600	-57,667	626,830	0	626,830
	2006/2007	0	544,528	105,600	0	650,128	0	650,128
	Inc. (Dec.)	0	-34,369	0	57,667	23,298	0	23,298
	%	n/a	-5.9%	0.0%	-100.0%	3.7%	n/a	3.7%
487 Office of Quality Initiatives	2005/2006	0	105,129	50,000	0	155,129	0	155,129
	2006/2007	0	109,235	50,000	0	159,235	0	159,235
	Inc. (Dec.)	0	4,106	0	0	4,106	0	4,106
	%	n/a	3.9%	0.0%	n/a	2.6%	n/a	2.6%
498 Finance Office	2005/2006	0	739,852	55,720	0	795,572	0	795,572
	2006/2007	0	762,180	82,885	0	845,065	0	845,065
	Inc. (Dec.)	0	22,328	27,165	0	49,493	0	49,493
	%	n/a	3.0%	48.8%	n/a	6.2%	n/a	6.2%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
503 Mail Services	2005/2006	0	240,466	27,445	0	267,911	0	267,911
	2006/2007	0	247,681	27,445	0	275,126	0	275,126
	Inc. (Dec.)	0	7,215	0	0	7,215	0	7,215
	%	n/a	3.0%	0.0%	n/a	2.7%	n/a	2.7%
504 Information Carleton	2005/2006	0	0	96,496	0	96,496	0	96,496
	2006/2007	0	0	97,981	0	97,981	0	97,981
	Inc. (Dec.)	0	0	1,485	0	1,485	0	1,485
	%	n/a	n/a	1.5%	n/a	1.5%	n/a	1.5%
507 Purchasing	2005/2006	0	361,614	85,120	-83,000	363,734	0	363,734
	2006/2007	0	378,759	110,120	-87,345	401,534	0	401,534
	Inc. (Dec.)	0	17,145	25,000	-4,345	37,800	0	37,800
	%	n/a	4.7%	29.4%	5.2%	10.4%	n/a	10.4%
510 Human Resources	2005/2006	0	1,639,900	356,330	-51,923	1,944,307	0	1,944,307
511 Carleton University Learning & Dev	2006/2007	0	1,730,187	353,307	0	2,083,494	0	2,083,494
512 Organizational Development	Inc. (Dec.)	0	90,287	-3,023	51,923	139,187	0	139,187
513 Employee Services	%	n/a	5.5%	-0.8%	n/a	7.2%	n/a	7.2%
514 HRIS								
515 Staff Relations								
531 Misc Admin-Director of Finance	2005/2006	0	0	0	0	0	0	0
	2006/2007	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
534 Misc Admin-VP Finance & Admin.	2005/2006	0	0	3,310,646	-48,250	3,262,396	-40,000	3,222,396
	2006/2007	0	0	1,746,072	-48,250	1,697,822	-40,000	1,657,822
	Inc. (Dec.)	0	0	-1,564,574	0	-1,564,574	0	-1,564,574
	%	n/a	n/a	-47.3%	0.0%	-48.0%	0.0%	-48.6%



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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Physical Plant Summary	2005/2006	0	4,351,340	4,349,594	-1,517,975	7,182,959	0	7,182,959
	2006/2007	0	4,554,868	10,335,594	-1,683,975	13,206,487	0	13,206,487
	Inc. (Dec.)	0	203,528	5,986,000	-166,000	6,023,528	0	6,023,528
	%	n/a	4.7%	137.6%	10.9%	83.9%	n/a	83.9%
University Safety Summary	2005/2006	0	1,330,446	492,110	-124,479	1,698,077	0	1,698,077
	2006/2007	0	1,389,698	507,535	-124,479	1,772,754	0	1,772,754
	Inc. (Dec.)	0	59,252	15,425	0	74,677	0	74,677
	%	n/a	4.5%	3.1%	0.0%	4.4%	n/a	4.4%
Computing & Communications Summary	2005/2006	0	4,892,105	2,480,762	-1,092,936	6,279,931	-67,793	6,212,138
	2006/2007	0	5,607,445	4,811,076	-1,098,929	9,374,592	-71,998	9,302,594
	Inc. (Dec.)	0	715,340	2,330,314	-5,993	3,094,661	-4,205	3,090,456
	%	n/a	14.6%	93.9%	0.5%	49.3%	6.2%	49.7%
607 Dept.of Pension Management 6071 Pension Committee	2005/2006	0	143,872	44,610	0	188,482	-188,482	0
	2006/2007	0	173,608	20,860	0	194,468	-194,468	0
	Inc. (Dec.)	0	29,736	-23,750	0	5,986	-5,986	0
	%	0	20.7%	-53.2%	0	3.2%	3.2%	0
Salary Reallocations	2005/2006	0	49,496	-49,496	0	0	0	0
	2006/2007	0	50,981	-50,981	0	0	0	0
<b>Total - Finance &amp; Administration</b>	2005/2006	0	16,685,773	12,031,573	-3,291,230	25,426,116	-296,275	25,129,841
	2006/2007	0	17,844,479	18,858,904	-3,357,978	33,400,405	-306,466	33,093,939
	Inc. (Dec.)	0	1,158,706	6,827,331	-66,748	7,974,289	-10,191	7,964,098
	%	n/a	6.9%	56.7%	2.0%	31.4%	3.4%	31.7%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>President</b>								
410 Clerk of Senate	2005/2006	0	282,132	107,403	0	389,535	0	389,535
4101 Calendars	2006/2007	0	194,061	35,437	0	229,498	0	229,498
	Inc. (Dec.)	0	-88,071	-71,966	0	-160,037	0	-160,037
	%	n/a	-31.2%	-67.0%	n/a	-41.1%	n/a	-41.1%
449 Misc Academic-President	2005/2006	0	0	64,230	0	64,230	0	64,230
	2006/2007	0	0	130,822	0	130,822	0	130,822
	Inc. (Dec.)	0	0	66,592	0	66,592	0	66,592
	%	n/a	n/a	103.7%	n/a	103.7%	n/a	103.7%
480 Sec. to the Brd. of Governors	2005/2006	0	282,276	67,725	0	350,001	0	350,001
484 Office of the Univ. Secretary	2006/2007	0	254,904	96,020	0	350,924	0	350,924
	Inc. (Dec.)	0	-27,372	28,295	0	923	0	923
	%	n/a	-9.7%	41.8%	n/a	0.3%	n/a	0.3%
483 Office of the President	2005/2006	0	421,979	159,137	0	581,116	0	581,116
	2006/2007	0	411,312	1,072,545	0	1,483,857	0	1,483,857
	Inc. (Dec.)	0	-10,667	913,408	0	902,741	0	902,741
	%	n/a	-2.5%	574.0%	n/a	155.3%	n/a	155.3%
489 Equity Services	2005/2006	0	428,165	61,294	0	489,459	-55,243	434,216
	2006/2007	0	401,505	38,294	0	439,799		439,799
	Inc. (Dec.)	0	-26,660	-23,000	0	-49,660	55,243	5,583
	%	n/a	-6.2%	-37.5%	n/a	-10.1%	-100.0%	1.3%
573 Dept of Univ. Communications	2005/2006	0	799,534	174,055	0	973,589	0	973,589
	2006/2007	0	865,040	178,614	0	1,043,654	0	1,043,654
	Inc. (Dec.)	0	65,506	4,559	0	70,065	0	70,065
	%	n/a	8.2%	2.6%	n/a	7.2%	n/a	7.2%
Salary Reallocations	2005/2006	159,174	-159,174	0	0	0	0	0
	2006/2007	124,596	-124,596	0	0	0	0	0
<b>Total - President</b>	2005/2006	159,174	2,054,912	633,844	0	2,847,930	-55,243	2,792,687
	2006/2007	124,596	2,002,226	1,551,732	0	3,678,554	0	3,678,554
	Inc. (Dec.)	-34,578	-52,686	917,888	0	830,624	55,243	885,867
	%	n/a	-2.6%	144.8%	n/a	29.2%	-100.0%	31.7%

