

2016-2017 Operating Budget Notes

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April 2016

1.0 Introduction

The 2016-2017 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 2015.

1.1 Operating Result

Appendix A to these notes shows the expected operating result for the 2016-2017 fiscal year. The details are as follows:

	<i>2015-2016</i>	<i>2016-2017</i>
	<i>Budget</i>	<i>Proposed Budget</i>
	(\$000's)	(\$000's)
Income	413,937	445,754
Expenditures and Transfers	413,937	445,754
Net Result	-	-

The following sections compare the 2016-2017 Proposed Budget with the 2015-2016 Approved Budget.

2.0 Operating Income

Operating income is expected to total \$445,754,000, \$31,817,000 in excess of the 2015-2016 Approved Budget. The \$31,817,000 is the sum of: increased grant income of \$5,059,000; increased tuition income of \$27,708,000; a decrease in miscellaneous fees and income of \$1,800,000; an increase in interest income of \$500,000 and an increase of \$350,000 in departmental income. Each category is reviewed below.

2.1 Government Operating Grants

Government grants for 2016-2017 are projected to be \$5,059,000 above that projected in the 2015-2016 Approved Budget.

	<i>2015-2016</i>	<i>2016-2017</i>	<i>Change</i>
	<i>Budget</i>	<i>Proposed Budget</i>	
	(\$000's)	(\$000's)	(\$000's)
Basic Grant	130,410	130,050	(360)
Accessibility Fund	17,527	22,665	5,138
Access to Higher Quality Education	6,253	6,298	45
Municipal Tax Funding	1,559	1,567	8
Performance Funding	660	778	118
Provincial Research Overheads	631	557	(74)
Federal Research Overheads	4,388	4,392	4
Other grants*	1,025	1,205	180
Total	162,453	167,512	5,059

* Other grants include Access for the Disabled and Credit Transfer funding

The decrease in the Basic Grant funding is a result of reductions announced by the provincial government in 2012. While efficiency cuts of \$2,591,000 were factored into the prior year budget, the international tuition fee claw back is expected to be \$360,000 higher than the prior year. The increase in the Accessibility Fund is the result of an increase in enrolment, as well as the grant being funded at 100% rather than the 80% assumption used in the prior year's budget.

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.

Fee increases, based on these guidelines, were approved by the Board of Governors at its March 21, 2016 meeting.

The following compares tuition revenue by category from the Approved 2015-2016 Budget to the 2016-2017 Proposed Budget:

	<i>2015-2016 Budget</i>	<i>2016-2017 Proposed Budget</i>	<i>Change</i>
	(\$000's)	(\$000's)	(\$000's)
Undergraduate Fees	185,858	208,570	22,712
Summer Session Fees	15,914	18,594	2,680
Graduate Fees	29,350	31,666	2,316
Total	231,122	258,830	27,708

Tuition revenues being projected in the Proposed Budget total \$258,830,000, \$27,708,000 more than those presented in the Approved 2015-2016 Budget. The increase from the current 2015-2016 fee estimate of \$243,645,000 is \$15,185,000. It is assumed that in fall 2016, Carleton will have a first-year, full-time enrolment of 6,234 students. This is a slight decrease from fall 2015, which saw 6,305 first year students, 205 higher than the 6,100 that was assumed in the 2015-2016 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 \$7,670,000 which is \$1,800,000 less than that in the 2015-2016 Approved Budget. The main components are as follows:

	2015-2016	2016-2017	Change
	Budget	Proposed Budget	
	(\$000's)	(\$000's)	(\$000's)
Application Fees	2,130	2,130	-
Deferred Payment/Late Registration	1,910	2,195	285
Omnibus Fee	980	1,010	30
Other Fees and Charges	445	430	(15)
Miscellaneous fees subtotal	5,465	5,765	300
Overhead Recoveries	2,601	626	(1,975)
Rental of Facilities	725	723	(2)
Library Fines and Fees	100	70	(30)
Pension Plan Recovery	100	0	(100)
Unrestricted Donations	75	75	-
Other	404	411	7
Miscellaneous income subtotal	4,005	1,905	(2,100)
Total	9,470	7,670	(1,800)

Increases in fee revenue are more a reflection of achieved enrolment growth, with only minor rate increases. The decrease in overhead recoveries relates to foregoing the administrative overhead received from the endowment and pension funds for 2016-17.

An annual charge of 1% of market value is made to the endowment fund as a contribution towards the indirect costs associated with the endowed activity. A recovery of \$1,950,000 is currently in the base budget from this source. The goal of the endowment fund is to maintain the market value after adjusting for inflation. While this objective has been met since inception, the market value per unit has not kept up with inflation since 2012. The University is therefore suspending the recovery of the indirect costs for the 2016-17, to be reviewed for the 2017-18 fiscal year.

The financial status of the pension plan is well known to the Board of Governors. For the foreseeable future, it is proposed that the indirect costs recovery of \$100,000 and the direct cost recovery (see Section 2.5) be suspended.

2.4 Short-Term Interest Income

Short-term interest income is still expected to total \$7,180,000 for the 2016-2017 fiscal year. The breakdown is as follows:

	2015-2016	2016-2017	Change
	Budget	Proposed Budget	
	(\$000's)	(\$000's)	(\$000's)
Interest on cash flows	5,430	5,360	(70)
Endowment income*	250	250	-
Interest charges to ancillaries and internal loans	1,000	1,570	570
Total	6,680	7,180	500

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

The increase in interest charges to ancillaries is due to continuing to finance the parking garage as an internal loan, rather than converting it to external debt.

2.5 Departmental Income

Departmental income represents sales of goods and services by departments (e.g. the rental of equipment by Instructional Media Services), 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:

	2015-2016	2016-2017	Change
	Budget	Proposed Budget	
	(\$000's)	(\$000's)	(\$000's)
Co-op Fees	1,575	1,812	237
Externally Funded Salaries and Benefits	96	88	(8)
General Sales and Services: Stores, Nano Imaging Facility, Science Technology Centre, Advancement	220	220	-
CUOL Sales and Rentals	647	897	250
IMS Sales and Rentals	79	116	37
EDC Mini Courses	80	120	40
CCS Sales and Rentals	335	321	(14)
Trademark Advertising	25	25	-
C.I.E. Workshop Fees	734	781	47
Pension Office Recovery	240	-	(240)
International Recruitment/Sponsorship	88	88	-
Ombudsperson Recovery	93	94	1
Total	4,212	4,562	350

As explained in Section 2.3, the direct cost recovery from the pension plan has been suspended.

3.0 Operating Expenditures

The Operating expenditure total proposed for 2016-2017 is \$445,754,000, which compares to \$413,937,000 in the 2015-2016 Approved Budget.

3.1 Compulsory and Discretionary Resource Allocation

The resource allocations for 2016-2017 include:

	<i>Budget Reduction Applied</i>	<i>Resources Allocated</i>
	(\$000's)	(\$000's)
a) Faculty of Arts and Social Sciences	(270)	274
b) Faculty of Public Affairs	-	722
c) Sprott School of Business	(169)	425
d) Faculty of Science	(317)	2,105
e) Faculty of Engineering and Design	(131)	1,631
f) Provost and Vice-President (Academic)	-	1,149
g) Vice-President (Students and Enrolment)	-	1,940
h) Library	-	975
i) Vice-President (Research and International)	-	1,791
j) Vice-President (Finance and Administration)	-	265
k) President	-	810
l) Advancement	-	280
m) University Expense Budgets	-	10,720
Total	(887)	23,087

Notes:

	(\$000)	(\$000)
a) Allocations to Faculty of Arts and Social Sciences		
Faculty retirements/departures	(270)	
Provision for Faculty replacements		174
Undergraduate research internships		50
Research grant application support		50
	<u>(270)</u>	<u>274</u>

b) Allocations to Faculty of Public Affairs

Faculty retirements	-	
Provision for Faculty replacements		-
BGinS program support		300
Modernizing resource centre		195
Equipment		125
New faculty position		102
	<u>-</u>	<u>722</u>

c) Allocations to Sprott School of Business

Faculty retirements	(169)	
New faculty positions		220
Administrator position, Macct		65
Research facilitator position		57
Entrepreneurial competition		45
Behaviour lab and data system		38
	<u>(169)</u>	<u>425</u>

d) Allocations to Faculty of Science

Faculty retirements	(317)	
Provision for Faculty replacements		186
Enrolment Incentive allocation		789
CFREF Physics		1,000
Animal care equipment		130
	<u>(317)</u>	<u>2,105</u>

e) Allocations to Faculty of Engineering and Design

Faculty retirements	(131)	
Provision for Faculty replacements		101
Enrolment Incentive allocation		1,429
New faculty positions, 50%		101
	<u>(131)</u>	<u>1,631</u>

f) Allocations to Provost and Vice President (Academic)

Online program development		400
Strategic Initiatives Fund		300
75th Anniversary		80
Scantron operations		75
Program assessment coordinator position and support		79
Graduate professional development coordinator		67
Executive assistant, Vice-Provost		56
Discovery Centre administrator		62
Discovery Centre operations		30
	<u>-</u>	<u>1,149</u>

g) Allocations to Vice-President (Students and Enrolment)

Recruitment, domestic and international	875
International travel bursaries	300
Transfer credit advisors and coordinators	260
Retention initiatives	200
Peer-Assisted Study Sessions (PASS) program	160
Partnerships and pathways officer	75
Admissions processing	70
	-
	1,940

h) Allocations to Library

Library acquisitions	600
Student staffing	200
Copyright clearance	150
Open Access support	25
	-
	975

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

Partnership and business development	500
1125@Carleton	245
Global Academy	230
Grant writer positions	180
Research support grants and awards	144
MITACS partnership	122
Research communications	90
Post award administrator	70
Confucius Centre	60
Research facilitator (50%)	50
Chair stipend, course release	45
Summer research assistants	30
Open Access support	25
	-
	1,791

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

Carleton Leader	180
Manager, Labour Relations	85
	-
	265

k) Allocations to President

Advertising	500
Public relations	300
Sexual assault support services	10
	- 810

l) Allocations to Advancement

Comprehensive campaign	160
Research officer	60
Alumni relations officer	60
	- 280

m) University Expense Budget changes

Classroom upgrades	1,500
Student support	3,624
IT security & information systems	4,200
Minor capital projects	500
Benefits	572
Utilities	189
Cleaning	135
	- 10,720

3.2 Provisions and Contingencies

The 2016-2017 Proposed Budget contains the following provisions and contingencies:

	2016-2017 Proposed Budget
	(\$000's)
2015-2016 base contingency balance at March 1, 2016	2,203
a) Contingencies	6,675
b) Enrolment Incentive	13,609
c) Pension plan deficits	33,400
d) Building capital projects	8,000
e) Campaign matching funds	4,000
Total provisions and contingencies	67,887

- a) The combined contingencies total \$8,878,000 (\$2,203,000 carried forward from 2015-16 and an additional \$6,675,000 added for 2016-17), and relate to compensation increases based on negotiated collective agreements, as well as an amount for unforeseen requirements, or foreseen requirements that cannot be immediately quantified.
- b) In 2009-2010 the University introduced a plan whereby Faculties would be rewarded for enrolment growth. The plan calls for the resources to be built into the Faculty base over time. The amount in the contingency represents the estimated distribution based on enrolment projections (\$2,881,000) and an undistributed base amount from the previous year (\$10,728,000).
- c) The status of the pension plan remains a significant financial liability for the University. The \$33,400,000 allocated to special pension payments consists of \$19,000,000 base (i.e. ongoing) allocation to meet future obligations, and a \$14,400,000 fiscal (i.e. one time) allocations.

On March 31st, 2016 the University made a special contribution of \$30,000,000 to the pension plan. This was the estimated amount necessary to maintain a solvency ratio (i.e. solvency assets/liabilities) above 85% in order to avoid mandatory annual valuations. It is currently projected that \$15,600,000 of the payment can be funded by amounts available in 2015-16, the balance being a draw of \$14,400,000 on the pension plan reserve. This same amount is included in the 2016-17 budget to replenish the reserve.

