



**2017-2018
OPERATING
BUDGET**

PRESENTED TO:

BOARD OF GOVERNORS

JUNE 1, 2017

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2017-2018 BUDGET HIGHLIGHTS

BUDGET PROCESS:

The Nipissing University Budget Advisory Group consists of:

- Provost and Vice-President, Academic & Research (Chair)
- Vice-President, Finance & Administration
- Registrar and Assistant Vice-President, Institutional Planning
- Director, Finance
- Director, Human Resources

The Budget Advisory Group is responsible for the preparation and development of the annual operating budget of the University. The process begins in the Fall with a request for submissions from all budget holders. At the same time an estimate of projected revenues is prepared, although projected revenues cannot be finalized until later in the year when admissions start to be confirmed and Ministry decisions regarding funding are known.

The Advisory Group prepares a budget for the President who approves the documents for submission to the Audit and Finance Committee and ultimately to the Board for final approval. The status of the budget preparation is discussed at all meetings of the Audit and Finance Committee until the final budget proposal is ready for approval. As a result of the recommendations of the Special Governance Commission, a Senate Budget Committee will be established for the 2017-2018 academic year. While the actual mandate of the Senate Budget Committee has yet to be determined, it is anticipated that it would also be briefed on a regular basis on the development of the budget, and provide feedback to the Budget Advisory Group.

BACKGROUND AND CONTEXT

The background to the 2017-2018 Operating Budget is one of significant financial challenges for the University. The 2013-2014 operating deficit of \$5,166,108 was the largest in the University's history, followed by an operating deficit for 2014-2015 of \$4,987,000. The results for 2015-2016 were significantly improved with a deficit of \$1,264,605 and the 2016/17 deficit is not expected to surpass \$2,500,000. The reduction of the deficit in 2016/17 was due primarily to an end-of-year decision by the Ministry to fund teacher-education programs at the notional level of approved student spaces (i.e., our cap of 929 students) rather than our actual enrolment of approximately 500 students. This resulted in an additional grant from the Ministry of approximately \$2 000 000. It is anticipated that this additional funding will be continued for the 2017/18 fiscal year. During fiscal 2017-2018, the University will be negotiating with the Ministry to complete our Strategic Mandate Agreement, which may affect grant revenues for the next three years.

HIGHLIGHTS OF THE 2017-2018 BUDGET

- 1) Total revenues are projected to be \$68,346,898 and total expenditures are projected to be \$72,221,507 (after the transfers and from other funds and the anticipated operating savings are deducted) for a projected deficit of \$3,874,609.
- 2) The above numbers include facilities renewal and minor capital projects. Please note that the University receives a dedicated facilities renewal grant from the Ministry, budgeted at \$458,300 for 2017/18.
- 3) Government grants are projected to be \$3M higher than the 2016-2017 budget of \$35,578,060. This projected Government grant total includes a one-time "Sustainability Grant" of \$2.5M which is \$500,000 higher than the previous year. Note that in order to implement the conditions of this grant, some budgets have had to be increased, notably in Student Development Services and Administration. The Second Entry Nursing Grant has increased approximately \$1M due to increased enrolment and the net increase to Education Grants is \$1.8 due to the funding of notional students up to our enrolment cap.

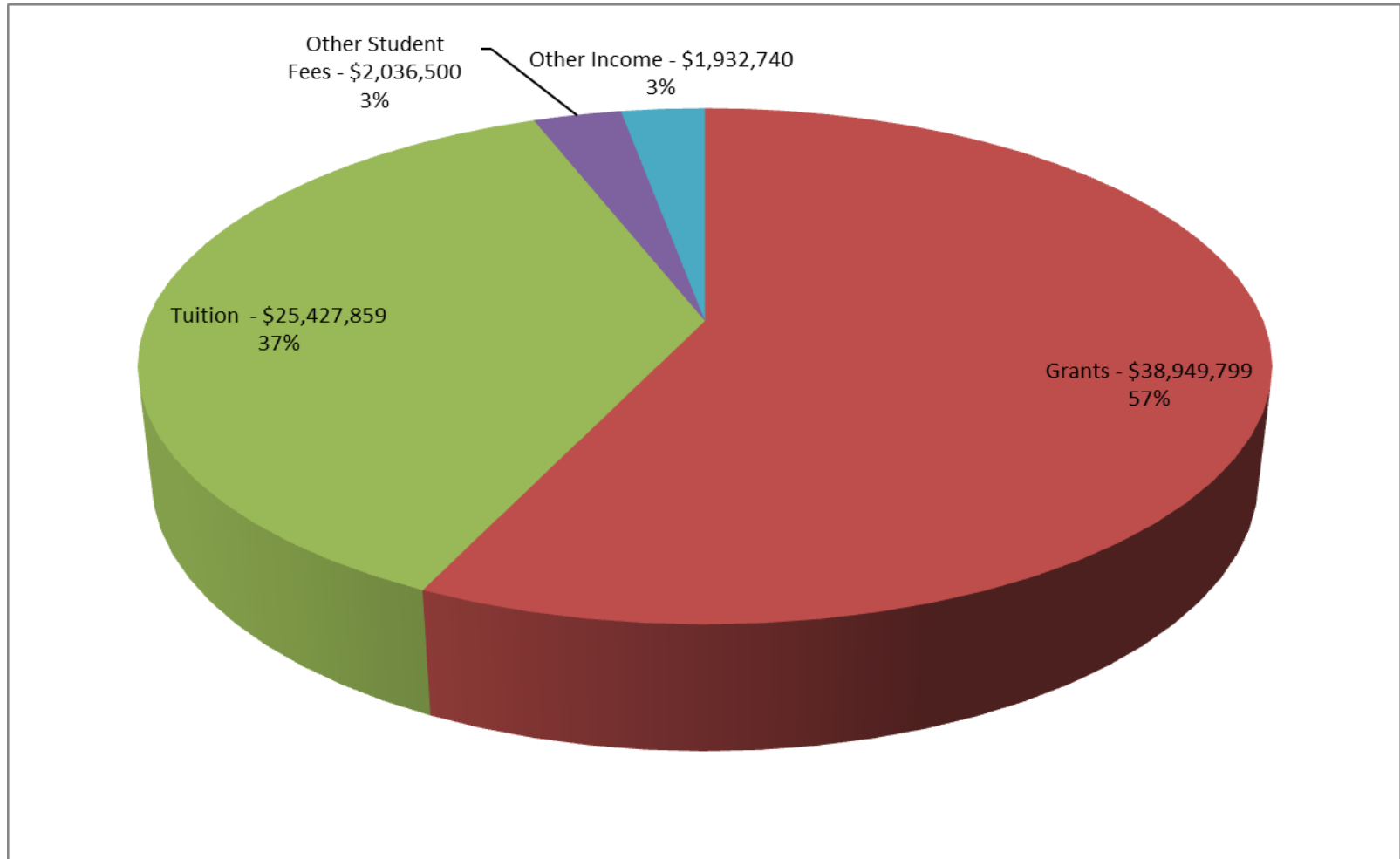
- 4) Tuition revenue for 2017-2018 is projected to be lower than the budget for 2016-2017, \$25,427,859 compared to \$25,962,144 based on projected enrolment declines in Arts & Science, College Partnerships, Education and Additional Qualifications. Since the actual tuition revenue for 2016/17 was below the revenue projected in the 2016/17 approved budget, the projected tuition revenue for 2017/18 is roughly the same as the actual 2016/17 revenue.
- 5) Total expenditures (including transfers from other funds) for 2017-2018 are projected to be approximately 3% higher than those projected for 2016-2017. The largest increase is in Salaries & Benefits at \$3M which includes economic and step increases (\$1.6M), six new faculty positions (\$550,000), increases in spending on part-time salaries, mostly in Nursing (\$600,000) and 6 new administrative/support positions funded by the Sustainability Grant (\$350,000). The new faculty positions are primarily in Nursing and Social Work, the latter reflecting the roll-out of a new program, and the former a result of the accreditation process for the RPN to BScN bridging program. As noted above, the Second Entry Nursing Grant, which represents Government funding for this program, is expected to increase by approximately \$1 000 000.
- 6) The Faculty of Arts & Science (A&S) will see its operating budget increase by 5% which is predominantly due to increases in salaries as well as a sabbatical replacement, an increase in part-time faculty salaries and a reclassification of two LST positions from UTS to A&S.
- 7) The Faculty of Applied & Professional Schools (APS) will see an increase of 14% over the 2016-2017 operating expenditure budget, predominantly due to the creation of three new faculty positions in Nursing and two new faculty positions in Social Work. We have also reclassified two LST positions from UTS to APS.
- 8) The Schulich School of Education will see a reduction in expenditures of 3%, due largely to lower expenditures for Additional Qualifications.
- 9) The Office on Indigenous Initiatives will see an increase of 13% over the 2016-2017 budget, mainly due to the creation of Aboriginal Recruitment/Wiidooktaadwin Mentorship Program Officer position.

