



REPORT ON THE **ANNUAL BUDGET** 2010-11

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QUEEN'S UNIVERSITY AT KINGSTON

Preface

This report is prepared by the Department of Financial Analysis and Budget. The report contains the complete budget as presented to the Board of Trustees in May, 2010 (ivory coloured pages). Following the ivory pages is a collection of appendices that provide updates on a wide variety of resource related issues. This report is circulated widely and serves as a convenient reference document. It is also available on the Queen's University website (www.queensu.ca/financialservices/reports/budget.html).

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Queen's
UNIVERSITY

BUDGET REPORT

2010-11

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1. Executive Summary

Queen's has invested in maintaining the quality of its academic programs and broader learning environment over the past decade by increasing the full-time faculty complement, investing in research support, student assistance and in our campus infrastructure. While enrolment has increased over this time period, it has been at a significantly smaller scale than our sister institutions. These decisions have helped frame Queen's as a premiere institution of choice for students, faculty and staff. Queen's continues to attract students with high entering averages and was recently named as one of Canada's top 100 employers.

Given the significant financial pressures Queen's was facing in 2008, further exacerbated by the global financial crisis, it was recognized early on that a longer-term approach would be needed, given that balancing the operating budget in one year would cause irreparable damage to the University's academic mission, environment and operations. Moreover, Queen's Faculties and Administrative units had already sustained budget cuts in 11 of the past 15 years. Therefore, Queen's 2009-2010 operating budget was developed with a three-year horizon that allowed for in-year deficits, despite the implementation of a 15% budget cut targeted to all academic and administrative units through to 2011-2012.

In May 2009 the Board approved the 2009-10 operating budget, but asked management to look at options for eliminating the projected deficit at the end of the third year, 2011-12. With salaries and benefits comprising over 70% of the operating budget, the Principal asked employee groups to consider wage concessions. The Queen's University Staff Association settlement saved the operating budget \$2 million annually for a cumulative \$6 million reduction of the projected 2011-12 deficit- over half of the projected deficit.

After consultation with Deans and Vice-Principals, a change in the budget planning framework was employed, whereby the remaining 15% budget cut for future years was eliminated, but Faculties and administrative units are now responsible for funding salary and benefit increases. Units were told to budget for an all-in compensation increase of 2.5% when each current employment contract ends, which was equivalent to the previously planned cuts for most units.

As part of unit budget discussions in early January it was clear that most units required additional time to implement the required changes and to realize the impacts of those changes. While units are expected to operate within their budget envelope, many actually have structural deficits and are relying on prior year reserves (carry-forwards) to balance. As a result, the budget planning framework has been extended to five years to 2013-14. With the planning assumptions used, balancing the operating budget by 2013-14 would have been possible without the requirement to fund the pension fund unfunded liability.

As noted in the *2009-10 Budget Report*, a significant risk moving forward was the unfunded pension plan liability, which has been confirmed by recent actuarial projections for August 31, 2011, the date of the next required valuation. The annual payments required under existing legislation have been included in the future year budget projections, with recognition that either the deficits caused by these payments must be addressed or pension plan changes made to reduce the required payments.

Significant characteristics of the 2010-11 to 2013-14 budget framework include:

- Extraordinary increases in legislated unfunded pension liability special payments commencing in 2011-12;
- Limited enrolment growth as per Senate approved plans;
- Limited increases in Provincial funding, primarily tied to growth;
- Increasing Student Aid support by 10% Tuition Set Aside required under the extension of the tuition fee framework;
- \$2M in reinvestment funds per year for strategic priorities commencing in 2011-12;
- 1.5% budget allocation reduction to Faculties and Administrative units in 2011-12 & 2012-13;
- Compensation and benefit increases as per employee contracts & then 2.5% all-in once agreements expire;
- Capital project financing (Queen's Centre & School of Kinesiology and New Administrative Systems (QUASR));
- Temporary deferral of repayment of internal loans;
- Deficit budgets.

Risks in the budget projections include:

- Addressing the pension plan unfunded liability
- Managing the budget cuts
- Reliance on carryforward reserves by Units
- Compensation assumption of 2.5%
- Provincial grant funding uncertainties
- Provincial tuition fee policy
- Debt Financing and Liquidity management
- QUASR ongoing maintenance and support

The 2010-11 budget reflects a deficit of \$6.3M reduced to \$3.8M through the deferral of internal loans of \$2.6 M. The deferral of internal loans is only a temporary solution and will be reinstated in the 2012-13 budget. As shown in the following table, under the current planning assumptions, the budget is not balanced at the end of the five-year planning framework. As highlighted, the primary reason for the deficits in 2011-12 and beyond is the special payments required to fund the pension plan unfunded liability after the next valuation on August 31, 2011.

If we removed the Pension Special Payment from the projections we would have projected surplus' in 2012-13 and 2013-14, reflecting significant improvements since the first three-year planning framework was submitted to the Board in May 2009. The primary reason for the changed projections are changed compensation assumptions as outlined in more detail in this document.

Although it was noted in last year's budget plan that the unfunded pension liability was a risk, it was not included in the budget projections. The current budget projections include projected August 31, 2011 valuation results, which have a significant impact on the budget, creating deficits that cannot be sustained.

Therefore, although the 2010-11 budget is being submitted for approval within the context of a five-year planning framework, the Board is being asked to approve the 2010-11 budget only. It

is understood that something must be done to reduce the deficit caused by the pension special payments through a number of avenues, including: seeking solvency relief from the province; reducing the required special payment through plan amendments; greater sharing of the responsibility for the plan shortfall; expenditure reduction or increased revenues to eliminate the deficit.

Queen's University 2009-10 to 2013-14 Operating Budget (\$Millions)							
	Approved 2009-10 \$	2010-11 \$	Change \$	Change %	2011-12 \$	2012-13 \$	2013-14 \$
Revenue							
Government Grants	182.5	193.9	11.4	6.2%	194.3	195.0	195.8
Fees	142.3	170.0	27.7	19.5%	180.0	192.3	203.9
Investment Income	14.8	17.4	2.6	17.6%	17.7	17.8	17.8
All Other Revenue	9.2	10.1	0.9	9.8%	10.1	9.4	9.4
	348.8	391.4	42.6	12.2%	402.1	414.5	426.9
Expenditures							
Compensation (Salary and Benefits)	268.1	281.0	12.9	4.8%	289.6	298.5	307.7
Pension Special Payments	-	-	-	0.0%	25.5	38.3	38.3
Utilities	15.4	16.2	0.8	5.2%	16.7	17.1	17.4
Student Assistance	28.5	29.3	0.8	2.8%	29.7	30.2	30.8
Capital Projects Financing & Deferred Maintenance	3.6	12.0	8.4	233.3%	14.3	14.3	14.3
Other	45.1	59.3	14.2	31.5%	55.0	51.8	52.3
Total Expenses	360.7	397.8	37.1	10.3%	430.8	450.2	460.8
Budget Surplus (Deficit)	(11.9)	(6.4)			(28.7)	(35.7)	(33.9)
Deferral of Internal Loans	3.6	2.6			2.6	-	-
Final in Year Surplus (Deficit)	(8.3)	(3.8)			(26.1)	(35.7)	(33.9)
Prior Year Surplus (Deficit)		(4.6) *			(8.4)	(34.5)	(70.2)
Accumulated Surplus (Deficit)		(8.4)			(34.5)	(70.2)	(104.1)

*Accumulated Surplus (Deficit) reflects the 2009-10 projection

University Administration is not proposing that the accumulated deficit grow to the levels shown. As noted above, action is required to reduce the unfunded pension liability and the required special payments. The 2011-12, 2012-13 and 2013-14 budgets will be adjusted during the next fiscal year to reflect changes in planning assumptions and will be approved in future years.

Some other opportunities that may reduce the projected deficits include: continued suspension of the deferred maintenance allocation; market gains in the Pooled Investment Fund, increasing investment income; full undergraduate accessibility funding; and, lower than projected compensation increases. All opportunities will be monitored as part of the on-going budget planning process.

Queen's is facing clear budget challenges and the impacts are being felt University wide. The Principal has commenced an academic planning exercise with the release of *Where Next? Toward an Academic Plan*. The academic plan will be brought to the Senate and Board for approval in the Fall. Future budget plans will align with the academic plan.

Despite the current fiscal challenges, Queen's still stands for excellence. This excellence extends to attracting excellent and highly qualified students, faculty and staff, while remaining one of the highest ranking Universities in terms of research intensity in Canada despite our size. Our faculty consistently receive both prestigious national teaching and research awards. We will

face this challenge together and build a stronger and more sustainable University as a result of these challenges.

2. Budget Context

2.1 Budget Planning Framework

In May 2009 a 3-year budget spanning from 2009-10 to 2011-12 was presented to the Board of Trustees. For the first time in recent history at Queen's, the budget presented showed deficits in all three years. The Board of Trustees approved the 2009-10 budget but said that the projected budgets for 2010-11 and 2011-12 needed to be revisited to look at finding ways to reduce the projected deficits and to balance the budget by 2011-12. Trustees also indicated that management should look at ways of reducing the projected 2009-10 deficit during the 2009-10 fiscal year.

Compensation was identified as an area that needed to be addressed because it is the largest expense in the operating budget and the inflationary pressure of existing wage increases was driving a large portion of the projected deficits.

Over summer 2009 the University and employee groups met to look at ways to reduce the "wage bill". In October 2009, QUSA reached a one-year agreement with the University that resulted in an average wage increase for employees represented by QUSA of 3% for the period from July 1st 2009 to June 30th 2010. This resulted in direct savings in 2009-10 and reduced the budget deficit by \$2M. In addition, the University's Senior Administration agreed to a wage freeze for the 2009-10 fiscal year, resulting in additional savings and a reduced deficit. Principal Woolf also approached QUFA with a number of proposals that would have produced savings. However, all proposals were rejected and therefore, no compensation savings have been realized for this group.

Principal Woolf began meeting with the Vice-Principals and Deans in late summer and early fall to review the budget projections and the underlying assumptions. The Principal made a report to the community on Queen's financial challenges in November.

In discussions with the Vice-Principals and Deans, it was concluded that the budget gaps were still so significant that the University would continue to use a three-year budget planning timeframe. The three-year window would give all departments the time to make changes to their operations to reduce expenditures and/or generate alternative sources of revenue. It was made clear that units had to look at doing business differently as opposed to making annual cuts and using cash reserves to fund the shortfalls as has been the practice in some units.

The decision was also made to change the budget model that included the central funding of all benefits and salary increases. Starting in fiscal 2010-11, all Departments and Units are responsible for paying for their employees' benefits expenses and funding any salary and benefit increases. The 15% budget cut starting in 2009-10 to all academic and administrative units across the University over a three-year period was then eliminated for the remaining two years as a result of this change. This change is allowing all departments and units to directly assess the impact of wage and benefit settlements.

Faculty budget plans were presented in the latter half of January and Principal and Vice-Principal portfolio plans in mid-February. Faculties and Vice-Principal portfolios were asked to assume all-in salary increases of 2.5% for all employee groups when the current contracts expired. The percentage was based on what wage increases would need to be to balance the budget as per the Board of Trustees instructions. They were also asked to assume a reallocation charge of 1.5% in each of fiscal years 2011-12 and 2012-13.

The budget planning framework was further amended as a result of the Provincial budget as outlined in section 2.2 below. There are a few items in the Provincial budget that still require clarification, and some projections have not been amended in these areas.

A significant component of the budget planning framework that does not impact 2010-11, but impacts future years and thus the multi-year budget planning framework, is the unfunded pension plan liability. This was not taken into account in initial budget projections, as options for reducing this significant liability were being explored and the university sector was advocating for solvency relief from the province. However, as there are no immediate options, and new government requirements for solvency remain unclear, the budget projections now include the required increased pension fund contributions (see section 2.7). The introduction of this extraordinary additional expense has increased budget deficit projections to levels that are difficult to contemplate.

As discussions continue on how to balance the budget, the multi-year budget plan has been produced that includes the above noted planning assumptions. The Vice-Principal (Academic) and Provost will be starting the 2011-12 multi-year budget planning process this summer. Options for dealing with the unfunded pension plan liability will be a significant part of those discussions.

2.2 Provincial Budget Impact

In the March 2010 Provincial budget the government reaffirmed its commitment to Post Secondary Education (PSE). It indicated that PSE remains a top government priority and its goal is to raise Ontario's post secondary attainment rate to 70%. This goal is to be met through a variety of initiatives. The government will add 20,000 new spaces to colleges and universities in 2010-11 through an investment of \$310M. This represents 11,000 new university spaces broken into 3,000 new first year undergraduates and the flow-through of 9,000 current students into upper years.

This budget impacts Queen's growth plans. Queen's had assumed that any undergraduate growth would be funded at a discounted rate of 20%. With the commitment to fully fund undergraduate growth in 2010-11, the discount rate has been removed for 2010-11. This commitment was also shown when \$155M in one time only year end funds were announced to fund all growth in the colleges and universities for the 2009-10 fiscal year. To maintain prudent fiscal planning, the 20% discount on undergraduate growth funding is reinstated in the budget in 2011-12.

The government has also announced that the tuition fee framework has been extended for two additional years 2010-11 & 2011-12, and the 5% cap is being maintained. The 5% cap requires universities to maintain their growth in institutional tuition revenue to a 5% overall increase year over year. The only major change is that 10% of revenues related to fee increases must be

set aside for Student Financial Aid. The Student Access Guarantee (SAG) remains a part of the tuition framework.

The government also noted its intention to increase international enrolments by 50%, create an Open University, and allow for a greater ease of transfer credits between colleges and universities. There is no information to date on how the Ministry will achieve these priorities, but if there is funding available Queen's will need to align itself with these priorities if they also align with the academic plan.

The Council of Ontario Universities (COU) had been actively lobbying both the Ministry of Training Colleges and Universities (MTCU) and the Ministry of Finance for some time to give Universities relief from the Pension solvency deficiency funding requirements. Under Provincial legislation, pension solvency deficiencies must be funded over 5 years. Universities were asking for complete relief from these requirements given that the probability of institutional insolvency necessitating the wind-up of a pension plan is very small. Moreover, were there to be a plan to wind-up because of institutional closure, universities have considerable land, capital assets and endowments that could be used to defray unfunded pension obligations. The Provincial budget noted that the government will consider additional temporary relief measures for solvency requirements if certain conditions are met, including:

- Converting to joint sponsorship for future service;
- More equitable sharing of costs of benefits between plan members and sponsors;
- Linking some future benefits, such as inflation protection, to plan performance; and
- Enhancing cost certainty and affordability through benefit adjustments that make plans more sustainable.

These conditions are not the same as those being advocated by COU, so it will take some time to derive clarity around these conditions and government expectations. At this time solvency relief is not anticipated.

The Provincial Budget also introduced wage restraint legislation which freezes compensation for two years in the broader public sector for non-bargained employees. Going forward the Province's fiscal plan includes no funding for incremental compensation increases for any future collective agreements for a period of two years. COU is working with MTCU and all universities to better understand the implications of the legislation and Ministry policy. In the interim Queen's has not changed compensation assumptions outlined in the budget planning framework above.

2.3 Enrolment Planning

The majority of the operating budget is enrolment driven and made up of tuition fees and Provincial grants. Therefore enrolment planning has a significant impact on Queen's financial projections.

Appendix A is the Senate approved Senate Committee on Academic Development Enrolment Plan 2010-11 to 2011-12 ("SCAD Enrolment Plan"). The SCAD Enrolment Plan is reviewed annually in consultation with Deans.

The Vice-Principal (Academic) and Provost will chair a recently constituted Enrolment Planning Committee which will review enrolment planning options for Queen's with a longer term outlook.

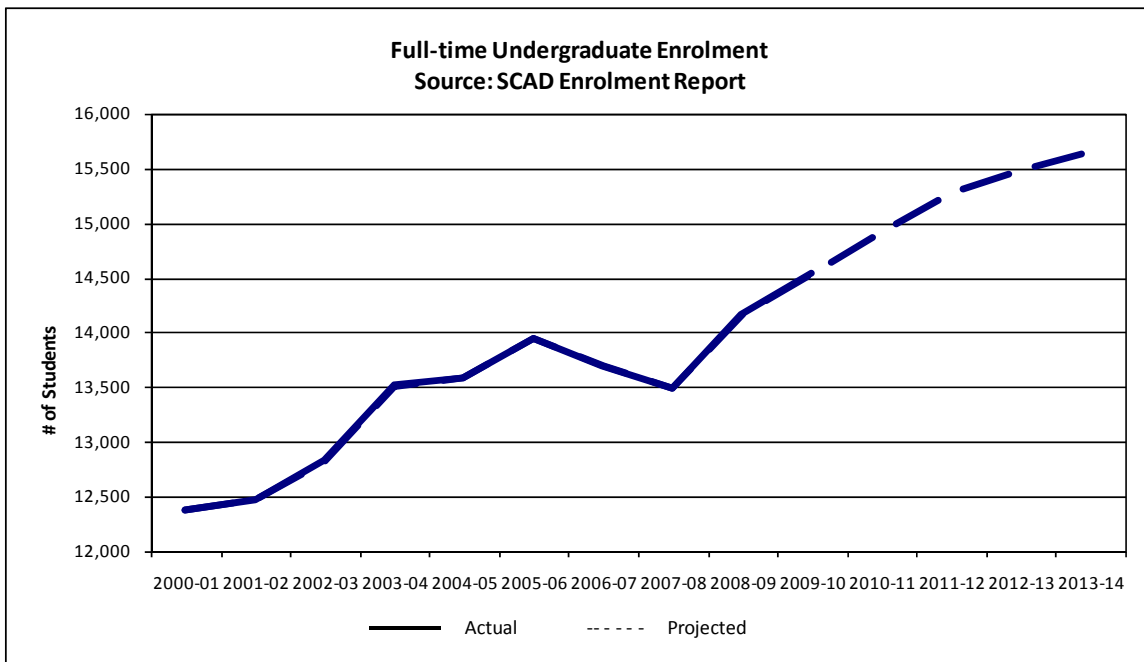
In the interim, the 2010-11 to 2013-14 operating budget projections incorporate the projected enrolments in the SCAD Enrolment Plan, as approved by Senate.

Undergraduate Enrolment:

As shown in the graph below, full-time undergraduate enrolment at Queen's had been increasing steadily until 2005-06, when a decision was made to decrease undergraduate enrolment as graduate enrolment grew. In 2008-09 the decision was made to increase intake in the Faculty of Arts and Science and maintain that new level in 2009-10. During the budget planning process for 2010-11 it was recognized that growth was required in Arts & Science to improve its budget situation. As a result, growth of 150 additional students in 2010-11 is planned for. In addition, Applied Science had a significant increase in first-year enrolment in 2008-09, and while that level of intake wasn't maintained in 2009-10, the planned intake was higher than in previous years. The Queen's school of Business has also increased its planned intake for 2010-11 by an additional 55 students. This will increase in future years with the completion of the expansion of Goodes Hall. Enrolments include 180 students at the Bader International Study Centre.

The new building for the School of Medicine will allow for an increase in the intake of medical students. However no additional medical spots have been allocated by the Province to the School of Medicine to date.

As noted in the SCAD Enrolment Plan (Appendix A) the current plan reflects modest growth. The plan lays out a number of factors to consider for longer term enrolment planning, which will be considered by the Enrolment Planning Committee.

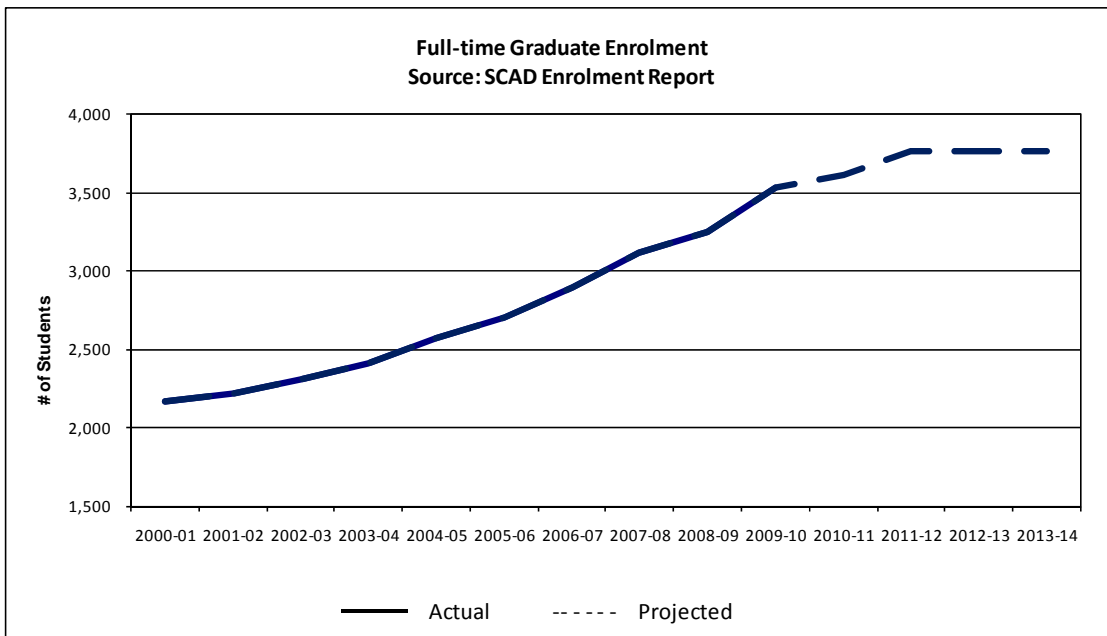


As part of the Provincial Government's *Reaching Higher* plan for post-secondary education, all previously unfunded undergraduate enrolment growth was funded. For 2007-08 and 2008-09 the base funding under *Reaching Higher* was not sufficient to fully fund the growth across the system, thus initial growth funding (termed Undergraduate Accessibility funding) was discounted and then year-end one-time-only funding was provided to make up the short-fall. In 2009-10 the funding shortfall across the system for Undergraduate growth was \$101M. Universities were advised at the end of March 2010 by MTCU that again, one time funding would be provided to address the funding shortfall. Queen's portion was just under \$2M. In the Provincial Budget the Government expressed its commitment to fully funding growth. In planning for growth for 2010-11 to 2013-14 Queen's has assumed that provincial funding will not be discounted in 2010-11 but that the discount rate will be 20% in 2011-12 and beyond, as had been forecast in the past. This represents a risk in our budget planning assumptions as system growth may again be larger than the budget envelope MTCU has set aside for future years.

As portrayed in the graph above, full-time undergraduate enrolment will be 15,654 in 2013-14, per current plans, an increase of 1,114 (7.7%) over 2009-10.

Graduate enrolment:

As part of *Reaching Higher*, there was significant funding tied to graduate enrolment growth primarily to meet the needs of the growth in undergraduate enrolment during the double cohort, but also to promote the Province's Innovation agenda. Under this program universities were assigned graduate growth targets to 2009-10. Under the direction of the Associate Vice-Principal and Dean of the School of Graduate Studies, a number of initiatives have been introduced to support and increase graduate enrolment. Queen's was on target to reaching its 2009-10 graduate growth allocation and did not bid for additional spaces when they became available. However, the government extended the timeline for reaching graduate growth targets to 2013-14. With this change, Queen's has been working and will continue to work with MTCU to increase its target by more than the minimal additional spaces that were allocated.



Most of the funding received to date for graduate enrolment growth under Reaching Higher has been used to support graduate students. To the end of fiscal 2009-10 Queen's had received a cumulative \$12.4M in graduate growth funding from the Province. Of this \$1.9M was reinvested in the Faculties, primarily for faculty positions. \$2M was invested in student assistance for Queen's Graduate Awards, and \$5.7M is transferred annually to Faculties and Schools primarily to fund teaching assistantships for graduate students. The balance has been used to fund other inflationary costs in the operating budget.

Total enrolment:

Although total full-time enrolment at Queen's has increased from 14,500 in 2000-01 to the current level of 18,100 and is projected to increase by a further 1,346 by 2013-14, this growth is small compared to increases at other Ontario Universities. Ontario wide undergraduate eligible enrolment from 2000-01 to 2009-10 increased by approximately 45% compared to total undergraduate growth at Queen's of approximately 8.3%. As noted in the SCAD enrolment plan, there are a number of reasons why Queen's limited its enrolment growth, including the residential requirements, available teaching space, pressures on faculty complement and the need to provide adequate student assistance. Our research, reputational and student rankings all prove that we continue to be a top Canadian university. Nevertheless, as a result of Queen's growth relative to our peers, our share of provincial funding is declining. Most of the system-wide grants for things such as quality or capital and deferred maintenance funding are tied to system share, and our share has declined from close to 7% to 5.6%.

2.4 Government Grants**Provincial:**

In the past the basic provincial operating grant funded enrolments within a "corridor". The corridors have been suspended for a number of years and funding has primarily been based on incremental growth and targeted grants. During this time the basic operating grant has not been adjusted for inflation. Instead, most provincial grant increases have been targeted for specific purposes, primarily enrolment growth in specific areas. In 2007-08 and 2008-09 a number of these targeted grants were rolled into the basic operating grant, including some Quality funding which had the impact of increasing the Basic Operating Grant per student. In 2009-10 the Unfunded BIU funding was also rolled into the basic operating grant. This is reflected in the table below.

The majority of provincial funding increases included in Queen's budget are for growth. While full funding for Queen's approved graduate growth target is secure, undergraduate growth funding is much less so. The government has met its commitment of fully funding 2009-10 Undergraduate growth with one time funds. An additional \$3.5M in undergraduate accessibility funding is included in the 2010-11 budget projections, increasing to \$5.7M by 2013-14. In addition, the anticipated Quality Funding for 2009-10 under the original Reaching Higher program was fully funded as budgeted. We have assumed undergraduate accessibility growth funding will continue in 2010-11 but will be discounted by 20% in 2011-12 and future years. These assumptions represent a risk in the budget projections given the magnitude of the provincial deficit. However in the most recent Provincial budget the government indicated that it was committed to fully funding growth because it is one of their major initiatives.

Provincial Government Grant Revenue
(000,000's)

	Budget 2009-10	Actuals 2009-10	Budget 2010-11	Y/Y Budget Change
Operating Grants				
Basic Operating Grant (BOG)	\$ 146.9	\$ 147.2	\$ 147.2	\$ 0.3
Performance Fund Grant	\$ 1.8	\$ 2.0	\$ 2.0	\$ 0.2
U/G Accessibility Funding	\$ 3.0	\$ 4.5	\$ 6.6	\$ 3.6
Graduate Accessibility Funding	\$ 2.9	\$ 5.4	\$ 6.0	\$ 3.1
Unfunded BIU's	\$ 0.3	\$ -	\$ -	\$ (0.3)
Quality Improvement Fund	\$ 7.3	\$ 7.3	\$ 7.3	\$ -
Research Infrastructure	\$ 2.2	\$ 2.1	\$ 2.1	\$ (0.1)
Ontario Operating Grants	\$ 164.4	\$ 168.5	\$ 171.3	\$ 6.8
Earmarked Grants				
Tax Grant	\$ 1.3	\$ 1.4	\$ 1.4	\$ 0.1
Special Accessibility	\$ 0.5	\$ 0.4	\$ 0.4	\$ (0.1)
Regional Assessment Resource Centre	\$ 0.8	\$ 0.9	\$ 0.8	\$ -
Targetted programs	\$ 4.1	\$ 5.8	\$ 7.6	\$ 3.5
Renovation Fund	\$ -	\$ 1.6	\$ 1.0	\$ 1.0
Research Performance Provincial	\$ 0.5	\$ 0.5	\$ 0.5	\$ -
Clinical Education Funding	\$ 0.6	\$ 0.6	\$ 0.6	\$ 0.0
Total Earmarked Grants	\$ 7.8	\$ 11.2	\$ 12.3	\$ 4.5
Total Provincial Grants	\$ 172.2	\$ 179.7	\$ 183.5	\$ 11.3

Over the past few years the Province has provided significant one-time year-end funds. Two years ago Queen's received \$12M that could be used for general operations. In 2008-09 Queen's received approximately the same amount but it was targeted to campus renewal, or capital projects. The government warned the sector not to expect year-end funding in 2009-10. However, the government did find additional one time only funds of \$105M to fully fund the Undergraduate growth and to provide sustainability funding to those institutions that did not receive any funding for Undergraduate growth. Queen's had only budgeted to receive 80% of Undergraduate Growth grant so we received \$1.5M more than budgeted.

In 2009-10 we met and exceeded our Graduate growth target for Masters spaces. This was due to the inclusion of some previously ineligible unfunded MBA programs in our eligible graduate FTEs.

2009-10 was the final year of the five-year *Reaching Higher* plan which allocated \$6.2B to post-secondary education. There has been a lot of discussion about planning for Reaching Higher II and some details of the governments plan for the funding of Post Secondary Education were

revealed in the most recent Provincial budget. However, the details around this funding and the continuation of it are still unfolding. Queen's Park has committed to fully funding growth in Colleges and Universities and this has informed our budget assumptions moving forward.

Federal:

The only Federal grant Queen's receives in the operating budget is for the Federal Indirect Costs of Research (FICR), a significant grant that supports University operations. Queen's has been extremely successful in securing research grants, but this comes at a cost. It is widely accepted that the indirect costs of research are approximately 40% of the direct costs. The FICR grant currently represents approximately 20% of direct research costs.

In 2009-10 Queen's received \$10.7M of FICR funding, of which \$1.8M is distributed to external entities/partners for whom the funding is received. This leaves \$8.9M in support of the University's indirect costs, of which \$2M is distributed to Faculties and academic departments and the remainder is used to support administrative functions such as Library operations, Research Services, Facilities, Information Technology, etc. It was recently announced in the Federal Budget that additional funding of \$8M would go to support this program. Queen's share is approximately 3% or \$240K.

As part of the 2009 Federal Budget, a \$2B Knowledge Infrastructure Program for post-secondary education was announced. The program provides 50% of capital project funding. Queen's was awarded \$57.6M under this program to fund half the cost of the new School of Medicine Building. This funding is not reflected in the operating budget because it is applied directly to capital expenses.

2.5 Tuition Fees

In March 2006 the Province announced a multi-year tuition policy framework that ended in fiscal 2009-10. Universities were permitted to increase tuition for first-year students by up to 4.5% in most programs and up to 8% in the first year of professional and graduate programs. In-program and subsequent upper year increases have been limited to 4% annually. Overall, aggregate tuition fee increases across the institution must not exceed 5%. Fee increases are tied to both the Student Access Guarantee and improvement in quality, for which institutions are accountable.

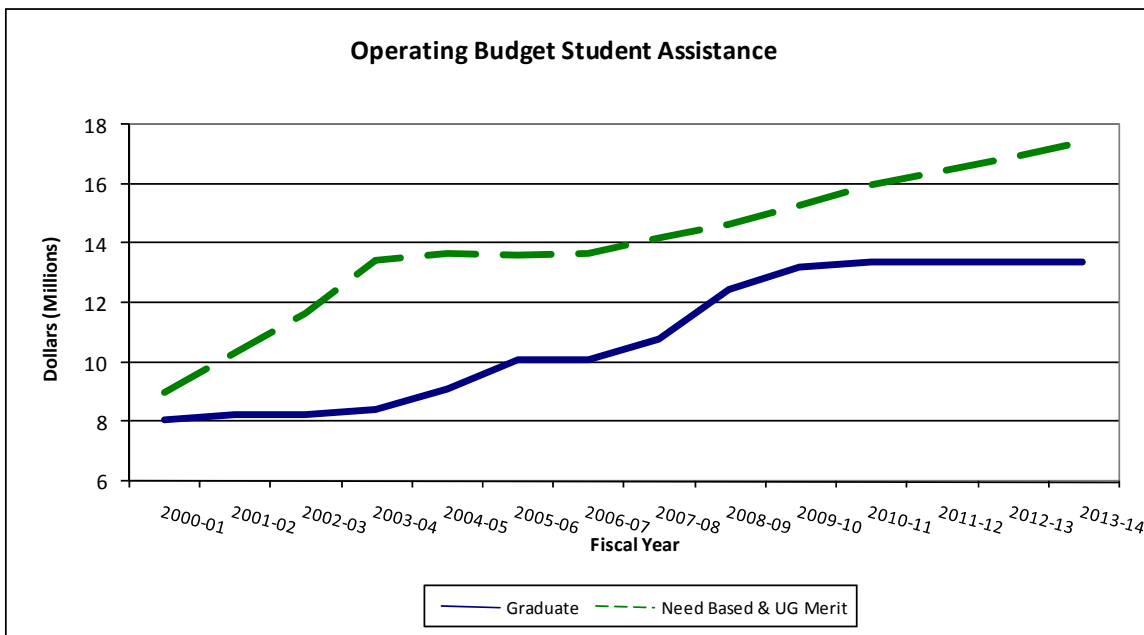
The Province has extended the current tuition fee framework for two years. The 5% cap is still in place. Clarity around what this means is currently being sought. There is a new additional clause that 10% of fee increase revenues must be set aside for Student Aid. This has now been built into the budget assumptions moving forward.

Queen's has set tuition fees to the maximum allowable for most undergraduate and professional programs. Tuition increases for research based Graduate programs has been limited to 4% increases in 2010-11 and 0% onward. This decision was made to ensure that our tuition fees and related student support packages for graduate students remain competitive. Tuition fees for international students are not regulated. 2010-11 Tuition fees that are being submitted to the Board for Approval on April 30, 2010 are included as Appendix B.

2.6 Student Assistance

As part of the tuition policy framework under Reaching Higher, all universities must commit to the Student Access Guarantee (SAG), which works to ensure that all Ontario students in need will have access to resources to cover tuition, books and mandatory fees. The recent Provincial Budget reaffirmed this commitment and also introduced some changes to process. Queen's is currently assessing the impact of these changes.

Queen's has made a concerted effort to increase its contribution to student assistance. The student assistance operating budget allocation has increased from \$17M in 2000-01 to \$29.3M in 2010-11. The growth in both undergraduate and graduate student assistance is shown below. As mentioned above, under the new Tuition Fee Framework starting in 2010-11 we will be required to set aside 10% of new tuition fee revenues for student assistance.



Income from the University's endowments further enhances the support to Queen's students by providing an additional \$12.1M annually in student assistance.

2.7 Compensation (Salaries and Benefits)

The budget model has been changed for the 2010-11 fiscal year forward. Faculties and Units are now responsible for covering all benefits and in-year salary increases. For budget planning purposes all units were asked to assume all-in salary increases of 2.5% in the year that collective agreements expire and are renegotiated.

The contract expiry dates for agreements covering employment related matters are as follows:

Bargaining Unit/Association	Contract effective until
QUFA	April 30, 2011
QUSA	June 30, 2010
CUPE 229	June 30, 2010

Bargaining Unit/Association	Contract effective until
CUPE 1302	June 30, 2010
CUPE 254	June 30, 2010

The only Bargaining unit that does not have a contract expiring in fiscal 2010-11 is QUFA. For 2010-11 units were told to assume an average increase of 5.7%, as per the current Collective Agreement, for all QUFA members.

As noted earlier, the Provincial budget includes some wage restraint requirements. While all the details of this are not clear, the preliminary view is that it makes the budget assumption of a 2.5% increase in compensation more realistic, rather than less.

There have been a number of recent unionization votes on campus for Teaching Assistants and Teaching Fellows, Support Staff and Academic Assistants. Should these votes ultimately lead to collective bargaining, it appears that the first contracts for these bargaining groups will be subject to the wage restraint requirements.

Benefit cost increases average approximately 5% annually and all units were also asked to use this as a planning assumption in their budget submissions. Some benefits continue to be funded centrally under the new model. These include; maternity leave, Tuition and Child Care support, post retirement benefits, LTD benefits etc.

Pension:

In May 2009 the University took the opportunity of retroactively filing a pension valuation as of August 31, 2008 which was prior to the market meltdown. The unfunded liability at August 31, 2008 is \$44.6M. In addition, there was a solvency shortfall of \$24.9M. This resulted in an increase in the special payment and an increase in the minimum guarantee contribution for a \$2M annual increase in University contributions. These special payments for the unfunded pension liability currently total \$5.6M annually.

The next required valuation is August 31, 2011, however, given the market meltdown since August 31, 2008 Queen's asked Mercer, Queen's pension plan actuary, to perform a preliminary valuation as of August 31, 2009 and also to project to August 31, 2011. The going-concern and solvency shortfalls were calculated on a smoothed basis which defers the impact of the plan investment losses. By August 31, 2011, the smoothing has very little impact and thus the full extent of the unfunded liability will have to be addressed.

The table below shows the projected unfunded liability.

Projected Unfunded Pension Liability August 31, 2011	Smoothed Basis \$Millions		
	Actual 31-Aug-08	Preliminary 31-Aug-09	Projected 31-Aug-11
Going-Concern (legislated to be funded over 15 years)	44.6	63.9	186
Solvency (legislated to be funded over 5 years)	24.9	90.4	240

The significant increase in the unfunded liability is the result of a decline in the value of the pension plan assets, as more current employees are projected to retire under the minimum guarantee. In addition, Queen's pension plan protects existing pensioners from asset declines. (i.e. their pensions will never be reduced.)

The going-concern unfunded liability must be funded over 15 years. The solvency deficiency (the deficiency if the plan were to wind-up) must be funded over 5 years. As noted previously, COU has been working with both MTCU and the Ministry of Finance to get solvency relief for universities given that they are publicly funded institutions and will not face the prospect of wind-up. The concessions required in the Provincial budget require further review and discussion with all parties. The table below shows the budget impact if the unfunded liability is addressed under three scenarios:

- I. As legislated with the solvency deficit funded over 5 years;
- II. Some solvency relief with extension to fund the solvency deficit over 10 years (possible if less than 1/3 of members object);
- III. Full solvency relief (the best case scenario and what COU has been working with the Ministry to obtain)

Based on continued discussions with COU, solvency relief from the Province is not likely at this time. Therefore, the full anticipated funding requirements per current legislation is included in the budget projections- the shaded numbers in the table below. This represents an extraordinary cost to the institution of \$50M annually (\$38M to the operating budget).

Even in the best case scenario, full solvency funding relief, the annual cost to the operating budget of our going-concern unfunded liability is almost \$13M. This represents in excess of a 10% budget cut for all units in addition to current plans to move towards balanced budgets. Other options of dealing with the unfunded liability and solvency deficit would require plan changes.

		Additional Employer Contributions \$000's					
		2011-12*		2012-13		2013-14	
	% of 2009-10 Payroll	All Queen's**	Operating Budget	All Queen's**	Operating Budget	All Queen's**	Operating Budget
Solvency Shortfall over 5 Years	29.67%	33,815	25,475	50,792	38,263	50,861	38,316
Solvency Shortfall over 10 years	24.07%	24,015	18,092	36,092	27,189	36,161	27,242
Full Solvency Relief	16.84%	11,349	8,550	17,092	12,876	17,161	12,928

* 8 months from Sep. 1, 2011
 ** includes ancillary, research and trust operations

Under current Provincial legislation there is the possibility of delaying the start of new going-concern and solvency deficit payments for one year. The implications of this will be reviewed in more detail over the next year.

In the coming months MTCU will be seeking detailed information from each university on the status of their pension plans. We have 16 months before we have to file the next valuation, and we will have the opportunity to see how the Province deals with our sister institutions that are required to file valuations in the interim.

The table below shows the current and projected break down of Queen's required contribution rates with and without solvency relief. Employee contributions are and will continue to be 5.03% of payroll.

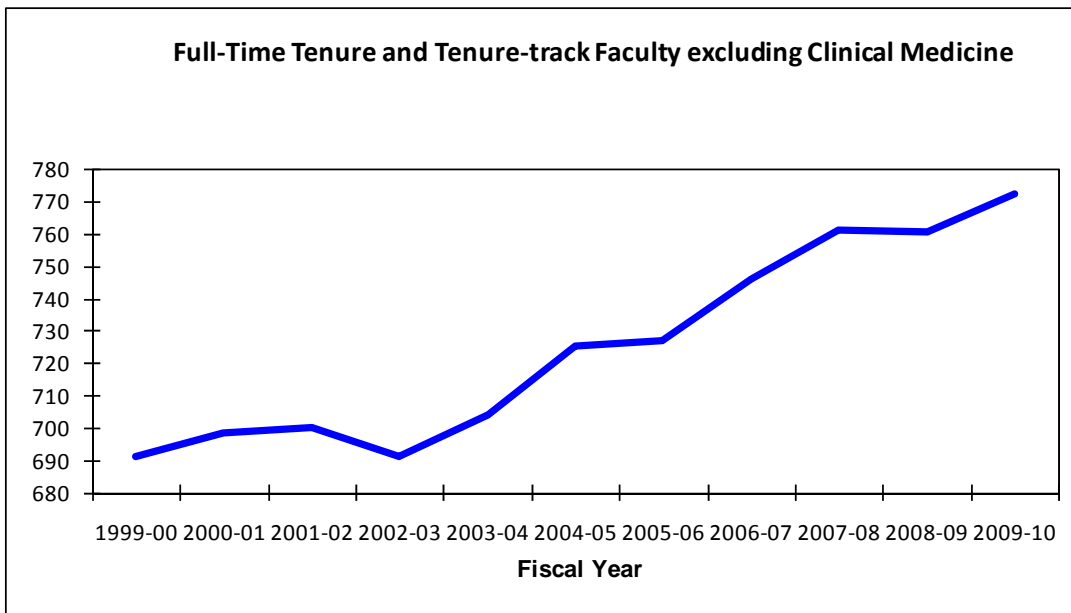
Comparison of Break Down of Employer Contribution Rates

	31-Aug-08 Actual	31-Aug-11 Preliminary	31-Aug-11 Preliminary	31-Aug-11 Preliminary
Unfunded Liability (\$ Millions)	\$44.6	\$186.0	\$186.0	\$186.0
Solvency Shortfall (\$ Millions)	\$24.9	\$240.0	\$240.0	\$240.0
Solvency Funding Relief	No	No	Yes- 10 yrs	Yes- Full
Contributions	% of Payroll	% of Payroll	% of Payroll	% of Payroll
Money purchase contributions	6.32%	6.33%	6.33%	6.33%
Non-reduction reserve contributions	0.21%	0.23%	0.23%	0.23%
Minimum Guarantee current service cost	1.76%	2.70%	2.70%	2.70%
Amortization of unfunded liability	1.97%	7.58%	7.58%	7.58%
Amortization of solvency deficiency	0.25%	12.83%	7.23%	0.00%
Total Employer Contributions	10.51%	29.67%	24.07%	16.84%

Determining how best to move forward with the pension plan will be of paramount importance in the year ahead. A pension plan update is already a standing agenda item for the Board's Finance Committee and will continue to get attention as solutions are sought.

Faculty complement:

The graph below shows Queen's significant investment in full-time faculty positions (excluding Continuing Adjuncts) in the last five years. This investment was a strategic priority for Queen's and as such, two internal bridging programs were established to add new faculty prior to the retirement of existing faculty. The Canada Research Chairs program has also helped increase the faculty complement. Queen's currently has 53 Canada Research Chairs.



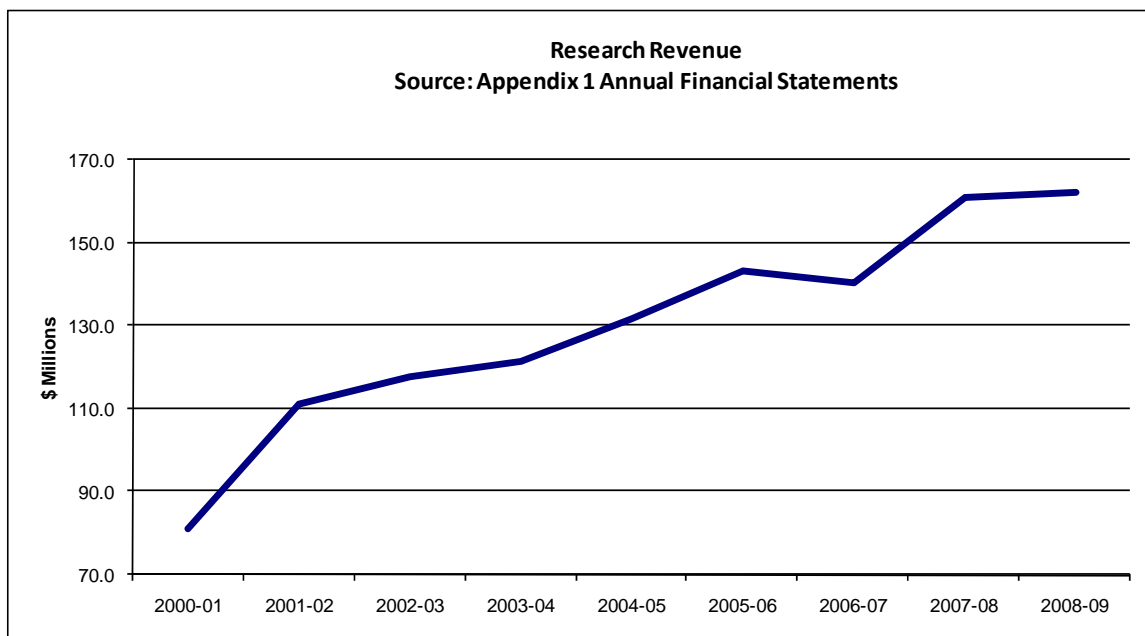
Source: Institutional Research and Planning

The elimination of mandatory retirement has had a significant impact on Faculty budgets and on the ability to plan, particularly in times of resource constraints. Mandatory retirement was eliminated in 2006, and already there are 60 members over the age of 65 who are still employed. This number has doubled from last year, and the majority are full-time. When faculty members in one of the bridging programs (funded with cash for three to five years) are slated to move into one of these 60 positions, the Department is now responsible for funding two positions, with the base budget funding for only one position. This trend will continue to be monitored. Many Faculties are planning on meeting the current financial pressures through the elimination of faculty positions as they become vacant. However, as mentioned this is very hard to predict and therefore factors some risk into the budget projections.

To assist Faculties with the reduction of positions that is required to balance their budgets the University and QUFA recently agreed to an early retirement incentive plan. Under this plan Tenured Faculty or Continuing Librarians, Archivists or Adjuncts who are at least 55 years old and have at least 10 years of service at Queen's, and who have not already announced their intention to retire are eligible to apply for the incentive. There are deadlines and thresholds on the numbers eligible per department to allow for sound academic planning.

2.8 Research

Queen's has been extremely successful in securing research grants and contracts, as well as more than our share of very prestigious research awards for our faculty members. In a national ranking prepared by Research Infosource Inc., Queen's ranks 6th in research intensity (sponsored research per faculty member) and 12th for total research income in 2008. The graph below shows the increase in research revenue at Queen's over the last number of years.



Queen's research productivity is a great asset in faculty recruitment, in attracting graduate students with awards, and, ultimately in securing even higher levels of funding. This success does come at a cost, not only in the indirect costs required to support the research, including financial management, contract administration, health and safety and IT and other physical

infrastructure requirements, but also in human capital. The balance between research and teaching is a challenge all research intensive universities deal with, and Queen's continues to be ranked highly in both areas.

2.9 Global Financial Market Conditions

Investment Income:

The decline in the financial markets had a substantial impact on University investments and thus their support of operations. While the markets have recently improved, the drop was extensive and it will take time for the market values to recover.

The University has two investment portfolios, the Pooled Endowment Fund and the Pooled Investment Fund.

The Pooled Endowment Fund ("PEF") is an investment pool of funds that have been designated to University Endowment accounts. Donations received by the University are invested in the PEF and each year amounts are withdrawn according to the spending policy. These annual withdrawals fund scholarships, academic chairs, book funds, lectureships, as well as a diverse range of university programs. The PEF income payout is approved annually by the Investment Committee of the Board of Trustees and is based on the Yale formula, which is meant to preserve capital for inflationary increases. In the past it has distributed income of approximately 4.5% annually. However, in December 2009 the Board of Trustees amended the formula reducing the spending rate from 4.5% to 4% effective 2010-11. This change was made to maintain the real value of the Pooled Endowment Fund as well as to preserve capital for future generations.

Based on this adjustment to the formula, the Investment Committee approved the payout for 2010-11 which is reduced by 7.8% over 2009-10, resulting in a loss of investment income. As the Yale formula is weighted 70% on the previous years' payout adjusted for inflation, and 30% on average calendar year market values, the impact of the market downturn will be gradual over a number of years. The University continues to review and monitor the PEF as a number of endowments are now "underwater" which means their market value is below the amount of the original donation.

The Pooled Investment Fund ("PIF") comprises the investment of monies in reserve and other unspent balances, primarily Faculty carry-forward funds. Amounts withdrawn from the PIF each year are based on spending targets proposed by the University and reviewed by the Investment Committee of the Board of Trustees, currently at 7.5%.

The year-over-year increase in the value of these funds from April 30, 2009 to the projected value at April 30, 2010 is shown below:

Investment Portfolios (000's)

	Market Value April 30, 2008	Market Value April 30, 2009	Projected Market Value April 30, 2010	Change
Pooled Investment Fund (PIF)	175,461	126,665	147,951	21,286
Pooled Endowment Fund (PEF) *	624,754	472,963	565,920	92,957
Total	800,215	599,628	713,871	114,243

*Market value is reduced by year end payout

With the increase in the market value of the PIF, the income, which is based on an average of the balance throughout the year, will increase from \$9M in 2009-10 to \$9.8M in 2010-11. Returns in 2007-08 and 2008-09 were \$12.8M and \$10.2M respectively.

The table below shows the income from the PEF for 2009-10 and projections for 2010-11 to 2013-14 based on the assumption that the current Yale formula will continue to be used. A portion of the PEF are University Endowed funds used to support the operating budget. The amount of approximately \$4M annually is reflected in investment income in the operating budget. The remainder of the endowment expenditures are reflected in the Endowment Fund and support operations as noted in the table below.

Projected Restricted & Unrestricted Endowment Income

(\$Millions)	2009-10	2010-11	2011-12	2012-13	2013-14
General Operating Income	4.5	4.1	4.0	3.8	3.8
Total Unrestricted Endowment Income	4.5	4.1	4.0	3.8	3.8
Student Assistance	12.2	11.2	10.7	10.4	10.3
Research	1.1	1.0	0.9	0.9	0.9
Chairs, Departmental and other funds	11.3	10.4	10	9.7	9.6
Total Restricted Endowment Income	24.6	22.6	21.6	21.0	20.8
Total Restricted & Unrestricted Endowment Income	29.1	26.7	25.6	24.8	24.6

Donations:

Fundraising revenue has had a limited impact on the general operating budget in recent years as unrestricted donations have declined. However, in 2009-10 annual giving primarily to Faculties or Departments increased 50.7%. This revenue is not recorded in the operating budget but is often used to support or enhance operations. Fundraising for the Queen's Centre will also impact the operating budget as funds must be borrowed short-term until donations are received.

2.10 Campus Infrastructure and Support**Deferred Maintenance:**

One-time provincial Campus Renewal funding totaling \$20.7M that was received in 2007-08 and 2008-09 has helped Queen's estimated deferred maintenance backlog of \$145M. A new study has been undertaken to look at deferred maintenance on campus and the results of that study are expected to be available in the fall.

It was anticipated that the Federal Knowledge Infrastructure Program (KIP) would provide a significant injection of funding that could address deferred maintenance needs, and the

Province indicated that there would be no Facilities Renewal Program (FRP) grant in 2009-10. However, the KIP was all allocated to specific capital projects, and as a result, the Province continued the FRP grant in 2009-10, of which Queen's share was \$1.6M.

The March 2010 Provincial budget included a 35% reduction in Facilities Renewal funding to Universities and Colleges. It is anticipated that Queen's share of the funding will fall to \$1M in 2010-11.

Queen's has also been allocating operating budget funds for required maintenance. The annual operating budget allocation is \$4.2M of which \$1.5M is being used annually to fund two capital projects, University Avenue and Richardson Hall. In anticipation of the increase in deferred maintenance funding in 2009-10 through the Knowledge Infrastructure Program, and to reduce the projected deficit, the \$4.2M operating budget contribution to deferred maintenance was suspended for 2009-10. In 2010-11 \$2.0M million is reinstated as an allocation for deferred maintenance and this is increased back to \$4.2M in 2011-12 and moving forward.

Queen's University Administrative Systems Replacement (QUASR):

On December 5, 2008, the Queen's University Board of Trustees approved the QUASR project. The project will replace Queen's administrative information systems, renewing processes and enabling the Queen's community to more effectively plan, deliver, support and fully participate in academic experiences.

The transition is being phased in, with the first major milestone being the implementation of the Finance system in December 2009. This being followed by modules for Human Resources, Student and Research Administration in 2010 and 2011.

The total approved budget for QUASR is \$33.5 million. Up to the end of March, expenditures totaled \$19.7M and the total project is currently forecast to come in on budget. The project is funded by a \$3M annual charge to the operating budget.

Capital Projects:

The budget projections include capital funding costs for the completed construction of the Queen's Centre and School of Kinesiology. \$75 million in short-term construction financing from OIPC was converted to 30 year fixed rate financing in April 2010, and additional long term financing is anticipated for early in 2010-11. Future budget impacts will be based on the financing cost to cover Queen's cash requirements pending receipt of pledge commitments. Significant attention is being paid to cash-flow forecasting and debt management in order to meet operating requirements and limit the level of debt to reduce the impact on the operating budget.

Queen's has incurred additional debt for the Union Street parking garage, but this debt is being funded from parking revenues, which is an ancillary operation.

Further information on capital projects can be found in Section 6, Capital Plan.

2.11 Reinvestment in Academic Programs and Core Central Units

As part of the current operating budget model, Faculties receive reinvestment funds tied to tuition fees for enrolment growth and fee increases. For graduate enrolment growth, a portion of grant and tuition fee revenue is invested in the Faculties annually for eligible domestic graduate growth over 2005-06. Over the four-year period 2010-11 to 2013-14, over \$26M will be reinvested in the Faculties (shown as Grant & Tuition Sharing to Faculties & Schools). Annually an additional \$7M is flowed to the Faculties in support of graduate student growth. These funds are primarily used by the Faculties to support students in the form of Teaching Assistantships or other awards.

In 2009-10 the Principal announced the formation of a Transition Fund of \$1M that Faculties could apply to through the 2010-11 Budget Submission. These funds were to be used as one-time funds to help restructure or look at the way they operate to enable them to meet the financial challenges in the years ahead. These submissions were then reviewed by the VP Academic and funds will be distributed to the Faculties.

During the 2010-11 Budget Submission process many VP Portfolios identified critical areas for funding to ensure the University meets its obligations on reporting, health & safety, maintenance of critical infrastructure, etc. Starting in 2011-12 an annual based reinvestment fund of \$2M will be created to support priorities arising out of the academic plan.

3. Operating Budget

The table below summarizes the operating budget projections for 2010-11 compared to 2009-10 and provides projections for 2011-12 to 2013-14. Tables 1 and 2 attached provide further details of the revenue and expenditures respectively.

The Board is being asked to approve the operating budget for 2010-11, within a five-year planning framework. Moving to a five-year framework provides a longer-term outlook to determine action plans and gives academic and administrative units time to make the changes required to meet the cuts. As previously noted, Queen's will be required to file a pension valuation in 2011-12 and the additional contributions that will be required as projected by Mercer, Queen's Actuary, are highlighted in orange below. The pension numbers assume legislated pension solvency payment requirements, the worse case scenario. This represents a significant issue for Queens.

Queen's University 2010-11 - 2013-14 Operating Budget (000,000's)						
	Budget 2009-10	Budget 2010-11	Y/Y Change	Budget 2011-12	Budget 2012-13	Budget 2013-14
REVENUE						
Student Fees	\$ 142.3	\$ 170.0	\$ 27.7	\$ 180.0	\$ 192.3	\$ 203.9
Government Grants	\$ 182.5	\$ 193.9	\$ 11.3	\$ 194.3	\$ 195.0	\$ 195.8
Unrestricted Donations	\$ 1.2	\$ 1.8	\$ 0.6	\$ 1.8	\$ 1.8	\$ 1.8
Other Income	\$ 4.5	\$ 4.9	\$ 0.4	\$ 5.0	\$ 4.5	\$ 4.6
Research Overhead	\$ 3.5	\$ 3.5	\$ -	\$ 3.5	\$ 3.2	\$ 3.2
Investment Income	\$ 14.8	\$ 17.4	\$ 2.6	\$ 17.6	\$ 17.8	\$ 17.8
Total Operating Revenue	\$ 348.8	\$ 391.4	\$ 42.6	\$ 402.1	\$ 414.5	\$ 426.9
EXPENSE						
Allocations:						
Principal and Vice-Principals	\$ 60.2	\$ 76.1	\$ 15.9	\$ 74.9	\$ 73.8	\$ 73.9
Faculties and Schools	\$ 160.4	\$ 215.3	\$ 54.9	\$ 217.5	\$ 219.3	\$ 224.4
Compensation increase *	\$ 11.3	\$ -	\$ (11.3)	\$ -	\$ -	\$ -
Reinvestment	\$ -	\$ -	\$ -	\$ 2.0	\$ 4.0	\$ 6.0
Indirect Costs of Research to External Entities	\$ 1.9	\$ 2.6	\$ 0.7	\$ 2.6	\$ 2.6	\$ 2.6
Grant & Tuition Sharing to Faculties & Schools	\$ 5.0	\$ 10.6	\$ 5.6	\$ 11.7	\$ 13.1	\$ 14.5
Total Allocations	\$ 238.7	\$ 304.5	\$ 65.8	\$ 308.7	\$ 312.8	\$ 321.4
Other Central Expenses:						
Benefits*	\$ 43.8	\$ 4.8	\$ (39.0)	\$ 4.8	\$ 4.9	\$ 5.0
Pension Special Payments	\$ -	\$ -	\$ -	\$ 25.5	\$ 38.3	\$ 38.3
Utilities	\$ 15.4	\$ 16.2	\$ 0.8	\$ 16.7	\$ 17.1	\$ 17.4
Library Acquisitions	\$ 9.8	\$ 9.8	\$ -	\$ 9.8	\$ 9.8	\$ 9.8
Student Assistance	\$ 28.5	\$ 29.3	\$ 0.9	\$ 29.7	\$ 30.2	\$ 30.8
Deferred Maintenance	\$ -	\$ 3.0	\$ 3.0	\$ 5.3	\$ 5.3	\$ 5.3
Capital Projects Debt Financing	\$ 0.6	\$ 6.0	\$ 5.4	\$ 6.0	\$ 6.0	\$ 6.0
Administrative System Replacement	\$ 3.0	\$ 3.0	\$ -	\$ 3.0	\$ 3.0	\$ 3.0
Other Expenses, net of recoveries	\$ 20.9	\$ 21.1	\$ 0.2	\$ 21.3	\$ 22.9	\$ 23.8
Total Operating Expenditures	\$ 360.7	\$ 397.8	\$ 37.1	\$ 430.8	\$ 450.2	\$ 460.8
Budget Surplus (Deficit)	\$ (11.9)	\$ (6.4)		\$ (28.7)	\$ (35.7)	\$ (33.9)
Deferral of Internal Loans	\$ 3.6	\$ 2.6		\$ 2.6	\$ -	\$ -
Budget Surplus (Deficit)	\$ (8.3)	\$ (3.8)		\$ (26.1)	\$ (35.7)	\$ (33.9)

*Compensation increase and most benefits expenses are included in P/VP or Faculties and Schools allocation commencing in 2010-11

The following is an estimate of salary and benefits increases that will be paid by the P/VPs and Faculties and School from 2010-11 forward. These are now included in the allocations rather than a central compensation and benefit increase budget line. The projections in the table are from the budget submissions of all divisions, based on the compensation budget assumption as outlined under section 2.1.

	2010-11	2011-12	2012-13	2013-14
Salary Funded by Faculties/Units	\$ 9.4	\$ 6.3	\$ 6.8	TBD
Benefits Inflation Funded by Faculties/Units	\$ 1.9	\$ 1.7	\$ 1.7	TBD

Projected Deficit with Pension Special Payment Scenarios:

As noted in Section 2.7, the operating budget impact of the unfunded pension liability depends on the solvency relief that Queen's may get. The table below shows the Deficit projections in the operating budget projections (highlighted) for the two other scenarios: Solvency amortized over 10 years versus 5 years, and full solvency relief.

Deficit Projections under Pension Scenarios	2010-11	2011-12	2012-13	2013-14
No Solvency Relief (per budget projections)	\$ (3.8)	\$ (26.1)	\$ (35.7)	\$ (33.9)
10 year Solvency Amortization	\$ (3.8)	\$ (18.7)	\$ (24.6)	\$ (22.7)
Full Solvency Relief	\$ (3.8)	\$ (9.1)	\$ (10.3)	\$ (8.4)

Drawdown of Surplus Funds:

Many departments are not forecasting balanced budgets. They are relying on carryforward reserves to balance on a cash basis. This drawdown on carryforwards is not reflected in the University Operating deficit shown above. The following table shows the consolidated projected deficit positions for the Units and the resultant drawdown on carryforwards. Table A in this document shows the total consolidated operating revenues and expenditures for the P/VP/Faculties & Schools.

Those portfolios with current structural deficits will be expected to reduce expenditures or increase revenues over the next four years. In many cases it takes time to make the changes required to realize the savings or additional funding.

	Budget 2009-10	Budget 2010-11	Budget 2011-12	Budget 2012-13	Budget 2013-14
Opening Carryforward	\$ 42.9	\$ 40.0	\$ 35.7	\$ 31.6	\$ 25.2
In Year Deficit	\$ (2.9)	\$ (4.3)	\$ (4.1)	\$ (6.4)	TBD
Closing Carryforward	\$ 40.0	\$ 35.7	\$ 31.6	\$ 25.2	\$ -

Note: The In Year Surplus/Deficit was projected during the budget planning cycle. Some of the revenue and sharing assumptions may be revised in the budget due to more complete information. Therefore these numbers are for illustrative purposes and may change.

Capital Transactions in the Operating Budget:

Included in the Operating Budget above are a number of capital expenditures. The capital expenditures are to repay capital projects that were internally funded or funded by external debt. The following table shows these capital expenditures.

Operating Budget Capital Expenditures	2009-10	2010-11	2011-12	2012-13	2013-14
Renovations & Alterations - Facilities Renewal Prog.	\$ -	\$ 1.0	\$ 1.0	\$ 1.0	\$ 1.0
Deferred Maintenance	\$ -	\$ 0.5	\$ 2.7	\$ 2.7	\$ 2.7
Richardson Hall & Union Street	\$ -	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.5
Queen's Centre & School of Kinesiology	\$ 0.6	\$ 6.0	\$ 6.0	\$ 6.0	\$ 6.0
QUASR	\$ 3.0	\$ 3.0	\$ 3.0	\$ 3.0	\$ 3.0
CoGen Station*	\$ -	\$ -	\$ -	\$ 1.1	\$ 1.1
Electrical Substation*	\$ -	\$ -	\$ -	\$ 0.9	\$ 0.9
Bader International Study Centre*	\$ -	\$ -	\$ -	\$ 0.3	\$ 0.3
Biosciences*	\$ -	\$ -	\$ -	\$ 0.2	\$ 0.2
Chernoff Hall Debt	\$ 0.9	\$ 0.9	\$ 0.9	\$ 0.9	\$ 0.9
Beamish Munroe Hall*	\$ -	\$ -	\$ -	\$ 0.1	\$ 0.1
Total	\$ 4.5	\$ 12.9	\$ 15.1	\$ 17.7	\$ 17.7

*These internal loans are deferred until 2012-13

Significant 2010-11 Budget Changes:

Some of the significant changes in the 2010-11 budget are explained below:

Revenue:

Student Fees increase by \$27.7M. The largest portion (\$15.5M) is related to the increase in MBA tuition revenue that is now being included in the operating budget. The remaining \$12.2M reflects planned growth and approved fee increases within the tuition fee framework which has been extended for two years.

Budgeted grant revenue has increased by \$11.3M or 6.2%. Some of the details are:

- Undergraduate accessibility: Increase of \$3.6M to reflect enrolment growth funding. For the 2010-11 year this grant has not been discounted by 20%. The government recently committed in the Provincial budget to fully fund all growth next year. This will be monitored closely during the year
- Graduate Accessibility: Increase of \$3.1M based on planned growth within our graduate targets.
- Facilities Renewal Fund: Increase of \$1M as this fund was not included in the 2009-10 budget. This grant has been reduced from our historical grant of \$1.6M due to a government funding cut.
- Medical Student per FTE funding Increase: The provincial government is investing an additional \$20M in medical school space funding to increase the average FTE funding per student. Queen's will receive \$3.5M in 2010-11 and beyond. This was not anticipated or budgeted for in 2009-10.

