

# 2009-2010 Operating Budget Notes and Schedules

## Table of Contents

<b>Section</b>	<b>Topic</b>	<b>Page</b>
1.0	Introduction	1
1.1	Operating Result	1
2.0	Operating Income	1
2.1	Government Operating Grants	1
2.2	Tuition Fees	2
	Domestic Undergraduate Students	3
	Domestic Graduate Students	4
	International Students	5
2.3	Miscellaneous Fees and Income	6
2.4	Short-Term Interest Income	7
2.5	Departmental Income	8
3.0	Operating Expenditures	9
3.1	Compulsory and Discretionary Resource Allocation	9
3.2	Provisions and Contingencies	11
4.0	Conclusion	12
Appendix A	2009-2010 Proposed Operating Budget	13
Appendix B	2008-2009 and 2009-2010 Faculty and Staff Positions by Academic RPC	14
Appendix C	2009-2010 Detailed Budget Schedules	15

## 1.0 Introduction

The 2009-2010 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:

	<i>2008-2009 Budget</i>	<i>2009-2010 Proposed Budget</i>
	(\$000's)	(\$000's)
Income	278,900	287,325
Prior Year Uncommitted Appropriations	6,428	-
Expenditures and Transfers	284,328	286,325
<b>Reduction in Accumulated Deficit</b>	<b>1,000</b>	<b>1,000</b>

The following sections compare the 2009-2010 Proposed Budget with the 2008–2009 Approved Budget.

## 2.0 Operating Income

Operating income is expected to total \$287,325,000, \$8,425,000 in excess of the 2008-2009 Approved Budget. The \$8,425,000 is the sum of: decreased grant income of \$76,000; increased tuition income of \$8,924,000; increased miscellaneous fees and income of \$76,000; an estimated decrease of \$880,000 in short term interest income; and an increase of \$381,000 in departmental income. Each category is reviewed below.

## 2.1 Government Operating Grants

Government grants are projected to be \$76,000 below that projected in the 2008-2009 Approved Budget.

<i>Government Grant</i>	<i>2008-2009 Budget</i>	<i>2009-2010 Proposed Budget</i>	<i>Change</i>
	(\$000's)	(\$000's)	(\$000's)
Basic Grant	124,693	124,693	-
Accessibility Fund	2,051	2,091	40
Access to Higher Quality Education	6,009	5,882	(127)
Performance Funding	605	623	18
Provincial Research Overheads	695	679	(16)
Federal Research Overheads	4,299	4,299	-
Access for the Disabled	576	585	9
<b>Total</b>	<b>138,928</b>	<b>138,852</b>	<b>(76)</b>

During the 2008-2009 fiscal year, \$15,788,000 of specific envelope funding such as Access to Higher Quality Education and Quality Assurance were rolled into the base operating grant. To assist with comparison, the amount transferred to the basic grant has been updated in the opening 2008-2009 figures.

## **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 annually, within specified limits, and with the total 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.

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

The 2009-2010 fiscal year will be the last year these tuition fee guidelines will be in effect. At the time of this report, the Ministry has not provided universities with a framework beyond 2009-2010.

The following rates will be applied:

<b>Domestic Undergraduate Students</b>											
	First Year Student		Second Year Student		Third Year Student		Fourth Year Student				
	08-09 1st year	09-10 1st year	08-09 1st year	09-10 2nd year	08-09 2nd year	09-10 3rd year	08-09 3rd year	09-10 4th year	08-09 4th year	09-10 4th year	Increase
<b>Full-Time Undergraduate</b>											
Arts	4,738	4,951	4,738	4,928	4,715	4,904	4,694	4,882	4,694	4,882	4.00%
Certificates	4,715	4,928	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	4,738	4,951	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	3,790	3,961	3,790	3,942	3,772	3,923	3,754	3,904	3,754	3,904	4.00%
Science	4,738	4,951	4,738	4,928	4,715	4,904	4,694	4,882	4,694	4,882	4.00%
Mathematics	4,738	4,951	4,738	4,928	4,715	4,904	4,694	4,882	4,694	4,882	4.00%
Social Work	5,010	5,235	5,010	5,210	4,986	5,185	4,963	5,162	4,963	5,162	4.00%
Commerce	5,350	5,591	5,350	5,729	5,305	5,517	5,128	5,333	5,128	5,333	4.00%
Public Affairs and Policy Management	5,177	5,591	5,177	5,384	5,152	5,358	5,128	5,333	5,128	5,333	4.00%
Journalism	5,010	5,235	5,010	5,728	5,481	5,700	5,429	5,646	5,429	5,646	4.00%
International Business	5,883	6,148	5,883	6,298	5,831	6,064	5,637	5,862	5,637	5,862	4.00%
Music	5,128	5,359	5,128	5,333	5,103	5,307	5,079	5,282	5,079	5,282	4.00%
Humanities	5,010	5,235	5,010	5,210	4,986	5,185	4,962	5,160	4,962	5,160	4.00%
Architecture and Architectural Studies	5,972	6,450	5,972	6,211	5,751	5,981	5,724	5,953	5,724	5,953	4.00%
Industrial Design	5,972	6,450	5,972	6,211	5,751	5,981	5,724	5,953	5,724	5,953	4.00%
Engineering	6,754	7,058	6,754	7,024	6,504	6,764	6,473	6,732	6,473	6,732	4.00%
Computer Science	5,951	6,427	5,951	6,189	5,923	6,160	5,895	6,131	5,895	6,131	4.00%
Information Technology	5,308	5,733	5,308	5,520	5,282	5,493	5,256	5,466	5,256	5,466	4.00%
<b>Part-Time Undergraduate</b>											
Arts	948	991	948	986	943	981	939	977	939	977	4.00%
Certificates	943	986	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	948	991	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	758	792	758	788	754	784	751	781	751	781	4.00%
Science	948	991	948	986	943	981	939	977	939	977	4.00%
Mathematics	948	991	948	986	943	981	939	977	939	977	4.00%
Social Work	1,002	1,047	1,002	1,042	997	1,037	993	1,033	993	1,033	4.00%
Commerce	1,070	1,118	1,070	1,146	1,061	1,103	1,025	1,066	1,025	1,066	4.00%
Public Affairs and Policy Management	1,036	1,119	1,036	1,077	1,031	1,072	1,025	1,066	1,025	1,066	4.00%
Journalism	1,002	1,047	1,002	1,146	1,096	1,140	1,086	1,129	1,086	1,129	4.00%
International Business	1,176	1,229	1,176	1,259	1,166	1,213	1,127	1,172	1,127	1,172	4.00%
Music	1,025	1,071	1,025	1,066	1,020	1,061	1,016	1,057	1,016	1,057	4.00%
Humanities	1,002	1,047	1,002	1,042	997	1,037	993	1,033	993	1,033	4.00%
Architecture and Architectural Studies	1,194	1,290	1,194	1,242	1,150	1,196	1,144	1,190	1,144	1,190	4.00%
Industrial Design	996	1,076	996	1,036	959	997	954	992	954	992	4.00%
Engineering	1,126	1,177	1,126	1,171	1,085	1,128	1,080	1,123	1,080	1,123	4.00%
Computer Science	1,190	1,285	1,190	1,238	1,185	1,232	1,179	1,226	1,179	1,226	4.00%
Information Technology	1,062	1,147	1,062	1,104	1,057	1,099	1,051	1,093	1,051	1,093	4.00%

<b>Domestic Graduate Students</b>						
	First Year Student			Upper Year Student		
	08-09	09-10		08-09	09-10	
	1st year	1st year	Increase	1st year	Upper Yr	Increase
<b>Full-Time Graduate</b>						
Master of Journalism (MJ); Master of Arts (Public Administration); Diploma in Public Administration (DPA); Master of Arts (International Affairs); Master of Business Administration (MBA)	2,337	2,524	8.00%	2,337	2,430	4.00%
Master of Science (Information and Systems Science) MSc(ISS)	2,062	2,144	4.00%	2,062	2,144	4.00%
Master of Engineering (MEng)	2,184	2,271	4.00%	2,184	2,271	4.00%
PhD Engineering	2,062	2,144	4.00%	2,062	2,144	4.00%
Master of Applied Science (MASc)	2,062	2,144	4.00%	2,062	2,144	4.00%
Master of Computer Science (MCS); PhD Computer Science	2,062	2,144	4.00%	2,062	2,144	4.00%
Master of Architecture (MArch)	2,184	2,271	4.00%	2,184	2,271	4.00%
Master of Design (MDes)	2,184	2,271	4.00%	2,184	2,271	4.00%
Master of Social Work (MSW)	2,085	2,168	4.00%	2,085	2,168	4.00%
Qualifying year (except Architecture)	2,369	2,464	4.00%	N/A	N/A	N/A
Qualifying year (Architecture)	2,986	3,105	4.00%	N/A	N/A	N/A
Senior citizens	1,544	1,606	4.00%	1,544	1,606	4.00%
All other programs	1,931	2,008	4.00%	1,931	2,008	4.00%
<b>Part Time Graduate (below 1.5 credits per term)</b>						
Master of Science: Information and Systems Science (MSc(ISS)); Master of Computer Science (MCS); PhD Computer Science; PhD Engineering; Master of Applied Science (MASc); Qualifying year (Architecture)						
up to .5 credits	706	734	4.00%	706	734	4.00%
more than .5 credits	1,031	1,072	4.00%	1,031	1,072	4.00%
Master of Social Work (MSW)						
up to .5 credits	715	744	4.00%	715	744	4.00%
more than .5 credits	1,042	1,084	4.00%	1,042	1,084	4.00%
Master of Journalism (MJ); Master of Arts: Public Administration (MA); Diploma in Public Administration (DPA); Master of Arts: International Affairs (MA); Master of Business Administration (MBA)						
up to .5 credits	801	865	8.00%	801	833	4.00%
more than .5 credits	1,169	1,263	8.00%	1,169	1,216	4.00%
Master of Engineering (MEng); Master of Architecture (MArch); Master of Design (MDes)*						
up to .5 credits	747	777	4.00%	747	777	4.00%
more than .5 credits	1,091	1,135	4.00%	1,091	1,135	4.00%
Senior citizens						
up to .5 credits	529	550	4.00%	529	550	4.00%
more than .5 credits	772	803	4.00%	772	803	4.00%
All other programs						
up to .5 credits	662	688	4.00%	662	688	4.00%
more than .5 credits	966	1,005	4.00%	966	1,005	4.00%

**Carleton University – 2009-2010 Budget Notes**

<b>International Students</b>			
	08-09 Fee	09-10 Fee	Increase
<b>Undergraduate Full-time</b> <span style="float: right;"><i>(per academic year)</i></span>			
Journalism	15,314	16,539	8.0%
Public Affairs and Policy Management	15,314	16,539	8.0%
Industrial Design	15,314	16,539	8.0%
Computer Science	15,314	16,539	8.0%
Architecture and Architectural Studies	15,314	16,539	8.0%
Bcomm/ BIB	14,488	15,140	4.5%
Engineering	15,727	16,985	8.0%
BIT	15,727	16,435	4.5%
Specials	13,786	14,406	4.5%
Senior Citizens	3,790	3,961	4.5%
All Other Programs	13,786	14,406	4.5%
<b>Undergraduate Part-time</b> <span style="float: right;"><i>(per credit)</i></span>			
All programs	2,944	3,076	4.5%
<b>Graduate Full-time</b> <span style="float: right;"><i>(per term)</i></span>			
Master of Applied Science (MACS)	4,848	5,042	4.0%
Master of Business Administration (MBA) Returning Students	5,700	6,156	8.0%
Master of Business Administration (MBA) New Students	5,700	6,667	17.0%
Master of Computer Science (MCS); PhD Computer Science	4,549	4,731	4.0%
Master of Science: Information and Systems Science (MSc(ISS))	4,549	4,731	4.0%
Master of Engineering (MEng)	5,039	5,241	4.0%
PhD Engineering	4,848	5,042	4.0%
Master of Architecture; Master of Design (MDes)	4,718	4,907	4.0%
Master of Journalism (MJ); Master of Arts: Public Administration (MA); Diploma in Public Administration (DPA); Master of Arts: International Affairs (MA)	5,289	5,712	8.0%
Master of Social Work (MSW)	4,718	4,907	4.0%
Qualifying year (except Architecture)	6,893	7,169	4.0%
Qualifying year (Architecture)	7,657	7,963	4.0%
Senior citizens	1,544	1,606	4.0%
All other programs	4,450	4,628	4.0%
<b>Graduate Part-time</b> <span style="float: right;"><i>(below 1.5 credits per term)</i></span>			
Master of Journalism (MJ); Master of Arts: Public Administration (MA); Diploma in Public Administration (DPA); Master of Arts: International Affairs(MA)			
up to .5 credits	1,841	1,988	8.0%
more than .5 credits	2,668	2,881	8.0%
Master of Business Administration (MBA) - New Students			
up to .5 credits	1,841	2,153	17.0%
more than .5 credits	2,668	3,121	17.0%
Master of Business Administration (MBA) - Returning Students			
up to .5 credits	1,841	1,988	8.0%
more than .5 credits	2,668	2,881	8.0%
Master of Engineering (MEng)			
up to .5 credits	1,611	1,740	8.0%
more than .5 credits	2,333	2,520	8.0%
Master of Social Work (MSW); Master of Architecture (MArch); Master of Design (MDes); Qualifying year (Architecture)			
up to .5 credits	1,643	1,717	4.5%
more than .5 credits	2,380	2,487	4.5%
Senior citizens			
up to .5 credits	529	553	4.5%
more than .5 credits	772	807	4.5%
All other programs			
up to .5 credits	1,550	1,620	4.5%
more than .5 credits	2,245	2,346	4.5%

## Carleton University – 2009-2010 Budget Notes

---

The following compares tuition revenue by category from the opening 2008-2009 Budget to the 2009-2010 Proposed Budget:

	<i>2008-2009 Budget</i>	<i>2009-2010 Proposed Budget</i>	<i>Change</i>
	(\$000's)	(\$000's)	(\$000's)
Undergraduate Fees	100,667	109,592	8,925
Summer Session Fees	8,683	8,514	(169)
Graduate Fees	17,096	17,264	168
<b>Total</b>	<b>126,446</b>	<b>135,370</b>	<b>8,924</b>

Tuition revenues being projected in the Proposed Budget total \$135,370,000, \$8,924,000 more than those presented in the opening 2008-2009 Budget. It is assumed that first year enrolment will increase from 5,109 in 2008-2009, to 5,235 in 2009-2010.

### 2.3 Miscellaneous Fees and Income

Miscellaneous fees and income are expected to total \$7,193,000 which is \$76,000 in excess of that in the 2008-2009 Approved Budget. The main components are as follows:

	<i>2008-2009 Budget</i>	<i>2009-2010 Proposed Budget</i>	<i>Change</i>
	(\$000's)	(\$000's)	(\$000's)
Application Fees	1,275	1,535	260
Deferred Payment/Late Registration	1,650	1,600	(50)
OSAP Processing Fee	200	155	(45)
Omnibus Fee	703	720	17
Other Fees and Charges	378	406	28
Miscellaneous fees subtotal	4,206	4,416	210
Overhead Recoveries	1,677	1,530	(147)
Rental of Facilities	717	730	13
Library Fines and Fees	204	204	-
Pension Plan Recovery	100	100	-
Other	213	213	-
Miscellaneous income subtotal	2,911	2,777	(134)
<b>Total</b>	<b>7,117</b>	<b>7,193</b>	<b>76</b>

The decrease in overhead recoveries relates to a drop in endowment administrative overhead, which is based on the market value of the endowment investments.

