

2011-2012 Operating Budget Notes

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1.0 Introduction

The 2011-2012 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:

	2010-2011 Budget	2011-2012 Proposed Budget
	(\$000's)	(\$000's)
Income	313,937	328,456
Expenditures and Transfers	312,937	327,456
Reduction in Accumulated Deficit	1,000	1,000

The following sections compare the 2011-2012 Proposed Budget with the 2010–2011 Approved Budget.

2.0 Operating Income

Operating income is expected to total \$328,456,000, \$14,519,000 in excess of the 2010-2011 Approved Budget. The \$14,519,000 is the sum of: increased grant income of \$696,000; increased tuition income of \$13,776,000; decreased miscellaneous fees and income of \$128,000; and an increase of \$175,000 in departmental income. Each category is reviewed below.

2.1 Government Operating Grants

Government grants are projected to be \$696,000 above that projected in the 2010-2011 Approved Budget.

Government Grant	2010-2011 Budget	2011-2012 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Basic Grant	130,418	130,418	-
Accessibility Fund	4,998	6,076	1,078
Access to Higher Quality Education	6,617	6,229	(388)
Performance Funding	604	598	(6)
Provincial Research Overheads	655	643	(12)
Federal Research Overheads	4,201	4,225	24
Other grants*	885	885	-
Total	148,378	149,074	696

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

During the 2010-2011 fiscal year, \$4,636,000 of specific envelope funding relating to the Undergraduate Accessibility Fund was rolled into the base operating grant. To assist with comparison, the amount transferred to the basic grant has been updated in the opening 2010-2011 figures. The increase in the Accessibility Fund relates to the improvement in the undergraduate enrolment, as compared to budget, in 2010-2011.

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 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, which includes 2011-2012. 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:

Domestic Undergraduate Students

	First Year Student			Second Year Student			Third Year Student			Fourth Year Student		
	10-11 1st year	11-12 1st year	Increase	10-11 1st year	11-12 2nd year	Increase	10-11 2nd year	11-12 3rd year	Increase	10-11 3rd year	11-12 4th year	Increase
Full-Time Undergraduate												
Arts	5,174	5,406	4.5%	5,174	5,380	4.0%	5,149	5,354	4.0%	5,125	5,330	4.0%
Certificates, Diploma in Sonic Design	5,150	5,381	4.5%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	5,174	5,406	4.5%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	4,139	4,325	4.5%	4,139	4,304	4.0%	4,119	4,283	4.0%	4,100	4,263	4.0%
Science	5,174	5,406	4.5%	5,174	5,380	4.0%	5,149	5,354	4.0%	5,125	5,330	4.0%
Mathematics	5,174	5,406	4.5%	5,174	5,380	4.0%	5,149	5,354	4.0%	5,125	5,330	4.0%
Social Work	5,471	5,716	4.5%	5,471	5,689	4.0%	5,444	5,661	4.0%	5,418	5,634	4.0%
Commerce	5,982	6,251	4.5%	5,982	6,405	7.1%	5,987	6,226	4.0%	5,958	6,196	4.0%
Public Affairs and Policy Management	5,843	6,105	4.5%	5,843	6,076	4.0%	5,815	6,047	4.0%	5,599	5,822	4.0%
Journalism	5,471	5,716	4.5%	5,471	6,254	14.3%	5,985	6,224	4.0%	5,957	6,195	4.0%
International Business	6,578	6,874	4.5%	6,578	7,042	7.1%	6,582	6,845	4.0%	6,550	6,811	4.0%
Music	5,600	5,852	4.5%	5,600	5,824	4.0%	5,573	5,795	4.0%	5,546	5,767	4.0%
Humanities	5,471	5,716	4.5%	5,471	5,689	4.0%	5,444	5,661	4.0%	5,418	5,634	4.0%
Architecture and Architectural Studies	6,902	7,385	7.0%	6,902	7,177	4.0%	6,708	6,976	4.0%	6,459	6,717	4.0%
Industrial Design	6,902	7,385	7.0%	6,902	7,177	4.0%	6,708	6,976	4.0%	6,459	6,716	4.0%
Engineering	7,552	8,080	7.0%	7,552	7,854	4.0%	7,340	7,633	4.0%	7,305	7,597	4.0%
Computer Science	6,716	7,018	4.5%	6,716	6,984	4.0%	6,684	6,951	4.0%	6,437	6,694	4.0%
Information Technology	5,991	6,260	4.5%	5,991	6,230	4.0%	5,962	6,200	4.0%	5,741	5,970	4.0%
Part-Time Undergraduate												
Arts	1,036	1,081	4.3%	1,036	1,076	3.9%	1,031	1,070	3.8%	1,025	1,066	4.0%
Certificates	1,030	1,076	4.5%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	1,036	1,081	4.3%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	828	864	4.3%	828	860	3.9%	824	856	3.9%	820	852	3.9%
Science	1,036	1,081	4.3%	1,036	1,076	3.9%	1,031	1,070	3.8%	1,025	1,066	4.0%
Mathematics	1,036	1,081	4.3%	1,036	1,076	3.9%	1,031	1,070	3.8%	1,025	1,066	4.0%
Social Work	1,094	1,143	4.5%	1,094	1,137	3.9%	1,089	1,132	3.9%	1,084	1,126	3.9%
Commerce	1,196	1,250	4.5%	1,196	1,280	7.0%	1,197	1,244	3.9%	1,192	1,239	3.9%
Public Affairs and Policy Management	1,169	1,221	4.4%	1,169	1,215	3.9%	1,164	1,209	3.9%	1,120	1,164	3.9%
Journalism	1,094	1,143	4.5%	1,094	1,250	14.3%	1,197	1,244	3.9%	1,192	1,239	3.9%
International Business	1,315	1,374	4.5%	1,315	1,407	7.0%	1,316	1,368	4.0%	1,309	1,361	4.0%
Music	1,119	1,169	4.5%	1,119	1,163	3.9%	1,114	1,158	3.9%	1,109	1,152	3.9%
Humanities	1,094	1,143	4.5%	1,094	1,137	3.9%	1,089	1,132	3.9%	1,084	1,126	3.9%
Architecture and Architectural Studies	1,380	1,477	7.0%	1,380	1,435	4.0%	1,342	1,395	3.9%	1,292	1,343	3.9%
Industrial Design	1,151	1,230	6.9%	1,151	1,196	3.9%	1,119	1,162	3.8%	1,077	1,119	3.9%
Engineering	1,259	1,346	6.9%	1,259	1,309	4.0%	1,224	1,272	3.9%	1,218	1,266	3.9%
Computer Science	1,343	1,403	4.5%	1,343	1,396	3.9%	1,336	1,389	4.0%	1,288	1,338	3.9%
Information Technology	1,199	1,252	4.4%	1,199	1,246	3.9%	1,193	1,240	3.9%	1,148	1,193	3.9%

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Domestic Graduate Students						
	First Year Student			Upper Year Student		
	10-11 1st year	11-12 1st year	Increase	10-11 1st year	11-12 Upper Yr	Increase
Full-Time Graduate						
Master of Journalism (MJ); Master of Business Administration (MBA);	2,701	2,916	8.0%	2,701	2,808	4.0%
Master of Infrastructure Protection and International Security (MIPIS)	N/A	2,916	N/A	N/A	N/A	N/A
Master of Human-Computer Interaction (HCI)	2,625	2,834	8.0%	2,625	2,729	4.0%
Master of Arts (Public Administration); DPA; MA (International Affairs)	2,230	2,363	6.0%	2,230	2,318	3.9%
Master of Science (Information and Systems Science) MSc(ISS)	N/A	2,782	N/A	N/A	N/A	N/A
Masters in Political Management	2,362	2,503	6.0%	2,362	2,456	4.0%
Master of Engineering (MEng)	2,230	2,330	4.5%	2,230	2,318	3.9%
PhD Engineering	2,230	2,363	6.0%	2,230	2,318	3.9%
Master of Applied Science (MASC)	2,230	2,363	6.0%	2,230	2,318	3.9%
Master of Computer Science (MCS)	2,230	2,330	4.5%	2,230	2,318	3.9%
PhD Computer Science	2,430	2,624	8.0%	2,430	2,527	4.0%
Architecture (Diploma) (MArch)	N/A	2,624	N/A	N/A	N/A	N/A
Architecture (PHD)	2,362	2,503	6.0%	2,362	2,456	4.0%
Master of Design (MDes)	2,255	2,390	6.0%	2,255	2,344	3.9%
Social Work - Masters (MSW)	N/A	2,390	N/A	N/A	N/A	N/A
Social Work - PHD	2,563	2,716	6.0%	2,563	2,665	4.0%
Qualifying year (except Architecture)	3,229	3,422	6.0%	3,229	3,358	4.0%
Qualifying year (Architecture)	1,670	1,770	6.0%	1,670	1,736	4.0%
Senior citizens	2,088	2,213	6.0%	2,088	2,171	4.0%
All other Masters programs	2,088	2,181	4.5%	2,088	2,171	4.0%
Part Time Graduate (below 1.5 credits per term)						
Master of Science: Information and Systems Science (MSc(ISS));						
Master of Computer Science (MCS); Master of Applied Science (MASC); Qualifying year (Architecture)						
up to .5 credits	763	808	5.9%	763	793	3.9%
more than .5 credits	1,115	1,181	5.9%	1,115	1,159	3.9%
PhD Computer Science; PhD Engineering						
up to .5 credits	763	797	4.5%	763	793	3.9%
more than .5 credits	1,115	1,165	4.5%	1,115	1,159	3.9%
Masters of Social Work						
up to .5 credits	774	820	5.9%	774	804	3.9%
more than .5 credits	1,127	1,194	5.9%	1,127	1,172	4.0%
PHD of Social Work						
up to .5 credits	N/A	820	N/A	N/A	N/A	N/A
more than .5 credits	N/A	1,194	N/A	N/A	N/A	N/A
Master of Journalism (MJ); Master of Business Administration (MBA);						
Master of Infrastructure Protection and International Security (MIPIS)						
up to .5 credits	926	999	7.9%	926	962	3.9%
more than .5 credits	1,351	1,459	8.0%	1,351	1,405	4.0%
Master of Human-Computer Interaction.						
up to .5 credits	N/A	999	N/A	N/A	N/A	N/A
more than .5 credits	N/A	1,459	N/A	N/A	N/A	N/A
Master of Arts (Public Administration); DPA; MA (International Affairs)						
up to .5 credits	900	971	7.9%	900	935	3.9%
more than .5 credits	1,314	1,418	7.9%	1,314	1,366	4.0%
Masters in Political Management						
up to .5 credits	N/A	951	N/A	N/A	N/A	N/A
more than .5 credits	N/A	1,390	N/A	N/A	N/A	N/A
Master /DIP of Architecture						
up to .5 credits	831	897	7.9%	831	864	4.0%
more than .5 credits	1,214	1,311	8.0%	1,214	1,262	4.0%
PHD of Architecture						
up to .5 credits	N/A	897	N/A	N/A	N/A	N/A
more than .5 credits	N/A	1,311	N/A	N/A	N/A	N/A
Master of Engineering (MEng); Master of Design (MDes)						
up to .5 credits	808	856	5.9%	808	840	4.0%
more than .5 credits	1,180	1,250	5.9%	1,180	1,227	4.0%
Senior citizens						
up to .5 credits	572	606	5.9%	572	594	3.8%
more than .5 credits	835	885	6.0%	835	868	4.0%
All other Masters programs						
up to .5 credits	716	758	5.9%	716	744	3.9%
more than .5 credits	1,045	1,107	5.9%	1,045	1,086	3.9%
All other PHD programs						
up to .5 credits	716	748	4.5%	716	744	3.9%
more than .5 credits	1,045	1,092	4.5%	1,045	1,086	3.9%
Q-Year (Architecture)						
up to .5 credits	763	797	6.0%	N/A	N/A	N/A
more than .5 credits	1,115	1,165	6.0%	N/A	N/A	N/A

International Students			
	10-11 Fee	11-12 Fee	Increase
Undergraduate Full-time (per academic year)			
Journalism	17,531	18,583	6.0%
Public Affairs and Policy Management	17,531	18,583	6.0%
Industrial Design	17,531	18,583	6.0%
Computer Science	17,531	18,583	6.0%
Architecture and Architectural Studies	17,531	18,583	6.0%
Bcomm/ BIB	16,048	17,011	6.0%
Engineering	18,004	19,084	6.0%
BIT	17,421	18,466	6.0%
Specials	15,270	16,186	6.0%
Senior Citizens	4,139	4,387	6.0%
All Other Programs	15,270	16,186	6.0%
Undergraduate Part-time (per credit)			
All programs	3,261	3,457	6.0%
Graduate Full-time (per term)			
Master of Applied Science (MASc)	5,345	5,666	6.0%
Master of Business Administration (MBA) Returning Students	7,067	7,491	6.0%
Master of Business Administration (MBA) New Students	7,067	12,000	69.8%
Master of Computer Science (MCS)	5,015	5,316	6.0%
PhD Computer Science	5,015	5,241	4.5%
Master of Science: Information and Systems Science (MSc(ISS))	5,015	5,316	6.0%
Master of Engineering (MEng)	5,555	5,888	6.0%
PhD Engineering	5,345	5,586	4.5%
Master/PhD/Dip. of Architecture; Master of Design (MDes)	5,201	5,513	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); Masters in HCI	6,055	6,418	6.0%
Masters in Political Management	N/A	6,418	N/A
Master/PhD of Social Work	5,201	5,513	6.0%
Qualifying year (except Architecture)	7,599	8,055	6.0%
Qualifying year (Architecture)	8,441	8,947	6.0%
Senior citizens	1,670	1,770	6.0%
All other PHD Programs	4,906	5,127	4.5%
All other Masters Programs	4,906	5,200	6.0%
Graduate Part-time (below 1.5 credits per term)			
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); Masters in Political Management			
up to .5 credits	2,107	2,233	6.0%
more than .5 credits	3,054	3,237	6.0%
Master of Business Administration (MBA) - New Students			
up to .5 credits	2,282	3,875	69.8%
more than .5 credits	3,308	5,617	69.8%
Master of Business Administration (MBA) - Returning Students			
up to .5 credits	2,107	2,233	6.0%
more than .5 credits	3,054	3,237	6.0%
Master of Engineering (MEng)			
up to .5 credits	1,844	1,955	6.0%
more than .5 credits	2,671	2,831	6.0%
Master/PhD of Social Work; Master/PhD/Dip. of Architecture; Master of Design (MDes); Qualifying year (Architecture)			
up to .5 credits	1,820	1,929	6.0%
more than .5 credits	2,636	2,794	6.0%
Senior citizens			
up to .5 credits	572	606	6.0%
more than .5 credits	835	885	6.0%
All other Masters Programs			
up to .5 credits	1,717	1,820	6.0%
more than .5 credits	2,487	2,636	6.0%
All Other PHD Programs			
up to .5 credits	1,717	1,794	4.5%
more than .5 credits	2,487	2,599	4.5%

The following compares tuition revenue by category from the Approved 2010-2011 Budget to the 2011-2012 Proposed Budget:

	2010-2011 Budget	2011-2012 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Undergraduate Fees	123,273	133,991	10,718
Summer Session Fees	9,533	11,006	1,473
Graduate Fees	18,284	19,869	1,585
Total	151,090	164,866	13,776

Tuition revenues being projected in the Proposed Budget total \$164,866,000, \$13,776,000 more than those presented in the Approved 2010-2011 Budget. It is assumed that first-year full-time enrolment will decrease from 5,642 in 2010-2011 to 5,457 in 2011-2012.