Investment income has increased by \$2.7M. This is partially due to an increase in the market value of the Pooled Investment Fund (PIF) which generates an additional \$0.8M. The Pooled Endowment Fund (PEF) is budgeted to produce \$1.2M less in revenue than was projected in 2009-10. This is due to the Yale formula having a gradual impact of the 2008 market downturn, as well as reducing the payout rate from the 7.5% that was budgeted in 2009-10. The PEF revenue overall is showing a budgeted gain due to the inclusion in the budget of the funds generated through the PEF to support Advancement. This was not included in the revenues in the past. This additional revenue is offset by an equivalent decrease in our overhead recoveries.

Allocations:

The allocations to Principal and Vice-Principals and Faculties and Schools reflect the elimination of the planned budget cuts for 2010-11. They also reflect the movement of benefits expenses from the central budget to the Faculties/VP allocations, which accounts for \$39M of the growth in the allocations. An additional increase of \$12M reflects prior year compensation increases and targeted reinvestment.

No compensation increase budget is shown centrally. This is due to the decision to move the responsibility of funding the salary increases to the Faculty/VP level. This additional cost that is borne by the Faculty/VPs is offset by the elimination of the budget cuts that had been planned for as part of the 2009-10 budget planning. The reduction in the budgeted compensation increases has had a significant impact on the reduction of deficit projections (before the pension special payments expense) from those shown in the *2009-10 Budget Report*.

Other Central Expenses:

Benefits have decreased by \$39M because this expense is now contained within Faculty/VP allocations. Some benefits such as maternity, child care, and tuition fee benefits will continue to be held centrally and a small inflationary factor has been built into these expenses.

Student Assistance increases of \$0.9M are in graduate student assistance to reflect the planned investment as part of the strategy to grow graduate enrolment and in undergraduate assistance to recognize the pressure of the enrolment growth on the student assistance budget.

The historical allocation of \$4.2M operating budget to deferred maintenance had been reduced to \$2M in 2010-11. In 2011-12 and beyond, it is reinstated back to \$4.2. This allocation was suspended for 2009-10 in anticipation of significant deferred maintenance funding through the Federal Knowledge Infrastructure program. The Facilities Renewal grant has also been put back in the budget at a reduced level of \$1.0M. The province reduced its funding for this and Queen's reduction equals \$600K.

Capital projects debt financing reflects the short-term financing of the Queen's Centre & School of Kinesiology in 2009-10 and long-term financing in 2010-11. The QUASR project is being funded over 11 years. Together, these items are \$3.6M in 2009-10, increasing to \$9M in 2010-11. Short-term financing of the Queen's Centre and the new School of Kinesiology and Health Studies building was under an agreement with the Ontario Infrastructure Projects Corporation ("OIPC") with rates based on bankers' acceptance rates, which remained low during the fiscal year. In April 2010, the short-term financing was converted into a 30 year debenture of \$75M with OIPC. The \$6M charge to the operating budget covers debt financing and repayment of the internal loan.

Pension:

With the next pension valuation on August 31, 2011, there will be a dramatic increase in contributions required to meet an unfunded pension liability. A new Pension Special Payments expense line has been added to the budget to show the extraordinary payments that will be required from 2011-12 forward to meet our going concern and solvency requirements. Based on projected actuarial valuations from Mercer as of August 31, 2001 the University pension contributions will increase from the current 10.51% of payroll to 29.67% of payroll if there is no

solvency relief. This increases the pension contributions by \$38M annually. If there is solvency relief and the shortfall could be amortized over 10 years rather than 5 years, the increased contributions would be \$27.2M annually. Full solvency relief would reduce the additional pension contributions to \$12.9M annually.

Deferral of Internal Loans:

To support University operations within the current budget environment, a decision was made to temporarily suspend the funding of previous internal loans. For capital loans these reflect the use of committed cash reserves for payment of capital projects and are being repaid over a number of years. This expenditure will be reinstated into the operating budget in 2012-13, as continued deferral will have implications on cash balances and thus interest income, and on debt capacity ratios. The table below shows the loans that will be deferred.

Internal Loans to be Deferred (000's)

Co-gen Loan	\$	1,064	Included in Utilities Expense
Electrical Sub-Station Loan	\$	900	Included in Utilities Expense
ISC Loan	\$	250	Included in Other Expenses
Biosciences Loan	\$	222	Included in Other Expenses
ILC Loan	\$	125	Included in Other Expenses
Total Deferrals	\$	2,561	

Consolidation of Budget Submissions:

As part of the budget submissions, Faculties and VP portfolios were required to submit their total projected revenues and expenses for Fiscal 2010-11 through to 2012-13. The revenues include the allocations from central that are included in the University budget. They are also required to forecast any other projected revenues that would not be reflected in the University Operating Budget. Some of these may be from additional fees, income from trusts, sale of goods etc. They are also required to budget all expenses against their budget allocation and their additional revenues that have been identified. The following table is a consolidation of all of the budget submissions within the operating fund at Queens. This provides a picture of the level and type of revenues and expenditures being forecast for the three year budget planning cycle. This also illustrates the level of surplus/ (deficit) that is being forecast in each of the three years. This surplus/(deficit) will result in a drawdown of the carryforward balances. This is identified as a risk because it is clear that structural deficits exist within some of the faculties and divisions and they are using their carryforward to buffer these deficits. This cannot continue unabated and all areas are looking at ways to balance their budgets without relying on carryforwards.

TABLE A

P/VP/Faculties & Schools Consolidated Operating Budget			
	2010-11 Budget	2011-12 Budget	2012-13 Budget
Expenditures			
Faculty Salaries	\$ 103.1	\$ 105.6	\$ 107.5
Librarian & Archivist Salaries	\$ 3.6	\$ 3.6	\$ 3.5
Continuing Adjunct Salaries	\$ 7.2	\$ 7.9	\$ 8.3
Term Adjuncts (w/o benefits) Salaries	\$ 5.0	\$ 4.4	\$ 4.1
Term Adjuncts (with benefits) Salaries	\$ 3.0	\$ 2.8	\$ 3.0
Post Doc & Non-Student Fellows Salaries	\$ 0.6	\$ 0.5	\$ 0.5
Wages (KH&M, LIBT)	\$ 6.1	\$ 6.2	\$ 6.1
Admin, Professional & Tech Salaries	\$ 88.1	\$ 90.7	\$ 92.0
Student Teaching Salaries	\$ 10.3	\$ 10.5	\$ 10.6
Clinical Members Salaries	\$ 5.0	\$ 5.1	\$ 5.2
Casuals and Overtime Salary	\$ 6.2	\$ 5.2	\$ 4.7
Benefits	\$ 45.1	\$ 46.8	\$ 48.6
Office Supplies	\$ 9.1	\$ 9.2	\$ 9.1
Video Supplies	\$ 0.0	\$ 0.0	\$ 0.0
Lab Supplies	\$ 0.7	\$ 0.7	\$ 0.6
Student Supplies	\$ 3.5	\$ 3.6	\$ 3.6
Research	\$ 1.8	\$ 1.9	\$ 1.9
Goods for Resale	\$ 0.1	\$ 0.1	\$ 0.1
Printing Services	\$ 1.7	\$ 1.7	\$ 1.7
Telecom	\$ 3.5	\$ 3.8	\$ 3.7
Postage & Courier	\$ 0.8	\$ 0.8	\$ 0.8
Marketing & Advertising	\$ 6.7	\$ 7.1	\$ 7.3
Contracted Services	\$ 2.1	\$ 2.0	\$ 2.0
Capital Services	\$ -	\$ -	\$ -
Capital Tendered Costs	\$ 0.0	\$ 0.0	\$ 0.0
Professional Services	\$ 3.3	\$ 3.2	\$ 3.1
Professional Services Clinical (HS Only)	\$ 0.8	\$ 0.8	\$ 0.8
One Time Payments	\$ 0.8	\$ 0.6	\$ 0.4
Student Assistance	\$ 1.6	\$ 1.7	\$ 1.8
Travel	\$ 5.3	\$ 5.3	\$ 5.3
Miscellaneous Expenses	\$ 10.0	\$ 9.8	\$ 9.9
Furniture & Equipment Non-Capital	\$ 4.1	\$ 3.7	\$ 4.0
Furniture & Equipment Capitalized	\$ 1.5	\$ 0.8	\$ 0.8
Furniture & Equipment Lease	\$ 0.7	\$ 0.7	\$ 0.6
Equipment Maintenance	\$ 0.9	\$ 0.9	\$ 0.9
Library Purchases (Library Only)	\$ 0.0	\$ 0.0	\$ 0.0
Utilities & Insurance	\$ 0.9	\$ 0.9	\$ 0.9
Renovations & Alterations	\$ 1.3	\$ 0.8	\$ 0.8
Amortization of Capital Assets	\$ 0.8	\$ 0.7	\$ 0.6
Interest & Bank Fees	\$ 0.4	\$ 0.2	\$ 0.2
Property Acquisitions	\$ -	\$ -	\$ -
Contingency	\$ 0.9	\$ 0.9	\$ 0.9
Overhead	\$ 1.4	\$ 1.5	\$ 1.5
Cost Recoveries	\$ 7.4	\$ 6.8	\$ 6.8
Total Expenses	\$ 355.4	\$ 359.2	\$ 364.3
Sources of Revenues			
Base Budget Allocation	\$ 253.1	\$ 253.8	\$ 253.9
OTO Budget Allocation	\$ 5.6	\$ 5.7	\$ 5.8
Revenue Transfers	\$ 8.5	\$ 8.6	\$ 9.0
External Cost Recoveries	\$ 13.8	\$ 13.8	\$ 13.9
Donations	\$ 0.4	\$ 0.6	\$ 0.6
Tuition Fees - MBA & Continuing Teacher Ed.	\$ 32.8	\$ 33.7	\$ 34.7
Other Fees	\$ 16.9	\$ 19.0	\$ 19.8
Grants	\$ 5.2	\$ 4.9	\$ 5.1
Contracts	\$ 0.2	\$ 0.2	\$ 0.2
Investment Income	\$ 1.6	\$ 1.4	\$ 1.4
Sales & Service	\$ 4.7	\$ 4.8	\$ 4.9
Other Revenue	\$ 8.3	\$ 8.6	\$ 8.7
Total Revenues	\$ 351.2	\$ 355.1	\$ 357.9
In-year Surplus/(Deficit)	\$ (4.3)	\$ (4.1)	\$ (6.4)

4. Impact on the Academic Mission

In 2010-2011, academic faculties will see a continuation of the difficult circumstances outlined in last year's budget document. While certain university-wide financial assumptions have changed positively, others have remained the same or even worsened. Uncertainty around the longer-term plans of Government persists, notwithstanding recent clarification in the provincial budget of the situation for 2010-2011. Even the promise of funding for further enrolment growth is problematic, the cost of educating students above current enrolment levels *to appropriate standards* being greater than will be covered by marginal increases to grant and additional tuition revenue. In view of this fact, and also because growth will clearly be central to the Province's post-secondary strategy for at least the next five years, Queen's will need to develop a prudent, pragmatic and workable long-term enrolment plan. Work on the latter is underway, provides the basis for enrolment assumptions in the present budget document, and as part of the University's transition to a Provost model, will in future years become fully integrated in Queen's comprehensive planning.

The coming year will see the completion of an academic plan, which is as essential to that comprehensive approach as it is difficult in the present circumstances. As was noted in last year's budget document, Queen's University has been requiring expenditure reductions in flexible lines almost every year for well over a decade; although budgets have grown overall, fixed and contractual employment costs have risen at a greater rate, the inevitable result being a history of "cuts" required wherever they could be made. It is no longer the case that such reductions can be made without significant damage to the quality of our courses and programs—or at least to courses and programs as they have been conceived over the last three or four decades. Given that a dramatic improvement to the University's fiscal situation is extremely unlikely, it is obvious that we need to undertake a radical reconsideration of our pedagogical mission and activity in all its aspects, keeping as a central goal that of maximizing quality within the resources that are available, and that reasonably may be expected to be available in coming years. The academic planning initiative could thus not be timelier. Planning at the institutional level will complement strategic consideration taking place at the departmental and faculty levels, and better prepare the University for making the difficult decisions required by the financial circumstances.

In some parts of the University the erosion of quality and the curtailing of academic activities is already significantly advanced, and in such places academic planning will be ironically most difficult to execute and implement, resources being already severely strained by "normal" operations. The dilemma is one faced by the University broadly: even where it is recognized that what has been the norm in terms of curriculum and programming will need to be reconceptualized in terms of altered circumstances and changing disciplinary norms, the resources for doing so are invariably in short supply. It needs to be clear, however, that the academic planning process is not about dismantling departments or cutting positions, but is rather an exercise to establish a direction for the University based on the highest academic values and finest objectives our material circumstances will allow.

To support faculties and departments as they seek to establish certain programs on a more sustainable basis, the 2010-2011 budget includes allocations against a \$1 million Academic Transition Fund. Furthermore, underpinning the academic planning exercise in the following

year will be a significant reinvestment fund, intended to build strength and support designated priorities. Finally, with the Vice-Principal (Academic) assuming the position of Provost, academic planning will become central to the budgeting process. How we prepare and execute resource and budget decisions will need to be guided by a continuous examination of our academic goals and objectives.

The budget for 2010-2011 is the result of a great many difficult decisions made at all levels. Worse lies ahead in future years unless the academic planning exercise bears fruit and the University succeeds in refining its academic goals and reconceptualizing the means by which it seeks to achieve them. The commitment to high quality which has always helped us to define those goals needs to be reaffirmed, and it needs to energize us and animate our creativity in this coming year of self-renewal.

5. Ancillary Budgets

The Ancillary fund accounts for 12.2% of all expenditures within Queen's. These units provide goods and services to the University. Ancillaries are not supported by central University revenues and are expected to run as break-even operations.

Pro forma Ancillary budget information was not available previous budget documents because many of the budgets were not set this early in the year. We worked with the Ancillary units to ensure that the 2010-11 ancillary budgets could be included for information in this document.

The following table shows the 2010-11 Budgets for Ancillary Operations. Some Ancillaries are projecting deficits but in most cases these will be offset by existing surplus reserves. A plan is in place to eliminate the deficits for Printing and Canada Post this fiscal year.

2010-11 ANCILLARY BUDGET (000's)

	Residence	Events Services	Comm Housing	Parking	Printing	Canada Post	Marketing & Comm	Computer Store	QEDC	DGC	U/G Parking	PARTEQ	ISC	QCED Inc.	TOTAL
REVENUE	45,073	3,796	5,498	2,170	657	233	382	6,846	12,260	4,444	984	4,089	8,567	533	95,533
EXPENDITURE															
Salaries & Benefits	5,785	1,462	851	407	485	98	-	411	4,441	1,532	101	1,800	3,657	136	21,165
External Contract	17,998	1,981	51	200	60	0	65	-	-	-	38	-	1,114	-	21,507
Utilities	4,331	204	1,860	200	-	-	-	-	-	282	76	-	983	-	7,937
Repairs & Alter.	3,547	3	1,239	125	-	32	-	-	-	165	50	-	514	-	5,675
Debt Servicing	6,947	10	361	7	-	-	-	36	-	1,000	-	41	12	-	8,415
Supplies and Misc	5,583	208	1,221	302	429	134	317	6,334	6,158	1,373	51	2,226	2,106	372	26,812
Total expenditures	44,191	3,868	5,584	1,241	973	264	382	6,781	10,598	4,353	316	4,067	8,386	507	91,511
SURPLUS (DEFICIT)	883	(72)	(86)	929	(316)	(31)	-	66	1,662	91	668	23	181	26	4,022

Note: Parking surplus is projected prior to the payment of debt

Many Ancillaries pay an overhead charge-back to Queen's to support the Operating Budget. The following table shows the total overhead contributions.

Total Ancillary Overheads that Support the Operating Budget

(000's)	2010-11	2011-12	2012-13	2013-14
Parking*	743	764	831	853
Residences & Events Services	1,593	1,629	1,710	1,750
School of Business	1,380	1,429	1,481	1,435
School of English	201	228	259	259
Apartment & Housing	191	193	201	205
Printing	50	50	50	50
Other	223	224	260	260
Total Overhead	4,380	4,518	4,790	4,812

*Approximately 700K is included in Other Income line in the Budget not in overheads.

Included in the Parking overhead shown above are revenues in the range of 700K to 750K for the underground parking structure shared with Kingston General Hospital. This parking structure needs extensive maintenance to stay operational. In the future Queen's may no longer receive these revenues because they may be needed to support the debt servicing costs related to the renovation and maintenance expenses. This is a risk to the operating budget.

6. Capital Plan

The Provincial government has invested significantly in infrastructure support in the last few years with \$20.7M for campus renewal received under two different programs. There was also significant investment in a capital planning process with all colleges and universities. This left universities and the Province well positioned to respond to the Federal Budget announcement of \$2B for infrastructure support for post-secondary education through the Knowledge Infrastructure Program (KIP). Queen's was awarded \$57.6M in funding (from the Federal and Provincial governments) for the new School of Medicine Building.

An application for funding for an expansion to Goodes Hall was not funded under KIP. However, the Board of Trustees recently approved the project which is to be funded by donations; Graduate Capital funding and funding that will be generated through the expansion of the Commerce Undergraduate program that will result from the expansion.

The decision not to proceed further on any new capital projects until the preponderance of funding has been confirmed remains in place and as such Phases 2 and 3 of the Queen's Centre project have been put on hold until funding is confirmed.

An extensive campus planning exercise is being undertaken in the next few months and a revised campus plan will be presented to the Board in 2011.

Queen's has embarked on a number of significant capital projects over the last few years. The table below portrays the budgets, actual expenditures to February 2010, and the sources of funds for approved capital projects.

Approved Capital Projects in Process (\$000):

	Approved Budget	Cash Flow Impact				Additional Funding		Notes:
		Expenditures to Feb. '10	Funding to Feb '10	Debt to April '10	Cash shortfall Feb '10	External Grants/ Donations / Debt	Annual Operating Budget Impact	
Projects in Process								
New Electrical Substation	10,000	7,772	957	-	(6,815)	-	900	1
Union Street Parking	34,700	34,670	1,000	33,700	(30)	-	-	2
QUASR***	33,500	19,662	-	-	(19,662)	-	3,000	3
Medical Building	76,800	5,871	16,047	-	10,176	60,753	TBD	4
Goodes Hall	40,000	2,310	3,736	-	1,426	24,264	TBD	5
Queen's Centre Underground Parking	12,200	**	-	12,200	-	-	-	2
Queen's Centre & School of Kinesiology	169,000	171,919	8,914	59,100	(91,705)	91,705 (*)	6,000	6
Total Approved Projects in Process	376,200	239,894	30,654	105,000	(106,610)	165,018	9,900	

* Any shortfall in donations will be made up through additional debt financing

** Currently included in Queen's Centre & School of Kinesiology expenditures

***QUASR Expenditures are to March '10

Notes on Funding Sources:

- 1 Utilities Budget
- 2 Parking Revenue - Ancillary Operation
- 3 \$3M annual charge to the operating budget
- 4 \$57.6M to come from Government, & Faculty of Health Science has committed an additional \$6.2M
- 5 Building will be funded through; \$22M in QSB Fundraising; \$6M in Graduate Growth Capital; \$12 in funding from Commerce program expansion
- 6 Principal and Interest on the long-term debt will be charged to the operating budget annually.

The following table lists projects for which planning funds have been approved by the Board, along with current high-level estimates of project costs if applicable. As noted above, none of these projects will move forward without committed funding.

Projects with Approved Planning Funds (\$000):

Planned Projects - budget approved (000's)	Planning funds approved to Feb. '10	Expenditures to Feb. '10	Funding to Feb. '10	Net Cash Position
West Campus Stadium & Fields	500	504	598	94
Isabel Bader Performing Arts Centre	4,787	6,060	19,011	12,951
Prison for Women	3,277	3,183	-	(3,183)
Queen's Centre - Phase 2 & 3	500	520	-	(520)
Total	9,064	10,267	19,609	9,342

The Board will be asked for approval to proceed with the Isabel Bader Performing Arts Centre in April. The total project cost is \$63M for which all funding has been secured or committed to date. In addition, as part of the project, Queen's will contribute \$8.5M to the City of Kingston for the J.K. Tett Centre, for which fundraising is required.

Deferred Maintenance:

Capital budget planning includes planning for deferred maintenance and renovations and alterations. As noted above, the recent provincial investments in campus renewal funding has helped with the significant deferred maintenance backlog estimated at \$145M. A study is being undertaken to look at deferred maintenance and the results of this study are expected in the fall.

Capital Projections:

The following table shows the capital expenditure plan for current projects and deferred maintenance funds and the projected actual expenditures to April '10. It also shows the budgeted expenditures by fiscal year going forward.

Capital Expenditure Plan

Projects / Deferred Maintenance	Budget \$M	Forecasted Expenditures to April '10	Projected Expenditure 2010-11	Projected Expenditure 2011-12
Capital Projects:				
Queen's Centre & School of Kinesiology (including Parking)	181.2	175.8	5.4	-
Medical Building	76.8	10.7	61.9	4.2
Goodes Hall	40.0	2.8	25.3	11.9
New Electrical Substation	9.7	7.8	1.5	0.4
Isabel Bader - Centre for Performing Arts*	63.0	6.1	TBD	TBD
QUASR	33.5	20.8	9.0	3.7
Sub-Total	404.3	224.0	103.1	20.2
Deferred Maintenance:				
University Campus Renewal Fund (UCRF)	12.4	4.6	7.8	-
Campus Renewal Program (CRP)	8.4	3.2	5.2	-
Facilities Renewal Program (FRP)	2.6	0.0	2.6	-
Deferred Maintenance	2.0	0.0	2.0	-
Botterell Hall - Deferred Maintenance	6.0	0.2	5.8	-
Sub-Total	31.4	8.1	23.4	-
Total	435.6	232.1	126.5	20.2

*Total project is \$71.5M with additional \$8.5M contribution to the City of Kingston for the the J.K. Tett Centre

7. Risks

The significant risks in the 2010-11 operating budget and projections for 2011-12 to 2013-14 are as follows:

1. Pension Plan Unfunded Liability:

The downturn in the financial markets has produced a significant risk to all universities across the province with a form of defined benefit plan. Queen's deferred some of the impact by filing a pension valuation retroactive to August 31, 2008, before the market downturn. The current budget projections include the anticipated funding requirements at the date of the next valuation August 31, 2011. This represents the single highest risk for Queen's in the near term. The current pension plan cannot be supported and changes must be made in order to support employee pensions without eroding funding for academic programs.

2. Managing Budget Reallocations:

In some cases planned Faculty and department budget reallocations may be difficult to achieve. The Faculty of Arts and Science plans to cut 8-10 faculty positions per year through retirement or resignation. With no mandatory retirement, the recent introduction of an early retirement program may assist. In some cases, rather than reducing expenditures, units are planning to increase revenue generation. As most plans

take time to implement, many units are spending in excess of their annual budget allocation and are drawing on their carryforward reserves to balance their budgets. This will lead to lost flexibility in future years and structural changes must be made to reduce the reliance on carryforwards.

3. Compensation Assumption of 2.5%

All units were asked to use an annual 2.5% salary increase assumption for all employee groups once collective agreements expire. This is an aggressive target and the impact on the University for not reaching that target is \$2M for every 1% off of target.

4. Provincial Grant Funding:

Given the Province's fiscal situation, all Provincial grant increases, other than graduate growth funding, may not materialize.

5. Tuition Fee Policy:

Tuition fee increases for 2010-11 and 2011-12 now fall under the existing tuition fee framework that has been extended for 2 years. There is uncertainty as to what the maintenance of the 5% cap on tuition fee revenue increases means and how it will be applied in 2010-11 and 2011-12. The fee framework for 2012-13 onwards will be subject to a new tuition fee policy framework to be developed by the Province.

6. Fundraising for Queen's Centre & School of Kinesiology and Debt Financing:

Any shortfall in Queen's Centre & School of Kinesiology fundraising will require funding through the operating budget either through long-term debt or an as internal loan. The generous contributions of Queen's student through the AMS have significantly mitigated the shortfall. Queen's will continue to aggressively manage its cash flow in order to minimize the level of debt required for current and future capital projects.

7. QUASR Ongoing Maintenance & Support

There is currently no provision in the budget for the ongoing maintenance and support of Peoplesoft. This has been identified as a risk and will be looked at in detail for the three QUASR modules.

8. Funding of the Capital Campaign

There is currently no provision in the budget to fund additional expenses related to the Capital Campaign. Funding models will need to be identified and reviewed moving forward.

8. Consolidated Budget

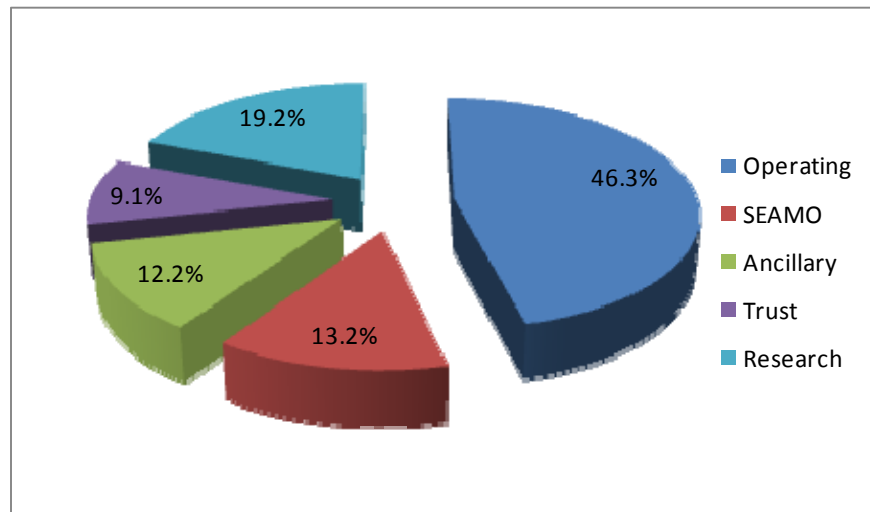
The consolidated budget is made up of the following components: Operating; Ancillary; Research; Trust; Capital and SEAMO(Health Sciences Alternative Funding Plan).

The expenditures in Research and Trust are substantially dictated by the grantors and donors. Therefore, the flexibility that Queen's has in managing its operations is with the Operating Budget expenditures.

The operating budget represents approximately 44% to 48% of total university expenditures depending on annual levels of research funding and donations. Consistent with many other universities, the Board approves the Operating Budget.

The following chart is for illustrative purposes only and shows the approximate percentage of University expenditures that occur in each fund. The percentages are based on the projected 2010-11 Operating Budget and the 2008-09 expenditures for all other funds. Capital is not included because after the amortization of capital assets, the net position of the capital fund was (\$5M).

Illustration of Approximate Percentage Breakdown of Expenditures by Fund



In 1994 Queen's, its principal teaching hospitals, and the Clinical Teachers' Association of Queen's University entered into a funding agreement with the Ontario Ministry of Health and the Ontario Medical Association (The Alternative Funding Plan). Under this agreement, funding is provided for physicians' services to include the full mission of an academic health sciences centre: clinical services, education of health professionals, and research into health and health care. This is what is shown above as SEAMO.

We have discussed in this report the Operating, Capital, and Ancillary funds. With the launch of the new financial system under the QUASR project we will look at ways to forecast the Trust & Research funds to provide a more comprehensive picture of total University operations.

Queen's University at Kingston
2009-10 - 2012-13 Revenue Budget

TABLE 1

	Budget 2009-10	Budget 2010-11	Changes \$'s	% Changes from 09-10	Budget 2011-12	Budget 2012-13	Budget 2013-14
Tuition							
Tuition	\$ 121,686,652	\$ 132,827,211	\$ 11,140,559	9.16%	\$ 142,387,729	\$ 152,153,867	\$ 162,927,740
Continuing Education Tuition	\$ 5,400,000	\$ 6,151,250	\$ 751,250	13.91%	\$ 6,151,250	\$ 6,151,250	\$ 6,151,250
MBA Tuition *	\$ 25,055,157	\$ 25,174,605	\$ 119,448	0.48%	\$ 25,547,009	\$ 26,019,908	\$ 26,643,707
Student Assistance Levy	\$ 1,925,200	\$ 1,977,000	\$ 51,800	2.69%	\$ 2,014,800	\$ 2,013,900	\$ 2,100,000
Other fees	\$ 3,759,805	\$ 3,825,388	\$ 65,583	1.74%	\$ 3,881,427	\$ 5,932,498	\$ 6,028,671
Total Fees	157,826,814	169,955,454	12,128,640	7.68%	179,982,215	192,271,423	203,851,368
Operating Grants							
Basic Operating Grant	\$ 146,915,649	\$ 147,181,444	\$ 265,795	0.18%	\$ 146,777,317	\$ 146,575,253	\$ 146,575,253
Performance Fund Grant	\$ 1,754,220	\$ 1,997,651	\$ 243,431	13.88%	\$ 1,997,651	\$ 1,997,651	\$ 1,997,651
U/G Accessibility Funding	\$ 2,984,613	\$ 6,546,872	\$ 3,562,260	119.35%	\$ 7,014,678	\$ 7,955,169	\$ 8,684,414
Graduate Accessibility Funding	\$ 2,943,333	\$ 6,025,720	\$ 3,082,387	104.72%	\$ 6,025,720	\$ 6,025,720	\$ 6,025,720
Unfunded BIU,s	\$ 298,076	\$ -	\$ (298,076)	-100.00%	\$ -	\$ -	\$ -
Quality Assurance Fund	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -
Quality Improvement Fund	\$ 7,287,908	\$ 7,349,345	\$ 61,437	0.84%	\$ 7,349,345	\$ 7,349,345	\$ 7,349,345
Research Infrastructure	\$ 2,242,738	\$ 2,138,387	\$ (104,351)	-4.65%	\$ 2,138,387	\$ 2,138,387	\$ 2,138,387
Ontario Operating Grants	164,426,536	171,239,419	6,812,883	4.14%	171,303,098	172,041,524	172,770,770
Earmarked Grants							
Tax Grant	\$ 1,291,275	\$ 1,354,200	\$ 62,925	4.87%	\$ 1,354,200	\$ 1,354,200	\$ 1,354,200
Special Accessibility	\$ 452,932	\$ 357,657	\$ (95,275)	-21.04%	\$ 357,657	\$ 357,657	\$ 357,657
Regional Assessment Resource Centre Grant in Lieu of Tuition Freeze	\$ 810,000	\$ 810,000	\$ -	0.00%	\$ 810,000	\$ 810,000	\$ 810,000
Targetted programs	\$ 4,074,322	\$ 7,565,502	\$ 3,491,180	85.69%	\$ 7,894,302	\$ 7,973,102	\$ 8,039,102
Renovation Fund	\$ -	\$ 1,046,045	\$ 1,046,045	0.00%	\$ 1,046,045	\$ 1,046,045	\$ 1,046,045
Research Performance Provincial	\$ 500,000	\$ 500,000	\$ -	0.00%	\$ 500,000	\$ 400,000	\$ 400,000
Clinical Education Funding	\$ 609,125	\$ 623,751	\$ 14,626	2.40%	\$ 623,751	\$ 623,751	\$ 623,751
Year End funding	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -
Total Earmarked Grants	7,737,654	12,257,155	4,519,501	58.41%	12,585,955	12,564,755	12,630,755
Total Provincial Grants	172,164,190	183,496,574	11,332,384	6.58%	183,889,053	184,606,280	185,401,525
Federal Grant	10,367,617	10,367,617	-	0.00%	10,367,617	10,367,617	10,367,617
Other Revenue							
Unrestricted Donations and Bequests	\$ 1,200,000	\$ 1,750,000	\$ 550,000	45.83%	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Other Income	\$ 4,480,856	\$ 4,911,134	\$ 430,278	9.60%	\$ 4,974,785	\$ 4,540,693	\$ 4,590,251
Research Overhead	\$ 3,500,000	\$ 3,500,000	\$ -	0.00%	\$ 3,500,000	\$ 3,200,000	\$ 3,200,000
Investment Income	\$ 14,802,732	\$ 17,476,761	\$ 2,674,029	18.06%	\$ 17,663,273	\$ 17,804,376	\$ 17,772,318
Total Other Revenue	23,983,588	27,637,895	3,654,307	15.24%	27,888,058	27,295,069	27,312,569
Total Revenues:	364,342,209	391,457,540	27,115,331	7.44%	402,126,942	414,540,389	426,933,079

*MBA Tuition revenue has increased by \$15.5M over approved 09-10 budget due to the addition of and additional MBA program to the operating budget. This is directly offset by an equivalent increase in expenses to the School of Business

Queen's University at Kingston
2009-10 - 2012-13 Expense Budget

TABLE 2

Principal & Vice-Principals	Budget 2009-10	Budget 2010-11	Changes \$'s	% Changes from 09-10	Budget 2011-12	Budget 2012-13	Budget 2013-14
Principal's Area	\$ 2,033,727	\$ 2,259,220	\$ 225,493	11.09%	\$ 2,225,332	\$ 2,191,952	\$ 2,191,952
Vice-Principal (Research)	\$ 3,089,784	\$ 3,690,607	\$ 600,823	19.45%	\$ 3,635,248	\$ 3,580,719	\$ 3,580,719
Vice-Principal (Advancement)	\$ 10,227,341	\$ 11,286,318	\$ 1,058,977	10.35%	\$ 11,117,023	\$ 10,950,268	\$ 10,950,268
Vice-Principal (Finance & Administration)	\$ 21,157,837	\$ 27,765,067	\$ 6,607,230	31.23%	\$ 27,348,591	\$ 26,987,612	\$ 27,037,612
Vice-Principal (Human Resources)	\$ 3,000,529	\$ 3,846,817	\$ 846,288	28.20%	\$ 3,789,115	\$ 3,732,278	\$ 3,732,278
Vice-Principal (Academic)	\$ 20,653,460	\$ 27,205,618	\$ 6,552,158	31.72%	\$ 26,797,534	\$ 26,395,571	\$ 26,395,571
Total Principal & Vice-Principal	\$ 60,162,678	\$ 76,053,647	\$ 15,890,969	26.41%	\$ 74,912,842	\$ 73,838,400	\$ 73,888,400
Faculties and Schools							
Arts and Science	\$ 68,481,337	\$ 85,508,059	\$ 17,026,722	24.86%	\$ 86,040,111	\$ 86,168,146	\$ 87,401,552
Business	\$ 10,972,841	\$ 14,768,208	\$ 3,795,367	34.59%	\$ 15,628,736	\$ 16,094,827	\$ 17,708,473
Business - MBA Tuition***	\$ 25,055,157	\$ 25,174,605	\$ 119,448	N/A	\$ 25,547,009	\$ 26,019,908	\$ 26,643,707
Health Sciences	\$ 25,946,376	\$ 32,344,887	\$ 6,398,511	24.66%	\$ 32,253,391	\$ 32,266,191	\$ 32,865,202
Applied Science	\$ 17,191,212	\$ 22,337,614	\$ 5,146,402	29.94%	\$ 22,934,666	\$ 23,569,965	\$ 24,206,244
Law	\$ 5,442,959	\$ 6,760,705	\$ 1,317,746	24.21%	\$ 6,881,305	\$ 7,057,085	\$ 7,364,203
Education	\$ 6,666,828	\$ 9,038,081	\$ 2,371,253	35.57%	\$ 8,818,460	\$ 8,753,015	\$ 8,823,685
Education - Continuing Education Tuition	\$ 5,400,000	\$ 6,151,250	\$ 751,250	N/A	\$ 6,151,250	\$ 6,151,250	\$ 6,151,250
School of Graduate Studies	\$ 3,860,775	\$ 4,765,937	\$ 905,162	23.45%	\$ 4,761,513	\$ 4,755,178	\$ 4,826,581
Queen's Theological College	\$ 1,350,000	\$ 1,350,000	\$ -	N/A	\$ 1,350,000	\$ 1,350,000	\$ 1,350,000
Graduate Growth Funding (allocated annually)	\$ 4,593,375	\$ 6,117,257	\$ 1,523,882	N/A	\$ 6,117,257	\$ 6,117,257	\$ 6,117,257
Unallocated Anomalies Increases	\$ 968,967	\$ 968,967	\$ -	N/A	\$ 968,967	\$ 968,967	\$ 968,967
Total Faculties and Schools	\$ 175,929,827	\$ 215,285,570	\$ 39,355,743	22.37%	\$ 217,452,664	\$ 219,271,789	\$ 224,427,121
subtotal	\$ 236,092,505	\$ 291,339,217	\$ 55,246,712	23.40%	\$ 292,365,506	\$ 293,110,189	\$ 298,315,521
Provision for compensation increases	\$ 9,395,153	\$ -	\$ (9,395,153)	-100.00%	\$ -	\$ -	\$ -
Reinvestment fund	\$ -	\$ -	\$ -	0.00%	\$ 2,000,000	\$ 4,000,000	\$ 6,000,000
Allocated to Graduate Student Assistance	\$ 422,400	\$ 154,320	\$ (268,080)	0.00%	\$ -	\$ -	\$ -
Indirect Costs of Research to External Entities	\$ 1,864,446	\$ 2,600,120	\$ 735,674	39.46%	\$ 2,600,120	\$ 2,600,120	\$ 2,600,120
Targeted Programs	\$ 5,067,449	\$ 10,578,468	\$ 5,511,019	108.75%	\$ 11,691,553	\$ 13,096,642	\$ 14,510,726
Total Allocations Expenses	\$ 252,841,953	\$ 304,672,125	\$ 51,830,172	20.50%	\$ 308,657,179	\$ 312,806,951	\$ 321,426,367
Central Expenses							
Benefits	\$ 43,795,313	\$ 4,762,912	\$ (39,032,401)	-89.12%	\$ 4,831,912	\$ 4,902,912	\$ 4,974,912
Pension Special Payments	\$ -	\$ -	\$ -	0.00%	\$ 25,474,777	\$ 38,263,458	\$ 38,316,032
Utilities	\$ 15,410,256	\$ 16,226,120	\$ 815,864	5.29%	\$ 16,708,967	\$ 17,061,540	\$ 17,423,802
Library Acquisitions	\$ 9,756,892	\$ 9,756,892	\$ -	0.00%	\$ 9,756,892	\$ 9,756,892	\$ 9,756,892
Undergraduate Student Assistance	\$ 15,256,343	\$ 15,956,343	\$ 700,000	4.59%	\$ 16,381,976	\$ 16,876,319	\$ 17,414,227
Graduate Students Assistance	\$ 12,790,986	\$ 13,213,386	\$ 422,400	3.30%	\$ 13,367,706	\$ 13,367,706	\$ 13,367,706
Maintenance	\$ -	\$ 2,000,000	\$ 2,000,000	N/A	\$ 4,210,000	\$ 4,210,000	\$ 4,210,000
Government Renovation Fund	\$ -	\$ 1,046,045	\$ 1,046,045	N/A	\$ 1,046,045	\$ 1,046,045	\$ 1,046,045
Capital Projects Debt Financing	\$ 600,000	\$ 6,015,000	\$ 5,415,000	902.50%	\$ 6,015,000	\$ 6,015,000	\$ 6,015,000
Administrative System Replacement	\$ 3,000,000	\$ 3,000,000	\$ -	0.00%	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Other Expenses, net of Recoveries							
Scholar Centered Computing	\$ 1,200,000	\$ 1,200,000	\$ -	0.00%	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Computing Mtce & Communications	\$ 1,727,506	\$ 1,727,506	\$ -	0.00%	\$ 1,727,506	\$ 1,727,506	\$ 1,727,506
Municipal Tax Grant	\$ 1,291,275	\$ 1,354,200	\$ 62,925	4.87%	\$ 1,354,200	\$ 1,354,200	\$ 1,354,200
University Council on Athletics*	\$ 2,369,979	\$ 2,419,944	\$ 49,965	2.11%	\$ 2,471,036	\$ 4,484,007	\$ 4,578,171
Miscellaneous Athletics*	\$ 675,000	\$ 807,519	\$ 132,519	19.63%	\$ 847,895	\$ 921,601	\$ 950,000
Student Health Service*	\$ 2,777,976	\$ 3,140,291	\$ 362,315	13.04%	\$ 3,140,291	\$ 2,569,357	\$ 2,570,500
Special Disability Services*	\$ 1,262,932	\$ 1,167,657	\$ (95,275)	-7.54%	\$ 1,167,657	\$ 1,167,657	\$ 1,167,657
Faculty Recruitment Bridging Program	\$ 832,000	\$ -	\$ (832,000)	-100.00%	\$ -	\$ -	\$ -
Queen's National Scholars	\$ 1,005,950	\$ 751,168	\$ (254,782)	-25.33%	\$ 822,066	\$ 901,587	\$ 1,118,836
Queen's Research Chairs	\$ 500,000	\$ 500,000	\$ -	0.00%	\$ 500,000	\$ 500,000	\$ 500,000
Faculty Renewal Program	\$ 900,000	\$ 900,000	\$ -	0.00%	\$ 900,000	\$ 900,000	\$ 900,000
Spousal / Partner Appointments	\$ 100,000	\$ 100,000	\$ -	0.00%	\$ 100,000	\$ 100,000	\$ 100,000
ISC	\$ 1,400,000	\$ 350,000	\$ (1,050,000)	-75.00%	\$ 350,000	\$ 350,000	\$ 350,000
Employee Future Benefits	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -
Other Central Expenses	\$ 10,836,945	\$ 10,684,781	\$ (152,164)	-1.40%	\$ 10,730,932	\$ 11,003,955	\$ 11,558,835
Overhead Recovery	\$ (5,939,641)	\$ (3,872,582)	\$ 2,067,059	-34.80%	\$ (3,989,099)	\$ (4,239,442)	\$ (4,238,354)
Total Other Expenses, net of Recoveries	\$ 20,939,922	\$ 21,230,484	\$ 290,562	1.39%	\$ 21,322,484	\$ 22,940,428	\$ 23,837,351
Total Operating Expenditures	\$ 374,391,665	\$ 397,879,307	\$ 23,487,641	6.27%	\$ 430,772,938	\$ 450,247,252	\$ 460,788,334

*Expenses covered by Fees under Other Fees or Earmarked Grants

**The large increases to Allocations to P/VP/Faculties/Schools are primarily due to the benefits that were previously recorded centrally being added to the allocations commencing in 2010-11.

***Expenses related to MBA tuition have increase by \$15.5M over the approved budget. This is directly offset by an increase in MBA tuition revenues.



Senate Committee on Academic Development

Report to Senate - Meeting of March 25, 2010

Enrolment Plan 2010/2011 – 2011/2012

Introduction

At its meeting on March 3, 2010, the Senate Committee on Academic Development considered the Enrolment Plan 2010/2011 – 2011/2012 which was prepared by J. Brady, the University Registrar, following consultation with the Academic Deans and the Principal's ad hoc enrolment working group. A copy of the Plan is attached to this report.

Analysis and Discussion

The following points should be highlighted:

- each year, a forecast of the undergraduate and graduate enrolment levels is completed for the next two academic years in order to facilitate budget and planning decisions within the institution;
- the attached document presents a short-term enrolment strategy for the 2010-2011 and 2011-2012 academic years and also lays out many factors to consider for longer-term planning;
- the document acknowledges the unique circumstances under which recent enrolment discussions have taken place. These circumstances include but are not limited to: the lack of a government funding framework, anticipation that future funding will be premised on growth, the impending results of the academic planning exercise and current fiscal constraints;
- discussions around the long-term optimal enrolment in both undergraduate and graduate programs will continue once the MTCU funding model has been announced;
- it is essential that Queen's explores non-traditional ways to optimize its total capacity by considering innovative ways to fulfil its academic mission. This may include: more course offerings outside of the traditional fall/winter terms, alternative modes and venues for delivery of degree programs and more collaboration with prospective partners both within and outside the University;
- the short-term strategy proposes modest growth in undergraduate intake of approximately 200 students. It also proposes growth in graduate enrolment of approximately 100 students achieved by filling programs that have not yet reached enrolment aspirations and in programs where faculty capacity exists;

- the working premise of the enrolment plan is that growth can be achieved without reducing the quality of the students admitted to Queen's;
- by restricting upper-year undergraduate accommodation to Residence staff only (i.e. Residence Dons), the University will have the capacity to meet the first-year residence guarantee;
- discussion about longer-term enrolment objectives, opportunities and challenges, will continue and be led by the Principal's ad hoc enrolment working group.

C o n c l u s i o n s / R e c o m m e n d a t i o n

Recommendation:

that Senate approve the short-term Enrolment Plan for 2010/2011 to grow undergraduate enrolment by up to 200 full-time students and to continue growth in total full-time graduate enrolment by approximately 100 students.

The Senate is also asked to empower the University Registrar to make any adjustments as are necessary and appropriate to specific program goals and opportunities to ensure that the total projected enrolment for 2010/2011 is achieved.

Respectfully submitted,

Bob Silverman
Acting Chair, Senate Committee on Academic Development

Committee Members:

Members

N. Chesterley
J. Emrich
P. Fachinger
N. Fulford
A. Jack-Davies
P. Oosthuizen
T. Shearer
B. Silverman
D. Stockley
R. Ware
P. Watkin (Secretary)

Senate Committee on Academic Development

Enrolment Plan 2010/2011 – 2011/2012

I. Purpose

This document presents a short-term enrolment strategy for 2010-2011 and 2011-2012, and provides background information to facilitate discussion about the options for longer-term planning. The opportunities and challenges presented by the University's financial position, the impending academic planning exercise, institutional priorities, and Government priorities anticipated in the funding framework policy, provide the back-drop to review overall enrolment strategy in a much broader and longer-term context than the customary annual review. The enrolment plan may be expanded to include enrolment initiatives outside November 1 full-time head count to include, for example, opportunities to develop and enhance on-line course/program delivery, summer options and/or potential off campus alternatives.

II. Background

Queen's University Senate approves specific full-time enrolment plans and projections after an annual review by the Senate Committee on Academic Development (SCAD), chaired by the Vice-Principal (Academic). SCAD establishes overall enrolment objectives, as well as specific undergraduate admission intake targets, upon consultation with the Deans, and recommends the plan to the Senate for approval. The Senate approves enrolment plans two years in advance to facilitate budget and planning decisions.

The University's enrolment strategy has been articulated to try to maintain undergraduate (first and second-entry programs) at approximately 14,000 full-time students while growing both the absolute number and proportion of graduate students. Constraints on undergraduate growth are reasonably well understood and include academic capacity (instructors and teaching space) as well as residence and student service capacity, and "town/gown" consideration. At the same time, however, the fiscal pressure to pursue growth at the undergraduate level has been a significant driver of the University's budget strategy.

The goal to increase graduate student growth has been funded through the Government's graduate expansion plan. Queen's has achieved its graduate expansion targets, and the long-standing objective of graduate enrolment representing 20% of total full-time enrolment and has fully met the graduate expansion targets established with MTCU; according to current Ministry practice, any additional domestic enrolments will be "unfunded". This situation will exist beyond 2010-11 and a change in the situation is dependent on government commitments to further expansion. That said there are nascent programs in which ongoing growth may be achieved through enrolment reductions in other programs. Ongoing growth is further complicated by the necessity of student financial support and the exposure of student support lines (e.g. Teaching assistantships) that are subject to annual budget reductions.

III. Factors for Consideration

There are many internal and external inter-related influences and factors that must be considered collectively to fully understand the implications of enrolment options, the most significant factors are outlined briefly below:

1. Ontario's Post-Secondary Funding Framework 2010-2015 - the Ontario Government has ambitious goals for the next phase of their Reaching Higher plan for postsecondary education which is anticipated in March 2010, including increasing the number of post-secondary graduates to 70% of the population, enhancing the student experience, enhancing teaching, and increasing student mobility between institutions. There are indications that additional funding will be focused on general accessibility (growth funding), accessibility for under-represented groups, credit pathway arrangements, and innovative delivery mechanisms. To the extent that these areas will be the priorities for funding, it should be anticipated that untargeted base funding, or any increases therein, may be constrained.
2. Residential Capacity – the Residence system currently has capacity to meet the first year residence guarantee as well as providing limited capacity for upper year undergraduate students, graduate and professional students, exchange students and School of English students. By restricting upper-year undergraduate capacity to Residence staff (e.g., Dons), an additional 270 beds could be available for first-year students within the current inventory of residence space.
3. Student Demand - An analysis of the 2008 and 2009 undergraduate applicant pools indicates that there were opportunities to increase the entering classes in Arts, Science, Engineering, Nursing, Phys Ed and Kinesiology, and Concurrent Education, without going below an admission average of 80%; the Commerce program has significantly higher demand than capacity. The School of Computing has capacity to increase undergraduate enrolment if demand and retention improve. Demand has increased for Applied Science and there may be potential for modest growth in first-year, as well as specific program opportunities to introduce transfer students into upper years. At the graduate level, student demand continues to increase for new programs (e.g., Public Health and Cultural Studies) as well as established programs, and is likely to exceed funded expansion targets in 2010 – 2011.
4. Program Capacity – many factors contribute to determining enrolment limits at the concentration or field level. Arts and Science has many limited enrolment programs where upper year demand exceeds capacity and progression is academically competitive; the Faculty is reviewing programs with low enrolment. As noted, Applied Science is exploring options to introduce more students into upper year in programs with capacity. The advanced standing track in Nursing, which admits students who have completed the equivalent of two university years to complete a continuous five term degree-completion, has been very successful and has grown steadily since its inception in 2007. The limiting factor in Nursing undergraduate growth is clinical placements in Kingston, the School is interested in reviewing innovative options to provide greater Regional clinical access for its students.
5. Teaching Capacity – faculty and teaching space capacity, with recent trends of teaching more students in bigger classes, impede the timetable and enrolment growth potential. Preliminary planning is underway to create additional teaching space, while opportunities to engage in more virtualization and on-line delivery may provide capacity to expand access outside of the traditional classroom models and fall-winter academic cycle.
6. International Enrolment – the Principal's vision for Queen's includes a goal of increasing international (visa) undergraduate enrolment to address objectives related to the undergraduate student learning experience, the University's international reputation and the potential to increase revenue to the institution. Approximately 75% of Queen's undergraduate enrolment has customarily been from Ontario, 20% from outside of Ontario (including outside of Canada), and 5% international visa students. That pattern has been consistent for many years although the University has not struck specific targets for provincial, national or international enrolment. In terms of graduate enrolment,

- domestic applications in the STEM disciplines are not of the magnitude (and in many cases quality) to address the requirement for graduate students; as many as 50% of the top applicants for admission in these disciplines are international students and recruitment of these students is highly desirable. International student enrolment in the STEM disciplines at Queen's ranges between 15 and 35% of in-program year 1-2 Masters and years 1-4 PhD. The SGS has signed agreements with the governments of Egypt and China in an effort to gain access to highly qualified students who are funded by their respective governments for study abroad.
7. Financial Aid – the University expends approximately \$36.5M on student support including graduate funding (internal scholarships and awards, tuition relief, TA, RA, and bursary assistance) and undergraduate merit and need-based assistance; the University has a long-standing commitment to financial access and rewarding excellence, enrolment growth will require greater investment in financial aid, from private and operating revenue sources.
 8. Student Services – growth in demand for student services, both from increasing enrolment and student profile, are under pressure to meet student needs particularly in the areas of Health, Counseling and Disability Services, Career Services and Athletics, increased enrolment will require an increase in investment in these areas.
 9. Town – Gown – The size of the host community of Kingston has a bearing on the size and environment for Queen's students, faculty and staff, and vice versa. Plans or proposals to change the University's enrolment levels or mix, particularly with respect to the number and proportion of international students, will have an impact on the local community. Communication and engagement with the City of Kingston should be a requisite component of the planning process for short and longer-term enrolment strategy. Queen's has a significant regional impact and is the 'local' university for many prospective students; outreach initiatives to encourage participation in post-secondary education will undoubtedly lead to more demand for scarce spaces.
 10. Funding Model and Timing – the government's commitment to increasing university capacity in the Province will require adequate operating and capital funding. The University will need to invest in strategic and innovative growth opportunities to secure increased funding while preserving and enhancing excellence and quality in undergraduate and graduate education.

A thorough analysis of all of these inter-related factors will underpin recommendations related to both long-term and short-term strategic enrolment planning.

IV. Specific Short-term Enrolment Recommendations 2010 – 2012

The strategy for September 2010 reflects modest growth in undergraduate intake of approximately 200 students for a total incoming class of 3,800 students. It is anticipated that up to an additional 100 students will be accommodated in the Bachelor of Arts Honours program, an increase of up to 40 students in the Bachelor of Science Honours program, an increase of 10 students in the Bachelor of Science (Kinesiology) program, and 55 incremental students in Commerce. In addition, up to 10 additional spaces may be filled in Con-current Education through the expanded Aboriginal admission policy. For September 2011, opportunities to increase intake in Nursing, Computing and Applied Science might be explored as well as increasing upper year enrolment in Computing and selected Engineering programs.

Modest growth is planned for the J.D. program in Law through an increased intake to 165 students from the past steady state of 160 students. Education and Medicine plan to maintain intake at 700 and 100 per year.

Increasing the number of enrolled funding eligible domestic students has been a priority for Queen's and the SGS since the 2004-05 inception of the Government of Ontario's *Reaching Higher* program. Through a combination of new program development, existing program growth and the conversion of a number of Queen's MBA programs to "BIU funding eligible status," we have effectively achieved our target growth. Under the *Reaching Higher* plan, Queen's committed to increase domestic funding eligible graduate enrolment in the order of 800 FTEs (643 Master's FTEs and 157 PhD FTEs) over 2004-05. Our end-state domestic eligible enrolment targets are 1,693 Master's and 792 PhD's. International enrolments in SGS have increased from 308 to 412 in the same time period.

Enrolment projections for 2010-11 to 2011-12 are based on a growth forecast of approximately 3.5% in total full-time students. Most of the new graduate growth is planned to occur in those new programs that have not yet reached enrolment aspirations and in programs where faculty capacity exists. Other factors such as faculty hiring and physical space will have an influence on overall capacity in graduate programs.

Projections:

SGSR	Nov 05	Nov 06	Nov 07	Nov 08	Nov 09	Nov 10	Nov 11
Masters	1,348	1,416	1,516	1,534	1,681	1,692	1,777
PhD	921	983	1,034	1,108	1,160	1,220	1,280
Totals*	2,293	2,416	2,552	2,710	2,841	2,932	3,077

*Total enrolment includes non-degree and qualifying students, 20 in each of 2009, 2010 & 2011

Graduate enrolment in M.B.A. and Master of Management (MM) programs administered through the School of Business is projected to continue to increase through 2011 and 2012. In part the growth stems from the introduction of more double degree options in the MM – Global Management program, and the introduction of a new field, Finance, in the MM program to be delivered primarily in Toronto, as well as the introduction of a Graduate Diploma in Accounting to be delivered on campus in the summer (and therefore not included in the following November projections). Enrolment projections in all graduate programs (BIU and non BIU eligible) offered through the QSB are displayed below.

Projections:

Business	Nov 05	Nov 06	Nov 07	Nov 08	Nov 09	Nov 10	Nov 11
MBA,EMBA,NMBA, MBAQC,MBABG	417	488	531	555	630	611	594
Management	0	0	13	18	36	73	93
Total	417	488	544	573	666	684	687

V. Discussion

The landscape for enrolment planning is clearly more complex and potentially more influenced by external factors than it has been for some time, at least since the Ontario "double cohort"

experience. The options to expand enrolment while maintaining the residential cohort close to current enrolment levels are also more plentiful, but may require greater innovation and entrepreneurial spirit as well as more collaboration with prospective partners within and outside the University. The Queen's "Brand" may provide avenues to deliver degree programs in alternate modes or venues, and enable Queen's to continue its tradition as the quality leader in university education utilizing a variety of formats.

The following tables have been provided for reference:

Table 1 Planned undergraduate intake and total graduate enrolment levels 2010, 2011 and 2012, referenced to 2001, indicating the previously approved and amended plans for 2010.

Table 2 Actual versus Planned Undergraduate intake levels 2004 – 2009

Table 3 Summary of actual and projected full-time enrolment 2004-2012

Table 4 Detailed (Arts and Science) summary of actual and projected enrolment 2004-2012

April 21, 2010

Program	BASE		2009		2010	FULL-TIME Year 1			
	2001 Planned Intake	2001 Actual Intake	Planned Nov 1	Actual	Previously Approved	Planned Nov 1	% Change from 2010 Approved	Planned Nov 1	Proposed Nov 1
	FULL-TIME								
Fine Art	30	39	30	20	30	30	0.0%	30	30
Music	40	40	40	35	40	40	0.0%	40	40
BPHE	85	96	0	0	0	0		0	0
BPHEH			48	53	48	50	4.2%	50	50
BSCH BINE			48	51	48	60	25.0%	60	60
Miscellaneous	2	0	0	0	0	0	-	0	0
BAH + BA (excl Con-Ed)	1,030	1,009	1,310	1,351	1,310	1,410	7.6%	1,410	1,410
BSCH + BSC (excl Con-Ed)	680	655	735	770	735	796	8.3%	796	796
BSC GEN LISC Respiratory Therapy	25	9	0	0	0	0	-	0	0
BSC GEN LISC X-Ray Technology	21	11	21	28	21	0	-100.0%	0	0
Con-Ed Arts	70	72	70	64	70	70	0.0%	70	70
Con-Ed Science	40	40	40	39	40	40	0.0%	40	40
Con-Ed Music	-	-	10	16	10	10	0.0%	10	10
Bachelor of Computing	-	-	50	53	50	50	0.0%	50	50
Subtotal Arts & Science	2,023	1,971	2,402	2,480	2,402	2,556	6.4%	2,556	2,556
International Study Centre (ISC)	100	86	140	126	140	140	0.0%	140	140
Applied Science	605	567	650	667	650	650	0.0%	650	650
Commerce	210	202	320	318	378	375	-0.8%	375	450
Nursing-BNSC	100	99	85	88	85	85	0.0%	85	85
Subtotal Direct Entry	3,038	2,925	3,597	3,679	3,655	3,806	4.1%	3,806	3,881
Rehab	90	83	0	0	0	0	-	0	0
Law	150	161	160	157	160	165	3.1%	165	165
Meds - MD	85	90	100	99	106	106	0.0%	112	112
Education (Yr 5)	635	657	700	746	700	700	0.0%	700	700
Subtotal Second Entry	960	991	960	1,002	966	971	0.5%	977	977
Subtotal Undergraduate	3,998	3,916	4,557	4,681	4,621	4,777	3.4%	4,783	4,858
	All Years - Nov 1								
School of Business									
MBA	524	530	590	630	592	611	3.2%	594	594
MM			25	40	30	73	143.3%	93	93
Total	524	530	615	670	622	684	10.0%	687	687
SGS									
Masters	968	979	1,612	1,662	1,692	1,692	0.0%	1,777	1,777
PhD	702	706	1,163	1,162	1,220	1,220	0.0%	1,280	1,280
Non Degree (ZGGRA, CNP)	5	10	20	17	20	20	0.0%	20	20
Total	1,675	1,695	2,795	2,841	2,932	2,932	0.0%	3,077	3,077
Post-Grad Medicine	248	261	404	391	427	427	0.0%	450	450

Program	Year 1 - Nov 1												
	2004		2005		2006		2007		2008		2009		2010
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan
FULL-TIME													
Art	30	25	30	22	30	29	30	27	30	24	30	20	30
Music	44	32	36	24	36	38	40	34	40	26	40	35	40
BPHE	85	87	85	88	85	83	0	0	0	0	0	0	0
BPHEH							48	42	48	50	48	53	50
BSCH KINE							48	46	48	50	48	51	60
ASC Miscellaneous+Qualifier	0	1	0	3	0	4	0	2	0	1	0	0	0
BA / BAH (excl Con-Ed)	1101	1,105	1,105	1,307	1,105	1,092	1,180	1,191	1,330	1,367	1,310	1,351	1,410
BSC / BSCH (excl Con-Ed)	725	692	725	764	725	657	735	705	735	741	735	770	796
BSC LISC Respiratory Therapy	25	26	0	0	0	0	0	0	0	0	0	0	0
BSC LISC X-Ray Technology	21	23	21	17	21	10	21	21	21	24	21	28	0
Con-Ed Arts	64	66	60	74	60	61	60	56	60	52	70	64	70
Con-Ed Sci	40	39	40	41	40	38	40	36	40	44	40	39	40
Con-Ed Music	6	7	10	8	10	10	10	14	10	15	10	16	10
School of Computing	148	54	40	43	40	42	40	37	40	47	50	53	50
Subtotal Arts and Science	2,289	2,157	2,152	2,391	2,152	2,064	2,252	2,211	2,402	2,441	2,402	2,480	2,556
International Study Centre (ISC)	135	126	140	139	140	136	140	131	140	146	140	126	140
Applied Science	640	527	600	564	550	548	560	575	620	697	650	667	650
Commerce	270	263	300	304	300	294	300	301	300	321	320	318	375
Nursing-BNSC	120	111	75	94	75	79	75	73	80	89	85	88	85
Subtotal Direct Entry	3,454	3,184	3,267	3,492	3,217	3,121	3,327	3,291	3,542	3,694	3,597	3,679	3,806
Rehab	0	0	0	0	0	0	0	0	0	0	0	0	0
Law	160	157	160	157	160	163	160	159	160	159	160	157	165
Meds - MD	102	100	102	101	102	100	102	100	100	100	100	99	106
Education Yr 5	665	641	665	692	685	675	585	697	700	660	700	746	700
TOTAL Undergrad Yr 1	4,381	4,082	4,194	4,442	4,164	4,059	4,174	4,247	4,502	4,613	4,557	4,681	4,777

SGS - ACTUALS VS PLANNED - ALL YEARS

SGS Masters Yr 1		776		690		831		854		829		955	
Masters Upper		506		658		585		662		705		707	
Masters Total	1,132	1,282	1,160	1,348	1,185	1,416	1,577	1,516	1,593	1,534	1,612	1,662	1,692
SGS PhD Yr 1		198		202		242		246		282		294	
PhD Upper		667		719		741		788		826		868	
PhD Total	907	865	960	921	1,005	983	1,035	1,034	1,087	1,108	1,163	1,162	1,220

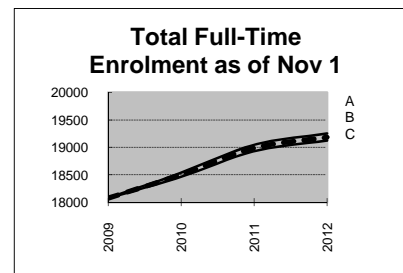
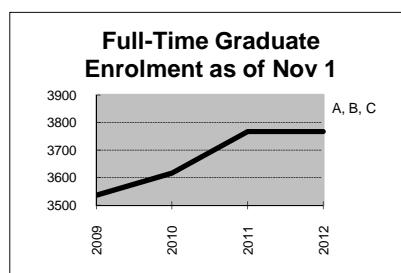
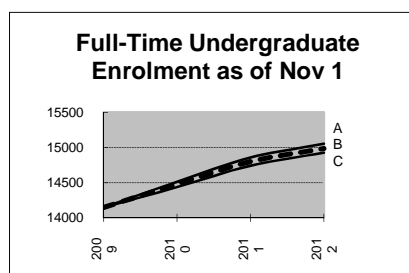
Actuals - Nov 1 Projections - Nov 1

Year Model	Actuals - Nov 1						Projections - Nov 1									
	2004	2005	2006	2007	2008	2009	2010			2011			2012			
							A	B	C	A	B	C	A	B	C	
UNDERGRADUATE																
Arts and Science *	7,997	8,250	8,088	7,980	8,343	8,481	8,769	8,767	8,738	8,948	8,925	8,889	9,056	9,031	8,992	
Applied Science	2,366	2,345	2,274	2,172	2,391	2,548	2,620	2,552	2,559	2,677	2,576	2,589	2,638	2,524	2,541	
Commerce	903	1,008	1,063	1,075	1,118	1,119	1,155	1,187	1,171	1,223	1,277	1,253	1,335	1,394	1,370	
Nursing	346	370	357	350	338	347	354	360	353	376	390	377	374	386	373	
Sub Tot Direct Entry	11,612	11,973	11,782	11,577	12,190	12,495	12,898	12,866	12,821	13,224	13,168	13,108	13,403	13,335	13,276	
Rehab Therapy	161	87	0	0	0	0	0	0	0	0	0	0	0	0	0	
Law	471	457	470	466	470	459	457	457	458	463	465	462	469	471	468	
Medicine - MD, ZMD	436	447	451	452	454	449	459	456	458	472	468	471	484	480	482	
Education - Yr 5	641	692	675	697	660	746	700	700	700	700	700	700	700	700	700	
Sub Tot 2nd Entry	1,709	1,683	1,596	1,615	1,584	1,654	1,616	1,613	1,616	1,635	1,633	1,633	1,653	1,651	1,650	
Total Undergrad	13,321	13,656	13,378	13,192	13,774	14,149	14,514	14,479	14,437	14,859	14,801	14,741	15,056	14,986	14,926	
GRADUATE																
Bus - MBA, MM	412	417	488	544	573	670	684	684	684	687	687	687	687	687	687	
SGS - Masters	1,282	1,348	1,416	1,516	1,534	1,662	1,688	1,688	1,688	1,777	1,777	1,777	1,777	1,777	1,777	
PhD	865	921	983	1,034	1,108	1,162	1,220	1,220	1,220	1,280	1,280	1,280	1,280	1,280	1,280	
Non-Degree	12	22	15	17	15	24	24	24	24	24	24	24	24	24	24	
Total Graduate	2,571	2,708	2,902	3,125	3,255	3,536	3,616	3,616	3,616	3,768	3,768	3,768	3,768	3,768	3,768	
SUB TOTAL	15,892	16,364	16,280	16,317	17,029	17,685	18,130	18,095	18,053	18,627	18,569	18,509	18,824	18,754	18,694	
Undergraduate Study Abroad																
Int Study Centre (ISC)	146	162	172	152	180	151	180	180	180	180	180	180	180	180	180	
On Exchange **	117	135	148	154	212	240	230	230	230	240	240	240	250	250	250	
FULL-TIME TOTAL	16,155	16,661	16,600	16,623	17,421	18,076	18,540	18,505	18,463	19,047	18,989	18,929	19,254	19,184	19,124	
Yr over Yr Change	228	506	-61	23	798	655	464	429	387	507	484	466	207	195	195	
Change from 2009							464	429	387	971	913	853	1,178	1,108	1,048	

Note:

* includes students qualifying for graduate studies

** Direct-entry students visiting Queen's on an exchange program



Actuals - Nov 1 Projections - Nov 1

Year Model	Actuals - Nov 1						Projections - Nov 1								
	2004	2005	2006	2007	2008	2009	2010			2011			2012		
							A	B	C	A	B	C	A	B	C
UNDERGRADUATE															
Arts BA/BAH	4,239	4,425	4,347	4,299	4,530	4,709	4,984	4,926	4,931	5,149	5,045	5,057	5,208	5,082	5,096
and BSC/BSCH	2,447	2,530	2,487	2,468	2,605	2,554	2,585	2,653	2,617	2,594	2,700	2,641	2,619	2,746	2,679
Science BSC GEN LISC	70	53	25	33	43	50	28	28	28	0	0	0	0	0	0
BFA	105	96	92	98	97	91	92	102	100	91	107	103	94	116	108
BMUS	116	107	117	121	109	117	121	122	125	122	125	127	128	133	135
BCMP/BCMPH	248	263	251	183	158	149	159	151	155	165	150	158	164	147	158
BPHE	358	354	353	219	139	63	0	0	0	0	0	0	0	0	0
BPHEH				48	97	136	153	147	141	154	146	141	153	146	140
BSCH KINE				76	130	182	213	207	206	226	214	215	235	221	224
Con-Ed Arts	256	265	242	240	229	221	230	230	231	243	240	244	256	250	255
Con-Ed Sci	124	121	127	137	140	134	134	129	132	138	128	134	136	123	131
Con-Ed Music	14	22	30	38	45	49	46	48	48	42	46	45	39	43	42
Misc. - non degree	20	12	15	20	20	24	24	24	24	24	24	24	24	24	24
SGS Qualifier	0	2	2	0	1	2	0	0	0	0	0	0	0	0	0
Sub Total	7,997	8,250	8,088	7,980	8,343	8,481	8,769	8,767	8,738	8,948	8,925	8,889	9,056	9,031	8,992
Applied Science	2,366	2,345	2,274	2,172	2,391	2,548	2,620	2,552	2,559	2,677	2,576	2,589	2,638	2,524	2,541
Commerce	903	1,008	1,063	1,075	1,118	1,119	1,155	1,187	1,171	1,223	1,277	1,253	1,335	1,394	1,370
Nursing	346	370	357	350	338	347	354	360	353	376	390	377	374	386	373
Sub Tot Direct Entry	11,612	11,973	11,782	11,577	12,190	12,495	12,898	12,866	12,821	13,224	13,168	13,108	13,403	13,335	13,276
Rehab Therapy	161	87	0	0	0	0	0	0	0	0	0	0	0	0	0
Law	471	457	470	466	470	459	457	457	458	463	465	462	469	471	468
Medicine - MD	388	395	398	400	401	402	412	409	411	425	421	424	437	433	435
- ZMD	48	52	53	52	53	47	47	47	47	47	47	47	47	47	47
Education	641	692	675	697	660	746	700	700	700	700	700	700	700	700	700
Sub Tot 2nd Entry	1,709	1,683	1,596	1,615	1,584	1,654	1,616	1,613	1,616	1,635	1,633	1,633	1,653	1,651	1,650
Total Undergrad	13,321	13,656	13,378	13,192	13,774	14,149	14,514	14,479	14,437	14,859	14,801	14,741	15,056	14,986	14,926
GRADUATE															
Bus - Graduate (MBA, MM)	412	417	488	544	573	670	684	684	684	687	687	687	687	687	687
Non-Degree (ZGBUS, ZQMBA)				14	25	18									
SGS - Masters	1,282	1,348	1,416	1,516	1,534	1,662	1,688	1,688	1,688	1,777	1,777	1,777	1,777	1,777	1,777
PhD	865	921	983	1,034	1,108	1,162	1,220	1,220	1,220	1,280	1,280	1,280	1,280	1,280	1,280
Non-Degree	12	22	15	17	15	24	24	24	24	24	24	24	24	24	24
Total Graduate	2,571	2,708	2,902	3,125	3,255	3,536	3,616	3,616	3,616	3,768	3,768	3,768	3,768	3,768	3,768
Undergraduate Study Abroad															
Int Study Centre (ISC)	146	162	172	152	180	151	180	180	180	180	180	180	180	180	180
On Exchange *	117	135	148	154	212	240	230	230	230	240	240	240	250	250	250
* <u>Direct-entry</u> students visiting Queen's on an exchange program															
TOTAL FULL-TIME	16,155	16,661	16,600	16,623	17,421	18,076	18,540	18,505	18,463	19,047	18,989	18,929	19,254	19,184	19,124
Yr over Yr change	228	506	-61	23	798	655	464	429	387	507	484	466	207	195	195
Change from 2009							464	429	387	971	913	853	1,178	1,108	1,048
Post-Grad Meds	311	317	318	363	375	391	340	340	340	340	340	340	340	340	340

Model Key:

- A = 2009 Promotion + 2009 constant adjustment + 2010 new intake
- B = 2008 Promotion + 2009 constant adjustment + 2010 new intake
- C = 2009 3-Yr Mov Ave Promotion + 2009 constant adjustment + 2010 new intake

**Report to the Board of Trustees
April 30, 2010**

**Tuition Fee Report
2010-11 and 2011-12**

Introduction

This report outlines all domestic undergraduate and graduate tuition fees to be approved for 2010-11 and 2011-12, and complies with the terms and constraints of the recent two-year provincial government Tuition Policy Framework announced in March 2010. As in past years, these recommendations result from an attempt to balance the need to maximize revenues for academic programming and University operations, while continuing a high level of commitment to student accessibility.

