

Year-End Report to Senate on Academic and Budget Planning

2014 - 2015

June 25, 2015

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Outline

- Academic Year-End Update
 - Planning Context
 - Successes
 - Challenges
 - Opportunities
- Institutional Budget Update
- Appendix

Planning Context

Strategic and Academic Plans

White Paper
2010 - 2020

UAP
2010 - 2015

Strategic
Research Plan
2013 - 2017

SMA
2014- 2017

Divisional/
Faculty
Strategic
Plans

Operational Plans

Institutional IRP

Local IRPs
2010 – 2015

Enrolment Plan

Complement
Plan

Capital Plan

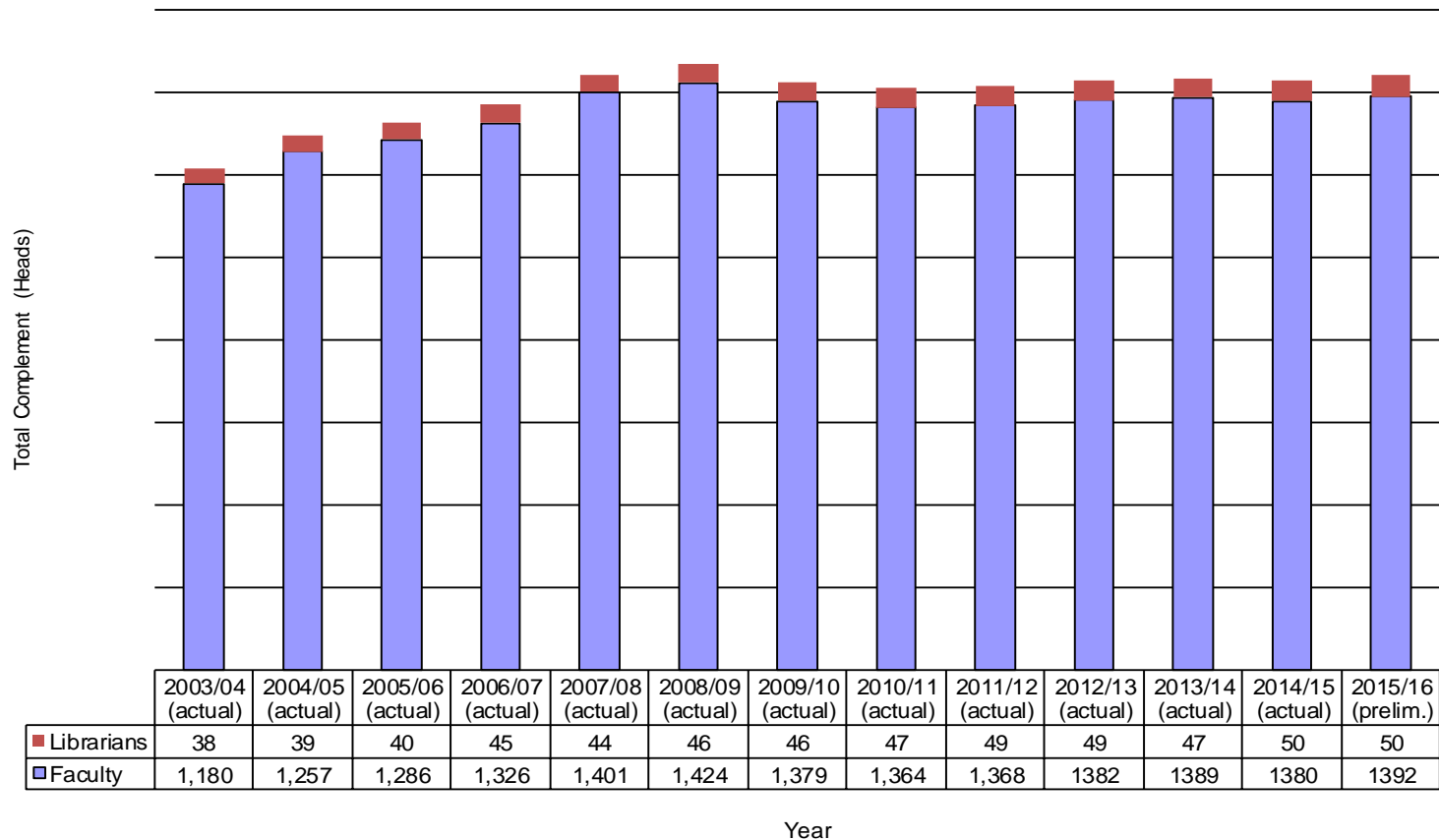
Budget Plans

Institutional Budget
Three-Year Rolling
Budget

Local Budgets
Three-Year Rolling
Budgets

Successes: Quality

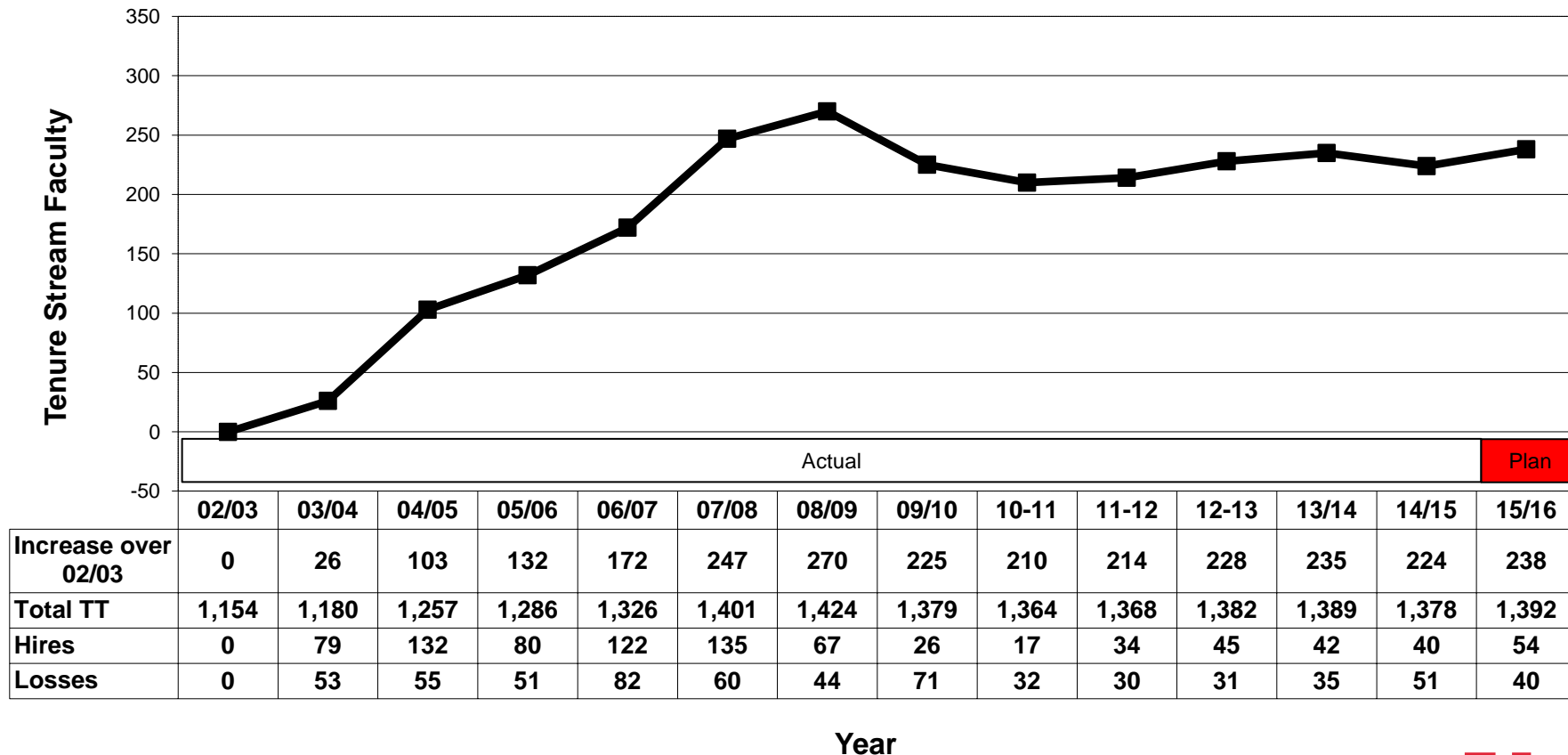
Renewing FT Complement (Heads) (October 1 count)



Source: Office of VPA&P and York University Fact Book

June 2015

Cumulative Change in Tenure Track Faculty Complement (Heads), 2002-03 to 2015-16 (October 1 to October 1) (not including Librarians)



Year

PLUS 8 Conversion Appointments in 2015 - 2016

See Tables 1 and 2 in Appendix for Complement by Faculty

Quality

- ❑ Student:faculty ratios slightly improved this past year (see Table 3)
- ❑ Significant research success
 - \$21.2 million in funding plus York-partnered project of \$20,441,46 (see details in Appendix Table 4)
 - CRCs up from 34 to 36
- ❑ New programs to enhance comprehensiveness and interdisciplinarity consistent with UAP e.g.s, graduate business programs, education, digital media, engineering, global health and bilingual programs in Biology, Psychology BSc, etc

Quality

- ❑ AIF success aimed at improving student learning experience (experiential education, TEL)
 - 20 first-round projects integrated in curriculum
 - 19 new projects in round-two + 34 course redesigns
 - Improving student learning experience and transition
- ❑ Improved rankings including Top 100 Humanities and Social Sciences

Student Success

- ❑ First Year Transition Program in place (YUStart)
- ❑ All faculties have retention strategies (slight improvement starting – see Tables 5 - 6)
- ❑ Improved GPA of entering class (Tables 7 - 9)
- ❑ New programs for graduate students offered through FGS (e.g., scholarship writing, PD)
- ❑ Significant increase in graduate external funding:
 - (Increase of \$1.5m increase over 2014-15 for a total of \$4.4m SSHRC Doctoral Awards)
 - 3 prestigious Banting Fellowships for last 3 years
 - 6 Vanier Canada Graduate Scholarships (\$900,000 over 3 years)

Community Engagement & Outreach

Few Highlights:

- ❑ New Markham campus approved
- ❑ Schulich campus in India
- ❑ Draft internationalization plan complete
- ❑ Three years ahead in 10% international students

Sustainability & CBW

□ Sustainability

- \$20 million reduction in Academic Division projected cumulative deficit for 2014/15 Year End
- SHARP

□ Creating a Better Workplace Initiatives

- Associate Deans Program running
- Chairs and Directors Program in development
- CPM program

Challenges: Enrolment

- ❑ Final 2014 – 2015 update (base budget and enrolment contracts)
 - 1,675 FFTES short overall of Faculty enrolment contracts
 - 923 FFTES short overall of 2014 base budget
 - Partly associated with less flow through from decline previous year
 - Six faculties grew over 2013-14 (Science by 220 FFTES), however only Schulich, Education and Lassonde met their enrolment/intake targets
- [See Tables 10 through 13 in Appendix]

Graduate Enrolment Summary

❑ Masters

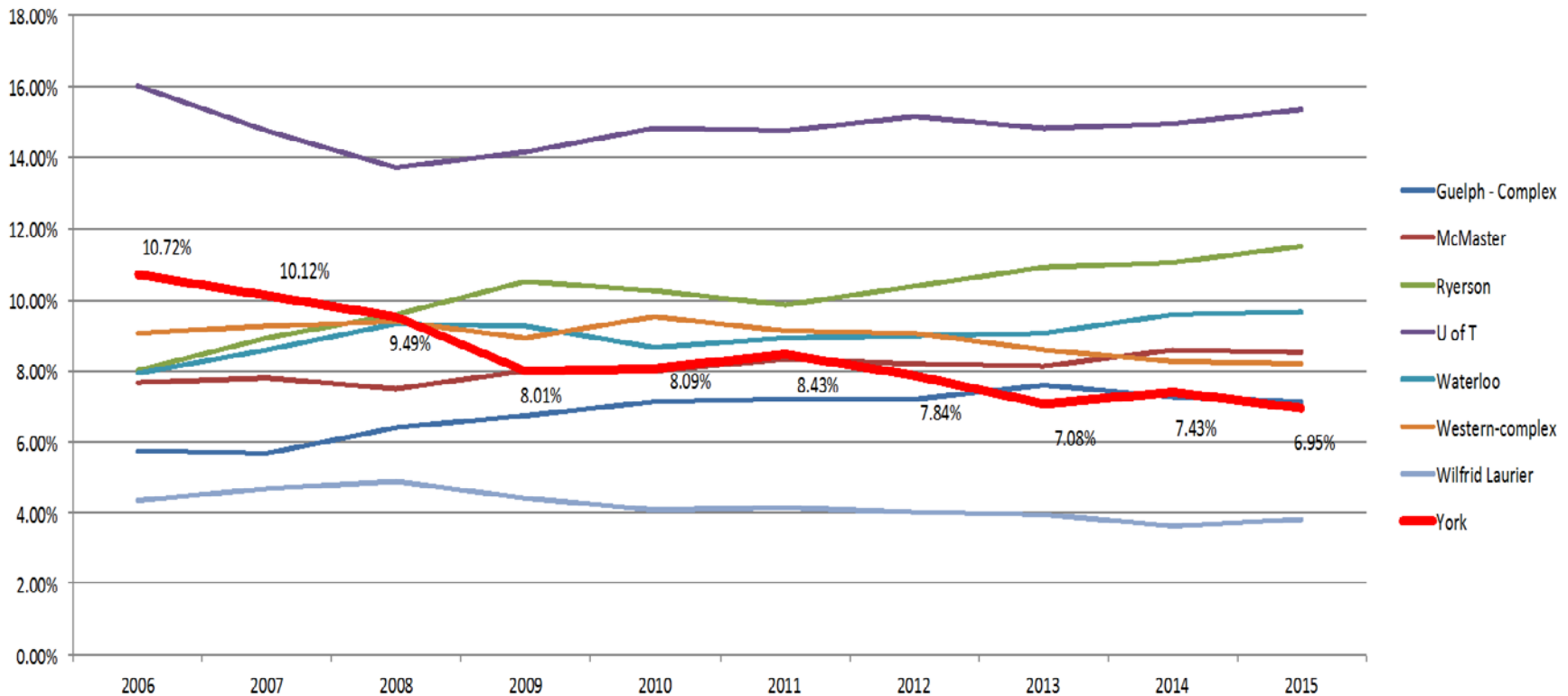
- 2014-15 eligible Masters (2,280 FTEs) - **307 below** funded target
- Overall Masters has grown due to growth in VISA
(See Tables 14 & 15 in Appendix)