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		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Advancement</b>								
485 Vice President Advancement	2005/2006	0	0	524,501	0	524,501	0	524,501
	2006/2007	0	105,000	451,344	0	556,344	0	556,344
	Inc. (Dec.)	0	105,000	-73,157	0	31,843	0	31,843
	%	n/a	n/a	-13.9%	n/a	6.1%	n/a	6.1%
570 Office Of Chief Advancement Officer	2005/2006	0	1,475,985	649,774	0	2,125,759	0	2,125,759
	2006/2007	0	1,680,511	553,160	-233,809	1,999,862	0	1,999,862
	Inc. (Dec.)	0	204,526	-96,614	-233,809	-125,897	0	-125,897
	%	n/a	13.9%	-14.9%	n/a	-5.9%	n/a	-5.9%
Salary Reallocations	2005/2006	0	37,500	-37,500	0	0	0	0
	2006/2007	0	39,344	-39,344	0	0	0	0
<b>Total - Advancement</b>	2005/2006	0	1,513,485	1,136,775	0	2,650,260	0	2,650,260
	2006/2007	0	1,824,855	965,160	-233,809	2,556,206	0	2,556,206
	Inc. (Dec.)	0	311,370	-171,615	-233,809	-94,054	0	-94,054
	%	n/a	20.6%	-15.1%	n/a	-3.5%	n/a	-3.5%

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		Academic Salaries	Non-Academic Salaries	Other Expenditures	Internal Expense Recoveries	Total Expenditures	Departmental Revenue	Net Allocation
		\$	\$	\$	\$	\$	\$	\$
<b>University Budgets</b>	Staff Benefits							
	2005/2006	0	0	29,372,438	-500,000	28,872,438	-40,000	28,832,438
	2006/2007	0	0	30,677,500	0	30,677,500	-40,000	30,637,500
	Inc. (Dec.)	0	0	1,305,062	500,000	1,805,062	0	1,805,062
	%	n/a	n/a	4.4%	n/a	6.3%	0.0%	6.3%
Utilities	2005/2006	0	0	6,423,750	0	6,423,750	0	6,423,750
	2006/2007	0	0	7,507,000	0	7,507,000	0	7,507,000
	Inc. (Dec.)	0	0	1,083,250	0	1,083,250	0	1,083,250
	%	n/a	n/a	16.9%	n/a	16.9%	n/a	16.9%
Cleaning and Facility Maintenance	2005/2006	0	0	1,452,500	0	1,452,500	0	1,452,500
	2006/2007	0	0	1,576,500	0	1,576,500	0	1,576,500
	Inc. (Dec.)	0	0	124,000	0	124,000	0	124,000
	%	n/a	n/a	8.5%	n/a	8.5%	n/a	8.5%
Building Retrofits & Deferred Mtce	2005/2006	0	0	800,000	0	800,000	0	800,000
	2006/2007	0	0	1,200,000	0	1,200,000	0	1,200,000
	Inc. (Dec.)	0	0	400,000	0	400,000	0	400,000
	%	n/a	n/a	50.0%	n/a	50.0%	n/a	50.0%
HCI/VSIM Operating Costs	2005/2006	0	0	0	0	0	0	0
	2006/2007	0	0	372,000	0	372,000	0	372,000
	Inc. (Dec.)	0	0	372,000	0	372,000	0	372,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Insurance	2005/2006	0	0	551,000	0	551,000	0	551,000
	2006/2007	0	0	738,000	0	738,000	0	738,000
	Inc. (Dec.)	0	0	187,000	0	187,000	0	187,000
	%	n/a	n/a	33.9%	n/a	33.9%	n/a	33.9%
Taxes	2005/2006	0	0	29,000	0	29,000	0	29,000
	2006/2007	0	0	29,000	0	29,000	0	29,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Professional Fees	2005/2006	0	0	353,000	0	353,000	0	353,000
	2006/2007	0	0	383,000	0	383,000	0	383,000
	Inc. (Dec.)	0	0	30,000	0	30,000	0	30,000
	%	n/a	n/a	8.5%	n/a	8.5%	n/a	8.5%

Carleton University - 2006-2007 Budget Schedules

Appendix C

		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Provision for Bad Debt	2005/2006	0	0	339,000	0	339,000	0	339,000
	2006/2007	0	0	627,000	0	627,000	0	627,000
	Inc. (Dec.)	0	0	288,000	0	288,000	0	288,000
	%	n/a	n/a	85.0%	n/a	85.0%	n/a	85.0%
Collective Bargaining	2005/2006	0	0	130,000	0	130,000	0	130,000
	2006/2007	0	0	130,000	0	130,000	0	130,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Relocation Expense & Recruitment	2005/2006	0	0	30,000	0	30,000	0	30,000
	2006/2007	0	0	30,000	0	30,000	0	30,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Mandated Student Aid	2005/2006	0	0	6,400,000	0	6,400,000	0	6,400,000
	2006/2007	0	0	6,391,000	0	6,391,000	0	6,391,000
	Inc. (Dec.)	0	0	-9,000	0	-9,000	0	-9,000
	%	n/a	n/a	-0.1%	n/a	-0.1%	n/a	-0.1%
University Memberships	2005/2006	0	0	295,300	0	295,300	0	295,300
	2006/2007	0	0	306,300	0	306,300	0	306,300
	Inc. (Dec.)	0	0	11,000	0	11,000	0	11,000
	%	n/a	n/a	3.7%	n/a	3.7%	n/a	3.7%
Convocation	2005/2006	0	0	430,000	0	430,000	0	430,000
	2006/2007	0	0	430,000	0	430,000	0	430,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Bank Charges	2005/2006	0	0	65,000	0	65,000	0	65,000
	2006/2007	0	0	75,000	0	75,000	0	75,000
	Inc. (Dec.)	0	0	10,000	0	10,000	0	10,000
	%	n/a	n/a	15.4%	n/a	15.4%	n/a	15.4%