**2.4 Short-Term Interest Income**

Short-term interest income is now expected to total \$3,200,000 as compared to an estimate of \$4,080,000 in the 2008-2009 Approved Budget. The breakdown is as follows:

	<b>2008-2009 Budget</b>	<b>2009-2010 Proposed Budget</b>	<b>Change</b>
	(\$000's)	(\$000's)	(\$000's)
Interest on Cash Flows	2,500	2,000	(500)
Endowment Income*	330	300	(30)
Interest Charges to Ancillaries and Internal Loans	1,250	900	(350)
<b>Total</b>	<b>4,080</b>	<b>3,200</b>	<b>(880)</b>

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

The \$2,000,000 in interest on cash flows assumes cash flow patterns similar to those in 2008-2009, at a 1.5% rate of return.

The majority of the University's endowment funds have been given a specific designation by the donor and as such, are restricted endowments. The following compares 2008-2009 income distributed for restricted endowments with an estimate of the 2009-2010 distribution.

	<b>2008-2009 Distribution</b>	<b>2009-2010 Distribution</b>	<b>Change</b>
<b>Purpose</b>	(\$000's)	(\$000's)	(\$000's)
Scholarships	2,130	2,024	(106)
OSOTF/OTSS Bursaries	3,461	3,288	(173)
Chairs	446	424	(22)
Sprott School of Business Endowment	1,007	957	(50)
Other Bursaries	352	334	(18)
Other Restricted Endowments	1,760	1,672	(88)
<b>Total</b>	<b>9,156</b>	<b>8,699</b>	<b>(457)</b>



## 2.5 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 were no longer shown as departmental income, but were included in net salary expenditures as an internal recovery. This presentation avoids the double counting of income in research and operating since the grants received are considered research revenue.

The table below outlines the various sources of departmental income:

	<i>2008-2009 Budget</i>	<i>2009-2010 Proposed Budget</i>	<i>Change</i>
	(\$000's)	(\$000's)	(\$000's)
Externally Funded Salaries and Benefits	102	102	-
General Sales and Services: Stores, Scanning Electron Microscope, Science Technology Centre	192	260	68
CUTV Sales and Rentals	475	461	(14)
IMS Sales and Rentals	63	63	-
EDC Mini Courses	60	80	20
CCS Sales and Rentals	77	79	2
Trademark Advertising	40	40	-
C.I.E. Workshop Fees	455	455	-
Pension Office Recovery	205	210	5
International Recruitment Fee	45	45	-
Co-Op Office Fees	525	825	300
Ombudsman Recovery	90	90	-
<b>Total</b>	<b>2,329</b>	<b>2,710</b>	<b>381</b>

The increase in Co-op fee revenue is based on a recommendation that students who first registered for Co-op in the Fall of 2008 or 2009 pay fees for all study and work terms, to a maximum of eight terms, rather than the current maximum of four terms. Students who first registered prior to Fall 2008 would not be subject to the change. Once fully implemented, this fee structure will be in line with those assessed at other universities.

### 3.0 Operating Expenditures

The Operating expenditure total proposed for 2009-2010 is \$286,325,000, which compares to \$284,328,000 in the 2008–2009 Approved Budget.

### 3.1 Compulsory and Discretionary Resource Allocation

The resource allocations for 2009-2010 include:

	<i><b>Budget Reduction Applied</b></i>	<i><b>Resources Allocated</b></i>
	(\$000's)	(\$000's)
a) Faculty of Arts and Social Sciences	(353)	1,388
b) Faculty of Public Affairs	-	430
c) Sprott School of Business	-	544
d) Faculty of Science	-	480
Faculty of Engineering and Design	-	-
e) Provost and Vice-President (Academic)	-	665
f) Library	-	428
g) Vice-President (Research and International)	-	355
h) Vice-President (Finance and Administration)	-	80
i) President	-	450
j) Advancement	-	1,190
k) University Expense Budgets	-	(1,027)
<b>Total</b>	<b>(353)</b>	<b>4,983</b>

The budget reduction applies to faculty retirements.

#### Notes:

	(\$000's)
<b>a) Allocations to Faculty of Arts and Social Sciences</b>	
New and replacement tenure track faculty positions	190
Undergraduate TA's	30
Term and contract instructors	1,120
Other expenditures	48
	<u>1,388</u>
<b>b) Allocations to Faculty of Public Affairs</b>	
Term and contract instructors	400
Undergraduate TA's	30
	<u>430</u>

**c) Allocations to Sprott School of Business**

Contract instructors	148
Transition funds	250
Undergraduate TA's	30
Graduate TA's	50
External Relations Officer	66
	<u>544</u>

**d) Allocations to Faculty of Science**

Contract instructors	150
Teaching equipment	200
Undergraduate TA's	40
Academic Success Centre	50
Other expenditures	40
	<u>480</u>

**e) Allocations to Provost and Vice-President (Academic)**

Scheduling and examination invigilation	175
Student recruitment	350
Other expenditures	140
	<u>665</u>

**f) Allocations to Library**

Library materials	238
Student staffing and extended hours	190
	<u>428</u>

**g) Allocations to Vice-President (Research and International)**

Project Officers	175
Consultants	50
Student internships	30
ISSNET	100
	<u>355</u>

**h) Allocations to Vice-President (Finance and Administration)**

Custodial Supplies	75
Other expenditures	5
	<u>80</u>

**i) Allocations to President**

Advertising campaign	450
	<u>450</u>

**j) Allocations to Advancement**

Term staffing	1,190
	<u>1,190</u>

**k) University Expense Budget increases/(decreases)**

Bad debts	430
Cleaning	45
Computer infrastructure	(400)
Staff benefits	(1,045)
Other expenditures	(57)
	<u>(1,027)</u>

Savings in benefits will be achieved through a contribution holiday on Long Term Disability while savings on computer infrastructure will be achieved as the Banner Information System was fully funded in 2008-2009.

**3.2 Provisions and Contingencies**

The 2009-2010 Proposed Budget contains the following provisions and contingencies:

	<i>2009-2010 Proposed Budget</i>
	(\$000's)
a) Contingencies	12,987
b) General Reserve	1,211
c) New Academic Building	5,000
<b>Total provisions and contingencies</b>	<b>19,198</b>

- a) The combined contingencies total \$12,987,000 and relate to foreseen requirements that cannot be immediately quantified and unforeseen requirements. The contingencies also provide funds for enrolment incentive plans for summer and fall/winter operations.
- b) The University has two significant future risks it is facing, one being additional payments to the pension plan, while the other is achieving aggressive enrolment targets with the current demographics. This amount is set aside to provide for both.
- c) The University has been setting aside an annual amount of \$5,000,000 to finance and operate new academic buildings since 2007-2008. These annual amounts, plus additionally designated funds, will total \$26,000,000 in 2009-2010.


#### 4.0 Conclusion

The 2009-2010 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 2009-2010 Budget is therefore respectfully submitted to the Board of Governors.



---

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



---

J.T. Sullivan  
Director of Finance

**Carleton University**  
**2009-2010 Proposed Operating Budget**  
 ( '000's )

	Approved Budget 2008-2009	Proposed Budget 2009-2010	Change
<b><u>Income:</u></b>			
Government Grants	138,928	<b>138,852</b>	(76)
Tuition Fees	126,446	<b>135,370</b>	8,924
Misc. Fees and Income	7,117	<b>7,193</b>	76
Short-Term Interest Income	4,080	<b>3,200</b>	(880)
Departmental Income	<u>2,329</u>	<b><u>2,710</u></b>	<u>381</u>
Total Income	278,900	<b>287,325</b>	8,425
Prior Year Uncommitted Appropriations	6,428	<b>0</b>	(6,428)
<b><u>Expenditures and Transfers:</u></b>			
Faculty of Arts and Social Sciences	36,355	<b>38,134</b>	1,779
Faculty of Public Affairs	23,104	<b>24,417</b>	1,313
Sprott School of Business	7,180	<b>7,876</b>	696
Faculty of Science	18,015	<b>19,213</b>	1,198
Faculty of Engineering and Design	21,118	<b>22,284</b>	1,166
Provost and Vice-President (Academic)	47,554	<b>47,037</b>	(517)
Library	13,432	<b>13,956</b>	524
Vice-President (Research and International)	2,319	<b>2,835</b>	516
Vice-President (Finance and Administration)	29,216	<b>28,861</b>	(355)
President	3,683	<b>3,085</b>	(598)
Advancement	2,498	<b>3,509</b>	1,011
University Budgets and Transfers	56,137	<b>55,920</b>	(217)
Provisions and Contingencies	23,717	<b>19,198</b>	(4,519)
Total Expenditures and Transfers	<u>284,328</u>	<b><u>286,325</u></b>	<u>1,997</u>
Reduction in Accumulated Deficit	<u>1,000</u>	<b><u>1,000</u></b>	<u>0</u>

**Carleton University 2009-2010 Budget Notes**

**Faculty and Staff Positions Included in the Opening Budget  
Academic RPCs 2008/2009 and 2009/2010**

Department/RPC	2008/2009		2009/2010		Change 08/09 to 09/10	
	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*
ICSLAC	4.8	1.0	5.3	1.0	0.5	0.0
Canadian Studies	9.4	2.0	8.7	2.0	-0.7	0.0
English (1)	30.3	3.0	30.3	3.0	0.0	0.0
French	14.0	2.0	14.0	2.0	0.0	0.0
History	28.3	3.0	28.3	3.0	0.0	0.0
Philosophy (1)	12.8	1.0	12.8	1.0	0.0	0.0
Art & Culture	29.2	8.0	28.7	8.0	-0.5	0.0
SLALS	39.3	8.0	40.3	7.0	1.0	-1.0
Humanities	17.0	3.0	18.0	3.0	1.0	0.0
Interdisciplinary Studies	4.5	1.0	4.5	1.0	0.0	0.0
Cognitive Science	6.0	1.0	6.0	1.5	0.0	0.5
African Studies	0.0	0.0	0.0	0.5	0.0	0.5
Art Gallery	0.0	3.5	1.0	2.5	1.0	-1.0
Geography	24.0	6.0	23.0	6.0	-1.0	0.0
Sociology & Anthropology	38.2	5.0	37.8	5.0	-0.4	0.0
Psychology	44.0	6.0	44.0	6.0	0.0	0.0
Women's Studies	4.1	2.0	4.8	2.0	0.7	0.0
Life Sciences	0.0	5.0	0.0	0.0	0.0	-5.0
CIE	5.5	4.5	5.5	4.5	0.0	0.0
Other	1.0	10.0	1.5	10.0	0.5	0.0
<b>TOTAL ARTS &amp; SOCIAL SCIENCES</b>	<b>312.4</b>	<b>75.0</b>	<b>314.5</b>	<b>69.0</b>	<b>2.1</b>	<b>-6.0</b>
Journalism	29.5	6.0	29.5	6.0	0.0	0.0
Economics (1)	28.5	5.5	28.5	5.5	0.0	0.0
Law	29.5	5.5	29.5	5.5	0.0	0.0
Kroeger College	0.0	1.5	0.0	1.5	0.0	0.0
Political Science	34.8	4.5	34.8	4.5	0.0	0.0
Public Policy Administration	19.5	4.0	21.4	4.0	1.9	0.0
Social Work	16.6	4.0	16.6	4.0	0.0	0.0
CCJ	4.0	2.0	4.0	2.0	0.0	0.0
EURUS	1.5	1.0	1.5	1.0	0.0	0.0
International Affairs	18.2	5.0	18.2	5.0	0.0	0.0
Political Economy	0.4	1.0	0.4	1.0	0.0	0.0
Other	0.0	7.0	0.4	7.0	0.4	0.0
<b>TOTAL PUBLIC AFFAIRS</b>	<b>182.5</b>	<b>47.0</b>	<b>184.8</b>	<b>47.0</b>	<b>2.3</b>	<b>0.0</b>
Business (1)	52.0	16.5	52.0	19.0	0.0	2.5
<b>TOTAL BUSINESS</b>	<b>52.0</b>	<b>16.5</b>	<b>52.0</b>	<b>19.0</b>	<b>0.0</b>	<b>2.5</b>
Science Stores	0.0	2.0	0.0	2.0	0.0	0.0
Biology	24.3	15.0	24.3	15.0	0.0	0.0
Chemistry	18.3	8.8	18.3	8.8	0.0	0.0
Earth Sciences	9.5	6.0	10.5	5.5	1.0	-0.5
Scanning Electron Microscope	0.0	0.0	0.0	0.5	0.0	0.5
Mathematics & Statistics	36.0	7.0	36.0	6.0	0.0	-1.0
Physics	16.0	8.3	16.0	8.3	0.0	0.0
Biochemistry	2.0	1.0	2.0	1.0	0.0	0.0
Integrated Science	0.6	0.0	0.6	0.0	0.0	0.0
Environmental Science	1.8	1.0	1.8	1.0	0.0	0.0
Computer Science	26.0	9.0	26.0	8.0	0.0	-1.0
TSE	0.5	0.0	0.5	0.0	0.0	0.0
Other	1.5	4.3	0.5	5.3	-1.0	1.0
<b>TOTAL SCIENCE</b>	<b>136.5</b>	<b>62.4</b>	<b>136.5</b>	<b>61.4</b>	<b>0.0</b>	<b>-1.0</b>
Civil & Environmental	21.0	8.0	22.0	8.0	1.0	0.0
Electronics	22.0	7.5	23.0	7.5	1.0	0.0
Mechanical & Aerospace	35.0	11.0	35.0	11.0	0.0	0.0
Systems & Computer	42.0	10.0	40.0	10.0	-2.0	0.0
Joint Information Technology (1)	7.0	3.0	7.0	3.0	0.0	0.0
Engineering General	1.0	10.0	2.0	10.0	1.0	0.0
Industrial Design	7.0	5.5	7.0	5.5	0.0	0.0
Architecture	16.5	8.5	16.5	8.5	0.0	0.0
<b>TOTAL ENGINEERING &amp; DESIGN</b>	<b>151.5</b>	<b>63.5</b>	<b>152.5</b>	<b>63.5</b>	<b>1.0</b>	<b>0.0</b>
Central: new programs	1.0	0.0	0.0	0.0	-1.0	0.0
<b>TOTAL UNIVERSITY</b>	<b>835.9</b>	<b>264.4</b>	<b>840.3</b>	<b>259.9</b>	<b>4.4</b>	<b>-4.5</b>

