



2019-2020 Budget Report

April 2019

Table of Contents

1.0 Introduction.....	1
2.0 The Budget Process.....	2
3.0 Goals and Priorities.....	4
4.0 Financial and Budget Policies.....	6
5.0 Organizational Chart.....	7
6.0 The Operating Budget.....	8
7.0 Five-Year Financial Outlook.....	19
8.0 Approval of the 2019-2020 Operating Budget.....	21
Appendices	
Appendix A. Consolidated Financial Outlook.....	23
Appendix B. Multi-Year Financial Outlook.....	24
Appendix C. The Ancillary Plan.....	25
Ancillary Fund Financial Outlook.....	29
Appendix D. The Capital Plan.....	30
Capital Fund Financial Outlook.....	31
Appendix E. The Research Plan.....	34
Research Fund Financial Outlook.....	36
Appendix F. Faculty and Staff Positions.....	37
Appendix G. Tuition Tables.....	39



1.0 Introduction

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 continues to be influenced by the university's five-year Strategic Integrated Plan (SIP): *Sustainable Communities – Global Prosperities*. The development of a new SIP will begin in fall 2019 and the university will continue to focus on established priorities to take us through the 2019-2020 budget cycle. As the new SIP comes together, it will create the opportunity for campus stakeholders to participate in setting the vision, goals, and strategic direction for future years.

There has been a lot of change and transition in the 2018-2019 academic year with the arrival of our new President, confirmation of new deans and department heads, and our Provost and Vice-President (Academic). The university's \$300-million capital campaign also came to a successful conclusion. Externally, a new provincial government was installed at Queen's Park, which is expected to impact regulations and funding models.

As well, in 2018, the Provost and Vice-President (Academic) was named the university's Chief Budget Officer and the former Financial Planning Group (FPG) was renamed the Provost Budget Working Group (PBWG). The new committee oversees the annual budget process and is chaired by the Provost and Vice-President (Academic) and co-chaired by the Vice-President (Finance and Administration).

In August 2017, Carleton signed a new Strategic Mandate Agreement ([SMA2](#)) with the Ministry of Training, Colleges and Universities (MTCU), which included a new model for enrolment-based core funding (using a corridor approach). The new funding model also consolidates a number of existing grants into three major categories: Enrolment, Student Success, and Special Purpose.

The SMA2 gathers 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. The previous government had indicated that performance metrics could have a financial impact in SMA3, starting in 2021, currently representing up to 8% of total provincial grant funding for Carleton.

Prior to negotiating the new Strategic Mandate Agreement, Carleton created Strategic Transformation Groups (STGs), which have aligned the university's operating priorities with SMA2 metrics. The work by the STGs in these areas continues. The five STGs are:

- Graduation and retention
- Research culture
- Employability
- Collaboration and community engagement
- Internationalization

Although Carleton is presently in good financial health, maintaining a balanced operating budget within the new provincial funding model will become increasingly challenging.

2.0 The Budget Process

As currently mandated by the Board of Governors, the operating budget must be balanced each year. The university uses a multi-year base budget planning cycle to ensure that this objective is achievable each year over the long term. The operating budget includes both base and one-time discretionary funding. The base budget refers to recurring revenues and expenditures. The fiscal budget includes both the base budget and one-time discretionary revenues and expenditures.

Certain funds are restricted, either internally or externally. Internally restricted funds (e.g., reserves) are established to address future commitments, such as student aid, academic programs, or investments to improve the campus facilities and infrastructure. The university also maintains restricted funds, which a donor/grantor has designated as such. The principal amount of restricted endowment funds must be maintained and the income spent in accordance with specific donor/grantor wishes. Funds may also be designated by the Board of Governors for endowment.

The university's budgeting process is built on the principle of prudent financial management with emphasis on containing costs and investing in strategically focused initiatives. Maintaining sufficient reserves to cover operating contingencies and planned projects provides Carleton with a stable operating environment. The 2019-2020 budget follows this principle.

The Provost and Vice-President (Academic), in conjunction with Financial Services and the Office of Institutional Research and Planning (OIRP), begins the budget planning process in mid- to late fall through the Strategic Integrated Planning Process review.

Once strategic and operating priorities have been set, the financial planning starts with the base budget and includes forecasts of anticipated (non-discretionary) changes in revenues and expenditures. Subsequently, additional recurring (base) and one-time discretionary funds are determined and made available to Resource Planning Committees (RPCs) to pursue the university's strategic and operating goals within the principle of maintaining a balanced budget.

Planning and budgeting include a series of steps that take place at specific times throughout the year, as is outlined in the Carleton University Planning Framework. The process is co-ordinated through the Provost Budget Working Group (PBWG), which is made up of the President, all VPs, and two Deans (on a rotating basis), as appointed by the Provost. The AVP (Financial Services) and AVP (Institutional Research and Planning) are key resources to this committee.

The PBWG 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, Assistant and Associate Vice-Presidents, and Deans and some Directors - meets 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 (STGs), 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 identify the resources required by their respective 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 initiatives. 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 Chief Budget Officer obtains information from numerous sources about the factors that may impact the university's operating 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.

Following the review process, the Operating Budget is prepared and presented to the Finance Committee of Board for review and recommendations to the Board of Governors. The Board of Governors ultimately approves the university's Operating Budget.

Basis of Budgeting

The basis of accounting for the university's operating budget is different than the basis used for financial statement reporting, which is done in accordance with Canadian accounting standards for not-for-profit organizations. The major difference relates to the timing of recognition of certain transactions. For budget purposes, revenues are recognized when received and expenses when paid-out, once eligibility requirements have been met; debt service payments and capital outlays are recognized as expenses; while depreciation and amortization expenses are not recognized as expenses in the budget document.

A complete reconciliation between the financial statements and the budget is provided in the annual Financial Report to the Board of Governors.

Funds Description

The Operating Fund represents the resources available for teaching, student services, and academic and administrative support. 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 Fund represents 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, Health and Counselling Services, Residence Life, Dining Services, Parking Services and the Bookstore.

The Capital Fund covers new construction builds, renovations to existing space, deferred maintenance projects and large capital assets that may be funded by government grants, internal resources, and other funding received or designated for such purposes.

The Research Fund includes the receipt of externally restricted research funds, as well as internally designated research funds to support research and scholarly activities.

Additional funds for which activities are not reflected in this budget report include endowment funds (principal and disbursement funds) and special purpose funds that are not accounted for elsewhere that are funded by contributions for a particular use.

3.0 Goals and Priorities

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. For 2019-2020, it was agreed that the work of the Strategic Transformation Groups (STGs) would continue to include graduation and retention rates, research culture, and employability. Additional STGs were established to address collaboration and community engagement, and to develop an internationalization strategy.

The university will also continue to review its strategic goals and priorities within its available resources to ensure an ongoing balanced budget. To that end, Carleton uses a multi-year financial plan to assess base funding requirements of the various RPCs, including identifying recurring expenditures presently funded through one-time fiscal allocations.

2019-2020 Priorities and Issues

The operating priorities for the coming year are 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, which provides fixed funding grants regardless of enrolment growth.

The shared university objectives and priorities for 2019-2020 include:

- Support improvement in areas where we have key metrics in SMA2; in particular, improving student retention and graduation rate and increasing experiential learning and other high impact practices that enhance the student experience and foster success after graduation.
- Enhance research excellence and impact. Priority will be given to investments that promote the development of interdisciplinary research clusters that build on Carleton's existing disciplinary and interdisciplinary strengths and that are likely to lead to significant external research funding, positive economic and social impact, and national and international recognition.
- Foster innovation, industry partnerships and social and economic development at the local, national and international level.
- Support community engagement and in particular the revitalization of our relationship with Indigenous peoples.
- Make Carleton more effective and efficient in achieving its mission including holistic integration of digital technologies, development of optimal facilities, identification and fostering of talent, and other professional and administrative functions.

In addition, as the university looks to the longer term, consideration will be given to:

- Diversifying and increasing revenue from sources other than the provincial government, and
- Defining our story more sharply and amplifying our communications so as to raise our profile and reputation both locally and nationally.

Budget Pressures

As previously noted, the Ontario government announced a 10% reduction to all domestic tuition fees for 2019-2020, followed by a tuition freeze in 2020-2021. In the first year, this change represents a \$20 million tuition revenue loss; however, with the flow-through of previous enrolment growth and international fee increases, the net impact will amount to \$13 million in 2019-2020. To address this shortfall and free up resources for strategic priorities, the university has applied a 2% base cut to all RPC operating budgets, amounting to \$5.5 million.

Budget pressures will continue in the 2020-2021 fiscal year, with the announcement of a tuition freeze on domestic tuition fees. Given the projected growth in operating expenses, the university is expecting that it will require mandated budget reductions from RPCs in each of the next four years.

With SMA2, the provincial government enrolment funding is capped for the period 2017-2018 to 2019-2020. Government grants represent 35% of Carleton's operating revenue (budget 2019-2020). As a result, there is no assurance that revenues will be sufficient to cover annual increases for salaries, benefits, and operating expenses in the longer run.

As well, starting in 2020-2021, some portion (currently up to 8% or \$13 million) of enrolment grant funding may be at risk, subject to meeting Carleton's performance metrics (SMA3). Previous to SMA2, domestic tuition fees had also been subject to a regulated cap with 2018-2019 rates averaging 3%. That tuition framework ended in 2018-2019.

In past years, the university was able to manage annual cost increases through growth of both domestic and international students. In the short term, alternate sources of revenue will be explored. We also expect that, demographic pressures will subside, which should alleviate some of the current constraint on revenue.

We expect that costs will continue to rise faster than revenue. Our projections indicate that operating revenue will rise by about 1-2% per year, while our base expenditures will increase by 3-4%. On that basis, our base operating surplus, required to fund one-time discretionary expenditures, will disappear by 2023-2024. Diversifying revenue sources and promoting enrolment growth will become essential to maintaining a balanced budget.

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 system-wide and institutional performance metrics referenced earlier in the **Priorities and Issues** section.

Carleton's Strategic Mandate Agreement 2017-2020, which details SMA2 metrics and targets, can be found at: carleton.ca/provost/wp-content/uploads/Carleton-University-SMA-2017.pdf.

Carleton University continues to develop the annual budget document to facilitate greater comprehension of the allocation of resources towards strategic goals and priorities, and the rationale behind these allocations. To this end, supplemental information and tables are provided along with the operating budget.

4.0 Financial and Budget Policies

Major financial policies are approved by the appropriate authority, such as: Board of Governors, Carleton University's Senior Management Committee, and the Carleton University Retirement Plan Pension Committee. Along with external regulations (GAAP, Broader Public Sector Directive) these policies enhance the internal control structure, as well as the preparation of the budget and financial reports of the university. The following is a listing and brief description of policies and guidelines that provide context for planning and developing the budget.

Balanced Budget

As currently mandated by the Board of Governors, the operating budget must be balanced each year. The university uses a multi-year base budget planning cycle to ensure that this objective is achieved each year over the long term. There are instances where the university might plan to spend fund balances/surpluses from previous years on one-time or non-routine expenditures.

Revenue Projections

Revenues are budgeted conservatively with the intent to maximize government grant revenues through the successful achievement of SMA2 objectives and priorities. Revenues directly attributable to an RPC remain with the RPC.

Risk Management

Carleton University is committed to risk management on a university-wide basis as detailed in the university's Enterprise Risk Management Program's "Risk Management Manual". The Board of Governors requires an annual audit of the university's financial statements by an independent certified public accounting firm hired through a public bidding process. In addition, Carleton University employs a third-party internal auditor to conduct, on an ongoing basis, internal management and operational audits based on a risk model approved by the Board of Governors.

Debt Policy

Externally-held capital debt may only be incurred with approval from the Board of Governors. The university is committed to undertaking debt only when doing so is the most advantageous financing alternative available in achieving the university's strategic goals.

Investment Policies

Carleton University Retirement Plan's Statement of Investment Policies and Procedures addresses the manner in which the Retirement Plan assists in providing plan beneficiaries with a financially secure retirement income at a reasonable cost. The Statement of Investment Policies and Procedures must be reviewed and approved annually by the Board of Governors.

Operating and Capital Reserves

Carleton University recognizes that reserves are the cornerstone of financial flexibility to manage risks inherent in long-term financial planning. Reserves are held centrally and within academic units to support specific strategic initiatives as well as economic uncertainties. Appropriated reserves are approved by the Finance Committee and ultimately the Board of Governors are governed by the University Operating and Capital Reserves Policy.

