

# 2010-2011 Operating Budget Notes

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**1.0 Introduction**

The 2010-2011 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:

	<b>2009-2010 Budget</b>	<b>2010-2011 Proposed Budget</b>
	(\$000's)	(\$000's)
Income	287,575	313,937
Expenditures and Transfers	286,575	312,937
<b>Reduction in Accumulated Deficit</b>	<b>1,000</b>	<b>1,000</b>

The following sections compare the 2010-2011 Proposed Budget with the 2009–2010 Approved Budget.

**2.0 Operating Income**

Operating income is expected to total \$313,937,000, \$26,362,000 in excess of the 2009-2010 Approved Budget. The \$26,362,000 is the sum of: increased grant income of \$9,276,000; increased tuition income of \$15,720,000; increased miscellaneous fees and income of \$1,853,000; an estimated decrease of \$520,000 in short term interest income; and an increase of \$33,000 in departmental income. Each category is reviewed below.

**2.1 Government Operating Grants**

Government grants are projected to be \$9,276,000 above that projected in the 2009-2010 Approved Budget.

<b>Government Grant</b>	<b>2009-2010 Budget</b>	<b>2010-2011 Proposed Budget</b>	<b>Change</b>
	(\$000's)	(\$000's)	(\$000's)
Basic Grant	125,782	125,782	-
Accessibility Fund	2,091	9,634	7,543
Access to Higher Quality Education	4,793	6,617	1,824
Performance Funding	623	604	(19)
Provincial Research Overheads	679	655	(24)
Federal Research Overheads	4,299	4,201	(98)
Access for the Disabled	835	885	50
<b>Total</b>	<b>139,102</b>	<b>148,378</b>	<b>9,276</b>

During the 2009-2010 fiscal year, \$1,089,000 of specific envelope funding relating to the Access to Higher Quality Education grant was rolled into the base operating grant. To assist with comparison, the amount transferred to the basic grant has been updated in the opening 2009-2010 figures. The increase in the Accessibility grant relates to the improvement in the undergraduate enrolment and the government providing full funding for those increases, as well as the flexibility in counting graduate enrolments in excess of targets.

## **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.

On March 29, 2010, the Ministry announced that the March 8, 2006 guidelines would be extended for two additional years. The only change to the guidelines is that 10% of the tuition revenue generated by the increase must be re-invested in student support.

The following rates will be applied:

<b>Domestic Undergraduate Students</b>												
	<b>First Year Student</b>			<b>Second Year Student</b>			<b>Third Year Student</b>			<b>Fourth Year Student</b>		
	09-10 1st year	10-11 1st year	Increase	09-10 1st year	10-11 2nd year	Increase	09-10 2nd year	10-11 3rd year	Increase	09-10 3rd year	10-11 4th year	Increase
<b>Full-Time Undergraduate</b>												
Arts	4,951	5,174	4.50%	4,951	5,149	4.00%	4,928	5,125	4.00%	4,904	5,100	4.00%
Certificates	4,928	5,150	4.50%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	4,951	5,174	4.50%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	3,961	4,139	4.50%	3,961	4,119	4.00%	3,942	4,100	4.00%	3,923	4,080	4.00%
Science	4,951	5,174	4.50%	4,951	5,149	4.00%	4,928	5,125	4.00%	4,904	5,100	4.00%
Mathematics	4,951	5,174	4.50%	4,951	5,149	4.00%	4,928	5,125	4.00%	4,904	5,100	4.00%
Social Work	5,235	5,471	4.50%	5,235	5,444	4.00%	5,210	5,418	4.00%	5,185	5,392	4.00%
Commerce	5,591	5,982	7.00%	5,591	5,987	7.08%	5,729	5,958	4.00%	5,517	5,738	4.00%
Public Affairs and Policy Management	5,591	5,843	4.50%	5,591	5,815	4.00%	5,384	5,599	4.00%	5,358	5,572	4.00%
Journalism	5,235	5,471	4.50%	5,235	5,985	14.33%	5,728	5,957	4.00%	5,700	5,928	4.00%
International Business	6,148	6,578	7.00%	6,148	6,582	7.06%	6,298	6,550	4.00%	6,064	6,307	4.00%
Music	5,359	5,600	4.50%	5,359	5,573	4.00%	5,333	5,546	4.00%	5,307	5,519	4.00%
Humanities	5,235	5,471	4.50%	5,235	5,444	4.00%	5,210	5,418	4.00%	5,185	5,392	4.00%
Architecture and Architectural Studies	6,450	6,902	7.00%	6,450	6,708	4.00%	6,211	6,459	4.00%	5,981	6,220	4.00%
Industrial Design	6,450	6,902	7.00%	6,450	6,708	4.00%	6,211	6,459	4.00%	5,981	6,220	4.00%
Engineering	7,058	7,552	7.00%	7,058	7,340	4.00%	7,024	7,305	4.00%	6,764	7,035	4.00%
Computer Science	6,427	6,716	4.50%	6,427	6,684	4.00%	6,189	6,437	4.00%	6,160	6,406	4.00%
Information Technology	5,733	5,991	4.50%	5,733	5,962	4.00%	5,520	5,741	4.00%	5,493	5,713	4.00%
<b>Part-Time Undergraduate</b>												
Arts	991	1,036	4.50%	991	1,031	4.00%	986	1,025	4.00%	981	1,020	4.00%
Certificates	986	1,030	4.50%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	991	1,036	4.50%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	792	828	4.50%	792	824	4.00%	788	820	4.00%	784	815	4.00%
Science	991	1,036	4.50%	991	1,031	4.00%	986	1,025	4.00%	981	1,020	4.00%
Mathematics	991	1,036	4.50%	991	1,031	4.00%	986	1,025	4.00%	981	1,020	4.00%
Social Work	1,047	1,094	4.50%	1,047	1,089	4.00%	1,042	1,084	4.00%	1,037	1,078	4.00%
Commerce	1,118	1,196	7.00%	1,118	1,197	7.08%	1,146	1,192	4.00%	1,103	1,147	4.00%
Public Affairs and Policy Management	1,119	1,169	4.50%	1,119	1,164	4.00%	1,077	1,120	4.00%	1,072	1,115	4.00%
Journalism	1,047	1,094	4.50%	1,047	1,197	14.33%	1,146	1,192	4.00%	1,140	1,186	4.00%
International Business	1,229	1,315	7.00%	1,229	1,316	7.06%	1,259	1,309	4.00%	1,213	1,262	4.00%
Music	1,071	1,119	4.50%	1,071	1,114	4.00%	1,066	1,109	4.00%	1,061	1,103	4.00%
Humanities	1,047	1,094	4.50%	1,047	1,089	4.00%	1,042	1,084	4.00%	1,037	1,078	4.00%
Architecture and Architectural Studies	1,290	1,380	7.00%	1,290	1,342	4.00%	1,242	1,292	4.00%	1,196	1,244	4.00%
Industrial Design	1,076	1,151	7.00%	1,076	1,119	4.00%	1,036	1,077	4.00%	997	1,037	4.00%
Engineering	1,177	1,259	7.00%	1,177	1,224	4.00%	1,171	1,218	4.00%	1,128	1,173	4.00%
Computer Science	1,285	1,343	4.50%	1,285	1,336	4.00%	1,238	1,288	4.00%	1,232	1,281	4.00%
Information Technology	1,147	1,199	4.50%	1,147	1,193	4.00%	1,104	1,148	4.00%	1,099	1,143	4.00%

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<b>Domestic Graduate Students</b>						
	<b>First Year Student</b>			<b>Upper Year Student</b>		
	09-10	10-11		09-10	10-11	
	1st year	1st year	Increase	1st year	Upper Yr	Increase
<b>Full-Time Graduate</b>						
Master of Journalism (MJ); Master of Business Administration (MBA); Master of Infrastructure Protection and International Security (MIPIS)	2,524	<b>2,701</b>	7.00%	2,524	<b>2,625</b>	4.00%
Master of Arts (Public Administration); DPA; MA (International Affairs)	2,524	<b>2,625</b>	4.00%	2,524	<b>2,625</b>	4.00%
Master of Science (Information and Systems Science) MSc(ISS)	2,144	<b>2,230</b>	4.00%	2,144	<b>2,230</b>	4.00%
Master of Engineering (MEng)	2,271	<b>2,362</b>	4.00%	2,271	<b>2,362</b>	4.00%
PhD Engineering	2,144	<b>2,230</b>	4.00%	2,144	<b>2,230</b>	4.00%
Master of Applied Science (MASc)	2,144	<b>2,230</b>	4.00%	2,144	<b>2,230</b>	4.00%
Master of Computer Science (MCS); PhD Computer	2,144	<b>2,230</b>	4.00%	2,144	<b>2,230</b>	4.00%
Master of Architecture (MArch)	2,271	<b>2,430</b>	7.00%	2,271	<b>2,362</b>	4.00%
Master of Design (MDes)	2,271	<b>2,362</b>	4.00%	2,271	<b>2,362</b>	4.00%
Master of Social Work (MSW)	2,168	<b>2,255</b>	4.00%	2,168	<b>2,255</b>	4.00%
Qualifying year (except Architecture)	2,464	<b>2,563</b>	4.00%	N/A	N/A	N/A
Qualifying year (Architecture)	3,105	<b>3,229</b>	4.00%	N/A	N/A	N/A
Senior citizens	1,606	<b>1,670</b>	4.00%	1,606	<b>1,670</b>	4.00%
All other programs	2,008	<b>2,088</b>	4.00%	2,008	<b>2,088</b>	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	734	<b>763</b>	4.00%	734	<b>763</b>	4.00%
more than .5 credits	1,072	<b>1,115</b>	4.00%	1,072	<b>1,115</b>	4.00%
Master of Social Work (MSW) up to .5 credits	744	<b>774</b>	4.00%	744	<b>774</b>	4.00%
more than .5 credits	1,084	<b>1,127</b>	4.00%	1,084	<b>1,127</b>	4.00%
Master of Journalism (MJ); Master of Business Administration (MBA); Master of Infrastructure Protection and International Security (MIPIS) up to .5 credits	865	<b>926</b>	7.00%	865	<b>900</b>	4.00%
more than .5 credits	1,263	<b>1,351</b>	7.00%	1,263	<b>1,314</b>	4.00%
Master of Arts (Public Administration); DPA; MA (International Affairs) up to .5 credits	865	<b>900</b>	4.00%	865	<b>900</b>	4.00%
more than .5 credits	1,263	<b>1,314</b>	4.00%	1,263	<b>1,314</b>	4.00%
Master of Architecture (MArch); up to .5 credits	777	<b>831</b>	7.00%	777	<b>808</b>	4.00%
more than .5 credits	1,135	<b>1,214</b>	7.00%	1,135	<b>1,180</b>	4.00%
Master of Engineering (MEng); Master of Design (MDes)* up to .5 credits	777	<b>808</b>	4.00%	777	<b>808</b>	4.00%
more than .5 credits	1,135	<b>1,180</b>	4.00%	1,135	<b>1,180</b>	4.00%
Senior citizens up to .5 credits	550	<b>572</b>	4.00%	550	<b>572</b>	4.00%
more than .5 credits	803	<b>835</b>	4.00%	803	<b>835</b>	4.00%
All other programs up to .5 credits	688	<b>716</b>	4.00%	688	<b>716</b>	4.00%
more than .5 credits	1,005	<b>1,045</b>	4.00%	1,005	<b>1,045</b>	4.00%

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<b>International Students</b>			
	09-10 Fee	10-11 Fee	Increase
<b>Undergraduate Full-time</b> <span style="float: right;"><i>(per academic year)</i></span>			
Journalism	16,539	17,531	6.0%
Public Affairs and Policy Management	16,539	17,531	6.0%
Industrial Design	16,539	17,531	6.0%
Computer Science	16,539	17,531	6.0%
Architecture and Architectural Studies	16,539	17,531	6.0%
Bcomm/ BIB	15,140	16,048	6.0%
Engineering	16,985	18,004	6.0%
BIT	16,435	17,421	6.0%
Specials	14,406	15,270	6.0%
Senior Citizens	3,961	4,199	6.0%
All Other Programs	14,406	15,270	6.0%
<b>Undergraduate Part-time</b> <span style="float: right;"><i>(per credit)</i></span>			
All programs	3,076	3,261	6.0%
<b>Graduate Full-time</b> <span style="float: right;"><i>(per term)</i></span>			
Master of Applied Science (MACS)	5,042	5,345	6.0%
Master of Business Administration (MBA) Returning Students	6,667	7,067	6.0%
Master of Business Administration (MBA) New Students	6,667	7,067	6.0%
Master of Computer Science (MCS); PhD Computer Science	4,731	5,015	6.0%
Master of Science: Information and Systems Science (MSc(ISS))	4,731	5,015	6.0%
Master of Engineering (MEng)	5,241	5,555	6.0%
PhD Engineering	5,042	5,345	6.0%
Master of Architecture; Master of Design (MDes)	4,907	5,201	6.0%
Master of Journalism (MJ); Master of Arts: Public Administration (MA); Diploma in Public Administration (DPA); Master of Arts: International Affairs (MA); Master of Infrastructure Protection and International Security (MIPIS)	5,712	6,055	6.0%
Master of Social Work (MSW)	4,907	5,201	6.0%
Qualifying year (except Architecture)	7,169	7,599	6.0%
Qualifying year (Architecture)	7,963	8,441	6.0%
Senior citizens	1,606	1,702	6.0%
All other programs	4,628	4,906	6.0%
<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); Master of Infrastructure Protection and International Security (MIPIS)			
up to .5 credits	1,988	2,107	6.0%
more than .5 credits	2,881	3,054	6.0%
Master of Business Administration (MBA) - New Students			
up to .5 credits	2,153	2,282	6.0%
more than .5 credits	3,121	3,308	6.0%
Master of Business Administration (MBA) - Returning Students			
up to .5 credits	1,988	2,107	6.0%
more than .5 credits	2,881	3,054	6.0%
Master of Engineering (MEng)			
up to .5 credits	1,740	1,844	6.0%
more than .5 credits	2,520	2,671	6.0%
Master of Social Work (MSW); Master of Architecture (MArch); Master of Design (MDes); Qualifying year (Architecture)			
up to .5 credits	1,717	1,820	6.0%
more than .5 credits	2,487	2,636	6.0%
Senior citizens			
up to .5 credits	553	586	6.0%
more than .5 credits	807	855	6.0%
All other programs			
up to .5 credits	1,620	1,717	6.0%
more than .5 credits	2,346	2,487	6.0%

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The following compares tuition revenue by category from the opening 2009-2010 Budget to the 2010-2011 Proposed Budget:

	<b>2009-2010 Budget</b>	<b>2010-2011 Proposed Budget</b>	<b>Change</b>
	(\$000's)	(\$000's)	(\$000's)
Undergraduate Fees	109,592	123,273	13,681
Summer Session Fees	8,514	9,533	1,019
Graduate Fees	17,264	18,284	1,020
<b>Total</b>	<b>135,370</b>	<b>151,090</b>	<b>15,720</b>

Tuition revenues being projected in the Proposed Budget total \$151,090,000, \$15,720,000 more than those presented in the opening 2009-2010 Budget. It is assumed that first-year full-time enrolment will increase from 5,449 in 2009-2010 to 5,503 in 2010-2011.