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

(1) 2008-2009 numbers restated for consistency

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Faculty of Arts &amp; Social Sciences</b>								
002 Institute of Comparative Studies in Literature, Art & Culture	2008/2009	610,026	0	8,374	(151,252)	467,148	0	467,148
	2009/2010	698,863	0	8,374	(130,812)	576,425	0	576,425
	Inc. (Dec.)	88,837	0	0	20,440	109,277	0	109,277
	%	14.6%	n/a	0.0%	-13.5%	23.4%	n/a	23.4%
004 Canadian Studies	2008/2009	816,862	102,705	17,518	0	937,085	0	937,085
	2009/2010	821,961	109,271	19,158	0	950,390	0	950,390
	Inc. (Dec.)	5,099	6,566	1,640	0	13,305	0	13,305
	%	0.6%	6.4%	9.4%	n/a	1.4%	n/a	1.4%
013 English Language & Literature	2008/2009	2,516,405	164,152	36,838	0	2,717,395	0	2,717,395
	2009/2010	2,683,635	166,098	41,838	0	2,891,571	0	2,891,571
	Inc. (Dec.)	167,230	1,946	5,000	0	174,176	0	174,176
	%	6.6%	1.2%	13.6%	n/a	6.4%	n/a	6.4%
016 French	2008/2009	1,323,517	107,374	26,428	0	1,457,319	0	1,457,319
	2009/2010	1,352,751	111,922	27,428	0	1,492,101	0	1,492,101
	Inc. (Dec.)	29,234	4,548	1,000	0	34,782	0	34,782
	%	2.2%	4.2%	3.8%	n/a	2.4%	n/a	2.4%
022 History	2008/2009	2,848,193	172,602	30,063	0	3,050,858	0	3,050,858
	2009/2010	3,011,359	177,780	34,159	0	3,223,298	0	3,223,298
	Inc. (Dec.)	163,166	5,178	4,096	0	172,440	0	172,440
	%	5.7%	3.0%	13.6%	n/a	5.7%	n/a	5.7%
040 Philosophy	2008/2009	1,256,451	0	12,674	0	1,269,125	0	1,269,125
	2009/2010	1,211,419	0	14,974	0	1,226,393	0	1,226,393
	Inc. (Dec.)	(45,032)	0	2,300	0	(42,732)	0	(42,732)
	%	-3.6%	n/a	18.1%	n/a	-3.4%	n/a	-3.4%
050 School for Studies in Art & Culture	2008/2009	2,753,387	453,142	204,903	(104,469)	3,306,963	0	3,306,963
	2009/2010	2,826,510	465,218	238,303	(90,812)	3,439,219	0	3,439,219
	Inc. (Dec.)	73,123	12,076	33,400	13,657	132,256	0	132,256
	%	2.7%	2.7%	16.3%	-13.1%	4.0%	n/a	4.0%



		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
051 School of Linguistics & Applied Language Studies	2008/2009	3,412,077	415,851	42,711	0	3,870,639	0	3,870,639
	2009/2010	3,670,248	391,922	47,711	0	4,109,881	0	4,109,881
	Inc. (Dec.)	258,171	(23,929)	5,000	0	239,242	0	239,242
	%	7.6%	-5.8%	11.7%	n/a	6.2%	n/a	6.2%
055 College of the Humanities	2008/2009	1,616,298	154,206	37,877	0	1,808,381	0	1,808,381
	2009/2010	1,583,564	159,888	40,377	(35,000)	1,748,829	0	1,748,829
	Inc. (Dec.)	(32,734)	5,682	2,500	(35,000)	(59,552)	0	(59,552)
	%	-2.0%	3.7%	6.6%	n/a	-3.3%	n/a	-3.3%
057 Institute of Interdisciplinary Studies	2008/2009	431,748	0	9,828	0	441,576	0	441,576
	2009/2010	484,267	0	11,328	0	495,595	0	495,595
	Inc. (Dec.)	52,519	0	1,500	0	54,019	0	54,019
	%	12.2%	n/a	15.3%	n/a	12.2%	n/a	12.2%
058 Institute of Cognitive Science	2008/2009	538,663	0	8,800	0	547,463	0	547,463
	2009/2010	583,701	0	10,200	0	593,901	0	593,901
	Inc. (Dec.)	45,038	0	1,400	0	46,438	0	46,438
	%	8.4%	n/a	15.9%	n/a	8.5%	n/a	8.5%
060 Institute of African Studies	2008/2009	0	0	0	0	0	0	0
	2009/2010	29,582	0	30,418	0	60,000	0	60,000
	Inc. (Dec.)	29,582	0	30,418	0	60,000	0	60,000
	%	100.0%	n/a	100.0%	n/a	100.0%	n/a	100.0%
081 Art Gallery	2008/2009	0	209,854	114,100	0	323,954	0	323,954
	2009/2010	0	219,793	114,100	0	333,893	0	333,893
	Inc. (Dec.)	0	9,939	0	0	9,939	0	9,939
	%	n/a	4.7%	0.0%	n/a	3.1%	n/a	3.1%
087 Office of the Dean of Arts and Social Sciences	2008/2009	46,642	587,620	27,410	0	661,672	0	661,672
	2009/2010	47,937	617,245	27,410	0	692,592	0	692,592
	Inc. (Dec.)	1,295	29,625	0	0	30,920	0	30,920
	%	2.8%	5.0%	0.0%	n/a	4.7%	n/a	4.7%
088 Office of the First Year	2008/2009	0	0	25,000	0	25,000	0	25,000
	2009/2010	0	0	25,000	0	25,000	0	25,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
089 Arts & Social Sciences-General	2008/2009	410,626	0	2,462,542	(127,987)	2,745,181	0	2,745,181
	2009/2010	724,716	0	2,577,713	0	3,302,429	0	3,302,429
	Inc. (Dec.)	314,090	0	115,171	127,987	557,248	0	557,248
	%	76.5%	n/a	4.7%	-100.0%	20.3%	n/a	20.3%
097 Geography & Environmental Studies	2008/2009	2,286,330	317,788	89,450	(84,319)	2,609,249	0	2,609,249
	2009/2010	2,191,808	331,730	94,450	(83,729)	2,534,259	0	2,534,259
	Inc. (Dec.)	(94,522)	13,942	5,000	590	(74,990)	0	(74,990)
	%	-4.1%	4.4%	5.6%	-0.7%	-2.9%	n/a	-2.9%
112 Sociology & Anthropology	2008/2009	3,596,530	234,443	59,808	0	3,890,781	0	3,890,781
	2009/2010	3,789,069	248,161	63,708	0	4,100,938	0	4,100,938
	Inc. (Dec.)	192,539	13,718	3,900	0	210,157	0	210,157
	%	5.4%	5.9%	6.5%	n/a	5.4%	n/a	5.4%
118 Psychology	2008/2009	4,222,535	289,848	79,482	(265,092)	4,326,773	0	4,326,773
	2009/2010	4,418,390	304,840	86,482	(254,856)	4,554,856	0	4,554,856
	Inc. (Dec.)	195,855	14,992	7,000	10,236	228,083	0	228,083
	%	4.6%	5.2%	8.8%	-3.9%	5.3%	n/a	5.3%
124 Pauline Jewett Institute in Women's & Gender Studies	2008/2009	349,281	97,240	9,980	(20,000)	436,501	0	436,501
	2009/2010	415,618	103,414	10,314	(20,000)	509,346	0	509,346
	Inc. (Dec.)	3,200	6,174	334	0	72,845	0	72,845
	%	0.9%	6.3%	3.3%	0.0%	16.7%	n/a	16.7%
216 Institute of Neuroscience	2008/2009	4,100	244,977	72,648	0	321,725	0	321,725
	* 2009/2010	4,100	0	17,000	0	21,100	0	21,100
	Inc. (Dec.)	0	(244,977)	(55,648)	0	(300,625)	0	(300,625)
	%	0.0%	-100.0%	-76.6%	n/a	-93.4%	n/a	-93.4%

\* Non-academic budgets for 2009/2010 have been reallocated to a new organization (376) under the Vice-President (Research and International)

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
396 Centre for Initiatives in Education	2008/2009	411,877	255,137	473,477	0	1,140,491	(455,200)	685,291
	2009/2010	439,562	259,526	621,488	(68,001)	1,252,575	(455,200)	797,375
	Inc. (Dec.)	27,685	4,389	148,011	(68,001)	112,084	0	112,084
	%	6.7%	1.7%	31.3%	0.0%	9.8%	0.0%	16.4%
Salary Reallocations	2008/2009	(202,106)	202,106	0	0	0	0	0
	2009/2010	(322,160)	322,160	0	0	0	0	0
<b>Total - Faculty of Arts &amp; Social Science</b>	2008/2009	29,249,442	4,009,045	3,849,911	(753,119)	36,355,279	(455,200)	35,900,079
	2009/2010	30,666,900	3,988,968	4,161,933	(683,210)	38,134,591	(455,200)	37,679,391
	Inc. (Dec.)	1,417,458	(20,077)	312,022	69,909	1,779,312	0	1,779,312
	%	4.8%	-0.5%	8.1%	-9.3%	4.9%	0.0%	5.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Faculty of Public Affairs</b>								
031 School of Journalism	2008/2009	3,011,341	320,901	316,789	(289,859)	3,359,172	0	3,359,172
	2009/2010	3,286,991	329,205	316,789	(287,326)	3,645,659	0	3,645,659
	Inc. (Dec.)	275,650	8,304	0	2,533	286,487	0	286,487
	%	9.2%	2.6%	0.0%	-0.9%	8.5%	n/a	8.5%
094 Economics	2008/2009	3,017,062	282,889	92,528	0	3,392,479	0	3,392,479
	2009/2010	3,270,079	294,973	96,750	0	3,661,802	0	3,661,802
	Inc. (Dec.)	253,017	12,084	4,222	0	269,323	0	269,323
	%	8.4%	4.3%	4.6%	n/a	7.9%	n/a	7.9%
100 Law	2008/2009	2,769,965	256,348	150,135	(43,329)	3,133,119	0	3,133,119
	2009/2010	3,047,320	267,995	162,218	(46,948)	3,430,585	0	3,430,585
	Inc. (Dec.)	277,355	11,647	12,083	(3,619)	297,466	0	297,466
	%	10.0%	4.5%	8.0%	8.4%	9.5%	n/a	9.5%
101 Kroeger College of Public Affairs	2008/2009	0	0	162,144	0	162,144	0	162,144
	2009/2010	0	0	171,770	0	171,770	0	171,770
	Inc. (Dec.)	0	0	9,626	0	9,626	0	9,626
	%	n/a	n/a	5.9%	n/a	5.9%	n/a	5.9%
103 Political Science	2008/2009	3,433,017	217,596	43,908	(64,457)	3,630,064	0	3,630,064
	2009/2010	3,657,397	226,430	44,264	(73,541)	3,854,550	0	3,854,550
	Inc. (Dec.)	224,380	8,834	356	(9,084)	224,486	0	224,486
	%	6.5%	4.1%	0.8%	14.1%	6.2%	n/a	6.2%
106 School of Public Policy & Administration	2008/2009	2,282,478	212,690	30,181	(200,834)	2,324,515	0	2,324,515
	2009/2010	2,418,040	221,616	30,181	(213,423)	2,456,414	0	2,456,414
	Inc. (Dec.)	135,562	8,926	0	(12,589)	131,899	0	131,899
	%	5.9%	4.2%	0.0%	6.3%	5.7%	n/a	5.7%
109 School of Social Work	2008/2009	1,562,478	218,237	57,571	(9,962)	1,828,324	0	1,828,324
	2009/2010	1,748,957	224,785	59,445	0	2,033,187	0	2,033,187
	Inc. (Dec.)	186,479	6,548	1,874	9,962	204,863	0	204,863
	%	11.9%	3.0%	3.3%	-100.0%	11.2%	n/a	11.2%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
113 Institute of Criminology & Criminal Justice	2008/2009	266,899	114,127	22,133	0	403,159	0	403,159
	2009/2010	273,193	117,551	22,133	0	412,877	0	412,877
	Inc. (Dec.)	6,294	3,424	0	0	9,718	0	9,718
	%	2.4%	3.0%	0.0%	n/a	2.4%	n/a	2.4%
115 Institute of European & Russian Studies	2008/2009	222,462	0	42,170	0	264,632	0	264,632
	2009/2010	244,546	0	42,170	0	286,716	0	286,716
	Inc. (Dec.)	22,084	0	0	0	22,084	0	22,084
	%	9.9%	n/a	0.0%	n/a	8.3%	n/a	8.3%
121 Norman Paterson School of International Affairs 1211 NPSIA Resource Centre	2008/2009	1,706,534	255,337	28,028	(174,555)	1,815,344	0	1,815,344
	2009/2010	1,943,441	261,557	28,576	(12,000)	2,221,574	0	2,221,574
	Inc. (Dec.)	236,907	6,220	548	162,555	406,230	0	406,230
	%	13.9%	2.4%	2.0%	-93.1%	22.4%	n/a	22.4%
127 Institute of Political Economy	2008/2009	103,350	0	67,647	0	170,997	0	170,997
	2009/2010	108,035	0	67,647	0	175,682	0	175,682
	Inc. (Dec.)	4,685	0	0	0	4,685	0	4,685
	%	4.5%	n/a	0.0%	n/a	2.7%	n/a	2.7%
162 Office of the Dean of Public Affairs	2008/2009	608,302	410,224	1,242,687	0	2,261,213	0	2,261,213
	2009/2010	245,813	427,730	1,392,449	0	2,065,992	0	2,065,992
	Inc. (Dec.)	(362,489)	17,506	149,762	0	(195,221)	0	(195,221)
	%	-59.6%	4.3%	12.1%	n/a	-8.6%	n/a	-8.6%
164 Public Affairs - General 1641 Public Affairs Contingencies	2008/2009	0	0	359,147	0	359,147	0	359,147
	2009/2010	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	(359,147)	0	(359,147)	0	(359,147)
	%	n/a	n/a	-100.0%	n/a	-100.0%	n/a	-100.0%
Salary Reallocations	2008/2009	(97,156)	177,551	(80,395)	0	0	0	0
	2009/2010	(100,237)	183,367	(83,130)	0	0	0	0
<b>Total - Faculty of Public Affairs</b>	2008/2009	18,886,732	2,465,900	2,534,673	(782,996)	23,104,309	0	23,104,309
	2009/2010	20,143,575	2,555,209	2,351,262	(633,238)	24,416,808	0	24,416,808
	Inc. (Dec.)	1,256,843	89,309	(183,411)	149,758	1,312,499	0	1,312,499
	%	6.7%	3.6%	-7.2%	-19.1%	5.7%	n/a	5.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Sprott School of Business</b>								
091 Sprott School of Business	2008/2009	5,378,607	863,536	1,081,987	(143,646)	7,180,484	0	7,180,484
	2009/2010	6,143,945	1,113,529	941,252	(322,739)	7,875,987	0	7,875,987
	Inc. (Dec.)	765,338	249,993	(140,735)	(179,093)	695,503	0	695,503
	%	14.2%	28.9%	-13.0%	100.0%	9.7%	n/a	9.7%
<b>Total - Sprott School of Business</b>								
<b>Total - Sprott School of Business</b>	2008/2009	5,378,607	863,536	1,081,987	(143,646)	7,180,484	0	7,180,484
	2009/2010	6,143,945	1,113,529	941,252	(322,739)	7,875,987	0	7,875,987
	Inc. (Dec.)	765,338	249,993	(140,735)	(179,093)	695,503	0	695,503
	%	14.2%	28.9%	-13.0%	100.0%	9.7%	n/a	9.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Faculty of Science</b>								
165 Science Stores	2008/2009	0	108,170	16,358	0	124,528	(10,000)	114,528
	2009/2010	0	111,416	216,358	(115,000)	212,774	(95,000)	117,774
	Inc. (Dec.)	0	3,246	200,000	0	88,246	0	3,246
	%	n/a	3.0%	1222.6%	100.0%	70.9%	0.0%	2.8%
166 Biology 193 Biology Centre for Graduate Studies	2008/2009	2,361,410	834,961	151,912	(179,217)	3,169,066	0	3,169,066
	2009/2010	2,539,875	862,555	155,312	(176,324)	3,381,418	0	3,381,418
	Inc. (Dec.)	178,465	27,594	3,400	2,893	212,352	0	212,352
	%	7.6%	3.3%	2.2%	-1.6%	6.7%	n/a	6.7%
169 Chemistry 187 Institute of Graduate Studies in Chemistry	2008/2009	1,621,768	532,853	152,577	(354,129)	1,953,069	0	1,953,069
	2009/2010	1,800,810	551,445	143,002	(264,722)	2,230,535	0	2,230,535
	Inc. (Dec.)	179,042	18,592	(9,575)	89,407	277,466	0	277,466
	%	11.0%	3.5%	-6.3%	-25.2%	14.2%	n/a	14.2%
172 Earth Sciences 173 Scanning Electron Microscope 190 Centre for Geoscience Studies	2008/2009	960,429	325,678	101,183	(2,000)	1,385,290	(22,100)	1,363,190
	2009/2010	1,131,674	326,883	95,058	(10,000)	1,543,615	(5,000)	1,538,615
	Inc. (Dec.)	171,245	1,205	(6,125)	(8,000)	158,325	17,100	175,425
	%	17.8%	0.4%	-6.1%	400.0%	11.4%	-77.4%	12.9%
175 Mathematics & Statistics 199 Institute of Math & Statistics	2008/2009	3,295,426	369,792	166,903	0	3,832,121	0	3,832,121
	2009/2010	3,576,906	335,496	273,240	(14,726)	4,170,916	0	4,170,916
	Inc. (Dec.)	281,480	(34,296)	106,337	(14,726)	338,795	0	338,795
	%	8.5%	-9.3%	63.7%	100.0%	8.8%	n/a	8.8%
178 Physics 196 Centre for Graduate Studies in Physics	2008/2009	1,659,630	470,680	127,468	(572,672)	1,685,106	0	1,685,106
	2009/2010	1,757,371	482,436	131,081	(505,588)	1,865,300	0	1,865,300
	Inc. (Dec.)	97,741	11,756	3,613	67,084	180,194	0	180,194
	%	5.9%	2.5%	2.8%	-11.7%	10.7%	n/a	10.7%
181 Biochemistry	2008/2009	164,005	0	96,016	0	260,021	0	260,021
	2009/2010	177,877	0	100,667	0	278,544	0	278,544
	Inc. (Dec.)	13,872	0	4,651	0	18,523	0	18,523
	%	8.5%	n/a	4.8%	n/a	7.1%	n/a	7.1%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
185 Environmental Science Committee	2008/2009	177,926	0	86,248	0	264,174	0	264,174
	2009/2010	190,168	0	89,057	0	279,225	0	279,225
	Inc. (Dec.)	12,242	0	2,809	0	15,051	0	15,051
	%	6.9%	n/a	3.3%	n/a	5.7%	n/a	5.7%
222 Technology, Society & Environment	2008/2009	0	0	68,434	0	68,434	0	68,434
	2009/2010	0	0	73,364	0	73,364	0	73,364
	Inc. (Dec.)	0	0	4,930	0	4,930	0	4,930
	%	n/a	n/a	7.2%	n/a	7.2%	n/a	7.2%
225 School of Computer Science 202 Ottawa-Carleton Institute for Computer Science	2008/2009	3,040,897	518,405	161,949	(145,940)	3,575,311	0	3,575,311
	2009/2010	3,198,922	481,980	163,649	(152,925)	3,691,626	0	3,691,626
	Inc. (Dec.)	158,025	(36,425)	1,700	(6,985)	116,315	0	116,315
	%	5.2%	-7.0%	1.0%	4.8%	3.3%	n/a	3.3%
237 Office of the Dean of Science	2008/2009	40,000	277,300	59,112	0	376,412	0	376,412
	2009/2010	45,000	322,087	59,112	0	426,199	0	426,199
	Inc. (Dec.)	5,000	44,787	0	0	49,787	0	49,787
	%	12.5%	16.2%	0.0%	n/a	13.2%	n/a	13.2%
239 Science-General 184 Integrated Science Studies	2008/2009	192,756	0	1,128,773	0	1,321,529	0	1,321,529
	2009/2010	0	0	1,059,327	0	1,059,327	0	1,059,327
	Inc. (Dec.)	(192,756)	0	(69,446)	0	(262,202)	0	(262,202)
	%	-100.0%	n/a	-6.2%	n/a	-19.8%	n/a	-19.8%
Salary Reallocations	2008/2009	49,691	104,041	(153,732)	0	0	0	0
	2009/2010	118,229	108,876	(227,105)	0	0	0	0
<b>Total - Faculty of Science</b>	2008/2009	13,563,938	3,541,880	2,163,201	(1,253,958)	18,015,061	(32,100)	17,982,961
	2009/2010	14,536,832	3,583,174	2,332,122	(1,239,285)	19,212,843	(100,000)	19,112,843
	Inc. (Dec.)	972,894	41,294	168,921	14,673	1,197,782	(67,900)	1,129,882
	%	7.2%	1.2%	7.8%	-1.2%	6.6%	211.5%	6.3%



