



2015-2016  
OPERATING  
BUDGET

PRESENTED TO:

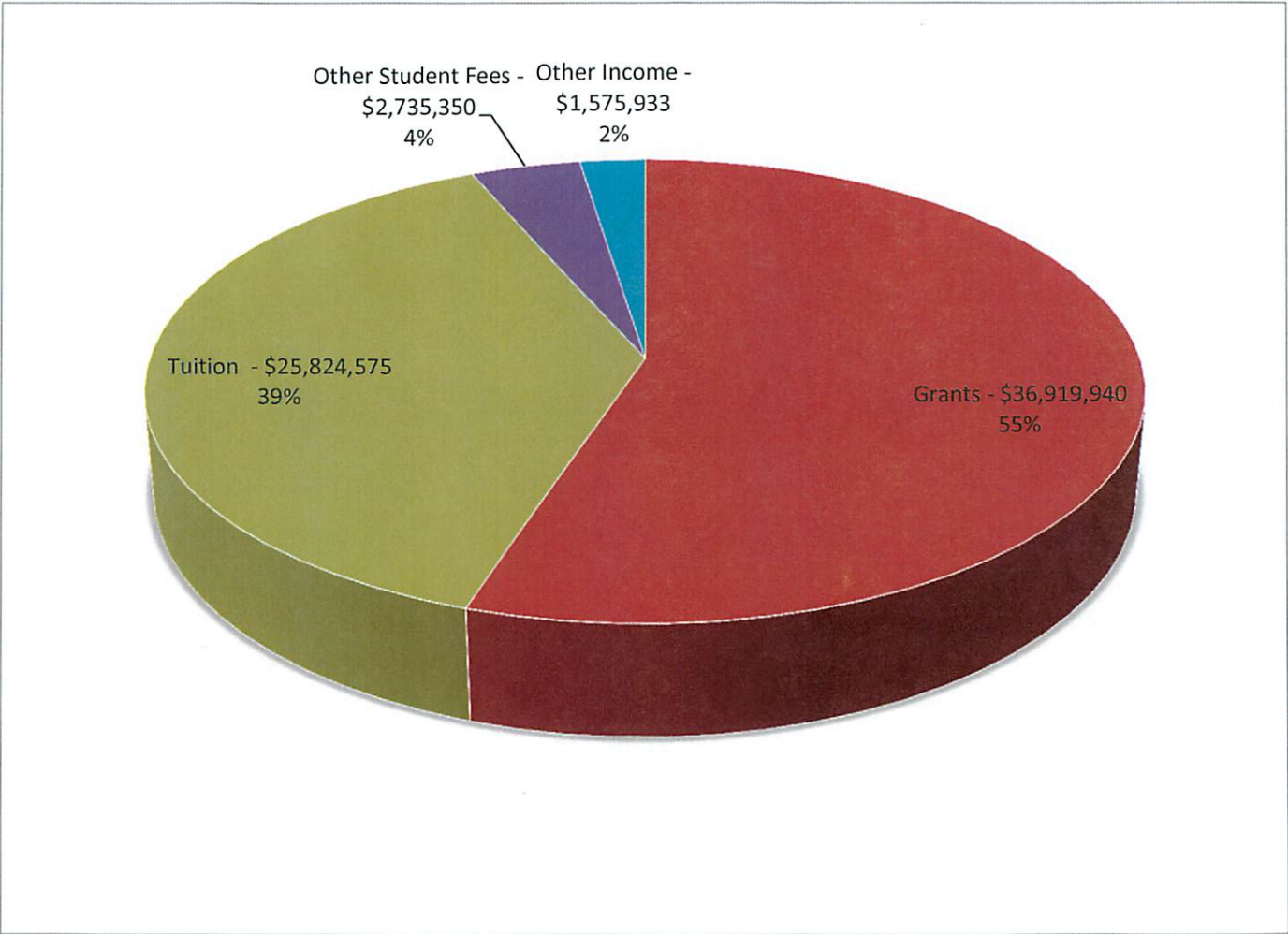
AUDIT & FINANCE COMMITTEE  
MAY 19, 2015