2.3 Miscellaneous Fees and Income

Miscellaneous fees and income are expected to total \$9,743,000 which is \$128,000 less than that in the 2010-2011 Approved Budget. The main components are as follows:

	2010-2011 Budget	2011-2012 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Application Fees	1,550	1,475	(75)
Deferred Payment/Late Registration	1,565	1,495	(70)
OSAP Processing Fee	220	250	30
Omnibus Fee	771	825	54
Co-op Fees	972	1,125	153
Other Fees and Charges	396	413	17
Miscellaneous fees subtotal	5,474	5,583	109
Overhead Recoveries	2,630	2,840	210
Rental of Facilities	730	710	(20)
Library Fines and Fees	204	202	(2)
Pension Plan Recovery	100	100	-
Unrestricted Donations	450	75	(375)
Other	283	233	(50)
Miscellaneous income subtotal	4,397	4,160	(237)
Total	9,871	9,743	(128)

The increase in budgeted Co-op fee revenue is a result of a full year's cycle in 2011-12 for the new fee structure that was implemented in 2010-11.

The decrease in unrestricted donations in the operating budget reflects the current expectations for 2011-2012. As most donations are targeted to specific uses, the level of undesignated gifts is not expected to grow.

2.4 Short-Term Interest Income

Short-term interest income is expected to remain at \$2,680,000 for the 2011-12 fiscal year. The breakdown is as follows:

	2010-2011 Budget	2011-2012 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Interest on Cash Flows	1,480	1,620	140
Endowment Income*	300	275	(25)
Interest Charges to Ancillaries and Internal Loans	900	785	(115)
Total	2,680	2,680	-

* 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 \$1,620,000 in interest on cash flows assumes cash flow patterns similar to those in 2010-2011, at a rate of return of approximately 1.2%.

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 2010-2011 income distributed for restricted endowments with an estimate of the 2011-2012 distribution.

	2010-2011 Distribution	2011-2012 Distribution	Change
Purpose	(\$000's)	(\$000's)	(\$000's)
Scholarships	1,999	2,199	200
OSOTF/OTSS Bursaries	3,234	3,557	323
Chairs	399	440	41
Sprott School of Business Endowment	1,037	1,140	103
Other Bursaries	322	354	32
Other Restricted Endowments	1,988	2,187	199
Total	8,979	9,877	898

Income distributions on endowments are calculated at a rate of 4.0% of the moving average market value over four years of the endowment investments.

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:

	2010-2011 Budget	2011-2012 Proposed Budget	Change
	(\$000's)	(\$000's)	(\$000's)
Externally Funded Salaries and Benefits	70	192	122
General Sales and Services: Stores, Scanning Electron Microscope, Science Technology Centre, Advancement	260	315	55
CUTV Sales and Rentals	461	472	11
IMS Sales and Rentals	63	68	5
EDC Mini Courses	80	80	-
CCS Sales and Rentals	75	65	(10)
Trademark Advertising	40	25	(15)
C.I.E. Workshop Fees	477	483	6
Pension Office Recovery	214	214	-
International Recruitment/Sponsorship	88	88	-
Ombudsman Recovery	90	91	1
Total	1,918	2,093	175

3.0 Operating Expenditures

The Operating expenditure total proposed for 2011-2012 is \$327,456,000, which compares to \$312,937,000 in the 2010–2011 Approved Budget.

3.1 Compulsory and Discretionary Resource Allocation

The resource allocations for 2011-2012 include:

	<i>Budget Reduction Applied</i>	<i>Resources Allocated</i>
	(\$000's)	(\$000's)
a) Faculty of Arts and Social Sciences	(1,382)	1,238
b) Faculty of Public Affairs	(430)	882
c) Sprott School of Business	(88)	263
d) Faculty of Science	(369)	1,227
e) Faculty of Engineering and Design	(301)	480
f) Provost and Vice-President (Academic)	(201)	1,811
g) Library	(149)	1,785
h) Vice-President (Research and International)	(26)	615
i) Vice-President (Finance and Administration)	(298)	100
j) President	(27)	617
k) Advancement	(48)	55
l) University Expense Budgets	-	5,860
Total	(3,319)	14,933

Notes:

	(\$000's)	(\$000's)
a) Allocations to Faculty of Arts and Social Sciences		
Faculty retirements/departures	(980)	
Budget reduction required	(402)	
Provision for Faculty replacements		532
Enrolment Incentive allocation		382
Contract and practical instruction		324
	(1,382)	1,238

b) Allocations to Faculty of Public Affairs

Faculty retirements	(154)	
Budget reduction required	(276)	
Provision for Faculty replacements and incoming Dean		270
Enrolment Incentive allocation		312
Contract instructors		200
Teaching assistants		100
	(430)	882

c) Allocations to Sprott School of Business

Faculty retirements	-	
Budget reduction required	(88)	
Provision for Faculty replacements		-
Enrolment Incentive allocation		263
	(88)	263

d) Allocations to Faculty of Science

Faculty retirements	(147)	
Budget reduction required	(222)	
Provision for Faculty replacements		80
Enrolment Incentive allocation		419
Student Success Centre		28
Teaching equipment		700
	(369)	1,227

e) Allocations to Faculty of Engineering and Design

Faculty retirements/departures	(49)	
Budget reduction required	(252)	
Enrolment Incentive allocation		480
	(301)	480

f) Allocations to Provost and Vice President (Academic)

Budget reduction required	(201)	
Future Faculty hires (base only)		500
Recruitment		568
Strategic Initiatives Fund		200
Co-op initiatives		153
IMS evergreening		150
CUOL course development		100
LMS Transition		80
Credit Transfer		60
	(201)	1,811

g) Allocations to Library

Budget reduction required	(149)	
Library addition		1,500
Copyright clearance		285
	(149)	1,785

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

Budget reduction required	(26)	
Research Excellence Fund		200
Research leverage		200
Project officer and coordinator		120
Undergraduate internships		70
Veterinary fees		25
	(26)	615

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

Budget reduction required	(298)	
Human resources projects		100
	(298)	100

j) Allocations to President

Budget reduction required	(27)	
Board expenses		17
Advertising		600
	(27)	617

k) Allocations to Advancement

Budget reduction required	(48)	
Advancement coordinator		55
	(48)	55

l) University Expense Budget increases

Staff benefits		300
Student support		672
Utilities		1,168
Cleaning		209
Deferred maintenance		2,000
Information systems projects		1,500
Other expenditures		11
		5,860

3.2 Provisions and Contingencies

The 2011-2012 Proposed Budget contains the following provisions and contingencies:

	2011-2012 Proposed Budget
	(\$000's)
2010-2011 base contingency balance @ March 1, 2011	2,061
a) Compensation	6,296
b) Midyear requirements	1,000
c) Waterfront building provision	6,000
d) Enrolment Incentive	7,483
e) Pension plan deficits	14,270
Total provisions and contingencies	37,110

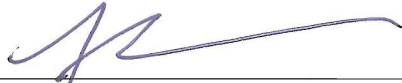
- a) The compensation contingency is for salaries and benefits, and is based on agreed or expected collective bargaining results and past experience.
- b) The midyear fund is for unforeseen, or foreseen but not immediately quantifiable, expenditures that arise during the fiscal year.
- c) The University has been setting aside an annual amount to finance and operate new academic buildings since 2007-2008.
- d) 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 (\$1,459,000) and an undistributed base amount from the previous year (\$6,024,000).
- e) The largest risk currently facing the University is the status of the pension plan. Current projections indicate that an additional \$14 million in annual special payments may be required by 2014-2015. In addition, current service costs have added \$1.1 million to the 2011-2012 base pension costs and are expected to grow to \$3.4 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. As sufficient base budget will not be available by 2014-2015 to cover the expected special payments, a reserve is currently being built up to bridge the required payments.

4.0 Conclusion

The 2011-2012 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 2011-2012 Budget is therefore respectfully submitted to the Board of Governors.



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



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

Carleton University
2011-2012 Proposed Operating Budget
 (000's)

	Approved Budget 2010-2011	Proposed Budget 2011-2012	Change
<u>Income:</u>			
Government Grants	148,378	149,074	696
Tuition Fees	151,090	164,866	13,776
Misc. Fees and Income	9,871	9,743	(128)
Short-Term Interest Income	2,680	2,680	-
Departmental Income	<u>1,918</u>	<u>2,093</u>	<u>175</u>
Total Income	313,937	328,456	14,519
<u>Expenditures and Transfers:</u>			
Faculty of Arts and Social Sciences	37,558	38,791	1,233
Faculty of Public Affairs	24,899	26,398	1,499
Sprott School of Business	7,874	8,482	608
Faculty of Science	19,973	21,795	1,822
Faculty of Engineering and Design	22,939	24,033	1,094
Provost and Vice-President (Academic)	19,036	20,942	1,906
Library	13,710	15,751	2,041
Vice-President (Research and International)	2,420	3,096	676
Vice-President (Finance and Administration)	28,421	28,585	164
President	2,552	3,168	616
Advancement	4,503	4,608	105
University Budgets and Transfers	90,948	94,697	3,749
Provisions and Contingencies	38,104	37,110	(994)
Total Expenditures and Transfers	<u>312,937</u>	<u>327,456</u>	<u>14,519</u>
Reduction in Accumulated Deficit	<u>1,000</u>	<u>1,000</u>	-

Faculty and Staff Positions included in the Opening Budget						
Academic RPCs 2010/2011 and 2011/2012						
Department/RPC	2010/2011		2011/2012		Change 10/11 to 11/12	
	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*
ICSLAC	3.7	1.0	3.7	1.0	0.0	0.0
Canadian Studies	8.2	2.0	8.2	2.0	0.0	0.0
English	30.3	3.0	31.3	3.0	1.0	0.0
French	13.0	2.0	13.0	2.0	0.0	0.0
History	28.3	3.0	27.9	3.0	-0.4	0.0
Philosophy	12.3	1.0	11.7	1.0	-0.6	0.0
Art & Culture	27.7	8.0	26.7	8.0	-1.0	0.0
SLALS	40.3	6.0	41.3	6.0	1.0	0.0
Humanities	18.3	3.0	18.0	3.0	-0.3	0.0
Interdisciplinary Studies	4.5	1.5	5.1	1.5	0.6	0.0
Cognitive Science	6.0	1.5	6.3	1.5	0.3	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	21.5	6.0	-1.5	0.0
Sociology & Anthropology	37.8	5.0	37.8	5.0	0.0	0.0
Psychology	35.5	6.0	35.0	6.0	-0.5	0.0
Women's & Gender Studies	5.5	2.0	4.9	2.0	-0.6	0.0
CIE	6.0	4.5	6.0	4.5	0.0	0.0
Other (1)	1.5	11.0	1.5	11.0	0.0	0.0
TOTAL ARTS & SOCIAL SCIENCES	302.9	69.5	300.9	69.5	-2.0	0.0
Journalism	30.0	6.0	29.5	7.0	-0.5	1.0
Economics	28.5	5.5	29.5	5.5	1.0	0.0
Law	29.5	5.5	30.2	5.5	0.7	0.0
Kroeger College	0.0	1.5	0.0	1.5	0.0	0.0
Political Management	0.0	0.0	3.0	0.0	3.0	0.0
Political Science	34.8	4.5	34.8	4.5	0.0	0.0
Public Policy Administration	21.6	4.0	21.6	4.0	0.0	0.0
Social Work	16.1	4.0	15.6	4.0	-0.5	0.0
CCJ	4.0	2.0	4.0	2.0	0.0	0.0
EURUS	1.8	1.0	1.8	1.0	0.0	0.0
International Affairs	17.5	5.0	16.5	5.0	-1.0	0.0
Political Economy	0.4	1.0	0.4	1.0	0.0	0.0
Other	0.0	7.0	0.0	7.0	0.0	0.0
TOTAL PUBLIC AFFAIRS	184.2	47.0	186.9	48.0	2.7	1.0
Business	52.0	17.0	54.0	19.0	2.0	2.0
TOTAL BUSINESS	52.0	17.0	54.0	19.0	2.0	2.0
Science Stores	0.0	2.0	0.0	2.0	0.0	0.0
Biology (1)	23.3	15.0	23.3	16.0	0.0	1.0
Chemistry	17.3	9.0	17.3	9.8	0.0	0.8
Earth Sciences	10.5	5.5	10.5	5.5	0.0	0.0
Scanning Electron Microscope	0.0	0.5	0.0	0.8	0.0	0.3
Mathematics & Statistics	36.0	6.0	35.8	6.0	-0.2	0.0
Physics (1)	17.0	8.3	19.0	8.3	2.0	0.0
Biochemistry	2.0	1.0	2.0	1.0	0.0	0.0
Integrated Science	0.6	0.0	0.8	0.0	0.2	0.0
Environmental Science	1.8	1.0	1.8	1.0	0.0	0.0
Neuroscience	7.0	1.0	7.5	1.0	0.5	0.0
Computer Science	25.8	8.0	25.8	8.0	0.0	0.0
TSE	0.5	0.0	0.5	0.0	0.0	0.0
Other	0.7	5.5	0.7	5.5	0.0	0.0
TOTAL SCIENCE	142.5	62.8	145.0	64.9	2.5	2.1
Civil & Environmental	22.0	8.0	24.0	8.0	2.0	0.0
Electronics	23.0	7.5	23.0	7.5	0.0	0.0
Mechanical & Aerospace	36.0	11.0	36.0	11.0	0.0	0.0
Systems & Computer	38.0	10.0	36.5	10.0	-1.5	0.0
Joint Information Technology	7.0	3.0	7.0	3.0	0.0	0.0
Engineering General	1.0	10.0	0.0	10.0	-1.0	0.0
Industrial Design	7.0	5.5	7.0	5.5	0.0	0.0
Architecture	17.5	8.5	17.5	8.5	0.0	0.0
TOTAL ENGINEERING & DESIGN	151.5	63.5	151.0	63.5	-0.5	0.0
Central	1.0	0.8	1.0	0.0	0.0	-0.8
TOTAL UNIVERSITY	834.1	260.6	838.8	264.9	4.7	4.3

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

(1) To assist with comparison, 2010-2011 numbers have been restated.

