



2012-2013 University Budget

Board of Governors
March 28, 2012

Introduction

Kwantlen Polytechnic University's Administration has developed 2012-2013 (FY13) draft budget allocations based on the Mission, Mandate and Vision, Commitments, Senate's Academic Priorities and the Board of Governors' Ends Statement. In our deliberations, we focused mostly on budget proposals that supported Kwantlen's development as a polytechnic university.

Given limited resources and more than \$12.8 million in budget proposals from Faculties and Service Departments, the development task was both challenging and difficult. In addition, working within Board and Ministry Policies required us to present a balanced consolidated budget.

Notwithstanding limited resources and policy constraints, this budget focuses on enhancing institutional capacity that will support change and innovation as well as position KPU for future growth.

Kwantlen's 2012-2013 Budget Challenge

Revenue and Cost Pressures

- No new operating funding from the Provincial Government
- Infrastructure funding reduced to \$489,000 from \$1.8 million 3 years ago
- Tuition lift limited to inflation (except for new programs)
- No new student fees allowed
- Salary increments and cost inflation will increase costs

Capital

- Given that the Board of Governors has approved investing \$12 million in the Langley Trades renovations for Community and Health Studies and renewal of the Richmond Campus, there is a need over the next five years to allocate funds to replenish the University's capital reserves.
- This year's deficit in the capital fund (prior to budget allocations) is estimated at \$6.0 million.

Fiscal Environment

According to Ministry officials, the University will not receive any increases in provincial government funding for FY13 or FY14. Also, we expect that our infrastructure funding will remain at \$489,000 for FY13 and may decrease in future years.

If we do not continue to invest in infrastructure renewal and replacement in FY13, the University will most certainly incur higher capital renewal costs in subsequent years. The University Administration believes this would be unwise.

Tuition

Given relatively low inflation over the past year, allowable domestic tuition increases will be in the 2% range. University Administration will propose a 2% domestic tuition fee increase in next year's budget. Some new degree programs will have higher tuition fees on a per credit basis than our current programs have. These include Product Design, the second BSN degree, the Horticulture and the Sustainable Agriculture degrees.

Over the past 3 years, the University has experienced significant enrolment growth. Given demographic trends and no new FTE funding, this growth is not sustainable. New degree programs and the expansion of our current degrees will, however, encourage more students to complete their degrees with Kwantlen. This will lead to slower enrolment growth. Our best estimate at this time is enrolment will grow by 2% in FY13.

Opportunities

- There is a significant potential to grow non-credit and general interest continuing education offerings to address regional needs.
- International enrolments are still significantly lower than a number of neighbouring community colleges.

Budget

- For FY13, we forecast revenues of \$145 million compared with \$143 million for FY12. Actual revenues for FY12 are tracking on budget. Expenditures are projected to match revenues.
- The proposed budget will be balanced on a consolidated basis as required by the Province and the Board.
- In the proposed budget the following allocations have been identified:
 - \$2 million in FY13 to replenish the University's capital reserve;
 - \$1.5 million to maintain infrastructure renewal; although only \$489,000 will be received from the Province;
 - \$625,000 for Furniture, Fixtures and Equipment expenditures.
- The proposed budget supports increases in instruction to implement approved degree programs. Priority will be given to programs that support our polytechnic mandate.

Looking Forward to FY14 & beyond

The probability of receiving incremental funding beyond 2013 is not high. The Province will face major health care cost pressures at a time when the numbers of high school graduates is projected to decline. As well, the move back to the PST (provincial sales tax) will put additional pressures on government expenditures. Enrolment growth is projected to flatten and domestic tuition increases will be limited to inflationary growth established by the Ministry.

KPU will need to make a political case for increased funding. This case should be based on:

- Regional growth,
- Demand for new programming to fulfill the University's polytechnic mandate, and
- KPU meeting or exceeding the Ministry's FTE target in FY12 (except in Developmental and Health programs).