**2.3 Miscellaneous Fees and Income**

Miscellaneous fees and income are expected to total \$9,871,000 which is \$1,853,000 in excess of that in the 2009-2010 Approved Budget. The main components are as follows:

	<b>2009-2010 Budget</b>	<b>2010-2011 Proposed Budget</b>	<b>Change</b>
	(\$000's)	(\$000's)	(\$000's)
Application Fees	1,535	1,550	15
Deferred Payment/Late Registration	1,600	1,565	(35)
OSAP Processing Fee	155	220	65
Omnibus Fee	720	771	51
Co-op Fees	825	972	147
Other Fees and Charges	406	396	(10)
Miscellaneous fees subtotal	5,241	5,474	233
Overhead Recoveries	1,530	2,630	1,100
Rental of Facilities	730	730	-
Library Fines and Fees	204	204	-
Pension Plan Recovery	100	100	-
Unrestricted Donations	-	450	450
Other	213	283	70
Miscellaneous income subtotal	2,777	4,397	1,620
<b>Total</b>	<b>8,018</b>	<b>9,871</b>	<b>1,853</b>

The increase in overhead recoveries relates to increasing the recovery from the endowment fund for indirect costs, from 0.5% of the four-year average market value to 1.0%.

The inclusion of unrestricted donations in the operating budget is seen as a recognition that these gifts should go to support general operations and be allocated in transparent manner.

## 2.4 Short-Term Interest Income

Short-term interest income is now expected to total \$2,680,000 as compared to an estimate of \$3,200,000 in the 2009-2010 Approved Budget. The breakdown is as follows:

	<b>2009-2010 Budget</b>	<b>2010-2011 Proposed Budget</b>	<b>Change</b>
	(\$000's)	(\$000's)	(\$000's)
Interest on Cash Flows	2,000	1,480	(520)
Endowment Income*	300	300	-
Interest Charges to Ancillaries and Internal Loans	900	900	-
<b>Total</b>	<b>3,200</b>	<b>2,680</b>	<b>(520)</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 \$1,480,000 in interest on cash flows assumes cash flow patterns similar to those in 2009-2010, at a rate of return of just under 1%.

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 2009-2010 income distributed for restricted endowments with an estimate of the 2010-2011 distribution.

	<b>2009-2010 Distribution</b>	<b>2010-2011 Distribution</b>	<b>Change</b>
<b>Purpose</b>	(\$000's)	(\$000's)	(\$000's)
Scholarships	2,175	1,849	(326)
OSOTF/OTSS Bursaries	3,538	3,008	(530)
Chairs	446	379	(67)
Sprott School of Business Endowment	1,096	932	(164)
Other Bursaries	354	300	(54)
Other Restricted Endowments	1,977	1,680	(297)
<b>Total</b>	<b>9,586</b>	<b>8,148</b>	<b>(1,438)</b>

Distributions on endowments are calculated at a rate of 4.0% of the moving average market value over four years of the endowment investments. Given the lower market returns in the past two years, we have conservatively estimated that the distribution will decrease by 15%.



## 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.).

Salary recovery grants from research funding agencies are not shown as departmental income, but are 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:

	<b>2009-2010 Budget</b>	<b>2010-2011 Proposed Budget</b>	<b>Change</b>
	(\$000's)	(\$000's)	(\$000's)
Externally Funded Salaries and Benefits	102	70	(32)
General Sales and Services: Stores, Scanning Electron Microscope, Science Technology Centre	260	260	-
CUTV Sales and Rentals	461	461	-
IMS Sales and Rentals	63	63	-
EDC Mini Courses	80	80	-
CCS Sales and Rentals	79	75	(4)
Trademark Advertising	40	40	-
C.I.E. Workshop Fees	455	477	22
Pension Office Recovery	210	214	4
International Recruitment/Sponsorship	45	88	43
Ombudsman Recovery	90	90	-
<b>Total</b>	<b>1,885</b>	<b>1,918</b>	<b>33</b>

**3.0 Operating Expenditures**

The Operating expenditure total proposed for 2010-2011 is \$312,937,000, which compares to \$286,575,000 in the 2009–2010 Approved Budget.

**3.1 Compulsory and Discretionary Resource Allocation**

The resource allocations for 2010-2011 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	(1,135)	729
b) Faculty of Public Affairs	(1,081)	808
c) Sprott School of Business	(255)	397
d) Faculty of Science	(679)	709
e) Faculty of Engineering and Design	(810)	787
f) Provost and Vice-President (Academic)	(731)	-
g) Library	(335)	-
h) Vice-President (Research and International)	(81)	-
i) Vice-President (Finance and Administration)	(915)	-
j) President	(134)	-
k) Advancement	-	-
l) University Expense Budgets	-	4,953
<b>Total</b>	<b>(6,156)</b>	<b>8,383</b>

**Notes:**

	(\$000's)
<b>a) Allocations to Faculty of Arts and Social Sciences</b>	
Faculty retirements	(213)
Budget reduction required	(922)
Provision for Faculty replacements	156
Enrolment Incentive allocation	573
	<u>(406)</u>
<b>b) Allocations to Faculty of Public Affairs</b>	
Faculty retirements	(530)
Budget reduction required	(551)
Provision for Faculty replacements	340
Enrolment Incentive allocation	468
	<u>(273)</u>

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

Faculty retirements	-
Budget reduction required	(255)
Provision for Faculty replacements	-
Enrolment Incentive allocation	397
	<u>142</u>

**d) Allocations to Faculty of Science**

Faculty retirements	(128)
Budget reduction required	(551)
Provision for Faculty replacements	80
Enrolment Incentive allocation	629
	<u>30</u>

**e) Allocations to Faculty of Engineering and Design**

Faculty retirements	(92)
Budget reduction required	(718)
Provision for Faculty replacements	63
Enrolment Incentive allocation	724
	<u>(23)</u>

**f) Allocations to Provost and Vice President (Academic)**

Budget reduction required	<u>(731)</u>
	<u>(731)</u>

**g) Allocations to Library**

Budget reduction required	<u>(335)</u>
	<u>(335)</u>

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

Budget reduction required	<u>(81)</u>
	<u>(81)</u>

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

Budget reduction required	<u>(915)</u>
	<u>(915)</u>

**j) Allocations to President**

Budget reduction required	<u>(134)</u>
	<u>(134)</u>

**k) Allocations to Advancement**

	<u>-</u>
	<u>-</u>

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

Staff benefits	104
Student support	854
Student recruitment	350
Insurance	(65)
Joint program costs	150
Renovations to vacated space	2,000
Sustainability initiatives	1,000
Information systems projects	500
Other expenditures	60
	<u>4,953</u>

**3.2 Provisions and Contingencies**

The 2010-2011 Proposed Budget contains the following provisions and contingencies:

	<i>2010-2011 Proposed Budget</i>
	(\$000's)
2009-2010 base contingency balance @ March 1, 2010	1,017
a) 2010-2011 Contingencies	6,457
b) Waterfront building provision	5,000
c) Enrolment Incentive	6,275
d) Academic resources	4,650
e) Pension plan deficits	14,705
<b>Total provisions and contingencies</b>	<b>38,104</b>

- a) The combined contingencies total \$6,457,000 and relate to foreseen requirements that cannot be immediately quantified and unforeseen requirements.
- b) The University has been setting aside an annual amount of \$5,000,000 to finance and operate new academic buildings since 2007-2008.
- c) In 2009-2010 the University introduced a plan whereby Faculties would be rewarded for undergraduate enrolment growth. The plan calls for the resources to be built into the Faculty base over time. The amount in the contingency represents the estimated distribution based on enrolment projections (\$2,704,000), and an undistributed base amount from the previous year (\$3,571,000).
- d) A provision of \$4,650,000 is proposed to be allocated to academic resources on a discretionary basis, following the review of requests from the Deans and Vice-Presidents.

- e) The largest risk currently facing the University is the status of the pension plan. Current projections indicate that an additional \$24 million in annual special payments may be required by 2012-2013. In addition, current service costs have added \$1.3 million to the 2010-2011 base pension costs and are expected to grow to \$3.7 million by 2016-2017. Several years will be required for the University to set aside sufficient base (i.e. ongoing) funding to meet the potential pension demand. In all likelihood, the period would extend beyond 2012-2013, the year in which the payments must commence. The University therefore plans to accumulate a reserve to bridge the pension payments between the time payments must begin and sufficient base funds are available.

**4.0 Conclusion**

The 2010-2011 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 2010-2011 Budget is therefore respectfully submitted to the Board of Governors.



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



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J.J. Sullivan  
Assistant Vice-President (Finance)

**Carleton University**  
**2010-2011 Proposed Operating Budget**  
 ( 000's )

	Approved Budget 2009-2010	<b>Proposed Budget 2010-2011</b>	Change
<b><u>Income:</u></b>			
Government Grants	139,102	<b>148,378</b>	9,276
Tuition Fees	135,370	<b>151,090</b>	15,720
Misc. Fees and Income	8,018	<b>9,871</b>	1,853
Short-Term Interest Income	3,200	<b>2,680</b>	(520)
Departmental Income	<u>1,885</u>	<b><u>1,918</u></b>	<u>33</u>
Total Income	287,575	<b>313,937</b>	26,362
<b><u>Expenditures and Transfers:</u></b>			
Faculty of Arts and Social Sciences	37,635	<b>37,558</b>	(77)
Faculty of Public Affairs	24,417	<b>24,899</b>	482
Sprott School of Business	7,876	<b>7,874</b>	(2)
Faculty of Science	19,781	<b>19,973</b>	192
Faculty of Engineering and Design	22,284	<b>22,939</b>	655
Provost and Vice-President (Academic)	19,733	<b>19,036</b>	(697)
Library	13,956	<b>13,710</b>	(246)
Vice-President (Research and International)	2,766	<b>2,420</b>	(346)
Vice-President (Finance and Administration)	28,861	<b>28,421</b>	(440)
President	3,085	<b>2,552</b>	(533)
Advancement	3,509	<b>4,503</b>	994
University Budgets and Transfers	83,474	<b>90,948</b>	7,474
Provisions and Contingencies	19,198	<b>38,104</b>	18,906
Total Expenditures and Transfers	<u>286,575</u>	<b><u>312,937</u></b>	<u>26,362</u>
Reduction in Accumulated Deficit	<u>1,000</u>	<b><u>1,000</u></b>	-

**Faculty and Staff Positions included in the Opening Budget**
**Academic RPCs 2009/2010 and 2010/2011**

Department/RPC	2009/2010		2010/2011		Change 09/10 to 10/11	
	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*
ICSLAC	5.3	1.0	3.7	1.0	-1.6	0.0
Canadian Studies	8.7	2.0	8.2	2.0	-0.5	0.0
English	30.3	3.0	30.3	3.0	0.0	0.0
French	14.0	2.0	13.0	2.0	-1.0	0.0
History	28.3	3.0	28.3	3.0	0.0	0.0
Philosophy	12.8	1.0	12.3	1.0	-0.5	0.0
Art & Culture	28.7	8.0	27.7	8.0	-1.0	0.0
SLALS	40.3	7.0	40.3	6.0	0.0	-1.0
Humanities	18.0	3.0	18.3	3.0	0.3	0.0
Interdisciplinary Studies	4.5	1.0	4.5	1.5	0.0	0.5
Cognitive Science	6.0	1.5	6.0	1.5	0.0	0.0
African Studies	0.0	0.5	0.0	0.5	0.0	0.0
Art Gallery	1.0	2.5	1.0	2.5	0.0	0.0
Geography	23.0	6.0	23.0	6.0	0.0	0.0
Sociology & Anthropology	37.8	5.0	37.8	5.0	0.0	0.0
Psychology	36.0	6.0	35.5	6.0	-0.5	0.0
Women's Studies	4.8	2.0	5.5	2.0	0.7	0.0
CIE	5.5	4.5	6.0	4.5	0.5	0.0
Other	1.5	10.0	1.5	10.0	0.0	0.0
<b>TOTAL ARTS &amp; SOCIAL SCIENCES</b>	<b>306.5</b>	<b>69.0</b>	<b>302.9</b>	<b>68.5</b>	<b>-3.6</b>	<b>-0.5</b>
Journalism	29.5	6.0	30.0	6.0	0.5	0.0
Economics	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	21.4	4.0	21.6	4.0	0.2	0.0
Social Work	16.6	4.0	16.1	4.0	-0.5	0.0
CCJ	4.0	2.0	4.0	2.0	0.0	0.0
EURUS	1.5	1.0	1.8	1.0	0.3	0.0
International Affairs	18.2	5.0	17.5	5.0	-0.7	0.0
Political Economy	0.4	1.0	0.4	1.0	0.0	0.0
Other	0.4	7.0	0.0	7.0	-0.4	0.0
<b>TOTAL PUBLIC AFFAIRS</b>	<b>184.8</b>	<b>47.0</b>	<b>184.2</b>	<b>47.0</b>	<b>-0.6</b>	<b>0.0</b>
Business	52.0	19.0	52.0	17.0	0.0	-2.0
<b>TOTAL BUSINESS</b>	<b>52.0</b>	<b>19.0</b>	<b>52.0</b>	<b>17.0</b>	<b>0.0</b>	<b>-2.0</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	17.3	9.0	-1.0	0.2
Earth Sciences	10.5	5.5	10.5	5.5	0.0	0.0
Scanning Electron Microscope	0.0	0.5	0.0	0.5	0.0	0.0
Mathematics & Statistics	36.0	6.0	36.0	6.0	0.0	0.0
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
Neuroscience (1)	8.0	0.0	7.0	1.0	-1.0	1.0
Computer Science	26.0	8.0	25.8	8.0	-0.2	0.0
TSE	0.5	0.0	0.5	0.0	0.0	0.0
Other	0.5	5.3	0.7	5.5	0.2	0.2
<b>TOTAL SCIENCE</b>	<b>144.5</b>	<b>61.4</b>	<b>142.5</b>	<b>62.8</b>	<b>-2.0</b>	<b>1.4</b>
Civil & Environmental	22.0	8.0	22.0	8.0	0.0	0.0
Electronics	23.0	7.5	23.0	7.5	0.0	0.0
Mechanical & Aerospace	35.0	11.0	36.0	11.0	1.0	0.0
Systems & Computer	40.0	10.0	38.0	10.0	-2.0	0.0
Joint Information Technology	7.0	3.0	7.0	3.0	0.0	0.0
Engineering General	2.0	10.0	1.0	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	17.5	8.5	1.0	0.0
<b>TOTAL ENGINEERING &amp; DESIGN</b>	<b>152.5</b>	<b>63.5</b>	<b>151.5</b>	<b>63.5</b>	<b>-1.0</b>	<b>0.0</b>
<b>Central: new programs</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>0.8</b>	<b>1.0</b>	<b>0.8</b>
<b>TOTAL UNIVERSITY</b>	<b>840.3</b>	<b>259.9</b>	<b>834.1</b>	<b>259.6</b>	<b>-6.2</b>	<b>-0.3</b>

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

(1) 7 faculty positions have transferred from Psychology to Neuroscience.

