

# 2014-2015 Operating Budget Notes

## Table of Contents

Section	Topic	Page
1.0	Introduction	1
1.1	Operating Result	1
2.0	Operating Income	1
2.1	Government Operating Grants	1
2.2	Tuition Fees	2
2.3	Miscellaneous Fees and Income	3
2.4	Short-Term Interest Income	3
2.5	Departmental Income	4
3.0	Operating Expenditures	5
3.1	Compulsory and Discretionary Resource Allocation	5
3.2	Provisions and Contingencies	8
4.0	Conclusion	9
Appendix A	2014-2015 Proposed Operating Budget	10
Appendix B	2014-2015 Detailed Tuition Fees	11
Appendix C	2013-2014 and 2014-2015 Faculty and Staff Positions by Academic RPC	14
Appendix D	2014-2015 Detailed Budget Schedules	15

April 2014

## 1.0 Introduction

The 2014-2015 Operating Budget is hereby presented to the Board of Governors for approval. The Budget, as shown on Appendix A, is balanced, as mandated by the Board of Governors in November 2013.

## 1.1 Operating Result

Appendix A to these notes shows the expected operating result for the 2014-2015 fiscal year. The details are as follows:

	<b>2013-2014 Budget</b>	<b>2014-2015 Proposed Budget</b>
	(\$000's)	(\$000's)
Income	377,406	392,062
Expenditures and Transfers	377,406	392,062
<b>Net Result</b>	-	-

The following sections compare the 2014-2015 Proposed Budget with the 2013-2014 Approved Budget.

## 2.0 Operating Income

Operating income is expected to total \$392,062,000, \$14,656,000 in excess of the 2013-2014 Approved Budget. The \$14,656,000 is the sum of: decreased grant income of \$3,466,000; increased tuition income of \$16,353,000; increased miscellaneous fees and income of \$382,000; an estimated increase in short term investment income of \$1,000,000; and an increase of \$387,000 in departmental income. Each category is reviewed below.

## 2.1 Government Operating Grants

Government grants for 2014-2015 are projected to be \$3,466,000 below that projected in the 2013-2014 Approved Budget.

<b>Government Grant</b>	<b>2013-2014 Budget</b>	<b>2014-2015 Proposed Budget</b>	<b>Change</b>
	(\$000's)	(\$000's)	(\$000's)
Basic Grant	132,645	130,774	(1,871)
Accessibility Fund	16,578	14,999	(1,579)
Access to Higher Quality Education	6,291	6,270	(21)
Performance Funding	598	730	132
Provincial Research Overheads	641	631	(10)
Federal Research Overheads	4,284	4,304	20
Other grants*	805	668	(137)
<b>Total</b>	<b>161,842</b>	<b>158,376</b>	<b>(3,466)</b>

\* Other grants include Access for the Disabled, Credit Transfer funding and the net grant shortfall on municipal taxes related to the international student recovery.

The decrease in the Basic Grant is a result of reductions announced by the provincial government in 2012. An across the board cut of \$1,126,000, and an international tuition fee claw back of \$745,000 make up the \$1,871,000 reduction. The decrease in the Accessibility Fund is the result of an increase due to enrolment of \$1,396,000, which is more than offset by a possible reduction in the overall funding from this grant from 100% to 80% (\$2,975,000).

## 2.2 Tuition Fees

On March 28, 2013, the Minister of Training, Colleges and Universities (MTCU) provided institutions with a new 4-year tuition framework, which reduces the cap on tuition increases to an average of three percent.

The guidelines allow 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 3%, excluding changes in enrolment. Subject to the total tuition increase cap of 3%, existing graduate and professional programs may increase by no more than 5% for students in the first year of their program and 4% for students in continuing years of their program.

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

The following compares tuition revenue by category from the Approved 2013-2014 Budget to the 2014-2015 Proposed Budget:

	<b>2013-2014 Budget</b>	<b>2014-2015 Proposed Budget</b>	<b>Change</b>
	(\$000's)	(\$000's)	(\$000's)
Undergraduate Fees	158,620	171,473	12,853
Summer Session Fees	13,577	14,588	1,011
Graduate Fees	24,867	27,356	2,489
<b>Total</b>	<b>197,064</b>	<b>213,417</b>	<b>16,353</b>

Tuition revenues being projected in the Proposed Budget total \$213,417,000, \$16,353,000 more than those presented in the Approved 2013-2014 Budget. The increase from the current 2013-2014 fee estimate of \$203,930,000 is \$9,487,000. It is assumed that in fall 2014, Carleton will have a first-year, full-time enrolment of 6,100 students. This is a slight decrease from fall 2013, which saw 6,158 first year students, 158 higher than the 6,000 that was assumed in the 2013-2014 tuition budget.

The detailed tuition rates can be found in Appendix B.

### 2.3 Miscellaneous Fees and Income

Miscellaneous fees and income are expected to total \$11,065,000 which is \$382,000 more than that in the 2013-2014 Approved Budget. The main components are as follows:

	<i>2013-2014 Budget</i>	<i>2014-2015 Proposed Budget</i>	<i>Change</i>
	(\$000's)	(\$000's)	(\$000's)
Application Fees	1,900	2,100	200
Deferred Payment/Late Registration	1,835	1,845	10
Co-op Fees	1,270	1,435	165
Omnibus Fee	900	945	45
Other Fees and Charges	428	440	12
Miscellaneous fees subtotal	6,333	6,765	432
Overhead Recoveries	3,070	2,976	(94)
Rental of Facilities	710	720	10
Library Fines and Fees	164	140	(24)
Pension Plan Recovery	100	100	-
Unrestricted Donations	50	50	-
Other	256	314	58
Miscellaneous income subtotal	4,350	4,300	(50)
<b>Total</b>	<b>10,683</b>	<b>11,065</b>	<b>382</b>

Increases in fee revenue are more a reflection of achieved enrolment growth, with only minor rate increases.

### 2.4 Short-Term Interest Income

Short-term interest income is now expected to total \$6,680,000 for the 2014-2015 fiscal year. The breakdown is as follows:

	<i>2013-2014 Budget</i>	<i>2014-2015 Proposed Budget</i>	<i>Change</i>
	(\$000's)	(\$000's)	(\$000's)
Interest on cash flows	4,165	4,675	510
Endowment income*	275	270	(5)
Interest charges to ancillaries and internal loans	1,240	1,735	495
<b>Total</b>	<b>5,680</b>	<b>6,680</b>	<b>1,000</b>

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

## 2.5 Departmental Income

Departmental income represents sales of goods and services by departments (e.g. the rental of videos and equipment by the Instructional Media Center), as well as special instructional fees related to specific departments (e.g. Center for Initiatives in Education workshop fees) to external users.

The table below outlines the various sources of departmental income:

	<b>2013-2014 Budget</b>	<b>2014-2015 Proposed Budget</b>	<b>Change</b>
	(\$000's)	(\$000's)	(\$000's)
Externally Funded Salaries and Benefits	95	91	(4)
General Sales and Services: Stores, Nano Imaging Facility, Science Technology Centre, Advancement	200	220	20
CUOL Sales and Rentals	633	647	14
IMS Sales and Rentals	61	79	18
EDC Mini Courses	80	80	-
CCS Sales and Rentals	69	334	265
Trademark Advertising	25	25	-
C.I.E. Workshop Fees	574	641	67
Pension Office Recovery	221	227	6
International Recruitment/Sponsorship	88	88	-
Ombudsperson Recovery	91	92	1
<b>Total</b>	<b>2,137</b>	<b>2,524</b>	<b>387</b>

### 3.0 Operating Expenditures

The Operating expenditure total proposed for 2014-2015 is \$392,062,000, which compares to \$377,406,000 in the 2013-2014 Approved Budget.

#### 3.1 Compulsory and Discretionary Resource Allocation

The resource allocations for 2014-2015 include:

	<i>Budget Reduction Applied</i>	<i>Resources Allocated</i>
	(\$000's)	(\$000's)
a) Faculty of Arts and Social Sciences	(482)	431
b) Faculty of Public Affairs	(1,085)	1,415
c) Sprott School of Business	-	741
d) Faculty of Science	(302)	890
e) Faculty of Engineering and Design	-	821
f) Provost and Vice-President (Academic)	-	2,454
g) Library	-	503
h) Vice-President (Research and International)	-	625
i) Vice-President (Finance and Administration)	-	370
j) President	-	885
k) Advancement	-	70
l) University Expense Budgets	-	12,924
<b>Total</b>	<b>(1,869)</b>	<b>22,129</b>

**Notes:**

	(\$000's)	(\$000's)
<b>a) Allocations to Faculty of Arts and Social Sciences</b>		
Faculty retirements/departures	(482)	
Provision for Faculty replacements		267
Enrolment Incentive allocation		164
	(482)	431

**b) Allocations to Faculty of Public Affairs**

Faculty retirements	(1,085)	
Provision for Faculty replacements		753
New faculty positions		337
Contract instructors		200
Program administrators		118
Enrolment Incentive allocation		7
	(1,085)	1,415

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

Faculty retirements	-	
Enrolment Incentive allocation		191
Undergraduate student travel scholarships		400
Graduate student support		150
	-	<u>741</u>

**d) Allocations to Faculty of Science**

Faculty retirements	(302)	
Provision for Faculty replacements		186
Enrolment Incentive allocation		497
New faculty positions		177
Academic program operating expenses		30
	(302)	<u>890</u>

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

Faculty retirements	-	
Enrolment Incentive allocation		701
New faculty positions (50%)		94
New technical staff (50%)		26
	-	<u>821</u>

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

Recruitment, domestic and international		600
CUOL expansion and curriculum development		500
Transfer credit advisors and coordinator		260
Strategic Initiatives Fund		200
Global Academy		150
Peer-Assisted Study Sessions (PASS) program		140
Instructional designer and technology coordinator		130
Quality assurance		110
Discovery Centre		87
MITACs membership		80
Paul Menton Centre coordinator		70
Co-op advisor		70
Graduate student professional development coordinator		57
	-	<u>2,454</u>

**g) Allocations to Library**

Student staffing		200
Library acquisitions		178
Copyright clearance		125
	-	<u>503</u>

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

Research Excellence Fund	200
1125@Carleton	100
India Centre	90
Confucius Institute	60
Research facilitator	50
Animal care	50
Human ethics compliance	45
Carleton Scholar	30
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**i) Allocations to Vice-President (Finance and Administration)**

Carleton Leader	370
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	- 370
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**j) Allocations to President**

Advertising	500
Public relations	200
75 <sup>th</sup> Anniversary	155
CUBA conference	30
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	- 885
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**k) Allocations to Advancement**

Future Funder	40
Throwback/Homecoming	30
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	- 70
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**l) University Expense Budget changes**

Classroom and washroom upgrades	2,000
Steacie Building, deferred maintenance, phase 4	2,000
Loeb Building, deferred maintenance	2,000
Library Building, deferred maintenance	2,000
Other deferred maintenance	750
Student support	1,933
Date Centre and Student Lab renewal	1,320
Joint BIT program	450
Staff benefits	220
Cleaning	180
Other expenditures	71
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### 3.2 Provisions and Contingencies

The 2014-2015 Proposed Budget contains the following provisions and contingencies:

	<i>2014-2015 Proposed Budget</i>
	(\$000's)
2013-2014 base contingency balance at March 1, 2014	1,955
a) Contingencies	8,531
b) Enrolment Incentive	9,325
c) Pension plan deficits	16,619
d) Health Sciences Building capital project	22,586
<b>Total provisions and contingencies</b>	<b>59,016</b>

- a) The combined contingencies total \$8,531,000 and relate to foreseen requirements that cannot be immediately quantified, as well as unforeseen requirements.
- b) 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 (\$685,000) and an undistributed base amount from the previous year (\$8,640,000).
- c) The status of the pension plan remains a significant financial liability for the University. Current projections indicated that total employer contributions to the plan, including special payments, will rise from \$17.5 million in 2013-2014 to \$21 million in 2014-2015, and to \$35 million in 2017-2018. The University has been setting aside base (i.e. ongoing) funds to meet this growing pension demand and it is expected that sufficient base budget will be available by 2017-2018 to cover the required pension contributions, including special payments.
- d) The University is launching a new program in Health Sciences in the fall of 2014. Given the enrolment projections and the specialized nature of the field of study, it is anticipated that a dedicated building will be required by the fall of 2017. An initial allocation of \$22,586,000 to reserve for this purpose is included in the 2014-2015 budget.

#### 4.0 Conclusion

The 2014-2015 Budget being proposed meets the objective set out by the Board in the fall of 2013 in that a balanced budget be developed. The 2014-2015 Budget is therefore respectfully submitted to the Board of Governors.



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



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J.T. Sullivan  
Assistant Vice-President (Financial  
Services)

**Carleton University  
2014-2015 Proposed Operating Budget  
( 000's )**

	Approved Budget 2013-2014	Proposed Budget 2014-2015	Change
<b><u>Income</u></b>			
Government Grant	161,842	<b>158,376</b>	(3,466)
Tuition Fees	197,064	<b>213,417</b>	16,353
Miscellaneous Fees and Income	10,683	<b>11,065</b>	382
Interest Income	5,680	<b>6,680</b>	1,000
Departmental Income	2,137	<b>2,524</b>	387
<b>Total Operating Income</b>	<b>377,406</b>	<b>392,062</b>	14,656
<b><u>Expenditures and Transfers</u></b>			
Faculty of Arts and Social Sciences	41,493	<b>43,595</b>	2,102
Faculty of Public Affairs	27,820	<b>28,457</b>	637
Sprott School of Business	8,921	<b>10,054</b>	1,133
Faculty of Science	24,061	<b>25,848</b>	1,787
Faculty of Engineering and Design	26,233	<b>28,075</b>	1,842
Provost and Vice-President (Academic)	22,681	<b>24,128</b>	1,447
Library	14,806	<b>14,988</b>	182
Vice-President (Research and International)	3,213	<b>3,496</b>	283
Vice-President (Finance and Administration)	29,674	<b>30,511</b>	837
President	3,529	<b>3,845</b>	316
Advancement	4,605	<b>4,761</b>	156
University Budgets and Transfers	109,335	<b>115,288</b>	5,953
Provisions and Contingencies	61,035	<b>59,016</b>	(2,019)
<b>Total Expenditure and Transfers</b>	<b>377,406</b>	<b>392,062</b>	14,656
<b>Net Result</b>	<b>-</b>	<b>-</b>	<b>-</b>