❑ PhD

- 2014 – 2015 first year York fell below PhD funded target by **2.7 FTEs**
- PhD students at GFU max reduced from previous 2 years but still account for 26.4%
- Programs need to convert more applications to meet eligible PhD targets for 2015

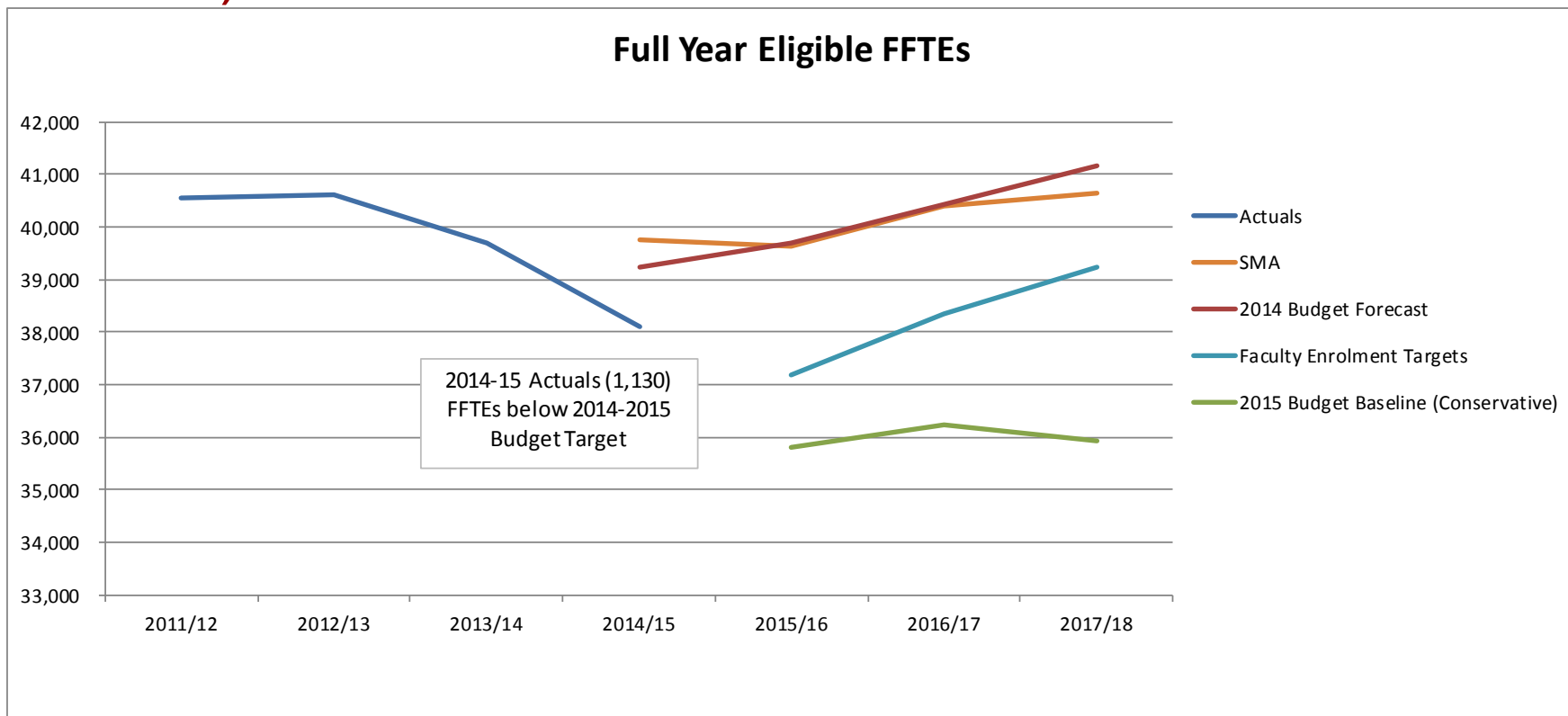
(See Tables 16 & 17 as well as Tables 18 & 19 for students beyond funding)

2015 – 2016: Enrolment Remains a Challenge - Ontario Secondary School OUAC Application Data - 1st choice Market share



The York 101 application pool was down overall by -1,423 applications or -3.7% for 2015 - 2016. First choice 101 applications were down by -7.6%.

Adjusted UG Enrolment Model (Full Year Eligible FTEs)

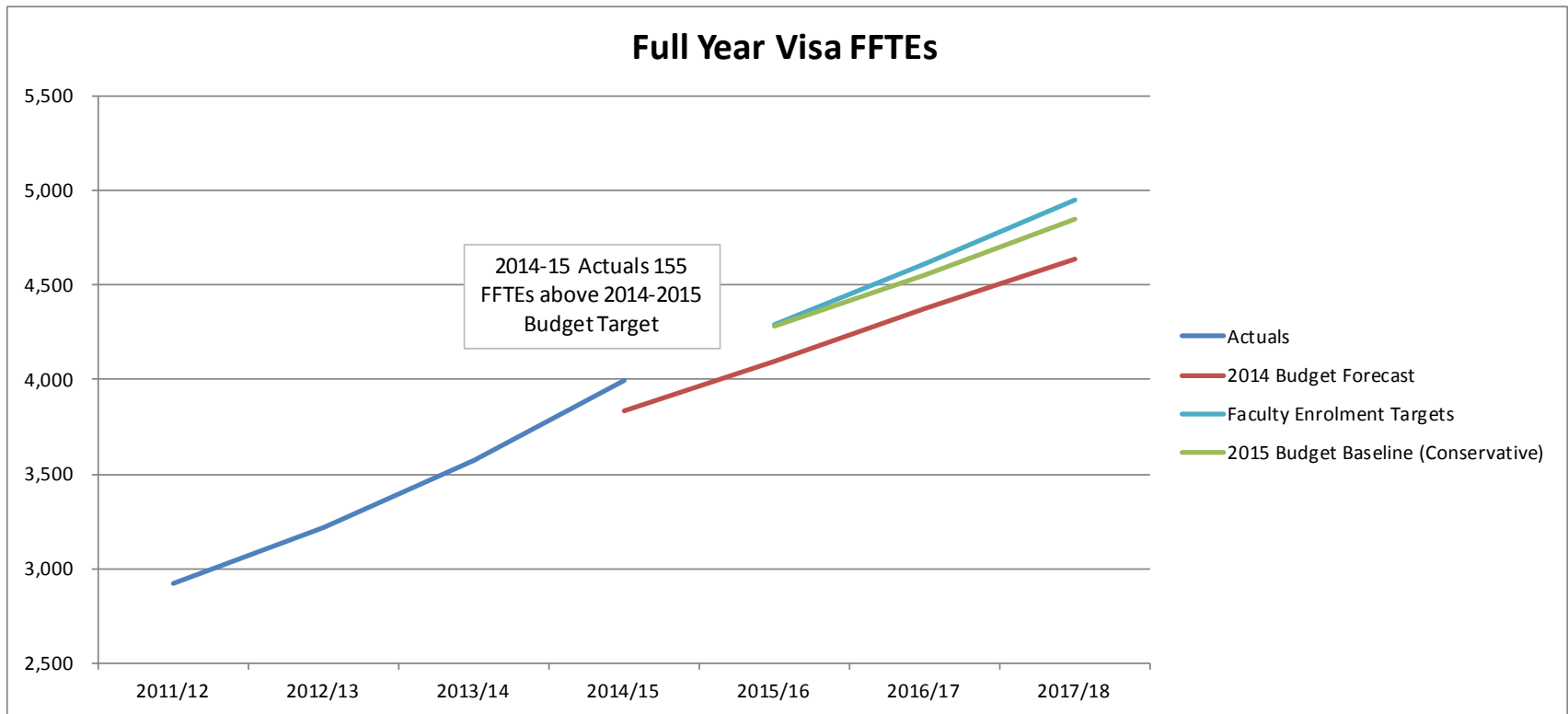


FULL YEAR ELIGIBLE FTEs

	ACTUAL				PLAN		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Actuals	40,551	40,628	39,711	38,096			
2014 Budget Forecast				39,226	39,711	40,422	41,160
Faculty Enrolment Targets					37,194	38,364	39,228
2015 Budget Baseline (Conservative)					35,796	36,248	35,942
Faculty Enrolment Targets Minus 2014 Budget Forecast					(2,517)	(2,058)	(1,932)
2015 Budget Baseline (Conservative) Minus Faculty Enrolment Targets					(1,398)	(2,116)	(3,286)
2015 Budget Baseline (Conservative) Minus 2014 Budget Forecast					(3,915)	(4,174)	(5,218)

* Includes planned drop in Education which was built into 2014 Budget Plan.

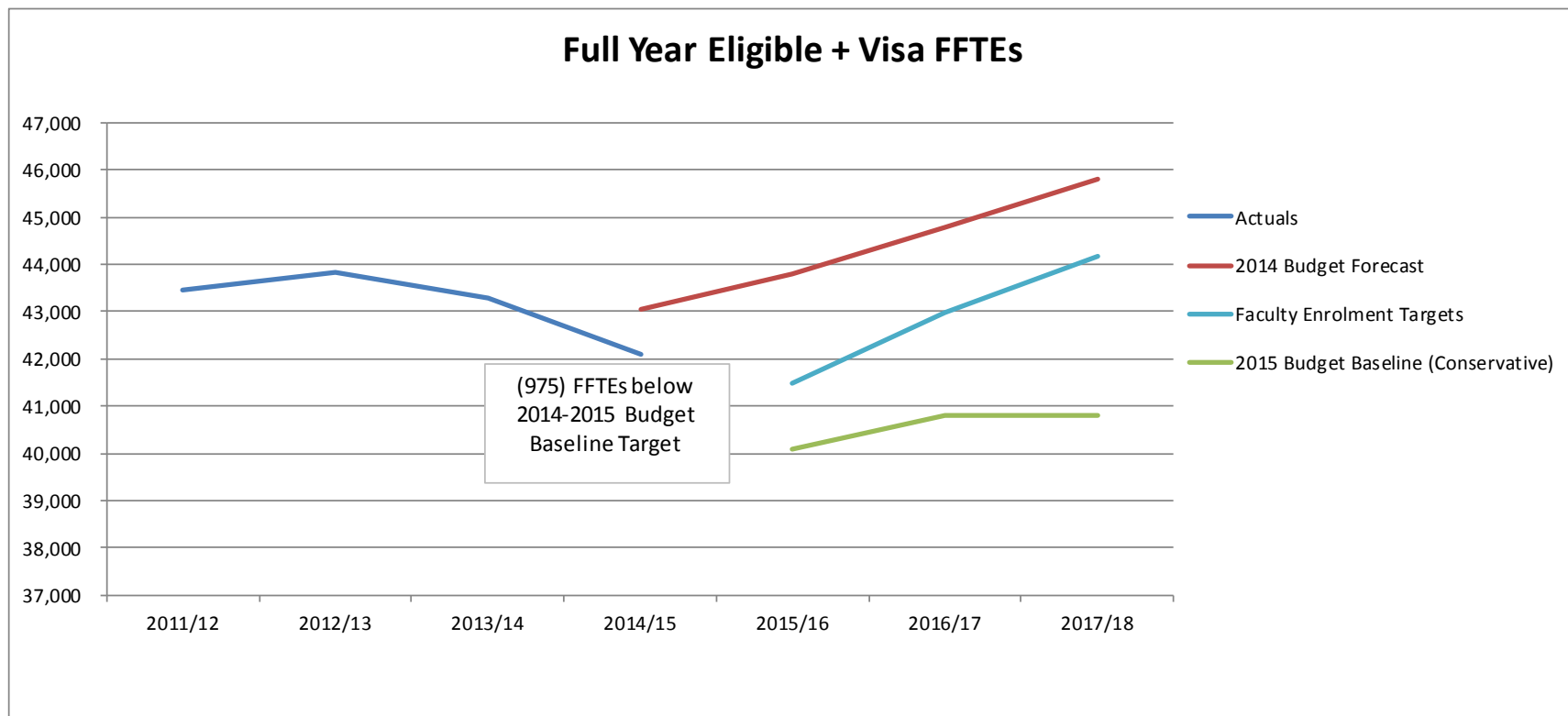
UG Enrolment Model – Full Year Visa FFTEs



FULL YEAR VISA FFTEs

	ACTUAL				PLAN		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Actuals	2,920	3,215	3,575	3,996			
2014 Budget Forecast				3,830	4,100	4,374	4,640
Faculty Enrolment Targets					4,286	4,611	4,946
2015 Budget Baseline (Conservative)					4,279	4,554	4,848
Faculty Enrolment Targets Minus 2014 Budget Forecast					186	237	306
2015 Budget Baseline (Conservative) Minus Faculty Enrolment Targets					(7)	(57)	(98)
2015 Budget Baseline (Conservative) Minus 2014 Budget Forecast					179	180	208