		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Faculty of Engineering &amp; Design</b>								
241 Civil & Environmental Engineering	2008/2009	2,138,535	423,815	166,946	(321,696)	2,407,600	0	2,407,600
	2009/2010	2,415,947	434,909	166,946	(219,833)	2,797,969	0	2,797,969
	Inc. (Dec.)	277,412	11,094	0	101,863	390,369	0	390,369
	%	13.0%	2.6%	0.0%	-31.7%	16.2%	n/a	16.2%
244 Electronic Engineering	2008/2009	2,565,703	413,765	188,617	(123,399)	3,044,686	0	3,044,686
	2009/2010	2,752,396	433,013	188,617	(204,653)	3,169,373	0	3,169,373
	Inc. (Dec.)	186,693	19,248	0	(81,254)	124,687	0	124,687
	%	7.3%	4.7%	0.0%	65.8%	4.1%	n/a	4.1%
247 Mechanical & Aerospace Engineering	2008/2009	3,710,966	641,234	239,746	(285,735)	4,306,211	0	4,306,211
	2009/2010	3,932,839	658,865	239,746	(300,000)	4,531,450	0	4,531,450
	Inc. (Dec.)	221,873	17,631	0	(14,265)	225,239	0	225,239
	%	6.0%	2.7%	0.0%	5.0%	5.2%	n/a	5.2%
250 Systems & Computer Engineering	2008/2009	4,789,641	540,422	249,381	(308,854)	5,270,590	(87,000)	5,183,590
	2009/2010	4,762,389	563,682	249,381	(185,975)	5,389,477	(87,000)	5,302,477
	Inc. (Dec.)	(27,252)	23,260	0	122,879	118,887	0	118,887
	%	-0.6%	4.3%	0.0%	-39.8%	2.3%	0.0%	2.3%
259 School of Information Technology	2008/2009	591,682	140,148	97,654	0	829,484	0	829,484
	2009/2010	635,917	145,602	97,654	0	879,173	0	879,173
	Inc. (Dec.)	44,235	5,454	0	0	49,689	0	49,689
	%	7.5%	3.9%	0.0%	n/a	6.0%	n/a	6.0%
265 Engineering-General	2008/2009	105,000	573,969	1,094,761	0	1,773,730	0	1,773,730
	2009/2010	102,151	591,499	1,173,279	0	1,866,929	0	1,866,929
	Inc. (Dec.)	(2,849)	17,530	78,518	0	93,199	0	93,199
	%	-2.7%	3.1%	7.2%	n/a	5.3%	n/a	5.3%
270 School of Industrial Design	2008/2009	686,195	309,058	102,981	0	1,098,234	0	1,098,234
	2009/2010	714,138	319,082	102,981	0	1,136,201	0	1,136,201
	Inc. (Dec.)	27,943	10,024	0	0	37,967	0	37,967
	%	4.1%	3.2%	0.0%	n/a	3.5%	n/a	3.5%
280 Azrieli School of Architecture	2008/2009	1,520,912	464,229	402,737	0	2,387,878	0	2,387,878
	2009/2010	1,638,506	471,777	402,737	0	2,513,020	0	2,513,020
	Inc. (Dec.)	117,594	7,548	0	0	125,142	0	125,142
	%	7.7%	1.6%	0.0%	n/a	5.2%	n/a	5.2%
<b>Total - Faculty of Engineering &amp; Design</b>	2008/2009	16,108,634	3,506,640	2,542,823	(1,039,684)	21,118,413	(87,000)	21,031,413
	2009/2010	16,954,283	3,618,429	2,621,341	(910,461)	22,283,592	(87,000)	22,196,592
	Inc. (Dec.)	845,649	111,789	78,518	129,223	1,165,179	0	1,165,179
	%	5.2%	3.2%	3.1%	-12.4%	5.5%	0.0%	5.5%

		Full-time Academic Salaries	Full-time Non-Academic Salaries	Other Expenditures	Internal Expense Recoveries	Total Expenditures	Departmental Revenue	Net Allocation
		\$	\$	\$	\$	\$	\$	\$
<b>Academic Administration &amp; Student Services</b>								
<b>Provost and Vice-President (Academic)</b>								
395 Office of the Provost and Vice-President (Academic)	2008/2009	0	443,243	543,581	0	986,824	0	986,824
	2009/2010	0	386,129	132,504	0	518,633	0	518,633
	Inc. (Dec.)	0	(57,114)	(411,077)	0	(468,191)	0	(468,191)
	%	n/a	-12.9%	-75.6%	n/a	-47.4%	n/a	-47.4%
445 Miscellaneous Academic - Provost and Vice-President (Academic)	2008/2009	0	0	374,037	0	374,037	0	374,037
	2009/2010	0	0	392,156	0	392,156	0	392,156
	Inc. (Dec.)	0	0	18,119	0	18,119	0	18,119
	%	n/a	n/a	4.8%	n/a	4.8%	n/a	4.8%
618 Ombudsman's Office	2008/2009	0	124,148	52,782	0	176,930	(90,465)	86,465
	2009/2010	0	126,621	52,782	0	179,403	(90,465)	88,938
	Inc. (Dec.)	0	2,473	0	0	2,473	0	2,473
	%	n/a	2.0%	0.0%	n/a	1.4%	0.0%	2.9%
<b>Total - Provost and Vice-President (Academic)</b>	2008/2009	0	567,391	970,400	0	1,537,791	(90,465)	1,447,326
	2009/2010	0	512,750	577,442	0	1,090,192	(90,465)	999,727
	Inc. (Dec.)	0	(54,641)	(392,958)	0	(447,599)	0	(447,599)
	%	n/a	-9.6%	-40.5%	n/a	-29.1%	0.0%	-30.9%
<b>Enrolment Management</b>								
473 Admissions Services	2008/2009	0	1,313,354	277,254	0	1,590,608	(45,000)	1,545,608
	2009/2010	0	1,365,810	277,906	0	1,643,716	(45,000)	1,598,716
	Inc. (Dec.)	0	52,456	652	0	53,108	0	53,108
	%	n/a	3.99%	0.2%	n/a	3.3%	0.0%	3.4%
474 International Recruitment	2008/2009	0	148,163	296,246	0	444,409	0	444,409
	2009/2010	0	153,517	300,000	0	453,517	0	453,517
	Inc. (Dec.)	0	5,354	3,754	0	9,108	0	9,108
	%	n/a	100.0%	1.3%	n/a	2.0%	n/a	2.0%
475 Undergrad Recruitment Office	2008/2009	0	630,948	948,210	0	1,579,158	0	1,579,158
	2009/2010	0	656,126	1,047,566	0	1,703,692	0	1,703,692
	Inc. (Dec.)	0	25,178	99,356	0	124,534	0	124,534
	%	n/a	4.0%	10.5%	n/a	7.9%	n/a	7.9%
477 Telecounselling Centre	2008/2009	0	0	101,500	0	101,500	0	101,500
	2009/2010	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%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
561 Awards Office	2008/2009	0	596,908	140,466	(163,200)	574,174	0	574,174
	2009/2010	0	617,017	142,474	(163,200)	596,291	0	596,291
	Inc. (Dec.)	0	20,109	2,008	0	22,117	0	22,117
	%	n/a	3.4%	1.4%	0.0%	3.9%	n/a	3.9%
566 Enrolment Management	2008/2009	0	194,498	487,364	0	681,862	0	681,862
	2009/2010	0	205,023	463,230	0	668,253	0	668,253
	Inc. (Dec.)	0	10,525	(24,134)	0	(13,609)	0	(13,609)
	%	n/a	5.4%	-5.0%	n/a	-2.0%	n/a	-2.0%
580 Undergraduate Student Support	2008/2009	0	0	5,889,000	0	5,889,000	0	5,889,000
	2009/2010	0	0	5,889,000	0	5,889,000	0	5,889,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
<b>Total - Enrolment Management</b>	2008/2009	0	2,883,871	8,140,040	(163,200)	10,860,711	(45,000)	10,815,711
	2009/2010	0	2,997,493	8,221,676	(163,200)	11,055,969	(45,000)	11,010,969
	Inc. (Dec.)	0	113,622	81,636	0	195,258	0	195,258
	%	n/a	3.9%	1.0%	0.0%	1.8%	0.0%	1.8%
<b>Director of Student Affairs</b>								
398 Office - Director of Student Affairs	2008/2009	0	121,520	45,101	0	166,621	0	166,621
	2009/2010	0	130,743	41,101	0	171,844	0	171,844
	Inc. (Dec.)	0	9,223	(4,000)	0	5,223	0	5,223
	%	n/a	7.6%	-8.9%	n/a	3.1%	n/a	3.1%
564 Paul Menton Centre	2008/2009	0	582,607	217,965	0	800,572	0	800,572
	2009/2010	0	541,912	227,209	0	769,121	0	769,121
	Inc. (Dec.)	0	(40,695)	9,244	0	(31,451)	0	(31,451)
	%	n/a	-7.0%	4.2%	n/a	-3.9%	n/a	-3.9%
565 International Student Advisory	2008/2009	0	251,488	31,115	0	282,603	0	282,603
	2009/2010	0	240,062	47,314	0	287,376	0	287,376
	Inc. (Dec.)	0	(11,426)	16,199	0	4,773	0	4,773
	%	n/a	-4.5%	52.1%	n/a	1.7%	n/a	1.7%
<b>Total - Director of Student Affairs</b>	2008/2009	0	955,615	294,181	0	1,249,796	0	1,249,796
	2009/2010	0	912,717	315,624	0	1,228,341	0	1,228,341
	Inc. (Dec.)	0	(42,898)	21,443	0	(21,455)	0	(21,455)
	%	n/a	-4.5%	7.3%	n/a	-1.7%	n/a	-1.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>University Registrar</b>								
404 University Registrarial Services	2008/2009	0	2,381,201	799,789	0	3,180,990	0	3,180,990
	2009/2010	0	2,472,860	433,257	0	2,906,117	0	2,906,117
	Inc. (Dec.)	0	91,659	(366,532)	0	(274,873)	0	(274,873)
	%	n/a	3.8%	-45.8%	n/a	-8.6%	n/a	-8.6%
405 University Calendars	2008/2009	0	0	83,000	0	83,000	0	83,000
	2009/2010	0	0	83,000	0	83,000	0	83,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
476 Scheduling & Exam Services	2008/2009	0	335,282	586,108	0	921,390	0	921,390
	2009/2010	0	304,268	491,738	0	796,006	0	796,006
	Inc. (Dec.)	0	(31,014)	(94,370)	0	(125,384)	0	(125,384)
	%	n/a	-9.3%	-16.1%	n/a	-13.6%	n/a	-13.6%
478 Examination Room	2008/2009	0	0	0	0	0	0	0
	2009/2010	0	0	75,000	0	75,000	0	75,000
	Inc. (Dec.)	0	0	75,000	0	75,000	0	75,000
	%	n/a	0.0%	0.0%	n/a	0.0%	n/a	0.0%
<b>Total - University Registrar</b>	2008/2009	0	2,716,483	1,468,897	0	4,185,380	0	4,185,380
	2009/2010	0	2,777,128	1,082,995	0	3,860,123	0	3,860,123
	Inc. (Dec.)	0	60,645	(385,902)	0	(325,257)	0	(325,257)
	%	n/a	2.2%	-26.3%	n/a	-7.8%	n/a	-7.8%
<b>Associate Vice-President Student Support Services</b>								
394 Student Academic Success Centre	2008/2009	0	694,914	153,208	0	848,122	0	848,122
	2009/2010	0	724,131	148,590	0	872,721	0	872,721
	Inc. (Dec.)	0	29,217	(4,618)	0	24,599	0	24,599
	%	n/a	4.2%	-3.0%	n/a	2.9%	n/a	2.9%
397 Carleton University Co-op Office	2008/2009	0	1,507,910	325,027	0	1,832,937	(525,000)	1,307,937
	2009/2010	0	789,451	468,820	0	1,258,271	(825,000)	433,271
	Inc. (Dec.)	0	(718,459)	143,793	0	(574,666)	(300,000)	(874,666)
	%	n/a	-47.6%	44.2%	n/a	-31.4%	57.1%	-66.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
400 First Year Experience Office	2008/2009	0	187,280	77,181	0	264,461	0	264,461
	2009/2010	0	196,199	72,026	0	268,225	0	268,225
	Inc. (Dec.)	0	8,919	0	0	3,764	0	3,764
	%	n/a	4.8%	0.0%	n/a	1.4%	n/a	1.4%
415 Writing Tutorial Service	2008/2009	0	0	0	0	0	0	0
	2009/2010	0	0	60,477	(33,477)	27,000	0	27,000
	Inc. (Dec.)	0	0	0	0	27,000	0	27,000
	%	n/a	n/a	100.0%	100.0%	100.0%	n/a	100.0%
440 Office of Associate Vice-President Student Support Services	2008/2009	0	331,632	323,744	0	655,376	0	655,376
	2009/2010	0	275,977	146,244	0	422,221	0	422,221
	Inc. (Dec.)	0	(55,655)	(177,500)	0	(233,155)	0	(233,155)
	%	n/a	-16.8%	-54.8%	n/a	-35.6%	n/a	-35.6%
446 Learning Commons	2008/2009	0	0	108,460	0	108,460	0	108,460
	2009/2010	0	0	113,078	0	113,078	0	113,078
	Inc. (Dec.)	0	0	4,618	0	4,618	0	4,618
	%	n/a	n/a	4.3%	n/a	4.3%	n/a	4.3%
563 Career Services	2008/2009	0	0	0	0	0	0	0
	2009/2010	0	676,605	105,090	0	781,695	0	781,695
	Inc. (Dec.)	0	676,605	105,090	0	781,695	0	781,695
	%	n/a	n/a	100.0%	n/a	100.0%	n/a	100.0%
<b>Total - Associate Vice-President Student Support Services</b>	2008/2009	0	2,721,736	987,620	0	3,709,356	(525,000)	3,184,356
	2009/2010	0	2,662,363	1,114,325	(33,477)	3,743,211	(825,000)	2,918,211
	Inc. (Dec.)	0	(59,373)	126,705	(33,477)	33,855	(300,000)	(266,145)
	%	n/a	-2.2%	12.8%	n/a	0.9%	57.1%	-8.4%
<b>Education Development Centre</b>								
381 Instructional Media Services	2008/2009	0	1,240,308	538,730	0	1,779,038	(62,696)	1,716,342
	2009/2010	0	1,249,096	118,730	0	1,367,826	(62,696)	1,305,130
	Inc. (Dec.)	0	8,788	(420,000)	0	(411,212)	0	(411,212)
	%	n/a	0.7%	-78.0%	n/a	-23.1%	0.0%	-24.0%
386 Education Development Centre	2008/2009	0	1,051,052	289,201	0	1,340,253	0	1,340,253
	2009/2010	0	1,269,293	212,677	0	1,481,970	0	1,481,970
	Inc. (Dec.)	0	218,241	(76,524)	0	141,717	0	141,717
	%	n/a	20.8%	-26.5%	n/a	10.6%	n/a	10.6%
387 Carleton University Television (CUTV)	2008/2009	0	148,645	388,857	0	537,502	(475,000)	62,502
	2009/2010	0	154,431	360,357	0	514,788	(461,000)	53,788
	Inc. (Dec.)	0	5,786	(28,500)	0	(22,714)	14,000	(8,714)