Carleton University - 2006-2007 Budget Schedules

Appendix C

		Academic Salaries \$	Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Daycare Subsidy	2005/2006	0	0	30,000	0	30,000	0	30,000
	2006/2007	0	0	30,000	0	30,000	0	30,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Space Charges	2005/2006	0	0	900,000	0	900,000	0	900,000
	2006/2007	0	0	917,000	0	917,000	0	917,000
	Inc. (Dec.)	0	0	17,000	0	17,000	0	17,000
	%	n/a	n/a	1.9%	n/a	1.9%	n/a	1.9%
Computing Infrastructure	2005/2006	0	0	1,033,705	0	1,033,705	0	1,033,705
	2006/2007	0	0	869,758	0	869,758	0	869,758
	Inc. (Dec.)	0	0	-163,947	0	-163,947	0	-163,947
	%	n/a	n/a	-15.9%	n/a	-15.9%	n/a	-15.9%
Campus Network Upgrade	2005/2006	0	0	0	0	0	0	0
	2006/2007	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Joint Program Costs	2005/2006	0	0	1,148,000	0	1,148,000	0	1,148,000
	2006/2007	0	0	1,182,000	0	1,182,000	0	1,182,000
	Inc. (Dec.)	0	0	34,000	0	34,000	0	34,000
	%	n/a	n/a	3.0%	n/a	3.0%	n/a	3.0%
Interfund Transfers	2005/2006	0	0	-525,000	0	-525,000	0	-525,000
	2006/2007	0	0	-450,000	0	-450,000	0	-450,000
	Inc. (Dec.)	0	0	75,000	0	75,000	0	75,000
	%	n/a	n/a	-14.3%	n/a	-14.3%	n/a	-14.3%
<b>Total - University Budgets</b>	2005/2006	0	0	49,257,693	-500,000	48,757,693	-40,000	48,717,693
	2006/2007	0	0	53,021,058	0	53,021,058	-40,000	52,981,058
	Inc. (Dec.)	0	0	3,763,365	500,000	4,263,365	0	4,263,365
	%	n/a	n/a	7.6%	-100.0%	8.7%	0.0%	8.8%

# CARLETON UNIVERSITY

## PROPOSED BUDGET FOR ANCILLARY AND NON-CREDIT UNITS - 2006-2007

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## 1. Ancillary Operations – Proposed Budget 2006-2007

Appendix A at the end of this Report details the 2006-2007 proposed budget of the ancillaries, as compared to the revised projections for 2005-2006 and the budget for 2005-2006. Overall, the ancillary results can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
Income and internal recoveries	37,101	38,769	38,612	40,563
Expenses and transfers	36,181	38,262	39,213	39,465
Surplus/(Deficit)	920	507	(601)	1,098

The fund balances of the ancillaries can be segregated along the line of those operations with accumulated deficits (unappropriated fund balances) and those in an accumulated surplus position (appropriated fund balances). The changes in these balances are as follows:

	<i>Actual Balance at April 2005 \$000</i>	<i>Budgeted Balance at April 2006 \$000</i>	<i>Projected Balance at April 2006 \$000</i>	<i>Budgeted Balance at April 2007 \$000</i>
Ancillaries with accumulated surplus	4,410	4,682	3,686	4,687
Ancillaries with accumulated deficit	(2,669)	(2,434)	(2,546)	(2,447)
	1,741	2,248	1,140	2,238

Ancillaries are expected to break even over time after covering both direct and indirect expenses. The contribution to indirect expenses highlighted in the analysis below represents contributions to general University overheads, as well as the central office of University Services (for those entities under the jurisdiction of this office).

### 1.1 Athletics

The 2006-2007 budget for the Athletics Department can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Athletic fees	2,953	3,006	3,006	3,036
Other income	2,584	4,014	3,978	4,748
	5,537	7,020	6,984	7,784
<u>Expenses and Transfers</u>				
Direct expenses	5,175	6,281	6,391	7,110
Renovations and alterations	842	652	674	673
Indirect expense contribution	52	59	0	0
	6,069	6,992	6,985	7,783
Surplus (deficit)	(532)	28	(1)	1
Opening fund balance (deficit)	(63)	(595)	(595)	(596)
Closing fund balance (deficit)	(595)	(567)	(596)	(595)



The Department of Physical Recreation and Athletics' mission is to enhance the life, health and spirit of the Carleton University community by providing quality sport, physical activity, and instruction. A balance of programs is offered for all skills and competitive levels, including freelance recreation, instruction programs, intramural leagues, 20 varsity teams and 11 competitive club teams.

Approximately 39% of the Department's revenue is derived from the mandatory Athletics Fee, which allows all currently registered students access to the facilities. Other revenues are derived from outside membership fees, facility rentals, and specific instructional program fees. During the Summer months, the Department operates a successful Summer camp for children aged 7 to 14, which generates approximately 10% of total revenues. In addition to the 21 full-time employees and 75 coaches, Athletics' employs over 300 students, on a part-time basis, as security, lifeguards, fitness instructors, camp counsellors, event support staff, and administrative support staff. Athletics' compensation to these students exceeds \$1.1 million annually.

The Athletics Master Plan (2001) recommended three new facilities to be constructed to meet the current demand for quality recreational, intramural, and competitive programming opportunities. The 4,500 square meters Field House was opened in February 2003, the Alumni Hall and Sports Centre opened in February 2005 and the twin-pad Ice Arena opened in September 2005.

With the new additions, the Athletics Department has gone a long way to meeting the current and anticipated demands for indoor activity space. There continues to be heavy demand for outdoor field space and the need to upgrade Keith Harris Stadium to meet the minimum standards for hosting major sporting events on campus.

Managing the operating costs of existing and new facilities is a major issue facing the Department. The gymnasium was built in 1964, the recreation centre in 1974, and squash courts were added in 1979. Costs associated with renovations, maintenance, and renewals are increasing as the facilities age.

The proposed budget does not include an athletic fee increase for 2006-2007. There have been only two fee increases, 4% aggregately, in the last 13 years. This compares to the provincial CPI increase of approximately 26% over the same period. Although the Department has tried not to increase the Athletics Fee in the past several years, it is becoming increasingly difficult to maintain facilities as well as provide quality programming without an increase to the fee.

Athletics will submit a proposal to the Ancillary Fee Committee for an annual Athletics fee increase tied to CPI, commencing in 2007-2008, as is now in place for some of the other ancillaries. If approved, this would provide the Department with a greater ability to properly maintain and upgrade existing facilities while ensuring the ongoing viability of its programs.

## 1.2 Bookstore

The 2006-2007 budget for the Bookstore can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Commissions and reimbursements	1,416	1,421	1,315	1,416
<u>Expenses and Transfers</u>				
Direct expenses	1,048	1,192	1,079	1,215
Indirect expense contribution	153	153	153	153
	<u>1,201</u>	<u>1,345</u>	<u>1,232</u>	<u>1,368</u>
Surplus (deficit)	<u>215</u>	<u>76</u>	<u>83</u>	<u>48</u>
Opening fund balance (deficit)	57	272	272	355
Closing fund balance (deficit)	272	348	355	403

In November 1998, the Bookstore made the transition from in house operation to a new management agreement with Follet of Canada. The Minimum Guarantee agreement with Follett has resulted in a guaranteed flow of revenues that has eliminated deficits of prior years. Since the agreement was put in place, the Bookstore has also undergone two renovations; both paid for by Follet, to the benefit of the students and the University.

In the Fall of 1999, the Bookstore Advisory Committee was established with the mandate to review and recommend operating policies and procedures and to provide guidance to both the Bookstore and the University on Bookstore matters. It also serves as the key communication link between the University administration, faculty, students (graduate and undergraduate) and the Bookstore, as the Committee is comprised of members from each group.

With the paying down of the accumulated deficit, the Bookstore has undertaken a more flexible pricing methodology for textbooks, and introduced a guaranteed Buy Back scheme for certain texts. The current textbook Buy Back program continues to be offered all year round and has led to an increase in used books on the shelves.

