



Carleton University

2018-2019 Budget Report

2018-2019 Operating Budget Notes

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April 2018

1.0 Introduction

In 2017, the university marked its 75th anniversary with a number of events to celebrate this milestone. Last year was also a time of leadership transition in many areas of the university, including the arrival of Alastair Summerlee as interim president. Change will continue to be a trend in 2018-2019, as more senior leadership transition is expected, new buildings on campus open for business and the university takes innovative approaches to attract the best and brightest students and faculty.

Carleton University's budget planning process formally begins in the fall with input from the Board of Governors and discussions with faculty and staff about emerging priorities and future pressures. The budget is also influenced by the university's five-year Strategic Integrated Plan: *Sustainable Communities – Global Prosperities*, which sunsets in 2018. The development of a new SIP is underway. This will create the opportunity for campus stakeholders to participate in setting the vision, goals, and strategic direction for future years. Carleton is well positioned financially and can plan from a position of strength.

This year, themes that have emerged include: the development of a new overarching vision, approaches to develop academic leadership and experimentation, branding and communication strategy, and options to enhance the value of Carleton's assets (including intellectual property and facilities).

In 2017, Carleton signed a new Strategic Mandate Agreement (SMA2) with the Ministry of Advanced Education and Skills Development (MAESD), which includes a new model for enrolment-based core funding (using a corridor approach). This new funding model also consolidates a number of existing grants into three major categories: Enrolment, Differentiation, and Special Purpose.

The SMA2 will gather information on system-wide and institutional initiatives grouped under the broad themes of: a) student experience, b) innovation in teaching and learning excellence, c) access and equity, d) research excellence and impact, and e) innovation, economic development, and community engagement. Activities under each theme will provide opportunities for innovative research and learning such as experiential learning, which will engage students with business, government, and community organizations. The information thus collected will serve to support performance metrics that will have an impact on Carleton's Student Success and Differentiation Grant, starting in 2020-2021 (representing between 8%-10% of total provincial grant funding).

In negotiating the new Strategic Mandate Agreement, Carleton aligned its Strategic Transformation Groups (STGs) initiatives to the SMA2 metrics that include retention, graduation, employment and research.

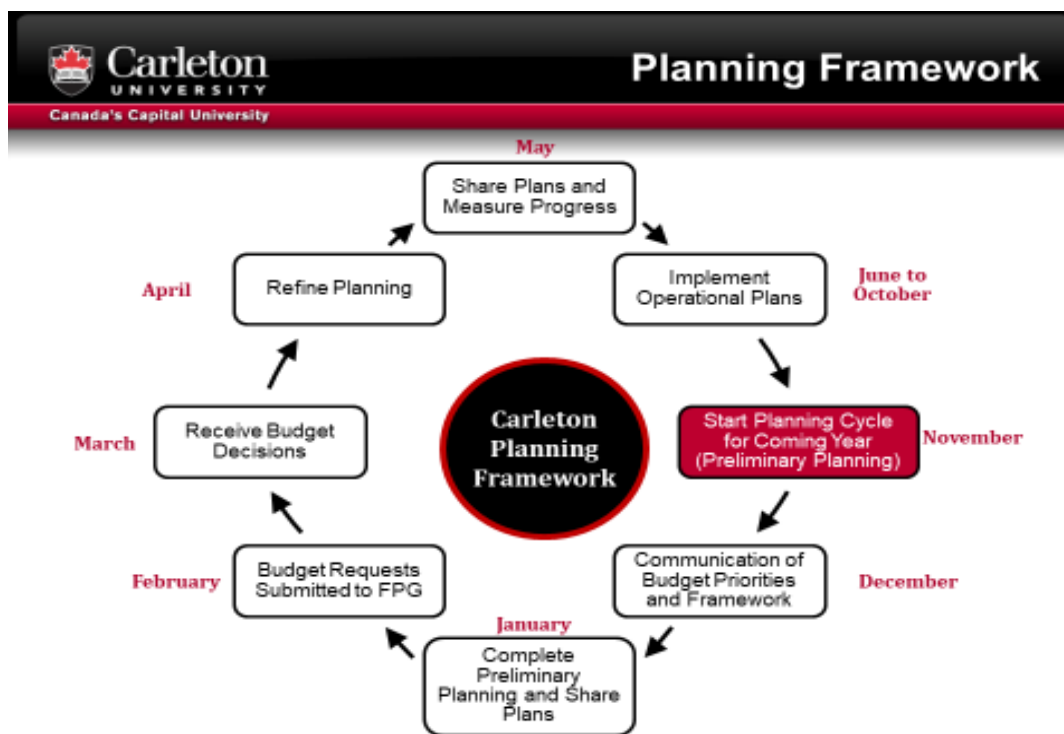
The Budget Process

The university's budgeting process is built on prudent financial management with emphasis on containing costs and investing in strategically focused initiatives. Maintaining healthy reserves to have the capacity to address operating contingencies and planned projects provides Carleton with a stable operating environment. The 2018-2019 budget continues to build on this established foundation and approach.

Financial Services, in conjunction with the Office of Institutional Research & Planning, begins the planning process in mid to late fall. The plan starts with the base budget and includes forecasts of anticipated compulsory changes in revenues and expenditures. Subsequently, additional base and discretionary funds are available for allocation and/or reductions are determined to achieve a balanced budget.

Budget preparations include a series of steps that take place at specific times throughout the year, as is outlined in the Carleton University Planning Framework below. The process is co-ordinated

through the Financial Planning Group (FPG) which is made-up of senior leadership, supported by staff and chaired by the President.



The FPG relies on extensive input and consultation with various groups across campus, specifically the Strategic Integrated Planning Committee (SIPC). This committee - made up of the President, Vice-Presidents, Associate Vice-Presidents, and Deans - meets regularly throughout the year to review and discuss strategic initiatives and plans for future ideas that support and advance the university's strategic plan. Consultations with key stakeholders are an important part of the budget planning process. Recommendations from SIPC are assigned to Strategic Transformation Groups (STIGs), established to oversee the implementation of specific strategic initiatives, and to inform SIPC about emerging budget priorities.

The President, Vice-Presidents, Deans, University Librarian and the Chief Advancement Officer determine the resources required by their respective Resources Planning Committees (RPCs) to ensure that priorities are adequately funded. For the faculties, annual allocations are affected by the university's Enrolment-Linked Budget Allocation (ELBA), which provides the faculties with a share of additional revenue received from enrolment growth. The ELBA money is built into the faculty base budget over time and is meant to cover cost increases in teaching/research, lab infrastructure and equipment, as well as student support. The academic and administrative RPCs can carry-forward unspent budgets as a contingency against unexpected change in revenue/expenses, for short-term planning and development needs, and for longer-term strategic initiatives.

The Finance and Administration division obtains information from numerous sources about the factors that may impact the budget from one year to the next. This includes such things as expected enrolment growth, inflation forecasts, future capital investments, and provincial grants. Economic, regulatory and operational risks are also assessed at the enterprise level and reflected in the budget assumptions. The division also manages other revenue projections including, covering tuition fees, grants, investment income, and recurring annual expenses, student support, mandated student aid, maintenance and other operating costs.

The FPG reviews budget submissions with each RPC manager. Following this review process, the Operating Budget is prepared and presented to the Finance Committee of the Board for review and recommendations to the Board of Governors. The Board of Governors ultimately approves the university's Operating Budget.

Funds Description and Structure

Financial Services oversees the development, forecasting and presentation of the university's operating and ancillary budgets.

The operating budget represents the resources available to the academic and administrative departments to support teaching and research. It is funded by operating grants, tuition fees and other general revenues. The operating budget is divided into budgetary units called Resource Planning Committees (RPCs), and each RPC is responsible for the financial health of the departments within it.

The ancillary budgets represent units that are supportive of Carleton's academic and research mission but are not directly related to its primary functions. Each ancillary is required, at minimum, to be self-supporting. This includes units such as Athletics, Residence Life, Dining Services, Parking and the Bookstore.

As currently mandated by the Board of Governors, the operating budget must be balanced each year. Financial Services uses a multi-year base budget planning cycle to ensure that this objective is achievable each year over the long term. The base budget refers to the ongoing, annualized amount for both revenues and expenditures. The fiscal budget, which represents the current year's actual budget, is formulated from the base budget, adjusted for any one-time changes, such as partial-year salary adjustments, term positions or one-time only grants and other income/expense items.

Certain funds are restricted, either internally or externally. Internally restricted funds (i.e. reserves) are established to address future commitments, such as student aid, academic programs, or investments to improve the campus facilities and infrastructure. Funds can also be designated by the Board of Governors for unrestricted endowment, in which case the annual income and the principal can be used at its discretion. The university also maintains restricted funds, which a donor/grantor has designated as such. In all cases, the capital of restricted endowment funds must be maintained and, in most cases, the income must be spent in accordance with specific donor/grantor wishes.

Goals and Objectives

As part of its annual planning cycle, the Strategic Integrated Planning Committee (SIPC) met in January to review Carleton's strategic direction and identified goals and objectives for the upcoming budget year. It was agreed that the work of the STGs would continue in the areas of student retention, graduation, and employability, as well as support for research. In addition, it was determined that an additional STG would be created to address internal collaboration (interdisciplinary) issues and community engagement.