Domestic Undergraduate Students												
	First Year Student			Second Year Student			Third Year Student			Fourth Year Student		
	13-14 1st year	14-15 1st year	Increase	13-14 1st year	14-15 2nd year	Increase	13-14 2nd year	14-15 3rd year	Increase	13-14 3rd year	14-15 4th year	Increase
<b>Full-Time Undergraduate</b>												
Arts, Science, Cognitive Science, Mathematics	5,818	5,992	3.0%	5,818	5,992	3.0%	5,818	5,992	3.0%	5,790	5,963	3.0%
Health Sciences	N/A	5,992	N/A	N/A	5,992	N/A	N/A	5,992	N/A	N/A	5,992	N/A
Certificates, Diploma in Sonic Design	5,791	5,964	3.0%	5,791	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	5,818	5,992	3.0%	5,818	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	4,654	4,794	3.0%	4,654	4,794	3.0%	4,654	4,794	3.0%	4,632	4,770	3.0%
Social Work	6,152	6,336	3.0%	6,152	6,336	3.0%	6,152	6,336	3.0%	6,122	6,305	3.0%
Commerce	7,088	7,300	3.0%	7,088	7,300	3.0%	7,021	7,300	4.0%	6,960	7,238	4.0%
Public Affairs and Policy Management	6,922	7,268	5.0%	6,922	7,268	5.0%	6,856	7,130	4.0%	6,602	6,866	4.0%
Journalism	6,152	6,336	3.0%	6,152	6,336	3.0%	6,731	6,932	3.0%	6,731	6,932	3.0%
International Business	7,542	7,768	3.0%	7,542	7,768	3.0%	7,653	7,959	4.0%	7,653	7,959	4.0%
Music	6,298	6,486	3.0%	6,298	6,486	3.0%	6,298	6,486	3.0%	6,268	6,456	3.0%
Humanities	6,152	6,336	3.0%	6,152	6,336	3.0%	6,152	6,336	3.0%	6,122	6,305	3.0%
Architecture and Architectural Studies, Industrial Design	8,373	8,791	5.0%	8,373	8,791	5.0%	8,294	8,625	4.0%	7,987	8,306	4.0%
Engineering	9,162	9,620	5.0%	9,162	9,620	5.0%	9,075	9,438	4.0%	8,739	9,088	4.0%
Computer Science	7,957	8,354	5.0%	7,957	8,354	5.0%	7,882	8,197	4.0%	7,589	7,892	4.0%
Information Technology	6,868	7,211	5.0%	6,868	7,211	5.0%	6,802	7,074	4.0%	6,770	7,040	4.0%
<b>Part-Time Undergraduate</b>												
Arts, Science, Cognitive Science, Mathematics	1,162	1,196	2.9%	1,162	1,196	2.9%	1,162	1,196	2.9%	1,157	1,191	2.9%
Health Sciences	N/A	1,198	N/A	N/A	1,198	N/A	N/A	1,198	N/A	N/A	1,198	N/A
Certificates	1,157	1,191	2.9%	1,157	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	1,162	1,196	2.9%	1,162	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	929	956	2.9%	929	956	2.9%	929	956	2.9%	924	951	2.9%
Social Work	1,229	1,265	2.9%	1,229	1,265	2.9%	1,229	1,265	2.9%	1,223	1,259	2.9%
Commerce	1,417	1,459	3.0%	1,417	1,459	3.0%	1,404	1,460	4.0%	1,391	1,446	4.0%
Public Affairs and Policy Management	1,383	1,452	5.0%	1,383	1,452	5.0%	1,370	1,424	3.9%	1,319	1,371	3.9%
Journalism	1,229	1,265	2.9%	1,229	1,385	12.7%	1,345	1,385	3.0%	1,345	1,385	3.0%
International Business	1,506	1,551	3.0%	1,506	1,551	3.0%	1,528	1,589	4.0%	1,529	1,590	4.0%
Music	1,257	1,294	2.9%	1,257	1,294	2.9%	1,257	1,294	2.9%	1,251	1,288	3.0%
Humanities	1,229	1,265	2.9%	1,229	1,265	2.9%	1,229	1,265	2.9%	1,223	1,259	2.9%
Architecture and Architectural Studies, Industrial Design	1,674	1,757	5.0%	1,674	1,757	5.0%	1,658	1,724	4.0%	1,597	1,660	3.9%
Engineering	1,525	1,601	5.0%	1,525	1,601	5.0%	1,511	1,571	4.0%	1,455	1,513	4.0%
Computer Science	1,590	1,669	5.0%	1,590	1,669	5.0%	1,575	1,638	4.0%	1,517	1,577	4.0%
Information Technology	1,373	1,441	5.0%	1,373	1,441	5.0%	1,360	1,414	4.0%	1,354	1,408	4.0%

<b>Domestic Graduate Students</b>						
	First Year Student			Upper Year Student		
	13-14 1st year	14-15 1st year	Increase	13-14 1st year	14-15 Upper Yr	Increase
<b>Full-Time Graduate</b>						
Master of Journalism (MJ); Master of Infrastructure Protection and International Security (MIPIS); Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy(HSTP), Dip(HSTP); Sustainable Energy (M.A., MEng, M.A.Sc.).	3,306	3,471	5.0%	3,306	3,306	0.0%
Master of Business Administration (MBA);	3,306	3,471	5.0%	3,306	3,471	5.0%
Master of Arts (Public Administration); DPA; MA (International Affairs); Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL)	3,213	3,373	5.0%	3,213	3,213	0.0%
Master of Science (Information and Systems Science) MSc(ISS); Master of Applied Science (MASc); Master of Computer Science (MCS)	2,679	2,812	5.0%	2,679	2,679	0.0%
Master of Political Management	3,154	3,311	5.0%	3,154	3,154	0.0%
Master of Engineering (MEng); Master of Design (MDes)	2,838	2,979	5.0%	2,838	2,838	0.0%
PhD Engineering; PhD Computer Science	2,641	2,773	5.0%	2,641	2,619	-0.8%
Architecture (MArch), Diploma in Arch Conservation	2,974	3,122	5.0%	2,974	2,974	0.0%
PhD Architecture	2,974	3,122	5.0%	2,974	2,950	-0.8%
Social Work - Master's (MSW); Social Work - PHD	2,710	2,845	5.0%	2,710	2,710	0.0%
Qualifying year (except Architecture)	3,079	3,233	5.0%	3,079	3,079	0.0%
Qualifying year (Architecture)	3,879	4,073	5.0%	3,879	3,879	0.0%
Senior citizens	2,006	2,106	5.0%	2,006	2,006	0.0%
All other Masters programs	2,509	2,634	5.0%	2,509	2,509	0.0%
All other PHD programs	2,472	2,595	5.0%	2,472	2,452	-0.8%
<b>Part Time Graduate (below 1.5 credits per term)</b>						
Master of Science: Information and Systems Science (MSc(ISS)); Master of Computer Science (MCS); Master of Applied Science (MASc)						
up to .5 credits	915	960	4.9%	915	915	0.0%
more than .5 credits	1,338	1,404	4.9%	1,338	1,338	0.0%
PhD Computer Science; PhD Engineering						
up to .5 credits	903	948	5.0%	903	895	-0.9%
more than .5 credits	1,320	1,386	5.0%	1,320	1,309	-0.8%
Masters of Social Work ; Social Work - PHD						
up to .5 credits	929	975	5.0%	929	929	0.0%
more than .5 credits	1,353	1,420	5.0%	1,353	1,353	0.0%
Master of Journalism (MJ); Master of Infrastructure Protection and International Security (MIPIS); Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy(HSTP), Dip(HSTP); Sustainable Energy (M.A., MEng, M.A.Sc.).						
up to .5 credits	1,131	1,187	5.0%	1,131	1,131	0.0%
more than .5 credits	1,653	1,735	5.0%	1,653	1,653	0.0%
Master of Business Administration (MBA)						
up to .5 credits	1,131	1,187	5.0%	1,131	1,187	5.0%
more than .5 credits	1,653	1,735	5.0%	1,653	1,735	5.0%
Master of Arts (Public Administration); DPA; MA (International Affairs); Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL)						
up to .5 credits	1,100	1,155	5.0%	1,100	1,100	0.0%
more than .5 credits	1,607	1,687	5.0%	1,607	1,607	0.0%
Master of Political Management						
up to .5 credits	1,078	1,131	4.9%	1,078	1,078	0.0%
more than .5 credits	1,576	1,654	4.9%	1,576	1,576	0.0%
Master /DIP of Architecture, Diploma Arch. Conservation						
up to .5 credits	1,016	1,066	4.9%	1,016	1,066	4.9%
more than .5 credits	1,485	1,559	5.0%	1,485	1,559	5.0%
<b>PhD Architecture</b>						
up to .5 credits	1,016	1,007	-0.9%	1,016	1,007	-0.9%
more than .5 credits	1,485	1,472	-0.9%	1,485	1,472	-0.9%
Master of Engineering (MEng); Master of Design (MDes)						
up to .5 credits	970	1,018	4.9%	970	970	0.0%
more than .5 credits	1,417	1,487	4.9%	1,417	1,417	0.0%
Senior citizens						
up to .5 credits	686	720	5.0%	686	686	0.0%
more than .5 credits	1,002	1,052	5.0%	1,002	1,002	0.0%
All other Masters programs						
up to .5 credits	858	900	4.9%	858	858	0.0%
more than .5 credits	1,254	1,316	4.9%	1,254	1,254	0.0%
All other PHD programs						
up to .5 credits	847	880	3.9%	847	840	-0.8%
more than .5 credits	1,237	1,286	4.0%	1,237	1,226	-0.9%
Q-Year (Architecture)						
up to .5 credits	903	948	5.0%	903	903	0.0%
more than .5 credits	1,320	1,386	5.0%	1,320	1,320	0.0%

<b>International Students</b>			
	13-14 Fee	14-15 Fee	Increase
<b>Undergraduate Full-time</b> <i>(per academic year)</i>			
Journalism, Public Affairs and Policy Management, Industrial Design, Architecture and Architectural Studies	21,274	22,976	8.0%
Computer Science	21,475	23,193	8.0%
Bcomm/ BIB	19,475	21,033	8.0%
Engineering	22,054	23,818	8.0%
BIT	21,140	22,831	8.0%
Specials, All Other Programs	18,530	20,012	8.0%
Senior Citizens	5,022	5,424	8.0%
<b>Undergraduate Part-time</b> <i>(per credit)</i>			
All programs	3,957	4,274	8.0%
<b>Graduate Full-time</b> <i>(per term)</i>			
Master of Applied Science (MASC)	6,486	7,005	8.0%
Master of Business Administration (MBA) Returning Students (Grand-fathered)	8,575	9,261	8.0%
Master of Business Administration (MBA) Students (New and Returning)	12,000	12,000	0.0%
Master of Computer Science (MCS)	6,086	6,573	8.0%
PhD Computer Science	5,999	6,479	8.0%
Master of Science: Information and Systems Science (MSc(ISS))	6,086	6,573	8.0%
Master of Engineering (MEng)	6,740	7,279	8.0%
PhD Engineering	6,395	6,907	8.0%
Master/PhD of Social Work, Master/PhD/Dip. of Architecture; Master of Design (MDes); Dip in Arch. Conservation	6,312	6,817	8.0%
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); Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy(HSTP); Dip(HSTP); Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL); Sustainable Energy(M.A., M.Eng., M.A.Sc.); Master in Political Management	7,347	7,935	8.0%
Qualifying year (except Architecture)	9,221	9,959	8.0%
Qualifying year (Architecture)	10,243	11,062	8.0%
Senior citizens	2,026	2,188	8.0%
All other PHD Programs	5,870	6,340	8.0%
All other Masters Programs	5,953	6,429	8.0%
<b>Graduate Part-time</b> <i>(below 1.5 credits per term)</i>			
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); Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy(HSTP); Dip(HSTP); Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL); Sustainable Energy(M.A., M.Eng., M.A.Sc.); Master in Political Management	2,556	2,760	8.0%
up to .5 credits	3,705	4,001	8.0%
more than .5 credits			
Master of Business Administration (MBA) Students (New and Returning)			
up to .5 credits	3,875	3,875	0.0%
more than .5 credits	5,617	5,617	0.0%
Master of Business Administration (MBA) Returning Students (Grand-fathered)			
up to .5 credits	2,556	2,760	8.0%
more than .5 credits	3,705	4,001	8.0%
Master of Engineering (MEng)			
up to .5 credits	2,238	2,417	8.0%
more than .5 credits	3,241	3,500	8.0%
Master/PhD of Social Work; Master/PhD/Dip. of Architecture; Master of Design (MDes); Qualifying year (Architecture); Dip in Arch. Conservation			
up to .5 credits	2,209	2,386	8.0%
more than .5 credits	3,199	3,455	8.0%
Senior citizens			
up to .5 credits	693	748	8.0%
more than .5 credits	1,013	1,094	8.0%
All other Masters Programs			
up to .5 credits	2,083	2,250	8.0%
more than .5 credits	3,018	3,259	8.0%
All Other PHD Programs			
up to .5 credits	2,054	2,218	8.0%
more than .5 credits	2,975	3,213	8.0%

<b>Faculty and Staff Positions included in the Opening Budget</b>						
<b>Academic RPCs 2013-2014 and 2014-2015</b>						
<b>Department/RPC</b>	<b>2013-2014</b>		<b>2014-2015</b>		<b>Change 13-14 to 14-15</b>	
	<b>Faculty FTE*</b>	<b>Staff FTE*</b>	<b>Faculty FTE*</b>	<b>Staff FTE*</b>	<b>Faculty FTE*</b>	<b>Staff FTE*</b>
ICSLAC	3.7	0.8	3.7	0.8	0.0	0.0
Canadian Studies	10.7	2.0	10.1	2.0	-0.6	0.0
English	31.3	3.0	31.3	3.0	0.0	0.0
French	12.0	2.0	12.0	2.0	0.0	0.0
History (1)	27.9	3.0	27.9	3.0	0.0	0.0
Philosophy	11.2	1.0	10.6	1.0	-0.6	0.0
Art & Culture	26.7	8.0	27.4	8.0	0.7	0.0
SLALS	41.5	6.0	40.5	6.0	-1.0	0.0
Humanities	18.0	3.0	18.2	3.0	0.2	0.0
Interdisciplinary Studies	7.1	1.5	7.6	2.0	0.5	0.5
Cognitive Science	6.1	1.5	7.8	2.0	1.7	0.5
African Studies	0.0	0.7	1.0	0.7	1.0	0.0
Art Gallery	0.0	3.5	0.0	3.5	0.0	0.0
Geography	21.0	6.0	21.0	6.0	0.0	0.0
Sociology & Anthropology	36.3	5.0	36.9	5.0	0.6	0.0
Psychology	36.0	6.0	37.0	6.0	1.0	0.0
Women's & Gender Studies	4.9	2.0	6.4	2.0	1.5	0.0
CIE (1)	5.0	5.8	5.0	5.8	0.0	0.0
Other	1.5	11.0	2.3	11.0	0.8	0.0
<b>TOTAL ARTS &amp; SOCIAL SCIENCES</b>	<b>300.9</b>	<b>71.8</b>	<b>306.7</b>	<b>72.8</b>	<b>5.8</b>	<b>1.0</b>
Journalism	15.0	4.2	15.0	4.2	0.0	0.0
Communication	15.0	2.8	16.0	2.8	1.0	0.0
Economics	28.5	5.5	28.5	5.5	0.0	0.0
Law	31.7	5.5	31.0	5.5	-0.7	0.0
Kroeger College	0.0	1.5	0.0	1.5	0.0	0.0
Political Management	3.0	0.5	3.0	0.5	0.0	0.0
Political Science	33.8	4.5	34.1	4.5	0.3	0.0
Public Policy Administration	22.1	4.0	24.1	5.0	2.0	1.0
Social Work	16.0	4.0	16.0	4.0	0.0	0.0
CCJ	4.0	2.0	4.0	2.0	0.0	0.0
EURUS	1.8	1.0	3.3	1.0	1.5	0.0
International Affairs (1)	16.5	5.0	15.8	5.0	-0.7	0.0
Political Economy	0.0	1.0	0.0	1.0	0.0	0.0
Other	1.0	7.0	4.9	9.0	3.9	2.0
<b>TOTAL PUBLIC AFFAIRS</b>	<b>188.4</b>	<b>48.5</b>	<b>195.7</b>	<b>51.5</b>	<b>7.3</b>	<b>3.0</b>
Business	55.5	21.0	55.5	21.0	0.0	0.0
<b>TOTAL BUSINESS</b>	<b>55.5</b>	<b>21.0</b>	<b>55.5</b>	<b>21.0</b>	<b>0.0</b>	<b>0.0</b>
Science Stores	0.0	2.0	0.0	2.0	0.0	0.0
Biology (1)	26.8	15.0	26.8	15.0	0.0	0.0
Chemistry	18.3	10.0	18.3	11.0	0.0	1.0
Earth Sciences	10.3	5.5	10.3	5.8	0.0	0.3
Scanning Electron Microscope	0.0	0.8	0.0	0.8	0.0	0.0
Mathematics & Statistics	35.8	6.0	35.8	6.0	0.0	0.0
Physics	19.0	8.5	19.0	9.5	0.0	1.0
Biochemistry	2.0	1.0	2.0	1.0	0.0	0.0
Integrated Science	1.3	0.5	1.3	0.5	0.0	0.0
Environmental Science	2.5	0.5	2.5	0.5	0.0	0.0
Health Science (1)	1.0	0.0	5.0	0.0	4.0	0.0
Neuroscience	8.5	1.5	8.5	2.0	0.0	0.5
Computer Science	27.8	8.0	27.8	8.0	0.0	0.0
TSE	0.5	0.0	0.5	0.0	0.0	0.0
Other	0.7	6.0	1.0	6.0	0.3	0.0
<b>TOTAL SCIENCE</b>	<b>154.5</b>	<b>65.3</b>	<b>158.8</b>	<b>68.1</b>	<b>4.3</b>	<b>2.8</b>
Civil & Environmental	27.0	9.0	28.0	9.0	1.0	0.0
Electronics	22.5	7.5	22.5	7.5	0.0	0.0
Mechanical & Aerospace	37.0	11.0	37.0	12.0	0.0	1.0
Systems & Computer	36.5	10.0	36.5	10.0	0.0	0.0
Joint Information Technology	8.5	3.0	9.5	4.5	1.0	1.5
Engineering General (1)	0.5	10.0	0.5	11.0	0.0	1.0
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
<b>TOTAL ENGINEERING &amp; DESIGN</b>	<b>156.5</b>	<b>64.5</b>	<b>158.5</b>	<b>68.0</b>	<b>2.0</b>	<b>3.5</b>
<b>Central</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL UNIVERSITY</b>	<b>855.8</b>	<b>271.1</b>	<b>875.2</b>	<b>281.4</b>	<b>19.4</b>	<b>10.3</b>