UG Enrolment Model – Full Year Eligible + Visa FFTEs



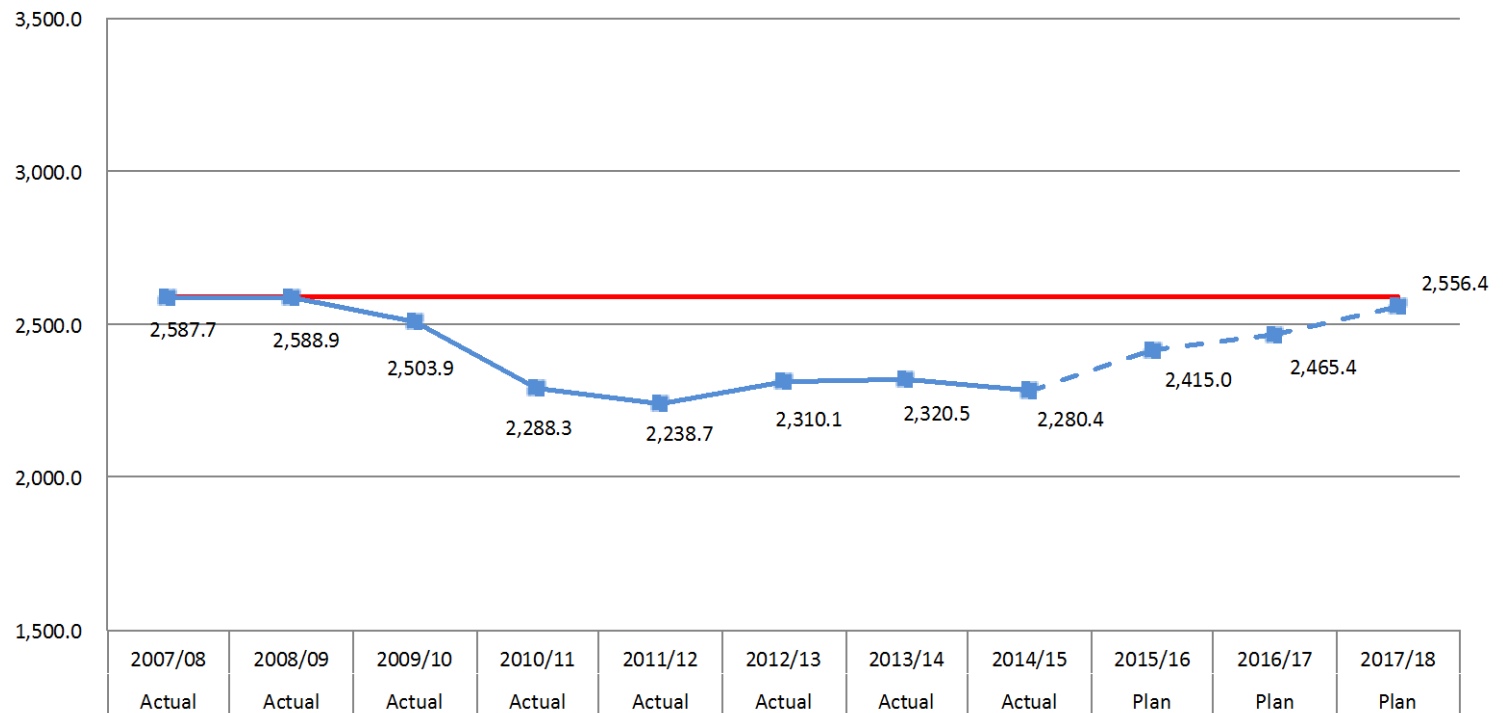
FULL YEAR ELIGIBLE + VISA FFTEs	ACTUAL				PLAN		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Actuals	43,471	43,843	43,286	42,092			
2014 Budget Forecast				43,056	43,811	44,796	45,800
Faculty Enrolment Targets					41,480	42,975	44,174
2015 Budget Baseline (Conservative)					40,075	40,802	40,790
Faculty Enrolment Targets Minus 2014 Budget Forecast					(2,331)	(1,821)	(1,626)
2015 Budget Baseline (Conservative) Minus Faculty Enrolment Contracts					(1,405)	(2,173)	(3,384)
2015 Budget Baseline (Conservative) Minus 2014 Budget Forecast					(3,736)	(3,994)	(5,010)

*Includes planned drop in Education which was built into 2014 Budget Plan.

* Excludes "other ineligible" FFTEs.

Masters Eligible Enrolment Plan to 2017-2018

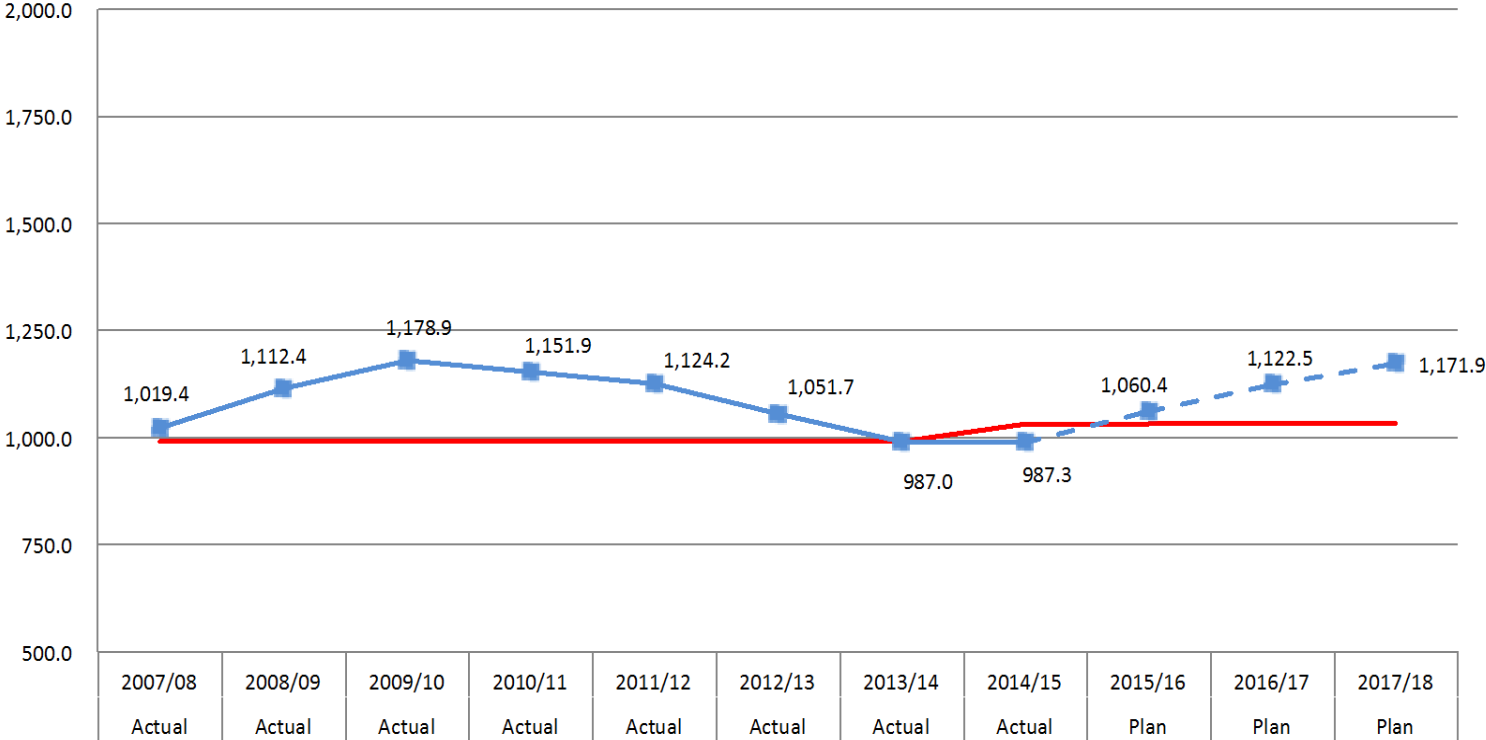
Masters Eligible Nov 1st FTEs: 2007/08 to 2017/18



See Tables 9 through 12 for details on 2015 – 2016 graduate enrolment)

Doctoral Eligible Enrolment Plan to 2017-2018

Doctoral Eligible Nov 1st FTEs: 2007/08 to 2017/18



Academic Divisional Budget: 2014-15 Year End Surplus/Deficit - Budget vs. Actual

Division	Opening Cumulative Position	Budget In-year Surplus (Deficit)	Actual In-Year Surplus (Deficit)	Closing Cumulative Position	Variance Budget/Actual Surplus (Deficit)
Arts, Media, Performance & Design	(8.59)	(1.96)	(2.75)	(11.34)	(0.79)
Education	7.36	(3.03)	(2.60)	4.76	0.43
Environmental Studies	0.34	(0.91)	(1.12)	(0.78)	(0.21)
Glendon	(6.31)	0.80	(0.95)	(7.26)	(1.75)
Graduate Studies	4.80	0.22	0.75	5.55	0.53
Health	0.92	(3.58)	(2.30)	(1.38)	1.28
Liberal Arts & Professional Studies	(28.60)	(14.25)	(13.22)	(41.82)	1.03
Lassonde School of Engineering	(7.82)	(5.87)	(1.38)	(9.20)	4.49
Osgoode Hall Law School	1.62	2.35	3.11	4.73	0.76
Schulich School of Business	(11.40)	0.40	0.04	(11.36)	(0.36)
Science	(2.70)	(1.50)	(0.42)	(3.12)	1.08
Libraries	(0.72)	(1.89)	1.19	0.47	3.08
Total Faculties	(51.10)	(29.23)	(19.66)	(70.76)	9.57
VPA&P	25.15	(1.93)	5.90	31.05	7.83
Vice Provost Students	5.99	(1.09)	1.17	7.16	2.26
VPA&P Division Total	(19.96)	(32.24)	(12.59)	(32.55)	19.66

NOTES: Total of about \$20 m is linked to:
Schulich cumulative deficit is capital repayment
Lassonde is planned deficit

* VPAP includes Provost's Office, Vice-Provost Academic, AVP T&L, AVP International, SCS, OIPA, and AGYU

Academic Divisional Budget: 2015-16 Projected Surplus/Deficit Results

Academic Division	Opening Cumulative Position	Budget In-year Surplus (Deficit)	Closing Cumulative Position
Arts, Media, Performance & Design	(11.34)	(2.57)	(13.91)
Education	4.76	(2.97)	1.79
Environmental Studies	(0.79)	(1.01)	(1.80)
Glendon	(7.26)	(1.31)	(8.57)
Graduate Studies	5.55	(1.86)	3.69
Health	(1.38)	(0.92)	(2.30)
Liberal Arts & Professional Studies	(41.82)	(3.49)	(45.31)
Lassonde School of Engineering	(9.20)	(4.36)	(13.56)
Osgoode Hall Law School	4.73	2.24	6.98
Schulich School of Business	(11.36)	(1.20)	(12.56)
Science	(3.12)	(0.90)	(4.02)
Libraries	0.47	(1.42)	(0.95)
Total Faculties	(70.76)	(19.75)	(90.52)
VPA&P	31.05	(2.22)	28.83
Vice Provost Students	7.17	(0.55)	6.61
VPA&P Division Total	(32.55)	(22.52)	(55.07)

VPAP includes Provost's Office, Vice-Provost Academic, AVP T&L, AVP International, SCS, OIPA, and AGYU

Factors Underlining Academic Divisional Budget

Enrolment



Note: Staff costs include academic and non-academic

Looking Ahead: Opportunities

Commitment to
continual
improvement
e.g., SEM, CPR,
AAPR

Strategic
investment/
aligning resources
with priorities e.g.,
IR Plans, SHARP

Differentiating
York/building
reputation
e.g., IIRP

Most Recent Student Survey Data 2015 - 2016

- ❑ 4 top factors for choosing a university (both York & non-York applicants):
 - Program reputation
 - Quality of student learning experience
 - Belief that it will help me get a good job
 - Overall reputation
- ❑ Important attributes my university must possess:
 - Excellence
 - Respectful
 - Approachable
- ❑ Factors influencing excellence:
 - Quality teaching
 - Quality of programs
 - Grads get high quality jobs (York applicants) vs “rankings” (non-applicants)

IIRP

- ❑ “The purpose of the Institutional Integrated Resource Plan is to identify opportunities and initiatives that cannot be fully leveraged at a local level and require an institutional approach; and that have the potential to further our academic priorities while addressing the financial sustainability of our institution and quality of our services.”

- ❑ Context for:
 - June Budget 2015 – 2016
 - Five-Year IRP Call 2015 – 2020
 - Development of next UAP 2015 - 2020

Institutional Initiatives

Quality Teaching and Learning

- Advance innovative / signature pedagogies
- Faculty renewal

High quality academic programs

- Attend to programs with declining / low enrolment
- Streamline degree requirements

High quality affordable administrative services

- Develop and implement a comprehensive shared services model

Optimal academic organizational structures

- Complete graduate revisioning
- Undertake organizational assessment of academic units

Student Centric approach

- Reform student advising experience
- Enhance campus experience

Institutional Budget Planning

1. Context for Budget Planning
2. Current Budget Plan 2015-2017 (approved June 2014)
3. Divisional Carryforward Positions
4. Capital Markets Update
5. Pension Plan Update
6. Budget Outlook
 - a. Revenue Changes
 - b. Expense Changes
7. Budget Plan Summary 2015-2018
8. Key Budget Planning Assumptions and Emerging Budget Risks
9. Next steps