NIPISSING UNIVERSITY

2015-16 BUDGET

	2015-16 Annual Budget
<b>REVENUE:</b>	
Government Grants	36,919,940
Student Fees - Tuition	25,824,575
Student Fees - Other	2,735,350
Other	1,608,933
<b>TOTAL REVENUE</b>	<b>67,088,798</b>
<b>EXPENSES:</b>	
Salaries and Benefits	50,458,215
Operating and Research	12,331,761
Scholarships and Bursaries	3,696,212
Occupancy Costs	4,955,945
Principal and Interest on Long-Term Debt	1,407,240
<b>TOTAL EXPENSES</b>	<b>72,849,373</b>
<b>SURPLUS (DEFICIT) BEFORE THE UNDERNOTED</b>	<b>(5,760,575)</b>
Transfer to (from) Other Funds	(477,360)
Excess of Revenues over Expenses	(5,283,215)
Transfer to (from) Internally Restricted	
<b>Net Change in Unrestricted Operating Fund Surplus (Deficit)</b>	<b>(5,283,215)</b>

# REVENUE SOURCES



## OPERATING AND OTHER GOVERNMENT GRANTS

PROVINCIAL GRANTS	Budgeted 2014/15	Budgeted 2015/16	Variance	NOTE
<b>Basic Operating Grants</b>				
Basic Operating Grant	\$ 23,957,032	\$ 16,196,216	(7,760,816)	1
Less International Student Recovery		\$ (12,413)	(12,413)	
Education Enrolment Based Grant		\$ 2,639,471	2,639,471	1
Education Phase-In Grant		\$ 1,868,201	1,868,201	1
<b>Mission - Related Institutional Specific Grants</b>				
Differentiation Grant	\$ 535,300	\$ 535,300	-	
Northern Ontario Grant	\$ 1,871,140	\$ 1,871,140	-	
			-	
<b>Enrolment Based Grants</b>				
			-	
Graduate Expansion Grant	\$ 772,300	\$ 895,238	122,938	
Second Entry Nursing Grant	\$ 2,969,118	\$ 4,157,405	1,188,287	
Second Entry Nursing Grant - to Canadore		\$ (125,475)	(125,475)	
Summer Externship - 50% shared with Canadore	\$ 15,538	\$ 14,500	(1,038)	
Collaborative Grant - 50% from Canadore	\$ 1,457,829	\$ 1,495,244	37,415	
Clinical Grant - 50% from Canadore	\$ 47,600	\$ 47,600	-	
			-	
<b>Performance Based Grants</b>				
Performance Funding for KPI	\$ 350,000	\$ 335,128	(14,872)	
General Quality Tied to Multi - Year Accountability	\$ 1,300,000	\$ 1,400,000	100,000	
			-	
<b>Student Bursaries and Other Flow Through Funding</b>				
Disabled Bursary	\$ 350,000	\$ 400,000	50,000	
Aim for the Top	\$ 60,000	\$ 25,000	(35,000)	
Ontario Graduate Scholarships	\$ 90,000	\$ 110,000	20,000	
First Generation Bursary	\$ 28,078	\$ 27,400	(678)	
Child Care Bursary	\$ 2,000	\$ -	(2,000)	
NOHFC - Marketing Intern	\$ -	\$ 18,333	18,333	
Sub-Total	\$ 33,805,935	\$ 31,898,288	(1,907,647)	

## OPERATING AND OTHER GOVERNMENT GRANTS

Specific Purpose and other Grants				
Education Transition Fund			\$ 2,639,471	2,639,471
Aboriginal Education & Training Strategy Funded (includes Aboriginal Advantage Program) from Grants for University Operating Costs/ Aboriginal PSE Action Plans	\$	\$ 675,886	\$ 675,886	-
Aboriginal Education & Training Stratgy Funded Targeted Funding			\$ 183,563	183,563
Grants for Municipal Taxation	\$	\$ 281,000	\$ 254,775	(26,225)
Accessibility for Students with Disabilities	\$	\$ 277,950	\$ 295,793	17,843
Credit Transfer	\$	\$ 157,000	\$ -	(157,000)
Interpreter Fund	\$	\$ 55,000	\$ 55,000	-
Graduate Capital Grant	\$	\$ 49,920	\$ 94,000	44,080
Aboriginal Initiatives/Aboriginal PSET Bursary Projects	\$	\$ 40,288	\$ 40,300	12
Summer Transition Program	\$	\$ 25,000	\$ -	(25,000)
Women's Campus Safety	\$	\$ 15,000	\$ 15,000	-
Research Overheads Infrastructure Envelope	\$	\$ 11,965	\$ 12,553	588
Summer Experience Program	\$	\$ 5,000	\$ -	(5,000)
Facilities Renewal Grant	\$	-	\$ 275,000	275,000
				-
<b>TOTAL PROVINCIAL GRANTS</b>	<b>\$</b>	<b>\$ 35,399,944</b>	<b>\$ 36,439,629</b>	<b>1,039,685</b>
<b>FEDERAL GRANTS</b>				
		<b>Anticipated</b>		
Indirect Costs Grant	\$	\$ 281,129	\$ 357,757	76,628
Industry Canada - Labour Grant	\$			
SSHRC - Grad Funding			\$ 70,000	70,000
Aboriginal Affairs and Northern Development Canada	\$	\$ 63,000	\$ 52,554	(10,446)
<b>TOTAL FEDERAL GRANTS</b>	<b>\$</b>	<b>\$ 344,129</b>	<b>\$ 480,311</b>	<b>136,182</b>
<b>TOTAL GOVERNMENT GRANTS</b>	<b>\$</b>	<b>\$ 35,744,073</b>	<b>\$ 36,919,940</b>	<b>1,175,867</b>