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

(1) 2013-2014 numbers have been restated for ease of comparison

		Full-time Academic Salaries	Full-time Non-Academic Salaries	Other Expenditures	Internal Expense Recoveries	Total Expenditures	Departmental Revenue	Net Allocation
		\$	\$	\$	\$	\$	\$	\$
<b>Faculty of Arts &amp; Social Sciences</b>								
002 Comparative Studies in Literature, Art & Culture	2013/2014	553,961	-	8,374	(82,266)	480,069	-	480,069
	2014/2015	507,599	-	8,374	(83,253)	432,720	-	432,720
	Inc. (Dec.)	(46,362)	-	-	(987)	(47,349)	-	(47,349)
	%	-8.4%	n/a	0.0%	1.2%	-9.9%	n/a	-9.9%
004 Canadian Studies	2013/2014	881,821	121,138	24,158	(5,750)	1,021,367	-	1,021,367
	2014/2015	869,144	123,561	24,158	-	1,016,863	-	1,016,863
	Inc. (Dec.)	(12,677)	2,423	-	5,750	(4,504)	-	(4,504)
	%	-1.4%	2.0%	0.0%	-100.0%	-0.4%	n/a	-0.4%
013 English Language & Literature	2013/2014	3,301,856	180,458	43,038	(100,000)	3,425,352	-	3,425,352
	2014/2015	3,349,987	183,850	43,038	(100,000)	3,476,875	-	3,476,875
	Inc. (Dec.)	48,131	3,392	-	-	51,523	-	51,523
	%	1.5%	1.9%	0.0%	0.0%	1.5%	n/a	1.5%
016 French	2013/2014	1,304,874	107,751	27,428	-	1,440,053	-	1,440,053
	2014/2015	1,274,980	109,906	27,428	-	1,412,314	-	1,412,314
	Inc. (Dec.)	(29,894)	2,155	-	-	(27,739)	-	(27,739)
	%	-2.3%	2.0%	0.0%	n/a	-1.9%	n/a	-1.9%
022 History	2013/2014	3,123,085	196,107	30,546	-	3,349,738	-	3,349,738
	2014/2015	3,249,526	200,029	30,546	-	3,480,101	-	3,480,101
	Inc. (Dec.)	126,441	3,922	-	-	130,363	-	130,363
	%	4.0%	2.0%	0.0%	n/a	3.9%	n/a	3.9%
040 Philosophy	2013/2014	1,260,479	-	14,974	-	1,275,453	-	1,275,453
	2014/2015	1,182,491	-	14,974	-	1,197,465	-	1,197,465
	Inc. (Dec.)	(77,988)	-	-	-	(77,988)	-	(77,988)
	%	-6.2%	n/a	0.0%	n/a	-6.1%	n/a	-6.1%
050 Studies in Art & Culture 047 SSAC Music 048 SSAC Art History 049 SSAC Film Studies	2013/2014	2,647,777	518,595	325,755	(82,265)	3,409,862	-	3,409,862
	2014/2015	2,762,503	531,925	345,755	(83,252)	3,556,931	-	3,556,931
	Inc. (Dec.)	114,726	13,330	20,000	(987)	147,069	-	147,069
	%	4.3%	2.6%	6.1%	1.2%	4.3%	n/a	4.3%
051 Linguistics & Language Studies	2013/2014	4,314,198	360,751	61,911	(70,870)	4,665,990	-	4,665,990
	2014/2015	4,269,040	367,966	61,911	-	4,698,917	-	4,698,917
	Inc. (Dec.)	(45,158)	7,215	-	70,870	32,927	-	32,927
	%	-1.0%	2.0%	0.0%	-100.0%	0.7%	n/a	0.7%