The SIPC recommended that a multi-year financial plan be developed to assess the base funding requirements of the various Resources Planning Committees (RPCs), including identifying recurring expenditures presently funded through one-time fiscal appropriations.

The Committee also endorsed the following operating priorities for the coming year:

- The creation of university investment funds to support proposals to improve performance metrics (as determined through the SMA metrics and the STGs)
- Strengthen Carleton's Indigenous faculty and community
- Improve student scholarships to enhance recruitment and retention

- Develop a branding and communications plan, and an external-relations strategy

Priorities and Issues

The operating priorities for the coming year are largely influenced by the Carleton Strategic Integrated Plan (SIP) and the Strategic Mandate Agreement (SMA2). The SMA2 contains the shared objectives and priorities between the Ontario Government and Carleton University, and is expected to provide funding predictability during a time of stable or declining enrolments. In essence, undergraduate grant funding for the duration of the agreement (2017-2018 to 2019-2020), will remain fixed assuming that enrolment stays within a corridor range, identified as a maximum variation of (plus/minus) +/-3%.

The shared objectives and priorities outlined in our SMA2 will be tracked using performance metrics that will have an impact on our differentiation-funding, beginning in SMA3. The areas of measurement include:

- Student Experience
- Innovation in Teaching and Learning Excellence
- Access and Equity
- Research Excellence and Impact
- Innovation, Economic Development, and Community Engagement

Budget Pressures

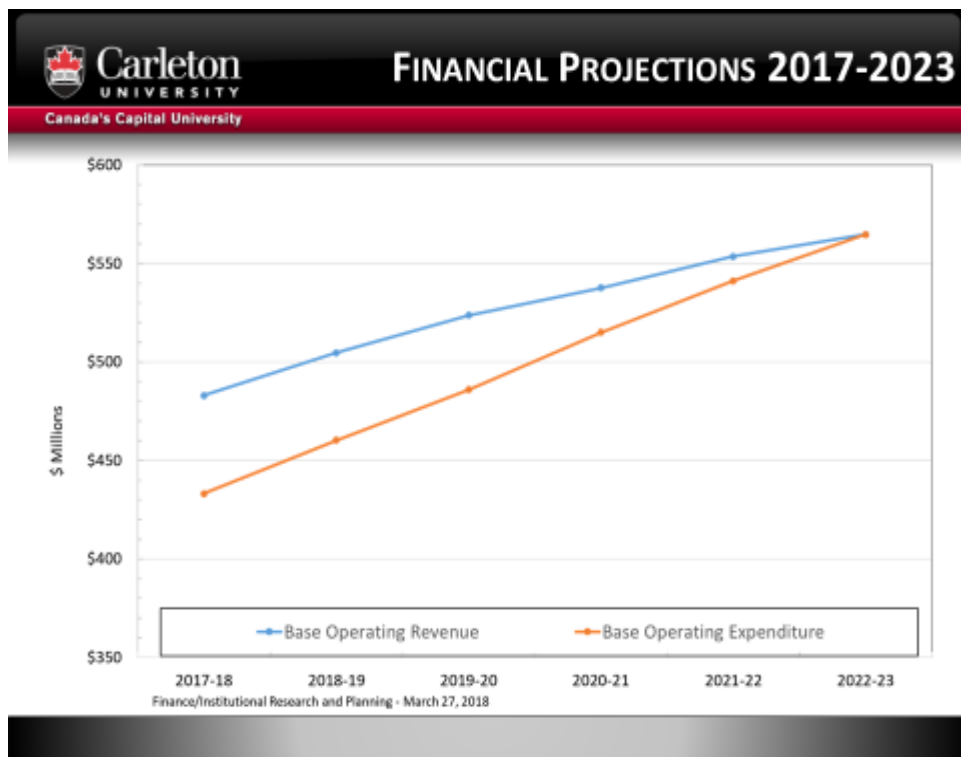
Although Carleton is currently in a strong financial position, future year's *expenditures are expected to increase faster than our expected revenues*.

With the new SMA, the provincial government has fixed enrolment grant funding for the period 2017-2018 to 2019-2020, which represents 34% of Carleton's operating revenue (budget 2018-2019). There is no assurance that funding will be available for future growth nor sufficient to cover annual increases for salaries, benefits, and operating expenses.

As well, starting in 2020-2021, up to 10% of enrolment grant funding will be at risk, subject to meeting negotiated performance metrics (SMA3). Tuition fees are subject to a regulated cap with 2018-2019 rates averaging 3%.

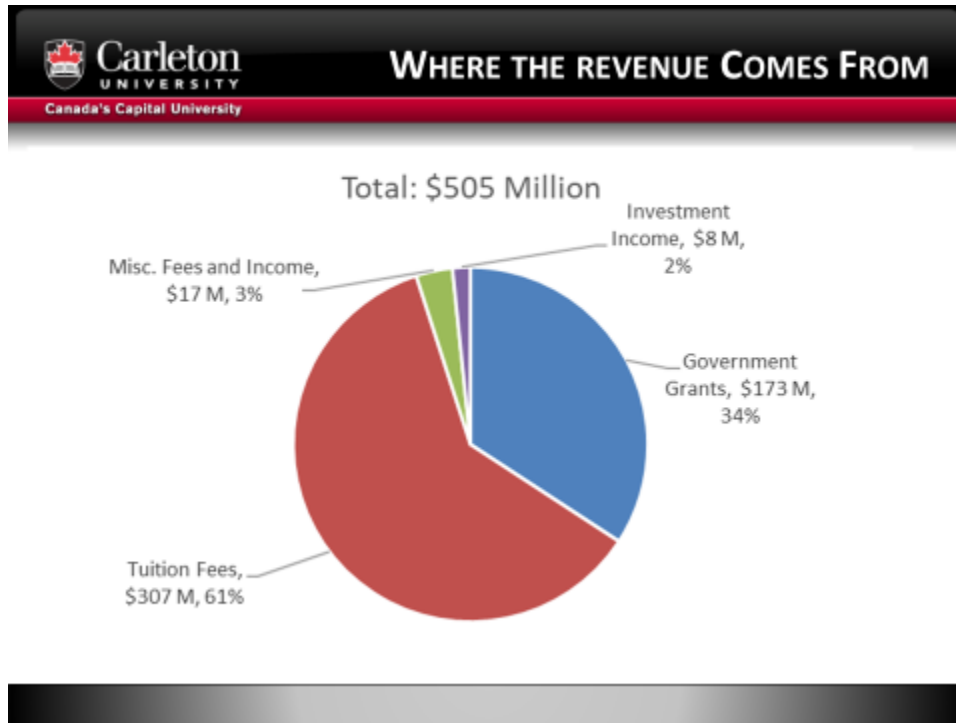
In past years, the university was able to manage annual cost increases through growth of both domestic and international students. Going forward, sources of additional revenue will be contained by tuition fee increases (subject to the regulated cap) and growth from international students.

We expect that costs will continue to rise faster than revenue. Based on what we currently know, we can project that our operating revenue will rise by about 3% per year, and our base expenditures by 6%. On that basis, our current fiscal operating surplus (needed to cover capital projects, strategic investments, one-time pension funding) will be depleted by 2021-2023.

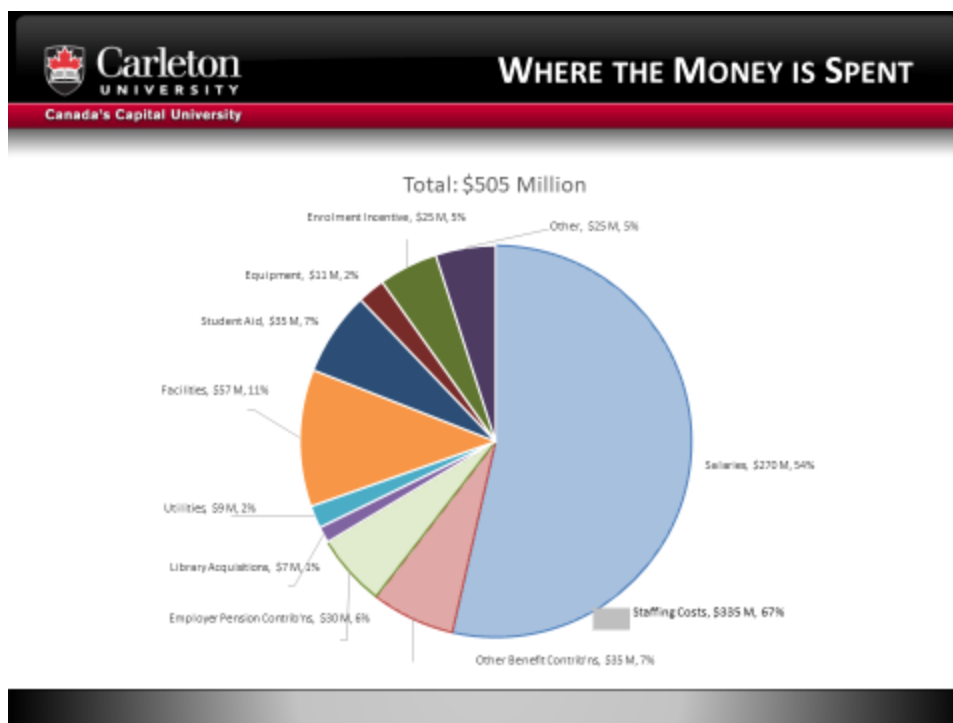


What remains unknown at this point and what could add significant costs to the university's Operating Budget, for example, is Bill 148 (*Fair Workplaces, Better Jobs Act, 2017*), concerning the equal pay for equal work for casual, part-time, temporary and seasonal employees.