- 10) The expenditures in Academic Support and Library are projected to 8% higher than 2016-2017, due to an investment in resources in the Library. Moreover, there are short-term investments in additional positions in the VPAR and Registrar's office, both funded by the Sustainability Grant.
- 11) Expenditures for Computer Services and Plant are projected to decrease by 3%. UTS has achieved savings in lease costs and software purchases as well as several LST positions have been reclassified to other departments. In Plant & Property, expenses related to the annual Facilities Renewal Grant have decreased based on a reduction of that grant from 2016/17.
- 12) Student Services will see an increase of 5% in its expenditure budget for 2017-2018, mainly due to increased expenditures related to student retention which are funded by the Sustainability Grant, as well as a 4% increase in Financial Aid.
- 13) Athletics will see an increase of 2% in its budget, due to increased travel costs for varsity sports this year as teams are required to travel to Thunder Bay. The travel budget for the subsequent year will be reduced.
- 14) Direct Administration expenditures are down by 1%. However, in addition to this reduction, the University will see savings of approximately \$1M due to the debt refinancing as well as the anticipated operating savings of \$400,000.
- 15) The overall External Relations expenditures budget has increased by 10% as we begin to invest in both salaries as well as operating expenses as we gear up to launch our new Campaign.
- 16) The budget for graduate student assistance has been increased substantially over last year's budget, a total of \$487,500 for 2017/18 compared to \$317,000 or 2016/17. This represents the total NU Graduate Scholarships (165,000), CRC matching (\$80,000), OGS matching (\$70,000) as well as Teaching Assistantships (\$172,500). The above represents only funding from NU's operating budget, and is supplemented by \$140 000 in OGS funding from the Province, an increase from \$110 000 the year before. Please note that the OGS offers are the responsibility of the University.