		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
055 Humanities	2013/2014	1,883,290	169,602	40,377	(70,000)	2,023,269	-	2,023,269
	2014/2015	1,944,077	174,456	40,377	-	2,158,910	-	2,158,910
	Inc. (Dec.)	60,787	4,854	-	70,000	135,641	-	135,641
	%	3.2%	2.9%	0.0%	-100.0%	6.7%	n/a	6.7%
057 Interdisciplinary Studies	2013/2014	685,350	-	11,328	-	696,678	-	696,678
	2014/2015	830,505	-	11,328	-	841,833	-	841,833
	Inc. (Dec.)	145,155	-	-	-	145,155	-	145,155
	%	21.2%	n/a	0.0%	n/a	20.8%	n/a	20.8%
058 Cognitive Science	2013/2014	724,569	-	10,200	-	734,769	-	734,769
	2014/2015	835,854	-	10,200	-	846,054	-	846,054
	Inc. (Dec.)	111,285	-	-	-	111,285	-	111,285
	%	15.4%	n/a	0.0%	n/a	15.1%	n/a	15.1%
060 African Studies	2013/2014	44,800	-	51,501	-	96,301	-	96,301
	2014/2015	124,781	-	52,167	-	176,948	-	176,948
	Inc. (Dec.)	79,981	-	666	-	80,647	-	80,647
	%	178.5%	n/a	1.3%	n/a	83.7%	n/a	83.7%
081 Art Gallery	2013/2014	-	229,258	134,100	-	363,358	-	363,358
	2014/2015	-	236,478	134,100	-	370,578	-	370,578
	Inc. (Dec.)	-	7,220	-	-	7,220	-	7,220
	%	n/a	3.1%	0.0%	n/a	2.0%	n/a	2.0%
087 FASS, Office of the Dean	2013/2014	569,908	747,425	27,910	-	1,345,243	-	1,345,243
	2014/2015	736,766	775,067	27,910	-	1,539,743	-	1,539,743
	Inc. (Dec.)	166,858	27,642	-	-	194,500	-	194,500
	%	29.3%	3.7%	0.0%	n/a	14.5%	n/a	14.5%
088 FASS First Year Programs	2013/2014	-	-	18,500	-	18,500	-	18,500
	2014/2015	-	-	15,000	-	15,000	-	15,000
	Inc. (Dec.)	-	-	(3,500)	-	(3,500)	-	(3,500)
	%	n/a	n/a	-18.9%	n/a	-18.9%	n/a	-18.9%
089 Arts & Social Sciences-General	2013/2014	681,117	-	3,286,501	-	3,967,618	-	3,967,618
	2014/2015	690,445	-	3,828,015	-	4,518,460	-	4,518,460
	Inc. (Dec.)	9,328	-	541,514	-	550,842	-	550,842
	%	1.4%	n/a	16.5%	n/a	13.9%	n/a	13.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
097 Geography & Environmental Studies	2013/2014	2,081,731	358,949	94,450	-	2,535,130	-	2,535,130
	2014/2015	2,128,055	358,970	94,450	(100,000)	2,481,475	-	2,481,475
	Inc. (Dec.)	46,324	21	-	(100,000)	(53,655)	-	(53,655)
	%	2.2%	0.0%	0.0%	n/a	-2.1%	n/a	-2.1%
112 Sociology & Anthropology	2013/2014	3,834,891	288,847	60,253	-	4,183,991	-	4,183,991
	2014/2015	4,015,969	299,692	57,711	-	4,373,372	-	4,373,372
	Inc. (Dec.)	181,078	10,845	(2,542)	-	189,381	-	189,381
	%	4.7%	3.8%	-4.2%	n/a	4.5%	n/a	4.5%
118 Psychology	2013/2014	4,077,073	335,755	96,482	-	4,509,310	-	4,509,310
	2014/2015	4,336,297	347,469	96,482	-	4,780,248	-	4,780,248
	Inc. (Dec.)	259,224	11,714	-	-	270,938	-	270,938
	%	6.4%	3.5%	0.0%	n/a	6.0%	n/a	6.0%
124 Pauline Jewett Institute in Women's & Gender Studies	2013/2014	511,388	114,499	10,314	-	636,201	(27,102)	609,099
	2014/2015	664,144	116,789	10,314	-	791,247	(27,644)	763,603
	Inc. (Dec.)	152,756	2,290	-	-	155,046	(542)	154,504
	%	29.9%	2.0%	0.0%	n/a	24.4%	2.0%	25.4%
396 Centre for Initiatives in Education	2013/2014	447,760	367,234	500,161	-	1,315,155	(573,770)	741,385
	2014/2015	451,686	384,469	593,253	-	1,429,408	(641,135)	788,273
	Inc. (Dec.)	3,926	17,235	93,092	-	114,253	(67,365)	46,888
	%	0.9%	4.7%	18.6%	n/a	8.7%	11.7%	6.3%
Salary Reallocations	2013/2014	(320,554)	320,554	-	-	-	-	-
	2014/2015	(378,612)	378,612	-	-	-	-	-
<b>Total - Faculty of Arts &amp; Social Science</b>	2013/2014	32,609,374	4,416,923	4,878,261	(411,151)	41,493,407	(600,872)	40,892,535
	2014/2015	33,845,237	4,589,239	5,527,491	(366,505)	43,595,462	(668,779)	42,926,683
	Inc. (Dec.)	1,235,863	172,316	649,230	44,646	2,102,055	(67,907)	2,034,148
	%	3.8%	3.9%	13.3%	-10.9%	5.1%	11.3%	5.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Faculty of Public Affairs</b>								
031 School of Journalism & Communication	2013/2014	3,564,390	412,965	301,406	(263,000)	4,015,761	-	4,015,761
032	2014/2015	3,732,600	439,168	301,406	(309,000)	4,164,174	-	4,164,174
	Inc. (Dec.)	168,210	26,203	-	(46,000)	148,413	-	148,413
	%	4.7%	6.3%	0.0%	17.5%	3.7%	n/a	3.7%
094 Economics	2013/2014	3,331,058	331,274	101,143	-	3,763,475	-	3,763,475
	2014/2015	3,399,255	336,889	101,223	-	3,837,367	-	3,837,367
	Inc. (Dec.)	68,197	5,615	80	-	73,892	-	73,892
	%	2.0%	1.7%	0.1%	n/a	2.0%	n/a	2.0%
100 Law & Legal Studies	2013/2014	3,465,957	352,237	188,834	(50,000)	3,957,028	-	3,957,028
	2014/2015	3,446,637	307,154	188,914	-	3,942,705	-	3,942,705
	Inc. (Dec.)	(19,320)	(45,083)	80	50,000	(14,323)	-	(14,323)
	%	-0.6%	-12.8%	0.0%	-100.0%	-0.4%	n/a	-0.4%
101 Kroeger College in Public Affairs	2013/2014	-	-	290,301	-	290,301	-	290,301
	2014/2015	-	-	313,472	-	313,472	-	313,472
	Inc. (Dec.)	-	-	23,171	-	23,171	-	23,171
	%	n/a	n/a	8.0%	n/a	8.0%	n/a	8.0%
102 Political Management	2013/2014	377,348	75,000	72,841	(337,610)	187,579	-	187,579
	2014/2015	393,332	75,000	75,320	(356,073)	187,579	-	187,579
	Inc. (Dec.)	15,984	-	2,479	(18,463)	-	-	-
	%	4.2%	0.0%	3.4%	5.5%	0.0%	n/a	0.0%
103 Political Science	2013/2014	3,885,859	255,212	49,068	(85,801)	4,104,338	-	4,104,338
	2014/2015	3,941,603	260,316	49,068	(86,770)	4,164,217	-	4,164,217
	Inc. (Dec.)	55,744	5,104	-	(969)	59,879	-	59,879
	%	1.4%	2.0%	0.0%	1.1%	1.5%	n/a	1.5%
106 Public Policy and Administration	2013/2014	2,689,721	240,871	26,481	(241,380)	2,715,693	-	2,715,693
	2014/2015	2,760,601	299,188	26,681	(244,300)	2,842,170	-	2,842,170
	Inc. (Dec.)	70,880	58,317	200	(2,920)	126,477	-	126,477
	%	2.6%	24.2%	0.8%	1.2%	4.7%	n/a	4.7%
107 Diploma-Public Admin (Evaluation)	2013/2014	-	-	55,000	-	55,000	-	55,000
	2014/2015	-	-	55,080	-	55,080	-	55,080
	Inc. (Dec.)	-	-	80	-	80	-	80
	%	n/a	n/a	0.1%	n/a	0.1%	n/a	0.1%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
109 Social Work	2013/2014	1,688,050	239,869	61,145	-	1,989,064	-	1,989,064
	2014/2015	1,855,807	249,428	61,145	-	2,166,380	-	2,166,380
	Inc. (Dec.)	167,757	9,559	-	-	177,316	-	177,316
	%	9.9%	4.0%	0.0%	n/a	8.9%	n/a	8.9%
113 Criminology and Criminal Justice	2013/2014	455,981	125,797	24,946	-	606,724	-	606,724
	2014/2015	395,026	121,228	24,946	-	541,200	-	541,200
	Inc. (Dec.)	(60,955)	(4,569)	-	-	(65,524)	-	(65,524)
	%	-13.4%	-3.6%	0.0%	n/a	-10.8%	n/a	-10.8%
115 European, Russian and Eurasian Studies	2013/2014	384,660	-	46,642	(85,181)	346,121	-	346,121
	2014/2015	423,245	-	46,642	-	469,887	-	469,887
	Inc. (Dec.)	38,585	-	-	85,181	123,766	-	123,766
	%	10.0%	n/a	0.0%	-100.0%	35.8%	n/a	35.8%
121 International Affairs	2013/2014	2,156,142	290,540	32,407	-	2,479,089	-	2,479,089
1211 NPSIA Resource Centre	2014/2015	1,890,079	297,815	32,407	-	2,220,301	-	2,220,301
	Inc. (Dec.)	(266,063)	7,275	-	-	(258,788)	-	(258,788)
	%	-12.3%	2.5%	0.0%	n/a	-10.4%	n/a	-10.4%
127 Political Economy	2013/2014	73,378	-	55,248	-	128,626	-	128,626
	2014/2015	65,602	-	55,248	-	120,850	-	120,850
	Inc. (Dec.)	(7,776)	-	-	-	(7,776)	-	(7,776)
	%	-10.6%	n/a	0.0%	n/a	-6.0%	n/a	-6.0%
162 FPA, Office of the Dean	2013/2014	724,104	454,530	1,605,582	-	2,784,216	-	2,784,216
	2014/2015	594,839	462,087	1,440,924	-	2,497,850	-	2,497,850
	Inc. (Dec.)	(129,265)	7,557	(164,658)	-	(286,366)	-	(286,366)
	%	-17.9%	1.7%	-10.3%	n/a	-10.3%	n/a	-10.3%
164 Public Affairs - Contingencies	2013/2014	-	-	397,445	-	397,445	-	397,445
	2014/2015	-	-	933,381	-	933,381	-	933,381
	Inc. (Dec.)	-	-	535,936	-	535,936	-	535,936
	%	n/a	n/a	134.8%	n/a	134.8%	n/a	134.8%
Salary Reallocations	2013/2014	(34,965)	144,695	(109,730)	-	-	-	-
	2014/2015	6,539	217,042	(223,581)	-	-	-	-
<b>Total - Faculty of Public Affairs</b>	2013/2014	22,761,683	2,922,990	3,198,759	(1,062,972)	27,820,460	-	27,820,460
	2014/2015	22,905,165	3,065,315	3,482,276	(996,143)	28,456,613	-	28,456,613
	Inc. (Dec.)	143,482	142,325	283,517	66,829	636,153	-	636,153
	%	0.6%	4.9%	8.9%	-6.3%	2.3%	n/a	2.3%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Sprott School of Business</b>								
091 Sprott School of Business	2013/2014	7,460,418	1,364,111	639,715	(543,665)	8,920,579	-	8,920,579
	2014/2015	7,681,573	1,399,183	1,528,796	(555,786)	10,053,766	-	10,053,766
	Inc. (Dec.)	221,155	35,072	889,081	(12,121)	1,133,187	-	1,133,187
	%	3.0%	2.6%	139.0%	2.2%	12.7%	n/a	12.7%
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<b>Total - Sprott School of Business</b>	2013/2014	7,460,418	1,364,111	639,715	(543,665)	8,920,579	-	8,920,579
	<b>2014/2015</b>	<b>7,681,573</b>	<b>1,399,183</b>	<b>1,528,796</b>	<b>(555,786)</b>	<b>10,053,766</b>	-	<b>10,053,766</b>
	Inc. (Dec.)	221,155	35,072	889,081	(12,121)	1,133,187	-	1,133,187
	%	3.0%	2.6%	139.0%	2.2%	12.7%	n/a	12.7%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Faculty of Science</b>								
165 Science Stores	2013/2014	-	120,592	186,358	(115,000)	191,950	(95,000)	96,950
	2014/2015	-	123,004	186,358	(115,000)	194,362	(95,000)	99,362
	Inc. (Dec.)	-	2,412	-	-	2,412	-	2,412
	%	n/a	2.0%	0.0%	0.0%	1.3%	0.0%	2.5%
166 Biology	2013/2014	3,055,844	965,382	164,570	(129,926)	4,055,870	-	4,055,870
193 Ottawa-Carleton Institute in Biology	2014/2015	3,073,876	1,004,234	199,570	(116,331)	4,161,349	-	4,161,349
	Inc. (Dec.)	18,032	38,852	35,000	13,595	105,479	-	105,479
	%	0.6%	4.0%	21.3%	-10.5%	2.6%	n/a	2.6%
169 Chemistry	2013/2014	2,048,023	711,419	150,433	(243,651)	2,666,224	-	2,666,224
187 Ottawa-Carleton Chemistry Institute	2014/2015	1,857,429	777,416	270,513	(192,160)	2,713,198	(20,000)	2,693,198
	Inc. (Dec.)	(190,594)	65,997	120,080	51,491	46,974	(20,000)	26,974
	%	-9.3%	9.3%	79.8%	-21.1%	1.8%	n/a	1.0%
172 Earth Sciences	2013/2014	1,256,541	375,336	99,639	(18,087)	1,713,429	(10,399)	1,703,030
173 Nano Imaging Facility	2014/2015	1,260,872	417,060	152,719	(18,087)	1,812,564	(10,399)	1,802,165
190 Ottawa-Carleton Geoscience Centre	Inc. (Dec.)	4,331	41,724	53,080	-	99,135	-	99,135
	%	0.3%	11.1%	53.3%	0.0%	5.8%	0.0%	5.8%
175 Mathematics & Statistics	2013/2014	4,033,427	442,036	313,388	-	4,788,851	-	4,788,851
199 Ottawa-Carleton Institute in Mathematics and Statistics	2014/2015	4,106,760	378,311	623,708	-	5,108,779	-	5,108,779
	Inc. (Dec.)	73,333	(63,725)	310,320	-	319,928	-	319,928
	%	1.8%	-14.4%	99.0%	n/a	6.7%	n/a	6.7%
178 Physics	2013/2014	2,054,480	554,779	141,944	(425,147)	2,326,056	-	2,326,056
196 Ottawa-Carleton Institute in Physics	2014/2015	2,123,449	631,149	182,024	(333,502)	2,603,120	-	2,603,120
	Inc. (Dec.)	68,969	76,370	40,080	91,645	277,064	-	277,064
	%	3.4%	13.8%	28.2%	-21.6%	11.9%	n/a	11.9%
181 Biochemistry	2013/2014	200,767	-	113,479	-	314,246	-	314,246
	2014/2015	224,102	-	124,881	-	348,983	-	348,983
	Inc. (Dec.)	23,335	-	11,402	-	34,737	-	34,737
	%	11.6%	n/a	10.0%	n/a	11.1%	n/a	11.1%
185 Environmental Science	2013/2014	378,771	-	112,545	(67,000)	424,316	-	424,316
	2014/2015	245,595	-	143,708	(67,000)	322,303	-	322,303
	Inc. (Dec.)	(133,176)	-	31,163	-	(102,013)	-	(102,013)
	%	-35.2%	n/a	27.7%	0.0%	-24.0%	n/a	-24.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
222 Technology, Science and Environment	2013/2014	-	-	87,982	-	87,982	-	87,982
	2014/2015	-	-	96,918	-	96,918	-	96,918
	Inc. (Dec.)	-	-	8,936	-	8,936	-	8,936
	%	n/a	n/a	10.2%	n/a	10.2%	n/a	10.2%
225 Computer Science 202 Ottawa-Carleton Institute in Computer Science	2013/2014	3,565,285	518,826	172,212	(270,193)	3,986,130	-	3,986,130
	2014/2015	3,645,275	575,689	192,212	(272,235)	4,140,941	-	4,140,941
	Inc. (Dec.)	79,990	56,863	20,000	(2,042)	154,811	-	154,811
	%	2.2%	11.0%	11.6%	0.8%	3.9%	n/a	3.9%
205 Health:Science & Technology Policy	2013/2014	-	-	68,763	-	68,763	-	68,763
	2014/2015	345,266	-	90,496	-	435,762	-	435,762
	Inc. (Dec.)	345,266	-	21,733	-	366,999	-	366,999
	%	n/a	n/a	31.6%	n/a	533.7%	n/a	533.7%
216 Neuroscience	2013/2014	1,009,996	-	17,682	(227,247)	800,431	-	800,431
	2014/2015	1,085,291	-	37,682	(162,530)	960,443	-	960,443
	Inc. (Dec.)	75,295	-	20,000	64,717	160,012	-	160,012
	%	7.5%	n/a	113.1%	-28.5%	20.0%	n/a	20.0%
237 Science, Office of the Dean	2013/2014	634,231	347,831	59,112	-	1,041,174	-	1,041,174
	2014/2015	812,175	334,441	259,112	-	1,405,728	-	1,405,728
	Inc. (Dec.)	177,944	(13,390)	200,000	-	364,554	-	364,554
	%	28.1%	-3.8%	338.3%	n/a	35.0%	n/a	35.0%
238 Science Student Success Centre	2013/2014	-	-	85,577	-	85,577	-	85,577
	2014/2015	-	-	88,043	-	88,043	-	88,043
	Inc. (Dec.)	-	-	2,466	-	2,466	-	2,466
	%	n/a	n/a	2.9%	n/a	2.9%	n/a	2.9%
239 Science-General 184 Integrated Science	2013/2014	-	-	1,509,707	-	1,509,707	-	1,509,707
	2014/2015	-	-	1,455,108	-	1,455,108	-	1,455,108
	Inc. (Dec.)	-	-	(54,599)	-	(54,599)	-	(54,599)
	%	n/a	n/a	-3.6%	n/a	-3.6%	n/a	-3.6%
Salary Reallocations	2013/2014	72,806	348,791	(421,597)	-	-	-	-
	2014/2015	(14,021)	383,369	(369,348)	-	-	-	-
<b>Total - Faculty of Science</b>	2013/2014	18,310,171	4,384,992	2,861,794	(1,496,251)	24,060,706	(105,399)	23,955,307
	2014/2015	18,766,069	4,624,673	3,711,971	(1,276,845)	25,847,601	(125,399)	25,722,202
	Inc. (Dec.)	455,898	239,681	850,177	219,406	1,786,895	(20,000)	1,766,895
	%	2.5%	5.5%	29.7%	-14.7%	7.4%	19.0%	7.4%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Faculty of Engineering &amp; Design</b>								
241 Civil & Environmental Engineering	2013/2014	3,106,713	512,182	174,258	(166,667)	3,626,486	-	3,626,486
	2014/2015	3,270,294	523,669	174,338	(100,000)	3,868,301	-	3,868,301
	Inc. (Dec.)	163,581	11,487	80	66,667	241,815	-	241,815
	%	5.3%	2.2%	0.0%	-40.0%	6.7%	n/a	6.7%
244 Electronics	2013/2014	3,067,125	468,835	190,645	(250,458)	3,476,147	-	3,476,147
	2014/2015	3,197,598	478,973	190,645	(254,433)	3,612,783	-	3,612,783
	Inc. (Dec.)	130,473	10,138	-	(3,975)	136,636	-	136,636
	%	4.3%	2.2%	0.0%	1.6%	3.9%	n/a	3.9%
247 Mechanical & Aerospace Engineering	2013/2014	4,373,510	709,948	245,342	(300,000)	5,028,800	-	5,028,800
	2014/2015	4,562,727	776,670	245,582	(300,000)	5,284,979	-	5,284,979
	Inc. (Dec.)	189,217	66,722	240	-	256,179	-	256,179
	%	4.3%	9.4%	0.1%	0.0%	5.1%	n/a	5.1%
250 Systems & Computing Engineering	2013/2014	4,586,346	609,366	253,789	(116,667)	5,332,834	-	5,332,834
	2014/2015	4,623,351	623,896	253,789	(100,000)	5,401,036	-	5,401,036
	Inc. (Dec.)	37,005	14,530	-	16,667	68,202	-	68,202
	%	0.8%	2.4%	0.0%	-14.3%	1.3%	n/a	1.3%
259 Information Technology	2013/2014	950,455	167,146	100,940	-	1,218,541	-	1,218,541
	2014/2015	1,018,539	246,127	100,940	-	1,365,606	-	1,365,606
	Inc. (Dec.)	68,084	78,981	-	-	147,065	-	147,065
	%	7.2%	47.3%	0.0%	n/a	12.1%	n/a	12.1%
265 FED, Office of the Dean	2013/2014	502,977	634,990	2,489,166	-	3,627,133	-	3,627,133
	2014/2015	499,152	742,845	3,143,999	-	4,385,996	-	4,385,996
	Inc. (Dec.)	(3,825)	107,855	654,833	-	758,863	-	758,863
	%	-0.8%	17.0%	26.3%	n/a	20.9%	n/a	20.9%
270 Industrial Design	2013/2014	748,313	344,424	107,610	-	1,200,347	-	1,200,347
	2014/2015	831,563	352,551	107,610	-	1,291,724	-	1,291,724
	Inc. (Dec.)	83,250	8,127	-	-	91,377	-	91,377
	%	11.1%	2.4%	0.0%	n/a	7.6%	n/a	7.6%
280 Architecture & Urbanism	2013/2014	1,811,768	532,805	422,336	(44,114)	2,722,795	-	2,722,795
	2014/2015	1,949,069	537,641	422,336	(44,114)	2,864,932	-	2,864,932
	Inc. (Dec.)	137,301	4,836	-	-	142,137	-	142,137
	%	7.6%	0.9%	0.0%	0.0%	5.2%	n/a	5.2%
<b>Total - Faculty of Engineering &amp; Design</b>	2013/2014	19,147,207	3,979,696	3,984,086	(877,906)	26,233,083	-	26,233,083
	2014/2015	19,952,293	4,282,372	4,639,239	(798,547)	28,075,357	-	28,075,357
	Inc. (Dec.)	805,086	302,676	655,153	79,359	1,842,274	-	1,842,274
	%	4.2%	7.6%	16.4%	-9.0%	7.0%	n/a	7.0%