Ontario's Tuition Policy Framework presupposes a two-year Agreement between Queen's and the Ministry of Training, Colleges and Universities (MTCU) which is intended to provide predictability with regard to funding and quality improvements as well as to regulate institutions' commitment to student accessibility. Under the tuition fee regulations, universities are permitted to increase tuition for first-year students by up to 4.5% in most programs and up to 8% in the first year of professional and graduate programs. In-program and subsequent upper year increases have been limited to 4% annually. Overall, total fee increases across the institution must not exceed 5%. In addition, colleges and universities will be required to contribute 10% of additional revenue from tuition fee increases to bursaries and other student assistance programs to provide financial aid to students most in need. The Vice-Principal (Academic), in consultation with the Deans and Directors, seeks to maximize revenues for the University while providing student financial assistance and observing the Student Access Guarantee (SAG) to ensure that students with a demonstrated need have access to financial assistance for tuition, books and mandatory fees.

It is important to emphasize that growth will be central to the Provincial Government's post-secondary strategy in the next five years and Queen's is developing an appropriate and sustainable long-term enrolment strategy. Nonetheless, the promise of funding for further enrolment growth is problematic, the cost of educating students above current enrolment levels *to appropriate standards* being greater than will be covered by marginal increases to grant and additional tuition revenue. The work underway at Queen's on enrolment and growth provides the basis for enrolment assumptions in the present budget document, and as part of the University's transition to a Provost model, will in future years become fully integrated in Queen's comprehensive planning.

Tuition Fee Recommendations

Tuition fee increases submitted for approval by the Board of Trustees, effective as of May 1, 2010, are set out in the shaded areas of the Table One. Queen's University International Tuition Fees were submitted and approved by the Board of Trustees at the

meeting of December 4, 2009. Queen's School of Business fees for the MBA suite of programs were approved for 2010-11 by the Board of Trustees in October 2009. Increases proposed in the present document are for the most part the maximum allowable under the framework, except where the Vice-Principal (Academic), in consultation with the Dean or Director, has determined that fee increases may adversely affect enrolment or compromise the quality or viability of the program in some other way.

Master's and Doctoral Programs

In November 2007, the Board of Trustees approved a recommendation to increase the tuition fees of research graduate programs at both the Master's and Ph.D. levels to the maximum allowed under the provincial tuition fee framework. This was the first increase in graduate tuition fees in ten years at Queen's, and was based on the concurrent and marked increase of resources allocated by the University to graduate student support and student financial assistance.

In 2010-11, it is recommended that domestic graduate tuition fees increase at a more moderate level, 4% for students in their first year of study and 4% for subsequent years of study in both the Master's and Ph.D.. Domestic graduate fees for 2011-12 are not at present recommended to increase, and further discussions must still take place within the context of a wider, strategic academic planning and enrolment growth exercise. The additional funding available to the University as a result of the 2010-11 increases will be earmarked for graduate student awards/assistance and to continue the University's current strategic direction to expand graduate enrolment in areas of academic and research strength. Because the vitality of our graduate programs is inextricably connected to our standing as a research intensive university, and because graduate tuition fees must be viewed as part of the overall financial package used in recruiting high-quality graduate students, it is obvious that fee increases must always be approached strategically.

Summary

The University's proposed tuition fee increases conform to the Government's expectations that the overall increases shall not exceed the 5% maximum per year. Furthermore, the intention of proposing the maximum allowable increases in most programs is to address the operational needs of the University. Increases to student assistance budgets will address financial access for students.

Motion

That the Board of Trustees, on the recommendation of the Finance Committee, approve the tuition fees set out in the attached Table for the year 2010-11 and 2011-12, effective May 1, 2010.

Table 1
Recommended Tuition Fee Levels 2010-11 and 2011-12*
(Domestic Students)

Undergraduate and Professional Programs	Actual 2008-09	% Change	Approved 2009-10	% Change	Proposed 2010-11	% Change	Proposed 2011-12	% Change
Applied Science								
Year 1	\$7,604	4.0%	\$8,212	4.0%	\$8,869	8.0%	\$9,578	8.0%
Year 2	\$7,604	4.0%	\$7,908	4.0%	\$8,540	4.0%	\$9,224	4.0%
Year 3	\$7,604	4.0%	\$7,908	4.0%	\$8,224	4.0%	\$8,882	4.0%
Year 4	\$7,604	4.0%	\$7,908	4.0%	\$8,224	4.0%	\$8,553	4.0%
Arts and Science (including Con-Ed) (Arts, Science, Physical and Health Education, Music, Fine Art, Computing)								
Year 1	\$4,785	4.5%	\$5,001	4.5%	\$5,226	4.5%	\$5,461	4.5%
Year 2	\$4,762	4.0%	\$4,977	4.0%	\$5,201	4.0%	\$5,435	4.0%
Year 3	\$4,740	4.0%	\$4,953	4.0%	\$5,176	4.0%	\$5,409	4.0%
Year 4	\$4,717	4.0%	\$4,929	4.0%	\$5,151	4.0%	\$5,383	4.0%
Commerce								
Note: % change for year over year fee increase per course								
Year 1	\$10,395	8.0%	\$11,225	8.0%	\$12,123	8.0%	\$13,093	8.0%
Year 2	\$10,010	4.0%	\$10,810	4.0%	\$11,674	4.0%	\$12,608	4.0%
Year 3	\$8,760	4.0%	\$9,465	4.0%	\$10,220	4.0%	\$11,037	4.0%
Year 4	\$9,162	4.0%	\$8,200	4.0%	\$8,859	4.0%	\$9,565	4.0%
Education								
Consecutive	\$4,717	4.0%	\$4,929	4.5%	\$5,151	4.5%	\$5,383	4.5%
Concurrent (education courses)	\$4,717	4.0%	\$4,929	4.5%	\$5,151	4.5%	\$5,383	4.5%
AQ Courses (per course)	\$855	1.2%	\$865	0.0%	\$865	0.0%	\$865	0.0%
Law								
Year 1	\$11,288	8.0%	\$12,191	8.0%	\$13,166	8.0%	\$14,220	8.0%
Year 2	\$10,870	4.0%	\$11,740	4.0%	\$12,679	4.0%	\$13,693	4.0%
Year 3	\$10,468	4.0%	\$11,305	4.0%	\$12,209	4.0%	\$13,186	4.0%
Medicine								
Year 1	\$15,628	5.0%	\$16,878	8.0%	\$18,228	8.0%	\$19,686	8.0%
Year 2	\$15,479	4.0%	\$16,253	4.0%	\$17,553	4.0%	\$18,957	4.0%
Year 3	\$15,332	4.0%	\$16,098	4.0%	\$16,903	4.0%	\$18,255	4.0%
Year 4	\$15,186	4.0%	\$15,945	4.0%	\$16,742	4.0%	\$17,579	4.0%
Nursing								
Year 1	\$4,785	4.5%	\$5,000	4.5%	\$5,225	4.5%	\$5,460	4.5%
Year 2	\$4,762	4.0%	\$4,976	4.0%	\$5,200	4.0%	\$5,434	4.0%
Year 3	\$4,740	4.0%	\$4,953	4.0%	\$5,175	4.0%	\$5,408	4.0%
Year 4 (Includes Advanced Standing Track)	\$4,717	4.0%	\$4,930	4.0%	\$5,151	4.0%	\$5,382	4.0%
Nurse Practitioner Certificate	\$5,384	0.0%	\$5,815	8.0%	\$6,048	4.0%	\$6,290	4.0%

* Tuition is approved at the program level, based on normal full-time course load, and assessed at the course level.

Actual tuition fees assessed may vary slightly from approved fees due to rounding.

NOTE: fees highlighted in gray proposed for Board approval

Table 1 - Continued
Recommended Tuition Fee Levels 2010-11 and 2011-12*
(Domestic Students)

Graduate and Professional Graduate Programs	Actual 2008-09	% Change	Approved 2009-10	% Change	Proposed 2010-11	% Change	Proposed 2011-12	% Change
Masters								
Year 1	\$5,572	8.0%	\$6,017	8.0%	\$6,258	4.0%	\$6,258	0.0%
Year 2	\$5,365	4.0%	\$5,795	4.0%	\$6,258	4.0%	\$6,258	0.0%
Doctoral								
Year 1	\$5,572	8.0%	\$6,017	8.0%	\$6,258	4.0%	\$6,258	0.0%
Year 2	\$5,365	4.0%	\$5,795	4.0%	\$6,258	4.0%	\$6,258	0.0%
Year 3	\$5,365	4.0%	\$5,580	4.0%	\$6,027	4.0%	\$6,258	0.0%
Year 4	\$5,365	4.0%	\$5,580	4.0%	\$5,803	4.0%	\$6,027	0.0%
Master of Public Health								
Year 1	n/a	n/a	\$7,761	n/a	\$8,382	8.0%	\$9,052	8.0%
Year 2	n/a	n/a	n/a	n/a	\$8,071	4.0%	\$8,717	4.0%
School of Policy Studies								
Master in Public Administration (MPA)								
Year 1	\$7,759	6.0%	\$7,759	0.0%	\$8,380	8.0%	\$8,715	4.0%
Year 2					\$8,069	4.0%	\$8,715	4.0%
Professional Masters in Public Administration (PMPA) per course								
Year 1	\$1,163	6.0%	\$1,163	0.0%	\$1,256	8.0%	\$1,357	8.0%
Year 2					\$1,210	4.0%	\$1,306	4.0%
Master in Industrial Relations								
Year 1	\$6,499	8.0%	\$7,019	8.0%	\$7,580	8.0%	\$8,187	8.0%
Year 2					\$7,300	4.0%	\$7,884	4.0%
Professional Masters in Industrial Relations (PMIR) per course								
Year 1	n/a		n/a		\$1,550	8.0%	\$1,674	8.0%
Year 2					n/a	4.0%	\$1,612	4.0%
School of Urban and Regional Planning								
Master in Urban and Regional Planning								
Year 1	\$6,499	8.0%	\$7,019	8.0%	\$7,580	8.0%	\$8,187	8.0%
Year 2	\$6,258	4.0%	\$6,759	4.0%	\$7,300	4.0%	\$7,884	4.0%
School of Business								
							(to a max of)	
MBA	\$58,000	0.0%	\$60,000	5.2%	\$62,500	4.2%	\$65,500	4.8%
Accelerated MBA	\$58,000	0.0%	\$61,000	5.2%	\$64,000	4.9%	\$67,000	4.7%
National Executive MBA	\$80,000	2.6%	\$84,000	6.3%	\$84,000	4.7%	\$88,000	4.8%
Ottawa Executive MBA **	\$75,000	2.7%	\$78,000	6.7%	n/a		n/a	
Cornell-Queen's MBA	\$92,000	0.0%	\$96,000	6.5%	\$98,000	6.2%	\$102,000	4.1%
Master of Management (fee per 1/2 credit)	\$2,000	-	\$2,090	4.5%				
MoM - Global Degree (12 months single)			\$22,990		\$24,025	4.5%	\$25,106	4.5%
MoM - Global Degree (16 months double)			\$30,305		\$31,669	4.5%	\$33,094	4.5%
MoM - Global Degree (20 months double)			\$35,530		\$37,129	4.5%	\$38,800	4.5%
MoM - Finance Degree			-		\$29,500		\$31,500	6.8%
MoM - Accounting Diploma			-		\$5,000		\$5,400	8.0%
School of Rehabilitation Therapy								
MSc (OT) and MSc (PT)								
Year 1	\$8,370	4.0%	\$8,705	4.0%	\$9,053	4.0%	\$9,777	8.0%
Year 2	\$8,370	4.0%	\$8,705	4.0%	\$9,053	4.0%	\$9,415	4.0%

* Tuition is approved at the program level, based on normal full-time course load, and assessed at the course level.

Actual tuition fees assessed may vary slightly from approved fees due to rounding.

** Ottawa Executive MBA program was merged with the National Executive MBA programs for classes beginning in 2010

NOTE: fees highlighted in gray are proposed for Board approval

Table 2
Approved Tuition Fees 2010-11*
(International Students)

Undergraduate and Professional Programs	Actual 2009-10	Proposed 2010-11	% Change
Applied Science			
Year 1	\$21,014	\$23,115	10.0%
Year 2	\$20,235	\$22,064	5.0%
Year 3	\$20,235	\$21,247	5.0%
Year 4	\$20,235	\$21,247	5.0%
Arts and Science (including Con-Ed) (Arts, Science, Physical and Health Education, Music, Fine Art, Computing)			
Year 1	\$17,026	\$18,728	10.0%
Year 2	\$16,395	\$17,877	5.0%
Year 3	\$16,317	\$17,215	5.0%
Year 4	\$16,317	\$17,133	5.0%
Commerce			
Note: % change for year over year fee increase per course			
Year 1 - 5.5 courses	\$24,093	\$26,503	10.0%
Year 2 - 5.5 courses	\$23,978	\$25,298	5.0%
Year 3 - 5.0 courses	\$20,987	\$22,888	5.0%
Year 4 - 4.5 courses	\$18,888	\$19,832	5.0%
Education			
Consecutive	\$16,944	\$18,639	10.0%
Concurrent (education courses)	\$16,317	\$17,792	5.0%
Law			
Year 1	\$22,632	\$24,895	10.0%
Year 2	\$21,794	\$23,764	5.0%
Year 3	\$20,987	\$22,884	5.0%
Medicine			
Year 1	\$50,000	\$65,000	30.0%
Year 2	\$50,000	\$65,000	30.0%
Year 3	\$50,000	\$65,000	30.0%
Year 4	\$50,000	\$65,000	30.0%
Nursing			
Year 1	\$17,026	\$18,728	10.0%
Year 2	\$16,395	\$17,877	5.0%
Year 3	\$16,317	\$17,215	5.0%
Year 4 (Includes Advanced Standing Track)	\$16,317	\$17,133	5.0%
* Tuition is approved at the program level, based on normal full-time course load, and assessed at the course level Actual tuition fees assessed may vary slightly from approved fees due to rounding.			

Table 2 - Continued
Approved Tuition Fees 2010-11*
(International Students)

Graduate and Professional Graduate Programs	Actual 2009-10	Proposed 2010-11	% Change
Masters			-
Year 1	\$12,364	\$12,364	0.0%
Year 2	\$11,906	\$12,364	0.0%
Doctoral			
Year 1	\$12,364	\$12,364	0.0%
Year 2	\$11,906	\$12,364	0.0%
Year 3	\$11,465	\$11,906	0.0%
Year 4	\$11,465	\$11,465	0.0%
School of Policy Studies			
Master in Public Administration (MPA)	\$16,000	\$17,280	8.0%
Part-time MPA (PMPA) per course	\$2,250	\$2,430	8.0%
Master in Industrial Relations	\$16,000	\$17,280	8.0%
School of Urban and Regional Planning			
Master in Urban and Regional Planning			
Year 1	\$12,364	\$13,353	8.0%
Year 2	\$11,906	\$12,858	4.0%
School of Business			
MBA	\$65,000	\$67,500	3.8%
Accelerated MBA	\$61,000	\$64,000	4.9%
National Executive MBA (to a maximum of)	\$84,000	\$88,000	4.8%
Cornell-Queen's MBA (to a maximum of)	\$96,000	\$102,000	6.3%
Master of Management (fee per 1/2 credit)	\$3,135	\$3,276	4.5%
School of Rehabilitation Therapy			
MSc (OT) and MSc (PT)			
Year 1	\$16,944	\$18,300	8.0%
Year 2	\$16,317	\$17,622	4.0%
* Tuition is approved at the program level, based on normal full-time course load, and assessed at the course level. Actual tuition fees assessed may vary slightly from approved fees due to rounding.			

Table 3
Approved Tuition Fees 2010-11
Bader International Study Centre
(fees include tuition, residence with full meals, local transportation and field studies)

BISC Programs	Actual 2008-09	Approved 2009-10	% Change	Proposed 2010-11	% Change
Spring 2010	\$6,801	\$7,141	5.0%	\$7,498	5.0%
Summer 2010	\$4,543	\$4,770	5.0%	\$5,009	5.0%
Fall 2010	\$13,776	\$14,465	5.0%	\$15,188	5.0%
Winter 2011	\$13,776	\$14,465	5.0%	\$15,188	5.0%
Spring Law Program 2010	\$10,374	\$10,893	5.0%	\$11,438	5.0%

Budget by Cost Centre

The reconciliation between the budget expenditures loaded into the Operating Fund general ledger and the approved budget is shown below:

	2010-011 Budget
Expenditure Budget approved by Board of Trustees, May 2010	<u>\$ 397,879,307</u>
<u>Reconciling Items</u>	
Education - Non Credit AQ courses (moved to Ancillary)	\$ (6,151,250)
Draw on Restricted Carry Forwards (1)	\$ 8,063,890
Ancillary and other overhead recoveries netted against expenses in the approved budget	<u>\$ 3,872,582</u>
Expenditure Budget loaded to General Ledger	<u>\$ 403,664,529</u>

(1) The approved operating budget is an allocation model, final budgets include all planned departmental expenditures, which may result in the use of existing carry forward balances

Table 1 shows a breakdown the operating budget by Faculty / School, VP Portfolio and other Central Expenses. Table 2 provides a further breakdown of these budgets as loaded into the University General Ledger. All expenditures that are considered "central expenses" under the current budget model are shaded.

In 2010-11 the budget was loaded into the People Soft Finance System using a new chart of accounts. Although most of the legacy account numbers were mapped to People Soft departments there were some areas that used this opportunity to reorganize their accounting structure. There was no attempt made to translate historical data to the new chart of accounts, therefore comparative numbers have not been presented.

Table 1

Queen's University at Kingston

Expenditure Budget

	Budget 2010-11 (1)
Faculties/Schools	
Arts and Science	\$ 87,949,880
Business	\$ 43,904,272
Health Sciences	\$ 32,665,643
Engineering & Applied Science	\$ 25,283,218
Law	\$ 6,986,096
Education	\$ 8,952,751
School of Graduate Studies	\$ 5,075,374
In-year allocated of Targeted Programs (2)	\$ 12,355,077
Subtotal Faculties/Schools	<u>\$ 223,172,311</u>
Principals & Vice-Principals	
Principal & University Secretariat	\$ 3,309,978
Provost and Vice-Principal Academic	
Provost and VPA - Other	\$ 8,715,186
Library (Operations & Acquisitions)	\$ 20,101,290
Office of University Registrar	\$ 5,369,947
Student Affairs (3)	<u>\$ 13,083,382</u>
Total	\$ 47,269,805
Vice-Principal Research	\$ 4,487,349
Vice-Principal Advancement	\$ 12,272,489
Vice-Principal Finance & Administration	
VPF&A - Other	\$ 7,460,420
Information Technology Services (ITS)	\$ 10,757,442
Physical Plant Services (PPS)	\$ 14,305,755
Utilities	<u>\$ 16,226,119</u>
Total	\$ 48,749,736
Human Resources	\$ 5,659,759
Subtotal Principal & Vice-Principals	<u>\$ 121,749,116</u>
University Central Expenses	
Student Assistance	\$ 29,169,729
Bridging Programs	\$ 1,651,168
Fringe Benefits	\$ 4,762,912
Capital	\$ 13,863,920
Other	<u>\$ 9,295,373</u>
Total	<u>\$ 58,743,102</u>
Grand Total	<u><u>\$ 403,664,529</u></u>

Notes:

- (1) For information on the departments loaded in these numbers refer to Table 2
- (2) Sharing of Graduate Growth funding and other targeted grants
- (3) In 2010-11 Student Affairs expenses are partially offset by external revenues (\$7,535,411) included in the operating budget

Table 2	2010-11	2010-11			2010-11
		# of Faculty Positions			
	Final		less	Net	# of Staff
Department / Expense Centre	Budget	EFTS	Renewal	EFTS	Positions
Faculty of Arts and Science					
Advancement - A&S	\$ 28,400				
Art	\$ 303,161				5.91
Art Conservation	\$ 582,726	3.90		3.90	
Art History	\$ 1,279,673	11.50	1.20	10.30	
Arts & Sci Faculty Office	\$ 2,517,240	6.40	0.26	6.40	24.09
Biology	\$ 4,546,899	26.09	0.20	25.89	13.00
Biology Station - Opinicon	\$ 161,749				2.50
CE Programs	\$ 15,945				
Chemistry	\$ 3,812,125	20.63	0.09	20.54	14.00
Chemistry Inventory Stores	\$ (50,000)				
Chinese	\$ 93,528	0.75		0.75	
Classics	\$ 1,094,051	9.20	0.53	8.67	1.80
Continuing & Distance Studies	\$ 1,346,354	0.25		0.25	6.50
Cultural Studies	\$ 179,487				0.50
Dean's Office - A&S	\$ 82,200				
Drama	\$ 1,454,073	9.90		9.90	3.25
Economics	\$ 4,622,090	24.81		24.81	9.04
English	\$ 3,452,845	26.72	0.63	26.09	3.00
Environmental Studies	\$ 698,020	4.95	0.30	4.65	2.00
Film & Media	\$ 1,261,713	9.05	0.59	8.46	3.04
French Studies	\$ 1,335,640	8.70		8.70	2.98
Gender Studies	\$ 1,065,210	7.76		7.76	2.00
Geography	\$ 2,225,097	13.60	0.08	12.52	6.00
Geological Science	\$ 2,499,182	13.65		13.65	8.50
German	\$ 745,588	5.28		5.28	1.00
Global Dev Studies	\$ 1,149,360	5.95	0.14	5.81	2.50
History	\$ 3,386,586	27.15	1.22	25.93	3.41
IDIS 302 (Race & Racism)	\$ 16,319				
Advances Receivable	\$ (20,166)				
Canada Research Chairs	\$ 971,993				
General - Multi Year	\$ 1,756,010				
General - One Time	\$ 1,797,302				
Graduate Growth	\$ (267,709)				
Fringe Benefits	\$ 13,264,559				
Salary increase Provision	\$ (902,803)				
Initiatives - Faculty Members	\$ 211,000				
International Programs Office	\$ 382,571	0.70		0.70	4.00
Japanese	\$ 87,973	0.75		0.75	
Jewish Studies	\$ 87,617	0.56		0.56	0.50
Language Laboratory	\$ 1,894				
Linguistics	\$ 200,500	1.40		1.40	
Mathematics & Statistics	\$ 3,873,470	22.88		22.88	5.00
Philosophy	\$ 1,880,987	13.08	0.66	12.42	2.00
Physics	\$ 4,196,396	23.18		23.18	13.00
Political Studies	\$ 2,840,109	19.73	0.62	19.11	3.80
Professional Expense	\$ 838,999				
Psychology	\$ 4,001,246	26.43	0.62	25.81	12.48
Psychology Training Clinic	\$ 101,367				1.00
School of Computing	\$ 4,366,309	24.27		24.27	11.25
School of Kinesiology & Health	\$ 2,557,358	16.88	0.71	16.17	7.00
School of Music	\$ 1,997,850	13.13		13.13	5.33
Sociology	\$ 2,189,644	14.13		14.13	4.00
Spanish & Italian	\$ 1,054,739	8.57		8.57	1.00
Student Services - A&S	\$ (10,300)				
Studio BFA	\$ 585,704	4.00		4.00	
Faculty of Arts and Science Total	\$ 87,949,880	425.92	7.85	417.33	185.38

Table 2	2010-11	2010-11			2010-11
		# of Faculty Positions			
Department / Expense Centre	Final Budget	EFTS	less Renewal	Net EFTS	# of Staff Positions
School of Business					
Accelerated EMBA	\$ 4,762,968				1.00
Cornell-Queen's EMBA	\$ 4,762,873				1.00
EMBA Admin (1)	\$ -				15.00
Graduate Program	\$ 974,071				5.60
MBA Fit-to-Lead (1)	\$ -				1.00
MOM Administration (1)	\$ -				4.00
MOM Programs	\$ (375,687)				
National EMBA	\$ 6,496,998				1.00
Ottawa EMBA	\$ 1,312,398				1.00
Ottawa MBA Admin (1)	\$ -				
QSB Career Service (1)	\$ -				13.00
QSB Coaching (1)	\$ -				2.00
QSB Ctr for Int'l Mgmt (1)	\$ -				5.00
QSB Dean's Office	\$ 395,945				4.00
QSB Dev. & Alumni Relations	\$ 800,499				6.62
QSB Facilities	\$ 710,000				
QSB Faculty & Support	\$ 14,693,803	64.00	1.10	62.90	5.00
QSB Finance (1)	\$ -				8.00
QSB Human Resources (1)	\$ -				5.00
QSB Information Technology (1)	\$ -				11.00
QSB Marketing & Communications	\$ 550,000				9.00
QSB Material Management (1)	\$ -				7.80
QSB Research Program	\$ 635,000				
QSB Videoconferencing (1)	\$ -				6.00
Queen's Full-Time MBA (FTMBA)	\$ 6,147,477				6.00
Undergraduate Program (BCom)	\$ 2,037,927				10.00
School of Business Total	\$ 43,904,272	64.00	1.10	62.90	128.02
School of Medicine					
Anatomy	\$ 1,564,839	10.00		10.00	1.00
Reproductive, Dev & Sexuality	\$ 18,500				
Anesthesiology	\$ 744,141	35.00		35.00	5.80
Animal Care	\$ 543,353				11.96
Biochemistry	\$ 1,526,571	8.95		8.95	5.52
Clinical Educ Centre	\$ 289,964				4.00
Standard Patient Acct	\$ 130,118				1.40
Clinical Skills	\$ 266,747				1.00
Community Health & Epidemiology	\$ 1,025,026	7.46		7.46	1.50
Continuing Med Educ	\$ 114,200				2.00
Diagnostic Radiology	\$ 222,110				1.00
Educ Tech Unit	\$ 143,839				2.20
Emergency Medicine	\$ 631,391	4.72		4.72	1.00
Faculty Development	\$ 89,437				0.50
Faculty Office - Operations (1)	\$ -	0.81		0.81	12.50
Education Resources	\$ 100,000				
Health Sc Advancement	\$ 64,229				1.00
Medicine-Univ Contingency	\$ 870,720				
Misc Salaries	\$ 355,415	6.61	1.06	5.56	1.40
Recruiting	\$ 50,000				
Secretary to the Faculty	\$ 46,827				1.00
Building Operations	\$ 368,179				2.00
Cancer Research Institute	\$ 7,500				
Fringe Benefits	\$ 4,135,800				
Medicine Reserve	\$ 570,000				

Table 2 Department / Expense Centre	2010-11	2010-11			2010-11
	Final Budget	# of Faculty Positions			# of Staff Positions
		EFTS	less Renewal	Net EFTS	
Strategic Reserve	\$ 338,982				
Tech Ctr Bracken Library	\$ 16,500				
Family Medicine	\$ 624,823	3.25		3.25	2.95
Haynes Op- CEB	\$ 144,882				3.00
Life Science	\$ 263,600				1.00
Medicine	\$ 1,205,655	29.65		29.65	1.50
GIDRU	\$ 10,000				
Microbiology/Immunology	\$ 1,380,265	8.53		8.53	5.61
Neuroscience	\$ 91,191				1.54
Obstetrics & Gynecology	\$ 781,196	14.00		14.00	2.00
Office Health Sci Educ	\$ 173,318				3.00
Health Education Studies	\$ 111,039				2.00
Oncology	\$ 125,556				2.00
Ophthalmology	\$ 144,653	1.00		1.00	0.93
Otolaryngology	\$ 119,011	1.00		1.00	1.00
Pediatrics	\$ 241,780	3.00		3.00	1.50
Pathology	\$ 1,036,947	11.07		11.07	5.48
Patient Simulation Lab	\$ 140,000				1.00
Pharmacology	\$ 1,243,184	7.74		7.74	4.04
CCR	\$ 51,523				1.00
Physical Med & Rehab	\$ 167,268	3.00		3.00	1.00
Physiology	\$ 1,212,457	7.57		7.57	3.75
Postgraduate Educ	\$ 173,653				2.50
Protein Function	\$ 20,000				
Psychiatry	\$ 309,051	3.00		3.00	1.00
Regional Education	\$ 964,884				3.51
Surgery	\$ 538,086	9.00		9.00	1.50
Undergrad Med Educ	\$ 843,172				13.00
Student Affairs	\$ 30,000				
Urology	\$ 276,400	5.40		5.40	1.00
School of Medicine Total	\$ 26,657,982	180.76	1.06	179.71	123.59
School of Rehabilitation Therapy					
School of Rehab Therapy	\$ 3,378,866	18.61		18.61	8.87
School of Rehabilitation Therapy Total	\$ 3,378,866	18.61	-	18.61	8.87
School of Nursing					
School of Nursing	\$ 2,067,903	14.68		14.68	5.50
Simulation Lab Program	\$ 32,000				
Term Adjuncts w/o Benefits	\$ 528,892				
School of Nursing Total	\$ 2,628,795	14.68	-	14.68	5.50
Faculty of Health Sciences Total	\$ 32,665,643	214.05	1.06	212.99	137.96
Faculty of Engineering & Applied Science					
Applied Science Development	\$ 464,365				3.00
Applied Science Office	\$ 2,857,729	2.50		2.50	22.00
Applied Science Projects	\$ 149,078				
APSC 100	\$ 250,483				
APSC 142	\$ 48,727				
APSC 191	\$ 1,602				
Chemical Engineering Program	\$ 2,716,232	15.90	3.62	12.28	6.30
Civil Engineering	\$ 3,276,313	16.00	2.19	13.81	8.23
Communications	\$ 94,422				1.00

Table 2 Department / Expense Centre	2010-11	2010-11			2010-11
	Final Budget	# of Faculty Positions			# of Staff Positions
		EFTS	less Renewal	Net EFTS	
Computer Engineering	\$ 2,249,845	13.25	0.32	12.93	3.40
Electrical Engineering	\$ 2,593,740	11.95	0.32	11.63	3.78
Engineering Chemistry Program	\$ 1,003,584	5.20	0.15	5.05	2.70
Engineering Economics	\$ 55,903	0.15	0.15	-	
Faculty IT Services	\$ 42,789				
Faculty Operations	\$ 2,004,125				
Integrated Learning Centre	\$ 264,807	1.00	0.23	0.77	
Marketing & Communications	\$ 174,750				
Mechanical Engineering	\$ 5,411,831	28.20	2.83	25.37	13.20
Mining Engineering	\$ 1,615,158	10.85	4.18	6.67	6.00
Undergraduate Internship	\$ 7,735				
Faculty of Engineering & Applied Science Total	\$ 25,283,218	105.00	13.99	91.01	69.61
Faculty of Law					
Faculty of Law	\$ 6,892,996	24.90	0.17	24.73	25.43
Law Student Services	\$ 93,100				
Faculty of Law Total	\$ 6,986,096	24.90	0.17	24.73	25.43
Faculty of Education					
Aboriginal Teacher Education	\$ 89,271				1.80
Career Services	\$ 94,371				2.50
Commun and Alumni Relations	\$ 7,000				
e- Learning Services Office	\$ 489,427				7.00
Ed-Salaries	\$ 5,683,661	43.00	3.00	40.00	2.50
Educ Faculty and Staff Develop	\$ 10,000				
Educ Prof 100/190/191	\$ 7,000				
Educ Travel	\$ 5,000				
EducProf 150/155	\$ 3,000				
Fac of Education - Operations	\$ 40,000				
Faculty of Education	\$ 1,025,062	3.00		3.00	6.00
Faculty of Education -PEA	\$ 83,494				
Faculty Recruitment	\$ 44,000				
Graduate Award	\$ 100,000				
Graduate Studies and Bureau of	\$ 414,729				2.00
Minor B.Ed Operating-Art&Math	\$ 4,000				
Outdoor Experiential Education	\$ 9,900				
Practicum Office	\$ 455,367				1.70
Professional Development Sessional Adjuncts	\$ 30,000				
Queen's - Queen's Concurrent	\$ 52,043				1.00
Queen's - Waterloo Concurrent	\$ 200				
Queen's-Trent Concurrent	\$ 11,600				
Registrar's Office	\$ 146,271				5.00
Sponsorship and Affiliations	\$ 5,000				
Technological Education	\$ 142,355				2.00
Faculty of Education Total	\$ 8,952,751	46.00	3.00	43.00	31.50
School of Policy Studies - SGS					
School of Policy Studies - Director's Office	\$ 2,187,044	11.46	0.51	10.95	7.89
SPS - MIR	\$ 1,335				
SPS - MPA	\$ 390,000				
School of Policy Studies Total	\$ 2,578,379	11.46	0.51	10.95	7.89
School of Urban & Regional Planning - SGS					
School Urban Regional Plan	\$ 737,727	5.26	0.25	5.01	2.00
School of Urban & Regional Planning Total	\$ 737,727	5.26	0.25	5.01	2.00

Table 2 Department / Expense Centre	2010-11		2010-11		2010-11
	Final Budget	# of Faculty Positions			# of Staff Positions
		EFTS	less Renewal	Net EFTS	
School of Graduate Studies					
SGS-Dean's Office	\$ 1,283,618	1.00		1.00	14.80
SGS-Interdisciplinary Support	\$ 59,850				
SGS-Recruitment Office	\$ 180,000				
Dept Total	\$ 1,523,468	1.00	-	1.00	14.80
<u>School of Graduate Studies - Central</u>					
SGS Appraisals/Examiners	\$ 235,800				
Central Total	\$ 235,800	-	-	-	-
School of Graduate Studies Total	\$ 1,759,268	1.00	-	1.00	14.80
School of Graduate Studies Grand Total	\$ 5,075,374	17.71	0.76	16.95	24.69
Unallocated Targeted Programs					
In-year allocation of targeted programs	\$ 12,355,077				
Central Total	\$ 12,355,077	-	-	-	-
Principals Office					
Principal's Office	\$ 1,333,012				6.00
Principal's Special Exp	\$ 35,000				
Student Initiative Fund-HR	\$ 14,540				
External Relations	\$ 510,938				4.00
Summerhill	\$ 46,962				
Dept Total	\$ 1,940,452	-	-	-	10.00
<u>Principal - Central</u>					
Principal's Development Fund	\$ 505,000				
Principal's Discretionary Fd	\$ 60,000				
University Discretionary	\$ 20,000				
Search Comm-VP	\$ 75,000				
Central Total	\$ 660,000	-	-	-	-
Principals Office Total	\$ 2,600,452	-	-	-	10.00
University Secretariat					
University Secretariat	\$ 537,220				6.00
Advisor training	\$ 16,750				
Dept Total	\$ 553,970	-	-	-	6.00
<u>Secretariat- Central</u>					
Prin & Chanc Installation	\$ 25,000				
Complaint/Appeals Board	\$ 20,788				
Elections	\$ 8,000				
Principal Search Committee	\$ 20,000				
Rectors expenses	\$ 3,000				
Sexual Assault Crisis centre	\$ 18,421				
Trustees Expenses	\$ 26,047				
University Council	\$ 34,300				
Central Total	\$ 155,556	-	-	-	-
University Secretariat Total	\$ 709,526	-	-	-	6.00
Principal and University Secretariat Total	\$ 3,309,978	-	-	-	16.00

Table 2 Department / Expense Centre	2010-11	2010-11			2010-11
	Final Budget	# of Faculty Positions			# of Staff Positions
		EFTS	less Renewal	Net EFTS	
Provost and Vice Principal Academic					
VP Academic - Office	\$ 2,756,170				20.60
Internal Academic Review	\$ 71,253				
Recruiting & Retention	\$ 107,556				
Multidisciplinary	\$ 38,186				
International Initiatives	\$ 193,711				
VP Academic - Office Contingency	\$ 228,000				
Centre For Teaching & Learning	\$ 626,792	3.00		3.00	3.50
CTL X Faculty Forum	\$ 4,755				
CTL Teaching Chairs	\$ 4,000				
Office of Inst.Rsrch/Planning	\$ 566,402				5.30
Queen's Quarterly	\$ 211,755				3.42
Writing Centre	\$ 314,847				3.50
Agnes Etherington Art Centre	\$ 432,133				6.00
Performing Arts	\$ 89,433				1.96
Archives	\$ 857,405				9.30
Queen's Univ. Int'l Centre	\$ 819,563				11.00
Faculty Office - Operations	\$ 200,000				
Dept Total	\$ 7,521,961	3.00	-	3.00	64.58
<u>VP Academic- Central</u>					
McGill-Queen's Press	\$ 423,000				1.83
MQUP Reserve	\$ 50,000				
ARIP Start-up Fund	\$ 100,000				
CTL Teaching Chairs	\$ 36,000				
Dean Search Committees	\$ 200,000				
QUFA Support Release Time	\$ 99,225				
Scholarly Res Creative Work	\$ 185,000				
Spousal/Partner NR Apts	\$ 100,000				
Central Total	\$ 1,193,225	-	-	-	1.83
Provost and VP Academic Total	\$ 8,715,186	3.00	-	3.00	66.41
Library Services					
Bracken Library	\$ 1,241,461				12.31
Education Library	\$ 572,093				6.79
Learning Commons	\$ 58,782				
Stauffer Library	\$ 7,908,163				86.25
William R Lederman Library	\$ 563,899				6.80
Dept Total	\$ 10,344,398	-	-	-	112.14
<u>Library Acquisitions</u>					
Bracken Library- Acquisitions	\$ 1,810,237				
Education Library - Acquisitions	\$ 355,000				
Engineering & Science - Acquisitions	\$ 2,731,500				
Humanities & Soc Sci- Acquisitions	\$ 3,217,500				
System Wide Acquisitions	\$ 740,000				
William R Lederman Lib - Acquisitions	\$ 902,655				
Central Total	\$ 9,756,892	-	-	-	-
Library Services Total	\$ 20,101,290	-	-	-	112.14

Table 2	2010-11	2010-11			2010-11
	Final	# of Faculty Positions			# of Staff
Department / Expense Centre	Budget	EFTS	Renewal	Net EFTS	Positions
Office of the University Registrar					
Awards	\$ 615,725				16.58
OUR Administration	\$ 738,566				3.00
<u>Student Records & Services</u>					
Exams	\$ 253,200				
Student Records	\$ 86,736				
Timetable	\$ 34,500				
USAT	\$ 11,000				
Convocation	\$ 25,800				
General Office	\$ 1,447,043				26.80
<u>Undergraduate Admission</u>					
BISC	\$ 114,500				
OUF	\$ 135,000				
Processing & Operations	\$ 1,279,794				27.90
Recruitment - Registrar	\$ 248,083				
Communications	\$ 157,000				
Events	\$ 53,000				
Dept Total	\$ 5,199,947	-	-	-	74.28
<u>Registrar - Central</u>					
Convocation	\$ 170,000				
Central Total	\$ 170,000	-	-	-	-
Office of the University Registrar Total	\$ 5,369,947	-	-	-	74.28
Student Affairs					
Career Services SA	\$ 736,506				11.05
Chaplains Office	\$ 131,698				1.50
Disability Services (2)	\$ 1,355,762				7.10
Four Direction Aboriginal Centre	\$ 48,037				5.00
Athletics and Recreation (2)	\$ 5,505,578				
Student Affairs	\$ 675,018				7.80
Regional Assess Resource Centre (1) (2)	\$ -				9.05
Associate Dean Salary (1) (2)	\$ -	1.00		1.00	
Miscellaneous Athletics (2)	\$ 807,519	1.10		1.10	48.41
Student Counselling Services	\$ 856,683				14.27
Student Health Services (2)	\$ 2,293,570				17.50
Town and Gown Relations	\$ 77,407				1.00
Dept Total	\$ 12,487,778	2.10	-	2.10	122.69
<u>Student Affairs - Central</u>					
AMS BUS-IT	\$ 62,000				
AMS Food Bank	\$ 2,500				
AMS Union Gallery	\$ 16,000				
AMS Walkhome	\$ 43,500				
Ban Righ Foundation	\$ 65,000				
Child Care Student Fund	\$ 10,000				
Principal's Leadership - Athletics	\$ 120,000				
John Deutch University Centre	\$ 276,604				2.00
Central Total	\$ 595,604	-	-	-	2.00
Student Affairs Total	\$ 13,083,382	2.10	-	2.10	124.69

Table 2 Department / Expense Centre	2010-11	2010-11			2010-11
	Final Budget	# of Faculty Positions			# of Staff Positions
		EFTS	less Renewal	Net EFTS	
Vice Principal Research					
EQUIP Task Force	\$ 655,669				6.00
Office of Research Services	\$ 1,465,572				18.00
<u>Office of VP Research</u>					
Promos & Events	\$ 80,000				
VPR Oper	\$ 1,406,936				12.25
Contingency	\$ 21,504				
Research Ethics Office	\$ 285,596				4.00
University Animal Care	\$ 390,628				5.00
Dept Total	\$ 4,305,905	-	-	-	45.25
<u>VP Research - Central</u>					
Advisory Research Comm (ARC)	\$ 70,000				
VP Research Fund	\$ 111,444				
Central Total	\$ 181,444	-	-	-	-
VP Research Total	\$ 4,487,349	-	-	-	45.25
Vice-Principal Advancement					
ADV Advancement Sal.	\$ 9,739,296				129.15
ADV Advancement Services	\$ 53,666				
ADV Advancement Tech Services	\$ 348,200				
ADV Alumni Branches	\$ 76,576				
ADV Alumni Education	\$ 38,921				
ADV Alumni Events	\$ 33,020				
ADV Alumni- OLC	\$ 2,400				
ADV Alumni Relations	\$ 13,806				
ADV Alumni Reunions	\$ 86,330				
ADV Alumni Students	\$ 55,115				
ADV Annual Giving	\$ 534,500				
ADV Campaign	\$ 229,035				
ADV CAO Advancement	\$ 42,300				
ADV Carryforward/reserves	\$ (220,000)				
ADV Development	\$ 95,800				
ADV Gift Services	\$ 62,300				
ADV Major Giving	\$ 109,850				
ADV Marketing & Communications	\$ 104,800				
ADV Planned Giving	\$ 150,150				
ADV Project - Advancement	\$ 550,000				
ADV Prosp Rsearch&Constit Data	\$ 110,300				
ADV Stewardship	\$ 65,800				
ADV Toronto Office	\$ 64,624				
ADV Uni Com(Principal's Office)	\$ 74,850				
ADV University Photographer	\$ 35,400				
ADV VP Advancement	\$ (565,250)				
Alumni Review	\$ 380,700				
VP Advancement Total	\$ 12,272,489	-	-	-	129.15
Vice-Principal Finance & Administration					
VP Admin & Finance Office	\$ 616,588				3.96
<u>VP Admin & Finance - Central</u>					
FIPPA	\$ 25,000				
Legal Fees	\$ 470,150				1.00
Board Special Expense	\$ 150,000				

Table 2 Department / Expense Centre	2010-11	2010-11			2010-11
	Final Budget	# of Faculty Positions			# of Staff Positions
		EFTS	less Renewal	Net EFTS	
Audit Services	\$ 381,979				3.25
Environmental Health & Safety	\$ 784,538				11.00
<u>Envir Health & Safety- Central</u>					
Certification Training	\$ 5,000				
EHS HAZMAT Team	\$ 18,900				
Employee Safety	\$ 30,500				
Medical Waste Contract	\$ 52,500				
Pest Control	\$ 11,500				
Waste Disposal	\$ 147,000				
Financial Services and Budget Office	\$ 3,236,617				39.51
<u>Finance - Central</u>					
Audit Fees	\$ 140,000				
Budget System	\$ 27,000				
Investment Services	\$ 200,000				3.00
Strategic Procurement Services	\$ 527,585				9.00
Queens Postal Service	\$ 435,563				7.00
<u>Strategic Procurement- Central</u>					
Customs Brokerage Fees	\$ 50,000				
University Postage	\$ 150,000				
VP Finance & Administration Total	\$ 7,460,420	-	-	-	77.72
Information Technology Services (ITS)					
IT Hardware Services	\$ 315,015				6.50
IT Support Services	\$ 1,251,624				16.00
ITS Administration	\$ 1,247,119				10.00
ITS Audio Visual Support	\$ 648,595				7.00
ITS Client Services	\$ 845,469				10.00
ITS Information Services	\$ 1,986,900				21.80
ITS Networks	\$ (331,681)				14.00
ITS Systems	\$ 1,866,895				22.00
Dept Total	\$ 7,829,936	-	-	-	107.30
<u>ITS - Central</u>					
ITS- Central	\$ 2,927,506				
Central Total	\$ 2,927,506	-	-	-	-
ITS Total	\$ 10,757,442	-	-	-	107.30
Physical Plant Services (PPS)					
Area One	\$ 2,254,702				45.50
Area Two	\$ 3,160,232				55.80
Area Three	\$ 2,571,949				41.30
Area Four	\$ 166,396				9.00
Area Five	\$ 551,484				8.00
Area Six	\$ 642,637				8.00
Area Seven	\$ 579,222				11.00
Area Eight	\$ 151,654				3.00
Campus Engineering Stores	\$ 454,413				4.00

Table 2	2010-11	2010-11			2010-11
		# of Faculty Positions			
Department / Expense Centre	Final Budget	EFTS	less Renewal	Net EFTS	# of Staff Positions
Campus Planning and Develop	\$ 383,490				4.00
Campus Services Operating	\$ 1,025,600				11.00
Engineering	\$ 625,770				7.00
Maintenance Service Admin	\$ 632,475				8.00
New Capital Alterations	\$ (706,804)				6.00
Operation Manager	\$ 166,302				-
Dept Total	\$ 12,659,522	-	-	-	221.60
PPS- Central					
Quinte Lodge Maintenance	\$ 45,700				
Solid Waste	\$ 469,097				1.00
Central Total	\$ 514,797	-	-	-	1.00
Campus Security					
Security operating	\$ 1,131,436				14.00
Dept Total	\$ 1,131,436	-	-	-	14.00
PPS Total	\$ 14,305,755	-	-	-	236.60
Utilities -Central					
Central Heating plant	\$ 4,652,854				7.00
Cogen Loan	\$ 1,064,000				
Cogeneration Facility	\$ 361,110				
Electrical Substation Loan	\$ 900,000				
Utilities Central HTG	\$ 477,023				
Utilities- Energy EFF	\$ 60,421				1.00
Utilities- Fuel Oil	\$ 37,454				
Utilities- Gas	\$ 370,960				
Utilities- Sewage	\$ 503,929				
Utilities- Water	\$ 398,368				
Utilities-Electrical	\$ 7,400,000				
Utilities Total	\$ 16,226,119	-	-	-	8.00
Human Resources					
Human Resources	\$ 2,563,932				36.00
Mgt/Supervisor Training	\$ 65,520				
Accomm of Disabled	\$ 20,000				
Professional Services	\$ 11,735				
Human Rights Office	\$ 519,273				6.00
University Advisor On Equity	\$ 211,009				6.00
ODA Program	\$ 116,606				
OUAE Data Program	\$ 36,000				
VP Human Resources Office	\$ 302,743				1.00
Dept Total	\$ 3,846,818	-	-	-	49.00
Human Resources - Central					
Child Care	\$ 6,300				
Employee Assistance	\$ 275,000				
Events Management	\$ 21,000				
Family Care	\$ 6,300				
General Workplace Accommodation	\$ 192,000				
Insurance Premiums	\$ 775,609				
Long Service Dinner	\$ 31,732				
Safety Footwear	\$ 10,000				

Table 2	2010-11	2010-11			2010-11
		# of Faculty Positions			
Department / Expense Centre	Final Budget	EFTS	less Renewal	Net EFTS	# of Staff Positions
Self Insurance	\$ 200,000				
Sick Leave Notes	\$ 5,000				
Tuition Assistance	\$ 285,000				
United Way	\$ 5,000				
Central Total	\$ 1,812,941	-	-	-	-
Human Resources Total	\$ 5,659,759	-	-	-	49.00
University Central Expenses					
<u>Student Assistance - Central</u>					
Grad Scholarships	\$ 13,213,386				
U/G Scholarships and needs based	\$ 15,956,343				
Student Assistance Central Total	\$ 29,169,729	-	-	-	-
<u>Bridging Programs - Central</u>					
Faculty Renewal Program	\$ 900,000				
Queens National Scholars	\$ 751,168				
Bridging Programs Central Total	\$ 1,651,168	-	-	-	-
<u>Fringe Benefits -Central</u>					
LTD Employees	\$ 575,000				
Maternity Leave	\$ 1,100,000				
Retired Employees	\$ 1,000,000				
Survivors	\$ 80,000				
1302 Tuition/Child	\$ 75,000				
229 Tuition/Child	\$ 120,000				
254 Tuition/Child	\$ 80,000				
QUFA Tuition/Child	\$ 1,022,912				
SR Admin Tuition/Child	\$ 60,000				
QUSA Tuition/Childcare	\$ 600,000				
Miscellaneous	\$ 50,000				
Fringe Benefits Central Total	\$ 4,762,912	-	-	-	-
<u>Capital - Central</u>					
Facilities Renewal Fund	\$ 1,046,045				
BioSci Capital Debt	\$ 222,500				
School of Kinesiology / Queen's Centre Capital Debt	\$ 6,015,000				
Chernoff capital debt	\$ 900,000				
Deferred Maintenance	\$ 2,000,000				
ILC capital debt	\$ 125,000				
ISC Capital Debt	\$ 250,000				
QUASR Debt Financing	\$ 3,000,000				
HPCVL Rent-993 Princess	\$ 102,875				
Innovation Park Rent Relief	\$ 150,000				
Lasalle Mews- Fam Med	\$ 52,500				
Capital Central Total	\$ 13,863,920	-	-	-	-
<u>Other - Central</u>					
Theological College	\$ 1,350,000				
Admin Research Grants	\$ 316,000				
Admin Sal Supplement	\$ 210,000				
Allocate FICR to External entities	\$ 2,600,120				
Anomalies provision - unallocated	\$ 968,967				
Subscriptions/Memberships-VPOP	\$ 560,175				
AP link Charges	\$ 17,823				
Bank Service Charges	\$ 100,000				

Table 2	2010-11		2010-11		2010-11
			# of Faculty Positions		
	Final		less	Net	# of Staff
Department / Expense Centre	Budget	EFTS	Renewal	EFTS	Positions
Day Care Grant	\$ 92,563				
Digital Information Network	\$ 174,000				
ISC	\$ 350,000				
Municipal Taxes - Other	\$ 1,354,200				
Municipal Taxes - Non-MTCU	\$ 168,525				
Queens Research Chairs	\$ 500,000				
QUSA Support Release Time	\$ 31,000				
Rating Agencies	\$ 52,000				
Research Initiation Grants	\$ 450,000				
Other Central Total	\$ 9,295,373	-	-	-	-
Grand Total	\$ 403,664,529	902.67	27.93	874.01	1,649.14
(1) Budgets where expenditures or offset by external revenues or internal cost recoveries					
(2) Budgeted expenses are partially offset by external revenues of \$7,535,411 included in university revenues in the operating budget					

Enrolment and Student / Faculty Indicators

2000/01 --- 2009/10

Preface

This report is updated annually from enrolment statistics, the Student Records Database and Budget documents. The data are meant to provide indicators of trends in departments and should be interpreted in that manner.

If you have questions about the data or if you discover errors, please notify Brian Lewis in the Office of Institutional Research and Planning at extension 74009.

Technical Notes

Enrolment

Undergraduate and graduate enrolments are calculated using different methods. Basically, with a couple of exceptions, the undergraduate numbers reflect enrolments in courses defined by departmental ownership of a course, while graduate numbers are headcounts defined by a student's department of registration. For the purposes of this technical note, 'enrolment' refers to a course under graduate enrolment, while 'registration' refers to a grad program of registration. Tables in the appendix, however, use the generic term 'enrolment' for both undergraduate and graduate tabulations.

Undergraduate enrolments (except for Law and Education) include all eligible and ineligible students in courses under the 600-level (post undergraduate) across a fiscal year (May 1 to April 30). Enrolments in thesis courses (one on one type courses), courses that are audited, and selected course prefixes (undergraduate courses that start with a 5) are excluded. Enrolments are time-weighted so if a student drops a course partly through the year, that enrolment counts less toward a departmental total. An 'enrolment' is defined as 5 full Arts and Science courses which is the normal course load for most Arts and Science programs. With the exception of Applied Science courses, the enrolments are adjusted with the appropriate Arts and Science equivalent course weight. Thus, a student enrolled in a typical half-course (e.g. HIST231) that has an Arts and Science weight of 0.5 would contribute 0.1 of an 'enrolment' ($0.5 / 5.0 = 0.1$ enrolments) to History. It is the course prefix that determines a department's enrolment, not a student's program of registration. Interdisciplinary courses are assigned based on the course instructor's home department.

Courses in Applied Science departments are adjusted to a proxy of Arts and Science weights such that 5 Arts and Science courses equate to 420 Engineering course units. A course enrolment in CIVL342 contributes 48

units out of a total of 420 or 0.114 of an 'enrolment'. As above, the enrolments are time weighted and independent of department of registration. Note that Applied Science changed its course weighting system in 1999. Also, Metallurgy combined with Mechanical and a few generic APSC courses are now attributed to the Applied Science office.

Law and Education undergraduate enrolments reflect a fiscal full-time equivalent (FFTE) total across a fiscal year.

Graduate totals, unlike undergraduate numbers, are a headcount on November 1. Part-time students are weighted at 30 percent of a full-time student. Eligible, qualifying (students in program ZQGRA) and ineligible students are included.

Faculty Counts

Equivalent Full Time Staff (EFTS) counts come from the ROAB (Appendix I) and are used for faculty numbers in computing the Student/Faculty ratios. Adjustments are made in the School of Business, the Faculty of Education and the Faculty of Law to account for the Dean's EFTS. For the Faculty of Education, a special adjustment is made to account for the Additional Qualifications Program.

When the Alternative Funding Plan was introduced in the Faculty of Health Sciences in 1995/96, the faculty office assumed responsibility for budget position control and for determining EFTS counts. The mix of non-Queen's and Queen's funding in the post-AFP Health Sciences departments required a change in methodology. As a result, an adjusted EFTS count was calculated for the departments of Anatomy, Biochemistry, Microbiology, Pharmacology and Physiology (collectively known as the basic sciences in Health Science). Because many of the individuals in these departments are funded either partially or totally by sources outside of the university operating budget, a pro-rated EFTS count using only the university-supported components was adopted as a better indication of each department's commitment. This new methodology was used to re-work the EFTS counts for the post-AFP years (1995/96 and onwards).

Changes were made in the reporting of the Languages group beginning with the 2003-04 edition of the Report on Annual Budget. Linguistics is now shown separately retroactively to 1999/00 when it first reported faculty. Chinese and Japanese are now folded into German for all years. With Russian ceasing to have faculty beyond 1998-99, enrolments since are now assigned to German. The Other Languages entry includes Linguistics and Russian through 1998-99 and zero faculty and enrolments from 1999/00 onward.

Development Studies enrolments, which in previous editions of this report were counted in the course instructor's home department, are now a separate entry beginning in 2001/02 when Development Studies first had an EFTS allotted to the program. Because of the discontinuity of some program reporting, charts do not show student-faculty ratios for Other Languages, Linguistics, and Development Studies. Discipline totals do include the underlying data however. These changes have resulted in some small changes in department, group, and overall totals from previous editions of the Report on the Annual Budget.

There have been no changes for the 2009-10 Report on Annual Budget.