Carleton University - 2010-2011 Budget Schedules

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Appendix C Net Allocation \$
<b>Faculty of Arts &amp; Social Sciences</b>								
002 Institute of Comparative Studies in Literature, Art & Culture	2009/2010	698,863	0	8,374	(130,812)	576,425	0	576,425
	2010/2011	514,034	0	8,374	(142,621)	379,787	0	379,787
	Inc. (Dec.)	(184,829)	0	0	(11,809)	(196,638)	0	(196,638)
	%	-26.4%	n/a	0.0%	9.0%	-34.1%	n/a	-34.1%
004 Canadian Studies	2009/2010	821,961	109,271	19,158	0	950,390	0	950,390
	2010/2011	898,292	113,914	19,158	0	1,031,364	0	1,031,364
	Inc. (Dec.)	76,331	4,643	0	0	80,974	0	80,974
	%	9.3%	4.2%	0.0%	n/a	8.5%	n/a	8.5%
013 English Language & Literature	2009/2010	2,683,635	166,098	41,838	0	2,891,571	0	2,891,571
	2010/2011	2,848,348	172,614	41,838	0	3,062,800	0	3,062,800
	Inc. (Dec.)	164,713	6,516	0	0	171,229	0	171,229
	%	6.1%	3.9%	0.0%	n/a	5.9%	n/a	5.9%
016 French	2009/2010	1,352,751	111,922	27,428	0	1,492,101	0	1,492,101
	2010/2011	1,249,242	115,279	27,428	0	1,391,949	0	1,391,949
	Inc. (Dec.)	(103,509)	3,357	0	0	(100,152)	0	(100,152)
	%	-7.7%	3.0%	0.0%	n/a	-6.7%	n/a	-6.7%
022 History	2009/2010	3,011,359	177,780	34,159	0	3,223,298	0	3,223,298
	2010/2011	2,900,757	183,113	34,159	0	3,118,029	0	3,118,029
	Inc. (Dec.)	(110,602)	5,333	0	0	(105,269)	0	(105,269)
	%	-3.7%	3.0%	0.0%	n/a	-3.3%	n/a	-3.3%
040 Philosophy	2009/2010	1,211,419	0	14,974	0	1,226,393	0	1,226,393
	2010/2011	1,148,488	0	14,974	0	1,163,462	0	1,163,462
	Inc. (Dec.)	(62,931)	0	0	0	(62,931)	0	(62,931)
	%	-5.2%	n/a	0.0%	n/a	-5.1%	n/a	-5.1%
050 School for Studies in Art & Culture 047 SSAC Music 048 SSAC Art History 049 SSAC Film Studies	2009/2010	2,826,510	465,218	238,303	(90,812)	3,439,219	0	3,439,219
	2010/2011	2,678,813	478,830	238,303	(102,621)	3,293,325	0	3,293,325
	Inc. (Dec.)	(147,697)	13,612	0	(11,809)	(145,894)	0	(145,894)
	%	-5.2%	2.9%	0.0%	13.0%	-4.2%	n/a	-4.2%
051 School of Linguistics & Applied Language Studies	2009/2010	3,670,248	391,922	47,711	0	4,109,881	0	4,109,881
	2010/2011	3,857,041	340,570	46,711	0	4,244,322	0	4,244,322
	Inc. (Dec.)	186,793	(51,352)	(1,000)	0	134,441	0	134,441
	%	5.1%	-13.1%	-2.1%	n/a	3.3%	n/a	3.3%



Carleton University - 2010-2011 Budget Schedules

Appendix C

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
055 College of the Humanities	2009/2010	1,583,564	159,888	40,377	(35,000)	1,748,829	0	1,748,829
	2010/2011	1,705,597	165,773	40,377	(63,000)	1,848,747	0	1,848,747
	Inc. (Dec.)	122,033	5,885	0	(28,000)	99,918	0	99,918
	%	7.7%	3.7%	0.0%	80.0%	5.7%	n/a	5.7%
057 Institute of Interdisciplinary Studies	2009/2010	484,267	0	11,328	0	495,595	0	495,595
	2010/2011	511,489	0	11,328	0	522,817	0	522,817
	Inc. (Dec.)	27,222	0	0	0	27,222	0	27,222
	%	5.6%	n/a	0.0%	n/a	5.5%	n/a	5.5%
058 Institute of Cognitive Science	2009/2010	583,701	0	10,200	0	593,901	0	593,901
	2010/2011	615,520	0	10,200	0	625,720	0	625,720
	Inc. (Dec.)	31,819	0	0	0	31,819	0	31,819
	%	5.5%	n/a	0.0%	n/a	5.4%	n/a	5.4%
060 Institute of African Studies	2009/2010	29,582	0	30,418	0	60,000	0	60,000
	2010/2011	31,568	0	31,364	0	62,932	0	62,932
	Inc. (Dec.)	1,986	0	946	0	2,932	0	2,932
	%	6.7%	n/a	3.1%	n/a	4.9%	n/a	4.9%
081 Art Gallery	2009/2010	0	219,793	114,100	0	333,893	0	333,893
	2010/2011	0	233,218	114,100	0	347,318	0	347,318
	Inc. (Dec.)	0	13,425	0	0	13,425	0	13,425
	%	n/a	6.1%	0.0%	n/a	4.0%	n/a	4.0%
087 Office of the Dean of Arts and Social Sciences	2009/2010	47,937	617,245	27,410	0	692,592	0	692,592
	2010/2011	47,273	697,800	27,410	0	772,483	0	772,483
	Inc. (Dec.)	(664)	80,555	0	0	79,891	0	79,891
	%	-1.4%	13.1%	0.0%	n/a	11.5%	n/a	11.5%
088 Office of the First Year	2009/2010	0	0	25,000	0	25,000	0	25,000
	2010/2011	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%
089 Arts & Social Sciences-General	2009/2010	724,716	0	2,577,713	0	3,302,429	0	3,302,429
	2010/2011	167,909	0	2,432,256	0	2,600,165	0	2,600,165
	Inc. (Dec.)	(556,807)	0	(145,457)	0	(702,264)	0	(702,264)
	%	-76.8%	n/a	-5.6%	n/a	-21.3%	n/a	-21.3%

Carleton University - 2010-2011 Budget Schedules

Appendix C

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
097 Geography & Environmental Studies	2009/2010	2,191,808	331,730	94,450	(83,729)	2,534,259	0	2,534,259
	2010/2011	2,230,997	342,448	94,450	(43,729)	2,624,166	0	2,624,166
	Inc. (Dec.)	39,189	10,718	0	40,000	89,907	0	89,907
	%	1.8%	3.2%	0.0%	-47.8%	3.5%	n/a	3.5%
112 Sociology & Anthropology	2009/2010	3,789,069	248,161	63,708	0	4,100,938	0	4,100,938
	2010/2011	3,850,821	257,621	63,708	0	4,172,150	0	4,172,150
	Inc. (Dec.)	61,752	9,460	0	0	71,212	0	71,212
	%	1.6%	3.8%	0.0%	n/a	1.7%	n/a	1.7%
118 Psychology	2009/2010	3,690,611	304,840	86,482	(5,419)	4,076,514	0	4,076,514
	2010/2011	3,869,757	308,402	86,482	0	4,264,641	0	4,264,641
	Inc. (Dec.)	179,146	3,562	0	5,419	188,127	0	188,127
	%	4.9%	1.2%	0.0%	-100.0%	4.6%	n/a	4.6%
124 Pauline Jewett Institute in Women's & Gender Studies	2009/2010	415,618	103,414	10,314	(20,000)	509,346	0	509,346
	2010/2011	547,869	106,516	10,314	0	664,699	(25,790)	638,909
	Inc. (Dec.)	3,200	3,102	0	20,000	155,353	(25,790)	129,563
	%	0.8%	3.0%	0.0%	-100.0%	30.5%	n/a	25.4%
396 Centre for Initiatives in Education	2009/2010	439,562	259,526	621,488	(68,001)	1,252,575	(455,200)	797,375
	2010/2011	504,747	274,393	563,279	0	1,342,419	(477,000)	865,419
	Inc. (Dec.)	65,185	14,867	(58,209)	68,001	89,844	(21,800)	68,044
	%	14.8%	5.7%	-9.4%	0.0%	7.2%	4.8%	8.5%
Salary Reallocations	2009/2010	(143,502)	143,502	0	0	0	0	0
	2010/2011	(206,365)	206,365	0	0	0	0	0
<b>Total - Faculty of Arts &amp; Social Science</b>	2009/2010	30,113,679	3,810,310	4,144,933	(433,773)	37,635,149	(455,200)	37,179,949
	2010/2011	29,972,197	3,996,856	3,941,213	(351,971)	37,558,295	(502,790)	37,055,505
	Inc. (Dec.)	(141,482)	186,546	(203,720)	81,802	(76,854)	(47,590)	(124,444)
	%	-0.5%	4.9%	-4.9%	-18.9%	-0.2%	10.5%	-0.3%

Carleton University - 2010-2011 Budget Schedules

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Appendix C Net Allocation \$
<b>Faculty of Public Affairs</b>								
031 School of Journalism	2009/2010	3,286,991	329,205	316,789	(287,326)	3,645,659	0	3,645,659
	2010/2011	3,225,204	335,557	321,024	(288,709)	3,593,076	0	3,593,076
	Inc. (Dec.)	(61,787)	6,352	4,235	(1,383)	(52,583)	0	(52,583)
	%	-1.9%	1.9%	1.3%	0.5%	-1.4%	n/a	-1.4%
094 Economics	2009/2010	3,270,079	294,973	96,750	0	3,661,802	0	3,661,802
	2010/2011	3,441,133	307,562	99,729	0	3,848,424	0	3,848,424
	Inc. (Dec.)	171,054	12,589	2,979	0	186,622	0	186,622
	%	5.2%	4.3%	3.1%	n/a	5.1%	n/a	5.1%
100 Law	2009/2010	3,047,320	267,995	162,218	(46,948)	3,430,585	0	3,430,585
	2010/2011	3,269,001	271,660	170,740	(49,709)	3,661,692	0	3,661,692
	Inc. (Dec.)	221,681	3,665	8,522	(2,761)	231,107	0	231,107
	%	7.3%	1.4%	5.3%	5.9%	6.7%	n/a	6.7%
101 Kroeger College of Public Affairs	2009/2010	0	0	171,770	0	171,770	0	171,770
	2010/2011	0	0	177,153	0	177,153	0	177,153
	Inc. (Dec.)	0	0	5,383	0	5,383	0	5,383
	%	n/a	n/a	3.1%	n/a	3.1%	n/a	3.1%
103 Political Science	2009/2010	3,657,397	226,430	44,264	(73,541)	3,854,550	0	3,854,550
	2010/2011	3,823,387	236,761	44,515	(76,286)	4,028,377	0	4,028,377
	Inc. (Dec.)	165,990	10,331	251	(2,745)	173,827	0	173,827
	%	4.5%	4.6%	0.6%	3.7%	4.5%	n/a	4.5%
106 School of Public Policy & Administration	2009/2010	2,418,040	221,616	30,181	(213,423)	2,456,414	0	2,456,414
	2010/2011	2,492,569	229,352	30,183	(196,494)	2,555,610	0	2,555,610
	Inc. (Dec.)	74,529	7,736	2	16,929	99,196	0	99,196
	%	3.1%	3.5%	0.0%	-7.9%	4.0%	n/a	4.0%
109 School of Social Work	2009/2010	1,748,957	224,785	59,445	0	2,033,187	0	2,033,187
	2010/2011	1,632,942	231,528	60,769	0	1,925,239	0	1,925,239
	Inc. (Dec.)	(116,015)	6,743	1,324	0	(107,948)	0	(107,948)
	%	-6.6%	3.0%	2.2%	n/a	-5.3%	n/a	-5.3%