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Arts & Social Sciences								
002 Comparative Studies in Literature, Art & Culture	2010/2011	514,034	0	8,374	(142,621)	379,787	0	379,787
	2011/2012	538,880	0	8,374	(91,383)	455,871	0	455,871
	Inc. (Dec.)	24,846	0	0	51,238	76,084	0	76,084
	%	4.8%	n/a	0.0%	-35.9%	20.0%	n/a	20.0%
004 Canadian Studies	2010/2011	898,292	113,914	19,158	0	1,031,364	0	1,031,364
	2011/2012	807,052	117,008	24,158	0	948,218	0	948,218
	Inc. (Dec.)	(91,240)	3,094	5,000	0	(83,146)	0	(83,146)
	%	-10.2%	2.7%	26.1%	n/a	-8.1%	n/a	-8.1%
013 English Language & Literature	2010/2011	2,848,348	172,614	41,838	0	3,062,800	0	3,062,800
	2011/2012	3,055,790	173,647	41,838	(37,333)	3,233,942	0	3,233,942
	Inc. (Dec.)	207,442	1,033	0	(37,333)	171,142	0	171,142
	%	7.3%	0.6%	0.0%	n/a	5.6%	n/a	5.6%
016 French	2010/2011	1,249,242	115,279	27,428	0	1,391,949	0	1,391,949
	2011/2012	1,252,955	117,008	27,428	0	1,397,391	0	1,397,391
	Inc. (Dec.)	3,713	1,729	0	0	5,442	0	5,442
	%	0.3%	1.5%	0.0%	n/a	0.4%	n/a	0.4%
022 History	2010/2011	2,900,757	183,113	34,159	0	3,118,029	0	3,118,029
	2011/2012	2,936,765	185,860	34,159	0	3,156,784	0	3,156,784
	Inc. (Dec.)	36,008	2,747	0	0	38,755	0	38,755
	%	1.2%	1.5%	0.0%	n/a	1.2%	n/a	1.2%
040 Philosophy	2010/2011	1,148,488	0	14,974	0	1,163,462	0	1,163,462
	2011/2012	1,119,595	0	14,974	0	1,134,569	0	1,134,569
	Inc. (Dec.)	(28,893)	0	0	0	(28,893)	0	(28,893)
	%	-2.5%	n/a	0.0%	n/a	-2.5%	n/a	-2.5%
050 Studies in Art & Culture 047 SSAC Music 048 SSAC Art History 049 SSAC Film Studies	2010/2011	2,503,731	478,830	238,303	(102,621)	3,118,243	0	3,118,243
	2011/2012	2,533,299	488,355	277,103	(84,716)	3,214,041	0	3,214,041
	Inc. (Dec.)	29,568	9,525	38,800	17,905	95,798	0	95,798
	%	1.2%	2.0%	16.3%	-17.4%	3.1%	n/a	3.1%
051 Linguistics & Language Studies	2010/2011	3,857,041	340,570	46,711	0	4,244,322	0	4,244,322
	2011/2012	4,066,514	347,065	61,911	(67,130)	4,408,360	0	4,408,360
	Inc. (Dec.)	209,473	6,495	15,200	(67,130)	164,038	0	164,038
	%	5.4%	1.9%	32.5%	n/a	3.9%	n/a	3.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
055 Humanities	2010/2011	1,705,597	165,773	40,377	(63,000)	1,848,747	0	1,848,747
	2011/2012	1,661,122	169,363	40,377	(67,793)	1,803,069	0	1,803,069
	Inc. (Dec.)	(44,475)	3,590	0	(4,793)	(45,678)	0	(45,678)
	%	-2.6%	2.2%	0.0%	7.6%	-2.5%	n/a	-2.5%
057 Interdisciplinary Studies	2010/2011	511,489	0	11,328	0	522,817	0	522,817
	2011/2012	495,528	0	11,328	0	506,856	0	506,856
	Inc. (Dec.)	(15,961)	0	0	0	(15,961)	0	(15,961)
	%	-3.1%	n/a	0.0%	n/a	-3.1%	n/a	-3.1%
058 Cognitive Science	2010/2011	615,520	0	10,200	0	625,720	0	625,720
	2011/2012	683,254	0	10,200	0	693,454	0	693,454
	Inc. (Dec.)	67,734	0	0	0	67,734	0	67,734
	%	11.0%	n/a	0.0%	n/a	10.8%	n/a	10.8%
060 African Studies	2010/2011	31,568	0	31,364	0	62,932	0	62,932
	2011/2012	32,600	0	31,456	0	64,056	0	64,056
	Inc. (Dec.)	1,032	0	92	0	1,124	0	1,124
	%	3.3%	n/a	0.3%	n/a	1.8%	n/a	1.8%
081 Art Gallery	2010/2011	0	233,218	114,100	0	347,318	0	347,318
	2011/2012	0	236,869	134,100	0	370,969	0	370,969
	Inc. (Dec.)	0	3,651	20,000	0	23,651	0	23,651
	%	n/a	1.6%	17.5%	n/a	6.8%	n/a	6.8%
087 FASS, Office of the Dean	2010/2011	222,355	697,800	27,410	0	947,565	0	947,565
	2011/2012	221,546	712,683	27,410	0	961,639	0	961,639
	Inc. (Dec.)	(809)	14,883	0	0	14,074	0	14,074
	%	-0.4%	2.1%	0.0%	n/a	1.5%	n/a	1.5%
088 FASS First Year Programs	2010/2011	0	0	25,000	0	25,000	0	25,000
	2011/2012	0	0	19,000	0	19,000	0	19,000
	Inc. (Dec.)	0	0	(6,000)	0	(6,000)	0	(6,000)
	%	n/a	n/a	-24.0%	n/a	-24.0%	n/a	-24.0%
089 Arts & Social Sciences-General	2010/2011	167,909	0	2,432,256	0	2,600,165	0	2,600,165
	2011/2012	922,626	0	2,469,199	0	3,391,825	0	3,391,825
	Inc. (Dec.)	754,717	0	36,943	0	791,660	0	791,660
	%	449.5%	n/a	1.5%	n/a	30.4%	n/a	30.4%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
097 Geography & Environmental Studies	2010/2011	2,230,997	342,448	94,450	(43,729)	2,624,166	0	2,624,166
	2011/2012	2,184,992	348,635	94,450	(43,729)	2,584,348	0	2,584,348
	Inc. (Dec.)	(46,005)	6,187	0	0	(39,818)	0	(39,818)
	%	-2.1%	1.8%	0.0%	0.0%	-1.5%	n/a	-1.5%
112 Sociology & Anthropology	2010/2011	3,850,821	257,621	63,708	0	4,172,150	0	4,172,150
	2011/2012	3,851,729	268,176	63,708	0	4,183,613	0	4,183,613
	Inc. (Dec.)	908	10,555	0	0	11,463	0	11,463
	%	0.0%	4.1%	0.0%	n/a	0.3%	n/a	0.3%
118 Psychology	2010/2011	3,869,757	308,402	86,482	0	4,264,641	0	4,264,641
	2011/2012	3,911,519	317,261	96,482	0	4,325,262	0	4,325,262
	Inc. (Dec.)	41,762	8,859	10,000	0	60,621	0	60,621
	%	1.1%	2.9%	11.6%	n/a	1.4%	n/a	1.4%
124 Pauline Jewett Institute in Women's & Gender Studies	2010/2011	547,869	106,516	10,314	0	664,699	(25,790)	638,909
	2011/2012	421,780	109,355	10,314	0	541,449	(26,177)	515,272
	Inc. (Dec.)	3,200	2,839	0	0	(123,250)	(387)	(123,637)
	%	0.6%	2.7%	0.0%	n/a	-18.5%	1.5%	-19.4%
396 Centre for Initiatives in Education	2010/2011	504,747	274,393	563,279	0	1,342,419	(477,000)	865,419
	2011/2012	498,540	289,822	607,949	0	1,396,311	(482,500)	913,811
	Inc. (Dec.)	(6,207)	15,429	44,670	0	53,892	(5,500)	48,392
	%	-1.2%	5.6%	7.9%	n/a	4.0%	1.2%	5.6%
Salary Reallocations	2010/2011	(206,365)	206,365	0	0	0	0	0
	2011/2012	(132,432)	132,432	0	0	0	0	0
Total - Faculty of Arts & Social Science	2010/2011	29,972,197	3,996,856	3,941,213	(351,971)	37,558,295	(502,790)	37,055,505
	2011/2012	31,063,654	4,013,539	4,105,918	(392,084)	38,791,027	(508,677)	38,282,350
	Inc. (Dec.)	1,091,457	16,683	164,705	(40,113)	1,232,732	(5,887)	1,226,845
	%	3.6%	0.4%	4.2%	11.4%	3.3%	1.2%	3.3%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Public Affairs								
031 Journalism and Communication	2010/2011	3,225,204	335,557	321,024	(288,709)	3,593,076	0	3,593,076
	2011/2012	3,522,063	391,157	304,492	(265,000)	3,952,712	0	3,952,712
	Inc. (Dec.)	296,859	55,600	(16,532)	23,709	359,636	0	359,636
	%	9.2%	16.6%	-5.1%	-8.2%	10.0%	n/a	10.0%
094 Economics	2010/2011	3,441,133	307,562	99,729	0	3,848,424	0	3,848,424
	2011/2012	3,534,119	314,946	92,229	0	3,941,294	0	3,941,294
	Inc. (Dec.)	92,986	7,384	(7,500)	0	92,870	0	92,870
	%	2.7%	2.4%	-7.5%	n/a	2.4%	n/a	2.4%
100 Law	2010/2011	3,269,001	271,660	170,740	(49,709)	3,661,692	0	3,661,692
	2011/2012	3,400,178	285,688	164,135	(50,000)	3,800,001	0	3,800,001
	Inc. (Dec.)	131,177	14,028	(6,605)	(291)	138,309	0	138,309
	%	4.0%	5.2%	-3.9%	0.6%	3.8%	n/a	3.8%
101 Kroegeer College in Public Affairs	2010/2011	0	0	177,153	0	177,153	0	177,153
	2011/2012	0	0	176,370	0	176,370	0	176,370
	Inc. (Dec.)	0	0	(783)	0	(783)	0	(783)
	%	n/a	n/a	-0.4%	n/a	-0.4%	n/a	-0.4%
102 Political Management	2010/2011	0	0	0	0	0	0	0
	2011/2012	255,000	75,000	100,000	(300,000)	130,000	0	130,000
	Inc. (Dec.)	255,000	75,000	100,000	(300,000)	130,000	0	130,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
103 Political Science	2010/2011	3,823,387	236,761	44,515	(76,286)	4,028,377	0	4,028,377
	2011/2012	4,020,049	245,136	37,023	(78,764)	4,223,444	0	4,223,444
	Inc. (Dec.)	196,662	8,375	(7,492)	(2,478)	195,067	0	195,067
	%	5.1%	3.5%	-16.8%	3.2%	4.8%	n/a	4.8%
106 Public Policy and Administration	2010/2011	2,492,569	229,352	30,183	(196,494)	2,555,610	0	2,555,610
	2011/2012	2,622,794	230,180	21,533	(228,194)	2,646,313	0	2,646,313
	Inc. (Dec.)	130,225	828	(8,650)	(31,700)	90,703	0	90,703
	%	5.2%	0.4%	-28.7%	16.1%	3.5%	n/a	3.5%
109 Social Work	2010/2011	1,632,942	231,528	60,769	0	1,925,239	0	1,925,239
	2011/2012	1,740,841	235,002	53,769	0	2,029,612	0	2,029,612
	Inc. (Dec.)	107,899	3,474	(7,000)	0	104,373	0	104,373
	%	6.6%	1.5%	-11.5%	n/a	5.4%	n/a	5.4%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
113 Criminology and Criminal Justice	2010/2011	302,431	121,077	22,985	0	446,493	0	446,493
	2011/2012	321,686	122,893	20,535	0	465,114	0	465,114
	Inc. (Dec.)	19,255	1,816	(2,450)	0	18,621	0	18,621
	%	6.4%	1.5%	-10.7%	n/a	4.2%	n/a	4.2%
115 European, Russian and Eurasian Studies	2010/2011	340,212	0	44,797	(71,000)	314,009	0	314,009
	2011/2012	356,927	0	44,022	(75,913)	325,036	0	325,036
	Inc. (Dec.)	16,715	0	(775)	(4,913)	11,027	0	11,027
	%	4.9%	n/a	-1.7%	n/a	3.5%	n/a	3.5%
121 International Affairs 1211 NPSIA Resource Centre	2010/2011	1,946,662	267,482	28,965	(12,000)	2,231,109	0	2,231,109
	2011/2012	1,860,294	275,372	25,165	(12,000)	2,148,831	0	2,148,831
	Inc. (Dec.)	(86,368)	7,890	(3,800)	0	(82,278)	0	(82,278)
	%	-4.4%	2.9%	-13.1%	0.0%	-3.7%	n/a	-3.7%
127 Political Economy	2010/2011	102,373	0	67,649	0	170,022	0	170,022
	2011/2012	112,520	0	54,302	0	166,822	0	166,822
	Inc. (Dec.)	10,147	0	(13,347)	0	(3,200)	0	(3,200)
	%	9.9%	n/a	-19.7%	n/a	-1.9%	n/a	-1.9%
162 FPA, Office of the Dean	2010/2011	250,265	446,494	1,166,563	0	1,863,322	0	1,863,322
	2011/2012	233,109	447,537	1,477,603	0	2,158,249	0	2,158,249
	Inc. (Dec.)	(17,156)	1,043	311,040	0	294,927	0	294,927
	%	-6.9%	0.2%	26.7%	n/a	15.8%	n/a	15.8%
164 Public Affairs - Contingencies	2010/2011	0	0	84,468	0	84,468	0	84,468
	2011/2012	0	0	234,107	0	234,107	0	234,107
	Inc. (Dec.)	0	0	149,639	0	149,639	0	149,639
	%	n/a	n/a	277.2%	n/a	277.2%	n/a	277.2%
Salary Reallocations	2010/2011	(103,410)	189,371	(85,961)	0	0	0	0
	2011/2012	(105,045)	192,723	(87,678)	0	0	0	0
Total - Faculty of Public Affairs	2010/2011	20,722,769	2,636,844	2,233,579	(694,198)	24,898,994	0	24,898,994
	2011/2012	21,874,535	2,815,634	2,717,607	(1,009,871)	26,397,905	0	26,397,905
	Inc. (Dec.)	1,151,766	178,790	484,028	(315,673)	1,498,911	0	1,498,911
	%	5.6%	6.8%	21.7%	45.5%	6.0%	n/a	6.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Sprott School of Business								
091 Sprott School of Business	2010/2011	6,366,783	1,017,462	693,296	(202,854)	7,874,687	0	7,874,687
	2011/2012	6,802,362	1,164,008	837,116	(321,820)	8,481,666	0	8,481,666
	Inc. (Dec.)	435,579	146,546	143,820	(118,966)	606,979	0	606,979
	%	6.8%	14.4%	20.7%	58.6%	7.7%	n/a	7.7%
Total - Sprott School of Business	2010/2011	6,366,783	1,017,462	693,296	(202,854)	7,874,687	0	7,874,687
	2011/2012	6,802,362	1,164,008	837,116	(321,820)	8,481,666	0	8,481,666
	Inc. (Dec.)	435,579	146,546	143,820	(118,966)	606,979	0	606,979
	%	6.8%	14.4%	20.7%	58.6%	7.7%	n/a	7.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Science								
165 Science Stores	2010/2011	0	114,758	216,358	(115,000)	216,116	(95,000)	121,116
	2011/2012	0	116,480	201,358	(115,000)	202,838	(95,000)	107,838
	Inc. (Dec.)	0	1,722	(15,000)	0	(13,278)	0	(13,278)
	%	n/a	1.5%	-6.9%	0.0%	-6.1%	0.0%	-11.0%
166 Biology	2010/2011	2,676,883	888,601	160,879	(207,594)	3,518,769	0	3,518,769
193 Ottawa-Carleton Institute in Biology	2011/2012	2,696,554	906,312	160,879	(210,857)	3,552,888	0	3,552,888
	Inc. (Dec.)	19,671	17,711	0	(3,263)	34,119	0	34,119
	%	0.7%	2.0%	0.0%	1.6%	1.0%	n/a	1.0%
169 Chemistry	2010/2011	1,964,492	580,827	144,877	(247,040)	2,443,156	0	2,443,156
187 Ottawa-Carleton Chemistry Institute	2011/2012	2,041,914	645,169	144,987	(237,280)	2,594,790	0	2,594,790
	Inc. (Dec.)	77,422	64,342	110	9,760	151,634	0	151,634
	%	3.9%	11.1%	0.1%	-4.0%	6.2%	n/a	6.2%
172 Earth Sciences	2010/2011	1,160,162	338,146	97,379	(10,000)	1,585,687	(5,000)	1,580,687
173 SEM Facility	2011/2012	1,192,260	360,460	97,379	(18,087)	1,632,012	(10,399)	1,621,613
190 Ottawa-Carleton Geoscience Centre	Inc. (Dec.)	32,098	22,314	0	(8,087)	46,325	(5,399)	40,926
	%	2.8%	6.6%	0.0%	80.9%	2.9%	108.0%	2.6%
175 Mathematics & Statistics	2010/2011	3,607,235	350,664	292,978	0	4,250,877	0	4,250,877
199 Ottawa-Carleton Institute in Mathematics and Statistics	2011/2012	3,778,851	358,330	293,330	0	4,430,511	(99,008)	4,331,503
	Inc. (Dec.)	171,616	7,666	352	0	179,634	(99,008)	80,626
	%	4.8%	2.2%	0.1%	n/a	4.2%	n/a	1.9%
178 Physics	2010/2011	1,656,663	499,222	138,493	(487,269)	1,807,109	0	1,807,109
196 Ottawa-Carleton Institute in Physics	2011/2012	1,975,214	508,201	138,565	(496,322)	2,125,658	0	2,125,658