		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Academic Administration &amp; Student Services</b>								
<b>Provost and Vice-President (Academic)</b>								
395 Provost & VP (Academic)	2013/2014	-	477,312	82,869	-	560,181	-	560,181
	2014/2015	-	584,715	74,600	-	659,315	-	659,315
	Inc. (Dec.)	-	107,403	(8,269)	-	99,134	-	99,134
	%	n/a	22.5%	-10.0%	n/a	17.7%	n/a	17.7%
399 Faculty Recruitment & Support	2013/2014	-	-	125,072	-	125,072	-	125,072
	2014/2015	-	-	127,488	-	127,488	-	127,488
	Inc. (Dec.)	-	-	2,416	-	2,416	-	2,416
	%	n/a	n/a	1.9%	n/a	1.9%	n/a	1.9%
445 Provost & VP (Academic) - Misc	2013/2014	-	-	822,139	-	822,139	-	822,139
	2014/2015	-	356,095	554,076	-	910,171	-	910,171
	Inc. (Dec.)	-	356,095	(268,063)	-	88,032	-	88,032
	%	n/a	n/a	-32.6%	n/a	10.7%	n/a	10.7%
447 Carleton Ctr for U/G Research/Engage	2013/2014	-	-	150,000	-	150,000	-	150,000
	2014/2015	-	-	237,997	-	237,997	-	237,997
	Inc. (Dec.)	-	-	87,997	-	87,997	-	87,997
	%	n/a	n/a	58.7%	n/a	58.7%	n/a	58.7%
448 Quality Assurance (Academic)	2013/2014	-	168,075	114,596	-	282,671	-	282,671
	2014/2015	-	211,639	215,061	-	426,700	-	426,700
	Inc. (Dec.)	-	43,564	100,465	-	144,029	-	144,029
	%	n/a	25.9%	87.7%	n/a	51.0%	n/a	51.0%
618 Ombudsperson	2013/2014	-	132,140	46,452	-	178,592	(90,704)	87,888
	2014/2015	-	134,846	46,452	-	181,298	(92,057)	89,241
	Inc. (Dec.)	-	2,706	-	-	2,706	(1,353)	1,353
	%	n/a	2.0%	0.0%	n/a	1.5%	1.5%	1.5%
<b>Total - Provost and Vice-President (Academic)</b>	2013/2014	-	777,527	1,341,128	-	2,118,655	(90,704)	2,027,951
	2014/2015	-	1,287,295	1,255,674	-	2,542,969	(92,057)	2,450,912
	Inc. (Dec.)	-	509,768	(85,454)	-	424,314	(1,353)	422,961
	%	n/a	65.6%	-6.4%	n/a	20.0%	1.5%	20.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Associate Vice-President (Student and Enrolment)</b>								
473 Admissions Services	2013/2014	-	1,491,281	225,173	-	1,716,454	(45,000)	1,671,454
	2014/2015	-	1,654,449	176,380	-	1,830,829	(45,000)	1,785,829
	Inc. (Dec.)	-	163,168	(48,793)	-	114,375	-	114,375
	%	n/a	10.9%	-21.7%	n/a	6.7%	0.0%	6.8%
474 International Recruitment	2013/2014	-	220,979	195,537	-	416,516	-	416,516
	2014/2015	-	234,659	177,835	-	412,494	-	412,494
	Inc. (Dec.)	-	13,680	(17,702)	-	(4,022)	-	(4,022)
	%	n/a	6.2%	-9.1%	n/a	-1.0%	n/a	-1.0%
475 Undergraduate Recruitment Office	2013/2014	-	906,299	827,741	-	1,734,040	-	1,734,040
	2014/2015	-	1,003,616	799,169	-	1,802,785	-	1,802,785
	Inc. (Dec.)	-	97,317	(28,572)	-	68,745	-	68,745
	%	n/a	10.7%	-3.5%	n/a	4.0%	n/a	4.0%
477 Telecounselling Centre	2013/2014	-	-	101,500	-	101,500	-	101,500
	2014/2015	-	-	101,500	-	101,500	-	101,500
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
561 Awards Office	2013/2014	-	727,232	111,887	(208,581)	630,538	-	630,538
	2014/2015	-	747,103	95,408	(209,200)	633,311	-	633,311
	Inc. (Dec.)	-	19,871	(16,479)	(619)	2,773	-	2,773
	%	n/a	2.7%	-14.7%	0.3%	0.4%	n/a	0.4%
566 Office of Enrolment Management	2013/2014	-	483,950	665,798	-	1,149,748	-	1,149,748
	2014/2015	-	432,739	1,045,803	(125,000)	1,353,542	-	1,353,542
	Inc. (Dec.)	-	(51,211)	380,005	(125,000)	203,794	-	203,794
	%	n/a	-10.6%	57.1%	n/a	17.7%	n/a	17.7%
398 Office - Director of Student Affairs	2013/2014	-	151,727	27,934	-	179,661	-	179,661
	2014/2015	-	212,593	20,115	-	232,708	-	232,708
	Inc. (Dec.)	-	60,866	(7,819)	-	53,047	-	53,047
	%	n/a	40.1%	-28.0%	n/a	29.5%	n/a	29.5%
565 International Student Services Office	2013/2014	-	323,191	81,118	-	404,309	(43,000)	361,309
	2014/2015	-	391,931	92,618	-	484,549	(43,000)	441,549
	Inc. (Dec.)	-	68,740	11,500	-	80,240	-	80,240
	%	n/a	21.3%	14.2%	n/a	19.8%	0.0%	22.2%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
394 Student Academic Success Centre	2013/2014	-	692,579	154,653	-	847,232	-	847,232
	2014/2015	-	848,428	150,582	-	999,010	-	999,010
	Inc. (Dec.)	-	155,849	(4,071)	-	151,778	-	151,778
	%	n/a	22.5%	-2.6%	n/a	17.9%	n/a	17.9%
397 Career Development & Co-op Education	2013/2014	-	1,078,583	140,511	-	1,219,094	-	1,219,094
	2014/2015	-	1,187,461	136,440	-	1,323,901	-	1,323,901
	Inc. (Dec.)	-	108,878	(4,071)	-	104,807	-	104,807
	%	n/a	10.1%	-2.9%	n/a	8.6%	n/a	8.6%
400 Student Experience Office	2013/2014	-	220,680	60,446	-	281,126	-	281,126
	2014/2015	-	203,192	72,351	-	275,543	-	275,543
	Inc. (Dec.)	-	(17,488)	11,905	-	(5,583)	-	(5,583)
	%	n/a	-7.9%	19.7%	n/a	-2.0%	n/a	-2.0%
412 Student Systems Support	2013/2014	-	-	-	-	-	-	-
	2014/2015	-	382,973	12,300	-	395,273	-	395,273
	Inc. (Dec.)	-	382,973	12,300	-	395,273	-	395,273
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
415 Writing Tutorial Service	2013/2014	-	-	71,307	-	71,307	-	71,307
	2014/2015	-	-	75,959	-	75,959	-	75,959
	Inc. (Dec.)	-	-	4,652	-	4,652	-	4,652
	%	n/a	n/a	6.5%	n/a	6.5%	n/a	6.5%
440 Office of AVP (Student & Enrolment)	2013/2014	-	150,019	62,285	-	212,304	-	212,304
	2014/2015	-	154,049	62,285	-	216,334	-	216,334
	Inc. (Dec.)	-	4,030	-	-	4,030	-	4,030
	%	n/a	2.7%	0.0%	n/a	1.9%	n/a	1.9%
446 Learning Commons	2013/2014	-	-	131,124	-	131,124	-	131,124
	2014/2015	-	-	172,928	-	172,928	-	172,928
	Inc. (Dec.)	-	-	41,804	-	41,804	-	41,804
	%	n/a	n/a	31.9%	n/a	31.9%	n/a	31.9%
563 Career Services	2013/2014	-	757,755	49,717	-	807,472	-	807,472
	2014/2015	-	690,093	95,538	-	785,631	-	785,631
	Inc. (Dec.)	-	(67,662)	45,821	-	(21,841)	-	(21,841)
	%	n/a	-8.9%	92.2%	n/a	-2.7%	n/a	-2.7%
564 Paul Menton Centre	2013/2014	-	730,269	116,103	-	846,372	-	846,372
	2014/2015	-	822,227	116,103	-	938,330	-	938,330
	Inc. (Dec.)	-	91,958	-	-	91,958	-	91,958
	%	n/a	12.6%	0.0%	n/a	10.9%	n/a	10.9%
<b>Total - Associate Vice-President (Student and Enrolment)</b>	2013/2014	-	7,934,544	3,022,834	(208,581)	10,748,797	(88,000)	10,660,797
	2014/2015	-	8,965,513	3,403,314	(334,200)	12,034,627	(88,000)	11,946,627
	Inc. (Dec.)	-	1,030,969	380,480	(125,619)	1,285,830	-	1,285,830
	%	n/a	13.0%	12.6%	60.2%	12.0%	0.0%	12.1%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>University Registrar</b>								
404 University Registrarial Services	2013/2014	-	2,535,082	301,120	-	2,836,202	-	2,836,202
	2014/2015	-	2,161,737	317,283	-	2,479,020	-	2,479,020
	Inc. (Dec.)	-	(373,345)	16,163	-	(357,182)	-	(357,182)
	%	n/a	-14.7%	5.4%	n/a	-12.6%	n/a	-12.6%
405 University Calendars	2013/2014	-	-	15,000	-	15,000	-	15,000
	2014/2015	-	-	-	-	-	-	-
	Inc. (Dec.)	-	-	(15,000)	-	(15,000)	-	(15,000)
	%	n/a	n/a	-100.0%	n/a	-100.0%	n/a	-100.0%
476 Scheduling & Examination Services	2013/2014	-	374,493	435,087	-	809,580	-	809,580
	2014/2015	-	386,710	435,087	-	821,797	-	821,797
	Inc. (Dec.)	-	12,217	-	-	12,217	-	12,217
	%	n/a	3.3%	0.0%	n/a	1.5%	n/a	1.5%
478 Examination Room	2013/2014	-	-	61,682	-	61,682	-	61,682
	2014/2015	-	-	67,479	-	67,479	-	67,479
	Inc. (Dec.)	-	-	5,797	-	5,797	-	5,797
	%	n/a	n/a	9.4%	n/a	9.4%	n/a	9.4%
<b>Total - University Registrar</b>	2013/2014	-	2,909,575	812,889	-	3,722,464	-	3,722,464
	2014/2015	-	2,548,447	819,849	-	3,368,296	-	3,368,296
	Inc. (Dec.)	-	(361,128)	6,960	-	(354,168)	-	(354,168)
	%	n/a	-12.4%	0.9%	n/a	-9.5%	n/a	-9.5%
<b>Education Development Centre</b>								
381 Instructional Media Services	2013/2014	-	902,805	82,190	-	984,995	(60,810)	924,185
	2014/2015	-	919,956	96,902	-	1,016,858	(79,371)	937,487
	Inc. (Dec.)	-	17,151	14,712	-	31,863	(18,561)	13,302
	%	n/a	1.9%	17.9%	n/a	3.2%	30.5%	1.4%
386 Education Development Centre	2013/2014	-	896,470	312,495	-	1,208,965	-	1,208,965
	2014/2015	-	941,736	496,942	-	1,438,678	-	1,438,678
	Inc. (Dec.)	-	45,266	184,447	-	229,713	-	229,713
	%	n/a	5.0%	59.0%	n/a	19.0%	n/a	19.0%
387 Carleton University OnLine (CUOL)	2013/2014	-	1,197,954	747,927	-	1,945,881	(632,750)	1,313,131
	2014/2015	-	1,277,397	580,023	-	1,857,420	(646,750)	1,210,670
	Inc. (Dec.)	-	79,443	(167,904)	-	(88,461)	(14,000)	(102,461)
	%	n/a	6.6%	-22.4%	n/a	-4.5%	2.2%	-7.8%

		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	2013/2014	-	-	68,961	-	68,961	(80,000)	(11,039)
	2014/2015	-	-	68,961	-	68,961	(80,000)	(11,039)
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	0.0%	0.0%
<b>Total - Education Development Centre</b>	2013/2014	-	2,997,229	1,211,573	-	4,208,802	(773,560)	3,435,242
	2014/2015	-	3,139,089	1,242,828	-	4,381,917	(806,121)	3,575,796
	Inc. (Dec.)	-	141,860	31,255	-	173,115	(32,561)	140,554
	%	n/a	4.7%	2.6%	n/a	4.1%	4.2%	4.1%
<b>Faculty of Graduate Studies and Post-Doctoral Affairs</b>								
301 Faculty of Graduate & Postdoctoral Affairs	2013/2014	394,111	1,300,144	269,406	(81,600)	1,882,061	-	1,882,061
	2014/2015	248,752	1,372,820	259,802	(81,600)	1,799,774	-	1,799,774
	Inc. (Dec.)	(145,359)	72,676	(9,604)	-	(82,287)	-	(82,287)
	%	-36.9%	5.6%	-3.6%	0.0%	-4.4%	n/a	-4.4%
<b>Total - Faculty Graduate Studies and Post-Doctoral Affairs</b>	2013/2014	394,111	1,300,144	269,406	(81,600)	1,882,061	-	1,882,061
	2014/2015	248,752	1,372,820	259,802	(81,600)	1,799,774	-	1,799,774
	Inc. (Dec.)	(145,359)	72,676	(9,604)	-	(82,287)	-	(82,287)
	%	-36.9%	5.6%	-3.6%	0.0%	-4.4%	n/a	-4.4%
Salary Reallocations	2013/2014	92,564	285,437	(378,001)	-	-	-	-
	2014/2015	305,997	252,004	(558,001)	-	-	-	-
<b>Total - Academic Administration &amp; Student Services</b>	2013/2014	486,675	16,204,456	6,279,829	(290,181)	22,680,779	(952,264)	21,728,515
	<b>2014/2015</b>	<b>554,749</b>	<b>17,565,168</b>	<b>6,423,466</b>	<b>(415,800)</b>	<b>24,127,583</b>	<b>(986,178)</b>	<b>23,141,405</b>
	Inc. (Dec.)	(145,359)	1,394,145	323,637	(125,619)	1,446,804	(33,914)	1,412,890
	%	-29.9%	8.6%	5.2%	43.3%	6.4%	3.6%	6.5%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Library</b>								
456 Library	2013/2014	3,275,672	5,073,843	6,456,437	-	14,805,952	-	14,805,952
	2014/2015	3,252,385	5,211,742	6,524,055	-	14,988,182	-	14,988,182
	Inc. (Dec.)	(23,287)	137,899	67,618	-	182,230	-	182,230
	%	-0.7%	2.7%	1.0%	n/a	1.2%	n/a	1.2%
<b>Total - Library</b>	2013/2014	3,275,672	5,073,843	6,456,437	-	14,805,952	-	14,805,952
	<b>2014/2015</b>	<b>3,252,385</b>	<b>5,211,742</b>	<b>6,524,055</b>	-	<b>14,988,182</b>	-	<b>14,988,182</b>
	Inc. (Dec.)	(23,287)	137,899	67,618	-	182,230	-	182,230
	%	-0.7%	2.7%	1.0%	n/a	1.2%	n/a	1.2%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Research &amp; International</b>								
370 Office of Vice-President (Research and International)	2013/2014	-	315,275	78,856	-	394,131	-	394,131
	2014/2015	-	322,586	79,461	-	402,047	-	402,047
	Inc. (Dec.)	-	7,311	605	-	7,916	-	7,916
	%	n/a	2.3%	0.8%	n/a	2.0%	n/a	2.0%
371 Carleton International	2013/2014	-	369,477	42,623	-	412,100	-	412,100
	2014/2015	-	396,232	41,310	-	437,542	-	437,542
	Inc. (Dec.)	-	26,755	(1,313)	-	25,442	-	25,442
	%	n/a	7.2%	-3.1%	n/a	6.2%	n/a	6.2%
372 Carleton University Research Office (CURO)	2013/2014	-	1,095,444	50,961	(124,901)	1,021,504	-	1,021,504
	2014/2015	-	1,023,491	211,270	(121,503)	1,113,258	-	1,113,258
	Inc. (Dec.)	-	(71,953)	160,309	3,398	91,754	-	91,754
	%	n/a	-6.6%	314.6%	-2.7%	9.0%	n/a	9.0%
376 Animal Care & Veterinary Services	2013/2014	-	314,551	36,709	-	351,260	-	351,260
	2014/2015	-	301,149	97,332	-	398,481	-	398,481
	Inc. (Dec.)	-	(13,402)	60,623	-	47,221	-	47,221
	%	n/a	-4.3%	165.1%	n/a	13.4%	n/a	13.4%
377 Office of AVP Research	2013/2014	-	-	205,000	-	205,000	-	205,000
	2014/2015	-	-	153,353	-	153,353	-	153,353
	Inc. (Dec.)	-	-	(51,647)	-	(51,647)	-	(51,647)
	%	n/a	n/a	-25.2%	n/a	-25.2%	n/a	-25.2%
378 VPRI University Research Initiatives	2013/2014	-	-	829,216	-	829,216	-	829,216
	2014/2015	-	-	901,256	-	901,256	-	901,256
	Inc. (Dec.)	-	-	72,040	-	72,040	-	72,040
	%	n/a	n/a	8.7%	n/a	8.7%	n/a	8.7%
379 Canada-India Centre	2013/2014	-	-	-	-	-	-	-
	2014/2015	-	-	90,000	-	90,000	-	90,000
	Inc. (Dec.)	-	-	90,000	-	90,000	-	90,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Salary Reallocations	2013/2014	185,000	-	(185,000)	-	-	-	-
	2014/2015	133,353	376,269	(509,622)	-	-	-	-
<b>Total - Research &amp; International</b>	2013/2014	185,000	2,094,747	1,058,365	(124,901)	3,213,211	-	3,213,211
	2014/2015	133,353	2,419,727	1,064,360	(121,503)	3,495,937	-	3,495,937
	Inc. (Dec.)	(51,647)	324,980	5,995	3,398	282,726	-	282,726
	%	-27.9%	15.5%	0.6%	-2.7%	8.8%	n/a	8.8%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Finance &amp; Administration</b>								
232 Science Technology Centre	2013/2014	-	368,231	128,244	(235,000)	261,475	(45,000)	216,475
	2014/2015	-	376,764	128,244	(235,000)	270,008	(45,000)	225,008
	Inc. (Dec.)	-	8,533	-	-	8,533	-	8,533
	%	n/a	2.3%	0.0%	0.0%	3.3%	0.0%	3.9%
374 Office of Institutional Research & Planning	2013/2014	-	576,571	120,063	-	696,634	-	696,634
	2014/2015	-	608,306	108,733	-	717,039	-	717,039
	Inc. (Dec.)	-	31,735	(11,330)	-	20,405	-	20,405
	%	n/a	5.5%	-9.4%	n/a	2.9%	n/a	2.9%
482 Business Office	2013/2014	-	1,712,974	281,302	(35,000)	1,959,276	-	1,959,276
	2014/2015	-	1,738,891	298,348	(35,000)	2,002,239	-	2,002,239
	Inc. (Dec.)	-	25,917	17,046	-	42,963	-	42,963
	%	n/a	1.5%	6.1%	0.0%	2.2%	n/a	2.2%
486 Office of the Vice-President (Finance and Administration)	2013/2014	-	353,756	69,504	-	423,260	-	423,260
	2014/2015	-	356,224	69,504	-	425,728	-	425,728
	Inc. (Dec.)	-	2,468	-	-	2,468	-	2,468
	%	n/a	0.7%	0.0%	n/a	0.6%	n/a	0.6%
487 Office of Quality Initiatives	2013/2014	-	329,943	48,378	-	378,321	-	378,321
	2014/2015	-	370,516	90,426	-	460,942	-	460,942
	Inc. (Dec.)	-	40,573	42,048	-	82,621	-	82,621
	%	n/a	12.3%	86.9%	n/a	21.8%	n/a	21.8%
492 Carleton Leader	2013/2014	-	-	-	-	-	-	-
	2014/2015	-	-	370,000	-	370,000	-	370,000
	Inc. (Dec.)	-	-	370,000	-	370,000	-	370,000
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
498 Office of the AVP (Financial Services)	2013/2014	-	885,818	78,961	-	964,779	-	964,779
	2014/2015	-	932,759	62,490	-	995,249	-	995,249
	Inc. (Dec.)	-	46,941	(16,471)	-	30,470	-	30,470
	%	n/a	5.3%	-20.9%	n/a	3.2%	n/a	3.2%
503 Mail Services	2013/2014	-	236,595	27,445	-	264,040	-	264,040
	2014/2015	-	242,004	27,445	-	269,449	-	269,449
	Inc. (Dec.)	-	5,409	-	-	5,409	-	5,409
	%	n/a	2.3%	0.0%	n/a	2.0%	n/a	2.0%
504 Information Carleton	2013/2014	-	-	110,149	-	110,149	-	110,149
	2014/2015	-	-	112,866	-	112,866	-	112,866
	Inc. (Dec.)	-	-	2,717	-	2,717	-	2,717
	%	n/a	n/a	2.5%	n/a	2.5%	n/a	2.5%