- d) The University has allocated \$8,000,000 towards to funding of a new building for the Sprott School of Business. This is in addition to the \$3,900,000 allocation in the prior year, which was to partially match the \$10,000,000 gift made by Wes and Mary Nicol. The University will need to raise and/or contribute another \$26,000,000 to complete the \$48,000,000 project.
- e) In the fall of 2015, the University launched the public phase of Carleton's Comprehensive Campaign. To maintain the current momentum and ensure success of the campaign, the University has allocated \$4,000,000 in the current budget to match future donations received from the community.

4.0 Conclusion

The 2016-2017 Budget being proposed meets the objective set out by the Board in the fall of 2015 in that a balanced budget be developed. The 2016-2017 Budget is therefore respectfully submitted to the Board of Governors.



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



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

Carleton University
2016-2017 Proposed Operating Budget
(000's)

	Approved Budget 2015-2016	Proposed Budget 2016-2017	Change
<u>Income</u>			
Government Grant	162,453	167,512	5,059
Tuition Fees	231,122	258,830	27,708
Miscellaneous Fees and Income	9,470	7,670	(1,800)
Interest Income	6,680	7,180	500
Departmental Income	4,212	4,562	350
Total Operating Income	413,937	445,754	31,817
<u>Expenditures and Transfers</u>			
Faculty of Arts and Social Sciences	45,420	47,425	2,005
Faculty of Public Affairs	29,847	31,695	1,848
Sprott School of Business	10,515	10,832	317
Faculty of Science	28,049	30,728	2,679
Faculty of Engineering and Design	31,107	33,088	1,981
Provost and Vice-President (Academic)	9,190	9,412	222
Vice-President (Students and Enrolment)	16,327	17,621	1,294
Library	15,718	16,100	382
Vice-President (Research and International)	4,779	5,262	483
Vice-President (Finance and Administration)	30,809	31,454	645
President	3,917	3,827	(90)
Advancement	5,013	5,093	80
University Budgets and Transfers	127,741	135,330	7,589
Provisions and Contingencies	55,505	67,887	12,382
Total Expenditure and Transfers	413,937	445,754	31,817
Net Result	-	-	-

Domestic Undergraduate Students												
	First Year Student			Second Year Student			Third Year Student			Fourth Year Student		
	15-16 1st year	16-17 1st year	Increase	15-16 1st year	16-17 2nd year	Increase	15-16 2nd year	16-17 3rd year	Increase	15-16 3rd year	16-17 4th year	Increase
Full-Time Undergraduate												
Arts, Science, Cognitive Science, Mathematics	6,171	6,356	3.0%	6,171	6,356	3.0%	6,171	6,356	3.0%	6,171	6,356	3.0%
Health Sciences	6,171	6,356	3.0%	6,171	6,356	3.0%	6,171	6,356	3.0%	6,171	6,356	3.0%
Certificates, Diploma Economics Post-Bac, Diploma Women&Gender Post-Bac	6,142	6,326	3.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	6,171	6,356	3.0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	4,937	5,085	3.0%	4,937	5,085	3.0%	4,937	5,085	3.0%	4,937	5,085	3.0%
Social Work	6,526	6,721	3.0%	6,526	6,721	3.0%	6,526	6,721	3.0%	6,526	6,721	3.0%
Commerce	7,519	7,744	3.0%	7,519	7,744	3.0%	7,519	7,744	3.0%	7,519	7,744	3.0%
Global and International Studies	7,631	7,859	3.0%	7,631	7,859	3.0%	7,631	7,859	3.0%	7,631	7,859	3.0%
Public Affairs and Policy Management	7,631	8,012	5.0%	7,631	8,012	5.0%	7,631	8,012	5.0%	7,631	8,012	5.0%
Journalism, Journalism and Humanities	6,526	6,721	3.0%	6,526	6,721	3.0%	6,526	6,721	3.0%	6,526	6,721	3.0%
International Business	8,001	8,241	3.0%	8,001	8,241	3.0%	8,001	8,241	3.0%	8,001	8,241	3.0%
Music	6,680	6,880	3.0%	6,680	6,880	3.0%	6,680	6,880	3.0%	6,680	6,880	3.0%
Humanities	6,526	6,721	3.0%	6,526	6,721	3.0%	6,526	6,721	3.0%	6,526	6,721	3.0%
Architecture and Architectural Studies, Industrial Design	9,230	9,691	5.0%	9,230	9,691	5.0%	9,230	9,691	5.0%	9,230	9,691	5.0%
Engineering	10,101	10,606	5.0%	10,101	10,606	5.0%	10,101	10,606	5.0%	10,101	10,606	5.0%
Computer Science	8,771	9,209	5.0%	8,771	9,209	5.0%	8,771	9,209	5.0%	8,771	9,209	5.0%
Information Technology	7,571	7,949	5.0%	7,571	7,949	5.0%	7,571	7,949	5.0%	7,571	7,949	5.0%
Part-Time Undergraduate												
Arts, Science, Cognitive Science, Mathematics	1,231	1,267	2.9%	1,231	1,267	2.9%	1,231	1,267	2.9%	1,231	1,267	2.9%
Health Sciences	1,233	1,270	3.0%	1,233	1,270	3.0%	1,233	1,270	3.0%	1,233	1,270	3.0%
Certificates, Diploma Economics Post-Bac, Diploma Women&Gender Post-Bac	1,226	1,262	2.9%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	1,231	1,267	2.9%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	984	1,013	2.9%	984	1,013	2.9%	984	1,013	2.9%	984	1,013	2.9%
Social Work	1,303	1,342	3.0%	1,303	1,342	3.0%	1,303	1,342	3.0%	1,303	1,342	3.0%
Commerce	1,502	1,547	3.0%	1,502	1,547	3.0%	1,502	1,547	3.0%	1,502	1,547	3.0%
Global and International Studies	1,524	1,569	3.0%	1,524	1,569	3.0%	1,524	1,569	3.0%	1,524	1,569	3.0%
Public Affairs and Policy Management	1,524	1,600	5.0%	1,524	1,600	5.0%	1,524	1,600	5.0%	1,524	1,600	5.0%
Journalism, Journalism and Humanities	1,303	1,342	3.0%	1,303	1,342	3.0%	1,303	1,342	3.0%	1,303	1,342	3.0%
International Business	1,597	1,644	2.9%	1,597	1,644	2.9%	1,597	1,644	2.9%	1,597	1,644	2.9%
Music	1,332	1,372	3.0%	1,332	1,372	3.0%	1,332	1,372	3.0%	1,332	1,372	3.0%
Humanities	1,303	1,342	3.0%	1,303	1,342	3.0%	1,303	1,342	3.0%	1,303	1,342	3.0%
Architecture and Architectural Studies, Industrial Design	1,844	1,936	5.0%	1,844	1,936	5.0%	1,844	1,936	5.0%	1,844	1,936	5.0%
Engineering	1,681	1,765	5.0%	1,681	1,765	5.0%	1,681	1,765	5.0%	1,681	1,765	5.0%
Computer Science	1,752	1,839	5.0%	1,752	1,839	5.0%	1,752	1,839	5.0%	1,752	1,839	5.0%
Information Technology	1,512	1,587	5.0%	1,512	1,587	5.0%	1,512	1,587	5.0%	1,512	1,587	5.0%

Domestic Graduate Students						
	First Year Student			Upper Year Student		
	15-16	16-17	Increase	15-16	16-17	Increase
	1st year	1st year	1st year	1st year	Upper Yr	1st year
Full-Time Graduate						
Human-Computer Interaction (MA, M.A.Sc., M.C.S.); M.Sc. Health: Science, Technology and Policy(HSTP); Dip(HSTP); Sustainable Energy (M.A., M.Eng, M.A.Sc.).	3,575	3,753	5.0%	3,575	3,575	0.0%
Master of Journalism (MJ); Master of Infrastructure Protection and International Security (MIPIS); Diploma in Infrastructure Protection and International Security (DIPIS)	3,575	3,682	3.0%	3,575	3,575	0.0%
Master of Business Administration (MBA);	3,644	3,826	5.0%	3,644	3,644	0.0%
Master of Arts (Public Administration); Dips(PPA); MA (International Affairs); DIP(IPA);	3,474	3,647	5.0%	3,474	3,474	0.0%
Master of Public Policy and Administration (MPPA)	3,541	3,647	3.0%	3,541	3,541	0.0%
Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL)	2,896	2,982	3.0%	2,896	2,896	0.0%
Master of Applied Science (MAsc); Master of Computer Science (MCS); Master of Information Technology (DM)	3,476	3,649	5.0%	3,476	3,476	0.0%
Master of Political Management (MPPM)	3,127	3,283	5.0%	3,127	3,127	0.0%
Master of Design (MDes); Master of Engineering (MEng); Master of Entrepreneurship;	5,000	5,250	5.0%	5,000	5,250	5.0%
Master of Information Technology (NET)	2,856	2,941	3.0%	2,856	2,856	0.0%
Master of Accounting (MAcc)	3,278	3,441	5.0%	3,278	3,278	0.0%
PhD Engineering; PhD Computer Science; PhD Information Technology (DM)	3,215	3,311	3.0%	3,215	3,215	0.0%
Architecture (MArch), Architectural Studies (MAS); Dip (ArchCon)	2,987	3,076	3.0%	2,987	2,987	0.0%
PhD Architecture	2,987	3,076	3.0%	2,987	2,987	0.0%
Master of Social Work (MSW)	3,329	3,429	3.0%	3,329	3,329	0.0%
PhD Social Work	4,276	4,489	5.0%	4,276	4,276	0.0%
Qualifying year (except Architecture)	2,169	2,234	3.0%	2,169	2,169	0.0%
Qualifying year (Architecture)	2,713	2,794	3.0%	2,713	2,713	0.0%
Senior citizens	2,672	2,752	3.0%	2,672	2,672	0.0%
All other Masters programs; DIP(EPAF)						
All other PHD programs						

Domestic Graduate Students						
	First Year Student			Upper Year Student		
	15-16 1st year	16-17 1st year	Increase	15-16 1st year	16-17 Upper Yr	Increase
Part Time Graduate (below 1.5 credits per term)						
Master of Computer Science (MCS); Master of Applied Science (MAsc); Master of Information Technology (DM) up to .5 credits	988	1,017	2.9%	988	988	0.0%
more than .5 credits	1,445	1,487	2.9%	1,445	1,445	0.0%
PhD Computer Science; PhD Engineering; PhD Information Technology (DM) up to .5 credits	976	1,005	3.0%	976	976	0.0%
more than .5 credits	1,427	1,469	2.9%	1,427	1,427	0.0%
Master of Social Work up to .5 credits	1,023	1,053	2.9%	1,023	975	-4.7%
more than .5 credits	1,490	1,534	3.0%	1,490	1,420	-4.7%
PhD Social Work up to .5 credits	1,023	1,053	2.9%	1,023	1,012	-1.1%
more than .5 credits	1,490	1,534	3.0%	1,490	1,475	-1.0%
Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy(HSTP); Dip(HSTP); Sustainable Energy (MA, MEng, M.A.Sc.) up to .5 credits	1,222	1,282	4.9%	1,222	1,222	0.0%
more than .5 credits	1,787	1,875	4.9%	1,787	1,787	0.0%
Master of Journalism (MJ); Master of Infrastructure Protection and International Security (MIPIS); Diploma in Infrastructure Protection and International Security (DIPIS) up to .5 credits	1,222	1,258	2.9%	1,222	1,222	0.0%
more than .5 credits	1,787	1,840	3.0%	1,787	1,787	0.0%
Master of Business Administration (MBA) up to .5 credits	1,246	1,308	5.0%	1,246	1,246	0.0%
more than .5 credits	1,821	1,911	4.9%	1,821	1,821	0.0%
Master of Accounting (MAcc) up to .5 credits	1,711	1,796	5.0%	1,711	1,796	5.0%
more than .5 credits	2,500	2,625	5.0%	2,500	2,625	5.0%
Master of Arts (Public Administration); Dips(PPA); MA (International Affairs), DIP(IPA), Master of Public Policy and Administration (MPPA) up to .5 credits	1,189	1,248	5.0%	1,189	1,189	0.0%
more than .5 credits	1,737	1,823	5.0%	1,737	1,737	0.0%
Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL) up to .5 credits	1,212	1,248	3.0%	1,212	1,212	0.0%
more than .5 credits	1,771	1,823	2.9%	1,771	1,771	0.0%
Master of Political Management (MPM) up to .5 credits	1,187	1,246	5.0%	1,187	1,187	0.0%
more than .5 credits	1,736	1,822	5.0%	1,736	1,736	0.0%
Master of Architecture; Master of Architectural Studies; Dip (ArchCon) up to .5 credits	1,119	1,174	4.9%	1,119	1,119	0.0%
more than .5 credits	1,636	1,717	5.0%	1,636	1,636	0.0%
PhD Architecture up to .5 credits	1,037	1,068	3.0%	1,037	1,037	0.0%
more than .5 credits	1,515	1,560	3.0%	1,515	1,515	0.0%
Master of Design (MDes); Master of Engineering (MEng); Master of Information Technology (NET) up to .5 credits	1,068	1,121	5.0%	1,068	1,068	0.0%
more than .5 credits	1,560	1,637	4.9%	1,560	1,560	0.0%
Senior citizens up to .5 credits	741	763	3.0%	741	741	0.0%
more than .5 credits	1,083	1,115	3.0%	1,083	1,083	0.0%
All other Masters programs; Dip(EPAF) up to .5 credits	927	954	2.9%	927	927	0.0%
more than .5 credits	1,355	1,395	3.0%	1,355	1,355	0.0%
All other PHD programs up to .5 credits	906	933	3.0%	906	906	0.0%
more than .5 credits	1,324	1,363	2.9%	1,324	1,324	0.0%
Q-Year (except Architecture) up to .5 credits	926	953	2.9%	926	926	0.0%
more than .5 credits	1,355	1,395	3.0%	1,355	1,355	0.0%
Q-Year (Architecture) up to .5 credits	995	1,044	4.9%	995	995	0.0%
more than .5 credits	1,455	1,527	4.9%	1,455	1,455	0.0%
Diploma in Conflict Resolution up to .5 credits	1,900	1,900	0.0%	1,900	1,900	0.0%
more than .5 credits	3,800	3,800	0.0%	3,800	3,800	0.0%