	Inc. (Dec.)	318,551	8,979	72	(9,053)	318,549	0	318,549
	%	19.2%	1.8%	0.1%	1.9%	17.6%	n/a	17.6%
181 Biochemistry	2010/2011	188,607	0	104,683	0	293,290	0	293,290
	2011/2012	199,071	0	108,736	0	307,807	0	307,807
	Inc. (Dec.)	10,464	0	4,053	0	14,517	0	14,517
	%	5.5%	n/a	3.9%	n/a	4.9%	n/a	4.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
185 Environmental Science	2010/2011	200,994	0	131,590	(59,600)	272,984	0	272,984
	2011/2012	279,636	0	132,364	(63,072)	348,928	0	348,928
	Inc. (Dec.)	78,642	0	774	(3,472)	75,944	0	75,944
	%	39.1%	n/a	0.6%	5.8%	27.8%	n/a	27.8%
222 Technology, Science and Environment	2010/2011	0	0	80,263	0	80,263	0	80,263
	2011/2012	0	0	82,300	0	82,300	0	82,300
	Inc. (Dec.)	0	0	2,037	0	2,037	0	2,037
	%	n/a	n/a	2.5%	n/a	2.5%	n/a	2.5%
225 Computer Science	2010/2011	3,302,765	497,803	168,151	(161,760)	3,806,959	0	3,806,959
202 Ottawa-Carleton Institute in Computer Science	2011/2012	3,498,201	499,919	168,149	(164,944)	4,001,325	0	4,001,325
	Inc. (Dec.)	195,436	2,116	(2)	(3,184)	194,366	0	194,366
	%	5.9%	0.4%	0.0%	2.0%	5.1%	n/a	5.1%
216 Neuroscience	2010/2011	765,210	0	17,000	(249,437)	532,773	0	532,773
	2011/2012	811,526	0	12,000	(255,243)	568,283	0	568,283
	Inc. (Dec.)	46,316	0	(5,000)	(5,806)	35,510	0	35,510
	%	6.1%	n/a	-29.4%	2.3%	6.7%	n/a	6.7%
237 Science, Office of the Dean	2010/2011	181,715	331,872	59,112	0	572,699	0	572,699
	2011/2012	198,100	351,462	59,112	0	608,674	0	608,674
	Inc. (Dec.)	16,385	19,590	0	0	35,975	0	35,975
	%	9.0%	5.9%	0.0%	n/a	6.3%	n/a	6.3%
238 Science Student Success Centre	2010/2011	0	0	0	0	0	0	0
	2011/2012	0	0	67,809	0	67,809	0	67,809
	Inc. (Dec.)	0	0	67,809	0	67,809	0	67,809
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
239 Science-General	2010/2011	0	0	592,515	0	592,515	0	592,515
184 Integrated Science	2011/2012	0	0	1,271,830	0	1,271,830	0	1,271,830
	Inc. (Dec.)	0	0	679,315	0	679,315	0	679,315
	%	n/a	n/a	114.6%	n/a	114.6%	n/a	114.6%
Salary Reallocations	2010/2011	61,009	183,128	(244,137)	0	0	0	0
	2011/2012	84,824	228,948	(313,772)	0	0	0	0
Total - Faculty of Science	2010/2011	15,765,735	3,785,021	1,960,141	(1,537,700)	19,973,197	(100,000)	19,873,197
	2011/2012	16,756,151	3,975,281	2,625,026	(1,560,805)	21,795,653	(204,407)	21,591,246
	Inc. (Dec.)	990,416	190,260	664,885	(23,105)	1,822,456	(104,407)	1,718,049
	%	6.3%	5.0%	33.9%	1.5%	9.1%	104.4%	8.6%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Engineering & Design								
241 Civil & Environmental Engineering	2010/2011	2,437,741	428,583	166,946	(199,537)	2,833,733	0	2,833,733
	2011/2012	2,759,391	434,042	169,393	(200,000)	3,162,826	0	3,162,826
	Inc. (Dec.)	321,650	5,459	2,447	(463)	329,093	0	329,093
	%	13.2%	1.3%	1.5%	0.2%	11.6%	n/a	11.6%
244 Electronics	2010/2011	2,929,285	451,830	188,617	(224,681)	3,345,051	0	3,345,051
	2011/2012	3,019,625	461,226	189,169	(234,717)	3,435,303	0	3,435,303
	Inc. (Dec.)	90,340	9,396	552	(10,036)	90,252	0	90,252
	%	3.1%	2.1%	0.3%	4.5%	2.7%	n/a	2.7%
247 Mechanical & Aerospace Engineering	2010/2011	4,209,088	678,996	239,746	(300,000)	4,827,830	0	4,827,830
	2011/2012	4,259,995	689,258	241,024	(300,000)	4,890,277	0	4,890,277
	Inc. (Dec.)	50,907	10,262	1,278	0	62,447	0	62,447
	%	1.2%	1.5%	0.5%	0.0%	1.3%	n/a	1.3%
250 Systems & Computing Engineering	2010/2011	4,408,548	585,344	249,381	(200,000)	5,043,273	(12,521)	5,030,752
	2011/2012	4,570,072	591,746	250,735	(200,000)	5,212,553	0	5,212,553
	Inc. (Dec.)	161,524	6,402	1,354	0	169,280	12,521	181,801
	%	3.7%	1.1%	0.5%	0.0%	3.4%	-100.0%	3.6%
259 Information Technology	2010/2011	669,003	153,429	97,654	0	920,086	0	920,086
	2011/2012	695,703	159,239	98,574	0	953,516	0	953,516
	Inc. (Dec.)	26,700	5,810	920	0	33,430	0	33,430
	%	4.0%	3.8%	0.9%	n/a	3.6%	n/a	3.6%
265 FED, Office of the Dean	2010/2011	241,273	591,382	1,289,296	0	2,121,951	0	2,121,951
	2011/2012	183,051	604,356	1,609,505	0	2,396,912	0	2,396,912
	Inc. (Dec.)	(58,222)	12,974	320,209	0	274,961	0	274,961
	%	-24.1%	2.2%	24.8%	n/a	13.0%	n/a	13.0%
270 Industrial Design	2010/2011	707,635	322,538	102,981	0	1,133,154	0	1,133,154
	2011/2012	753,182	329,796	103,907	0	1,186,885	0	1,186,885
	Inc. (Dec.)	45,547	7,258	926	0	53,731	0	53,731
	%	6.4%	2.3%	0.9%	n/a	4.7%	n/a	4.7%
280 Architecture & Urbanism	2010/2011	1,849,395	506,908	402,737	(44,114)	2,714,926	0	2,714,926
	2011/2012	1,916,209	515,204	407,208	(44,114)	2,794,507	0	2,794,507
	Inc. (Dec.)	66,814	8,296	4,471	0	79,581	0	79,581
	%	3.6%	1.6%	1.1%	0.0%	2.9%	n/a	2.9%
Total - Faculty of Engineering & Design	2010/2011	17,451,968	3,719,010	2,737,358	(968,332)	22,940,004	(12,521)	22,927,483
	2011/2012	18,157,228	3,784,867	3,069,515	(978,831)	24,032,779	0	24,032,779
	Inc. (Dec.)	705,260	65,857	332,157	(10,499)	1,092,775	12,521	1,105,296
	%	4.0%	1.8%	12.1%	1.1%	4.8%	-100.0%	4.8%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Academic Administration & Student Services								
Provost and Vice-President (Academic)								
395 Provost & VP (Academic)	2010/2011	0	410,280	241,659	0	651,939	0	651,939
	2011/2012	0	474,058	180,536	0	654,594	0	654,594
	Inc. (Dec.)	0	63,778	(61,123)	0	2,655	0	2,655
	%	n/a	15.5%	-25.3%	n/a	0.4%	n/a	0.4%
445 Provost & VP (Academic) - Misc	2010/2011	0	0	337,781	0	337,781	0	337,781
	2011/2012	0	0	561,891	0	561,891	0	561,891
	Inc. (Dec.)	0	0	224,110	0	224,110	0	224,110
	%	n/a	n/a	66.3%	n/a	66.3%	n/a	66.3%
448 Quality Assurance (Academic)	2010/2011	0	0	0	0	0	0	0
	2011/2012	0	0	197,900	0	197,900	0	197,900
	Inc. (Dec.)	0	0	197,900	0	197,900	0	197,900
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
618 Ombudsman's Office	2010/2011	0	128,800	48,250	0	177,050	(90,704)	86,346
	2011/2012	0	128,800	47,340	0	176,140	(90,704)	85,436
	Inc. (Dec.)	0	0	(910)	0	(910)	0	(910)
	%	n/a	0.0%	-1.9%	n/a	-0.5%	0.0%	-1.1%
Total - Provost and Vice-President (Academic)	2010/2011	0	539,080	627,690	0	1,166,770	(90,704)	1,076,066
	2011/2012	0	602,858	987,667	0	1,590,525	(90,704)	1,499,821
	Inc. (Dec.)	0	63,778	359,977	0	423,755	0	423,755
	%	n/a	11.8%	57.3%	n/a	36.3%	0.0%	39.4%
Associate Vice-President (Student and Enrolment)								
473 Admissions Services	2010/2011	0	1,408,338	242,157	0	1,650,495	(45,000)	1,605,495
	2011/2012	0	1,428,583	299,534	0	1,728,117	(45,000)	1,683,117
	Inc. (Dec.)	0	20,245	57,377	0	77,622	0	77,622
	%	n/a	1.44%	23.7%	n/a	4.7%	0.0%	4.8%
474 International Recruitment	2010/2011	0	155,407	183,365	0	338,772	0	338,772
	2011/2012	0	229,948	408,365	0	638,313	0	638,313
	Inc. (Dec.)	0	74,541	225,000	0	299,541	0	299,541
	%	n/a	48.0%	122.7%	n/a	88.4%	n/a	88.4%
475 Undergraduate Recruitment Office	2010/2011	0	677,845	904,580	0	1,582,425	0	1,582,425
	2011/2012	0	816,938	872,566	0	1,689,504	0	1,689,504
	Inc. (Dec.)	0	139,093	(32,014)	0	107,079	0	107,079
	%	n/a	20.5%	-3.5%	n/a	6.8%	n/a	6.8%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
477 Telecounselling Centre	2010/2011	0	0	101,500	0	101,500	0	101,500
	2011/2012	0	0	101,500	0	101,500	0	101,500
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
561 Awards Office	2010/2011	0	635,562	124,449	(163,200)	596,811	0	596,811
	2011/2012	0	650,702	119,057	(163,200)	606,559	0	606,559
	Inc. (Dec.)	0	15,140	(5,392)	0	9,748	0	9,748
	%	n/a	2.4%	-4.3%	0.0%	1.6%	n/a	1.6%
566 Office of Enrolment Management	2010/2011	0	210,522	389,039	0	599,561	0	599,561
	2011/2012	0	281,252	409,735	0	690,987	0	690,987
	Inc. (Dec.)	0	70,730	20,696	0	91,426	0	91,426
	%	n/a	33.6%	5.3%	n/a	15.2%	n/a	15.2%
398 Office - Director of Student Affairs	2010/2011	0	139,863	29,934	0	169,797	0	169,797
	2011/2012	0	142,322	28,934	0	171,256	0	171,256
	Inc. (Dec.)	0	2,459	(1,000)	0	1,459	0	1,459
	%	n/a	1.8%	-3.3%	n/a	0.9%	n/a	0.9%
564 Paul Menton Centre	2010/2011	0	617,355	274,008	0	891,363	0	891,363
	2011/2012	0	630,853	270,654	0	901,507	0	901,507
	Inc. (Dec.)	0	13,498	(3,354)	0	10,144	0	10,144
	%	n/a	2.2%	-1.2%	n/a	1.1%	n/a	1.1%
565 International Student Services Office	2010/2011	0	300,056	71,649	0	371,705	(43,000)	328,705
	2011/2012	0	309,804	71,649	0	381,453	(43,000)	338,453
	Inc. (Dec.)	0	9,748	0	0	9,748	0	9,748
	%	n/a	3.2%	0.0%	n/a	2.6%	0.0%	3.0%
394 Student Academic Success Centre	2010/2011	0	753,384	132,927	0	886,311	0	886,311
	2011/2012	0	769,493	113,475	0	882,968	0	882,968
	Inc. (Dec.)	0	16,109	(19,452)	0	(3,343)	0	(3,343)
	%	n/a	2.1%	-14.6%	n/a	-0.4%	n/a	-0.4%
397 Career Development & Co-op Education	2010/2011	0	983,472	134,019	0	1,117,491	0	1,117,491
	2011/2012	0	1,014,444	237,606	0	1,252,050	0	1,252,050
	Inc. (Dec.)	0	30,972	103,587	0	134,559	0	134,559
	%	n/a	3.1%	77.3%	n/a	12.0%	n/a	12.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
400 Student Experience Office	2010/2011	0	206,701	58,026	0	264,727	0	264,727
	2011/2012	0	207,001	61,527	0	268,528	0	268,528
	Inc. (Dec.)	0	300	3,501	0	3,801	0	3,801
	%	n/a	0.1%	6.0%	n/a	1.4%	n/a	1.4%
415 Writing Tutorial Service	2010/2011	0	0	70,987	0	70,987	0	70,987
	2011/2012	0	0	72,052	0	72,052	0	72,052
	Inc. (Dec.)	0	0	1,065	0	1,065	0	1,065
	%	n/a	n/a	1.5%	n/a	1.5%	n/a	1.5%
440 Office of AVP (Student & Enrolment)	2010/2011	0	138,352	67,748	0	206,100	0	206,100
	2011/2012	0	139,993	78,061	0	218,054	0	218,054
	Inc. (Dec.)	0	1,641	10,313	0	11,954	0	11,954
	%	n/a	1.2%	15.2%	n/a	5.8%	n/a	5.8%
446 Learning Commons	2010/2011	0	0	117,835	0	117,835	0	117,835
	2011/2012	0	0	126,536	0	126,536	0	126,536
	Inc. (Dec.)	0	0	8,701	0	8,701	0	8,701
	%	n/a	n/a	7.4%	n/a	7.4%	n/a	7.4%
563 Career Services	2010/2011	0	711,452	53,876	0	765,328	0	765,328
	2011/2012	0	727,700	45,022	0	772,722	0	772,722
	Inc. (Dec.)	0	16,248	(8,854)	0	7,394	0	7,394
	%	n/a	2.3%	-16.4%	n/a	1.0%	n/a	1.0%
Total - Associate Vice-President (Student and Enrolment)	2010/2011	0	6,938,309	2,956,099	(163,200)	9,731,208	(88,000)	9,643,208
	2011/2012	0	7,349,033	3,316,273	(163,200)	10,502,106	(88,000)	10,414,106
	Inc. (Dec.)	0	410,724	360,174	0	770,898	0	770,898
	%	n/a	5.9%	12.2%	0.0%	7.9%	0.0%	8.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
University Registrar								
404 University Registrarial Services	2010/2011	0	2,406,111	374,205	0	2,780,316	0	2,780,316
	2011/2012	0	2,435,406	346,586	0	2,781,992	0	2,781,992
	Inc. (Dec.)	0	29,295	(27,619)	0	1,676	0	1,676
	%	n/a	1.2%	-7.4%	n/a	0.1%	n/a	0.1%
405 University Calendars	2010/2011	0	0	20,000	0	20,000	0	20,000
	2011/2012	0	0	15,000	0	15,000	0	15,000
	Inc. (Dec.)	0	0	(5,000)	0	(5,000)	0	(5,000)
	%	n/a	n/a	-25.0%	n/a	-25.0%	n/a	-25.0%
476 Scheduling & Examination Services	2010/2011	0	322,897	387,857	0	710,754	0	710,754
	2011/2012	0	356,350	437,857	0	794,207	0	794,207
	Inc. (Dec.)	0	33,453	50,000	0	83,453	0	83,453
	%	n/a	10.4%	12.9%	n/a	11.7%	n/a	11.7%
478 Examination Room	2010/2011	0	0	60,000	0	60,000	0	60,000
	2011/2012	0	0	61,682	0	61,682	0	61,682
	Inc. (Dec.)	0	0	1,682	0	1,682	0	1,682
	%	n/a	n/a	2.8%	n/a	2.8%	n/a	2.8%
Total - University Registrar	2010/2011	0	2,729,008	842,062	0	3,571,070	0	3,571,070
	2011/2012	0	2,791,756	861,125	0	3,652,881	0	3,652,881
	Inc. (Dec.)	0	62,748	19,063	0	81,811	0	81,811
	%	n/a	2.3%	2.3%	n/a	2.3%	n/a	2.3%
Education Development Centre								
381 Instructional Media Services	2010/2011	0	1,168,399	107,671	0	1,276,070	(62,696)	1,213,374
	2011/2012	0	1,139,209	101,773	0	1,240,982	(67,696)	1,173,286
	Inc. (Dec.)	0	(29,190)	(5,898)	0	(35,088)	(5,000)	(40,088)
	%	n/a	-2.5%	-5.5%	n/a	-2.7%	8.0%	-3.3%
386 Education Development Centre	2010/2011	0	1,319,473	249,640	0	1,569,113	0	1,569,113
	2011/2012	0	736,719	507,073	0	1,243,792	0	1,243,792
	Inc. (Dec.)	0	(582,754)	257,433	0	(325,321)	0	(325,321)
	%	n/a	-44.2%	103.1%	n/a	-20.7%	n/a	-20.7%
387 Carleton University OnLine (CUOL)	2010/2011	0	121,743	343,511	0	465,254	(461,000)	4,254
	2011/2012	0	852,748	343,511	0	1,196,259	(472,500)	723,759
	Inc. (Dec.)	0	731,005	0	0	731,005	(11,500)	719,505
	%	n/a	600.4%	0.0%	n/a	157.1%	2.5%	16913.6%