In the Summer of 2006, the Bookstore will move from its current location in Southam Hall to a brand new store in the University Centre. The store will be more central and convenient for the community and visitors. It is anticipated that the new venue will be used for book signings, readings and small group discussions. We are currently developing a website interface to allow students to order their required textbooks, either new or used, directly from the Bookstore.

### 1.3 Health and Counselling Services

The 2006-2007 budget for Health and Counselling Services can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Health services fee	930	953	954	986
Staff use of services	79	80	80	80
Insurance recoveries / other	1,231	1,286	1,316	1,386
	2,240	2,319	2,350	2,452
<u>Expenses and Transfers</u>				
Direct expenses	2,173	2,257	2,276	2,489
Indirect expense contribution	18	19	20	21
	2,191	2,276	2,296	2,510
Surplus (deficit)	49	43	54	(58)
Opening fund balance (deficit)	114	163	163	217
Closing fund balance (deficit)	163	206	217	159

Health and Counselling Services offers comprehensive health care to students, staff, and faculty via an appointment or walk-in basis. The medical services include assessment and treatment of illness or injury, immunizations, allergy injections, and on-site lab facilities. In addition to a team dedicated to psychological assessment and care, the clinic provides lifestyle, educational, and nutritional counselling as well as health and peer education programs.

Staffing is a combination of continuing positions and part-time contracted professionals. From September to April, the medical team consists of five general practitioners, five registered nurses, and a part-time nutritionist. The on-site counselling complement consists of one psychiatrist, one general practitioner therapist, and three counsellors. Two more counsellors work out of the residences to accommodate students living in residences. In response to an increasing demand from the international student community, Health and Counselling Services has hired another counsellor with specific counselling skills geared to this group of students at Carleton.

The student health fee is adjusted annually for the Ottawa Consumer Price Index.

Health and Counselling Services is seeking approval to increase our "no show" fees for counselling and medical appointments. These charges are not punitive, but an attempt to encourage responsible and efficient use of the scheduling systems for all. Most campus health centres have a "no show" fee policy. There is clear evidence, that this practice reduces the no show rate and is an effective deterrent for appointment neglect. The request for fee increases is as follows:

**Appointment No Show Fees:**  
**15 min. appt. - \$20 (new fee implemented Sept. 2006)**  
**30 min. appt. – increase from \$30 to \$50**  
**45 min. or longer – increase from \$50 to \$70**

Outlined below are no-show charges for other Ontario universities:

<b>University</b>	<b>Short Appointment</b>	<b>Long Appointment</b>	<b>Counselling Appt.</b>
Carleton University	\$20	\$50	\$70
University of Western Ontario	Up to \$100	Up to \$100	Up to \$100 – if clients don't pay, bill sent to student acct. another \$40 added to bill.
University of Toronto	\$25	\$25	Counselling not offered in clinic.
University of Ottawa	\$20	\$40	
University of Guelph	\$20	\$50	\$50
Queen's University	\$50	\$50	\$50 per half-hour
University of Waterloo	\$20	\$35	\$50
McMaster University	\$30	\$30	\$30

In August 2005, Health and Counselling Services upgraded its IT systems to include electronic medical records. This is a fully integrated computer system including appointment scheduling, billing and computerized medical records.

Over half of Ontario's university campus health services have converted to electronic records. While there is a significant cost for the necessary IT components, there are well-established benefits, including:

- A centralized record eliminates chart searches and allows several users to have immediate and simultaneous access.
- Filing requirements are dramatically reduced and required file storage is more manageable.
- Patient information can be readily accessed and shared with our satellite campus offices.
- Lab reports are downloaded directly to the patient's file.
- Password protection improves security and limits access.
- Records are legible.
- Ability to obtain data profiles for practice analysis applications.

#### 1.4 Housing and Conference Services

The 2006-2007 budget for the Housing and Conference Services can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Residence fees	9,347	9,892	9,775	10,114
Conference operations	2,336	2,294	2,111	2,456
Commission income	3,102	3,100	3,000	3,100
Other income	1,131	1,176	1,194	1,158
	15,916	16,462	16,080	16,828
<u>Expenses and Transfers</u>				
Operating expenses	10,349	11,187	11,300	11,157
Indirect expense contribution	79	80	75	82
Contribution to Ancillary Capital Fund	253	233	233	243
Capital debt interest and principal	4,839	4,879	4,784	4,993
	15,520	16,379	16,392	16,475
Surplus (deficit)	396	83	(312)	353
Opening fund balance (deficit)	1,436	1,832	1,832	1,520
Closing fund balance (deficit)	1,832	1,915	1,520	1,873

The University now provides on-campus accommodation for 2,593 full-time undergraduate and graduate students during the Fall and Winter terms. In the 2005 Fall term, residence had a vacancy rate of 0.78%.

During the Summer months, a significant portion of the bed capacity is used by the Tour and Conference Centre, which provides accommodation and conference services to tourist visitors and those who are participating in conventions and seminars being held on the campus. The best-known and largest user of the Summer facility is the Ceremonial Guard. The Tour and Conference Centre maintains close and active links with the Ottawa Tourism and Convention Authority and the travel industry in its continuing effort to expand Summer business for the University and its student residences.

The Summer also provides the only opportunity to engage in the lengthy and extensive renovation projects that are becoming more important for the preservation of older residence facilities. This Summer, a large number of projects in various buildings are planned. The most significant of these in, terms of expenditure, include the total re-carpeting of the Stormont/Dundas Residence (\$250,000) and the replacement of doors and locking hardware in the Lanark House Residence (\$300,000).

As a result of requesting Expressions of Interest in early 2003, the University changed its contractor to ARAMARK Canada Ltd. to manage food services on campus. This change resulted in a major renovation of the residence dining facility to a "Fresh Food Company" concept. The renovation cost over \$3 million dollars and was paid for by the contractor. The University received national media coverage relating to the new facility. In the Fall 2005, opening hours were extended yet again and operations run from 7:30 a.m. to 8:00 p.m. (Monday to Friday). Weekend hours will also be extended this Fall, by opening at 9:30 a.m. on both Saturday and Sunday.

The Residence Food Services Committee has been very active this year and was instrumental in expanding the offerings within the residence dining room. Members of the Committee visited Boston University to compare and contrast services, which proved to be extremely worthwhile for all those involved. As a result of the visit, the Fall of 2006 will see more choices, themed meals, longer opening hours, increased guest meals and activities in the Commons dining room.

This Fall, ARAMARK Canada Ltd. will be introducing kiosks in the dining rooms that will allow students and visitors to look up the nutritional content of any item served. This will be a first for the company in Canada and will be a means of educating our students and guests about diet and nutritional needs.

During the Summer of 2005, the Food Court in the University Centre was completely renovated and introduced a new dining room to provide a more friendly and inviting atmosphere for students, staff, and faculty. The project included the remodelling of the entire kitchen and server areas to offer more healthy and ethnic menu choices. Wireless technology was introduced in the dining room and this has proven to be extremely popular. These and other renovations have largely contributed to the deficit in the current year.

Additional renovations took place last Summer in the Oasis restaurant in the Commons Building and the Tunnel Junction. Plans are currently underway for an extensive renovation to the Loeb Cafe to take place during the Summer of 2006. Athletics will see the opening of a new Tim Horton's venue this Spring.

Food Services has introduced a Mystery Shopper program to monitor and provide feedback regarding the various outlets across the campus. This program will allow us to improve service and offerings to the community.