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		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	2009/2010	273,193	117,551	22,133	0	412,877	0	412,877
	2010/2011	302,431	121,077	22,985	0	446,493	0	446,493
	Inc. (Dec.)	29,238	3,526	852	0	33,616	0	33,616
	%	10.7%	3.0%	3.8%	n/a	8.1%	n/a	8.1%
115 Institute of European & Russian Studies	2009/2010	244,546	0	42,170	0	286,716	0	286,716
	2010/2011	340,212	0	44,797	(71,000)	314,009	0	314,009
	Inc. (Dec.)	95,666	0	2,627	(71,000)	27,293	0	27,293
	%	39.1%	n/a	6.2%	n/a	9.5%	n/a	9.5%
121 Norman Paterson School of International Affairs 1211 NPSIA Resource Centre	2009/2010	1,943,441	261,557	28,576	(12,000)	2,221,574	0	2,221,574
	2010/2011	1,946,662	267,482	28,965	(12,000)	2,231,109	0	2,231,109
	Inc. (Dec.)	3,221	5,925	389	0	9,535	0	9,535
	%	0.2%	2.3%	1.4%	0.0%	0.4%	n/a	0.4%
127 Institute of Political Economy	2009/2010	108,035	0	67,647	0	175,682	0	175,682
	2010/2011	102,373	0	67,649	0	170,022	0	170,022
	Inc. (Dec.)	(5,662)	0	2	0	(5,660)	0	(5,660)
	%	-5.2%	n/a	0.0%	n/a	-3.2%	n/a	-3.2%
162 Office of the Dean of Public Affairs	2009/2010	245,813	427,730	1,392,449	0	2,065,992	0	2,065,992
	2010/2011	250,265	446,494	1,166,563	0	1,863,322	0	1,863,322
	Inc. (Dec.)	4,452	18,764	(225,886)	0	(202,670)	0	(202,670)
	%	1.8%	4.4%	-16.2%	n/a	-9.8%	n/a	-9.8%
164 Public Affairs - General 1641 Public Affairs Contingencies	2009/2010	0	0	0	0	0	0	0
	2010/2011	0	0	84,468	0	84,468	0	84,468
	Inc. (Dec.)	0	0	84,468	0	84,468	0	84,468
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Salary Reallocations	2009/2010	(100,237)	183,367	(83,130)	0	0	0	0
	2010/2011	(103,410)	189,371	(85,961)	0	0	0	0
<b>Total - Faculty of Public Affairs</b>	2009/2010	20,143,575	2,555,209	2,351,262	(633,238)	24,416,808	0	24,416,808
	2010/2011	20,722,769	2,636,844	2,233,579	(694,198)	24,898,994	0	24,898,994
	Inc. (Dec.)	579,194	81,635	(117,683)	(60,960)	482,186	0	482,186
	%	2.9%	3.2%	-5.0%	9.6%	2.0%	n/a	2.0%

		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	2009/2010	6,143,945	1,113,529	941,252	(322,739)	7,875,987	0	7,875,987
	2010/2011	6,366,783	1,017,462	693,296	(202,854)	7,874,687	0	7,874,687
	Inc. (Dec.)	222,838	(96,067)	(247,956)	119,885	(1,300)	0	(1,300)
	%	3.6%	-8.6%	-26.3%	-37.1%	0.0%	n/a	0.0%
<b>Total - Sprott School of Business</b>								
	2009/2010	6,143,945	1,113,529	941,252	(322,739)	7,875,987	0	7,875,987
	2010/2011	6,366,783	1,017,462	693,296	(202,854)	7,874,687	0	7,874,687
	Inc. (Dec.)	222,838	(96,067)	(247,956)	119,885	(1,300)	0	(1,300)
	%	3.6%	-8.6%	-26.3%	-37.1%	0.0%	n/a	0.0%

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		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Appendix C Net Allocation \$
<b>Faculty of Science</b>								
165 Science Stores	2009/2010	0	111,416	216,358	(115,000)	212,774	(95,000)	117,774
	2010/2011	0	114,758	216,358	(115,000)	216,116	(95,000)	121,116
	Inc. (Dec.)	0	3,342	0	0	3,342	0	3,342
	%	n/a	3.0%	0.0%	0.0%	1.6%	0.0%	2.8%
166 Biology 193 Biology Centre for Graduate Studies	2009/2010	2,539,875	862,555	155,312	(176,324)	3,381,418	0	3,381,418
	2010/2011	2,676,883	888,601	160,879	(207,594)	3,518,769	0	3,518,769
	Inc. (Dec.)	137,008	26,046	5,567	(31,270)	137,351	0	137,351
	%	5.4%	3.0%	3.6%	17.7%	4.1%	n/a	4.1%
169 Chemistry 187 Institute of Graduate Studies in Chemistry	2009/2010	1,800,810	551,445	143,002	(264,722)	2,230,535	0	2,230,535
	2010/2011	1,964,492	580,827	144,877	(247,040)	2,443,156	0	2,443,156
	Inc. (Dec.)	163,682	29,382	1,875	17,682	212,621	0	212,621
	%	9.1%	5.3%	1.3%	-6.7%	9.5%	n/a	9.5%
172 Earth Sciences 173 Scanning Electron Microscope 190 Centre for Geoscience Studies	2009/2010	1,131,674	326,883	95,058	(10,000)	1,543,615	(5,000)	1,538,615
	2010/2011	1,160,162	338,146	97,379	(10,000)	1,585,687	(5,000)	1,580,687
	Inc. (Dec.)	28,488	11,263	2,321	0	42,072	0	42,072
	%	2.5%	3.4%	2.4%	0.0%	2.7%	0.0%	2.7%
175 Mathematics & Statistics 199 Institute of Math & Statistics	2009/2010	3,576,906	335,496	273,240	(14,726)	4,170,916	0	4,170,916
	2010/2011	3,607,235	350,664	292,978	0	4,250,877	0	4,250,877
	Inc. (Dec.)	30,329	15,168	19,738	14,726	79,961	0	79,961
	%	0.8%	4.5%	7.2%	-100.0%	1.9%	n/a	1.9%
178 Physics 196 Centre for Graduate Studies in Physics	2009/2010	1,757,371	482,436	131,081	(505,588)	1,865,300	0	1,865,300
	2010/2011	1,797,595	499,222	138,493	(487,269)	1,948,041	0	1,948,041
	Inc. (Dec.)	40,224	16,786	7,412	18,319	82,741	0	82,741
	%	2.3%	3.5%	5.7%	-3.6%	4.4%	n/a	4.4%
181 Biochemistry	2009/2010	177,877	0	100,667	0	278,544	0	278,544
	2010/2011	188,607	0	104,683	0	293,290	0	293,290
	Inc. (Dec.)	10,730	0	4,016	0	14,746	0	14,746
	%	6.0%	n/a	4.0%	n/a	5.3%	n/a	5.3%

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		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
185 Environmental Science Committee	2009/2010	190,168	0	89,057	0	279,225	0	279,225
	2010/2011	200,994	0	131,590	(59,600)	272,984	0	272,984
	Inc. (Dec.)	10,826	0	42,533	0	(6,241)	0	(6,241)
	%	5.7%	n/a	47.8%	n/a	-2.2%	n/a	-2.2%
222 Technology, Society & Environment	2009/2010	0	0	73,364	0	73,364	0	73,364
	2010/2011	0	0	80,263	0	80,263	0	80,263
	Inc. (Dec.)	0	0	6,899	0	6,899	0	6,899
	%	n/a	n/a	9.4%	n/a	9.4%	n/a	9.4%
225 School of Computer Science 202 Ottawa-Carleton Institute for Computer Science	2009/2010	3,198,922	481,980	163,649	(152,925)	3,691,626	0	3,691,626
	2010/2011	3,302,765	497,803	168,151	(161,760)	3,806,959	0	3,806,959
	Inc. (Dec.)	103,843	15,823	4,502	(8,835)	115,333	0	115,333
	%	3.2%	3.3%	2.8%	5.8%	3.1%	n/a	3.1%
216 Institute of Neuroscience	2009/2010	801,331	0	17,000	(249,437)	568,894	0	568,894
	2010/2011	765,210	0	17,000	(249,437)	532,773	0	532,773
	Inc. (Dec.)	(36,121)	0	0	0	(36,121)	0	(36,121)
	%	-4.5%	n/a	0.0%	n/a	-6.3%	n/a	-6.3%
237 Office of the Dean of Science	2009/2010	45,000	322,087	59,112	0	426,199	0	426,199
	2010/2011	40,783	331,872	59,112	0	431,767	0	431,767
	Inc. (Dec.)	(4,217)	9,785	0	0	5,568	0	5,568
	%	-9.4%	3.0%	0.0%	n/a	1.3%	n/a	1.3%
239 Science-General 184 Integrated Science Studies	2009/2010	0	0	1,059,327	0	1,059,327	0	1,059,327
	2010/2011	0	0	592,515	0	592,515	0	592,515
	Inc. (Dec.)	0	0	(466,812)	0	(466,812)	0	(466,812)
	%	n/a	n/a	-44.1%	n/a	-44.1%	n/a	-44.1%
Salary Reallocations	2009/2010	48,777	178,328	(227,105)	0	0	0	0
	2010/2011	61,009	183,128	(244,137)	0	0	0	0
<b>Total - Faculty of Science</b>	2009/2010	15,268,711	3,652,626	2,349,122	(1,488,722)	19,781,737	(100,000)	19,681,737
	2010/2011	15,765,735	3,785,021	1,960,141	(1,537,700)	19,973,197	(100,000)	19,873,197
	Inc. (Dec.)	497,024	132,395	(388,981)	(48,978)	191,460	0	191,460
	%	3.3%	3.6%	-16.6%	3.3%	1.0%	0.0%	1.0%

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		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	2009/2010	2,415,947	434,909	166,946	(219,833)	2,797,969	0	2,797,969
	2010/2011	2,437,741	428,583	166,946	(199,537)	2,833,733	0	2,833,733
	Inc. (Dec.)	21,794	(6,326)	0	20,296	35,764	0	35,764
	%	0.9%	-1.5%	0.0%	-9.2%	1.3%	n/a	1.3%
244 Electronic Engineering	2009/2010	2,752,396	433,013	188,617	(204,653)	3,169,373	0	3,169,373
	2010/2011	2,929,285	451,830	188,617	(224,681)	3,345,051	0	3,345,051
	Inc. (Dec.)	176,889	18,817	0	(20,028)	175,678	0	175,678
	%	6.4%	4.3%	0.0%	9.8%	5.5%	n/a	5.5%
247 Mechanical & Aerospace Engineering	2009/2010	3,932,839	658,865	239,746	(300,000)	4,531,450	0	4,531,450
	2010/2011	4,209,088	678,996	239,746	(300,000)	4,827,830	0	4,827,830
	Inc. (Dec.)	276,249	20,131	0	0	296,380	0	296,380
	%	7.0%	3.1%	0.0%	0.0%	6.5%	n/a	6.5%
250 Systems & Computer Engineering	2009/2010	4,762,389	563,682	249,381	(185,975)	5,389,477	(87,000)	5,302,477
	2010/2011	4,550,782	585,344	249,381	(200,000)	5,185,507	(12,521)	5,172,986
	Inc. (Dec.)	(211,607)	21,662	0	(14,025)	(203,970)	74,479	(129,491)
	%	-4.4%	3.8%	0.0%	7.5%	-3.8%	-85.6%	-2.4%
259 School of Information Technology	2009/2010	635,917	145,602	97,654	0	879,173	0	879,173
	2010/2011	669,003	153,429	97,654	0	920,086	0	920,086
	Inc. (Dec.)	33,086	7,827	0	0	40,913	0	40,913
	%	5.2%	5.4%	0.0%	n/a	4.7%	n/a	4.7%
265 Engineering-General	2009/2010	102,151	591,499	1,173,279	0	1,866,929	0	1,866,929
	2010/2011	99,039	591,382	1,289,296	0	1,979,717	0	1,979,717
	Inc. (Dec.)	(3,112)	(117)	116,017	0	112,788	0	112,788
	%	-3.0%	0.0%	9.9%	n/a	6.0%	n/a	6.0%
270 School of Industrial Design	2009/2010	714,138	319,082	102,981	0	1,136,201	0	1,136,201
	2010/2011	707,635	322,538	102,981	0	1,133,154	0	1,133,154
	Inc. (Dec.)	(6,503)	3,456	0	0	(3,047)	0	(3,047)
	%	-0.9%	1.1%	0.0%	n/a	-0.3%	n/a	-0.3%
280 Azrieli School of Architecture	2009/2010	1,638,506	471,777	402,737	0	2,513,020	0	2,513,020
	2010/2011	1,849,395	506,908	402,737	(44,114)	2,714,926	0	2,714,926
	Inc. (Dec.)	210,889	35,131	0	(44,114)	201,906	0	201,906
	%	12.9%	7.4%	0.0%	n/a	8.0%	n/a	8.0%
<b>Total - Faculty of Engineering &amp; Design</b>	2009/2010	16,954,283	3,618,429	2,621,341	(910,461)	22,283,592	(87,000)	22,196,592
	2010/2011	17,451,968	3,719,010	2,737,358	(968,332)	22,940,004	(12,521)	22,927,483
	Inc. (Dec.)	497,685	100,581	116,017	(57,871)	656,412	74,479	730,891
	%	2.9%	2.8%	4.4%	6.4%	2.9%	-85.6%	3.3%



		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)	2009/2010	0	386,129	132,504	0	518,633	0	518,633
	2010/2011	0	410,280	241,659	0	651,939	0	651,939
	Inc. (Dec.)	0	24,151	109,155	0	133,306	0	133,306
	%	n/a	6.3%	82.4%	n/a	25.7%	n/a	25.7%
445 Miscellaneous Academic - Provost and Vice-President (Academic)	2009/2010	0	0	392,156	0	392,156	0	392,156
	2010/2011	0	0	337,781	0	337,781	0	337,781
	Inc. (Dec.)	0	0	(54,375)	0	(54,375)	0	(54,375)
	%	n/a	n/a	-13.9%	n/a	-13.9%	n/a	-13.9%
618 Ombudsman's Office	2009/2010	0	126,621	52,782	0	179,403	(90,465)	88,938
	2010/2011	0	128,800	48,250	0	177,050	(90,704)	86,346
	Inc. (Dec.)	0	2,179	(4,532)	0	(2,353)	(239)	(2,592)
	%	n/a	1.7%	-8.6%	n/a	-1.3%	0.3%	-2.9%
<b>Total - Provost and Vice-President (Academic)</b>	2009/2010	0	512,750	577,442	0	1,090,192	(90,465)	999,727
	2010/2011	0	539,080	627,690	0	1,166,770	(90,704)	1,076,066
	Inc. (Dec.)	0	26,330	50,248	0	76,578	(239)	76,339
	%	n/a	5.1%	8.7%	n/a	7.0%	0.3%	7.6%
<b>Enrolment Management</b>								
473 Admissions Services	2009/2010	0	1,365,810	277,906	0	1,643,716	(45,000)	1,598,716
	2010/2011	0	1,408,338	242,157	0	1,650,495	(45,000)	1,605,495
	Inc. (Dec.)	0	42,528	(35,749)	0	6,779	0	6,779
	%	n/a	3.11%	-12.9%	n/a	0.4%	0.0%	0.4%
474 International Recruitment	2009/2010	0	153,517	300,000	0	453,517	0	453,517
	2010/2011	0	155,407	183,365	0	338,772	0	338,772
	Inc. (Dec.)	0	1,890	(116,635)	0	(114,745)	0	(114,745)
	%	n/a	1.2%	-38.9%	n/a	-25.3%	n/a	-25.3%
475 Undergrad Recruitment Office	2009/2010	0	656,126	1,047,566	0	1,703,692	0	1,703,692
	2010/2011	0	677,845	904,580	0	1,582,425	0	1,582,425
	Inc. (Dec.)	0	21,719	(142,986)	0	(121,267)	0	(121,267)
	%	n/a	3.3%	-13.6%	n/a	-7.1%	n/a	-7.1%
477 Telecounselling Centre	2009/2010	0	0	101,500	0	101,500	0	101,500
	2010/2011	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%