%	n/a	3.9%	-7.3%	n/a	-4.2%	-2.9%	-13.9%
---	-----	------	-------	-----	-------	-------	--------

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
388 EDC Enrichment Mini Courses	2008/2009	0	0	94,461	0	94,461	(60,000)	34,461
	2009/2010	0	0	68,961	0	68,961	(80,000)	(11,039)
	Inc. (Dec.)	0	0	(25,500)	0	(25,500)	(20,000)	(45,500)
	%	n/a	n/a	-27.0%	n/a	-27.0%	33.3%	-132.0%
399 Faculty Recruitment & Support	2008/2009	0	0	10,000	0	10,000	0	10,000
	2009/2010	0	0	10,000	0	10,000	0	10,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	100.0%	n/a	n/a	0.0%	n/a	100.0%
<b>Total - Education Development Centre</b>	2008/2009	0	2,440,005	1,321,249	0	3,761,254	(597,696)	3,163,558
	2009/2010	0	2,672,820	770,725	0	3,443,545	(603,696)	2,839,849
	Inc. (Dec.)	0	232,815	(550,524)	0	(317,709)	(6,000)	(323,709)
	%	n/a	9.5%	-41.7%	n/a	-8.4%	1.0%	-10.2%
<b>Faculty of Graduate Studies and Research</b>								
301 Office of the Dean of Graduate Studies and Research	2008/2009	27,540	991,670	439,246	(81,600)	1,376,856	0	1,376,856
	2009/2010	30,034	1,009,777	241,929	(81,600)	1,200,140	0	1,200,140
	Inc. (Dec.)	2,494	18,107	(197,317)	0	(176,716)	0	(176,716)
	%	9.1%	1.8%	-44.9%	0.0%	-12.8%	n/a	-12.8%
309 Academic Assistants	2008/2009	0	0	10,762,946	0	10,762,946	0	10,762,946
	2009/2010	0	0	11,265,178	0	11,265,178	0	11,265,178
	Inc. (Dec.)	0	0	502,232	0	502,232	0	502,232
	%	n/a	n/a	4.7%	n/a	4.7%	n/a	4.7%
582 Graduate Student Support	2008/2009	0	0	10,110,000	0	10,110,000	0	10,110,000
	2009/2010	0	0	10,150,000	0	10,150,000	0	10,150,000
	Inc. (Dec.)	0	0	40,000	0	40,000	0	40,000
	%	n/a	n/a	0.4%	n/a	0.4%	n/a	0.4%
<b>Total - Graduate Studies</b>	2008/2009	27,540	991,670	21,312,192	(81,600)	22,249,802	0	22,249,802
	2009/2010	30,034	1,009,777	21,657,107	(81,600)	22,615,318	0	22,615,318
	Inc. (Dec.)	2,494	18,107	344,915	0	365,516	0	365,516
	%	9.1%	1.8%	1.6%	0.0%	1.6%	n/a	1.6%
Salary Reallocations	2008/2009	0	58,293	(58,293)	0	0	0	0
	2009/2010	0	120,477	(120,477)	0	0	0	0
<b>Total - Academic Administration &amp; Student Services</b>	2008/2009	27,540	13,335,064	34,436,286	(244,800)	47,554,090	(1,258,161)	46,295,929
	2009/2010	30,034	13,665,525	33,619,417	(278,277)	47,036,699	(1,564,161)	45,472,538
	Inc. (Dec.)	2,494	330,461	(816,869)	(33,477)	(517,391)	(306,000)	(823,391)

---

%	9.1%	2.5%	-2.4%	13.7%	-1.1%	24.3%	-1.8%
---	------	------	-------	-------	-------	-------	-------



		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Library</b>								
456 Library	2008/2009	2,221,790	5,061,655	6,148,518	0	13,431,963	0	13,431,963
	2009/2010	2,453,688	5,279,617	6,222,925	0	13,956,230	0	13,956,230
	Inc. (Dec.)	231,898	217,962	74,407	0	524,267	0	524,267
	%	10.4%	4.3%	1.2%	n/a	3.9%	n/a	3.9%
<b>Total - Library</b>	2008/2009	2,221,790	5,061,655	6,148,518	0	13,431,963	0	13,431,963
	2009/2010	2,453,688	5,279,617	6,222,925	0	13,956,230	0	13,956,230
	Inc. (Dec.)	231,898	217,962	74,407	0	524,267	0	524,267
	%	10.4%	4.3%	1.2%	n/a	3.9%	n/a	3.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Research &amp; International</b>								
370 Office of Vice-President (Research and International)	2008/2009	0	864,211	238,655	0	1,102,866	0	1,102,866
	2009/2010	0	880,026	205,844	0	1,085,870	0	1,085,870
	Inc. (Dec.)	0	15,815	(32,811)	0	(16,996)	0	(16,996)
	%	n/a	1.8%	-13.7%	n/a	-1.5%	n/a	-1.5%
371 Carleton International	2008/2009	0	150,176	69,480	0	219,656	0	219,656
	2009/2010	0	354,522	69,480	0	424,002	0	424,002
	Inc. (Dec.)	0	204,346	0	0	204,346	0	204,346
	%	n/a	136.1%	0.0%	n/a	93.0%	n/a	93.0%
372 Office of Research Services	2008/2009	0	353,935	533,259	0	887,194	0	887,194
	2009/2010	0	367,293	533,259	0	900,552	0	900,552
	Inc. (Dec.)	0	13,358	0	0	13,358	0	13,358
	%	n/a	3.8%	0.0%	n/a	1.5%	n/a	1.5%
373 Technology & Research Development	2008/2009	0	0	108,776	0	108,776	0	108,776
	2009/2010	0	0	112,961	0	112,961	0	112,961
	Inc. (Dec.)	0	0	4,185	0	4,185	0	4,185
	%	n/a	n/a	3.8%	n/a	3.8%	n/a	3.8%
376 Life Science Research Centre	2008/2009	0	0	0	0	0	0	0
	2009/2010	0	255,742	55,648	0	311,390	0	311,390
	Inc. (Dec.)	0	255,742	55,648	0	311,390	0	311,390
	%	n/a	100.0%	100.0%	n/a	100.0%	n/a	100.0%
Salary Reallocations	2008/2009	0	85,276	(85,276)	0	0	0	0
	2009/2010	0	89,461	(89,461)	0	0	0	0
<b>Total - Research &amp; International</b>	2008/2009	0	1,453,598	864,894	0	2,318,492	0	2,318,492
	2009/2010	0	1,947,044	887,731	0	2,834,775	0	2,834,775
	Inc. (Dec.)	0	493,446	22,837	0	516,283	0	516,283
	%	n/a	33.9%	2.6%	n/a	22.3%	n/a	22.3%

\* - the 2008/2009 budgets were included in the Institute of Neuroscience (216), under the Faculty of Arts and Social Sciences

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Finance &amp; Administration</b>								
232 Science Technology Centre	2008/2009	0	329,784	277,657	(120,000)	487,441	(160,000)	327,441
	2009/2010	0	341,001	277,657	(120,000)	498,658	(160,000)	338,658
	Inc. (Dec.)	0	11,217	0	0	11,217	0	11,217
	%	n/a	3.4%	0.0%	0.0%	2.3%	0.0%	3.4%
374 Office of Institutional Research	2008/2009	0	599,963	41,811	0	641,774	0	641,774
	2009/2010	0	592,716	67,862	0	660,578	0	660,578
	Inc. (Dec.)	0	(7,247)	26,051	0	18,804	0	18,804
	%	n/a	-1.2%	62.3%	n/a	2.9%	n/a	2.9%
482 Business Office	2008/2009	0	1,563,387	312,654	(35,000)	1,841,041	0	1,841,041
	2009/2010	0	1,624,126	299,806	(35,000)	1,888,932	0	1,888,932
	Inc. (Dec.)	0	60,739	(12,848)	0	47,891	0	47,891
	%	n/a	3.9%	-4.1%	0.0%	2.6%	n/a	2.6%
486 Office of the Vice-President (Finance and Administration) 494 Internal Auditor	2008/2009	0	519,393	198,854	0	718,247	0	718,247
	2009/2010	0	539,024	198,854	0	737,878	0	737,878
	Inc. (Dec.)	0	19,631	0	0	19,631	0	19,631
	%	n/a	3.8%	0.0%	n/a	2.7%	n/a	2.7%
487 Office of Quality Initiatives	2008/2009	0	156,381	50,000	0	206,381	0	206,381
	2009/2010	0	170,875	50,000	0	220,875	0	220,875
	Inc. (Dec.)	0	14,494	0	0	14,494	0	14,494
	%	n/a	9.3%	0.0%	n/a	7.0%	n/a	7.0%
498 Finance Office	2008/2009	0	831,430	72,186	0	903,616	0	903,616
	2009/2010	0	856,374	72,186	0	928,560	0	928,560
	Inc. (Dec.)	0	24,944	0	0	24,944	0	24,944
	%	n/a	3.0%	0.0%	n/a	2.8%	n/a	2.8%
503 Mail Services	2008/2009	0	262,764	27,445	0	290,209	0	290,209
	2009/2010	0	270,647	27,445	0	298,092	0	298,092
	Inc. (Dec.)	0	7,883	0	0	7,883	0	7,883
	%	n/a	3.0%	0.0%	n/a	2.7%	n/a	2.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
504 Information Carleton	2008/2009	0	0	101,085	0	101,085	0	101,085
	2009/2010	0	0	102,708	0	102,708	0	102,708
	Inc. (Dec.)	0	0	1,623	0	1,623	0	1,623
	%	n/a	n/a	1.6%	n/a	1.6%	n/a	1.6%
507 Purchasing	2008/2009	0	413,472	125,120	(97,604)	440,988	0	440,988
	2009/2010	0	431,790	126,350	(155,919)	402,221	0	402,221
	Inc. (Dec.)	0	18,318	1,230	(58,315)	(38,767)	0	(38,767)
	%	n/a	4.4%	1.0%	59.7%	-8.8%	n/a	-8.8%
574 Creative Services	2008/2009	0	0	0	0	0	0	0
	2009/2010	0	355,750	41,950	0	397,700	0	397,700
	Inc. (Dec.)	0	355,750	41,950	0	397,700	0	397,700
	%	n/a	100.0%	100.0%	n/a	100.0%	n/a	100.0%
Human Resources Summary	2008/2009	0	1,863,333	375,156	0	2,238,489	0	2,238,489
	2009/2010	0	1,891,568	422,354	0	2,313,922	0	2,313,922
	Inc. (Dec.)	0	28,235	47,198	0	75,433	0	75,433
	%	n/a	1.5%	12.6%	n/a	3.4%	n/a	3.4%
534 Miscellaneous Administration - Vice- President (Finance and Administration)	2008/2009	0	0	2,180,147	(46,600)	2,133,547	(40,000)	2,093,547
	2009/2010	0	0	2,090,440	(46,600)	2,043,840	(40,000)	2,003,840
	Inc. (Dec.)	0	0	(89,707)	0	(89,707)	0	(89,707)
	%	n/a	n/a	-4.1%	0.0%	-4.2%	0.0%	-4.3%
Physical Plant Summary	2008/2009	0	5,150,830	5,289,259	(2,370,109)	8,069,980	0	8,069,980
	2009/2010	0	5,425,720	5,182,277	(2,423,959)	8,184,038	0	8,184,038
	Inc. (Dec.)	0	274,890	(106,982)	(53,850)	114,058	0	114,058
	%	n/a	5.3%	-2.0%	2.3%	1.41%	n/a	1.4%
University Safety Summary	2008/2009	0	1,386,168	649,055	(268,980)	1,766,243	0	1,766,243
	2009/2010	0	1,478,426	553,454	(270,660)	1,761,220	0	1,761,220
	Inc. (Dec.)	0	92,258	(95,601)	(1,680)	(5,023)	0	(5,023)
	%	n/a	6.7%	-14.7%	0.6%	-0.3%	n/a	-0.3%
Computing & Communications Summary	2008/2009	0	6,422,695	3,817,439	(1,068,271)	9,171,863	(77,042)	9,094,821
	2009/2010	0	6,566,558	2,717,900	(1,072,498)	8,211,960	(78,543)	8,133,417
	Inc. (Dec.)	0	143,863	(1,099,539)	(4,227)	(959,903)	(1,501)	(961,404)
	%	n/a	2.2%	-28.8%	0.4%	-10.5%	1.9%	-10.6%