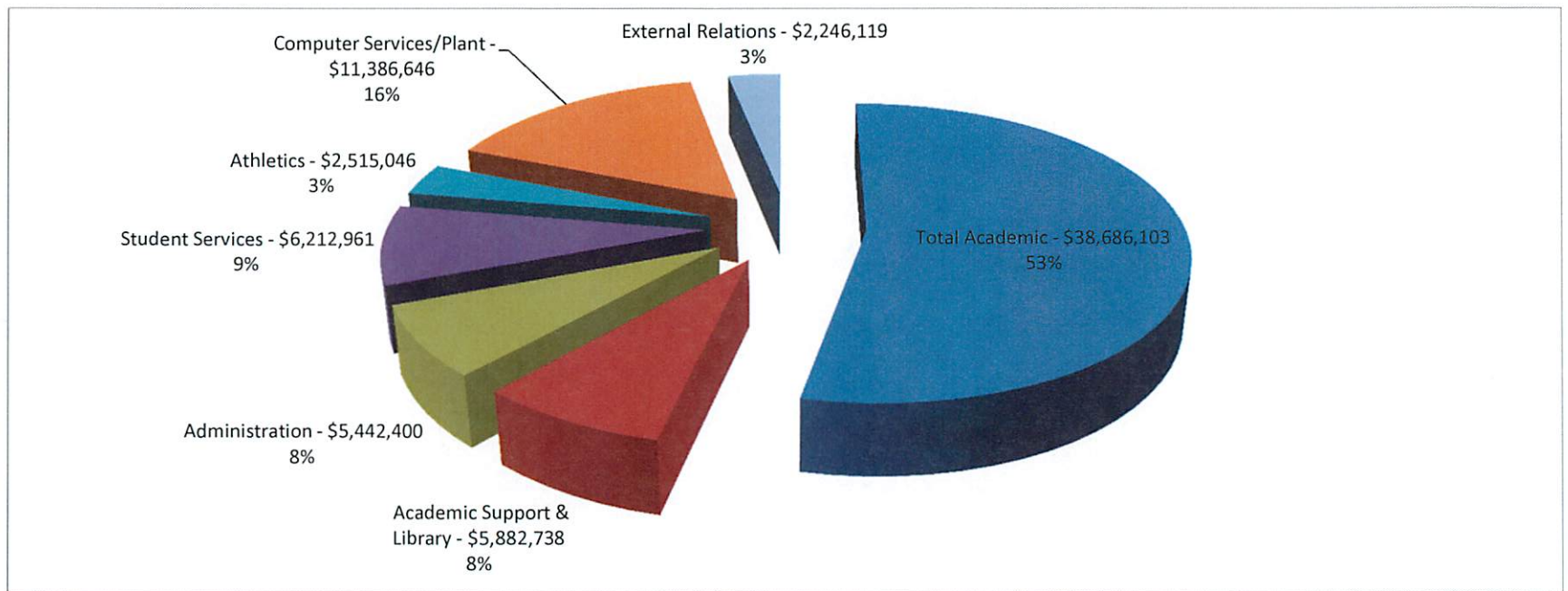
**NOTE:**

1. Due to the cuts to education funding and cuts to the intake numbers, the government has adjusted the grants and is phasing in the budgetary impact by providing transitional funding
2. A decision regarding the continuation of the Credit Transfer Funding was pending at the time of the budget.  
There will be no affect on the net surplus (deficit) of the University as the funding is project based and an equivalent amount of expenditures would be incurred if approved for continuation.