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		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
561 Awards Office	2009/2010	0	617,017	142,474	(163,200)	596,291	0	596,291
	2010/2011	0	635,562	124,449	(163,200)	596,811	0	596,811
	Inc. (Dec.)	0	18,545	(18,025)	0	520	0	520
	%	n/a	3.0%	-12.7%	0.0%	0.1%	n/a	0.1%
566 Enrolment Management	2009/2010	0	205,023	463,230	0	668,253	0	668,253
	2010/2011	0	210,522	389,039	0	599,561	0	599,561
	Inc. (Dec.)	0	5,499	(74,191)	0	(68,692)	0	(68,692)
	%	n/a	2.7%	-16.0%	n/a	-10.3%	n/a	-10.3%
<b>Total - Enrolment Management</b>	2009/2010	0	2,997,493	2,332,676	(163,200)	5,166,969	(45,000)	5,121,969
	2010/2011	0	3,087,674	1,945,090	(163,200)	4,869,564	(45,000)	4,824,564
	Inc. (Dec.)	0	90,181	(387,586)	0	(297,405)	0	(297,405)
	%	n/a	3.0%	-16.6%	0.0%	-5.8%	0.0%	-5.8%
<b>Director of Student Affairs</b>								
398 Office - Director of Student Affairs	2009/2010	0	130,743	41,101	0	171,844	0	171,844
	2010/2011	0	139,863	29,934	0	169,797	0	169,797
	Inc. (Dec.)	0	9,120	(11,167)	0	(2,047)	0	(2,047)
	%	n/a	7.0%	-27.2%	n/a	-1.2%	n/a	-1.2%
564 Paul Menton Centre	2009/2010	0	541,912	227,209	0	769,121	0	769,121
	2010/2011	0	617,355	274,008	0	891,363	0	891,363
	Inc. (Dec.)	0	75,443	46,799	0	122,242	0	122,242
	%	n/a	13.9%	20.6%	n/a	15.9%	n/a	15.9%
565 International Student Services Office	2009/2010	0	240,062	47,314	0	287,376	0	287,376
	2010/2011	0	300,056	71,649	0	371,705	(43,000)	328,705
	Inc. (Dec.)	0	59,994	24,335	0	84,329	(43,000)	41,329
	%	n/a	25.0%	51.4%	n/a	29.3%	n/a	14.4%
<b>Total - Director of Student Affairs</b>	2009/2010	0	912,717	315,624	0	1,228,341	0	1,228,341
	2010/2011	0	1,057,274	375,591	0	1,432,865	(43,000)	1,389,865
	Inc. (Dec.)	0	144,557	59,967	0	204,524	(43,000)	161,524
	%	n/a	15.8%	19.0%	n/a	16.7%	n/a	13.1%

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Appendix C

		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	2009/2010	0	2,472,860	433,257	0	2,906,117	0	2,906,117
	2010/2011	0	2,406,111	374,205	0	2,780,316	0	2,780,316
	Inc. (Dec.)	0	(66,749)	(59,052)	0	(125,801)	0	(125,801)
	%	n/a	-2.7%	-13.6%	n/a	-4.3%	n/a	-4.3%
405 University Calendars	2009/2010	0	0	83,000	0	83,000	0	83,000
	2010/2011	0	0	20,000	0	20,000	0	20,000
	Inc. (Dec.)	0	0	(63,000)	0	(63,000)	0	(63,000)
	%	n/a	n/a	-75.9%	n/a	-75.9%	n/a	-75.9%
476 Scheduling & Exam Services	2009/2010	0	304,268	491,738	0	796,006	0	796,006
	2010/2011	0	322,897	387,857	0	710,754	0	710,754
	Inc. (Dec.)	0	18,629	(103,881)	0	(85,252)	0	(85,252)
	%	n/a	6.1%	-21.1%	n/a	-10.7%	n/a	-10.7%
478 Examination Room	2009/2010	0	0	75,000	0	75,000	0	75,000
	2010/2011	0	0	60,000	0	60,000	0	60,000
	Inc. (Dec.)	0	0	(15,000)	0	(15,000)	0	(15,000)
	%	n/a	0.0%	0.0%	n/a	0.0%	n/a	0.0%
<b>Total - University Registrar</b>	2009/2010	0	2,777,128	1,082,995	0	3,860,123	0	3,860,123
	2010/2011	0	2,729,008	842,062	0	3,571,070	0	3,571,070
	Inc. (Dec.)	0	(48,120)	(240,933)	0	(289,053)	0	(289,053)
	%	n/a	-1.7%	-22.2%	n/a	-7.5%	n/a	-7.5%
<b>Associate Vice-President Student Support Services</b>								
394 Student Academic Success Centre	2009/2010	0	724,131	148,590	0	872,721	0	872,721
	2010/2011	0	753,384	132,927	0	886,311	0	886,311
	Inc. (Dec.)	0	29,253	(15,663)	0	13,590	0	13,590
	%	n/a	4.0%	-10.5%	n/a	1.6%	n/a	1.6%
397 Carleton University Co-op Office	2009/2010	0	789,451	468,820	0	1,258,271	(825,000)	433,271
	2010/2011	0	983,472	134,019	0	1,117,491	0	1,117,491
	Inc. (Dec.)	0	194,021	(334,801)	0	(140,780)	825,000	684,220
	%	n/a	24.6%	-71.4%	n/a	-11.2%	-100.0%	157.9%

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		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
400 Student Experience Office	2009/2010	0	196,199	72,026	0	268,225	0	268,225
	2010/2011	0	206,701	58,026	0	264,727	0	264,727
	Inc. (Dec.)	0	10,502	0	0	(3,498)	0	(3,498)
	%	n/a	5.4%	0.0%	n/a	-1.3%	n/a	-1.3%
415 Writing Tutorial Service	2009/2010	0	0	60,477	(33,477)	27,000	0	27,000
	2010/2011	0	0	70,987	0	70,987	0	70,987
	Inc. (Dec.)	0	0	0	0	43,987	0	43,987
	%	n/a	n/a	0.0%	0.0%	162.9%	n/a	162.9%
440 Office of Associate Vice-President Student Support Services	2009/2010	0	275,977	146,244	0	422,221	0	422,221
	2010/2011	0	138,352	67,748	0	206,100	0	206,100
	Inc. (Dec.)	0	(137,625)	(78,496)	0	(216,121)	0	(216,121)
	%	n/a	-49.9%	-53.7%	n/a	-51.2%	n/a	-51.2%
446 Learning Commons	2009/2010	0	0	113,078	0	113,078	0	113,078
	2010/2011	0	0	117,835	0	117,835	0	117,835
	Inc. (Dec.)	0	0	4,757	0	4,757	0	4,757
	%	n/a	n/a	4.2%	n/a	4.2%	n/a	4.2%
563 Career Services	2009/2010	0	676,605	105,090	0	781,695	0	781,695
	2010/2011	0	711,452	53,876	0	765,328	0	765,328
	Inc. (Dec.)	0	34,847	(51,214)	0	(16,367)	0	(16,367)
	%	n/a	5.2%	-48.7%	n/a	-2.1%	n/a	-2.1%
<b>Total - Associate Vice-President Student Support Services</b>	2009/2010	0	2,662,363	1,114,325	(33,477)	3,743,211	(825,000)	2,918,211
	2010/2011	0	2,793,361	635,418	0	3,428,779	0	3,428,779
	Inc. (Dec.)	0	130,998	(478,907)	33,477	(314,432)	825,000	510,568
	%	n/a	4.9%	-43.0%	-100.0%	-8.4%	-100.0%	17.5%
<b>Education Development Centre</b>								
381 Instructional Media Services	2009/2010	0	1,249,096	118,730	0	1,367,826	(62,696)	1,305,130
	2010/2011	0	1,168,399	107,671	0	1,276,070	(62,696)	1,213,374
	Inc. (Dec.)	0	(80,697)	(11,059)	0	(91,756)	0	(91,756)
	%	n/a	-6.5%	-9.3%	n/a	-6.7%	0.0%	-7.0%
386 Education Development Centre	2009/2010	0	1,269,293	212,677	0	1,481,970	0	1,481,970
	2010/2011	0	1,319,473	249,640	0	1,569,113	0	1,569,113
	Inc. (Dec.)	0	50,180	36,963	0	87,143	0	87,143
	%	n/a	4.0%	17.4%	n/a	5.9%	n/a	5.9%
387 Carleton University Television (CUTV)	2009/2010	0	154,431	360,357	0	514,788	(461,000)	53,788
	2010/2011	0	121,743	343,511	0	465,254	(461,000)	4,254
	Inc. (Dec.)	0	(32,688)	(16,846)	0	(49,534)	0	(49,534)
	%	n/a	-21.2%	-4.7%	n/a	-9.6%	0.0%	-92.1%

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		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	2009/2010	0	0	68,961	0	68,961	(80,000)	(11,039)
	2010/2011	0	0	68,961	0	68,961	(80,000)	(11,039)
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	0.0%	0.0%
399 Faculty Recruitment & Support	2009/2010	0	0	10,000	0	10,000	0	10,000
	2010/2011	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%
<b>Total - Education Development Centre</b>	2009/2010	0	2,672,820	770,725	0	3,443,545	(603,696)	2,839,849
	2010/2011	0	2,609,615	779,783	0	3,389,398	(603,696)	2,785,702
	Inc. (Dec.)	0	(63,205)	9,058	0	(54,147)	0	(54,147)
	%	n/a	-2.4%	1.2%	n/a	-1.6%	0.0%	-1.9%
<b>Faculty of Graduate Studies and Research</b>								
301 Office of the Dean of Graduate Studies and Research	2009/2010	30,034	1,009,777	241,929	(81,600)	1,200,140	0	1,200,140
	2010/2011	27,123	1,037,465	195,226	(81,600)	1,178,214	0	1,178,214
	Inc. (Dec.)	(2,911)	27,688	(46,703)	0	(21,926)	0	(21,926)
	%	-9.7%	2.7%	-19.3%	0.0%	-1.8%	n/a	-1.8%
<b>Total - Graduate Studies</b>	2009/2010	30,034	1,009,777	241,929	(81,600)	1,200,140	0	1,200,140
	2010/2011	27,123	1,037,465	195,226	(81,600)	1,178,214	0	1,178,214
	Inc. (Dec.)	(2,911)	27,688	(46,703)	0	(21,926)	0	(21,926)
	%	-9.7%	2.7%	-19.3%	0.0%	-1.8%	n/a	-1.8%
Salary Reallocations	2009/2010	0	120,477	(120,477)	0	0	0	0
	2010/2011	0	115,036	(115,036)	0	0	0	0
<b>Total - Academic Administration &amp; Student Services</b>	2009/2010	30,034	13,665,525	6,315,239	(278,277)	19,732,521	(1,564,161)	18,168,360
	2010/2011	27,123	13,968,513	5,285,824	(244,800)	19,036,660	(782,400)	18,254,260
	Inc. (Dec.)	(2,911)	302,988	(1,029,415)	33,477	(695,861)	781,761	85,900
	%	-9.7%	2.2%	-16.3%	-12.0%	-3.5%	-50.0%	0.5%

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		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	2009/2010	2,453,688	5,279,617	6,222,925	0	13,956,230	0	13,956,230
	2010/2011	2,505,034	5,395,021	5,810,854	0	13,710,909	0	13,710,909
	Inc. (Dec.)	51,346	115,404	(412,071)	0	(245,321)	0	(245,321)
	%	2.1%	2.2%	-6.6%	n/a	-1.8%	n/a	-1.8%
<b>Total - Library</b>								
	2009/2010	2,453,688	5,279,617	6,222,925	0	13,956,230	0	13,956,230
	2010/2011	2,505,034	5,395,021	5,810,854	0	13,710,909	0	13,710,909
	Inc. (Dec.)	51,346	115,404	(412,071)	0	(245,321)	0	(245,321)
	%	2.1%	2.2%	-6.6%	n/a	-1.8%	n/a	-1.8%

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		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)	2009/2010	0	880,026	205,844	0	1,085,870	0	1,085,870
	2010/2011	0	791,182	148,856	0	940,038	0	940,038
	Inc. (Dec.)	0	(88,844)	(56,988)	0	(145,832)	0	(145,832)
	%	n/a	-10.1%	-27.7%	n/a	-13.4%	n/a	-13.4%
371 Carleton International	2009/2010	0	354,522	69,480	0	424,002	0	424,002
	2010/2011	0	184,879	64,980	0	249,859	0	249,859
	Inc. (Dec.)	0	(169,643)	(4,500)	0	(174,143)	0	(174,143)
	%	n/a	-47.9%	-6.5%	n/a	-41.1%	n/a	-41.1%
372 Office of Research Services	2009/2010	0	367,293	533,259	0	900,552	0	900,552
	2010/2011	0	380,294	463,139	0	843,433	0	843,433
	Inc. (Dec.)	0	13,001	(70,120)	0	(57,119)	0	(57,119)
	%	n/a	3.5%	-13.1%	n/a	-6.3%	n/a	-6.3%
373 Technology & Research Development	2009/2010	0	0	112,961	0	112,961	0	112,961
	2010/2011	0	0	110,373	0	110,373	0	110,373
	Inc. (Dec.)	0	0	(2,588)	0	(2,588)	0	(2,588)
	%	n/a	n/a	-2.3%	n/a	-2.3%	n/a	-2.3%
376 Life Science Research Centre	2009/2010	0	186,290	55,648	0	241,938	0	241,938
	2010/2011	0	197,486	58,648	0	256,134	0	256,134
	Inc. (Dec.)	0	11,196	3,000	0	14,196	0	14,196
	%	n/a	6.0%	5.4%	n/a	5.9%	n/a	5.9%
377 Office of AVP Research	2009/2010	0	0	0	0	0	0	0
	2009/2010	0	0	20,000	0	20,000	0	20,000
	Inc. (Dec.)	0	0	20,000	0	20,000	0	20,000
	%	n/a	n/a	100.0%	n/a	100.0%	n/a	100.0%
Salary Reallocations	2009/2010	0	89,461	(89,461)	0	0	0	0
	2010/2011	0	91,253	(91,253)	0	0	0	0
<b>Total - Research &amp; International</b>	2009/2010	0	1,877,592	887,731	0	2,765,323	0	2,765,323
	2010/2011	0	1,645,094	774,743	0	2,419,837	0	2,419,837
	Inc. (Dec.)	0	(232,498)	(112,988)	0	(345,486)	0	(345,486)
	%	n/a	-12.4%	-12.7%	n/a	-12.5%	n/a	-12.5%