Budget Overview



- Tuition and Fees: The revenue from students represents the largest source of revenue, at approximately 61%.
- The Ontario Government is the second largest source of funding. For 2018-2019, 34% of the university's funding will come from the provincial government, covering the basic enrolment grant, the student success and differentiation grant, and special purpose grants. Also included in operating grants is funding for federal research overheads of just under 1% of total revenue.
- Miscellaneous fees and income amounting to an estimated 3% of revenue comes mostly from application fees, deferred payments/late registration, overhead recoveries and departmental income.
- Finally, budgeted interest income, at 2% of total revenue is generated from cash investments, endowments, and interest charged to ancillaries for internal loans.



The consolidated operating budget of \$505 million is spent in the following areas:

- Essential to the university's success mission is its people. Salaries and benefits (including pension contributions), is by far the most significant expense category. Of the \$505M, 67% goes toward salaries and benefits.
- The next most significant expenditure, at 12%, is for equipment, utilities, facilities, maintenance, and renovations, which are essential for operating and maintaining the campus infrastructure.
- Another important area of spending for the university at 12% of total expenses, addresses student aid and enrolment incentives. This funding is in addition to the revamped Ontario Student Assistance Program (OSAP), which makes average tuition free for students from lower income families.
- The remaining areas of expenditure, amounting to 10% of the budget, include library acquisitions, campaign matching, research support, supplies, and travel.

Budget Allocations 2018-2019¹

Operating income in budget 2018-2019, is expected to come in \$34.6M higher than in budget 2017-2018. The increase is mostly additional tuition income of \$32.8M (higher enrolment growth in 2017-2018 vs. budget, and average tuition fee increases of 3%), grants of \$0.9M, miscellaneous fees of \$0.5M, and departmental income of \$0.4M.

With the view to maintaining a balanced budget for 2018-2019, operating expenditures are also expected to be \$34.6M higher than in 2017-2018. This change is the result of new allocations totaling \$72.1M, offset by net retirement savings of \$0.6 million and \$36.9M of prior year fiscal-only allocations. Proposed new allocations include:

President's Office - \$0.7M and Advancement - \$0.6M

A co-ordinated, multi-level strategy is proposed to enhance Indigenous participation at Carleton that support students, retention and graduation for Indigenous students, pre-doctoral training for potential faculty members and to increase the number of faculty members across the institution.

Separation of the offices of Legal Counsel and University Secretary and rationalization of the budgets and funding of these two operations are required to address increased workloads to meet regulatory requirements.

A comprehensive communications plan and budget will be developed in conjunction with the appointment of the new president. In the interim, funding will be made available to improve management of emerging issues and promote the university both internally and externally.

Additional funding for Advancement is required to cement gains made, secure outstanding pledges, and steward long-term partnerships and donor commitments from the campaign. We propose opportunities for Carleton to rally under the spirit of “*Here for Good*” to capitalize on new philanthropic opportunities, engage new partners, and vastly expand the profile and presence of Carleton within the community.

Academic (*Provost, Faculties, MacOdrum Library*) - \$8.7M

Our academic requests for 2018-2019 are reflected in the priorities established through Carleton's Strategic Integrated Plan (SIP) and operationalized by the Strategic Transformation Groups (STGs). The SIP and STGs continue to serve as our primary basis for establishing budget priorities, with an emphasis on improving performance in areas of student retention, graduation, and employability. These intertwine with support for specific initiatives to improve key metrics that will be used as part of the SMA3 performance-based funding from 2020 onwards – most importantly, increasing high impact practices (HIPs), addressing retention and graduation initiatives (DFW rates), and investing in experiential learning, and employability. Some provisions will be through additional student scholarships to enhance recruitment and retention activities. However, there are also a mixture of base and fiscal allocations to address these priorities including funds for an Experiential Learning Strategic Development Fund, strategic initiatives in the Provost Office to address graduate and retention rates, encourage experiential learning and promote community engagement. We will provide funding for ongoing activities that such as support for faculty development, the Indigenous Education Council and its activities, a research data centre in the library, a new engineering laboratory, and the relocation of researchers to ARISE.

In addition to the multi-level strategy to enhance Indigenous participation at Carleton, the university will also develop strategies to promote and balance pressures with graduate student enrolment. There is a strategic need to increase the graduate cohort and achieve domestic quotas. We need to recognize different pressures in different faculties and support students, including international students with additional scholarships and funding. A large allocation will come from the central university budget. As well, the addition of one new base-funded Graduate Services Officer at FGPA is proposed as a strategic investment, supporting the recruitment exercise, and maintaining the present high-quality administrative service to all graduate students.

Students Support and Enrolment - \$2.3M

As part of the Strategic Transformation Groups (STGs) initiatives and in line with the SMA2 performance metrics, the Office of the Vice President (Students and Enrolment) has set the following goals and priorities for 2018-2019:

- **Enrolment Management**

Additional staff resources will provide personalized recruitment and help increase applications and conversions. International student recruitment will be expanded in new and innovative ways

including webcasts, live online chats and social media engagement such as Facebook Live thereby targeting strategic populations at different points in the recruitment cycle.

- Student Success

The 2018-2019 allocations will see investments in students' mental health to pilot new approaches and reduce wait times. New programs, such as Same Day Appointment "single session" support and dog therapy will support harm reduction and continue student-led mental health initiatives over the academic year. For academic support, funding for additional staff and programming will connect more students with high-impact practices and will support students to graduation. Programs such as supplemental instruction, accessibility support, international student support, Bounce Back, mandatory advising, yearly transitions, data analysis and mentorship programs will provide the mechanism for success.

- Employability

Allocated resources provided in the 2018-2019 budget will increase employment opportunities for students and help students understand their transferable skills learned in their programs and how those can apply in the workplace. Additional resources for the Accessible Career Transitions (ACT) program will accommodate the increasing number of students with disabilities, thereby helping Carleton maintain its status as Canada's most accessible university.

Research and International - \$1.9M

To raise research performance, resources will be invested to support researchers through expanded IT capacity, dedicated expertise in grant applications and analysis, seed funding, and elimination of internal barriers. Equipment funding for initiating strategic research clusters will make possible partnerships with industry, governments, international, NGOs, national research labs, diplomatic community, cultural communities, museums, and healthcare organizations. By expanding support to researchers, the university can expect higher engagement by faculty members, including junior researchers, senior researchers, adjunct research professors, and retired professors.

Finance and Administration - \$5.5M

Information Technology Services (ITS) has developed a joint proposal² with the Office of the Vice-President (Research and International) for IT Research Support that would see current capabilities augmented in areas of: web presence, development and security capabilities, centralization of licensing, and one-stop IT support for researchers. Budget 2018-2019 proposes to implement the first phase of this plan.

Capital projects are critical to meeting the university's strategic goals and involve increasingly complex management of client demands and activities, and external demands, such as Ontario's greenhouse gas reductions (cap and trade) regulations. The strengthening of the construction project management office and implementation of an integrated project management system will formalize project management practices and improve reporting capabilities.

Increased IT and physical security concerns, government reporting requirements (SMA2 metrics), payment card industry security standards (PCI), safety regulations (stationary engineers) and governance (risk management), have added to the administrative costs of the university. These additional requirements and their associated costs are necessary investments to protect the university against physical and virtual risks that could have a significant impact on the longer-term financial viability of the institution.

Projects planned for 2018-2019 also include offices consolidation, signage upgrade, and various others.

University Budget (*annual recurring expenses*) - \$15.6M

The most significant increases in the university budget relate to improving student experience and cover mandatory student aid, building retrofits and classroom improvements, and upgrades to the campus-computing infrastructure. Employee benefits are also expected to increase due largely to changes in Ontario's Pension Benefits Guarantee Fund contributions, which will double in 2019 (from \$1.3M to \$2.6M).

Provisions and Contingencies - \$36.8M

Provisions and contingencies cover new contingencies for 2018-2019, enrolment linked budget allocations (ELBA), and building capital projects. The university has allocated \$22.4M towards the funding of new buildings on campus. The allocation includes \$8.5M for immediate funding needs for the ARISE building, \$9M to replenish the capital reserve for draws made on it for the Health Sciences Building, while the balance of \$4.9M is allocated to the capital reserve for new capital initiatives.

¹ Refer to the 2018-2019 Operating Budget Notes for more information.

² Full details are available in the Enhance IT Support for Research and Graduate Students proposal

Capital Investment Program

Carleton's capital budgeting process provides an opportunity to establish the university's long-term needs for new facilities and upgrades of existing ones. The Campus Master Plan sets the parameters, policies and directions for the physical development of the campus – its buildings, landscapes, movement systems and general infrastructure. The Campus Master Plan was last reviewed in June 2016.

Capital projects to meet the needs of ancillary activities can be financed through debt but must be fully funded through ancillary revenues. Non-ancillary projects are normally funded through a combination of operating appropriations and external sources (e.g. government, donors). The use of capital reserves ensures that funding for projects is available when required.