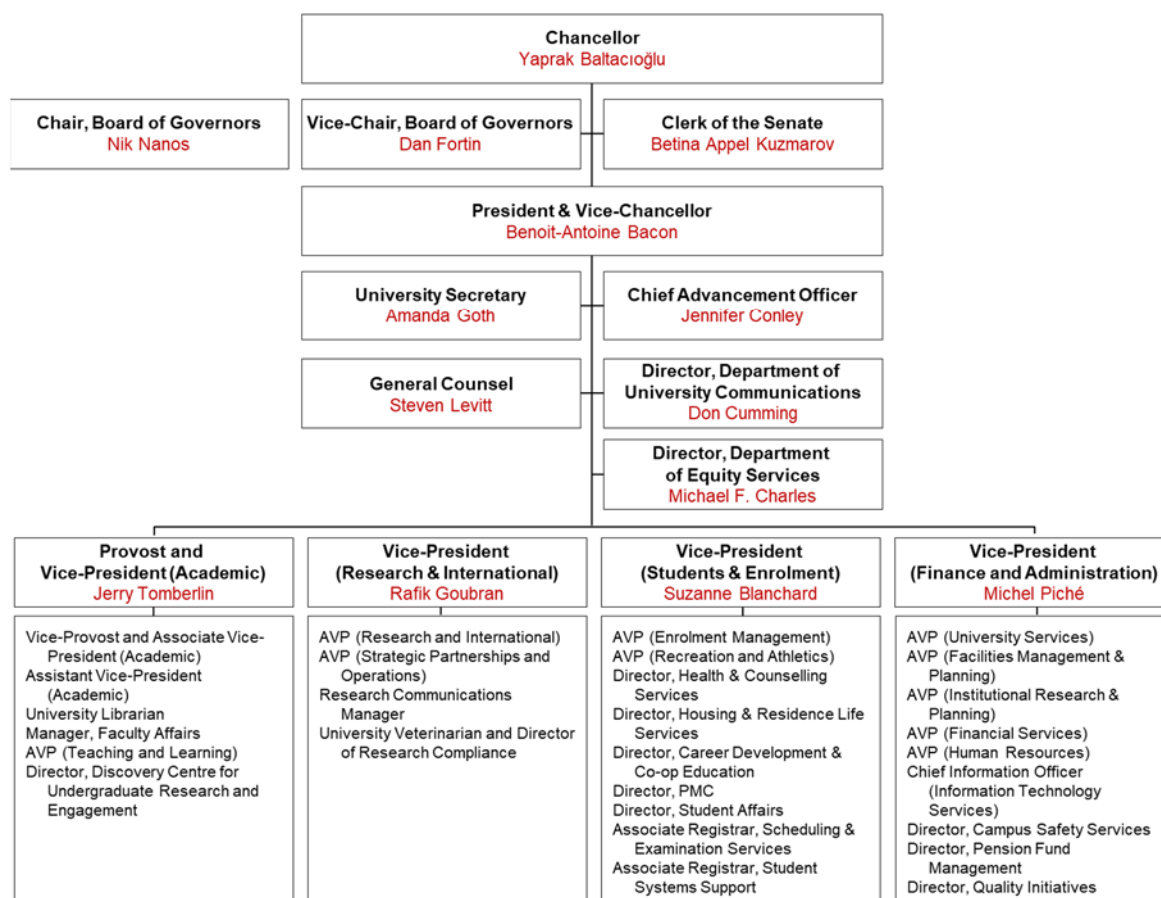
Interfund Fund Transfers

Subsequent to the adoption of the annual budget, it may be necessary to permit transfers of budget amounts between funds. All budget transfers must be fully documented, as they need to adhere to established approval levels.

Broader Public Sector Expenses Directive

As a designated BPS organization, Carleton University must comply with this provincial legislation defining the requirements in establishing expense rules for expenses reimbursed from public funds.

5.0 Organizational Chart



List of Resource Planning Committees (RPC)

- Faculty of Arts and Social Sciences (FASS)
- Sprott School of Business
- Faculty of Science
- Faculty of Engineering and Design
- Faculty of Public Affairs
- Library
- Office of the Provost and Vice-President (Academics)
- Office of the Vice-President (Research and International)
- Office of the Vice-President (Students & Enrolment)
- Office of the Vice-President (Finance & Administration)
- Office of the President
- Department of University Advancement

6.0 The Operating Budget

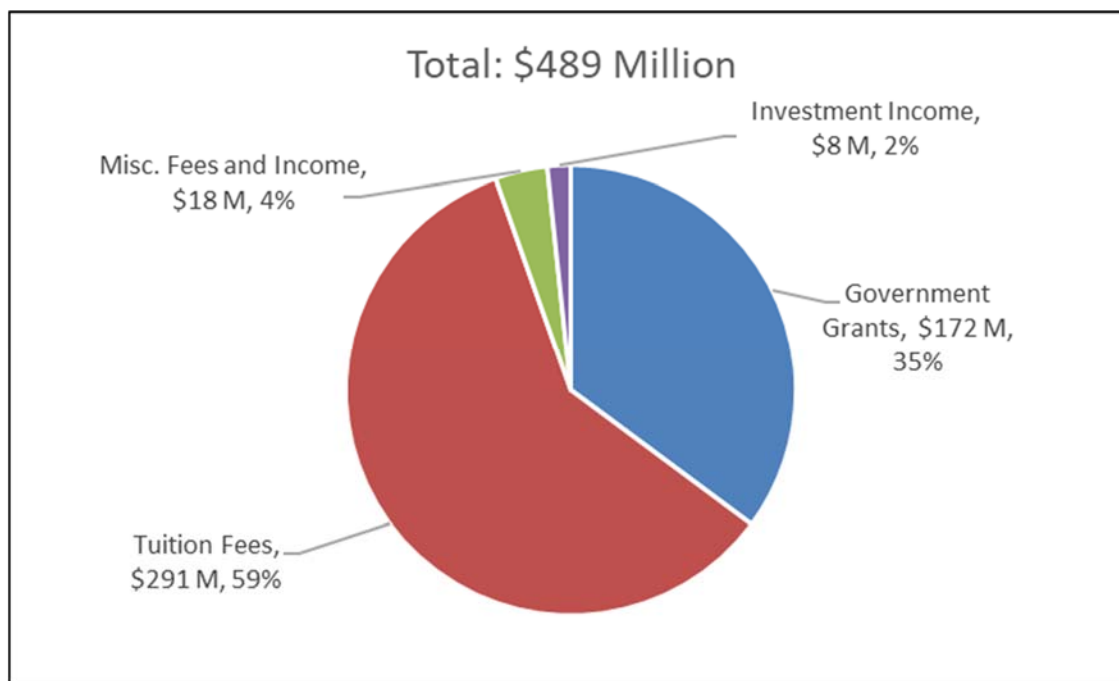
In 2019-2020, Carleton projects to generate a balanced operating budget, with revenues and expenditures of \$489.1 million, compared to \$504.6 million in 2018-2019. This section provides detailed information on the components of revenues and expenditures. Appendix A and B provides further details on the operating budget.

In summary:

	2018-2019 Budget	2018-2019 Projected Actuals	2019-2020 Proposed Budget
	(\$000's)	(\$000's)	(\$000's)
Income	504,645	506,718	489,132
Expenditures and Transfers	504,645	498,818	489,132
Net Result	-	7,900	-

The operating fund is supported by four key revenue sources:

- **Tuition fees** – While the government mandated a 10% fee cut to all domestic tuition rates, this still represents the university's largest funding source at approximately 59%.
- **Government operating grants** – The Ontario government is the second largest source of funding, with grants comprising 35% of operating funding. This funding includes the core operating grant and performance grants, as well as special purpose grants. Also included in operating grants is the funding for federal and provincial research overheads, at approximately 1% of total operating revenue.
- **Miscellaneous fees and income** – These revenues represent 4% of the operating revenue budget and relate mostly to application fees, deferred payment and late registration, overhead recoveries and departmental income.
- **Investment income** – Income generated on cash investments and internally financed loans provide approximately 2% of the annual operating revenue budget.



The following sections compare the 2019-2020 Proposed Budget with the 2018-2019 Approved Budget.

6.1 Operating Income

Operating income is expected to total \$489,132,000, \$15,513,000 less than the 2018-2019 Approved Budget and \$17,586,000 less than the projected 2018-2019 results. The \$15,513,000 is the sum of: decreased grant income of \$215,000; decreased tuition income of \$15,900,000; increases in miscellaneous fees and income of \$340,000; and an increase of \$262,000 in departmental income. Each category is reviewed below.

6.2 Government Operating Grants

Government grants for 2019-2020 are projected to be \$215,000 below that in the 2018-2019 Approved Budget.

	2018-2019 <i>Budget</i>	2018-2019 <i>Projection</i>	2019-2020 <i>Proposed Budget</i>	<i>Budget Change</i>
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Core Operating Grant	153,816	153,816	153,816	-
International Student Recovery	(2,735)	(2,696)	(2,696)	39
Accessibility Fund	-	-	-	-
Access to Higher Quality Education	-	-	-	-
Municipal Tax Funding	1,609	1,609	1,648	39
Performance Funding	13,565	13,172	13,172	(393)
Provincial Research Overheads	590	590	590	-
Federal Research Overheads	4,557	4,557	4,557	-
Other grants	1,205	1,305	1,305	100
Grants offset by additional expense	-	4,225	-	-
Total	172,607	176,578	172,392	(215)

In August 2017, the Ministry of Training, Colleges and Universities (MTCU) implemented a 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, Student Success, and Special Purpose. There have been no changes to this funding model for the 2019-2020 fiscal year.

The overall decrease in the proposed grant income budget is the result of a small variance in the performance-related funding, offset by a small change in the International Student Recovery and minor increases in other grants.

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 2019-2020 does not include amounts for these restricted grants, and will be adjusted during the year as amounts are confirmed and received.

6.3 Tuition Fees

On January 17, 2019, the Ministry of Training, Colleges and Universities announced a new tuition framework that would see domestic tuition fee decrease by 10% in 2019-2020, and then frozen for 2020-2021. The guidelines still allow for tuition fee differentiation based on program and program year of study, and does not apply to international tuition fees.

As the international fees are not regulated, fees each year are set using a number of factors, including comparison with other institutions, recruitment strategies and impact on the existing

international study body. International tuition fee increases for 2019-2020 are identical to those applied in 2018-2019 and will increase between 0% and 8%.

Fee increases, based on these guidelines, were approved by the Board of Governors at its March 28, 2019 meeting.

The following compares tuition revenue by category from the Approved 2018-2019 Budget to the 2019-2020 Proposed Budget:

	2018-2019 Budget	2018-2019 Projection	2019-2020 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Undergraduate Fees	247,236	246,140	234,971	(12,265)
Summer Session Fees	21,264	21,668	21,133	(131)
Graduate Fees	38,500	36,492	34,996	(3,504)
Total	307,000	304,300	291,100	(15,900)

Tuition revenues projected in the Proposed Budget total \$291,100,000, which is \$15,900,000 less than those presented in the 2018-2019 Approved Budget. The lower than budget 2018-2019 tuition fee projections of \$304,300,000 accounts for \$2,700,000 of this decrease, while the remaining negative variance of \$13,200,000 is due to the 2019-2020 fee decreases and enrolment growth. It is assumed that in fall 2019, Carleton will have a first-year, full-time enrolment of 6,463 students, an increase of 188 students from fall 2018.

The detailed tuition rates can be found in Appendix G.

6.4 Miscellaneous Fees and Income

Miscellaneous fees and income are expected to total \$11,081,000, which is \$340,000 more than that in the 2018-2019 Approved Budget. The main components are as follows:

	2018-2019 Budget	2018-2019 Projection	2019-2020 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Application Fees	2,335	2,608	2,605	270
Deferred Payment/Late Registration	2,345	2,395	2,400	55
Omnibus Fee	1,085	1,125	1,125	40
Other Fees and Charges	378	415	403	25
Miscellaneous fees subtotal	6,143	6,543	6,533	390
Overhead Recoveries	3,113	3,265	3,077	(36)
Rental of Facilities	776	776	776	-
Commission Income	175	215	200	25
Library Fines and Fees	50	20	10	(40)
Unrestricted Donations	75	75	75	-
Other	409	441	410	1
Miscellaneous income subtotal	4,598	4,792	4,548	(50)
Total	10,741	11,335	11,081	340

The increase in miscellaneous fee revenue, particularly application fee revenue, relates mostly to enrolment growth as well as fee increases approved by the Board of Governors in March 2019. The decrease in the library fines budget relates to the elimination of late fees.

6.5 Short-Term Investment Income

Short-term investment income is expected to total \$8,250,000 for the 2019-2020 fiscal year.

The breakdown is as follows:

	2018-2019 Budget	2018-2019 Projection	2019-2020 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Investment income on cash flows	6,670	6,911	6,950	280
Endowment income*	260	273	270	10
Interest charges to ancillaries and internal loans	1,320	1,066	1,030	(290)
Total	8,250	8,250	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 \$100 million 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, or drawn from, an investment income equalization fund. As at May 1, 2018, the investment income equalization fund had a balance of \$25.4 million.

6.6 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., Centre for Initiatives in Education workshop fees) to external users.

