



**BUDGET PROCESS
&
2011-2012
FINAL BUDGET**

PRESENTED TO:

UMG & STAKEHOLDER ADVISORS- MAY 17, 2011

AUDIT AND FINANCE-MAY 16, 2011

STAFF-MAY 25, 2011

BOARD OF GOVERNORS-JUNE 2, 2011

SENATE- JUNE 2, 2011

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FINAL 2011-12 BUDGET: PROCESS, STEPS AND HIGHLIGHTS

Preamble: As Vice President Finance and Administration responsible for the preparation and development of the annual operating budget of the University, the following information is provided as a summary of the budget process for the 2011-12 academic year and the guiding principles used in its compilation. The budget is forwarded for final approval to the Board at its June meeting.

Guiding Principles:

- The budget must be balanced such that planned expenditures do not exceed expected revenues
- A degree of conservatism must be incorporated into the budget to reduce the risk of enrollment variations and year-end deficits by including expected cost increases, emergency reserves/contingency amount and provision for revenue shortfall
- One-time short term funds must not be used to cover ongoing and recurring expenditures
- Unrestricted bequests and endowments are not to be used for operating purposes
- The budget must respect generational neutrality (revenues or expenditures should not be postponed for future generations of students or boards to assume)
- Sufficient provision must be made in each of the general operating and ancillary fund budgets for alterations and renovations to the physical plant & grounds and for the replacement value of facilities and critical equipment and infrastructure
- There should be an appropriate balance maintained among all areas of the University as all are important to student success and achievement
- All budget holders are responsible and accountable for the effective management, control and expenditure of funds within the budgets allocated to them

Overview:

The University committed to the Board of Governors that it would address the expected financial gap in 2009-10 by providing a 2 year operational and academic plan that would minimize (or eliminate) the growing structural deficit. The 2010-11 year end results are pending but it is assumed that on a funds flow basis the budgeted deficit will be eliminated in the final analysis. Any net surplus for 2010-11 that might arise will flow to the unappropriated reserves balance and decisions will be made in the new year on priorities which include: funding new initiatives, capital requests, to reduce financing requirements on new infrastructure and/or for existing debt repayment.

Significant changes: The impact of the Ministry's direction on funding student spaces for Education programs has been somewhat mitigated by successful lobbying, but is still significant for Nipissing. The provincial funding envelope for Education has been reduced by \$7.5M (\$5M in 2011-12 and an additional \$2.5M in 2012-13) and the resultant two year effect on Nipissing of the reduced number of spaces is going to be approximately \$810,000 in tuition and BIU grants, excluding other revenues generated by student activity. This will result in a reduction of 54 seats over the two years affecting both consecutive education and concurrent education numbers (from 983 in 2009-10 down to 929 funded seats in 2012-13). This will have serious tuition, BIU and ancillary fee consequences for Nipissing over the longer term and will affect our capacity to operate in the manner we have in the past. Therefore, we need to diversify our offerings, manage the required changes to operations, delivery and recruitment within the current and next two fiscal years and

transition to the new reality by continuing to find ways of providing quality education in different ways.

The financial challenge we are currently facing is mainly due to the following factors:

- salary, pension and benefit escalations continue to outstrip allowable tuition increases,
- grant revenue increases are subject to provincial revenues and continue to be affected by a weaker economy,
- ministry funding has been flat lined and Education numbers have been reduced,
- our ability to generate new revenue streams (internally and externally) takes time and strategic thought,
- implementation of major curriculum changes takes more than one academic cycle,
- mounting of new attractive programming takes too long from idea, through approval process, to implementation to help with short term financial results,
- the University is experiencing a flattening of its growth trajectory in terms of enrollment FTE's,
- stiffer competition, geographic location and financially needy students may not attend a University "away" from home and these decisions affect our enrollment targets,
- the University must continue to address growing rates of attrition and finally,
- Nipissing University has less opportunity to leverage faculty resources and achieve a critical mass in many of the classes offered due to both physical space constraints, scheduling and the number of course sections available.

The challenge is therefore quite significant for a small University. Nipissing staff, and faculty are resilient, innovative and the University is still small enough to be creative, flexible and nimble. The suggestions received from the Deans for consolidation and revenue generating opportunities have been incorporated in the final budget. Any savings or one-time only funds released have been redeployed into areas of need for the 2011-12 year.

The final budget has been structured to use the estimated additional \$3.55M of revenues from grants and tuition to cover an additional \$1.83M in additional salaries and benefits and an increase of \$1.65M in operating expenditures. It includes an allowance for 15.92 new staff, \$223,215 in new capital and operating requests, \$285,000 available for supporting new academic initiatives and projects as well as an acquisition budget for collections for new programs in the amount of \$25,059. A small institutional contingency of .97% of revenues has been included for major unforeseen events or maintenance and repair issues and .34% for other departmental or academic contingencies. The planned budgeted deficit of approximately \$670,000 will be dealt with during the year and refined once the Fall enrollment is known.

Process followed for 2011-12 budget finalization:

Faculties and Departments were asked to do the following with direction from the Deans and the executive team:

- The departments, areas, and faculties must remove any one-time items in their budgets, and provide suggestions to contribute to an overall University wide 3-4% annual net reduction in the University Operating budget as well as suggest new program opportunities for increasing enrollment.

- The major challenge and the ultimate goal was to find ways to accomplish this without affecting the incoming revenue base (FTE's) and external funding potential (BIU's/Tuition/grants), while maintaining the core fabric of the University and core services and offerings to the students.
- Areas were asked to recommend immediate reductions or delays in expenditures, administrative or procedural efficiencies, restructuring initiatives, revenue generating ideas, academic delivery and curriculum changes, and ideas for enrollment increases, improved retention strategies and new external grant possibilities.
- To ensure the 2010-11 year did not end in a serious financial deficit that would carry forward to the 2011-12 fiscal year, budget review and expenditure restraint began in January 2011 after the 2010-11 mid-year review. Results of these non-academic measures narrowed the projected gap for the 2010-11 year in order to balance the budget by year end.
- Full funding of BIU values for all growth in the system, will help allow for some continued investment in strategic initiatives, staff and capital requirements.
- Meetings have occurred with the VPs and the President to analyze the strategies put forward for assisting with narrowing the revenue and expenditure gap.
- Management has committed to undertake any further reasonable actions necessary to moderate or reduce any planned deficit for April 30, 2012 if actual November 1, 2011 enrollment does not meet the enrollment projection assumptions in the recommended 2011-12 approved budget.
- A January 2012 intake will again be undertaken to moderate attrition and improve retention.
- The November 1, 2011 and the February 1, 2012 audit count will help establish what further actions may be required before year end.

The Ten major steps taken to reduce the deficit and prepare the 2011-12 budget:

1. Chairs, Managers, Deans, VP's, President: Reviewed the adjusted base budgets in all cost centre accounts and moved funds within cost centres to appropriate areas of spending based on 09/10 actual year end balances, past trends, actual expenditures to date in 2010-11 and expectations for the next year's 2011-12 spending plans and priorities.
2. Corrected and confirmed personnel allocations within the departments and program areas for changes that have occurred in 2010-11. The Deans and Directors consulted with Chairs and Managers and Human Resources to ensure all continuing FT positions and contract positions are identified and accounted for. Contractually obligated increases will be included by the Vice-President Finance and Administration Office.
3. Collected information for any mandatory or critical net new staffing requirements. Considered enrollment projections for each year of existing programs. Review any new personnel being recommended for approval. Committed to maintaining only limited term, contract or part-time

personnel required to deliver growing programs and services with pressure points, or those required to backfill where necessary for maternity and sabbatical leaves. Any new positions recommended by the executive team to the board were budgeted using an average salary base for the level of appointment expected. Positions recommended for approval must still follow the internal and advertising processes in place.

4. Reviewed any new strategic initiatives identified for consideration. Prioritized these for implementation in light of: strategic growth, opportunities for cross disciplinary or cross campus efficiencies, additional College partnership opportunities, shoring-up of weaknesses and for the probability of generating additional University efficiencies.
5. Expenditure increases to base budgets were considered only as a result of compelling reasons such as: mandatory legislation or legal requirements, previous contractual commitments, licensing requirements, or where there is little or no discretion in the spending of the identified amounts. Where possible, if items are a priority to an area, the new expenditures were provided for through reallocating dollars within the existing cost centre or division to best ensure the item could be funded.
6. The budget elements recommended through the above processes were consolidated through the VP Finance & Administration office and the dollar requirements for net new staffing recommended at the end of the executive review process were included to determine the net position of the University. In addition, a new academic initiatives fund for projects anticipated to attract net new revenues to the institution in 2011-12 will be input to the budget as one amount (\$\$) for further redistribution by the VPAR (\$230K) pending the Sept. enrollment confirmation and an additional \$50K is residing with the Deans' budgets for new initiatives or projects. No new significant or material capital requests (with the exception of PC and lab renewals) have been budgeted for unless they can be funded through special funding, campus renewal or facilities renewal funds or by exceeding the enrollment targets. Infrastructure and emergency issues will be addressed as required through contingency funds. Any net surplus at year end 2010-11 will provide opportunities for one-time only capital requests and infrastructure initiatives in progress.
7. The recommended 2011-12 budget will be presented to UMG and various groups throughout the April-June period. The executive team will continue to monitor enrollment projections, refine positions and initiatives recommended over the summer timeframe, in concert with advancing strategic initiatives and announcements from MTCU and review again once the University's April 2011 year-end results are finalized.
8. The executive team reviewed the major assumptions with the Audit and Finance Committee and the Chair of the Board : projected 2010-11 enrollment assumptions, 2011-12 tuition fee increases; recommendations for any areas of expenditure increases, new initiatives being recommended, the risk factors inherent in the budget components, the actions required in-year if results or assumptions are not as anticipated; net staff complement increases/decreases, and the final recommended budget package for 2011-12 budgeted deficit of \$670,000 [2010-11 \$747,500] , with commitment to reduce to (\$0) by year end through various initiatives.
9. Presentations will be made to the following groups: UMG and additional stakeholders (May 17, 2011) for final review, a detailed full budget package to Audit and Finance committee (May 16, 2011), summary packages to staff and Senate (May 25, and June 2, 2011) for

information purposes and to the Board on June 2, 2011 for final approval.