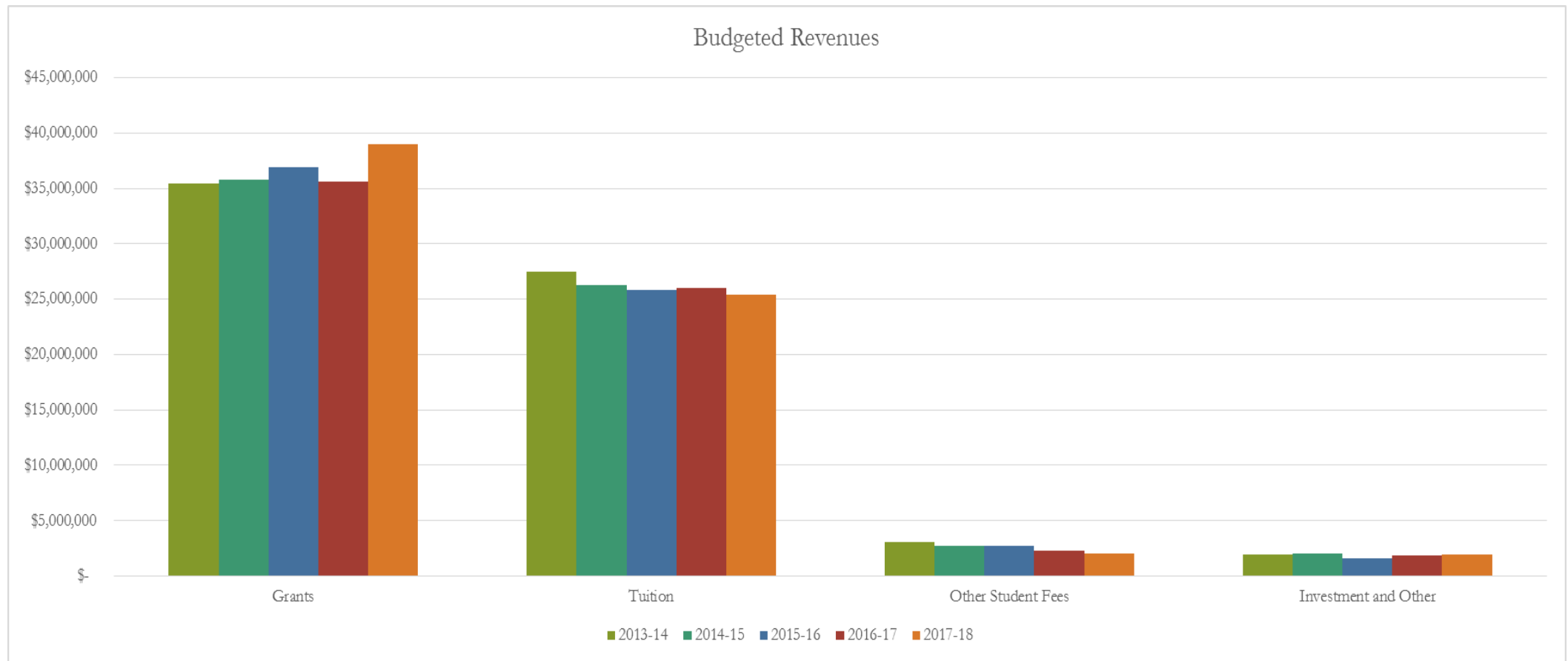
NIPISSING UNIVERSITY

	2016-2017 Budget	2017-2018 Annual Budget	Variance
REVENUE:			
Government Grants	35,578,060	38,949,799	3,371,739
Student Fees - Tuition	25,962,144	25,427,859	(534,285)
Student Fees - Other	2,261,900	2,036,500	(225,400)
Other	1,856,831	1,932,740	75,909
TOTAL REVENUE	65,658,935	68,346,898	2,687,963
EXPENSES:			
Salaries and Benefits	49,745,260	52,764,599	3,019,339
Operating	11,671,783	11,554,282	(117,501)
Scholarships and Bursaries	3,926,814	4,173,360	246,546
Occupancy Costs	4,547,435	4,597,250	49,815
Principal and Interest on Long-Term Debt	1,387,878	1,314,251	(73,627)
Anticipated Operating Savings		(400,000)	(400,000)
TOTAL EXPENSES	71,279,170	74,003,742	2,724,572
SURPLUS (DEFICIT) BEFORE THE UNDERNOTED	(5,620,235)	(5,656,844)	(36,609)
Transfer to/from Other Funds	908,902	1,782,235	873,333
Net Change in Unrestricted Operating Fund Surplus (Deficit)	(4,711,333)	(3,874,609)	836,724

REVENUE SOURCES



BUDGETED REVENUES 2013 - 2018



OPERATING AND OTHER GOVERNMENT GRANTS

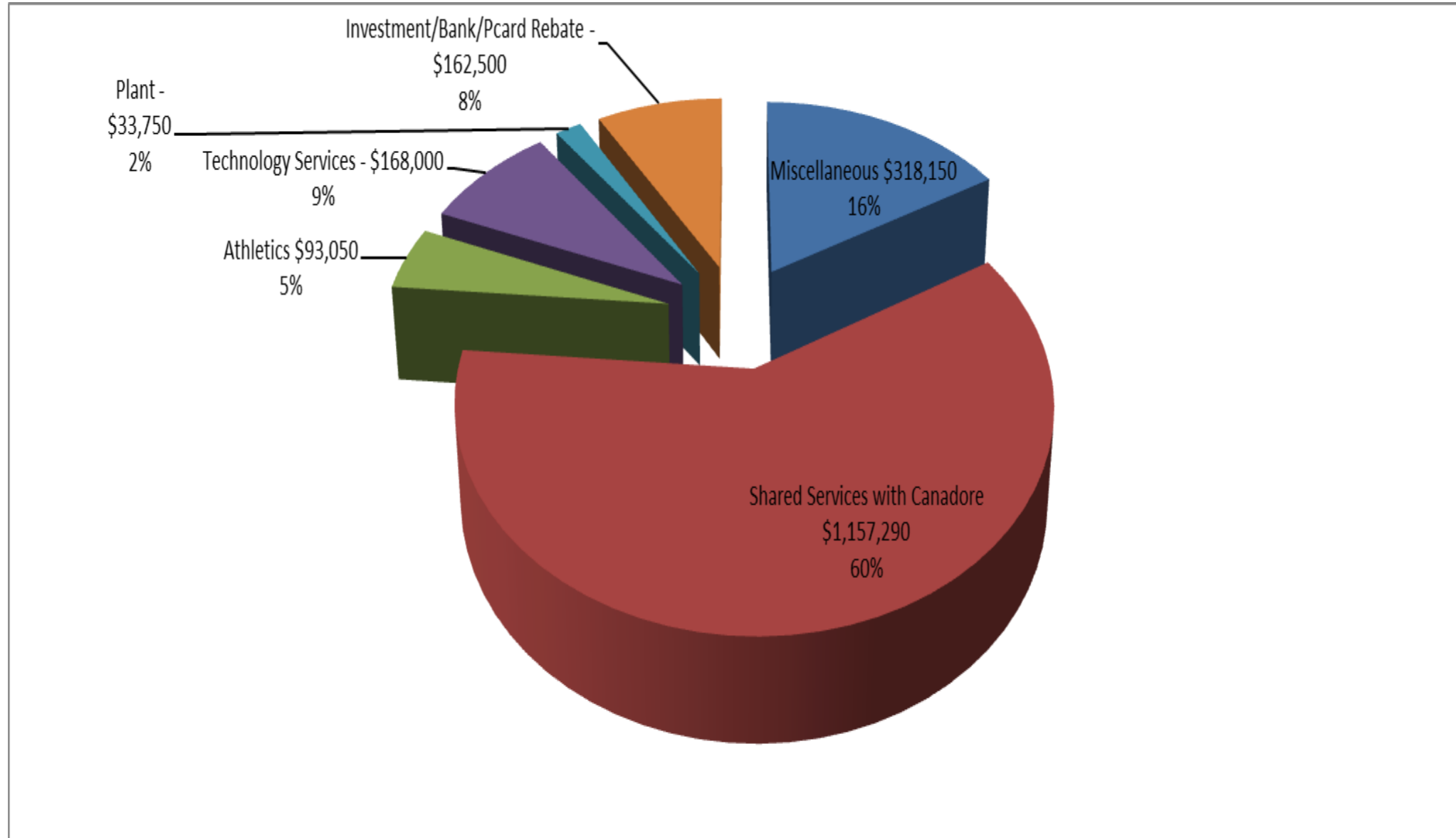
PROVINCIAL GRANTS	Budgeted 2016/17	Budgeted 2017/18	Variance	NOTE
Basic Operating Grants				
Basic Operating Grant	\$ 16,196,216	\$ 16,196,216	-	
Less International Student Recovery	\$ (16,673)	\$ (23,133)	(6,460)	
Education Enrolment Based Grant	\$ 2,750,000	\$ 5,276,139	2,526,139	
Education Phase-In Grant	\$ 960,000	\$ 253,400	(706,600)	
Mission - Related Institutional Specific Grants				
Differentiation Grant	\$ 535,300	\$ 535,300	-	
Northern Ontario Grant	\$ 1,871,140	\$ 1,871,140	-	
Enrolment Based Grants				
Enrolment Accessibility Graduate	\$ 815,417	\$ 679,512	(135,905)	
Second Entry Nursing Grant	\$ 4,437,461	\$ 5,529,892	1,092,431	
Second Entry Nursing Grant - to Canadore	\$ (125,475)	\$ (125,475)	-	
Collaborative Grant - 50% from Canadore	\$ 1,495,244	\$ 1,666,061	170,817	
Clinical Grant - 50% from Canadore	\$ 47,600	\$ 47,600	-	
Performance Based Grants				
Performance Funding for KPI	\$ 300,000	\$ 330,800	30,800	
General Quality Tied to Multi - Year Accountability	\$ 1,408,991	\$ 1,334,110	(74,881)	
Student Bursaries and Other Flow Through Funding				
Disabled Bursary	\$ 300,000	\$ 300,000	-	
Ontario Graduate Scholarships	\$ 110,000	\$ 140,000	30,000	
First Generation Bursary	\$ 28,272	\$ 30,279	2,007	
Sub-Total	\$ 31,113,493	\$ 34,041,841	2,928,348	