		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	2010/2011	0	0	68,961	0	68,961	(80,000)	(11,039)
	2011/2012	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	2010/2011	0	0	10,000	0	10,000	0	10,000
	2011/2012	0	0	46,000	0	46,000	0	46,000
	Inc. (Dec.)	0	0	36,000	0	36,000	0	36,000
	%	n/a	n/a	360.0%	n/a	360.0%	n/a	360.0%
Total - Education Development Centre	2010/2011	0	2,609,615	779,783	0	3,389,398	(603,696)	2,785,702
	2011/2012	0	2,728,676	1,067,318	0	3,795,994	(620,196)	3,175,798
	Inc. (Dec.)	0	119,061	287,535	0	406,596	(16,500)	390,096
	%	n/a	4.6%	36.9%	n/a	12.0%	2.7%	14.0%
Faculty of Graduate Studies and Post-Doctoral Affairs								
301 Faculty of Graduate & Postdoctoral Affairs	2010/2011	27,123	1,037,465	195,226	(81,600)	1,178,214	0	1,178,214
	2011/2012	33,358	1,181,740	267,407	(81,600)	1,400,905	0	1,400,905
	Inc. (Dec.)	6,235	144,275	72,181	0	222,691	0	222,691
	%	23.0%	13.9%	37.0%	0.0%	18.9%	n/a	18.9%
Total - Faculty Graduate Studies and Post-Doctoral Affairs	2010/2011	27,123	1,037,465	195,226	(81,600)	1,178,214	0	1,178,214
	2011/2012	33,358	1,181,740	267,407	(81,600)	1,400,905	0	1,400,905
	Inc. (Dec.)	6,235	144,275	72,181	0	222,691	0	222,691
	%	23.0%	13.9%	37.0%	0.0%	18.9%	n/a	18.9%
Salary Reallocations	2010/2011	0	115,036	(115,036)	0	0	0	0
	2011/2012	0	171,499	(171,499)	0	0	0	0
Total - Academic Administration & Student Services	2010/2011	27,123	13,968,513	5,285,824	(244,800)	19,036,660	(782,400)	18,254,260
	2011/2012	33,358	14,825,562	6,328,291	(244,800)	20,942,411	(798,900)	20,143,511
	Inc. (Dec.)	6,235	800,586	1,098,930	0	1,905,751	(16,500)	1,889,251
	%	23.0%	5.7%	20.8%	0.0%	10.0%	2.1%	10.3%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Library								
456 Library	2010/2011	2,505,034	5,395,021	5,810,854	0	13,710,909	0	13,710,909
	2011/2012	2,697,737	5,416,329	7,637,135	0	15,751,201	0	15,751,201
	Inc. (Dec.)	192,703	21,308	1,826,281	0	2,040,292	0	2,040,292
	%	7.7%	0.4%	31.4%	n/a	14.9%	n/a	14.9%
Total - Library	2010/2011	2,505,034	5,395,021	5,810,854	0	13,710,909	0	13,710,909
	2011/2012	2,697,737	5,416,329	7,637,135	0	15,751,201	0	15,751,201
	Inc. (Dec.)	192,703	21,308	1,826,281	0	2,040,292	0	2,040,292
	%	7.7%	0.4%	31.4%	n/a	14.9%	n/a	14.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Research & International								
370 Office of Vice-President (Research and International)	2010/2011	0	295,414	78,856	0	374,270	0	374,270
	2011/2012	0	297,507	93,041	0	390,548	0	390,548
	Inc. (Dec.)	0	2,093	14,185	0	16,278	0	16,278
	%	n/a	0.7%	18.0%	n/a	4.3%	n/a	4.3%
371 Carleton International	2010/2011	0	184,879	64,980	0	249,859	0	249,859
	2011/2012	0	343,479	19,719	0	363,198	0	363,198
	Inc. (Dec.)	0	158,600	(45,261)	0	113,339	0	113,339
	%	n/a	85.8%	-69.7%	n/a	45.4%	n/a	45.4%
372 Office of Research Services	2010/2011	0	851,062	75,539	0	926,601	0	926,601
	2011/2012	0	982,424	83,765	0	1,066,189	0	1,066,189
	Inc. (Dec.)	0	131,362	8,226	0	139,588	0	139,588
	%	n/a	15.4%	10.9%	n/a	15.1%	n/a	15.1%
373 Technology & Research Development	2010/2011	0	0	110,373	0	110,373	0	110,373
	2011/2012	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	(110,373)	0	(110,373)	0	(110,373)
	%	n/a	n/a	-100.0%	n/a	-100.0%	n/a	-100.0%
376 Life Science Research Centre	2010/2011	0	197,486	58,648	0	256,134	0	256,134
	2011/2012	0	202,462	43,864	0	246,326	0	246,326
	Inc. (Dec.)	0	4,976	(14,784)	0	(9,808)	0	(9,808)
	%	n/a	2.5%	-25.2%	n/a	-3.8%	n/a	-3.8%
377 Office of AVP Research	2010/2011	0	0	45,000	0	45,000	0	45,000
	2011/2012	0	0	115,000	0	115,000	0	115,000
	Inc. (Dec.)	0	0	70,000	0	70,000	0	70,000
	%	n/a	n/a	155.6%	n/a	155.6%	n/a	155.6%
378 VPRI University Research Initiatives	2010/2011	0	0	457,600	0	457,600	0	457,600
	2011/2012	0	0	914,800	0	914,800	0	914,800
	Inc. (Dec.)	0	0	457,200	0	457,200	0	457,200
	%	n/a	n/a	100.0%	n/a	100.0%	n/a	100.0%
Salary Reallocations	2010/2011	0	116,253	(116,253)	0	0	0	0
	2011/2012	0	0	0	0	0	0	0
Total - Research & International	2010/2011	0	1,645,094	774,743	0	2,419,837	0	2,419,837
	2011/2012	0	1,825,872	1,270,189	0	3,096,061	0	3,096,061
	Inc. (Dec.)	0	180,778	495,446	0	676,224	0	676,224
	%	n/a	11.0%	63.9%	n/a	27.9%	n/a	27.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Finance & Administration								
232 Science Technology Centre	2010/2011	0	352,597	224,169	(120,000)	456,766	(160,000)	296,766
	2011/2012	0	353,469	196,344	(120,000)	429,813	(160,000)	269,813
	Inc. (Dec.)	0	872	(27,825)	0	(26,953)	0	(26,953)
	%	n/a	0.2%	-12.4%	0.0%	-5.9%	0.0%	-9.1%
374 Office of Institutional Research	2010/2011	0	604,060	71,840	0	675,900	0	675,900
	2011/2012	0	612,554	71,840	0	684,394	0	684,394
	Inc. (Dec.)	0	8,494	0	0	8,494	0	8,494
	%	n/a	1.4%	0.0%	n/a	1.3%	n/a	1.3%
482 Business Office	2010/2011	0	1,598,226	311,603	(35,000)	1,874,829	0	1,874,829
	2011/2012	0	1,646,699	284,595	(35,000)	1,896,294	0	1,896,294
	Inc. (Dec.)	0	48,473	(27,008)	0	21,465	0	21,465
	%	n/a	3.0%	-8.7%	0.0%	1.1%	n/a	1.1%
486 Office of the Vice-President (Finance and Administration)	2010/2011	0	337,131	261,179	0	598,310	0	598,310
	2011/2012	0	342,276	165,179	0	507,455	0	507,455
	Inc. (Dec.)	0	5,145	(96,000)	0	(90,855)	0	(90,855)
	%	n/a	1.5%	-36.8%	n/a	-15.2%	n/a	-15.2%
487 Office of Quality Initiatives	2010/2011	0	201,648	48,378	0	250,026	0	250,026
	2011/2012	0	228,249	48,378	0	276,627	0	276,627
	Inc. (Dec.)	0	26,601	0	0	26,601	0	26,601
	%	n/a	13.2%	0.0%	n/a	10.6%	n/a	10.6%
498 Office of the AVP Finance	2010/2011	0	870,001	60,654	0	930,655	0	930,655
	2011/2012	0	864,102	63,599	0	927,701	0	927,701
	Inc. (Dec.)	0	(5,899)	2,945	0	(2,954)	0	(2,954)
	%	n/a	-0.7%	4.9%	n/a	-0.3%	n/a	-0.3%
503 Mail Services	2010/2011	0	251,449	27,445	0	278,894	0	278,894
	2011/2012	0	254,038	27,445	0	281,483	0	281,483
	Inc. (Dec.)	0	2,589	0	0	2,589	0	2,589
	%	n/a	1.0%	0.0%	n/a	0.9%	n/a	0.9%
504 Information Carleton	2010/2011	0	0	104,379	0	104,379	0	104,379
	2011/2012	0	0	105,240	0	105,240	0	105,240
	Inc. (Dec.)	0	0	861	0	861	0	861
	%	n/a	n/a	0.8%	n/a	0.8%	n/a	0.8%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
507 Purchasing	2010/2011	0	447,545	106,350	(158,183)	395,712	0	395,712
	2011/2012	0	454,348	126,350	(158,183)	422,515	0	422,515
	Inc. (Dec.)	0	6,803	20,000	0	26,803	0	26,803
	%	n/a	1.5%	18.8%	0.0%	6.8%	n/a	6.8%
574 Creative Services	2010/2011	0	312,277	41,950	0	354,227	0	354,227
	2011/2012	0	248,191	41,950	0	290,141	0	290,141
	Inc. (Dec.)	0	(64,086)	0	0	(64,086)	0	(64,086)
	%	n/a	-20.5%	0.0%	n/a	-18.1%	n/a	-18.1%
Human Resources Summary	2010/2011	0	1,899,287	402,368	0	2,301,655	0	2,301,655
	2011/2012	0	1,891,018	512,548	0	2,403,566	0	2,403,566
	Inc. (Dec.)	0	(8,269)	110,180	0	101,911	0	101,911
	%	n/a	-0.4%	27.4%	n/a	4.4%	n/a	4.4%
534 Miscellaneous Administration - Vice- President (Finance and Administration)	2010/2011	0	0	1,592,120	(46,600)	1,545,520	(40,000)	1,505,520
	2011/2012	0	0	1,606,874	(46,600)	1,560,274	(25,000)	1,535,274
	Inc. (Dec.)	0	0	14,754	0	14,754	15,000	29,754
	%	n/a	n/a	0.9%	0.0%	1.0%	-37.5%	2.0%
Facilities Management & Planning Summary	2010/2011	0	5,484,910	5,236,101	(2,473,959)	8,247,052	0	8,247,052
	2011/2012	0	5,489,367	5,210,101	(2,473,959)	8,225,509	0	8,225,509
	Inc. (Dec.)	0	4,457	(26,000)	0	(21,543)	0	(21,543)
	%	n/a	0.1%	-0.5%	0.0%	-0.26%	n/a	-0.3%
University Safety Summary	2010/2011	0	1,552,562	555,050	(272,390)	1,835,222	(16,667)	1,818,555
	2011/2012	0	1,534,383	598,474	(272,390)	1,860,467	(51,558)	1,808,909
	Inc. (Dec.)	0	(18,179)	43,424	0	25,245	(34,891)	(9,646)
	%	n/a	-1.2%	7.8%	0.0%	1.4%	n/a	-0.5%
Computing & Communications Summary	2010/2011	0	6,532,873	2,933,971	(1,108,280)	8,358,564	(75,202)	8,283,362
	2011/2012	0	6,831,015	2,767,956	(1,100,110)	8,498,861	(65,166)	8,433,695
	Inc. (Dec.)	0	298,142	(166,015)	8,170	140,297	10,036	150,333
	%	n/a	4.6%	-5.7%	-0.7%	1.7%	-13.3%	1.8%
607 Dept of Pension Management	2010/2011	0	169,000	44,610	0	213,610	(213,610)	0
6071 Pension Committee	2011/2012	0	169,955	44,610	0	214,565	(214,565)	0
	Inc. (Dec.)	0	955	0	0	955	(955)	0