**Nipissing University**  
**FTE, BIU and Tuition Summary**  
**Fiscal Year 2015-16**

	Budget 2015-16			Estimated 2014-15			Budget 2014-15		
	Total FFTE	Total BIU	Tuition	Total FFTE	Total BIU	Tuition	Total FFTE	Total BIU	Tuition
Arts and Science (BA, BSc three and four year)	1,607	2,385	9,528,693	1,616	2,472	9,377,051	1,641	2,442	9,355,577
Bachelor of Fine Arts	49	73	286,034	47	70	256,792	49	73	276,941
Business (BBA & Bcomm)	563	844	4,084,724	620	915	3,930,514	595	892	4,131,244
Nursing - Collaborative	372	744	2,187,027	364	728	1,869,836	355	711	2,026,132
Nursing - Direct	497	995	2,923,499	362	724	1,496,070	345	690	2,027,611
Bachelor of Education (Incl Brantford, Con Ed )	466	874	2,230,981	722	1,444	3,635,977	734	1,468	3,653,193
BPHE	349	523	2,051,511	312	468	1,720,517	314	471	1,789,012
Graduate	173	496	1,217,260	160	466	1,263,600	155	486	1,187,613
AQ	376	-	1,269,482	338	-	1,486,550	333	0	1,200,000
Other	129	129	290,112	125	125	239,903	123	123	375,265
	<b>4,581</b>	<b>7,063</b>	<b>26,069,323</b>	<b>4,666</b>	<b>7,412</b>	<b>25,276,810</b>	<b>4,644</b>	<b>7,356</b>	<b>26,022,588</b>
<b>Separately Funded Programs:</b>									
Bachelor of Education (Incl Brantford, Con Ed )	(466)	(874)		(722)	(1,444)		(734)	-1,468	
Nursing - Collaborative	(372)	(744)		(182)	(364)		(178)	-356	
Nursing - Direct	(497)	(995)		(362)	(724)		(345)	-690	
Graduate	(173)	(496)		(160)	(466)		(155)	-486	
Share of Brantford Con Education Tuition			1,298,935			1,700,000			1,530,000
Sharing of Collaborative Nursing with Canadore			(1,093,513)			(1,013,100)			-1,013,100
Sharing of On-Campus Briding Nursing - with Canadore			(88,170)						
Less Tuition Exemption			(362,000)						
<b>Base Operating Revenue FTE, BIU and Tuition</b>	<b>3,073</b>	<b>3,954</b>	<b>25,824,575</b>	<b>3,240</b>	<b>4,414</b>	<b>25,963,710</b>	<b>3,232</b>	<b>4,356</b>	<b>26,539,488</b>

## EXPENDITURES AS A PERCENTAGE OF TOTAL BUDGET



## 2015-16 EXPENDITURES

DEPARTMENTS	2014-2015	2015-16	Variance	%Variance
Faculty of Arts & Science	\$ 15,186,437	\$ 14,356,692	\$ (829,745)	-5%
Faculty of Applied & Professional Schools	\$ 12,658,696	\$ 12,070,660	\$ (588,036)	-5%
Schulich School of Education	\$ 12,681,925	\$ 11,350,160	\$ (1,331,765)	-11%
Office of Aboriginal Services	\$ 923,630	\$ 908,589	\$ (15,041)	-2%
Academic Support & Library	\$ 7,058,029	\$ 5,882,738	\$ (1,175,291)	-17%
Administration	\$ 6,267,885	\$ 5,442,400	\$ (825,485)	-13%
Student Services	\$ 6,600,833	\$ 6,212,961	\$ (387,872)	-6%
Athletics	\$ 2,556,659	\$ 2,515,046	\$ (41,613)	-2%
Computer Services/Plant	\$ 11,613,888	\$ 11,386,646	\$ (227,242)	-2%
External Relations	\$ 3,510,601	\$ 2,246,119	\$ (1,264,482)	-36%
<b>Total</b>	<b>\$ 79,058,583</b>	<b>\$ 72,372,013</b>	<b>\$ (6,686,570)</b>	<b>-8%</b>