OPERATING AND OTHER GOVERNMENT GRANTS

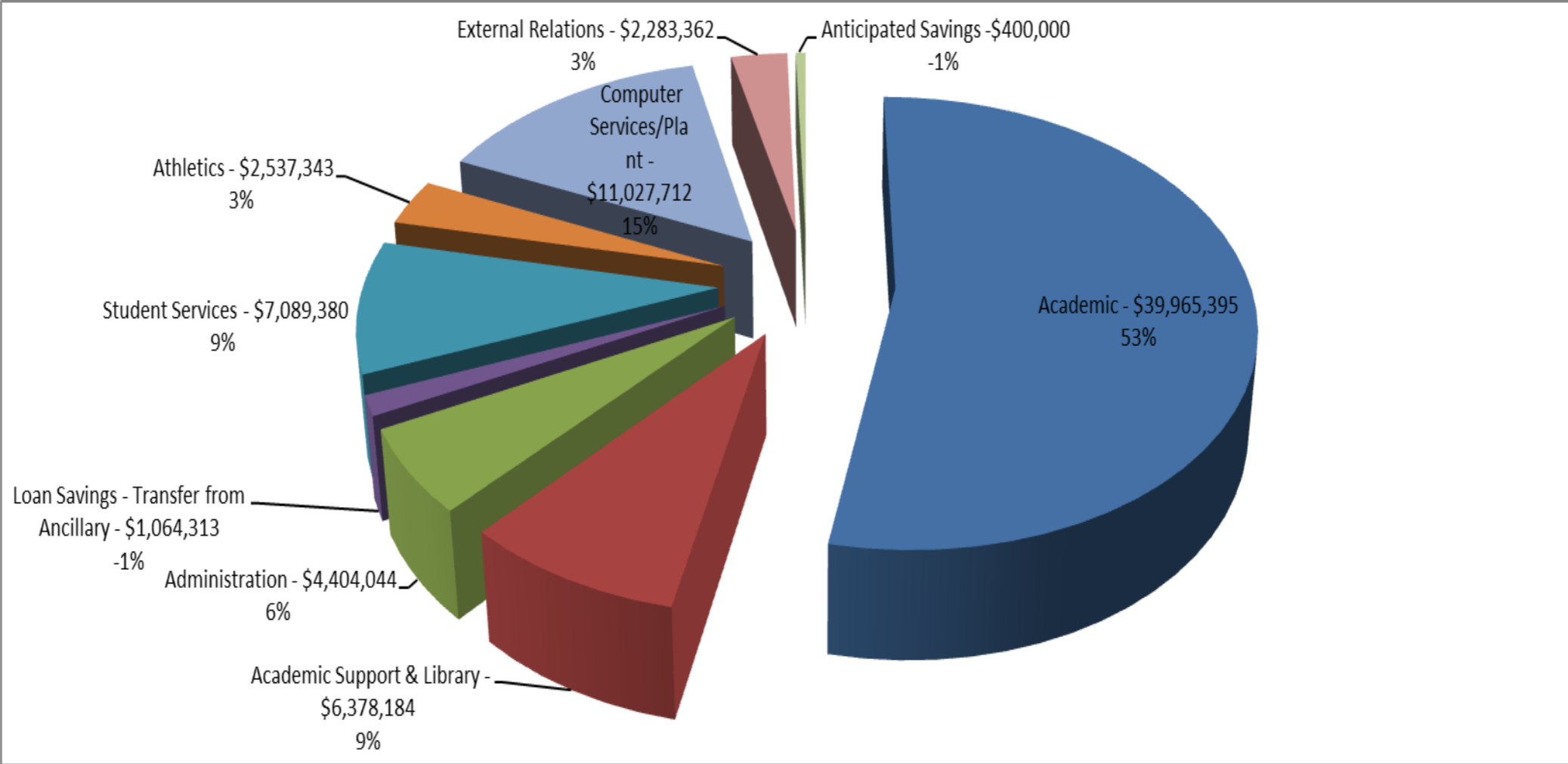
PROVINCIAL GRANTS	Budgeted 2016/17	Budgeted 2017/18	Variance	NOTE
Specific Purpose and other Grants				
Student Success Fund - Postsecondary Education Fund for Aboriginal Learners	\$ 675,886	\$ 675,886	-	
Grants for Municipal Taxation	\$ 254,775	\$ 242,700	(12,075)	
Accessibility for Students with Disabilities	\$ 292,945	\$ 292,945	-	
Interpreter Fund	\$ 25,000	\$ 34,000	9,000	
Graduate Capital Grant	\$ 109,440	\$ 109,440	-	
Aboriginal Initiatives/Aboriginal PSET Bursary Projects	\$ 40,300	\$ 40,300	-	
Summer Transition Program			-	
Women's Campus Safety	\$ 15,000	\$ 54,812	39,812	
Research Overheads Infrastructure Envelope	\$ 12,553	\$ 13,738	1,185	
Summer Experience Program			-	
Facilities Renewal Grant	\$ 642,700	\$ 458,300	(184,400)	
Sustainability Grant - One Time	\$ 2,000,000	\$ 2,500,000	500,000	
TOTAL PROVINCIAL GRANTS	\$ 35,182,092	\$ 38,463,962	3,281,870	
FEDERAL GRANTS				
Indirect Costs Grant	\$ 395,968	\$ 413,337	17,369	
Industry Canada - Labour Grant				
SSHRC - Grad Funding	\$ -	\$ 55,000	55,000	
NSERC - Scholarship	\$ -	\$ 17,500	17,500	
TOTAL FEDERAL GRANTS	\$ 395,968	\$ 485,837	89,869	
TOTAL GOVERNMENT GRANTS	\$ 35,578,060	\$ 38,949,799	3,371,739	