Table 1a. EFTS Counts by Discipline and Department
2000/01 to 2009/10

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	9.0	8.5	8.5	9.5	9.5	11.5	11.5	11.5	13.5	13.5	0.0	50.0
Classics	7.0	7.0	6.0	7.0	7.0	7.0	10.0	11.0	10.0	10.0	0.0	42.9
English	28.0	27.3	26.3	26.3	25.3	25.3	25.3	24.3	25.3	25.3	0.0	-9.6
History	22.5	22.5	24.5	23.7	22.0	22.7	24.0	24.5	25.5	25.5	0.3	13.6
Philosophy	13.3	13.3	13.3	13.3	14.3	14.5	17.5	17.5	17.5	17.5	0.0	31.6
Religion	5.8	5.8	5.8	5.8	5.8	6.3	6.8	8.3	7.3	6.8	-6.8	17.2
<i>Discipline Total</i>	85.6	84.4	84.4	85.6	83.9	87.3	95.1	97.1	99.1	98.6	-0.4	15.2
LANGUAGES												
French	13.0	12.0	11.0	12.0	11.3	12.0	11.3	12.0	11.0	10.0	-9.1	-23.1
German	6.5	7.0	7.0	6.0	6.0	6.0	8.3	8.3	5.3	5.3	0.0	-18.5
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Spanish / Italian	4.7	5.0	5.0	5.0	5.0	5.0	4.0	8.0	7.0	6.0	-14.3	27.1
<i>Discipline Total</i>	25.2	25.0	24.0	24.0	23.3	24.0	24.6	29.3	24.3	22.3	-8.2	-11.6
CREATIVE ARTS												
Drama	8.0	8.0	7.5	8.5	8.5	8.5	10.0	11.0	10.0	10.0	0.0	25.0
Film	7.5	7.0	7.0	7.0	7.0	7.0	7.0	8.0	8.0	8.0	0.0	6.7
Fine Art	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Music	11.0	10.0	10.3	11.0	11.0	11.0	10.3	12.1	11.8	9.8	-16.9	-10.9
<i>Discipline Total</i>	30.5	29.0	28.8	30.5	30.5	30.5	31.3	35.1	33.8	31.8	-5.9	4.3
SOCIAL SCIENCE												
Economics	29.5	28.5	27.5	26.5	25.5	26.5	27.5	28.5	29.0	27.0	-6.8	-8.4
Geography	17.8	17.8	18.5	18.5	16.5	18.5	17.5	17.5	17.0	16.0	-5.9	-10.1
Global Development	0.0	1.0	1.0	2.0	3.0	3.0	7.0	7.0	7.0	6.8	-3.0	N/A
Kinesiology & Health	11.2	12.5	13.5	13.5	15.0	15.0	16.0	17.0	18.0	17.0	-5.6	52.5
Political Studies	20.4	22.4	21.4	19.9	18.9	18.9	21.9	21.9	20.9	21.2	1.2	3.7
Psychology	33.0	35.3	31.6	34.6	37.3	34.6	33.3	32.3	32.3	29.3	-9.3	-11.2
Sociology	16.2	16.5	15.5	18.5	19.5	18.5	18.5	18.0	16.0	17.4	8.7	7.7
Gender Studies	3.6	3.6	3.6	3.6	3.6	3.6	4.6	6.6	7.6	7.6	0.0	111.1
<i>Discipline Total</i>	131.6	137.6	132.6	137.1	139.3	138.6	146.3	148.8	147.8	142.2	-3.7	8.1
PHYSICAL SCIENCE												
Art Conservation	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Biology	27.5	28.5	30.5	29.5	31.0	30.3	33.3	32.3	30.3	30.8	1.7	12.0
Chemistry	23.0	22.0	23.0	23.5	24.5	23.5	23.3	24.0	23.0	22.3	-3.0	-3.0
Computing	22.0	21.0	23.0	23.0	23.0	23.0	23.3	25.0	24.0	23.0	-4.2	4.5
Environmental Studies	3.5	3.5	3.5	3.5	4.0	4.5	4.5	6.0	5.5	5.0	-9.1	42.9
Geology	17.3	17.3	18.0	18.0	17.0	17.0	17.0	17.0	15.8	14.0	-11.4	-19.1
Math & Statistics	37.0	36.3	34.3	34.3	35.0	33.0	31.0	30.0	28.0	28.0	0.0	-24.3
Physics	26.8	26.1	29.3	27.0	26.3	27.3	28.5	27.5	26.5	26.5	0.0	-1.2
<i>Discipline Total</i>	161.1	158.7	165.6	162.8	164.8	162.6	164.9	165.8	157.1	153.6	-2.2	-4.7
<i>Arts & Science Total</i>	434.0	434.7	435.4	439.9	441.7	442.9	462.2	476.1	462.0	448.6	-2.9	3.4
APPLIED SCIENCE												
Applied Science	2.7	4.2	4.2	4.7	5.2	5.7	3.8	5.6	9.6	8.0	-17.0	196.3
Chemical	15.1	16.1	15.1	17.0	18.0	16.0	19.1	17.1	17.1	18.1	5.8	19.9
Civil	15.0	18.0	17.0	18.8	17.0	17.0	17.0	16.2	15.0	16.0	6.7	6.7
Electrical	29.1	33.3	32.0	33.0	28.0	28.0	27.0	27.0	25.2	25.2	0.0	-13.4
Mechanical	28.1	30.1	32.0	32.0	30.5	29.8	30.0	29.0	29.0	28.0	-3.4	-0.4
Metallurgy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Mining	10.5	10.5	11.5	10.5	10.5	9.5	11.5	11.0	10.0	10.0	0.0	-4.8
<i>Discipline Total</i>	100.5	112.2	111.8	116.0	109.2	106.0	108.4	105.9	105.9	105.3	-0.6	4.8
HEALTH SCIENCE												
Anatomy	8.8	9.4	12.2	11.6	10.8	9.9	9.1	9.5	10.2	10.0	-1.8	14.3
Biochemistry	12.4	12.4	11.2	10.5	8.8	9.0	9.6	8.6	8.7	8.9	1.7	-28.4
Microbiology	9.8	9.9	9.0	8.2	7.6	7.5	6.5	6.5	9.5	8.5	-10.1	-13.0
Nursing	15.5	14.5	15.5	13.5	14.5	14.3	17.2	14.9	14.6	13.8	-5.8	-11.2
Pharmacology	8.6	9.3	9.7	9.7	7.3	6.3	6.8	6.4	6.4	7.5	16.4	-12.7
Physiology	6.6	7.3	5.6	6.6	7.2	6.8	8.0	7.1	7.2	7.5	3.6	13.8
Rehab. Therapy	14.5	15.5	12.5	14.0	14.0	15.5	16.7	15.8	16.8	17.1	1.8	17.9
<i>Discipline Total</i>	76.1	78.2	75.6	74.0	70.2	69.3	73.8	68.8	73.5	73.2	-0.3	-3.8
OTHER PROGRAMS												
Business	48.3	49.3	49.3	50.3	54.0	55.0	50.0	52.0	49.0	58.0	18.4	20.2
Education	54.8	57.4	61.7	65.3	67.3	68.1	78.2	76.5	84.0	84.8	0.9	54.8
Law	26.3	25.8	29.3	30.5	28.3	27.4	29.4	30.6	31.6	31.6	0.0	20.4
Policy Studies	12.5	12.5	12.5	12.5	11.0	10.8	11.8	10.8	11.2	12.6	12.3	0.6
Urban Planning (SURP)	5.0	5.0	5.0	5.0	5.0	5.0	6.0	5.3	6.0	6.5	7.6	29.8
<i>Discipline Total</i>	146.8	149.9	157.8	163.6	165.6	166.3	175.4	175.2	181.8	193.4	6.4	31.8
TOTAL	757.4	774.9	780.6	793.5	786.8	784.5	819.8	825.9	823.3	820.5	-0.3	8.3

**Table 1b. EFTS Counts (excluding bridges) by Discipline and Department
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	9.0	8.5	8.5	9.5	9.5	11.5	11.5	11.5	13.5	13.5	0.0	50.0
Classics	7.0	7.0	6.0	7.0	7.0	7.0	9.0	10.0	9.0	9.0	0.0	28.6
English	28.0	26.3	24.3	24.3	24.3	24.3	24.3	24.3	25.3	24.3	-4.0	-13.2
History	22.5	21.5	22.5	21.7	21.0	21.7	23.0	21.5	23.5	23.5	0.3	4.7
Philosophy	11.3	11.3	10.3	11.3	11.3	12.0	15.0	14.0	15.0	16.0	6.7	41.6
Religion	5.8	5.8	5.8	5.8	5.8	6.3	6.8	8.3	7.3	6.8	-6.8	17.2
<i>Discipline Total</i>	83.6	80.4	77.4	79.6	78.9	82.8	89.6	89.6	93.6	93.1	-0.5	11.4
LANGUAGES												
French	13.0	12.0	11.0	12.0	11.3	12.0	11.3	12.0	11.0	10.0	-9.1	-23.1
German	6.5	6.0	6.0	6.0	6.0	6.0	8.3	8.3	5.3	5.3	0.0	-18.5
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	N/A
Spanish / Italian	4.7	5.0	5.0	5.0	5.0	5.0	4.0	8.0	7.0	6.0	-14.3	27.1
<i>Discipline Total</i>	24.2	23.0	23.0	24.0	23.3	24.0	24.6	29.3	24.3	22.3	-8.2	-7.9
CREATIVE ARTS												
Drama	8.0	8.0	7.5	7.5	7.5	7.5	9.5	10.0	9.0	10.0	11.1	25.0
Film	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	0.0	0.0
Fine Art	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Music	11.0	10.0	9.3	10.0	10.0	10.0	9.3	11.1	10.8	9.8	-9.3	-10.9
<i>Discipline Total</i>	30.0	29.0	27.8	28.5	28.5	28.5	29.8	32.1	30.8	30.8	0.0	2.7
SOCIAL SCIENCE												
Economics	29.5	28.5	26.5	26.5	25.5	26.5	27.5	28.5	29.0	27.0	-6.8	-8.4
Geography	17.8	15.8	15.5	15.5	15.5	15.5	14.5	15.5	15.0	14.0	-6.7	-21.3
Global Development	0.0	1.0	1.0	2.0	1.0	1.0	5.0	3.0	3.0	5.0	66.7	N/A
Kinesiology & Health	11.2	11.5	11.5	12.5	13.5	13.5	15.5	14.5	15.5	15.0	-3.2	34.5
Political Studies	20.4	20.4	20.4	18.9	18.9	18.9	21.9	19.9	18.9	18.9	0.0	-7.4
Psychology	33.0	32.3	28.6	31.6	32.3	31.6	30.3	29.3	29.3	26.3	-10.2	-20.3
Sociology	15.2	15.5	14.5	15.5	15.5	15.5	15.5	15.0	14.0	16.4	17.1	8.3
Gender Studies	2.6	2.6	3.6	3.6	3.6	3.6	4.6	6.6	7.6	7.6	0.0	192.3
<i>Discipline Total</i>	129.6	127.6	121.6	126.1	125.8	126.1	134.8	132.3	132.3	130.2	-1.6	0.5
PHYSICAL SCIENCE												
Art Conservation	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0.0
Biology	27.5	26.5	27.5	27.5	27.5	26.8	28.8	26.8	25.8	22.3	-13.6	-18.9
Chemistry	23.0	22.0	22.0	21.5	22.5	22.5	23.0	23.7	23.0	22.3	-3.0	-3.0
Computing	22.0	20.0	23.0	23.0	23.0	23.0	23.3	25.0	24.0	23.0	-4.2	4.5
Environmental Studies	3.0	3.0	3.5	3.5	3.5	3.5	3.5	4.5	4.0	3.5	-12.5	16.7
Geology	16.3	16.3	16.3	16.0	17.0	17.0	17.0	17.0	15.8	14.0	-11.4	-14.1
Math & Statistics	37.0	32.3	32.3	32.3	33.0	33.0	31.0	30.0	28.0	28.0	0.0	-24.3
Physics	26.8	25.1	27.3	26.0	25.3	26.3	27.5	26.5	26.5	26.5	0.0	-1.2
<i>Discipline Total</i>	159.6	149.2	155.9	153.8	155.8	156.1	158.1	157.5	151.1	143.6	-5.0	-10.0
<i>Arts & Science Total</i>	427.0	409.2	405.7	411.9	412.2	417.4	436.9	440.8	432.0	420.0	-2.8	-1.6
APPLIED SCIENCE												
Applied Science	2.7	4.2	4.2	4.2	4.7	3.7	2.8	2.8	5.6	4.6	-18.3	68.9
Chemical	15.1	16.1	14.1	15.5	15.5	15.5	15.6	15.6	15.6	19.8	26.9	31.1
Civil	15.0	14.0	12.0	13.0	13.0	13.0	13.0	13.0	13.0	14.0	7.7	-6.7
Electrical	29.1	32.3	27.0	31.0	26.0	27.0	26.0	26.0	24.2	24.5	1.2	-15.8
Mechanical	28.1	28.1	27.0	27.5	26.0	26.8	26.5	26.5	26.5	25.5	-3.8	-9.3
Metallurgy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Mining	10.5	10.5	8.0	8.0	8.1	7.3	7.3	7.3	6.3	6.5	3.4	-38.4
<i>Discipline Total</i>	100.5	105.2	92.3	99.2	93.3	93.3	91.2	91.2	91.1	94.8	4.0	-5.6
HEALTH SCIENCE												
Anatomy	8.8	9.4	12.2	11.6	10.8	9.9	9.1	9.5	10.2	10.0	-1.8	14.3
Biochemistry	12.4	12.4	11.2	10.5	8.8	9.0	9.6	8.6	8.7	8.9	1.7	-28.4
Microbiology	9.8	9.9	9.0	8.2	7.6	7.5	6.5	6.5	9.5	8.5	-10.1	-13.0
Nursing	15.5	14.5	15.5	13.5	14.5	12.7	15.6	14.7	14.6	13.8	-5.8	-11.2
Pharmacology	8.9	9.3	9.7	9.7	7.3	6.3	6.8	6.4	6.4	7.5	16.4	-15.7
Physiology	6.6	7.3	5.6	6.6	7.2	6.8	8.0	7.1	7.2	7.5	3.6	13.8
Rehab. Therapy	14.5	15.5	12.5	14.0	14.0	15.5	16.7	15.8	16.8	17.1	1.8	17.9
<i>Discipline Total</i>	76.4	78.2	75.6	74.0	70.2	67.7	72.2	68.6	73.5	73.2	-0.3	-4.1
OTHER PROGRAMS												
Business	47.8	48.8	48.8	49.8	54.0	55.0	50.0	52.0	49.0	58.0	18.4	21.5
Education	54.8	57.4	61.7	65.3	67.3	68.1	78.2	76.5	84.0	84.8	0.9	54.8
Law	25.3	22.8	25.3	26.5	27.5	27.4	28.4	28.6	29.6	30.7	3.9	21.7
Policy Studies	12.5	12.5	12.5	12.5	11.0	10.8	11.8	10.8	11.2	11.6	3.4	-7.4
Urban Planning (SURP)	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.4	27.0	27.0
<i>Discipline Total</i>	145.3	146.4	153.2	159.0	164.8	166.3	173.4	172.9	178.8	191.4	7.1	31.8
TOTAL	749.2	738.9	726.8	744.2	740.6	744.7	773.7	773.4	775.4	779.5	0.5	4.1

**Table 2a. Undergraduate Enrolment by Discipline and Department
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	130.5	146.0	166.1	178.1	176.2	196.6	207.0	211.8	204.6	227.0	11.0	74.0
Classics	211.5	232.2	258.5	260.3	254.4	297.4	289.7	290.7	288.6	278.4	-3.5	31.6
English	626.2	631.0	625.5	611.7	624.6	623.3	593.1	567.2	594.2	582.7	-1.9	-7.0
History	549.5	557.6	573.7	652.0	674.6	659.8	626.0	582.9	614.9	661.5	7.6	20.4
Philosophy	390.6	366.6	378.6	344.7	365.4	366.6	371.8	340.1	328.9	344.5	4.7	-11.8
Religion	174.5	185.5	185.6	185.0	212.3	219.3	188.9	202.4	211.5	219.3	3.7	25.7
<i>Discipline Total</i>	2082.8	2118.9	2188.0	2231.7	2307.5	2363.1	2276.5	2195.1	2242.7	2313.4	3.2	11.1
LANGUAGES												
French	160.0	160.0	164.3	177.5	169.1	195.0	188.5	202.5	205.5	195.7	-4.8	22.3
German	104.0	85.1	99.1	106.3	108.2	99.3	95.1	86.5	89.5	79.9	-10.7	-23.2
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	31.9	28.4	32.9	29.9	33.6	42.9	41.9	39.4	43.5	44.7	2.8	40.1
Spanish / Italian	169.5	148.7	137.3	154.0	159.8	166.7	176.4	179.1	184.7	141.0	-23.7	-16.8
<i>Discipline Total</i>	465.4	422.2	433.6	467.7	470.7	503.9	501.9	507.5	523.2	461.3	-11.8	-0.9
CREATIVE ARTS												
Drama	154.9	158.5	156.3	163.2	179.6	189.4	182.6	162.7	164.4	174.7	6.3	12.8
Film	164.4	157.5	154.0	168.2	162.1	158.0	149.9	175.6	186.0	225.2	21.1	37.0
Fine Art	69.0	75.6	75.5	74.1	72.2	62.8	65.0	65.0	59.5	58.5	-1.7	-15.2
Music	162.3	183.7	216.7	229.9	236.7	246.3	268.2	269.6	287.1	306.8	6.8	89.0
<i>Discipline Total</i>	550.6	575.3	602.5	635.4	650.6	656.5	665.7	672.9	697.0	765.1	9.8	39.0
SOCIAL SCIENCE												
Economics	516.1	562.9	545.2	579.9	608.4	631.3	553.0	561.1	575.3	593.0	3.1	14.9
Geography	306.4	267.5	275.0	292.1	282.0	293.3	334.5	361.7	399.9	380.1	-4.9	24.1
Global Development	0.0	39.3	57.1	68.5	76.0	81.6	136.3	167.7	181.6	206.6	13.8	N/A
Kinesiology & Health	281.4	274.8	292.8	315.1	340.8	366.1	374.1	365.0	432.0	430.7	-0.3	53.1
Political Studies	371.4	395.6	434.9	470.3	512.5	546.8	542.2	511.2	527.3	526.4	-0.2	41.7
Psychology	913.9	846.9	840.9	874.8	864.8	788.3	768.3	767.9	832.1	845.0	1.5	-7.5
Sociology	504.8	464.3	448.8	464.0	413.0	405.0	382.1	333.4	365.2	349.2	-4.4	-30.8
Gender Studies	83.3	100.5	105.1	111.2	106.7	111.8	125.4	132.2	130.5	132.8	1.8	59.4
<i>Discipline Total</i>	2,977.2	2,951.8	2,999.8	3,175.8	3,204.2	3,224.2	3,215.8	3,200.1	3,443.9	3,463.8	0.6	16.3
PHYSICAL SCIENCE												
Art Conservation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Biology	626.9	598.6	602.3	667.4	686.4	740.7	706.2	663.1	724.9	697.1	-3.8	11.2
Chemistry	503.8	490.9	540.9	559.9	560.2	566.0	571.8	542.4	548.3	583.8	6.5	15.9
Computing	431.9	375.2	389.7	369.8	347.9	305.1	275.5	221.6	168.5	173.6	3.0	-59.8
Environmental Studies	34.6	44.0	53.3	62.7	73.0	69.2	83.2	91.7	101.5	83.5	-17.7	141.3
Geology	171.8	174.6	197.5	206.5	202.0	225.1	225.7	206.0	259.6	263.6	1.6	53.4
Math & Statistics	860.3	834.4	904.9	930.5	874.0	870.2	821.6	819.2	889.9	924.9	3.9	7.5
Physics	525.8	509.3	566.5	580.5	529.8	536.3	498.5	520.6	539.4	583.5	8.2	11.0
<i>Discipline Total</i>	3,155.0	3,027.1	3,255.1	3,377.2	3,273.3	3,312.6	3,182.4	3,064.7	3,232.0	3,309.9	2.4	4.9
<i>Arts & Science Total</i>	9,230.9	9,095.3	9,479.0	9,887.9	9,906.3	10,060.2	9,842.3	9,640.3	10,138.7	10,313.5	1.7	11.7
APPLIED SCIENCE												
Applied Science	46.0	54.3	62.4	119.4	110.9	130.8	133.2	168.0	205.1	244.3	19.1	430.9
Chemical	211.9	220.1	245.1	221.7	273.3	324.1	338.2	388.8	429.6	417.9	-2.7	97.3
Civil	212.5	225.3	192.1	218.9	268.8	267.8	270.1	305.8	323.9	395.0	22.0	85.9
Electrical	451.4	571.2	555.9	527.5	446.6	366.7	318.4	255.1	271.4	293.6	8.2	-35.0
Mechanical	491.2	465.1	488.7	482.6	526.4	532.5	497.4	450.8	483.7	505.1	4.4	2.8
Metallurgy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Mining	76.0	64.6	71.5	55.2	69.0	85.2	91.0	91.4	105.5	97.5	-7.5	28.3
<i>Discipline Total</i>	1,489.0	1,600.7	1,615.5	1,625.2	1,695.1	1,707.2	1,648.2	1,659.8	1,819.2	1,953.5	7.4	31.2
HEALTH SCIENCE												
Anatomy	181.7	203.5	206.3	205.1	213.7	204.8	201.5	201.0	195.0	197.5	1.3	8.7
Biochemistry	135.2	136.4	133.3	144.1	149.2	157.6	142.0	138.4	123.4	101.7	-17.6	-24.8
Microbiology	98.6	99.6	101.0	99.4	111.4	89.5	98.1	93.0	86.8	85.0	-2.1	-13.8
Nursing	181.5	207.3	221.7	248.2	243.7	262.3	242.7	239.5	214.2	228.5	6.7	25.9
Pharmacology	95.0	118.6	111.1	124.5	123.8	125.3	125.4	117.0	107.3	110.6	3.1	16.5
Physiology	130.1	132.4	143.5	144.1	155.0	167.8	160.2	145.3	140.4	124.8	-11.1	-4.1
Rehab. Therapy	272.5	310.2	293.6	310.2	240.3	133.2	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	1,094.5	1,208.0	1,210.5	1,275.6	1,237.0	1,140.5	969.9	934.1	867.0	848.0	-2.2	-22.5
OTHER PROGRAMS												
Business	797.8	772.7	794.7	835.6	880.6	944.2	1,017.3	1,027.1	1,032.1	1,052.1	1.9	31.9
Education	1,079.6	1,192.3	1,463.3	1,743.9	1,760.2	1,894.8	2,001.3	2,079.0	2,277.9	2,449.2	7.5	126.9
Law	480.4	488.1	502.9	509.4	501.9	487.5	502.3	511.8	521.3	506.5	-2.8	5.4
Policy Studies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Urban Planning (SURP)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	2,357.8	2,453.1	2,760.9	3,088.9	3,142.7	3,326.5	3,520.9	3,617.9	3,831.3	4,007.8	4.6	70.0
TOTAL	14,172.3	14,357.1	15,065.9	15,877.6	15,981.1	16,234.4	15,981.3	15,852.1	16,656.2	17,122.8	2.8	20.8

**Table 2b. Weighted Undergraduate Enrolment (Yr1 and Yr2=1.0; Yr3 and Yr4=1.5)
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	149.0	164.1	188.0	207.7	207.4	226.3	243.3	248.3	242.4	264.3	9.0	77.4
Classics	227.1	246.0	275.1	282.4	274.6	319.8	312.3	308.2	304.9	295.8	-3.0	30.3
English	671.0	681.4	683.0	661.1	671.6	670.9	645.4	619.1	648.0	626.4	-3.3	-6.7
History	599.4	611.2	632.0	717.4	746.9	730.2	696.0	646.7	688.1	733.1	6.5	22.3
Philosophy	428.6	404.7	417.0	379.3	393.3	397.9	409.5	379.5	366.0	380.6	4.0	-11.2
Religion	186.5	191.3	196.2	193.3	221.5	231.3	205.1	217.3	226.8	237.9	4.9	27.6
<i>Discipline Total</i>	2,261.6	2,298.6	2,391.3	2,441.2	2,515.3	2,576.4	2,511.6	2,419.1	2,476.2	2,538.1	2.5	12.2
LANGUAGES												
French	173.6	173.2	178.9	195.5	189.4	214.0	207.6	222.6	225.4	216.8	-3.8	24.9
German	110.5	91.2	108.0	113.6	117.1	106.5	101.3	92.4	96.3	85.1	-11.6	-23.0
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	36.8	32.7	39.8	35.9	39.6	49.3	50.3	45.6	50.8	52.6	3.5	42.9
Spanish / Italian	175.2	154.0	142.9	159.2	166.3	172.8	186.5	191.7	198.2	153.7	-22.5	-12.3
<i>Discipline Total</i>	496.1	451.1	469.6	504.2	512.4	542.6	545.7	552.3	570.7	508.2	-11.0	2.4
CREATIVE ARTS												
Drama	175.2	181.5	178.7	189.3	207.4	219.6	212.5	190.9	189.9	196.7	3.6	12.3
Film	194.3	190.7	180.7	203.0	195.2	187.6	178.3	202.2	210.2	249.5	18.7	28.4
Fine Art	85.5	90.0	92.4	92.5	88.7	77.0	78.9	77.6	73.0	72.1	-1.2	-15.7
Music	180.6	204.3	240.1	256.0	258.4	273.6	295.8	295.4	313.1	340.7	8.8	88.6
<i>Discipline Total</i>	635.6	666.5	691.9	740.7	749.7	757.7	765.5	766.0	786.1	859.0	9.3	35.1
SOCIAL SCIENCE												
Economics	578.2	630.2	608.0	636.3	667.8	700.1	618.4	630.1	642.3	660.2	2.8	14.2
Geography	351.8	300.4	314.6	335.9	321.0	336.6	385.9	418.7	456.6	437.8	-4.1	24.5
Global Development	0.0	45.6	69.1	81.3	92.9	100.8	152.1	189.7	206.3	233.4	13.1	N/A
Kinesiology & Health	318.0	318.1	343.1	369.5	396.2	414.1	441.2	425.1	501.1	503.5	0.5	58.3
Political Studies	450.2	474.0	524.7	562.2	615.8	656.1	655.0	620.7	635.2	633.8	-0.2	40.8
Psychology	983.2	917.1	913.4	943.8	948.6	876.7	852.6	854.6	914.7	930.5	1.7	-5.4
Sociology	599.9	534.7	510.1	539.7	478.8	466.4	438.6	381.0	417.0	389.3	-6.6	-35.1
Gender Studies	92.6	113.6	120.2	129.8	125.1	131.8	149.7	156.9	146.2	156.2	6.8	68.7
<i>Discipline Total</i>	3,373.8	3,333.7	3,403.2	3,598.5	3,646.1	3,682.6	3,693.5	3,676.8	3,919.3	3,944.7	0.6	16.9
PHYSICAL SCIENCE												
Art Conservation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Biology	744.0	702.3	712.3	780.8	805.0	882.9	852.9	794.3	864.7	832.4	-3.7	11.9
Chemistry	524.0	515.0	568.9	580.8	584.6	594.1	605.1	578.6	582.1	615.3	5.7	17.4
Computing	497.0	445.5	469.5	442.7	412.8	378.6	343.5	267.8	201.2	200.9	-0.2	-59.6
Environmental Studies	47.0	60.9	70.3	79.4	92.6	89.6	107.0	119.9	132.6	109.9	-17.1	133.8
Geology	194.4	197.8	222.6	229.5	228.7	255.3	253.6	229.2	290.2	291.7	0.5	50.0
Math & Statistics	911.9	883.4	962.2	990.8	936.3	932.2	879.7	869.8	949.5	988.8	4.1	8.4
Physics	578.9	568.8	631.3	646.7	600.0	595.5	549.6	564.2	582.0	630.4	8.3	8.9
<i>Discipline Total</i>	3,497.1	3,373.8	3,637.0	3,750.6	3,660.0	3,728.2	3,591.3	3,423.9	3,602.2	3,669.3	1.9	4.9
<i>Arts & Science Total</i>	10,264.1	10,123.7	10,593.0	11,035.2	11,083.5	11,287.4	11,107.6	10,838.2	11,354.5	11,519.2	1.5	12.2
APPLIED SCIENCE												
Applied Science	52.7	64.0	71.4	129.4	122.9	149.6	153.9	193.9	235.4	277.4	17.8	426.2
Chemical	259.0	267.1	289.5	258.7	338.6	416.7	428.4	490.6	543.8	526.8	-3.1	103.4
Civil	274.8	293.8	243.6	273.5	334.2	346.8	349.6	380.7	410.0	507.4	23.8	84.7
Electrical	599.6	746.6	729.9	700.1	599.2	491.7	423.3	322.3	324.5	351.0	8.2	-41.5
Mechanical	627.6	595.3	620.1	614.6	682.3	696.3	647.4	572.7	618.6	637.8	3.1	1.6
Metallurgy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Mining	98.6	82.8	92.2	73.4	91.0	117.1	121.7	123.0	144.3	134.8	-6.6	36.8
<i>Discipline Total</i>	1,912.3	2,049.7	2,046.5	2,049.6	2,168.3	2,218.3	2,124.2	2,083.1	2,276.6	2,435.3	7.0	27.4
HEALTH SCIENCE												
Anatomy	233.2	255.8	264.1	262.2	269.7	258.9	253.8	254.4	246.0	241.1	-2.0	3.4
Biochemistry	198.8	199.1	193.3	209.2	216.4	231.0	208.7	203.3	179.3	143.9	-19.7	-27.6
Microbiology	111.2	124.7	128.5	120.6	135.5	112.2	123.7	115.3	111.5	104.9	-5.9	-5.7
Nursing	244.6	271.5	292.3	324.4	314.5	345.4	333.8	323.7	283.0	298.1	5.3	21.9
Pharmacology	121.2	150.6	142.1	156.0	156.5	158.1	155.8	145.2	134.5	131.7	-2.1	8.6
Physiology	138.4	146.5	163.3	170.2	179.6	197.0	188.3	170.4	168.3	146.3	-13.1	5.7
Rehab. Therapy	355.7	411.8	389.2	409.4	334.3	199.8	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	1,403.1	1,560.0	1,572.8	1,651.8	1,606.4	1,502.3	1,264.2	1,212.2	1,122.4	1,065.8	-5.0	-24.0
OTHER PROGRAMS												
Business	950.0	920.1	947.0	991.5	1,036.1	1,120.3	1,219.1	1,237.7	1,251.5	1,270.8	1.5	33.8
Education	1,619.4	1,788.4	2,195.0	2,615.8	2,640.3	2,842.2	3,002.0	3,118.5	3,416.9	3,673.8	7.5	126.9
Law	720.7	732.2	754.4	764.1	752.9	731.3	753.4	767.7	782.0	782.0	0.0	8.5
Policy Studies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Urban Planning (SURP)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	3,290.1	3,440.7	3,896.3	4,371.4	4,429.3	4,693.8	4,974.5	5,123.9	5,450.4	5,726.6	5.1	74.1
TOTAL	16,869.6	17,174.1	18,108.6	19,108.0	19,287.5	19,701.8	19,470.5	19,257.4	20,203.9	20,747.0	2.7	23.0

**Table 3a. Masters Enrolment by Discipline and Department
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	13.0	13.6	19.9	20.2	19.1	14.8	16.2	19.2	19.9	25.2	26.6	93.8
Classics	8.6	10.2	11.9	12.1	12.2	8.9	12.5	14.9	12.0	8.0	-33.3	-7.0
English	26.0	29.3	29.3	24.0	24.0	20.0	23.3	22.0	21.3	20.0	-6.1	-23.1
History	32.8	24.6	19.9	17.3	17.6	17.9	39.8	36.8	40.1	38.5	-4.1	17.3
Philosophy	12.3	17.6	15.3	11.3	12.6	10.3	16.0	13.3	16.0	12.3	-23.1	0.0
Religion	0.0	6.0	5.6	7.0	7.0	6.0	10.3	14.0	8.3	12.0	44.6	N/A
<i>Discipline Total</i>	92.7	101.3	101.9	91.9	92.5	77.9	118.1	120.2	117.6	116.0	-1.4	25.1
LANGUAGES												
French	10.0	16.0	5.3	10.3	8.0	10.0	6.6	7.6	6.9	5.6	-18.8	-44.0
German	7.6	5.6	7.0	7.3	6.3	7.3	7.0	7.3	9.0	5.0	-44.4	-34.2
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Spanish / Italian	4.6	2.6	5.6	6.0	5.0	5.0	4.0	4.3	3.0	4.0	33.3	-13.0
<i>Discipline Total</i>	22.2	24.2	17.9	23.6	19.3	22.3	17.6	19.2	18.9	14.6	-22.8	-34.2
CREATIVE ARTS												
Drama	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Film	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Fine Art	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Music	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
SOCIAL SCIENCE												
Economics	31.2	38.6	48.5	33.9	49.0	48.9	56.5	52.4	43.1	43.6	1.2	39.7
Geography	17.3	17.6	17.3	19.0	19.3	19.9	27.9	27.2	18.6	29.0	55.9	67.6
Global Development	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	N/A	N/A
Kinesiology & Health	21.2	26.9	23.3	20.9	21.9	22.2	23.2	37.1	41.1	40.8	-0.7	92.5
Political Studies	9.9	11.2	13.3	16.8	20.3	25.9	32.5	31.3	26.6	26.9	1.0	171.5
Psychology	23.9	22.3	23.3	24.6	31.9	34.0	24.0	25.3	28.0	26.3	-6.1	10.0
Sociology	23.9	25.2	27.9	27.3	29.8	30.6	39.0	35.6	38.3	42.6	11.2	78.1
Gender Studies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.6	N/A	N/A
<i>Discipline Total</i>	127.4	141.8	153.6	142.5	172.2	181.5	203.1	208.9	195.7	227.7	16.4	78.7
PHYSICAL SCIENCE												
Art Conservation	20.0	23.0	21.0	21.0	22.3	22.3	23.3	24.0	24.0	24.0	0.0	20.0
Biology	50.9	53.8	57.6	65.2	69.3	59.2	61.1	70.9	73.3	68.3	-6.8	34.2
Chemistry	50.3	42.5	37.1	39.2	37.9	38.6	47.5	55.3	53.6	52.2	-2.6	3.8
Computing	43.5	40.3	52.6	66.6	78.7	72.9	64.8	58.2	53.0	57.6	8.7	32.4
Environmental Studies	0.0	0.0	0.0	0.0	0.0	8.0	19.0	18.0	21.3	29.0	36.2	N/A
Geology	25.6	30.6	41.6	33.3	33.2	31.2	25.6	29.6	36.0	51.0	41.7	99.2
Math & Statistics	15.6	14.5	21.2	18.6	14.2	18.9	25.6	23.2	23.9	20.6	-13.8	32.1
Physics	26.6	27.9	21.3	32.3	29.0	35.3	49.0	48.9	39.9	40.2	0.8	51.1
<i>Discipline Total</i>	232.5	232.6	252.4	276.2	284.6	286.4	315.9	328.1	325.0	342.9	5.5	47.5
<i>Arts & Science Total</i>	474.8	499.9	525.8	534.2	568.6	568.1	654.7	676.4	657.2	701.2	6.7	47.7
APPLIED SCIENCE												
Applied Science	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Chemical	33.9	39.5	32.2	34.5	39.8	39.2	32.0	35.6	41.9	55.9	33.4	64.9
Civil	18.2	23.1	37.0	52.8	50.5	53.7	55.4	49.0	36.7	26.3	-28.3	44.5
Electrical	63.6	72.4	66.2	64.5	71.4	71.3	56.5	50.7	48.0	59.1	23.1	-7.1
Mechanical	54.8	60.7	56.1	65.7	69.1	53.2	48.5	65.2	60.8	72.9	19.9	33.0
Metallurgy	7.6	7.3	5.6	0.6	1.0	0.3	0.0	0.0	0.0	0.0		
Mining	8.9	6.1	8.8	9.6	10.6	15.0	16.0	14.6	13.5	17.6	30.4	97.8
<i>Discipline Total</i>	187.0	209.1	205.9	227.7	242.4	232.7	208.4	215.1	200.9	231.8	15.4	24.0
HEALTH SCIENCE												
Anatomy	23.0	15.3	17.0	10.0	17.8	22.0	26.9	41.4	26.4	38.7	46.6	68.3
Biochemistry	15.3	18.3	18.0	25.0	32.8	33.4	27.2	28.4	26.7	25.4	-4.9	66.0
Microbiology	11.3	6.0	9.0	7.0	11.8	15.0	17.9	20.4	23.4	21.4	-8.5	89.4
Nursing	20.3	24.8	21.2	20.5	19.8	19.6	22.9	22.6	34.2	30.8	-9.9	51.7
Pharmacology	22.3	16.3	16.6	20.0	26.8	24.4	15.9	27.4	25.4	15.7	-38.2	-29.6
Physiology	21.0	12.3	12.6	25.3	24.4	18.4	15.8	25.3	21.7	20.0	-7.8	-4.8
Rehab. Therapy	18.5	18.5	13.6	37.6	117.2	199.9	215.4	228.4	274.8	291.8	6.2	1477.3
<i>Discipline Total</i>	131.7	111.5	108.0	145.4	250.6	332.7	341.8	393.9	432.6	443.8	2.6	237.0
OTHER PROGRAMS												
Business	512.5	542.5	525.0	470.9	428.9	432.5	501.3	577.4	618.3	710.6	14.9	38.7
Education	55.9	63.5	62.8	71.7	80.4	77.4	70.4	69.5	63.8	69.7	9.2	24.7
Law	11.2	9.2	13.0	13.5	12.2	11.4	9.8	10.2	9.8	11.1	13.3	-0.9
Policy Studies	103.4	91.7	100.2	115.7	119.7	122.8	105.5	115.9	119.2	142.6	19.6	37.9
Urban Planning (SURP)	48.6	52.3	60.4	50.8	53.5	57.1	68.4	69.0	73.4	77.1	5.0	58.6
<i>Discipline Total</i>	731.6	759.2	761.4	722.6	694.7	701.2	755.4	842.0	884.5	1,011.1	14.3	38.2
TOTAL	1,525.1	1,579.7	1,601.1	1,629.9	1,756.3	1,834.7	1,960.3	2,127.4	2,175.2	2,387.9	9.8	56.6

Table 3b. Weighted Masters Enrolment (MA=2.0)
2000/01 to 2009/10

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	26.0	27.2	39.8	40.4	38.2	29.6	32.4	38.4	39.8	50.4	26.6	93.8
Classics	17.2	20.4	23.8	24.2	24.4	17.8	25.0	29.8	24.0	16.0	-33.3	-7.0
English	52.0	58.6	58.6	48.0	48.0	40.0	46.6	44.0	42.6	40.0	-6.1	-23.1
History	65.6	49.2	39.8	34.6	35.2	35.8	79.6	73.6	80.2	77.0	-4.1	17.3
Philosophy	24.6	35.2	30.6	22.6	25.2	20.6	32.0	26.6	32.0	24.6	-23.1	0.0
Religion	0.0	12.0	11.2	14.0	14.0	12.0	20.6	28.0	16.6	24.0	44.6	N/A
<i>Discipline Total</i>	185.4	202.6	203.8	183.8	185.0	155.8	236.2	240.4	235.2	232.0	-1.4	25.1
LANGUAGES												
French	20.0	32.0	10.6	20.6	16.0	20.0	13.2	15.2	13.8	11.2	-18.8	-44.0
German	15.2	11.2	14.0	14.6	12.6	14.6	14.0	14.6	18.0	10.0	-44.4	-34.2
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Spanish / Italian	9.2	5.2	11.2	12.0	10.0	10.0	8.0	8.6	6.0	8.0	33.3	-13.0
<i>Discipline Total</i>	44.4	48.4	35.8	47.2	38.6	44.6	35.2	38.4	37.8	29.2	-22.8	-34.2
CREATIVE ARTS												
Drama	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Film	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Fine Art	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Music	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
SOCIAL SCIENCE												
Economics	62.4	77.2	97.0	67.8	98.0	97.8	113.0	104.8	86.2	87.2	1.2	39.7
Geography	34.6	35.2	34.6	38.0	38.6	39.8	55.8	54.4	37.2	58.0	55.9	67.6
Global Development	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.0	N/A	N/A
Kinesiology & Health	42.4	53.8	46.6	41.8	43.8	44.4	46.4	74.2	82.2	81.6	-0.7	92.5
Political Studies	19.8	22.4	26.6	33.6	40.6	51.8	65.0	62.6	53.2	53.8	1.0	171.5
Psychology	47.8	44.6	46.6	49.2	63.8	68.0	48.0	50.6	56.0	52.6	-6.1	10.0
Sociology	47.8	50.4	55.8	54.6	59.6	61.2	78.0	71.2	76.6	85.2	11.2	78.1
Gender Studies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	17.2	N/A	N/A
<i>Discipline Total</i>	254.8	283.6	307.2	285.0	344.4	363.0	406.2	417.8	391.4	455.5	16.4	78.7
PHYSICAL SCIENCE												
Art Conservation	40.0	46.0	42.0	42.0	44.6	44.6	46.6	48.0	48.0	48.0	0.0	20.0
Biology	101.8	107.6	115.2	130.4	138.6	118.4	122.2	141.8	146.6	136.6	-6.8	34.2
Chemistry	100.6	85.0	74.2	78.4	75.8	77.2	95.0	110.6	107.2	104.4	-2.6	3.8
Computing	87.0	80.6	105.2	133.2	157.4	145.8	129.6	116.4	106.0	115.2	8.7	32.4
Environmental Studies	0.0	0.0	0.0	0.0	0.0	16.0	38.0	36.0	42.6	58.0	36.2	N/A
Geology	51.2	61.2	83.2	66.6	66.4	62.4	51.2	59.2	72.0	102.0	41.7	99.2
Math & Statistics	31.2	29.0	42.4	37.2	28.4	37.8	51.2	46.4	47.8	41.2	-13.8	32.1
Physics	53.2	55.8	42.6	64.6	58.0	70.6	98.0	97.8	79.8	80.4	0.8	51.1
<i>Discipline Total</i>	465.0	465.2	504.8	552.4	569.2	572.8	631.8	656.2	650.0	685.8	5.5	47.5
<i>Arts & Science Total</i>	949.6	999.8	1,051.6	1,068.4	1,137.2	1,136.2	1,309.4	1,352.8	1,314.4	1,402.4	6.7	47.7
APPLIED SCIENCE												
Applied Science	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Chemical	67.8	79.0	64.4	69.0	79.6	78.4	64.0	71.2	83.8	111.8	33.4	64.9
Civil	36.4	46.2	74.0	105.6	101.0	107.4	110.8	98.0	73.4	52.6	-28.3	44.5
Electrical	127.2	144.8	132.4	129.0	142.8	142.6	113.0	101.4	96.0	118.2	23.1	-7.1
Mechanical	109.6	121.4	112.2	131.4	138.2	106.4	97.0	130.4	121.6	145.8	19.9	33.0
Metallurgy	15.2	14.6	11.2	1.2	2.0	0.6	0.0	0.0	0.0	0.0		
Mining	17.8	12.2	17.6	19.2	21.2	30.0	32.0	29.2	27.0	35.2	30.4	97.8
<i>Discipline Total</i>	374.0	418.2	411.8	455.4	484.8	465.4	416.8	430.2	401.8	463.6	15.4	24.0
HEALTH SCIENCE												
Anatomy	46.0	30.6	34.0	20.0	35.6	44.0	53.7	82.8	52.8	77.4	46.6	68.3
Biochemistry	30.6	36.6	36.0	50.0	65.6	66.8	54.3	56.8	53.4	50.8	-4.9	66.0
Microbiology	22.6	12.0	18.0	14.0	23.6	30.0	35.7	40.8	46.8	42.8	-8.5	89.4
Nursing	40.6	49.6	42.4	41.0	39.6	39.2	45.8	45.2	68.4	61.6	-9.9	51.7
Pharmacology	44.6	32.6	33.2	40.0	53.6	48.8	31.7	54.8	50.8	31.4	-38.2	-29.6
Physiology	42.0	24.6	25.2	50.6	48.8	36.8	31.5	50.6	43.4	40.0	-7.8	-4.8
Rehab. Therapy	37.0	37.0	27.2	75.2	234.4	399.8	430.8	456.8	549.6	583.6	6.2	1477.3
<i>Discipline Total</i>	263.4	223.0	216.0	290.8	501.2	665.4	683.6	787.8	865.2	887.6	2.6	237.0
OTHER PROGRAMS												
Business	1,025.0	1,085.0	1,050.0	941.8	857.8	865.0	1,002.6	1,154.8	1,236.6	1,421.2	14.9	38.7
Education	111.8	127.0	125.6	143.4	160.8	154.8	140.8	139.0	127.6	139.4	9.2	24.7
Law	22.4	18.4	26.0	27.0	24.4	22.8	19.6	20.4	19.6	22.2	13.3	-0.9
Policy Studies	206.8	183.4	200.4	231.4	239.4	245.6	211.0	231.8	238.4	285.2	19.6	37.9
Urban Planning (SURP)	97.2	104.6	120.8	101.6	107.0	114.2	136.8	138.0	146.8	154.2	5.0	58.6
<i>Discipline Total</i>	1,463.2	1,518.4	1,522.8	1,445.2	1,389.4	1,402.4	1,510.8	1,684.0	1,769.0	2,022.2	14.3	38.2
TOTAL	3,050.2	3,159.4	3,202.2	3,259.8	3,512.6	3,669.4	3,920.6	4,254.8	4,350.4	4,775.8	9.8	56.6

**Table 4a. PhD Enrolment by Discipline and Department
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	16.6	19.9	23.6	21.5	19.3	22.6	22.0	25.3	28.6	29.3	2.4	76.5
Classics	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
English	42.6	37.6	29.6	39.0	43.3	46.3	56.0	66.0	72.0	72.0	0.0	69.0
History	35.4	36.2	36.3	35.6	37.9	38.1	43.8	49.7	53.8	61.3	13.9	73.1
Philosophy	15.9	11.9	8.9	12.6	10.9	10.0	14.0	17.3	23.3	23.0	-1.3	44.7
Religion	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	110.5	105.6	98.4	108.7	111.4	117.0	135.8	158.3	177.7	185.6	4.4	67.9
LANGUAGES												
French	13.6	11.3	11.0	11.0	13.0	14.0	15.3	14.3	17.0	17.0	0.0	25.0
German	9.6	7.9	7.0	5.3	7.3	11.0	9.0	10.0	12.0	10.0	-16.7	4.2
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Spanish / Italian	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	23.2	19.2	18.0	16.3	20.3	25.0	24.3	24.3	29.0	27.0	-6.9	16.4
CREATIVE ARTS												
Drama	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Film	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Fine Art	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Music	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
SOCIAL SCIENCE												
Economics	28.7	26.1	29.9	31.9	29.9	32.8	39.2	47.6	50.3	46.5	-7.6	62.0
Geography	25.3	23.9	26.6	30.0	31.2	31.1	29.5	31.4	34.4	38.4	11.6	51.8
Global Development	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Kinesiology & Health	7.0	9.6	12.6	15.3	17.3	22.6	20.9	15.3	18.6	22.0	18.3	214.3
Political Studies	44.7	39.2	39.1	35.6	32.9	35.6	31.9	31.6	35.9	45.6	26.9	2.0
Psychology	60.2	62.9	57.2	62.9	48.5	44.9	57.3	61.6	57.0	57.0	0.0	-5.3
Sociology	8.0	9.0	9.0	12.3	11.3	11.3	13.0	20.0	25.0	37.1	48.3	363.4
Gender Studies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.1	N/A	N/A
<i>Discipline Total</i>	173.9	170.7	174.4	188.0	171.1	178.3	191.8	207.5	221.2	249.6	12.9	43.5
PHYSICAL SCIENCE												
Art Conservation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Biology	53.6	41.5	48.6	50.6	47.3	51.3	53.0	47.6	51.6	48.9	-5.2	-8.8
Chemistry	47.0	50.6	54.6	59.6	62.3	61.3	53.2	46.5	45.9	50.3	9.6	7.0
Computing	19.5	18.9	21.8	26.6	33.6	43.3	57.0	62.3	67.6	68.3	1.0	250.3
Environmental Studies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Geology	18.3	18.6	20.6	25.0	28.6	29.9	25.6	29.3	21.6	16.3	-24.5	-10.9
Math & Statistics	26.9	27.2	26.2	29.9	38.9	36.2	39.6	40.3	41.2	34.6	-16.0	28.6
Physics	25.9	27.9	30.6	28.3	27.3	31.6	29.0	29.3	37.0	36.0	-2.7	39.0
<i>Discipline Total</i>	191.2	184.7	202.4	220.0	238.0	253.6	257.4	255.3	264.9	254.4	-4.0	33.1
<i>Arts & Science Total</i>	498.8	480.2	493.2	533.0	540.8	573.9	609.3	645.4	692.8	716.6	3.4	43.7
APPLIED SCIENCE												
Applied Science	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Chemical	12.0	17.3	18.6	24.5	34.8	37.8	34.5	37.1	35.2	37.6	6.8	213.3
Civil	15.6	14.3	16.3	18.3	25.0	40.3	44.6	49.6	56.6	51.9	-8.3	232.7
Electrical	32.1	32.9	42.6	46.3	54.0	63.0	60.6	60.9	65.2	65.8	0.9	105.0
Mechanical	13.2	14.9	26.3	35.0	38.0	38.3	41.0	33.6	33.3	35.6	6.9	169.7
Metallurgy	11.0	7.0	6.0	6.0	2.0	1.0	1.0	0.0	0.0	0.0		
Mining	11.9	13.6	11.6	9.6	9.3	9.3	9.6	6.6	5.0	5.3	6.0	-55.5
<i>Discipline Total</i>	95.8	100.0	121.4	139.7	163.1	189.7	191.3	187.8	195.3	196.2	0.5	104.8
HEALTH SCIENCE												
Anatomy	8.0	12.0	14.0	18.0	11.8	12.3	7.9	11.5	14.4	15.1	5.0	89.0
Biochemistry	19.2	16.0	16.3	17.0	21.8	28.0	29.6	31.2	35.4	32.1	-9.3	67.3
Microbiology	7.6	7.0	6.0	6.0	8.8	6.0	10.6	11.2	13.4	16.1	20.3	112.1
Nursing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	10.0	100.0	N/A
Pharmacology	19.0	19.3	14.0	12.0	9.8	11.3	15.6	14.2	17.4	19.1	9.9	0.6
Physiology	14.0	13.0	16.0	11.0	10.8	11.0	16.6	18.5	14.4	13.1	-8.9	-6.3
Rehab. Therapy	2.0	3.6	9.9	11.2	13.8	14.8	16.5	18.5	14.8	15.2	2.7	660.0
<i>Discipline Total</i>	69.8	70.9	76.2	75.2	76.8	83.4	96.8	105.1	114.8	120.8	5.2	73.1
OTHER PROGRAMS												
Business	31.1	40.8	47.5	56.1	54.8	49.4	49.1	51.5	49.7	54.7	10.1	75.9
Education	16.9	22.6	26.0	31.3	34.6	32.9	35.9	41.9	45.3	51.8	14.3	206.5
Law	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	5.0	400.0	N/A
Policy Studies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Urban Planning (SURP)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	48.0	63.4	73.5	87.4	89.4	82.3	85.0	93.4	96.0	111.5	16.1	132.3
TOTAL	712.4	714.5	764.3	835.3	870.1	929.3	982.4	1,031.7	1,098.9	1,145.1	4.2	60.7

**Table 4b. Weighted PhD Enrolment (PhD=4.0)
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	66.4	79.6	94.4	86.0	77.2	90.4	88.0	101.2	114.4	117.2	2.4	76.5
Classics	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
English	170.4	150.4	118.4	156.0	173.2	185.2	224.0	264.0	288.0	288.0	0.0	69.0
History	141.6	144.8	145.2	142.4	151.6	152.4	175.2	198.8	215.2	245.1	13.9	73.1
Philosophy	63.6	47.6	35.6	50.4	43.6	40.0	56.0	69.2	93.2	92.0	-1.3	44.7
Religion	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	442.0	422.4	393.6	434.8	445.6	468.0	543.2	633.2	710.8	742.3	4.4	67.9
LANGUAGES												
French	54.4	45.2	44.0	44.0	52.0	56.0	61.2	57.2	68.0	68.0	0.0	25.0
German	38.4	31.6	28.0	21.2	29.2	44.0	36.0	40.0	48.0	40.0	-16.7	4.2
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Spanish / Italian	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	92.8	76.8	72.0	65.2	81.2	100.0	97.2	97.2	116.0	108.0	-6.9	16.4
CREATIVE ARTS												
Drama	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Film	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Fine Art	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Music	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
SOCIAL SCIENCE												
Economics	114.8	104.4	119.6	127.6	119.6	131.2	156.8	190.4	201.2	186.0	-7.6	62.0
Geography	101.2	95.6	106.4	120.0	124.8	124.4	118.0	125.6	137.6	153.6	11.6	51.8
Global Development	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Kinesiology & Health	28.0	38.4	50.4	61.2	69.2	90.4	83.6	61.2	74.4	88.0	18.3	214.3
Political Studies	178.8	156.8	156.4	142.4	131.6	142.4	127.6	126.4	143.6	182.3	26.9	2.0
Psychology	240.8	251.6	228.8	251.6	194.0	179.6	229.2	246.4	228.0	228.0	0.0	-5.3
Sociology	32.0	36.0	36.0	49.2	45.2	45.2	52.0	80.0	100.0	148.3	48.3	363.4
Gender Studies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	12.3	N/A	N/A
<i>Discipline Total</i>	695.6	682.8	697.6	752.0	684.4	713.2	767.2	830.0	884.8	998.5	12.9	43.5
PHYSICAL SCIENCE												
Art Conservation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Biology	214.4	166.0	194.4	202.4	189.2	205.2	212.0	190.4	206.4	195.6	-5.2	-8.8
Chemistry	188.0	202.4	218.4	238.4	249.2	245.2	212.8	186.0	183.6	201.2	9.6	7.0
Computing	78.0	75.6	87.2	106.4	134.4	173.2	228.0	249.2	270.4	273.2	1.0	250.3
Environmental Studies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Geology	73.2	74.4	82.4	100.0	114.4	119.6	102.4	117.2	86.4	65.2	-24.5	-10.9
Math & Statistics	107.6	108.8	104.8	119.6	155.6	144.8	158.4	161.2	164.8	138.4	-16.0	28.6
Physics	103.6	111.6	122.4	113.2	109.2	126.4	116.0	117.2	148.0	144.0	-2.7	39.0
<i>Discipline Total</i>	764.8	738.8	809.6	880.0	952.0	1,014.4	1,029.6	1,021.2	1,059.6	1,017.6	-4.0	33.1
<i>Arts & Science Total</i>	1,995.2	1,920.8	1,972.8	2,132.0	2,163.2	2,295.6	2,437.2	2,581.6	2,771.2	2,866.4	3.4	43.7
APPLIED SCIENCE												
Applied Science	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Chemical	48.0	69.2	74.4	98.0	139.2	151.2	138.0	148.4	140.8	150.4	6.8	213.3
Civil	62.4	57.2	65.2	73.2	100.0	161.2	178.4	198.4	226.4	207.6	-8.3	232.7
Electrical	128.4	131.6	170.4	185.2	216.0	252.0	242.4	243.6	260.8	263.2	0.9	105.0
Mechanical	52.8	59.6	105.2	140.0	152.0	153.2	164.0	134.4	133.2	142.4	6.9	169.7
Metallurgy	44.0	28.0	24.0	24.0	8.0	4.0	4.0	0.0	0.0	0.0		
Mining	47.6	54.4	46.4	38.4	37.2	37.2	38.4	26.4	20.0	21.2	6.0	-55.5
<i>Discipline Total</i>	383.2	400.0	485.6	558.8	652.4	758.8	765.2	751.2	781.2	784.8	0.5	104.8
HEALTH SCIENCE												
Anatomy	32.0	48.0	56.0	72.0	47.2	49.2	31.6	46.0	57.6	60.5	5.0	89.0
Biochemistry	76.8	64.0	65.2	68.0	87.2	112.0	118.4	124.8	141.6	128.5	-9.3	67.3
Microbiology	30.4	28.0	24.0	24.0	35.2	24.0	42.4	44.8	53.6	64.5	20.3	112.1
Nursing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.0	40.0	100.0	N/A
Pharmacology	76.0	77.2	56.0	48.0	39.2	45.2	62.4	56.8	69.6	76.5	9.9	0.6
Physiology	56.0	52.0	64.0	44.0	43.2	44.0	66.4	74.0	57.6	52.5	-8.9	-6.3
Rehab. Therapy	8.0	14.4	39.6	44.8	55.2	59.2	66.0	74.0	59.2	60.8	2.7	660.0
<i>Discipline Total</i>	279.2	283.6	304.8	300.8	307.2	333.6	387.2	420.4	459.2	483.2	5.2	73.1
OTHER PROGRAMS												
Business	124.4	163.2	190.0	224.4	219.2	197.6	196.4	206.0	198.8	218.8	10.1	75.9
Education	67.6	90.4	104.0	125.2	138.4	131.6	143.6	167.6	181.2	207.2	14.3	206.5
Law	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0	20.0	400.0	N/A
Policy Studies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Urban Planning (SURP)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
<i>Discipline Total</i>	192.0	253.6	294.0	349.6	357.6	329.2	340.0	373.6	384.0	446.0	16.1	132.3
TOTAL	2,849.6	2,858.0	3,057.2	3,341.2	3,480.4	3,717.2	3,929.6	4,126.8	4,395.6	4,580.4	4.2	60.7

**Table 5a. Total Enrolment by Discipline and Department
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	1 Year	Percent Change 00-09
HUMANITIES												
Art History	160.1	179.5	209.6	219.8	214.6	234.0	245.2	256.3	253.1	281.5	11.2	75.8
Classics	220.1	242.4	270.4	272.4	266.6	306.3	302.2	305.6	300.6	286.4	-4.7	30.1
English	694.8	697.9	684.4	674.7	691.9	689.6	672.4	655.2	687.5	674.7	-1.9	-2.9
History	617.7	618.4	629.9	704.9	730.1	715.8	709.6	669.4	708.8	761.3	7.4	23.2
Philosophy	418.8	396.1	402.8	368.6	388.9	386.9	401.8	370.7	368.2	379.8	3.2	-9.3
Religion	174.5	191.5	191.2	192.0	219.3	225.3	199.2	216.4	219.8	231.3	5.2	32.6
<i>Discipline Total</i>	2,286.0	2,325.8	2,388.3	2,432.3	2,511.4	2,558.0	2,530.4	2,473.6	2,538.0	2,614.9	3.0	14.4
LANGUAGES												
French	183.6	187.3	180.6	198.8	190.1	219.0	210.4	224.4	229.4	218.3	-4.8	18.9
German	121.2	98.6	113.1	118.9	121.8	117.6	111.1	103.8	110.5	94.9	-14.1	-21.7
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	31.9	28.4	32.9	29.9	33.6	42.9	41.9	39.4	43.5	44.7	2.8	40.1
Spanish / Italian	174.1	151.3	142.9	160.0	164.8	171.7	180.4	183.4	187.7	145.0	-22.7	-16.7
<i>Discipline Total</i>	510.8	465.6	469.5	507.6	510.3	551.2	543.8	551.0	571.1	502.9	-11.9	-1.5
CREATIVE ARTS												
Drama	154.9	158.5	156.3	163.2	179.6	189.4	182.6	162.7	164.4	174.7	6.3	12.8
Film	164.4	157.5	154.0	168.2	162.1	158.0	149.9	175.6	186.0	225.2	21.1	37.0
Fine Art	69.0	75.6	75.5	74.1	72.2	62.8	65.0	65.0	59.5	58.5	-1.7	-15.2
Music	162.3	183.7	216.7	229.9	236.7	246.3	268.2	269.6	287.1	306.8	6.8	89.0
<i>Discipline Total</i>	550.6	575.3	602.5	635.4	650.6	656.5	665.7	672.9	697.0	765.1	9.8	39.0
SOCIAL SCIENCE												
Economics	576.0	627.6	623.6	645.7	687.3	713.0	648.7	661.1	668.7	683.1	2.2	18.6
Geography	349.0	309.0	318.9	341.1	332.5	344.3	391.9	420.3	452.9	447.5	-1.2	28.2
Global Development	0.0	39.3	57.1	68.5	76.0	81.6	136.3	167.7	181.6	216.6	19.3	N/A
Kinesiology & Health	309.6	311.3	328.7	351.3	380.0	410.9	418.2	417.4	491.7	493.5	0.4	59.4
Political Studies	426.0	446.0	487.3	522.7	565.7	608.3	606.6	574.1	589.8	598.9	1.5	40.6
Psychology	998.0	932.1	921.4	962.3	945.2	867.2	849.6	854.8	917.1	928.3	1.2	-7.0
Sociology	536.7	498.5	485.7	503.6	454.1	446.9	434.1	389.0	428.5	428.9	0.1	-20.1
Gender Studies	83.3	100.5	105.1	111.2	106.7	111.8	125.4	132.2	130.5	144.5	10.7	73.4
<i>Discipline Total</i>	3,278.5	3,264.3	3,327.8	3,506.3	3,547.5	3,584.0	3,610.7	3,616.5	3,860.8	3,941.1	2.1	20.2
PHYSICAL SCIENCE												
Art Conservation	20.0	23.0	21.0	21.0	22.3	22.3	23.3	24.0	24.0	24.0	0.0	20.0
Biology	731.4	693.9	708.5	783.2	803.0	851.2	820.3	781.6	849.8	814.3	-4.2	11.3
Chemistry	601.1	584.0	632.6	658.7	660.4	665.9	672.5	644.2	647.8	686.3	6.0	14.2
Computing	494.9	434.4	464.1	463.0	460.2	421.3	397.3	342.1	289.1	299.5	3.6	-39.5
Environmental Studies	34.6	44.0	53.3	62.7	73.0	77.2	102.2	109.7	122.8	112.5	-8.4	225.1
Geology	215.7	223.8	259.7	264.8	263.8	286.2	276.9	264.9	317.2	330.9	4.3	53.4
Math & Statistics	902.8	876.1	952.3	979.0	927.1	925.3	886.8	882.7	955.0	980.1	2.6	8.6
Physics	578.3	565.1	618.4	641.1	586.1	603.2	576.5	598.8	616.3	659.7	7.0	14.1
<i>Discipline Total</i>	3,578.7	3,444.4	3,709.9	3,873.4	3,795.9	3,852.6	3,755.7	3,648.1	3,821.9	3,907.2	2.2	9.2
<i>Arts & Science Total</i>	10,204.5	10,075.4	10,498.0	10,955.1	11,015.7	11,202.2	11,106.3	10,962.1	11,488.7	11,731.3	2.1	15.0
APPLIED SCIENCE												
Applied Science	46.0	54.3	62.4	119.4	110.9	130.8	133.2	168.0	205.1	244.3	19.1	430.9
Chemical	257.8	276.9	295.9	280.7	347.9	401.1	404.7	461.5	506.7	511.4	0.9	98.4
Civil	246.3	262.7	245.4	290.0	344.3	361.8	370.1	404.4	417.2	473.2	13.4	92.1
Electrical	547.1	676.5	664.7	638.3	572.0	501.0	435.5	366.7	384.6	418.5	8.8	-23.5
Mechanical	559.2	540.7	571.1	583.3	633.5	624.0	586.9	549.6	577.8	613.6	6.2	9.7
Metallurgy	18.6	14.3	11.6	6.6	3.0	1.3	1.0	0.0	0.0	0.0		
Mining	96.8	84.3	91.9	74.4	88.9	109.5	116.6	112.6	124.0	120.4	-2.9	24.4
<i>Discipline Total</i>	1,771.8	1,909.8	1,942.8	1,992.6	2,100.6	2,129.6	2,047.9	2,062.7	2,215.4	2,381.5	7.5	34.4
HEALTH SCIENCE												
Anatomy	212.7	230.8	237.3	233.1	243.3	239.1	236.2	253.9	235.8	251.3	6.6	18.2
Biochemistry	169.7	170.7	167.6	186.1	203.8	219.0	198.8	198.0	185.5	159.2	-14.2	-6.2
Microbiology	117.5	112.6	116.0	112.4	132.0	110.5	126.6	124.6	123.6	122.5	-0.9	4.3
Nursing	201.8	232.1	242.9	268.7	263.5	281.9	265.6	262.1	253.4	269.3	6.3	33.4
Pharmacology	136.3	154.2	141.7	156.5	160.4	161.0	156.9	158.6	150.1	145.4	-3.1	6.7
Physiology	165.1	157.7	172.1	180.4	190.2	197.2	192.5	189.1	176.5	157.9	-10.5	-4.4
Rehab. Therapy	293.0	332.3	317.1	359.0	371.3	347.9	231.9	246.9	289.6	307.0	6.0	4.8
<i>Discipline Total</i>	1,296.0	1,390.4	1,394.7	1,496.2	1,564.4	1,556.6	1,408.5	1,433.1	1,414.4	1,412.6	-0.1	9.0
OTHER PROGRAMS												
Business	1,341.4	1,356.0	1,367.2	1,362.6	1,364.3	1,426.1	1,567.7	1,656.0	1,700.1	1,817.4	6.9	35.5
Education	1,152.4	1,278.4	1,552.1	1,846.9	1,875.2	2,005.1	2,107.6	2,190.4	2,387.0	2,570.7	7.7	123.1
Law	491.6	497.3	515.9	522.9	514.1	498.9	512.1	522.0	532.1	522.6	-1.8	6.3
Policy Studies	103.4	91.7	100.2	115.7	119.7	122.8	105.5	115.9	119.2	142.6	19.6	37.9
Urban Planning (SURP)	48.6	52.3	60.4	50.8	53.5	57.1	68.4	69.0	73.4	77.1	5.0	58.6
<i>Discipline Total</i>	3,137.4	3,275.7	3,595.8	3,898.9	3,926.8	4,110.0	4,361.3	4,553.3	4,811.8	5,130.4	6.6	63.5
TOTAL	16,409.8	16,651.3	17,431.3	18,342.8	18,607.5	18,998.4	18,924.0	19,011.2	19,930.3	20,655.8	3.6	25.9