The Board of Governors, following recommendations from both the Building Program and Finance committees, approves capital projects over \$5 million. The Building Program and Finance committees also exercise oversight of the completion of capital projects.

Capital Expenditures 2018-2019

The major capital projects underway in 2018-2019 includes:

- The \$29.5M Advanced Research and Innovation in Smart Environments (ARISE) is expected to be substantially completed in fall 2018. It is jointly financed by Carleton and through the federal government's post-secondary institutions Strategic Investment Fund (SIF).
- The construction of a +\$20M Cogeneration facility funded, in part, by a contribution from Ottawa Hydro.

- The new Sprott School of Business, a \$52M building funded, in part, by a generous donation from the Nicol family of Ottawa.

Other projects in the 2018-2019 Capital Budget cover various energy renewal projects (\$9M) also funded in part by the SIF program. Carleton will also invest in carbon reduction projects financed by an interest-free loan of \$7.6M, as part of the provincial government's emission reduction targets under the Climate Change Action Plan.

In addition, following a comprehensive facility condition assessment conducted in 2015, the university is working through a \$140-million (10 years) plan to significantly reduce the level of deferred maintenance throughout the campus.

Performance Measures

Carleton's Strategic Integrated Plan (2013-2018) contains many initiatives and performance measures to meet specified targets in areas of teaching and research excellence, student and employee satisfaction, and organizational strength. These will be consolidated into the SMA2's new system-wide and institutional performance metrics¹ referenced earlier, in the **Priorities and Issues** section.

The period covered by SMA2 (2017-2020) will be a transitional phase during which the Ministry of Advanced Education and Skills Development (MAESD) will work with universities to refine the performance metrics identified in the SMA2. This will help ensure metrics and targets are aligned with both institutional and government priorities. Starting with SMA3, performance against targets will impact government grant funding within the Student Success and Differentiation Grant (worth between 8% and 10% of total government grants). To that end, the university has assigned the following weights to the SMA metrics:

- Student Experience – 20%
- Teaching and Learning – 20%
- Access – 10%
- Research Excellence – 40%
- Community Impact – 10%

This weighting balance reflects Carleton's comprehensiveness, and the fact that we are both research and teaching intensive in our outlook and our activities. Research Excellence and Community Impact are both critical aspects of the university's academic mission, and together they define how Carleton impacts our region and the world through research productivity and application, innovation, entrepreneurship, external partnerships, and community engagement. Together, these two envelopes constitute 50% of our priority weighting. The other half is comprised of Student Experience, Teaching and Learning, and Access. These three areas all focus on the central academic mission of the university to teach and create a superb learning environment for all of our students. As a result, half of our priority weighting focusses on student learning and half on research and external impacts of the work of the university. Carleton's Strategic Mandate Agreement 2017-2020 can be found at: carleton.ca/provost/wp-content/uploads/Carleton-University-SMA-2017.pdf.

The future looks bright for Carleton University and our robust budgeting process will ensure that we are on solid ground to address issues that face our campus community.

1.1 Operating Result

Appendix A to these notes shows the expected operating result for the 2017-2018 fiscal year, as well as the proposed operating budget for 2018-2019. The details are as follows:

Carleton University – 2018-2019 Budget Notes

	2017-2018 <i>Budget</i>	2017-2018 <i>Projected Actuals</i>	2018-2019 <i>Proposed Budget</i>
	(\$000's)	(\$000's)	(\$000's)
Income	470,069	490,085	504,645
Expenditures and Transfers	470,069	480,000	504,645
Net Result	-	10,085	-

The following sections compare the 2018-2019 Proposed Budget with the 2017-2018 Approved Budget.

2.0 Operating Income

Operating income is expected to total \$504,645,000, \$34,576,000 in excess of the 2017-2018 Approved Budget and \$14,560,000 in excess of the projected 2017-2018 results. The \$34,576,000 is the sum of: increased grant income of \$863,000; increased tuition income of \$32,798,000; increases in miscellaneous fees and income of \$542,000; and an increase of \$373,000 in departmental income. Each category is reviewed below.

2.1 Government Operating Grants

Government grants for 2018-2019 are projected to be \$863,000 above that in the 2017-2018 Approved Budget.

	2017-2018 <i>Budget</i>	2017-2018 <i>Projection</i>	2018-2019 <i>Proposed Budget</i>	<i>Budget Change</i>
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Core Operating Grant	132,127	153,852	153,816	21,689
International Student Recovery	(2,510)	(2,733)	(2,735)	(225)
Accessibility Fund	27,247	-	-	(27,247)
Access to Higher Quality Education	6,311	-	-	(6,311)
Municipal Tax Funding	1,576	1,576	1,609	33
Performance Funding	669	12,565	13,565	12,896
Provincial Research Overheads	562	590	590	28
Federal Research Overheads	4,557	4,557	4,557	-
Other grants	1,205	1,205	1,205	-
Grants offset by additional expense	-	4,863	-	-
Total	171,744	176,475	172,607	863

In late 2017, the Ministry of Advanced Education and Skills Development (MAESD) implemented its new funding model that is to provide predictable, enrolment-based core funding based on a corridor funding system. The design of the new funding model is based on realigning a number of existing grants and includes three major components: Enrolment, Differentiation, and Special Purpose.

The majority of variations in the table above reflect the model redesign whereby enrolment accessibility grants have been rolled into the core operating grants and existing quality and performance grants have been reallocated to the differentiation envelope.

The overall increase in the proposed grant income budget is a result of expected increases in the performance-related funding, offset by a small increase in the international student recovery.

Other grants include Access for the Disabled and Credit Transfer funding, while grants offset by additional expense relate to special purpose grants received during the year from the Ministry for targeted initiatives such as student success and financial support. The proposed opening budget for 2018-2019 does not include amounts for these restricted grants, and will be adjusted during the year as amounts are confirmed and received.

2.2 Tuition Fees

On Dec. 15, 2016, the MAESD announced a two-year extension on the current tuition framework, originally provided in 2013, which keeps 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 23, 2017 meeting.

The following compares tuition revenue by category from the Approved 2017-2018 Budget to the 2018-2019 Proposed Budget:

	2017-2018 Budget	2017-2018 Projection	2018-2019 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Undergraduate Fees	219,273	230,826	247,236	27,963
Summer Session Fees	19,684	19,918	21,264	1,580
Graduate Fees	35,245	35,806	38,500	3,255
Total	274,202	286,550	307,000	32,798

Tuition revenues being projected in the Proposed Budget total \$307,000,000, which is \$32,798,000 more than those presented in the Approved 2017-2018 Budget. The current 2017-2018 tuition fee revenue estimate of \$286,550,000 accounts for \$20,450,000 of this increase, while the remaining variance of \$12,348,000 is due to both the 2018-2019 fee increases and overall enrolment growth. It is assumed that in fall 2018, Carleton will have a first-year, full-time enrolment of 6,543 students. This is a slight increase from fall 2017, which saw 6,523 first year students, 1.6% higher than the 6,418 that was assumed in the 2017-2018 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 \$10,741,000 which is \$542,000 more than that in the 2017-2018 Approved Budget. The main components are as follows:

	2017-2018 Budget	2017-2018 Projection	2018-2019 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Application Fees	2,130	2,255	2,335	205
Deferred Payment/Late Registration	2,345	2,445	2,345	-
Omnibus Fee	1,055	1,100	1,085	30
Other Fees and Charges	393	428	378	(15)
Miscellaneous fees subtotal	5,923	6,228	6,143	220
Overhead Recoveries	2,791	3,002	3,113	322
Rental of Facilities	776	776	776	-
Commission Income	175	203	175	-
Library Fines and Fees	50	50	50	-
Unrestricted Donations	75	145	75	-
Other	409	509	409	-
Miscellaneous income subtotal	4,276	4,685	4,598	322
Total	10,199	10,913	10,741	542

Beginning in 2018-2019, the university will manage its own graduation application process. The increase in application fees relates mostly to the retention of fees previously kept by the Ontario University Application Centre (OUAC). The increase in overhead recovery budget relates to the amounts received from professional development courses.

2.4 Short-Term Investment Income

Short-term investment income is expected to total \$8,250,000 for the 2018-2019 fiscal year.

The breakdown is as follows:

	2017-2018 Budget	2017-2018 Projection	2018-2019 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Investment income on cash flows	6,670	8,697	6,803	133
Endowment income*	260	282	282	22
Interest charges to ancillaries and internal loans	1,320	1,215	1,165	(155)
Total	8,250	10,194	8,250	-

* 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).

In 2015, the Investment Committee decided to invest \$100M of available operating cash in equity funds. To date, this decision has yielded higher than expected results, however the equity

funds are more susceptible to market risks. To mitigate this risk, and shield the operating budget from large variations in actual results, the short-term investment income budget will be set at \$8,250,000 and any variation in actual investment income earned will be appropriated to an investment income equalization fund.

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:

	2017-2018 Budget	2017-2018 Projection	2018-2019 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Co-op fees	2,326	2,223	2,543	217
CUOL sales and rentals	897	897	950	53
CIE workshop fees	825	823	877	52
Fall student orientation	525	520	525	-
ITS sales and rentals	331	331	331	-
General sales and services	232	306	253	21
Externally funded salaries	189	222	219	30
IMS sales and rentals	116	116	116	-
EDC mini courses	120	120	120	-
Trademark advertising	25	25	25	-
International Sponsorships	88	88	88	-
Other income offset by additional expense	-	282	-	-
Total	5,674	5,953	6,047	373

The increases in Co-op and CIE fee revenue is more a reflection of enrolment growth, with only a minor rate increases. The other income included in the projected results of 2017-2018 represent income specific to departments that is unexpectedly received during the year, such as directed donations, and is therefore not included in the opening budget.