10. Recommendation to approve the 2011-12 operating budget will occur at the Annual Board Meeting on June 2, 2011, and will include a motion to approve the detailed Budget package, inclusive of tuition and ancillary fees. Distribution of detailed cost centre packages to UMG, department heads and chairs will follow Board approval.

Highlights:

If any Items were selected to add to the base budget of 2010-11 they must advance the Strategic Goals Outlined in one or more of the following ways:

- Generate new revenue streams
- Enhance Student Experience
- Enhance Academic Programs and Research Capacity
- Build Growth and Viability
- Improve Learning Resources and Facilities
- Enhance Profile
- Develop or Sustain People and Structures

Recommendations for 2011-12 Budget Expenditures, New Initiatives, Capital items and Net New Positions

Items or initiatives may be selected if, for example they are:

- Identified as priorities for departments in fulfilling commitments, advancing plans, filling gaps or needs
- Necessity items -no choice, must do (MTCU, mandated fees, legal requirements, contractual commitments)
- Requirements for technology changes, upgrades, maintenance, urgent institutional needs, emergency planning initiatives
- Repairs, replacements, break downs
- Risk Management items (health and safety, AODA)
- Items that move the new Strategic Plan or academic master plan forward
- Capacity building or infrastructure underpinnings required for future growth or stability
- Granting as many sabbaticals as warranted within the context of the program requirements and the financial envelope available

How are the University's Academic Operations Funded?

Revenues:

- Two major sources: Tuition from students and Grants from the Ministry.

- Timing and amounts of government grants continue to be uncertain in various operating envelopes, and are dependent on growth in the system, our share of the growth (FTE's/BIU's) and the revenues available to the Ministry from a provincial perspective.
- Tuition will be increased by the maximum allowable under MTCU guidelines for 2011-12 for funded programs. Because tuition was frozen for a number of years, the Nipissing undergraduate tuition for Arts and Science continues to be well below the average of all other Universities (approx. \$525 less). We continue to play catch-up and the gap will widen if other Universities continue to take the maximum annual increases allowed as well. Any current increases in tuition will not make up for the number of years tuition was frozen.
- Costs continue to escalate at a greater pace than inflation and allowable tuition increases (EI and CDI /PTR/grid/scale movements and promotions average 4-6.5% annually). Differentiated staffing models must continue to be explored and adopted. The Compensation Restraint Act will provide some marginal reduction in this rate of increase for a 2 year period only, but longer term, the issue will still remain if tuition is capped by the government.
- The tuition clawback and student access guarantee program remain in place thus reducing the full value of tuition received by the institution to cover rising academic delivery costs. An additional 10% of the tuition increase is now required as announced by the government on March 24, 2010. The impact of the new Student Access Guarantee requirements on Nipissing remains unpredictable but student financial need continues to increase based on the student population that Nipissing attracts and serves.
- The budget is based on an optimistic enrollment expectation and audit date average of 845 first year students and an intake of 85 first year nursing students for 2011-12, for an overall funded undergraduate FTE count of 3567 full and part-time students (November 1 & February 1 count dates) and a total of 5093 FTE which includes Consecutive Education, Masters and AQ. Consecutive Education is forecast to see a drop provincially due to both ministry directives and market changes however we believe our reputation will allow us to stay flat in terms of FTE. We have projected the same FTE as 2010-11 fiscal for an overall FTE count of 676 FTE at both audit dates. The Masters programs are expected to accommodate 72 FTE (Full and PT) Masters students: 46 FTE (Full and PT) Masters of Education students, 16 students in the FT Masters of History, and an expected intake of 10 students in the Master of Mathematics program for 2011-12. The university has estimated grant funding based on a total of 6408 (Graduate 171 and UG 6237) BIU's, and assumes full funding of all BIU's. Fewer students or discounted BIU's, will mean less grant revenue to cover planned expenditures. (See enrollment projection spreadsheet for details).
- Nipissing's continued movement on the strategic objective of providing more honours and science based programs is expected to assist our number of basic income units slightly, and help make the University more competitive on a financial basis with other Universities (higher overall BIU mix) over the longer term.
- Student retention remains critical. Nipissing's performance statistics for retention must be monitored and improved as it is much more expensive to recruit a new student than it is to try to help assist and retain a current student. We must continue to make an extra effort in terms of retention initiatives in first and second year. Early identification of students struggling is critical as the number of students that succeed have a 4-year effect on the institution. Attrition also negatively affects our performance funding from the Ministry.

Expenditures:

- The projections assumes approximately the same amount of financial aid for tuition assistance, however this may prove to be underestimated. Given our high percentage of OSAP eligible students, and a sluggish economy, this assistance is quite costly for Nipissing. Scholarships for students with excellent marks and bursaries continue to increase and are in excess of our current endowment/donation capacity. The income earned on existing endowment funds has decreased with the global economic situation and correlated market effects on investment returns. Projected 2011-12 financial assistance expenditures for scholarships, provincial bursaries and institutional financial aid, student supported work placements and services are included in the budget in the amount of \$2.010M for the upcoming year, excluding the Schulich Scholarships.
- The University adjusts to enrollment variations by maintaining a portion of its employment base in flexible positions. This also allows the University to adjust to funding variations over the long term within the constraints of the collective agreements.
- Overall expenditures are expected to increase by \$3.48M to \$67.53M (\$64.05M in 2010-11).
- Nipissing University has an expected expenditure base for salaries, wages and benefits of \$46.5M (\$44.7 in 2010-11, \$42.2M in 2009-10, \$41.1M in 2008-9, \$37.1 M in 2007-8, \$32M in 2006-7, \$28.4 M 2005-06).
- The group benefits contributions for 2011-12 is estimated to be \$2,092,460 (\$2,065,000 in 2010-11 -20% employee + 80% employer contribution). Pension and benefits costs are incurred at approximately 22% of wages for full time employees. Increases in costs for pension and benefits are expected to escalate at approx. 3-5% due to both pricing and new hiring and is estimated to have an overall cost impact on the 11/12 budget of approximately \$254,000.
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- Nipissing needs to continue to get good average class sizes across all years to leverage the current committed human resources as effectively as possible. The academic areas will also need to continue to review the faculty annual reports and ensure that the research outcomes and funding expected from the 3/2 teaching workload are being achieved.
- Utilities; Gas, Heat, Light, AC, Water, Electricity and snow removal are expected to increase by approx.. \$550K, an average of 4% on services, on all three campuses and at Monastery Hall and with the inclusion of the new library infrastructure. The operating costs for the new library will also increase costs by an estimated \$ 250K (our share) due to the additional square footage. The Nipissing Community can help with cost containment by becoming more energy conscious--Utilities (E/L/W/G/AC) are a very large expense.
- Budgeted Repairs, Maintenance, renovations and service costs will be done if they can be funded by the facilities renewal funds received \$181,900. Deferred maintenance and infrastructure improvements (capital) will be funded from campus renewal funds received, reserves or debt wherever possible.
- Major capital projects such as the Active Learning and Physical Health Research Centre and the Learning Library will continue to be funded from a combination of debt, reserves, fundraising, year-end surpluses (if any), one-time-only amounts received from MTCU and

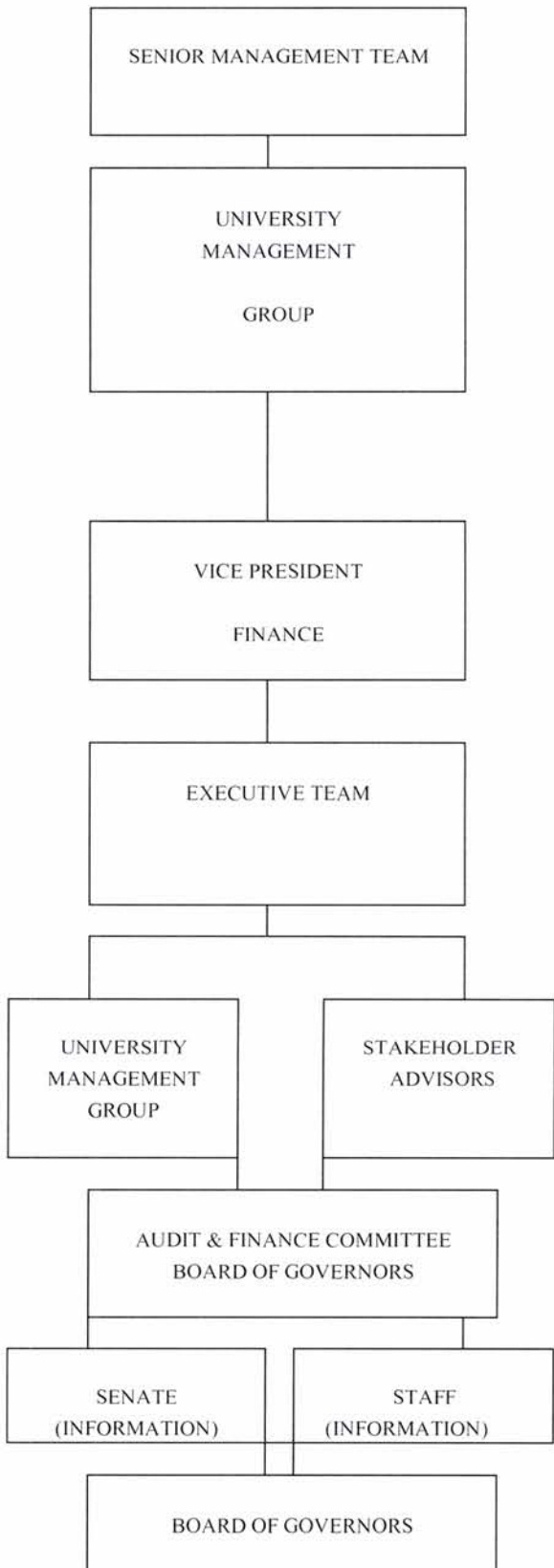
targeted grants, when available.