International Students			
	15-16	16-17	
	Fee	Fee	Increase
Undergraduate Full-time <i>(per academic year)</i>			
Journalism, Public Affairs and Policy Management, Industrial Design, Architecture and Architectural Studies, Global and International Studies	24,814	26,799	8.0%
Computer Science	25,048	27,051	8.0%
Bcomm/ BIB	22,715	24,532	8.0%
Engineering	25,723	27,780	8.0%
BIT	24,657	26,629	8.0%
Specials, All Other Programs	21,612	23,340	8.0%
Undergraduate Part-time <i>(per credit)</i>			
All programs	4,615	4,984	8.0%
Graduate Full-time <i>(per term)</i>			
Master of Applied Science (MAsc); Master of Information Technology (DM)	7,215	7,431	3.0%
Master of Business Administration (MBA) Students	12,000	12,000	0.0%
Master of Accounting (MAcc)	N/A	12,000	0.0%
Master of Accounting (MAcc) grandfathered	7,796	7,796	0.0%
Master of Computer Science (MCS)	6,770	6,973	3.0%
PhD Computer Science	6,673	6,673	0.0%
Master of Engineering (MEng); Master of Information Technology (NET)	7,861	8,489	8.0%
PhD Engineering; PhD Information Technology (DM)	7,114	7,114	0.0%
Master of Social Work; Master of Architecture; Master of Architectural Studies; Master of Design (MDes); Dip (ArchCon)	7,021	7,231	3.0%
PhD of Social Work; PhD of Architecture	7,021	7,021	0.0%
Master of Journalism (MJ); Master of Arts: Public Administration (MA); Diploma in Public Administration (Dips(PPA)); Master of Arts: International Affairs (MA); Master of Infrastructure Protection and International Security (MIPIS); Human-Computer Interaction (MA,M.A.Sc., M.C.S); 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 (MPM); Dip(IPA); Diploma in Infrastructure Protection and International Security (DIPIS); Master of Public Policy and Administration (MPPA)	8,173	8,418	3.0%
Qualifying year (except Architecture)	10,257	10,564	3.0%
Qualifying year (Architecture)	11,393	11,734	3.0%
All other PHD Programs	6,530	6,530	0.0%
All other Masters Programs; Dip(EPAF)	6,621	6,819	3.0%
Graduate Part-time <i>1.5 credits per term</i>			
Master of Journalism (MJ); Master of Arts: Public Administration (MA); Diploma in Public Administration (Dips(PPA)); Master of Arts: International Affairs (MA); Master of Infrastructure Protection and International Security (MIPIS); Human-Computer Interaction (MA,M.A.Sc., M.C.S); 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 (MPM); Dip(IPA); Diploma in Infrastructure Protection and International Security (DIPIS); Master of Public Policy and Administration (MPPA)			
up to .5 credits	2,842	2,927	3.0%
more than .5 credits	4,121	4,244	3.0%
Master of Business Administration (MBA) Students; Master of Accounting			
up to .5 credits	3,875	3,875	0.0%
more than .5 credits	5,617	5,617	0.0%
Master of Engineering (MEng); Master of Entrepreneurship; Master of Information Technology (NET)			
up to .5 credits	2,610	2,818	8.0%
more than .5 credits	3,780	4,082	8.0%
Master of Social Work; Master of Architecture; Master of Architectural Studies; Master of Design (MDes); Qualifying year (Architecture); Dip (ArchCon)			
up to .5 credits	2,457	2,530	3.0%
more than .5 credits	3,558	3,664	3.0%
PhD of Social Work; PhD of Architecture			
up to .5 credits	2,457	2,457	0.0%
more than .5 credits	3,558	3,558	0.0%
All other Masters Programs; Dip(EPAF); Master of Information Technology (DM)			
up to .5 credits	2,317	2,386	3.0%
more than .5 credits	3,356	3,456	3.0%
All Other PHD Programs; PhD Information Technology (DM)			
up to .5 credits	2,284	2,284	0.0%
more than .5 credits	3,309	3,309	0.0%

Faculty and Staff Positions included in the Opening Budget						
Academic RPCs 2015/2016 and 2016/2017						
Department/RPC	2015/2016		2016/2017		Change 15/16 to 16/17	
	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*
ICSLAC	3.7	0.8	3.1	0.8	(0.6)	0.0
Canadian Studies	10.6	2.0	11.6	2.0	1.0	0.0
English Language and Literature	29.8	3.0	29.8	3.0	0.0	0.0
French	12.0	2.0	12.5	2.0	0.5	0.0
History	27.9	3.0	27.7	3.0	(0.2)	0.0
Philosophy	10.6	1.0	10.6	2.0	0.0	1.0
Art & Culture	28.4	8.0	26.2	8.0	(2.2)	0.0
SLALS	41.0	6.0	40.5	6.0	(0.5)	0.0
Humanities	18.2	3.0	19.7	3.0	1.5	0.0
Interdisciplinary Studies	9.0	2.0	10.0	2.0	1.0	0.0
Cognitive Science	7.8	2.0	7.8	2.0	0.0	0.0
African Studies	1.0	0.8	1.0	0.8	0.0	0.0
Art Gallery	0.0	3.5	0.0	3.5	0.0	0.0
Geography and Environmental Studies	21.0	6.0	21.2	6.0	0.2	0.0
Sociology and Anthropology	35.4	5.0	36.4	5.0	1.0	0.0
Psychology	37.5	6.0	37.5	6.0	0.0	0.0
Women's & Gender Studies	5.5	2.0	5.0	2.0	(0.5)	0.0
CIE	5.0	6.8	5.0	6.8	0.0	0.0
Other	3.5	11.0	5.0	11.0	1.5	0.0
Total Arts & Social Sciences	307.9	73.9	310.6	74.9	2.7	1.0
Journalism	15.5	5.2	14.5	6.2	(1.0)	1.0
Communication	17.0	2.8	17.0	2.8	0.0	0.0
Economics	28.5	5.5	28.5	5.0	0.0	(0.5)
Law and Legal Studies	31.0	5.5	32.0	5.5	1.0	0.0
Kroeger College of Public Affairs (1)	0.0	1.5	0.0	1.5	0.0	0.0
Political Management	3.0	0.5	3.5	0.5	0.5	0.0
Political Science	34.1	4.5	33.1	4.5	(1.0)	0.0
Global Information Systems (1)	4.0	0.0	4.0	3.0	0.0	3.0
Public Policy Administration	25.3	6.0	24.3	6.0	(1.0)	0.0
Social Work	16.5	4.0	17.5	4.0	1.0	0.0
Criminology and Criminal Justice	4.0	2.0	5.0	2.0	1.0	0.0
European, Russian and Eurasian Studies	3.3	1.0	3.3	1.0	0.0	0.0
International Affairs	16.8	5.0	16.8	5.0	0.0	0.0
Political Economy	0.0	1.0	0.0	1.0	0.0	0.0
Other	0.9	8.0	1.9	7.0	1.0	(1.0)
Total Public Affairs	199.9	52.5	201.4	55.0	1.5	2.5
Business	56.5	21.0	59.5	22.0	3.0	1.0
Total Business	56.5	21.0	59.5	22.0	3.0	1.0
Science Stores	0.0	2.0	0.0	2.0	0.0	0.0
Biology	26.3	15.0	26.5	16.0	0.2	1.0
Chemistry	18.3	11.0	18.3	12.0	0.0	1.0
Earth Sciences	9.8	6.0	11.3	7.0	1.5	1.0
Scanning Electron Microscope	0.0	1.0	0.0	1.0	0.0	0.0
Mathematics and Statistics	36.0	6.0	36.0	6.0	0.0	0.0
Physics	19.0	9.5	19.5	10.5	0.5	1.0
Biochemistry	2.5	1.0	3.0	1.0	0.5	0.0
Integrated Science	1.1	0.5	1.1	0.5	0.0	0.0
Environmental Science	3.5	0.5	3.1	0.5	(0.4)	0.0
Health Science	10.0	3.0	10.0	3.0	0.0	0.0
Neuroscience	9.5	2.0	11.5	2.0	2.0	0.0
Computer Science	28.3	8.0	30.3	10.0	2.0	2.0
Technology, Society, Environmental Studies	0.5	0.0	0.5	0.0	0.0	0.0
Other	0.5	6.0	0.5	8.0	0.0	2.0
Total Science	165.3	71.5	171.6	79.5	6.3	8.0
Civil and Environmental	29.0	9.0	30.0	9.0	1.0	0.0
Electronics	24.0	7.5	25.5	8.5	1.5	1.0
Mechanical and Aerospace	37.0	12.0	38.5	11.0	1.5	(1.0)
Systems and Computer	37.5	10.0	39.5	10.0	2.0	0.0
Joint Information Technology	12.0	4.5	13.0	5.5	1.0	1.0
Engineering General	1.0	13.0	1.0	16.0	0.0	3.0
TIM Program	0.0	1.0	0.0	1.0	0.0	0.0
Industrial Design	7.0	5.5	7.0	5.5	0.0	0.0
Architecture and Urbanism	17.5	8.5	18.5	8.0	1.0	(0.5)
Total Engineering & Design	165.0	71.0	173.0	74.5	8.0	3.5
Total Academic RPCs	894.6	289.9	916.1	305.9	21.5	16.0