3.0 Operating Expenditures

The Operating expenditure total proposed for 2018-2019 is \$504,645,000, which compares to \$470,069,000 in the 2017-2018 Approved Budget and \$480,000,000 in projected 2017-2018 actual expenditures.

3.1 Resource Allocation Guidance

The detailed allocation of resources is shown in section 3.2 below. The allocation of resources by the Financial Planning Group (FPG) was guided by the university's Strategic Integrated Plan (SIP). The Strategic Integrated Planning Committee (SIPC) met in January 2018 and established criteria to inform resource allocation decisions for 2018-2019. The criteria used, and examples of allocations made, are as follows:

- a) *Normalising base and fiscal budgets*, to recognize some expenses that were previously treated as fiscal (one-time) funding were in fact base (ongoing). Several staff positions would fall into this category, as they had been fiscally funded for some time and deemed to be ongoing by the FPG.
- b) *Support of specific initiatives to improve key metrics* that will be used as part of SMA3 performance based funding.
 - i) Investments in *enhancing the student experience* include: the addition of several faculty positions in all faculties; investments in the Library; the addition of staff positions related to mental health; the enhancements to student study space, staff positions dedicated to career and employment, and several other allocations.
 - ii) Investments in *innovation in teaching and learning excellence* include: allocations to the Experiential Learning Strategic Development Fund; allocations to the new and innovative Bachelor of Media Production and Design; the upgrading of science and engineering labs to include state of the art technology, and other allocations.
 - iii) Investments in *Access and Equity* include: the conversion to ongoing of two contract positions in the Ojikawnon Centre; the addition of an accessibility co-ordinator in the Paul Menton Centre; and, the earmarking of funds to initially fund five Indigenous faculty members.
 - iv) Investments in *Research Excellence and Impact* include: the addition of staff members in the office of the Vice-President (Research and International) to facilitate the processes involved in securing research funding; investment in research-related information technology; significant investments in start-up funds for new faculty members, and, the upgrading and construction of new research labs.
 - v) Investments in *Innovation, Economic Development and Community Engagement* include: allocations to support the new and innovative Cogeneration plant, scheduled to come on line during 2018-2019; the allocation of estimated operating costs for the community-based Dominion Chalmers Church acquisition, that is currently pending; and investments in Advancement to enhance the “Here for Good” identity and additional communications officers.
- c) *Proposals to increase Indigenous participation and community engagement* include the initial creation of five Indigenous faculty positions, and the ongoing investment in staff members for the Ojikawnon Centre.
- d) *Capital Investments* include fit-up costs for the new Arise and Health Science buildings, as well as renovations to several buildings including Robertson Hall, Nesbitt and Richcraft Hall.
- e) *Regulatory Requirements* have necessitated specific allocations to areas with a significant workforce making minimum wage (e.g. Library, Students and Enrolment). Regulatory requirements have also dictated the addition of Stationery Engineer positions in the heating plant, as well as payment card industry standards in Financial Services and ITS. The university is also facing increases in several categories of staff benefits.

3.2 Compulsory and Discretionary Resource Allocation

The resource allocations, including provisions and contingencies, for 2018-2019 include:

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
a) Faculty of Arts and Social Sciences	(419)	1,460	1,460
b) Faculty of Public Affairs	(155)	969	619
c) Sprott School of Business	(10)	145	253
d) Faculty of Science	-	1,368	3,648
e) Faculty of Engineering and Design	(57)	226	576
f) Provost and Vice-President (Academic)	-	525	1,382
g) Vice-President (Students and Enrolment)	-	777	2,282
h) Library	-	448	867
i) Vice-President (Research and International)	-	270	1,855
j) Vice-President (Finance and Administration)	-	1,157	5,500
k) President	-	578	738
l) Advancement	-	265	590
m) University Expense Budgets	-	5,110	15,570
Provisions and Contingencies (Section 3.3)	-	14,532	36,807
Total	(641)	27,830	72,147

Amounts classified as budget reductions relate solely to the net effect of faculty retirements and replacements. Allocations noted under both base and fiscal budgets have an ongoing and recurring nature. Allocations made under the fiscal budget only represent one time funding and are not considered to be recurring at this time.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
a) Allocations to Faculty of Arts and Social Sciences			
Faculty retirements/departures	(1,089)		
Provision for Faculty replacements	670		
Enrolment Incentive allocation		1,360	1,360
New faculty positions		100	100
	(419)	1,460	1,460

Carleton University – 2018-2019 Budget Notes

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
b) Allocations to Faculty of Public Affairs			
Faculty retirements	(357)		
Provision for Faculty replacements	202		
New faculty positions		735	150
Curriculum developer position		-	80
Scholar-in-Residence position		-	80
Renovations		-	75
Support position		70	70
Enrolment Incentive allocation		70	70
Carty Chair in Business Journalism		50	50
B.Media Production and Design support		44	44
	(155)	969	619
c) Allocations to Sprott School of Business			
Faculty retirements	(239)		
Provision for Faculty replacements	229		
New faculty position		145	145
Project-based learning position		-	65
EFMD business school impact assessment		-	43
	(10)	145	253
d) Allocations to Faculty of Science			
Enrolment Incentive allocation		1,194	1,194
New faculty start up grants		-	1,000
Teaching wet lab fit-up		-	780
Nesbitt lab renovations		-	500
Health Science facilities manager		90	90
Teaching lab supplies		84	84
	-	1,368	3,648
e) Allocations to Faculty of Engineering and Design			
Faculty retirements	(145)		
Provision for Faculty replacements	88		
New laboratory		-	350
Enrolment Incentive allocation		141	141
New instructor position		85	85
	(57)	226	576

Carleton University – 2018-2019 Budget Notes

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
f) Allocations to Provost and Vice President (Academic)			
Academic Strategic Initiatives		-	300
Indigenous faculty positions		253	355
Decanal and AVP search fees		-	235
Experiential Learning Strategic Development fund		-	150
Graduate application CRM position		85	85
Graduate application services position		75	75
Program assessment position		72	72
Communications position, 50% funding		-	40
Teaching and learning grants		40	40
3D printer			30
	-	525	1,382
g) Allocations to Vice-President (Students and Enrolment)			
International travel bursaries		-	300
Career Services positions		223	298
Bill 148 wage impact		229	229
Strategic transformation group		-	200
Advertising and recruitment videos		-	200
Counselling positions		-	180
Bounceback program		-	125
Sexual violence mandate		-	100
PASS coordinator		80	80
Student conduct and harms reduction position		75	75
International recruitment position		75	75
International Student Services position		-	75
Paul Menton Centre position		75	75
Mental health projects officer		-	70
Special projects officer		-	70
CRM backfill position		-	60
Awards and financial aid assistant		55	55
Co-op administrative assistant		55	55
Offset additional funding for Awards & Co-op position		(110)	(110)
International recruitment software		-	50
Student experience mentorship program		20	20
	-	777	2,282
h) Allocations to Library			
Library acquisitions		310	414
Research data centre		-	250
Hardware/software maintenance		88	88
Bibliometrics tool		-	65
Bill 148 wage impact		50	50
	-	448	867

<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
(\$000)	(\$000)	(\$000)

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

Equipment, strategic research clusters	-	1,000
Research start up grants	-	500
Research facilitators	85	170
Research support officer	95	95
Research analyst	90	90
	270	1,855

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

ITS initiatives	-	2,545
ITS positions	450	630
ITS security manager	95	95
Relocation of Advancement to HCI building	-	400
Signage upgrades	-	200
Software licensing and database hosting	-	240
Campus chiller service contract	-	120
Stationary engineer positions	147	147
Capital project manager	90	90
Capital project support position	60	60
Implementation of WHIMIS legislation	-	55
Waste bin standardization	-	50
Card access/perimeter security project	-	300
Safety administrative services manager	90	90
SAN storage for CCTV	-	50
CBORD security monitor	-	23
Compensation project	-	70
Optimum Talent succession planning	-	50
Risk and insurance analyst	80	80
PCI compliance/financial analyst	75	75
Institutional research senior analyst	70	70
Purchasing contracts administrator	-	60
	-	1,157
		5,500

Carleton University – 2018-2019 Budget Notes

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
k) Allocations to President			
Ojigkawnon Centre positions		165	165
Pearson Resource Centre position, 50%		70	70
Increase counselling position to F/T		10	10
Legal and administrative officer		70	70
Legal office support		35	35
University Secretary communications officer		80	80
Administrative officer		50	50
University Secretary support		98	98
Issue management position		-	80
University Communications position		-	80
	-	578	738
l) Allocations to Advancement			
Planned giving success and succession		200	200
Here for Good identity		-	130
Sponsorship coordination		-	130
Communication position		65	65
Campaign completion specialist		-	65
	-	265	590
m) University Expense Budget changes			
Student support		1,796	3,596
Benefits		2,748	3,216
Utilities		(626)	(626)
Cleaning		557	557
Joint program costs		250	250
Church operating costs		300	300
Space		30	630
Building retrofits		-	3,300
IT information systems		-	2,725
Classroom upgrades		-	1,500
Other		55	122
	-	5,110	15,570