TUITION				
	2016-2017	2017-2018	Variance	% Variance
Collaborative Nursin : Nursing Collaborative Program	2,301,536	2,280,720	(20,816)	-1%
AQ / ABQ/ PQP : Fac of ED - ABQ - HS	735,954	503,161	(232,793)	-32%
ATCP : Aboriginal Teacher Cert	138,688	142,848	4,160	3%
Teacher Anish. 2nd L : Aboriginal Teacher Cert	20,803	28,570	7,767	37%
Arts and Science : Administration	9,642,056	9,334,129	(307,927)	-3%
Business : Administration	2,574,528	2,651,763	77,235	3%
Bridging/SPP : Administration	3,134,825	3,512,057	377,232	12%
NB ConEd : Administration	552,000	357,120	(194,880)	-35%
Masters Programs : Administration	987,008	987,008	-	0%
BPHE : Administration	2,029,745	1,993,643	(36,102)	-2%
BEEd Consecutive : Administration	2,557,085	2,527,547	(29,538)	-1%
College Partnership : Administration	1,309,086	1,214,570	(94,516)	-7%
BComm Distance : Administration	624,212	642,870	18,658	3%
PhD : Administration	209,509	209,509	-	0%
Aboriginal Classroom Assistant Program	17,510	53,766	36,256	207%
Brantford : Administration	726,537	536,000	(190,537)	-26%
	27,561,082	26,975,281	(585,801)	-2%
Less:				
Canadore Share of Collaborative Nursing	1,238,938	1,215,422	(23,516)	-2%
Tuition Exemption	360,000	332,000	(28,000)	-8%
Total Tuition	25,962,144	25,427,859	(534,285)	-2%