To keep pace with cost inflation, and to ensure that there continues to be a reasonable response to the deferred maintenance needs of the residence buildings, it is proposed that Room and Residence Network charges be increased by 3%, while the cost of providing Residence Telephone Service remains unchanged. It is also proposed that there be increases in Residence Board Fees ranging from 2.6% to 5.5% (see Appendix B). Finally, it is proposed that retail food and catering prices be increased by an average of 3% in the Summer. These proposed revisions to Board Fees and food and catering prices result from increased food and operation costs.

## 1.5 Parking Services

The 2006-2007 budget for Parking Services can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Parking charges	2,883	2,723	2,893	2,944
Other income	265	250	272	252
	3,148	2,973	3,165	3,196
<u>Expenses and Transfers</u>				
Direct operating	2,639	2,734	3,021	2,553
Indirect expense contribution	40	42	45	46
Contribution to operating budget	450			
	3,129	2,776	3,066	2,599
Surplus (deficit)	19	197	99	597
Opening fund balance (deficit)	795	814	814	913
Closing fund balance (deficit)	814	1011	913	1,510

Parking Services offers permit and temporary parking on campus to students, staff and visitors. There are six access controlled parking lots, two garages, and several 'pay and display' or metered parking areas which, in total, provide approximately 3,700 parking spaces. Permits are sold on a first-come, first-served basis to students. Staff and faculty are accommodated on a priority basis. Student parking in perimeter lots costs \$224 annually for the Fall/Winter semester. A review of these rates has determined that they compare quite favourably with other institutions and parking rates. The average over-sell of permits to space ranges between 30-50% with higher over-sell in student parking areas. Of the parking permits sold in 2005, student permits accounted for approximately 3,596 sales while staff permits accounted for roughly 1,718 sales. Motorcycle permits accounted for 46 sales and Athletics permits accounted for approximately 319. The Department of University Safety conducts regular surveys of the parking lots to assess usage.

In the Summer of 1999, during routine maintenance on the main Parking Garage, corrosion problems were discovered and it was determined that major restorative work was needed to extend the Garage's life an estimated 20 years. Structural cables and rods in the floor were replaced and back-filled with new concrete. The majority of the work has been completed with only minor repairs and maintenance scheduled for subsequent years. The renovation had a total cost of approximately \$2.2 million and has been internally financed over ten years. Work performed over the past few years has been routine maintenance involving level-by-level testing and annual membrane repair. An additional \$150,000 was required for unexpected repairs found during the scope of scheduled work this year. This past year's repairs also involved the replacement of the centre stairwell from Levels 1 to 15 and the replacement of pans and risers that were corroded.

Discoveries of salt corrosion and drainage issues in the Library Garage in the Winter of 2004 lead Parking Services to engage the services of an engineering consultant to ensure the structural stability of the Library Garage. This assessment commenced in mid-February 2005 and the costs required for completion are unknown at this time. Some preventative maintenance has been scheduled such as additional power washing of the drive-surface and drains, and drain basins will be replaced with overflow-catch drains to prevent further leaking and corrosion damage.

OC Transpo bus service and the expansion of the Light Rail Transit system's impact on parking is an unknown variable at this time. There is a possibility that demand for parking on campus could decrease if the services provided by OC Transpo are more favourable to current or future parking patrons.

The Campus Master plan identifies several future building sites on existing parking lots. A third parking garage facility will need to be constructed if further construction leads to the expropriation of existing parking lots and alternate transportation strategies (i.e.: O-Train Expansion, etc.) are unable to address parking needs on campus. Parking Services is presently allowing accumulated surplus funds (with a target of \$10M) to grow should this additional parking structure be required.

The proposed budget is based on an inflationary fee increase of 3% for staff permits and 2% for student permits. There have been nine fee increases, 19.2% aggregately, in the last 13 years. This compares to the provincial CPI increase of approximately 26% over the same period.

## 1.6 University Centre

The 2006-2007 budget for the University Centre can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Rents and other recoveries	1,357	1,397	1,294	1,168
<u>Expenses and Transfers</u>				
Direct operating	999	1,577	1,950	1,168
Surplus (deficit)	358	(180)	(656)	-
Opening fund balance (deficit)	489	847	847	191
Closing fund balance (deficit)	847	667	191	191

The University Centre is a student-oriented building that serves as the hub of the campus. It is home to the Carleton University Student's Association (CUSA) and virtually all of its operations such as a convenience store, a coffeehouse, and Oliver's Pub. Other tenants include the Graduate Student's Association, Information Carleton, Student Life Services, CKCU-FM radio station, and the Paul Menton Centre for Students with Disabilities. The University Centre also offers a large market-style eating area featuring franchises such as A & W and Subway.

The building, originally called the University Union Building, was constructed in the early seventies, and integrated with the two-story University Cafeteria Building, constructed in the early sixties. The late eighties saw two expansions onto the roof top patio area, for Baker Lounge and Roosters. The University Centre was built for and well served a campus half the present size and is currently undergoing a major expansion. The expansion will include: a central forum or Galleria between the Tory Building and the University Centre; an expansion of the building to the east with the Bookstore on level one and an expanded food court on level two; three floors of classrooms into the courtyard between the University Centre and the Architecture Building; and a new arrival forecourt with replacement of the existing stairs and a new wider, more gracious stairwell. Construction started in March 2005 with occupancy to be phased in and completed by June 2006.

The Department of Physical Plant is responsible for the operation and maintenance of the building. The University's cleaning contractor cleans the building, with services provided during the day and on weekends in heavy traffic areas, and nighttime cleaning for the office areas. CUSA space is cleaned by their in-house staff. Cleaning is considered a key challenge, given the high volume of traffic through the University Centre each day. Due to the age of the building, capital renewal and deferred maintenance is considered another key challenge. In 2003, a comprehensive assessment of the building condition was performed under the facility condition assessment program, which assists with the prioritization and planning of capital renewal and deferred maintenance requirements for the building.

Significant washroom upgrades continue throughout the building, with work on the first and fourth floors completed in 2003, and upgrades for the sixth floor completed in 2004. New barrier-free washrooms have been added on both the first and sixth floors. Other ongoing work includes repainting, ceiling and lighting replacement in the corridors. A number of deferred maintenance/capital renewal issues have been tendered with the building expansion, the fire



alarm system renewal and the connection of the new elevator to the fourth floor of the existing building as well as various mechanical and electrical items.

The University Centre operates on a cost recovery basis. CUSA is the largest tenant, paying approximately 28% of the rent, with Housing and Conference Services being the next largest tenant at approximately 27%. The University Operating Budget currently funds approximately 25% of the expenditures.