		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
607 Dept of Pension Management	2008/2009	0	160,274	44,610	0	204,884	(204,884)	0
6071 Pension Committee	2009/2010	0	165,082	44,610	0	209,692	(209,692)	0
	Inc. (Dec.)	0	4,808	0	0	4,808	(4,808)	0
	%	0	3.0%	0.0%	n/a	2.3%	2.3%	n/a
Salary Reallocations	2008/2009	0	54,085	(54,085)	0	0	0	0
	2009/2010	0	55,708	(55,708)	0	0	0	0
<b>Total - Finance &amp; Administration</b>	2008/2009	0	19,713,959	13,508,393	(4,006,564)	29,215,788	(481,926)	28,733,862
	2009/2010	0	20,765,365	12,220,145	(4,124,636)	28,860,874	(488,235)	28,372,639
	Inc. (Dec.)	0	1,051,406	(1,288,248)	(118,072)	(354,914)	(6,309)	(361,223)
	%	n/a	5.3%	-9.5%	2.9%	-1.2%	1.3%	-1.3%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>President</b>								
410 Clerk of Senate	2008/2009	0	198,291	24,403	0	222,694	0	222,694
	2009/2010	0	200,502	24,403	0	224,905	0	224,905
	Inc. (Dec.)	0	2,211	0	0	2,211	0	2,211
	%	n/a	1.1%	0.0%	n/a	1.0%	n/a	1.0%
449 Miscellaneous Academic-President	2008/2009	0	0	225,257	0	225,257	0	225,257
	2009/2010	0	0	216,257	0	216,257	0	216,257
	Inc. (Dec.)	0	0	(9,000)	0	(9,000)	0	(9,000)
	%	n/a	n/a	-4.0%	n/a	-4.0%	n/a	-4.0%
479 Board Elections	2008/2009	0	228,856	183,589	0	412,445	0	412,445
480 Secretary to the Board of Governors	2009/2010	0	346,330	94,787	0	441,117	0	441,117
484 Office of the University Secretary	Inc. (Dec.)	0	117,474	(88,802)	0	28,672	0	28,672
488 FIPPA Corporate Archives	%	n/a	51.3%	-48.4%	n/a	7.0%	n/a	7.0%
483 Office of the President	2008/2009	0	427,654	187,010	0	614,664	0	614,664
	2009/2010	0	450,291	115,575	0	565,866	0	565,866
	Inc. (Dec.)	0	22,637	(71,435)	0	(48,798)	0	(48,798)
	%	n/a	5.3%	-38.2%	n/a	-7.9%	n/a	-7.9%
489 Equity Services	2008/2009	0	438,032	38,294	0	476,326	0	476,326
	2009/2010	0	359,119	44,103	0	403,222	0	403,222
	Inc. (Dec.)	0	(78,913)	5,809	0	(73,104)	0	(73,104)
	%	n/a	-18.0%	15.2%	n/a	-15.3%	n/a	-15.3%
573 University Communications	2008/2009	0	998,400	733,179	0	1,731,579	0	1,731,579
	2009/2010	0	620,504	613,467	0	1,233,971	0	1,233,971
	Inc. (Dec.)	0	(377,896)	(119,712)	0	(497,608)	0	(497,608)
	%	n/a	-37.9%	-16.3%	n/a	-28.7%	n/a	-28.7%
Salary Reallocations	2008/2009	124,596	(124,596)	0	0	0	0	0
	2009/2010	124,596	(124,596)	0	0	0	0	0
<b>Total - President</b>	2008/2009	124,596	2,166,637	1,391,732	0	3,682,965	0	3,682,965
	2009/2010	124,596	1,852,150	1,108,592	0	3,085,338	0	3,085,338
	Inc. (Dec.)	0	(314,487)	(283,140)	0	(597,627)	0	(597,627)
	%	0.0%	-14.5%	-20.3%	n/a	-16.2%	n/a	-16.2%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Advancement</b>								
	2008/2009	0	2,210,002	712,350	(424,900)	2,497,452	0	2,497,452
570 Office of Chief Advancement Officer	2009/2010	0	2,473,276	1,135,778	(99,900)	3,509,154	0	3,509,154
	Inc. (Dec.)	0	263,274	423,428	325,000	1,011,702	0	1,011,702
	%	n/a	11.9%	59.4%	-76.5%	40.5%	n/a	40.5%
<b>Total - Advancement</b>								
	2008/2009	0	2,210,002	712,350	(424,900)	2,497,452	0	2,497,452
	2009/2010	0	2,473,276	1,135,778	(99,900)	3,509,154	0	3,509,154
	Inc. (Dec.)	0	263,274	423,428	325,000	1,011,702	0	1,011,702
	%	n/a	11.9%	59.4%	-76.5%	40.5%	n/a	40.5%



		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>University Budgets</b>								
Staff Benefits	2008/2009	0	0	34,180,500	0	34,180,500	(15,000)	34,165,500
	2009/2010	0	0	34,003,500	0	34,003,500	(15,000)	33,988,500
	Inc. (Dec.)	0	0	(177,000)	0	(177,000)	0	(177,000)
	%	n/a	n/a	-0.5%	n/a	-0.5%	0.0%	-0.5%
Utilities	2008/2009	0	0	7,585,000	0	7,585,000	0	7,585,000
	2009/2010	0	0	7,585,000	0	7,585,000	0	7,585,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Cleaning and Facility Maintenance	2008/2009	0	0	1,864,800	0	1,864,800	0	1,864,800
	2009/2010	0	0	1,909,800	0	1,909,800	0	1,909,800
	Inc. (Dec.)	0	0	45,000	0	45,000	0	45,000
	%	n/a	n/a	2.4%	n/a	2.4%	n/a	2.4%
Building Retrofits & Deferred Mtce	2008/2009	0	0	1,200,000	0	1,200,000	0	1,200,000
	2009/2010	0	0	1,200,000	0	1,200,000	0	1,200,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
HCI/VSIM Operating Costs	2008/2009	0	0	372,000	0	372,000	0	372,000
	2009/2010	0	0	372,000	0	372,000	0	372,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Insurance	2008/2009	0	0	805,000	0	805,000	0	805,000
	2009/2010	0	0	815,000	0	815,000	0	815,000
	Inc. (Dec.)	0	0	10,000	0	10,000	0	10,000
	%	n/a	n/a	1.2%	n/a	1.2%	n/a	1.2%
Taxes	2008/2009	0	0	10,000	0	10,000	0	10,000
	2009/2010	0	0	10,000	0	10,000	0	10,000
	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	2008/2009	0	0	483,000	0	483,000	0	483,000
	2009/2010	0	0	413,000	0	413,000	0	413,000
	Inc. (Dec.)	0	0	(70,000)	0	(70,000)	0	(70,000)
	%	n/a	n/a	-14.5%	n/a	-14.5%	n/a	-14.5%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Provision for Bad Debt	2008/2009	0	0	660,000	0	660,000	0	660,000
	2009/2010	0	0	1,090,000	0	1,090,000	0	1,090,000
	Inc. (Dec.)	0	0	430,000	0	430,000	0	430,000
	%	n/a	n/a	65.2%	n/a	65.2%	n/a	65.2%
Collective Bargaining	2008/2009	0	0	130,000	0	130,000	0	130,000
	2009/2010	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%
Recruitment Publications	2008/2009	0	0	40,000	0	40,000	0	40,000
	2009/2010	0	0	40,000	0	40,000	0	40,000
	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	2008/2009	0	0	6,528,000	0	6,528,000	0	6,528,000
	2009/2010	0	0	6,528,000	0	6,528,000	0	6,528,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
University Memberships	2008/2009	0	0	337,550	0	337,550	0	337,550
	2009/2010	0	0	347,550	0	347,550	0	347,550
	Inc. (Dec.)	0	0	10,000	0	10,000	0	10,000
	%	n/a	n/a	3.0%	n/a	3.0%	n/a	3.0%
Convocation	2008/2009	0	0	590,000	0	590,000	0	590,000
	2009/2010	0	0	590,000	0	590,000	0	590,000
	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	2008/2009	0	0	90,000	0	90,000	0	90,000
	2009/2010	0	0	90,000	0	90,000	0	90,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Daycare Maintenance	2008/2009	0	0	30,000	0	30,000	0	30,000
	2009/2010	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%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Space Charges	2008/2009	0	0	1,000,000	0	1,000,000	0	1,000,000
	2009/2010	0	0	1,000,000	0	1,000,000	0	1,000,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Computing Infrastructure	2008/2009	0	0	442,700	0	442,700	0	442,700
	2009/2010	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	(442,700)	0	(442,700)	0	(442,700)
	%	n/a	n/a	-100.0%	n/a	-100.0%	n/a	-100.0%
Campus Network Upgrade	2008/2009	0	0	0	0	0	0	0
	2009/2010	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Joint Program Costs	2008/2009	0	0	1,182,000	0	1,182,000	0	1,182,000
	2009/2010	0	0	1,175,000	0	1,175,000	0	1,175,000
	Inc. (Dec.)	0	0	(7,000)	0	(7,000)	0	(7,000)
	%	n/a	n/a	-0.6%	n/a	-0.6%	n/a	-0.6%
Interfund Transfers	2008/2009	0	0	(1,393,690)	0	(1,393,690)	0	(1,393,690)
	2009/2010	0	0	(1,408,690)	0	(1,408,690)	0	(1,408,690)
	Inc. (Dec.)	0	0	(15,000)	0	(15,000)	0	(15,000)
	%	n/a	n/a	1.1%	n/a	1.1%	n/a	1.1%
<b>Total - University Budgets</b>	2008/2009	0	0	56,136,860	0	56,136,860	(15,000)	56,121,860
	2009/2010	0	0	55,920,160	0	55,920,160	(15,000)	55,905,160
	Inc. (Dec.)	0	0	(216,700)	0	(216,700)	0	(216,700)
	%	n/a	n/a	-0.4%	n/a	-0.4%	0.0%	-0.4%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Provisions and Contingencies</b>								
	2008/2009	0	0	23,717,147	0	23,717,147	0	23,717,147
11119 Provisions and Contingencies	2009/2010	0	0	19,198,132	0	19,198,132	0	19,198,132
	Inc. (Dec.)	0	0	(4,519,015)	0	(4,519,015)	0	(4,519,015)
	%	n/a	n/a	-19.1%	n/a	-19.1%	n/a	-19.1%
<b>Total - Provisions and Contingencies</b>								
	2008/2009	0	0	23,717,147	0	23,717,147	0	23,717,147
	2009/2010	0	0	19,198,132	0	19,198,132	0	19,198,132
	Inc. (Dec.)	0	0	(4,519,015)	0	(4,519,015)	0	(4,519,015)
	%	n/a	n/a	-19.1%	n/a	-19.1%	n/a	-19.1%

# CARLETON UNIVERSITY

## PROPOSED BUDGET FOR ANCILLARY UNITS 2009-2010

---

### TABLE OF CONTENTS

<b>1. ANCILLARY OPERATIONS – PROPOSED BUDGET 2009-2010.....</b>	<b>2</b>
<b>1.1 PHYSICAL RECREATION AND ATHLETICS .....</b>	<b>2</b>
<b>1.2 BOOKSTORE.....</b>	<b>4</b>
<b>1.3 HEALTH AND COUNSELLING SERVICES.....</b>	<b>5</b>
<b>1.4 HOUSING AND CONFERENCE SERVICES.....</b>	<b>6</b>
<b>1.5 PARKING SERVICES .....</b>	<b>8</b>
<b>1.6 UNIVERSITY CENTRE .....</b>	<b>9</b>
<b>1.7 GRAPHIC SERVICES .....</b>	<b>10</b>
<b>1.8 ANCILLARY PROPERTY RENTALS.....</b>	<b>11</b>
<b>1.9 ANCILLARY CAPITAL FUND.....</b>	<b>12</b>
<b>PROPOSED BUDGET 2009-2010 AND PROJECTED OPERATING RESULTS 2008-2009.....</b>	<b>APPENDIX A</b>
<b>PROPOSED RESIDENCE FEES 2009-2010.....</b>	<b>APPENDIX B</b>
<b>PROPOSED PARKING RATES 2009-2010.....</b>	<b>APPENDIX C</b>
<b>ROOM RATE COMPARISON 2009-2010 .....</b>	<b>APPENDIX D</b>

## 1. Ancillary Operations – Proposed Budget 2009-2010

Appendix A at the end of this Report details the 2009-2010 proposed budget of the ancillaries, as compared to the revised projections for 2008-2009 and the budget for 2008-2009. Overall, the ancillary results can be summarized as follows:

	<i>2007-08 Actual \$000</i>	<i>2008-09 Budget \$000</i>	<i>2008-09 Projected \$000</i>	<i>2009-10 Budget \$000</i>
Income and internal recoveries	42,002	45,390	45,767	47,659
Expenses and transfers	44,021	41,270	40,981	44,788
Surplus/(Deficit)	(2,019)	4,120	4,786	2,871

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 2008 \$000</i>	<i>Budgeted Balance at April 2009 \$000</i>	<i>Projected Balance at April 2009 \$000</i>	<i>Budgeted Balance at April 2010 \$000</i>
Ancillaries with accumulated surplus	4,821	7,852	9,045	11,221
Ancillaries with accumulated deficit	(2,197)	(1,685)	(1,635)	(940)
	2,624	6,167	7,410	10,281

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 Physical Recreation and Athletics

The 2009-2010 budget for Physical Recreation and Athletics can be summarized as follows:

	<i>2007-08 Actual \$000</i>	<i>2008-09 Budget \$000</i>	<i>2008-09 Projected \$000</i>	<i>2009-10 Budget \$000</i>
<u>Income</u>				
Athletic fees	3,104	3,212	3,212	3,348
Other income	4,928	5,179	4,909	5,278
	8,032	8,391	8,121	8,626
<u>Expenses and Transfers</u>				
Direct expenses	7,230	7,680	7,431	7,944
Renovations and alterations	557	549	549	554
Indirect expense contribution	-	-	-	-
	7,787	8,229	7,980	8,498
Surplus (deficit)	245	162	141	128
Opening fund balance (deficit)	(1,005)	(760)	(706)	(619)
Closing fund balance (deficit)	(760)	(598)	(619)	(491)

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, 19 varsity teams and 11 competitive club teams.

Approximately 40% 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 15% of total revenues. In addition to the 21 full-time employees and 75 coaches, Athletics' employs over 350 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 \$1.6 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 Department of Physical Recreation and Athletics 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. With the installation of the new artificial field surface in the summer of 2008, the department is able to offer more outdoor programming as well as host outdoor provincial and national sporting events on campus.