The table below outlines the various sources of departmental income:

	2018-2019 Budget	2018-2019 Projection	2019-2020 Proposed Budget	Budget Change
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Co-op fees	2,543	2,413	2,686	143
CUOL sales and rentals	950	1,116	950	-
CIE workshop fees	877	843	1,022	145
Fall student orientation	525	580	525	-
ITS sales and rentals	331	312	336	5
General sales and services	253	325	261	8
Externally funded salaries	219	259	223	4
IMS sales and rentals	116	147	116	-
EDC mini courses	120	120	120	-
Trademark advertising	25	-	25	-
International Sponsorships	88	99	45	(43)
Other income offset by additional expense	-	41	-	-
Total	6,047	6,255	6,309	262

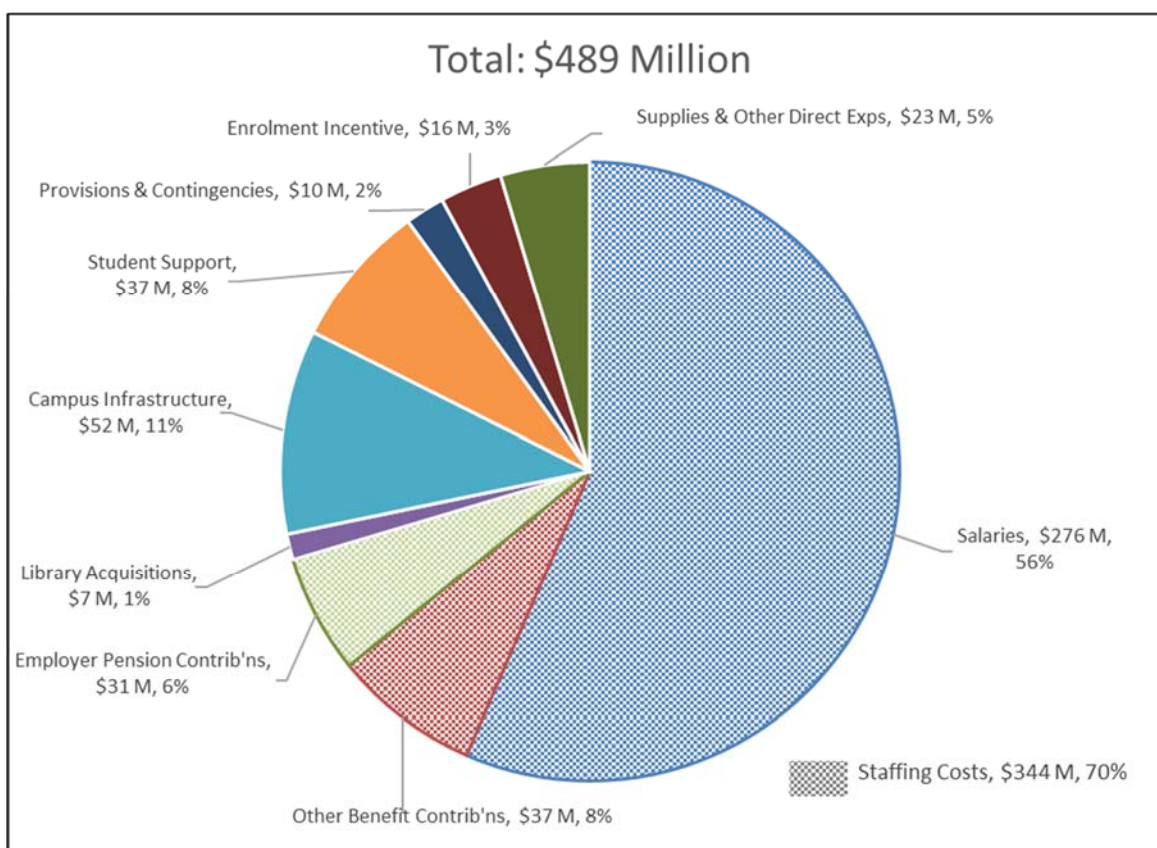
The increases in Co-op and CIE fee revenue is mostly a reflection of enrolment growth, with only a minor rate increase. The other income included in the projected results of 2018-2019 represent income specific to departments that is unexpectedly received during the year, such as directed donations, and is therefore not included in the opening budget.

6.7 Operating Expenditures

The operating expenditures proposed for 2019-2020 amount to \$489,132,000 compared to \$504,645,000 in the 2018-2019 approved budget and \$498,818,000 in projected 2018-2019 expenditures.

The planned operating expenditures are budgeted in the following expense categories:

- **Salaries and benefits** – Essential to the university's mission, compensation for its people is by far the most significant expense category at 70% of the total operating expense budget.
- **Campus infrastructure** – The next most significant category at 11%, relates to expenditures for maintenance, renovations, facilities, utilities and equipment, all of which are essential for continuing operations.
- **Student support and enrolment incentives** – Equally important, also at 11%, are budget funds earmarked for costs associated with enrolment growth and student support, such as scholarships, bursaries and awards provided by the university in addition to the government's Ontario Student Assistance Program (OSAP).
- **Other expenditures** – The remaining areas of expenditure, amounting to 8% of the operating budget and include library acquisitions, research support, campaign matching funds, travel and supplies, and contingencies.



6.8 Compulsory Increases and Discretionary Resource Allocation

The detailed allocation of resources, including provisions and contingencies, for 2019-2020 is shown below. As initiatives requiring additional resources can encompass several types of expenditures, resource allocations have been grouped by RPC and initiative.

	<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	(1,053)	311	719
b) Faculty of Public Affairs	(725)	404	373
c) Sprott School of Business	(264)	-	250
d) Faculty of Science	(732)	2,134	3,409
e) Faculty of Engineering and Design	(773)	2,029	2,029
f) Provost and Vice-President (Academic)	(162)	377	1,099
g) Vice-President (Students and Enrolment)	(376)	245	2,265
h) Library	(353)	188	383
i) Vice-President (Research and International)	(101)	380	1,330
j) Vice-President (Finance and Administration)	(731)	363	4,068
k) President	(84)	450	1,150
l) Advancement	(104)	150	350
m) University Expense Budgets	-	3,437	12,076
Provisions and Contingencies	-	11,054	13,167
Total	(5,458)	21,522	42,668

Due to the government's requirement to reduce domestic tuition fees by 10%, the university mandated a budget reduction of 2% from all RPCs base expenditures. These reductions amounted to \$5,458,000.

Allocations provided under both base and fiscal budgets have an ongoing and recurring nature. Allocations made under the fiscal budget only represent discretionary expenditures that are reviewed annually.

	<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			
Budget reduction applied	(1,053)		
Enrolment Incentive allocation		290	290
Professional Development Institute		-	250
Faculty workload		-	95
Experiential learning coordinator		-	63
Accessibility support		21	21
	(1,053)	311	719

New budget allocations to the Faculty of Arts and Social Sciences support Carleton's key metrics including experiential learning, through the placement of an Experiential Learning Co-ordinator, as well as the metrics of retention and graduation through additional accessibility support.

Investment in the Professional Development Institute provides the opportunity to diversify revenue sources through the delivery of short-term, non-credit courses.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
b) Faculty of Public Affairs			
Budget reduction applied	(725)		
New faculty positions		303	-
Enrolment Incentive allocation		1	1
Graduate program implementation		70	60
Canada Research Chair		-	182
Support position, 0.5 FTE		30	30
International internships		-	100
	(725)	404	373

New budget allocations to the Faculty of Public Affairs include continued commitment to the Bachelor of Media Production and Design, and the joint (with the Faculty of Arts and Social Sciences) graduate program in Migration and Diaspora Studies.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
c) Sprott School of Business			
Budget reduction applied	(264)		
First year student experience and retention		-	150
Brand alignment		-	100
	(264)	-	250

New budget allocations to the Sprott School of Business support a number of initiatives in first-year student experience to improve retention and engagement.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
d) Faculty of Science			
Budget reduction applied	(732)	-	-
Enrolment Incentive allocation		2,134	2,134
Health Science building fit-up		-	1,075
New revenue generating initiatives		-	200
	(732)	2,134	3,409

New budget allocations to the Faculty of Science support the fit-up costs for floors 4 and 6 of the Health Sciences Building to accommodate increased enrolment and laboratory accreditation requirements. Support is also provided to develop full-cost-recovery (revenue generating) master's programs.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
e) Faculty of Engineering and Design			
Budget reduction applied	(773)		
Enrolment Incentive allocation		2,029	2,029
	(773)	2,029	2,029

The Faculty of Engineering and Design uses resources provided by its Enrolment-Linked Budget Allocations (ELBA) to fund its programs and does not require additional funding from the university.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
f) Provost and Vice President (Academic)			
Budget reduction applied	(162)		
Indigenous faculty positions		247	-
Administrative positions		130	130
Student success academic initiatives		-	550
CUISIC support		-	120
Discovery Centre: Students as Partners		-	100
Stipend and award support		-	90
Community engagement support position		-	59
Scholars at Risk		-	50
	(162)	377	1,099

New budget allocations to the Office of the Provost & Vice-President (Academic) are focused on improving student success metrics by initiatives that include collaborative strategic academic activities with the faculties, investment in Carleton University's Indigenous Strategic Initiatives Committee, and expanding the Internship – Carleton University Research Experience Undergraduate Scholarship (I-CUREUS) program.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
g) Vice-President (Students and Enrolment)			
Budget reduction applied	(376)		
Undergrad recruitment activities		-	600
International travel bursaries		-	300
CUAEL support positions and wage subsidies		-	400
Accessible career transition advisor		75	75
Cooperative education positions, self-funded (\$140k)		-	-
Sexual violence and special case advisor		95	170
Mental health counsellors, student engagement and dog therapy		75	255
Support certificate staff training		-	75
Career Curriculum specialist		-	80
Internship and Global Partnership coordinator		-	80
ACE graduation initiatives, advising		-	150
READ program and research officer		-	80
	(376)	245	2,265

New budget allocations to the Office of the Vice-President (Students and Enrolment) support key metrics in student retention, engagement, and success. Investments in student mental health endeavours reinforce improved performance metrics.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
h) Library			
Budget reduction applied	(353)		
Collections		188	188
Digital infrastructure		-	120
Scival research tool		-	75
	(353)	188	383

New budget allocations to MacOdrum Library continue to support essential library collections and digital resources.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
i) Vice-President (Research and International)			
Budget reduction applied	(101)	-	-
Institutional research facilitators		380	380
Multi-disciplinary clusters and research support		-	600
ARISE program initiation		-	350
	(101)	380	1,330

New budget allocations to the Office of the Vice-President (Research and International) are made to enhance research excellence and impact by promoting the development of interdisciplinary research clusters that build on Carleton's existing strengths and are likely to lead to significant external research funding and reputation.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
j) Vice-President (Finance and Administration)			
Budget reduction applied	(731)		
Research IT support		-	1,311
IT support for security, risk assessment, fees and services		-	600
Compensation, talent acquisition, payroll positions		285	285
Consulting fees; job evaluation, benefits, software		-	132
HR operating and Carleton Appreciation Day		-	96
Sustainability improvements		-	480
Custodial and FMP workflow positions		-	250
Maintenance contracts; regulatory and compliance issues		-	200
Financial systems, research accounting, payables positions		-	201
SOS International		-	50
Business intelligence application developer		78	78
Fire and life safety officer		-	85
Card access project (Yr 2 of 5)		-	300
	(731)	363	4,068

New budget allocations to the Office of the Vice-President (Finance and Administration) support initiatives increasing effectiveness and efficiencies in its operations. Investments are made in the areas of security, IT infrastructure renewal, HR service delivery model, and sustainability initiatives.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
k) President			
Budget reduction applied	(84)		
Communication and marketing positions		200	300
Branding post-market research		-	300
Legal and Board of Governors positions		150	150
Government relations (3-year pilot project)		-	300
Equity advisor and position enhancement		100	100
	(84)	450	1,150

New budget allocations to the Office of President support priorities in building communications, marketing and branding capacity. Additionally, investments in legal and governance functions are made to ensure regulatory requirements are met.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
l) Advancement			
Budget reduction applied	(104)		
Senior Development Officers (OVPRI, OVPSE)		150	150
Hub for Good operating support		-	200
	(104)	150	350

New budget allocations to Advancement are made to diversify revenue streams through the provision of research and community engagement solutions for campus partners.

	<i>Budget Reduction Applied</i>	<i>Base Budget Allocation</i>	<i>Fiscal Budget Allocation</i>
	(\$000)	(\$000)	(\$000)
m) University Expense Budget changes			
Student support		1,050	1,050
Benefits		1,782	1,993
Utilities		-	(1,320)
Joint program costs		229	229
Memberships		115	115
Convocation		110	110
Insurance		90	90
Cleaning		70	70
Interfund transfers		(149)	(1,149)
Facility upgrades		-	7,200
IT information systems		-	3,548
Other		140	140
	-	3,437	12,076

University Budgets represent expenditure items that are integral to the operations of the university, yet are often out of the direct control of the units that manage them. Examples include student support, utilities, facilities upgrade and IT systems.

Most increases to university budgets relate to normal annual increases; however, there is a significant base increase required in the benefits budget due to Ontario's new pension reform and the mandatory contribution to the Pension Board Guarantee Fund. Investments in scholarships and bursaries at both the undergraduate and graduate level are also included.

Allocations of one-time fiscal budget to facility upgrades (e.g., classrooms, washrooms, lab and study space) relate to improving student experience, while investments in IT infrastructure for research, teaching and administration support the priorities of research excellence and effective and efficient administrative functions.

6.9 Provisions and Contingencies

The 2019-2020 Proposed Budget contains the following provisions and contingencies:

	<i>Existing Base Budget</i>	<i>New Allocations</i>	<i>2019-2020 Proposed Budget</i>
	(\$000's)	(\$000's)	(\$000's)
a) Contingencies	3,979	10,317	14,296
b) Enrolment incentive (ELBA)	14,647	737	15,384
c) Pension plan deficits	7,000	-	7,000
d) Building capital projects	-	2,113	2,113
Total provisions and contingencies	25,626	13,167	38,793

- a) The combined contingencies total \$14.3 million and relate mostly to 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 an undistributed base amount from previous years, as well as an estimate of the enrolment growth incentive for the 2019-2020 academic year.
- c) The status of the pension plan remains a financial liability for the university. After three rounds of temporary solvency funding relief spanning a decade, the Province introduced new pension plan funding rules on May 1, 2018, which will apply to the plan's July 1, 2019 valuation. Under these new rules, solvency funding will not be required, as our funded status is above 85%; however, a new "Provision for Adverse Deviation" (PfAD) will be required to be fully funded. It is anticipated that the PfAD for Carleton University's plan will be in the \$130.0 million range. The university currently has a pension reserve of \$129 million to fund this liability.