- Everyone can help by looking for new revenue opportunities, by becoming very cost conscious, spending carefully, implementing best practices, sourcing best prices and thinking of better, more efficient and effective ways to achieve the long term goals of the institution. Ideas are always welcome and community input should be forwarded to the Vice President Academic & Research or the Office of the Vice President Finance and Administration for further consideration.

Quick Facts
2011-12 Budget Inclusions and Comparisons

	2009-10	2010-11	2011-12	Change	% change	Comments 2011-12
Revenues	\$58,344,497	\$63,308,699	\$66,867,533	\$3,558,834	5.62%	Includes maximum tuition increases and full funding of student growth
Salaries and Benefits Total	\$42,406,001	\$44,711,922	\$46,539,928	\$1,828,006	4.09%	PTR, CDI and collective agreement requirements honoured and includes approved net new staffing
Operating Expenditures Total	\$17,212,842	\$19,344,277	\$20,997,605	\$1,653,328	8.55%	Reflects escalation of operating costs, new initiatives fund and .97% institutional contingency and .34% contingency in other areas
Overall net increase in total expenditures yr/yr	\$59,618,843	\$64,056,199	\$67,537,533	\$3,481,334	5.43%	Includes a \$1.828 M increase in salaries and benefits for all employee groups, \$1.653M increase in academic and operating expenditures
Overall net operating budget improvement as a % of 2010-11 revenues		\$815,246		\$77,500	0.12%	Improvements are a net result of increased revenues, commitments from government for full funding of growth, assumption of meeting enrolment targets and implementation of academic/program delivery changes (# sections & courses offered, improved retention and recruitment)
Net budgeted deficit	(\$1,562,746)	(\$747,500)	(\$670,000)		-10.37%	Provides opportunity to proceed with activities and a commitment to address the deficit in-year if enrolment targets are not met
Budgeted Enrolment Target-FTE	5381	5400	5093	-307	-5.68%	The difference is mainly due to a decrease in 2nd Year flow through and 5th year concurrent education, Masters level #'s & unfunded AQ course registration declines
Budgeted BIU's	6484	6283	6408	125	1.99%	Increase over 2010-11 Budgeted BIUs is as a result of more Honours students. And new programs. Budgeted BIUs for 2011-12 are planned for the same as the actual Nov. 1/10 BIU count.
Positions requested	58.46	33.08	31.85	-1.23	-3.72%	Includes all areas requesting additional staff
Net additional Positions Recommended to be included in budget	20	17.26	15.92	-1.34	-7.76%	Includes growth requirements, LTA to TT conversions for stability in program areas, Schulich requirements and strategic areas for investment
Sabbatical Approved	11 FTE	15FTE	15 FTE	-	-	
	4 @ 6 months and 9 at 12 months	4 @ 6 months and 13 at 12 months	2 @ 6 months and 14 at 12 months			
Limited Term appointments	37	30	38	8	26.67%	LTA's required as a result of sabbaticals, sick leaves, maternity leaves, vacancies and new course section offerings

**NIPISSING UNIVERSITY
BUDGET SCHEDULE
2011-2012**



December 2010

- Set overall strategy
- Inflation factors

January 2011

- Distribution of spreadsheets for cost centres by first week of January, including 09/10 through 10-11 actuals and budgeted amounts for trend analysis
- Handouts/Discussion of guidelines and process with UMG and department heads
- Input numerical information and commentary to cost centre spreadsheets and return to VP's/President
- Vice-Presidents and President Consolidate all data received from areas of responsibility

February 2011

- Question and Answer period on projected revenues and expenditures submitted
- Prioritization of strategic initiatives, reductions required and targets met
- VPFA office consolidates all information (prior to entering into budget package)

March 2011

- Review of Consolidated Operating Budget
- Executive team reviews any new staffing requirements, critical capital requests and new revenue generating submissions
- Returned to areas for adjustments required
- VPFA Office enters information for 2011-12 budget into Datatel and runs reports

April/May 2011

- Preparation of final budget package
- Final adjustments to budget package

-May 17, 2011 Review with UMG and PAC

May 16, 2011

Staff-May 25, 2011
Senate-June 2, 2011

June 2, 2011

Enrolment Projections-for 2011-12

Updated May 15, 2011

Year	2006	%	2007	%	2008	%	2009	%	Budget 2010-11	2010-audit Date Nov 1, 2010	Projected % flow through	2011-12 Projected #'s
Year 1	793		905		935		848		850	844		845
Flow Rate		91%		89%		90%		89%			90%	
Year 2	784		718		804		845		766	752		760
Flow Rate		94%		102%		92%		90%			90%	
Year 3	820		735		729		741		779	757		677
Flow Rate		47%		58%		57%		68%			72%	
Year 4	452		386		429		413		420	501		545
Flow Rate												
Year 5 (Con Ed)					13		53		100	75		66
FT ARTS, SCIE, BUS, PHED, CON ED	2849		2744		2910		2900		2915	2929		2892
FTE conv	0.88838		0.89		0.8726		0.91		0.91	0.91		0.9215
FT FTE - ARTS, SCIE, BUS, PHED, CON ED	2531		2442		2539		2643		2653	2665		2665
PT FTE TOT ARTS, SCIE, BUS, CON ED	305		324		319		358		315	425		425
FT EDUC	848		710		805		701		680	676		676
FTE conv	1.04		1.04		1.03		1.03		1.03	1.04		1.04
FT FTE TOT - EDUC	879		723		827		722		700	703		703
PT FTE TOT EDUC	18		14		12		11		12	2		2
CC EDUC FTE - Brant	142		140		160		174		210	192		192
MED/MA FTE	233		207		239		276		280	171		171
GR-TOTAL FUNDED FTE	4108		3850		4097		4184		4170	4158		4158
NON FUNDED FTE												
AQ FTE'S	1068		1053		1063		1057		1000	775		650
NURSING FTE'S Funded through Canadore	162.15		174.2		202		230		230	273		285
GRAND TOTAL FTE	5338		5077		5362		5471		5400	5206		5093
Eligible BIU's	6087		5745		6217		6389					
RATIO FTE/BIU - excluding Consecutive Ed & Brantford	1.39		1.42		1.45		1.50		1.40	1.50		1.50
RATIO FTE/BIU - Arts and Science UG only	1.33		1.37		1.39		1.43		1.43	1.43		1.43
Projected BIU- undergraduate									6003	6237		6237
Projected GRAD BIU									280	171		171
TOTAL PROJECTED BIU'S									6283	6408		6408

*** includes GFU's for MEd/MA

NIPISSING UNIVERSITY
TUITION AND FEES REVENUE MODEL FOR 2011-12 BUDGET YEAR

Updated May 12, 2010

Ref.#	Arts and Science, Concurrent Ed. and PhEd. Tuition per FTE	% Max allowe For Fee Increase	ACTUAL	BUDGET	Actual audit date numbers-UAR reports	PROJECTED	Actual audit date numbers-UAR reports	PROJECTED
			2008-9	2009-10	2009-10	2010-11	2010-11	2011-12
1	1st year	4.50%	4,510	4,715	4,715	4,927	4,927	5,148
	2nd Year	4.00%	4,490	4,690	4,690	4,904	4,904	5,124
	3rd Year	4.00%	4,460	4,670	4,670	4,878	4,878	5,100
	4th year	4.00%	4,440	4,638	4,638	4,857	4,857	5,073
	Blended rate - Business	8.00%	4,704	4,065	4,065	6,712	6,712	5,929
	Blended rate - Computer Science	8.00%	4,704	4,065	4,065	6,712	6,712	5,929
2	BEd Tuition per FTE	4.50%	5,325	5,565	5,565	5,815	5,815	6,075
3	Med Tuition per FTE	8.00%	7,065	7,630	7,630	8,241	8,241	8,900
3	Master History and Math	8.00%	5,985	6,464	6,464	6,990	6,990	7,550
4	AQ Tuition per FTE	Market	4,413	4,350	4,350	4,475	4,475	3,475
	(Projected after early payment discount)		883	895	895	895	895	695
5	First Year A&S		935	900	848	850	844	845
6	Second Year A&S		804	842	801	766	752	760
7	Third Year A&S		729	788	741	779	757	677
8	Fourth Year A&S		429	437	402	420	501	545
8b	Fifth Year A&S(ConC Ed)		13	60	53	100	75	66
9	Total FTE		2,910	3,027	2,845	2,915	2,929	2,892
	attrition		0.87	0.88	0.87	0.91	0.91	0.91
10	Adjusted FTE		2,539	2,664	2,475	2,653	2,665	2,632
	audit dates (average)							
11	A&S PT		319	315	403	315	425	425
12	BEd FT		805	680	701	680	676	676
	add'l courses		1.03	1.03	1.03	1.03	1.04	1.04
13	Adjusted FTE		827	700	722	700	703	703
14	BEd PT		12	12	9	12	2	2
15	M.Ed FT +PT FTE		50	50	73	72	57	45
15	Master-History and Math FT +PT FTE		10	12	16	26	10	16
16	AQ+ABQ		1,063	1,000	1,000	1,000	775	650
17	Nursing		202	210	242	230	273	285
TUITION REVENUE EXPECTED:								
1*(10+11)	Arts and Science and Professional FT+PT		12,666,004	13,813,019	13,272,094	14,431,391	14,984,584	15,487,748
	Nursing		819,918	871,332	992,696	1,031,259	1,224,059	1,335,134
2*(13+14)	BEd Tuition		4,467,554	3,966,242	4,069,410	4,144,723	4,100,296	4,283,399
3*15	Med Tuition		353,250	381,510	557,005	596,071	469,715	400,494
	MA Math/History Tuition		59,850	77,566	103,421	181,749	69,903	120,793
4*16	AQ+ABQ Tuition		4,691,019	4,350,000	4,350,000	4,475,000	3,468,125	2,258,750
Total Gross Tuition revenue			23,057,595	23,459,669	23,344,625	24,860,192	24,316,683	23,886,318
<i>Estimate of mandatory tuition assistance and student access guarantee and costs for unmet need via OSAP under new guidelines, excluding Schulich Scholarships</i>			1,895,000	1,895,000	1,895,000	2,025,713	2,025,713	2,010,000
Net Total- tuition fees			\$ 21,162,595	\$ 21,564,669	\$ 21,449,625	\$ 22,834,479	\$ 22,290,970	\$ 21,876,318
Net Anticipated Increase(Decrease) in Tuition Fees over actual results from previous year						\$ 841,345	\$ (414,652)	