		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
507 Purchasing	2013/2014	-	467,924	75,744	(164,027)	379,641	-	379,641
	2014/2015	-	566,646	70,934	(261,749)	375,831	-	375,831
	Inc. (Dec.)	-	98,722	(4,810)	(97,722)	(3,810)	-	(3,810)
	%	n/a	21.1%	-6.4%	59.6%	-1.0%	n/a	-1.0%
511 Learning	2013/2014	-	-	-	-	-	-	-
	2014/2015	-	-	89,839	-	89,839	-	89,839
	Inc. (Dec.)	-	-	89,839	-	89,839	-	89,839
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
516 Healthy Workplace	2013/2014	-	-	13,432	-	13,432	-	13,432
	2014/2015	-	-	-	-	-	-	-
	Inc. (Dec.)	-	-	(13,432)	-	(13,432)	-	(13,432)
	%	n/a	n/a	-100.0%	n/a	-100.0%	n/a	-100.0%
Human Resources Summary	2013/2014	-	1,933,268	598,997	-	2,532,265	-	2,532,265
	2014/2015	-	1,927,103	486,298	-	2,413,401	-	2,413,401
	Inc. (Dec.)	-	(6,165)	(112,699)	-	(118,864)	-	(118,864)
	%	n/a	-0.3%	-18.8%	n/a	-4.7%	n/a	-4.7%
534 Miscellaneous Administration - Vice- President (Finance and Administration)	2013/2014	-	-	1,581,886	(46,600)	1,535,286	(25,000)	1,510,286
	2014/2015	-	-	1,595,318	(46,600)	1,548,718	(25,000)	1,523,718
	Inc. (Dec.)	-	-	13,432	-	13,432	-	13,432
	%	n/a	n/a	0.8%	0.0%	0.9%	0.0%	0.9%
Facilities Management & Planning Summary	2013/2014	-	5,669,111	5,863,225	(2,473,959)	9,058,377	-	9,058,377
	2014/2015	-	5,756,943	6,154,979	(2,898,114)	9,013,808	-	9,013,808
	Inc. (Dec.)	-	87,832	291,754	(424,155)	(44,569)	-	(44,569)
	%	n/a	1.5%	5.0%	17.1%	-0.49%	n/a	-0.5%
University Safety Summary	2013/2014	-	1,658,821	569,772	(302,390)	1,926,203	(52,589)	1,873,614
	2014/2015	-	1,765,024	536,251	(302,390)	1,998,885	(55,349)	1,943,536
	Inc. (Dec.)	-	106,203	(33,521)	-	72,682	(2,760)	69,922
	%	n/a	6.4%	-5.9%	0.0%	3.8%	5.2%	3.7%
Computing & Communications Summary	2013/2014	-	7,211,627	2,824,144	(1,086,095)	8,949,676	(69,504)	8,880,172
	2014/2015	-	7,379,728	3,098,855	(1,258,244)	9,220,339	(333,903)	8,886,436
	Inc. (Dec.)	-	168,101	274,711	(172,149)	270,663	(264,399)	6,264
	%	n/a	2.3%	9.7%	15.9%	3.0%	380.4%	0.1%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
607 Dept of Pension Management	2013/2014	-	171,990	48,916	-	220,906	(220,906)	-
6071 Pension Committee	2014/2015	-	177,998	48,916	-	226,914	(226,914)	-
	Inc. (Dec.)	-	6,008	-	-	6,008	(6,008)	-
	%	n/a	3.5%	0.0%	n/a	2.7%	2.7%	n/a
Salary Reallocations	2013/2014	-	76,581	(76,581)	-	-	-	-
	2014/2015	-	131,895	(131,895)	-	-	-	-
<b>Total - Finance &amp; Administration</b>	2013/2014	-	21,653,210	12,363,581	(4,343,071)	29,673,720	(412,999)	29,260,721
	2014/2015	-	22,330,801	13,217,551	(5,037,097)	30,511,255	(686,166)	29,825,089
	Inc. (Dec.)	-	677,591	853,970	(694,026)	837,535	(273,167)	564,368
	%	n/a	3.1%	6.9%	16.0%	2.8%	66.1%	1.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>President</b>								
410 Clerk of Senate	2013/2014	-	269,958	13,107	-	283,065	-	283,065
	2014/2015	-	76,963	89,401	-	166,364	-	166,364
	Inc. (Dec.)	-	(192,995)	76,294	-	(116,701)	-	(116,701)
	%	n/a	-71.5%	582.1%	n/a	-41.2%	n/a	-41.2%
449 Miscellaneous Academic-President	2013/2014	-	-	94,968	-	94,968	-	94,968
	2014/2015	-	-	94,968	-	94,968	-	94,968
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
480 Office of the Board of Governors	2013/2014	-	373,585	128,581	-	502,166	-	502,166
484 Office of the University Secretary	2014/2015	-	383,800	128,581	-	512,381	-	512,381
	Inc. (Dec.)	-	10,215	-	-	10,215	-	10,215
	%	n/a	2.7%	0.0%	n/a	2.0%	n/a	2.0%
483 Office of the President	2013/2014	-	465,527	153,951	-	619,478	-	619,478
	2014/2015	-	479,456	525,708	-	1,005,164	-	1,005,164
	Inc. (Dec.)	-	13,929	371,757	-	385,686	-	385,686
	%	n/a	3.0%	241.5%	n/a	62.3%	n/a	62.3%
489 Equity Services	2013/2014	-	452,972	36,068	(56,830)	432,210	-	432,210
	2014/2015	-	551,693	36,368	(143,333)	444,728	-	444,728
	Inc. (Dec.)	-	98,721	300	(86,503)	12,518	-	12,518
	%	n/a	21.8%	0.8%	152.2%	2.9%	n/a	2.9%
573 University Communications	2013/2014	-	907,945	688,951	-	1,596,896	-	1,596,896
	2014/2015	-	937,083	684,291	-	1,621,374	-	1,621,374
	Inc. (Dec.)	-	29,138	(4,660)	-	24,478	-	24,478
	%	n/a	3.2%	-0.7%	n/a	1.5%	n/a	1.5%
Salary Reallocations	2013/2014	213,042	(213,042)	-	-	-	-	-
	2014/2015	22,842	(22,842)	-	-	-	-	-
<b>Total - President</b>	2013/2014	213,042	2,256,945	1,115,626	(56,830)	3,528,783	-	3,528,783
	2014/2015	22,842	2,406,153	1,559,317	(143,333)	3,844,979	-	3,844,979
	Inc. (Dec.)	(190,200)	149,208	443,691	(86,503)	316,196	-	316,196
	%	-89.3%	6.6%	39.8%	n/a	9.0%	n/a	9.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Advancement</b>								
Advancement	2013/2014	-	3,302,303	1,355,556	(53,298)	4,604,561	(50,000)	4,554,561
	2014/2015	-	3,390,467	1,382,271	(12,000)	4,760,738	(50,000)	4,710,738
	Inc. (Dec.)	-	88,164	26,715	41,298	156,177	-	156,177
	%	n/a	2.7%	2.0%	-77.5%	3.4%	0.0%	3.4%
Salary Reallocations	2013/2014	-	-	-	-	-	-	-
	2014/2015	-	-	-	-	-	-	-
<b>Total - Advancement</b>	2013/2014	-	3,302,303	1,355,556	(53,298)	4,604,561	(50,000)	4,554,561
	<b>2014/2015</b>	-	<b>3,390,467</b>	<b>1,382,271</b>	<b>(12,000)</b>	<b>4,760,738</b>	<b>(50,000)</b>	<b>4,710,738</b>
	Inc. (Dec.)	-	88,164	26,715	41,298	156,177	-	156,177
	%	n/a	2.7%	2.0%	-77.5%	3.4%	0.0%	3.4%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>University Budgets</b>								
Staff Benefits	2013/2014	-	-	43,554,000	-	43,554,000	(15,000)	43,539,000
	2014/2015	-	-	44,290,000	-	44,290,000	(8,000)	44,282,000
	Inc. (Dec.)	-	-	736,000	-	736,000	7,000	743,000
	%	n/a	n/a	1.7%	n/a	1.7%	-46.7%	1.7%
Utilities	2013/2014	-	-	8,940,100	-	8,940,100	-	8,940,100
	2014/2015	-	-	8,940,100	-	8,940,100	-	8,940,100
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Cleaning and Facility Maintenance	2013/2014	-	-	2,543,800	-	2,543,800	-	2,543,800
	2014/2015	-	-	2,723,800	-	2,723,800	-	2,723,800
	Inc. (Dec.)	-	-	180,000	-	180,000	-	180,000
	%	n/a	n/a	7.1%	n/a	7.1%	n/a	7.1%
Building Retrofits & Deferred Mtce	2013/2014	-	-	1,580,000	-	1,580,000	-	1,580,000
	2014/2015	-	-	1,550,000	-	1,550,000	-	1,550,000
	Inc. (Dec.)	-	-	(30,000)	-	(30,000)	-	(30,000)
	%	n/a	n/a	-1.9%	n/a	-1.9%	n/a	-1.9%
Capital Improvements	2013/2014	-	-	5,800,000	-	5,800,000	-	5,800,000
	2014/2015	-	-	8,000,000	-	8,000,000	-	8,000,000
	Inc. (Dec.)	-	-	2,200,000	-	2,200,000	-	2,200,000
	%	n/a	n/a	37.9%	n/a	37.9%	n/a	37.9%
Insurance	2013/2014	-	-	912,000	-	912,000	-	912,000
	2014/2015	-	-	947,000	-	947,000	-	947,000
	Inc. (Dec.)	-	-	35,000	-	35,000	-	35,000
	%	n/a	n/a	3.8%	n/a	3.8%	n/a	3.8%
Taxes	2013/2014	-	-	12,000	-	12,000	-	12,000
	2014/2015	-	-	12,000	-	12,000	-	12,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Professional Fees	2013/2014	-	-	552,000	-	552,000	-	552,000
	2014/2015	-	-	552,000	-	552,000	-	552,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	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 \$
Provision for Bad Debt	2013/2014	-	-	1,840,000	-	1,840,000	-	1,840,000
	2014/2015	-	-	1,840,000	-	1,840,000	-	1,840,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Mandated Student Aid	2013/2014	-	-	10,036,000	-	10,036,000	-	10,036,000
	2014/2015	-	-	10,942,000	-	10,942,000	-	10,942,000
	Inc. (Dec.)	-	-	906,000	-	906,000	-	906,000
	%	n/a	n/a	9.0%	n/a	9.0%	n/a	9.0%
Undergraduate Student Support	2013/2014	-	-	6,739,000	-	6,739,000	-	6,739,000
	2014/2015	-	-	7,539,000	-	7,539,000	-	7,539,000
	Inc. (Dec.)	-	-	800,000	-	800,000	-	800,000
	%	n/a	n/a	11.9%	n/a	11.9%	n/a	11.9%
Graduate Student Support	2013/2014	-	-	23,300,266	-	23,300,266	-	23,300,266
	2014/2015	-	-	23,589,988	-	23,589,988	-	23,589,988
	Inc. (Dec.)	-	-	289,722	-	289,722	-	289,722
	%	n/a	n/a	1.2%	n/a	1.2%	n/a	1.2%
University Memberships	2013/2014	-	-	404,500	-	404,500	-	404,500
	2014/2015	-	-	414,500	-	414,500	-	414,500
	Inc. (Dec.)	-	-	10,000	-	10,000	-	10,000
	%	n/a	n/a	2.5%	n/a	2.5%	n/a	2.5%
Convocation	2013/2014	-	-	590,000	-	590,000	-	590,000
	2014/2015	-	-	590,000	-	590,000	-	590,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Bank Charges	2013/2014	-	-	110,000	-	110,000	-	110,000
	2014/2015	-	-	110,000	-	110,000	-	110,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Daycare Maintenance	2013/2014	-	-	30,000	-	30,000	-	30,000
	2014/2015	-	-	30,000	-	30,000	-	30,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Space Charges	2013/2014	-	-	1,265,000	-	1,265,000	-	1,265,000
	2014/2015	-	-	1,285,000	-	1,285,000	-	1,285,000
	Inc. (Dec.)	-	-	20,000	-	20,000	-	20,000
	%	n/a	n/a	1.6%	n/a	1.6%	n/a	1.6%
Computing Infrastructure	2013/2014	-	-	930,000	-	930,000	-	930,000
	2014/2015	-	-	1,320,000	-	1,320,000	-	1,320,000
	Inc. (Dec.)	-	-	390,000	-	390,000	-	390,000
	%	n/a	n/a	41.9%	n/a	41.9%	n/a	41.9%
Joint Program Costs	2013/2014	-	-	1,500,000	-	1,500,000	-	1,500,000
	2014/2015	-	-	1,950,000	-	1,950,000	-	1,950,000
	Inc. (Dec.)	-	-	450,000	-	450,000	-	450,000
	%	n/a	n/a	30.0%	n/a	30.0%	n/a	30.0%
Interfund Transfers	2013/2014	-	-	(1,303,998)	-	(1,303,998)	-	(1,303,998)
	2014/2015	-	-	(1,337,112)	-	(1,337,112)	-	(1,337,112)
	Inc. (Dec.)	-	-	(33,114)	-	(33,114)	-	(33,114)
	%	n/a	n/a	2.5%	n/a	2.5%	n/a	2.5%
<b>Total - University Budgets</b>	2013/2014	-	-	109,334,668	-	109,334,668	(15,000)	109,319,668
	2014/2015	-	-	115,288,276	-	115,288,276	(8,000)	115,280,276
	Inc. (Dec.)	-	-	5,953,608	-	5,953,608	7,000	5,960,608
	%	n/a	n/a	5.4%	n/a	5.4%	-46.7%	5.5%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
<b>Provisions and Contingencies</b>								
11119 Provisions and Contingencies	2013/2014	-	-	61,035,792	-	61,035,792	-	61,035,792
	2014/2015	-	-	59,016,351	-	59,016,351	-	59,016,351
	Inc. (Dec.)	-	-	(2,019,441)	-	(2,019,441)	-	(2,019,441)
	%	n/a	n/a	-3.3%	n/a	-3.3%	n/a	-3.3%
<hr/>								
<b>Total - Provisions and Contingencies</b>	2013/2014	-	-	61,035,792	-	61,035,792	-	61,035,792
	<b>2014/2015</b>	-	-	<b>59,016,351</b>	-	<b>59,016,351</b>	-	<b>59,016,351</b>
	Inc. (Dec.)	-	-	(2,019,441)	-	(2,019,441)	-	(2,019,441)
	%	n/a	n/a	-3.3%	n/a	-3.3%	n/a	-3.3%