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		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	2009/2010	0	341,001	277,657	(120,000)	498,658	(160,000)	338,658
	2010/2011	0	352,597	224,169	(120,000)	456,766	(160,000)	296,766
	Inc. (Dec.)	0	11,596	(53,488)	0	(41,892)	0	(41,892)
	%	n/a	3.4%	-19.3%	0.0%	-8.4%	0.0%	-12.4%
374 Office of Institutional Research	2009/2010	0	592,716	67,862	0	660,578	0	660,578
	2010/2011	0	604,060	71,840	0	675,900	0	675,900
	Inc. (Dec.)	0	11,344	3,978	0	15,322	0	15,322
	%	n/a	1.9%	5.9%	n/a	2.3%	n/a	2.3%
482 Business Office	2009/2010	0	1,624,126	299,806	(35,000)	1,888,932	0	1,888,932
	2010/2011	0	1,598,226	311,603	(35,000)	1,874,829	0	1,874,829
	Inc. (Dec.)	0	(25,900)	11,797	0	(14,103)	0	(14,103)
	%	n/a	-1.6%	3.9%	0.0%	-0.7%	n/a	-0.7%
486 Office of the Vice-President (Finance and Administration)	2009/2010	0	539,024	198,854	0	737,878	0	737,878
	2010/2011	0	337,131	261,179	0	598,310	0	598,310
	Inc. (Dec.)	0	(201,893)	62,325	0	(139,568)	0	(139,568)
	%	n/a	-37.5%	31.3%	n/a	-18.9%	n/a	-18.9%
487 Office of Quality Initiatives	2009/2010	0	170,875	50,000	0	220,875	0	220,875
	2010/2011	0	201,648	48,378	0	250,026	0	250,026
	Inc. (Dec.)	0	30,773	(1,622)	0	29,151	0	29,151
	%	n/a	18.0%	-3.2%	n/a	13.2%	n/a	13.2%
498 Office of the AVP Finance	2009/2010	0	856,374	72,186	0	928,560	0	928,560
	2010/2011	0	870,001	60,654	0	930,655	0	930,655
	Inc. (Dec.)	0	13,627	(11,532)	0	2,095	0	2,095
	%	n/a	1.6%	-16.0%	n/a	0.2%	n/a	0.2%
503 Mail Services	2009/2010	0	270,647	27,445	0	298,092	0	298,092
	2010/2011	0	251,449	27,445	0	278,894	0	278,894
	Inc. (Dec.)	0	(19,198)	0	0	(19,198)	0	(19,198)
	%	n/a	-7.1%	0.0%	n/a	-6.4%	n/a	-6.4%



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		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
504 Information Carleton	2009/2010	0	0	102,708	0	102,708	0	102,708
	2010/2011	0	0	104,379	0	104,379	0	104,379
	Inc. (Dec.)	0	0	1,671	0	1,671	0	1,671
	%	n/a	n/a	1.6%	n/a	1.6%	n/a	1.6%
507 Purchasing	2009/2010	0	431,790	126,350	(155,919)	402,221	0	402,221
	2010/2011	0	447,545	106,350	(158,183)	395,712	0	395,712
	Inc. (Dec.)	0	15,755	(20,000)	(2,264)	(6,509)	0	(6,509)
	%	n/a	3.6%	-15.8%	1.5%	-1.6%	n/a	-1.6%
574 Creative Services	2009/2010	0	355,750	41,950	0	397,700	0	397,700
	2010/2011	0	312,277	41,950	0	354,227	0	354,227
	Inc. (Dec.)	0	(43,473)	0	0	(43,473)	0	(43,473)
	%	n/a	-12.2%	0.0%	n/a	-10.9%	n/a	-10.9%
Human Resources Summary	2009/2010	0	1,891,568	422,354	0	2,313,922	0	2,313,922
	2010/2011	0	1,899,287	402,368	0	2,301,655	0	2,301,655
	Inc. (Dec.)	0	7,719	(19,986)	0	(12,267)	0	(12,267)
	%	n/a	0.4%	-4.7%	n/a	-0.5%	n/a	-0.5%
534 Miscellaneous Administration - Vice- President (Finance and Administration)	2009/2010	0	0	2,090,440	(46,600)	2,043,840	(40,000)	2,003,840
	2010/2011	0	0	1,592,120	(46,600)	1,545,520	(40,000)	1,505,520
	Inc. (Dec.)	0	0	(498,320)	0	(498,320)	0	(498,320)
	%	n/a	n/a	-23.8%	0.0%	-24.4%	0.0%	-24.9%
Facilities Managemnt & Planning Summary	2009/2010	0	5,425,720	5,182,277	(2,423,959)	8,184,038	0	8,184,038
	2010/2011	0	5,484,910	5,236,101	(2,473,959)	8,247,052	0	8,247,052
	Inc. (Dec.)	0	59,190	53,824	(50,000)	63,014	0	63,014
	%	n/a	1.1%	1.0%	2.1%	0.77%	n/a	0.8%
University Safety Summary	2009/2010	0	1,478,426	553,454	(270,660)	1,761,220	0	1,761,220
	2010/2011	0	1,552,562	555,050	(272,390)	1,835,222	(16,667)	1,818,555
	Inc. (Dec.)	0	74,136	1,596	(1,730)	74,002	(16,667)	57,335
	%	n/a	5.0%	0.3%	0.6%	4.2%	n/a	3.3%
Computing & Communications Summary	2009/2010	0	6,566,558	2,717,900	(1,072,498)	8,211,960	(78,543)	8,133,417
	2010/2011	0	6,532,873	2,933,971	(1,108,280)	8,358,564	(75,202)	8,283,362
	Inc. (Dec.)	0	(33,685)	216,071	(35,782)	146,604	3,341	149,945
	%	n/a	-0.5%	7.9%	3.3%	1.8%	-4.3%	1.8%

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		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	2009/2010	0	165,082	44,610	0	209,692	(209,692)	0
6071 Pension Committee	2010/2011	0	169,000	44,610	0	213,610	(213,610)	0
	Inc. (Dec.)	0	3,918	0	0	3,918	(3,918)	0
	%	n/a	2.4%	0.0%	n/a	1.9%	1.9%	n/a
Salary Reallocations	2009/2010	0	55,708	(55,708)	0	0	0	0
	2010/2011	0	57,379	(57,379)	0	0	0	0
<b>Total - Finance &amp; Administration</b>	2009/2010	0	20,765,365	12,220,145	(4,124,636)	28,860,874	(488,235)	28,372,639
	2010/2011	0	20,670,945	11,964,788	(4,214,412)	28,421,321	(505,479)	27,915,842
	Inc. (Dec.)	0	(94,420)	(255,357)	(89,776)	(439,553)	(17,244)	(456,797)
	%	n/a	-0.5%	-2.1%	2.2%	-1.5%	3.5%	-1.6%

Carleton University - 2010-2011 Budget Schedules

Appendix C

		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	2009/2010	0	200,502	24,403	0	224,905	0	224,905
	2010/2011	0	146,879	19,315	0	166,194	0	166,194
	Inc. (Dec.)	0	(53,623)	(5,088)	0	(58,711)	0	(58,711)
	%	n/a	-26.7%	-20.8%	n/a	-26.1%	n/a	-26.1%
449 Miscellaneous Academic-President	2009/2010	0	0	216,257	0	216,257	0	216,257
	2010/2011	0	0	110,235	0	110,235	0	110,235
	Inc. (Dec.)	0	0	(106,022)	0	(106,022)	0	(106,022)
	%	n/a	n/a	-49.0%	n/a	-49.0%	n/a	-49.0%
479 Board Elections	2009/2010	0	346,330	94,787	0	441,117	0	441,117
480 Secretary to the Board of Governors	2010/2011	0	390,107	74,287	0	464,394	0	464,394
484 Office of the University Secretary	Inc. (Dec.)	0	43,777	(20,500)	0	23,277	0	23,277
488 FIPPA Corporate Archives	%	n/a	12.6%	-21.6%	n/a	5.3%	n/a	5.3%
483 Office of the President	2009/2010	0	450,291	115,575	0	565,866	0	565,866
	2010/2011	0	454,973	172,797	0	627,770	0	627,770
	Inc. (Dec.)	0	4,682	57,222	0	61,904	0	61,904
	%	n/a	1.0%	49.5%	n/a	10.9%	n/a	10.9%
489 Equity Services	2009/2010	0	359,119	44,103	0	403,222	0	403,222
	2010/2011	0	425,315	39,368	(60,561)	404,122	0	404,122
	Inc. (Dec.)	0	66,196	(4,735)	(60,561)	900	0	900
	%	n/a	18.4%	-10.7%	n/a	0.2%	n/a	0.2%
573 University Communications	2009/2010	0	620,504	613,467	0	1,233,971	0	1,233,971
	2010/2011	0	615,551	163,176	0	778,727	0	778,727
	Inc. (Dec.)	0	(4,953)	(450,291)	0	(455,244)	0	(455,244)
	%	n/a	-0.8%	-73.4%	n/a	-36.9%	n/a	-36.9%
Salary Reallocations	2009/2010	124,596	(124,596)	0	0	0	0	0
	2010/2011	96,385	(96,385)	0	0	0	0	0
<b>Total - President</b>	2009/2010	124,596	1,852,150	1,108,592	0	3,085,338	0	3,085,338
	2010/2011	96,385	1,936,440	579,178	(60,561)	2,551,442	0	2,551,442
	Inc. (Dec.)	(28,211)	84,290	(529,414)	(60,561)	(533,896)	0	(533,896)
	%	-22.6%	4.6%	-47.8%	n/a	-17.3%	n/a	-17.3%

Carleton University - 2010-2011 Budget Schedules

Appendix C

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Advancement</b>								
Advancement Summary	2009/2010	0	2,473,276	1,135,778	(99,900)	3,509,154	0	3,509,154
	2010/2011	0	2,664,538	1,838,599	0	4,503,137	0	4,503,137
	Inc. (Dec.)	0	191,262	702,821	99,900	993,983	0	993,983
	%	n/a	7.7%	61.9%	-100.0%	28.3%	n/a	28.3%
<hr/>								
<b>Total - Advancement</b>	2009/2010	0	2,473,276	1,135,778	(99,900)	3,509,154	0	3,509,154
	2010/2011	0	2,664,538	1,838,599	0	4,503,137	0	4,503,137
	Inc. (Dec.)	0	191,262	702,821	99,900	993,983	0	993,983
	%	n/a	7.7%	61.9%	-100.0%	28.3%	n/a	28.3%

Carleton University - 2010-2011 Budget Schedules

Appendix C

		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	2009/2010	0	0	34,003,500	0	34,003,500	(15,000)	33,988,500
	2010/2011	0	0	36,052,000	0	36,052,000	(15,000)	36,037,000
	Inc. (Dec.)	0	0	2,048,500	0	2,048,500	0	2,048,500
	%	n/a	n/a	6.0%	n/a	6.0%	0.0%	6.0%
Utilities	2009/2010	0	0	7,585,000	0	7,585,000	0	7,585,000
	2010/2011	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	2009/2010	0	0	1,909,800	0	1,909,800	0	1,909,800
	2010/2011	0	0	1,909,800	0	1,909,800	0	1,909,800
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Building Retrofits & Deferred Mtce	2009/2010	0	0	1,200,000	0	1,200,000	0	1,200,000
	2010/2011	0	0	3,200,000	0	3,200,000	0	3,200,000
	Inc. (Dec.)	0	0	2,000,000	0	2,000,000	0	2,000,000
	%	n/a	n/a	166.7%	n/a	166.7%	n/a	166.7%
HCI/VSIM Operating Costs	2009/2010	0	0	372,000	0	372,000	0	372,000
	2010/2011	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	2009/2010	0	0	815,000	0	815,000	0	815,000
	2010/2011	0	0	750,000	0	750,000	0	750,000
	Inc. (Dec.)	0	0	(65,000)	0	(65,000)	0	(65,000)
	%	n/a	n/a	-8.0%	n/a	-8.0%	n/a	-8.0%
Taxes	2009/2010	0	0	10,000	0	10,000	0	10,000
	2010/2011	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	2009/2010	0	0	413,000	0	413,000	0	413,000
	2010/2011	0	0	540,000	0	540,000	0	540,000
	Inc. (Dec.)	0	0	127,000	0	127,000	0	127,000
	%	n/a	n/a	30.8%	n/a	30.8%	n/a	30.8%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Provision for Bad Debt	2009/2010	0	0	1,090,000	0	1,090,000	0	1,090,000
	2010/2011	0	0	1,090,000	0	1,090,000	0	1,090,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Collective Bargaining	2009/2010	0	0	130,000	0	130,000	0	130,000
	2010/2011	0	0	180,000	0	180,000	0	180,000
	Inc. (Dec.)	0	0	50,000	0	50,000	0	50,000
	%	n/a	n/a	38.5%	n/a	38.5%	n/a	38.5%
Recruitment Publications	2009/2010	0	0	40,000	0	40,000	0	40,000
	2010/2011	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%
Student Recruitment	2009/2010	0	0	0	0	0	0	0
	2010/2011	0	0	350,000	0	350,000	0	350,000
	Inc. (Dec.)	0	0	350,000	0	350,000	0	350,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Mandated Student Aid	2009/2010	0	0	6,528,000	0	6,528,000	0	6,528,000
	2010/2011	0	0	7,082,000	0	7,082,000	0	7,082,000
	Inc. (Dec.)	0	0	554,000	0	554,000	0	554,000
	%	n/a	n/a	8.5%	n/a	8.5%	n/a	8.5%
Undergraduate Student Support	2009/2010	0	0	5,889,000	0	5,889,000	0	5,889,000
	2010/2011	0	0	6,189,000	0	6,189,000	0	6,189,000
	Inc. (Dec.)	0	0	300,000	0	300,000	0	300,000
	%	n/a	n/a	5.1%	n/a	5.1%	n/a	5.1%
Graduate Student Support	2009/2010	0	0	21,665,178	0	21,665,178	0	21,665,178
	2010/2011	0	0	22,090,663	0	22,090,663	0	22,090,663
	Inc. (Dec.)	0	0	425,485	0	425,485	0	425,485
	%	n/a	n/a	2.0%	n/a	2.0%	n/a	2.0%
University Memberships	2009/2010	0	0	347,550	0	347,550	0	347,550
	2010/2011	0	0	347,550	0	347,550	0	347,550
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Convocation	2009/2010	0	0	590,000	0	590,000	0	590,000
	2010/2011	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%