**Table 5b. Weighted Total Enrolment (Yr1 and Yr2=1.0; Yr3 and Yr4=1.5; MA=2.0; PhD=4.0)
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	241.4	270.9	322.2	334.1	322.8	346.3	363.7	387.9	396.6	431.9	8.9	78.9
Classics	244.3	266.4	298.9	306.6	299.0	337.6	337.3	338.0	328.9	311.8	-5.2	27.6
English	893.4	890.4	860.0	865.1	892.8	896.1	916.0	927.1	978.6	954.4	-2.5	6.8
History	806.6	805.2	817.0	894.4	933.7	918.4	950.8	919.1	983.5	1,055.2	7.3	30.8
Philosophy	516.8	487.5	483.2	452.3	462.1	458.5	497.5	475.3	491.2	497.2	1.2	-3.8
Religion	186.5	203.3	207.4	207.3	235.5	243.3	225.7	245.3	243.4	261.9	7.6	40.4
<i>Discipline Total</i>	2,889.0	2,923.6	2,988.7	3,059.8	3,145.9	3,200.2	3,291.0	3,292.7	3,422.2	3,512.3	2.6	21.6
LANGUAGES												
French	248.0	250.4	233.5	260.1	257.4	290.0	282.0	295.0	307.2	296.0	-3.6	19.4
German	164.1	134.0	150.0	149.4	158.9	165.1	151.3	147.0	162.3	135.1	-16.8	-17.7
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	36.8	32.7	39.8	35.9	39.6	49.3	50.3	45.6	50.8	52.6	3.5	42.9
Spanish / Italian	184.4	159.2	154.1	171.2	176.3	182.8	194.5	200.3	204.2	161.7	-20.8	-12.3
<i>Discipline Total</i>	633.3	576.3	577.4	616.6	632.2	687.2	678.1	687.9	724.5	645.4	-10.9	1.9
CREATIVE ARTS												
Drama	175.2	181.5	178.7	189.3	207.4	219.6	212.5	190.9	189.9	196.7	3.6	12.3
Film	194.3	190.7	180.7	203.0	195.2	187.6	178.3	202.2	210.2	249.5	18.7	28.4
Fine Art	85.5	90.0	92.4	92.5	88.7	77.0	78.9	77.6	73.0	72.1	-1.2	-15.7
Music	180.6	204.3	240.1	256.0	258.4	273.6	295.8	295.4	313.1	340.7	8.8	88.6
<i>Discipline Total</i>	635.6	666.5	691.9	740.7	749.7	757.7	765.5	766.0	786.1	859.0	9.3	35.1
SOCIAL SCIENCE												
Economics	755.4	811.8	824.6	831.7	885.4	929.1	888.2	925.3	929.7	933.4	0.4	23.6
Geography	487.6	431.2	455.6	493.9	484.4	500.8	559.7	598.7	631.4	649.4	2.9	33.2
Global Development	0.0	45.6	69.1	81.3	92.9	100.8	152.1	189.7	206.3	253.4	22.8	N/A
Kinesiology & Health	388.4	410.3	440.1	472.5	509.2	548.9	571.2	560.5	657.7	673.1	2.3	73.3
Political Studies	648.8	653.2	707.7	738.2	788.0	850.3	847.6	809.7	832.0	869.9	4.5	34.1
Psychology	1,271.8	1,213.3	1,188.8	1,244.6	1,206.4	1,124.3	1,129.8	1,151.6	1,198.7	1,211.1	1.0	-4.8
Sociology	679.7	621.1	601.9	643.5	583.6	572.8	568.6	532.2	593.6	622.8	4.9	-8.4
Gender Studies	92.6	113.6	120.2	129.8	125.1	131.8	149.7	156.9	146.2	185.7	27.0	100.5
<i>Discipline Total</i>	4,324.2	4,300.1	4,408.0	4,635.5	4,674.9	4,758.8	4,866.9	4,924.6	5,195.5	5,398.6	3.9	24.8
PHYSICAL SCIENCE												
Art Conservation	40.0	46.0	42.0	42.0	44.6	44.6	46.6	48.0	48.0	48.0	0.0	20.0
Biology	1,060.2	975.9	1,021.9	1,113.6	1,132.8	1,206.5	1,187.1	1,126.5	1,217.7	1,164.6	-4.4	9.8
Chemistry	812.6	802.4	861.5	897.6	909.6	916.5	912.9	875.2	872.9	920.9	5.5	13.3
Computing	662.0	601.7	661.9	682.3	704.6	697.6	701.1	633.4	577.6	589.3	2.0	-11.0
Environmental Studies	47.0	60.9	70.3	79.4	92.6	105.6	145.0	155.9	175.2	167.9	-4.2	257.2
Geology	318.8	333.4	388.2	396.1	409.5	437.3	407.2	405.6	448.6	458.9	2.3	43.9
Math & Statistics	1,050.7	1,021.2	1,109.4	1,147.6	1,120.3	1,114.8	1,089.3	1,077.4	1,162.1	1,168.4	0.5	11.2
Physics	735.7	736.2	796.3	824.5	767.2	792.5	763.6	779.2	809.8	854.8	5.6	16.2
<i>Discipline Total</i>	4,726.9	4,577.8	4,951.4	5,183.0	5,181.2	5,315.4	5,252.7	5,101.3	5,311.8	5,372.7	1.1	13.7
<i>Arts & Science Total</i>	13,208.9	13,044.3	13,617.4	14,235.6	14,383.9	14,719.2	14,854.2	14,772.6	15,440.1	15,788.0	2.3	19.5
APPLIED SCIENCE												
Applied Science	52.7	64.0	71.4	129.4	122.9	149.6	153.9	193.9	235.4	277.4	17.8	426.2
Chemical	374.8	415.3	428.3	425.7	557.4	646.3	630.4	710.2	768.4	789.0	2.7	110.5
Civil	373.6	397.2	382.8	452.3	535.2	615.4	638.8	677.1	709.8	767.6	8.1	105.5
Electrical	855.2	1,023.0	1,032.7	1,014.3	958.0	886.3	778.7	667.3	681.3	732.4	7.5	-14.4
Mechanical	790.0	776.3	837.5	886.0	972.5	955.9	908.4	837.5	873.4	926.0	6.0	17.2
Metallurgy	59.2	42.6	35.2	25.2	10.0	4.6	4.0	0.0	0.0	0.0		
Mining	164.0	149.4	156.2	131.0	149.4	184.3	192.1	178.6	191.3	191.2	0.0	16.6
<i>Discipline Total</i>	2,669.5	2,867.9	2,943.9	3,063.8	3,305.5	3,442.5	3,306.2	3,264.5	3,459.6	3,683.7	6.5	38.0
HEALTH SCIENCE												
Anatomy	311.2	334.4	354.1	354.2	352.5	352.1	339.2	383.2	356.4	378.9	6.3	21.8
Biochemistry	306.2	299.7	294.5	327.2	369.2	409.8	381.5	384.9	374.3	323.2	-13.7	5.5
Microbiology	164.2	164.7	170.5	158.6	194.3	166.2	201.9	200.9	211.9	212.2	0.1	29.2
Nursing	285.2	321.1	334.7	365.4	354.1	384.6	379.6	368.9	371.4	399.7	7.6	40.1
Pharmacology	241.8	260.4	231.3	244.0	249.3	252.1	250.0	256.8	254.9	239.6	-6.0	-0.9
Physiology	236.4	223.1	252.5	264.8	271.6	277.8	286.2	295.0	269.3	238.8	-11.3	1.0
Rehab. Therapy	400.7	463.2	456.0	529.4	623.9	658.8	496.8	530.8	608.8	644.4	5.8	60.8
<i>Discipline Total</i>	1,945.7	2,066.6	2,093.6	2,243.4	2,414.8	2,501.3	2,335.0	2,420.4	2,446.8	2,436.6	-0.4	25.2
OTHER PROGRAMS												
Business	2,099.4	2,168.3	2,187.0	2,157.7	2,113.1	2,182.9	2,418.1	2,598.5	2,686.9	2,910.8	8.3	38.6
Education	1,798.8	2,005.8	2,424.6	2,884.4	2,939.5	3,128.6	3,286.4	3,425.1	3,725.7	4,020.4	7.9	123.5
Law	743.1	750.6	780.4	791.1	777.3	754.1	773.0	788.1	805.6	824.2	2.3	10.9
Policy Studies	206.8	183.4	200.4	231.4	239.4	245.6	211.0	231.8	238.4	285.2	19.6	37.9
Urban Planning (SURP)	97.2	104.6	120.8	101.6	107.0	114.2	136.8	138.0	146.8	154.2	5.0	58.6
<i>Discipline Total</i>	4,945.3	5,212.7	5,713.1	6,166.2	6,176.3	6,425.4	6,825.3	7,181.5	7,603.4	8,194.8	7.8	65.7
TOTAL	22,769.4	23,191.5	24,368.0	25,709.0	26,280.5	27,088.4	27,320.7	27,639.0	28,949.9	30,103.2	4.0	32.2

**Table 6a. Student to Faculty Ratio (Unweighted) by Discipline and Department
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	17.8	21.1	24.7	23.1	22.6	20.3	21.3	22.3	18.7	20.9	11.2	17.2
Classics	31.4	34.6	45.1	38.9	38.1	43.8	30.2	27.8	30.1	28.6	-4.7	-8.9
English	24.8	25.6	26.0	25.7	27.3	27.3	26.6	27.0	27.2	26.7	-1.9	7.5
History	27.5	27.5	25.7	29.8	33.2	31.6	29.6	27.3	27.8	29.8	7.1	8.5
Philosophy	31.5	29.8	30.3	27.7	27.2	26.7	23.0	21.2	21.0	21.7	3.2	-31.1
Religion	30.1	33.0	33.0	33.1	37.8	35.8	29.3	26.1	30.1	34.0	13.0	13.1
<i>Discipline Ratio</i>	26.7	27.6	28.3	28.4	29.9	29.3	26.6	25.5	25.6	26.5	3.5	-0.7
LANGUAGES												
French	14.1	15.6	16.4	16.6	16.8	18.3	18.6	18.7	20.9	21.8	4.7	54.6
German	18.6	14.1	16.2	19.8	20.3	19.6	13.4	12.5	20.8	17.9	-14.1	-4.0
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	31.9	28.4	32.9	29.9	33.6	42.9	41.9	39.4	43.5	44.7	2.8	40.1
Spanish / Italian	36.9	30.3	28.6	32.0	33.0	34.3	45.1	22.9	26.8	24.2	-9.9	-34.5
<i>Discipline Ratio</i>	20.3	18.6	19.6	21.2	21.9	23.0	22.1	18.8	23.5	22.6	-4.0	11.4
CREATIVE ARTS												
Drama	19.4	19.8	20.8	19.2	21.1	22.3	18.3	14.8	16.4	17.5	6.3	-9.8
Film	21.9	22.5	22.0	24.0	23.2	22.6	21.4	21.9	23.2	28.1	21.1	28.4
Fine Art	17.3	18.9	18.9	18.5	18.1	15.7	16.3	16.3	14.9	14.6	-1.7	-15.2
Music	14.8	18.4	21.0	20.9	21.5	22.4	26.0	22.3	24.3	31.3	28.6	112.2
<i>Discipline Ratio</i>	18.1	19.8	20.9	20.8	21.3	21.5	21.3	19.2	20.6	24.1	16.7	33.3
SOCIAL SCIENCE												
Economics	19.6	22.1	22.7	24.4	27.0	26.9	23.6	23.2	23.1	25.3	9.6	29.4
Geography	19.6	17.4	17.2	18.4	20.2	18.6	22.4	24.0	26.6	28.0	5.0	42.7
Global Development	0.0	39.3	57.1	34.3	25.3	27.2	19.5	24.0	25.9	31.9	23.0	N/A
Kinesiology & Health	27.8	24.9	24.3	26.0	25.3	27.4	26.1	24.6	27.3	29.0	6.3	4.5
Political Studies	20.9	19.9	22.8	26.3	29.9	32.2	27.7	26.2	28.2	28.3	0.3	35.6
Psychology	30.2	26.4	29.2	27.8	25.3	25.1	25.5	26.5	28.4	31.7	11.6	4.8
Sociology	33.2	30.2	31.3	27.2	23.3	24.2	23.5	21.6	26.8	24.6	-8.0	-25.8
Gender Studies	23.1	27.9	29.2	30.9	29.6	31.1	27.3	20.0	17.2	19.0	10.7	-17.9
<i>Discipline Ratio</i>	24.9	23.7	25.1	25.6	25.5	25.9	24.7	24.3	26.1	27.7	6.0	11.2
PHYSICAL SCIENCE												
Art Conservation	5.0	5.8	5.3	5.3	5.6	5.6	5.8	6.0	6.0	6.0	0.0	20.0
Biology	26.6	24.3	23.2	26.5	25.9	28.1	24.6	24.2	28.0	26.4	-5.7	-0.6
Chemistry	26.1	26.5	27.5	28.0	27.0	28.3	28.9	26.8	28.2	30.8	9.3	17.8
Computing	22.5	20.7	20.2	20.1	20.0	18.3	17.1	13.7	12.0	13.0	8.1	-42.1
Environmental Studies	9.9	12.6	15.2	17.9	18.3	17.2	22.7	18.3	22.3	22.5	0.8	127.6
Geology	12.5	12.9	14.4	14.7	15.5	16.8	16.3	15.6	20.1	23.6	17.7	89.6
Math & Statistics	24.4	24.1	27.8	28.5	26.5	28.0	28.6	29.4	34.1	35.0	2.6	43.5
Physics	21.6	21.6	21.1	23.7	22.3	22.1	20.2	21.8	23.3	24.9	7.0	15.5
<i>Discipline Ratio</i>	22.2	21.7	22.4	23.8	23.0	23.7	22.8	22.0	24.3	25.4	4.6	14.5
<i>Arts & Science Ratio</i>	23.5	23.2	24.1	24.9	24.9	25.3	24.0	23.0	24.9	26.2	5.2	11.2
APPLIED SCIENCE												
Applied Science	17.0	12.9	14.8	25.4	21.3	23.0	35.0	29.9	21.3	30.5	43.5	79.2
Chemical	17.1	17.2	19.6	16.5	19.3	25.1	21.2	26.9	29.6	28.3	-4.6	65.5
Civil	16.4	14.6	14.4	15.4	20.3	21.3	21.8	25.0	27.8	29.6	6.3	80.1
Electrical	18.8	20.3	20.8	19.3	20.4	17.9	16.1	13.6	15.3	16.6	8.8	-11.7
Mechanical	19.9	18.0	17.8	18.2	20.8	20.9	19.6	19.0	19.9	21.9	10.0	10.1
Metallurgy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Mining	9.2	8.0	8.0	7.1	8.5	11.5	10.1	10.2	12.4	12.0	-2.9	30.6
<i>Discipline Ratio</i>	17.6	17.0	17.4	17.2	19.2	20.1	18.9	19.5	20.9	22.6	8.2	28.3
HEALTH SCIENCE												
Anatomy	24.3	24.4	19.5	20.2	22.5	24.2	26.0	26.9	23.2	25.1	8.5	3.4
Biochemistry	13.7	13.8	15.0	17.7	23.1	24.3	20.8	23.0	21.2	17.9	-15.6	31.0
Microbiology	12.0	11.4	13.0	13.7	17.4	14.7	19.6	19.3	13.0	14.4	10.3	19.8
Nursing	13.0	16.0	15.7	19.9	18.2	19.8	15.5	17.6	17.4	19.6	12.8	50.3
Pharmacology	15.9	16.6	14.7	16.2	22.0	25.4	23.0	24.7	23.4	19.5	-16.8	22.3
Physiology	25.1	21.8	30.6	27.3	26.3	28.9	24.2	26.5	24.4	21.1	-13.6	-16.0
Rehab. Therapy	20.2	21.4	25.4	25.6	26.5	22.5	13.9	15.6	17.2	18.0	4.1	-11.2
<i>Discipline Ratio</i>	17.0	17.8	18.4	20.2	22.3	22.5	19.1	20.8	19.3	19.3	0.2	13.3
OTHER PROGRAMS												
Business	27.8	27.5	27.7	27.1	25.3	25.9	31.4	31.8	34.7	31.3	-9.7	12.7
Education	21.0	22.3	25.1	28.3	27.9	29.4	26.9	28.6	28.4	30.3	6.7	44.1
Law	18.7	19.3	17.6	17.1	18.1	18.2	17.4	17.1	16.8	16.5	-1.8	-11.7
Policy Studies	8.3	7.3	8.0	9.3	10.9	11.4	9.0	10.8	10.6	11.3	6.5	37.0
Urban Planning (SURP)	9.7	10.5	12.1	10.2	10.7	11.4	11.4	13.0	12.2	11.9	-2.4	22.2
<i>Discipline Ratio</i>	21.4	21.9	22.8	23.8	23.7	24.7	24.9	26.0	26.5	26.5	0.2	24.1
UNIVERSITY RATIO												
	21.7	21.5	22.3	23.1	23.7	24.2	23.1	23.0	24.2	25.2	4.0	16.2

**Table 6b. Student to Faculty Ratio (Unweighted, excluding bridges) by Discipline and Department
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	17.8	21.1	24.7	23.1	22.6	20.3	21.3	22.3	18.7	20.9	11.2	17.2
Classics	31.4	34.6	45.1	38.9	38.1	43.8	33.6	30.6	33.4	31.8	-4.7	1.2
English	24.8	26.5	28.2	27.8	28.5	28.4	27.7	27.0	27.2	27.8	2.2	11.9
History	27.5	28.7	28.0	32.5	34.8	33.0	30.9	31.1	30.2	32.4	7.1	17.7
Philosophy	37.1	35.1	39.1	32.6	34.4	32.2	26.8	26.5	24.5	23.7	-3.3	-36.0
Religion	30.1	33.0	33.0	33.1	37.8	35.8	29.3	26.1	30.1	34.0	13.0	13.1
<i>Discipline Ratio</i>	27.4	28.9	30.9	30.6	31.8	30.9	28.2	27.6	27.1	28.1	3.5	2.7
LANGUAGES												
French	14.1	15.6	16.4	16.6	16.8	18.3	18.6	18.7	20.9	21.8	4.7	54.6
German	18.6	16.4	18.9	19.8	20.3	19.6	13.4	12.5	20.8	17.9	-14.1	-4.0
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	0.0	0.0	32.9	29.9	33.6	42.9	41.9	39.4	43.5	44.7	2.8	N/A
Spanish / Italian	36.9	30.3	28.6	32.0	33.0	34.3	45.1	22.9	26.8	24.2	-9.9	-34.5
<i>Discipline Ratio</i>	21.1	20.2	20.4	21.2	21.9	23.0	22.1	18.8	23.5	22.6	-4.0	6.9
CREATIVE ARTS												
Drama	21.9	22.7	23.8	25.2	27.7	29.3	22.4	19.1	21.1	19.7	-6.8	-10.2
Film	23.5	22.5	22.0	24.0	23.2	22.6	21.4	25.1	26.6	32.2	21.1	37.0
Fine Art	17.3	18.9	18.9	18.5	18.1	15.7	16.3	16.3	14.9	14.6	-1.7	-15.2
Music	14.8	18.4	23.3	23.0	23.7	24.6	28.8	24.3	26.6	31.3	17.7	112.2
<i>Discipline Ratio</i>	18.4	19.8	21.7	22.3	22.8	23.0	22.3	21.0	22.6	24.8	9.8	35.4
SOCIAL SCIENCE												
Economics	19.6	22.1	23.6	24.4	27.0	26.9	23.6	23.2	23.1	25.3	9.6	29.4
Geography	19.6	19.6	20.6	22.0	21.5	22.2	27.0	27.1	30.2	32.0	5.9	63.0
Global Development	0.0	39.3	57.1	34.3	76.0	81.6	27.3	55.9	60.5	43.3	-28.4	N/A
Kinesiology & Health	27.8	27.1	28.6	28.1	28.1	30.4	27.0	28.8	31.7	32.9	3.7	18.5
Political Studies	20.9	21.9	23.9	27.7	29.9	32.2	27.7	28.8	31.2	31.7	1.5	51.7
Psychology	30.2	28.9	32.2	30.5	29.3	27.4	28.0	29.2	31.3	35.3	12.8	16.7
Sociology	35.4	32.2	33.5	32.5	29.3	28.8	28.0	25.9	30.6	26.1	-14.6	-26.2
Gender Studies	32.0	38.7	29.2	30.9	29.6	31.1	27.3	20.0	17.2	19.0	10.7	-40.7
<i>Discipline Ratio</i>	25.3	25.6	27.4	27.8	28.2	28.4	26.8	27.3	29.2	30.3	3.7	19.6
PHYSICAL SCIENCE												
Art Conservation	5.0	5.8	5.3	5.3	5.6	5.6	5.8	6.0	6.0	6.0	0.0	20.0
Biology	26.6	26.2	25.8	28.5	29.2	31.8	28.5	29.2	32.9	36.5	10.9	37.3
Chemistry	26.1	26.5	28.8	30.6	29.4	29.6	29.2	27.2	28.2	30.8	9.3	17.8
Computing	22.5	21.7	20.2	20.1	20.0	18.3	17.1	13.7	12.0	13.0	8.1	-42.1
Environmental Studies	11.5	14.7	15.2	17.9	20.9	22.1	29.2	24.4	30.7	32.1	4.7	178.7
Geology	13.2	13.7	15.9	16.5	15.5	16.8	16.3	15.6	20.1	23.6	17.7	78.6
Math & Statistics	24.4	27.1	29.5	30.3	28.1	28.0	28.6	29.4	34.1	35.0	2.6	43.5
Physics	21.6	22.5	22.7	24.7	23.2	22.9	21.0	22.6	23.3	24.9	7.0	15.5
<i>Discipline Ratio</i>	22.4	23.1	23.8	25.2	24.4	24.7	23.8	23.2	25.3	27.2	7.6	21.4
<i>Arts & Science Ratio</i>	23.9	24.6	25.9	26.6	26.7	26.8	25.4	24.9	26.6	27.9	5.0	16.9
APPLIED SCIENCE												
Applied Science	17.0	12.9	14.8	28.4	23.6	35.4	47.6	60.0	36.8	53.6	45.8	214.3
Chemical	17.1	17.2	21.0	18.1	22.4	25.9	25.9	29.6	32.5	25.8	-20.5	51.3
Civil	16.4	18.8	20.4	22.3	26.5	27.8	28.5	31.1	32.1	33.8	5.3	105.9
Electrical	18.8	21.0	24.6	20.6	22.0	18.6	16.7	14.1	15.9	17.1	7.5	-9.1
Mechanical	19.9	19.2	21.2	21.2	24.4	23.3	22.1	20.7	21.8	24.1	10.4	20.9
Metallurgy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Mining	9.2	8.0	11.5	9.3	10.9	15.1	16.1	15.5	19.8	18.6	-6.0	101.9
<i>Discipline Ratio</i>	17.6	18.2	21.0	20.1	22.5	22.8	22.5	22.6	24.3	25.1	3.3	42.5
HEALTH SCIENCE												
Anatomy	24.3	24.4	19.5	20.2	22.5	24.2	26.0	26.9	23.2	25.1	8.5	3.4
Biochemistry	13.7	13.8	15.0	17.7	23.1	24.3	20.8	23.0	21.2	17.9	-15.6	31.0
Microbiology	12.0	11.4	13.0	13.7	17.4	14.7	19.6	19.3	13.0	14.4	10.3	19.8
Nursing	13.0	16.0	15.7	19.9	18.2	22.2	17.0	17.8	17.4	19.6	12.8	50.3
Pharmacology	15.4	16.6	14.7	16.2	22.0	25.4	23.0	24.7	23.4	19.5	-16.8	26.6
Physiology	25.1	21.8	30.6	27.3	26.3	28.9	24.2	26.5	24.4	21.1	-13.6	-16.0
Rehab. Therapy	20.2	21.4	25.4	25.6	26.5	22.5	13.9	15.6	17.2	18.0	4.1	-11.2
<i>Discipline Ratio</i>	17.0	17.8	18.4	20.2	22.3	23.0	19.5	20.9	19.3	19.3	0.2	13.7
OTHER PROGRAMS												
Business	28.1	27.8	28.0	27.4	25.3	25.9	31.4	31.8	34.7	31.3	-9.7	11.5
Education	21.0	22.3	25.1	28.3	27.9	29.4	26.9	28.6	28.4	30.3	6.7	44.1
Law	19.5	21.9	20.4	19.7	18.7	18.2	18.0	18.3	18.0	17.0	-5.4	-12.7
Policy Studies	8.3	7.3	8.0	9.3	10.9	11.4	9.0	10.8	10.6	12.3	15.7	48.9
Urban Planning (SURP)	9.7	10.5	12.1	10.2	10.7	11.4	13.7	13.8	14.7	12.1	-17.3	24.9
<i>Discipline Ratio</i>	21.6	22.4	23.5	24.5	23.8	24.7	25.1	26.3	26.9	26.8	-0.4	24.1
UNIVERSITY RATIO												
	21.9	22.5	24.0	24.6	25.1	25.5	24.5	24.6	25.7	26.5	3.1	21.0

**Table 6c. Student to Faculty Ratio (Weighted) by Discipline and Department
2000/01 to 2009/10**

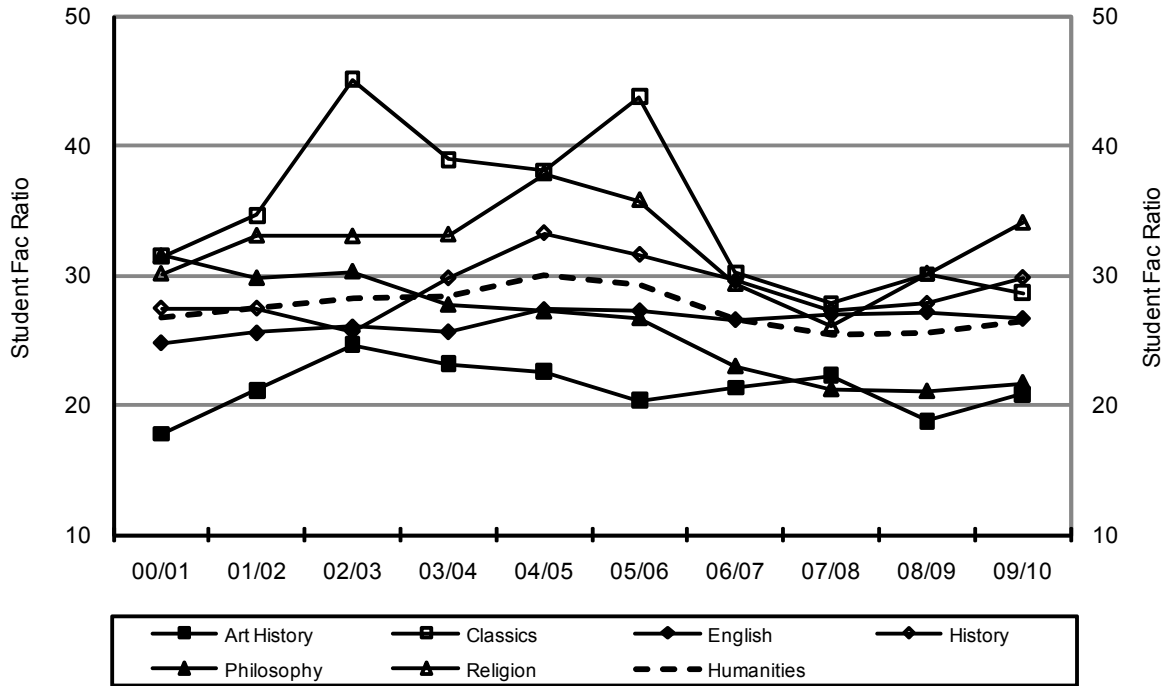
	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	26.8	31.9	37.9	35.2	34.0	30.1	31.6	33.7	29.4	32.0	8.9	19.3
Classics	34.9	38.1	49.8	43.8	42.7	48.2	33.7	30.7	32.9	31.2	-5.2	-10.7
English	31.9	32.6	32.7	32.9	35.3	35.4	36.2	38.2	38.7	37.7	-2.5	18.2
History	35.9	35.8	33.3	37.8	42.5	40.5	39.6	37.5	38.6	41.3	7.0	15.2
Philosophy	38.9	36.7	36.3	34.0	32.3	31.6	28.4	27.2	28.1	28.4	1.2	-26.9
Religion	32.2	35.1	35.8	35.7	40.6	38.6	33.2	29.6	33.3	38.5	15.5	19.8
<i>Discipline Ratio</i>	33.8	34.6	35.4	35.8	37.5	36.7	34.6	33.9	34.5	35.6	3.1	5.5
LANGUAGES												
French	19.1	20.9	21.2	21.7	22.8	24.2	25.0	24.6	27.9	29.6	6.0	55.2
German	25.2	19.1	21.4	24.9	26.5	27.5	18.2	17.7	30.6	25.5	-16.8	1.0
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	36.8	32.7	39.8	35.9	39.6	49.3	50.3	45.6	50.8	52.6	3.5	42.9
Spanish / Italian	39.1	31.8	30.8	34.2	35.3	36.6	48.6	25.0	29.2	27.0	-7.6	-31.0
<i>Discipline Ratio</i>	25.1	23.1	24.1	25.7	27.1	28.6	27.6	23.5	29.8	28.9	-2.9	15.3
CREATIVE ARTS												
Drama	21.9	22.7	23.8	22.3	24.4	25.8	21.3	17.4	19.0	19.7	3.6	-10.2
Film	25.9	27.2	25.8	29.0	27.9	26.8	25.5	25.3	26.3	31.2	18.7	20.4
Fine Art	21.4	22.5	23.1	23.1	22.2	19.3	19.7	19.4	18.2	18.0	-1.2	-15.7
Music	16.4	20.4	23.3	23.3	23.5	24.9	28.7	24.4	26.5	34.8	31.0	111.7
<i>Discipline Ratio</i>	20.8	23.0	24.0	24.3	24.6	24.8	24.5	21.8	23.3	27.0	16.1	29.6
SOCIAL SCIENCE												
Economics	25.6	28.5	30.0	31.4	34.8	35.1	32.3	32.5	32.1	34.6	7.7	34.8
Geography	27.4	24.2	24.6	26.7	29.4	27.1	32.0	34.2	37.1	40.6	9.3	48.2
Global Development	0.0	45.6	69.1	40.7	31.0	33.6	21.7	27.1	29.5	37.3	26.6	N/A
Kinesiology & Health	34.8	32.8	32.6	35.0	33.9	36.6	35.7	33.0	36.5	39.6	8.4	13.7
Political Studies	31.8	29.2	33.1	37.1	41.7	45.0	38.7	37.0	39.8	41.1	3.3	29.3
Psychology	38.5	34.4	37.6	36.0	32.3	32.5	33.9	35.7	37.1	41.3	11.4	7.3
Sociology	42.1	37.6	38.8	34.8	29.9	31.0	30.7	29.6	37.1	35.8	-3.5	-15.0
Gender Studies	25.7	31.6	33.4	36.1	34.8	36.6	32.5	23.8	19.2	24.4	27.0	-5.0
<i>Discipline Ratio</i>	32.9	31.3	33.3	33.8	33.6	34.3	33.3	33.1	35.2	38.0	7.9	15.5
PHYSICAL SCIENCE												
Art Conservation	10.0	11.5	10.5	10.5	11.2	11.2	11.7	12.0	12.0	12.0	0.0	20.0
Biology	38.6	34.2	33.5	37.7	36.5	39.8	35.6	34.9	40.2	37.8	-5.9	-1.9
Chemistry	35.3	36.5	37.5	38.2	37.1	39.0	39.2	36.5	38.0	41.3	8.8	16.9
Computing	30.1	28.7	28.8	29.7	30.6	30.3	30.1	25.3	24.1	25.6	6.5	-14.9
Environmental Studies	13.4	17.4	20.1	22.7	23.2	23.5	32.2	26.0	31.9	33.6	5.4	150.1
Geology	18.4	19.3	21.6	22.0	24.1	25.7	24.0	23.9	28.4	32.8	15.5	77.9
Math & Statistics	28.4	28.1	32.3	33.5	32.0	33.8	35.1	35.9	41.5	41.7	0.5	46.9
Physics	27.4	28.2	27.2	30.5	29.2	29.0	26.8	28.3	30.6	32.3	5.6	17.6
<i>Discipline Ratio</i>	29.3	28.8	29.9	31.8	31.4	32.7	31.9	30.8	33.8	35.0	3.5	19.2
<i>Arts & Science Ratio</i>	30.4	30.0	31.3	32.4	32.6	33.2	32.1	31.0	33.4	35.2	5.3	15.6
APPLIED SCIENCE												
Applied Science	19.5	15.2	17.0	27.5	23.6	26.2	40.5	34.6	24.4	34.7	42.0	77.6
Chemical	24.8	25.8	28.4	25.0	31.0	40.4	33.0	41.4	44.9	43.6	-3.0	75.6
Civil	24.9	22.1	22.5	24.0	31.5	36.2	37.6	41.9	47.3	48.0	1.4	92.6
Electrical	29.4	30.8	32.3	30.7	34.2	31.7	28.8	24.7	27.0	29.1	7.5	-1.1
Mechanical	28.1	25.8	26.2	27.7	31.9	32.0	30.3	28.9	30.1	33.1	9.8	17.6
Metallurgy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Mining	15.6	14.2	13.6	12.5	14.2	19.4	16.7	16.2	19.1	19.1	0.0	22.4
<i>Discipline Ratio</i>	26.6	25.6	26.3	26.4	30.3	32.5	30.5	30.8	32.7	35.0	7.1	31.7
HEALTH SCIENCE												
Anatomy	35.6	35.4	29.1	30.7	32.6	35.7	37.3	40.5	35.0	37.9	8.3	6.5
Biochemistry	24.7	24.2	26.3	31.2	41.8	45.5	39.9	44.6	42.8	36.3	-15.1	47.3
Microbiology	16.8	16.7	19.1	19.3	25.7	22.1	31.3	31.0	22.3	24.9	11.4	48.4
Nursing	18.4	22.1	21.6	27.1	24.4	27.0	22.1	24.8	25.4	29.0	14.2	57.9
Pharmacology	28.3	28.0	23.9	25.2	34.2	39.8	36.6	40.1	39.8	32.1	-19.2	13.5
Physiology	35.9	30.8	44.9	40.1	37.6	40.7	36.0	41.3	37.2	31.8	-14.4	-11.2
Rehab. Therapy	27.6	29.9	36.5	37.8	44.6	42.6	29.7	33.6	36.2	37.7	4.0	36.4
<i>Discipline Ratio</i>	25.6	26.4	27.7	30.3	34.4	36.1	31.6	35.2	33.3	33.3	-0.1	30.1
OTHER PROGRAMS												
Business	43.5	44.0	44.4	42.9	39.1	39.7	48.4	50.0	54.8	50.2	-8.5	15.3
Education	32.8	35.0	39.3	44.2	43.7	45.9	42.0	44.8	44.3	47.4	6.9	44.4
Law	28.3	29.2	26.7	25.9	27.4	27.5	26.3	25.8	25.5	26.1	2.3	-7.9
Policy Studies	16.5	14.7	16.0	18.5	21.8	22.8	17.9	21.5	21.3	22.7	6.5	37.0
Urban Planning (SURP)	19.4	20.9	24.2	20.3	21.4	22.8	22.8	26.0	24.3	23.8	-2.4	22.2
<i>Discipline Ratio</i>	33.7	34.8	36.2	37.7	37.3	38.6	38.9	41.0	41.8	42.4	1.3	25.7
UNIVERSITY RATIO												
	30.1	29.9	31.2	32.4	33.4	34.5	33.3	33.5	35.2	36.7	4.3	22.0

**Table 6d. Student to Faculty Ratio (Weighted, excluding bridges) by Discipline and Department
2000/01 to 2009/10**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	Percent Change	
											1 Year	00-09
HUMANITIES												
Art History	26.8	31.9	37.9	35.2	34.0	30.1	31.6	33.7	29.4	32.0	8.9	19.3
Classics	34.9	38.1	49.8	43.8	42.7	48.2	37.5	33.8	36.5	34.6	-5.2	-0.7
English	31.9	33.9	35.4	35.6	36.7	36.9	37.7	38.2	38.7	39.3	1.5	23.1
History	35.9	37.4	36.3	41.3	44.5	42.4	41.3	42.8	41.9	44.8	7.0	25.0
Philosophy	45.7	43.1	46.9	40.0	40.9	38.2	33.2	34.0	32.7	31.1	-5.1	-32.1
Religion	32.2	35.1	35.8	35.7	40.6	38.6	33.2	29.6	33.3	38.5	15.5	19.8
<i>Discipline Ratio</i>	34.6	36.4	38.6	38.5	39.9	38.7	36.7	36.7	36.6	37.7	3.1	9.1
LANGUAGES												
French	19.1	20.9	21.2	21.7	22.8	24.2	25.0	24.6	27.9	29.6	6.0	55.2
German	25.2	22.3	25.0	24.9	26.5	27.5	18.2	17.7	30.6	25.5	-16.8	1.0
Other Languages	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Linguistics	0.0	0.0	39.8	35.9	39.6	49.3	50.3	45.6	50.8	52.6	3.5	N/A
Spanish / Italian	39.1	31.8	30.8	34.2	35.3	36.6	48.6	25.0	29.2	27.0	-7.6	-31.0
<i>Discipline Ratio</i>	26.1	25.1	25.1	25.7	27.1	28.6	27.6	23.5	29.8	28.9	-2.9	10.7
CREATIVE ARTS												
Drama	21.9	22.7	23.8	25.2	27.7	29.3	22.4	19.1	21.1	19.7	-6.8	-10.2
Film	27.8	27.2	25.8	29.0	27.9	26.8	25.5	28.9	30.0	35.6	18.7	28.4
Fine Art	21.4	22.5	23.1	23.1	22.2	19.3	19.7	19.4	18.2	18.0	-1.2	-15.7
Music	16.4	20.4	25.8	25.6	25.8	27.4	31.8	26.6	29.0	34.8	19.9	111.7
<i>Discipline Ratio</i>	21.2	23.0	24.9	26.0	26.3	26.6	25.7	23.9	25.5	27.9	9.3	31.6
SOCIAL SCIENCE												
Economics	25.6	28.5	31.2	31.4	34.8	35.1	32.3	32.5	32.1	34.6	7.7	34.8
Geography	27.4	27.3	29.4	31.9	31.3	32.3	38.6	38.6	42.1	46.4	10.2	69.3
Global Development	0.0	45.6	69.1	40.7	92.9	100.8	30.4	63.2	68.8	50.7	-26.3	N/A
Kinesiology & Health	34.8	35.7	38.3	37.8	37.7	40.7	36.9	38.7	42.4	44.9	5.8	28.8
Political Studies	31.8	32.0	34.7	39.1	41.7	45.0	38.7	40.7	44.0	46.0	4.5	44.7
Psychology	38.5	37.6	41.6	39.4	37.3	35.6	37.3	39.3	40.9	46.0	12.6	19.5
Sociology	44.9	40.1	41.5	41.5	37.6	37.0	36.7	35.5	42.4	38.0	-10.4	-15.4
Gender Studies	35.6	43.7	33.4	36.1	34.8	36.6	32.5	23.8	19.2	24.4	27.0	-31.4
<i>Discipline Ratio</i>	33.4	33.7	36.3	36.8	37.2	37.7	36.1	37.2	39.3	41.5	5.6	24.2
PHYSICAL SCIENCE												
Art Conservation	10.0	11.5	10.5	10.5	11.2	11.2	11.7	12.0	12.0	12.0	0.0	20.0
Biology	38.6	36.8	37.2	40.5	41.2	45.0	41.2	42.0	47.2	52.2	10.6	35.5
Chemistry	35.3	36.5	39.2	41.7	40.4	40.7	39.7	36.9	38.0	41.3	8.8	16.9
Computing	30.1	30.1	28.8	29.7	30.6	30.3	30.1	25.3	24.1	25.6	6.5	-14.9
Environmental Studies	15.7	20.3	20.1	22.7	26.5	30.2	41.4	34.6	43.8	48.0	9.5	206.2
Geology	19.6	20.5	23.8	24.8	24.1	25.7	24.0	23.9	28.4	32.8	15.5	67.6
Math & Statistics	28.4	31.6	34.3	35.5	33.9	33.8	35.1	35.9	41.5	41.7	0.5	46.9
Physics	27.4	29.3	29.2	31.7	30.3	30.1	27.8	29.4	30.6	32.3	5.6	17.6
<i>Discipline Ratio</i>	29.6	30.7	31.8	33.7	33.3	34.1	33.2	32.4	35.2	37.4	6.4	26.4
<i>Arts & Science Ratio</i>	30.9	31.9	33.6	34.6	34.9	35.3	34.0	33.5	35.7	37.6	5.2	21.5
APPLIED SCIENCE												
Applied Science	19.5	15.2	17.0	30.8	26.2	40.4	55.0	69.3	42.2	60.8	44.2	211.6
Chemical	24.8	25.8	30.4	27.5	36.0	41.7	40.4	45.5	49.3	39.8	-19.1	60.6
Civil	24.9	28.4	31.9	34.8	41.2	47.3	49.1	52.1	54.6	54.8	0.4	120.2
Electrical	29.4	31.7	38.2	32.7	36.8	32.8	29.9	25.7	28.2	29.9	6.2	1.7
Mechanical	28.1	27.6	31.0	32.2	37.4	35.6	34.3	31.6	33.0	36.3	10.2	29.2
Metallurgy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Mining	15.6	14.2	19.5	16.3	18.4	25.4	26.5	24.5	30.6	29.6	-3.3	89.2
<i>Discipline Ratio</i>	26.6	27.3	31.9	30.9	35.4	36.9	36.3	35.8	38.0	38.8	2.3	46.2
HEALTH SCIENCE												
Anatomy	35.6	35.4	29.1	30.7	32.6	35.7	37.3	40.5	35.0	37.9	8.3	6.5
Biochemistry	24.7	24.2	26.3	31.2	41.8	45.5	39.9	44.6	42.8	36.3	-15.1	47.3
Microbiology	16.8	16.7	19.1	19.3	25.7	22.1	31.3	31.0	22.3	24.9	11.4	48.4
Nursing	18.4	22.1	21.6	27.1	24.4	30.2	24.3	25.1	25.4	29.0	14.2	57.9
Pharmacology	27.3	28.0	23.9	25.2	34.2	39.8	36.6	40.1	39.8	32.1	-19.2	17.5
Physiology	35.9	30.8	44.9	40.1	37.6	40.7	36.0	41.3	37.2	31.8	-14.4	-11.2
Rehab. Therapy	27.6	29.9	36.5	37.8	44.6	42.6	29.7	33.6	36.2	37.7	4.0	36.4
<i>Discipline Ratio</i>	25.5	26.4	27.7	30.3	34.4	36.9	32.3	35.3	33.3	33.3	-0.1	30.6
OTHER PROGRAMS												
Business	44.0	44.5	44.9	43.4	39.1	39.7	48.4	50.0	54.8	50.2	-8.5	14.1
Education	32.8	35.0	39.3	44.2	43.7	45.9	42.0	44.8	44.3	47.4	6.9	44.4
Law	29.4	33.0	30.9	29.9	28.3	27.5	27.2	27.6	27.2	26.8	-1.5	-8.9
Policy Studies	16.5	14.7	16.0	18.5	21.8	22.8	17.9	21.5	21.3	24.6	15.7	48.9
Urban Planning (SURP)	19.4	20.9	24.2	20.3	21.4	22.8	27.4	27.6	29.4	24.3	-17.3	24.9
<i>Discipline Ratio</i>	34.0	35.6	37.3	38.8	37.5	38.6	39.4	41.5	42.5	42.8	0.7	25.7
UNIVERSITY RATIO												
	30.4	31.4	33.5	34.5	35.5	36.4	35.3	35.7	37.3	38.6	3.4	27.1

Figure 1a. Unweighted Student/Faculty Ratio - Humanities

Including Bridges



Excluding Bridges

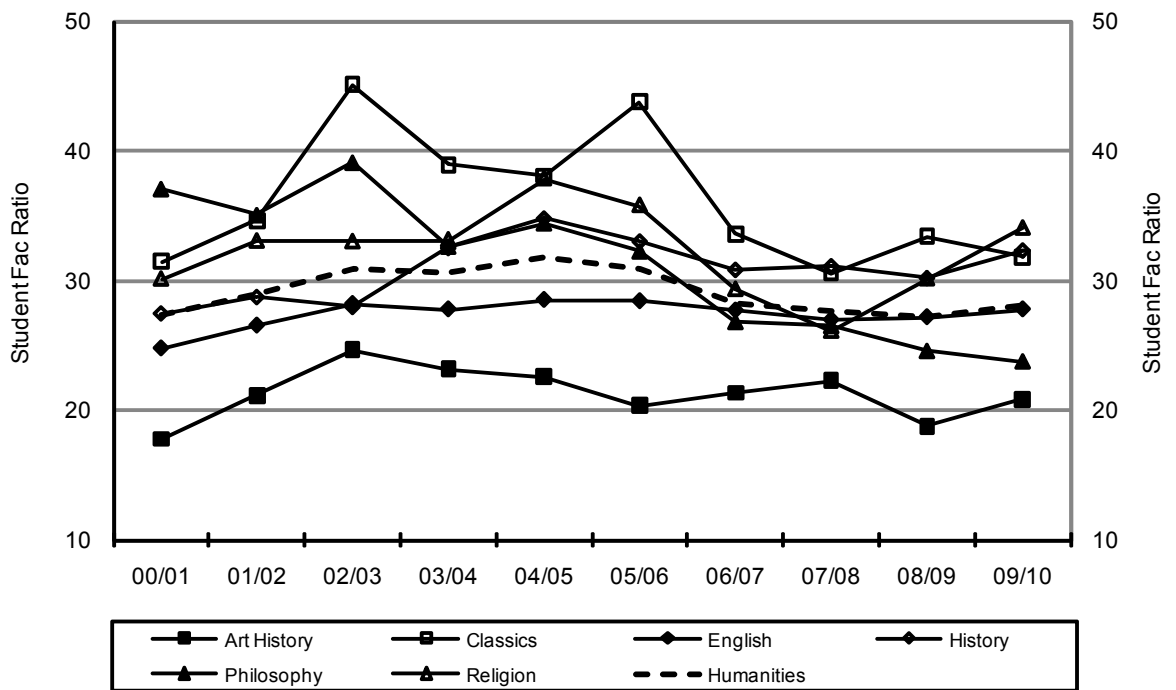
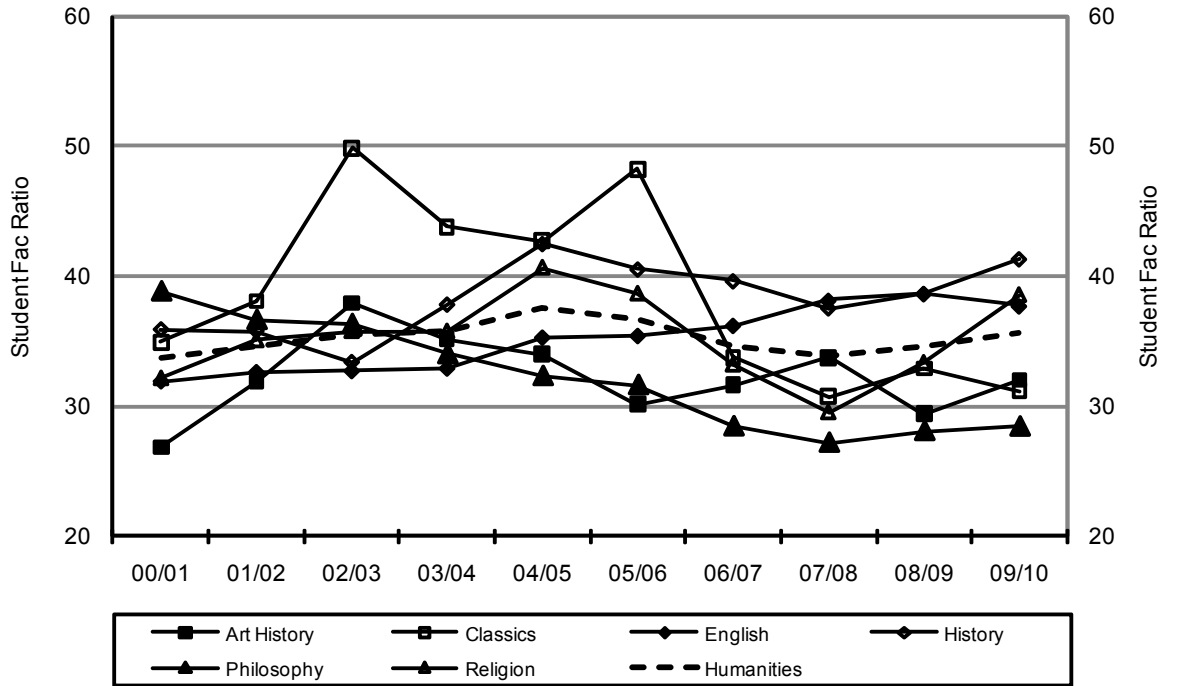


Figure 1b. Weighted Student/Faculty Ratio - Humanities

Including Bridges



Excluding Bridges

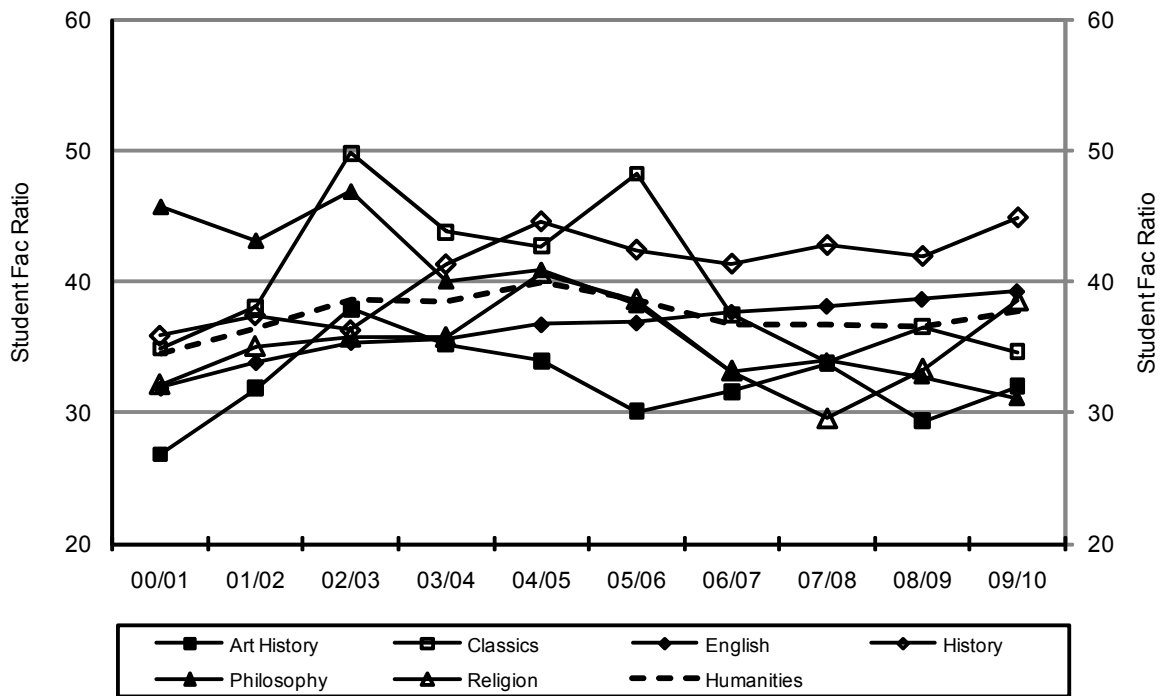
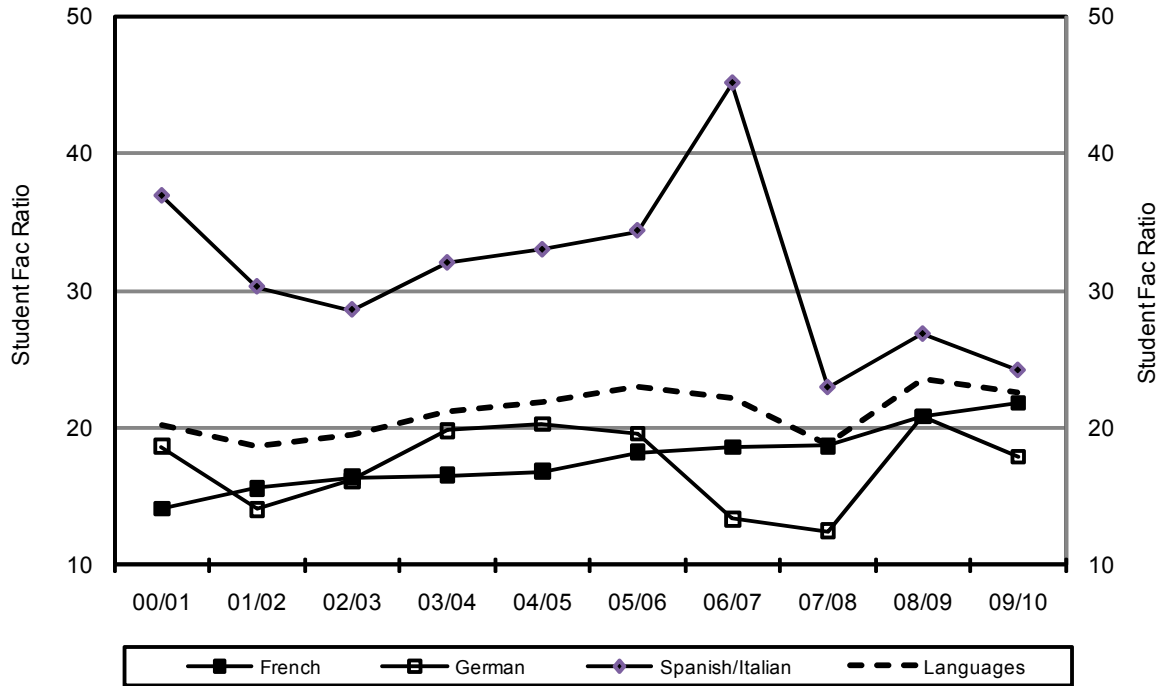


Figure 2a. Unweighted Student/Faculty Ratio - Languages

Including Bridges



Excluding Bridges

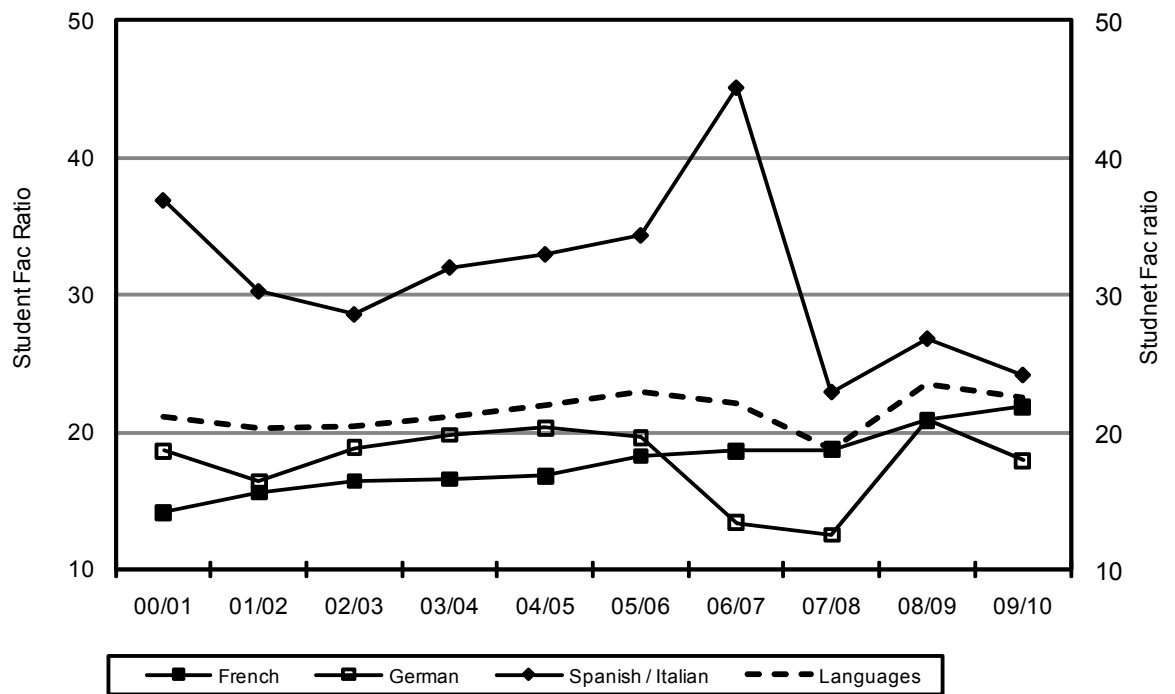
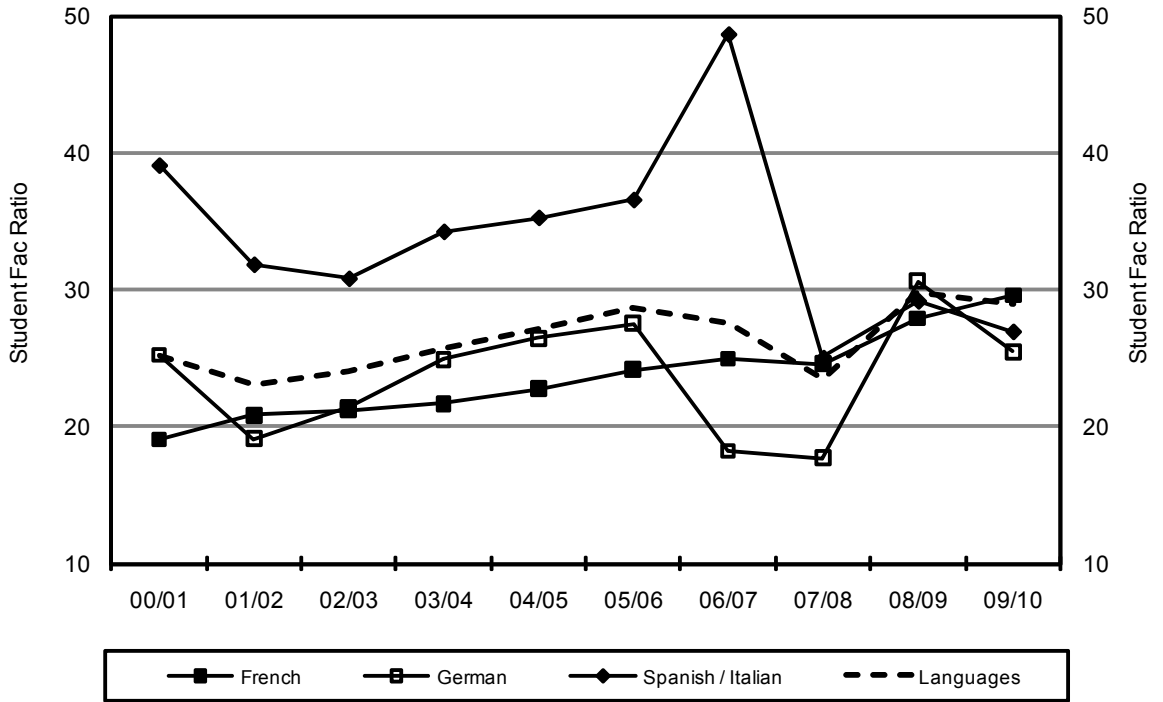


Figure 2b. Weighted Student/Faculty Ratio - Languages

Including Bridges



Excluding Bridges

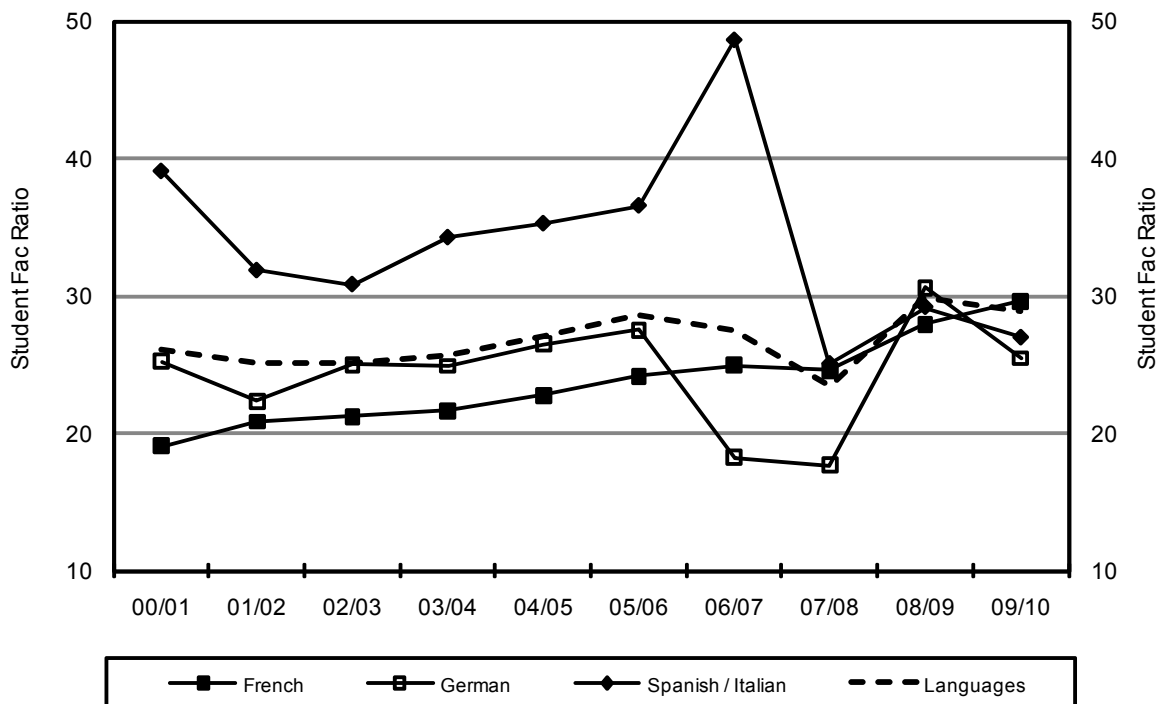
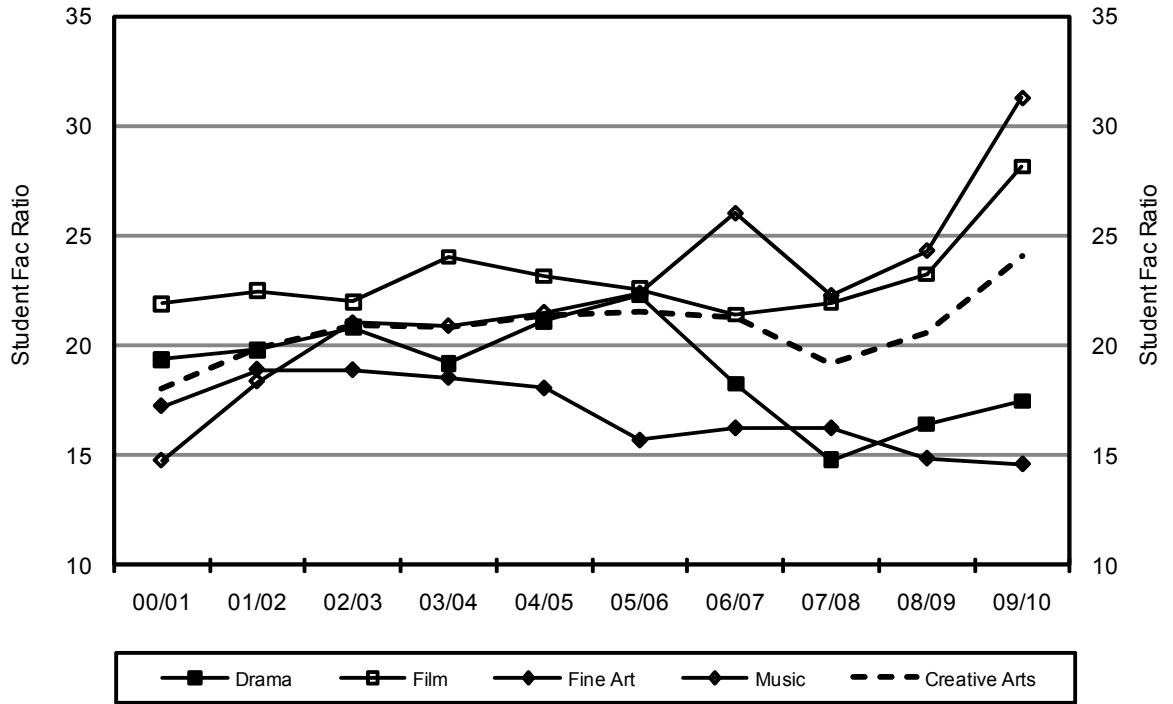