**Notes:**

Transfer to(from) other funds factored in the above cost centres



FACULTY OF ARTS & SCIENCE

	SALARIES			OPERATING			TOTAL BUDGETED EXPENDITURES			
	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	2014-2015	2015-2015	Variance	% Variance
Dean's Office	\$ 738,739	\$ 1,344,257	\$ 605,518	\$ 119,200	\$ 95,800	\$ (23,400)	\$ 857,939	\$ 1,440,057	\$ 582,118	68%
Biology/Science/Chemistry	\$ 1,802,251	\$ 1,718,896	\$ (83,355)	\$ 99,705	\$ 122,505	\$ 22,800	\$ 1,901,956	\$ 1,841,401	\$ (60,555)	-3%
Computer Science/Mathematics	\$ 1,317,822	\$ 1,200,669	\$ (117,153)	\$ 82,450	\$ 47,850	\$ (34,600)	\$ 1,400,272	\$ 1,248,519	\$ (151,753)	-11%
Geography/Geology	\$ 1,563,188	\$ 1,499,495	\$ (63,693)	\$ 95,600	\$ 84,700	\$ (10,900)	\$ 1,658,788	\$ 1,584,195	\$ (74,593)	-4%
Psychology	\$ 1,417,287	\$ 1,344,238	\$ (73,049)	\$ 48,350	\$ 44,250	\$ (4,100)	\$ 1,465,637	\$ 1,388,488	\$ (77,149)	-5%
English	\$ 1,569,296	\$ 1,352,405	\$ (216,891)	\$ 39,800	\$ 34,875	\$ (4,925)	\$ 1,609,096	\$ 1,387,280	\$ (221,816)	-14%
History	\$ 1,697,082	\$ 1,280,251	\$ (416,831)	\$ 49,484	\$ 42,050	\$ (7,434)	\$ 1,746,566	\$ 1,322,301	\$ (424,265)	-24%
Political Sci/Economics/Philosophy	\$ 1,072,582	\$ 1,059,786	\$ (12,796)	\$ 28,545	\$ 32,950	\$ 4,405	\$ 1,101,127	\$ 1,092,736	\$ (8,391)	-1%
Classics	\$ 234,264	\$ 239,650	\$ 5,386	\$ 5,100	\$ 4,850	\$ (250)	\$ 239,364	\$ 244,500	\$ 5,136	2%
Religion & Culture	\$ 456,588	\$ 461,438	\$ 4,850	\$ 19,350	\$ 18,700	\$ (650)	\$ 475,938	\$ 480,138	\$ 4,200	1%
GESJ	\$ 531,264	\$ 462,689	\$ (68,575)	\$ 25,700	\$ 20,900	\$ (4,800)	\$ 556,964	\$ 483,589	\$ (73,375)	-13%
Fine & Performing Arts	\$ 837,039	\$ 677,071	\$ (159,968)	\$ 43,367	\$ 31,250	\$ (12,117)	\$ 880,406	\$ 708,321	\$ (172,085)	-20%
Sociology	\$ 1,140,812	\$ 894,697	\$ (246,115)	\$ 32,067	\$ 32,550	\$ 483	\$ 1,172,879	\$ 927,247	\$ (245,632)	-21%
Native Studies	\$ 116,605	\$ 202,821	\$ 86,216	\$ 2,900	\$ 5,100	\$ 2,200	\$ 119,505	\$ 207,921	\$ 88,416	74%
<b>Total</b>	<b>\$ 14,494,819</b>	<b>\$ 13,738,362</b>	<b>\$ (756,457)</b>	<b>\$ 691,618</b>	<b>\$ 618,330</b>	<b>\$ (73,288)</b>	<b>\$ 15,186,437</b>	<b>\$ 14,356,692</b>	<b>\$ (829,745)</b>	<b>-5%</b>

### APPLIED AND PROFESSIONAL SCHOOLS

	SALARIES			OPERATING			TOTAL BUDGET			
	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	% Variance
	Dean's Office	\$ 648,741	\$ 482,167	\$ (166,574)	\$ 109,450	\$ 75,200	\$ (34,250)	\$ 758,191	\$ 557,367	\$ (200,824)
Business	\$ 2,835,211	\$ 2,945,937	\$ 110,726	\$ 891,528	\$ 837,150	\$ (54,378)	\$ 3,726,739	\$ 3,783,087	\$ 56,348	2%
Nursing	\$ 4,760,558	\$ 4,826,402	\$ 65,844	\$ 863,652	\$ 538,023	\$ (325,629)	\$ 5,624,210	\$ 5,364,425	\$ (259,785)	-5%
Criminal Justice	\$ 730,006	\$ 803,992	\$ 73,986	\$ 43,850	\$ 27,000	\$ (16,850)	\$ 773,856	\$ 830,992	\$ 57,136	7%
Social Welfare/Social Work	\$ 620,667	\$ 451,310	\$ (169,357)	\$ 21,000	\$ 19,500	\$ (1,500)	\$ 641,667	\$ 470,810	\$ (170,857)	-27%
Muskoka	\$ 1,080,517	\$ 1,023,480	\$ (57,037)	\$ 53,516	\$ 40,500	\$ (13,016)	\$ 1,134,033	\$ 1,063,980	\$ (70,053)	-6%
<b>Total</b>	<b>\$ 10,675,700</b>	<b>\$ 10,533,287</b>	<b>\$ (142,413)</b>	<b>\$ 1,982,996</b>	<b>\$ 1,537,373</b>	<b>\$ (445,623)</b>	<b>\$ 12,658,696</b>	<b>\$ 12,070,660</b>	<b>\$ (588,036)</b>	<b>-5%</b>