Carleton University - 2010-2011 Budget Schedules

Appendix C

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Bank Charges	2009/2010	0	0	90,000	0	90,000	0	90,000
	2010/2011	0	0	100,000	0	100,000	0	100,000
	Inc. (Dec.)	0	0	10,000	0	10,000	0	10,000
	%	n/a	n/a	11.1%	n/a	11.1%	n/a	11.1%
Daycare Maintenance	2009/2010	0	0	30,000	0	30,000	0	30,000
	2010/2011	0	0	30,000	0	30,000	0	30,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Space Charges	2009/2010	0	0	1,000,000	0	1,000,000	0	1,000,000
	2010/2011	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	2009/2010	0	0	0	0	0	0	0
	2010/2011	0	0	500,000	0	500,000	0	500,000
	Inc. (Dec.)	0	0	500,000	0	500,000	0	500,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Sustainability Initiatives	2009/2010	0	0	0	0	0	0	0
	2010/2011	0	0	1,000,000	0	1,000,000	0	1,000,000
	Inc. (Dec.)	0	0	1,000,000	0	1,000,000	0	1,000,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Joint Program Costs	2009/2010	0	0	1,175,000	0	1,175,000	0	1,175,000
	2010/2011	0	0	1,325,000	0	1,325,000	0	1,325,000
	Inc. (Dec.)	0	0	150,000	0	150,000	0	150,000
	%	n/a	n/a	12.8%	n/a	12.8%	n/a	12.8%
Interfund Transfers	2009/2010	0	0	(1,408,690)	0	(1,408,690)	0	(1,408,690)
	2010/2011	0	0	(1,384,990)	0	(1,384,990)	0	(1,384,990)
	Inc. (Dec.)	0	0	23,700	0	23,700	0	23,700
	%	n/a	n/a	-1.7%	n/a	-1.7%	n/a	-1.7%
<b>Total - University Budgets</b>	2009/2010	0	0	83,474,338	0	83,474,338	(15,000)	83,459,338
	2010/2011	0	0	90,948,023	0	90,948,023	(15,000)	90,933,023
	Inc. (Dec.)	0	0	7,473,685	0	7,473,685	0	7,473,685
	%	n/a	n/a	9.0%	n/a	9.0%	0.0%	9.0%

		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>								
11119 Provisions and Contingencies	2009/2010	0	0	19,198,132	0	19,198,132	0	19,198,132
	2010/2011	0	0	38,103,727	0	38,103,727	0	38,103,727
	Inc. (Dec.)	0	0	18,905,595	0	18,905,595	0	18,905,595
	%	n/a	n/a	98.5%	n/a	98.5%	n/a	98.5%
<b>Total - Provisions and Contingencies</b>								
<b>Total - Provisions and Contingencies</b>	2009/2010	0	0	19,198,132	0	19,198,132	0	19,198,132
	2010/2011	0	0	38,103,727	0	38,103,727	0	38,103,727
	Inc. (Dec.)	0	0	18,905,595	0	18,905,595	0	18,905,595
	%	n/a	n/a	98.5%	n/a	98.5%	n/a	98.5%



# CARLETON UNIVERSITY

## PROPOSED BUDGET FOR ANCILLARY UNITS 2010-2011

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## 1. Ancillary Operations – Proposed Budget 2010-2011

Appendix A at the end of this Report details the 2010-2011 proposed budget of the ancillaries, as compared to the revised projections for 2009-2010 and the budget for 2009-2010. Overall, the ancillary results can be summarized as follows:

	<i>2008-09 Actual \$000</i>	<i>2009-10 Budget \$000</i>	<i>2009-10 Projected \$000</i>	<i>2010-11 Budget \$000</i>
Income and internal recoveries	47,356	47,659	48,242	48,842
Expenses and transfers	41,631	44,788	44,099	44,970
Surplus/(Deficit)	5,725	2,871	4,143	3,872
Contribution to new buildings	-	-	-	9,400

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 2009 \$000</i>	<i>Budgeted Balance at April 2010 \$000</i>	<i>Projected Balance at April 2010 \$000</i>	<i>Budgeted Balance at April 2011 \$000</i>
Ancillaries with accumulated surplus	8,877	11,221	12,386	6,485
Ancillaries with accumulated deficit	(1,252)	(940)	(618)	(245)
	7,625	10,281	11,768	6,240

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 2010-2011 budget for Physical Recreation and Athletics can be summarized as follows:

	<i>2008-09 Actual \$000</i>	<i>2009-10 Budget \$000</i>	<i>2009-10 Projected \$000</i>	<i>2010-11 Budget \$000</i>
<u>Income</u>				
Athletic fees	3,161	3,348	3,380	3,456
Other income	5,793	5,278	5,403	5,476
	8,954	8,626	8,783	8,932
<u>Expenses and Transfers</u>				
Direct expenses	7,917	7,944	8,175	8,302
Renovations and alterations	550	554	556	554
Indirect expense contribution	-	-	-	-
	8,467	8,498	8,731	8,856
Surplus (deficit)	487	128	52	76

Opening fund balance (deficit)	(760)	(273)	(273)	(221)
Closing fund balance (deficit)	(273)	(145)	(221)	(145)

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, instructional programs, intramural leagues, 19 varsity teams and 11 competitive club teams.

Less than 40% of the Department's revenue is derived from the mandatory Athletics Fee, which allows all currently registered students to access the facilities. Other revenues are derived from external membership fees, facility rentals and specific instructional program fees. During the summer months, the Department operates a successful summer camp for children aged seven to 14, which generates approximately 11% of total revenues. In addition to the 21 full-time employees and 50 coaches, Athletics employs over 350 students on a part-time basis, as security guards, lifeguards, fitness instructors, camp counsellors, event support staff and administrative support staff. Athletics' compensation to these students exceeds \$1.7 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 Fieldhouse was opened in February 2003, the Alumni Hall and Sports Centre opened in February 2005 and the twin-pad Ice House Arena opened in September 2005. With the new additions, the Department of Physical Recreation and Athletics has gone a long way to meet the current and anticipated demands for indoor activity 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. Rentals of these facilities and the introduction of adult leagues (mainly in hockey) has been an important source of revenues, accounting for close to 30% of the total revenue in 2009-2010.

However, 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 Department of Facilities Management and Planning. 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 sport opportunities for our students. Current financial constraints and new regulations in the OUA budget for 2010-11 has affected the varsity and clubs programs in the order of \$100,000 which has significantly impacted support and level of service for some sports.

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, and foster community pride and school spirit.

The current financial model continues to be very difficult for the Department of Recreation and Athletics. The support by the undergraduate students for an annual CPI increase to the athletics ancillary fee was the first step towards long-term financial stability. Recreation and Athletics Services Fees have increased 9% in the last 16 years. This compares to the provincial CPI increase of approximately 33% over the same period. Furthermore, the Carleton University ancillary fee is still one of the lowest fees in the province of Ontario at \$73.51 per student per term in 2009-2010, which is close to 25% below the average of Athletics fees in the province of Ontario. The department continues to look for external sources of revenue while developing operational efficiencies. However, there is a clear trade-off between the need to increase external revenues and the use of the facilities by students and varsity teams to increase practice time and improve performance.

## 1.2 Bookstore

The 2010-2011 budget for the Bookstore can be summarized as follows:

	<i>2008-09 Actual \$000</i>	<i>2009-10 Budget \$000</i>	<i>2009-10 Projected \$000</i>	<i>2010-11 Budget \$000</i>
<u>Income</u>				
Commissions and reimbursements	1,290	1,389	1,251	1,238
<u>Expenses and Transfers</u>				
Direct expenses	1,243	1,228	1,094	1,081
Indirect expense contribution	153	153	153	153
	1,396	1,381	1,247	1,234
Surplus (deficit)	(106)	8	4	4
Opening fund balance (deficit)	312	206	206	210
Closing fund balance (deficit)	206	210	210	214

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. A new Textbook Manager is currently being hired in order to enhance our outreach and customer service to faculty and staff.

In September 2007 we introduced a 5% discount for all purchases made on an individual's Campus Card. This discount proved to be a huge success and we saw our students save 5% on textbooks and course pack.

The Bookstore is the major sponsor of the Carleton University Short Story and Poetry contest. The store also provides funding to many other groups and activities on campus and employs over 80 students throughout the year.

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

### 1.3 Health and Counselling Services

The 2010-2011 budget for Health and Counselling Services can be summarized as follows:

	<i>2008-09</i> <i>Actual</i> <i>\$000</i>	<i>2009-10</i> <i>Budget</i> <i>\$000</i>	<i>2009-10</i> <i>Projected</i> <i>\$000</i>	<i>2010-11</i> <i>Budget</i> <i>\$000</i>
<u>Income</u>				
Health Services fee	1,040	1,115	1,115	1,135
Staff use of services	80	28	28	-
Insurance recoveries / other	1,521	1,540	1,509	1,583
	2,641	2,683	2,655	2,718
<u>Expenses and Transfers</u>				
Direct expenses	2,616	2,624	2,598	2,632
Indirect expense contribution	26	23	23	24
	2,642	2,647	2,621	2,656
Surplus (deficit)	(1)	36	34	62
Opening fund balance (deficit)	(195)	(196)	(196)	(162)
Closing fund balance (deficit)	(196)	(160)	(162)	(100)

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 personal counselling as well as health and peer education programs.

There are 13 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 2.5 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.

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

## 1.4 Housing and Conference Services

The 2010-2011 budget for the Housing and Conference Services can be summarized as follows:

	<i>2008-09 Actual \$000</i>	<i>2009-10 Budget \$000</i>	<i>2009-10 Projected \$000</i>	<i>2010-11 Budget \$000</i>
<u>Income</u>				
Residence fees	12,727	13,363	13,382	14,030
Conference operations	2,538	2,458	2,455	2,225
Commission income	4,201	4,000	4,100	4,200
Other income	1,506	1,535	1,614	1,371
	20,972	21,356	21,551	21,826
<u>Expenses and Transfers</u>				
Operating expenses	11,589	14,365	13,290	15,086
Indirect expense contribution	104	97	98	95
Contribution to Ancillary Capital Fund	844	743	779	729
Capital debt interest and principal	5,595	5,887	5,879	4,804
	18,132	21,092	20,046	22,714
Surplus (deficit)	2,840	264	1,505	1,112
Opening fund balance (deficit)	1,454	4,294	4,294	5,799
Contribution to new buildings	-	-	-	5,400
Closing fund balance (deficit)	4,294	4,558	5,799	1,511

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 2010, the annual Residence occupancy rate is 99.20%. To keep pace with continuing demand for on campus accommodation, construction for a new Residence will commence in late April, 2010. The new building will accommodate 550 or more students, in single/double bedroom combinations, commencing in September, 2011.

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.

The summer also provides the only opportunity to engage in the lengthy and extensive renovation projects. In the summer of 2010, it is intended to allocate available funds for renovations to the following projects: completion of perimeter security enhancements in all Residence buildings, commenced in 2009; 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 in Stormont/Dundas and Glengarry Houses; ongoing re-painting of various areas in the Residence; replacement of thermostats and high pressure steam lines in Glengarry House; improvements to exterior lighting at Stormont/Dundas House; replacement of common area windows in Lanark House. There will also be a very significant renovation of the Russell/Grenville Residence that will include painting, replacement of all plumbing fixtures, carpet, doors and locks, existing millwork and furniture.

In our continuing effort to provide for the well-being of students who live in Residence, funds are being allocated in the proposed budget that will enable the hiring of a third professional counsellor.

As a result of requesting Expressions of Interest in early 2003, the University changed its contractor 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). Last fall we extended the opening hours of the Residence Dining Rooms until 10:00 p.m. each night by offering a "late-dinner" option for students who have been studying or working late.

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 Hortons on campus and this latest outlet is located in the Commons Building of the Residence. This new location has been received well by students and staff during the academic and our conference clients during the summer.

We continue to explore how we can become more sustainable and went "trayless" in the Residence dining rooms last year. 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. Our facilities continue to be of great interest to other Canadian and US institutions and, this year, we have hosted visits for Queens, Guelph, Ottawa and Dalhousie universities. The proposed increase in Room charges of 5% will address the inflation of operating expenses, as well as permitting us to meet the significant expenses associated with capital projects that will address the issues of aging facilities and deferred maintenance. Proposed Room charges continue to be competitive with other Ontario universities as seen in Appendix D. It is also proposed that there be increases in Residence Board Fees by an average of 3% (see Appendix B). 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 retail food and catering prices reflect the increase to minimum wages (approximately 8%), increased food costs (2.7%) and utilities, and sustainability initiatives.

The 2009-2010 projection includes \$2.3 million in various renovation costs (under Operating expenses), and in particular \$1 million in perimeter security. As outlined above, extensive renovations are being undertaken in 2010-2011, of which \$3 million has been expensed in the proposed budget. Also budgeted in the 2010-2011 are contributions in the amount of \$4 million and \$1.4 million for the New Residence and River/Canal Building costs.

## 1.5 Parking Services

The 2010-2011 budget for Parking Services can be summarized as follows:

	<i>2008-09 Actual \$000</i>	<i>2009-10 Budget \$000</i>	<i>2009-10 Projected \$000</i>	<i>2010-11 Budget \$000</i>
<u>Income</u>				
Parking charges	3,343	3,296	3,457	3,555
Other income	376	310	390	390
	3,719	3,606	3,847	3,945

<u>Expenses and Transfers</u>				
Direct operating	2,561	2,295	2,439	2,306
Indirect expense contribution	61	51	54	55
	-	2,346	2,493	2,361
Surplus (deficit)	1,097	1,260	1,354	1,584
Opening fund balance (deficit)	2,646	3,743	3,743	5,097
Contributions to new buildings				4,000
Closing fund balance (deficit)	3,743	5,003	5,097	2,681

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 2008-2009, 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 2009-2010, 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. Continued preventative maintenance will see on-going repairs to membrane and sandblasting/painting of exposed metal surfaces. For 2010-2011, planned repairs of other parking facilities will involve repaving/spot repairs and line painting of lots 1 and 6, and grading of gravel surfaces and regular maintenance of lots 7 and 14.