	%	n/a	0.6%	0.0%	n/a	0.4%	0.4%	n/a
Salary Reallocations	2010/2011	0	57,379	(57,379)	0	0	0	0
	2011/2012	0	58,240	(58,240)	0	0	0	0
Total - Finance & Administration	2010/2011	0	20,670,945	11,964,788	(4,214,412)	28,421,321	(505,479)	27,915,842
	2011/2012	0	20,977,904	11,813,243	(4,206,242)	28,584,905	(516,289)	28,068,616
	Inc. (Dec.)	0	306,959	(151,545)	8,170	163,584	(10,810)	152,774
	%	n/a	1.5%	-1.3%	-0.2%	0.6%	2.1%	0.5%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
President								
410 Clerk of Senate	2010/2011	0	146,879	19,315	0	166,194	0	166,194
	2011/2012	0	139,449	23,113	0	162,562	0	162,562
	Inc. (Dec.)	0	(7,430)	3,798	0	(3,632)	0	(3,632)
	%	n/a	-5.1%	19.7%	n/a	-2.2%	n/a	-2.2%
449 Miscellaneous Academic-President	2010/2011	0	0	110,235	0	110,235	0	110,235
	2011/2012	0	0	106,235	0	106,235	0	106,235
	Inc. (Dec.)	0	0	(4,000)	0	(4,000)	0	(4,000)
	%	n/a	n/a	-3.6%	n/a	-3.6%	n/a	-3.6%
480 Secretary to the Board of Governors 484 Office of the University Secretary	2010/2011	0	390,107	74,287	0	464,394	0	464,394
	2011/2012	0	342,673	132,581	0	475,254	0	475,254
	Inc. (Dec.)	0	(47,434)	58,294	0	10,860	0	10,860
	%	n/a	-12.2%	78.5%	n/a	2.3%	n/a	2.3%
483 Office of the President	2010/2011	0	454,973	172,797	0	627,770	0	627,770
	2011/2012	0	457,488	172,530	0	630,018	0	630,018
	Inc. (Dec.)	0	2,515	(267)	0	2,248	0	2,248
	%	n/a	0.6%	-0.2%	n/a	0.4%	n/a	0.4%
489 Equity Services	2010/2011	0	425,315	39,368	(60,561)	404,122	0	404,122
	2011/2012	0	367,613	43,167	0	410,780	0	410,780
	Inc. (Dec.)	0	(57,702)	3,799	60,561	6,658	0	6,658
	%	n/a	-13.6%	9.6%	n/a	1.6%	n/a	1.6%
573 University Communications	2010/2011	0	615,551	163,176	0	778,727	0	778,727
	2011/2012	0	625,786	757,176	0	1,382,962	0	1,382,962
	Inc. (Dec.)	0	10,235	594,000	0	604,235	0	604,235
	%	n/a	1.7%	364.0%	n/a	77.6%	n/a	77.6%
Salary Reallocations	2010/2011	91,385	(91,385)	0	0	0	0	0
	2011/2012	91,385	(91,385)	0	0	0	0	0
Total - President	2010/2011	91,385	1,941,440	579,178	(60,561)	2,551,442	0	2,551,442
	2011/2012	91,385	1,841,624	1,234,802	0	3,167,811	0	3,167,811
	Inc. (Dec.)	0	(99,816)	655,624	60,561	616,369	0	616,369
	%	0.0%	-5.1%	113.2%	n/a	24.2%	n/a	24.2%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Advancement								
Advancement Summary	2010/2011	0	2,664,538	1,838,599	0	4,503,137	0	4,503,137
	2011/2012	0	2,982,245	1,626,144	0	4,608,389	(50,000)	4,558,389
	Inc. (Dec.)	0	317,707	(212,455)	0	105,252	(50,000)	55,252
	%	n/a	11.9%	-11.6%	n/a	2.3%	n/a	1.2%
Salary Reallocations	2010/2011	0	0	0	0	0	0	0
	2011/2012	0	0	0	0	0	0	0
Total - Advancement	2010/2011	0	2,664,538	1,838,599	0	4,503,137	0	4,503,137
	2011/2012	0	2,982,245	1,626,144	0	4,608,389	(50,000)	4,558,389
	Inc. (Dec.)	0	317,707	(212,455)	0	105,252	(50,000)	55,252
	%	n/a	11.9%	-11.6%	n/a	2.3%	n/a	1.2%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
University Budgets								
Staff Benefits	2010/2011	0	0	36,052,000	0	36,052,000	(15,000)	36,037,000
	2011/2012	0	0	38,077,000	0	38,077,000	(15,000)	38,062,000
	Inc. (Dec.)	0	0	2,025,000	0	2,025,000	0	2,025,000
	%	n/a	n/a	5.6%	n/a	5.6%	0.0%	5.6%
Utilities	2010/2011	0	0	7,585,000	0	7,585,000	0	7,585,000
	2011/2012	0	0	8,753,600	0	8,753,600	0	8,753,600
	Inc. (Dec.)	0	0	1,168,600	0	1,168,600	0	1,168,600
	%	n/a	n/a	15.4%	n/a	15.4%	n/a	15.4%
Cleaning and Facility Maintenance	2010/2011	0	0	1,909,800	0	1,909,800	0	1,909,800
	2011/2012	0	0	2,119,000	0	2,119,000	0	2,119,000
	Inc. (Dec.)	0	0	209,200	0	209,200	0	209,200
	%	n/a	n/a	11.0%	n/a	11.0%	n/a	11.0%
Building Retrofits & Deferred Mtce	2010/2011	0	0	3,200,000	0	3,200,000	0	3,200,000
	2011/2012	0	0	2,900,000	0	2,900,000	0	2,900,000
	Inc. (Dec.)	0	0	(300,000)	0	(300,000)	0	(300,000)
	%	n/a	n/a	-9.4%	n/a	-9.4%	n/a	-9.4%
HCI/VSIM Operating Costs	2010/2011	0	0	372,000	0	372,000	0	372,000
	2011/2012	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	(372,000)	0	(372,000)	0	(372,000)
	%	n/a	n/a	-100.0%	n/a	-100.0%	n/a	-100.0%
Insurance	2010/2011	0	0	750,000	0	750,000	0	750,000
	2011/2012	0	0	750,000	0	750,000	0	750,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Taxes	2010/2011	0	0	10,000	0	10,000	0	10,000
	2011/2012	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	2010/2011	0	0	540,000	0	540,000	0	540,000
	2011/2012	0	0	560,000	0	560,000	0	560,000
	Inc. (Dec.)	0	0	20,000	0	20,000	0	20,000
	%	n/a	n/a	3.7%	n/a	3.7%	n/a	3.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Provision for Bad Debt	2010/2011	0	0	1,090,000	0	1,090,000	0	1,090,000
	2011/2012	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	2010/2011	0	0	180,000	0	180,000	0	180,000
	2011/2012	0	0	180,000	0	180,000	0	180,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Recruitment Publications	2010/2011	0	0	40,000	0	40,000	0	40,000
	2011/2012	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	(40,000)	0	(40,000)	0	(40,000)
	%	n/a	n/a	-100.0%	n/a	-100.0%	n/a	-100.0%
Student Recruitment	2010/2011	0	0	350,000	0	350,000	0	350,000
	2011/2012	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	(350,000)	0	(350,000)	0	(350,000)
	%	n/a	n/a	-100.0%	n/a	-100.0%	n/a	-100.0%
Mandated Student Aid	2010/2011	0	0	7,082,000	0	7,082,000	0	7,082,000
	2011/2012	0	0	8,283,000	0	8,283,000	0	8,283,000
	Inc. (Dec.)	0	0	1,201,000	0	1,201,000	0	1,201,000
	%	n/a	n/a	17.0%	n/a	17.0%	n/a	17.0%
Undergraduate Student Support	2010/2011	0	0	6,189,000	0	6,189,000	0	6,189,000
	2011/2012	0	0	6,189,000	0	6,189,000	0	6,189,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Graduate Student Support	2010/2011	0	0	22,090,663	0	22,090,663	0	22,090,663
	2011/2012	0	0	22,287,829	0	22,287,829	0	22,287,829
	Inc. (Dec.)	0	0	197,166	0	197,166	0	197,166
	%	n/a	n/a	0.9%	n/a	0.9%	n/a	0.9%
University Memberships	2010/2011	0	0	347,550	0	347,550	0	347,550
	2011/2012	0	0	348,500	0	348,500	0	348,500
	Inc. (Dec.)	0	0	950	0	950	0	950
	%	n/a	n/a	0.3%	n/a	0.3%	n/a	0.3%
Convocation	2010/2011	0	0	590,000	0	590,000	0	590,000
	2011/2012	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%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Bank Charges	2010/2011	0	0	100,000	0	100,000	0	100,000
	2011/2012	0	0	100,000	0	100,000	0	100,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Daycare Maintenance	2010/2011	0	0	30,000	0	30,000	0	30,000
	2011/2012	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	2010/2011	0	0	1,000,000	0	1,000,000	0	1,000,000
	2011/2012	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	2010/2011	0	0	500,000	0	500,000	0	500,000
	2011/2012	0	0	1,500,000	0	1,500,000	0	1,500,000
	Inc. (Dec.)	0	0	1,000,000	0	1,000,000	0	1,000,000
	%	n/a	n/a	200.0%	n/a	200.0%	n/a	200.0%
Sustainability Initiatives	2010/2011	0	0	1,000,000	0	1,000,000	0	1,000,000
	2011/2012	0	0	0	0	0	0	0
	Inc. (Dec.)	0	0	(1,000,000)	0	(1,000,000)	0	(1,000,000)
	%	n/a	n/a	-100.0%	n/a	-100.0%	n/a	-100.0%
Joint Program Costs	2010/2011	0	0	1,325,000	0	1,325,000	0	1,325,000
	2011/2012	0	0	1,325,000	0	1,325,000	0	1,325,000
	Inc. (Dec.)	0	0	0	0	0	0	0
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Interfund Transfers	2010/2011	0	0	(1,384,990)	0	(1,384,990)	0	(1,384,990)
	2011/2012	0	0	(1,396,300)	0	(1,396,300)	0	(1,396,300)
	Inc. (Dec.)	0	0	(11,310)	0	(11,310)	0	(11,310)
	%	n/a	n/a	0.8%	n/a	0.8%	n/a	0.8%
Total - University Budgets	2010/2011	0	0	90,948,023	0	90,948,023	(15,000)	90,933,023
	2011/2012	0	0	94,696,629	0	94,696,629	(15,000)	94,681,629
	Inc. (Dec.)	0	0	3,748,606	0	3,748,606	0	3,748,606
	%	n/a	n/a	4.1%	n/a	4.1%	0.0%	4.1%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Provisions and Contingencies								
11119 Provisions and Contingencies	2010/2011	0	0	38,103,727	0	38,103,727	0	38,103,727
	2011/2012	0	0	37,109,837	0	37,109,837	0	37,109,837
	Inc. (Dec.)	0	0	(993,890)	0	(993,890)	0	(993,890)
	%	n/a	n/a	-2.6%	n/a	-2.6%	n/a	-2.6%
Total - Provisions and Contingencies	2010/2011	0	0	38,103,727	0	38,103,727	0	38,103,727
	2011/2012	0	0	37,109,837	0	37,109,837	0	37,109,837
	Inc. (Dec.)	0	0	(993,890)	0	(993,890)	0	(993,890)
	%	n/a	n/a	-2.6%	n/a	-2.6%	n/a	-2.6%