# CARLETON UNIVERSITY

## PROPOSED BUDGET FOR ANCILLARY UNITS 2014-2015

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### TABLE OF CONTENTS

<b>1. ANCILLARY OPERATIONS – PROPOSED BUDGET 2014-2015.....</b>	<b>2</b>
1.1 PHYSICAL RECREATION AND ATHLETICS.....	2
1.2 BOOKSTORE .....	4
1.3 HEALTH AND COUNSELLING SERVICES .....	4
1.4 HOUSING AND CONFERENCE SERVICES .....	5
1.5 PARKING SERVICES.....	6
1.6 UNIVERSITY CENTRE .....	7
1.7 GRAPHIC SERVICES.....	8
1.8 ANCILLARY PROPERTY RENTALS .....	9
1.9 ANCILLARY CAPITAL FUND .....	10
PROPOSED BUDGET 2014-2015 AND PROJECTED OPERATING RESULTS 2013-2014.....	APPENDIX A
PROPOSED RESIDENCE FEES 2014-2015 .....	APPENDIX B
PROPOSED PARKING RATES 2014-2015 .....	APPENDIX C
ROOM RATE COMPARISON 2014-2015 .....	APPENDIX D

## 1. Ancillary Operations – Proposed Budget 2014-2015

Appendix A at the end of this Report details the 2014-2015 proposed budget of the ancillaries, as compared to the revised projections for 2013-2014 and the budget for 2013-2014. Overall, the ancillary results can be summarized as follows:

	<i>2012-13 Actual \$000</i>	<i>2013-14 Budget \$000</i>	<i>2013-14 Projected \$000</i>	<i>2014-15 Budget \$000</i>
Income and internal recoveries	57,555	59,571	61,407	61,653
Expenses and transfers	49,740	56,310	57,005	57,075
Parking Transfer to Capital	-	-	-	8,850
Surplus/(Deficit)	7,815	3,261	4,402	(4,272)

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

	<i>Actual Balance at April 2013 \$000</i>	<i>Budgeted Balance at April 2014 \$000</i>	<i>Projected Balance at April 2014 \$000</i>	<i>Budgeted Balance at April 2015 \$000</i>
Ancillaries with accumulated surplus	22,956	26,217	27,358	23,086
Ancillaries with accumulated deficit	-	-	-	-
	22,956	26,217	27,358	23,086

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 2014-2015 budget for Physical Recreation and Athletics can be summarized as follows:

	<i>2012-13 Actual \$000</i>	<i>2013-14 Budget \$000</i>	<i>2013-14 Projected \$000</i>	<i>2014-15 Budget \$000</i>
<u>Income</u>				
Athletic fees	3,984	4,756	4,848	4,994
Other income	7,066	7,264	7,417	7,569
	11,050	12,020	12,265	12,563
<u>Expenses and Transfers</u>				
Direct expenses	9,191	10,823	11,050	11,132
Renovations and alterations	550	1,113	984	1,134
Indirect expense contribution	-	-	-	-
	9,741	11,936	12,034	12,266
Surplus (deficit)	1,309	84	231	297
Opening fund balance (deficit)	2,488	3,797	3,797	4,028

Closing fund balance (deficit)	3,797	3,881	4,028	4,325
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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, nineteen varsity teams, and eleven competitive club teams. This includes the new varsity football and the women's rugby programs which commenced in fall of 2013.

Athletics obtains revenues from external membership fees, facility rentals, adult leagues, and specific instructional program fees. During the summer months, Athletics operates a successful summer camp program for children age 7 to 14. In addition to 21 full-time employees and 30 coaches, Athletics employs over 350 students on a part-time basis, as lifeguards, fitness instructors, camp counselors, event support staff and administrative support staff. As one of the largest student employers on campus, the Department's compensation to these students will exceed \$2 million in 2013-14. For 2014-2015, Athletics estimates that 40% of the Department's revenue will be derived from the mandatory Student Athletics Fee. This fee allows all registered students access to the facilities.

Managing the operating costs of existing and new facilities continues to be a major issue facing the Department. The gymnasium was built in 1964, the recreation centre (including the swimming pool) in 1974, and the squash courts were added in 1979. Costs associated with renovations, maintenance, and renewals are increasing as the Athletics facilities age. A Facility Assessment study and a Honeywell sustainability report both identified Norm Fenn building and the pool as facilities with high level of deferred maintenance. Athletics will continue to work with Facilities Management & Planning to develop a Capital Project plan for the Athletics facilities in order to reduce the amount of deferred maintenance. As part of a long term strategic plan, Athletics will be developing an "Athletics Space Master Plan" to reallocate space, such as Norm Fenn Building, in a way that serves the strategic direction of the Department and the University.

In September 2013 the first football home game took place at the newly renovated stadium. As a program that is funded solely by external sources, the Football activity is not reflected in the Physical Recreation and Athletics financial summary. The Old Crow Board of Directors approves the operating budget of the football team. Athletics continues to work with the Old Crows to develop a strategy to address the long-term sustainability of the program.

In an effort to increase the engagement of stakeholders, Athletics launched the new Ravens brand in September 2013. Athletics is also working to improve the in-game experience at varsity events as part its market strategy to increase corporate and donor relations

The undergraduate and graduate students approved an increase in their athletics fee of \$12.50 per term to build the new fitness center. In the summer of 2013 the new 11,000 square foot fitness center was opened, as well as converting the previous fitness center space into a high performance weight training center.

The current Athletics' financial model continues to be challenge. The unprecedented support by the undergraduate and graduate students for the \$12.50 per term ancillary fee increase will provide some level of stability once the new fitness center is paid off. The overall athletics fee will continue to be below the provincial average and will not address all the long-term financial challenges of the Department, in particular as it relates to facility management. It is however a significant step in the right direction.

## 1.2 Bookstore

The 2014-2015 budget for the Bookstore can be summarized as follows:

	<i>2012-13 Actual \$000</i>	<i>2013-14 Budget \$000</i>	<i>2013-14 Projected \$000</i>	<i>2014-15 Budget \$000</i>
<u>Income</u>				
Commissions and reimbursements	906	813	813	817
<u>Expenses and Transfers</u>				
Direct expenses	749	645	647	645
Indirect expense contribution	155	157	157	140
	904	802	804	785
Surplus (deficit)	2	11	9	32
Opening fund balance (deficit)	229	231	231	240
Closing fund balance (deficit)	231	242	240	272

The Bookstore offers students an array of options for their textbook purchases. The traditional new and used textbooks have been supplemented by the introduction of a "Textbook Rental" program and e-books are offered through the Café Scribe website, whereby books can be downloaded electronically. 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.

The Bookstore offers a 5% discount for all purchases made on an individual's Campus Card. This discount provides students an opportunity to save on the cost of textbooks and course packs.

## 1.3 Health and Counselling Services

The 2014-2015 budget for Health and Counselling Services can be summarized as follows:

	<i>2012-13 Actual \$000</i>	<i>2013-14 Budget \$000</i>	<i>2013-14 Projected \$000</i>	<i>2014-15 Budget \$000</i>
<u>Income</u>				
Health Services fee	1,323	1,286	1,333	1,350
Insurance recoveries / other	1,800	1,799	1,799	1,730
	3,123	3,085	3,132	3,080
<u>Expenses and Transfers</u>				
Direct expenses	2,996	3,043	3,037	3,007
Indirect expense contribution	27	35	31	28
	3,023	3,078	3,068	3,035
Surplus (deficit)	100	7	64	45
Opening fund balance (deficit)	42	142	142	206
Closing fund balance (deficit)	142	149	206	251

Health and Counselling Services (HCS) offers health care to students, staff, faculty, and retirees. Medical services include assessment and treatment of illness or injury, immunizations, and allergy injections. There are approximately sixteen general practice physicians working part-time on fee for service contracts which are renewed annually. Overhead paid by the physicians to the clinic cover their use of space, equipment, supplies, and nursing and administrative support. HCS has approximately 27,000 medical visits per year. There is an on-site lab facility funded by the student health fee for students. This lab is not recognized or financially supported by the Ministry of Health and is closed from May to September. There is a significant reduction of staff during the summer when there are fewer students on campus.

Counselling services are available to students only. Wait times are individualized and based on priority and availability. The clinic has one psychiatrist working three days a week and six GP psychotherapists working part-time. Student with complex mental health needs requiring diagnosis or treatment that including medication and therapy benefit from seeing a psychiatrist or GP psychotherapist. There are approximately 4,000 billable counseling visits per year.

Non-medical counselling services are provided by six counselors with Masters' prepared training. Three of these counselors are dedicated to students living in residence and maintain offices within the residence. One counsellor is dedicated to seeing only international students. Remaining counselors are located in the main clinic and serve all the students living off campus. Due to high demand for counselling, an additional counsellor has been contracted to work full-time during the academic year. There are approximately 6,000 visits with the majority occurring during the academic year. Due to the increased number of students on campus with mental health issues, there is a Mental Health Nurse who is a certified psychiatric nurse. Her role is to do intake and triage, as well as addiction counseling.

In the past year, OHIP has rolled back many of its billing codes which has had an impact on the physician payment, resulting in less overhead for the clinic. This is somewhat compensated by the student health fee which is adjusted annually for the Ottawa Consumer Price Index.

#### 1.4 Housing and Conference Services

The 2014-2015 budget for the Housing and Conference Services can be summarized as follows:

	<i>2012-13 Actual \$000</i>	<i>2013-14 Budget \$000</i>	<i>2013-14 Projected \$000</i>	<i>2014-15 Budget \$000</i>
<u>Income</u>				
Residence fees	17,900	18,804	19,130	19,695
Conference operations	2,324	2,015	2,230	2,618
Commission income	5,829	5,800	6,030	6,200
Other income	1,879	1,710	2,931	1,831
	<u>27,932</u>	<u>28,329</u>	<u>30,321</u>	<u>30,344</u>
<u>Expenses and Transfers</u>				
Operating expenses	17,750	20,121	21,218	19,970
Indirect expense contribution	121	117	124	132
Contribution to Ancillary Capital Fund	1,149	1,149	1,144	1,142
Capital debt interest and principal	6,686	6,635	6,623	6,544
	<u>25,706</u>	<u>28,022</u>	<u>29,109</u>	<u>27,788</u>
Surplus (deficit)	<u>2,226</u>	<u>307</u>	<u>1,212</u>	<u>2,556</u>
Opening fund balance (deficit)	4,042	6,268	6,268	7,480
Closing fund balance (deficit)	6,268	6,575	7,480	10,036

The University is able to provide on-campus accommodation for 3,617 full-time undergraduate and graduate students during the Fall and Winter terms. To the end of January 2014, the annual Residence occupancy rate is 90%.

During the summer months, a significant portion of the bed capacity is used by 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 relationship with Ottawa Tourism, the Canadian University and College Conference Organizers Association, and the meetings and travel industry in its continuing effort to expand summer business for the University and its student residences.

The summer also provides the only opportunity to engage in lengthy and extensive renovation projects. In the summer of 2014, a \$3.8 million provision for renovations will be allocated to complete projects which include extensive renovation of the Stormont/Dundas Building, purchase of new beds and mattresses for Russell/Grenville Building, and the installation of wireless internet in Leeds House.

The University has contracted Aramark Canada Ltd. to manage food services on campus. Dining Services earns commission income on all food sales by Aramark. In an effort to provide convenience and variety to customers and visitors, Dining Services operates a total of fifteen outlets across campus. Residence Dining Rooms operating hours are from 7:30 a.m. to 10 p.m. in order to accommodate students who have been studying or working late. The Fresh Food Company, located in the Commons Residence, offers a menu comprising of locally grown food and is a past winner of the Ontario Fresh competition, beating out competitors from across the province.

Dining Services continues to be a major sponsor for campus and community events such as Employee Appreciation Day, Relay for Life, the Summer Orientation program, Campus Tours, United Way and many others.

It is proposed that there be an increase in Residence Board Fees by an average of 2.9% (see Appendix B). It is also proposed that retail food and catering prices be increased by an average of 2% 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 2014-2015 budget for Parking Services can be summarized as follows:

	<i>2012-13 Actual \$000</i>	<i>2013-14 Budget \$000</i>	<i>2013-14 Projected \$000</i>	<i>2013-14 Budget \$000</i>
<u>Income</u>				
Parking charges	4,199	4,479	4,522	4,555
Other income	294	350	350	350
	<u>4,493</u>	<u>4,829</u>	<u>4,872</u>	<u>4,905</u>
<u>Expenses and Transfers</u>				
Direct operating	1,951	2,759	2,148	4,344
Indirect expense contribution	67	69	68	72
	<u>2,109</u>	<u>3,024</u>	<u>3,100</u>	<u>4,416</u>
Surplus from regular operations	2,384	1,805	1,772	489

Transfer to Capital	-	-	-	8,850
Surplus (deficit)	2,384	1,805	1,772	(8,361)
Opening fund balance (deficit)	4,722	7,106	7,106	8,878
Closing fund balance (deficit)	7,106	8,911	8,878	517

Parking Services offers permit and temporary parking on campus to students, staff and visitors. There are six access controlled parking lots, three garages, and several 'pay and display' 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. Parking Services charges for parking on campus during the weekends for \$3 per day flat rate.