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

(1) 2015/2016 figures restated for ease of comparison

Staff Positions included in the Opening Budget			
Administrative RPCs 2015/2016 and 2016/2017			
Department/RPC	2015/2016 Staff FTEs*	2016/2017 Staff FTEs*	Change Staff FTEs*
Provost and VP (Academic)	4.0	3.0	(1.0)
Faculty of Graduate and Postdoctoral Affairs	19.0	20.0	1.0
Educational Development Centre	51.0	51.0	-
Quality Assurance	4.0	4.0	-
Faculty Affairs	1.0	2.0	1.0
Ombudsperson	2.0	2.0	-
Total Academic Administration	81.0	82.0	1.0
VP (Student and Enrolment)	6.0	6.0	-
University Registrarial Services	40.0	40.0	-
Co-op and Career Services	28.4	29.6	1.2
Admission Services	22.0	22.0	-
Undergraduate and International Recruitment	19.0	20.0	1.0
Student Academic Success Centre	13.0	14.0	1.0
Awards and Financial Aid	11.6	11.6	-
Paul Menton Centre	12.0	12.0	-
Student Systems Support	6.0	6.0	-
Student Experience	3.0	3.0	-
International Student Services	6.0	6.0	-
Student Affairs	3.0	3.0	-
Total Student and Enrolment	170.0	173.2	3.2
Library	109.3	109.3	-
Total Library	109.3	109.3	-
VP and AVP, Research and International	5.0	9.5	4.5
CURO	17.5	16.0	(1.5)
Animal Care and Veterinary Services	5.0	8.0	3.0
Total Research and International	27.5	33.5	6.0
VP (Finance and Administration)	2.0	2.0	-
Human Resources	25.0	26.0	1.0
Financial Services	39.4	40.4	1.0
University Safety	29.0	29.0	-
Computing and Communication Services	95.0	95.0	-
Facilities Management and Planning	86.0	86.0	-
Institutional Research and Planning	8.0	8.0	-
University Services	20.0	20.0	-
Quality Initiatives	6.0	7.0	1.0
Pension and Investment Management	2.0	2.0	-
Total Finance and Administration	312.4	315.4	3.0
Office of the President	3.0	3.0	-
Board of Governors, Senate and FIPPA	5.0	6.0	1.0
Equity Services	5.0	5.0	-
University Communications	12.3	12.3	-
Total President	25.3	26.3	1.0
Advancement	43.0	43.0	-
Total Advancement	43.0	43.0	-
Total Administrative RPCs	768.5	782.7	14.2