Based on enrolment projection model dated May 9, 2011

RECOMMENDED TUITION RATES FOR 2011-12

		2007-8	2008-9	2009-10	% increase	2010-11	% increase	2011-12	2012-13	2013-14	2014-15	
		All #'s approved by Ministry review					All #'s must be rounded down to nearest dollar to meet Ministry policy					
4/18/2011												
Arts and Science, Concurrent and Phys. Ed Tuition												
	1st year	4,315	4,510	4,715	4.5%	4,927	4.5%	5148.00				
	2nd Year	4,290	4,490	4,690	4.0%	4903.60	4.0%	5124.27				
	3rd Year	4,270	4,460	4,670	4.0%	4877.60	4.0%	5099.74				
	4th Year	4,270	4,440	4,640	4.0%	4856.80	4.0%	5072.70				
						4,891		5111.18				
	Business & Comp Sci 1st Year	4,605	4,975	5,375	8.0%	5,805	8.0%	6269.40				
	2nd Year	4,435	4,790	5,175	4.0%	5,590	4.0%	6037.20				
	3rd Year	4,270	4,610	4,980	4.0%	5,382	4.0%	5813.60				
	4th Year	4,270	4,440	4,795	4.0%	5,179	4.0%	5597.28				
	Blended Rate used for projections	3,516	3,763	4,065		6,712		5929.37				
	Concurrent Education (per schedule)	4,393	4,592	4,800	4.6%	5,023	4.3%	5239.67				
	2nd Year	4,625	4,840	5,056	4.5%	5,287	4.6%	5519.99				
	3rd Year	5,034	5,259	5,505	4.3%	5,748	3.4%	6001.55				
	4th Year	4,780	4,973	5,197	4.6%	5,437	4.4%	5671.69				
	5th Year	3,402	3,551	3,711	3.4%	3,837	4.5%	4008.49				
	Blended Rate used for projections	4,447	4,643	4,854	4.4%	5,066	4.4%	5288.28				
	CCE (may depend on course taken, either A&S 4.5%, 4% second-4th yr courses or 8% for A&P courses)	615	635	498	4.5%	520	4.5%	543.40				
	* Does not include textbook, resource fee and incidental fees as of 2009-10											
CONTINUING EDUC.												
	BCommerce College Partnership program			540	8.0%	585	8.0%	631.80				
NURSING	Scholar Practitioner Program-new per three credits							514.80				
	Placement fee per semester (\$500)							500.00				
	IUON Nursing Program					15500	6.5%	16500.00	17500	18000	19000	
EDUCATION	BEd Tuition per FTE	5,095	5,325	5,565	4.5%	5815	4.5%	6074.71				
MASTERS EDUCATION												
Full Time M.Ed	2 year FT Master's level degree (6 consecutive terms)											
	Fees for each of the first 3 terms in fiscal year beginning May 1	2,182	2,355	2,543	8.0%	2747	8.0%	2966.62				
	Fees for terms 3-6 terms						4.0%	2856.75				
	FT Continuing Registration Fee (Terms 6-9)		707	763		1000		1000.00				
	Total maximum time to completion -9 terms											
Part Time M.Ed	PT Med -per course Med- per 3 credits		707	763	8.0%	825	8.0%	890.79				
	Total maximum time to completion -18 terms											
	PT Student Non-Continuance Fee per semester			75		100	0.0%	100.00				
MASTERS OF ARTS (History and Math)												
Full Time	1 Year Full time Master's level degree (3 consecutive terms)											
	Fees for each of the first 3 terms		1,995	2,155	8.0%	2,330	8.0%	2516.52				
	FT Continuing Registration Fee (Terms 4-6)		748	808		1000	0.0%	1000.00				
	Total maximum time to completion -6 terms											
Part Time	PT Masters of Arts- History and Math-per 3 credit course		748	808	8.0%	875	8.0%	944.64				
	Total maximum time to completion -9 terms											
	PT Non-Continuance Fee per semester			75		100	0.0%	100				
Master's Level - Other fees:												
	FT and PT Application Fee: \$100			50		50	same as CURC fee	100				
IN SERVICE												
	AQ/ABQ Tuition per FTE	4,465	4,413	4,475	0.0%	4,475	0.0%	3475	650 AQ +750 ABQ			
	AQ/ABQ Tuition per COURSE (average)	895	((895+870)/2)	(920-895)/2	895	(950-895)/2	695.0					
INTERNATIONAL FEES:												
INTERNATIONAL FEES Undergraduate												
	1st year	10500	11000	11500	4.5%	12500	8.0%	13500	14500	15500	16500	
	2nd Year	10500	10500	11000	0.0%	11500	8.0%	13500	14500	15500	16500	
	3rd Year	10500	10500	10500	0.0%	11000	0.0%	11500	14500	15500	16500	
	4th Year	10500	10500	10500	0.0%	10500	0.0%	11000	11500	15500	16500	
	*progressively years 2/3/4/ receive same fee as first year intake starting in 2009-10											
INTERNATIONAL FEES Graduate Rates												
	MA History			15000	4.50%	15500	6.5%	16500	17500	18000	19000	
	MSc. Math			15000		15500	6.5%	16500	17500	18000	19000	
	MSc. Environmental Sciences								17500	18000	19000	
	*progressively years 2/3/4/ receive same fee as first year intake starting in 2009-10											