Context for Budget Planning

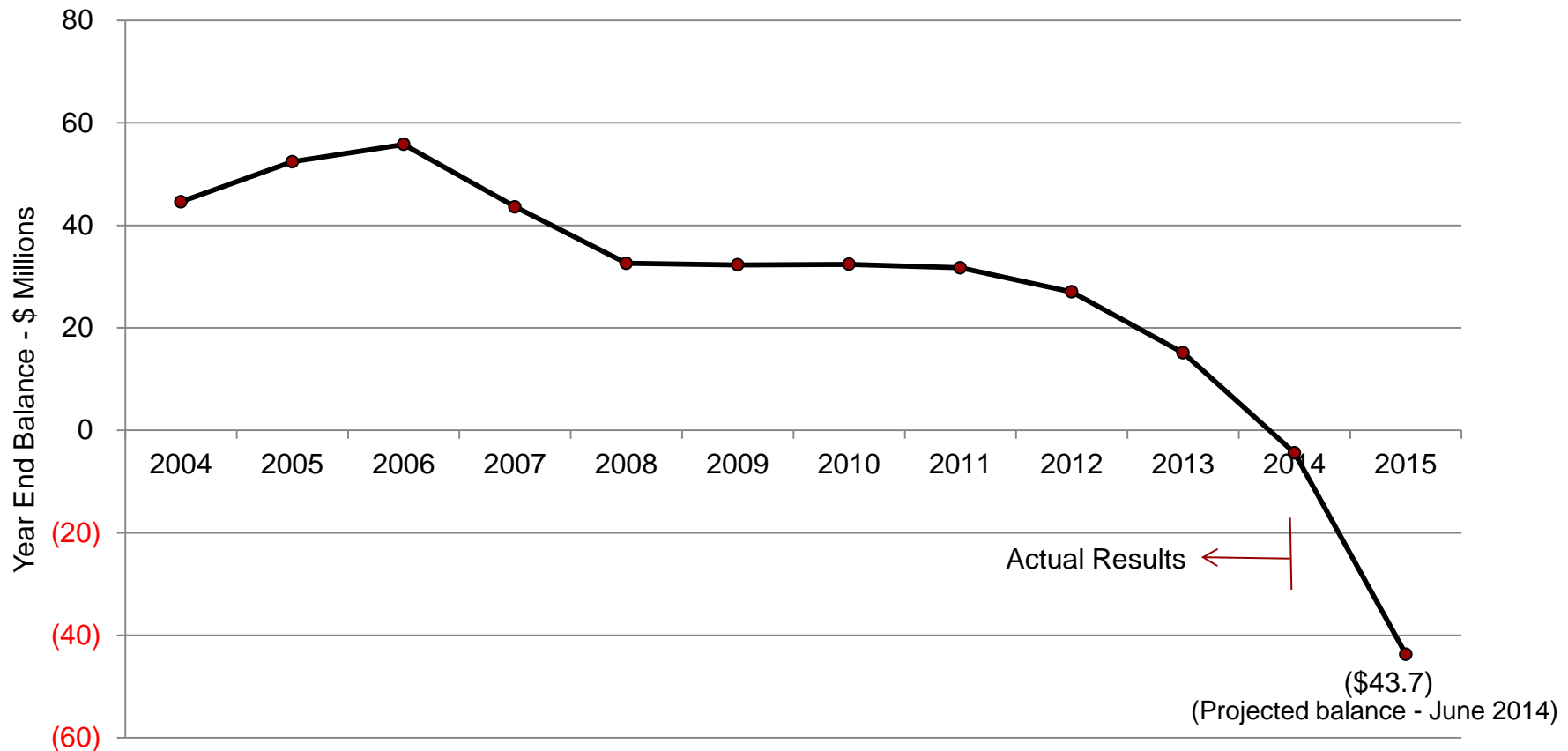
- ❑ Current approved Budget Plan covers the period to 2016-17
- ❑ In Fall 2014 the University confirmed its Transition Plan to the new SHARP (Shared Accountability Resource Plan) Model effective fiscal 2017-18.
- ❑ The presentation format for the SHARP Budget Model will be considerably different under SHARP and will provide an increased level of detail
- ❑ For illustrative purposes the numbers for 2017-18 are being provided to demonstrate the impacts of budget assumptions for that fiscal year. Approval will not be requested at this time for the fiscal 2017-18 Budget.
- ❑ Recent decision of the new Markham Campus has not been incorporated into the proposed 2015 Budget Plan. Budget Plan impacts are anticipated to occur beyond the current 2015 budget planning horizon.

Current Budget Plan 2015 - 2017 (Including Projected Divisional Deficits)

June 2014 Approved Plan	(\$millions)		
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Revenue	757.89	759.29	778.99
Expenses	<u>766.67</u>	<u>754.22</u>	<u>770.70</u>
Annual Surplus/(Deficit)	(8.78)	5.07	8.29
Carryforward	<u>2.01</u>	<u>(6.77)</u>	<u>(1.70)</u>
Cumulative Surplus/(Deficit) (assuming all Divisions balance to their Budget Allocations)	<u>(6.77)</u>	<u>(1.70)</u>	<u>6.59</u>
Actual Divisional Deficit Balances (Cumulative Position)	(43.68)	To be addressed over planning period	
Actual Cumulative Surplus/(Deficit)	<u>(50.45)</u>		
Budget Cuts	2.50%	3.00%	2.50%

Divisional Carryforward Positions – History and 2014-15 Budget Projection

Divisional Carryforward History



Divisional Carryforward Positions - 2014-15 Budget vs. Actual Results

Cumulative Year-End Carryforward Positions	2014-15 Cumulative Budget Projection	Cumulative Actual Results 2014-15	Variance	Comments
		(\$millions)		
Institutional	<u>(6.77)</u>	<u>2.33</u>	<u>9.10</u>	The Institutional Budget overall was positive to Plan for the year due to various factors including lower graduate student support payments than budgeted, lower compensation settlements and the MTCU undergraduate grant rebasing that did not occur but had been included in the Budget Plan.
Divisional Projections				
President's	0.81	1.26	<u>0.45</u>	Positive to plan due to staff vacancies and cost constraint
Advancement	(0.49)	1.50	<u>1.99</u>	Additional funding was allocated from Endowment Income in the amount of \$1.5M
Academic	(52.21)	(32.55)	<u>19.66</u>	See Schedule on next slide
Research	2.50	2.32	<u>(0.18)</u>	Slightly negative to Plan
VP Admin & Finance	<u>5.75</u>	<u>7.31</u>	<u>1.57</u>	Positive to plan due to cost constraint and deferral of some capital related expenditures
Total Divisional	<u>(43.65)</u>	<u>(20.16)</u>	<u>23.48</u>	
Total	<u><u>(50.42)</u></u>	<u><u>(17.83)</u></u>	<u><u>32.58</u></u>	

Green denotes positive to Plan

Projected Divisional Carryforward Positions

Conservative Model Enrolment Assumptions

Actuals and Projected Positions

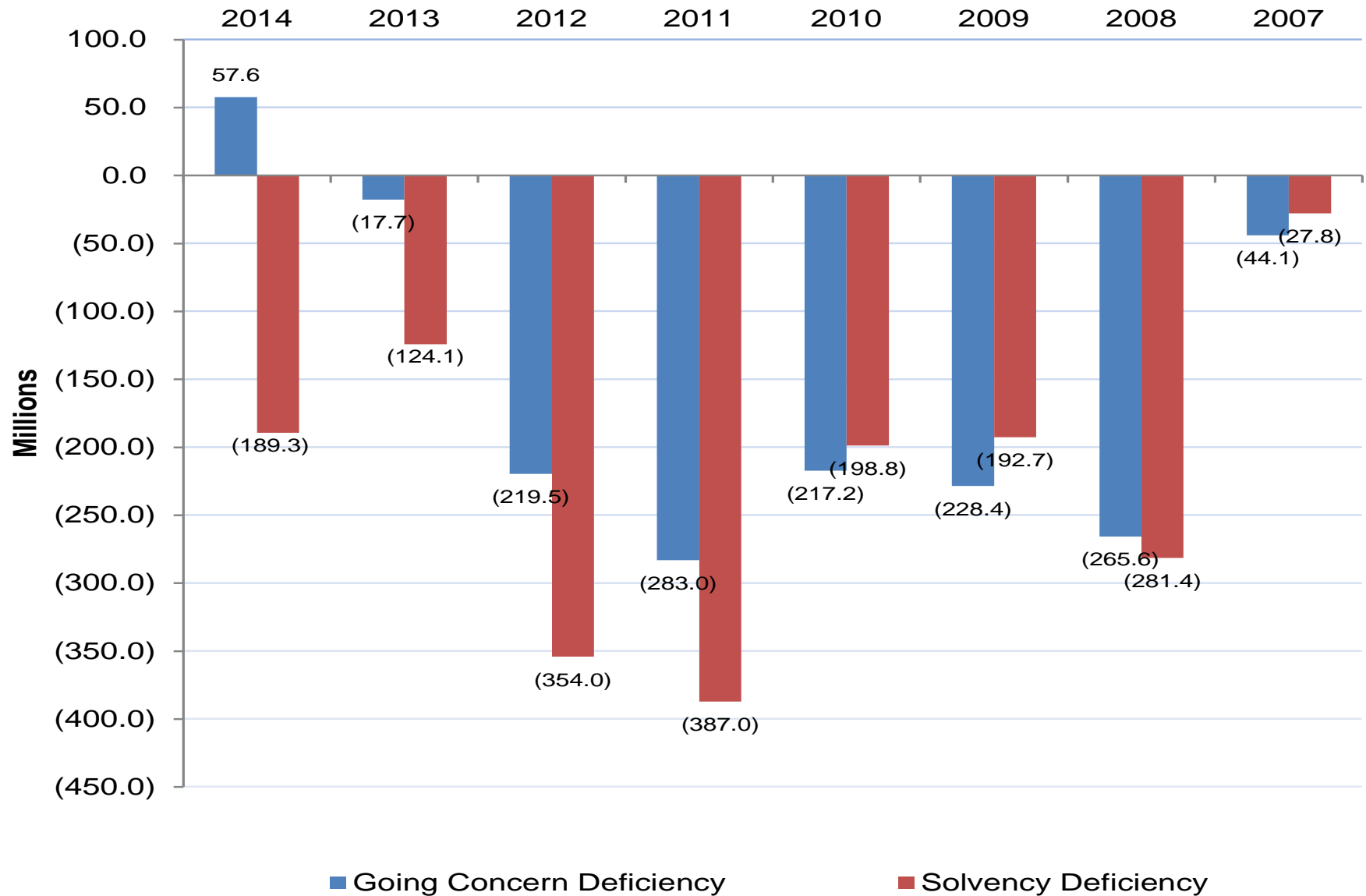
Division	Actual	Projected		
	2014-15	2015-16	2016-17	2017-18
(in \$millions)				
President's	1.26	0.76	0.37	0.00
VP Advancement	1.51	(0.13)	(2.07)	(4.45)
VP Academic	(32.56)	(55.07)	(62.85)	(69.86)
VP Finance & Administration	7.31	5.84	4.34	3.50
VP Research	2.32	1.90	1.17	0.00
Total All Divisions	(20.17)	(46.70)	(59.03)	(70.81)

Capital Markets Update – Endowment and Pension Fund

Endowment Performance		
	<u>2014 Calendar Year December 31, 2014</u>	<u>2014-15 Fiscal Year April 30, 2015</u>
Endowment Fund Rate of Return	9.70%	11.04%
Policy Benchmark	<u>10.64%</u>	<u>15.33%</u>
Value Added	<u>-0.94%</u>	<u>-4.29%</u>

Pension Fund Performance	
	<u>2014 Calendar Year</u>
Total Fund	13.8%
Plan Text Requirement	6.0%

Pension Plan Update - Going Concern / Solvency Valuation Year End Results



Pension Plan Update

Major Experience Items – Going Concern Financial Position (\$million)

	<u>2014</u>
<u>Excess/(Unfunded Liability) at beginning of year</u>	<u>(17.7)</u>
Interest on Deficiency	(1.1)
Special Payments with Interest	9.7
Gain/(Loss) on Investment Experience	67.2
Retirement Experience Different than Assumed	(1.1)
Salary Gain/(Loss) *	6.8
Pensioner Mortality Experience	1.1
Addition of Non-Reduction Reserve for Pre-2009 Pensioners	(9.6)
Data Adjustments	0.5
Change in Wage Index Inflation Assumptions	1.6
<u>Other (Termination, New Members, etc.)</u>	<u>0.2</u>
Excess/(Unfunded Liability) at end of year	57.6

*Based on 3.0% average increase

Budget Outlook – Revenue Changes

Revenue outlook changes from the June 2014 Plan:

- ❑ Impact of 2014-15 enrolment weakness for domestic undergraduate
 - Lower tuition revenue
 - Flow-through impact of enrolment shortfall in outer years
 - Projected decline/flat domestic applications in Ontario
 - Potential impact on enrolment of labour disruption
 - Enrolment growth in International Undergraduate and Lassonde School of Engineering
 - A Conservative Model for enrolment is being used as the base case for the 2015 Budget Plan Update
- ❑ Pan Am Legacy Grant
- ❑ Increased Deferred Maintenance Grant
 - The 2015-16 level of funding is projected to be \$40M for colleges and universities, with York's share projected at \$2.3M, or 8.6% of the available funding of \$26.7M for universities. The funding is scheduled to increase annually, eventually rising to \$100M for colleges and universities by the year 2020. York's expected share over the same period is projected to increase from \$2.3M in 2015-16 to \$5.7M by 2020. These funds are restricted and can only be used for eligible deferred maintenance projects.

Budget Outlook – Revenue Changes

❑ Risk of Government Grant Rebasing

The Provincial Government base funds the University on its domestic undergraduate enrolments at the level of its enrolments achieved in 2010-11 through its Operating Grant.

This was close to York's highest level of Domestic enrolments. Since that time and projected into the near future York is not expected to attain these enrolment levels and is therefore currently receiving grant funding through its Base Grant for enrolment levels higher than its actual enrolment.

There is no clear indication at this time that the Government will rebase York's Operating Grant to reflect the lower enrolment levels. The risk however exists, but it is anticipated that should the Government make a decision to do so it will advise the University and provide at least one year's notice.

Budget Outlook – Revenue Changes

There are a few Ontario Universities who have been in similar situations in recent years and the Government has not chosen to rebase their Operating Grant.

York has been in a similar situation with its Graduate enrolments for the last five years and the Government has not chosen to rebase the Graduate grant.

The 2015 Budget Plan update assumes that the University will not experience any reduction in its Base Operating Grant. In the 2014 Plan a reduction had been expected and incorporated into the budget projection. It has been reversed in the 2015 Plan.

The total Undergraduate grant at risk should the Ministry rebase is dependent upon actual enrolment. The current grant received in excess of enrolments for undergraduate is \$5.8M and could rise to \$17M under the Optimistic Model of the enrolment plan. The amount under the Conservative Model of the enrolment plan would range from \$5.8M to in excess of \$26M.

The University is currently receiving \$3.8M in grant funding for Graduate students that could also be at risk of rebasing.

Budget Outlook – Revenue Changes

Total potential risk of lost grant revenue based on the Conservative Model is as follows:

Conservative Model				
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
	(in \$millions)			
Undegraduate	5.8	16.9	21.0	26.3
Graduate	3.9	3.9	3.9	3.9
	<u>9.7</u>	<u>20.8</u>	<u>24.9</u>	<u>30.2</u>

Revenue Changes - Summary

Conservative Model	SHARP TRANSITION YEAR		
	2015-16	2016-17	2017-18
	(in \$millions)		
Revenue			
Enrolment			
Domestic Tuition			
Revised Enrolment	(18.10)	(21.50)	(28.60)
Lassonde Growth	1.95	4.19	6.22
Tuition Fee Increases			10.00
International Tuition			
Lassonde (Growth)	0.50	1.30	2.00
All Other Faculties (Growth)	3.90	9.20	14.70
	<u>(11.75)</u>	<u>(6.81)</u>	<u>4.32</u>
Government Grant Adjustments			
MTCU U/G Grant Rebase - Revised from 2014 Budget Plan	6.00	6.00	6.00
Pan Am Legacy Grant	0.29	0.35	0.35
	<u>6.29</u>	<u>6.35</u>	<u>6.35</u>
Total Revenue/(decreases)	<u>(5.46)</u>	<u>(0.46)</u>	<u>10.67</u>

Conservative Model - Enrolment Plan Changes

2015-16 - Reduction of 3,800 FFTE's less 500 in 2014 Plan for Education for a net of 3,300.