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

		Full-time Academic Salaries	Full-time Non-Academic Salaries	Other Expenditures	Internal Expense Recoveries	Total Expenditures	Departmental Revenue	Net Allocation
		\$	\$	\$	\$	\$	\$	\$
Faculty of Arts & Social Sciences								
Comparative Studies in Literature, Art & Culture	2015/2016	498,778	-	8,374	(85,001)	422,151	-	422,151
	2016/2017	500,929	-	8,374	(61,233)	448,070	-	448,070
	Inc. (Dec.)	2,151	-	-	23,768	25,919	-	25,919
	%	0.4%	n/a	0.0%	-28.0%	6.1%	n/a	6.1%
Canadian Studies	2015/2016	1,081,934	125,414	25,158	-	1,232,506	-	1,232,506
	2016/2017	1,065,833	124,281	25,158	-	1,215,272	-	1,215,272
	Inc. (Dec.)	(16,101)	(1,133)	-	-	(17,234)	-	(17,234)
	%	-1.5%	-0.9%	0.0%	n/a	-1.4%	n/a	-1.4%
English Language & Literature	2015/2016	3,282,206	189,461	43,038	(100,000)	3,414,705	-	3,414,705
	2016/2017	3,475,890	192,303	43,038	(100,000)	3,611,231	-	3,611,231
	Inc. (Dec.)	193,684	2,842	-	-	196,526	-	196,526
	%	5.9%	1.5%	0.0%	0.0%	5.8%	n/a	5.8%
French	2015/2016	1,270,723	119,472	27,428	-	1,417,623	-	1,417,623
	2016/2017	1,379,319	122,771	27,428	-	1,529,518	-	1,529,518
	Inc. (Dec.)	108,596	3,299	-	-	111,895	-	111,895
	%	8.5%	2.8%	0.0%	n/a	7.9%	n/a	7.9%
History	2015/2016	3,322,100	203,029	30,546	-	3,555,675	-	3,555,675
	2016/2017	3,465,953	178,222	30,546	-	3,674,721	-	3,674,721
	Inc. (Dec.)	143,853	(24,807)	-	-	119,046	-	119,046
	%	4.3%	-12.2%	0.0%	n/a	3.3%	n/a	3.3%
Philosophy	2015/2016	1,251,676	-	14,974	-	1,266,650	-	1,266,650
	2016/2017	1,306,510	-	74,934	-	1,381,444	-	1,381,444
	Inc. (Dec.)	54,834	-	59,960	-	114,794	-	114,794
	%	4.4%	n/a	400.4%	n/a	9.1%	n/a	9.1%
Studies in Art & Culture	2015/2016	2,895,351	541,232	345,755	(85,000)	3,697,338	-	3,697,338
	2016/2017	3,049,353	548,508	345,755	(61,232)	3,882,384	-	3,882,384
	Inc. (Dec.)	154,002	7,276	-	23,768	185,046	-	185,046
	%	5.3%	1.3%	0.0%	-28.0%	5.0%	n/a	5.0%
Linguistics & Language Studies	2015/2016	4,424,849	422,818	126,911	-	4,974,578	-	4,974,578
	2016/2017	4,416,389	429,308	131,690	-	4,977,387	-	4,977,387
	Inc. (Dec.)	(8,460)	6,490	4,779	-	2,809	-	2,809
	%	-0.2%	1.5%	3.8%	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 \$
Humanities	2015/2016	2,114,421	178,560	40,377	-	2,333,358	-	2,333,358
	2016/2017	2,275,246	182,746	40,377	-	2,498,369	-	2,498,369
	Inc. (Dec.)	160,825	4,186	-	-	165,011	-	165,011
	%	7.6%	2.3%	0.0%	n/a	7.1%	n/a	7.1%
Interdisciplinary Studies	2015/2016	1,044,601	-	11,328	-	1,055,929	-	1,055,929
	2016/2017	1,161,487	-	11,328	-	1,172,815	-	1,172,815
	Inc. (Dec.)	116,886	-	-	-	116,886	-	116,886
	%	11.2%	n/a	0.0%	n/a	11.1%	n/a	11.1%
Cognitive Science	2015/2016	970,314	-	10,200	-	980,514	-	980,514
	2016/2017	1,007,159	-	12,200	-	1,019,359	-	1,019,359
	Inc. (Dec.)	36,845	-	2,000	-	38,845	-	38,845
	%	3.8%	n/a	19.6%	n/a	4.0%	n/a	4.0%
African Studies	2015/2016	149,540	-	52,167	-	201,707	-	201,707
	2016/2017	155,284	-	54,533	-	209,817	-	209,817
	Inc. (Dec.)	5,744	-	2,366	-	8,110	-	8,110
	%	3.8%	n/a	4.5%	n/a	4.0%	n/a	4.0%
Art Gallery	2015/2016	-	228,202	134,100	-	362,302	-	362,302
	2016/2017	-	267,308	116,715	-	384,023	-	384,023
	Inc. (Dec.)	-	39,106	(17,385)	-	21,721	-	21,721
	%	n/a	17.1%	-13.0%	n/a	6.0%	n/a	6.0%
FASS, Office of the Dean	2015/2016	795,856	762,858	42,910	-	1,601,624	-	1,601,624
	2016/2017	737,204	782,347	44,260	-	1,563,811	-	1,563,811
	Inc. (Dec.)	(58,652)	19,489	1,350	-	(37,813)	-	(37,813)
	%	-7.4%	2.6%	3.1%	n/a	-2.4%	n/a	-2.4%
Faculty of Arts & Social Sciences-General	2015/2016	750,408	-	4,047,403	-	4,797,811	-	4,797,811
	2016/2017	984,310	-	3,781,259	-	4,765,569	-	4,765,569
	Inc. (Dec.)	233,902	-	(266,144)	-	(32,242)	-	(32,242)
	%	31.2%	n/a	-6.6%	n/a	-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 \$
Geography & Environmental Studies	2015/2016	2,194,381	355,006	94,450	(100,000)	2,543,837	-	2,543,837
	2016/2017	2,438,953	367,443	94,450	(100,000)	2,800,846	-	2,800,846
	Inc. (Dec.)	244,572	12,437	-	-	257,009	-	257,009
	%	11.1%	3.5%	0.0%	n/a	10.1%	n/a	10.1%
Sociology & Anthropology	2015/2016	4,277,863	303,414	57,711	-	4,638,988	-	4,638,988
	2016/2017	4,499,602	306,529	57,711	-	4,863,842	-	4,863,842
	Inc. (Dec.)	221,739	3,115	-	-	224,854	-	224,854
	%	5.2%	1.0%	0.0%	n/a	4.8%	n/a	4.8%
Psychology	2015/2016	4,309,409	355,294	115,482	-	4,780,185	-	4,780,185
	2016/2017	4,487,773	354,921	115,482	-	4,958,176	-	4,958,176
	Inc. (Dec.)	178,364	(373)	-	-	177,991	-	177,991
	%	4.1%	-0.1%	0.0%	n/a	3.7%	n/a	3.7%
Pauline Jewett Institute in Women's & Gender Studies	2015/2016	394,199	123,929	10,314	-	528,442	(28,059)	500,383
	2016/2017	527,612	122,491	10,314	-	660,417	(26,077)	634,340
	Inc. (Dec.)	133,413	(1,438)	-	-	131,975	1,982	133,957
	%	33.8%	-1.2%	0.0%	n/a	25.0%	-7.1%	26.8%
Centre for Initiatives in Education	2015/2016	426,442	466,318	721,007	-	1,613,767	(733,885)	879,882
	2016/2017	514,250	479,713	814,026	-	1,807,989	(780,625)	1,027,364
	Inc. (Dec.)	87,808	13,395	93,019	-	194,222	(46,740)	147,482
	%	20.6%	2.9%	12.9%	n/a	12.0%	6.4%	16.8%
Salary Reallocations	2015/2016	(418,889)	418,889	-	-	-	-	-
	2016/2017	(483,529)	483,529	-	-	-	-	-
Total - Faculty of Arts & Social Science	2015/2016	35,036,162	4,793,896	5,959,633	(370,001)	45,419,690	(761,944)	44,657,746
	2016/2017	36,965,527	4,942,420	5,839,578	(322,465)	47,425,060	(806,702)	46,618,358
	Inc. (Dec.)	1,929,365	148,524	(120,055)	47,536	2,005,370	(44,758)	1,960,612
	%	5.5%	3.1%	-2.0%	-12.8%	4.4%	5.9%	4.4%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Public Affairs								
School of Journalism & Communication	2015/2016	3,958,209	501,331	312,780	(300,000)	4,472,320	-	4,472,320
	2016/2017	3,847,437	573,440	323,534	(300,000)	4,444,411	-	4,444,411
	Inc. (Dec.)	(110,772)	72,109	10,754	-	(27,909)	-	(27,909)
	%	-2.8%	14.4%	3.4%	0.0%	-0.6%	n/a	-0.6%
Economics	2015/2016	3,434,347	341,663	107,857	-	3,883,867	-	3,883,867
	2016/2017	3,637,059	320,637	113,392	-	4,071,088	-	4,071,088
	Inc. (Dec.)	202,712	(21,026)	5,535	-	187,221	-	187,221
	%	5.9%	-6.2%	5.1%	n/a	4.8%	n/a	4.8%
Law & Legal Studies	2015/2016	3,511,529	305,810	200,928	-	4,018,267	-	4,018,267
	2016/2017	3,694,143	311,410	212,434	-	4,217,987	-	4,217,987
	Inc. (Dec.)	182,614	5,600	11,506	-	199,720	-	199,720
	%	5.2%	1.8%	5.7%	n/a	5.0%	n/a	5.0%
Kroeger College in Public Affairs	2015/2016	-	-	471,196	-	471,196	-	471,196
	2016/2017	-	-	307,320	-	307,320	-	307,320
	Inc. (Dec.)	-	-	(163,876)	-	(163,876)	-	(163,876)
	%	n/a	n/a	-34.8%	n/a	-34.8%	n/a	-34.8%
Political Management	2015/2016	410,884	-	159,370	(382,675)	187,579	-	187,579
	2016/2017	492,104	-	162,670	(401,385)	253,389	-	253,389
	Inc. (Dec.)	81,220	-	3,300	(18,710)	65,810	-	65,810
	%	19.8%	n/a	2.1%	4.9%	35.1%	n/a	35.1%
Political Science	2015/2016	3,979,277	260,971	55,709	(88,487)	4,207,470	-	4,207,470
	2016/2017	4,147,215	266,086	62,481	(89,906)	4,385,876	-	4,385,876
	Inc. (Dec.)	167,938	5,115	6,772	(1,419)	178,406	-	178,406
	%	4.2%	2.0%	12.2%	1.6%	4.2%	n/a	4.2%
Global and International Studies	2015/2016	-	-	30,000	-	30,000	-	30,000
	2016/2017	399,250	182,764	50,000	-	632,014	-	632,014
	Inc. (Dec.)	399,250	182,764	20,000	-	602,014	-	602,014
	%	n/a	n/a	66.7%	n/a	2006.7%	n/a	2006.7%
Public Policy and Administration	2015/2016	2,995,758	369,666	28,468	(238,374)	3,155,518	-	3,155,518
	2016/2017	3,144,990	372,939	31,170	(252,893)	3,296,206	-	3,296,206
	Inc. (Dec.)	149,232	3,273	2,702	(14,519)	140,688	-	140,688
	%	5.0%	0.9%	9.5%	6.1%	4.5%	n/a	4.5%
Diploma-Public Administration	2015/2016	-	-	55,481	-	55,481	-	55,481
	2016/2017	-	-	55,864	-	55,864	-	55,864
	Inc. (Dec.)	-	-	383	-	383	-	383
	%	n/a	n/a	0.7%	n/a	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 \$
Social Work	2015/2016	1,802,356	253,705	66,980	-	2,123,041	-	2,123,041
	2016/2017	1,722,523	262,067	72,091	-	2,056,681	-	2,056,681
	Inc. (Dec.)	(79,833)	8,362	5,111	-	(66,360)	-	(66,360)
	%	-4.4%	3.3%	7.6%	n/a	-3.1%	n/a	-3.1%
Criminology and Criminal Justice	2015/2016	404,709	124,231	26,764	-	555,704	-	555,704
	2016/2017	495,619	127,295	28,626	-	651,540	-	651,540
	Inc. (Dec.)	90,910	3,064	1,862	-	95,836	-	95,836
	%	22.5%	2.5%	7.0%	n/a	17.2%	n/a	17.2%
European, Russian and Eurasian Studies	2015/2016	433,398	-	48,016	-	481,414	-	481,414
	2016/2017	467,132	-	49,479	-	516,611	-	516,611
	Inc. (Dec.)	33,734	-	1,463	-	35,197	-	35,197
	%	7.8%	n/a	3.0%	n/a	7.3%	n/a	7.3%
International Affairs	2015/2016	1,984,372	337,281	35,014	(84,750)	2,271,917	-	2,271,917
	2016/2017	2,072,793	317,024	38,536	(108,333)	2,320,020	-	2,320,020
	Inc. (Dec.)	88,421	(20,257)	3,522	(23,583)	48,103	-	48,103
	%	4.5%	-6.0%	10.1%	27.8%	2.1%	n/a	2.1%
Political Economy	2015/2016	67,025	-	55,246	-	122,271	-	122,271
	2016/2017	67,961	-	55,246	-	123,207	-	123,207
	Inc. (Dec.)	936	-	-	-	936	-	936
	%	1.4%	n/a	0.0%	n/a	0.8%	n/a	0.8%
FPA, Office of the Dean	2015/2016	661,815	499,067	1,240,940	-	2,401,822	-	2,401,822
	2016/2017	541,805	465,053	1,656,109	-	2,662,967	-	2,662,967
	Inc. (Dec.)	(120,010)	(34,014)	415,169	-	261,145	-	261,145
	%	-18.1%	-6.8%	33.5%	n/a	10.9%	n/a	10.9%
Public Affairs - Contingencies	2015/2016	-	-	1,408,841	-	1,408,841	-	1,408,841
	2016/2017	-	-	1,699,763	-	1,699,763	-	1,699,763
	Inc. (Dec.)	-	-	290,922	-	290,922	-	290,922
	%	n/a	n/a	20.6%	n/a	20.6%	n/a	20.6%
Salary Reallocations	2015/2016	132,758	303,766	(436,524)	-	-	-	-
	2016/2017	27,271	188,720	(215,991)	-	-	-	-
Total - Faculty of Public Affairs	2015/2016	23,776,437	3,297,491	3,867,066	(1,094,286)	29,846,708	-	29,846,708
	2016/2017	24,757,302	3,387,435	4,702,724	(1,152,517)	31,694,944	-	31,694,944
	Inc. (Dec.)	980,865	89,944	835,658	(58,231)	1,848,236	-	1,848,236
	%	4.1%	2.7%	21.6%	5.3%	6.2%	n/a	6.2%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Sprott School of Business								