3.3 Provisions and Contingencies

The 2018-2019 Proposed Budget contains the following provisions and contingencies:

	<i>Existing Base Budget</i>	<i>New Allocations</i>	<i>2018-2019 Proposed Budget</i>
	(\$000's)	(\$000's)	(\$000's)
a) Contingencies	11,438	12,197	23,635
b) Enrolment incentive (ELBA)	18,017	2,235	20,252
c) Pension plan deficits	10,000	-	10,000
d) Building capital projects	-	22,375	22,375
Total provisions and contingencies	39,455	36,807	76,262

- a) The combined contingencies total \$23,635,000 (\$11,438,000 carried forward from 2017-2018 and an additional \$12,197,000 added for 2018-2019), relate mostly to foreseen requirements that cannot be immediately quantified, as well as an amount for unforeseen requirements.
- 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 an undistributed base amount from previous years, as well as an estimate of the enrolment growth incentive for the 2018-2019 academic year.
- c) The status of the pension plan remains a significant financial liability for the university. The most recent valuation shows that the plan has an unfunded going concern deficit of \$80,101,000 and an unfunded solvency deficit of \$223,736,000. Because the plan is not fully funded, the province requires that deficits be amortized over a period not to exceed 15 years, which would result in special payments rising to \$34,000,000 annually. However, the university applied for and was approved for temporary solvency relief, thereby reducing the special payments considerably.

The \$10,000,000 allocated to the pension plan deficit represents the ongoing special payment obligation.

- d) The university has allocated \$22,375,000 towards the funding of new buildings on campus. The allocation includes \$8,500,000 for immediate funding needs for the ARISE building, \$9,000,000 will be used to replenish the capital reserve for draws made on it for the Health Science building, while the balance of \$4,875,000 is allocated to the capital reserve for new capital initiatives.

4.0 Financial Planning

The university operates on a five-year rolling financial plan. The underlying premise is that in the final year of the plan, base expenditures will equal base revenue. The 2018-2019 to 2022-2023 plan, summarized below, meets this obligation while allowing for significant fiscal (one-time) expenditure allocations in the first four years of the plan, as well as modest real base growth (i.e. after compulsory increases) in the Faculties, Student and Professional Services.

Revenue projections reflect a continuation of the current fee increase framework, enrolment growth from undergraduate flow-through, modest growth in graduate enrolment, and the associated fees and grant.

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
	<i>Base Budget</i>	<i>Base Budget</i>	<i>Outlook</i>	<i>Outlook</i>	<i>Outlook</i>	<i>Outlook</i>
	(\$M's)	(\$M's)	(\$M's)	(\$M's)	(\$M's)	(\$M's)
<u>Base Revenues</u>						
Tuition	287	307	324	338	353	364
Grants	172	173	175	175	176	176
Other revenues	24	25	25	25	25	25
Total revenue	483	505	524	538	554	565
<u>Base Expenditures</u>						
Faculties, Student and Professional Services	284	306	325	348	370	391
Provisions and Contingencies	13	14	15	16	17	18
University Budgets	136	141	146	151	154	156
Total Base Expenditures	433	461	486	515	541	565
Fiscal amount available	50	44	38	23	13	-

5.0 Conclusion

The 2018-2019 Budget being proposed meets the objective set out by the Board in the fall of 2017 in that a balanced budget be developed. The 2018-2019 Budget is therefore respectfully submitted to the Board of Governors.



M. Piché
Vice-President (Finance and Administration)



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

Carleton University
2018-2019 Proposed Operating Budget
(000's)

	Approved Budget 2017-2018	Projected Actuals 2017-2018	Proposed Budget 2018-2019	Change fm Prior Year Budget
<u>Income</u>				
Government Grant	171,744	176,475	172,607	863
Tuition Fees	274,202	286,550	307,000	32,798
Miscellaneous Fees and Income	10,199	10,913	10,741	542
Investment Income	8,250	10,194	8,250	-
Departmental Income	5,674	5,953	6,047	373
Total Operating Income	470,069	490,085	504,645	34,576
<u>Expenditures and Transfers</u>				
Faculty of Arts and Social Sciences	49,125	61,991	50,367	1,242
Faculty of Public Affairs	32,727	39,081	33,163	436
Sprott School of Business	11,910	13,242	12,249	339
Faculty of Science	33,023	37,031	36,483	3,460
Faculty of Engineering and Design	36,153	69,353	36,579	426
Provost and Vice-President (Academic)	10,149	12,052	11,121	972
Vice-President (Students and Enrolment)	20,811	22,696	22,989	2,178
Library	16,681	17,616	17,554	873
Vice-President (Research and International)	5,389	6,688	6,698	1,309
Vice-President (Finance and Administration)	36,364	61,119	40,756	4,392
Advancement	5,069	23,903	5,416	347
President	4,029	5,316	4,381	352
University Budgets and Transfers	135,545	183,999	150,627	15,082
Provisions and Contingencies	73,094	58,960	76,262	3,168
Net Appropriations	-	(133,047)	-	-
Total Expenditure and Transfers	470,069	480,000	504,645	34,576
Net Result	-	10,085	-	-

Domestic Undergraduate Students									
	First Year Student			Second Year Student			Third Year Student		
	17-18 1st year	18-19 1st year	Increase	17-18 1st year	18-19 2nd year	Increase	17-18 2nd year	18-19 3rd year	Increase
Full-Time Undergraduate									
Arts, Science, Cognitive Science, Mathematics, Communication & Media Studies, Economics	6,546	6,742	3.0%	6,546	6,742	3.0%	6,546	6,742	3.0%
Health Sciences	6,546	6,742	3.0%	6,546	6,742	3.0%	6,546	6,742	3.0%
Certificates, Diploma Economics Post-Bac, Diploma Women & Gender Post-Bac, Diploma Accounting Post-Bac, Diploma Cognitive Science Post-Bac, Diploma Film Studies Post-Bac	6,515	6,710	3.0%	6,515	N/A	N/A	N/A	N/A	N/A
Special Students	6,546	6,742	3.0%	6,546	N/A	N/A	N/A	N/A	N/A
Senior Citizens	5,237	5,394	3.0%	5,237	5,394	3.0%	5,237	5,394	3.0%
Social Work	6,922	7,129	3.0%	6,922	7,129	3.0%	6,922	7,129	3.0%
Commerce	8,131	8,537	5.0%	8,131	8,537	5.0%	8,131	8,537	5.0%
Global and International Studies	8,094	8,336	3.0%	8,094	8,336	3.0%	8,094	8,336	3.0%
Public Affairs and Policy Management	8,252	8,499	3.0%	8,252	8,499	3.0%	8,252	8,499	3.0%
Journalism, Journalism and Humanities	6,922	7,129	3.0%	6,922	7,129	3.0%	6,922	7,129	3.0%
International Business	8,653	9,085	5.0%	8,653	9,085	5.0%	8,653	9,085	5.0%
Music	7,086	7,298	3.0%	7,086	7,298	3.0%	7,086	7,298	3.0%
Humanities	6,922	7,129	3.0%	6,922	7,129	3.0%	6,922	7,129	3.0%
Architecture and Architectural Studies, Industrial Design	10,175	10,683	5.0%	10,175	10,683	5.0%	10,175	10,683	5.0%
Engineering	11,136	11,692	5.0%	11,136	11,692	5.0%	11,136	11,692	5.0%
Computer Science	9,669	10,152	5.0%	9,669	10,152	5.0%	9,669	10,152	5.0%
Information Technology	8,346	8,763	5.0%	8,346	8,763	5.0%	8,346	8,763	5.0%
Part-Time Undergraduate									
Arts, Science, Cognitive Science, Mathematics, Communication & Media Studies, Economics	1,305	1,344	3.0%	1,305	1,344	3.0%	1,305	1,344	3.0%
Health Sciences	1,308	1,347	3.0%	1,308	1,347	3.0%	1,308	1,347	3.0%
Certificates, Diploma Economics Post-Bac, Diploma Women & Gender Post-Bac, Diploma Accounting Post-Bac, Diploma Cognitive Science Post-Bac, Diploma Film Studies Post-Bac	1,299	1,338	3.0%	1,299	N/A	N/A	N/A	N/A	N/A
Special Students	1,305	1,344	3.0%	1,305	N/A	N/A	N/A	N/A	N/A
Senior Citizens	1,043	1,074	3.0%	1,043	1,074	3.0%	1,043	1,074	3.0%
Social Work	1,382	1,423	3.0%	1,382	1,423	3.0%	1,382	1,423	3.0%
Commerce	1,624	1,705	5.0%	1,624	1,705	5.0%	1,624	1,705	5.0%
Global and International Studies	1,616	1,664	3.0%	1,616	1,664	3.0%	1,616	1,664	3.0%
Public Affairs and Policy Management	1,648	1,697	3.0%	1,648	1,697	3.0%	1,648	1,697	3.0%
Journalism, Journalism and Humanities	1,382	1,423	3.0%	1,382	1,557	12.7%	1,511	1,556	3.0%
International Business	1,726	1,812	5.0%	1,726	1,812	5.0%	1,726	1,812	5.0%
Music	1,413	1,455	3.0%	1,413	1,455	3.0%	1,413	1,455	3.0%
Humanities	1,382	1,423	3.0%	1,382	1,423	3.0%	1,382	1,423	3.0%
Architecture and Architectural Studies, Industrial Design	2,032	2,133	5.0%	2,032	2,133	5.0%	2,032	2,133	5.0%
Engineering	1,853	1,945	5.0%	1,853	1,945	5.0%	1,853	1,945	5.0%
Computer Science	1,931	2,027	5.0%	1,931	2,027	5.0%	1,931	2,027	5.0%
Information Technology	1,666	1,749	5.0%	1,666	1,749	5.0%	1,666	1,749	5.0%