2006-2010 GRANT SUMMARY BUDGET ASSUMPTIONS FOR 2011-12

	ACTUALS 2006-2007	ACTUALS 2007-2008	ACTUALS 2008-2009	ACTUALS 2009-10	ACTUALS 2010-11	PROJECTED 2011-12	Source/Comment
GRANTS SUMMARY:							
Base Operating Grant	\$ 14,203,320	\$ 14,203,320	\$ 18,362,995	\$ 18,831,274	\$ 18,831,274	\$ 23,877,591	Table 1-Operating Grants FTOT-09-10 Enrollment rolled into base grants
Undergraduate accessibility	\$ 3,573,252	\$ 2,702,341	\$ 3,800,946	\$ 3,800,946	\$ 6,174,486	\$ 873,929	Table 2 FTOT - Assumes full funding of BU's and same total UG FTE's. 09-10 rolled into base in 10-11 - split based on email from MTCU
Second Entry Nursing	\$ -	\$ -	\$ -	\$ 126,052	\$ -	\$ -	Table 4 FTOT-new for second entry nursing in 2006-10. Assume same as 2010-11
Per Student Funding (unfunded BU's)	\$ 2,088,108	\$ 3,415,298	\$ 468,000	\$ -	\$ -	\$ -	Table 2-Mission Related Grants
Differentiation Grant	\$ 555,300	\$ 555,300	\$ 555,300	\$ 555,300	\$ 555,300	\$ 555,300	Table 2-Mission Related Grants
Northern Grants	\$ 1,871,000	\$ 1,871,000	\$ 1,871,000	\$ 1,871,140	\$ 1,871,140	\$ 1,871,140	Table 2-Mission Related Grants
Performance Funding	\$ 342,406	\$ 348,155	\$ 284,486	\$ 343,452	\$ 338,161	\$ 300,000	Note 4. Key Performance Indicators-Table 2 FTOT. Note that for 2010-11, education results will likely deteriorate due to employment prospects for students
Research Overhead Infrastructure Envelope (ROIE)	\$ 5,338	\$ 12,300	\$ 14,077	\$ 13,767	\$ 12,795	\$ 12,483	Table 2-Operating Grants - FTOT 2010-11
General Quality-MYA AGREEMENTS	\$ 627,884	\$ 742,194	\$ 742,194	\$ 1,043,741	\$ 1,412,093	\$ 1,200,000	Table 1 FTOT - Assumes same as 2010-11
Subtotal	\$ 23,336,078	\$ 23,910,914	\$ 26,079,008	\$ 26,565,672	\$ 29,435,329	\$ 29,330,533	
Special Purpose and Institution Specific Grants							
Campus (Women's) Safety Grant	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	Table 5-1 targeted flow through grants
Aboriginal Education and Training Strategy (AETS)	\$ 83,000	\$ 83,000	\$ 276,500	\$ 446,320	\$ 446,320	\$ 446,320	Table 3- Targeted flow through grants. APSEF Grants received in 2009-10 for 6 new Aboriginal projects. Funding up to 2011-12 per agreement
Credent Transfer	\$ -	\$ -	\$ -	\$ 45,450	\$ 45,450	\$ -	Table 5-1 targeted flow through grants \$11,550 is remainder of credit transfer in 2010-11 - Additional grant in 2011-12 TBA
International strategy	\$ 250,000	\$ 289,075	\$ 27,500	\$ 35,000	\$ -	\$ -	Table 5-1 targeted flow through grants
Municipal Tax Grant	\$ -	\$ -	\$ 273,000	\$ 200,775	\$ 204,225	\$ 204,975	Table 5-1 targeted flow through grants
University Residence Program-URSP	\$ -	\$ -	\$ 28,000	\$ 28,000	\$ 22,400	\$ 16,800	Table 5-1 targeted flow through grants
Subtotal	\$ 265,000	\$ 386,075	\$ 620,900	\$ 815,095	\$ 823,395	\$ 784,645	
Special Access and Disability Funds:							
First Generation projects	\$ -	\$ -	\$ 17,702	\$ 35,000	\$ 232,178	\$ 220,000	Table 3-1 targeted flow through dollars. 11-12 based on agreement dated July 16, 2010
Interpreter Fund Access	\$ -	\$ -	\$ 24,870	\$ 24,870	\$ 136,686	\$ 30,000	Interpreter fund+interpreter fund access for students with disabilities. 11-12 per budget for cc-4370
Summer Transition Programs	\$ -	\$ -	\$ 24,500	\$ 36,897	\$ 36,421	\$ 36,000	Table 3-1 targeted flow through dollars-amount per May 4, 2010 letter Martin Hicks. 11-12 based on 10-11 actuals
AFSD & Enhanced Services Fund	\$ -	\$ -	\$ 15,285	\$ 30,006	\$ 29,424	\$ 29,424	Table 3-1 targeted flow through dollars-per Jan 28 2011 memo Martin Hicks
Accessibility for Students with Disabilities-AFSD/ESF	\$ -	\$ -	\$ 254,730	\$ 254,730	\$ 254,730	\$ 254,730	Table 3-1 targeted flow through dollars-per Jan 28 2011 memo Martin Hicks
Access-Aboriginal PSET Bursary projects	\$ 121,309	\$ 121,309	\$ -	\$ -	\$ 115,268	\$ 260,928	Table 3-1 targeted flow through dollars for aboriginal bursary projects. 2011-12 based on letter March 8, 2011 from Ministry of Education
Disabled Student PSET Bursary-accessibility fund	\$ 133,241	\$ 133,241	\$ -	\$ -	\$ -	\$ -	identified above
Disabled Student Bursary-enhanced services fund	\$ 55,232	\$ 40,632	\$ -	\$ -	\$ -	\$ -	identified above
Special Purpose Grants-Misc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal	\$ 309,782	\$ 387,182	\$ 312,307	\$ 497,691	\$ 950,367	\$ 831,002	
Aboriginal Grants	\$ -	\$ 83,000	\$ -	\$ -	\$ -	\$ -	Aboriginal, PS education and training-special grant March 12, 2010 (space). Included in the APSEF Grant of \$446,320 reported above under AETS.
Other:							
Quality Assurance Fund	\$ 650,464	\$ 650,464	\$ -	\$ -	\$ -	\$ -	Included in Basic Operating Grant
Tuition Compensation	\$ 475,964	\$ 422,307	\$ -	\$ -	\$ -	\$ -	Included in Basic Operating Grant
Provincial Bursary Grants	\$ -	\$ 525,000	\$ -	\$ 823,317	\$ 901,577	\$ 901,577	Flow Through-assume same (Includes OSOTF)
First Generation Bursary	\$ -	\$ -	\$ -	\$ 28,221	\$ 30,243	\$ 28,000	11-12 based on budget for cc-4330
Aim for the Top Grants	\$ 110,166	\$ -	\$ -	\$ -	\$ -	\$ -	No longer exists-part of targeted initiatives
Facilities-Renewal Grant	\$ 250,000	\$ 283,600	\$ 283,600	\$ 280,700	\$ 181,000	\$ 181,000	FRP was announced to be cut by 40% for 2010-11. Assume as for 2011-12
Subtotal	\$ 1,495,624	\$ 1,881,371	\$ 283,600	\$ 1,132,238	\$ 1,113,730	\$ 1,111,477	
TOTAL Base and Targeted GRANTS	\$ 25,406,484	\$ 26,574,542	\$ 27,295,815	\$ 29,010,698	\$ 32,322,811	\$ 31,857,737	
One-Time Only (OTO) GRANTS:							
Interpreter Fund-top up fund	\$ -	\$ -	\$ 2,116,100	\$ 31,650	\$ 23,530	\$ -	Special extra funding-extra per receipt for access for students with disabilities. Per Memo from M. Hicks March 21, 2011
UCRF Capital Grant	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	
Aboriginal Initiatives-OTO PSET Bursary	\$ -	\$ -	\$ 875,627	\$ 1,542,226	\$ -	\$ -	
Special US enrolment Accessibility-One-Time Only	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
One-time funding-special undergraduate or sustainability	\$ 1,577,000	\$ 335,138	\$ 159,484	\$ -	\$ -	\$ -	Notes 2- Full funding for growth received at end of Year - Undergraduate accessibility was received at 100% of BU value in 2009/10. Nipissing had budgeted for full funding so the additional amount was received for growth above previous year's levels. Amounts were added to base for 2011-12.
One-time funding-special graduate fellowship endowment	\$ 277,517	\$ -	\$ 96,899	\$ -	\$ -	\$ -	April 1, 2009 budget announcement-OTO
Quality Supplement-One Time Only	\$ -	\$ 440,671	\$ 289,665	\$ -	\$ -	\$ -	April 1, 2009 budget announcement-OTO
Graduate Expansion Capital Grant	\$ -	\$ -	\$ -	\$ -	\$ 134,400	\$ 134,000	Guaranteed until 2014-15
Graduate Expansion	\$ 167,000	\$ -	\$ 90,145	\$ -	\$ 89,328	\$ 191,071	Note 3. Estimated based on eligible \$5 rec'd for GFU's in 05-06 (100/180/210/215)-Unlikely to meet exceed targets set-actuals included in basic operating grant amount. Received \$232,861 in March 2010 based on estimated numbers. Total amount received has been deferred until
Subtotal	\$ 2,021,517	\$ 775,809	\$ 1,510,820	\$ 1,542,226	\$ 233,728	\$ 325,071	graduating numbers are finalized in 2010-11. Clawbacks may occur when final numbers determined for Nipissing.
TOTAL MAJOR GRANTS	\$ 27,428,001	\$ 27,350,351	\$ 31,132,735	\$ 30,584,572	\$ 32,580,060	\$ 32,182,808	Most of net difference between 2008-9 and 2011-12 is one-time money at year end
Change Year/Year	\$ (77,650)	\$ 2,017,169	\$ (538,163)	\$ 1,995,497	\$ (307,261)	\$ (307,261)	Comparison of change from Actual amounts received in 2010-11 to budgeted amounts for 2011-12

Note 1: The 2011-12 projection is based on approx. the same BU's as 2010-11 at full funding and approx. the same FTE and conversion and attrition rates as the previous year.

Note 2: Ministry funding is assumed to remain at full value per BU for student funding. Nipissing will be impacted if there are discounted dollars and a large reduction in education numbers mandated by the Ministry for 2011-12.

Note 3: Given the drop in eligible PT and FT MED. students available for BU funding and not meeting the targets as set by MTCU in recent years--no significant graduate expansion funding is anticipated when the numbers are reconciled. Amounts are per funding document from MTCU and/or updated for actuals received. Amount expected in 06/07 was \$581,402, as per funding document from MTCU only received \$167,000--amount received in 2008-09 was clawed back by \$135,057 since University did not meet targets.

Note 4: Performance funding is contingent upon graduation rates, employment rates 6 months and 24 months after graduation.

Note 5: Average BU. Estimated at \$3,400 after tuition compensation and formula fees but before student access guarantee (tuition claw back).