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. A parking structure is currently being constructed over the O-Train tracks at the north end of the University campus. The initial capacity will be for approximately 600 vehicles in this first phase of construction with expected occupancy in summer of 2014. The 2014-15 budget includes a transfer of \$8.85M to the parking garage capital project.

For 2014-2015, planned repairs of other parking facilities will involve regular maintenance and repairs to external lots and the Library Garage. Due to the Library Expansion Project, the work originally recommended for commencement in 2012-2013 will be delayed and addressed in 2014/15.

The proposed budget is based on a fee increase of 3% for staff and student permits (see Appendix C).

## 1.6 University Centre

The 2014-2015 budget for the University Centre can be summarized as follows:

	2012-13 Actual \$000	2013-14 Budget \$000	2013-14 Projected \$000	2014-15 Budget \$000
<u>Income</u>				
Rents and other recoveries	1,559	1,567	1,567	1,543
<u>Expenses and Transfers</u>				
Direct operating	1,225	1,567	1,227	1,543
Surplus (deficit)	334	0	340	-
Opening fund balance (deficit)	(144)	190	190	530
Closing fund balance (deficit)	190	190	530	530

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 was amortized over five years to help stabilize annual rental charges to the tenants, and has now been paid in full.

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 33% of the rent, with the University Operations being the next largest tenant at approximately 31%.

## 1.7 Graphic Services

The 2014-2015 budget for the Graphic Services can be summarized as follows:

	<i>2012-13 Actual \$000</i>	<i>2013-14 Budget \$000</i>	<i>2013-14 Projected \$000</i>	<i>2014-15 Budget \$000</i>
<u>Income</u>				
Sales: External	1,404	1,386	1,072	1,072
Internal	1,877	2,026	1,810	1,810
Other income	200	139	204	159
Gross profit	3,481	3,551	3,086	3,041
Less: Cost of goods sold	(537)	(534)	(496)	(495)
	2,944	3,017	2,590	2,546
<u>Expenses and Transfers</u>				
Direct expenses	2,413	2,426	2,281	2,396
Indirect expense contribution	57	68	70	70
Contribution to Ancillary Capital Fund	195	188	191	108
	2,665	2,682	2,542	2,574
Surplus (deficit)	279	335	48	(28)
Opening fund balance (deficit)	177	456	456	504
Closing fund balance (deficit)	456	791	504	476



Graphic Services is committed to providing quality offset and digital printing, photocopying and laser printing services to Carleton University at a reasonable cost. The Department is responsible for over 182 photocopiers on campus as well as 26 self-serve laser printers. In the winter of 2011 a new service provider was selected to provide multifunctional devices that provide service to students, staff and faculty across campus. The printshop, located in Robertson Hall, produces promotional items and academic publications for the University as well as providing print services to external 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. In the Spring of 2013 a new High Speed Copier was purchased. There is also a satellite-copying unit located in the MacOdrum Library.

Also under the Graphic Services operations, 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, parking pay and display, washers, dryers, and vending machines. The card is accepted as payment for purchases at campus stores (RRRA, CUSA, and University Bookstore) and is now accepted in Blueline, Capital, and DJ taxi cabs. Access to the library and athletic facilities is managed through the Campus Card. 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 four different locations on campus as well as via the Internet with an on-line deposit system.

## 1.8 Ancillary Property Rentals

The 2014-2015 budget for the Ancillary Property Rentals can be summarized as follows:

	<i>2012-13 Actual \$000</i>	<i>2013-14 Budget \$000</i>	<i>2013-14 Projected \$000</i>	<i>2014-15 Budget \$000</i>
<u>Income</u>				
Rents	2,701	2,970	2,804	2,859
Interest and Sundry Income	32	32	32	32
Occupancy Costs Recovery	920	1,016	1,119	1,155
	<u>3,653</u>	<u>4,018</u>	<u>3,955</u>	<u>4,046</u>
<u>Expenses and Transfers</u>				
Direct operating	795	870	897	932
Occupancy Costs	829	1,016	1,065	1,073
Capital debt (interest and principal)	2,044	2,121	1,967	2,041
	<u>3,668</u>	<u>4,007</u>	<u>3,929</u>	<u>4,046</u>
Surplus (deficit)	<u>(15)</u>	<u>11</u>	<u>26</u>	<u>-</u>
Opening fund balance (deficit)	144	129	129	155
Closing fund balance (deficit)	129	140	155	155

Ancillary Property Rentals include the Carleton Technology and Training Centre, the National Wildlife and Research Centre and two floors of the Human Computer Interaction building.

The Carleton Technology and Training Centre (CTTC) was commissioned in 1995 and its 58,794 square feet of gross leasable area is 96% leased. Forty percent of the building is leased to commercial tenants. The three largest commercial tenants are International Accident Prevention Association (5,139 square feet), Canadian Association of Occupational Therapists (4,945 square feet), and Bayer (3,968 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 facilities are managed through a combination of internally and externally contracted services. The leasing and property rental is done by The Regional Group, who were selected through an RFP process in 2011, while the building operations are being managed by Carleton University's Facilities Management and Planning Department.

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 receives 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 \$1,000,000.

Carleton University has approximately 10,191 rentable square feet located on the fourth and fifth floors of the Human Computer Interface (HCI) Building. The Office of the Vice-President Research & International (OVPRI) occupies the 4<sup>th</sup> & 5<sup>h</sup> floors of the HCI Building. A four-year lease has been signed which commenced on August 1, 2013.

The 2013-2014 \$155,000 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 2014-2015 budget for the Ancillary Capital Fund can be summarized as follows:

	<i>2012-13 Actual \$000</i>	<i>2013-14 Budget \$000</i>	<i>2013-14 Projected \$000</i>	<i>2014-15 Budget \$000</i>
<u>Income</u>				
Contributions	1,895	1,893	1,892	1,809
<u>Expenses and Transfers</u>				
Direct operating	699	1,192	1,192	622
Surplus (deficit)	1,196	701	700	1,187
Opening fund balance (deficit)	3,441	4,637	4,637	5,337
Closing fund balance (deficit)	4,637	5,338	5,337	6,524

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

In 2013-2014, Housing and Conference Services, Graphics Services, and Facilities Management and Planning have made contributions totalling \$1,372,500. Housing and Conference Services contributed \$1,088,000, of which \$68,000 was from the RRRA store profit-sharing agreement and \$1,020,000 was as a result of renegotiating the new food service contract with Aramark Canada Ltd. Graphic Services contributed \$80,500 for additional laundry revenue from the Campus Card implementation and \$110,000 from its external printing sales. Facilities Management and Planning contributed \$94,000 for off-site management overhead related to NWRC Occupancy Costs.

Other on-going contributions include \$120,000 from the Tim Horton's residing in the Athletics Building, \$65,000 as a result of the Bank of Nova Scotia Lease contract, \$209,000 from third-party antenna leases on Dunton Tower and \$125,000 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. In 2013-14, a one-time \$500,000 payment was made to meet the University's commitment towards the new football stands.



**Carleton University Ancillary Operations**  
**Proposed**  
**Residence Fees for 2013-2014**

	2013-14				2014-15			
	*SUI SING LEEDS/ PRESCOTT	SING LE	SUI DOUB PRESCOTT	DOUB LE	*SUI SING LEEDS/ PRESCOTT	SING LE	SUI DOUB PRESCOTT	DOUB LE
<b>Housing and Conference Services</b>								
<b>Traditional</b>								
Room	6,725	5,570	5,695	4,555	6,925	5,740	5,865	4,690
Communications	477	477	477	477	484	484	484	484
Board (19 meals)	4,483	4,483	4,483	4,483	4,573	4,573	4,573	4,573
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>11,745</u>	<u>10,590</u>	<u>10,715</u>	<u>9,575</u>	<u>12,042</u>	<u>10,857</u>	<u>10,982</u>	<u>9,807</u>
<b>Regular</b>								
Room	6,725	5,570	5,695	4,555	6,925	5,740	5,865	4,690
Communications	477	477	477	477	484	484	484	484
Board (14 meals)	4,112	4,112	4,112	4,112	4,194	4,194	4,194	4,194
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>11,374</u>	<u>10,219</u>	<u>10,344</u>	<u>9,204</u>	<u>11,663</u>	<u>10,478</u>	<u>10,603</u>	<u>9,428</u>
<b>Alternative Food Plan "B"</b>								
Room	6,725	5,570	5,695	4,555	6,925	5,740	5,865	4,690
Communications	477	477	477	477	484	484	484	484
Board (12 meals)	3,968	3,968	3,968	3,968	4,048	4,048	4,048	4,048
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>11,230</u>	<u>10,075</u>	<u>10,200</u>	<u>9,060</u>	<u>11,517</u>	<u>10,332</u>	<u>10,457</u>	<u>9,282</u>
<b>Alternative Food Plan "C"</b>								
Room	6,725	5,570	5,695	4,555	6,925	5,740	5,865	4,690
Communications	477	477	477	477	484	484	484	484
Board (9 meals and \$450 credit)	3,888	3,888	3,888	3,888	3,948	3,948	3,948	3,948
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>11,150</u>	<u>9,995</u>	<u>10,120</u>	<u>8,980</u>	<u>11,417</u>	<u>10,232</u>	<u>10,357</u>	<u>9,182</u>
<b>Alternative Food Plan "D" (Note 2)</b>								
Room	6,725		5,695		6,925		5,865	
Communications	477		477		484		484	
Board (5 meals and \$450 credit)	2,402		2,402		2,432		2,432	
Residence Association Fee (Note 1)	60		60		60		60	
	<u>9,664</u>		<u>8,634</u>		<u>9,901</u>		<u>8,841</u>	
<b>Continuous Pass Plan E</b>								
Room	6,725	5,570	5,695	4,555	6,925	5,740	5,865	4,690
Communications	477	477	477	477	484	484	484	484
Board (Unlimited Meals in Fresh Food Company)	4,769	4,769	4,769	4,769	4,854	4,854	4,854	4,854
Residence Association Fee (Note 1)	60	60	60	60	60	60	60	60
	<u>12,031</u>	<u>10,876</u>	<u>11,001</u>	<u>9,861</u>	<u>12,323</u>	<u>11,138</u>	<u>11,263</u>	<u>10,088</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 2014-2015**  
 (excluding HST)

Permit Rates Effective May 1, 2012	2013/2014	2014/2015	2014/2015
<b>RESERVED PERMIT AREAS</b>	<i>Present</i>	<i>Proposed 3%</i>	<i>Monthly</i>
R1 - Lot1	\$988.00	\$1,018.00	\$85.00
R2 - (Mackenzie/Life Sciences)	\$693.00	\$714.00	\$60.00
R3 - Herzberg (Physics)	\$728.00	\$750.00	\$63.00
R4 - Mackenzie (Engineering)	\$728.00	\$750.00	\$63.00
R7 - Residence Areas	\$728.00	\$750.00	\$63.00
R8 - Loeb Building	\$728.00	\$750.00	\$63.00
<b>STAFF/FACULTY PERMIT AREAS</b>	<i>Present</i>	<i>Proposed 3%</i>	
LGAR - Library Garage (Level 1)	\$999.00	\$1,029.00	\$86.00
LGAR - Library Garage (Level 2)	\$904.00	\$932.00	\$78.00
LGAR - Library Garage (Level 3)	\$794.00	\$818.00	\$69.00
P9 - Admin. Garage (Level 1)	\$794.00	\$818.00	\$69.00
P9 - Admin. Garage (Level 4)	\$773.00	\$797.00	\$67.00
P9 - Admin. Garage (Level 5)	\$753.00	\$776.00	\$65.00
P9 - Admin. Garage (Level 6)	\$733.00	\$755.00	\$63.00
P9 - Admin. Garage (Level 7)	\$712.00	\$734.00	\$62.00
P9 - Admin. Garage (Level 8)	\$693.00	\$714.00	\$60.00
P9 - Admin. Garage (Level 9)	\$660.00	\$680.00	\$57.00
<b>River Building (P-16)</b>	<b>\$1,200.00</b>	<b>\$1,236.00</b>	<b>\$103.00</b>
02 - Lot 2	\$693.00	\$714.00	\$60.00
03 - Lot 3	\$631.00	\$650.00	\$55.00
04 - Lot 4	\$631.00	\$650.00	\$55.00
CTTC Lot	\$631.00	\$650.00	\$55.00
Athletics Lot (Lot 12)	\$520.00	\$536.00	\$45.00
NWRC Permit Lot	\$520.00	\$536.00	\$45.00
05 - Lot 5	\$416.00	\$429.00	\$36.00
06 - Lot 6	\$416.00	\$429.00	\$36.00
<b>STUDENT PERMIT AREAS</b>	<i>Present</i>	<i>Proposed 3%</i>	
05 - Lot 5	\$390.00	\$402.00	\$34.00
06 - Lot 6	\$390.00	\$402.00	\$34.00
Res. 06 - Lot 6	\$453.00	\$467.00	\$39.00
07 - Lot 7	\$390.00	\$402.00	\$34.00
P9 - Admin. Garage (Levels 10-15)	\$453.00	\$467.00	\$39.00
<b>PART-TIME (Valid After 4PM ) PERMITS</b>	<i>Present</i>	<i>Proposed 3%</i>	
LGAR - Library Garage & P9 - Admin	\$276.00	\$285.00	\$24.00
Lot 5 - Athletics Memberships	\$236.00	\$244.00	\$21.00
<b>SPECIAL PERMITS</b>	<i>Present</i>	<i>Proposed 3%</i>	
<b>Special - Staff</b>	<b>\$450.00</b>	<b>\$464.00</b>	<b>\$39.00</b>
Special - Student	\$390.00	\$402.00	\$34.00
<b>MOTORCYCLE PERMITS</b>	<i>Present</i>	<i>Proposed 3%</i>	
Motorcycle - Surface/Garage Areas	\$118.00	\$122.00	\$11.00
<b>OTHER PERMITS AND FEES</b>	<i>Proposed</i>	<i>Proposed 3%</i>	
Service Vehicle Permit (Annual)	\$811.00	\$836.00	\$70.00
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 2014 - 2015

NAME	Suite Single	Suite Double	Traditional Single	Traditional Double
<b>Carleton</b> 2013-2014 2014-2015	\$7,202 \$7,409	\$6,172 \$6,349	\$6,047 \$6,162	\$5,032 \$5,174
<b>U of Ottawa</b> 2013-2014 2014-2015	\$7,050 \$7,262	N/A	\$5,518 \$5,656	\$4,714 \$4,835
<b>McMaster</b> 2013-2014 2014-2015	\$7,700 \$8,035	N/A	\$6,680 \$6,995	\$5,970 \$6,195
<b>U of Waterloo</b> 2013-2014 2014-2015 (Phone not included)	\$6,674 \$6,875	N/A	\$5,591 \$5,759	\$5,016 \$5,166
<b>U of Western Ontario</b> 2013-2014 2014-2015 (High-speed internet extra)	\$8,180 \$8,670	N/A	\$6,670-7,640 \$6,940-8,100	\$5,940-6,910 \$6,180-7,330
<b>Brock</b> 2013-2014 2014-2015 (includes cable tv connection)	\$7,360 \$7,585 (townhouse)	\$5,860 \$6,065 (townhouse)	\$6,330 \$6,595	\$5,325 \$5,560
<b>Queen's</b> 2013-2014 (High-speed internet extra)	N/A	N/A	\$11,997-12,717 (includes meals)	\$11,683-12,056 Includes meals

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.