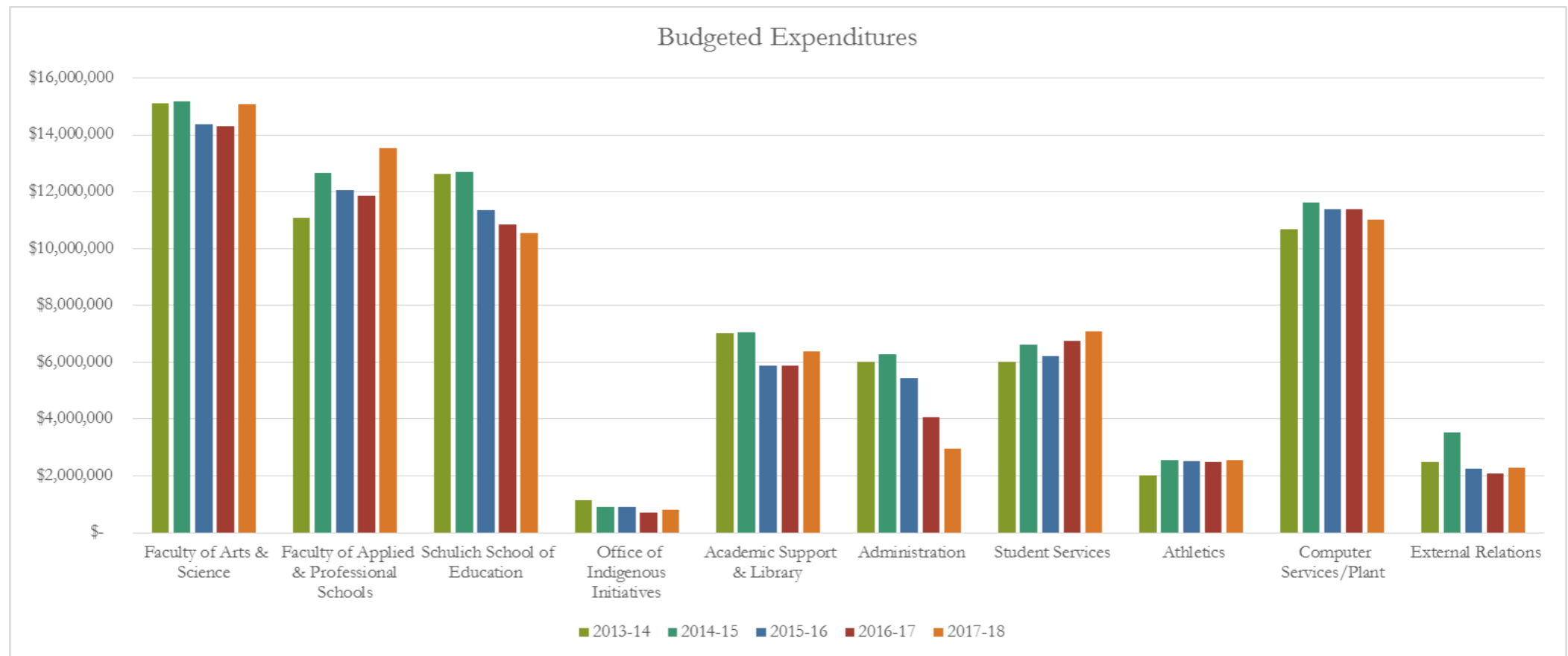
2017-2018 OTHER REVENUE



2017-2018 EXPENDITURES



2013-2018 BUDGETED EXPENDITURES



TOTAL EXPENDITURES				
DEPARTMENTS	2016-17	2017-18	Variance	% Variance
Faculty of Arts & Science	\$ 14,309,760	\$ 15,082,848	\$ 773,088	5%
Faculty of Applied & Professional Schools	\$ 11,836,737	\$ 13,538,707	\$ 1,701,969	14%
Schulich School of Education	\$ 10,848,684	\$ 10,552,957	\$ (295,727)	-3%
Office of Indigenous Initiatives	\$ 698,472	\$ 790,884	\$ 92,412	13%
Academic Support & Library	\$ 5,891,258	\$ 6,378,184	\$ 486,925	8%
Administration	\$ 4,466,276	\$ 4,404,444	\$ (61,832)	-1%
Loan Savings - Transfer from Ancillary	\$ (400,000)	\$ (1,064,313)	\$ (664,313)	166%
Student Services	\$ 6,751,284	\$ 7,089,380	\$ 338,096	5%
Athletics	\$ 2,495,393	\$ 2,537,343	\$ 41,950	2%
Computer Services/Plant	\$ 11,398,921	\$ 11,027,712	\$ (371,209)	-3%
External Relations	\$ 2,073,484	\$ 2,283,362	\$ 209,878	10%
Anticipated Operating Savings		\$ (400,000)	\$ (400,000)	100%
Total	\$ 70,370,269	\$ 72,221,507	\$ 1,851,238	3%

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

TOTAL SALARIES				
DEPARTMENT	2016/17 Budget	2017/18 Budget	Variance	% Variance
Faculty of Arts & Science	\$ 13,685,165	\$ 14,445,403	\$ 760,238	6%
Faculty of Applied & Professional Studies	\$ 10,431,067	\$ 12,037,732	\$ 1,606,664	15%
Schulich School of Education	\$ 9,730,623	\$ 9,644,344	\$ (86,279)	-1%
Office of Indigenous Initiatives	\$ 506,032	\$ 602,814	\$ 96,782	19%
Academic Support/Library	\$ 3,916,858	\$ 4,272,137	\$ 355,279	9%
Total Academic	\$ 38,269,745	\$ 41,002,429	\$ 2,732,685	7%
Administration	\$ 2,662,122	\$ 2,949,364	\$ 287,242	11%
Student Services	\$ 2,882,047	\$ 3,054,244	\$ 172,196	6%
Athletics	\$ 1,222,120	\$ 1,179,655	\$ (42,465)	-3%
Computer Services/ Plant	\$ 3,583,442	\$ 3,323,045	\$ (260,397)	-7%
External Relations	\$ 1,125,784	\$ 1,255,862	\$ 130,078	12%
Total Other	\$ 11,475,516	\$ 11,762,170	\$ 286,654	2%
Grand Total	\$ 49,745,261	\$ 52,764,599	\$ 3,019,338	6%

Transfers from other accounts have been factored in the above figures

OPERATING EXPENDITURES				
DEPARTMENT	2016/17 Budget	2017/18 Budget	Variance	% Variance
Faculty of Arts & Science	624,595	637,445	\$ 12,850	2%
Faculty of Applied & Professional Studies	1,405,670	1,500,975	\$ 95,305	7%
Schulich School of Education	1,118,061	908,613	\$ (209,448)	-19%
Office of Indigenous Initiatives	192,440	188,070	\$ (4,370)	-2%
Academic Support/Library	1,974,400	2,106,047	\$ 131,647	7%
Total Academic	5,315,166	5,341,150	\$ 25,984	0%
Administration	1,804,153	1,455,080	\$ (349,074)	-19%
Loan Savings - Transfer from Ancillary	(400,000)	(1,064,313)	\$ (664,313)	166%
Student Services	3,869,237	4,035,136	\$ 165,900	4%
Athletics	1,273,273	1,357,688	\$ 84,415	7%
Computer Services/Plant	7,815,479	7,704,667	\$ (110,812)	-1%
External Relations	947,700	1,027,500	\$ 79,800	8%
Anticipated Operating Savings		(400,000)	\$ (400,000)	100%
Total Other	15,309,842	14,115,758	\$ (1,194,084)	-8%
Grand Total	20,625,008	19,456,908	\$ (1,168,100)	-6%

Transfers from other accounts have been factored in the above figures

FACULTY OF ARTS & SCIENCE										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	Variance
Dean's Office	\$ 1,396,100	\$ 1,643,082	\$ 246,983	\$ 103,000	\$ 113,600	\$ 10,600	\$ 1,499,100	\$ 1,756,682	\$ 257,583	17%
Biology/Science/Chemistry	\$ 1,725,005	\$ 1,845,364	\$ 120,360	\$ 122,100	\$ 137,300	\$ 15,200	\$ 1,847,105	\$ 1,982,664	\$ 135,560	7%
Computer Science/Mathematics	\$ 1,243,665	\$ 1,308,435	\$ 64,770	\$ 51,050	\$ 50,750	\$ (300)	\$ 1,294,715	\$ 1,359,185	\$ 64,470	5%
Geography/Geology	\$ 1,368,574	\$ 1,437,781	\$ 69,207	\$ 82,650	\$ 79,000	\$ (3,650)	\$ 1,451,224	\$ 1,516,781	\$ 65,557	5%
Psychology	\$ 1,359,187	\$ 1,413,723	\$ 54,536	\$ 42,800	\$ 40,900	\$ (1,900)	\$ 1,401,987	\$ 1,454,623	\$ 52,636	4%
English	\$ 1,286,797	\$ 1,407,238	\$ 120,441	\$ 35,025	\$ 31,125	\$ (3,900)	\$ 1,321,822	\$ 1,438,363	\$ 116,541	9%
History	\$ 1,281,274	\$ 1,202,689	\$ (78,586)	\$ 41,100	\$ 42,050	\$ 950	\$ 1,322,374	\$ 1,244,739	\$ (77,636)	-6%
Political Sci/Economics/Philosophy	\$ 1,032,688	\$ 1,093,017	\$ 60,329	\$ 30,750	\$ 29,700	\$ (1,050)	\$ 1,063,438	\$ 1,122,717	\$ 59,279	6%
Classics	\$ 246,046	\$ 245,481	\$ (564)	\$ 4,820	\$ 4,770	\$ (50)	\$ 250,866	\$ 250,251	\$ (614)	0%
Religion & Culture	\$ 459,831	\$ 479,410	\$ 19,579	\$ 19,175	\$ 19,800	\$ 625	\$ 479,006	\$ 499,210	\$ 20,204	4%
GESJ	\$ 450,924	\$ 456,237	\$ 5,313	\$ 22,975	\$ 21,775	\$ (1,200)	\$ 473,899	\$ 478,012	\$ 4,113	1%
Fine & Performing Arts	\$ 687,869	\$ 733,420	\$ 45,551	\$ 33,925	\$ 30,550	\$ (3,375)	\$ 721,794	\$ 763,970	\$ 42,176	6%
Sociology	\$ 923,023	\$ 961,478	\$ 38,455	\$ 29,900	\$ 30,800	\$ 900	\$ 952,923	\$ 992,278	\$ 39,355	4%
Native Studies	\$ 224,180	\$ 218,047	\$ (6,133)	\$ 5,325	\$ 5,325	\$ -	\$ 229,505	\$ 223,372	\$ (6,133)	-3%
Total	\$ 13,685,165	\$ 14,445,403	\$ 760,238	\$ 624,595	\$ 637,445	\$ 12,850	\$ 14,309,760	\$ 15,082,848	\$ 773,088	5%