CARLETON UNIVERSITY

PROPOSED BUDGET FOR ANCILLARY UNITS 2011-2012

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1. Ancillary Operations – Proposed Budget 2011-2012

Appendix A at the end of this Report details the 2011-2012 proposed budget of the ancillaries, as compared to the revised projections for 2010-2011 and the budget for 2011-2012. Overall, the ancillary results can be summarized as follows:

	<i>2009-10 Actual \$000</i>	<i>2010-11 Budget \$000</i>	<i>2010-11 Projected \$000</i>	<i>2011-12 Budget \$000</i>
Income and internal recoveries	49,256	48,842	49,436	54,397
Expenses and transfers	45,064	44,970	45,470	49,529
Surplus/(Deficit)	4,192	3,872	3,966	4,868
Contribution to new buildings	-	9,400	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 2010 \$000</i>	<i>Budgeted Balance at April 2011 \$000</i>	<i>Projected Balance at April 2011 \$000</i>	<i>Budgeted Balance at April 2012 \$000</i>
Ancillaries with accumulated surplus	12,190	6,551	6,564	11,292
Ancillaries with accumulated deficit	(373)	(261)	(181)	(41)
	11,817	6,290	6,383	11,251

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 2011-2012 budget for Physical Recreation and Athletics can be summarized as follows:

	<i>2009-10 Actual \$000</i>	<i>2010-11 Budget \$000</i>	<i>2010-11 Projected \$000</i>	<i>2011-12 Budget \$000</i>
<u>Income</u>				
Athletic fees	3,378	3,456	3,552	3,707
Other income	6,155	5,476	5,842	6,182
	9,533	8,932	9,394	9,889
<u>Expenses and Transfers</u>				
Direct expenses	8,437	8,302	8,586	9,200
Renovations and alterations	591	554	649	649
Indirect expense contribution	-	-	-	-
	9,028	8,856	9,235	9,849
Surplus (deficit)	505	76	159	40

Opening fund balance (deficit)	(273)	232	232	391
Closing fund balance (deficit)	232	308	391	431

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, 14 varsity teams and nine competitive club teams.

The local market environment in the fitness and sport industry is becoming very competitive with major players opening new state of the art facilities at very competitive prices. In 2010-2011 we project 38% of the Department's revenue will be derived from the mandatory Student Athletics Fee, which allows all currently registered students to access the facilities. Other revenues are derived from external membership fees, facility rentals, adult leagues 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 30 coaches, Athletics employs over 350 students on a part-time basis, as lifeguards, fitness instructors, camp counsellors, event support staff and administrative support staff. Athletics' compensation to these students exceeds \$1.9 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 25% of the total revenue in 2010-2011.

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 while other maintenance is budgeted within the Athletics' budget.

Indirect costs such as utilities and contracted facilities maintenance were over \$2,100,000 in 2009-2010 and are projected to increase 15% this year. These costs represent 25% of the total cost of the department. The Athletics department is concentrating on its efforts to implement energy savings proposals, reviewing staffing costs and manage the major cleaning and maintenance contracts of the Department for potential efficiencies and cost 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. In 2010-2011 Athletics reduced the varsity budget in order to balance the budget and this changed the level of service for many programs. Now with the increased success of our higher profile sports (basketball and hockey) the cost of play-offs and championships, which is positive, has made budgeting much more challenging in this area. Given Athletics financial challenges with the varsity programs, it is clear that the self-funded model for the football program and a viable long term financial plan is imperative.

The Department of Physical Recreation and Athletics continues to carefully review its competitive sport offerings to ensure their appropriateness and viability. The Department conducted a Competitive Sport Review in 2009-2010 to ensure that the objectives of the interuniversity (varsity) sport program at Carleton University are met within a framework of fiscal restraint. The implementation of these recommendations will be complete in 2011-2012. 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 13% in the last 17 years. This compares to the provincial CPI increase of approximately 36% over the same period. Furthermore, the Carleton University ancillary fee is still one of the lowest fees in the province of Ontario at \$73.88 per student per term in 2010-2011, which is close to 25% below the average of Athletics fees. 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 2011-2012 budget for the Bookstore can be summarized as follows:

	<i>2009-10 Actual \$000</i>	<i>2010-11 Budget \$000</i>	<i>2010-11 Projected \$000</i>	<i>2011-12 Budget \$000</i>
<u>Income</u>				
Commissions and reimbursements	1,236	1,238	1,242	1,250
<u>Expenses and Transfers</u>				
Direct expenses	1,076	1,081	1,088	1,096
Indirect expense contribution	153	153	153	153
	1,228	1,234	1,241	1,249
Surplus (deficit)	8	4	1	1
Opening fund balance (deficit)	206	214	214	215
Closing fund balance (deficit)	214	219	215	216

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 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 packs.

This past Fall saw the introduction of a "Textbook" rental program, whereby students can rent their textbooks for a term at a discount of 50% of the original purchase price. The program was the subject of the national media coverage and was very well received by our students.

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.

1.3 Health and Counselling Services

The 2011-2012 budget for Health and Counselling Services can be summarized as follows:

	<i>2009-10 Actual \$000</i>	<i>2010-11 Budget \$000</i>	<i>2010-11 Projected \$000</i>	<i>2011-12 Budget \$000</i>
<u>Income</u>				
Health Services fee	1,108	1,135	1,140	1,169
Staff use of services	28	-	-	-
Insurance recoveries / other	1,635	1,583	1,675	1,709
	2,771	2,718	2,815	2,878
<u>Expenses and Transfers</u>				
Direct expenses	2,762	2,632	2,722	2,750
Indirect expense contribution	24	23	25	26
	2,786	2,656	2,747	2,776
Surplus (deficit)	(15)	62	68	102
Opening fund balance (deficit)	(196)	(211)	(211)	(143)
Closing fund balance (deficit)	(211)	(149)	(143)	(41)

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), four general practitioner therapists, and three counsellors (one who is dedicated to the needs of international students). Three more counsellors work out of the residences to accommodate students living in residences.

Wait times for a counsellor vary and are determined based on individual needs. There are many factors that may prolong a student's wait time for counselling and volume fluctuates during the academic year. Efforts are being made to better manage the requests for counselling.

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

1.4 Housing and Conference Services

The 2011-2012 budget for the Housing and Conference Services can be summarized as follows:

	<i>2009-10 Actual \$000</i>	<i>2010-11 Budget \$000</i>	<i>2010-11 Projected \$000</i>	<i>2011-12 Budget \$000</i>
<u>Income</u>				
Residence fees	13,391	14,030	14,030	17,366
Conference operations	2,521	2,225	2,181	2,292
Commission income	4,364	4,200	4,400	4,500
Other income	1,598	1,371	1,325	1,491
	21,874	21,826	21,936	25,649
<u>Expenses and Transfers</u>				
Operating expenses	14,109	15,086	15,080	15,738
Indirect expense contribution	105	95	99	102
Contribution to Ancillary Capital Fund	899	729	849	949
Capital debt interest and principal	5,842	4,804	4,681	6,333
	20,955	20,714	20,709	23,122
Surplus (deficit)	919	1,112	1,227	2,527
Opening fund balance (deficit)	4,294	5,213	5,213	1,040
Contribution to new buildings	-	5,400	5,400	-
Closing fund balance (deficit)	5,213	925	1,040	3,567

With the completion of the new Residence building in August 2011, the University will provide on-campus accommodation for 3,523 full-time undergraduate and graduate students during the Fall and Winter terms. To the end of January 2011, the annual Residence occupancy rate is 99.53%.

During the summer months, a significant portion of the bed capacity is used by the Conference Services 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. Conference Services maintains close and active links with Ottawa Tourism, 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. In 2011-2012, the Department will end its arrangement with Aramark for day-to-day management of Conference Services and will hire an Associate Director to assume these responsibilities, with emphasis on expanding the clientele by more effective marketing of the facilities and services. With the completion of the new building at the River site and the expanded Residence Commons building, Conference Services will have much more to offer in terms of functional meeting facilities.

The summer also provides the only opportunity to engage in lengthy and extensive renovation projects. In the summer of 2011, a \$3 million provision for renovations will be allocated to complete projects which include replacement of the existing fire alarm system and to improvements to the perimeter security of the Glengarry House residence, stabilizing the exterior brick of Glengarry House, replacing the roof at Russell House, and planning for the significant renovation of Renfrew House and the Residence reception area in 2012.

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). In 2009 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 year and our conference clients during the summer.

For many years the Commons Building dining has sent its waste food and scraps to be composted rather than sending them to the local landfill. This winter we started to compost our food waste from the main kitchen in the Food Court, again in an effort to divert such waste from the landfill. The beginning of the Winter Term saw the installation water bottle filling stations in the Food Court and Loeb Café.

The 2010 Canadian University Survey Consortium (CUSC) for First-Year Undergraduate Students, Dining Services ratings improved significantly over the previous survey. We also recently hosted a group of McMaster students who had selected Carleton University as a Dining Services facility they wished to benchmark themselves against.

This fall will see the opening of a coffee shop in the Canal Building and we are proposing to open a full service Tim Horton's in the new River Building, along with some minor upgrades to the Food Court and Oasis.

It is proposed that there be an increase in Residence Board Fees by an average of 3% (see Appendix B). It is also proposed that retail food and catering prices be increased by an average of 3% this summer. The proposed revisions to Board Fees and retail food and catering prices reflect the increase in operating costs (wages, food and related items, utilities and sustainability initiatives).

1.5 Parking Services

The 2011-2012 budget for Parking Services can be summarized as follows:

	<i>2009-10 Actual \$000</i>	<i>2010-11 Budget \$000</i>	<i>2010-11 Projected \$000</i>	<i>2011-12 Budget \$000</i>
<u>Income</u>				
Parking charges	3,517	3,555	3,569	3,759
Other income	413	390	342	345
	3,930	3,945	3,911	4,104
<u>Expenses and Transfers</u>				
Direct operating	2,353	2,306	2,382	2,864
Indirect expense contribution	55	55	55	57
	2,408	2,361	2,437	2,921
Surplus (deficit)	1,522	1,584	1,474	1,183
Opening fund balance (deficit)	3,743	5,265	5,265	2,739
Contributions to new buildings		4,000	4,000	

Closing fund balance (deficit)	5,265	2,849	2,739	3,922
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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 4,200 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 2009-2010, student permits accounted for approximately 3,600 sales while staff permits accounted for roughly 1,750 sales. Motorcycle permits accounted for 61 sales and Athletics permits accounted for approximately 628 (excluding Ice House permits). Parking Services also plans to begin charging for parking on campus during the weekends. This policy change will be implemented in July 2011 and the charge will be a nominal \$2 for the day.

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 2010-2011, repairs involved the removal and re-instatement of concrete to remedy de-lamination (crumbling) concrete and depleted waterproofing on some parking levels. Ongoing membrane repairs were also undertaken to preserve the structure and condition of the concrete ramps leading to upper parking levels and driving surface. Some stair pan replacements were also undertaken on the upper levels in the West Stair Tower in the main parking garage in late December. Continued preventative maintenance will see on-going repairs to membrane and sandblasting/painting of exposed metal surfaces. For 2011-2012, 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. It has been recommended in 2011-2012 that work commence for the removal of the existing membrane and deficient areas are repaired prior to a re-application of a specialized waterproofing agent on Levels 1 and 2 - Level 3 will be addressed in 2012-2013.