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). A preventative maintenance schedule has been developed since with annual wash-downs of the garage floors and walls and flushing of the drainage pipes. 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. Further assessment will continue in 2010 with consideration being given for use of a specialized waterproofing agent that can be applied from the underside of the floor structure – potentially reducing cost of maintenance and minimizing disruption to users during repairs.

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 5% for staff and student permits (see Appendix C). There have been 12 fee increases, 33.2% aggregately, in the last 17 years. This compares to the provincial CPI increase of approximately 32.3% over the same period.

## 1.6 University Centre

The 2010-2011 budget for the University Centre can be summarized as follows:

	<i>2008-09 Actual \$000</i>	<i>2009-10 Budget \$000</i>	<i>2009-10 Projected \$000</i>	<i>2010-11 Budget \$000</i>
<u>Income</u>				
Rents and other recoveries	1,231	1,290	1,290	1,338
<u>Expenses and Transfers</u>				
Direct operating	525	1,265	1,319	1,312
Surplus (deficit)	706	25	(29)	26
Opening fund balance (deficit)	(680)	26	26	(3)
Closing fund balance (deficit)	26	51	(3)	23

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, the University Bookstore and 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 facing the courtyard between the University Centre and the Architecture Building; a new elevator serving four levels; and a new arrival forecourt which replaced the existing stairs with 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 which allowed for the refurbishment of the original elevator. Additionally, the first floor washrooms were completely refurbished. The cost of this capital program was budgeted at \$1,295,000 and is being amortized over five years to help stabilize annual rental charges to the tenants.

The Department of Facilities Management and Planning 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 night time 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 which is considered to be in poor condition, with a Facility Condition Index of .12.

The University Centre operates on a cost recovery basis. CUSA is the largest tenant, paying approximately 34% of the rent, with the University Operating Budget being the next largest tenant at approximately 23%. Housing and Conference Services currently funds approximately 20% of the expenditures.

## 1.7 Graphic Services

The 2010-2011 budget for the Graphic Services can be summarized as follows:

	<i>2008-09 Actual \$000</i>	<i>2009-10 Budget \$000</i>	<i>2009-10 Projected \$000</i>	<i>2010-11 Budget \$000</i>
<u>Income</u>				
Sales: External	1,603	1,582	1,788	1,811
Internal	2,543	2,834	2,628	2,584
Other income	116	89	100	100
Gross profit	4,262	4,505	4,516	4,495
Less: Cost of goods sold	(1,044)	(1,025)	(970)	(970)
	3,218	3,480	3,546	3,525
<u>Expenses and Transfers</u>				
Direct expenses	3,159	3,215	3,288	3,261
Indirect expense contribution	72	74	72	71
Contribution to Ancillary Capital Fund	180	180	180	180
	3,411	3,469	3,540	3,512
Surplus (deficit)	(193)	11	6	13
Opening fund balance (deficit)	347	154	154	16
Closing fund balance (deficit)	154	165	160	173

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 22 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 four 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 a comprehensive ID card that can be used to make purchases across campus, access services and gain entry to buildings and rooms. There are over 750 card devices on campus at which the card is accepted for services such as door access, photocopiers, laser printers, washers, dryers, and vending machines. The card is also accepted as payment for purchases at campus stores (RRRA, CUSA, and University Bookstore) and is used to gain access to the 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.

Future plans include the expansion of door access, the parking pay and display units, an integration with the Ottawa's taxi cabs and an electronic laundry monitoring system.

The 2008-2009 deficit was a result of equipment expensed in the year in the amount of \$250,000.

## 1.8 Ancillary Property Rentals

The 2010-2011 budget for the Ancillary Property Rentals can be summarized as follows:

	<i>2008-09 Actual \$000</i>	<i>2009-10 Budget \$000</i>	<i>2009-10 Projected \$000</i>	<i>2010-11 Budget \$000</i>
<u>Income</u>				
Rents	3,050	3,149	3,134	3,159
Interest and Sundry Income	31	37	32	32
Occupancy Costs Recovery	828	743	795	818
	<u>3,909</u>	<u>3,929</u>	<u>3,961</u>	<u>4,009</u>
<u>Expenses and Transfers</u>				
Direct operating	972	1,009	1,000	1,024
Occupancy Costs	828	743	795	818
Capital debt (interest and principal)	1,606	1,646	1,615	1,791
	<u>3,406</u>	<u>3,398</u>	<u>3,410</u>	<u>3,633</u>
Surplus (deficit)	<u>503</u>	<u>531</u>	<u>551</u>	<u>376</u>
Opening fund balance (deficit)	(1,286)	(783)	(783)	(232)
Closing fund balance (deficit)	(783)	(252)	(232)	(144)

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 2010-2011, it is anticipated that the \$4.2 million write down will be paid off, and payment will commence to pay down the remaining \$4.5 million in building costs. The combined operating deficit and building write down outstanding as at April 30, 2009 is \$4.3 million compared to \$4.8 million as at April 30, 2008.

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 such as utilities, building operations and security services at a cost of approximately \$800,000.

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.

The 2010-2011 \$144,000 closing fund deficit relates to a timing difference on the loan payment of \$112,000 for NWRC, and small annual surpluses.

### 1.9 Ancillary Capital Fund

The 2010-2011 budget for the Ancillary Capital Fund can be summarized as follows:

	<i>2008-09 Actual \$000</i>	<i>2009-10 Budget \$000</i>	<i>2009-10 Projected \$000</i>	<i>2010-11 Budget \$000</i>
<u>Income</u>				
Contributions	1,422	1,300	1,358	1,311
<u>Expenses and Transfers</u>				
Direct operating	1,030	692	692	692
Surplus (deficit)	392	608	666	619
Opening fund balance (deficit)	62	454	454	1,120
Closing fund balance (deficit)	454	1,062	1,120	1,739

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

In 2009-2010, Housing and Conference Services, Graphics Services, and Department of Facilities Management and Planning have made contributions totalling \$1,097,000. Housing and Conference Services contributed \$845,000, of which \$75,000 was from the RRRRA store profit-sharing agreement and \$770,000 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. Department of Facilities Management and Planning contributed \$72,000 for off-site management overhead related to NWRC Occupancy Costs. Other on-going contributions include \$120,000 from the new Tim Hortons residing in the Athletics Building, an additional \$69,000 as a result of renegotiating the Bank of Nova Scotia Lease contract and an additional \$31,000 in renegotiating the Rogers antenna on Dunton Tower lease contract. One-time allocations included \$41,000 from the US Bank of Canada, and Grand and Toy.

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 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 Ancillary Operations Proposed Residence Fees for 2010-2011

	2009-2010				2010-2011			
	*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	5,751	4,764	4,869	3,893	6,039	5,002	5,112	4,088
Phone	235	235	235	235	235	235	235	235
Network	215	215	215	215	215	215	215	215
Board (19 meals)	4,011	4,011	4,011	4,011	4,132	4,132	4,132	4,132
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>10,272</u>	<u>9,285</u>	<u>9,390</u>	<u>8,414</u>	<u>10,681</u>	<u>9,644</u>	<u>9,754</u>	<u>8,730</u>
<b>Regular</b>								
Room	5,751	4,764	4,869	3,893	6,039	5,002	5,112	4,088
Phone	235	235	235	235	235	235	235	235
Network	215	215	215	215	215	215	215	215
Board (14 meals and \$100 credit)	3,660	3,660	3,660	3,660	3,767	3,767	3,767	3,767
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>9,921</u>	<u>8,934</u>	<u>9,039</u>	<u>8,063</u>	<u>10,316</u>	<u>9,279</u>	<u>9,389</u>	<u>8,365</u>
<b>Alternative Food Plan "B"</b>								
Room	5,751	4,764	4,869	3,893	6,039	5,002	5,112	4,088
Phone	235	235	235	235	235	235	235	235
Network	215	215	215	215	215	215	215	215
Board (12 meals and \$150 credit)	3,533	3,533	3,533	3,533	3,635	3,635	3,635	3,635
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>9,794</u>	<u>8,807</u>	<u>8,912</u>	<u>7,936</u>	<u>10,184</u>	<u>9,147</u>	<u>9,257</u>	<u>8,233</u>
<b>Alternative Food Plan "C"</b>								
Room	5,751	4,764	4,869	3,893	6,039	5,002	5,112	4,088
Phone	235	235	235	235	235	235	235	235
Network	215	215	215	215	215	215	215	215
Board (9 meals and \$450 credit)	3,480	3,480	3,480	3,480	3,571	3,571	3,571	3,571
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>9,741</u>	<u>8,754</u>	<u>8,859</u>	<u>7,883</u>	<u>10,120</u>	<u>9,083</u>	<u>9,193</u>	<u>8,169</u>
<b>Alternative Food Plan "D" (Note 2)</b>								
Room	5,751		4,869		6,039		5,112	
Phone	235		235		235		235	
Network	215		215		215		215	
Board (5 meals and \$450 credit)	2,171		2,171		2,223		2,223	
Residence Association Fee (Note 1)	60		60		60		60	
	<u>8,432</u>		<u>7,550</u>		<u>8,772</u>		<u>7,845</u>	
<b>Continuous Pass Plan E</b>								
Room	5,751	4,764	4,869	3,893	6,039	5,002	5,112	4,088
Phone	235	235	235	235	235	235	235	235
Network	215	215	215	215	215	215	215	215
Board (Unlimited Meals in Fresh Food Company)	4,268	4,268	4,268	4,268	4,396	4,396	4,396	4,396
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>10,529</u>	<u>9,542</u>	<u>9,647</u>	<u>8,671</u>	<u>10,945</u>	<u>9,908</u>	<u>10,018</u>	<u>8,994</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 2010-2011**  
**(excluding PST and GST)**

Permit Rates Effective July 1, 2010	2009-2010	2010-2011
<b>RESERVED PERMIT AREAS</b>	<i>Proposed</i>	<i>Proposed</i>
R1 - Lot1	\$827.00	\$869.00
R3 - Herzberg (Physics)	\$609.00	\$640.00
R4 - Mackenzie (Engineering)	\$609.00	\$640.00
R7 - Residence Areas	\$609.00	\$640.00
<b>STAFF/FACULTY PERMIT AREAS</b>	<i>Proposed</i>	<i>Proposed</i>
LGAR - Library Garage (Level 1)	\$836.00	\$878.00
LGAR - Library Garage (Level 2)	\$757.00	\$795.00
LGAR - Library Garage (Level 3)	\$664.00	\$698.00
P9 - Admin. Garage (Level 1)	\$664.00	\$698.00
P9 - Admin. Garage (Level 4)	\$647.00	\$680.00
P9 - Admin. Garage (Level 5)	\$630.00	\$662.00
P9 - Admin. Garage (Level 6)	\$613.00	\$644.00
P9 - Admin. Garage (Level 7)	\$596.00	\$626.00
P9 - Admin. Garage (Level 8)	\$580.00	\$609.00
02 - Lot 2	\$580.00	\$609.00
03 - Lot 3	\$527.00	\$554.00
04 - Lot 4	\$527.00	\$554.00
CTTC Lot	\$527.00	\$554.00
Athletics Lot (Lot 12)	\$435.00	\$457.00
NWRC Permit Lot	\$435.00	\$457.00
05 - Lot 5	\$346.00	\$364.00
06 - Lot 6	\$346.00	\$364.00
<b>STUDENT PERMIT AREAS</b>	<i>Proposed</i>	<i>Proposed</i>
05 - Lot 5	\$325.00	\$342.00
06 - Lot 6	\$325.00	\$342.00
Res. 06 - Lot 6	\$379.00	\$398.00
07 - Lot 7	\$325.00	\$342.00
Athletics Lot (Lot 12)	\$435.00	\$457.00
P9 - Admin. Garage (Levels 10-15)	\$435.00	\$457.00
<b>PART-TIME (Valid After 4PM ) PERMITS</b>	<i>Proposed</i>	<i>Proposed</i>
LGAR - Library Garage & P9 - Admin	\$229.00	\$241.00
Lot 5 - Athletics Memberships	\$197.00	\$207.00
<b>SPECIAL PERMITS</b>	<i>Proposed</i>	<i>Proposed</i>
Special - Staff	\$580.00	\$609.00
Special - Student	\$325.00	\$342.00
<b>MOTORCYCLE PERMITS</b>	<i>Proposed</i>	<i>Proposed</i>
Motorcycle - Surface/Garage Areas	\$99.00	\$102.00
<b>OTHER PERMITS AND FEES</b>	<i>Proposed</i>	<i>Proposed</i>
Service Vehicle Permit (Annual)	\$679.00	\$713.00
Special Guest Parking Permit - Hangtags	\$10.00	\$12.00
Permit Replacement Fee	\$30.00	\$30.00



**Carleton University Ancillary Operations**  
**Residence Room Rate Comparison**  
**for 2010-2011**

	Suite Single	Suite Double	Traditional Single	Traditional Double
<b>Carleton</b> (proposed 5% increase)	\$6,489	\$5,562	\$5,452	\$4,538
<b>U. of Ottawa</b> (published 10/11)	\$6,360	NA	\$5,026	\$4,316
<b>Queen's</b> (published 10/11)	\$6,250 (no meals)	N/A	\$10723-11357 (includes meal plan)	\$10,423 (includes meal plan)
<b>McMaster</b> (published 10/11)	\$6,680	NA	\$5,430	\$4,830
<b>U of Waterloo</b> (published 10/11 - telephone not included)	\$6,138	NA	\$5,142	\$4,613
<b>U of Western Ontario</b> (published 10/11) ResNet Not Included	\$7,060	NA	\$5,760-6,480	\$5,130-5,850
<b>Brock University</b> (published 10/11)	\$6,690 (townhouse)	\$5,245 (townhouse)	\$5,535	\$4,705
<b>U. of Guelph</b> (proposed 4% increase)	\$6,658.00 (townhouse)	NA	\$5,849	\$5,025

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.