Domestic Graduate Students						
	First Year Student			Upper Year Student		
	17-18 1st year	18-19 1st year	Increase	17-18 1st year	18-19 Upper Yr	Increase
Full-Time Graduate						
Human-Computer Interaction (M.A., 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.).	3,828	3,904	2.0%	3,828	3,828	0.0%
Master of Journalism (MJ); Master of Infrastructure Protection and International Security (MIPIS); Diploma in Infrastructure Protection and International Security (DIPIS)	3,755	3,830	2.0%	3,755	3,755	0.0%
Master of Business Administration (MBA);	4,017	4,217	5.0%	4,017	4,017	0.0%
Master of Arts (Public Administration); Dips (PPA); MA (International Affairs); DIP (IPA);	3,719	3,793	2.0%	3,719	3,719	0.0%
Master of Public Policy and Administration (MPPA); Diploma Indigenous Policy & Adm	3,719	3,793	2.0%	3,719	3,719	0.0%
Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL)	3,131	3,287	5.0%	3,131	3,131	0.0%
Master of Applied Science (MASc); Master of Computer Science (MCS); Master of Information Technology (DM)	3,721	3,795	2.0%	3,721	3,721	0.0%
Master of Political Management (MPM)	3,447	3,619	5.0%	3,447	3,447	0.0%
Master of Design (MDes); Master of Engineering (MEng); Master of Entrepreneurship;	5,407	5,569	3.0%	5,407	5,569	3.0%
Master of Information Technology (NET)	2,999	3,058	2.0%	2,999	2,999	0.0%
PhD Engineering; PhD Computer Science; PhD Information Technology (DM)	3,613	3,793	5.0%	3,613	3,613	0.0%
Architecture (MArch), Architectural Studies (MAS); Dip (ArchCon)	3,377	3,444	2.0%	3,377	3,377	0.0%
PhD Architecture	3,137	3,199	2.0%	3,137	3,137	0.0%
Master of Social Work (MSW)	3,137	3,199	2.0%	3,137	3,137	0.0%
PhD Social Work	3,531	3,637	3.0%	3,531	3,531	0.0%
Qualifying year (except Architecture)	4,713	4,948	5.0%	4,713	4,713	0.0%
Qualifying year (Architecture)	2,278	2,323	2.0%	2,278	2,278	0.0%
Senior citizens	2,849	2,905	2.0%	2,849	2,849	0.0%
All other Masters programs; DIP(EPAF)	2,752	2,752	0.0%	2,752	2,752	0.0%
All other PHD programs						

Domestic Graduate Students						
	First Year Student			Upper Year Student		
	17-18 1st year	18-19 1st year	Increase	17-18 1st year	18-19 Upper Yr	Increase
Part Time Graduate						
Master of Computer Science (MCS); Master of Applied Science (MAsc); Master of Information Technology (DM) up to .59 credits	1,067	1,120	5.0%	1,067	1,067	0.0%
more than .59 credits	1,561	1,638	4.9%	1,561	1,561	0.0%
PhD Computer Science; PhD Engineering; PhD Information Technology (DM) up to .59 credits	1,024	1,044	2.0%	1,024	1,024	0.0%
more than .59 credits	1,497	1,526	1.9%	1,497	1,497	0.0%
Master of Social Work up to .59 credits	1,073	1,094	2.0%	1,073	1,073	0.0%
more than .59 credits	1,564	1,594	1.9%	1,564	1,564	0.0%
PhD Social Work up to .59 credits	1,073	1,094	2.0%	1,073	1,073	0.0%
more than .59 credits	1,564	1,594	1.9%	1,564	1,564	0.0%
Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy (HSTP); Dip (HSTP); Sustainable Energy (MA, MEng, MAsc.). up to .59 credits	1,307	1,333	2.0%	1,307	1,307	0.0%
more than .59 credits	1,912	1,950	2.0%	1,912	1,912	0.0%
Master of Journalism (MJ); Master of Infrastructure Protection and International Security (MPIS); Diploma in Infrastructure Protection and International Security (DIPIS) up to .59 credits	1,282	1,307	2.0%	1,282	1,282	0.0%
more than .59 credits	1,876	1,913	2.0%	1,876	1,876	0.0%
Master of Business Administration (MBA) up to .59 credits	1,373	1,441	5.0%	1,373	1,373	0.0%
more than .59 credits	2,006	2,105	4.9%	2,006	2,006	0.0%
Master of Accounting (MAcc) up to .59 credits	1,849	1,904	3.0%	1,849	1,904	3.0%
more than .59 credits	2,703	2,784	3.0%	2,703	2,784	3.0%
Master of Arts (Public Administration); Dips (PPA); MA (International Affairs); DIP (IPA); Master of Public Policy and Administration (MPPA) up to .59 credits	1,272	1,297	2.0%	1,272	1,272	0.0%
more than .59 credits	1,858	1,894	1.9%	1,858	1,858	0.0%
Master of Philanthropy and Nonprofit Leadership (MPNL); Dip (MPNL) up to .59 credits	1,272	1,297	2.0%	1,272	1,272	0.0%
more than .59 credits	1,858	1,894	1.9%	1,858	1,858	0.0%
Master of Political Management (MPM) up to .59 credits	1,270	1,295	2.0%	1,270	1,270	0.0%
more than .59 credits	1,857	1,893	1.9%	1,857	1,857	0.0%
Master of Architecture; Master of Architectural Studies; Dip (ArchCon) up to .59 credits	1,232	1,293	5.0%	1,232	1,232	0.0%
more than .59 credits	1,802	1,891	4.9%	1,802	1,802	0.0%
PhD Architecture up to .59 credits	1,089	1,110	1.9%	1,089	1,089	0.0%
more than .59 credits	1,591	1,622	1.9%	1,591	1,591	0.0%
Master of Design (MDes); Master of Engineering (MEng); Master of Information Technology (NET); Master of Entrepreneurship up to .59 credits	1,177	1,235	4.9%	1,177	1,177	0.0%
more than .59 credits	1,718	1,803	4.9%	1,718	1,718	0.0%
Senior citizens up to .59 credits	778	793	1.9%	778	778	0.0%
more than .59 credits	1,136	1,158	1.9%	1,136	1,136	0.0%
All other Masters programs; Dip (EPAF) up to .59 credits	972	991	2.0%	972	972	0.0%
more than .59 credits	1,422	1,450	2.0%	1,422	1,422	0.0%
All other PhD programs up to .59 credits	933	933	0.0%	933	933	0.0%
more than .59 credits	1,363	1,363	0.0%	1,363	1,363	0.0%
Q-Year (except Architecture) up to .59 credits	981	1,010	3.0%	981	981	0.0%
more than .59 credits	1,436	1,479	3.0%	1,436	1,436	0.0%
Q-Year (Architecture) up to .59 credits	1,096	1,150	4.9%	1,096	1,096	0.0%
more than .59 credits	1,603	1,682	4.9%	1,603	1,603	0.0%
Diploma in Conflict Resolution up to .59 credits	1,900	1,900	0.0%	1,900	1,900	0.0%
more than .59 credits	3,800	3,800	0.0%	3,800	3,800	0.0%

International Students			
	17-18 Fee	18-19 Fee	Increase
Undergraduate Full-time	<i>(per academic year)</i>		
Journalism, Public Affairs and Policy Management, Global and International Studies	27,602	28,430	3.0%
Industrial Design, Architecture and Architectural Studies	28,942	31,257	8.0%
Computer Science	29,215	31,552	8.0%
Bcomm/ BIB	25,758	27,045	5.0%
Engineering	30,002	32,402	8.0%
BIT	27,960	29,358	5.0%
Specials, All Other Programs	24,040	24,761	3.0%
Undergraduate Part-time	<i>(per credit)</i>		
All programs	5,133	5,286	3.0%
Graduate Full-time	<i>(per term)</i>		
Master of Applied Science (MASc); Master of Information Technology (DM)	7,653	7,882	3.0%
Master of Business Administration (MBA) Students	12,360	12,730	3.0%
Master of Accounting (MAcc)	12,360	12,730	3.0%
Master of Accounting (MAcc) grandfathered	0	0	0.0%
Master of Computer Science (MCS)	7,182	7,397	3.0%
PhD Computer Science	6,673	6,673	0.0%
Master of Engineering (MEng); Master of Information Technology (NET); Master of Entrepreneurship	8,743	9,005	3.0%
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)	7,447	7,670	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 (MA, 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)	8,670	8,930	3.0%
Qualifying year (except Architecture)	10,880	11,206	3.0%
Qualifying year (Architecture)	12,086	12,448	3.0%
All other PHD Programs	6,530	6,530	0.0%
All other Masters Programs; Dip(EPAF)	7,023	7,233	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 (MA, 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 .59 credits	3,014	3,104	3.0%
more than .59 credits	4,371	4,502	3.0%
Master of Business Administration (MBA); Master of Accounting			
up to .59 credits	3,991	4,110	3.0%
more than .59 credits	5,785	5,958	3.0%
Master of Engineering (MEng); Master of Entrepreneurship; Master of Information Technology (NET)			
up to .59 credits	2,902	2,989	3.0%
more than .59 credits	4,204	4,330	3.0%
Master of Social Work; Master of Architecture; Master of Architectural Studies; Master of Design (MDes); Qualifying year (Architecture); Dip (ArchCon)			
up to .59 credits	2,605	2,683	3.0%
more than .59 credits	3,773	3,886	3.0%
PhD of Social Work; PhD of Architecture			
up to .59 credits	2,457	2,457	0.0%
more than .59 credits	3,558	3,558	0.0%
All other Masters Programs; Dip(EPAF); Master of Information Technology (DM)			
up to .59 credits	2,457	2,530	3.0%
more than .59 credits	3,559	3,665	3.0%
All Other PHD Programs; PhD Information Technology (DM)			
up to .59 credits	2,284	2,284	0.0%
more than .59 credits	3,309	3,309	0.0%