Preliminary analysis suggests that special pension payments will be \$19.0 million compared to \$13.5 million under the existing temporary solvency relief program, but lower than the \$40.0 million under the old rules with no new temporary relief.

- d) The university has allocated \$2.1 million to the capital reserve to fund new buildings on campus. With this contribution, the reserve is expected to be approximately \$80.0 million as of May 1, 2019, and will support the continuing construction on the Nicol and ARISE buildings, as well as provide funding for anticipated future projects such as the Campus Transportation Plan and Wellness Centre.

7.0 Five-Year Financial Outlook

The university uses a five-year rolling forecast to inform the allocations for the upcoming budget year. The premise of the model is that the budget must break even in every year. It is expected that ongoing base expenditures will equal ongoing base revenues in year five of the plan.

On the revenue side, the enrolment projections included in the plan are based on the 2017 base year, which is held constant over the period. Tuition fee rates are assumed to increase by an average of 3% starting in 2021-2022, after the current framework expires.

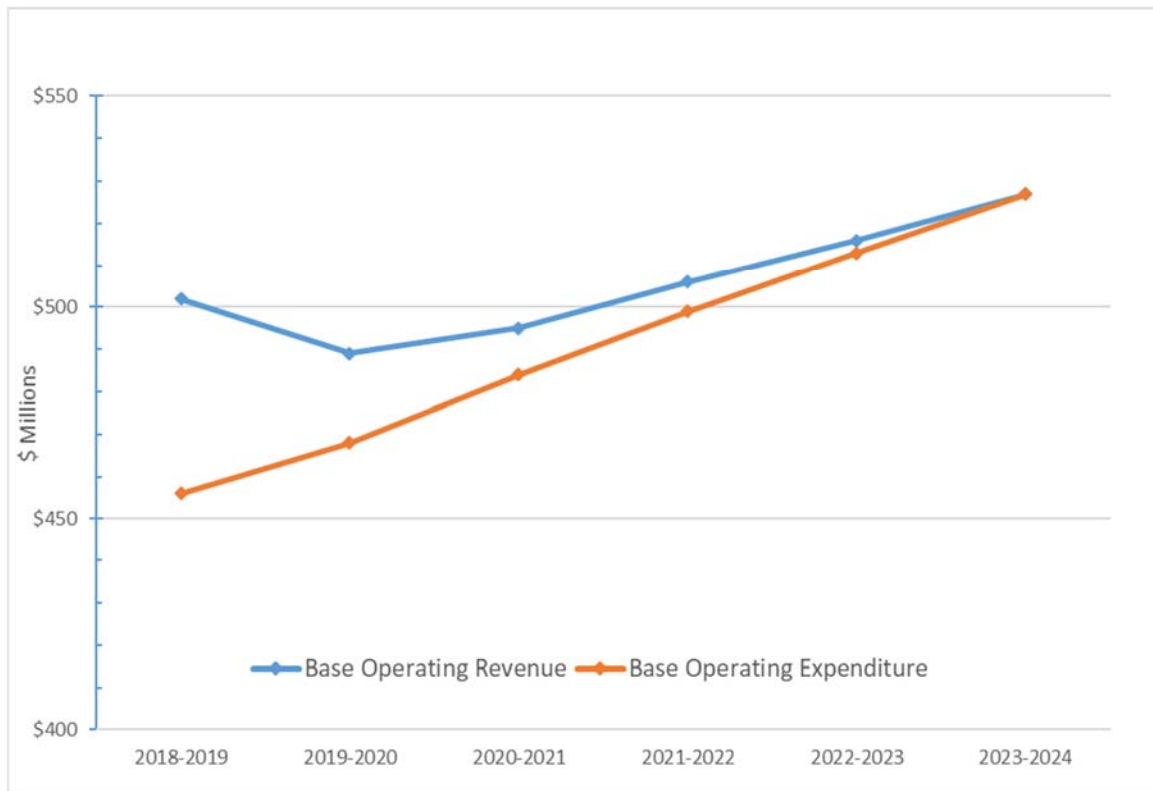
Core operating grant revenue are assumed to remain constant and that the MTCU will continue to fund approved graduate enrolment growth. This amounts to \$2.1 million over two years.

Expenditure increases for non-discretionary and/or strategic university budgets (e.g., utilities, student support) have been included. Compensation increases are based on collective agreements where applicable and projections for those years not covered by collective agreements.

The result of applying these assumptions is that expenditures will increase at a faster rate than revenues. In order to achieve a break-even result in year five of the plan, cuts of approximately \$3.0 million (1% of faculty and services budgets) are required in each of the next four years.

The long-term plan is based on conservative assumptions, and will be revisited in the fall of 2019, once actual enrolment is known. Favorable changes to the forecast would be influenced by enrolment growth, higher non-regulated revenues, and operating efficiencies. Unfavorable changes would be impacted by a continuing tuition fee freeze, funding grant reductions or higher than planned cost increases.

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
	<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)
Base Revenues						
Tuition	304	291	295	306	316	327
Grants	172	172	174	174	174	174
Other revenues	26	26	26	26	26	26
Total revenue	502	489	495	506	516	527
Base Expenditures						
Faculties, Student and Professional Services	281	298	310	321	333	344
Provisions and Contingencies	33	27	23	23	23	24
University Budgets	142	148	154	158	160	162
Annual Base Expenditure Cut	-	(5)	(3)	(3)	(3)	(3)
Total Base Expenditures	456	468	484	499	513	527
Fiscal amount available	46	21	11	7	3	-




8.0 Approval of the 2019-2020 Operating Budget


Carleton University 2019-2020 Proposed Operating Budget (000's)				
	Approved Budget 2018-2019	Projected Actuals 2018-2019	Proposed Budget 2019-2020	Change fm Prior Year Budget
<u>Income</u>				
Government Grant	172,607	176,578	172,392	(215)
Tuition Fees	307,000	304,300	291,100	(15,900)
Miscellaneous Fees and Income	10,741	11,335	11,081	340
Investment Income	8,250	8,250	8,250	-
Departmental Income	6,047	6,255	6,309	262
Total Operating Income	504,645	506,718	489,132	(15,513)
<u>Expenditures and Transfers</u>				
Faculty of Arts and Social Sciences	50,367	69,937	54,260	3,893
Faculty of Public Affairs	33,163	44,593	35,794	2,631
Sprott School of Business	12,249	15,190	13,044	795
Faculty of Science	36,483	46,164	39,179	2,696
Faculty of Engineering and Design	36,579	82,067	39,606	3,027
Provost and Vice-President (Academic)	11,121	13,464	11,551	430
Vice-President (Students and Enrolment)	22,989	26,837	24,020	1,031
Library	17,554	20,048	17,693	139
Vice-President (Research and International)	6,698	9,280	6,407	(291)
Vice-President (Finance and Administration)	40,756	62,090	40,687	(69)
Advancement	5,416	22,390	5,459	43
President	4,381	5,974	5,469	1,088
University Budgets and Transfers	150,627	182,993	157,170	6,543
Provisions and Contingencies	76,262	15,529	38,793	(37,469)
Net Appropriations	-	(117,738)	-	-
Total Expenditure and Transfers	504,645	498,818	489,132	(15,513)
Net Result	-	7,900	-	-

As shown above, the 2019-2020 Operating Budget being proposed meets the objective set out by the Board of Governors in the fall of 2018 in that a balanced budget be developed.

The 2019-2020 Operating Budget is therefore respectfully submitted to the Board of Governors.



J. Tomberlin
Provost and Vice-President (Academic)
Chief Budget Officer



M. Piché
Vice-President (Finance and
Administration)

Appendix A. Consolidated Financial Outlook

2019-2020 FINANCIAL OUTLOOK CONSOLIDATED STATEMENT OF INCOME, EXPENSES AND FUND BALANCES

	Operating Fund	Ancillary Fund	Capital Fund	Research Fund	Total
<u>INCOME</u>					
Government grants and contracts	172,392	100	-	67,211	239,703
Tuition fees	291,100	-	-	-	291,100
Miscellaneous fees and income	11,081	50,001	-	-	61,082
Non-government grants and contracts	-	-	-	-	-
Investment Income	8,250	32	-	-	8,282
Sales of services and products	-	18,880	-	-	18,880
Donations	-	66	-	2,985	3,051
Departmental Income	6,309	-	-	-	6,309
Total Income	489,132	69,079	-	70,196	628,407
<u>EXPENSES</u>					
<u>Salaries:</u>					
Academic	159,650	-	-	15,049	174,699
Administrative and support	98,609	11,019	-	3,095	112,723
Student salaries	18,190	2,429	-	12,201	32,820
Benefits	67,884	1,753	-	1,805	71,442
Total Salaries and Benefits	344,333	15,201	-	32,150	391,684
<u>Non-salary:</u>					
Supplies and other direct expenses	25,042	22,047	-	30,820	77,909
Facilities - construction, renovations, operations	52,071	22,734	61,865	1,610	138,280
Student aid	37,228	-	-	5,646	42,874
Library acquisitions	6,622	-	-	-	6,622
Debt and financing charges	-	7,315	-	-	7,315
Provisions and contingencies	26,056	198	-	-	26,253
Interfund transfers (net)	(2,220)	1,233	(15,000)	(30)	(16,017)
Net appropriations	-	352	(46,865)	-	(46,513)
Total Non-salary expenses	144,799	53,878	-	38,046	236,723
Total Expenditure and Transfers	489,132	69,079	-	70,196	628,407
Net Result before one-time fiscal allocations	-	-	-	-	-
<u>Fund Balance</u>					
Opening fund balance	262,223	36,163	77,942	75,874	452,202
Net appropriation	-	352	(46,865)	-	(46,513)
Closing fund balance	262,223	36,515	31,077	75,874	405,689

Appendix B. Multi-Year Financial Outlook

MULTI-YEAR FINANCIAL OUTLOOK OPERATING FUND - INCOME, EXPENSES AND FUND BALANCE (\$ 000)						
	2017-2018 Actual	2018-2019 Budget	2018-2019 Projection	2019-2020 Budget	2020-2021 Outlook	2021-2022 Outlook
	<i>Restated to revised presentation format</i>					
<u>INCOME</u>						
Government grants and contracts	182,592	172,607	176,578	172,392	173,900	174,500
Tuition fees	286,430	307,000	304,300	291,100	295,500	306,000
Miscellaneous fees and income	11,893	10,741	11,335	11,081	11,081	11,081
Non-government grants and contracts	-	-	-	-	-	-
Investment Income	12,610	8,250	8,250	8,250	8,250	8,250
Sales of services and products	-	-	-	-	-	-
Donations	-	-	-	-	-	-
Departmental Income	12,924	6,047	6,255	6,309	6,309	6,309
Total Income	506,448	504,645	506,718	489,132	495,040	506,140
<u>EXPENSES</u>						
<u>Salaries:</u>						
Academic	142,359	148,183	155,019	159,650	165,094	171,213
Administrative and support	85,128	102,960	98,752	98,609	101,489	107,608
Student salaries	25,068	18,700	24,193	18,190	18,190	18,190
Benefits	61,289	64,548	67,133	67,884	68,562	69,262
Total Salaries and Benefits	313,844	334,391	345,098	344,334	353,335	366,273
<u>Non-salary:</u>						
Supplies and other direct expenses	35,935	21,434	38,850	25,042	21,460	21,613
Facilities - construction, renovations, operations	35,368	61,159	55,102	52,071	40,731	42,558
Student aid	32,333	34,956	38,027	37,228	37,403	38,503
Library acquisitions	6,137	6,342	7,300	6,622	6,427	6,427
Debt and financing charges	-	-	-	-	-	-
Provisions and contingencies	-	47,367	-	26,056	28,634	30,852
Interfund transfers (net)	99,402	(1,004)	37,341	(2,220)	(1,220)	(1,220)
Annual base expenditure cut	-	-	-	-	(2,829)	(5,658)
Net appropriations	(16,571)	-	(22,900)	-	-	-
Total Non-salary expenses	192,604	170,254	153,720	144,799	130,606	133,075
Total Expenditure and Transfers	506,448	504,645	498,817	489,133	483,941	499,348
Net Result before one-time fiscal allocations	-	-	7,900	-	11,099	6,792
<u>Fund Balance</u>						
Opening fund balance	264,659	277,223	277,223	262,223	262,223	262,223
Net appropriation	(16,571)	-	(22,900)	-	-	-
Capital appropriations included above	29,135	-	7,900	-	-	-
Closing fund balance	277,223	277,223	262,223	262,223	262,223	262,223

Appendix C. The Ancillary Plan

Ancillary Services are departments that support the academic and research mission of the university but are not directly related to the primary function of teaching and research. The ancillaries provide services to students, faculty, and staff. These units cover housing, food services, athletics, parking, health services, and other ancillary activities.