SUMMARY OF BUDGET INCLUSIONS FOR 2011-2012

5/15/2011			\$	POSITION DESCRIPTIONS AND COMMENTS
BASE BUDGET BEFORE NEW POSITIONS AND ADDITIONS			\$ 1,045,909	
BASE BUDGET INCLUDES PROVISION FOR:				
Maternity/sick leave replacements-faculty A&S	1.00			
Maternity/sick leave replacements-faculty Education	2.00			
Maternity/sick leave replacements-faculty A&P	0.00	3.00		
Maternity/sick leave replacements-administration	2.00			
Maternity/sick leave replacements-support	1.00	3.00		
			6.00	
Sabbaticals Granted-A&S	10.00			Granted 1 at 6 months + 9 at 12 months
Sabbaticals Granted-A&P	3.00			Granted 1 at 6 months and 2 at 12 months
Sabbaticals Granted-Education	3.00	16.00		Granted 3 at 12 months
Visiting Scholar	1.00	1.00		Math
LTA renewals-A&S	6.00			Covers sabbaticals, vacancies, course requirements
Tenure or TT vacancy replacements-A&S	2.00			Vacancies
LTA renewals-A&P	2.00			Covers sabbaticals
Tenure or TT vacancy replacements-A&P	3.00			Vacancies
LTA renewals-Education	3.00			Covers sabbaticals and sick leaves
TT vacancy replacements-Education	0.00			
			16.00	
			33.00	
PRIORITY POSITIONS REQUESTED/REQUIRED, SALARIES & BENEFITS INCLUDED IN BUDGET:				
VPAR - For All Faculties	1.00	1.00	\$ 86,500	Academic Budget Officer position
APS				
Dean of APS	1.00		\$ 55,000	Secretary C
Nursing Program - RPN	1.00		\$ 75,000	Program Manager RPN/Bridging
Nursing Program - SPP	1.00		\$ 75,000	Program Manager - Scholar Practitioner Program (SPP)
Social Welfare	1.00		\$ 93,000	LTA3
			4.00	
A&S				
Political Science	0.00		\$ -	Conversion from LTA1 to LTA2
Muskoka	0.50		\$ 15,000	Move Support Staff from PT to FT
Muskoka	0.50		\$ 46,500	LTA2 (Shared with History)
History	0.50		\$ 46,500	LTA2 (Shared with Muskoka)
			1.50	
EDUCATION:				
North Bay Concurrent	0.50		\$ 32,900	Move Practice Teaching Placement Coordinator position to 35 hours/week
Brantford Concurrent	1.00		\$ 60,000	Practicum Officer
PHE Program	1.00		\$ 100,000	CRC Chair
			2.50	
OTHER SERVICE & SUPPORT POSITIONS:				
Registrar	0.50		\$ 30,000	Scheduling Officer (Contract for Paternity backfill)
Counselling Department	0.20		\$ 10,600	Move Two Academic Skills Coordinators positions to FT status
Counselling Department	1.00		\$ 85,000	Clinical Psychologist/Team Lead position
Counselling Department	0.60		\$ 50,000	Move Two Student Counsellor positions from PT Contract to FT status
VP, Finance & Admin Office	1.00		\$ 56,000	Admin Assistant - To be shared between VPFA, Facilities, COO (Due to retirement, volume, coverage and re-allocation of duties)
Technology Services	1.00		\$ 70,000	Tech D position - Advanced Web programming, Datatei, iOS programming supports
Athletics Complex	1.00		\$ 46,000	Custodian
Learning Disabilities	0.42		\$ 77,135	Move two contract Disability Service Officer positions to FT status
Academic Counselling	1.00		\$ 60,000	Contract backfill for time-limited calendar project
Academic Counselling	0.10		\$ 10,000	Move from 11 months to 12 month FT position
Library - Shared	0.10		\$ 2,500	Additional Part-time hours to work evening/weekends
			6.92	
SUBTOTAL OF NET NEW STAFFING COSTS + BENEFITS, INCLUDED IN BASE BUDGET		15.92	\$ 1,182,635	
CAPITAL & NEW INITIATIVES & ACADEMIC INITIATIVES FUND			\$ 533,274	Capital requests, additions to base budget accounts (\$223,215) and Academic Initiatives Funds (VPAR, Deans- \$285,000 + Library Acquisitions for new programs(\$25,059)
TOTAL OF ABOVE ITEMS INCLUDED IN BASE BUDGET			\$ 1,715,909	
OPERATING DEFICIT WITH STAFFING, CAPITAL AND NEW INITIATIVES APPROX			\$ (670,000)	
ASSUMPTIONS, ACTIONS AND COMMITMENTS TO REDUCE BUDGET DEFICIT:				
1-REVIEW BY EXECUTIVE TEAM OF ALL VACANCIES THAT OCCUR DURING THE YEAR; DELAY FILLING POSITIONS, RESTRUCTURE VACANCIES, OR CLOSE VACATED POSITIONS, AS NECESSARY			\$ 100,000	
2- DELAY EXPENDITURES, REDUCE EXPENSES, OR FREEZE SPENDING DURING YEAR			\$ 150,000	
3- FOCUS ON RESEARCH AND EXTERNAL GRANT APPLICATIONS TO INCREASE REVENUE BASE & OFFSET EXPENDITURES			\$ 100,000	
4- PLAN FOR NEW ENROLMENT IN JANUARY TO COUNTER ATTRITION & ENROLMENT VARIATIONS			\$ 170,000	
5- COMMITMENT TO USE RESERVES IF FULL FUNDING OF BIU'S BY MTCU DOES NOT MATERIALIZE AT YEAR END			\$ 100,000	
6- FREEZE ON ALL FT HIRINGS AT MID-YEAR AND FOR 11/12 UNLESS NEW PROGRAM ROLL-OUT OR EXPANSIONS			\$ 50,000	
7- MANDATED ZERO BASE BUDGETING FOR 11/12 BY ALL MANAGERS/CHAIRS, DEANS AND VP OFFICES				
8- ALL CAPITAL ITEMS AND INFRASTRUCTURE IMPROVEMENTS TO BE MET BY CAMPUS RENEWAL FUNDS, PREVIOUS YEAR END UNDER SPENDING, FUNDRAISING OR DEBT				
EXPENDITURE REDUCTIONS REQUIRED IF ENROLMENT ↑ 1.02%				
TARGET DEFICIT REDUCTION IF BOARD APPROVES DEFICIT			\$ 670,000	
BALANCED BUDGET BY YEAR END			\$ -	

* potential drawdown of reserves of \$1M if enrolment targets not met ~100 FTE

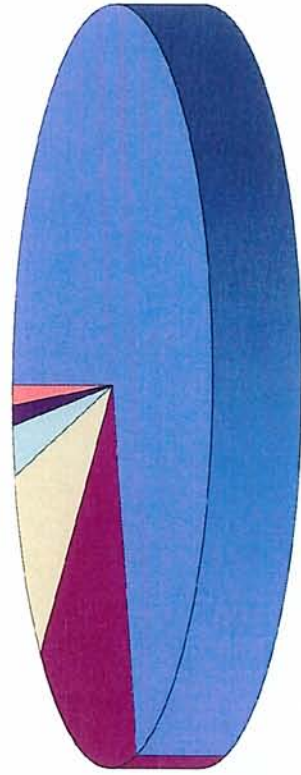
2011-12 - BUDGET SUMMARY BY COST CENTRE - REVENUES & SALARIES & OPERATING EXPENDITURES