Managing the operating costs of existing and new facilities has become a major issue facing the Department. The gymnasium was built in 1964, the recreation centre in 1974, and the squash courts were added in 1979. Costs associated with renovations, maintenance, and renewals are increasing as the Athletics facilities age. As of 2006-2007, the costs of major renovations and alterations to these facilities are being budgeted by the University's Physical Plant department. Renovations and alterations costs highlighted above consist mostly of internally financed loan payments for work performed in previous years.

Other cost saving measures include implementing energy savings proposals, reviewing staffing costs, and reviewing the major cleaning and maintenance contracts of the Department for potential efficiencies and savings.

Program delivery costs, particularly the costs associated with varsity and competitive club programs have also risen well above inflation in the past few years. This is due to league administrative and travel commitments. As of 2007-2008, the University has provided \$150,000 from the operating budget to support the competitive sports program which will continue to enhance the student athlete experience and allow us to maintain a reasonable number of competitive sports opportunities for our students.

The Department of Physical Recreation and Athletics continues to carefully review its competitive sport offerings to ensure their appropriateness and viability. Once again, the Department conducted a Competitive Sport Review to ensure that the objectives of the interuniversity (varsity) sport program at Carleton University are met within a framework of fiscal restraint. The key components of this review are to ensure that we

- Recruit talented students and support academic success
- Be competitive at the provincial and national level
- Provide visibility and enhance the image of the University

- Foster community pride and school spirit

The current financial model has been very difficult for the Department of Recreation and Athletics. However, the recent support by the undergraduate students for an annual CPI increase to the athletics ancillary fee is the first step towards long-term financial stability. As well, the department continues to look for operational efficiencies while developing new revenue opportunities.

In January 2009, students voted in support (2,341 for and 1,436 against) of annually adjusting Recreation and Athletics undergraduate student levy to the Consumer Price Index (CPI) for Ottawa. The CPI adjustment has been included in the proposed 2009-2010 budget. The Department of Physical Recreation and Athletics would like to recommend the undergraduate student fee be tied to the Consumer Price Index.

There have been only four fee increases, 8% aggregately, in the last 15 years. This compares to the provincial CPI increase of approximately 32% over the same period.

## 1.2 Bookstore

The 2009-2010 budget for the Bookstore can be summarized as follows:

	<i>2007-08 Actual \$000</i>	<i>2008-09 Budget \$000</i>	<i>2008-09 Projected \$000</i>	<i>2009-10 Budget \$000</i>
<u>Income</u>				
Commissions and reimbursements	1,248	1,355	1,305	1,389
<u>Expenses and Transfers</u>				
Direct expenses	1,090	1,193	1,250	1,228
Indirect expense contribution	153	153	153	153
	1,243	1,346	1,403	1,381
Surplus (deficit)	5	9	(98)	8
Opening fund balance (deficit)	307	312	312	214
Closing fund balance (deficit)	312	321	214	222

In November 1998, the Bookstore made the transition from in-house operation to a new management agreement with Follett 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 Follett, to the benefit of the students and the University.

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 moved from Southam Hall to a new store in the University Centre. The store is more central and convenient for the community and visitors. In a recent Customer Satisfaction survey students rated the relocation very highly. We introduced a website interface to allow students to order their required textbooks, either new or used, directly from the Bookstore. We have undertaken a Benchmarking process to improve the Textbook Adoption procedure we currently employ with our faculty and departments. It is anticipated that this review will be of benefit to both faculty members and their students.



In September 2007 we introduced a 5% discount for all purchases made on individuals Campus Card. This discount proved to be a huge success and we saw our students save 5% on textbooks, course packs, and clothing.

The 2008-2009 projected deficit is as a result of renovations expensed in the year in the amount of \$250,000.

### 1.3 Health and Counselling Services

The 2009-2010 budget for Health and Counselling Services can be summarized as follows:

	<i>2007-08 Actual \$000</i>	<i>2008-09 Budget \$000</i>	<i>2008-09 Projected \$000</i>	<i>2009-10 Budget \$000</i>
<u>Income</u>				
Health Services fee	1,018	1,070	1,070	1,115
Staff use of services	80	80	80	28
Insurance recoveries / other	1,310	1,497	1,435	1,540
	<u>2,408</u>	<u>2,647</u>	<u>2,585</u>	<u>2,683</u>
<u>Expenses and Transfers</u>				
Direct expenses	2,532	2,578	2,556	2,624
Indirect expense contribution	20	22	21	23
	<u>2,552</u>	<u>2,600</u>	<u>2,577</u>	<u>2,647</u>
Surplus (deficit)	<u>(144)</u>	<u>47</u>	<u>8</u>	<u>36</u>
Opening fund balance (deficit)	(51)	(195)	(195)	(187)
Closing fund balance (deficit)	(195)	(148)	(187)	(151)

Health and Counselling Services offers comprehensive health care to students, staff, faculty and retirees. The medical services include annual physicals, assessment and treatment of illness or injury, immunizations, allergy injections, and on-site lab facilities (for students only). In addition to counselling services, the clinic provides lifestyle, educational, and nutritional counselling as well as health and peer education programs.

There are 14 family physicians who work as independent contractors on a part-time basis. From September to April we endeavour to have five physicians present each day. There are four registered nurses to oversee the clinic activity and staff the lab. The on-site counselling complement consists of two psychiatrists (working two days each/week), three general practitioner therapists, and three counsellors (one who is dedicated to the needs on international students). Two more counsellors work out of the residences to accommodate students living in residences.

The counselling wait list has significantly improved this year. At times there were no students on the wait list. Any student who is urgent and cannot wait is given an appointment to see one of our family physicians or accommodated via walk-in.

Health and Counselling management has reduced two positions this year to achieve a balanced budget. They are also in the process of reviewing the operational and staffing needs of the unit. It is anticipated that additional changes to the clinic model and staffing requirements will be identified and addressed at the beginning of this budget year that will strengthen Health and Counselling Services' financial position.

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

#### 1.4 Housing and Conference Services

The 2009-2010 budget for the Housing and Conference Services can be summarized as follows:

	<i>2007-08 Actual \$000</i>	<i>2008-09 Budget \$000</i>	<i>2008-09 Projected \$000</i>	<i>2009-10 Budget \$000</i>
<u>Income</u>				
Residence fees	10,168	12,648	12,733	13,363
Conference operations	2,397	2,554	2,412	2,458
Commission income	3,809	3,600	4,000	4,000
Other income	1,439	1,472	1,536	1,535
	17,813	20,274	20,681	21,356
<u>Expenses and Transfers</u>				
Operating expenses	11,769	12,171	11,479	14,365
Indirect expense contribution	98	92	96	97
Contribution to Ancillary Capital Fund	446	543	643	743
Capital debt interest and principal	4,959	5,329	5,649	5,887
Contribution towards New Residence	3,250	-	-	-
	20,522	18,135	17,867	21,092
Surplus (deficit)	(2,709)	2,139	2,814	264
Opening fund balance (deficit)	4,163	1,454	1,454	4,268
Closing fund balance (deficit)	1,454	3,593	4,268	4,532

The University currently provides on-campus accommodation for 2,873 full-time undergraduate and graduate students during the Fall and Winter terms. To the end of January 2009, the Residence occupancy rate is 99.46%. The available supply of on campus accommodation increased in 2008-2009 by the addition of Frontenac House, a suites-style residence which accommodates 250 students in single bedrooms. In the residence application process that has now commenced for the accommodation of students in September 2009, demand for Residence space will be assessed and, if warranted, a recommendation will be made to proceed with the construction of additional Residence spaces in 2010.

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 facilities in the summer is the Ceremonial Guard. The Tour and Conference Centre maintains close and active links with the Ottawa Tourism and Convention Authority, the Canadian University and College Conference Organizers Association and the travel industry in its continuing effort to expand summer business for the University and its student residences. For a 10-day period in May 2009, the Residences will provide accommodation to the delegates of the Congress of the Humanities and Social Sciences.

The summer also provides the only opportunity to engage in the lengthy and extensive renovation projects. In the summer of 2009, it is intended to allocate available funds for renovations to the following projects: installation of card-operated locks and closed circuit television surveillance at building entrances and exits to enhance security and personal safety; replacement of the building fire alarm system in Glengarry House; repair/replacement of building

roofing as identified in ongoing roof inspections; replacement of interior carpeting; ongoing repainting of various areas in the Residence; waterproofing of the foundation of Russell House; providing an allowance to address various deficiencies in building mechanical systems; completing tender-ready plans that lead to the major renovation of Russell/Grenville House in the summer of 2010.

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 of 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 were extended this past fall, to 8:30 p.m. on both Saturday and Sunday. We plan to open the Residence Dining Rooms until 10.00pm each night by offering a "late-dinner" option for students who have been studying or working late. This change will enhance the level of service currently provided for our students.

During the summer of 2008 there was yet another major renovation in the Fresh Food Company operations which resulted in four extra food "stations" providing even more selection to our customers. Furthermore, a new Starbucks location was opened in the University Centre for the convenience of our customers. February 2009 saw the opening of our fourth Tim Horton's on campus and this latest outlet is located in the Commons Building of the Residence. It is anticipated that the new location will serve students and staff during the academic and our conference clients during the summer.

We continue to explore how we can become more sustainable and have gone "trayless" in the Residence dining rooms this past September. This initiative saves, water, cleaning chemicals, labour and demonstrates how students can contribute to their environment. We also increased the number and types of recycling containers available in our Dining Services facilities.

Dining Services continues to use our 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.

The proposed increases in Room and Residence Network charges of 5% and 3% respectively, will address the inflation of most operating expenses. It is also proposed that there be increases in Residence Board Fees ranging from 5.7% to 7.25% (see Appendix B), however students will see an increase of over 13% in the opening hours of the Residence Dining rooms. Finally, it is proposed that retail food and catering prices be increased by an average of 3% in the summer. The proposed revisions to Board Fees and food and catering prices result from increased food costs ( Statistics Canada 2008 CPI, Food, Ontario 3.8% increase), extended opening hours in the Residence Dining rooms (opening 2 hours later 5 days a week and another 1.5 hours on Saturday and Sunday) and operational costs related to additional food stations.

The 2007-2008 deficit is a result of numerous renovation and alternation expenses, in particular to the Russell/Grenville Residence; and a \$3,250,000 contribution towards Frontenac House. The proposed 2009-2010 budget includes \$2,500,000 in various renovation costs (under Operating expenses), and in particular \$1,000,000 in perimeter security enhancements.

## 1.5 Parking Services

The 2009-2010 budget for Parking Services can be summarized as follows:

	<i>2007-08 Actual \$000</i>	<i>2008-09 Budget \$000</i>	<i>2008-09 Projected \$000</i>	<i>2009-10 Budget \$000</i>
<u>Income</u>				
Parking charges	3,050	2,967	3,200	3,296
Other income	318	340	310	310
	<u>3,368</u>	<u>3,307</u>	<u>3,510</u>	<u>3,606</u>
<u>Expenses and Transfers</u>				
Direct operating	2,200	2,038	1,978	2,295
Indirect expense contribution	47	46	50	51
	<u>2,247</u>	<u>2,084</u>	<u>2,028</u>	<u>2,346</u>
Surplus (deficit)	<u>1,121</u>	<u>1,223</u>	<u>1,482</u>	<u>1,260</u>
Opening fund balance (deficit)	1,525	2,646	2,646	4,128
Closing fund balance (deficit)	2,646	3,869	4,128	5,388

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 3,900 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 \$305 annually for the Fall/Winter semester. A review of these rates has determined that they are lower compared with other institutions 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 2007-2008, student permits accounted for approximately 3,600 sales while staff permits accounted for roughly 1,750 sales. Motorcycle permits accounted for 40 sales and Athletics permits accounted for approximately 298.

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. In 2007-2008, repairs involved the re-instatement of curbs due to de-lamination (crumbling) concrete and depleted waterproofing. Ongoing membrane replacement was also undertaken to preserve the structure and condition of the concrete driving/parking surface. This past year, repairs were done to the spiral ramps and further repairs to the membrane of the garage. Some additional work was done on the intermediate ramps on some of the floors. For 2009-2010, repairs will involve spot repairs, cold patch and line painting of lots 1 and 2, and grading of gravel surfaces and regular maintenance of lots 7 and 14. An engineering study of the Library garage to ensure structural integrity of drive lanes and parking surfaces will be undertaken, as well as an assessment to review the maintenance schedule for

the Administration parking garage. Continued preventative maintenance will see on-going repairs to membrane and sandblasting/painting of exposed metal surfaces.

Discoveries of salt corrosion and drainage issues in the Library Garage in the winter of 2004 led 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 has resulted in the replacement of drains, drain basins (overflow catch basins, and drainage piping on levels 2 and 3). Preventative maintenance was completed in 2007-2008. Drain pans were put in place on the underside of the drain basins to prevent the flow of water underneath the concrete slab to prevent further leaking and corrosion damage.

The Campus Master plan identifies several future building sites on existing parking lots. Additional parking garage facilities 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 accumulating surplus funds, with a target of \$10M for additional growth should further parking structures be required.

The proposed budget is based on an inflationary fee increase of 3% for staff and student permits. There have been 11 fee increases, 28.2% aggregately, in the last 16 years. This compares to the provincial CPI increase of approximately 31.8% over the same period.

## 1.6 University Centre

The 2009-2010 budget for the University Centre can be summarized as follows:

	<i>2007-08 Actual \$000</i>	<i>2008-09 Budget \$000</i>	<i>2008-09 Projected \$000</i>	<i>2009-10 Budget \$000</i>
<u>Income</u>				
Rents and other recoveries	1,214	1,184	1,231	1,290
<u>Expenses and Transfers</u>				
Direct operating	1,137	1,232	1,231	1,265
Surplus (deficit)	77	(48)	-	25
Opening fund balance (deficit)	(33)	44	44	44
Closing fund balance (deficit)	44	(4)	44	69

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

The building, originally called the University Union Building, was constructed in the early seventies, and integrated with the two-storey University Cafeteria Building, constructed in the early sixties. The University Centre underwent a major expansion in 2005-2006. The expansion included: 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.

Capital projects carried out in 2008-2009 created Barrier Free access on the fourth floor by linking the new elevator to the existing building space and allowed for refurbishment of the original freight elevator. Additionally, the first floor washrooms were completely refurbished. The cost of this capital program was budgeted at \$1,295,000 and it will be amortized over five years to help stabilize annual rental charges to the tenants.

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 2007, 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.

The University Centre operates on a cost recovery basis. CUSA is the largest tenant, paying approximately 35% of the rent, with the University Operating Budget being the next largest tenant at approximately 22%. Housing and Conference Services currently funds approximately 20% of the expenditures.