Sprott School of Business	2015/2016	8,120,435	1,450,328	1,013,077	(69,298)	10,514,542	-	10,514,542
	2016/2017	8,481,236	1,492,217	928,593	(70,337)	10,831,709	-	10,831,709
	Inc. (Dec.)	360,801	41,889	(84,484)	(1,039)	317,167	-	317,167
	%	4.4%	2.9%	-8.3%	1.5%	3.0%	n/a	3.0%
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Total - Sprott School of Business	2015/2016	8,120,435	1,450,328	1,013,077	(69,298)	10,514,542	-	10,514,542
	2016/2017	8,481,236	1,492,217	928,593	(70,337)	10,831,709	-	10,831,709
	Inc. (Dec.)	360,801	41,889	(84,484)	(1,039)	317,167	-	317,167
	%	4.4%	2.9%	-8.3%	1.5%	3.0%	n/a	3.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Science								
Science Stores	2015/2016	-	124,850	186,358	(115,000)	196,208	(95,000)	101,208
	2016/2017	-	126,722	186,358	(115,000)	198,080	(95,000)	103,080
	Inc. (Dec.)	-	1,872	-	-	1,872	-	1,872
	%	n/a	1.5%	0.0%	0.0%	1.0%	0.0%	1.8%
Biology	2015/2016	3,295,213	991,581	199,570	(118,081)	4,368,283	-	4,368,283
	2016/2017	3,376,615	1,076,627	234,088	(182,027)	4,505,303	-	4,505,303
	Inc. (Dec.)	81,402	85,046	34,518	(63,946)	137,020	-	137,020
	%	2.5%	8.6%	17.3%	54.2%	3.1%	n/a	3.1%
Chemistry	2015/2016	2,137,885	793,902	270,513	(85,081)	3,117,219	(20,000)	3,097,219
	2016/2017	2,185,571	875,882	351,448	(89,027)	3,323,874	(20,000)	3,303,874
	Inc. (Dec.)	47,686	81,980	80,935	(3,946)	206,655	-	206,655
	%	2.2%	10.3%	29.9%	4.6%	6.6%	n/a	6.7%
Earth Sciences	2015/2016	1,340,269	448,758	152,719	(18,087)	1,923,659	(10,399)	1,913,260
	2016/2017	1,303,060	528,640	163,767	(18,087)	1,977,380	(10,399)	1,966,981
	Inc. (Dec.)	(37,209)	79,882	11,048	-	53,721	-	53,721
	%	-2.8%	17.8%	7.2%	0.0%	2.8%	0.0%	2.8%
Mathematics & Statistics	2015/2016	4,191,328	390,602	623,708	-	5,205,638	-	5,205,638
	2016/2017	4,058,838	395,959	761,443	-	5,216,240	-	5,216,240
	Inc. (Dec.)	(132,490)	5,357	137,735	-	10,602	-	10,602
	%	-3.2%	1.4%	22.1%	n/a	0.2%	n/a	0.2%
Physics	2015/2016	2,024,665	640,098	182,024	(222,308)	2,624,479	-	2,624,479
	2016/2017	2,304,878	726,965	259,492	(403,671)	2,887,664	-	2,887,664
	Inc. (Dec.)	280,213	86,867	77,468	(181,363)	263,185	-	263,185
	%	13.8%	13.6%	42.6%	81.6%	10.0%	n/a	10.0%
Biochemistry	2015/2016	253,638	-	125,953	-	379,591	-	379,591
	2016/2017	287,936	-	127,573	-	415,509	-	415,509
	Inc. (Dec.)	34,298	-	1,620	-	35,918	-	35,918
	%	13.5%	n/a	1.3%	n/a	9.5%	n/a	9.5%
Environmental Science	2015/2016	327,243	-	144,170	(67,000)	404,413	-	404,413
	2016/2017	373,555	-	178,794	(67,000)	485,349	-	485,349
	Inc. (Dec.)	46,312	-	34,624	-	80,936	-	80,936
	%	14.2%	n/a	24.0%	0.0%	20.0%	n/a	20.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Technology, Science and Environment	2015/2016	-	-	99,340	-	99,340	-	99,340
	2016/2017	-	-	102,770	-	102,770	-	102,770
	Inc. (Dec.)	-	-	3,430	-	3,430	-	3,430
	%	n/a	n/a	3.5%	n/a	3.5%	n/a	3.5%
Computer Science	2015/2016	3,685,714	548,493	192,212	(275,852)	4,150,567	-	4,150,567
	2016/2017	4,065,794	672,108	224,040	(362,174)	4,599,768	-	4,599,768
	Inc. (Dec.)	380,080	123,615	31,828	(86,322)	449,201	-	449,201
	%	10.3%	22.5%	16.6%	31.3%	10.8%	n/a	10.8%
Health:Science & Technology Policy	2015/2016	868,161	-	90,496	-	958,657	-	958,657
	2016/2017	1,155,558	-	90,895	-	1,246,453	-	1,246,453
	Inc. (Dec.)	287,397	-	399	-	287,796	-	287,796
	%	33.1%	n/a	0.4%	n/a	30.0%	n/a	30.0%
Neuroscience	2015/2016	1,233,589	-	37,682	(265,950)	1,005,321	-	1,005,321
	2016/2017	1,441,102	-	39,544	(166,667)	1,313,979	-	1,313,979
	Inc. (Dec.)	207,513	-	1,862	99,283	308,658	-	308,658
	%	16.8%	n/a	4.9%	-37.3%	30.7%	n/a	30.7%
Science, Office of the Dean	2015/2016	712,493	362,074	59,112	-	1,133,679	-	1,133,679
	2016/2017	734,627	445,954	59,112	-	1,239,693	-	1,239,693
	Inc. (Dec.)	22,134	83,880	-	-	106,014	-	106,014
	%	3.1%	23.2%	0.0%	n/a	9.4%	n/a	9.4%
Science Student Success Centre	2015/2016	-	-	90,275	-	90,275	-	90,275
	2016/2017	-	-	143,365	-	143,365	-	143,365
	Inc. (Dec.)	-	-	53,090	-	53,090	-	53,090
	%	n/a	n/a	58.8%	n/a	58.8%	n/a	58.8%
Science-General	2015/2016	-	-	2,391,783	-	2,391,783	-	2,391,783
	2016/2017	-	-	3,072,120	-	3,072,120	-	3,072,120
	Inc. (Dec.)	-	-	680,337	-	680,337	-	680,337
	%	n/a	n/a	28.4%	n/a	28.4%	n/a	28.4%
Salary Reallocations	2015/2016	(74,111)	370,081	(295,970)	-	-	-	-
	2016/2017	(83,907)	514,951	(431,044)	-	-	-	-
Total - Faculty of Science	2015/2016	19,996,087	4,670,439	4,549,945	(1,167,359)	28,049,112	(125,399)	27,923,713
	2016/2017	21,203,627	5,363,808	5,563,366	(1,403,653)	30,727,547	(125,399)	30,602,148
	Inc. (Dec.)	1,207,540	693,369	1,013,421	(236,294)	2,678,435	-	2,678,435
	%	6.0%	14.8%	22.3%	20.2%	9.5%	0.0%	9.6%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Faculty of Engineering & Design								
Civil & Environmental Engineering	2015/2016	3,526,278	538,666	175,974	(100,000)	4,140,918	-	4,140,918
	2016/2017	3,658,392	485,866	178,755	(66,667)	4,256,346	-	4,256,346
	Inc. (Dec.)	132,114	(52,800)	2,781	33,333	115,428	-	115,428
	%	3.7%	-9.8%	1.6%	-33.3%	2.8%	n/a	2.8%
Electronics	2015/2016	3,260,767	490,670	191,295	(343,229)	3,599,503	-	3,599,503
	2016/2017	3,539,724	555,844	194,830	(348,197)	3,942,201	-	3,942,201
	Inc. (Dec.)	278,957	65,174	3,535	(4,968)	342,698	-	342,698
	%	8.6%	13.3%	1.8%	1.4%	9.5%	n/a	9.5%
Mechanical & Aerospace Engineering	2015/2016	4,582,970	791,146	248,735	(291,667)	5,331,184	-	5,331,184
	2016/2017	4,931,702	715,900	255,343	(200,000)	5,702,945	-	5,702,945
	Inc. (Dec.)	348,732	(75,246)	6,608	91,667	371,761	-	371,761
	%	7.6%	-9.5%	2.7%	-31.4%	7.0%	n/a	7.0%
Systems & Computing Engineering	2015/2016	4,948,974	635,446	256,519	(183,333)	5,657,606	-	5,657,606
	2016/2017	5,091,155	646,499	263,508	(285,867)	5,715,295	-	5,715,295
	Inc. (Dec.)	142,181	11,053	6,989	(102,534)	57,689	-	57,689
	%	2.9%	1.7%	2.7%	55.9%	1.0%	n/a	1.0%
Information Technology	2015/2016	1,289,304	251,707	101,850	-	1,642,861	-	1,642,861
	2016/2017	1,356,822	308,363	102,993	-	1,768,178	-	1,768,178
	Inc. (Dec.)	67,518	56,656	1,143	-	125,317	-	125,317
	%	5.2%	22.5%	1.1%	n/a	7.6%	n/a	7.6%
FED, Office of the Dean	2015/2016	681,206	991,449	4,909,947	-	6,582,602	-	6,582,602
	2016/2017	835,633	1,047,260	5,395,216	-	7,278,109	-	7,278,109
	Inc. (Dec.)	154,427	55,811	485,269	-	695,507	-	695,507
	%	22.7%	5.6%	9.9%	n/a	10.6%	n/a	10.6%
Industrial Design	2015/2016	770,655	361,453	110,478	-	1,242,586	-	1,242,586
	2016/2017	856,871	367,413	113,569	-	1,337,853	-	1,337,853
	Inc. (Dec.)	86,216	5,960	3,091	-	95,267	-	95,267
	%	11.2%	1.6%	2.8%	n/a	7.7%	n/a	7.7%
Architecture & Urbanism	2015/2016	1,975,835	547,409	430,896	(44,114)	2,910,026	-	2,910,026
	2016/2017	2,176,218	586,026	438,722	(114,000)	3,086,966	-	3,086,966
	Inc. (Dec.)	200,383	38,617	7,826	(69,886)	176,940	-	176,940
	%	10.1%	7.1%	1.8%	158.4%	6.1%	n/a	6.1%
Total - Faculty of Engineering & Design	2015/2016	21,035,989	4,607,946	6,425,694	(962,343)	31,107,286	-	31,107,286
	2016/2017	22,446,517	4,713,171	6,942,936	(1,014,731)	33,087,893	-	33,087,893
	Inc. (Dec.)	1,410,528	105,225	517,242	(52,388)	1,980,607	-	1,980,607
	%	6.7%	2.3%	8.0%	5.4%	6.4%	n/a	6.4%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Academic Administration								
Vice-President (Academic) and Provost								
Provost & VP (Academic)	2015/2016	-	460,201	55,879	-	516,080	-	516,080
	2016/2017	-	391,424	53,600	-	445,024	-	445,024
	Inc. (Dec.)	-	(68,777)	(2,279)	-	(71,056)	-	(71,056)
	%	n/a	-14.9%	-4.1%	n/a	-13.8%	n/a	-13.8%
Office of Faculty Affairs	2015/2016	-	-	130,967	-	130,967	-	130,967
	2016/2017	-	-	207,492	-	207,492	-	207,492
	Inc. (Dec.)	-	-	76,525	-	76,525	-	76,525
	%	n/a	n/a	58.4%	n/a	58.4%	n/a	58.4%
Provost & VP (Academic) - Misc	2015/2016	380,181	-	499,084	-	879,265	-	879,265
	2016/2017	340,320	-	742,748	-	1,083,068	-	1,083,068
	Inc. (Dec.)	(39,861)	-	243,664	-	203,803	-	203,803
	%	-10.5%	n/a	48.8%	n/a	23.2%	n/a	23.2%
Discovery Centre	2015/2016	-	-	244,178	-	244,178	-	244,178
	2016/2017	-	-	141,076	-	141,076	-	141,076
	Inc. (Dec.)	-	-	(103,102)	-	(103,102)	-	(103,102)
	%	n/a	n/a	-42.2%	n/a	-42.2%	n/a	-42.2%
Global Academy	2015/2016	-	-	-	-	-	-	-
	2016/2017	-	-	195,475	-	195,475	-	195,475
	Inc. (Dec.)	-	-	195,475	-	195,475	-	195,475
	%	n/a	n/a	100.0%	n/a	100.0%	n/a	100.0%
Quality Assurance (Academic)	2015/2016	-	280,594	89,192	-	369,786	-	369,786
	2016/2017	-	365,805	86,911	-	452,716	-	452,716
	Inc. (Dec.)	-	85,211	(2,281)	-	82,930	-	82,930
	%	n/a	30.4%	-2.6%	n/a	22.4%	n/a	22.4%
Ombudsperson	2015/2016	-	136,422	46,452	-	182,874	(92,845)	90,029
	2016/2017	-	138,119	50,290	-	188,409	(93,694)	94,715
	Inc. (Dec.)	-	1,697	3,838	-	5,535	(849)	4,686
	%	n/a	1.2%	8.3%	n/a	3.0%	0.9%	5.2%
Total - Vice-President (Academic) and Provost	2015/2016	380,181	877,217	1,065,752	-	2,323,150	(92,845)	2,230,305
	2016/2017	340,320	895,348	1,477,592	-	2,713,260	(93,694)	2,619,566
	Inc. (Dec.)	(39,861)	18,131	411,840	-	390,110	(849)	389,261
	%	-10.5%	2.1%	38.6%	n/a	16.8%	0.9%	17.5%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Education Development Centre								
Instructional Media Services	2015/2016	-	1,082,255	96,902	-	1,179,157	(79,371)	1,099,786
	2016/2017	-	1,149,583	259,006	(205,000)	1,203,589	(116,475)	1,087,114
	Inc. (Dec.)	-	67,328	162,104	(205,000)	24,432	(37,104)	(12,672)
	%	n/a	6.2%	167.3%	100.0%	2.1%	46.7%	-1.2%
Education Development Centre	2015/2016	-	1,015,499	905,095	-	1,920,594	(80,000)	1,840,594
	2016/2017	-	1,164,481	340,878	-	1,505,359	(120,000)	1,385,359
	Inc. (Dec.)	-	148,982	(564,217)	-	(415,235)	(40,000)	(455,235)
	%	n/a	14.7%	-62.3%	n/a	-21.6%	50.0%	-24.7%
Carleton University OnLine (CUOL)	2015/2016	-	1,300,776	430,023	-	1,730,799	(646,750)	1,084,049