Ancillaries are expected to generate sufficient revenues to fund the cost of providing service, in addition to generating funds to cover future capital requirements (deferred maintenance). The budget for 2019-2020 contains increases in rates/fees where applicable, expected growth in revenue, anticipated operating costs, as well as deferred maintenance and capital projects planned for the year.

The 2019-2020 Ancillary Budget was presented and approved at the Board of Governors meeting held March 28, 2019. The Ancillary Budget shown in Appendix C has been reclassified to conform to the budget presentation of this document for comparative purposes. As presented in this document, the 2019-2020 Ancillary Budget provides for total revenue of \$69.1M and total expenses of \$68.7M, resulting in an excess of revenues over expenses of \$352K. This will result in a budgeted total accumulated surplus \$41.7M in 2019-2020. Deferred maintenance for all Ancillary Units, excluding the pool, is estimated at \$55M, while total outstanding debt for Ancillary Units is expected to be \$98.7M at the end of 2018-2019.

Housing & Residence Life, Dining Services, Conference Services

Housing and Residence Life provides on-campus accommodations for over 3,600 students. Budget increases in the range of 1.8% to 2.5% have been approved for 2019-2020. During the summer months, Conference Services utilizes a significant portion of available beds to provide accommodations to those who are participating in events being held on campus and visiting tourists. The university has contracted Aramark Canada Ltd. to collaboratively manage dining services on campus. Dining Services is budgeting a 3% increase in residence dining plans for 2019-2020. In comparison, there were no increases to either residence or dining fees in 2018-2019. The department has budgeted a surplus of \$108,000 in 2019-2020. Infrastructure renewal investments of \$7.7M are expected in 2019-2020. A business plan will also be developed in 2019-2020 for a new student residence. Deferred maintenance is currently estimated at \$19.0M, and outstanding debt is projected to be \$67.0M by the end of 2018-2019.

Physical Recreation and Athletics

The mission of Physical Recreation and Athletics is to enhance the life, health, and spirit of the university community by providing quality sport, physical activity, and instruction. A balance of programs is offered for all skills and competitive levels, including freelance recreation, instructional programs, intramural leagues, provided through 15 varsity teams and 21 competitive club teams. Athletics has budgeted a surplus of \$190,000 for 2019-2020. A significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2019-2020 increase follows CPI (2.5%). The other significant fees come from memberships and rentals. The 2019-2020 budget includes \$1.0 million to be spent on deferred maintenance for the Ice House building envelope and roofing of the Norm Fenn building. Required investments to increase capacity and upgrade facilities are expected to impact future financial results. Deferred maintenance is currently estimated at \$15.0M (excluding the pool), and outstanding debt is projected to be \$436,000 by the end of 2018-2019. It should be noted that the football activity is not reflected in this budget, as it is funded largely by external sources.

Parking Services

Parking Services manages all aspects of parking on campus including traffic demand management, parking lot maintenance, permit issuance, service of parking equipment and parking revenue collection systems, secure bicycle storage facilities, and parking enforcement on campus. In addition to this service, the unit also co-ordinates the locker rental and repair program for the university. Parking Services has budgeted a surplus of \$1.2M for 2019-2020. Parking Services is facing a number of challenges, including operating above functional capacity, loss of parking spaces due to

new building construction, the pending shutdown of the O-Train for the LRT, and the projected end-of life of P9 in 2024-25. To assist with parking infrastructure renewal, as well as to bring parking rates on campus to market standards, the budget for 2019-2020 includes a 10% increase on parking fees. A longer-term pricing plan will be developed as part of the campus Transportation Plan. Deferred maintenance is currently estimated at \$10.0 million, and outstanding debt is projected to be \$22.9 million at the end of 2018-2019.

Health and Counselling Services

Located in the CTTC Building, Health and Counselling Services (HCS) offers comprehensive health care to students, staff, permanent faculty and retirees. Counselling services, including personal counselling as well as health and peer education programs, are also offered to students. Health and Counselling Services has budgeted a surplus of \$32,000 in 2019-2020. A significant portion of revenue comes from student fees, which are set in accordance with the Ancillary Fee Protocol. The 2019-2020 increase is set at CPI (2.5%). HCS currently has no deferred maintenance nor outstanding debt.

The Print Shop

The Print Shop is committed to providing quality offset and digital printing to the university community. The department is also responsible for multi-functional devices throughout campus for both internal and external users. Campus Card is also included in The Print Shop's operations, which provides students, staff, and faculty with a comprehensive ID card that can be used to make purchases across campus, access services, and gain entry to buildings. Campus Card is also responsible for distributing the UPass transit pass to students. The Print Shop has budgeted a surplus of \$246,000 for 2019-2020. The Print Shop currently has no deferred maintenance nor outstanding debt.

Ancillary Property Rentals

The department includes the National Wildlife and Research Centre (NWRC), which is leased to Environment Canada and is operated on a cost-recovery basis. Deferred maintenance is currently estimated at \$243,000, and outstanding debt (the mortgage) is projected to be \$8.4 million by the end of 2018-2019.

The University Centre

The University Centre is a student-oriented building that serves as the hub of the campus. It is home to the Carleton University Students' Association (CUSA) and virtually all of its operations including a convenience store, a coffee house, and Oliver's Pub. Other tenants include the Graduate Students' Association (GSA), Information Carleton, the Paul Menton Centre for Students with Disabilities, the University Bookstore and a large food court. The University Centre operates on a cost recovery basis. Deferred maintenance for the University Centre is estimated at \$11.0 million, of which \$2.0M will be spent in 2019-2020. There is currently no outstanding debt. Future demand for Centre space by student associations could be impacted because of a change in the government's ancillary fees policy.

The Bookstore

The Bookstore sells textbooks, course materials, apparel, supplies, and other related accessories. The Bookstore is managed by Follett of Canada under an agreement that provides a commission on sales to the university. This agreement is in place until 2020 with an option to renew at that time. Although a declining business, the department continues to generate positive results. The Bookstore has budgeted surplus of \$94,000 in 2019-2020. The Bookstore currently has no deferred maintenance or outstanding debt.

Carleton Performance Centre (Dominion Chalmers)

Carleton University acquired the Dominion-Chalmers United Church building (the Performance Centre) in late June 2018. The Performance Centre provides the university with academic and multi-purpose performance space, in addition to serving the Ottawa community. The Performance Centre budget excludes \$2.7 million in restricted donations and pledges to cover renovations and facility upgrades. External revenue is primarily generated from rental income and space rentals for events, as well as from parking. Carleton University transfers \$300,000 annually to cover the operating costs

associated with the use of space by the university. The Performance Centre is budgeting a surplus of \$46,000 in 2019-2020. The Performance Centre currently has no outstanding debt.

Ancillary Capital Fund (ACF)

The Ancillary Capital Fund (ACF) has been established to support future capital projects for ancillary units. Revenue is derived from external sponsorships and rentals, as well as internal commissions from other Ancillary Units. In consideration of the financial pressures the University will face in 2019-2020, it is proposed that \$1.0 million be transferred to the Operating Fund from the ACF. The ACF has budgeted a surplus of \$423,000 in 2019-2020, and has no deferred maintenance or outstanding debt.

Carleton University Proposed Ancillary Budget 2019-2020 and Projected Operating Results 2018-2019 (\$ 000)															
	2018-19 Projections			2019-20 Proposed Budget			2020-21 Projected Budget			2021-22 Projected Budget			Accumulated Surplus		
	Revenue \$000's	Expenses & Capital \$000's	Surplus (Deficit) \$000's	Revenue \$000's	Expenses & Capital \$000's	Surplus (Deficit) \$000's	Revenue \$000's	Expenses & Capital \$000's	Surplus (Deficit) \$000's	Revenue \$000's	Expenses & Capital \$000's	Surplus (Deficit) \$000's	Apr 2018 Actual	Apr 2019 Projected	Apr 2020 Budget
Housing, Conference & Dining	32,891	31,063	1,828	33,279	33,171	108	33,812	31,846	1,966	34,324	32,256	2,068	9,701	11,529	11,637
Physical Recreation and Athletics	14,878	13,546	1,332	15,052	14,862	190	15,334	15,216	118	15,686	16,032	(346)	9,873	11,205	11,395
Parking Services	5,502	4,735	767	6,165	4,952	1,213	6,168	4,903	1,265	6,171	4,957	1,214	2,843	3,610	4,823
Health and Counselling Services	3,733	3,982	(249)	3,759	3,727	32	3,800	3,753	47	3,901	3,833	68	744	495	527
The Print Shop	3,049	3,359	(310)	3,038	2,792	246	3,038	2,864	174	3,038	2,910	128	1,442	1,132	1,378
Ancillary Property Rentals	2,373	2,373	-	2,434	2,434	-	2,481	2,481	-	2,528	2,528	-	1,560	113	113
University Centre	1,702	1,373	329	1,742	3,742	(2,000)	1,806	1,806	-	1,863	1,863	-	2,491	2,820	820
Carleton Performance Centre	492	437	55	769	723	46	822	606	216	845	642	203	-	55	101
Bookstore	689	546	143	648	554	94	639	570	69	630	585	45	267	410	504
Ancillary Capital Fund	2,177	1,093	1,084	2,193	1,770	423	2,239	770	1,469	2,252	561	1,691	3,710	4,794	5,217
Total Ancillary Units	67,486	62,507	4,979	69,079	68,727	352	70,139	64,815	5,324	71,238	66,167	5,071	32,631	36,163	36,515

Ancillary Fund Financial Outlook

MULTI-YEAR FINANCIAL OUTLOOK ANCILLARY FUND - INCOME, EXPENSES AND FUND BALANCES (\$ 000)

	2017-2018 Actual	2018-2019 Budget	2018-2019 Projection	2019-2020 Budget	2020-2021 Outlook	2021-2022 Outlook
INCOME						
Government grants and contracts	104	100	100	100	100	100
Tuition fees	-	-	-	-	-	-
Miscellaneous fees and income	49,417	49,295	49,002	50,001	50,916	51,840
Non-government grants and contracts	-	-	-	-	-	-
Investment Income	22	32	32	32	32	32
Sales of services and products	19,127	19,743	18,076	18,880	19,091	19,266
Donations	394	-	276	66	-	-
Departmental Income	-	-	-	-	-	-
Total Income	69,064	69,170	67,486	69,079	70,139	71,238
EXPENSES						
Salaries:						
Academic	-	-	-	-	-	-
Administrative and support	9,080	10,797	10,254	11,019	11,402	11,767
Student salaries	2,147	2,282	2,225	2,429	2,537	2,642
Benefits	1,377	2,274	1,552	1,753	1,799	1,897
Total Salaries and Benefits	12,604	15,353	14,031	15,201	15,738	16,306
Non-salary:						
Materials, supplies and small equipment	21,564	20,851	21,730	22,047	22,453	22,951
Facilities - construction, renovations, operations	20,115	19,800	19,287	22,734	19,080	19,446
Student aid	4	-	-	-	-	-
Library acquisitions	-	-	-	-	-	-
Debt and financing charges	7,679	7,516	7,439	7,315	7,113	7,033
Provisions and contingencies	-	306	12	198	198	198
Interfund Transfers (net)	(651)	529	1,454	1,233	233	233
Net appropriation to/(from) fund balance	7,749	4,815	3,533	352	5,324	5,071
Total Non-salary expenses	56,460	53,817	53,455	53,878	54,401	54,932
Total Expenditure and Transfers	69,064	69,170	67,486	69,079	70,139	71,238
Net Result	-	-	-	-	-	-
Fund Balance						
Opening fund balance	24,881	32,121	32,630	36,163	36,515	41,839
Addition/Reductions	7,749	4,815	3,533	352	5,324	5,071
Closing fund balance	32,630	36,936	36,163	36,515	41,839	46,910

Appendix D. The Capital Plan

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 expenditures include activity related to the capital infrastructure on campus. Under normal circumstances, equipment and small renovations are funded from operating funds and/or restricted funds (e.g., the research fund). For large equipment, significant renovations or construction for which the estimated cost is higher than \$5 million, two standing committees of the Board of Governors share responsibility for oversight: The [Building Program Committee](#) (responsible for technical oversight) and the Finance Committee (responsible for project funding and financial management).

The university expects to spend \$49.7 million on major capital projects during 2019-2020, and \$14.0 million to address its deferred maintenance backlog.

The following capital projects are ongoing:

Nicol Business Building

A dedicated facility for the Sprott School of Business (see photo on the Table of Contents page) was approved in October 2018 for a 100,000 square-foot building including public assembly space, electronic and interactive classrooms of various sizes, student resource rooms, office space, space for entrepreneurial programming and shell space to accommodate future program growth. This \$65-million project is funded by Operating Fund – Capital Reserves and from a \$10.0 million donation from the Nicol family. Expected completion date is fall 2020.

Faculty of Engineering and Design (FED) - Student Design Centre

The Faculty of Engineering will develop an Engineering Design Centre (EDC) as an addition to the Mackenzie complex. The EDC will accommodate design studios for the Capstone projects developed by students from various departments, supporting student interaction, collaboration and socializing as part of the overall experience. The three-story, \$11.0 million addition will be approximately 16,600 square feet with a central atrium visually connecting all spaces. Conceptual design was completed in November 2018 and occupancy of the new space is projected for fall of 2020. The project received approval from the Building Program Committee in March 2019.