Transfers from other accounts have been factored in the above figures

APPLIED AND PROFESSIONAL SCHOOLS										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Dean's Office	\$ 476,376	\$ 508,774	\$ 32,398	\$ 79,000	\$ 81,750	\$ 2,750	\$ 555,376	\$ 590,524	\$ 35,148	6%
Business	\$ 2,907,306	\$ 3,063,126	\$ 155,820	\$ 717,600	\$ 678,175	\$ (39,425)	\$ 3,624,906	\$ 3,741,301	\$ 116,395	3%
Nursing	\$ 5,152,324	\$ 6,160,031	\$ 1,007,707	\$ 498,425	\$ 625,925	\$ 127,500	\$ 5,650,749	\$ 6,785,956	\$ 1,135,207	20%
Criminal Justice	\$ 839,120	\$ 905,125	\$ 66,005	\$ 26,975	\$ 27,775	\$ 800	\$ 866,095	\$ 932,900	\$ 66,805	8%
Social Welfare/Social Work	\$ 604,048	\$ 1,012,065	\$ 408,017	\$ 39,260	\$ 68,550	\$ 29,290	\$ 643,308	\$ 1,080,615	\$ 437,307	68%
Child & Family Studies	\$ 451,893	\$ 388,611	\$ (63,282)	\$ 44,410	\$ 18,800	\$ (25,610)	\$ 496,303	\$ 407,411	\$ (88,892)	-18%
Total	\$10,431,067	\$12,037,732	\$ 1,606,664	\$ 1,405,670	\$ 1,500,975	\$ 95,305	\$ 11,836,737	\$ 13,538,707	\$ 1,701,969	14%

SCHULICH SCHOOL OF EDUCATION										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Dean's Office	\$ 585,094	\$ 584,075	\$ (1,019)	\$ 55,300	\$ 65,700	\$ 10,400	\$ 640,394	\$ 649,775	\$ 9,381	1%
Education	\$ 6,214,494	\$ 6,442,276	\$ 227,782	\$ 671,860	\$ 499,570	\$ (172,290)	\$ 6,886,354	\$ 6,941,846	\$ 55,492	1%
Practice Teaching	\$ 301,573	\$ 300,043	\$ (1,530)	\$ 196,251	\$ 177,443	\$ (18,808)	\$ 497,824	\$ 477,486	\$ (20,338)	-4%
BPHE	\$ 1,704,595	\$ 1,634,149	\$ (70,446)	\$ 97,300	\$ 97,350	\$ 50	\$ 1,801,895	\$ 1,731,499	\$ (70,396)	-4%
Additional Qualifications	\$ 609,830	\$ 369,907	\$ (239,923)	\$ 26,350	\$ 16,350	\$ (10,000)	\$ 636,180	\$ 386,257	\$ (249,923)	-39%
Aboriginal	\$ 315,036	\$ 313,894	\$ (1,143)	\$ 71,000	\$ 52,200	\$ (18,800)	\$ 386,036	\$ 366,094	\$ (19,943)	-5%
Total	\$ 9,730,623	\$ 9,644,344	\$ (86,279)	\$ 1,118,061	\$ 908,613	\$ (209,448)	\$ 10,848,684	\$ 10,552,957	\$ (295,727)	-3%

OFFICE OF INDEGINOUS INITIATIVES										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Indigenous Initiatives	\$ 506,032	\$ 602,814	\$ 96,782	\$ 192,440	\$ 188,070	\$ (4,370)	\$ 698,472	\$ 790,884	\$ 92,412	13%
Total	\$ 506,032	\$ 602,814	\$ 96,782	\$ 192,440	\$ 188,070	\$ (4,370)	\$ 698,472	\$ 790,884	\$ 92,412	13%

Transfers from other accounts have been factored in the above figures

ACADEMIC SUPPORT AND LIBRARY										
	SALARIES			OPERATING			TOTA BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-18	Variance	% Variance
VP Academic & Research	\$ 453,964	\$ 441,571	\$ (12,393)	\$ 115,400	\$ 176,800	\$ 61,400	\$ 569,364	\$ 618,371	\$ 49,007	9%
Research & Graduate Studies	\$ 625,177	\$ 908,155	\$ 282,978	\$ 401,701	\$ 462,650	\$ 60,949	\$ 1,026,878	\$ 1,370,805	\$ 343,927	33%
Faculty & Administrative Support	\$ 502,089	\$ 525,745	\$ 23,656	\$ 131,790	\$ 54,240	\$ (77,550)	\$ 633,879	\$ 579,985	\$ (53,894)	-9%
Library	\$1,349,739	\$1,369,578	\$ 19,839	\$1,141,509	\$1,226,857	\$ 85,348	\$ 2,491,248	\$ 2,596,435	\$ 105,187	4%
Registrar	\$ 985,890	\$1,027,089	\$ 41,199	\$ 184,000	\$ 185,500	\$ 1,500	\$ 1,169,890	\$ 1,212,589	\$ 42,699	4%
Total	\$3,916,858	\$4,272,137	\$ 355,279	\$1,974,400	\$2,106,047	\$ 131,647	\$ 5,891,258	\$ 6,378,184	\$ 486,925	8%

COMPUTER SERVICES/PLANT										
	SALARIES			OPERATING			TOTA BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Computer Services	\$2,512,406	\$2,298,065	\$(214,341)	\$2,147,880	\$2,083,064	\$ (64,816)	\$ 4,660,286	\$ 4,381,128	\$(279,158)	-6%
Physical Plant	\$1,071,036	\$1,024,980	\$ (46,056)	\$2,562,282	\$2,252,604	\$(309,678)	\$ 3,633,318	\$ 3,277,584	\$(355,734)	-10%
Plant Shared (Canadore)				\$3,105,318	\$3,369,000	\$ 263,683	\$ 3,105,318	\$ 3,369,000	\$ 263,683	8%
Total	\$3,583,442	\$3,323,045	\$(260,397)	\$7,815,479	\$7,704,667	\$(110,812)	\$11,398,921	\$11,027,712	\$(371,209)	-3%