COST CENTRE DEPARTMENT	REVENUE				SALARIES				OPERATING				NET TOTAL			
	2011-12 ADJUSTED BUDGET	2011-12 BUDGET	2011-12 % Difference	2011-12 ADJUSTED BUDGET	2011-12 BUDGET	2011-12 % Difference	2011-12 ADJUSTED BUDGET	2011-12 BUDGET	2011-12 % Difference	2011-12 ADJUSTED BUDGET	2011-12 BUDGET	2011-12 % Difference	2011-12 ADJUSTED BUDGET	2011-12 BUDGET	2011-12 % Difference	
1000 Dean of Arts & Science	\$ -	\$ -	0.00%	\$ 279,029	\$ 296,222	17,193	\$ 60,700	\$ 60,200	(500)	\$ -0.82%	\$ 339,729	\$ 356,422	\$ 16,693	\$ 16,693	4.91%	
1005 Associate Dean of Arts & Science	\$ -	\$ -	0.00%	\$ 422,010	\$ 394,470	(27,540)	\$ 30,800	\$ 24,500	(6,300)	-6.53%	\$ 452,816	\$ 418,970	\$ (33,846)	\$ (33,846)	-7.47%	
1100 Faculty of Arts & Science	\$ (10,045,424)	\$ (10,224,551)	1.78%	\$ 1,090	\$ 1,090	\$ -	\$ 76,500	\$ 85,500	9,000	11.76%	\$ (9,967,834)	\$ (10,137,961)	\$ (170,127)	\$ (170,127)	1.71%	
1300 Biology/Science/Chemistry	\$ (36,930)	\$ (36,020)	0.00%	\$ 1,585,517	\$ 1,619,874	\$ 34,357	\$ 115,005	\$ 117,805	2,800	2.17%	\$ 1,663,592	\$ 1,700,749	\$ 37,157	\$ 37,157	2.23%	
1305 Central Analytical Facility	\$ -	\$ -	0.00%	\$ 39,687	\$ 48,920	\$ 9,233	\$ 5,000	\$ 13,000	8,000	23.26%	\$ 44,687	\$ 61,920	\$ 17,233	\$ 17,233	38.56%	
1310 Science/Math/Physics	\$ -	\$ -	0.00%	\$ 1,235,507	\$ 1,350,126	\$ 114,619	\$ 38,050	\$ 39,050	1,000	2.63%	\$ 1,273,557	\$ 1,389,176	\$ 115,619	\$ 115,619	9.08%	
1315 Masters of Math	\$ (30,704)	\$ (42,101)	37.12%	\$ 47,827	\$ 47,827	\$ -	\$ 7,400	\$ 2,400	(5,000)	-67.57%	\$ 24,523	\$ 8,126	\$ (16,397)	\$ (16,397)	-66.86%	
1320 Geography/Geology	\$ (70,000)	\$ (70,000)	0.00%	\$ 1,515,180	\$ 1,592,434	\$ 67,248	\$ 90,000	\$ 98,300	7,700	4.44%	\$ 1,535,786	\$ 1,610,734	\$ 74,948	\$ 74,948	4.88%	
1340 Psychology	\$ -	\$ -	0.00%	\$ 1,378,845	\$ 1,423,545	\$ 44,700	\$ 49,483	\$ 44,950	(4,533)	-9.16%	\$ 1,428,328	\$ 1,469,465	\$ 40,167	\$ 40,167	2.81%	
1345 Social Science - Animal Lab	\$ -	\$ -	0.00%	\$ 71,348	\$ (3,390)	\$ (74,738)	\$ 23,800	\$ 23,800	\$ -	0.00%	\$ 95,148	\$ 91,768	\$ (3,380)	\$ (3,380)	-3.55%	
1510 English	\$ -	\$ -	0.00%	\$ 1,467,007	\$ 1,454,882	\$ (12,125)	\$ 40,300	\$ 39,500	(800)	-1.99%	\$ 1,507,307	\$ 1,494,382	\$ (12,925)	\$ (12,925)	-0.86%	
1520 History	\$ -	\$ -	0.00%	\$ 1,362,267	\$ 1,508,710	\$ 146,443	\$ 40,500	\$ 39,800	(700)	-1.73%	\$ 1,402,767	\$ 1,548,510	\$ 145,743	\$ 145,743	10.39%	
1521 Political Science/Economics	\$ (170,069)	\$ (134,601)	-20.85%	\$ 189,525	\$ 207,696	\$ 18,171	\$ 8,200	\$ 6,700	(1,500)	-18.29%	\$ 33,657	\$ 79,795	\$ 46,138	\$ 46,138	137.08%	
1523 Philosophy	\$ -	\$ -	0.00%	\$ 274,636	\$ 917,358	\$ 642,722	\$ 5,679	\$ 27,613	21,934	234.03%	\$ 280,315	\$ 944,971	\$ 664,656	\$ 664,656	237.11%	
1526 Classics	\$ -	\$ -	0.00%	\$ 234,454	\$ 259,103	\$ 24,649	\$ 4,734	\$ 4,634	(100)	-2.11%	\$ 239,188	\$ 263,737	\$ 24,549	\$ 24,549	10.26%	
1530 RLCT	\$ -	\$ -	0.00%	\$ 457,278	\$ 421,739	\$ (35,539)	\$ 19,184	\$ 18,284	(900)	-4.69%	\$ 476,462	\$ 440,023	\$ (36,439)	\$ (36,439)	-7.65%	
1535 Philosophy(N 1523)	\$ -	\$ -	0.00%	\$ 308,941	\$ 402,224	\$ 93,283	\$ 6,534	\$ -	(6,534)	-100.00%	\$ 315,475	\$ -	\$ (315,475)	\$ (315,475)	-100.00%	
1540 QES	\$ -	\$ -	0.00%	\$ 737,117	\$ 766,593	\$ 29,476	\$ 21,816	\$ 22,716	900	31.04%	\$ 338,757	\$ 424,040	\$ 85,283	\$ 85,283	25.26%	
1545 FAVAF/PA	\$ -	\$ -	0.00%	\$ 1,019,690	\$ 867,315	\$ (152,375)	\$ 58,400	\$ 49,100	(9,300)	-15.92%	\$ 1,050,390	\$ 898,015	\$ (152,375)	\$ (152,375)	-14.51%	
1550 Sociology	\$ -	\$ -	0.00%	\$ 111,562	\$ 152,353	\$ 40,831	\$ 2,666	\$ 2,666	\$ -	0.00%	\$ 114,228	\$ 155,059	\$ 40,831	\$ 40,831	35.75%	
1550 Native Studies	\$ -	\$ -	0.00%	\$ 805,652	\$ 1,050,252	\$ 244,400	\$ 49,800	\$ 56,350	6,550	13.15%	\$ 855,652	\$ 733,839	\$ (121,813)	\$ (121,813)	-14.24%	
1600 Muskoka	\$ -	\$ -	0.00%	\$ 13,896,558	\$ 14,840,741	\$ 944,183	\$ 785,851	\$ 807,568	21,717	2.76%	\$ 4,329,283	\$ 4,767,383	\$ 438,000	\$ 438,000	10.12%	
Subtotal Arts and Science	\$ (10,353,126)	\$ (10,860,946)	5.10%	\$ 13,896,558	\$ 14,840,741	\$ 944,183	\$ 785,851	\$ 807,568	21,717	2.76%	\$ 4,329,283	\$ 4,767,383	\$ 438,000	\$ 438,000	10.12%	
Dean of Applied & Professional Schools (includes net rev. from non-includes)	\$ -	\$ -	0.00%	\$ 256,454	\$ 280,482	\$ 34,028	\$ 43,300	\$ 45,400	2,100	13.27%	\$ 299,754	\$ 335,882	\$ 36,128	\$ 36,128	12.06%	
1400 Econ Partnership	\$ (1,159,041)	\$ (1,412,839)	21.00%	\$ 625,394	\$ 659,790	\$ 34,396	\$ 488,599	\$ 770,105	281,506	57.63%	\$ (537,647)	\$ (752,049)	\$ (214,402)	\$ (214,402)	-38.00%	
1410 Business	\$ (1,566,562)	\$ (1,576,085)	0.61%	\$ 1,691,290	\$ 1,630,284	\$ (61,006)	\$ 61,460	\$ 62,900	1,440	2.34%	\$ 1,669,730	\$ 1,568,384	\$ (101,346)	\$ (101,346)	-6.09%	
1420 Nursing Program	\$ (1,227,029)	\$ (1,309,029)	6.61%	\$ 1,274,134	\$ 1,756,448	\$ 482,314	\$ 77,712	\$ 87,712	10,000	12.87%	\$ 1,246,422	\$ 1,844,160	\$ 597,738	\$ 597,738	47.96%	
1425 RPN Nursing	\$ (141,168)	\$ (850,502)	502.52%	\$ 339,092	\$ 247,391	\$ (91,701)	\$ 23,472	\$ 31,972	8,500	36.21%	\$ (107,676)	\$ (571,199)	\$ (463,523)	\$ (463,523)	-43.10%	
1428 SPN Nursing	\$ -	\$ (483,506)	-	\$ -	\$ 149,220	\$ 149,220	\$ -	\$ 542,306	542,306	100.00%	\$ -	\$ 542,306	\$ 542,306	\$ 542,306	100.00%	
1430 Criminal Justice Program	\$ -	\$ -	0.00%	\$ 503,159	\$ 599,238	\$ 96,079	\$ 25,800	\$ 22,600	(3,200)	-12.40%	\$ 528,959	\$ 621,838	\$ 92,879	\$ 92,879	17.56%	
1440 Social Welfare Program	\$ -	\$ -	0.00%	\$ 263,472	\$ 350,800	\$ 87,328	\$ 10,150	\$ 13,750	3,600	33.16%	\$ 273,622	\$ 364,580	\$ 90,958	\$ 90,958	33.24%	
1800 CCEE	\$ (711,240)	\$ (973,050)	36.81%	\$ 316,620	\$ 305,488	\$ (11,132)	\$ 281,560	\$ 308,262	26,702	9.52%	\$ (444,620)	\$ (674,782)	\$ (230,162)	\$ (230,162)	-32.64%	
Subtotal Applied and Professional	\$ (4,805,115)	\$ (6,685,981)	39.14%	\$ 4,969,615	\$ 5,989,171	\$ 1,019,556	\$ 992,053	\$ 1,885,097	\$ 893,044	20.92%	\$ 1,156,653	\$ 1,180,287	\$ 31,734	\$ 31,734	2.74%	
Dean of Education	\$ -	\$ -	0.00%	\$ 427,573	\$ 557,975	\$ 130,402	\$ 44,700	\$ 37,500	(7,200)	-16.11%	\$ 472,273	\$ 595,475	\$ 123,202	\$ 123,202	26.09%	
2005 Associate Dean of Education	\$ -	\$ -	0.00%	\$ 145,970	\$ 162,115	\$ 16,145	\$ 8,480	\$ 8,480	\$ -	0.00%	\$ 154,450	\$ 170,595	\$ 16,145	\$ 16,145	10.45%	
2100 Faculty of Education	\$ (3,677,406)	\$ (3,615,840)	1.67%	\$ 5,149,412	\$ 5,418,781	\$ 269,369	\$ 262,850	\$ 188,750	(74,100)	-28.19%	\$ 1,734,856	\$ 1,991,691	\$ 256,835	\$ 256,835	14.80%	
2110 Pre-Service	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	\$ 25,280	\$ 18,900	(6,380)	-25.24%	\$ 25,280	\$ 18,900	\$ (6,380)	\$ (6,380)	-33.57%	
2120 Primary/Junior Division	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	\$ 25,330	\$ 18,900	(6,430)	-25.39%	\$ 25,330	\$ 18,900	\$ (6,430)	\$ (6,430)	-33.98%	
2130 Junior/Intermediate Division	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	\$ 28,725	\$ 19,750	(8,975)	-31.24%	\$ 28,725	\$ 19,750	\$ (8,975)	\$ (8,975)	-31.24%	
2140 Intermediate-Senior Division	\$ (424,526)	\$ (312,675)	-26.35%	\$ 637,682	\$ 561,842	\$ (75,840)	\$ 96,248	\$ 109,200	12,952	13.46%	\$ 309,404	\$ 358,367	\$ 48,963	\$ 48,963	15.82%	
2150 Program - Concurrent	\$ (963,600)	\$ (963,600)	0.00%	\$ 1,050,061	\$ 1,092,451	\$ 42,390	\$ 220,300	\$ 195,170	(24,130)	-10.95%	\$ 306,761	\$ 315,021	\$ 8,260	\$ 8,260	2.69%	
2155 Program - Concurrent	\$ (212,012)	\$ (181,860)	-14.17%	\$ 140,283	\$ 129,859	\$ (10,424)	\$ 32,100	\$ 17,050	(15,050)	-46.88%	\$ (39,629)	\$ (55,051)	\$ (15,422)	\$ (15,422)	-27.75%	
2160 Program - Shared	\$ -	\$ -	0.00%	\$ 228,968	\$ 180,803	\$ (48,165)	\$ -	\$ -	\$ -	0.00%	\$ 228,968	\$ 180,803	\$ (48,165)	\$ (48,165)	-26.63%	
2170 Physical Education Program	\$ (1,368,495)	\$ (1,427,085)	4.28%	\$ 997,157	\$ 1,124,778	\$ 127,621	\$ 97,900	\$ 116,900	19,000	19.41%	\$ (273,438)	\$ (165,407)	\$ (108,031)	\$ (108,031)	-39.20%	
2180 Thon Chair Endowment	\$ (27,917)	\$ (35,075)	25.64%	\$ 27,917	\$ 35,075	\$ 7,158	\$ -	\$ -	\$ -	0.00%	\$ 27,917	\$ 35,075	\$ 7,158	\$ 7,158	25.64%	
2185 School	\$ (300,000)	\$ (300,000)	0.00%	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000	\$ -	0.00%	\$ 300,000	\$ 300,000	\$ -	\$ -	0.00%	
2200 Practice Teaching	\$ -	\$ -	0.00%	\$ 170,629	\$ 157,935	\$ (12,694)	\$ 451,300	\$ 354,000	(97,300)	-21.56%	\$ 621,929	\$ 511,935	\$ (109,994)	\$ (109,994)	-17.69%	
2300 Master of Education (PT & FT - North Bay)	\$ (558,000)	\$ (587,535)	5.28%	\$ 1,007,053	\$ 891,397	\$ (115,656)	\$ 104,800	\$ 73,700	(31,100)	-29.68%	\$ 553,853	\$ 347,562	\$ (206,291)	\$ (206,291)	-37.25%	
2400 ABQ - Honours Specialist	\$ (5,006,250)	\$ (5,000,000)	-0.12%	\$ 3,331,161	\$ 4,773,500	\$ (1,442,339)	\$ 819,000	\$ 230,000	(589,000)	-71.92%	\$ (856,089)	\$ 207,350	\$ (1,063,439)	\$ (1,063,439)	-124.22%	
2500 Aboriginal Teacher Certification Program	\$ (159,777)	\$ (154,977)	-3.00%	\$ 118,187	\$ 100,777	\$ (17,410)	\$ 41,590	\$ 53,548	11,958	28.75%	\$ (652)	\$ (652)	\$ -	\$ -	0.00%	
Subtotal Education	\$ (12,697,983)	\$ (8,078,747)	-36.38%	\$ 13,432,053	\$ 10,851,198	\$ (2,580,855)	\$ 2,868,603	\$ 2,042,848	(815,755)	-19.21%	\$ 3,592,673	\$ 4,815,299	\$ 1,222,626	\$ 1,222,626	34.03%	