### SCHULICH SCHOOL OF EDUCATION

	SALARIES			OPERATING			TOTAL BUDGETED EXPENDITURES			
	2014-2015	2015-16	Variance	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	% Variance
	Dean's Office	\$ 540,694	\$ 565,331	\$ 24,637	\$ 59,000	\$ 66,500	\$ 7,500	\$ 599,694	\$ 631,831	\$ 32,137
Education	\$ 7,113,664	\$ 6,325,330	\$ (788,334)	\$ 843,683	\$ 701,100	\$ (142,583)	\$ 7,957,347	\$ 7,026,430	\$ (930,917)	-12%
Practice Teaching	\$ 407,275	\$ 259,136	\$ (148,139)	\$ 340,000	\$ 218,500	\$ (121,500)	\$ 747,275	\$ 477,636	\$ (269,639)	-36%
BPHE	\$ 1,580,787	\$ 1,633,014	\$ 52,227	\$ 121,400	\$ 100,300	\$ (21,100)	\$ 1,702,187	\$ 1,733,314	\$ 31,127	2%
Additional Qualifications	\$ 1,258,006	\$ 1,048,745	\$ (209,261)	\$ 58,100	\$ 33,300	\$ (24,800)	\$ 1,316,106	\$ 1,082,045	\$ (234,061)	-18%
Aboriginal	\$ 299,931	\$ 336,404	\$ 36,473	\$ 59,385	\$ 62,500	\$ 3,115	\$ 359,316	\$ 398,904	\$ 39,588	
<b>Total</b>	<b>\$ 11,200,357</b>	<b>\$ 10,167,960</b>	<b>\$ (1,032,397)</b>	<b>\$ 1,481,568</b>	<b>\$ 1,182,200</b>	<b>\$ (299,368)</b>	<b>\$ 12,681,925</b>	<b>\$ 11,350,160</b>	<b>\$ (1,331,765)</b>	<b>-11%</b>

### OFFICE OF ABORIGINAL SERVICES

	SALARIES			OPERATING			TOTAL BUDGETED EXPENDITURES			
	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	% Variance
	Aboriginal Services	\$ 675,540	\$ 577,804	\$ (97,736)	\$ 248,090	\$ 330,785	\$ 82,695	\$ 923,630	\$ 908,589	\$ (15,041)
<b>Total</b>	<b>\$ 675,540</b>	<b>\$ 577,804</b>	<b>\$ (97,736)</b>	<b>\$ 248,090</b>	<b>\$ 330,785</b>	<b>\$ 82,695</b>	<b>\$ 923,630</b>	<b>\$ 908,589</b>	<b>\$ (15,041)</b>	<b>-2%</b>

ACADEMIC SUPPORT										
	SALARIES			OPERATING			TOTAL BUDGETED EXPENDITURES			
	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	% Variance
VP & Associate VP Academic & Research	\$ 853,084	\$ 755,225	\$ (97,859)	\$ 175,400	\$ 125,600	\$ (49,800)	\$ 1,028,484	\$ 880,825	\$ (147,659)	-14%
Research	\$ 522,926	\$ 213,812	\$ (309,114)	\$ 569,125	\$ 450,625	\$ (118,500)	\$ 1,092,051	\$ 664,437	\$ (427,614)	-39%
Graduate Studies	\$ 176,232	\$ 121,283	\$ (54,950)	\$ 32,200	\$ 12,200	\$ (20,000)	\$ 208,432	\$ 133,483	\$ (74,950)	-36%
Faculty & Administrative Support	\$ 463,351	\$ 488,111	\$ 24,760	\$ 179,440	\$ 89,030	\$ (90,410)	\$ 642,791	\$ 577,141	\$ (65,650)	-10%
Registrar	\$ 1,244,062	\$ 975,861	\$ (268,201)	\$ 321,400	\$ 176,800	\$ (144,600)	\$ 1,565,462	\$ 1,152,661	\$ (412,801)	-26%
Library	\$ 1,518,106	\$ 1,328,891	\$ (189,215)	\$ 1,002,703	\$ 1,145,301	\$ 142,598	\$ 2,520,809	\$ 2,474,192	\$ (46,617)	-2%
<b>Total</b>	<b>\$ 4,777,761</b>	<b>\$ 3,883,183</b>	<b>\$ (894,578)</b>	<b>\$ 2,280,268</b>	<b>\$ 1,999,556</b>	<b>\$ (280,712)</b>	<b>\$ 7,058,029</b>	<b>\$ 5,882,738</b>	<b>\$ (1,175,291)</b>	<b>-17%</b>