Figure 3a. Unweighted Student/Faculty Ratio - Creative Arts

Including Bridges



Excluding Bridges

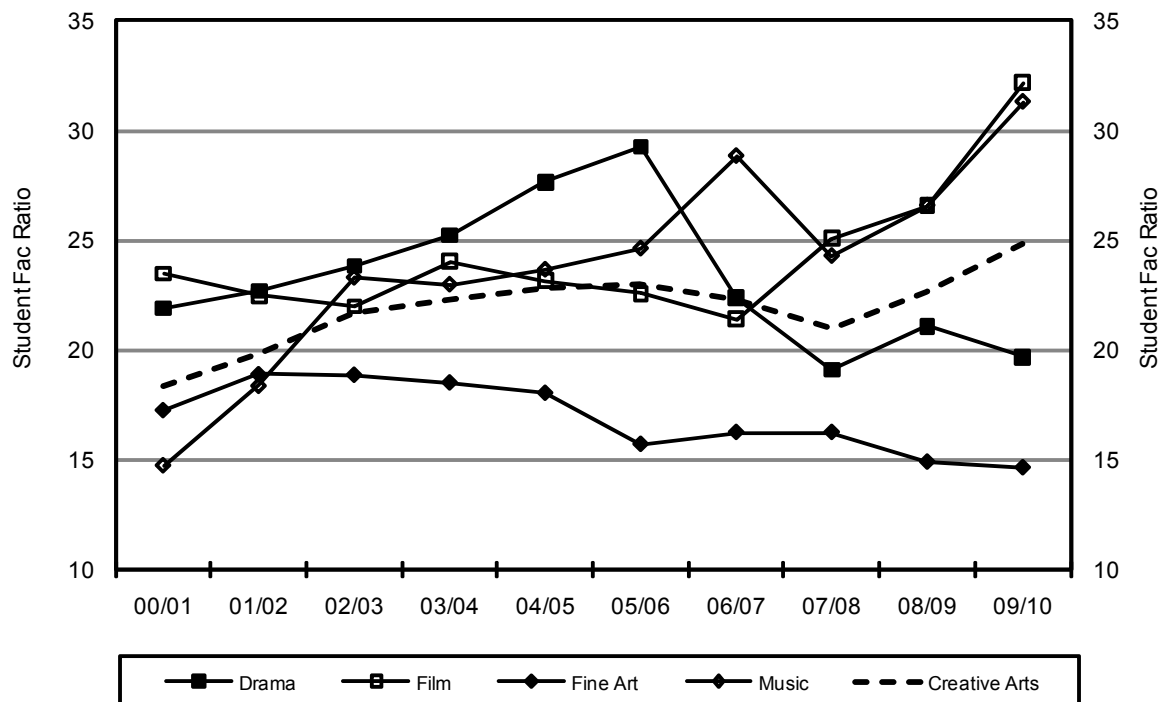
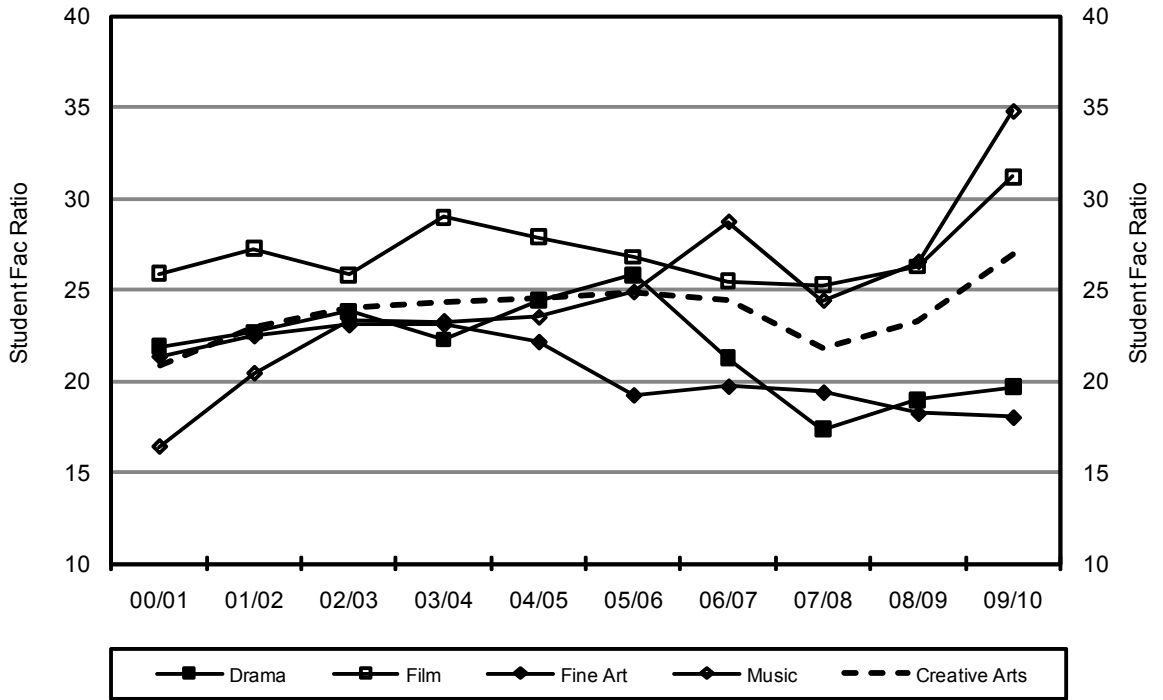


Figure 3b. Weighted Student/Faculty Ratio - Creative Arts

Including Bridges



Excluding Bridges

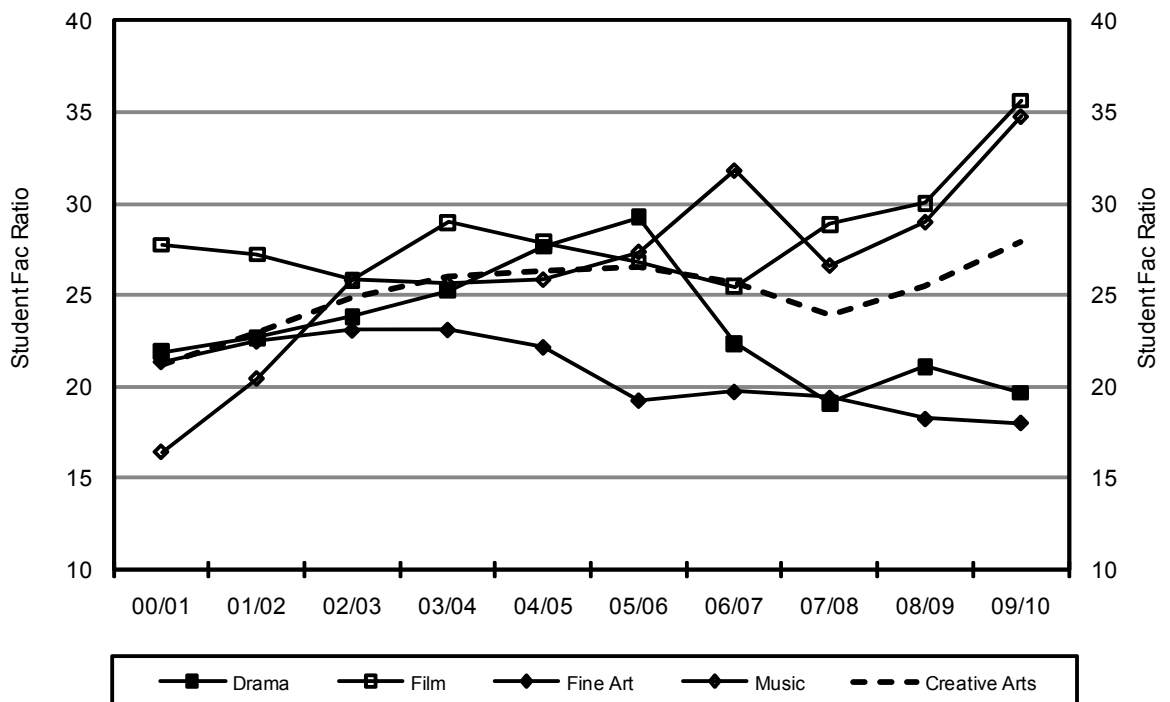
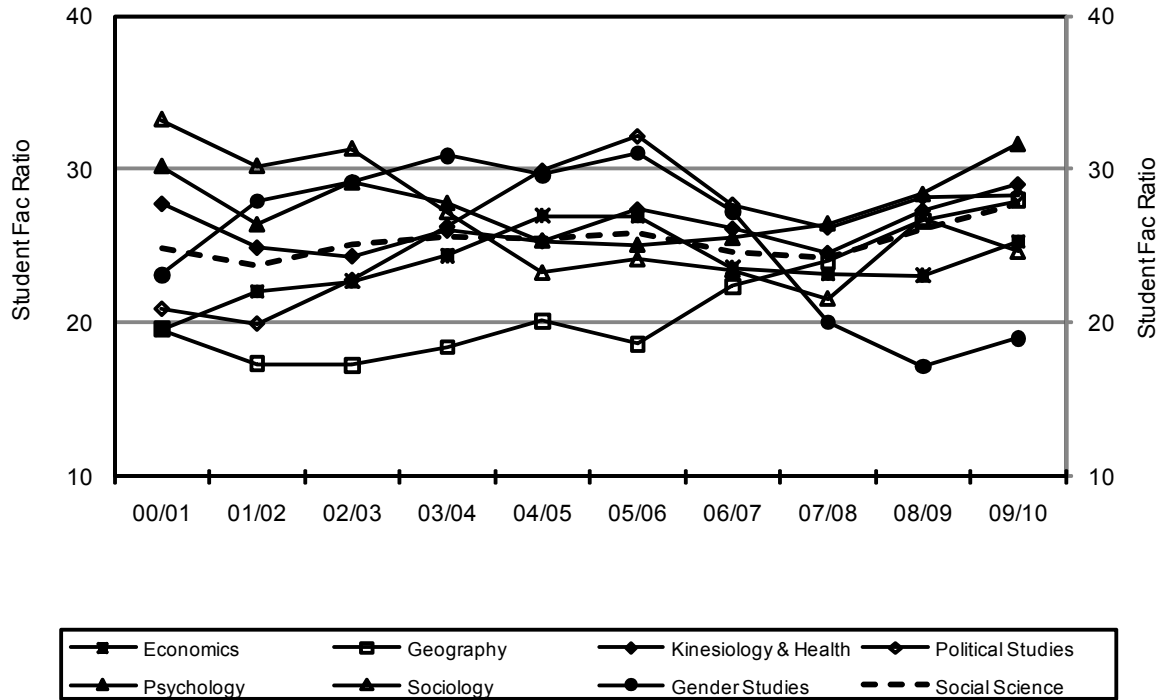


Figure 4a. Unweighted Student/Faculty Ratio - Social Sciences

Including Bridges



Excluding Bridges

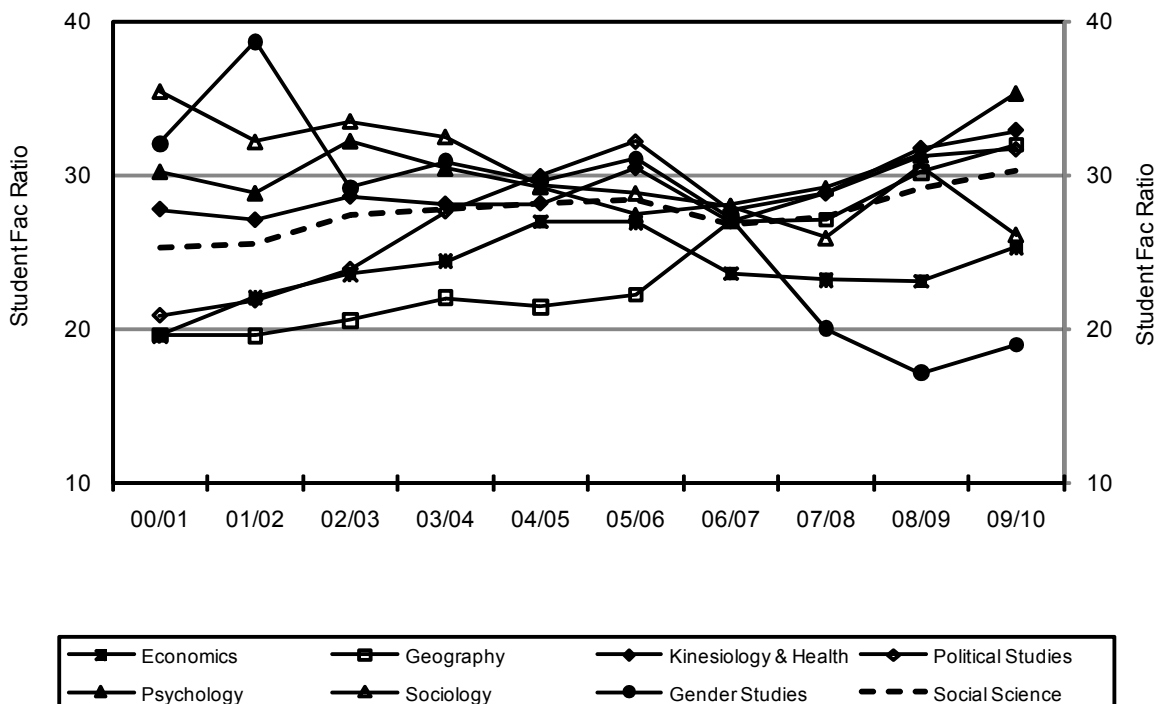
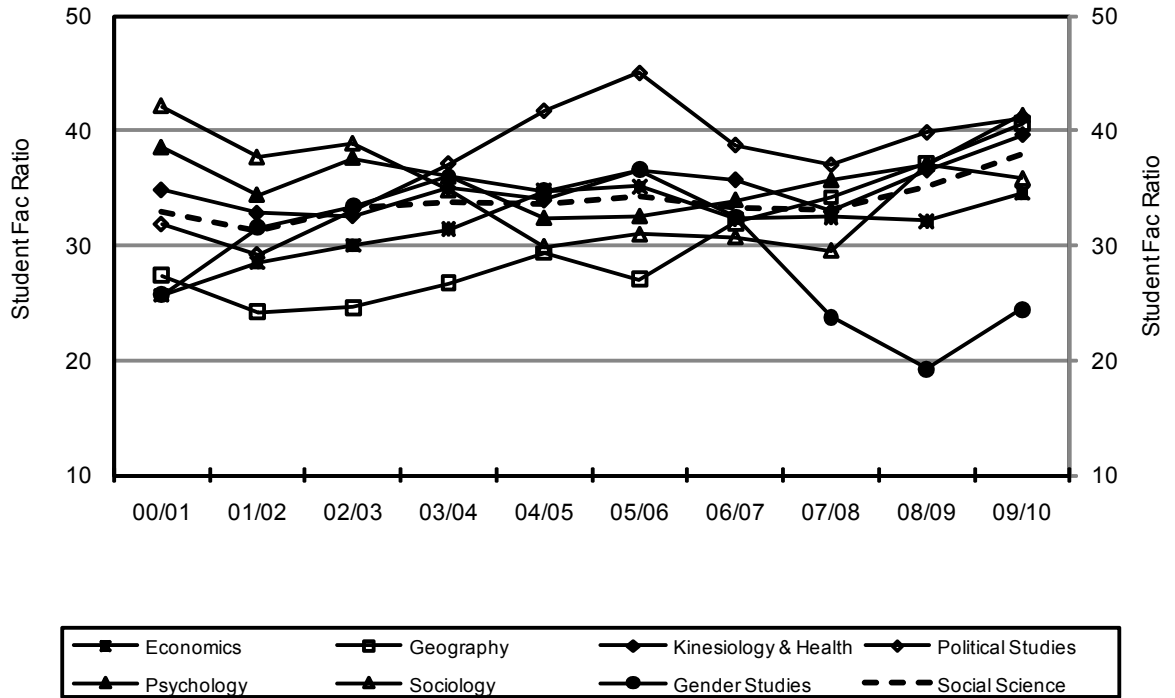


Figure 4b. Weighted Student/Faculty Ratio - Social Sciences

Including Bridges



Excluding Bridges

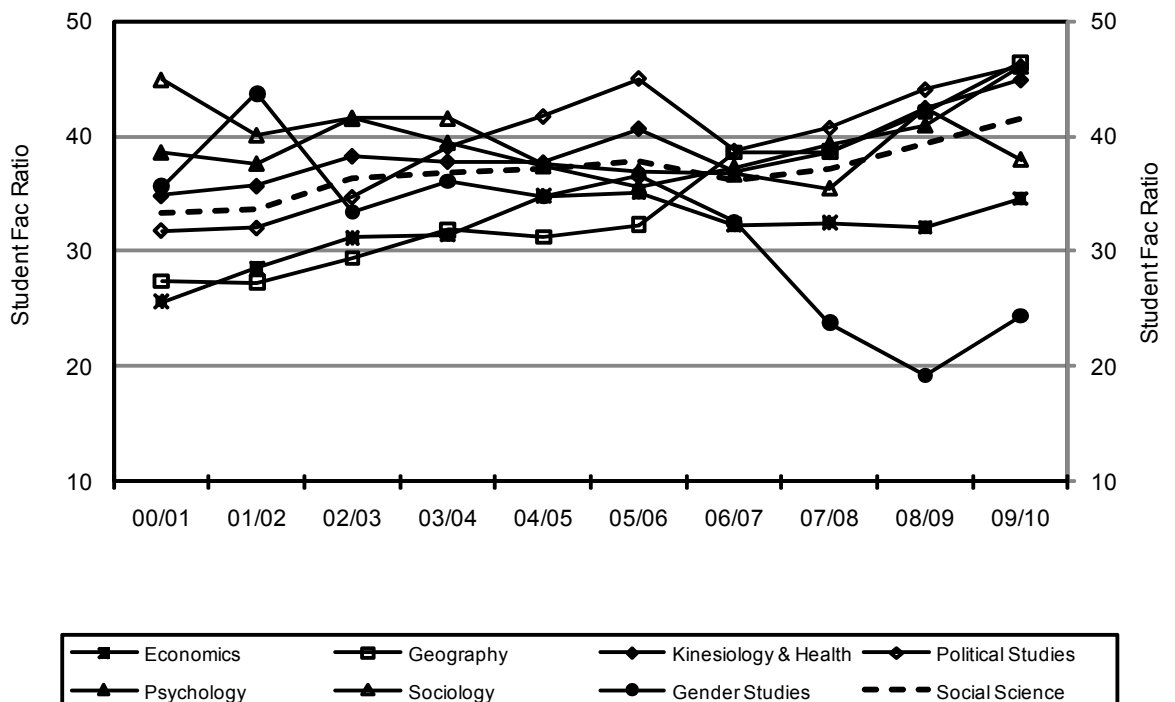
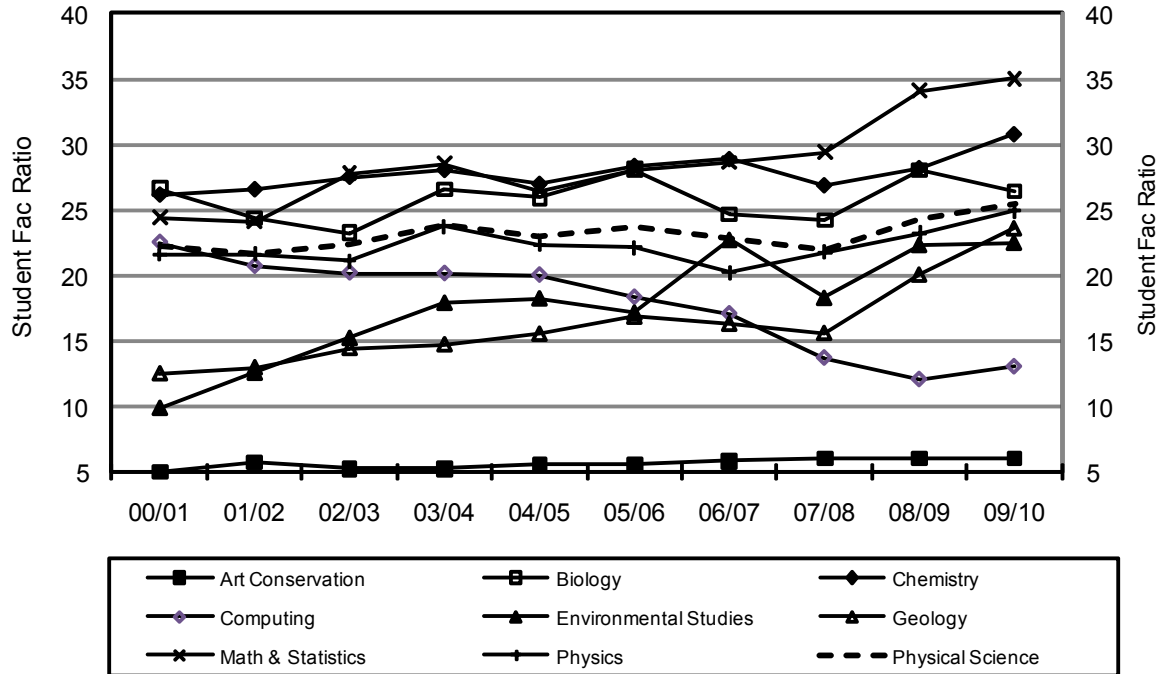


Figure 5a. Unweighted Student/Faculty Ratio - Physical Sciences

Including Bridges



Excluding Bridges

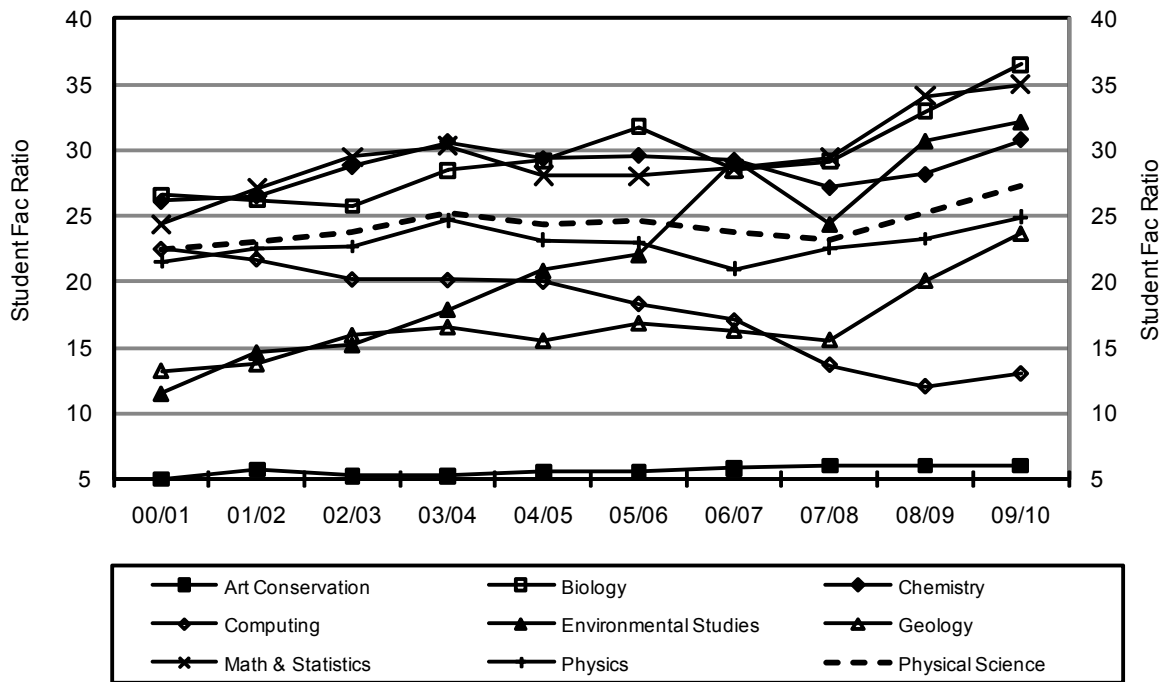
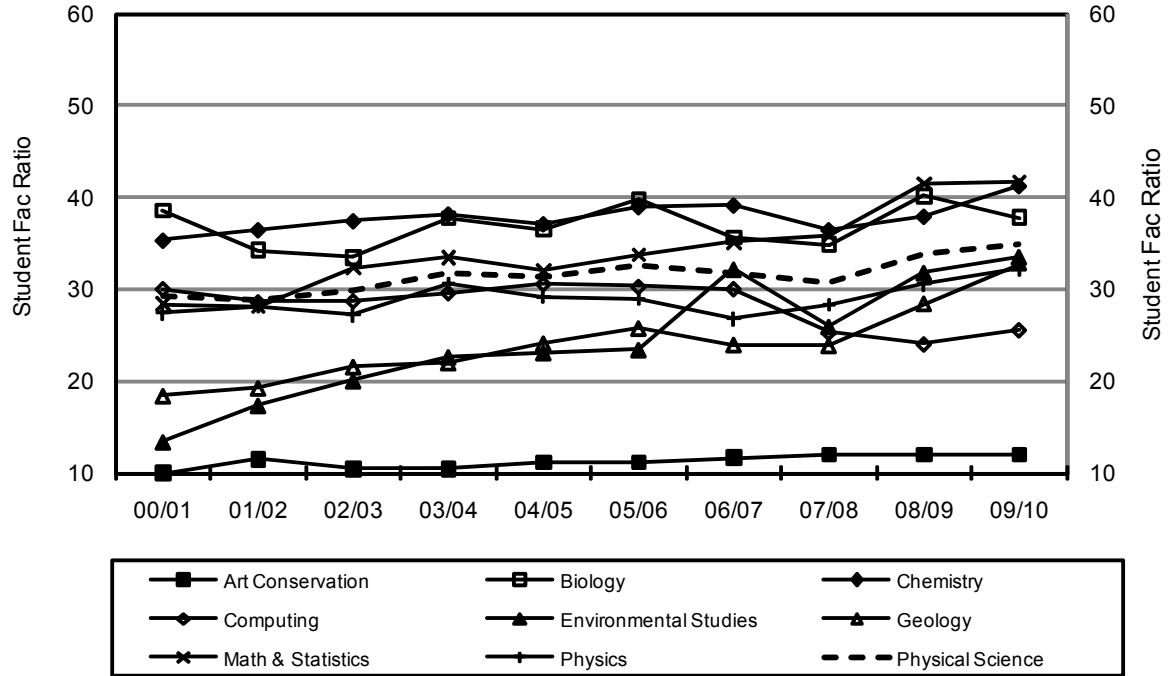


Figure 5b. Weighted Student/Faculty Ratio - Physical Sciences

Including Bridges



Excluding Bridges

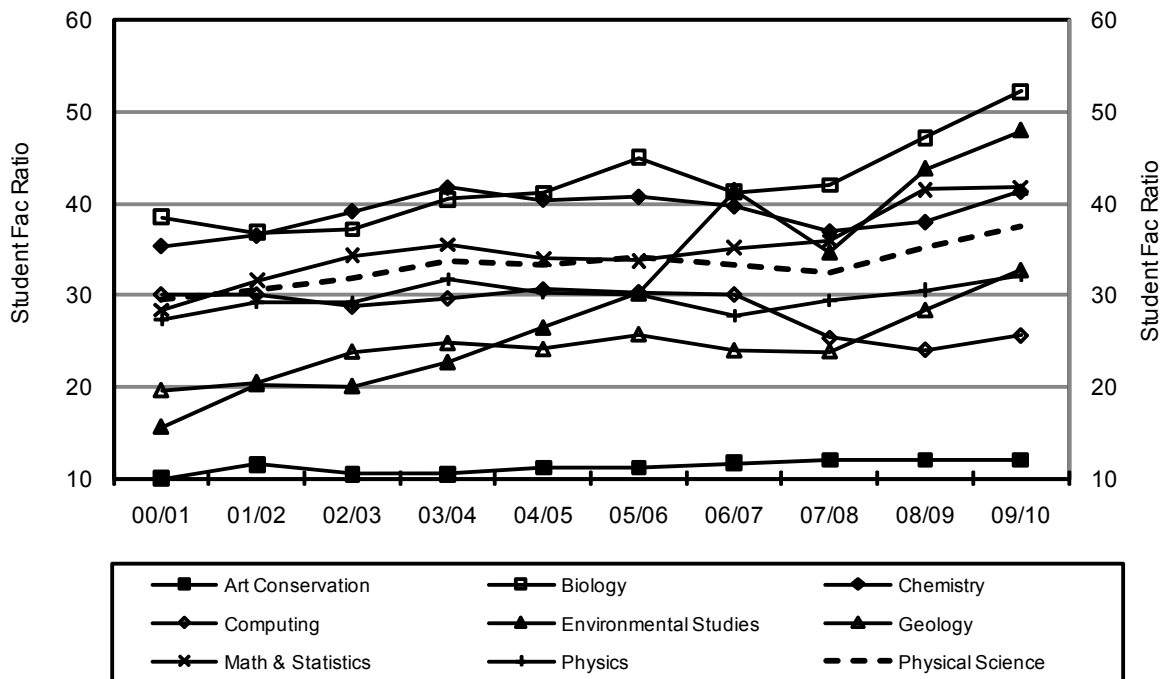
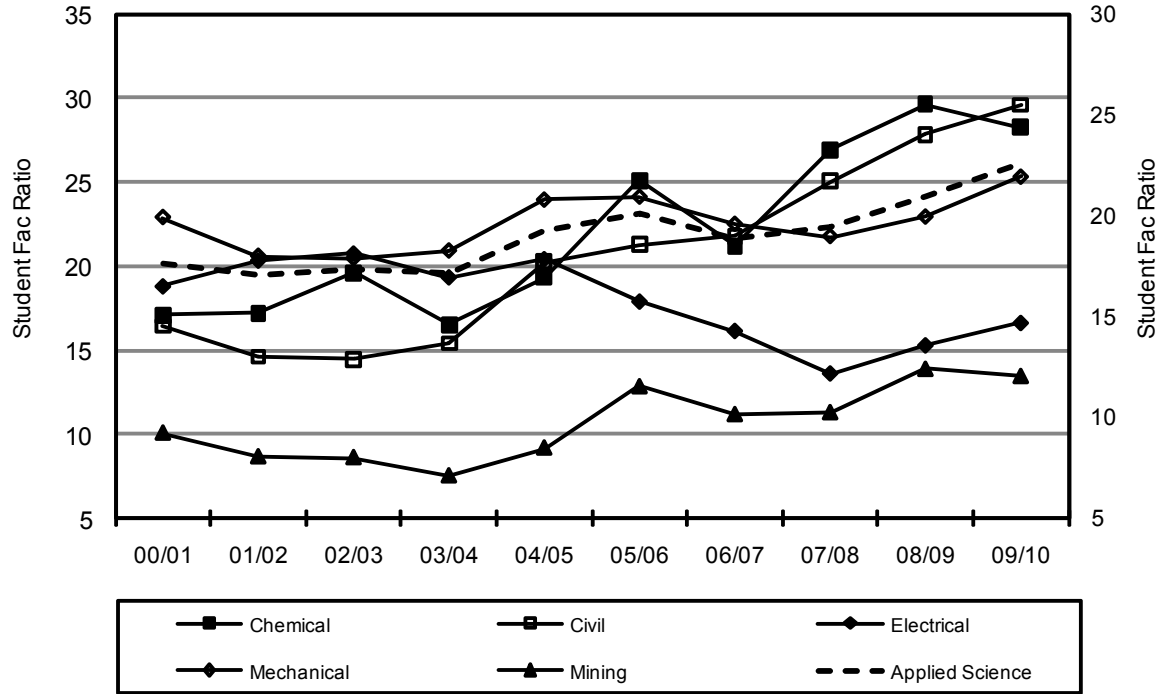


Figure 6a. Unweighted Student/Faculty Ratio - Applied Science

Including Bridges



Excluding Bridges

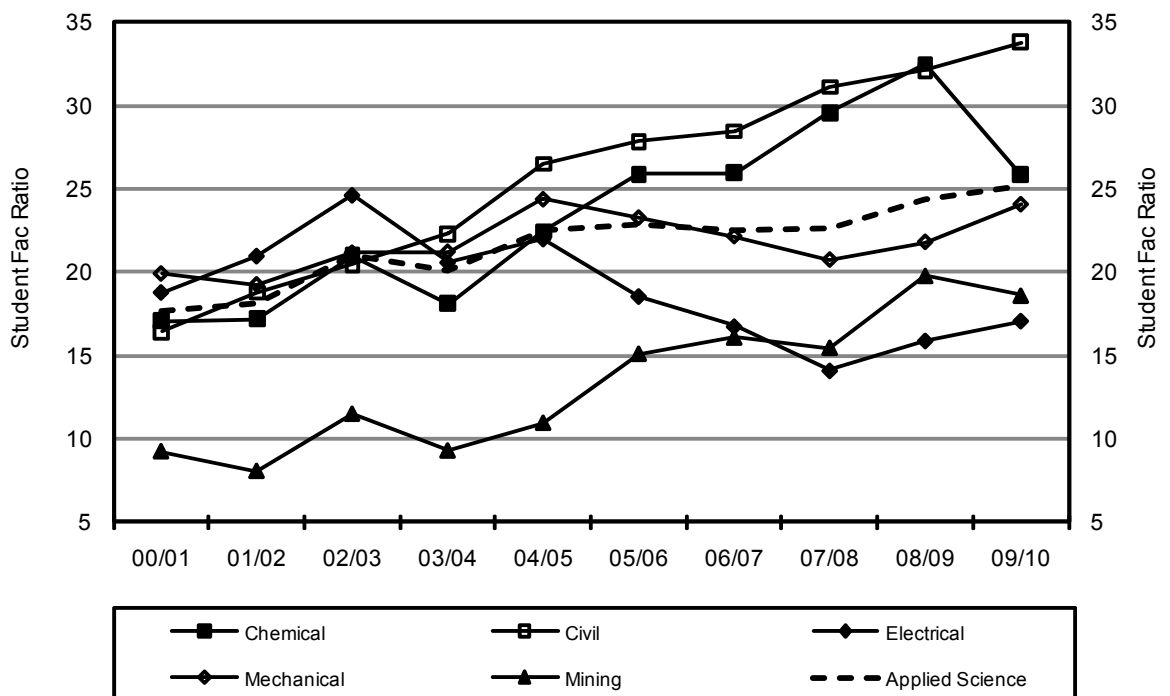
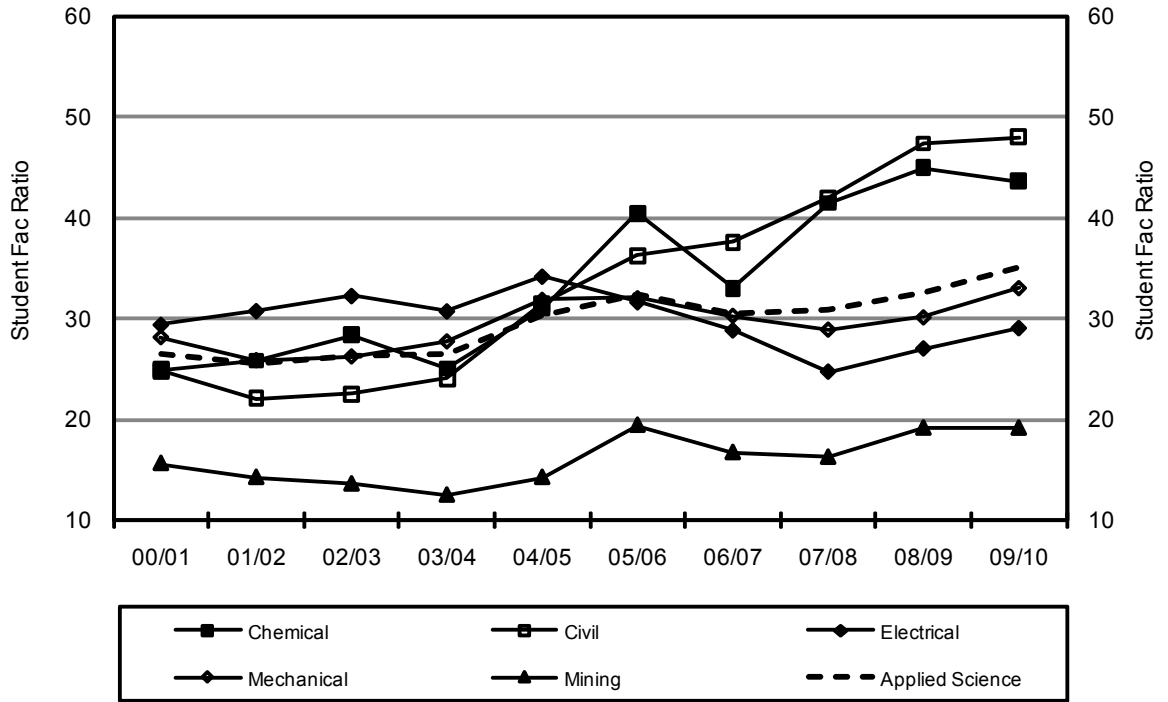


Figure 6b. Weighted Student/Faculty Ratio - Applied Science

Including Bridges



Excluding Bridges

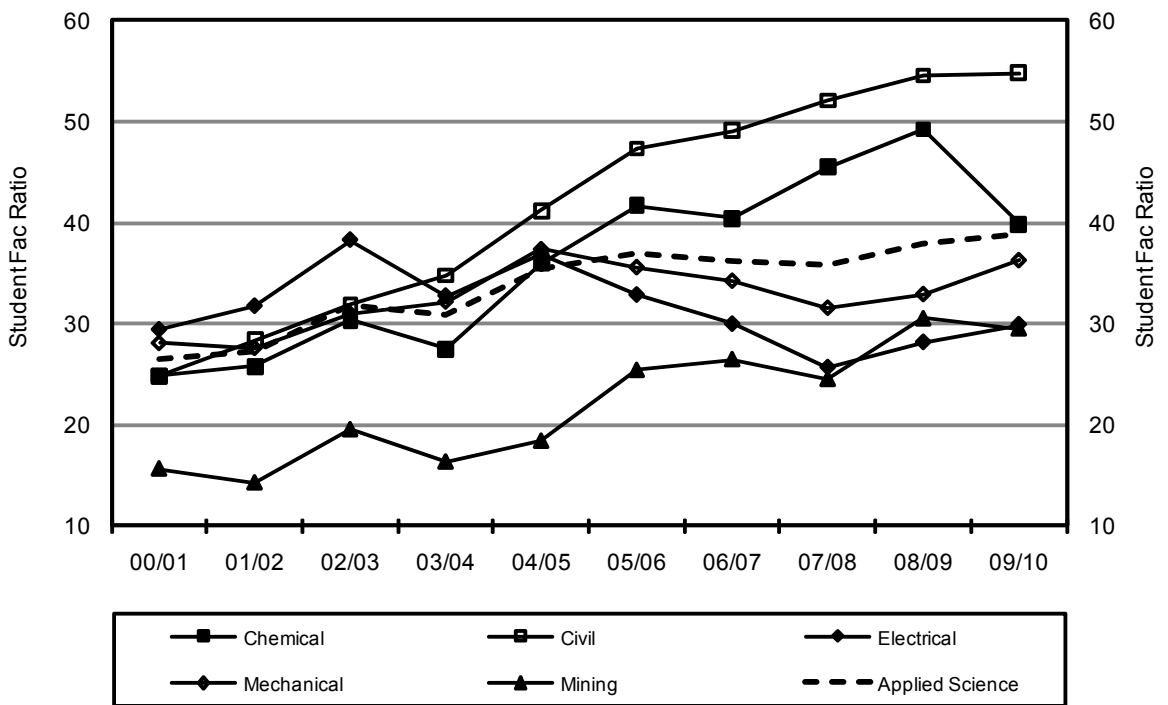
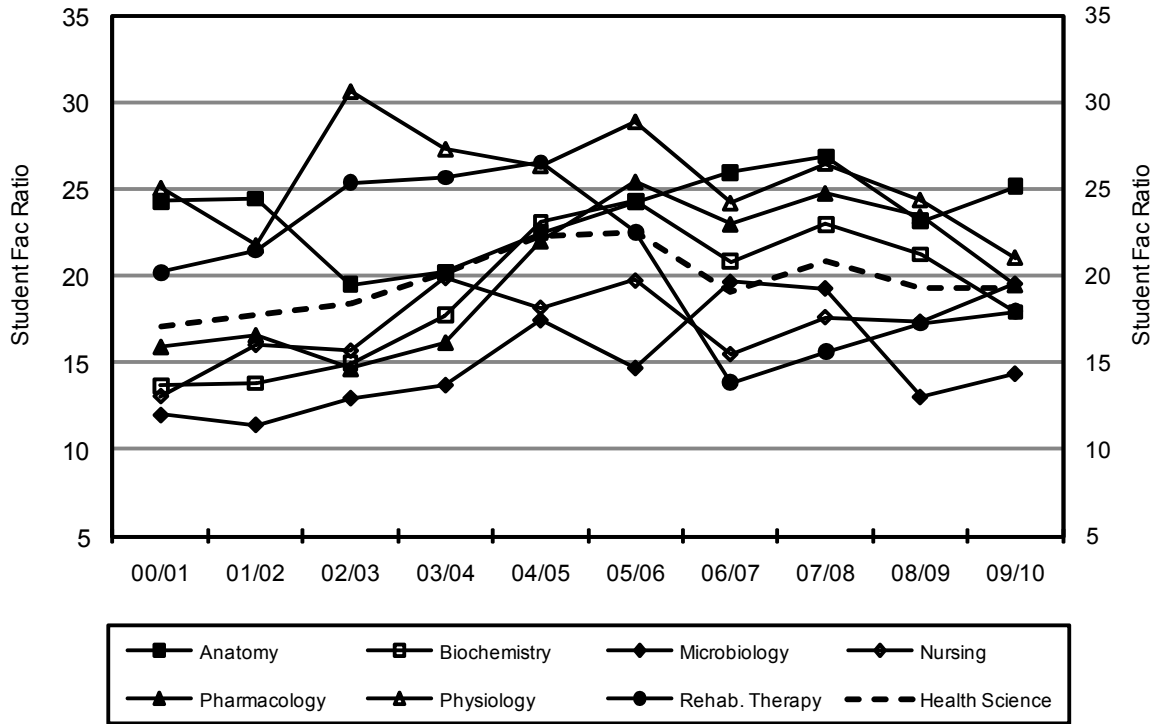


Figure 7a. Unweighted Student/Faculty Ratio - Health Sciences

Including Bridges



Excluding Bridges

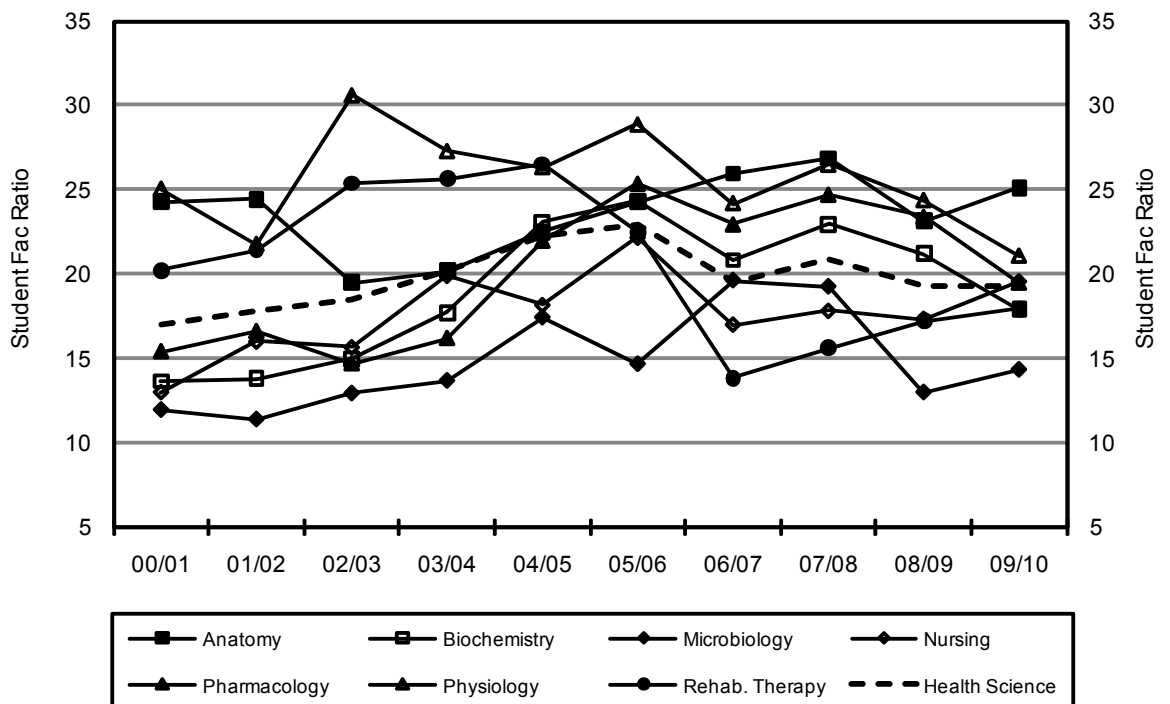
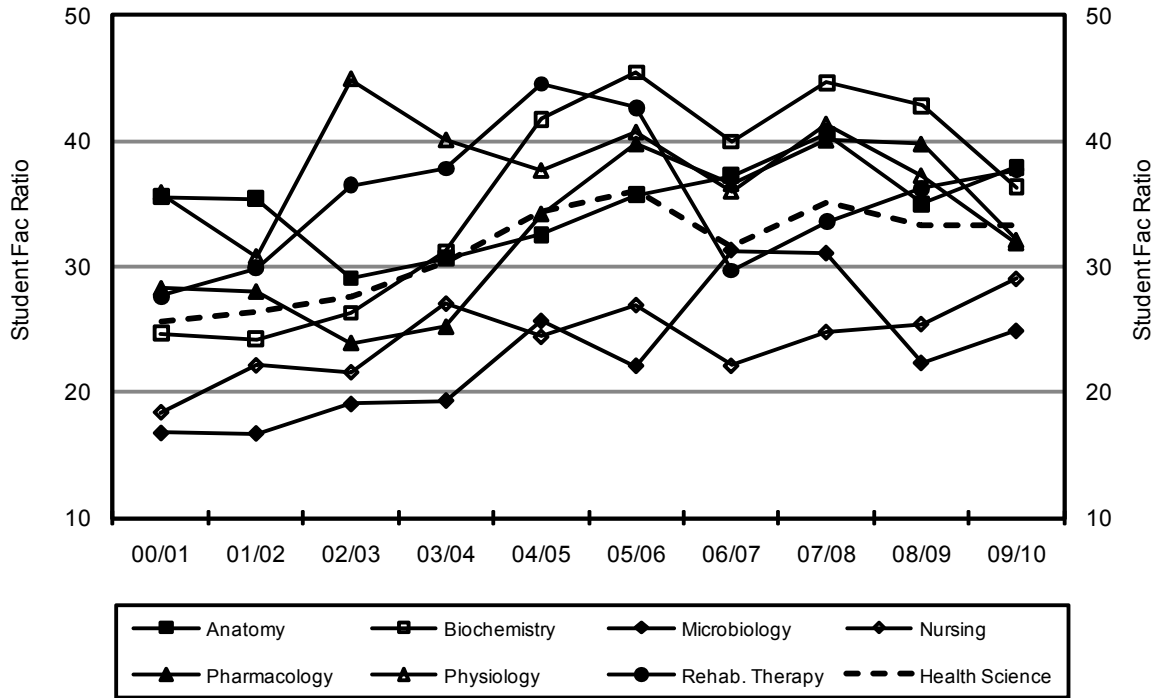


Figure 7b. Weighted Student/Faculty Ratio - Health Sciences

Including Bridges



Excluding Bridges

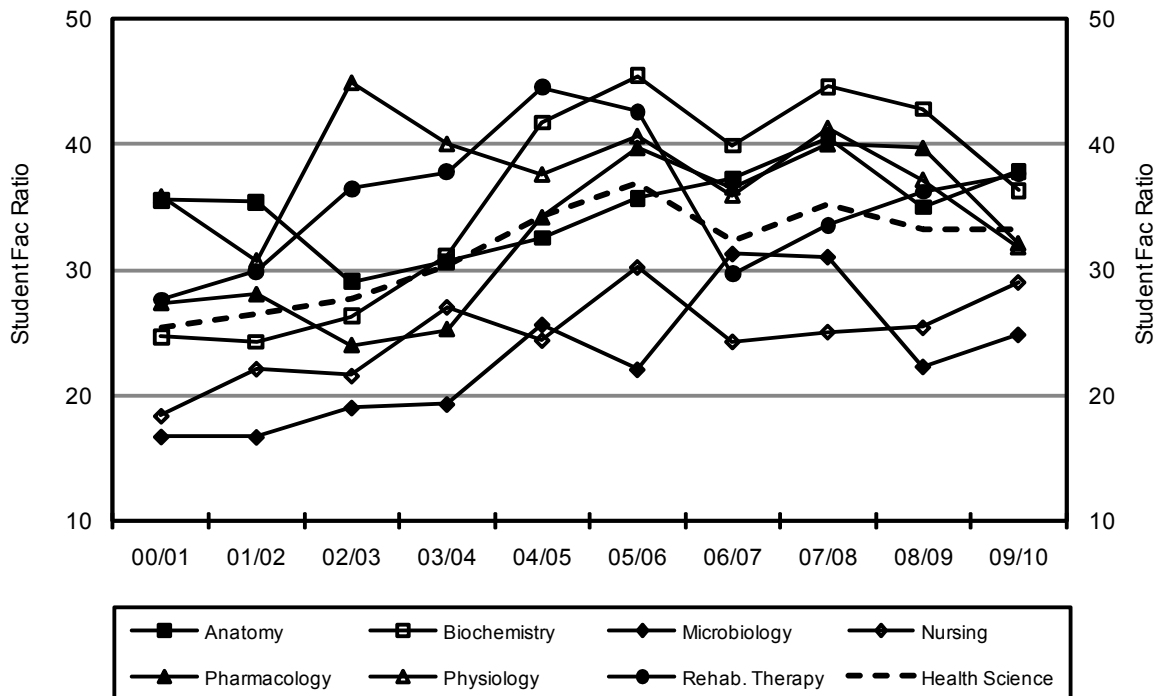
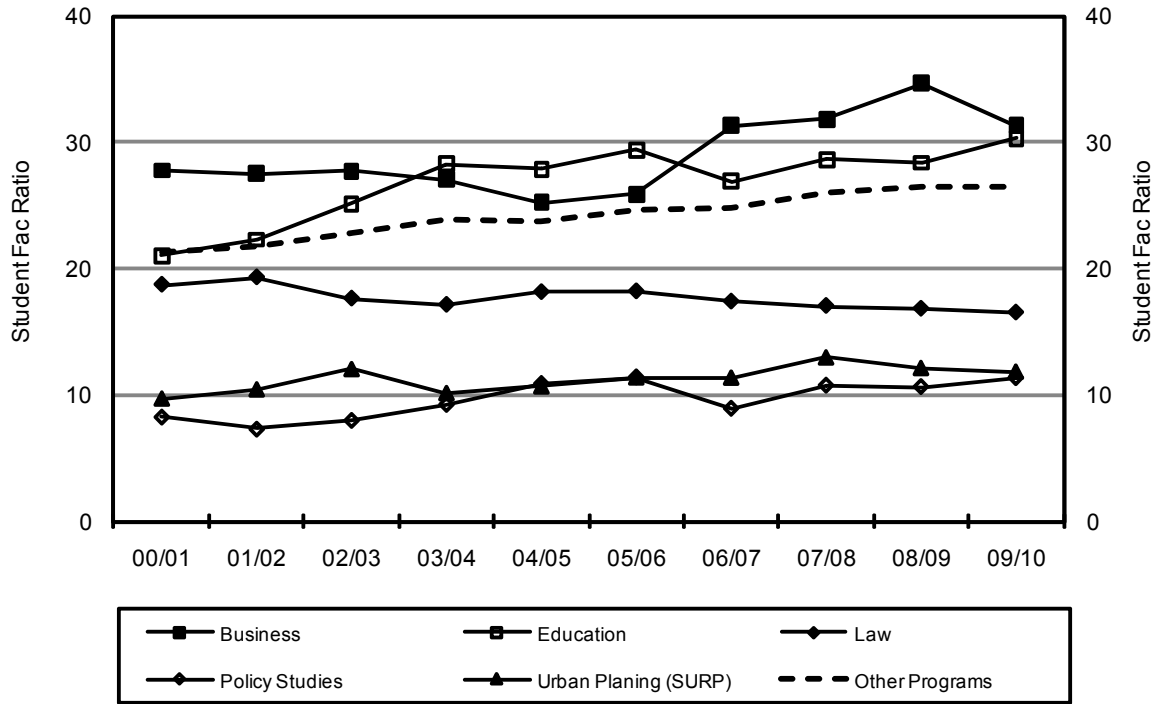


Figure 8a. Unweighted Student/Faculty Ratio - Other Programs

Including Bridges



Excluding Bridges

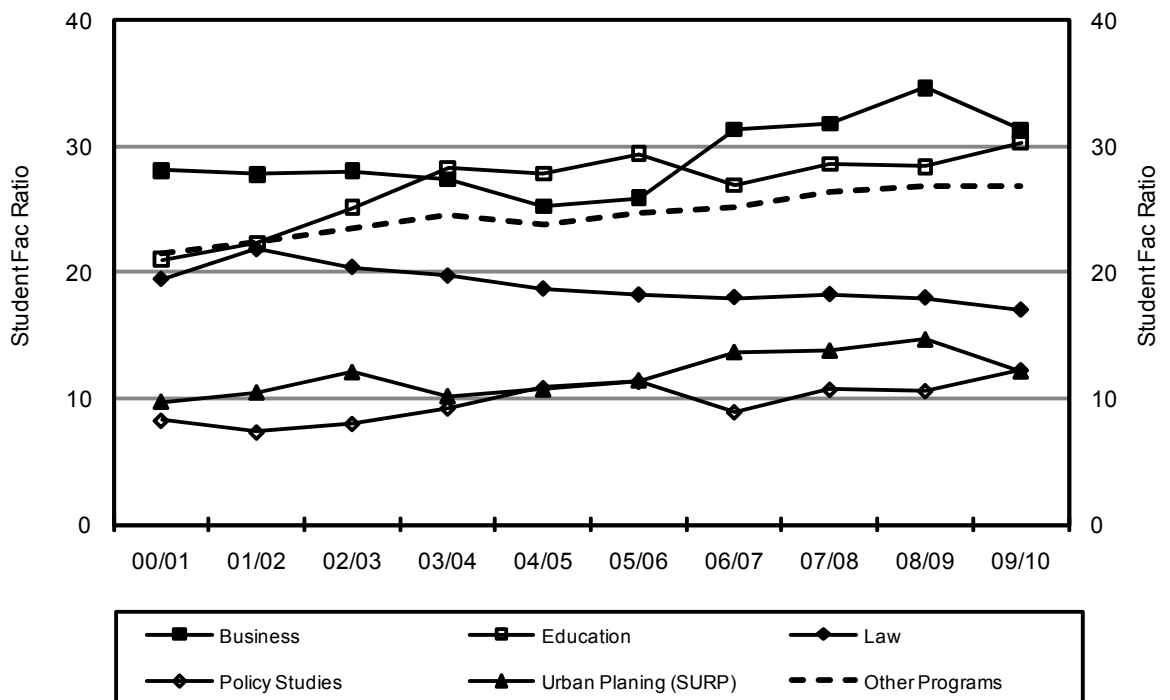
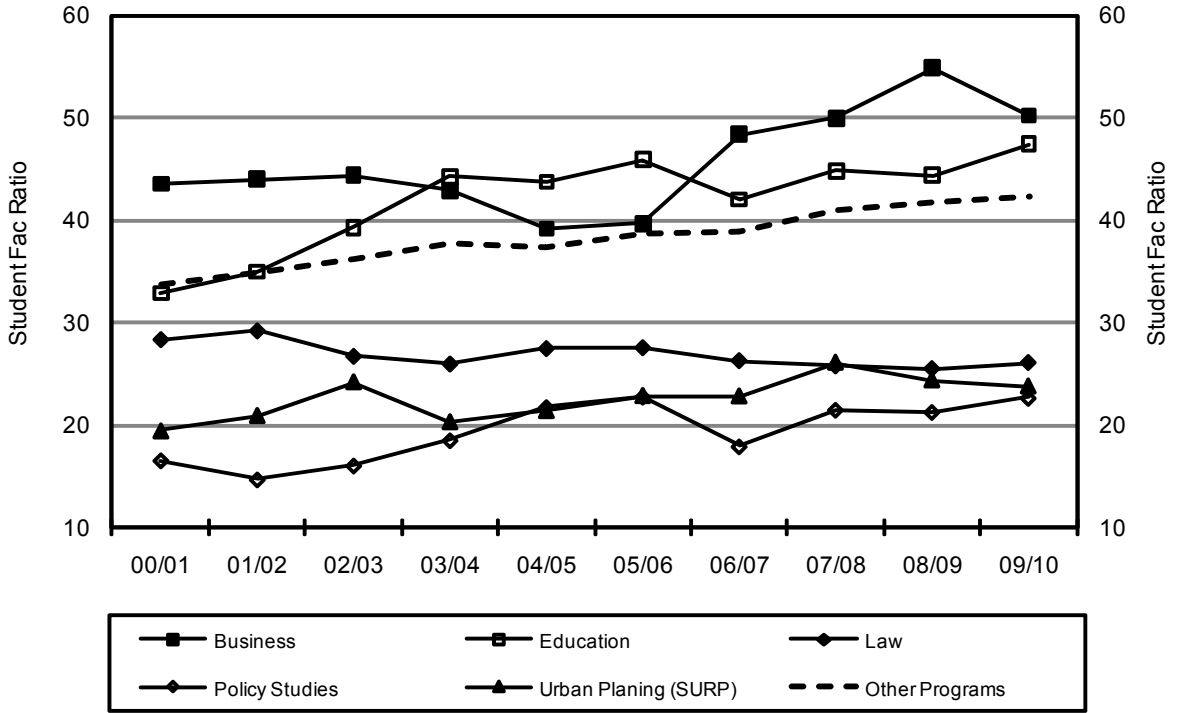


Figure 8a. Weighted Student/Faculty Ratio - Other Programs

Including Bridges



Excluding Bridges

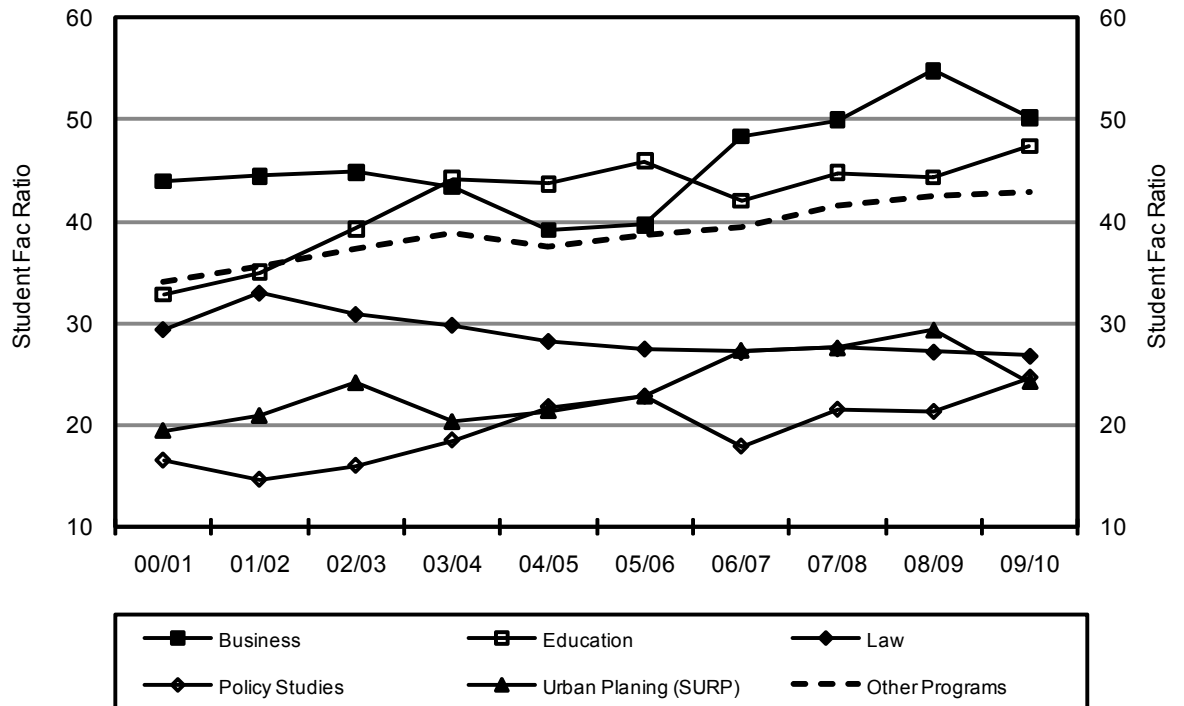
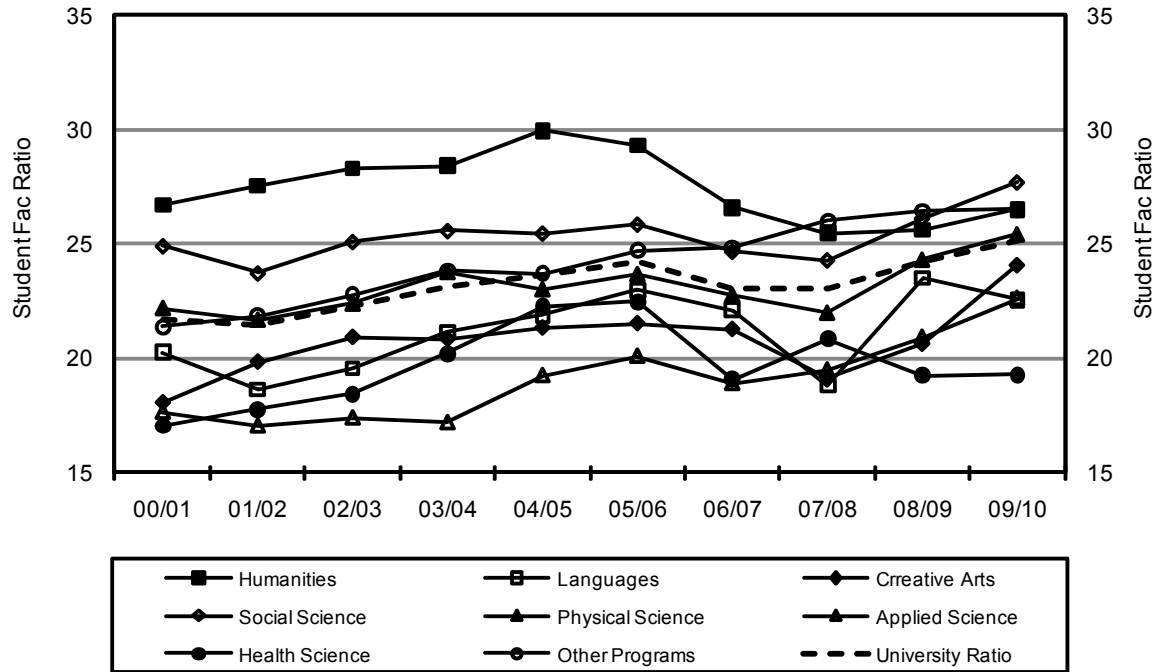