2016-17 - Reduction of 4,000 FFTE's over 2014 Plan

2017-18 - Reduction of 5,200 FFTE's over 2014 Plan

Budget Outlook - Expense Changes (From June 2014 Plan)

	SHARP TRANSITION YEAR		
	2015-16	2016-17	2017-18
	(\$millions)		
Academic Investments			
Revenue Share of International Growth	2.80	6.00	9.10
Less Additional Recovery from Faculties for lower enrolment growth at the rate of \$3,000 per FFTE below the 2014 Plan	<u>(6.30)</u>	<u>(8.10)</u>	<u>(16.50)</u>
	<u>(3.50)</u>	<u>(2.10)</u>	<u>(7.40)</u>

Budget Outlook – Expense Changes

- Lassonde School of Engineering is under a special budget arrangement. During its startup phase it receives 100% of its incremental revenue, and while paying its incremental direct costs, will pay institutional overhead costs on a phased in basis starting in 2015-16 until it reaches full overhead allocation in 2017-18 when the University converts to the SHARP Budget Model.
- In this proposed budget plan Lassonde will in each of the years receive:

Lassonde	SHARP TRANSITION YEAR		
	2015-16	2016-17	2017-18
	(\$millions)		
Enrolment Growth Tuition & Grant			
Domestic (Incremental revenue)	3.67	7.89	11.72
International (Incremental revenue)	0.50	1.30	2.00
Less Contribution to Overhead	<u>*(1.80)</u>	<u>*(2.80)</u>	<u>*(8.90)</u>
Net Allocation	<u>2.37</u>	<u>6.39</u>	<u>4.82</u>

* Overhead is phased in at the rate of 15% for 2015-16 and 2016-17 and 35% in 2017-18 based on Total Revenue

Budget Outlook – Expense Changes

	SHARP TRANSITION YEAR		
	2015-16	2016-17	2017-18
	(\$millions)		
Infrastructure and Related Costs			
Pan Am Stadium and Operating Costs	0.55	0.55	0.55
Bergeron Centre of Excellence Building Operating	1.50	1.80	1.80
Deferred Maintenance - reinstated		2.00	2.00
Energy Performance - reinstated		1.50	1.50
	2.05	5.85	5.85

Budget Outlook – Expense Changes

❑ Other

During fiscal 2014-15 a number of Budget assumptions were reviewed and revised as a result of lower salary compensation settlements, fine tuning of pension contribution and filing fees, lower student support, etc. As a result of the review, a base budget cost reduction of \$6.0 million was identified and incorporated into the proposed 2015 Budget Plan.

As a risk mitigation strategy, these base cost reductions will be initially incorporated into the Academic/Strategic Investment/Contingency Fund to assist the University to manage the risks surrounding the potential grant reductions due to lower domestic enrolments, the potential for higher pension solvency contributions in 2018, and to potentially assist faculties with the transition to lower base funding due to lower enrolment levels.

	SHARP TRANSITION YEAR		
	2015-16	2016-17	2017-18
	(\$millions)		
Other			
Budget Assumptions Revisions	(6.00)	(6.00)	(6.00)
Academic/Strategic Investment/Contingency Fund Contribution	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
	<u>-</u>	<u>-</u>	<u>-</u>

Expense Changes - Summary

Conservative Model	SHARP TRANSITION YEAR		
	2015-16	2016-17	2017-18
	(\$millions)		
<u>Expenditures</u>			
Academic Investments			
Lassonde Domestic Revenue -100% Tuition and Grant	3.67	7.89	11.72
Lassonde International Revenue -100% Tuition	0.50	1.30	2.00
Lassonde Overhead Contribution per their Plan	(1.80)	(2.80)	(8.90)
Academic Recovery from Faculty Enrolment (Over 2014 Plan)	(6.30)	(8.10)	(16.50)
Academic Revenue Sharing International (72.2/3%)	2.80	6.00	9.10
	<u>(1.13)</u>	<u>4.29</u>	<u>(2.58)</u>
Compensation/Benefits			
Compensation Adjustments			12.00
Strategic/Infrastructure Investments			
Pan Am Operating and Staffing Costs	0.55	0.55	0.55
Bergeron Centre of Excellence Building Operating	1.50	1.80	1.80
	<u>2.05</u>	<u>2.35</u>	<u>2.35</u>
Infrastructure Investments			
Deferred Maintenance Reinstated		2.00	2.00
Energy Performance Reinstated		1.50	1.50
		<u>3.50</u>	<u>3.50</u>
Other			
Base Budget Assumption Revision	(6.00)	(6.00)	(6.00)
Academic Strategic Investment/Contingency Fund	6.00	6.00	6.00
	<u>-</u>	<u>-</u>	<u>-</u>
Divisional Spending			
Divisional Spending in excess of annual allocations	26.53	12.33	11.78
	<u>26.53</u>	<u>12.33</u>	<u>11.78</u>
Total Expenditures	<u>27.45</u>	<u>22.47</u>	<u>27.05</u>

Budget Plan Summary 2015-2018 – (Including Projected Divisional Deficits)

Conservative Model	SHARP TRANSITION YEAR		
	2015-16	2016-17	2017-18
	(in \$millions)		
Revenue per June 2014 Plan	759.29	778.99	778.99
Revenue Changes per 2015 Plan	<u>(5.46)</u>	<u>(0.46)</u>	<u>10.67</u>
Total Revenue per June 2015 Plan	<u>753.83</u>	<u>778.53</u>	<u>789.66</u>
Expenditures per June 2014 Plan	754.22	770.70	770.70
Expenditures Changes per 2015 Plan	<u>27.45</u>	<u>22.47</u>	<u>27.05</u>
Total Expenditures per June 2015 Plan	<u>781.67</u>	<u>793.17</u>	<u>797.75</u>
Net Annual Surplus including Divisional Over Expenditures	(27.84)	(14.64)	(8.09)
Carryforward Balances including Divisional Deficit Positions	<u>(18.17)</u>	<u>(46.01)</u>	<u>(60.65)</u>
Ending Cumulative Balance including Divisional Deficit Positions	<u>(46.01)</u>	<u>(60.65)</u>	<u>(68.74)</u>
Budget Cut	3.00%	2.50%	TBD

Managing the Projected Deficit

- ❑ The 2014 Budget Plan projected a deficit including Divisional Deficit Positions of \$50.4 million (2014/15 projected year end) - with this deficit to be addressed over a three year planning period.
- ❑ The actual financial results at the end of fiscal 2014-15 reported an accumulated deficit of just under \$20 million - a positive variance of \$30.5 million compared to last year's projection.
- ❑ The proposed 2015 Budget Plan is based on the in-year structural deficits being reduced by the end of the next three fiscal years to result in an in-year balanced position by 2018-19. A projected cumulative deficit of \$68.7 million is reached by the end of 2017-18.
- ❑ The accumulated divisional deficits will have to be addressed in subsequent budget years.

Academic Strategic Investment Contingency Fund

- ❑ In the 2014 Approved Budget Plan the University created an Academic Strategic Investment Contingency Fund from the net savings created from lower Required Special Pension Contributions. These savings were realized as a result of higher employee contributions, matched by the employer, strong investment performance in recent years, and Stage II solvency relief approved by the Government, which deferred solvency contributions for a total of four years.

- ❑ The attached schedule outlines the commitments against this fund and the value of uncommitted funds that are available to assist in managing a number of institutional risks including:
 - The potential rebase of the MTCU Operating Grant as a result of declining domestic enrolments
 - The potential Solvency Special Payments that may be required in 2018
 - The changing demographic in domestic enrolments over the next 3-5 years

Academic Strategic Investment Contingency Fund

	2014-15	2015-16	2016-17	SHARP TRANSITION YEAR 2017-18	Total
	(in \$millions)				
Contributions					
Budget Plan 2014	18.3	11.0	8.4	8.4	
Actual 2015 Adjustment	4.8				
Budget Plan 2015 Contribution		6.0	6.0	6.0	
Total Contributions	23.1	17.0	14.4	14.4	68.9
Commitments					
Faculties					
SHARP Implementation		10.0	15.0		
Lassonde	0.4	0.4	0.4		
Total Faculties	0.4	10.4	15.4		26.2
Academic Support					
YU Start		0.5	0.5	0.5	
Strategic Enrolment Response	0.8	1.0			
Student Aid/Scholarship		1.0	1.0	1.2	
Total Academic Support	0.8	2.5	1.5	1.7	6.5
Institutional Other					
York in York Region	1.0				1.0
Total Commitments	2.2	12.9	16.9	1.7	33.7
Net In-Year Contributions	20.9	4.1	(2.5)	12.7	35.2
Cumulative Ending Balance	20.9	25.0	22.5	35.2	35.2

Key Budget Planning Assumptions and Emerging Budget Risks

- Revision of Enrolment Plan in light of lower applications and impact of Labour Disruption
- Tuition Fee Framework beyond 2017
- Divisional Deficit Positions
- Impact of IIRP on Divisional/Faculty Budget Management
- Government Grant Rebasing Risk (Undergraduate and Graduate)
- Compensation – YUFA/OHFA collective bargaining outcome
- Provincial Government University Funding Formula Review
- Decision on Campus Capital Expansion – York in York Region

Next Steps

- ❑ Move forward on SHARP
- ❑ Consultation on IIRP
- ❑ Development of Divisional/Faculty Five-Year Integrated Resource Plans with specific steps to be taken in advancing institutional priorities
- ❑ Finalize IIRP including development of more detailed work plans to support implementation:
 - Working groups and Management structures
 - Timelines
 - Accountability
 - Resources
 - Budget alignment
 - Outcomes and metrics to measure progress and success

Timeline for IIRP

**November 2014-
March 2015**

Planning Response

- End of AAPR process: AAPR Task Force Reports Released (Nov 2014)
- Community Information sessions held to gather input (Nov/Dec 2014)
- Faculty and Divisional planning discussions
- Divisional/Faculty Preliminary Planning Response Plans submitted (Mar 2015)

**April – mid June
2015**

Draft IIRP

- Review all preliminary Planning Response and Data
- IIRP planning retreat with all senior institutional leaders (April 28, 2015)
- Draft IIRP made available for BOG, Senate, community for review (June 11, 2015)
- Call for Divisional/Faculty/ Unit five year (2015-2020) Institutional Resource (IR) Plans is issued
- Institutional Budget Plan presented to BOG (June 2015)

**Mid June-
September 2015**

Community Consultation

- IIRP Community Information Sessions (June 25, 26, 2015)
- APPRC consultation (TBC)
- Senate Input (June 25, 2015)
- Faculty Council Presentations (September/October 2015)

**October –
December 2015**

Finalizing IIRP

- Divisional/Faculty IR Plans are due (Oct 31, 2015)
- Revised Institutional Integrated Resource Plan (IIRP) finalized in early November 2015 (TBC)
- Informs 2015-2020 UAP development (planned completion in February 2016)

Feedback and Additional Information

- ❑ <https://yulink.yorku.ca/group/iirp>
- ❑ Feedback on the IIRP is accepted until end of July
- ❑ Open to both process and content feedback

Appendix

- ❑ 2014-15 Undergraduate FTEs
 - Domestic and international
 - Distribution of FFTES by Faculties
- ❑ 2014-15 Graduate FTEs
 - Masters and Doctoral
 - Graduate Intake (heads) 2015 vs. 2014
 - Graduate FTEs 2015 vs. 2014
 - Graduate GFU Max trend
- ❑ GPA Cutoff Data
- ❑ Retention
- ❑ 2015-2018 Budget Plan Summary
- ❑ Review of Budget Allocations: 2006/07-2016/17

Table 1: Tenure Track Appointments, 2014-15 Cycle for 2015-16 Appointments (Heads)

FACULTY	\$30k CENTRAL TOP-UPS (rolled over from 2014-15)	\$30k CENTRAL TOP-UPS 2015-16	FUNDED FROM OTHER SOURCES 2015-16	TOTAL AUTHORIZED FOR SEARCH 2015-16	TOTAL APPTS MADE TO DATE 2015-16	APPTS IN PROGRESS 2015-16	APPTS FAILED /DELAYED TO DATE 2015-16	Canada Research Chairs 2015-16 (included in total authorized)
AMPD	1	1	-	2	-	-	2	1
ED	1	-	1	2	1	1	-	1
FES	-	1	1	2	2	-	-	-
GL	-	2	3	5	1	3	1	-
HH	1	-	3	4	1	1	2	-
LAPS	1	5	7	13	3	10	-	6
LIB	-	-	1	1	1	-	-	-
LSE	1	2	10	13	1	12	-	1
OSG	-	-	2	2	-	2	-	-
SSB	-	1	2	3	2	1	-	-
SCI	-	2	1	3	2	1	-	-
TOTALS	5	14	31	50	12	33	5	9

Source: Office of VPA&P

June 2015

Table 2: Other 2015-16 Appointments to Date: CLAs, True Visitors, Continuing SRCs

FACULTY	2014-15 CLAs Authorized To Date		2015-16 Continuing SRCs	2015-16 TRUE VISITORS SLOTS (to date)
	RENEW/ CONTINUING	NEW		
AMPD	1	1	1	-
ED	-	2	-	1
FES	-	-	-	-
GL	7	2	3	2
HH	11	2	-	-
LAPS	40	2	6	4
LIB	2	1	-	-
LSE	2	1	1	1
OSG	3	-	-	-
SSB	3	3	-	-
SCI	1	1	-	.5
TOTAL	70	15	11	8.5