COMPUTER SERVICES/PLANT										
	SALARIES			OPERATING			TOTAL BUDGETED EXPENDITURES			
	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	% Variance
Computer Services	\$ 2,707,720	\$ 2,529,344	\$ (178,376)	\$ 2,332,100	\$ 2,006,931	\$ (325,169)	\$ 5,039,820	\$ 4,536,275	\$ (503,545)	-10%
Physical Plant	\$ 774,270	\$ 771,955	\$ (2,315)	\$ 2,473,505	\$ 2,619,071	\$ 145,566	\$ 3,247,775	\$ 3,391,026	\$ 143,251	4%
Plant Shared (Canadore)	\$ -	\$ -	\$ -	\$ 3,326,293	\$ 3,459,345	\$ 133,052	\$ 3,326,293	\$ 3,459,345	\$ 133,052	4%
<b>Total</b>	<b>\$ 3,481,990</b>	<b>\$ 3,301,300</b>	<b>\$ (180,690)</b>	<b>\$ 8,131,898</b>	<b>\$ 8,085,347</b>	<b>\$ (46,551)</b>	<b>\$ 11,613,888</b>	<b>\$ 11,386,646</b>	<b>\$ (227,242)</b>	<b>-2%</b>

ADMINISTRATION										
	SALARIES			OPERATING			TOTAL BUDGETED EXPENDITURES			
	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	% Variance
President's Office	\$ 521,712	\$ 516,221	\$ (5,491)	\$ 205,250	\$ 152,650	\$ (52,600)	\$ 726,962	\$ 668,871	\$ (58,091)	-8%
Board of Governors	\$ 96,764	\$ 92,794	\$ (3,970)	\$ 47,850	\$ 23,950	\$ (23,900)	\$ 144,614	\$ 116,744	\$ (27,870)	-19%
Institutional Research & Analysis	\$ 378,825	\$ 317,471	\$ (61,354)	\$ 47,500	\$ 31,100	\$ (16,400)	\$ 426,325	\$ 348,571	\$ (77,754)	-18%
VP Finance & Admin	\$ 1,409,971	\$ 859,644	\$ (550,327)	\$ 141,850	\$ 62,000	\$ (79,850)	\$ 1,551,821	\$ 921,644	\$ (630,177)	-41%
Administration	\$ -	\$ -	\$ -	\$ 1,942,860	\$ 1,856,572	\$ (86,288)	\$ 1,942,860	\$ 1,856,572	\$ (86,288)	-4%
VP Operations	\$ 361,183	\$ 372,999	\$ 11,816	\$ 44,050	\$ 28,400	\$ (15,650)	\$ 405,233	\$ 401,399	\$ (3,834)	-1%
Human Resources	\$ 871,070	\$ 969,099	\$ 98,029	\$ 199,000	\$ 159,500	\$ (39,500)	\$ 1,070,070	\$ 1,128,599	\$ 58,529	5%
<b>Total</b>	<b>\$ 3,639,525</b>	<b>\$ 3,128,228</b>	<b>\$ (511,297)</b>	<b>\$ 2,628,360</b>	<b>\$ 2,314,172</b>	<b>\$ (314,188)</b>	<b>\$ 6,267,885</b>	<b>\$ 5,442,400</b>	<b>\$ (825,485)</b>	<b>-13%</b>