ARISE Building Fit-up

Construction of the Carleton University Institute for Advanced Research and Innovation in Smart Environments (ARISE) building was substantially completed in fall 2018. Phase 2 includes the fit-up of the facility at a cost of \$8.5 million to be completed in the summer of 2019. Future occupancy will support strategic priorities regarding research and economic development in the fields of Clean Technology, Health Technology, and Information and Communication Technology. This project is funded through Operating Fund – Capital Reserves.

Health Sciences Fit-up (4th & 6th Floors)

The original design of the building left two floors unfinished to allow for future program growth. The \$9.0M fit-up of these final two floors is funded through Operating Fund – Capital Reserves. Work started in November 2018 and is progressing on schedule. Project completion is scheduled for summer 2019.

Co-generation Plant

Increasing building growth on campus has resulted in increasing burdens on the existing steam plan and electrical service capacities of the Heating Plant. This \$20.7-million project expands the Heating Plant to accommodate the installation of a Combined Heat and Power (Cogeneration) System to

support increasing needs in the most economical manner. The project is funded through Operating Fund – Capital Reserves and is expected to be completed in fall 2019.

Building Modernization Program (Deferred Maintenance)

In addition to investing in new facilities, the university is addressing a backlog of deferred maintenance to maintain existing buildings in acceptable condition. The average age of our academic buildings is 34 years, and 14 of these are older than 30 years. The current deferred maintenance backlog in academic buildings is \$130 million. In order to address the backlog, the Board of Governors approved funding of \$14.0 million annually over a 10-year period. Deferred maintenance projects are prioritized using a ranking system within the VFA software application.

Deferred maintenance needs of buildings servicing ancillary operations are also tracked in VFA software and are funded from ancillary reserves.

Capital Fund Financial Outlook

MULTI-YEAR FINANCIAL OUTLOOK CAPITAL FUND - MAJOR CAPITAL PROJECTS (\$ thousands)									
	Expected completion date	Original budget	Revised budget	2017-2018 Actual to date	2018-2019 Budget	2018-2019 Projections	2019-2020 Budget	2020-2021 Outlook	2021-2022 Outlook
APPROVED PROJECTS									
Health Science Building	Summer 2019	45,000	52,000	49,604	1,399	1,399	997	-	-
Nicol - Business Building	Fall 2020	48,000	65,100	2,808	12,083	12,083	31,278	18,931	-
ARISE Building	Fall 2018	29,518	29,518	19,865	9,653	9,653	-	-	-
ARISE Fit-up		8,500	8,500	-	4,446	4,446	4,054	-	-
Health Science Fit Up	Summer 2019	9,000	9,000	-	4,487	4,487	4,513	-	-
Co-Generation Plant	Spring 2019	20,000	20,700	10,204	4,473	4,473	6,023	-	-
Energy Retrofit and Modernization Facilities	Fall 2018	21,165	21,315	17,250	4,065	4,065	-	-	-
Dominion Chalmers Church	Fall 2018	6,785	6,809	-	6,809	6,809	-	-	-
MacKenzie Addition - Student Design Centre	Fall 2020	11,000	11,000	-	-	-	1,000	10,000	-
POTENTIAL PROJECTS									
Campus Transportation Strategy									
Wellnes Centre									
Total		198,968	223,942	99,731	47,415	47,415	47,865	28,931	-
FUNDING PROVIDED BY									
Government Grant		31,431	31,431	21,619	9,812	9,812	-	-	-
Operating Fund appropriations / reserves		153,405	175,433	76,985	37,179	37,179	46,865	18,931	-
Donations		3,100	4,200	1,100	400	400	-	-	-
Operating Budget		11,032	12,878	27	24	24	1,000	10,000	-
Total		198,968	223,942	99,731	47,415	47,415	47,865	28,931	-

Financing for Capital and Strategic Initiatives

Before undertaking any capital project or large-scale strategic initiative, such as technology infrastructure renewal, Carleton University considers available financing sources, including internal loans, reserves, forecasted revenues including donations, and external financing, or debt. External debt is undertaken by the administration only following approval by the Board of Governors.

Carleton University's total debt is forecasted to be \$67.3M at April 30, 2019, of which \$63.4M is long-term debt. This debt was entered into on behalf of ancillary operations and represents mortgages and loans for the construction of five residence buildings and the National Wildlife Research Centre (NWRC) Building.

The framework for undertaking external debt and in establishing limits on outstanding long-debt is detailed in Carleton University's Capital Debt Policy: carleton.ca/secretariat/wp-content/uploads/Capital-Debt-Policy.pdf

In any given year, the following ratios must ordinarily be met in order to incur additional capital debt:

- A. Debt to Full Time Equivalent Student (FTE) <\$10,900 (as at May 2013). This amount is indexed by annual CPI increase every May. As at May 1, 2018, the debt per student FTE was \$11,805 and total debt \$71.1M, for a debt to FTE Student of \$5,501, well below the loan covenant.
- B. Debt Service Coverage Ratio (DSCR) > 2.5

$$\text{DSCR} = \frac{\text{surplus (deficit)} + \text{depreciation expense} + \text{interest expense}}{\text{annual debt service charge (i.e. interest and principal)}}$$

The annual debt service charge includes those payments legally required and excludes any special repayments made at the university's discretion.

For fiscal year 2016-2017, the DSCR ratio was 18.4, well above the loan covenant.

CAPITAL DEBT - ANNUAL PAYMENTS					
Principal and Interest					
(\$ thousands)					
			2019-2020	2020-2021	2021-2022
	Maturity	Interest rate	Budget	Outlook	Outlook
<u>Mortgage payable:</u>					
Glengarry Residence	2020	6.375%	117	-	-
			117	-	-
<u>Loans payable:</u>					
Leeds Residence	2027	6.724%	1,607	1,607	1,607
Prescott Residence	2029	6.299%	1,520	1,520	1,520
Frontenac Residence	2039	4.660%	929	934	939
Lennox & Addington Residence	2042	2.930%	1,591	1,586	1,590
NWRC Loan	2028	6.460%	1,332	1,332	1,332
			6,979	6,979	6,988
Total Capital Debt Payments			7,096	6,979	6,988

MULTI-YEAR FINANCIAL OUTLOOK
CAPITAL FUND - INCOME, EXPENSES AND FUND BALANCE
(\$ 000)

	2017-2018 Actual	2018-2019 Budget	2018-2019 Projection	2019-2020 Budget	2020-2021 Outlook	2021-2022 Outlook
INCOME						
Government grants and contracts	10,190	9,812	9,812	-	-	-
Tuition fees	-	-	-	-	-	-
Miscellaneous fees and income	1,237	1,000	2,300	-	-	-
Non-government grants and contracts	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-
Sales of services and products	-	-	-	-	-	-
Donations	11,947	-	-	-	-	-
Departmental Income	-	-	-	-	-	-
Total Income	23,374	10,812	12,112	-	-	-
EXPENSES						
Salaries:						
Academic	-	-	-	-	-	-
Administrative and support	-	-	-	-	-	-
Student salaries	-	-	-	-	-	-
Benefits	-	-	-	-	-	-
Total Salaries and Benefits	-	-	-	-	-	-
Non-salary:						
Materials, supplies and small equipment	-	-	-	-	-	-
Facilities - construction, renovations, operations	58,268	61,415	61,415	61,865	42,931	14,000
Student aid	-	-	-	-	-	-
Library acquisitions	-	-	-	-	-	-
Debt and financing charges	-	-	-	-	-	-
Provisions and contingencies	-	-	-	-	-	-
Interfund transfers (net)	(5,759)	(28,665)	(27,365)	(15,000)	(24,000)	(14,000)
Net appropriation to/(from) fund balance	(29,135)	(21,938)	(21,938)	(46,865)	(18,931)	-
Total Non-salary expenses	23,374	10,812	12,112	-	-	-
Total Expenditure and Transfers	23,374	10,812	12,112	-	-	-
Net Result	-	-	-	-	-	-
Fund Balance						
Opening appropriated fund balance	121,115	91,980	91,980	77,942	31,077	12,146
Add/(deduct) net appropriations	-	(21,938)	(21,938)	(46,865)	(18,931)	-
Contributions from Operating included above	(29,135)	-	7,900	-	-	-
Closing appropriated fund balance	91,980	70,042	77,942	31,077	12,146	12,146

Appendix E. The Research Plan

External research funding is divided into four categories:

- (1) Tri-Agency (NSERC, SSHRC, CIHR), New Frontiers in Research, CRC, NCE,
- (2) Infrastructure funding (e.g., CFI, ORF),
- (3) Joint ventures (e.g., TRIUMF and SNO), and
- (4) Other grants and contracts (e.g., industry, governments, foundations, international).

The total research funding can widely fluctuate from year to year. Projections of research revenues and expenses take into account many factors such as multi-year grants and expected success rates in funding competitions. External factors, such as timing of external research competitions and economic conditions, have a major impact on our research funding projections, especially for one-time large infrastructure awards such as the CFI-IF. As a result, projections of future research funding have large uncertainties.

At the provincial level, while the Ontario Government is focusing on controlling its budget deficit, we expect some uncertainties in provincial research funding levels (OCE, ORF).

At the federal level, budget 2018 included substantial research investments. Other changes are being implemented to streamline and simplify the programs as recommended by the Naylor report. NSERC, SSHRC, CIHR, CRC, and CFI all saw increases to their budgets and the NRC, for the first time received funding specifically to work with university researchers. These changes, however, are all winding through the system slowly. For example, the New Frontiers in Research Fund “Transformation” and “International” streams have yet to be announced and will likely have a minimal impact on the 2019-2020 fiscal year funding.

At Carleton, we are empowering multidisciplinary research clusters that address important societal needs and lead to potential economic development impact. To ensure that our multidisciplinary research teams succeed in the external research competitions, we are providing seed funding to 10 teams and are working closely with them on external research funding applications.

In 2017-2018, our external research funding was slightly over \$70 Million compared to \$54 Million in the previous year (an increase of 29%). Carleton’s research funding level in 2017-2018 will be somewhat difficult to sustain. The new programs are rolling out slowly, while others are already closing intake. In addition, no CFI-IF competitions have been launched. We anticipate a CFI-IF competition in the 2019-2020 fiscal year, with funding flowing in 2020-2021. Furthermore, the OCE funding is presently on hold.

Substantial increases and improvements to research space, such as the addition of the Advanced Research and Innovation in Smart Environments (ARISE) Building and the Health Science Building will continue to create opportunities for seeking and obtaining additional research funding.

Tri-Agency Funding (NSERC, SSHRC and CIHR)

Our tri-agency funding has been growing steadily during the past few years. With a renewed emphasis on health research at Carleton we expect more success at CIHR. We expect our Tri-Agency funding level to increase by 3% per year for the next three years.

Canada Foundation for Innovation (CFI)

Fiscal 2018-2019 is a quiet year for CFI-related competitions. We will be preparing for the upcoming announcement of the major infrastructure round while finalizing procurement under our funded Atlas and Multi-hazard programs from previous rounds and the ongoing CFI-JELF (John R. Evans Leaders Fund) envelope.

Canada Research Chairs (CRCs)

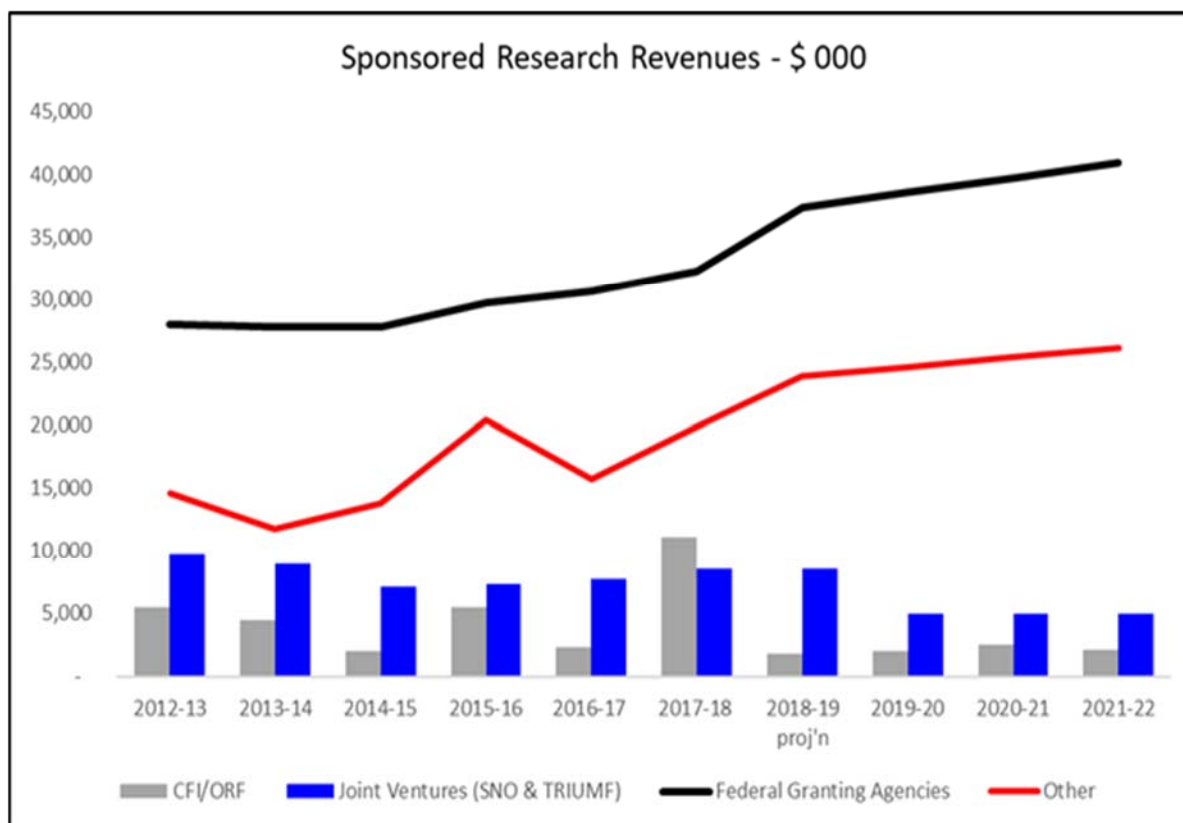
Recruitment efforts are underway for six CRCs. Our recruitment process is designed to ensure that our CRC Equity, Diversity and Inclusion targets are all met. The number of CRCs that are allocated to Carleton are based on our share of Tri-Agency funding.