	2016/2017	-	1,248,087	620,023	-	1,868,110	(896,750)	971,360
	Inc. (Dec.)	-	(52,689)	190,000	-	137,311	(250,000)	(112,689)
	%	n/a	-4.1%	44.2%	n/a	7.9%	38.7%	-10.4%
Total - Education Development Centre	2015/2016	-	3,398,530	1,432,020	-	4,830,550	(806,121)	4,024,429
	2016/2017	-	3,562,151	1,219,907	(205,000)	4,577,058	(1,133,225)	3,443,833
	Inc. (Dec.)	-	163,621	(212,113)	(205,000)	(253,492)	(327,104)	(580,596)
	%	n/a	4.8%	-14.8%	n/a	-5.2%	40.6%	-14.4%
Faculty of Graduate & Postdoctoral Affairs	2015/2016	462,619	1,400,066	254,880	(81,600)	2,035,965	-	2,035,965
	2016/2017	493,128	1,421,267	288,571	(81,600)	2,121,366	-	2,121,366
	Inc. (Dec.)	30,509	21,201	33,691	-	85,401	-	85,401
	%	6.6%	1.5%	13.2%	0.0%	4.2%	n/a	4.2%
Salary Reallocations	2015/2016	232,660	64,269	(296,929)	-	-	-	-
	2016/2017	68,487	391,861	(460,348)	-	-	-	-
Total - Academic Administration	2015/2016	1,075,460	5,740,082	2,455,723	(81,600)	9,189,665	(898,966)	8,290,699
	2016/2017	901,935	6,270,627	2,525,722	(286,600)	9,411,684	(1,226,919)	8,184,765
	Inc. (Dec.)	(173,525)	530,545	69,999	(205,000)	222,019	(327,953)	(105,934)
	%	-16.1%	9.2%	2.9%	251.2%	2.4%	36.5%	-1.3%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Students & Enrolment								
Vice-President (Student & Enrolment)								
Office of the VP (Student & Enrolment)	2015/2016	-	246,676	62,285	-	308,961	-	308,961
	2016/2017	-	286,846	65,328	-	352,174	-	352,174
	Inc. (Dec.)	-	40,170	3,043	-	43,213	-	43,213
	%	n/a	16.3%	4.9%	n/a	14.0%	n/a	14.0%
VP (S&E) Strategic Initiatives	2015/2016	-	305,747	-	-	305,747	-	305,747
	2016/2017	-	315,434	-	-	315,434	-	315,434
	Inc. (Dec.)	-	9,687	-	-	9,687	-	9,687
	%	n/a	n/a	n/a	n/a	n/a	n/a	n/a
VP (S&E) - Portfolio Projects	2015/2016	-	-	1,208,196	-	1,208,196	-	1,208,196
	2016/2017	-	-	1,622,195	-	1,622,195	-	1,622,195
	Inc. (Dec.)	-	-	413,999	-	413,999	-	413,999
	%	n/a	n/a	34.3%	n/a	34.3%	n/a	34.3%
Total - Vice-President (Student & Enrolment)	2015/2016	-	552,423	1,270,481	-	1,822,904	-	1,822,904
	2016/2017	-	602,280	1,687,523	-	2,289,803	-	2,289,803
	Inc. (Dec.)	-	49,857	417,042	-	466,899	-	466,899
	%	n/a	9.0%	32.8%	n/a	25.6%	n/a	25.6%
Enrolment Management								
Admissions Services	2015/2016	-	1,610,824	113,795	-	1,724,619	(45,000)	1,679,619
	2016/2017	-	1,645,607	101,483	-	1,747,090	(45,000)	1,702,090
	Inc. (Dec.)	-	34,783	(12,312)	-	22,471	-	22,471
	%	n/a	2.2%	-10.8%	n/a	1.3%	0.0%	1.3%
International Recruitment	2015/2016	-	234,804	183,037	-	417,841	-	417,841
	2016/2017	-	312,721	183,037	-	495,758	-	495,758
	Inc. (Dec.)	-	77,917	-	-	77,917	-	77,917
	%	n/a	33.2%	0.0%	n/a	18.6%	n/a	18.6%
Undergraduate Recruitment Office	2015/2016	-	1,302,465	795,670	-	2,098,135	-	2,098,135
	2016/2017	-	1,315,525	796,119	-	2,111,644	-	2,111,644
	Inc. (Dec.)	-	13,060	449	-	13,509	-	13,509
	%	n/a	1.0%	0.1%	n/a	0.6%	n/a	0.6%
Telecounselling Centre	2015/2016	-	-	101,500	-	101,500	-	101,500
	2016/2017	-	-	101,500	-	101,500	-	101,500
	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 \$
University Registrarial Services	2015/2016	-	2,115,751	324,934	-	2,440,685	-	2,440,685
	2016/2017	-	2,148,519	332,907	-	2,481,426	-	2,481,426
	Inc. (Dec.)	-	32,768	7,973	-	40,741	-	40,741
	%	n/a	1.5%	2.5%	n/a	1.7%	n/a	1.7%
Student Systems Support	2015/2016	-	461,417	14,112	-	475,529	-	475,529
	2016/2017	-	540,352	13,246	-	553,598	-	553,598
	Inc. (Dec.)	-	78,935	(866)	-	78,069	-	78,069
	%	n/a	17.1%	-6.1%	n/a	16.4%	n/a	16.4%
Scheduling & Examination Services	2015/2016	-	398,282	619,508	-	1,017,790	-	1,017,790
	2016/2017	-	410,554	569,595	-	980,149	-	980,149
	Inc. (Dec.)	-	12,272	(49,913)	-	(37,641)	-	(37,641)
	%	n/a	3.1%	-8.1%	n/a	-3.7%	n/a	-3.7%
Awards Office	2015/2016	-	763,835	96,277	(209,200)	650,912	-	650,912
	2016/2017	-	762,626	116,184	(209,200)	669,610	-	669,610
	Inc. (Dec.)	-	(1,209)	19,907	-	18,698	-	18,698
	%	n/a	-0.2%	20.7%	0.0%	2.9%	n/a	2.9%
Total - Enrolment Management	2015/2016	-	6,887,378	2,248,833	(209,200)	8,927,011	(45,000)	8,882,011
	2016/2017	-	7,135,904	2,214,071	(209,200)	9,140,775	(45,000)	9,095,775
	Inc. (Dec.)	-	248,526	(34,762)	-	213,764	-	213,764
	%	n/a	3.6%	-1.5%	0.0%	2.4%	0.0%	2.4%
Student Services								
Office - Director of Student Affairs	2015/2016	-	230,618	20,115	-	250,733	-	250,733
	2016/2017	-	241,260	15,505	-	256,765	-	256,765
	Inc. (Dec.)	-	10,642	(4,610)	-	6,032	-	6,032
	%	n/a	4.6%	-22.9%	n/a	2.4%	n/a	2.4%
International Student Services Office	2015/2016	-	463,264	92,618	-	555,882	(43,000)	512,882
	2016/2017	-	413,870	100,443	-	514,313	(43,000)	471,313
	Inc. (Dec.)	-	(49,394)	7,825	-	(41,569)	-	(41,569)
	%	n/a	-10.7%	8.4%	n/a	-7.5%	0.0%	-8.1%
Student Experience Office	2015/2016	-	210,937	72,351	-	283,288	-	283,288
	2016/2017	-	220,167	68,402	-	288,569	-	288,569
	Inc. (Dec.)	-	9,230	(3,949)	-	5,281	-	5,281
	%	n/a	4.4%	-5.5%	n/a	1.9%	n/a	1.9%
SACD Services- General	2015/2016	-	275,880	-	-	275,880	-	275,880
	2016/2017	-	354,863	-	-	354,863	-	354,863
	Inc. (Dec.)	-	78,983	-	-	78,983	-	78,983
	%	n/a	28.6%	n/a	n/a	28.6%	n/a	28.6%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Academic Advising Centre	2015/2016	-	727,607	167,732	-	895,339	-	895,339
	2016/2017	-	716,428	163,442	-	879,870	-	879,870
	Inc. (Dec.)	-	(11,179)	(4,290)	-	(15,469)	-	(15,469)
	%	n/a	-1.5%	-2.6%	n/a	-1.7%	n/a	-1.7%
Career Development & Co-op Education	2015/2016	-	1,319,672	90,032	-	1,409,704	(1,575,000)	(165,296)
	2016/2017	-	1,628,120	73,221	-	1,701,341	(1,811,612)	(110,271)
	Inc. (Dec.)	-	308,448	(16,811)	-	291,637	(236,612)	55,025
	%	n/a	23.4%	-18.7%	n/a	20.7%	n/a	-33.3%
Academic Support	2015/2016	-	-	185,950	-	185,950	-	185,950
	2016/2017	-	-	267,165	-	267,165	-	267,165
	Inc. (Dec.)	-	-	81,215	-	81,215	-	81,215
	%	n/a	n/a	43.7%	n/a	43.7%	n/a	43.7%
Career Services	2015/2016	-	460,625	45,538	-	506,163	-	506,163
	2016/2017	-	385,683	77,244	-	462,927	-	462,927
	Inc. (Dec.)	-	(74,942)	31,706	-	(43,236)	-	(43,236)
	%	n/a	-16.3%	69.6%	n/a	-8.5%	n/a	-8.5%
FIT Action	2015/2016	-	-	125,000	-	125,000	-	125,000
	2016/2017	-	-	125,000	-	125,000	-	125,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Paul Menton Centre	2015/2016	-	972,414	116,595	-	1,089,009	-	1,089,009
	2016/2017	-	929,555	410,387	-	1,339,942	-	1,339,942
	Inc. (Dec.)	-	(42,859)	293,792	-	250,933	-	250,933
	%	n/a	-4.4%	252.0%	n/a	23.0%	n/a	23.0%
Total - Student Services	2015/2016	-	4,661,017	915,931	-	5,576,948	(1,618,000)	3,958,948
	2016/2017	-	4,889,946	1,300,809	-	6,190,755	(1,854,612)	4,336,143
	Inc. (Dec.)	-	228,929	384,878	-	613,807	(236,612)	377,195
	%	n/a	4.9%	42.0%	n/a	11.0%	14.6%	9.5%
Salary Reallocations	2015/2016	-	322,000	(322,000)	-	-	-	-
	2016/2017	-	359,003	(359,003)	-	-	-	-
Total - Students and Enrolment	2015/2016	-	12,422,818	4,113,245	(209,200)	16,326,863	(1,663,000)	14,663,863
	2016/2017	-	12,987,133	4,843,400	(209,200)	17,621,333	(1,899,612)	15,721,721
	Inc. (Dec.)	-	564,315	730,155	-	1,294,470	(236,612)	1,057,858
	%	n/a	4.5%	17.8%	0.0%	7.9%	14.2%	7.2%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Library								
Library	2015/2016	3,388,150	5,202,380	7,127,746	-	15,718,276	-	15,718,276
	2016/2017	3,525,880	5,249,566	7,323,948	-	16,099,394	-	16,099,394
	Inc. (Dec.)	137,730	47,186	196,202	-	381,118	-	381,118
	%	4.1%	0.9%	2.8%	n/a	2.4%	n/a	2.4%
Total - Library								
	2015/2016	3,388,150	5,202,380	7,127,746	-	15,718,276	-	15,718,276
	2016/2017	3,525,880	5,249,566	7,323,948	-	16,099,394	-	16,099,394
	Inc. (Dec.)	137,730	47,186	196,202	-	381,118	-	381,118
	%	4.1%	0.9%	2.8%	n/a	2.4%	n/a	2.4%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Research & International								
Office of Vice-President (Research and International)	2015/2016	-	329,786	206,642	-	536,428	-	536,428
	2016/2017	-	585,999	463,856	-	1,049,855	-	1,049,855
	Inc. (Dec.)	-	256,213	257,214	-	513,427	-	513,427
	%	n/a	77.7%	124.5%	n/a	95.7%	n/a	95.7%
Carleton University Research Office (CURO)	2015/2016	-	1,564,765	128,622	(145,085)	1,548,302	-	1,548,302
	2016/2017	-	1,496,161	112,420	(212,668)	1,395,913	-	1,395,913
	Inc. (Dec.)	-	(68,604)	(16,202)	(67,583)	(152,389)	-	(152,389)
	%	n/a	-4.4%	-12.6%	46.6%	-9.8%	n/a	-9.8%
Animal Care & Veterinary Services	2015/2016	-	305,514	188,456	-	493,970	-	493,970
	2016/2017	-	508,109	56,709	-	564,818	-	564,818
	Inc. (Dec.)	-	202,595	(131,747)	-	70,848	-	70,848
	%	n/a	66.3%	-69.9%	n/a	14.3%	n/a	14.3%
Office of AVP Research	2015/2016	-	-	365,751	-	365,751	-	365,751
	2016/2017	-	-	775,535	-	775,535	-	775,535
	Inc. (Dec.)	-	-	409,784	-	409,784	-	409,784
	%	n/a	n/a	112.0%	n/a	112.0%	n/a	112.0%
VPRI University Research Initiatives	2015/2016	-	-	1,744,423	-	1,744,423	-	1,744,423
	2016/2017	-	-	1,423,758	-	1,423,758	-	1,423,758
	Inc. (Dec.)	-	-	(320,665)	-	(320,665)	-	(320,665)
	%	n/a	n/a	-18.4%	n/a	-18.4%	n/a	-18.4%
Canada-India Centre	2015/2016	-	-	90,000	-	90,000	-	90,000
	2016/2017	-	-	52,542	-	52,542	-	52,542
	Inc. (Dec.)	-	-	(37,458)	-	(37,458)	-	(37,458)
	%	n/a	n/a	-41.6%	n/a	-41.6%	n/a	-41.6%
Salary Reallocations	2015/2016	-	640,777	(640,777)	-	-	-	-
	2016/2017	-	645,103	(645,103)	-	-	-	-
Total - Research & International	2015/2016	-	2,840,842	2,083,117	(145,085)	4,778,874	-	4,778,874
	2016/2017	-	3,235,372	2,239,717	(212,668)	5,262,421	-	5,262,421
	Inc. (Dec.)	-	394,530	156,600	(67,583)	483,547	-	483,547
	%	n/a	13.9%	7.5%	46.6%	10.1%	n/a	10.1%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Finance & Administration								
Office of the Vice-President (Finance and Administration)	2015/2016	-	357,639	69,504	-	427,143	-	427,143
	2016/2017	-	361,469	82,280	-	443,749	-	443,749
	Inc. (Dec.)	-	3,830	12,776	-	16,606	-	16,606
	%	n/a	1.1%	18.4%	n/a	3.9%	n/a	3.9%