Faculty and Staff Positions included in the Opening Budget

Academic RPCs 2017/2018 and 2018/2019

Department/RPC	2017/2018		2018/2019		Change	
	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*
ICSLAC	3.1	1.0	3.7	1.0	0.6	-
Indigenous & Canadian Studies	12.1	2.0	13.1	2.0	1.0	-
English	29.8	3.0	32.1	3.0	2.3	-
French	12.5	2.0	12.5	2.0	-	-
History	27.7	3.0	28.9	3.0	1.2	-
Philosophy	11.2	2.0	10.2	2.0	(1.0)	-
Art & Culture	26.1	8.0	27.6	8.0	1.5	-
SLALS	40.5	6.0	45.5	6.0	5.0	-
Humanities	19.7	3.0	19.2	3.0	(0.5)	-
Interdisciplinary Studies	10.0	2.0	8.0	2.0	(2.0)	-
Cognitive Science	8.7	2.0	9.6	2.0	0.9	-
African Studies	1.0	0.8	1.0	1.0	-	0.2
Art Gallery	-	3.5	-	4.5	-	1.0
Geography & Environmental Studies	21.2	6.0	22.2	6.0	1.0	-
Sociology & Anthropology	36.9	5.0	35.9	5.0	(1.0)	-
Psychology	38.0	6.0	39.0	6.0	1.0	-
Women's & Gender Studies	5.5	2.0	7.0	2.0	1.5	-
Centre for Initiatives in Education (CIE)	5.0	7.8	5.0	7.8	-	-
Other (1)	9.7	12.0	3.7	13.0	(6.0)	1.0
Total Arts & Social Sciences	318.7	77.1	324.2	79.3	5.5	2.2
Journalism	13.5	6.2	17.5	6.7	4.0	0.5
Communication	19.0	2.8	20.0	2.8	1.0	-
Economics	28.0	5.0	28.5	5.0	0.5	-
Law	33.0	5.5	35.5	5.5	2.5	-
Kroeger College	-	1.5	-	1.5	-	-
Political Management	3.5	0.5	3.5	0.5	-	-
Political Science	33.3	4.5	32.3	4.5	(1.0)	-
Global & International Studies	4.0	4.0	4.5	4.0	0.5	-
Public Policy Administration	24.3	6.0	24.3	6.0	-	-
Social Work	17.5	4.0	18.5	4.0	1.0	-
Criminology & Criminal Justice	5.0	2.0	5.0	2.0	-	-
European, Russian & Eurasian Studies	3.3	1.0	3.3	1.0	-	-
International Affairs	17.0	5.0	18.0	5.0	1.0	-
Political Economy	0.0	1.0	-	1.0	-	-
Other	2.5	8.0	1.5	9.0	(1.0)	1.0
Total Public Affairs	203.9	57.0	212.4	58.5	8.5	1.5
Business	60.0	25.2	61.5	26.2	1.5	1.0
Total School of Business	60.0	25.2	61.5	26.2	1.5	1.0
Science Stores	0.0	2.0	-	2.0	-	-
Biology	28.1	16.0	28.6	17.0	0.5	1.0
Chemistry	18.6	12.0	19.6	12.0	1.0	-
Earth Sciences	11.3	7.0	10.3	7.0	(1.0)	-
Nano Imaging Facility	0.0	1.0	-	1.0	-	-
Mathematics & Statistics	36.0	6.0	36.0	6.0	-	-
Physics	20.5	10.5	21.0	11.4	0.5	0.9
Biochemistry	2.1	1.0	2.1	1.0	-	-
Integrated Science	2.1	0.5	0.9	0.5	(1.3)	-
Environmental Science	3.1	0.5	3.8	0.5	0.7	-
Health Science	9.0	3.0	9.0	3.0	-	-
Neuroscience	12.5	3.0	14.5	4.0	2.0	1.0
Computer Science	30.3	10.0	34.3	11.0	4.0	1.0
Animal Care/Vivarium Operations	-	4.0	-	4.0	-	-
Technology, Science & Environment	0.5	0.0	0.5	-	-	-
Other	1.5	8.0	1.0	11.0	(0.5)	3.0
Total Science	175.6	84.5	181.6	91.4	5.9	6.9
Civil & Environmental	32.0	9.0	31.5	9.0	(0.5)	-
Electronics	25.0	8.5	25.0	8.5	-	-
Mechanical & Aerospace	38.5	11.0	39.5	12.0	1.0	1.0
Systems & Computer	39.5	10.0	39.5	10.0	-	-
Joint Information Technology	14.0	6.0	14.5	6.0	0.5	-
Engineering General	0.5	17.0	1.5	20.0	1.0	3.0
Technology Innovations Management	-	1.0	-	1.0	-	-
Industrial Design	7.0	5.5	7.0	5.5	-	-
Architecture	18.5	9.5	19.0	9.5	0.5	-
Total Engineering & Design	175.0	77.5	177.5	81.5	2.5	4.0
Central (2)	0.0	0.0	3.0	0.0	3.0	-
Total Academic RPCs	933.2	321.3	960.2	336.9	26.9	15.6

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

(1) Includes 1 Instructor position of the original 7 allocated in 17/18 Budget

(2) Consists of three Indigenous faculty members to be allocated.

Staff Positions included in the Opening Budget			
Administrative RPCs 2017/2018 and 2018/2019			
Department/RPC	2017/2018 Staff FTEs*	2018/2019 Staff FTEs*	Change Staff FTEs*
Provost & VP (Academic), AVP, Discovery Centre	6.0	4.0	(2.0)
Faculty of Graduate and Postdoctoral Affairs	20.0	21.0	1.0
Educational Development Centre	54.0	56.0	2.0
Quality Assurance	4.0	7.0	3.0
Faculty Affairs	2.0	2.0	-
Ombudsperson	2.0	2.0	-
Total Academic Administration	88.0	92.0	4.0
VP & AVP Student and Enrolment)	8.0	8.0	-
University Registrarial Services (1)	32.0	31.0	(1.0)
Scheduling & Examination Services (1)	8.0	10.0	2.0
Co-op and Career Services	30.6	33.6	3.0
Admission Services	22.0	24.0	2.0
Undergraduate and International Recruitment	20.0	21.0	1.0
Student Academic Success Centre	18.0	18.0	-
Awards and Financial Aid (1)	12.0	12.0	-
Paul Mention Centre	12.0	14.0	2.0
Student Systems Support	6.0	7.0	1.0
Student Experience	3.0	4.0	1.0
International Student Services	7.0	8.0	1.0
Student Affairs & FIT Action	4.0	6.0	2.0
Total Student and Enrolment	182.6	196.6	14.0
Library	109.3	109.3	-
Total Library	109.3	109.3	-
VP and AVP, Research and International	15.2	15.2	-
CORIS	16.0	13.0	(3.0)
Industry & Partnership Services	-	5.0	5.0
Research Ethics & Compliance	4.0	5.0	1.0
Total Research and International	35.2	38.2	3.0
VP (Finance and Administration)	2.0	2.0	-
Human Resources	31.0	31.0	-
Financial Services (1)	43.0	46.0	3.0
University Safety	32.0	33.0	1.0
Information Technology Services (ITS)	97.0	103.0	6.0
Facilities Management & Planning	86.0	92.0	6.0
Institutional Research and Planning	8.0	9.0	1.0
University Services	18.7	17.7	(1.0)
Quality Initiatives	8.0	8.0	-
Pension and Investment Management	3.0	3.0	-
Total Finance and Administration	328.7	344.7	16.0
Office of the President	3.0	3.0	-
University Secretariat & Board of Governors (1)	4.0	6.0	2.0
Legal Affairs & Privacy Office (1)	2.0	4.0	2.0
Equity Services	6.0	8.0	2.0
University Communications	14.0	14.0	-
Total President	29.0	35.0	6.0
Advancement	45.0	48.0	3.0
Total Advancement	45.0	48.0	3.0
Total Administrative RPCs	817.8	863.8	46.0

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

(1) 2017/2018 figures restated for ease of comparison