Private Sector

Recent federal investments in Ottawa companies such as BlackBerry/QNX, Nokia, Ciena and Ericsson (via ENCQOR) provide new opportunities to engage at higher levels with companies locally, nationally, and internationally.

International

Recent changes in some NSERC programs provide matching opportunities for some international funding. These changes will provide us more incentives to attract international funding.



Abbreviations

CFI	Canada Foundation for Innovation
CFI-IF	Canada Foundation for Innovation – Infrastructure Fund
CIHR	Canadian Institutes of Health Research
CRC	Canada Research Chairs
NCE	Networks of Centres of Excellence of Canada
NRC	National Research Council of Canada
NSERC	Natural Science and Engineering Research Council
OCE	Ontario Centres of Excellence
ORF	Ontario Research Fund
SNO	Sudbury Neutrino Observatory Laboratory (Physics Joint Venture)
SSHRC	Social Sciences and Humanities Research Council
TRIUMF	Tri-University Menon Facility (Physics Joint Venture)

Research Fund Financial Outlook

MULTI-YEAR FINANCIAL OUTLOOK RESEARCH FUND - INCOME, EXPENSES AND FUND BALANCES (\$ 000)						
	2017-2018 Actual	2018-2019 Budget	2018-2019 Projection	2019-2020 Budget	2020-2021 Outlook	2021-2022 Outlook
INCOME						
Government grants and contracts	66,944	68,852	68,852	67,211	69,607	71,160
Tuition fees	-	-	-	-	-	-
Miscellaneous fees and income	594	-	-	-	-	-
Non-government grants and contracts	-	-	-	-	-	-
Investment income	5	-	-	-	-	-
Sales of services and products	390	-	-	-	-	-
Donations	5,073	2,844	2,844	2,985	2,985	2,985
Departmental income	-	-	-	-	-	-
Total Income	73,006	71,696	71,696	70,196	72,592	74,145
EXPENSES						
Salaries:						
Academic	16,731	15,292	15,292	15,049	16,524	17,277
Administrative and support	2,908	2,598	2,598	3,095	3,221	3,565
Student salaries	10,270	12,736	12,736	12,201	12,865	12,583
Benefits	1,251	1,662	1,662	1,805	1,872	1,856
Total Salaries and Benefits	31,160	32,288	32,288	32,150	34,482	35,281
Non-salary:						
Materials, supplies and small equipment	29,048	32,198	32,198	30,820	30,657	31,266
Facilities - construction, renovations, operations	1,089	1,609	1,609	1,610	1,663	1,695
Student aid	4,958	5,631	5,631	5,646	5,820	5,933
Library acquisitions	-	-	-	-	-	-
Debt and financing charges	-	-	-	-	-	-
Provisions and contingencies	-	-	-	-	-	-
Interfund transfers (net)	(13,935)	(30)	(30)	(30)	(30)	(30)
Net appropriations	20,687	-	-	-	-	-
Total Non-salary expenses	41,847	39,408	39,408	38,046	38,110	38,864
Total Expenditure and Transfers	73,007	71,696	71,696	70,196	72,592	74,145
Net Result	-	-	-	-	-	-
Fund Balance						
Opening appropriated fund balance	50,135	70,822	70,822	70,822	70,822	70,822
Add/(deduct) net appropriations	20,687	-	-	-	-	-
Closing appropriated fund balance	70,822	70,822	70,822	70,822	70,822	70,822

Appendix F. Faculty and Staff Positions

Faculty and Staff Positions included in the Opening Budget						
Academic RPCs 2018/2019 and 2019/2020						
Department/RPC	2018/2019		2019/2020		Change	
	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*	Faculty FTE*	Staff FTE*
ICSLAC	3.7	1.0	3.1	1.0	(0.6)	-
Indigenous & Canadian Studies	13.1	2.0	14.1	2.0	1.0	-
English	32.1	3.0	29.6	3.0	(2.5)	-
French	12.5	2.0	12.3	2.0	(0.3)	-
History	28.9	3.0	27.9	3.0	(1.0)	-
Philosophy	10.2	2.0	10.2	2.0	-	-
Art & Culture	27.6	8.0	31.0	8.0	3.4	-
SLALS	45.5	6.0	45.3	6.0	(0.3)	-
Humanities	19.2	3.0	19.0	3.0	(0.2)	-
Interdisciplinary Studies	8.0	2.0	9.3	2.0	1.3	-
Cognitive Science	9.6	2.0	10.6	2.0	1.0	-
African Studies	1.0	1.0	2.0	1.0	1.0	-
Art Gallery	-	4.5	-	4.5	-	-
Geography & Environmental Studies	22.2	6.0	23.7	6.0	1.5	-
Sociology & Anthropology	35.9	5.0	35.0	5.0	(0.9)	-
Psychology	39.0	6.0	39.0	6.0	-	-
Women's & Gender Studies	7.0	2.0	6.8	2.0	(0.2)	-
Centre for Initiatives in Education (CIE)	5.0	7.8	5.0	7.8	-	-
Other (1)	3.7	13.0	2.7	13.0	(1.0)	-
Total Arts & Social Sciences	324.2	79.3	326.5	79.3	2.2	-
Journalism	17.5	6.7	16.5	7.2	(1.0)	0.5
Communication	20.0	2.8	20.5	2.8	0.5	-
Economics	28.5	5.0	29.5	5.0	1.0	-
Law	35.5	5.5	35.5	5.5	-	-
Kroeger College	-	1.5	-	1.5	-	-
Political Management	3.5	0.5	3.5	0.5	-	-
Political Science	32.3	4.5	32.3	4.5	-	-
Global & International Studies	4.5	4.0	5.5	4.0	1.0	-
Public Policy Administration	24.3	6.0	24.3	6.0	-	-
Social Work	18.5	4.0	18.0	4.0	(0.5)	-
Criminology & Criminal Justice	5.0	2.0	5.0	2.0	-	-
European, Russian & Eurasian Studies	3.3	1.0	3.5	1.0	0.2	-
International Affairs	18.0	5.0	18.5	5.0	0.5	-
Political Economy	-	1.0	-	1.0	-	-
Other	1.5	9.0	4.0	9.5	2.5	0.5
Total Public Affairs	212.4	58.5	216.6	59.5	4.2	1.0
Business	61.5	26.2	63.5	26.2	2.0	0.1
Total School of Business	61.5	26.2	63.5	26.2	2.0	0.1
Science Stores	-	2.0	-	2.0	-	-
Biology	28.6	17.0	29.1	17.0	0.5	-
Chemistry	19.6	12.0	20.6	12.0	1.0	-
Earth Sciences	10.3	7.0	10.3	7.0	-	-
Nano Imaging Facility	-	1.0	-	1.0	-	-
Mathematics & Statistics	36.0	6.0	37.0	6.0	1.0	-
Physics	21.0	11.4	19.5	11.4	(1.5)	-
Biochemistry	2.1	1.0	2.1	1.0	-	-
Environmental & Integrated Science (1)	4.7	1.0	6.7	1.0	2.0	-
Health Science	9.0	3.0	9.0	3.0	-	-
Neuroscience	14.5	4.0	14.5	4.0	-	-
Computer Science	34.3	11.0	37.3	12.0	3.0	1.0
Animal Care/Vivarium Operations	-	4.0	-	5.0	-	1.0
Technology, Science & Environment	0.5	-	0.5	-	-	-
Other	1.0	11.0	1.0	12.0	-	1.0
Total Science	181.6	91.4	187.6	94.4	6.0	3.0
Civil & Environmental	31.5	9.0	30.5	9.0	(1.0)	-
Electronics	25.0	8.5	25.0	8.5	-	-
Mechanical & Aerospace	39.5	12.0	39.5	12.0	-	-
Systems & Computer	39.5	10.0	39.5	10.0	-	-
Joint Information Technology	14.5	6.0	15.5	6.0	1.0	-
Engineering General	1.5	20.0	0.5	23.0	(1.0)	3.0
Technology Innovations Management	-	1.0	-	1.0	-	-
Industrial Design	7.0	5.5	7.0	5.5	-	-
Architecture	19.0	9.5	19.0	9.5	-	-
Total Engineering & Design	177.5	81.5	176.5	84.5	(1.0)	3.0
Central (2)	3.0	0.0	5.5	0.0	2.5	-
Total Academic RPCs	960.2	336.9	976.2	343.9	15.9	7.1

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

(1) Includes Integrated Science Studies

(2) Consists of 5.5 Indigenous faculty members to be allocated.

Staff Positions included in the Opening Budget			
Administrative RPCs 2018/2019 and 2019/2020			
Department/RPC	2018/2019 Staff FTEs*	2019/2020 Staff FTEs*	Change Staff FTEs*
Provost & VP (Academic), AVP, Discovery Centre	4.0	6.0	2.0
Faculty of Graduate and Postdoctoral Affairs	21.0	22.0	1.0
Educational Development Centre	56.0	56.0	-
Quality Assurance	7.0	7.0	-
Faculty Affairs	2.0	2.0	-
Ombudsperson	2.0	2.0	-
Total Academic Administration	92.0	95.0	3.0
VP & AVP Student and Enrolment)	8.0	10.0	2.0
University Registrarial Services	31.0	31.0	-
Scheduling & Examination Services	10.0	10.0	-
Co-op and Career Services	33.6	35.8	2.2
Admission Services	24.0	22.0	(2.0)
Undergraduate and International Recruitment	21.0	23.0	2.0
Student Academic Success Centre	18.0	21.0	3.0
Awards and Financial Aid	12.0	13.0	1.0
Paul Mention Centre	14.0	15.0	1.0
Student Systems Support	7.0	7.0	-
Student Experience	4.0	5.0	1.0
International Student Services	8.0	8.0	-
Student Affairs & FIT Action	6.0	6.0	-
Total Student and Enrolment	196.6	206.8	10.2
Library	109.3	105.8	(3.5)
Total Library	109.3	105.8	(3.5)
VP and AVP, Research and International	15.2	15.2	-
CORIS	13.0	17.0	4.0
Industry & Partnership Services	5.0	5.0	-
Research Ethics & Compliance	5.0	5.0	-
Total Research and International	38.2	42.2	4.0
VP (Finance and Administration)	2.0	2.0	-
Human Resources	31.0	35.0	4.0
Financial Services	46.0	46.0	-
University Safety	33.0	33.0	-
Information Technology Services (ITS)	103.0	102.0	(1.0)
Facilities Management & Planning	92.0	99.0	7.0
Institutional Research and Planning	9.0	10.0	1.0
University Services	17.7	17.7	-
Quality Initiatives	8.0	9.0	1.0
Pension and Investment Management	3.0	3.0	-
Total Finance and Administration	344.7	356.7	12.0
Office of the President	3.0	3.0	-
University Secretariat & Board of Governors	6.0	8.0	2.0
Legal Affairs & Privacy Office	4.0	4.0	-
Equity Services	8.0	10.0	2.0
University Communications	14.0	17.0	3.0
Total President	35.0	42.0	7.0
Advancement	48.0	48.0	-
Total Advancement	48.0	48.0	-
Total Administrative RPCs	863.8	896.5	32.7