Source: Office of VPA&P

June 2015

Table 3: Student-Faculty Ratios

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Ratios	Actual	Actual	Actual	Actual	Actual	Actual
Undergraduate FTE / Tenure Stream FTE	31.5	32.8	33.2	33.4	32.4	31.7
Graduate FTE / Tenure Stream FTE	3.4	3.4	3.4	3.4	3.4	3.4
Total (UG + Graduate) FTE / Tenure Stream FTE	34.9	36.2	36.5	36.8	35.8	35.2
Undergraduate FTE / Combined Full-time/Contract Faculty FTE	18.6	18.3	18.3	18.5	18.0	17.5
Graduate FTE / Combined Full-time/Contract Faculty FTE	2.0	1.9	1.9	1.9	1.9	1.9
Total (UG + Graduate) FTE / Combined Full-time/Contract Faculty FTE	20.6	20.1	20.1	20.4	19.8	19.4

Source: OIPA

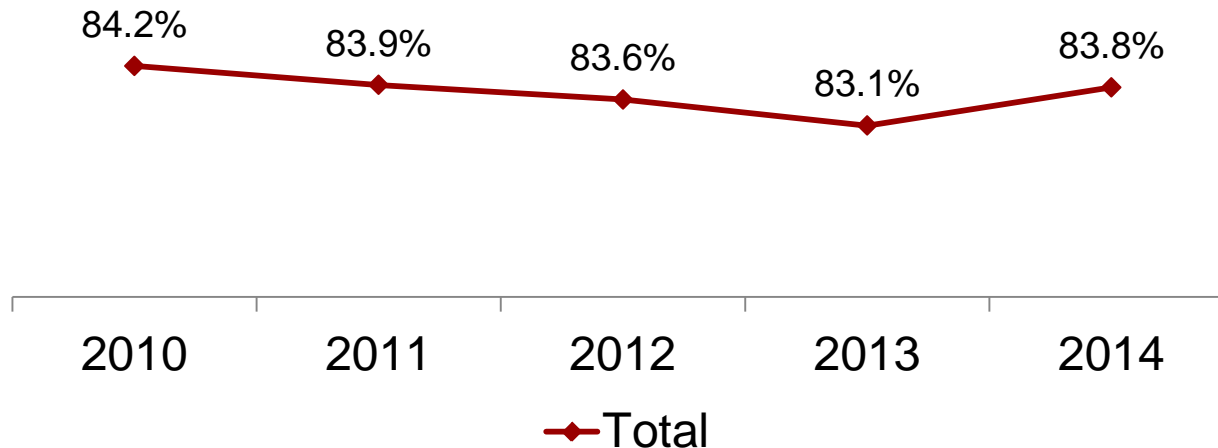
Table 4: Research Funding

❑ Significant research success

- SSRHC Insight Grants 17/85 for \$3.4m
- SSHRC Partnership Development Grant 3/6 totalling \$584,918
- SSHRC Partnership Grants 2/3 \$5.5 m (total value \$6.6m)
- NSERC Equipment Grants 6/12 funded \$657,955
- NSERC Discovery Grants 38/57 or 66.7% success for \$5.6m
- Two NSERC CREATE submitted \$3.3m/Total value of projects \$7.9m
- John R Evans Leaders CFI Contribution \$441,757 for 4 projects in June decisions
- Two CFI Innovation Fund awards – 300% increase over last year
- Three York-led Projects \$3,278,794 ORF Funding/Total Project Value \$11,834,199 plus York-partnered project of \$20,441,416 /\$500k ORF
- ORF-Research Excellence Award of \$3.5m /
Total project \$11.9

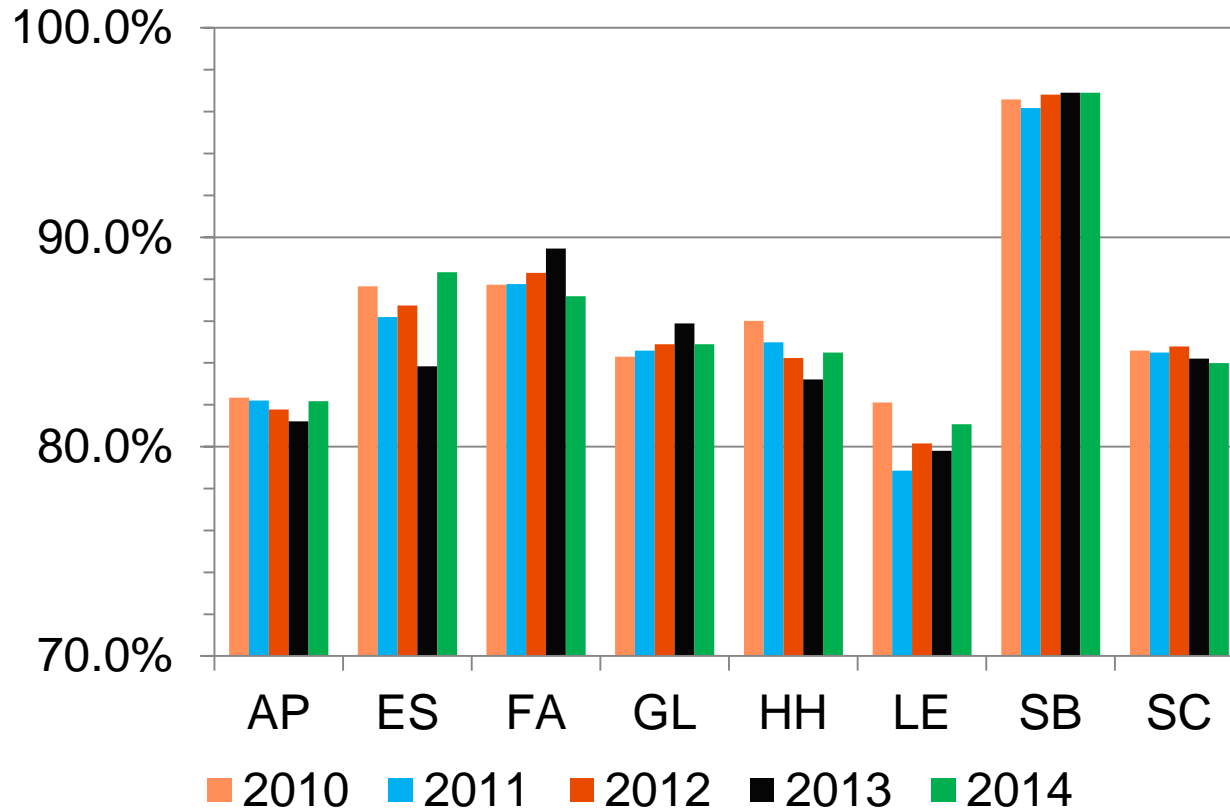
Table 5: Overall Institutional Retention Rates

Total



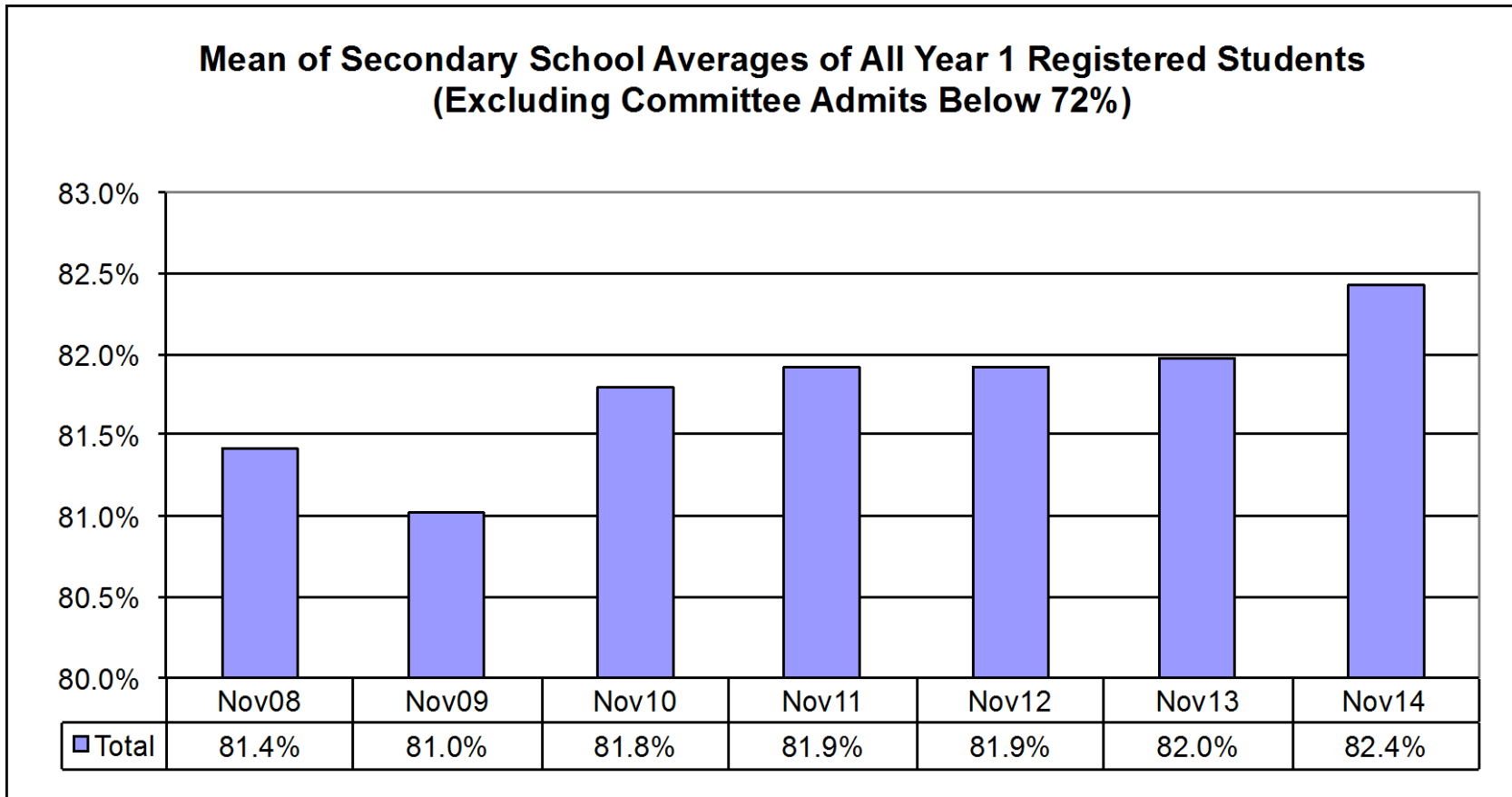
Source: OIPA

Table 6: Overall Faculty Retention Rates



Source: OIPA

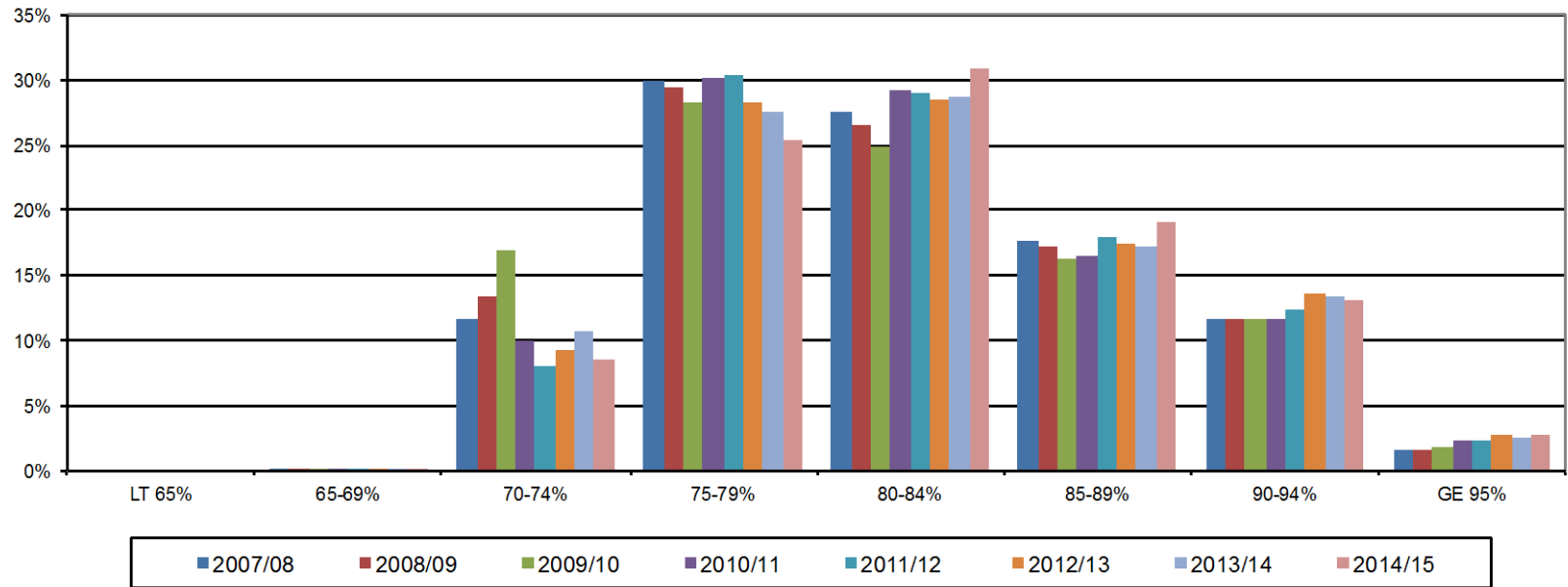
Table 7: Institutional GPA of Entering Students 2007/08 to 2013/14: Mean Averages