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 fee increase of 5% for staff and student permits (see Appendix C).

1.6 University Centre

The 2011-2012 budget for the University Centre can be summarized as follows:

	<i>2009-10 Actual \$000</i>	<i>2010-11 Budget \$000</i>	<i>2010-11 Projected \$000</i>	<i>2011-12 Budget \$000</i>
<u>Income</u>				
Rents and other recoveries	1,265	1,338	1,314	1,372
<u>Expenses and Transfers</u>				
Direct operating	1,187	1,312	1,288	1,346
Surplus (deficit)	78	26	26	26
Opening fund balance (deficit)	26	104	104	130
Closing fund balance (deficit)	104	130	130	156

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.

The University Centre operates on a cost recovery basis. CUSA is the largest tenant, paying approximately 34% of the rent, with the University Operations being the next largest tenant at approximately 31%. Housing and Conference Services currently funds approximately 21% of the expenditures.

1.7 Graphic Services

The 2011-2012 budget for the Graphic Services can be summarized as follows:

	<i>2009-10 Actual \$000</i>	<i>2010-11 Budget \$000</i>	<i>2010-11 Projected \$000</i>	<i>2011-12 Budget \$000</i>
<u>Income</u>				
Sales: External	1,940	1,811	1,796	1,844
Internal	2,296	2,584	2,209	2,279
Other income	118	100	94	94
Gross profit	4,354	4,495	4,099	4,217
Less: Cost of goods sold	(1,025)	(970)	(850)	(810)
	3,329	3,525	3,249	3,407
<u>Expenses and Transfers</u>				
Direct expenses	3,361	3,261	2,914	3,096
Indirect expense contribution	67	71	68	69
Contribution to Ancillary Capital Fund	180	180	180	197
	3,608	3,512	3,162	3,362
Surplus (deficit)	(279)	13	87	45
Opening fund balance (deficit)	154	(125)	(125)	(38)
Closing fund balance (deficit)	(125)	(112)	(38)	7

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 is also a satellite-copying unit located in the MacOdrum Library.

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 Ottawa's taxi cabs and an electronic laundry monitoring system.

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

1.8 Ancillary Property Rentals

The 2011-2012 budget for the Ancillary Property Rentals can be summarized as follows:

	<i>2009-10 Actual \$000</i>	<i>2010-11 Budget \$000</i>	<i>2010-11 Projected \$000</i>	<i>2011-12 Budget \$000</i>
<u>Income</u>				
Rents	3,080	3,159	3,161	3,200
Interest and Sundry Income	32	32	32	32
Occupancy Costs Recovery	806	818	952	980
	<u>3,918</u>	<u>4,009</u>	<u>4,145</u>	<u>4,212</u>
<u>Expenses and Transfers</u>				
Direct operating	783	1,024	899	1,271
Occupancy Costs	806	818	952	980
Capital debt (interest and principal)	1,583	1,791	2,108	1,961
	<u>3,172</u>	<u>3,633</u>	<u>3,959</u>	<u>4,212</u>
Surplus (deficit)	<u>746</u>	<u>376</u>	<u>186</u>	<u>0</u>
Opening fund balance (deficit)	(783)	(37)	(37)	149
Closing fund balance (deficit)	(37)	339	149	149

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, 2010 is \$3.5 million compared to \$4.3 million as at April 30, 2009.

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 \$149,000 closing fund surplus relates to a timing difference on the loan payment of \$112,000 for NWRC, and small annual surpluses.

1.9 Ancillary Capital Fund

The 2011-2012 budget for the Ancillary Capital Fund can be summarized as follows:

	<i>2009-10 Actual \$000</i>	<i>2010-11 Budget \$000</i>	<i>2010-11 Projected \$000</i>	<i>2011-12 Budget \$000</i>
<u>Income</u>				
Contributions	1,400	1,311	1,430	1,636
<u>Expenses and Transfers</u>				
Direct operating	692	692	692	692
Surplus (deficit)	708	619	738	944
Opening fund balance (deficit)	454	1,162	1,162	1,900
Closing fund balance (deficit)	1,162	1,781	1,900	2,844

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

In 2010-2011, Housing and Conference Services, Graphics Services, and Department of Facilities Management and Planning have made contributions totalling \$1,059,000. Housing and Conference Services contributed \$793,000, of which \$73,000 was from the RRRA store profit-sharing agreement and \$720,000 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 \$86,000 for off-site management overhead related to NWRC Occupancy Costs.

Other on-going contributions include \$120,000 from the new Tim Horton's residing in the Athletics Building, an additional \$60,000 as a result of renegotiating the Bank of Nova Scotia Lease contract, an additional \$31,000 in renegotiating the Rogers antenna on Dunton Tower lease contract, \$41,000 from a new leased Bell antenna and \$18,000 from a new leased Global Live antenna. One-time allocations consist of \$101,000 from the US Bank of Canada.

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.

Carleton University

Proposed Budget - 2011-2012 and Projected Operating Results - 2010-2011

		2010-2011 Budget			2010-2011 Projected			2011-2012 Proposed Budget			Accumulated closing Surplus (Deficit)			
		Income \$000	Expenses & Transfers \$000	Surplus (Deficit) \$000	Income \$000	Expenses & Transfers \$000	Surplus (Deficit) \$000	Income \$000	Expenses & Transfers \$000	Surplus (Deficit) \$000	Apr/10 Actual	Budgeted Contribution	Apr/11 Projected	Apr/12 Budgeted
1.1	Physical Recreation and Athletics	8,932	8,856	76	9,394	9,235	159	9,889	9,849	40	232		391	431
1.2	Bookstore	1,238	1,234	4	1,242	1,241	1	1,250	1,249	1	214		215	216
1.3	Health and Counselling Services	2,718	2,656	62	2,815	2,747	68	2,878	2,776	102	(211)		(143)	(41)
1.4	Housing and Conference Services	21,826	20,714	1,112	21,936	20,709	1,227	25,649	23,122	2,527	5,213	5,400	1,040	3,567
1.5	Parking Services	3,945	2,361	1,584	3,911	2,437	1,474	4,104	2,921	1,183	5,265	4,000	2,739	3,922
1.6	University Centre	1,338	1,312	26	1,314	1,288	26	1,372	1,346	26	104		130	156
1.7	Graphic Services	3,525	3,512	13	3,249	3,162	87	3,407	3,362	45	(125)		(38)	7
1.8	Ancillary Property Rentals	4,009	3,633	376	4,145	3,959	186	4,212	4,212	0	(37)		149	149
1.9	Ancillary Capital Fund	<u>1,311</u>	<u>692</u>	<u>619</u>	<u>1,430</u>	<u>692</u>	<u>738</u>	<u>1,636</u>	<u>692</u>	<u>944</u>	<u>1,162</u>		<u>1,900</u>	<u>2,844</u>
Total Ancillary Units		48,842	44,970	3,872	49,436	45,470	3,966	54,397	49,529	4,868	11,817		6,383	11,251
Ancillaries with accumulated deficit											(373)		(181)	(41)
Ancillaries with accumulated surpluses											12,190		6,564	11,292
											11,817	9,400	6,383	11,251

Carleton University Ancillary Operations

Proposed Residence Fees for 2011-2012

	2010-2011				2011-2012			
	*SUITE SINGLE LEEDS/ PRESCOTT	SINGLE	SUITE DOUBLE PRESCOTT	DOUBLE	*SUITE SINGLE LEEDS/ PRESCOTT	SINGLE	SUITE DOUBLE PRESCOTT	DOUBLE
Housing and Conference Services								
Traditional								
Room	6,039	5,002	5,112	4,088	6,220	5,150	5,265	4,210
Phone	235	235	235	235	242	242	242	242
Network	215	215	215	215	221	221	221	221
Board (19 meals)	4,132	4,132	4,132	4,132	4,256	4,256	4,256	4,256
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>10,681</u>	<u>9,644</u>	<u>9,754</u>	<u>8,730</u>	<u>10,999</u>	<u>9,929</u>	<u>10,044</u>	<u>8,989</u>
Regular								
Room	6,039	5,002	5,112	4,088	6,220	5,150	5,265	4,210
Phone	235	235	235	235	242	242	242	242
Network	215	215	215	215	221	221	221	221
Board (14 meals and \$100 credit)	3,767	3,767	3,767	3,767	3,880	3,880	3,880	3,880
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>10,316</u>	<u>9,279</u>	<u>9,389</u>	<u>8,365</u>	<u>10,623</u>	<u>9,553</u>	<u>9,668</u>	<u>8,613</u>
Alternative Food Plan "B"								
Room	6,039	5,002	5,112	4,088	6,220	5,150	5,265	4,210
Phone	235	235	235	235	242	242	242	242
Network	215	215	215	215	221	221	221	221
Board (12 meals and \$150 credit)	3,635	3,635	3,635	3,635	3,744	3,744	3,744	3,744
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>10,184</u>	<u>9,147</u>	<u>9,257</u>	<u>8,233</u>	<u>10,487</u>	<u>9,417</u>	<u>9,532</u>	<u>8,477</u>
Alternative Food Plan "C"								
Room	6,039	5,002	5,112	4,088	6,220	5,150	5,265	4,210
Phone	235	235	235	235	242	242	242	242
Network	215	215	215	215	221	221	221	221
Board (9 meals and \$450 credit)	3,571	3,571	3,571	3,571	3,678	3,678	3,678	3,678
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>10,120</u>	<u>9,083</u>	<u>9,193</u>	<u>8,169</u>	<u>10,421</u>	<u>9,351</u>	<u>9,466</u>	<u>8,411</u>
Alternative Food Plan "D" (Note 2)								
Room	6,039		5,112		6,220		5,265	
Phone	235		235		242		242	
Network	215		215		221		221	
Board (5 meals and \$450 credit)	2,223		2,223		2,290		2,290	
Residence Association Fee (Note 1)	60		60		60		60	
	<u>8,772</u>		<u>7,845</u>		<u>9,033</u>		<u>8,078</u>	
Continuous Pass Plan E								
Room	6,039	5,002	5,112	4,088	6,220	5,150	5,265	4,210
Phone	235	235	235	235	242	242	242	242
Network	215	215	215	215	221	221	221	221
Board (Unlimited Meals in Fresh Food Company)	4,396	4,396	4,396	4,396	4,528	4,528	4,528	4,528
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>10,945</u>	<u>9,908</u>	<u>10,018</u>	<u>8,994</u>	<u>11,271</u>	<u>10,201</u>	<u>10,316</u>	<u>9,261</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 2011-2012
(excluding HST)

Permit Rates Effective July 1, 2009	2010/2011	2011/2012
RESERVED PERMIT AREAS	<i>Present</i>	<i>Proposed 5%</i>
R1 - Lot1	\$869.00	\$913.00
R3 - Herzberg (Physics)	\$640.00	\$672.00
R4 - Mackenzie (Engineering)	\$640.00	\$672.00
R7 - Residence Areas	\$640.00	\$672.00
STAFF/FACULTY PERMIT AREAS	<i>Present</i>	<i>Proposed 5%</i>
LGAR - Library Garage (Level 1)	\$878.00	\$922.00
LGAR - Library Garage (Level 2)	\$795.00	\$835.00
LGAR - Library Garage (Level 3)	\$698.00	\$733.00
P9 - Admin. Garage (Level 1)	\$698.00	\$733.00
P9 - Admin. Garage (Level 4)	\$680.00	\$714.00
P9 - Admin. Garage (Level 5)	\$662.00	\$696.00
P9 - Admin. Garage (Level 6)	\$644.00	\$677.00
P9 - Admin. Garage (Level 7)	\$626.00	\$658.00
P9 - Admin. Garage (Level 8)	\$609.00	\$640.00
02 - Lot 2	\$609.00	\$640.00
03 - Lot 3	\$554.00	\$582.00
04 - Lot 4	\$554.00	\$582.00
CTTC Lot	\$554.00	\$582.00
Athletics Lot (Lot 12)	\$457.00	\$480.00
NWRC Permit Lot	\$457.00	\$480.00
05 - Lot 5	\$364.00	\$383.00
06 - Lot 6	\$364.00	\$383.00
STUDENT PERMIT AREAS	<i>Present</i>	<i>Proposed 5%</i>
05 - Lot 5	\$342.00	\$360.00
06 - Lot 6	\$342.00	\$360.00
Res. 06 - Lot 6	\$398.00	\$418.00
07 - Lot 7	\$342.00	\$360.00
P9 - Admin. Garage (Levels 9-15)	\$457.00	\$480.00
PART-TIME (Valid After 4PM) PERMITS	<i>Present</i>	<i>Proposed 5%</i>
LGAR - Library Garage & P9 - Admin	\$241.00	\$254.00
Lot 5 - Athletics Memberships	\$207.00	\$218.00
SPECIAL PERMITS	<i>Present</i>	<i>Proposed 5%</i>
Special - Staff	\$609.00	\$640.00
Special - Student	\$342.00	\$360.00
MOTORCYCLE PERMITS	<i>Present</i>	<i>Proposed 5%</i>
Motorcycle - Surface/Garage Areas	\$102.00	\$108.00
OTHER PERMITS AND FEES	<i>Proposed</i>	<i>Proposed 5%</i>
Service Vehicle Permit (Annual)	\$713.00	\$749.00
Special Guest Parking Permit - Hangtags	\$12.00	\$12.00
Permit Replacement Fee	\$30.00	\$30.00

Carleton University Ancillary Operations
Residence Room Rate Comparison
for 2011-2012

	Suite Single	Suite Double	Traditional Single	Traditional Double
Carleton (proposed 3% increase)	\$6,683	\$5,728	\$5,613	\$4,673
U. of Ottawa (published 11/12)	\$6,582	NA	\$5,202	\$4,466
Queen's (published 11/12)	\$6,593 (no meals)	N/A	\$11245-11904 (includes meal plan)	\$10945-11275 (includes meal plan)
McMaster (published 11/12)	\$7,050	NA	\$5,730	\$5,095
U of Waterloo (approved 3% increase) Phone not included.	\$6,322	NA	\$5,296	\$4,751
U of Western Ontario (published 11/12) ResNet Not Included	\$7,415	NA	\$6050-6800	\$5,390-6145
Brock University (published 11/12)	\$6,924 (townhouse)	\$5,430 (townhouse)	\$5,765	\$4,865

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.