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

Appendix G. Tuition Tables

Domestic Undergraduate Students									
	18-19			19-20			18-19		
	1st year	19-20	Increase	2nd year	19-20	Increase	3rd year	19-20	Increase
Full-Time Undergraduate									
Arts, Science, Cognitive Science, Mathematics, Communication & Media Studies, Economics, Health Sciences	6,742	6,067	-10.0%	6,742	6,067	-10.0%	6,742	6,067	-10.0%
Certificates, All Post-Baccalaureate Programs	6,710	6,039	-10.0%	N/A	6,067	N/A	N/A	N/A	N/A
Special Students	6,742	6,067	-10.0%	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	5,394	4,853	-10.0%	5,394	4,853	-10.0%	5,394	4,853	-10.0%
Social Work	7,129	6,416	-10.0%	7,129	6,416	-10.0%	7,129	6,416	-10.0%
Commerce	8,537	7,683	-10.0%	8,537	7,683	-10.0%	8,537	7,683	-10.0%
Global and International Studies	8,336	7,502	-10.0%	8,336	7,502	-10.0%	8,336	7,502	-10.0%
Public Affairs and Policy Management	8,499	7,649	-10.0%	8,499	7,649	-10.0%	8,499	7,649	-10.0%
Journalism, Journalism and Humanities	7,129	6,416	-10.0%	7,800	7,020	-10.0%	7,800	7,020	-10.0%
Media Production and Design	8,432	7,588	-10.0%	8,432	7,588	-10.0%	8,432	7,588	-10.0%
International Business	9,085	8,176	-10.0%	9,085	8,176	-10.0%	9,085	8,176	-10.0%
Music	7,298	6,568	-10.0%	7,298	6,568	-10.0%	7,298	6,568	-10.0%
Humanities	7,129	6,416	-10.0%	7,129	6,416	-10.0%	7,129	6,416	-10.0%
Architecture and Architectural Studies, Industrial Design	10,683	9,614	-10.0%	10,683	9,614	-10.0%	10,683	9,614	-10.0%
Engineering	11,692	10,522	-10.0%	11,692	10,522	-10.0%	11,692	10,522	-10.0%
Computer Science	10,152	9,136	-10.0%	10,152	9,136	-10.0%	10,152	9,136	-10.0%
Information Technology	8,763	7,886	-10.0%	8,763	7,886	-10.0%	8,763	7,886	-10.0%
Part-Time Undergraduate									
Arts, Science, Cognitive Science, Mathematics, Communication & Media Studies, Economics, Health Sciences	1,344	1,209	-10.0%	1,344	1,209	-10.0%	1,344	1,209	-10.0%
Certificates, All Post-Baccalaureate Programs	1,338	1,204	-10.0%	N/A	N/A	N/A	N/A	N/A	N/A
Special Students	1,344	1,209	-10.0%	N/A	N/A	N/A	N/A	N/A	N/A
Senior Citizens	1,074	966	-10.1%	1,074	966	-10.1%	1,074	966	-10.1%
Social Work	1,423	1,280	-10.0%	1,423	1,280	-10.0%	1,423	1,280	-10.0%
Commerce	1,705	1,534	-10.0%	1,705	1,534	-10.0%	1,705	1,534	-10.0%
Global and International Studies	1,664	1,497	-10.0%	1,664	1,497	-10.0%	1,664	1,497	-10.0%
Public Affairs and Policy Management	1,697	1,527	-10.0%	1,697	1,527	-10.0%	1,697	1,527	-10.0%
Journalism, Journalism and Humanities	1,423	1,280	-10.0%	1,557	1,401	-10.0%	1,556	1,400	-10.0%
Media Production and Design	1,686	1,517	-10.0%	1,686	1,517	-10.0%	1,686	1,517	-10.0%
International Business	1,812	1,630	-10.0%	1,812	1,630	-10.0%	1,812	1,630	-10.0%
Music	1,455	1,309	-10.0%	1,455	1,309	-10.0%	1,455	1,309	-10.0%
Humanities	1,423	1,280	-10.0%	1,423	1,280	-10.0%	1,423	1,280	-10.0%
Architecture and Architectural Studies, Industrial Design	2,133	1,919	-10.0%	2,133	1,919	-10.0%	2,133	1,919	-10.0%
Engineering	1,945	1,750	-10.0%	1,945	1,750	-10.0%	1,945	1,750	-10.0%
Computer Science	2,027	1,824	-10.0%	2,027	1,824	-10.0%	2,027	1,824	-10.0%
Information Technology	1,749	1,574	-10.0%	1,749	1,574	-10.0%	1,749	1,574	-10.0%

Domestic Graduate Students						
	First Year Student			Upper Year Student		
	18-19	19-20	Increase	18-19	19-20	Increase
	1st year	1st year		Upper Yr	Upper Yr	
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.); M. Sc Health Sciences Master of Journalism (MJ); Master of Infrastructure Protection and International Security (MIPIS); Diploma in Infrastructure Protection and International Security (DIPIS) Master of Business Administration (MBA); Master of Arts (Public Administration); Dips(PPA); MA (International Affairs); DIP(IPA); Master of Public Policy and Administration (MPPA); Diploma Indigenous Policy & Adm; M. Sc. Management Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL) Master of Applied Science (MASc); Master of Computer Science (MCS); Master of Information Technology (DM) Master of Political Management (MPM) Master of Design (MDes); Master of Engineering (MEng); Master of Entrepreneurship; Master of Information Technology (NET) Master of Accounting (MAcc) PhD Engineering; PhD Computer Science; PhD Information Technology (DM) Architecture (MArch), Architectural Studies (MAS); Dip (ArchCon) PhD Architecture Master of Social Work (MSW) PhD Social Work Qualifying year (except Architecture) Qualifying year (Architecture) Senior citizens All other Masters programs; DIP(EPAF); GDip Curatorial Studies; GDip Northern Studies All other PHD programs	3,904	3,513	-10.0%	3,828	3,445	-10.0%
	3,830	3,447	-10.0%	3,755	3,379	-10.0%
	4,217	3,795	-10.0%	4,017	3,615	-10.0%
	3,793	3,413	-10.0%	3,719	3,347	-10.0%
	3,793	3,413	-10.0%	3,719	3,347	-10.0%
	3,287	2,958	-10.0%	3,131	2,817	-10.0%
	3,795	3,415	-10.0%	3,721	3,348	-10.0%
	3,619	3,257	-10.0%	3,447	3,102	-10.0%
	5,569	5,012	-10.0%	5,569	5,012	-10.0%
	3,058	2,752	-10.0%	2,999	2,699	-10.0%
	3,793	3,413	-10.0%	3,613	3,251	-10.0%
	3,444	3,099	-10.0%	3,377	3,039	-10.0%
	3,199	2,879	-10.0%	3,137	2,823	-10.0%
	3,199	2,879	-10.0%	3,137	2,823	-10.0%
	3,637	3,272	-10.0%	3,531	3,177	-10.0%
	4,948	4,453	-10.0%	4,713	4,241	-10.0%
	2,323	2,090	-10.0%	2,278	2,050	-10.0%
2,905	2,614	-10.0%	2,849	2,564	-10.0%	
2,752	2,476	-10.0%	2,752	2,476	-10.0%	
Part Time Graduate						

Domestic Graduate Students						
	First Year Student			Upper Year Student		
	18-19 1st year	19-20 1st year	Increase	18-19 Upper Yr	19-20 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	1,120	1,008	-10.0%	1,067	960	-10.0%
more than .59 credits	1,638	1,474	-10.0%	1,561	1,404	-10.1%
PhD Computer Science; PhD Engineering; PhD Information Technology (DM) up to .59 credits	1,044	939	-10.1%	1,024	921	-10.1%
more than .59 credits	1,526	1,373	-10.0%	1,497	1,347	-10.0%
Master of Social Work up to .59 credits	1,094	984	-10.1%	1,073	965	-10.1%
more than .59 credits	1,594	1,434	-10.0%	1,564	1,407	-10.0%
PhD Social Work up to .59 credits	1,094	984	-10.1%	1,073	965	-10.1%
more than .59 credits	1,594	1,434	-10.0%	1,564	1,407	-10.0%
Master of Human-Computer Interaction (HCI); M.Sc. Health: Science, Technology and Policy(HSTP); Dip(HSTP); Sustainable Energy (M.A., M.Eng, M.A.Sc.) M. Sc Health Sciences up to .59 credits	1,333	1,199	-10.1%	1,307	1,176	-10.0%
more than .59 credits	1,950	1,755	-10.0%	1,912	1,720	-10.0%
Master of Journalism (MJ); Master of Infrastructure Protection and International Security (MIPIS); Diploma in Infrastructure Protection and International Security (DIPIS) up to .59 credits	1,307	1,176	-10.0%	1,282	1,153	-10.1%
more than .59 credits	1,913	1,721	-10.0%	1,876	1,688	-10.0%
Master of Business Administration (MBA) up to .59 credits	1,441	1,296	-10.1%	1,373	1,235	-10.1%
more than .59 credits	2,105	1,894	-10.0%	2,006	1,805	-10.0%
Master of Accounting (MAcc) up to .59 credits	1,904	1,713	-10.0%	1,904	1,713	-10.0%
more than .59 credits	2,784	2,505	-10.0%	2,784	2,505	-10.0%
Master of Arts (Public Administration); Dips(PPA); MA (International Affairs), DIP(IPA), Master of Public Policy and Administration (MPPA); M. Sc Management up to .59 credits	1,297	1,167	-10.0%	1,272	1,144	-10.1%
more than .59 credits	1,894	1,704	-10.0%	1,858	1,672	-10.0%
Master of Philanthropy and Nonprofit Leadership(MPNL); Dip(MPNL) up to .59 credits	1,297	1,167	-10.0%	1,272	1,144	-10.1%
more than .59 credits	1,894	1,704	-10.0%	1,858	1,672	-10.0%
Master of Political Management (MPM) up to .59 credits	1,295	1,165	-10.0%	1,270	1,143	-10.0%
more than .59 credits	1,893	1,704	-10.0%	1,857	1,671	-10.0%
Master of Architecture; Master of Architectural Studies; Dip (ArchCon) up to .59 credits	1,293	1,163	-10.1%	1,232	1,108	-10.1%
more than .59 credits	1,891	1,701	-10.0%	1,802	1,621	-10.0%
PhD Architecture up to .59 credits	1,110	999	-10.0%	1,089	980	-10.0%
more than .59 credits	1,622	1,459	-10.0%	1,591	1,431	-10.1%
Master of Design (MDes); Master of Engineering (MEng); Master of Information Technology (NET); Master of Entrepreneurship up to .59 credits	1,235	1,111	-10.0%	1,177	1,059	-10.0%
more than .59 credits	1,803	1,622	-10.0%	1,718	1,546	-10.0%
Senior citizens up to .59 credits	793	713	-10.1%	778	700	-10.0%
more than .59 credits	1,158	1,042	-10.0%	1,136	1,022	-10.0%
All other Masters programs; Dip(EPAF); GDip Curatorial Studies; GDip Northern Studies up to .59 credits	991	891	-10.1%	972	874	-10.1%
more than .59 credits	1,450	1,305	-10.0%	1,422	1,279	-10.1%
All other PHD programs up to .59 credits	933	839	-10.1%	933	839	-10.1%
more than .59 credits	1,363	1,226	-10.1%	1,363	1,226	-10.1%
Q-Year (except Architecture) up to .59 credits	1,010	909	-10.0%	981	882	-10.1%
more than .59 credits	1,479	1,331	-10.0%	1,436	1,292	-10.0%
Q-Year (Architecture) up to .59 credits	1,150	1,035	-10.0%	1,096	986	-10.0%
more than .59 credits	1,682	1,513	-10.0%	1,603	1,442	-10.0%
Diploma in Conflict Resolution up to .59 credits	1,900	1,710	-10.0%	1,900	1,710	-10.0%
more than .59 credits	3,800	3,420	-10.0%	3,800	3,420	-10.0%

International Students			
	18-19 Fee	19-20 Fee	Increase
Undergraduate Full-time	(per academic year)		
Journalism, Public Affairs and Policy Management, Global and International Studies	28,430	29,282	3.0%
Industrial Design, Architecture and Architectural Studies	31,257	33,757	8.0%
Computer Science	31,552	34,076	8.0%
Bcomm/ BIB	27,045	29,208	8.0%
Engineering	32,402	34,994	8.0%
Media Production and Design	28,798	31,101	8.0%
BIT	29,358	31,706	8.0%
Specials, All Other Programs	24,761	25,503	3.0%
Undergraduate Part-time	(per credit)		
All programs	5,286	5,444	3.0%
Graduate Full-time	(per term)		
Master of Applied Science (MASC); Master of Information Technology (DM)	7,882	8,118	3.0%
Master of Business Administration (MBA)	12,730	13,748	8.0%
Master of Accounting (MAcc)	12,730	13,111	3.0%
Master of Computer Science (MCS)	7,397	7,618	3.0%
PhD Computer Science	6,673	6,673	0.0%
Master of Engineering (MEng); Master of Information Technology (NET); Master of Entrepreneurship	9,005	9,725	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)	7,670	7,900	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., MEng., 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); M. Sc. Management; M. Sc Health Sciences	8,930	9,197	3.0%
Qualifying year (except Architecture)	11,206	11,542	3.0%
Qualifying year (Architecture)	12,448	12,821	3.0%
All other PHD Programs	6,530	6,530	0.0%
All other Masters Programs; Dip(EPAF); GDip Curatorial Studies; GDip Northern Studies	7,233	7,449	3.0%
Graduate Part-time	1.5 credits per term)		
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., MEng., 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); M. Sc. Management; M. Sc Health Sciences up to .59 credits	3,104	3,197	3.0%
more than .59 credits	4,502	4,637	3.0%
Master of Business Administration (MBA); Master of Accounting up to .59 credits	4,110	4,438	8.0%
more than .59 credits	5,958	6,434	8.0%
Master of Accounting up to .59 credits	4,110	4,233	3.0%
more than .59 credits	5,958	6,136	3.0%
Master of Engineering (MEng); Master of Entrepreneurship; Master of Information Technology (NET) up to .59 credits	2,989	3,228	8.0%
more than .59 credits	4,330	4,676	8.0%
Master of Social Work; Master of Architecture; Master of Architectural Studies; Master of Design (MDes); Qualifying year (Architecture); Dip (ArchCon) up to .59 credits	2,683	2,763	3.0%
more than .59 credits	3,886	4,002	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); GDip Curatorial Studies; GDip Northern Studies up to .59 credits	2,530	2,605	3.0%
more than .59 credits	3,665	3,774	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%