Source: OIPA

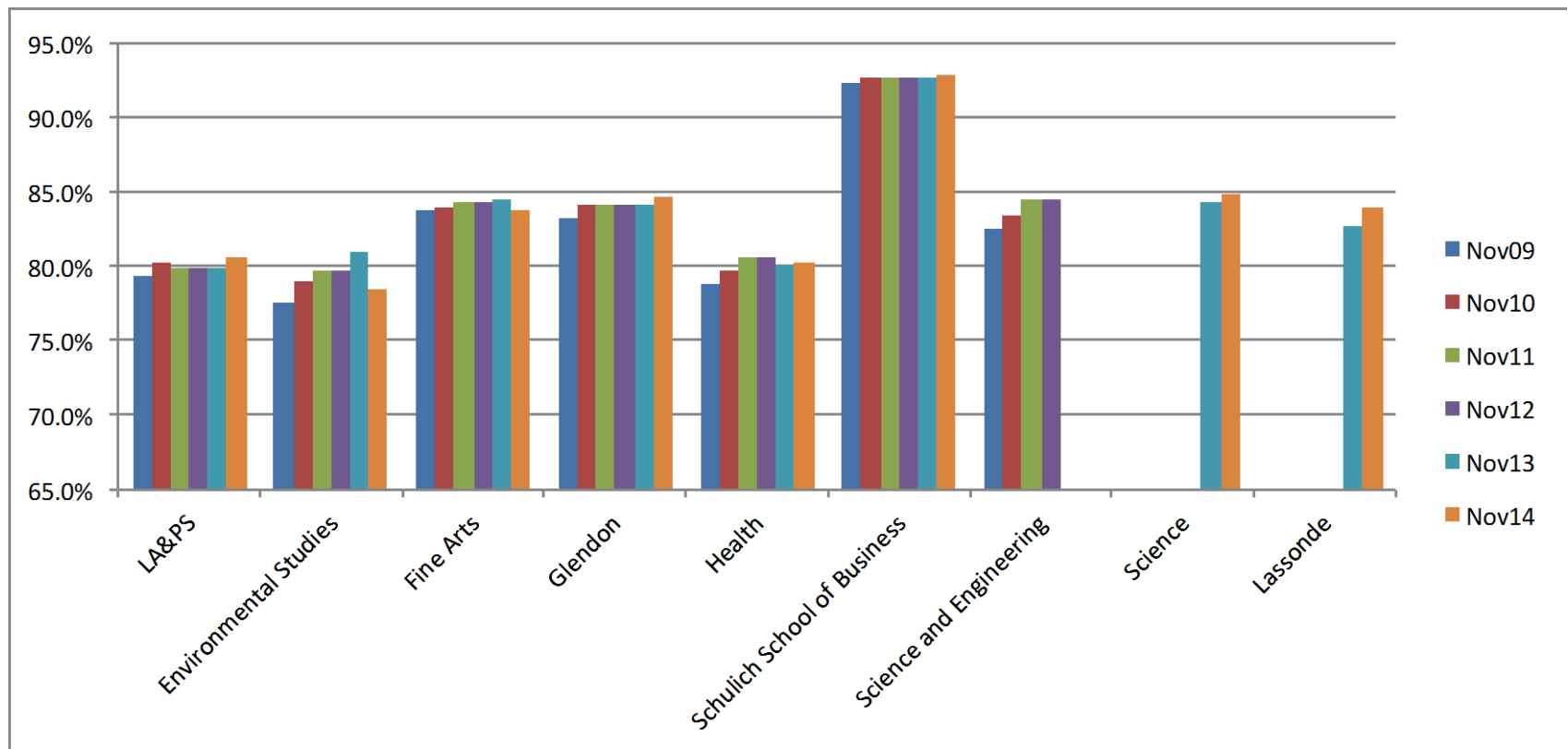
Table 8: Strengthening Quality of Entering Class

Grade Distribution of Full-time Year 1 Secondary School Registrants



Source: OIPA

Table 9: Quality of Entering Class by Faculty and Year



Source: OIPA

Table 10: 2014-2015 Final Undergraduate FTEs

	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Enrolment Contract Target	2014-15 University Budget Target *	2014-2015 Actual
Eligible	40,553.6	40,631.8	39,713.7	39,900.0	39,226.0	38,096.1
Visa	2,914.8	3,211.7	3,569.9	3,908.6	3,830.0	3,984.8
Other Ineligible	456.3	437.0	457.6	457.6	457.6	510.3
Total	43,924.7	44,280.5	43,741.2	44,266.2	43,513.6	42,591.1

- University Budget Target includes projected Engineering growth over 2011-2012
- Faculties most affected LAPS and AMPD

Table 11: 2014-15 Final Undergraduate Eligible Responsible FTEs by Faculty

	2013-14 Actual FTEs	2014-2015 Actual FTEs	2014-2015 Enrolment Contract Target	+ / (-) Previous Year (2013-2014)	+ / (-) Enrolment Contract Target
Education	1,062.8	1,121.6	1,130.2	58.8	(8.6)
Env. Studies	492.7	477.1	540.9	(15.6)	(63.8)
Fine Arts	3,168.9	2,797.3	3,301.7	(371.6)	(504.4)
Glendon	1,848.0	1,860.1	1,900.5	12.1	(40.4)
Health	6,717.5	6,580.0	6,677.8	(137.5)	(97.8)
Lassonde	670.1	707.0	781.3	36.9	(74.3)
LA&PS	18,806.6	17,436.9	18,303.6	(1,369.7)	(866.7)
Osgoode	917.6	934.8	963.0	17.2	(28.2)
Schulich	1,100.9	1,141.7	1,149.9	40.8	(8.2)
Science	4,755.2	4,872.5	4,969.8	117.3	(97.3)
Other	173.7	167.1	181.3	(6.6)	(14.2)
Total	39,713.7	38,096.1	39,900.0	(1,617.6)	(1,803.9)

Note: SSB, ED and LSE met *home* intake targets. Table 11 represents *responsible* FTEs.

Table 12: 2014-15 Final Undergraduate International Responsible FTEs by Faculty

	2013-14 Actual FTEs	2014-2015 Actual FTEs	2014-2015 Enrolment Contract Target	+ / (-) Previous Year (2013-2014)	+ / (-) Enrolment Contract Target
Education	2.5	4.7	0.2	2.2	4.5
Env. Studies	23.0	29.6	27.9	6.6	1.7
AMPD	171.6	178.4	192.5	6.8	(14.1)
Glendon	112.7	137.0	123.9	24.3	13.1
Health	149.9	151.6	171.5	1.6	(20.0)
Lassonde	107.1	134.6	133.1	27.5	1.5
LA&PS	2,434.4	2,675.6	2,632.2	241.2	43.4
Osgoode	12.1	13.6	16.7	1.5	(3.1)
Schulich	63.9	66.3	59.6	2.4	6.7
Science	482.7	584.8	539.1	102.1	45.7
Other	9.9	8.7	11.8	(1.2)	(3.1)
Total	3,569.8	3,984.8	3,908.5	415.0	76.3

Table 13: 2014-15 Final Undergraduate Eligible + International Responsible FTEs by Faculty

	2013-14 Actual FTEs	2014-2015 Actual FTEs	2014-2015 Enrolment Contract Target	+ / (-) Previous Year (2013-2014)	+ / (-) Enrolment Contract Target
Education	1,065.3	1,126.3	1,130.4	61.0	(4.1)
Env. Studies	515.7	506.7	568.8	(9.0)	(62.1)
Fine Arts	3,340.5	2,975.8	3,494.2	(364.8)	(518.5)
Glendon	1,960.7	1,997.1	2,024.4	36.4	(27.3)
Health	6,867.4	6,731.7	6,849.3	(135.7)	(117.6)
Lassonde	777.2	841.6	914.4	64.3	(72.9)
LA&PS	21,240.0	20,112.4	20,935.8	(1,127.6)	(823.4)
Osgoode	929.7	948.4	979.7	18.7	(31.3)
Schulich	1,164.8	1,207.9	1,209.5	43.1	(1.6)
Science	5,237	5,457.3	5,508.9	220.3	(51.6)
Other	183.6	175.7	193.1	(7.9)	(17.4)
Total	43,283.8	42,080.8	43,808.5	(1,203.1)	(1,727.7)

Note: SSB, ED and LSE met *home* intake targets. Table 13 represents *responsible* FTEs.

Table 14: 2014-15 Masters Fall Actual FTEs

	Nov 2007 Actual	Nov 2011 Actual	Nov 2012 Actual	Nov 2013 Actual	Nov 2014 Enrolment Contract Target	2014/15 to 2016/17 Ministry Target *	Nov 2014 Actual
Eligible	2,587.7	2,238.7	2,310.1	2,320.5	2,404.6	2,589.4	2,280.4
Visa	160.3	370.3	385.4	414.6	414.6	N/A	559.3
Other Ineligible	119.6	172.3	155.5	148.0	148.0	N/A	148.4
Total	2,867.6	2,781.3	2,851.0	2,883.1	2,967.2	N/A	2,988.1

- Targets as provided in SMA, April 16, 2014
- Reduced from previous target by 159.58 from 2,748.98

Table 15: 2014-15 Eligible Masters FTEs by Faculty

	Nov 2007 Actual	Nov 2011 Actual	Nov 2012 Actual	Nov 2013 Actual	Nov 2014 Actual	Nov 2014 Enrolment Contract Target	+ / (-) Target
Education	114.5	115.2	111.4	105.4	115.1	112.1	3.0
Env. Studies	295.5	210.9	219.9	213.3	220.2	227.1	(6.9)
AMPD	238.8	172.0	196.2	205.2	179.2	204.8	(25.6)
Glendon	31.2	76.6	80.8	106.8	105.5	119.4	(13.9)
Health	228.7	232.7	254.1	236.1	232.7	216.2	16.5
Lassonde	Incl. in Science	Incl. in Science	18.9	42.1	44.1	64.4	(20.3)
LA&PS	614.5	574.8	603.8	612.3	583.1	651.7	(68.6)
Osgoode	148.0	108.6	112.0	140.0	172.6	140.3	32.3
Schulich	699.7	568.3	558.1	526.7	495.7	534.4	(38.7)
Science	216.8	179.6	154.9	132.6	132.2	134.2	(2.0)
Total	2,587.7	2,238.7	2,310.1	2,320.5	2,280.4	2,404.6	(124.2)

Table 16: 2014-15 Doctoral Fall Actual FTEs

	Nov 2007 Actual	Nov 2011 Actual	Nov 2012 Actual	Nov 2013 Actual	Nov 2014 Enrolment Contract Target	2014/15 to 2016/17 Ministry Target *	Nov 2014 Actual
Eligible	1,019.4	1,124.2	1,051.7	987.0	1,019.1	1,030.56	987.3
Visa	127.3	172.7	173.3	196.1	196.1	N/A	204.3
Other Ineligible	274.1	386.2	460.6	463.8	463.8	N/A	429.6
Total	1,420.8	1,683.1	1,685.6	1,646.9	1,679.0	N/A	1,621.2

- 2007 eligible base was 990.0
- Targets as provided in SMA, April 16, 2014
- Reduced from previous target by 181.6 from 1,212.16

Table 17: 2014-15 Actual Eligible Doctoral FTEs by Faculty

	Nov 2007 Actual	Nov 2011 Actual	Nov 2012 Actual	Nov 2013 Actual	Nov 2014 Actual	Nov 2014 Enrolment Contract Target	+ / (-) Target
Education	45.6	70.3	63.0	54.6	52.4	53.8	(1.4)
Env. Studies	37.0	42.9	37.3	39.6	37.3	39.5	(2.2)
AMPD	37.8	122.7	111.4	85.3	74.6	77.8	(3.2)
Glendon	0.0	5.9	8.2	9.8	14.2	11.0	3.2
Health	138.1	173.8	183.7	177.6	177.6	201.1	(23.5)
Lassonde	Incl. in Science	Incl. in Science	23.0	36.4	41.5	43.7	(2.2)
LA&PS	498.7	483.8	437.8	422.7	436.7	444.1	(7.4)
Osgoode	69.3	48.0	39.5	33.9	35.3	30.6	4.7
Schulich	31.0	28.0	20.0	20.3	21.3	17.2	4.1
Science	161.9	148.8	127.8	106.8	96.4	100.3	(3.9)
Total	1,019.4	1,124.2	1,051.7	987.0	987.3	1,019.1	(31.8)