### 1.7 Carleton Technology and Training Centre (CTTC)

The 2006-2007 budget for the Carleton Technology and Training Centre can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Rents	1,420	1,472	1,455	1,471
Supplementary tax refunds	185	-	-	-
	<u>1,605</u>	<u>1,472</u>	<u>1,455</u>	<u>1,471</u>
<u>Expenses and Transfers</u>				
Direct operating	898	701	767	811
Capital debt (interest and principal)	564	564	564	564
	<u>1,462</u>	<u>1,265</u>	<u>1,331</u>	<u>1,375</u>
Surplus (deficit)	<u>143</u>	<u>207</u>	<u>124</u>	<u>96</u>
Opening fund balance (deficit)	(2,217)	(2,074)	(2,074)	(1,950)
Closing fund balance (deficit)	(2,074)	(1,867)	(1,950)	(1,854)

The Carleton Technology and Training Centre (CTTC) was commissioned in 1995 by the Carleton University Development Corporation, a former subsidiary of Carleton University. Now owned and operated by the University, its 58,794 square feet of gross lease able area is fully tenanted. Two-thirds of the building is leased to commercial tenants. The three largest commercial tenants are Tempest Management (8,050 square feet), International Accident Prevention Association (5,066 square feet) and Canadian Association of Occupational Therapists (4,589 square feet). Service-oriented tenants include a pharmacy, a dental clinic and Treats. The remainder of the building is occupied by the University operations of Parking Services, Health and Counselling Services, Co-operative Education, and Biology. In the past, the Co-operative Education and Biology tenants paid operating expenses only. As of 2004-2005, market rent has been charged to the Co-operative Education and Biology tenants and the \$300,000 annual contribution from operating has been eliminated.

To assist the University in managing the facility, Tempest Management has been contracted to handle the day-to-day commercial property management and administrative functions in the building. These duties include collecting rents, maintenance and service contract supervision, accounting, and real estate services such as, leasing and tenant construction coordination. Tempest Management also provides an on-site superintendent to ensure the needs of the tenants are met quickly.

The construction costs of the CTTC building were \$8.7 million. In 1996, the actual value of the building was estimated at \$4.5 million resulting in a de-valuation of the building of \$4.2 million. The \$4.2 million write down was expensed to CTTC and is represented in the Accumulated

Deficit. In February 2002, a 20 year, \$7 million mortgage loan was negotiated at a rate of 5.2% for a five-year term. The \$7 million represents \$4.5 million in building costs and \$2.5 million in write down remaining as at January 2002. As at April 2006, \$1,000,000 has been paid against the principal of \$7 million, leaving an outstanding principal of \$6 million.

The surplus in 2004-2005 includes \$185,000 of supplementary realty tax refunds received for pending appeals relating to the period 1999 to 2002.

## 1.8 Graphic Services

The 2006-2007 budget for the Graphic Services can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Sales: External	1,713	1,655	1,662	1,713
Internal	2,531	2,463	2,583	2,657
Other income	51	41	41	41
Gross profit	4,295	4,159	4,286	4,411
Less: Cost of goods sold	(1,018)	(1,000)	(985)	(985)
	3,277	3,159	3,301	3,426
<u>Expenses and Transfers</u>				
Direct expenses	2,974	2,891	3,031	3,133
Indirect expense contribution	84	82	84	86
Contribution to Ancillary Capital Fund	179	180	180	180
	3,237	3,153	3,295	3,398
Surplus (deficit)	40	6	6	28
Opening fund balance (deficit)	89	129	129	135
Closing fund balance (deficit)	129	135	135	163

Graphic Services is committed to providing quality printing, photocopying and laser printing services to Carleton University at minimal cost. The Department is responsible for over 175 photocopiers on campus as well as 18 self-serve laser printers. The photocopier fleet has been replaced with new multifunctional devices to improve and offer more services to our customer base. The print shop, located in Robertson Hall, produces most of the course material and promotional items for the University as well as providing print services to several external niche customers. There are also three satellite-copying units located in the Loeb, MacOdrum, and University Centre buildings. In the Summer of 2004, the Loeb copy-shop relocated to a more accessible and newly renovated location with expanded services.

The Campus Card office provides students, staff and faculty with an ID card to which funds can be added for various services on campus. There are approximately 450 card devices on campus at which the card is accepted for services such as photocopiers, laser printers, washers, dryers, and vending machines. The card is also accepted as payment for purchases at campus convenience stores (RRRA, CUSA, University Bookstore) and is used to gain access to library and athletic facilities. The Campus Card continues to be accepted at all food service locations and provide access to Residence meal plans. Deposits for the card are accepted at six different locations on campus as well as via the Internet with an on-line deposit system. Future plans include the expansion of new point of sale hardware for all food services locations.

It is anticipated that Graphic Services will continue to operate with balanced budgets. During the forthcoming year some equipment purchases will be required by the print shop to remain current. As well, Campus Card will continue to expand to meet University demands.

### 1.9 National Wildlife Research Centre (NWRC)

The 2006-2007 results and status for the National Wildlife Research Centre can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Rent	1,606	1,300	1,300	1,300
Interest and income	32	32	32	32
Occupancy cost	685	676	722	765
	<u>2,323</u>	<u>2,008</u>	<u>2,054</u>	<u>2,097</u>
<u>Expenses and Transfers</u>				
Operating expenses	621	614	656	695
Indirect expense contribution	63	62	66	70
Mortgage payment	1,635	1,332	1,332	1,332
	<u>2,319</u>	<u>2,008</u>	<u>2,054</u>	<u>2,097</u>
Surplus (deficit)	<u>4</u>	<u>-</u>	<u>-</u>	<u>-</u>
Opening fund balance (deficit)	128	132	132	132
Closing fund balance (deficit)	132	132	132	132

Carleton University has entered into an agreement with Environment Canada under which Carleton University has constructed the National Wildlife Research Centre (NWRC) on its property, and leased the building to Environment Canada. The lease is for 99 years starting May 1, 2002. The University can terminate the lease after 25 years without penalty.

The University entered into an interest rate derivative agreement for the construction cost of NWRC in the amount of \$16.5 million at an interest rate of 6.46%. The derivative agreement is effective May 1, 2002 and matures in 2027. The first payment was June 3, 2003. Once the financing was secured, the addition of a fourth floor to the building was proposed and agreed upon by both parties. Environment Canada paid Carleton University \$3 million on account of the increased area (\$1.0 million for the additional floor and \$2.0 million for increased costs).

Under the lease, Carleton will receive base rent of \$1.3 million per year for the first 25 years and \$1 per year for the remainder of the lease. The \$1.3 million annual rent payment is paid in advance, therefore interest earned on the deferred balance at a short-term investment rate is included in the income calculation.

In addition to annual rent, Environment Canada shall pay the occupancy costs in respect of that year for the premises. Occupancy costs include all net costs, charges, and expenses directly attributable to the operations including insurance, HVAC costs, repair and maintenance of the premises, capital improvements, and structural repair. In addition, a charge for off-site management overhead equal to 10% of these total amounts is included in the total occupancy costs.

As per the lease agreement, Carleton University has set aside from the proceeds of the borrowing to finance the construction of the premises the sum of \$500,000 into a recapitalization fund and has invested such amount in a reasonable and prudent manner. In accordance with the agreement, interest was provided on the unspent balance as at April 30, 2005 of \$12,177 bringing the total amount in the fund to \$530,496. The recapitalization fund shall be used for such costs required to repair, refurbish, or replace base building components so as to extend the useful life of the premises.

### 1.10 Ancillary Capital Fund

The 2006-2007 budget for the Ancillary Capital Fund can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Contributions	628	579	614	725
<u>Expenses and Transfers</u>				
Direct operating	400	532	612	692
Surplus (deficit)	228	47	2	33
Opening fund balance (deficit)	(7)	221	221	223
Closing fund balance (deficit)	221	268	223	256

The Ancillary Capital Fund has been established to support future capital projects that may be required for ancillary units.