Transfers from other accounts have been factored in the above figures

STUDENT SERVICES										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-17	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Student Services	\$ 1,351,859	\$ 1,392,516	\$ 40,657	\$ 252,653	\$ 170,441	\$ (82,211)	\$1,604,512	\$1,562,957	\$ (41,555)	-3%
International	\$ 76,998	\$ 85,320	\$ 8,322	\$ 93,800	\$ 63,300	\$ (30,500)	\$ 170,798	\$ 148,620	\$ (22,178)	-13%
Financial Aid	\$ 245,481	\$ 251,913	\$ 6,432	\$ 3,467,759	\$ 3,741,660	\$ 273,901	\$3,713,240	\$3,993,573	\$ 280,333	8%
Accessibility Services	\$ 705,728	\$ 724,953	\$ 19,225	\$ 49,250	\$ 54,460	\$ 5,210	\$ 754,978	\$ 779,413	\$ 24,435	3%
Academic Advising	\$ 501,982	\$ 599,542	\$ 97,560	\$ 5,775	\$ 5,275	\$ (500)	\$ 507,757	\$ 604,817	\$ 97,060	19%
Total	\$ 2,882,047	\$ 3,054,244	\$ 172,196	\$ 3,869,237	\$ 4,035,136	\$ 165,900	\$6,751,284	\$7,089,380	\$ 338,096	5%

ATHLETICS										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Basketball	\$ 228,955	\$ 194,036	\$ (34,920)	\$ 167,694	\$ 201,538	\$ 33,844	\$ 396,649	\$ 395,574	\$ (1,076)	0%
Hockey	\$ 304,384	\$ 273,994	\$ (30,390)	\$ 336,035	\$ 329,520	\$ (6,515)	\$ 640,419	\$ 603,514	\$ (36,905)	-6%
Soccer	\$ 60,053	\$ 84,960	\$ 24,908	\$ 92,050	\$ 91,100	\$ (950)	\$ 152,103	\$ 176,060	\$ 23,958	16%
Volleyball	\$ 217,887	\$ 223,481	\$ 5,594	\$ 129,724	\$ 125,200	\$ (4,524)	\$ 347,611	\$ 348,681	\$ 1,070	0%
Others	\$ 410,841	\$ 403,184	\$ (7,658)	\$ 197,770	\$ 225,330	\$ 27,560	\$ 608,611	\$ 628,514	\$ 19,902	3%
Athletic Scholarships			\$ -	\$ 350,000	\$ 385,000	\$ 35,000	\$ 350,000	\$ 385,000	\$ 35,000	10%
Total	\$ 1,222,120	\$ 1,179,655	\$ (42,465)	\$ 1,273,273	\$ 1,357,688	\$ 84,415	\$2,495,393	\$2,537,343	\$ 41,950	2%

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ADMINISTRATION										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
President's Office	\$ 445,445	\$ 482,573	\$ 37,128	\$ 117,100	\$ 115,450	\$ (1,650)	\$ 562,545	\$ 598,023	\$ 35,478	6%
Board of Governors	\$ 85,932	\$ 98,117	\$ 12,186	\$ 24,450	\$ 41,250	\$ 16,800	\$ 110,382	\$ 139,367	\$ 28,986	26%
Instutional Research & Analysis	\$ 318,048	\$ 212,801	\$(105,247)	\$ 27,800	\$ 22,500	\$ (5,300)	\$ 345,848	\$ 235,301	\$ (110,547)	-32%
Finance	\$ 895,907	\$1,002,220	\$ 106,312	\$ 321,400	\$ 114,300	\$ (207,100)	\$1,217,307	\$ 1,116,520	\$ (100,788)	-8%
Administration	\$ -	\$ -	\$ -	\$ 1,150,403	\$ 940,418	\$ (209,986)	\$1,150,403	\$ 940,418	\$ (209,986)	-18%
VP Finance	\$ -	\$ 311,419	\$ 311,419	\$ -	\$ 28,250	\$ 28,250	\$ -	\$ 339,669	\$ 339,669	100%
Human Resources	\$ 916,791	\$ 842,235	\$ (74,556)	\$ 163,000	\$ 192,912	\$ 29,912	\$1,079,791	\$ 1,035,147	\$ (44,644)	-4%
Total	\$2,662,122	\$2,949,364	\$ 287,242	\$ 1,804,153	\$ 1,455,080	\$ (349,074)	\$4,466,276	\$ 4,404,444	\$ (61,832)	-1%
Additional Savings										
Loan Savings - Transfer from Ancillary	\$ -	\$ -	\$ -	\$ (400,000)	\$ (1,064,313)	\$ (664,313)	\$ (400,000)	\$ (1,064,313)	\$ (664,313)	166%
Anticipated Operating Savings	\$ -	\$ -	\$ -	\$ -	\$ (400,000)	\$ (400,000)	\$ -	\$ (400,000)	\$ (400,000)	100%
Total	\$ -	\$ -	\$ -	\$ (400,000)	\$ (1,464,313)	\$(1,064,313)	\$ (400,000)	\$ (1,464,313)	\$(1,064,313)	266%

EXTERNAL RELATIONS										
	SALARIES			OPERATING			TOTAL BUDGET			
	2016-2017	2017-2018	Variance	2017-2018	2017-2018	Variance	2016-2017	2017-2018	Variance	% Variance
Integrated Marketing	\$ 472,067	\$ 490,408	\$ 18,340	\$ 492,600	\$ 466,500	\$ (26,100)	\$ 964,667	\$ 956,908	\$ (7,760)	-1%
Recruitment	\$ 483,208	\$ 525,578	\$ 42,371	\$ 277,300	\$ 279,900	\$ 2,600	\$ 760,508	\$ 805,478	\$ 44,971	6%
Development	\$ 170,509	\$ 239,876	\$ 69,367	\$ 177,800	\$ 281,100	\$ 103,300	\$ 348,309	\$ 520,976	\$ 172,667	50%
Total	\$1,125,784	\$1,255,862	\$ 130,078	\$ 947,700	\$ 1,027,500	\$ 79,800	\$2,073,484	\$ 2,283,362	\$ 209,878	10%

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