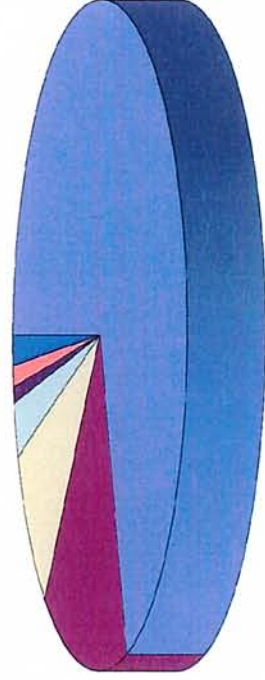
**NIPISSING UNIVERSITY
BUDGET SUMMARY REPORT**

GL ACCOUNT NUMBER	DESCRIPTION	2009-10	2010-2011	2011-2012	VARIANCE
Class 4	Operating Revenue	\$ (58,344,497)	\$ (63,308,699)	\$ (66,867,533)	\$ (3,558,834)
Class 6	Salaries, Wages and Benefits	\$ 42,406,001	\$ 44,724,022	\$ 46,539,928	\$ 1,815,906
Class 7	Operational Supplies & Services	\$ 10,001,926	\$ 10,154,316	\$ 11,293,977	\$ 1,139,661
Class 8	Academic Supplies & Services	\$ 5,206,102	\$ 5,355,035	\$ 6,842,435	\$ 1,487,400
Class 9	Other Costs	\$ 1,282,065	\$ 1,703,244	\$ 1,030,075	\$ (673,169)
Class 10	NUSAC Financing Payments	\$ 501,700	\$ 501,700	\$ 501,700	\$ -
Class 11	New Initiatives	\$ 509,449	\$ 677,500	\$ 681,174	\$ 3,674
Class 12	Institutional Contingency	\$ 0	\$ 940,382	\$ 648,244	\$ (292,138)
		\$ 1,562,746	\$ 747,500	\$ 670,000	\$ (77,500)

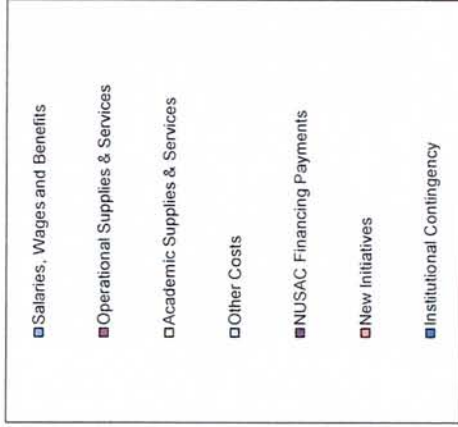
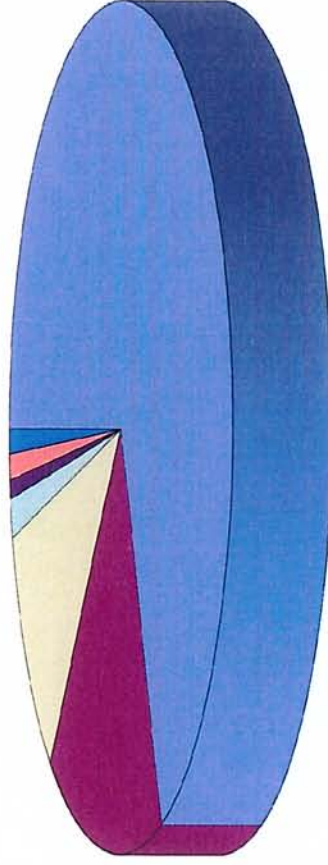
Budget Expenses 2009-10



Budget Expenses 2010-11



Budget Expenses 2011-12



NIPISSING UNIVERSITY
Operating Fund
For the Twelve Months Ended April 30, 2012

	2009-10 Actual	2010-11 Budget Adjusted	2011-12 Budget Original	Variance
REVENUE				
Student Fees				
Tuition-Fulltime	\$18,947	\$19,733	\$21,818	\$2,085
Tuition-Parttime	6,213	7,044	5,341	(1,703)
Application Fees	451	466	468	2
Incidental Fees	1,663	1,839	1,879	40
Fees For Service	788	81	379	298
Total Student Fees	28,062	29,163	29,885	722
Other Revenue				
Other Income	1,014	916	1,063	147
Ancillary Revenue	2,923	4,093	4,352	259
Total Other Revenue	3,937	5,009	5,415	406
Provincial Grants				
Base Grants	18,831	18,800	23,878	5,078
Nursing Second Entry Grant	126		460	460
Northern Grants	1,871	1,871	1,871	
Performance Funding	343	300	300	
Native Grants	83	85	85	
Enrollment Accessibility - UG	5,343	5,343	874	(4,469)
Enrollment Accessibility - Grad			191	191
Quality Assurance Fd Pre 2005	280			
General Quality Fund	764	1,044	1,200	156
Differentiation Grant	535	535	535	
Research Overhead Infrastructu	14		12	12
Municipal Tax Grant	291	285	295	10
Special Needs Grant	352	333	314	(19)
Facilities Renewal Grant	281	281	182	(99)
Graduate Expansion Capital Grant			134	134
Womens Campus Safety	15	15	15	
Provincial Bursary Grants	844	958	911	(47)
Special Grant Revenue	5	6	80	74
Total Provincial Grants	29,978	29,856	31,337	1,481
Miscellaneous Revenue				
Interest Income	299	268	15	(253)
Federal Grants	193	185	230	45
Total Miscellaneous Rev	492	453	245	(208)
TOTAL REVENUE	\$62,469	\$64,481	\$66,882	\$2,401

NIPISSING UNIVERSITY
Operating Fund
For the Twelve Months Ended April 30, 2012

	2009-10 Actual	2010-11 Budget Adjusted	2011-12 Budget Original	Variance
EXPENSES				
Salaries, Wages and Benefits				
Salaries-Faculty Release Time	\$37	\$45	\$5	(\$40)
Faculty Salaries-Fulltime	17,656	18,958	20,038	1,080
Faculty Salaries-Parttime	5,244	5,201	4,784	(417)
Faculty Benefits	4,542	4,549	4,906	357
Admin Salaries-Fulltime	5,692	6,157	6,929	772
Admin Salaries-Parttime	23			
Admin Benefits	1,310	1,367	1,550	183
Support Staff Wages-Fulltime	4,427	5,341	5,261	(80)
Support Staff Wages-Parttime	301	339	331	(8)
Support Benefits	1,016	909	1,219	310
Contract Wages	695	866	907	41
Contract Benefits	74	78	94	16
Student Wages	564	497	490	(7)
Student Benefits	22	27	26	(1)
Canadore Labour Charge	28			
Total Salaries, Wages and Benefits	41,631	44,334	46,540	2,206
Other Employee Expenses				
Moving	71	86	65	(21)
Travel - Fulltime	586	595	679	84
Travel - Parttime	235	248	174	(74)
Training and Other Emp Expenses	254	544	552	8
Total Other Employee Expenses	1,146	1,473	1,470	(3)
Plant and Operating Expenses				
Office Expenses	845	850	719	(131)
Bank Expenses	203	412	902	490
Professional Fees	538	395	398	3
Institutional Fees	170	132	135	3
Publications and Advertising	497	749	813	64
Research	361	555	569	14
University Promotion	252	227	302	75
Plant	4,052	3,906	4,524	618
Operational Supplies	895	986	1,071	85
Repairs and Renovations	1,247	484	392	(92)
Total Plant & Operating Expenses	9,060	8,696	9,825	1,129
Academic and Student Expenses				
Student Expense	602	765	806	41
Student Recruiting	196	192	225	33
Athletics - Intermural	175	157	152	(5)
Athletics - Varsity	96	98	98	
Scholarships	534	241	241	
Endowments		600	600	
Provincial Bursaries	910	968	1,120	152
Institutional Student Aid	844	2,390	1,065	(1,325)
Library Purchases	682	715	721	6
Department Expenses	877	1,150	1,658	508
Dept Head Allowance	164	160	171	11
Total Academic and Student Expenses	5,080	7,436	6,857	(579)
Other Expenses				
Miscellaneous Expense	491	956	1,189	233
Furniture & Equipment	1,422	865	796	(69)
Capital Projects	2,308	502		(502)
Contingency	211	968	877	(91)
Total Other Expenses	4,432	3,291	2,862	(429)
TOTAL EXPENSES	61,349	65,230	67,554	2,324
NET REVENUE/(DEFICIT)	\$1,120	(\$749)	(\$672)	\$77