In 2005-2006, Housing and Conference Services, Graphics Services and Physical Plant have made contributions totalling \$614,000. Housing and Conference Services contributed \$287,000, of which \$67,000 was from the RRRA store profit-sharing agreement and \$220,000 was as a result of renegotiating the new food service contract with ARAMARK Canada Ltd. Graphic Services contributed \$70,000 for additional laundry revenue from the Campus Card implementation and 10% of its external printing sales in the amount of \$110,000. Physical Plant contributed \$61,500 for off-site management overhead related to NWRC Occupancy Costs. Other contributions include miscellaneous rebates from Prosys, additional funds as a result of renegotiating the Bank of Nova Scotia Lease contract and revenue from Rogers for an antenna on Dunton Tower.

In 2006-2007, additional revenue of \$86,000 is expected from the new Tim Horton's that will be in the Athletics Building.

The direct operating expenses of \$612,000 comprised of \$400,000 Ancillary Capital Fund payment towards the \$5.5 million commitment for the Alumni Hall and Sports Centre, \$132,000 as payment towards the \$1.5 million commitment for the Twin Pad Ice Arena and \$80,000 contribution to Athletics for the Field House loan repayments. In 2006-07, an additional transfer of \$80,000 has been budgeted towards the Field House loan repayments.

## 2. Non-Credit Course Operations – Proposed Budget 2006-2007

### 2.1 School of Linguistics and Applied Language Studies (SLALS)

The 2006-2007 budget for the School of Linguistics and Applied Language Studies can be summarized as follows:

	<i>2004-05 Actual \$000</i>	<i>2005-06 Budget \$000</i>	<i>2005-06 Projected \$000</i>	<i>2006-07 Budget \$000</i>
<u>Income</u>				
Contributions	3,010	3,258	2,517	2,805
<u>Expenses and Transfers</u>				
Direct operating	3,114	2,772	2,596	2,587
Indirect expense contribution	265	291	217	239
	3,379	3,063	2,813	2,826
Surplus (deficit)	(369)	195	(296)	(21)
Opening fund balance (deficit)	1,448	1,079	1,079	783
Closing fund balance (deficit)	1,079	1,274	783	762

In May 2004, the School of Linguistics and Applied Language Studies underwent a major reorganization whereby the English Non-Credit programs were transferred to a Non-Credit Operation. This new unit continues to operate under the direction of SLALS, but is now self-sufficient. The program areas within this unit include the management of the CAEL Assessment, a standardized test of academic English currently administered in Canada and selected sites internationally; the Intensive ESL Program offered throughout the year to non-credit students; and a Special Projects area, which manages short-term, customized ESL programs. During the reorganization process, five staff were allocated to the non-credit unit and since that time three more full-time staff have been added.

The CAEL Assessment area is currently exceeding its projected revenue, and although it continues to operate under a deficit, the margin of loss is projected to be significantly less by the end of this fiscal period. As of February 1, the CAEL Assessment increased from \$110/test taker to \$140/test taker; this additional revenue should provide a more stable position for the operations in this area.

The Intensive ESL Program saw a marked increase in the number of students in the period 2001-2003, thus creating a very optimistic financial outlook. However, the program is currently experiencing a decline in enrolment, a trend that appears to be universal across all ESL programs in Canada. It is extremely difficult to predict swings in enrolment given that many of the factors are not within the control of the programs including such matters as: strength/weakness of the Canadian dollar, international affairs (terrorism, natural disasters), and world health issues (SARS). Conservative estimates for enrolment have been used to develop the budget for the 2006-2007 fiscal year.

Thirdly, the Special Projects area continues to operate in a status quo position. While some programs have not returned because of budget issues in their home country or declining enrolment, the unit has been able to continue to attract other groups and design new programs (Diploma in English for Business Communication *plus Internship*).

In 2004, SLALS received approval to undertake the renovation of seven classrooms in Paterson Hall, as well as the reallocation and renovation of an existing computer lab for language learning. This included the removal of concrete interior walls (former listening labs), refurbishing of classrooms, and upgrading of all teaching spaces to operate as electronic classrooms. The renovations have continued into the 2005-2006 fiscal period as a result of unforeseen delays. It is anticipated that all renovations and final checks will be completed by April 2006.

The focus for the coming year will be to complete an organizational review to ensure that staff positions are in line with the required workloads to maintain the operations of the unit. Heading into the new fiscal year, the unit will be facing a reduction in staffing with the cutbacks of part-time staff as a result of a reduction in revenue. This will have a significant impact on the staffing situation, and hence it is critical that the unit review its capacity to maximize efficiency while maintaining quality service and delivery. In addition, marketing efforts will be maintained in an effort to increase the enrolment in the Intensive ESL Program, to continue to work towards a self-sufficient operation of the CAEL Assessment within a three-year strategic plan, and to design and offer relevant, high-quality customized programs for new markets.

## CARLETON UNIVERSITY

### PROPOSED BUDGET - 2006-2007 AND PROJECTED OPERATING RESULTS - 2005-2006

	2005-2006 Budget			2005-2006 Projected			2006-2007 Proposed Budget			Accumulated closing Surplus (Deficit)		
	<u>Income</u>	<u>Expenses &amp; Transfers</u>	<u>Surplus (Deficit)</u>	<u>Income</u>	<u>Expenses &amp; Transfers</u>	<u>Surplus (Deficit)</u>	<u>Income</u>	<u>Expenses &amp; Transfers</u>	<u>Surplus (Deficit)</u>	Apr/05	Apr/06	Apr/07
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	Actual	Projected	Budgeted
1.1 Athletics	7,020	6,992	28	6,984	6,985	(1)	7,784	7,783	1	(595)	(596)	(595)
1.2 Bookstore	1,421	1,345	76	1,315	1,232	83	1,416	1,368	48	272	355	403
1.3 Health and Counselling Services	2,278	2,235	43	2,350	2,296	54	2,452	2,510	(58)	163	217	159
1.4 Housing and Conference Services	16,462	16,379	83	16,080	16,392	(312)	16,828	16,475	353	1,832	1,520	1,873
1.5 Parking Services	2,973	2,776	197	3,165	3,066	99	3,196	2,599	597	814	913	1,510
1.6 University Centre	1,397	1,577	(180)	1,294	1,950	(656)	1,168	1,168	0	847	191	191
1.7 CTTC	1,472	1,265	207	1,455	1,331	124	1,471	1,375	96	(2,074)	(1,950)	(1,854)
1.8 Graphic Services	3,159	3,153	6	3,301	3,295	6	3,426	3,398	28	129	135	163
1.9 NWRC	2,008	2,008	0	2,054	2,054	0	2,097	2,097	0	132	132	132
1.10 Ancillary Capital Fund	<u>579</u>	<u>532</u>	<u>47</u>	<u>614</u>	<u>612</u>	<u>2</u>	<u>725</u>	<u>692</u>	<u>33</u>	<u>221</u>	<u>223</u>	<u>256</u>
Total Ancillary Units	38,769	38,262	507	38,612	39,213	(601)	40,563	39,465	1,098	1,741	1,140	2,238
										(2,669)	(2,546)	(2,449)
										4,410	3,686	4,687
										1,741	1,140	2,238
2.1 SLALS	<u>3,258</u>	<u>3,063</u>	<u>195</u>	<u>2,517</u>	<u>2,813</u>	<u>(296)</u>	<u>2,805</u>	<u>2,826</u>	<u>(21)</u>	<u>1,079</u>	<u>783</u>	<u>762</u>
Total Non-Credit Units	3,258	3,063	195	2,517	2,813	(296)	2,805	2,826	(21)	1,079	783	762