EXTERNAL RELATIONS										
	SALARIES			OPERATING			TOTAL BUDGETED EXPENDITURES			
	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	% Variance
Integrated Marketing	\$ 817,082	\$ 556,675	\$ (260,407)	\$ 940,300	\$ 556,500	\$ (383,800)	\$ 1,757,382	\$ 1,113,175	\$ (644,207)	-37%
Recruitment	\$ 543,608	\$ 433,680	\$ (109,928)	\$ 405,000	\$ 328,500	\$ (76,500)	\$ 948,608	\$ 762,180	\$ (186,428)	-20%
Development	\$ 447,096	\$ 247,284	\$ (199,812)	\$ 204,350	\$ 52,000	\$ (152,350)	\$ 651,446	\$ 299,284	\$ (352,162)	-54%
Government Relations	\$ 138,415	\$ 66,605	\$ (71,810)	\$ 14,750	\$ 4,875	\$ (9,875)	\$ 153,165	\$ 71,480	\$ (81,685)	-53%
<b>Total</b>	<b>\$ 1,946,201</b>	<b>\$ 1,304,244</b>	<b>\$ (641,957)</b>	<b>\$ 1,564,400</b>	<b>\$ 941,875</b>	<b>\$ (622,525)</b>	<b>\$ 3,510,601</b>	<b>\$ 2,246,119</b>	<b>\$ (1,264,482)</b>	<b>-36%</b>

## STUDENT SERVICES

	SALARIES			OPERATING			TOTAL BUDGETED EXPENDITURES			
	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	% Variance
Student Services	\$ 1,590,838	\$ 1,193,784	\$ (397,054)	\$ 158,650	\$ 98,325	\$ (60,325)	\$ 1,749,488	\$ 1,292,108	\$ (457,380)	-26%
International	\$ 171,475	\$ 77,465	\$ (94,010)	\$ 66,335	\$ 70,600	\$ 4,265	\$ 237,810	\$ 148,065	\$ (89,745)	-38%
Financial Aid	\$ 238,429	\$ 242,453	\$ 4,024	\$ 3,187,337	\$ 3,343,872	\$ 156,535	\$ 3,425,766	\$ 3,586,325	\$ 160,559	5%
Accessibility Services	\$ 689,014	\$ 689,535	\$ 521	\$ 66,100	\$ 53,400	\$ (12,700)	\$ 755,114	\$ 742,935	\$ (12,179)	-2%
Academic Advising	\$ 424,155	\$ 437,928	\$ 13,773	\$ 8,500	\$ 5,600	\$ (2,900)	\$ 432,655	\$ 443,528	\$ 10,873	3%
			\$ -							
<b>Total</b>	<b>\$ 3,113,911</b>	<b>\$ 2,641,164</b>	<b>\$ (472,747)</b>	<b>\$ 3,486,922</b>	<b>\$ 3,571,797</b>	<b>\$ 84,875</b>	<b>\$ 6,600,833</b>	<b>\$ 6,212,961</b>	<b>\$ (387,872)</b>	<b>-6%</b>

## ATHLETICS

	SALARIES			OPERATING			TOTAL BUDGETED EXPENDITUR			
	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	2014-2015	2015-2016	Variance	% Variance
Basketball	\$ 209,510	\$ 216,912	\$ 7,402	\$ 216,800	\$ 188,353	\$ (28,447)	\$ 426,310	\$ 405,265	\$ (21,045)	-5%
Hockey	\$ 280,211	\$ 293,274	\$ 13,063	\$ 353,100	\$ 354,994	\$ 1,894	\$ 633,311	\$ 648,268	\$ 14,957	2%
Soccer	\$ 62,142	\$ 62,408	\$ 266	\$ 78,200	\$ 97,050	\$ 18,850	\$ 140,342	\$ 159,458	\$ 19,116	14%
Volleyball	\$ 196,613	\$ 210,436	\$ 13,823	\$ 132,000	\$ 139,991	\$ 7,991	\$ 328,613	\$ 350,427	\$ 21,814	7%
Others	\$ 434,233	\$ 399,653	\$ (34,580)	\$ 179,850	\$ 211,976	\$ 32,126	\$ 614,083	\$ 611,629	\$ (2,454)	0%
Athletic Scholarships			\$ -	\$ 414,000	\$ 340,000	\$ 74,000	\$ 414,000	\$ 340,000	\$ (74,000)	-18%
<b>Total</b>	<b>\$ 1,182,709</b>	<b>\$ 1,182,682</b>	<b>\$ (27)</b>	<b>\$ 1,373,950</b>	<b>\$ 1,332,364</b>	<b>\$ (41,586)</b>	<b>\$ 2,556,659</b>	<b>\$ 2,515,046</b>	<b>\$ (41,613)</b>	<b>-2%</b>

Scholarships removed from each cost centre and set up as a separate cost centre  
 Summer camps have been included in 2015/16 budget thus additional expenses will be incurred  
 Revenues are combined in other revenue categories