Table 18: Graduate Visa and Beyond GFU Max

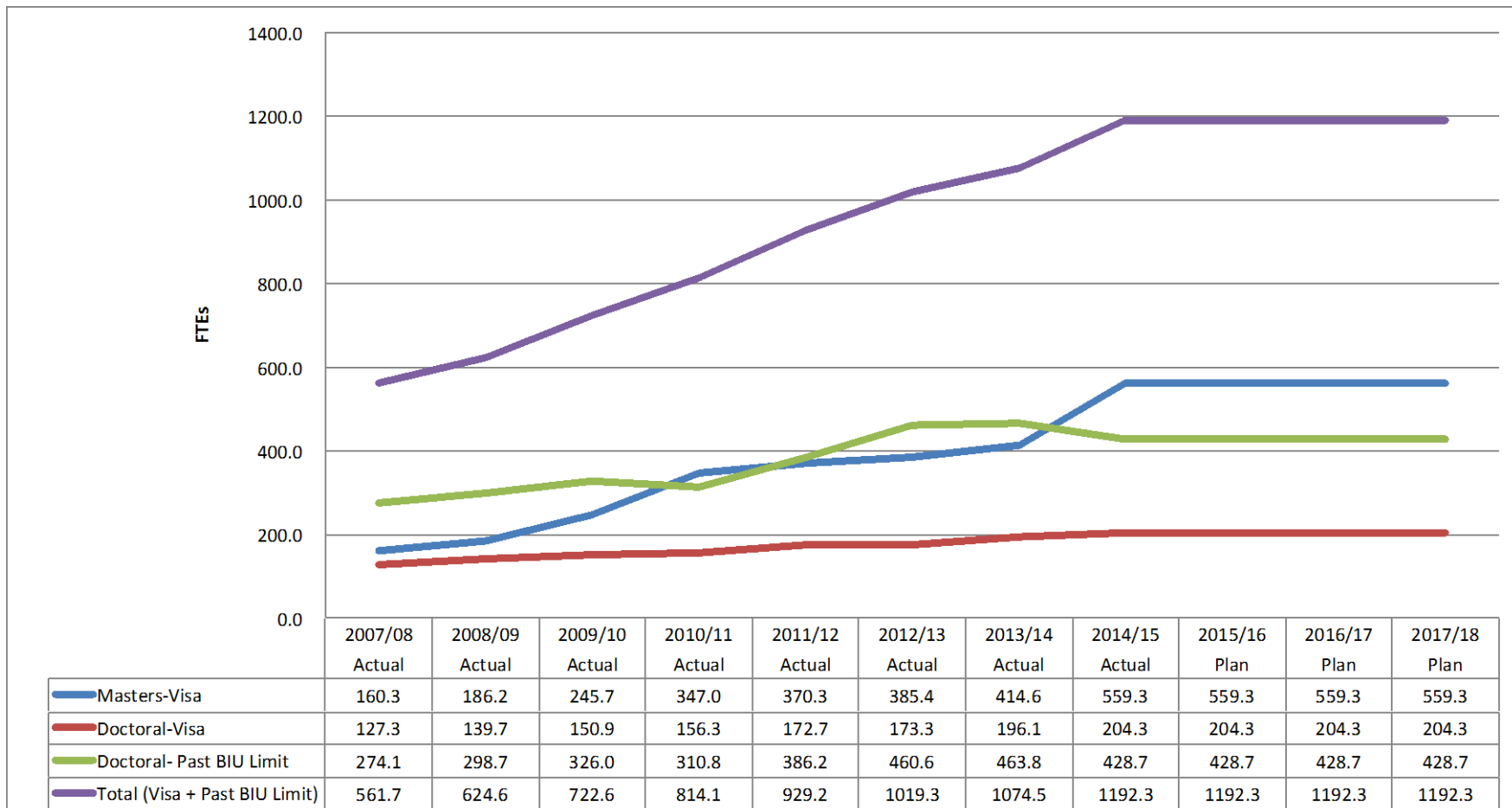
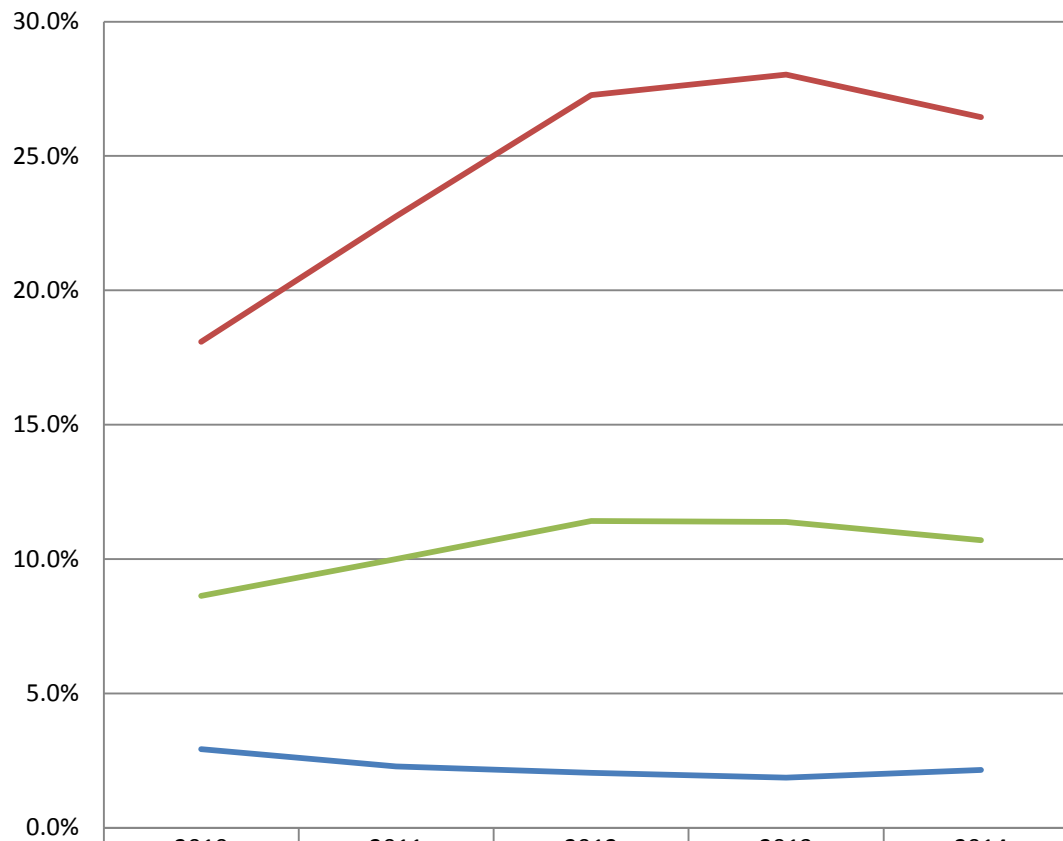


Table 19: Graduate Ineligible FTEs - % of Ineligible (Beyond GFU Max) to Total FTEs



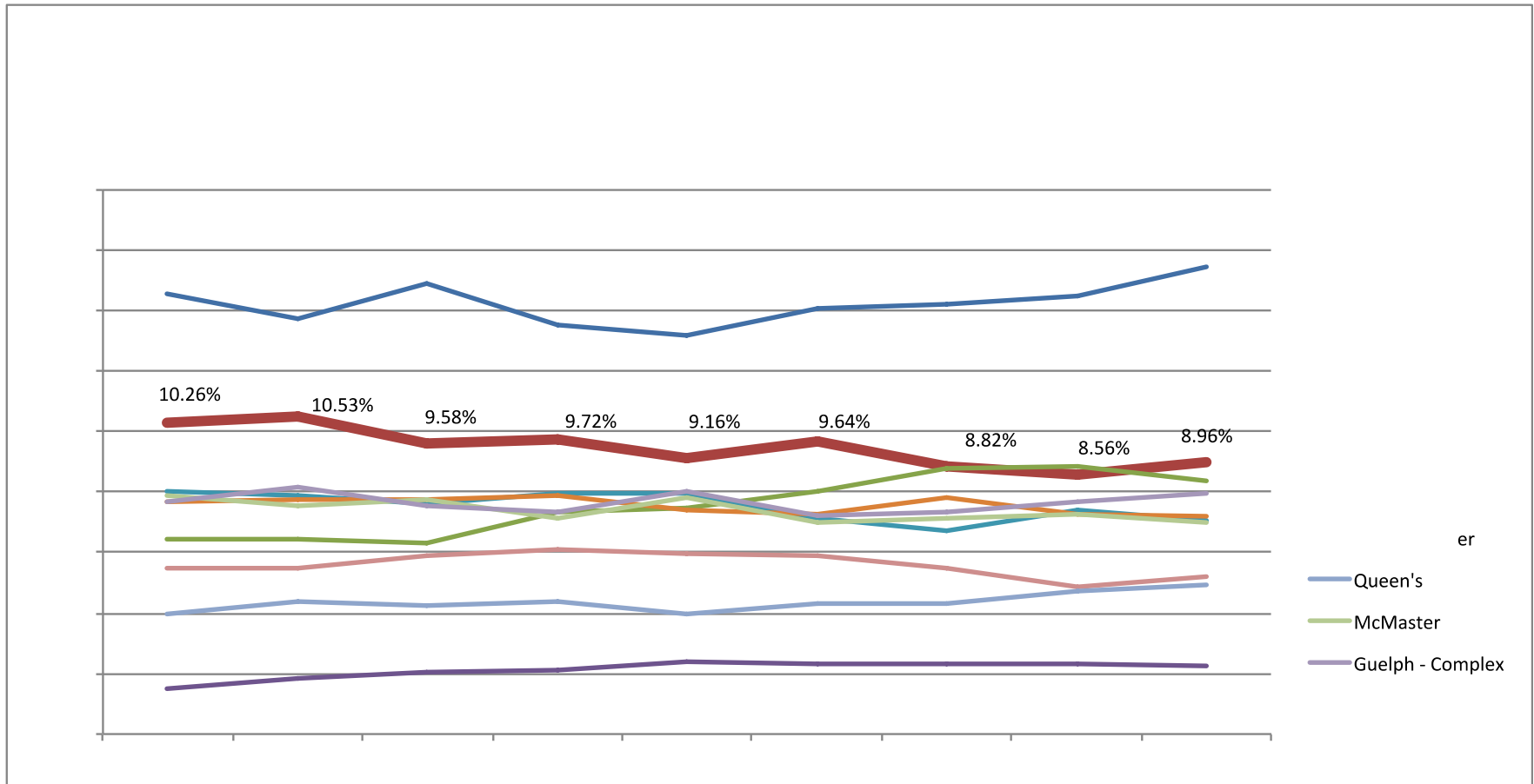
	2010	2011	2012	2013	2014
— % Ineligible MA/Total MA	2.9%	2.3%	2.0%	1.9%	2.2%
— % Ineligible PhD/Total PhD	18.1%	22.7%	27.3%	28.0%	26.4%
— % Ineligible MA and PhD Combined	8.6%	10.0%	11.4%	11.4%	10.7%

Table 20: SEM

SEM steps taken to address application decline:

- Early offers
- Sped up admissions process
- Increased scholarship packages to be more competitive
- Created a student life award
- Improved switch offer process
- Held student receptions off-campus to address lost March Open House
- Celebrations at high feeder schools
- Faculty specific on campus conversion events
- Improved communications timing
- Engaged alumni in conversion campaigns and activities
- Digital Marketing campaign to highlight programs
- Stronger alignment with C&PA marketing efforts
- Implementing more CRM tools

Table 21: Ontario Secondary School (101) OUAC - Confirmations



York is up overall by +343 101 confirmations versus same date last year. This represents an overall +7.4% increase in 101 confirmations for York – the system is up by +1.1%.

Table 22: SEM - Longer Term

- ❑ Use data to inform strategy – SEM study, AAPR, CPRs, OIPA data, student surveys, system data
- ❑ IIRP initiatives
- ❑ Improve retention

Table 23: SEM Graduate Recruitment Strategies

- ❑ Sped up admissions process, made timely offers of admission
- ❑ Packaged Offers
- ❑ Personal contacts with applicants
- ❑ Connect with alumni to add credibility to the excellence of the program and to achievable career outcomes
- ❑ Demonstrate the competitiveness of York's offer
- ❑ Reaching out to Undergraduates
- ❑ Communications strategy about York advantage:
 - Value of York degree
 - Utilizing Alumni
 - Competitive Offers
 - YGS
 - Enhance content on websites
 - York Location

Table 24: Longer -Term Graduate Recruitment Strategies

- ❑ Rolling admissions
- ❑ Four Plus One master's degrees
- ❑ Structures for timely completion
- ❑ Integrate professional skills in graduate learning outcomes
- ❑ Enhance graduate supervision and program requirements
- ❑ Review supervisory loads and
- ❑ Form recruitment committees with alumni, current students and faculty to promote continuous recruitment

Table 25: 2015-2018 Summary Budget Plan

OPERATING BUDGET PLAN SUMMARY 2015-16 to 2017-18 (in \$millions)				
	2015-16	2016-17	Illustrative Purposes Transition year 2017-18	
Revenue				
Total Operating Revenue per June 2014 Plan	759.29	778.99	778.99	
Planning Changes (May 2015)				
Enrolment Growth				
Domestic Tuition				
Revised Enrolment	(18.10)	(21.50)	(28.60)	} → Impact of Revised Enrolment Plan
Lassonde Growth	1.95	4.19	6.22	
Tuition Fee Increases			10.00	
International Tuition				
Lassonde (Growth)	0.50	1.30	2.00	} → Impact of Government Grant Changes
All Other Faculties (Growth)	3.90	9.20	14.70	
	(11.75)	(6.81)	4.32	
Government Grant Adjustments				
MTCU U/G Grant Rebase - Adjustment from 2014 Budget Plan	6.00	6.00	6.00	} → Impact of Government Grant Changes
Pan Am Legacy Grant	0.29	0.35	0.35	
	6.29	6.35	6.35	
Total Revenue/(decreases)	(5.46)	(0.46)	10.67	
Operating Revenue - June 2015 Plan	753.83	778.53	789.66	
Expenses				
Total Operating Expenses per June 2014 Plan	754.22	770.70	770.70	
Planning Changes (May 2015)				
Academic Investments				
Lassonde Domestic Revenue -100% Tuition and	3.67	7.89	11.72	} → Academic Investments
Lassonde International Revenue -100% Tuition	0.50	1.30	2.00	
Lassonde Overhead Contribution per their Plan	(1.80)	(2.80)	(8.90)	
Academic Recovery from Faculty Enrolment (Over 2014 Plan)	(6.30)	(8.10)	(16.50)	
Academic Revenue Sharing International (72 ^{2/3} %)	2.80	6.00	9.10	
	(1.13)	4.29	(2.58)	
Compensation/Benefits				
Compensation Adjustments			12.00	
Infrastructure and Other				
Bergeron Centre of Excellence Building Operating	1.50	1.80	1.80	} → Infrastructure Investments
Pan Am Operating and Staffing Costs	0.55	0.55	0.55	
Deferred Maintenance Reinstated		2.00	2.00	
Energy Performance Reinstated		1.50	1.50	
	2.05	5.85	5.85	
Other				
Base Budget Assumption Revision	(6.00)	(6.00)	(6.00)	
Academic Strategic Investment/Contingency Fund	6.00	6.00	6.00	
	-	-	-	
Divisional Spending				
Divisional Expenditures in excess of annual allocations	26.53	12.33	11.78	→ Divisional Spending in excess of Allocations
Total Expenditures Changes	27.45	22.47	27.05	
Total Operating Expenses per June 2015 Plan	781.67	793.17	797.75	
Net Annual Surplus/Deficit including divisional over expenditures	(27.84)	(14.64)	(8.09)	→ Projected In-Year Deficit including Divisional over expenditures
Carryforward Balances including divisional Deficit positions	(18.17)	(46.01)	(60.65)	→ Cumulative Balance including Divisional Deficit Positions
Ending Cumulative Balance including Divisional Deficit positions	(46.01)	(60.65)	(68.74)	
Budget Cuts as per Revised Plan	3.00%	2.50%	TBD	

Review of Budget Allocations: 2006/07 - 2016/17

- To provide additional context regarding the operating budget allocations made over the past several years, a summary was prepared showing cumulative incremental revenues and budget allocations from the June 2004 budget to the proposed June 2014 budget.
- The summary shows the growth in revenues and costs for fiscal years 2006/07 through 2016/17:
 - Total expense growth over that period is projected at \$185 M (primarily through tuition fee increases and enrolment growth)
 - The single largest increase in expenses is for annual compensation and benefit cost increases (\$170 M)
- The results are shown in following chart.....

Table 26: Revenue/Expense Changes – 2006/07 to 2016/17