## CARLETON UNIVERSITY

### PROPOSED RESIDENCE FEES - 2006-2007

	2005-2006				2006-2007			
	*SUITE SINGLE LEEDS/ PRESCOTT	SINGLE	SUITE DOUBLE PRESCOTT	DOUBLE	*SUITE SINGLE LEEDS/ PRESCOTT	SINGLE	SUITE DOUBLE PRESCOTT	DOUBLE
<b>Housing and Conference Services</b>								
<b>Traditional</b>								
Room	4,777	3,960	4,049	3,235	4,920	4,079	4,170	3,332
Phone	221	221	221	221	221	221	221	221
Network	190	190	190	190	196	196	196	196
Board (19 meals)	3,385	3,385	3,385	3,385	3,570	3,570	3,570	3,570
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>8,633</u>	<u>7,816</u>	<u>7,905</u>	<u>7,091</u>	<u>8,967</u>	<u>8,126</u>	<u>8,217</u>	<u>7,379</u>
<b>Regular</b>								
Room	4,777	3,960	4,049	3,235	4,920	4,079	4,170	3,332
Phone	221	221	221	221	221	221	221	221
Network	190	190	190	190	196	196	196	196
Board (14 meals and \$150 credit)	3,130	3,130	3,130	3,130	3,230	3,230	3,230	3,230
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>8,378</u>	<u>7,561</u>	<u>7,650</u>	<u>6,836</u>	<u>8,627</u>	<u>7,786</u>	<u>7,877</u>	<u>7,039</u>
<b>Alternative Food Plan "B"</b>								
Room	4,777	3,960	4,049	3,235	4,920	4,079	4,170	3,332
Phone	221	221	221	221	221	221	221	221
Network	190	190	190	190	196	196	196	196
Board (12 meals and \$200 credit)	3,020	3,020	3,020	3,020	3,125	3,125	3,125	3,125
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>8,268</u>	<u>7,451</u>	<u>7,540</u>	<u>6,726</u>	<u>8,522</u>	<u>7,681</u>	<u>7,772</u>	<u>6,934</u>
<b>Alternative Food Plan "C"</b>								
Room	4,777	3,960	4,049	3,235	4,920	4,079	4,170	3,332
Phone	221	221	221	221	221	221	221	221
Network	190	190	190	190	196	196	196	196
Board (9 meals and \$500 credit)	2,990	2,990	2,990	2,990	3,100	3,100	3,100	3,100
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>8,238</u>	<u>7,421</u>	<u>7,510</u>	<u>6,696</u>	<u>8,497</u>	<u>7,656</u>	<u>7,747</u>	<u>6,909</u>
<b>Alternative Food Plan "D" (Note 2)</b>								
Room	4,777		4,049		4,920		4,170	
Phone	221		221		221		221	
Network	190		190		196		196	
Board (5 meals and \$545 credit)	1,900		1,900		1,950		1,950	
Residence Association Fee (Note 1)	60		60		60		60	
	<u>7,148</u>		<u>6,420</u>		<u>7,347</u>		<u>6,597</u>	

\* It is an option for Suites Residents of Leeds House to join a meal plan.

**Note 1:** Residence Association fees for Graduate Students are collected on behalf of GSA for assignment to Graduate Residence Committee. All others are collected on behalf of the Rideau River Residence Association (RRRA).

**Note 2:** Plan D is only available to students who live in the Suites Residences. Recent interpretation of GST regulations requires that meal plans must be sold for a minimum price of \$1,900 in order to be exempt of GST.

## CARLETON UNIVERSITY

### PROPOSED PARKING RATES - 2006-2007

Permit Rates Effective July 1, 2006	2005-2006	2006-2007
<b>RESERVED PERMIT AREAS</b>		
	<i>2005 Rate</i>	<i>Proposed</i>
R1 - Lot1	\$ 733.00	\$755.00
R3 - Herzberg (Physics)	\$ 540.00	\$556.00
R4 - Mackenzie (Engineering)	\$ 540.00	\$556.00
R7 - Residence Areas	\$ 540.00	\$556.00
<b>STAFF/FACULTY PERMIT AREAS</b>		
	<i>2005 Rate</i>	<i>Proposed</i>
LGAR - Library Garage (Level 1)	\$ 733.00	\$755.00
LGAR - Library Garage (Level 2)	\$ 671.00	\$691.00
LGAR - Library Garage (Level 3)	\$ 589.00	\$607.00
P9 - Admin. Garage (Level 1)	\$ 589.00	\$607.00
P9 - Admin. Garage (Level 4)	\$ 574.00	\$591.00
P9 - Admin. Garage (Level 5)	\$ 559.00	\$576.00
P9 - Admin. Garage (Level 6)	\$ 544.00	\$560.00
P9 - Admin. Garage (Level 7)	\$ 529.00	\$545.00
P9 - Admin. Garage (Level 8)	\$ 514.00	\$530.00
02 - Lot 2	\$ 514.00	\$530.00
03 - Lot 3	\$ 468.00	\$482.00
04 - Lot 4	\$ 468.00	\$482.00
CTTC Lot	\$ 468.00	\$482.00
Athletics Lot (Lot 12)	\$ 385.00	\$397.00
NWRC Permit Lot	\$ 385.00	\$397.00
05 - Lot 5	\$ 307.00	\$316.00
06 - Lot 6	\$ 307.00	\$316.00
<b>STUDENT PERMIT AREAS</b>		
	<i>2005 Rate</i>	<i>Proposed</i>
05 - Lot 5	\$ 287.00	\$296.00
06 - Lot 6	\$ 287.00	\$296.00
Res. 06 - Lot 6	\$ 335.00	\$346.00
07 - Lot 7	\$ 287.00	\$296.00
Athletics Lot (Lot 12)	\$ 385.00	\$397.00
P9 - Admin. Garage (Levels 9-15)	\$ 385.00	\$397.00
<b>PART-TIME (Valid After 4PM ) PERMITS</b>		
	<i>2005 Rate</i>	<i>Proposed</i>
LGAR - Library Garage & P9 - Admin	\$ 204.00	\$210.00
Lot 5 - Athletics Memberships	\$ 163.00	\$180.00
Lot 5 - Athletics EarlyBird Permit	\$ 85.00	\$ -
<b>SPECIAL PERMITS</b>		
	<i>2005 Rate</i>	<i>Proposed</i>
Special - Staff	\$ 514.00	\$530.00
Special - Student	\$ 287.00	\$296.00
<b>MOTORCYCLE PERMITS</b>		
	<i>2005 Rate</i>	<i>Proposed</i>
Motorcycle - Surface/Garage Areas	\$ 87.00	\$90.00
<b>OTHER PERMITS AND FEES</b>		
	<i>2005 Rate</i>	<i>Proposed</i>
Service Vehicle Permit (Annual)	\$ 285.00	\$620.00
Service Vehicle Permit (Monthly)	\$ 64.00	\$ -
Service Vehicle Permit (Weekly)	\$ 30.00	\$ -
Special Guest Parking Permit - Hangtags	\$ 7.00	\$8.00
Permit Replacement Fee	\$ 20.00	\$30.00