## 1.7 Graphic Services

The 2009-2010 budget for the Graphic Services can be summarized as follows:

	<i>2007-08</i> <i>Actual</i> <i>\$000</i>	<i>2008-09</i> <i>Budget</i> <i>\$000</i>	<i>2008-09</i> <i>Projected</i> <i>\$000</i>	<i>2009-10</i> <i>Budget</i> <i>\$000</i>
<u>Income</u>				
Sales: External	1,611	1,716	1,672	1,582
Internal	2,585	2,746	2,732	2,834
Other income	122	90	92	89
Gross profit	4,318	4,552	4,496	4,505
Less: Cost of goods sold	(1,110)	(1,200)	(1,215)	(1,025)
	3,208	3,352	3,281	3,480
<u>Expenses and Transfers</u>				
Direct expenses	2,773	3,133	3,222	3,215
Indirect expense contribution	82	91	85	74
Contribution to Ancillary Capital Fund	168	180	180	180
	3,023	3,323	3,487	3,469
Surplus (deficit)	185	29	(206)	11
Opening fund balance (deficit)	162	347	347	141
Closing fund balance (deficit)	347	376	141	152

Graphic Services is committed to providing quality offset and digital printing, photocopying and laser printing services to Carleton University at minimal cost. The Department is responsible for over 190 photocopiers on campus as well as 20 self-serve laser printers. The photocopier fleet is composed of multifunctional devices that provide service to students, staff and faculty across campus. The printshop, 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. In the fall of 2008 the printshop underwent a major renovation which saw the purchase of a new 4 colour Heidelberg press, and extensive renovations to the administrative and reception areas. There are also three satellite-copying units located in the Loeb, MacOdrum, and University Centre buildings.

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 500 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 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 Dining Services 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.

During the summer of 2008 we expanded the Campus Card program to include door access in two residence buildings and two academic buildings. Future plans may possibly include the use of biometrics, electronic laundry monitoring system as well as continuing expansion of the door access readers.

The 2008-2009 projected deficit is as a result of renovations expensed in the year in the amount of \$250,000.

## 1.8 Ancillary Property Rentals

The 2009-2010 budget for the Ancillary Property Rentals can be summarized as follows:

	<i>2007-08 Actual \$000</i>	<i>2008-09 Budget \$000</i>	<i>2008-09 Projected \$000</i>	<i>2009-10 Budget \$000</i>
<u>Income</u>				
Rents	3,003	2,928	2,859	2,928
Interest and Sundry Income	32	37	37	37
Occupancy Costs Recovery	734	896	894	896
	<u>3,769</u>	<u>3,861</u>	<u>3,836</u>	<u>3,929</u>
<u>Expenses and Transfers</u>				
Direct operating	1,167	951	997	1,009
Occupancy Costs	734	727	735	743
Capital debt (interest and principal)	1,634	1,665	1,647	1,646
	<u>3,535</u>	<u>3,343</u>	<u>3,379</u>	<u>3,398</u>
Surplus (deficit)	<u>234</u>	<u>518</u>	<u>457</u>	<u>531</u>
Opening fund balance (deficit)	(1,520)	(1,286)	(1,286)	(829)
Closing fund balance (deficit)	(1,286)	(768)	(829)	(298)

Ancillary Property Rentals include the Carleton Technology and Training Centre, the National Wildlife and Research Centre and the Pearson Peacekeeping Centre.

The Carleton Technology and Training Centre (CTTC) was commissioned in 1995 and its 58,794 square feet of gross leasable area is 100% leased. Two-thirds of the building is leased to commercial tenants. The three largest commercial tenants are CB Richard Ellis who also manages the facilities (8,906 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 a coffee shop. The remainder of the

building is occupied by the University operations of University Safety Technical Services, Health and Counselling Services, Co-operative Education, and Biology.

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. In January 2007, the loan was repaid to the bank and internally financed. Only interest is being charged on the outstanding balance at this time which is allowing for more funds to be allocated towards the operating deficit. The combined operating deficit and building write down outstanding as at April 30, 2008 is \$4.8 million.

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.

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 pays the annual occupancy costs.

As per the lease agreement, Carleton University has set aside the sum of \$500,000 into a recapitalization fund. Interest and principal total \$582,722 as at April 30, 2008.

Carleton University has entered into an agreement with Pearson Peacekeeping Centre under which Carleton University has constructed approximately 10,191 rentable square feet located on the fourth and fifth floors of the Human Computer Interface (HCI) Building. The lease term is for five years commencing January 22, 2007. The tenant shall have the option to renew the lease for one further term of five years at the current market rental rate as of the end of the initial term.

Of the 2009-2010 \$298,000 closing fund deficit, \$410,000 relates to the CTTC operating deficit referred to above which is offset by a closing fund surplus of \$112,000 for NWRC.

## 1.9 Ancillary Capital Fund

The 2009-2010 budget for the Ancillary Capital Fund can be summarized as follows:

	<i>2007-08 Actual \$000</i>	<i>2008-09 Budget \$000</i>	<i>2008-09 Projected \$000</i>	<i>2009-10 Budget \$000</i>
<u>Income</u>				
Contributions	942	1,019	1,217	1,300
<u>Expenses and Transfers</u>				
Direct operating	1,251	978	1,029	692
Surplus (deficit)	(309)	41	188	608
Opening fund balance (deficit)	371	62	62	250
Closing fund balance (deficit)	62	103	250	858

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



In 2008-2009, Housing and Conference Services, Graphics Services, and Physical Plant have made contributions totalling \$934,000. Housing and Conference Services contributed \$694,000, of which \$74,000 was from the RRRRA store profit-sharing agreement and \$620,000 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 \$72,000 for off-site management overhead related to NWRC Occupancy Costs. Other on-going contributions include \$146,000 from the new Tim Horton's residing in the Athletics Building, an additional \$66,000 as a result of renegotiating the Bank of Nova Scotia Lease contract and an additional \$30,000 in renegotiating the Rogers antenna on Dunton Tower lease contract. One-time allocations included \$30,000 from the US Bank of Canada and Grand and Toy.

In 2009-2010, additional revenue of \$100,000 will be received from the food service contract with ARAMARK Canada Ltd.

The reoccurring direct operating expenses of \$692,000 comprise of the following: \$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 \$160,000 contribution towards the Field House loan.

In 2007-2008, additional direct operating expenses included a contribution of \$559,000 towards the covered Tennis Court Infrastructure.

In 2008-2009, additional direct operating expenses include a contribution of \$286,000 toward the new Athletics Turf, plus a final payment of \$51,000 towards the covered Tennis Court Infrastructure.

## Carleton University

### Proposed Budget - 2009-2010 and Projected Operating Results - 2008-2009

	2008-2009 Proposed Budget			2008-2009 Projected			2009-2010 Proposed Budget			Accumulated closing Surplus (Deficit)			
	Income	Expenses & Transfers	Surplus (Deficit)	Income	Expenses & Transfers	Surplus (Deficit)	Income	Expenses & Transfers	Surplus (Deficit)	Apr/08 Actual	Apr/09 Projected	Apr/10 Budgeted	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000				
1.1 Physical Recreation and Athletics	8,391	8,229	162	8,121	7,980	141	8,626	8,498	128	(760)	(619)	(491)	
1.2 Bookstore	1,355	1,346	9	1,305	1,403	(98)	1,389	1,381	8	312	214	222	
1.3 Health and Counselling Services	2,647	2,600	47	2,585	2,577	8	2,683	2,647	36	(195)	(187)	(151)	
1.4 Housing and Conference Services	20,274	18,135	2,139	20,681	17,867	2,814	21,356	21,092	264	1,454	4,268	4,532	
1.5 Parking Services	3,307	2,084	1,223	3,510	2,028	1,482	3,606	2,346	1,260	2,646	4,128	5,388	
1.6 University Centre	1,184	1,232	(48)	1,231	1,231	0	1,290	1,265	25	44	44	69	
1.7 Graphic Services	3,352	3,323	29	3,281	3,487	(206)	3,480	3,469	11	347	141	152	
1.8 Ancillary Property Rentals	3,861	3,343	518	3,836	3,379	457	3,929	3,398	531	(1,286)	(829)	(298)	
1.9 Ancillary Capital Fund	<u>1,019</u>	<u>978</u>	<u>41</u>	<u>1,217</u>	<u>1,029</u>	<u>188</u>	<u>1,300</u>	<u>692</u>	<u>608</u>	<u>62</u>	<u>250</u>	<u>858</u>	
Total Ancillary Units	45,390	41,270	4,120	45,767	40,981	4,786	47,659	44,788	2,871	2,624	7,410	10,281	
										Ancillaries with accumulated deficit	(2,197)	(1,635)	(940)
										Ancillaries with accumulated surpluses	4,821	9,045	11,221
											2,624	7,410	10,281

## Carleton University Ancillary Operations Proposed Residence Fees for 2009-2010

	2008-2009				2009-2010			
	*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	5,477	4,537	4,637	3,707	5,751	4,764	4,869	3,893
Phone	235	235	235	235	235	235	235	235
Network	208	208	208	208	215	215	215	215
Board (19 meals)	3,740	3,740	3,740	3,740	4,011	4,011	4,011	4,011
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>9,720</u>	<u>8,780</u>	<u>8,880</u>	<u>7,950</u>	<u>10,272</u>	<u>9,285</u>	<u>9,390</u>	<u>8,414</u>
<b>Regular</b>								
Room	5,477	4,537	4,637	3,707	5,751	4,764	4,869	3,893
Phone	235	235	235	235	235	235	235	235
Network	208	208	208	208	215	215	215	215
Board (14 meals and \$100 credit)	3,420	3,420	3,420	3,420	3,660	3,660	3,660	3,660
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>9,400</u>	<u>8,460</u>	<u>8,560</u>	<u>7,630</u>	<u>9,921</u>	<u>8,934</u>	<u>9,039</u>	<u>8,063</u>
<b>Alternative Food Plan "B"</b>								
Room	5,477	4,537	4,637	3,707	5,751	4,764	4,869	3,893
Phone	235	235	235	235	235	235	235	235
Network	208	208	208	208	215	215	215	215
Board (12 meals and \$150 credit)	3,305	3,305	3,305	3,305	3,533	3,533	3,533	3,533
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>9,285</u>	<u>8,345</u>	<u>8,445</u>	<u>7,515</u>	<u>9,794</u>	<u>8,807</u>	<u>8,912</u>	<u>7,936</u>
<b>Alternative Food Plan "C"</b>								
Room	5,477	4,537	4,637	3,707	5,751	4,764	4,869	3,893
Phone	235	235	235	235	235	235	235	235
Network	208	208	208	208	215	215	215	215
Board (9 meals and \$450 credit)	3,275	3,275	3,275	3,275	3,480	3,480	3,480	3,480
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>9,255</u>	<u>8,315</u>	<u>8,415</u>	<u>7,485</u>	<u>9,741</u>	<u>8,754</u>	<u>8,859</u>	<u>7,883</u>
<b>Alternative Food Plan "D" (Note 2)</b>								
Room	5,477		4,637		5,751		4,869	
Phone	235		235		235		235	
Network	208		208		215		215	
Board (5 meals and \$450 credit)	2,055		2,055		2,171		2,171	
Residence Association Fee (Note 1)	60		60		60		60	
	<u>8,035</u>		<u>7,195</u>		<u>8,432</u>		<u>7,550</u>	
<b>Continuous Pass Plan E</b>								
Room	5,477	4,537	4,637	3,707	5,751	4,764	4,869	3,893
Phone	235	235	235	235	235	235	235	235
Network	208	208	208	208	215	215	215	215
Board (Unlimited Meals in Fresh Food Company)	3,980	3,980	3,980	3,980	4,268	4,268	4,268	4,268
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>9,960</u>	<u>9,020</u>	<u>9,120</u>	<u>8,190</u>	<u>10,529</u>	<u>9,542</u>	<u>9,647</u>	<u>8,671</u>

\* It is an option for Suites Residents of Leeds House and Frontenac 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.

**Carleton University Ancillary Operations**  
**Proposed Parking Rate Increase for 2009-2010**  
 (excluding PST and GST)

Permit Rates Effective July 1, 2009	2008-2009	2009-2010
<b>RESERVED PERMIT AREAS</b>	<i>Present</i>	<i>Proposed</i>
R1 - Lot1	\$802.00	\$827.00
R3 - Herzberg (Physics)	\$591.00	\$609.00
R4 - Mackenzie (Engineering)	\$591.00	\$609.00
R7 - Residence Areas	\$591.00	\$609.00
<b>STAFF/FACULTY PERMIT AREAS</b>	<i>Present</i>	<i>Proposed</i>
LGAR - Library Garage (Level 1)	\$802.00	\$827.00
LGAR - Library Garage (Level 2)	\$734.00	\$757.00
LGAR - Library Garage (Level 3)	\$644.00	\$664.00
P9 - Admin. Garage (Level 1)	\$644.00	\$664.00
P9 - Admin. Garage (Level 4)	\$628.00	\$647.00
P9 - Admin. Garage (Level 5)	\$611.00	\$630.00
P9 - Admin. Garage (Level 6)	\$595.00	\$613.00
P9 - Admin. Garage (Level 7)	\$578.00	\$596.00
P9 - Admin. Garage (Level 8)	\$563.00	\$580.00
02 - Lot 2	\$563.00	\$580.00
03 - Lot 3	\$511.00	\$527.00
04 - Lot 4	\$511.00	\$527.00
CTTC Lot	\$511.00	\$527.00
Athletics Lot (Lot 12)	\$422.00	\$435.00
NWRC Permit Lot	\$422.00	\$435.00
05 - Lot 5	\$335.00	\$346.00
06 - Lot 6	\$335.00	\$346.00
<b>STUDENT PERMIT AREAS</b>	<i>Present</i>	<i>Proposed</i>
05 - Lot 5	\$315.00	\$325.00
06 - Lot 6	\$315.00	\$325.00
Res. 06 - Lot 6	\$367.00	\$379.00
07 - Lot 7	\$315.00	\$325.00
Athletics Lot (Lot 12)	\$422.00	\$435.00
P9 - Admin. Garage (Levels 9-15)	\$422.00	\$435.00
<b>PART-TIME (Valid After 4PM ) PERMITS</b>	<i>Present</i>	<i>Proposed</i>
LGAR - Library Garage & P9 - Admin	\$222.48	\$229.15
Lot 5 - Athletics Memberships	\$191.00	\$197.00
<b>SPECIAL PERMITS</b>	<i>Present</i>	<i>Proposed</i>
Special - Staff	\$563.00	\$580.00
Special - Student	\$315.00	\$325.00
<b>MOTORCYCLE PERMITS</b>	<i>Present</i>	<i>Proposed</i>
Motorcycle - Surface/Garage Areas	\$96.00	\$99.00
<b>OTHER PERMITS AND FEES</b>	<i>Proposed</i>	<i>Proposed</i>
Service Vehicle Permit (Annual)	\$659.00	\$679.00
Special Guest Parking Permit - Hangtags	\$10.00	\$10.00
Permit Replacement Fee	\$30.00	\$30.00

**Carleton University Ancillary Operations**  
 Residence Room Rate Comparison  
 for 2009-2010

	Suite Single	Suite Double	Traditional Single	Traditional Double
<b>Carleton</b> (proposed 5% increase)	\$6,201	\$5,319	\$5,214	\$4,343
<b>U. of Ottawa</b> (published 09/10)	\$6,116	NA	\$4,904	\$4,212
<b>Queen's</b> (published 09/10)	\$5,676-6,016 (no meals)	N/A	\$9,320-10,622 (includes meal plan)	\$10,024 (includes meal plan)
<b>McMaster</b> (Proposed 09/10)	\$6,485	NA	\$5,270	\$4,690
<b>U of Waterloo</b> (published 09/10 - telephone not included)	\$5,959	NA	\$4,992	\$4,479
<b>U of Western Ontario</b> (published 09/10)	\$7,015	NA	\$5,785-6,465	\$5,185-5,865
<b>Brock University</b> (proposed 5% increase)	\$6,027 (townhouse)	\$,5066 (townhouse)	\$5,345	\$4,541
<b>U. of Guelph</b> (proposed 5% increase)	\$6,403.00 (townhouse)	NA	\$5,597	\$4,864

Carleton Rates described above do not include Residence Association fee. Add \$60.00.

Except where noted, all rates compared above include room, telephone and network connection.