Figure 9a. Unweighted Student/Faculty Ratio by Discipline

Including Bridges



Excluding Bridges

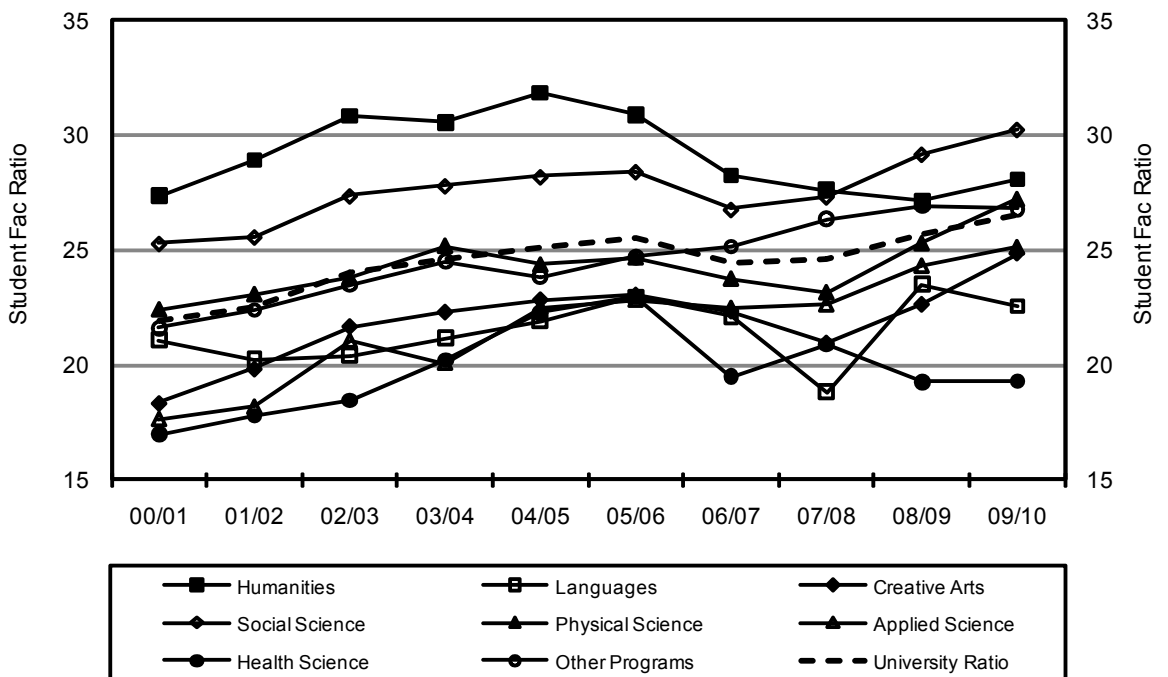
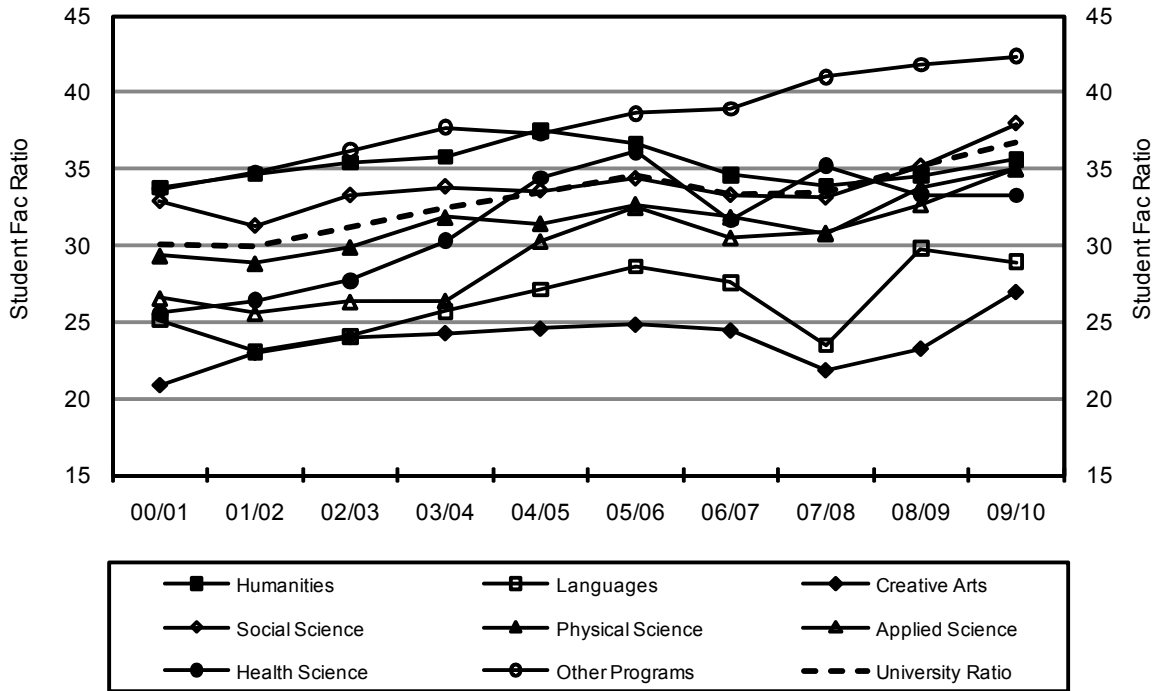
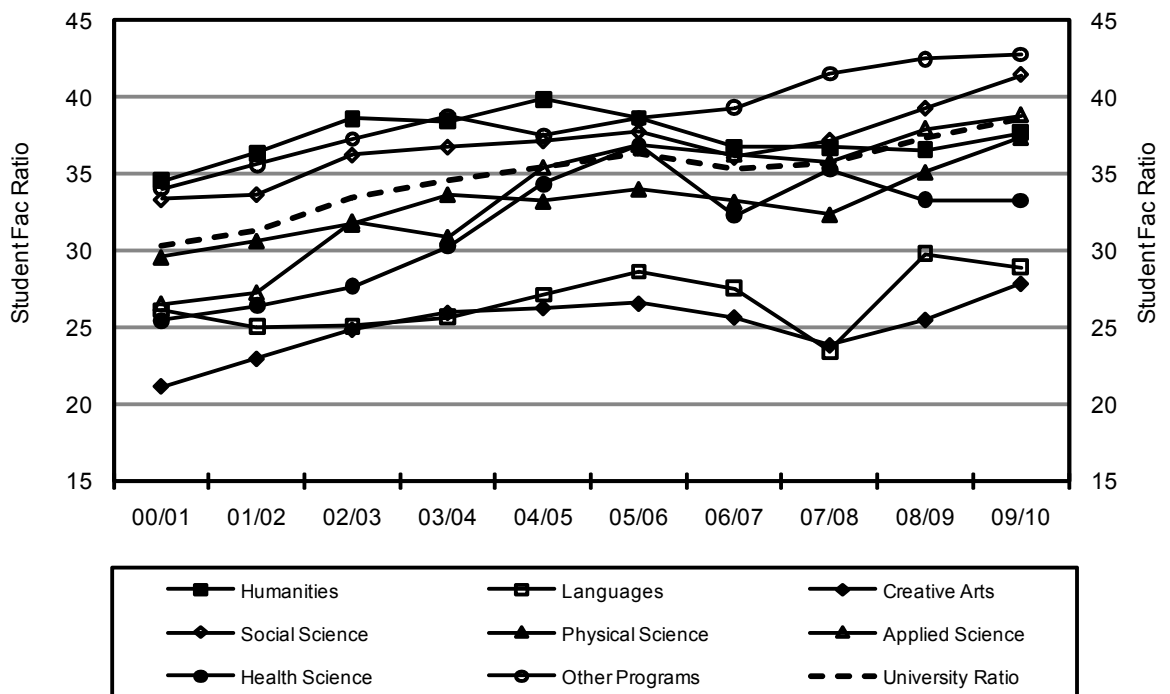


Figure 9b. Weighted Student/Faculty Ratio by Discipline

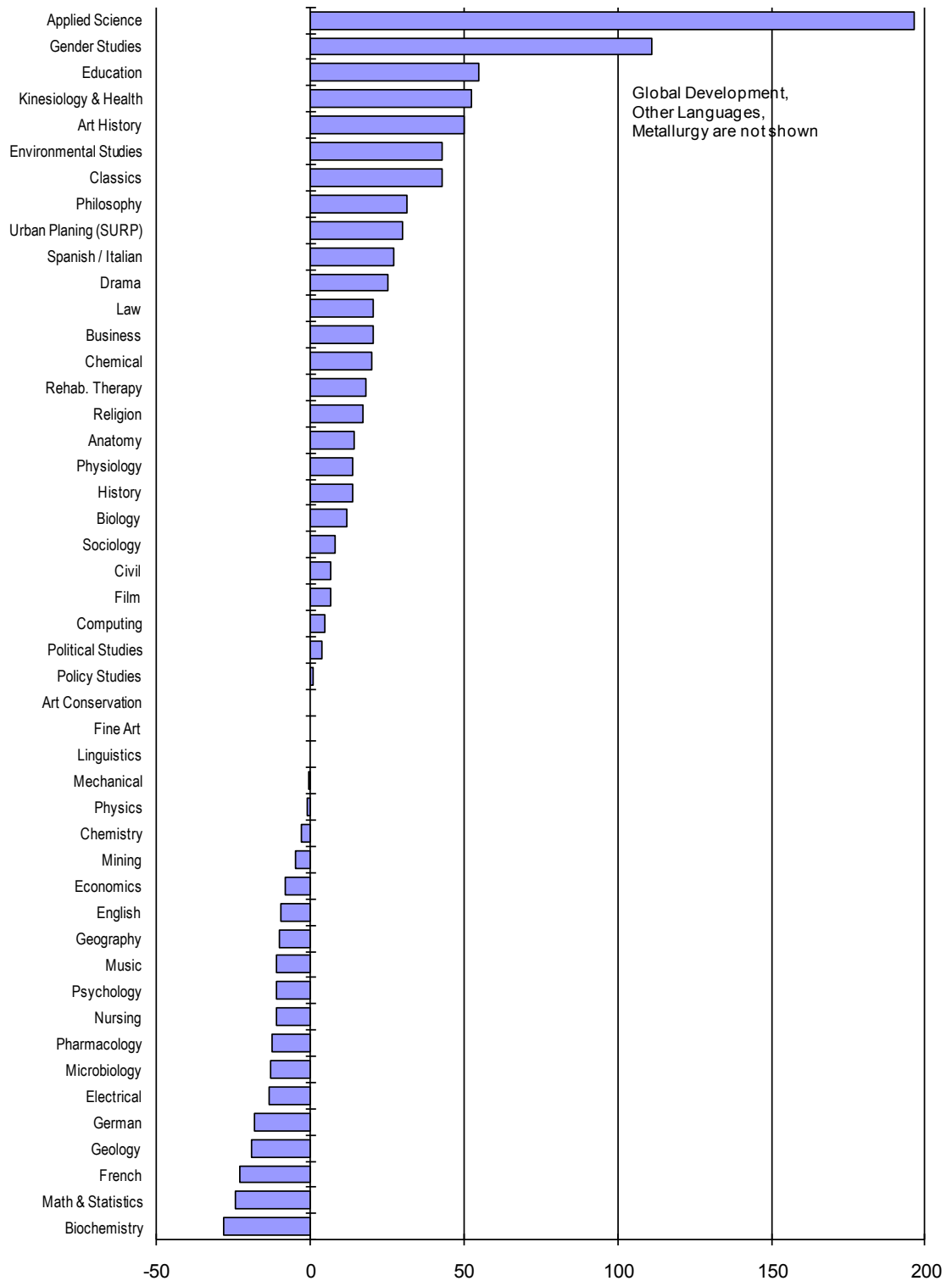
Including Bridges



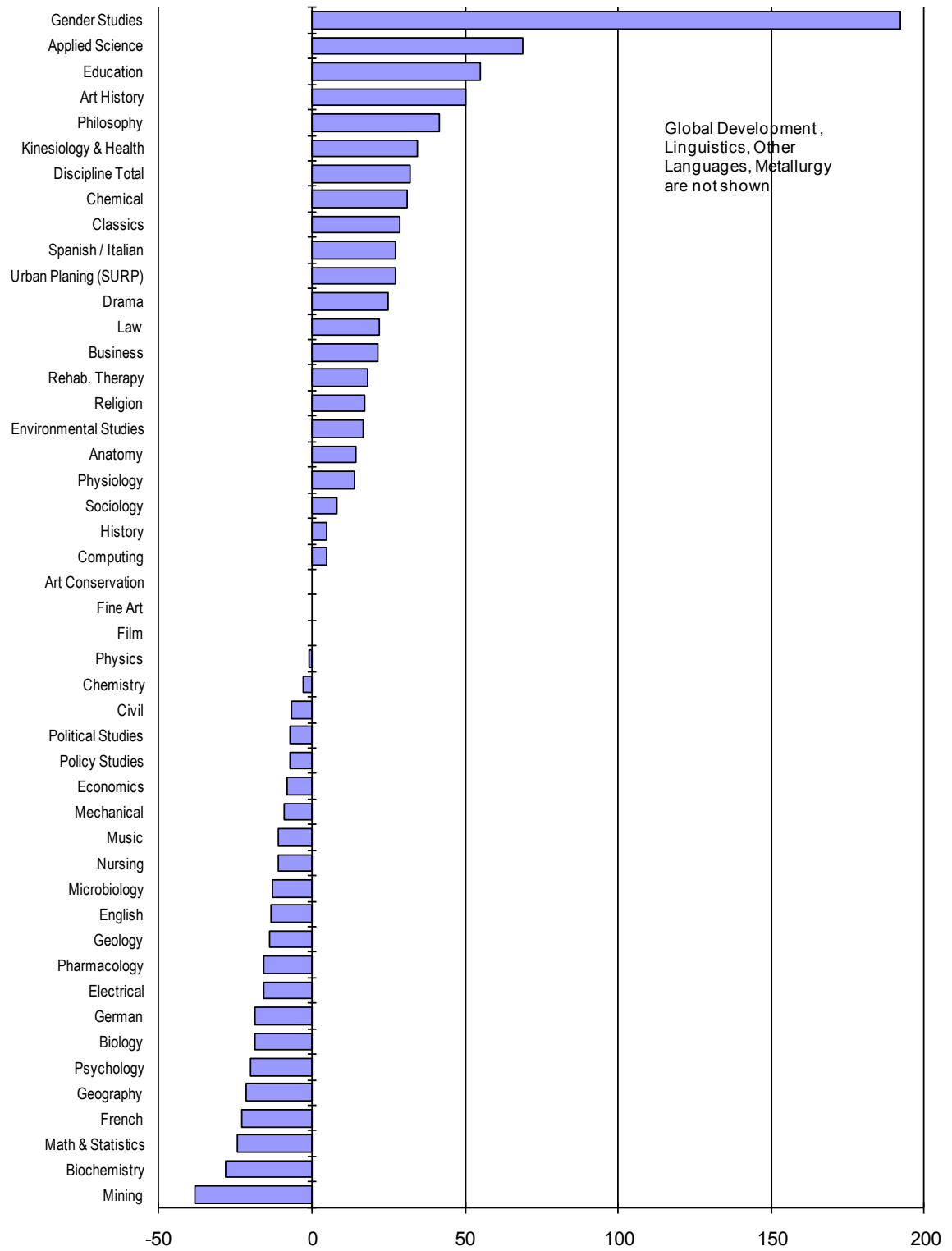
Excluding Bridges



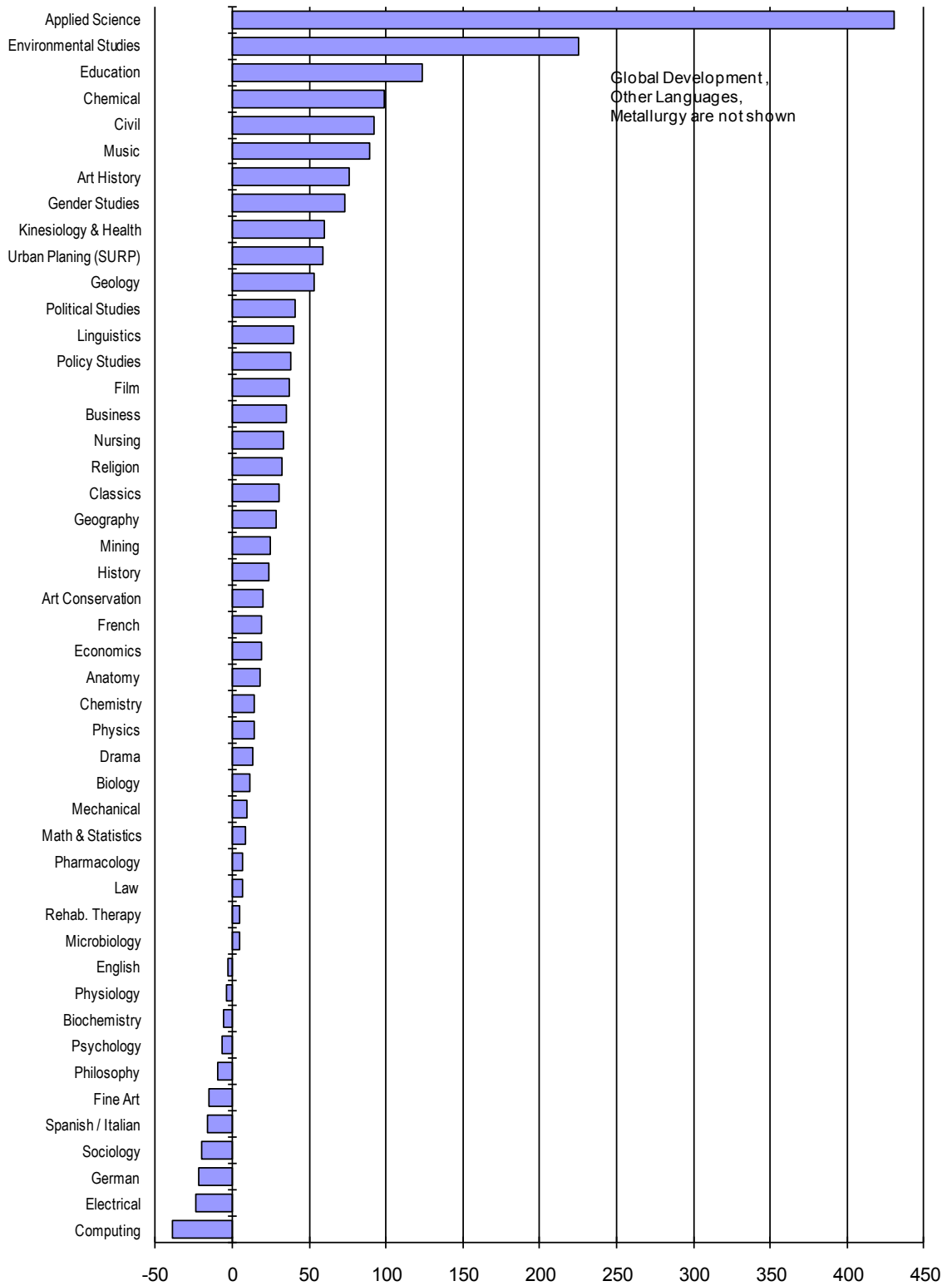
Percentage Change in Faculty EFTS 2000/01 – 2009/10



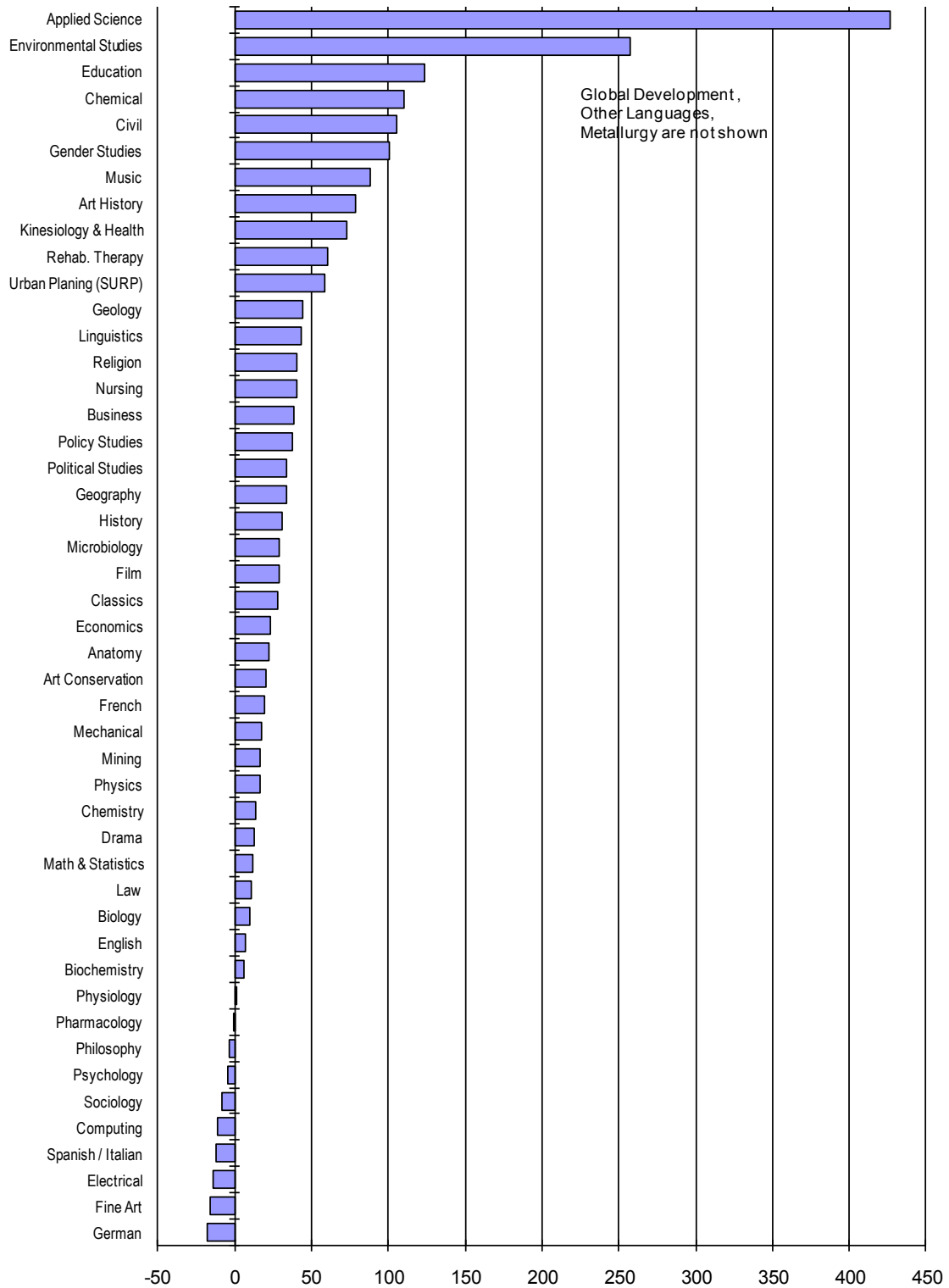
Percentage Change in Faculty EFTS (excluding bridges) 2000/01 – 2009/10



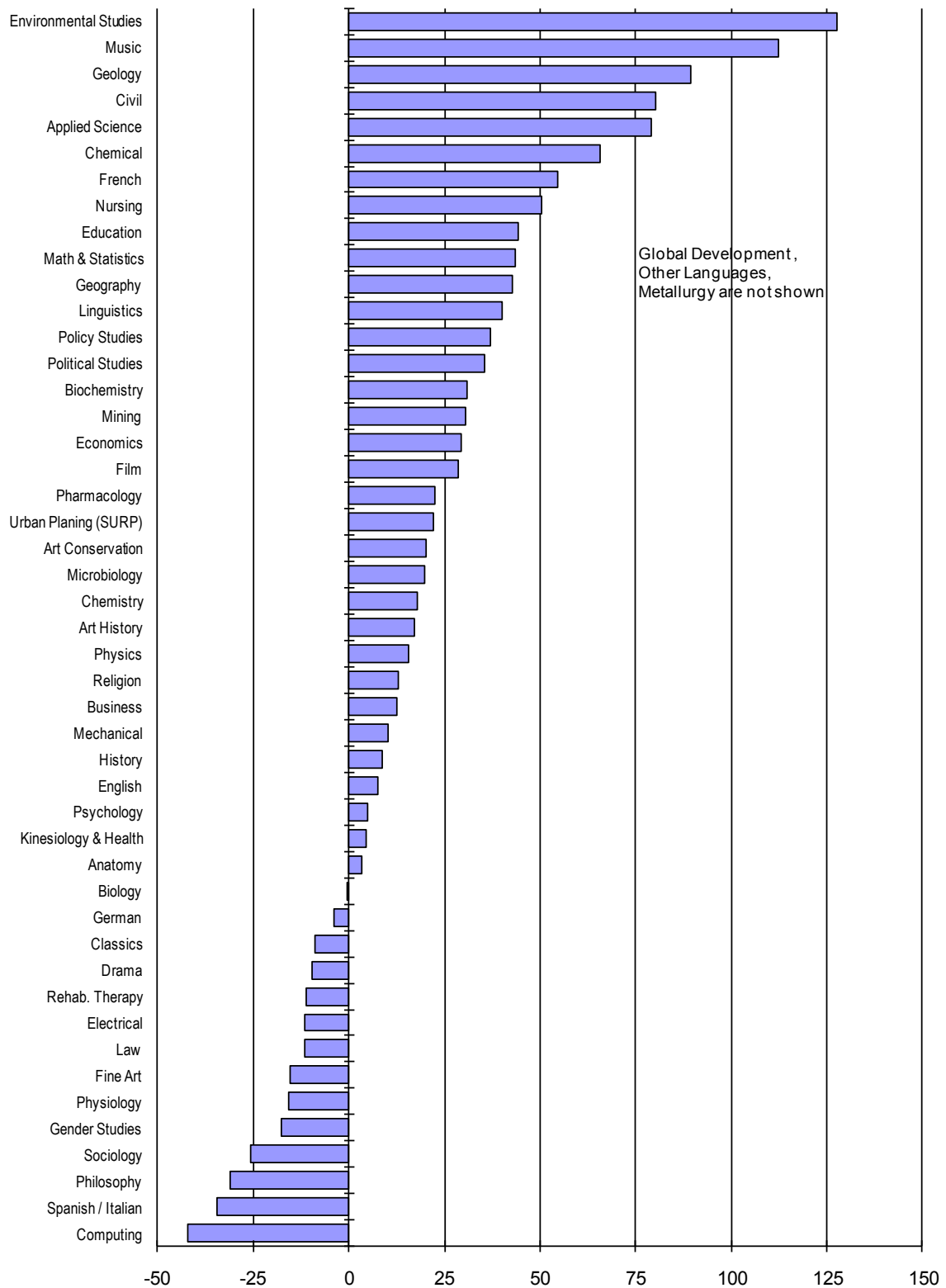
Percentage Change in Unweighted Total Enrolments 2000/01 – 2009/10



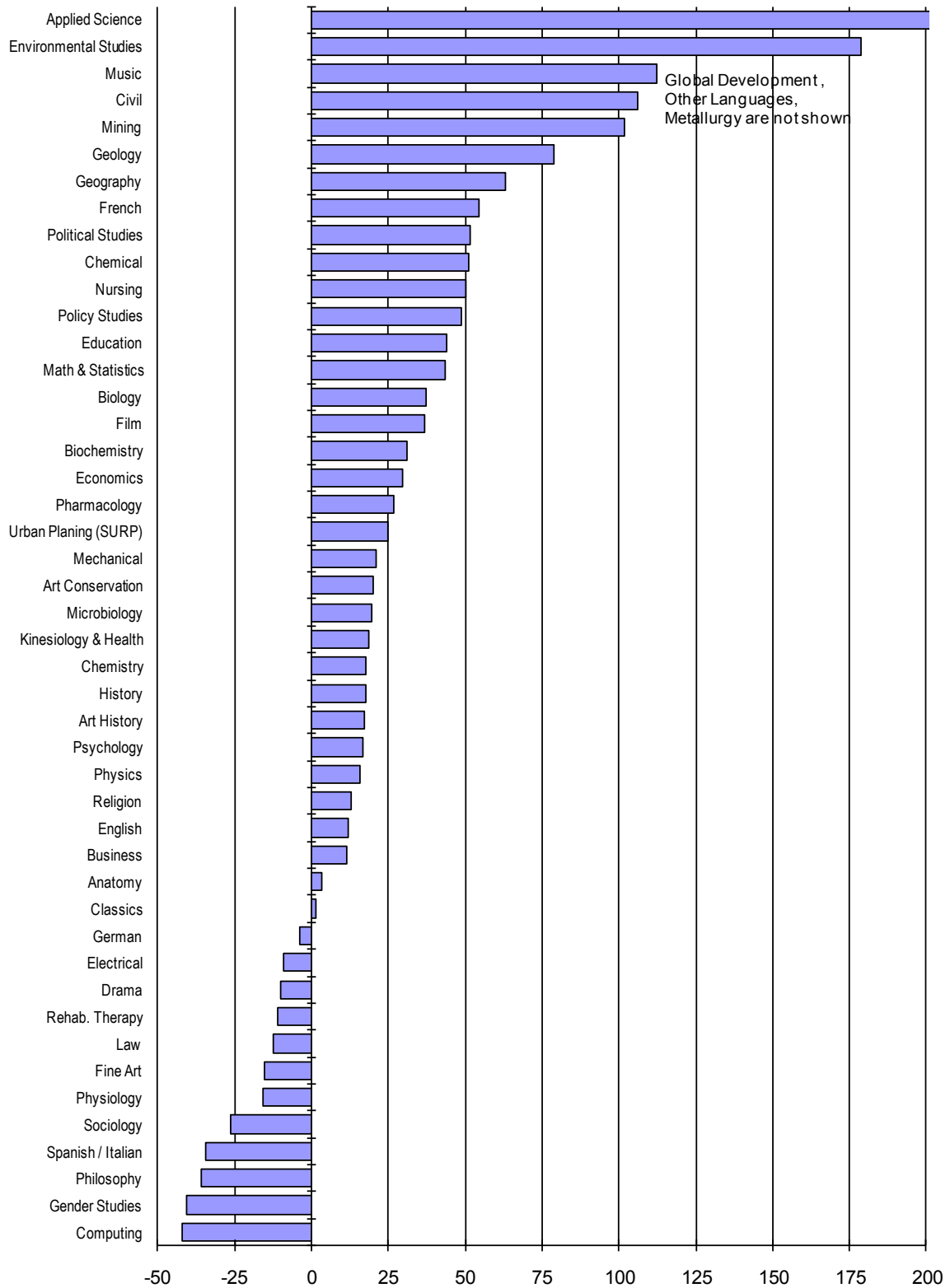
Percentage Change in Weighted Total Enrolments 2000/01 – 2009/10



Percentage Change in Student / Faculty Ratio (Unweighted) 2000/01 – 2009/10



Percentage Change in Student / Faculty Ratio (Unweighted, excluding bridges) 2000/01 – 2009/10

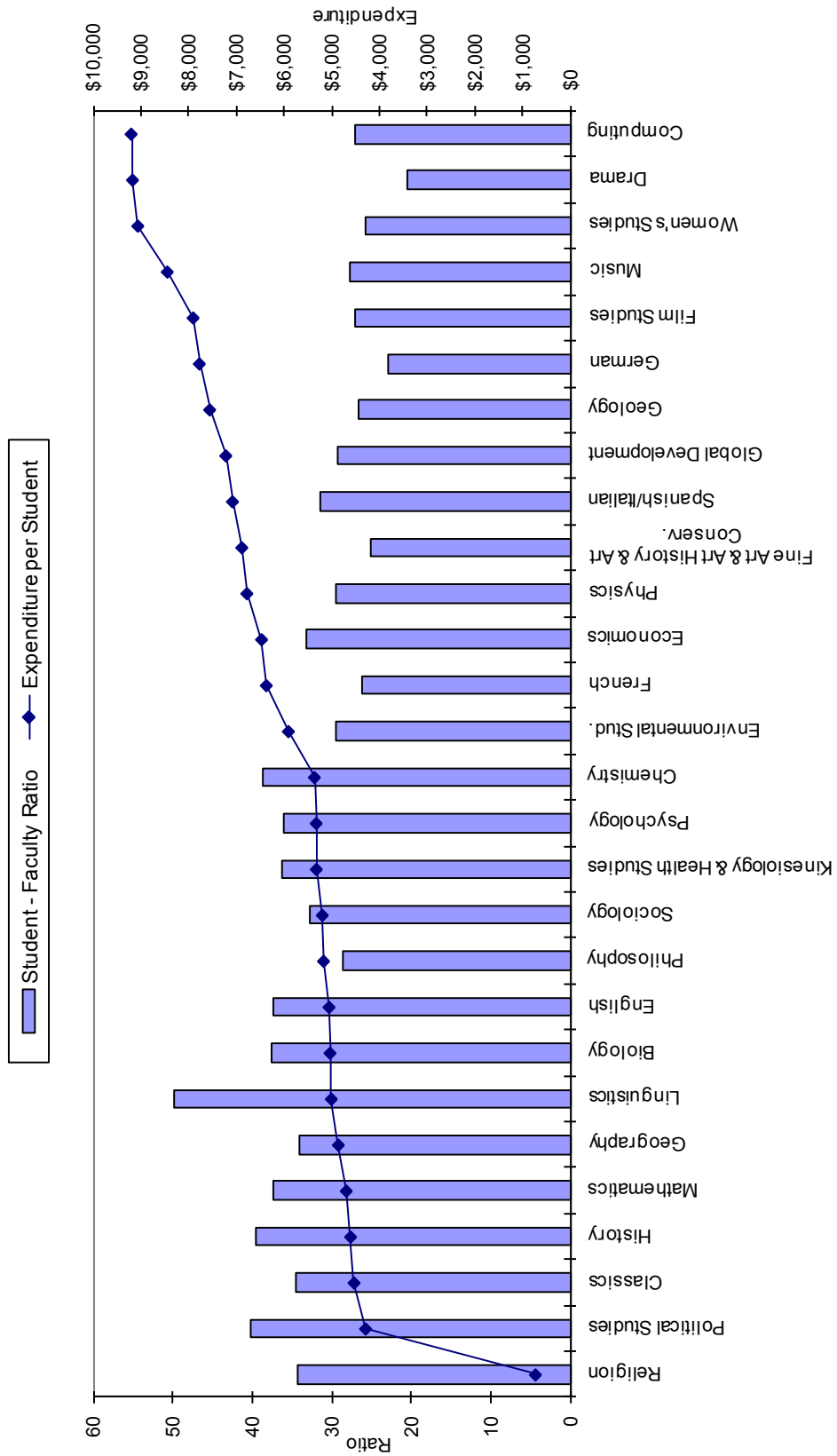


Expenditure per Student

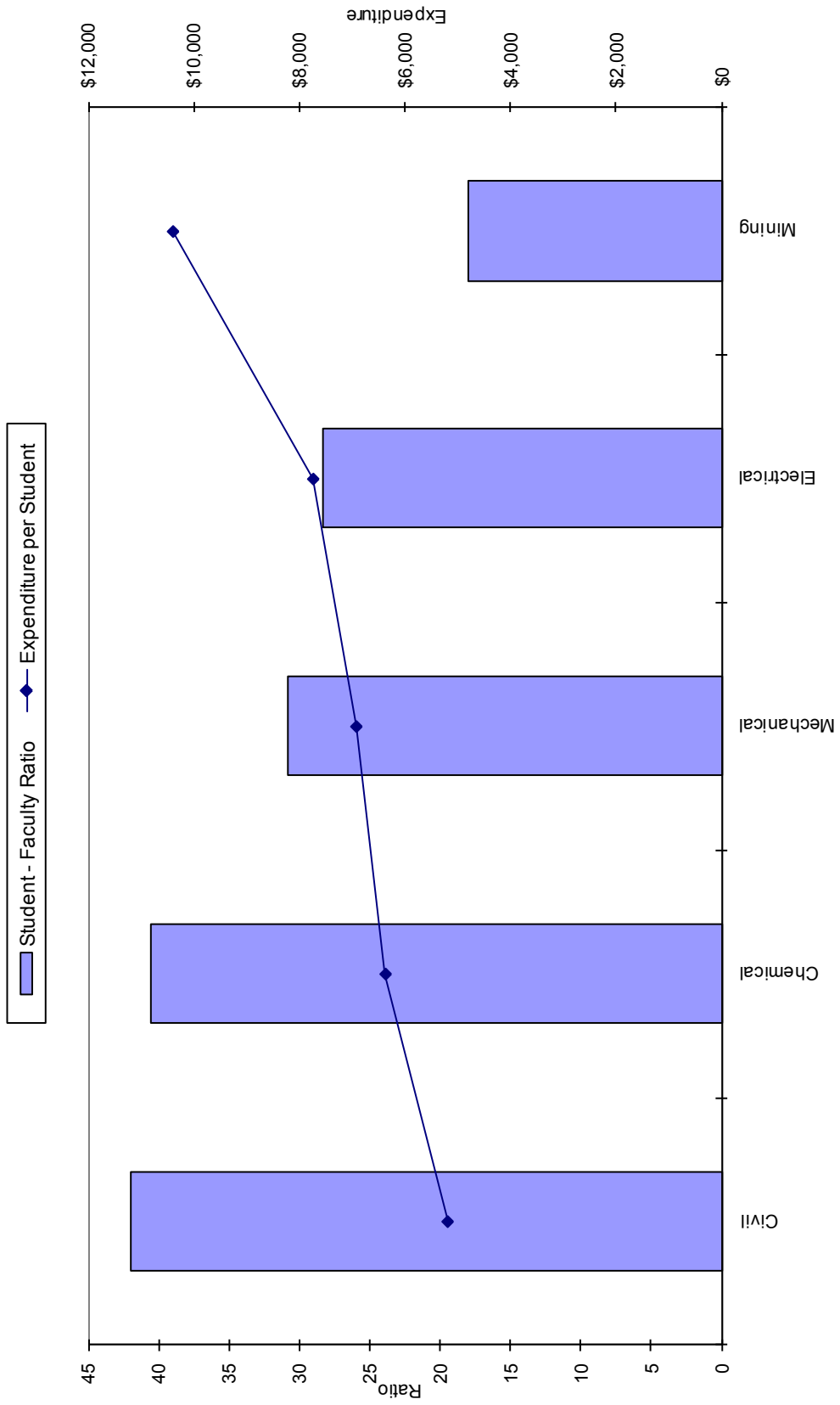
The following figures allow a comparison of expenditure per student charted against student/faculty ratio. Generally, there should be an inverse relationship between the two measures. The data also allow comparisons of absolute differences between departments.

The expenditure per student is based on a budget amount calculated for 2009/10 and an enrolment average taken over the last 5 years (2005/06 to 2009/10). The enrolment average is calculated using the total weighted enrolment for each area. The budget amount for each unit is obtained by taking their final budget number for 2008/09 and adding in an amount that represents an appropriate share of the expense for services/units that are central to the whole faculty or school. For example, in Arts & Science the budget for Part-time Studies has been apportioned to the individual departments based on their share of enrolments out of the total enrolment for Part-time Studies. The student/faculty ratio is calculated using total weighted enrolment and total EFTS (including bridging appointments) for the above 5-year period.

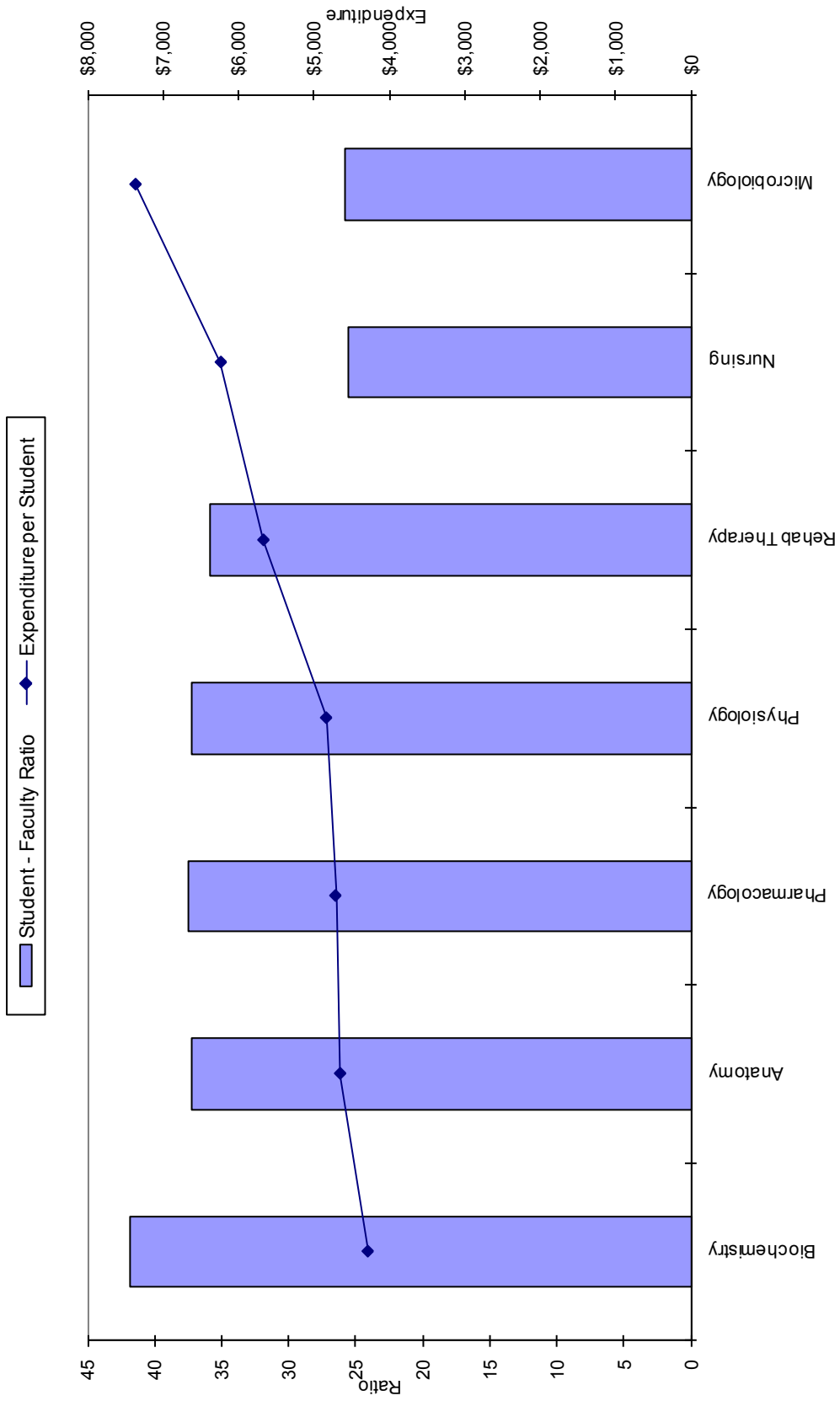
Arts & Science - Expenditure per Student *



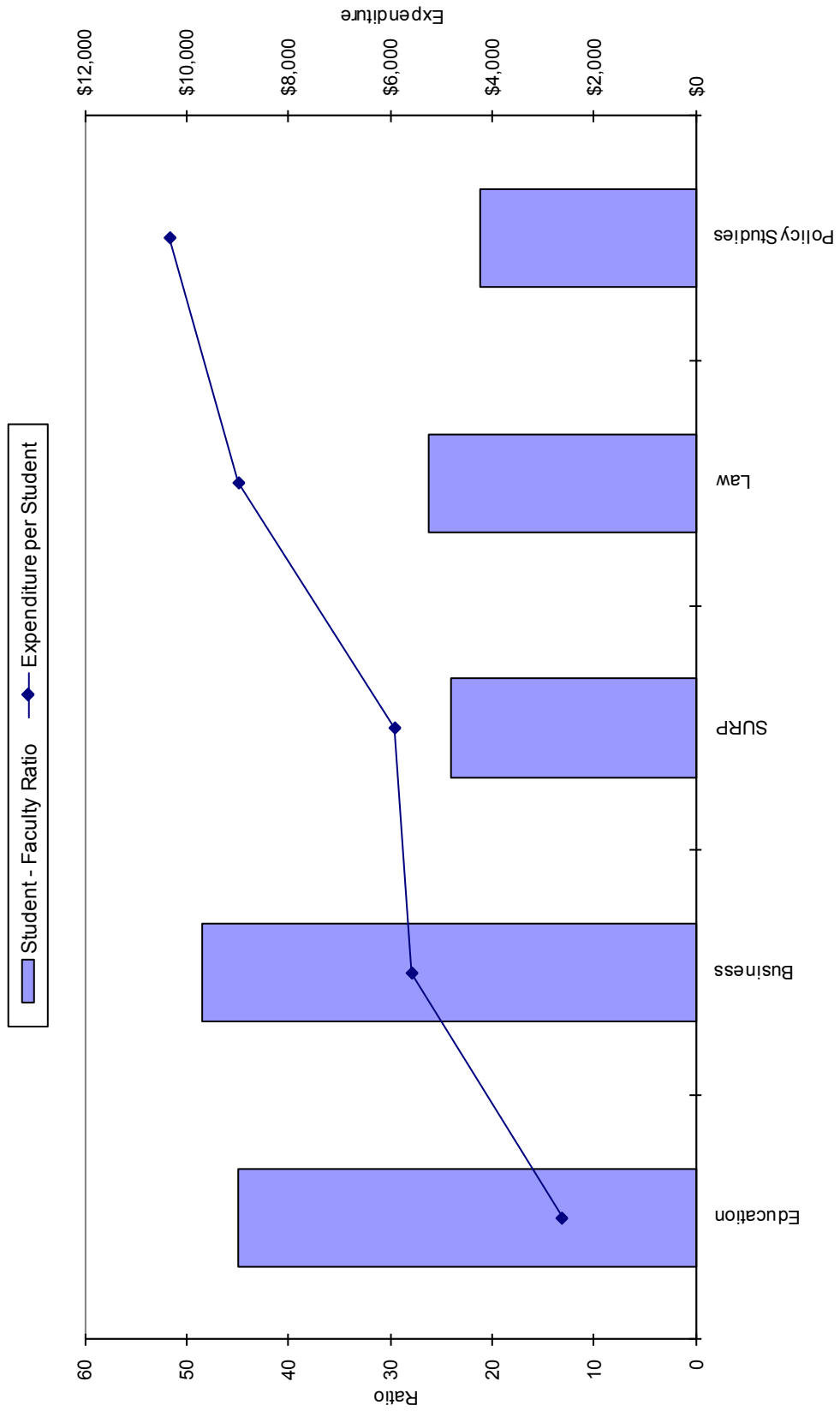
Applied Science - Expenditure per Student*



Health Science - Expenditure per Student *



Other Programs - Expenditure per Student*



Enrolment Adjusted for Cross Teaching

The following table provides a summary of enrolment by Faculty/School in programs eligible for government operating support. The figures differ from enrolment numbers published by the Senate Committee on Academic Development (SCAD) because they have been adjusted for 'cross-teaching' responsibilities and include the Full-time Equivalent (FTE) of part-time enrolment. To illustrate the first point - that of 'cross-teaching' - SCAD indicates 2,172 full-time Applied Science students in the Engineering program for fall 2007 (See Ivory coloured section, Appendix A, page 10) but some portion of the undergraduate Engineering program is actually taught by faculty in Arts and Science departments, generating a cross-teaching value of 1,285. The tables reflect 'cross-teaching' and thus provides an indicator of the total instruction responsibility in each Faculty/School.

The 1996/97 year marked two important changes that affect this time series. First, most international students (both undergraduate and graduate with only a few exceptions) became 'ineligible' for government funding. Secondly, all Additional Qualification courses in the Faculty of Education were also considered 'ineligible'. As a result of this change in reporting, the time series loses some of its continuity, however the recent year over year change reflects true change.

Note: 1996-97 was the first year of the MBA in Science & Technology (MBAST) program and the end of the old MBA program. Although previous MBA programs did receive government funding, the MBAST program is ineligible and funded from tuition revenue only. Table 1 continues to show graduate business students in MSc and PhD programs.

Table 1 : Actual FFTE Enrollment - Adjusted for Cross-Teaching - Eligible Only

Faculty / School	Biannually										Annually			One Yr.	
	89/90	91/92	93/94	95/96	97/98	99/00	01/02	03/04	05/06	06/07	07/08	08/09	09/10	% Change	89/90-09/10 % Change
<i>Arts & Science</i>															
Undergrad	8,412.9	8,840.2	8,796.8	8,152.0	8,064.8	8,524.6	8,706.9	9,485.0	9,725.8	9,540.5	9,364.0	9,855.2	10,001.0	1.5	18.9
Graduate	950.6	942.4	928.8	864.6	685.1	686.7	680.2	735.2	817.1	905.2	936.0	963.0	1,052.4	9.3	10.7
Total	9,363.5	9,782.6	9,725.6	9,016.6	8,749.9	9,211.3	9,387.1	10,220.2	10,542.9	10,445.7	10,300.0	10,818.2	11,053.4	2.2	18.0
<i>Business</i>															
Undergrad	629.5	603.4	591.7	559.4	604.7	721.5	719.4	775.4	891.7	940.5	952.7	968.8	993.0	2.5	57.7
Graduate	242.3	271.4	255.8	122.1	31.3	34.6	37.2	53.3	43.6	43.6	176.3	186.2	347.5	86.6	43.4
Total	871.8	874.8	847.5	681.5	636.0	756.1	756.6	828.7	935.3	984.1	1,129.0	1,155.0	1,340.5	16.1	53.8
<i>Medicine</i>															
Undergrad	837.6	908.0	920.6	1,002.9	1,057.3	1,098.0	1,173.0	1,263.4	1,345.8	1,320.7	1,348.0	1,051.0	1,064.9	1.3	27.1
Graduate	142.0	149.3	171.4	166.9	177.8	165.3	169.5	166.1	158.5	157.4	208.8	481.0	492.1	2.3	246.6
Total	979.6	1,057.3	1,092.0	1,169.8	1,235.1	1,263.3	1,342.5	1,429.5	1,504.3	1,478.1	1,556.8	1,532.0	1,557.0	1.6	58.9
<i>Rehab</i>															
Undergrad	157.5	189.8	262.5	286.3	270.6	248.7	222.9	289.8	119.1	0.0	0.0	0.0	0.0		-100.0
Graduate	0.0	17.5	18.9	18.4	15.9	17.8	45.8	44.2	207.1	227.6	236.0	282.4	303.1	7.3	N/A
Total	157.5	207.3	281.4	304.7	286.5	266.5	268.7	334.0	326.2	227.6	236.0	282.4	303.1	7.3	92.4
<i>App Science</i>															
Undergrad	935.2	1,081.6	1,109.7	1,100.6	982.3	1,170.1	1,243.6	1,259.2	1,322.2	1,322.1	1,284.6	1,402.5	1,476.1	5.2	57.8
Graduate	252.9	270.5	322.2	246.7	177.1	184.3	223.3	272.1	280.0	260.6	272.0	250.1	272.1	8.8	7.6
Total	1,188.1	1,352.1	1,431.9	1,347.3	1,159.4	1,354.4	1,466.9	1,531.3	1,602.2	1,582.7	1,556.6	1,652.6	1,748.2	5.8	47.1
<i>Law</i>															
Undergrad	475.9	460.6	467.8	468.1	464.3	482.8	482.9	504.6	474.1	493.6	501.9	512.7	496.8	-3.1	4.4
Graduate	26.7	20.4	14.7	14.8	6.6	7.2	4.2	7.9	7.8	6.8	6.2	7.5	10.9	45.3	-59.2
Total	502.6	481.0	482.5	482.9	470.9	490.0	487.1	512.5	481.9	500.4	508.1	520.2	507.7	-2.4	1.0
<i>Nursing</i>															
Undergrad	107.8	114.7	127.3	133.4	119.4	162.1	191.5	241.0	280.4	262.3	249.3	211.6	227.8	7.7	111.3
Graduate	0.0	0.0	0.0	15.0	21.0	14.3	16.0	17.0	18.0	19.0	17.0	24.0	33.3	38.8	N/A
Total	107.8	114.7	127.3	148.4	140.4	176.4	207.5	258.0	298.4	281.3	266.3	235.6	261.1	10.8	142.2
<i>Education</i>															
Undergrad	685.5	766.4	717.7	699.7	661.3	699.1	742.7	826.2	794.1	769.1	779.6	751.3	824.2	9.7	20.2
Graduate	64.8	71.6	68.9	76.4	73.9	65.7	72.2	73.5	85.0	86.5	88.7	90.7	105.1	15.9	62.2
Certificate	351.7	410.2	362.0	409.6	47.8	66.0	76.1	77.4	49.1	68.7	63.0	44.7	50.0	11.8	-85.8
Total	1,102.0	1,248.2	1,148.6	1,185.7	783.0	830.8	891.0	977.1	928.2	924.3	931.3	886.7	979.3	10.4	-11.1
<i>Urban Planning</i>															
Undergrad	45.4	54.7	52.0	49.4	49.6	44.2	47.2	42.6	49.6	52.6	60.9	65.6	66.9	2.0	47.4
Public Admin	65.2	71.9	66.9	60.2	60.5	76.1	54.8	73.8	79.6	73.3	78.1	75.8	93.3	23.1	43.1
Ind Relations	32.9	36.3	40.1	43.5	34.2	32.6	34.6	36.9	37.9	30.2	33.9	39.8	47.0	18.1	42.9
Grand Total															
Undergrad	12,241.9	12,964.7	12,994.1	12,402.4	12,224.7	13,107.0	13,482.8	14,644.5	14,953.2	14,648.8	14,480.0	14,765.0	15,083.7	2.2	23.2
Graduate	1,822.8	1,906.0	1,939.7	1,678.0	1,333.0	1,328.8	1,385.0	1,522.6	1,784.2	1,862.8	2,113.9	2,454.2	2,823.8	15.1	54.9
Certificate	351.7	410.2	362.0	409.6	47.8	66.0	76.1	77.4	49.1	68.7	63.0	44.7	50.0	11.8	-85.8
Total	14,416.4	15,280.9	15,295.8	14,490.0	13,605.5	14,501.8	14,943.9	16,244.5	16,786.5	16,580.3	16,656.9	17,264.0	17,957.5	4.0	24.6

NOTE: Grad totals exclude Theology. Education Graduate enrollment (MEd) is averaged over 3 terms.

Faculty and Staff Complements

Faculty Complements

Table 1 provides a summary of the total number of academic Equivalent Full-Time Staff (EFTS) for the past ten years. The University's staffing strategy has gone through two distinct phases over the past two decades and is now into a third phase. In the first phase, severe financial constraint in the late-1970's dictated the adoption of a strategy that resulted in the closing of almost 40 academic positions between 1977-78 and 1982. In the second phase (1982-83 to 1991-92), the need to begin trying to address the potential problems caused by our age/retirement profile influenced the faculty staffing situation. Some additions to 'base' complement occurred during the period but the total base complement was still only slightly above the levels of the late-1970's, despite major increases in enrolment and research activity. Total complement - including 'bridging' appointments - increased from the mid-1980's onwards because of Queen's National Scholar appointments and the provincially funded faculty renewal program.

Budget cuts in 1997-98 and 1998-99 resulted in a loss of faculty. In 1999-00 the university had new money for reinvestment after eight years of retrenchment. The majority of funds provided to faculties were used to support the hiring of new faculty. The Board of Trustees approved a Faculty Recruitment Bridging Program which allowed for 24 new appointments in 2001-02 and 2002-03 as three year bridges to future retirements. In 2005-06 reinvestment funds have been approved to support a new faculty recruitment program. In each of the next three years, the University will allocate additional base reinvestment funds of \$300,000 per year toward this initiative, for a total of \$900,000 by the third year. Over the next few years, the Faculty Renewal Program will provide funding to support 24 new three year bridges.

The Ontario Government announced the elimination of mandatory retirement at age 65, effective December 2006. Queen's made the decision to accelerate the effective date of this change to May 1, 2006 to coincide with the budget year and planning cycle.

The implication of the elimination of mandatory retirement is that some employees may wish to extend their employment beyond their 65th birthday. This is a significant change and extends the horizon for those wishing to continue as an active employee rather than a retiree.

Support Staff Complements

Table 2 summarizes the support staff complement (i.e. both filled and unfilled positions).

Table 1
Faculty EFTS Positions

Faculty/School	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	Change from 09-10
Positions											
Arts & Science	415.3	413.2	416.2	416.9	420.1	440.8	444.7	433.9	427.9	417.33	(10.6)
Business	50.0	50.0	51.0	56.0	58.0	53.0	55.0	59.0	58.9	62.90	4.0
Rehab Therapy	15.5	12.5	14.0	14.0	15.5	16.7	15.8	16.8	17.1	18.61	1.5
Applied Science	105.2	92.3	99.2	93.3	93.3	91.2	91.2	91.1	91.6	91.01	(0.6)
Law	24.0	26.5	26.5	27.5	27.4	28.4	28.6	29.6	30.7	24.73	(6.0)
Nursing	14.5	15.5	13.5	14.5	12.7	15.6	14.7	14.6	13.8	14.68	0.9
Education	44.5	44.4	40.5	40.5	39.5	42.8	44.5	42.7	40.9	43.00	2.1
Policy Studies	7.5	8.5	8.5	11.0	10.8	11.8	10.8	11.2	11.6	10.95	(0.6)
Urban Planning	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.4	5.01	(1.3)
Industrial Relations	5.0	4.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.0
Medicine										179.71	
Total	686.5	671.8	678.5	678.8	682.3	705.3	710.3	704.0	698.9	867.93	(10.7)
Bridging Appointments											
	36.6	53.1	49.4	49.4	41.8	48.1	55.5	53.8	45.4	27.9	(17.4)
Total	723.1	724.9	727.8	728.1	724.1	753.4	765.8	757.8	744.3	895.9	(28.1)

Notes

In 2004-05 the School of Industrial Relations was merged into the School of Policy Studies

In 2006-07 Arts & Science included soft-funded non renewable faculty appointments (increase of approx 9 EFTS)

Table 1 does not include 1.0 base position in School of Graduate Studies, 3.0 in Centre for Teaching & Learning, and 2.1 in Student Affairs

Table 2

Queen's Support Staff

Program	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	Division (4)
Faculties/Schools	451.3	443.0	466.2	478.9	495.3	534.3	554.5	562.5	560.0	602.6	Faculties / Schools
Academic Services										16.0	Principal & Secretariat
Library Services	165.7	162.4	155.1	150.4	153.0	149.2	149.0	135.8	139.9		
Computing Services	56.0	70.4	72.3	73.7	78.2	82.8	87.4	84.7	86.7		Provost & VP Academic
Communication Serv	13.6	15.6	17.0	17.0	18.0	19.4	21.8	23.0	21.0		Provost & VPA - Other
Sub-Total	235.3	248.4	244.3	241.1	249.2	251.4	258.2	243.5	247.6		Library
Student Affairs	104.0	104.3	113.2	116.9	116.3	119.8	134.3	143.7	139.3		University Registrar
											Student Affairs
Institutional Support											VP Research
Administration	167.6	169.5	172.2	180.2	195.3	210.9	212.3	218.2	220.2		VP Research
Physical Plant (1)	203.7	204.5	196.5	204.3	214.5	222.9	220.0	226.9	224.3		VP Advancement
Miscellaneous (2)	14.7	15.7	15.7	18.5	17.0	17.0	16.0	16.9	17.0		VP Finance & Admin
Art Centre (3)	5.0	5.0	5.0	5.0	5.0	5.0	5.0	7.0	7.0		VPP&A - Other
Advancement (3)	77.6	79.4	95.5	110.8	117.6	122.5	131.8	124.5	127.2		Info Tech Serv (ITS)
Sub-Total	468.6	474.1	484.9	518.8	549.3	578.2	585.0	593.5	595.6		Physical Plant Services
Total	1,259.3	1,269.9	1,308.7	1,355.6	1,410.1	1,483.6	1,532.0	1,543.1	1,542.5		Human Resources
											49.0
											Total
											1,649.1

1) Includes Security, Parking, Engineering and Printing

2) Includes Campus Planning & Space Management, Performing Arts Office, Environmental Health & Safety, Aboriginal Council and Legal Fees

3) Advancement and Agnes Etherington Art Centre Staff shown to reflect all of the staff positions funded from the operating budget

4) In 2010-11 the University moved to the People Soft Financial System. The general ledger was reorganized and some existing programs were moved into the operating fund. This included among others, the School of Business MBA programs which resulted in an increase of approximately 90 staff.

Government Grants

A significant portion of University operating revenue comes from government grants. We have provided a brief description of the grants and related restrictions.

Basic Operating Grant

The basic operating grant is based on a formula using full-time equivalent (FTE) enrolment and relative program weights to generate BIU's (Basic Income Units). Historically, the basic level of funding remained unchanged as long as Queen's moving average BIU's stayed within a corridor of +/- 3%. Because of the corridor and other special circumstances, such as capped funding for graduate students, the effective BIU value for the University differs from the nominal value used by Government.

In recent years, the Government has rolled the following into our Base Operating Grants:

In 2008/09:

- Graduate Expansion funding to 2007/08
- Tuition Freeze Grants
- Quality Assurance Fund
- 30% Undergraduate Medicine Expansion

In 2009/10:

- Undergraduate Expansion to 2009/10

Performance Fund

On March 14, 2000, the Ministry of Training Colleges and Universities (MTCU) announced that beginning in 2000-01, a new operating fund of \$16.5 million or 1% of the total (province wide) operating grant would be allocated to universities according to their performance on the following three indicators:

- Graduate employment rate six-months after graduation
- Graduate employment rate two-years after graduation and
- Graduation rates

For 2001-02, the Performance Fund allocation increased to \$23.2 million or 1.3% of the total operating grant. The methodology used to distribute the funds changed; however, the indicators remain unchanged. A benchmark was established for each of the three indicators, set at 10% below the Ontario University system average for the particular indicator. Institutions at or above the benchmark were allocated funding in proportion to their performance from the benchmark and their size (eligible total BIUs). Institutions below the benchmark did not receive funding.

Queen's continues to receive more than its pro rata share of the Performance Fund.

Accessibility Fund

1. Undergraduate Enrolment Growth

The accessibility fund was introduced in 2000-01 to ensure that universities were able to accommodate all willing

and qualified students that applied for admission in September 2000. In order to be eligible to share in the funding an institution's enrolment must grow in BIU's over a stated base year.

In 2004-05 MTCU announced new funding to support undergraduate enrolment growth in 2004-05.

On February 7, 2005, Mr. Bob Rae, Advisor to the Premier and Minister, submitted his post secondary review. Mr. Rae reviewed the design and funding of Ontario's postsecondary education system and recommended innovative ways in which Ontario institutions could provide the best education to students and support Ontario's prosperity.

The provincial government announced its "Reaching Higher" plan for post-secondary education as part of the May 11, 2005 budget. The "Reaching Higher" plan committed to fully fund undergraduate enrolment growth. In 2010-11, undergraduate growth funding to 2009-10 has been rolled into base and 2010-11 growth is expected to be fully funded.

2. Graduate Enrolment Growth

In 2001-02, MTCU provided funding to support second-entry professional and graduate programs. The fund was distributed according to each university's share of graduate BIU's, slipped one year. Universities had to grow in order to access this fund.

The BIU formula was used to fund graduate enrolment growth in 2005-06. For 2006-07 and beyond the province assigned each university graduate enrolment targets following submission of university proposals. The Government also changed from a BIU base of funding to a rate per FTE. The Ontario University system was expected to grow by 12,000 graduate students between 2002-03 and 2007-08 of which Queen's share was 966 students. The provincial government has now allocated an additional \$50 million to fund over 3,000 graduate spaces. Over the next 3 years (to 2013-14) the province will be allocating \$221 million to fund 15,000 graduate spaces. Queen's University share is \$17 million and 1022 spaces. Queen's is expecting to reach their target enrolments.

Access to Higher Quality (formerly Quality Improvement Fund)

Based on recommendations in the "Rae Review" of post secondary education, the 2005 provincial budget pledged additional funds to maintain the "quality" of our educational system, the funding to be called Quality Improvement Funding. The May 2005 provincial budget allocated resources for a "Quality Improvement Fund" allocation. Access to Higher Quality funding is based on system share of enrolment. Currently Queen's has 5.61% of the system share.

Research Overhead / Infrastructure Envelope (ROIE)

In the mid 1980s, it was recognized that sponsored research and direct funding of research had increased significantly. Financial support of indirect costs through operating grants had not kept pace. The research overhead / infrastructure envelope assists with the costs of overhead associated with federally funded research activities. The level of funding received is directly related to the Universities proportionate share of eligible Tri-

Council Funding (research grants received from the Social Sciences and Humanities Research Council, the National Sciences and Engineering Research Council and the Canadian Institutes of Health Research). This grant envelope has remained at \$27 million for more than a decade, so although Tri-Council funding continues to increase, the grant in support of indirect costs for that funding has remained fairly constant at approximately \$2 million annually. For more information on the indirect costs of research see Appendix K of this document.

Targeted Program Grants

Introduced in 1998, Targeted program grants provide funding that is tied to student enrolment in specific programs. Funding is an incentive to increase enrolment in programs the government and industry view as high demand / need. Queen's University receives funding from Access to Opportunities Program (ATOP – enrolment in high tech programs (Computer Science / Electrical Engineering)), Medtop (Medicine) and Edtop (Education). All of these targeted programs have been rolled into base funding. The Government announced a reduction of Edtop funding by 1000 spaces starting in 11/12. Queen's expected share is about 71 students.

In 2006-07 the Government announced funding for clinical programs which includes Nursing and Rehabilitation programs here at Queen's. Total funding envelope for the universities stands at almost \$9.5 million, Queen's share being about \$623,751.

In 2009-10, the government announced an increase in funding rate for Undergraduate Medical students. The funding will be phased in over 6 years to 2014-15, the Queen's portion amounting to \$3.7 million.

Municipal Tax Grant

The municipal tax grant (\$1.3 million annually) is funding received from MTCU to offset the property taxes payable to the City of Kingston. Referred to as a head and bed tax, it is based on enrolment counts and flows directly through Queen's to the City of Kingston.

Special Accessibility / Regional Assessment and Resources Centre

These grants provide funding to assist students with disabilities. They are used for a variety of areas including special needs office, learning disabilities specialist and special reader's services. In 2004, the university received funding to operate a Regional Assessment and Resource Centre (RARC). The purpose of the RARC is to offer comprehensive psycho-educational assessments to students who either plan to apply to post-secondary institutions (i.e. are still in high school) or are presently in the post-secondary system, and for whom updated documentation of their disability is required. The centre also conducts systemic, multidisciplinary research into different types of learning disabilities, the best ways to assess these disorders and evaluate various accommodation and intervention methods. The Mobile Assessment Team project is coordinated and run through the centre. This is a non-profit program designed to provide a registry of qualified Psychologists to perform psycho-educational assessments to post-secondary students who live in areas where such services are not available.