Miscellaneous Administration - Vice- President (Finance and Administration)	2015/2016	-	-	1,539,549	(46,600)	1,492,949	(25,000)	1,467,949
	2016/2017	-	-	1,696,602	(46,600)	1,650,002	(25,000)	1,625,002
	Inc. (Dec.)	-	-	157,053	-	157,053	-	157,053
	%	n/a	n/a	10.2%	0.0%	10.5%	0.0%	10.7%
Office of Institutional Research & Planning	2015/2016	-	682,534	61,300	-	743,834	-	743,834
	2016/2017	-	705,243	61,300	-	766,543	-	766,543
	Inc. (Dec.)	-	22,709	-	-	22,709	-	22,709
	%	n/a	3.3%	0.0%	n/a	3.1%	n/a	3.1%
Financial Services	2015/2016	-	2,732,049	352,956	(35,000)	3,050,005	0	3,050,005
	2016/2017	-	2,856,300	292,643	(35,000)	3,113,943	0	3,113,943
	Inc. (Dec.)	-	124,251	(60,313)	0	63,938	0	63,938
	%	n/a	4.5%	-17.1%	0.0%	2.1%	n/a	2.1%
University Services	2015/2016	-	1,334,599	294,679	(588,755)	1,040,523	(45,000)	995,523
	2016/2017	-	1,373,437	289,750	(596,803)	1,066,384	(45,000)	1,021,384
	Inc. (Dec.)	-	38,838	(4,929)	(8,048)	25,861	-	25,861
	%	n/a	2.9%	-1.7%	1.4%	2.5%	0.0%	2.6%
Quality Initiatives	2015/2016	-	493,019	408,607	-	901,626	-	901,626
	2016/2017	-	559,504	353,610	-	913,114	-	913,114
	Inc. (Dec.)	-	66,485	(54,997)	-	11,488	-	11,488
	%	n/a	13.5%	-13.5%	n/a	1.3%	n/a	1.3%
Human Resources	2015/2016	-	2,070,947	483,937	-	2,554,884	-	2,554,884
	2016/2017	-	2,161,176	519,075	-	2,680,251	-	2,680,251
	Inc. (Dec.)	-	90,229	35,138	-	125,367	-	125,367
	%	n/a	4.4%	7.3%	n/a	4.9%	n/a	4.9%
Facilities Management & Planning	2015/2016	-	5,780,745	6,229,115	(2,898,114)	9,111,746	-	9,111,746
	2016/2017	-	5,980,789	6,968,590	(3,558,114)	9,391,265	-	9,391,265
	Inc. (Dec.)	-	200,044	739,475	(660,000)	279,519	-	279,519
	%	n/a	3.5%	11.9%	22.8%	3.07%	n/a	3.1%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
University Safety	2015/2016	-	1,909,142	485,479	(302,390)	2,092,231	(60,279)	2,031,952
	2016/2017	-	1,898,217	554,523	(302,390)	2,150,350	(54,547)	2,095,803
	Inc. (Dec.)	-	(10,925)	69,044	-	58,119	5,732	63,851
	%	n/a	-0.6%	14.2%	0.0%	2.8%	-9.5%	3.1%
Computing & Communications	2015/2016	-	7,475,179	3,004,087	(1,324,149)	9,155,117	(334,757)	8,820,360
	2016/2017	-	7,523,842	2,769,044	(1,263,327)	9,029,559	(320,967)	8,708,592
	Inc. (Dec.)	-	48,663	(235,043)	60,822	(125,558)	13,790	(111,768)
	%	n/a	0.7%	-7.8%	-4.6%	-1.4%	-4.1%	-1.3%
Pension Fund Management	2015/2016	-	190,600	48,916	-	239,516	(239,516)	-
	2016/2017	-	200,245	48,916	-	249,161	-	249,161
	Inc. (Dec.)	-	9,645	-	-	9,645	239,516	249,161
	%	n/a	5.1%	0.0%	n/a	4.0%	-100.0%	n/a
Total - Finance & Administration	2015/2016	-	23,026,453	12,978,129	(5,195,008)	30,809,574	(704,552)	30,105,022
	2016/2017	-	23,620,222	13,636,333	(5,802,234)	31,454,321	(445,514)	31,008,807
	Inc. (Dec.)	-	593,769	658,204	(607,226)	644,747	259,038	903,785
	%	n/a	2.6%	5.1%	11.7%	2.1%	-36.8%	3.0%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
President								
Clerk of Senate	2015/2016	-	274,563	13,107	-	287,670	-	287,670
	2016/2017	-	73,521	16,740	-	90,261	-	90,261
	Inc. (Dec.)	-	(201,042)	3,633	-	(197,409)	-	(197,409)
	%	n/a	-73.2%	27.7%	n/a	-68.6%	n/a	-68.6%
Miscellaneous Academic-President	2015/2016	-	-	94,968	-	94,968	-	94,968
	2016/2017	-	-	94,968	-	94,968	-	94,968
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Board of Governors & University Secretary	2015/2016	-	280,905	230,011	-	510,916	-	510,916
	2016/2017	-	407,651	162,865	-	570,516	-	570,516
	Inc. (Dec.)	-	126,746	(67,146)	-	59,600	-	59,600
	%	n/a	45.1%	-29.2%	n/a	11.7%	n/a	11.7%
Office of the President	2015/2016	-	478,010	444,869	-	922,879	-	922,879
	2016/2017	-	510,756	416,586	-	927,342	-	927,342
	Inc. (Dec.)	-	32,746	(28,283)	-	4,463	-	4,463
	%	n/a	6.9%	-6.4%	n/a	0.5%	n/a	0.5%
Equity Services	2015/2016	-	419,118	41,344	-	460,462	-	460,462
	2016/2017	-	430,458	54,844	-	485,302	-	485,302
	Inc. (Dec.)	-	11,340	13,500	-	24,840	-	24,840
	%	n/a	2.7%	32.7%	n/a	5.4%	n/a	5.4%
University Communications	2015/2016	-	966,510	673,924	-	1,640,434	-	1,640,434
	2016/2017	-	1,006,685	652,257	-	1,658,942	-	1,658,942
	Inc. (Dec.)	-	40,175	(21,667)	-	18,508	-	18,508
	%	n/a	4.2%	-3.2%	n/a	1.1%	n/a	1.1%
Salary Reallocations	2015/2016	213,447	(213,447)	-	-	-	-	-
	2016/2017	67,706	(67,706)	-	-	-	-	-
Total - President	2015/2016	213,447	2,205,659	1,498,223	-	3,917,329	-	3,917,329
	2016/2017	67,706	2,361,365	1,398,260	-	3,827,331	-	3,827,331
	Inc. (Dec.)	(145,741)	155,706	(99,963)	-	(89,998)	-	(89,998)
	%	-68.3%	7.1%	-6.7%	n/a	-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 \$
Advancement								
Advancement	2015/2016	-	3,466,040	1,546,720	-	5,012,760	(50,000)	4,962,760
	2016/2017	-	3,684,668	1,503,199	(95,000)	5,092,867	(50,000)	5,042,867
	Inc. (Dec.)	-	218,628	(43,521)	(95,000)	80,107	-	80,107
	%	n/a	6.3%	-2.8%	n/a	1.6%	0.0%	1.6%
Total - Advancement								
	2015/2016	-	3,466,040	1,546,720	-	5,012,760	(50,000)	4,962,760
	2016/2017	-	3,684,668	1,503,199	(95,000)	5,092,867	(50,000)	5,042,867
	Inc. (Dec.)	-	218,628	(43,521)	(95,000)	80,107	-	80,107
	%	n/a	6.3%	-2.8%	n/a	1.6%	0.0%	1.6%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
University Budgets								
Staff Benefits	2015/2016	-	-	45,627,000	-	45,627,000	(8,000)	45,619,000
	2016/2017	-	-	46,844,000	-	46,844,000	(8,000)	46,836,000
	Inc. (Dec.)	-	-	1,217,000	-	1,217,000	-	1,217,000
	%	n/a	n/a	2.7%	n/a	2.7%	0.0%	2.7%
Utilities	2015/2016	-	-	8,940,000	-	8,940,000	-	8,940,000
	2016/2017	-	-	9,129,000	-	9,129,000	-	9,129,000
	Inc. (Dec.)	-	-	189,000	-	189,000	-	189,000
	%	n/a	n/a	2.1%	n/a	2.1%	n/a	2.1%
Cleaning and Facility Maintenance	2015/2016	-	-	2,845,000	-	2,845,000	-	2,845,000
	2016/2017	-	-	2,980,000	-	2,980,000	-	2,980,000
	Inc. (Dec.)	-	-	135,000	-	135,000	-	135,000
	%	n/a	n/a	4.7%	n/a	4.7%	n/a	4.7%
Building Retrofits & Deferred Mtce	2015/2016	-	-	15,100,000	-	15,100,000	-	15,100,000
	2016/2017	-	-	14,800,000	-	14,800,000	-	14,800,000
	Inc. (Dec.)	-	-	(300,000)	-	(300,000)	-	(300,000)
	%	n/a	n/a	-2.0%	n/a	-2.0%	n/a	-2.0%
Capital Improvements	2015/2016	-	-	2,000,000	-	2,000,000	-	2,000,000
	2016/2017	-	-	2,000,000	-	2,000,000	-	2,000,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Insurance	2015/2016	-	-	890,000	-	890,000	-	890,000
	2016/2017	-	-	890,000	-	890,000	-	890,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Taxes	2015/2016	-	-	1,788,350	-	1,788,350	-	1,788,350
	2016/2017	-	-	1,796,525	-	1,796,525	-	1,796,525
	Inc. (Dec.)	-	-	8,175	-	8,175	-	8,175
	%	n/a	n/a	0.5%	n/a	0.5%	n/a	0.5%
Professional Fees	2015/2016	-	-	572,000	-	572,000	-	572,000
	2016/2017	-	-	572,000	-	572,000	-	572,000
	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	2015/2016	-	-	1,870,000	-	1,870,000	-	1,870,000
	2016/2017	-	-	1,855,000	-	1,855,000	-	1,855,000
	Inc. (Dec.)	-	-	(15,000)	-	(15,000)	-	(15,000)
	%	n/a	n/a	-0.8%	n/a	-0.8%	n/a	-0.8%
Mandated Student Aid	2015/2016	-	-	11,439,000	-	11,439,000	-	11,439,000
	2016/2017	-	-	12,937,000	-	12,937,000	-	12,937,000
	Inc. (Dec.)	-	-	1,498,000	-	1,498,000	-	1,498,000
	%	n/a	n/a	13.1%	n/a	13.1%	n/a	13.1%
Undergraduate Student Support	2015/2016	-	-	7,939,000	-	7,939,000	-	7,939,000
	2016/2017	-	-	8,239,000	-	8,239,000	-	8,239,000
	Inc. (Dec.)	-	-	300,000	-	300,000	-	300,000
	%	n/a	n/a	3.8%	n/a	3.8%	n/a	3.8%
Graduate Student Support	2015/2016	-	-	24,057,559	-	24,057,559	-	24,057,559
	2016/2017	-	-	24,799,454	-	24,799,454	-	24,799,454
	Inc. (Dec.)	-	-	741,895	-	741,895	-	741,895
	%	n/a	n/a	3.1%	n/a	3.1%	n/a	3.1%
University Memberships	2015/2016	-	-	444,500	-	444,500	-	444,500
	2016/2017	-	-	444,500	-	444,500	-	444,500
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Convocation	2015/2016	-	-	590,000	-	590,000	-	590,000
	2016/2017	-	-	590,000	-	590,000	-	590,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Bank Charges	2015/2016	-	-	110,000	-	110,000	-	110,000
	2016/2017	-	-	110,000	-	110,000	-	110,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Daycare Maintenance	2015/2016	-	-	30,000	-	30,000	-	30,000
	2016/2017	-	-	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	2015/2016	-	-	1,285,000	-	1,285,000	-	1,285,000
	2016/2017	-	-	1,300,000	-	1,300,000	-	1,300,000
	Inc. (Dec.)	-	-	15,000	-	15,000	-	15,000
	%	n/a	n/a	1.2%	n/a	1.2%	n/a	1.2%
Computing Infrastructure	2015/2016	-	-	1,400,000	-	1,400,000	-	1,400,000
	2016/2017	-	-	4,200,000	-	4,200,000	-	4,200,000
	Inc. (Dec.)	-	-	2,800,000	-	2,800,000	-	2,800,000
	%	n/a	n/a	200.0%	n/a	200.0%	n/a	200.0%
Joint Program Costs	2015/2016	-	-	2,185,000	-	2,185,000	-	2,185,000
	2016/2017	-	-	2,185,000	-	2,185,000	-	2,185,000
	Inc. (Dec.)	-	-	-	-	-	-	-
	%	n/a	n/a	0.0%	n/a	0.0%	n/a	0.0%
Interfund Transfers	2015/2016	-	-	(1,371,300)	-	(1,371,300)	-	(1,371,300)
	2016/2017	-	-	(371,300)	-	(371,300)	-	(371,300)
	Inc. (Dec.)	-	-	1,000,000	-	1,000,000	-	1,000,000
	%	n/a	n/a	-72.9%	n/a	-72.9%	n/a	-72.9%
Total - University Budgets	2015/2016	-	-	127,741,109	-	127,741,109	(8,000)	127,733,109
	2016/2017	-	-	135,330,179	-	135,330,179	(8,000)	135,322,179
	Inc. (Dec.)	-	-	7,589,070	-	7,589,070	-	7,589,070
	%	n/a	n/a	5.9%	n/a	5.9%	0.0%	5.9%

		Full-time Academic Salaries \$	Full-time Non-Academic Salaries \$	Other Expenditures \$	Internal Expense Recoveries \$	Total Expenditures \$	Departmental Revenue \$	Net Allocation \$
Provisions and Contingencies								
Provisions and Contingencies	2015/2016	-	-	55,505,278	-	55,505,278	-	55,505,278
	2016/2017	-	-	67,887,889	-	67,887,889	-	67,887,889
	Inc. (Dec.)	-	-	12,382,611	-	12,382,611	-	12,382,611
	%	n/a	n/a	22.3%	n/a	22.3%	n/a	22.3%
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Total - Provisions and Contingencies	2015/2016	-	-	55,505,278	-	55,505,278	-	55,505,278
	2016/2017	-	-	67,887,889	-	67,887,889	-	67,887,889
	Inc. (Dec.)	-	-	12,382,611	-	12,382,611	-	12,382,611
	%	n/a	n/a	22.3%	n/a	22.3%	n/a	22.3%