Renovation Fund (Facilities Renewal Program)

The facilities renewal program provides funding to supplement postsecondary institutions' own programs in addressing the ongoing need for the maintenance, repair, renovation and modernization of existing facilities. The total funding available is \$17,400,000 for all Universities in Ontario. This pool of funding has not increased since approximately 1997. The Council of Ontario Universities performs a triennial space inventory which compares generated space under a "space standard" and compares this with actual space on the campus. In 2010-11, Queen's share of the fixed fund was \$1 million. Queen's share of the funding is based on the COU "generated space". Other universities enrolment grew proportionately more than Queen's during the double cohort years, as a result, their increase in COU generated space entitles them to a greater proportion of the fixed grant funding. For additional information on the costs of space at Queen's please refer to Appendix L of this document.

Research Performance Fund

This grant comes from the Ministry of Research and Innovation (formerly the Ministry of Economic Development and Trade) and is intended to help defray the indirect costs of Provincially-funded research. The administration of this program is currently under review by MRI, changes to the provincial distribution methodology may necessitate Queen's altering its internal allocation mechanism for research overheads.

Federal Indirect Costs of Research

In the December 2001 Federal Budget it was announced that one-time funding totaling \$200 million would be available to support the indirect costs of research in Canada's universities and hospitals. The distribution of funds to individual universities is based on past research awards from the Federal granting agencies: the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC) and the Social Sciences and Humanities Research Council of Canada (SSHRC). Funding for the program has increased over the years and was made permanent in the 2003 Budget. Total Federal Funding in support of indirect costs of research has a budget of \$322 million for 2010-11. Queen's anticipated share is \$10.4 million.

Faculty Salary Career Progression at Queen's (PTR/Merit)

The salary structure for faculty at Queen's is often referred to as a merit based Progress-Through-the-Ranks (PTR) system. Rather than provide career progression increases only at the time of promotion, the current structure "smoothes" the compensation related part of career progression through a system of annual PTR awards based on annual merit assessments.

The basic structure of the current PTR/Merit program at Queen's was initially introduced in 1984. In developing the PTR/Merit values at the time, Queen's data were examined to determine the 'average' rate of salary career progression. The result indicated a correlation between experience (age was used as the proxy for experience) and salary level and established a general level of career salary progression that approximated 1.8% of the *average salary* per year. The 1984 PTR/Merit program was intended to provide enough career progression "*so as to carry an academic receiving the average salary for a 30-year-old to our current average retiring salary at age 65...*". Expressed another way, the program was intended to move an individual's inflation-adjusted salary, on average, to a salary of about 2.6 times the *Assistant Professor Floor* over an individual's career and based on normal career progress.

The PTR/Merit program provides for more rapid career salary progression in earlier years (**junior increments**), an average rate of increase during mid-career, and an abated level of career salary progression (**abatements**) in the latter part of the career. The actual rate of salary progression varies with the level of salary and performance. The value of the annual PTR/Merit increment and the 'breakpoints' for junior increments and senior abatements have been based on a fixed relationship to the Assistant Professor Floor. Table 1 summarizes the value of the various components of the PTR/Merit program since 2003-2004 and gives the average increase for continuing faculty for each year. In January of 1997, a Collective Agreement was reached between Queen's University and Queen's University Faculty Association (QUFA) and the compensation provisions of this agreement retained the basic PTR/Merit structure described above. The compensation provisions of the current Collective Agreement which was ratified as of June 26, 2008 are in agreement with this same basic PTR/Merit compensation policy, except that the Assistant Professor Floor is now separate from the Floor (F) that drives the PTR/Merit program.

Attached is a copy of the general salary statistics sent to all faculty as part of the annual salary review. The information illustrates the distribution of merit awards for 2010-11 and the general shape of the 2010-11 salary curve. The basic salary profile in Attachment C reflects the University's salary policy as noted previously, that is more rapid career salary progression in earlier years (**junior increments**) an average rate of increase during mid-career, and an abated level of career salary progression (**abatements**) in the latter part of the career.

Individuals interested in further information about the PTR/Merit program should obtain a copy of *Faculty Salary Career Progression*, a discussion paper prepared by the Consultative Group's Task Force to Review Faculty Compensation in 1990. Copies of this and the Collective Agreement can be reviewed at the Office of the Provost and Vice-Principal (Academic), Room 353, Richardson Hall.

**Table 1
Faculty Salary Model**

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Assistant Professor Floor	\$45,792 (F) \$50,371 **	\$47,303 (F) \$52,033 **	\$48,722 (F) \$53,594 **	\$50,184 (F) \$55,202 **	\$51,714 (F) \$56,885 **	\$53,369 (F) \$58,705 **	\$55,077 (F) \$60,584 **	\$56,839 (F) \$62,523 **
PTR / Merit as % of Floor	\$2,290 5.0%	\$2,370 5.0%	\$2,440 5.0%	\$2,510 5.0%	\$2,590 5.0%	\$2,670 5.0%	\$2,750 5.0%	\$2,840 5.0%
Junior Increment as % of Floor	458 1.0%	473 1.0%	487 1.0%	502 1.0%	517 1.0%	534 1.0%	551 1.0%	568 1.0%
Abatement 1 as % of Floor	870 1.9%	899 1.9%	926 1.9%	953 1.9%	983 1.9%	1014 1.9%	1046 1.9%	1080 1.9%
Abatement 2 as % of Floor	1099 2.4%	1135 2.4%	1169 2.4%	1204 2.4%	1241 2.4%	1281 2.4%	1322 2.4%	1364 2.4%
Abatement 3 as % of Floor	1328 2.9%	1372 2.9%	1413 2.9%	1455 2.9%	1500 2.9%	1548 2.9%	1597 2.9%	1648 2.9%
Average Increase for Continuing Faculty	5.9%	6.4%	6.0%	5.9% *	6.0% *	6.1% *	6.0% *	6.0% *

Notes:

* Estimates have been used for average increase figures for May 2006, May 2007, May 2008, May 2009 and May 2010 salary adjustments due to the fact that some anomalies have yet to be allocated.

The increases in compensation for each year do not reflect increases in Professional Expense Reimbursement or any increases to the benefits package.

** The Assistant Professor Floor is \$62,523 for 2010/11. The floor F(\$56,839) is the basis of the PTR/Merit program.

*Queen's University
Office of the Principal*

Confidential

May, 2010

Notes to Accompany 2010-2011 Salary Statistics

Attachment A shows the distribution of 2010-2011 PTR/Merit increases by \$284 intervals for all full-time faculty, excluding Principal, Vice-Principals, Associate Vice-Principals, Deans, Associate Deans, Continuing Adjuncts and faculty in clinical medicine. Please note that for 2010-2011, additional merit points were contributed to the academic merit pool in accordance with Article 42 of the 2008-2011 Collective Agreement between Queen's University and QUFA ratified with the Board of Trustees as of June 23, 2008.

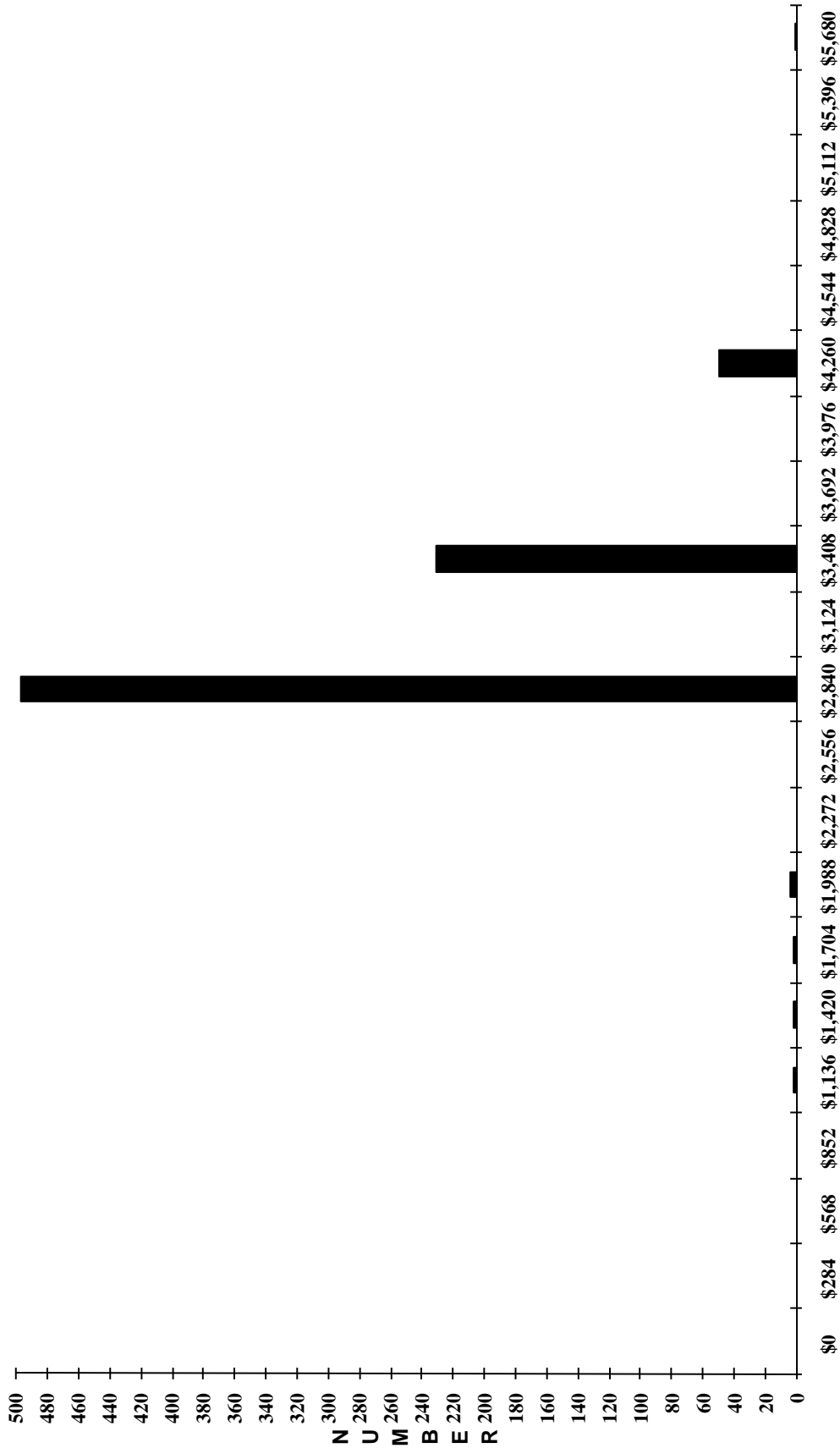
Attachment B indicates the distribution of academic merit increases by rank, by Faculty/School. To prevent the identification of individuals, in all cases where the number of observations by rank in a Faculty or School is less than 5, rank data have been combined to provide a distribution of merit increases. For the same reason, the Schools of Policy Studies, Urban and Regional Planning and the Centre for Teaching and Learning have been combined under the heading 'Others'. The School of Rehabilitation Therapy and the School of Nursing have been included under Health Sciences.

Attachment C provides 'box plots' of 2010-2011 Nominal Academic salaries, by 5-year experience groups, for all full-time academic staff (excluding Principal, Vice-Principals, Associate Vice-Principals, Deans, Associate Deans, Continuing Adjuncts and faculty in clinical medicine). Note that the grouping labels should read "5 to just under 10", "10 to just under 15", etc. but space did not permit the full label. The salaries graphed in Attachment C are as of May 1, 2010 and the experience values are those reached by individuals on June 30, 2010. Please note that the salary box plots are intended to reflect the general relationship between academic experience and salary. In the case of individuals with administrative supplements, only the academic salary is included in the data. The wide distribution of salaries at a given experience grouping is the product of many factors including academic achievement and external demand. The preceding factors should be considered when reviewing the data in Attachment C.

I trust that these analyses will assist you in better understanding the general salary picture and in assessing your own position. If you have comments or concerns about the data I urge you to arrange a discussion with your Department Head or Dean.

Prof. Daniel Woolf,
Principal and Vice-Chancellor

CONFIDENTIAL **Academic Merit and Career Development for 788 full-time faculty, 2010-2011** **ATTACHMENT A**
 (excluding Vice-Principals, Associate Vice-Principals, Deans, Associate Deans and Clinical Medicine Faculty)

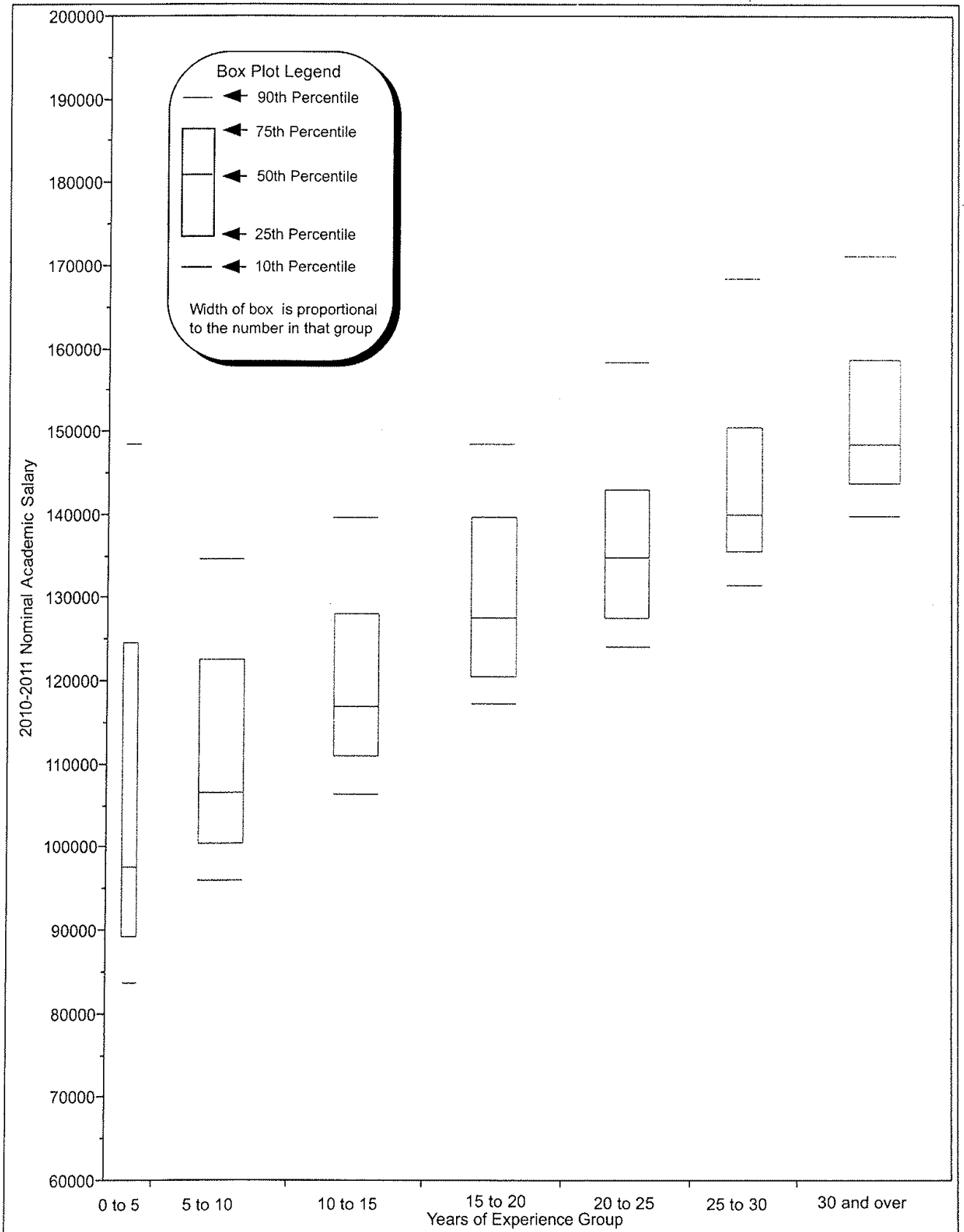


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ATTACHMENT B

Distribution of 2010-2011 Academic Merit and Career Development increases
(excluding Deans, Vice-Principals, Associate Vice-Principals, Associate Deans, faculty in clinical medicine and lecturers)

Merit values (\$)	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	284	568	852	1,136	1,420	1,704	1,988	2,272	2,556	2,840	3,124	3,408	3,692	3,976	4,260	4,544	4,828	5,112	5,396	5,680	
Arts and Science	-	-	-	-	-	-	-	-	-	-	91	-	60	-	-	17	-	-	-	-	1
Full Profs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Associates	-	-	-	-	-	-	-	2	-	117	-	51	-	-	-	9	-	-	-	-	-
Assistants	-	-	-	-	-	1	-	-	-	58	-	18	-	-	-	6	-	-	-	-	-
Total	-	-	-	-	-	1	2	-	-	266	-	129	-	-	-	32	-	-	-	-	1
Applied Science	-	-	-	-	-	-	-	-	-	-	25	16	-	-	-	4	-	-	-	-	-
Full Profs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Associates	-	-	-	2	-	-	-	-	-	25	9	-	-	-	-	3	-	-	-	-	-
Assistants	-	-	-	-	1	-	-	-	-	8	2	-	-	-	1	-	-	-	-	-	-
Total	-	-	-	2	1	-	-	-	-	58	27	-	-	-	8	-	-	-	-	-	-
Business	-	-	-	-	-	-	-	-	-	-	7	4	-	-	-	3	-	-	-	-	-
Full Profs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Associates	-	-	-	-	-	-	-	-	-	14	7	-	-	-	-	-	-	-	-	-	-
Assistants	-	-	-	-	-	-	-	-	-	16	7	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	37	18	-	-	-	3	-	-	-	-	-	-
Education	-	-	-	-	-	-	-	1	-	-	7	6	-	-	-	-	-	-	-	-	-
Full Profs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Associates	-	-	-	-	-	-	-	-	-	12	3	-	-	-	-	-	-	-	-	-	-
Assistants	-	-	-	-	-	-	-	-	-	4	1	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	1	-	23	10	-	-	-	-	-	-	-	-	-	-
Law	-	-	-	-	1	-	-	-	-	14	-	11	-	-	-	-	-	-	-	-	-
Others	-	-	-	-	-	-	-	-	-	13	-	10	-	-	-	-	-	-	-	-	-
Health Sciences	-	-	-	-	-	-	-	-	-	29	-	18	-	-	-	6	-	-	-	-	-
Full Profs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Associates	-	-	-	-	-	-	-	1	-	24	-	8	-	-	-	-	-	-	-	-	-
Assistants	-	-	-	-	-	1	-	-	-	28	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	1	1	-	-	81	-	26	-	-	6	-	-	-	-	-	-
University Totals	-	-	-	-	1	-	1	3	-	168	-	111	-	-	30	-	-	-	-	-	1
Full Profs	-	-	-	-	2	-	-	-	-	198	-	85	-	-	12	-	-	-	-	-	-
Associates	-	-	-	-	-	1	2	-	-	126	-	35	-	-	7	-	-	-	-	-	-
Assistants	-	-	-	-	-	2	2	4	-	492	-	231	-	-	49	-	-	-	-	-	1
Grand Total	-	-	-	-	2	2	2	4	-	492	-	231	-	-	49	-	-	-	-	-	1



The University's Investment Funds

The University's investment funds produce an important component of base revenue. The following describes the three components of the University's Investment Funds - the Pooled Endowment Fund (PEF), the Pooled Investment Fund (PIF), and Short Term Investments.

The composition of investment funds at April 30, 2010 (with comparative amounts for 2009) was:

	Cost		Fair Value	
	2010	2009	2010	2009
Short term	\$ 2,449	\$ 19,674	\$ 2,441	\$ 19,706
Pooled Endowment fund	522,454	479,439	565,086	466,085
Pooled Investment fund	141,875	133,888	154,700	130,309
Other	6,072	5,089	11,406	11,014
	672,850	638,090	733,633	627,114

"Other" includes funds invested outside of the PIF or PEF. Ordinarily the donor requests that investments be held outside the fund for a period of time. Eventually it is expected that all of these investments will move to the PEF or PIF.

Management of investments: the PEF and PIF are managed by external investment counsel:

Investment category	Manager
Canadian equities	Jarislowsky Fraser, Burgundy
Global equities (excluding Canada)	Acadian, Alliance Bernstein, Fisher*
Canadian Bonds	Beutel Goodman, PIMCO
Global Bonds	Brandes
Private Equity*	Commonfund, Park Street Capital, TD Capital, Kensington, Hamilton Lane
Hedge Funds*	Private Advisors

* PEF only

Composition: the University's investment funds change daily but, at April 30, 2010, the composition was as follows:

Investment category	PEF	PIF
Short term/cash	1%	0%
Canadian equities	25%	25%
Global. equities	43%	40%
Bonds	25%	35%
Private Equity	5%	-
Hedge Funds	1%	-

Investment returns: the annualized return of the PEF and PIF for year ended April 30, 2010:

	1 year	2 years	3 years	5 years	10 years
PEF	20.9%	-2.7%	-2.5%	3.4%	5.9%
PIF	21.8%	-3.0%	-2.7%	3.5%	5.7%

The endowment fund had a return of 20.9% for the fiscal year ended April 30th, 2010. This return was above the benchmark return of 18.8% for the same period.

The PEF and PIF were split into two separate investment funds in May 1993. The different returns in the two funds are largely the result of the greater percentage of bonds in the PIF. Starting in May 1999 the asset allocation is similar in the two funds. The major distinction is that the PEF has investments in private equity, hedge funds and U.S. small capital equities.

Investment Fund Details

	Short-Term Fund	Pooled Investment Fund	Pooled Endowment Fund
Source of Funds	Annual variation in cash flow <ul style="list-style-type: none"> • Student Fees • Government grants • Donations • Other operating funds and some capital funds 	More or less permanent positive cash flow <ul style="list-style-type: none"> • Restricted fund balances, trusts and research funds • University carry-forwards • Transfers from Short-Term fund 	<ul style="list-style-type: none"> • Donations where capital is not expendable • Realized capital gains transferred from Pooled Investment Fund
Use of Funds	<ul style="list-style-type: none"> • Salaries, benefits and related costs • Other operating expenditures and some capital spending • Income is allocated to the Operating Fund 	<ul style="list-style-type: none"> • An agreed upon amount is withdrawn at end of fiscal year and credited to the Operating Fund. • Unlikely that invested assets will be withdrawn in foreseeable future 	<ul style="list-style-type: none"> • Amount from spending policy is withdrawn at end of fiscal year and credited to income accounts for endowment unit holders
Amount	<ul style="list-style-type: none"> • Typically, peaks in October, declines by 60% by April of the next year and is at its minimum in late July. The balance at April 30, 2010 was \$2 million excluding cash balances. 	<ul style="list-style-type: none"> • Approximate market value is \$149 million at April 30, 2010 • Can grow because of transfers from Short-Term Fund 	<ul style="list-style-type: none"> • Approximate market value is \$566 million at April 30, 2010 • Growth will depend on amount of new donations, spending policy and total returns
Management	<ul style="list-style-type: none"> • Parameters established by Investment Committee (Investment of Cash Surpluses Policy) 	<ul style="list-style-type: none"> • 7 "specialist" managers • Parameters established by Investment Committee (Statement of Investment Policies & Procedures) 	<ul style="list-style-type: none"> • 14 "specialist" managers • Parameters established by Investment Committee (Statement of Investment Policies & Procedures)

The University periodically transfers funds from the Short-Term Fund to the Pooled Investment Fund to take advantage of higher investment returns.

Short-term funds are the University's positive cash flow. The University's general spending policy requires that funding be on hand before spending takes place. As a result, the University generally maintains a positive bank balance. The balance increases significantly in August and September as students pay their fees and then declines steadily until July. These balances are generally invested from 30 to 365 days in investment vehicles containing government and commercial short-term instruments.

The University determines the appropriate spending policy for the PIF. The Investment Committee approves withdrawals annually. Under the current policy, approximately 6.5% of mean assets is withdrawn each year. For the last four fiscal years from 2006-2010, the Investment Committee approved increases in the payout rate to 7.5% of mean assets resulting in 2009-10 payout of \$9.4 million.

Spending from the PEF is allocated to expendable trust accounts or is retained for growth of endowment funds. In 2010-11, spending for endowment purposes will amount to approximately \$28M.

Endowment

The carrying value of the University's Endowment at April 30, 2010 was \$527.2 million. The components of the Endowment at that date were:

	Carrying Value ('\$000's)
Endowments, beginning of the year	\$466,277
Net Contributions	22,988
Recapitalized investment income	2,793
Net Investment gain (loss)	11,371
Change in Unrealized investment gain (loss)	23,812
	\$527,241

The Endowment is also categorized as externally restricted (restricted by donor - \$344.9 million carrying value) and internally restricted (generally as a result of policies of the University - \$182.3 million carrying value)

Endowment funds are managed by investment advisors selected by the Investment Committee of the Board of Trustees (see Appendix H - The University's Investment Funds).

The Pooled Endowment Fund (PEF) operates similar to a mutual fund. New donations "buy into" the University's PEF at the current PEF unit value. The current PEF unit value is essentially the market value of the PEF divided by the number of units outstanding. At April 30, 2010, the PEF unit value was \$2.3778. A \$100,000 donation to a scholarship fund on April 30, 2010 would "buy" 42,056 units (\$100,000/2.3778) and produce annual expendable income of \$4,841 based on the prevailing dividend rate of \$0.1151 per unit. Amounts earned by the PEF in excess of the dividend rate are retained by the endowment and are reflected in the increased market value per unit.

The dividend rate is determined by the spending policy. The current policy was approved by the Board of Trustees in December, 2003 and further amended in December, 2009.

The policy relates current-year spending (dividend rate) to both the current endowment market values and the previous level of spending from endowment. The policy is designed to meet two competing objectives:

- To release substantial current income to the operating budget in a stable stream,
- Protect the value of endowment assets against inflation.

The spending policy attempts to achieve the above noted objectives by using a long-term spending rate combined with a smoothing rule that adjusts spending gradually to changes in endowment market value. The amount released under the spending policy is based on a weighted average of prior spending adjusted for inflation (70% weight) and the amount that would have been spent using 4.0% of current endowment market value (30% weight).

The spending policy has two implications. First, by incorporating the previous year's spending, the policy eliminates large fluctuations and so enables the university to plan for its operating budget needs. Second, by adjusting spending toward the long-term rate of 4.0% of the endowment, the policy ensures that spending levels will be sensitive to fluctuating endowment market value levels, providing stability in long-term purchasing power.

Queen's Sponsored Research Funding

Although sponsored research funding does not form a direct part of Faculty/School operating budgets, it is important to include a brief review of changes in research funding to better understand the impact on overall resources. As indicated in Figure 1, sponsored research funding has generally increased and is now at \$166 million in 2009-10. In 2001-02 there was a dramatic increase in research activity as funding surpassed the \$100 million mark for a total of \$127 million. This increase was primarily due to increases from the Canadian Foundation for Innovation (CFI), the Ontario Research and Development Challenge Fund (ORDCF) and the Ontario Innovation Trust (OIT). Grants from CFI, ORDCF (now called the Ontario Research Fund (ORF)) and OIT (now the Ministry of Research and Innovation (MRI)) are one time infrastructure grants. The opportunity to apply for these grants is cyclical with each cycle being approximately 3 years in duration. The 5 year average base "operating" sponsored research funding is approximately \$159 million. In 2009-10, research funding was 42% of operating revenue, whereas, in 1980 research funding was only 20 % of operating revenue. Research funding has become very significant in the overall resources of the university.

The composition of research funding deserves comment for it involves approximately 1,250 principal investigators and over 5,000 separate revenue/cost centres, each representing a separate grant or contract. The grants and contracts are awarded to the University but designate a faculty member, generally the person who applied for the grant or contract, as the principal investigator. The principal investigator is responsible for performing (or overseeing the performance) of the work and reporting to the granting agency on the results. The principal investigator is also responsible for hiring staff and purchasing supplies, equipment, and services.

Sponsored research activity results in both financial benefits and costs. On one hand, the additional funding provides degrees of flexibility to researchers and departments that are not available in the operating budget. Research funding provides a source of income to support both graduate and undergraduate students. In many cases, research funds (either directly or indirectly) provide important supplements to meager equipment, supplies and travel funds in the operating budget. On the other hand, there are significant infrastructure costs associated with sponsored research activity – these include space costs, library costs, information technology costs and administrative support. Up until recently, funding for these "indirect costs" of research had not kept pace with the growth in research funding. Since 1990 an increasing portion of these costs had been covered from other sources such as investment income and tuition fees. Presently, both the Provincial and Federal governments are providing financial support for the indirect costs of research. Indirect costs are discussed in greater detail in Appendix K.

Table 1
Queen's University at Kingston
Research Funding (Funds Flow Basis)
(\$000's omitted)

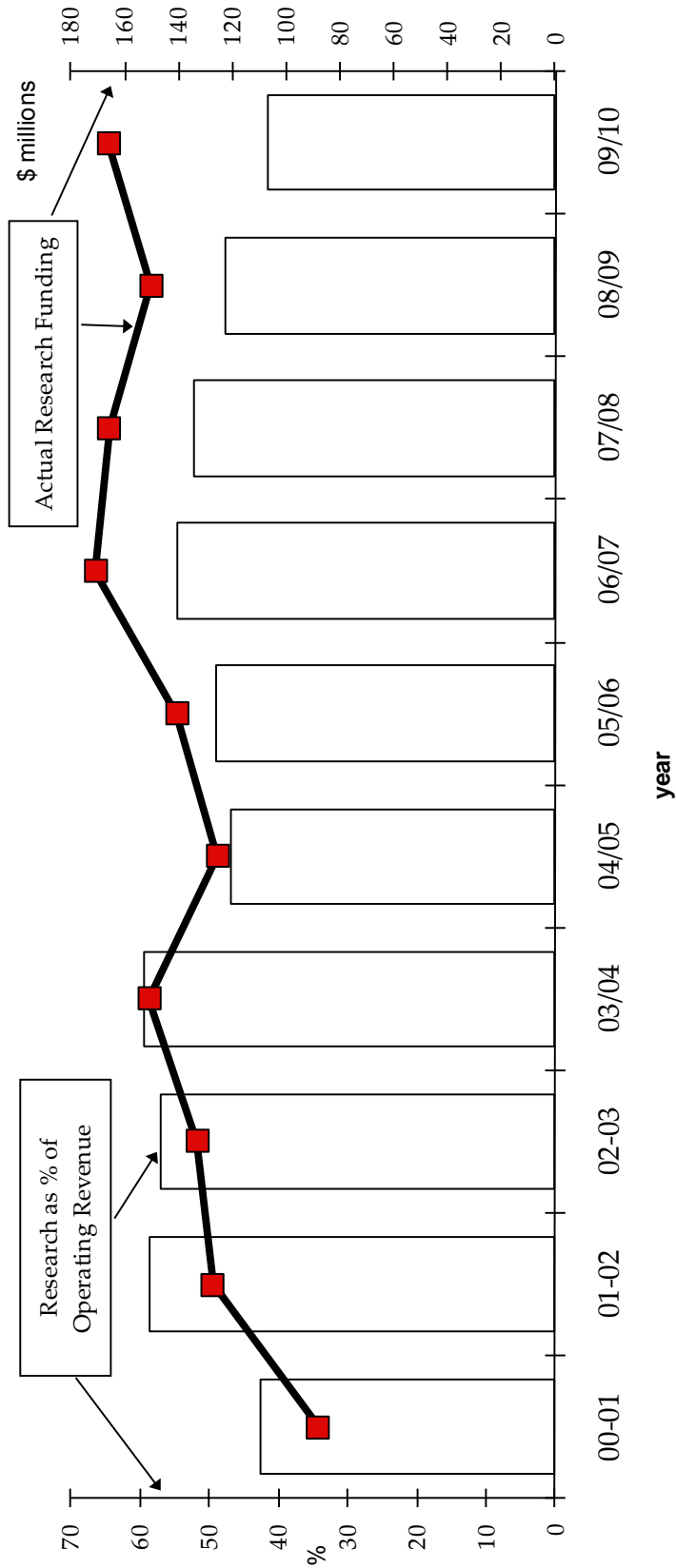
Type	2009-10	2008-09	2007-08	2006-07	2005-06	2004-05	2003-04
Federal							
O SSHRC	\$ 6,056	\$ 5,265	\$ 5,133	\$ 6,094	\$ 5,209	\$ 4,598	\$ 4,340
O NSERC	38,793	32,836	34,338	30,392	21,105	23,002	24,621
O CIHR	18,994	18,172	20,389	19,222	17,015	16,026	14,656
I CFI	10,511	9,655	13,147	7,835	13,097	5,935	17,768
O Other	8,291	6,525	6,960	4,733	6,414	7,372	9,895
	<u>82,645</u>	<u>72,453</u>	<u>79,967</u>	<u>68,276</u>	<u>62,840</u>	<u>56,933</u>	<u>71,280</u>
Provincial							
I ORDCF (ORF), OIT (MRI), PREA	9,220	15,989	16,982	10,815	7,726	5,646	20,103
I ARII Project from MRI				21,000			
O Other Ontario Ministries	3,890	4,561	2,589	8,710	3,060	4,818	2,626
Other							
O Corporate	43,701	33,170	38,976	30,739	38,562	29,531	24,080
O Foundations	20,146	19,745	21,341	22,182	22,471	21,797	21,254
O Other	6,494	4,441	5,785	9,225	6,012	6,735	11,555
Total Sponsored Research	<u>166,096</u>	<u>150,359</u>	<u>165,640</u>	<u>170,947</u>	<u>140,671</u>	<u>125,460</u>	<u>150,898</u>
Indirect Cost Grants (included in Operating revenue)							
O FICR	10,780	10,368	9,177	8,252	7,122	7,008	6,584
O ERA	136	150					
O RPF	444	762	1,244	1,132	1,527	1,625	1,697
O ROIE	2,138	2,243	2,243	2,310	2,300	2,359	2,300
	<u>13,498</u>	<u>13,523</u>	<u>12,664</u>	<u>11,694</u>	<u>10,949</u>	<u>10,992</u>	<u>10,581</u>
Grants (included in Trust revenue)							
O NSERC graduate fellowships	3,496	2,977	2,911	2,572	2,206	2,357	2,282
O SSHRC graduate fellowships	4,145	3,920	3,427	3,207	2,775	2,153	1,577
	<u>7,641</u>	<u>6,897</u>	<u>6,338</u>	<u>5,779</u>	<u>4,981</u>	<u>4,510</u>	<u>3,859</u>
Total	<u>\$ 187,235</u>	<u>\$ 170,779</u>	<u>\$ 184,642</u>	<u>\$ 188,420</u>	<u>\$ 156,601</u>	<u>\$ 140,962</u>	<u>\$ 165,338</u>
Total Tri-Council funding	\$ 63,843	\$ 56,273	\$ 59,860	\$ 55,708	\$ 43,329	\$ 43,626	\$ 43,617
Total FICR and ROIE	\$ 12,918	\$ 12,611	\$ 11,420	\$ 10,562	\$ 9,422	\$ 9,367	\$ 8,884
% received for indirect costs of research	20.2%	22.4%	19.1%	19.0%	21.7%	21.5%	20.4%

Legend:

SSHRC - Social Sciences and Humanities Research Council of Canada	O-Operating
NSERC - Natural Sciences and Engineering Research Council of Canada	I-Infrastructure
CIHR - Canadian Institutes of Health Research	
CFI - Canada Foundation for Innovation	
ORDCF - Ontario Research and Development Challenge Fund	
ORF - Ontario Research Fund	
OIT - Ontario Innovation Trust	
MRI - Ministry of Research and Innovation	
PREA - Premier's Research Excellence Awards	
FICR - Federal Indirect Costs of Research	Federal Grant which supports indirect costs of Tri-Council research
RPF - Research Performance Fund	Provincial Grant which supports indirect costs of provincially funded research
ROIE - Research Operating Infrastructure Envelope	Provincial Grant which supports indirect costs of Tri-Council research

Queen's Sponsored Research Funding

Figure 1



Indirect Costs of Research

Introduction

The “Indirect Costs of Research” is an issue that has been studied, analysed and debated since at least the 1940’s.

Briefly, costs of research are commonly divided into “direct costs” and “indirect costs”. Indirect costs are sometimes referred to as “infrastructure costs,” “overhead,” or “facilities and administrative costs”.

Direct costs of research are costs that can be directly attributed to a specific research project. These costs include salaries for research assistants, fringe benefits, and equipment, travel and lab supplies. Direct costs of research are generally funded by sponsored research grants.

Indirect costs support the research function and are essential for the conduct of research. However, indirect costs cannot easily be attributed to a specific project. Indirect costs include items such as:

- administration of research grants and contracts;
- accounting, purchasing, personnel, occupational health and safety, security;
- library services; communications and information technology services;
- equipment depreciation and maintenance (not including original capital expenditures);
- heat, light, power and maintenance of laboratory and office space;

While it is very difficult to precisely measure the indirect costs arising from a specific project, scores of studies undertaken over the past 20 years indicate that indirect costs of research average between 40% and 50% of direct research costs. In Canada, the indirect costs of research have been funded through operating grants and overhead allowances and, in recent years, specific grants from the Provincial and Federal governments.

Indirect Costs of Research at Queen’s

In 1990, Queen’s Department of Institutional Research and Resources Planning produced a report entitled The Costs and Benefits of Research Intensity. The study leading to the report attempted to determine the funding for research infrastructure imbedded in general operating grants, overhead allowances, and targeted grants. The study also estimated the costs of research infrastructure using a 1984 study by the Canadian Association University Business Officers (CAUBO). Using 1988-89 financial data, the report concluded that funding for research infrastructure (the indirect costs) was adequate. However, the report also stated “that any major increase in the level of sponsored research funding to improve Canada’s competitiveness through R&D, will trigger major infrastructure costs that cannot be absorbed in an environment where Operating Grants continue to decline.”

Since 1988-89, research activity has increased dramatically while operating funding and grants targeted for research infrastructure have not been sufficient to cover the indirect costs of research. Table 1 shows the effect of growing research intensity and the shortfall in recovery for indirect costs. What was essentially a breakeven scenario in 1988-89 is now a deficit of \$21.3 million. This deficit means two things: first, researchers are not receiving some of the support services that they had in 1988-89. Either those services are not available or researchers are required to pay for some of those functions themselves. Second, and most prevalent, funds intended for other purposes are siphoned off to support research infrastructure. The University pays the costs of heat, light, and maintenance for research space. As more space is dedicated to research and as prices increase, those costs increase. Queen's has allocated additional funding for library acquisitions each year to help the library keep pace with inflation. The University also provides for the cost of annual compensation increases for employees who provide services to research.

Both the Provincial and Federal governments provide financial support for the indirect costs of research, but to date, this support has been insufficient.

The Research Overhead/Infrastructure Envelope (ROIE) is provided by the Ontario Ministry of Training, Colleges and Universities. Grants are allocated on the basis of each institution's proportion of pier-adjudicated sponsored research funding awarded to Ontario universities by the Federal Government's three granting agencies (the Social Sciences and Humanities Research Council, the Natural Sciences and Engineering Research Council and the Canadian Institute of Health Research).

The Provincial Research Performance Fund (RPF) used to be provided by the Ontario Ministry of Economic Development and Trade and was a top up of overhead on eligible Ontario funded research grants, where the overhead on the grant was less than 40%. The RPF began in 2000-01 as a static pool of \$32 million that was allocated to Universities based on the funding each University received from Provincial grants. This grant was renamed the Ontario Research Fund—Indirect Costs in 2005-06 and is now administered by the Ministry of Research and Innovation and other provincial ministries that fund research. Queen's has budgeted approximately \$1.5 million in RPF funding each year. The provincial government has withdrawn the RPF (effective 2005-06) and replaced it with increased overhead on provincial grants. (The top up will continue to be funded for projects that were ongoing in 2005-06 to 2008/09).

Federal indirect cost funding of \$10.7 million has been incorporated into the 2009-10 budget plans for the University. This funding was first announced in the December 2001 Federal budget as one-time only funding, and was first received in the 2002-03 fiscal year. It was based on an investment of approximately 22% of the Federal tri-council research grants coming to the University. It is used to support the indirect costs associated with that research. Although the December 2001 announcement was for one-time funding only, the Federal Government has now committed this funding as base and has committed to increase the percentage of funding in future years. The investment in Queen's will ensure that the University can continue to generate the best possible benefits from the Federal Government's investment in research. Unfortunately the increase in

funding for federal indirect costs has not kept pace with the increases in direct research funding. The percentage of Federal indirect cost funding is currently 17% of Federal tri-council grants. The University continues to lobby for increased support for indirect cost funding of research.

TABLE 1
Queen's University at Kingston
Indirect Costs of Research
(\$000's omitted)

	1988-89	2008-09	2009-10
Basic Operating Grant	\$ 96,575	\$ 147,530	\$ 147,012
ROIE	\$ 2,100	\$ 2,243	\$ 2,192
Research Performance Fund	\$ -	\$ 912	\$ 580
Federal Indirect Costs of Research	\$ -	\$ 10,368	\$ 10,780
Overhead recoveries from research accounts	\$ 1,909	\$ 9,216	\$ 9,554
Research Expenses	\$ 38,029	\$ 164,835	\$ 153,689
Overhead as a % of Research Expenses	5.02%	5.59%	6.22%
Estimate overhead at 40% of direct costs	\$ 15,212	\$ 65,934	\$ 61,476
Funded by:			
ROIE	\$ 2,100	\$ 2,243	\$ 2,192
Overhead recoveries	\$ 1,909	\$ 9,216	\$ 9,554
Research Performance Fund	\$ -	\$ 912	\$ 580
Federal Indirect Costs of Research	\$ -	\$ 10,368	\$ 10,780
Grant	\$ 11,203	\$ 11,203	\$ 11,203
Increase in basic grant required*	\$ -	\$ 5,911	\$ 5,851
	\$ 15,212	\$ 39,853	\$ 40,160
Net cost to operations	\$ -	\$ 26,081	\$ 21,316
Distribution of overhead			
Overhead distributed	\$ 1,544	\$ 5,132	\$ 5,558
Overhead retained by Central	\$ 365	\$ 4,084	\$ 3,996
Total Overhead	\$ 1,909	\$ 9,216	\$ 9,554

* to maintain the same proportion of research grant to basic operating grant (11.6%)

Cost of Space

Introduction

The annual cost of space is not included in faculty and departmental operating budgets and is therefore “invisible” to most administrators.

Space costs represent about 10.5% of the operating budget; more than student assistance, more than benefits, more than library acquisitions. In fact, space costs are a greater portion of the operating budget than anything except salaries. The manner in which we use space and the costs of space have very significant consequences to the University’s operating budget. For example, if Queen’s utilization of space were equal to the average among all Ontario Universities, there would be an annual budget savings of approximately \$5.7M.

The purpose of this section is to introduce readers to some of the issues about space and to provide information about space costs and the utilization of space. Hopefully, this section will raise the profile of what has been an “invisible” cost and, in subsequent years, we will expand on the information provided here and consider ways to deal with space issues.

The Council of Ontario Universities (COU) Inventory of Physical Facilities was first conducted in 1977 and has been revised every three years since then (the tables included in this appendix are from the 2007-08 survey (subject to minor revisions). The result of the inventory is a report summarizing the amount and type of space in each university as well as the amount and type of space “generated.” COU uses a complicated model to determine space generated. Model inputs include number and type of students, faculty, programs, and research

As with any survey, the information from the COU Space Inventory should be used cautiously. Fine comparisons between universities may not be completely valid because of differences in the way reporting rules are interpreted and the way a university is operated. For example, universities located in or close to cities may show a high classroom utilization rate because of evening and summer programs.

Definitions

Capital Cost of Space: the cost of constructing, acquiring, or renovating space. For the most part, capital costs are funded through grants and donations and do not represent an on going annual cost to the University. However, it is likely that in the next few years the University will be required to borrow to fund part of the capital cost of new and renovated space. In this case, the annual principal and interest cost will comprise on-going capital costs. Financing with debt can be expensive. \$10M of debt would cost approximately \$650,000 in annual principal and interest payments at current interest rates (5% interest and a 30 year term).

Operating Cost of Space: includes heat, light, water, cleaning, maintenance, adaptation, mail service, communication, security, taxes, and providing for replacement of essential building systems over the life of the building. The average cost for the University is approximately \$15.19 (2009-10 cost: \$15.15) per net assignable square foot (see definition below) and is broken down as follows:

Utilities	\$16,226,119
Maintenance and custodial	10,877,053
Services (includes taxes)	5,457,720
Major maintenance	5,256,045
Other (includes benefits)	<u>3,828,167</u>
Total	\$41,645,104
NASF	2,741,777
Operating cost per NASF	\$15.19

The cost per net assignable square foot is an average across campus. The cost will be somewhat higher in laboratory space and lower in office space.

Gross Square Foot (GSF): a measure of building space. The measure is based on the outside measurements of the building and therefore includes the space occupied by walls, hallways, stairways, washrooms, and common areas as well as assignable areas (see below).

Net Assignable Square Foot (NASF): a measure of building space which includes only those areas which can be used by the occupants of the building. The sum of all areas on all floors of a building assigned to an occupant. It includes space used for classrooms, study areas, laboratories, and offices. The ratio of NASF to GSF is sometimes quoted as a measure of building efficiency. In general, science buildings and older buildings are less efficient than non-science and newer buildings

Net Assignable Square Meter (NASM): conversion factor from NASM to NASF is 10.76.

New Space

New construction and major renovation activity continues. Significant projects underway, or recently completed, are as follows:

Project	Budget Approved	New Space*	Renovated Space	Total
School of Medicine	\$76,846,000	4,152	614	4,766
Isabel Bader Centre for the Performing Arts	63,000,000	4,456		4,456
Goodes Hall Expansion	40,000,000	3,942	2,179	6,121
Reactor Materials Testing Laboratory	17,500,000	590		
Botterell Hall	6,000,000	220	1,006	1,226
Total	\$203,346,000	13,360	3,799	16,569

Notes:

1. All space figures are in Net assignable Square Meters NASM.

Deferred Maintenance & Adaptation/Renewal

In 2000, Queen's University participated in a program initiated by the Committee of Senior Administrative Offices (CSAO) and the Ontario Association of Physical Plant Administrators (OAPPA) to audit the condition of our physical facilities. The Ontario Universities Facilities Condition Assessment Program committed the universities to undertake a comprehensive facilities audit over a five year cycle. This audit was completed by Queen's in the first year (2001) and has been used successfully in prioritizing, planning, and implementing deferred maintenance and adaptation/renewal work on campus over the last several years. The Facilities Condition Assessment model has become the provincial standard that is accepted and endorsed by the Ministry of Training Colleges and Universities as a means by which monies for deferred maintenance support are distributed and allocated within the university sector.

In addition to an annual MTCU allocation of Facilities Renewal Program (FRP) money, the university has also benefitted over the years from one time financial payments from the province for deferred maintenance via programs such as the Campus Renewal Program (CRP) and the University Campus Renewal Fund (UCRF). The existence of a comprehensive Facilities Condition Assessment at the time when this unexpected one time provincial funding became available positioned the university well to direct the funding appropriately to deferred maintenance in a timely fashion.

A second infrastructure module to include underground campus support steam and electrical systems is currently under development via OAPPA. Queen's, in anticipation of this and to facilitate infrastructure renewal and repairs, initiated comprehensive audits of both the campus steam and electrical infrastructure in 2006. The university also completed a comprehensive audit of the Central Power Plant in 2008.

The university has also addressed its deferred maintenance backlog via major capital projects including the beautification of University Avenue during which underground infrastructure was completely replaced, and also via the complete retrofitting of both Gordon Hall and Richardson Hall.

In December 2010, Queen's will have completed an update of the Facilities Condition Assessment model. The updated information will allow the University to prepare a renewed Deferred Maintenance plan in early 2011 that will take into consideration the current audited assessment of the condition of the Campus buildings.

Table 29

Classroom Facilities (1): Generated Space and Inventory, 2007-08

	FTE Students	Generated Space	Inventory NASM	Inventory/ FTE Student	% I/G	2004-05 % I/G
Brock	14,118.3	17,366	9,750	0.69	56.1	64.5
Carleton	19,643.5	24,162	15,792	0.80	65.4	63.6
Guelph	17,819.7	21,918	15,200	0.85	69.4	70.0
Lakehead	6,832.3	8,404	7,336	1.07	87.3	93.5
Laurentian	6,771.8	8,329	7,017	1.04	84.2	81.0
Laurentian (Algo)	881.3	1,084	1,055	1.20	97.3	90.9
Laurentian (Hear)	117.4	144	774	6.59	536.0	536.0
McMaster	22,946.6	28,224	20,897	0.91	74.0	84.7
Nipissing	4,517.5	5,557	3,914	0.87	70.4	77.0
OCAD	2,871.4	3,532	1,334	0.46	37.8	37.7
UOIT	4,576.0	5,629	5,484	1.20	97.4	122.3
Ottawa	30,523.0	37,543	25,016	0.82	66.6	67.8
Queen's	18,234.6	22,429	17,444	0.96	77.8	81.7
Ryerson	23,597.0	29,024	19,447	0.82	67.0	68.0
Toronto (St. Grge)	44,694.4	54,974	51,961	1.16	94.5	89.4
Toronto (Miss)	8,624.3	10,608	6,384	0.74	60.2	74.6
Toronto (Scar)	8,530.7	10,493	5,113	0.60	48.7	60.6
Trent	6,862.1	8,440	6,942	1.01	82.2	94.8
Waterloo	23,082.6	28,392	21,430	0.93	75.5	79.7
Western	30,814.7	37,902	38,664	1.25	102.0	99.0
Wilfrid Laurier	12,819.7	15,768	12,184	0.95	77.3	79.6
Windsor	13,408.7	16,493	11,825	0.88	71.7	68.7
York (Keele)	39,530.1	48,622	34,586	0.87	71.1	67.4
York (Glen)	2,033.3	2,501	2,428	1.19	97.1	104.1
Total	363,851.2	447,537	341,979	0.94	76.4	77.9

Input Measure: Total FTE Students (as defined in Appendix D).
Space Factor: 1.23 NASM
System Average: 0.94
(Actual Classroom inventory divided by Total FTE Students.)
0.939886635

Figures subject to minor revisions

Table 40

Total Space (1-15): Generated Space and Inventory, 2007-08

	FTE Students	Generated Space	Generated per FTE	Inventory NASM	Inventory per FTE	% I/G	2004-05 I/G
Brock	14,118.3	152,724.1	10.8	80,783	5.7	52.9	58.8
Carleton	19,643.5	207,027.7	10.5	153,720	7.8	74.3	62.4
Guelph	17,819.7	254,134.1	14.3	208,503	11.7	82.0	81.9
Lakehead	6,832.3	85,124.3	12.5	68,186	10.0	80.1	81.6
Laurentian	6,771.8	75,790.2	11.2	63,829	9.4	84.2	77.8
Laurentian (Algo)	881.3	11,078.5	12.6	10,440	11.8	94.2	81.0
Laurentian (Hear)	117.4	5,999.4	51.1	4,391	37.4	73.2	57.6
McMaster	22,946.6	289,930.7	12.6	218,024	9.5	75.2	78.3
Nipissing	4,517.5	45,615.6	10.1	20,465	4.5	44.9	45.0
OCAD	2,871.4	49,356.7	17.2	19,061	6.6	38.6	40.2
UOIT	4,576.0	48,632.2	10.6	31,547	6.9	64.9	111.7
Ottawa	30,523.0	340,352.6	11.2	211,942	6.9	62.3	68.4
Queen's	18,234.6	261,714.9	14.4	224,458	12.3	85.8	88.8
Ryerson	23,597.0	240,884.7	10.2	144,536	6.1	60.0	60.4
Toronto (St. Grge)	44,694.4	662,612.4	14.8	528,287	11.8	79.7	78.2
Toronto (Miss)	8,624.3	74,253.6	8.6	52,852	6.1	71.2	68.5
Toronto (Scar)	8,530.7	71,050.9	8.3	42,906	5.0	60.4	67.4
Trent	6,862.1	64,642.0	9.4	48,900	7.1	75.6	71.7
Waterloo	23,082.6	299,616.2	13.0	224,156	9.7	74.8	81.5
Western	30,814.7	410,202.7	13.3	309,192	10.0	75.4	71.1
Wilfrid Laurier	12,819.7	110,496.3	8.6	81,446	6.4	73.7	72.9
Windsor	13,408.7	151,279.4	11.3	115,789	8.6	76.5	78.9
York (Keele)	39,530.1	377,558.2	9.6	240,573	6.1	63.7	63.2
York (Glen)	2,033.3	19,787.3	9.7	15,278	7.5	77.2	81.3
Total	363,851.2	4,309,864.6	11.8	3,119,264	8.6	72.4	73.0

A comparison of the Total Generated Space and existing Inventory in categories 1 through 15 per FTE Student.

Figures subject to minor revisions

Table 17
Institutional Space Requirements As Measured By COU Space Standards, 2007-08

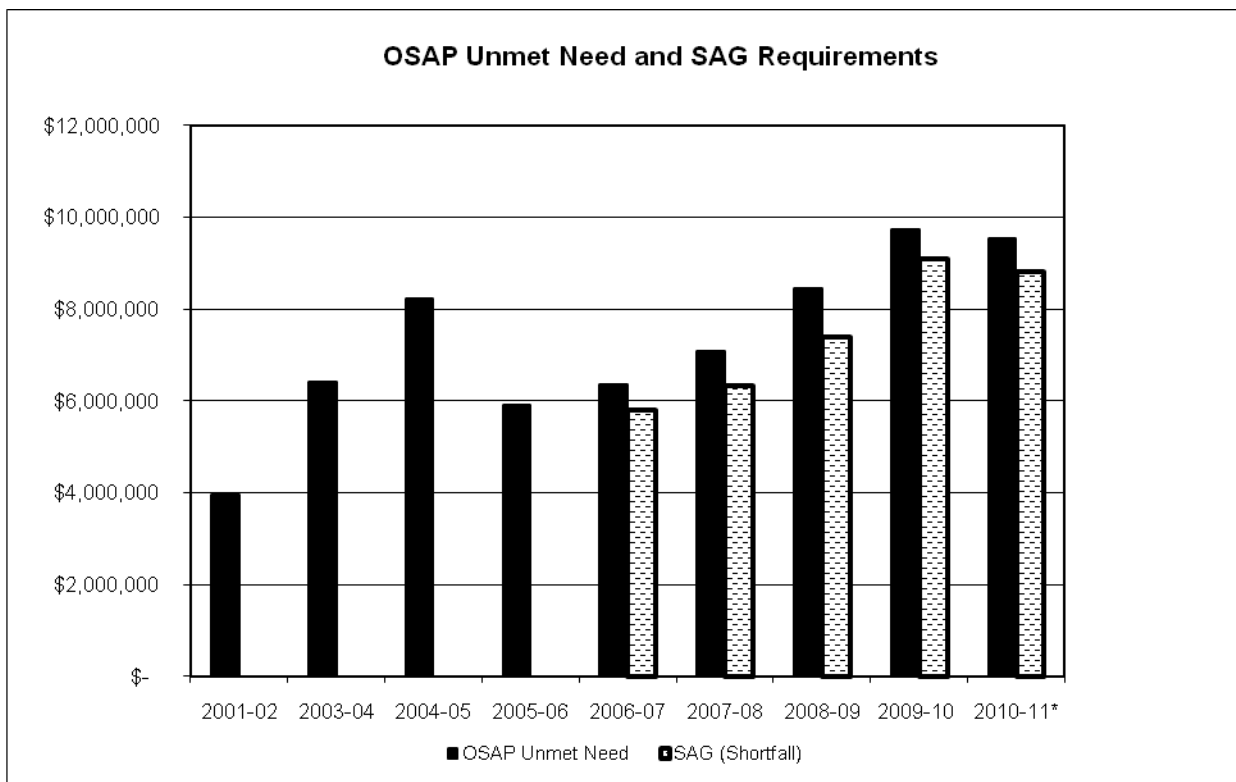
QUEEN'S

	Input Measure	Space Factor	Generated Space	Inventory	% I / G	System Average	2004-05 % I / G
RESEARCH/TEACHING/ACADEMIC SUPPORT							
CLASSROOMS							
Total FTE Students	18,234.62	1.23	22,428.58	17,444.47	77.8	76.4	81.7
CLASS LABS							
Lab Contact Hours W	3,670.00	0.8	2,936.00	2,800.86			
Lab Contact Hours X	38,946.50	0.6	23,367.90	16,297.23			
Lab Contact Hours Y	10,823.50	0.5	5,411.75	3,476.30			
Lab Contact Hours Z	1,489.40	0.3	446.82	489.76			
Unclassified	0.00			0.00			
Total Class Lab	54,929.40		32,162.47	23,064.15	71.7	64.9	77.9
RESEARCH							
Research Disciplines A	609.01	45.0	27,405.45	20,809.49			
Research Disciplines B	394.29	30.0	11,828.70	11,384.78			
Research Disciplines C	121.09	20.0	2,421.80	3,456.49			
Research Disciplines D	268.03	10.0	2,680.30	2,352.90			
Research Disciplines E	1,225.14	1.0	1,225.14	235.53			
Unclassified	16.87			0.00			
Total Research	2,634.43		45,561.39	38,239.19	83.9	74.8	91.3
OFFICE - ACADEMIC							
Total FTE Faculty	1,011.28	13.0	13,146.64	19,002.37	99.7	89.4	111.5
Faculty Supplement	151.69	13.0	1,972.00				
Research Appointments	453.23	13.0	5,891.99	1,952.72			
Total FTE Grads	3,080.30	4.0	12,321.20	9,240.96	75.0	53.3	76.4
Total FTE Non-Acd Staff	613.02	13.0	7,969.26	13,457.39	168.9	108.4	121.7
Office Service	41,301.09	0.25	10,325.27	14,626.07	141.7	85.4	150.1
Total Academic Office			51,626.36	58,279.51	112.9	83.4	113.4
OFFICE - ADMINISTRATIVE							
Total FTE Non-Acd Staff	757.70	13.0	9,850.10	9,339.25	94.8	98.6	99.9
Office Service	9,850.10	0.5	4,925.05	4,810.00	97.7	105.8	108.9
Total Admin. Office			14,775.15	14,149.25	95.8	101.0	102.9
Total Office			66,401.51	72,428.76	109.1	87.2	111.2
LIBRARY FACILITIES & CAMPUS STUDY SPACE							
Study (Total FTE Students)	18,234.62	0.6	10,940.77	10,552.57	96.5	53.9	84.2
Traditional Static Shelving Space	3,671,660.51	0.005	18,358.30				
Mobile Compact Shelving	167,927.00	0.004	671.71				
Super High Density	0.00	0.0035	0.00				
Total Stack	3,839,587.51		19,030.01	14,054.28	73.9	85.9	79.4
Library Support	29,970.78	0.25	7,492.70	5,918.38	79.0	80.4	77.5
Total Library Facilities & Campus Study Space			37,463.48	30,525.23	81.5	71.5	80.6
SUB-TOTAL: RESEARCH/TEACHING/ACAD SUPPORT			204,017.43	181,701.80	89.1	76.9	92.2
OTHER SPACE							
RECREATION / ATHLETICS							
Under 4,000 FTE Enrol.	0.00						
4,000-8,000 Enrol.	0.00						
Total FTE Students	18,234.62	0.9	16,411.16				
Total P.E./Athletics			16,411.16	10,845.44	66.1	68.5	86.7
MAINTENANCE SHOPS							
Total NASM Inv. (exc. 16.0)	321,139.68	0.015	4,817.10	2,261.89	47.0	77.0	43.9
STUDENT AND CENTRAL SERVICES							
Total FTE Students	18,234.62	2.0	36,469.24	29,649.04	81.3	54.7	77.6
SUB-TOTAL: OTHER SPACE			57,697.49	42,756.37	74.1	60.2	77.4
TOTAL FORMULA AREAS			261,714.92	224,458.17	85.8	72.5	88.8

Figures subject to minor revisions

Student Access Guarantee

The Student Access Guarantee (SAG) requires the University “to ensure students are able to get enough aid to cover their costs for tuition, books, compulsory fees, equipment and supplies, when these are above the usual range of costs covered by OSAP.”¹ To comply with the SAG requirements Queen’s will be allocating student financial assistance from various sources (e.g., operating funds and private giving) and the funding disbursed to students will comprise both need-based and merit-based student financial assistance. The pattern displayed in the chart below illustrates the University’s SAG commitment is expected to continue to increase each year as both educational costs and enrolment increases (SAG requirement increased by more than \$1 Million, or 17%, in 2008-2009 compared to 2007-2008 and is expected to increase by \$1.7 Million, or 23%, in 2009-2010).² At the current time it appears as though our SAG obligation will decline in 2010-2011. However, the Ministry has imposed restrictions which will limit our flexibility in administering the SAG and the net effect is that we anticipate higher SAG expenditures in the 2010-2011 academic year.



*2010-2011 projected unmet need and SAG requirement as of October 8, 2010
 OSAP Unmet Need is an OSAP calculation which includes basic living expenses, in addition to the SAG amount

For 2010-2011 there are a number of factors that will impact the University’s SAG disbursements:

¹ 2007-2008 Student Access Guarantee Guidelines; May 1, 2007

² The decrease in unmet need in 2005-2006 was the result of OSAP improvements, most notably, reductions in expected parental contributions, updated loan limits, increased grants, including retaining the existing OSOG threshold such that the repayable loan amount, for those students in the greatest need, remained unchanged. The Ontario Student Opportunity Grant (OSOG) is available to reduce the OSAP repayable debt to \$7,300 for a two-term academic year and \$10,950 for a three-term academic year.

The following measures will have the effect of reducing the University's SAG obligation:

- The OSAP threshold on tuition, fees, and books and supplies will increase slightly (from \$4,700 to \$4,912 for tuition and fees and from \$1,020 to \$1,046 for books and supplies).
- 2010-2011 enhancements to the OSAP program include: a modest increase in OSAP aid limits; doubling of the OSAP study period income exception and reduced spousal contributions.

The following measures will have the effect of increasing the University's SAG obligation:

- Increased enrolment as well as the number of Queen's students applying for and qualifying for OSAP.
- Effective 2010-2011 the Government of Ontario introduced a process whereby the University must automatically provide the SAG to students in first-entry programs of study. We do have two primary concerns regarding this policy change:
 - Some of our donor-funded awards do have specific selection criteria. For these awards we rely on our bursary application so as to solicit candidates for these specific awards. As students become aware that a bursary application is not required we may find we will not have sufficient information and/or applicant pool to grant funds from certain bursary accounts. If this does occur it will place a strain on the financial aid provided via the general operating dollars. We will monitor this potential trend in the coming years.
 - Currently there are students who declare financial resources on their bursary application which indicates they have sufficient resources available, or, some students determine they have sufficient resources and there do not currently apply for bursary assistance. The revised government policies will require the University to provide bursary assistance even though the student demonstrates his/her basic costs have been satisfied. We anticipate this has the potential of increasing our expenditures by at least \$500,000.

The Ontario SAG requirement is increasing at the same time as there has been a reduction in the payout from Queen's student assistance endowments. These factors have made it imperative to adjust our student assistance decisions to ensure we can meet our SAG obligations while continuing to retain a commitment to assist non-Ontario residents who experience financial difficulty. To that end, effective 2009-2010 all domestic students were required to apply for and access OSAP (or equivalent) prior to being considered for Queen's bursary assistance. As required by the Government, OSAP students in first-entry programs who apply for Queen's bursary assistance will have the SAG requirement met; however, we will no longer be able to achieve the higher objective of meeting the student's full OSAP unmet need. As permitted by the Government, Queen's will require students in professional programs of study, in particular Law and Medicine, who have modest levels of accumulated educational-related debt to also access student lines of credit prior to qualifying for Queen's need-based assistance. These actions will also be extended to students from other Canadian provincial/territorial jurisdictions. The University will evaluate to what extent financial support may be provided to international students studying at Queen's University and will review the need-based requirements for students in the School of Graduate Studies in the context of degree time to completion, access to Queen's Graduate Awards, Teaching Assistantships and Research Assistantships and the challenges faced by international graduate students.

The University's SAG responsibility not only impacts our decisions in relation to the administration of need-based assistance but also influences the direction we are forced to take with respect to merit-based (scholarship) assistance. Effective the incoming class of 2010-2011 the value of the Principal's Scholarships and the Queen's University Excellence Scholarships were reduced in value with the objective of presenting a balanced student financial assistance budget while satisfying our growing SAG obligation.