Projected Revenues (Consolidated)

<u>Revenue Source</u>	<u>2012/13</u>	<u>2011/12</u>
<u>Operating Fund</u>		
Ministry grant	\$71,215,000	\$71,215,000
Tuition fees:		
· Domestic	36,808,800	34,971,000
· International	10,168,000	8,868,000
Revenue generating fees and contracts	2,100,000	2,100,000
Application & other fees	4,243,200	3,760,000
Other revenues, interest income, recoveries, charges and transfers	<u>1,540,000</u>	<u>1,540,000</u>
	126,075,000	122,454,000
Ancillary Funds	9,035,200	8,858,000
Special Purpose Funds	3,984,000	4,784,000
Endowment Fund	75,000	-
Capital Funds	<u>6,197,000</u>	<u>7,397,000</u>
Total revenues	<u>\$ 145,366,200</u>	<u>\$ 143,493,000</u>

Expenditure Plan (Operating Fund and Other Allocations)

	<u>2012/13</u>	<u>2011/12</u>
<u>Operating Fund Allocation</u>		
Prior year operation allocation	\$ 119,491,000	\$ 113,099,800
Contributions to the KPU Foundation - student awards and financial assistance	1,000,000	600,000
Removal of prior year one time only budget increases	<u>(299,900)</u>	<u>(1,566,500)</u>
	\$ 120,191,100	\$ 112,133,300
Additions to expenditure plan:		
Ongoing budget increases (Schedule 3):		
Academic	869,300	4,627,100
Academic services	16,700	57,200
Student services	98,200	849,600
Support services	<u>160,000</u>	<u>698,900</u>
	1,144,200	6,232,800
Increments and benefits	1,050,000	1,050,000
Non-salary inflation and other costs	<u>532,500</u>	<u>375,000</u>
Ongoing increases	2,726,700	7,657,800
One time only increases:		
Academic and other	<u>-</u>	<u>299,900</u>
One time only increases	<u>-</u>	<u>299,900</u>
Current year Operating Fund allocation	<u>\$ 122,917,800</u>	<u>\$ 120,091,000</u>
<u>Other Allocations</u>		
Interfund transfers	(825,000)	(725,000)
Capital - library materials	500,000	500,000
Capital – technology (Schedule 4)	800,000	-
Capital - furniture, fixtures & equipment (Schedule 5)	625,000	425,200
Capital - renovations & facility renewal (Schedule 6)	1,500,000	1,500,000
Capital - major capital	<u>2,000,000</u>	<u>2,000,000</u>
	4,600,000	3,700,200
Total expenses and allocations	<u>\$127,517,800</u>	<u>\$123,791,200</u>
Projected revenues – Operating Fund	<u>\$126,075,000</u>	<u>\$122,454,000</u>
Projected revenues less planned expenditures	<u>\$ (1,442,800)</u>	<u>\$ (1,337,200)</u>

Expenditure Plan
Ongoing Budget Increases

		<u>2012/13</u>
<u>Academic</u>		
3.1 Faculty of Business	Revive CISY diploma	\$ 158,000
3.2 Faculty of Design	Bachelor of Design in Product Design	105,300
3.3 Faculty of Humanities	Music Department	105,300
3.4 Faculty of Humanities	Roll-out of Art History and upper-level studio courses for BFA	50,000
3.5 Faculty of Humanities	English Department: service courses required for new BA degrees	52,700
3.6 Faculty of Science	Applied Science in Sustainable Agricultural Degree	105,300
3.7 Faculty of Science	ENVI 3112/3212 courses for Policy Studies (POST) Degree	13,100
3.8 Faculty of Science	Langley-Biology Supplies and Field Trips	14,000
3.9 School of Horticulture	Degree Implementation	105,300
3.10 School of Horticulture	Fall/Spring Year 1 and 2 additions	55,000
3.11 Faculty of Trades	Electrical – Third year implementation	105,300
		<u>\$ 869,300</u>
<u>Academic Support</u>		
3.12 Library Resources	Sunday hours at Langley Campus	\$ 16,700
		<u>\$ 16,700</u>
<u>Student Services</u>		
3.13 Student Life and Community	Disabilities Advisor top-up	\$ 33,200
3.14 Student Life and Community	Learning Specialist	55,000
3.15 Student Life and Community	Threat/Risk Assessment Training for Business Intelligence Tool	10,000
		<u>\$ 98,200</u>
<u>Support Services</u>		
3.16 Office of Advancement	Additional staff for Marketing and Communications	\$ 50,000
3.17 Facilities	Facilities – increased building functions	110,000
		<u>\$ 160,000</u>
Total Ongoing Budget Increases		<u><u>\$ 1,144,200</u></u>

Expenditure Plan
Technology Capital Budget

	<u>2012/13</u>	<u>2011/12</u>
Revenue Allocation	<u>\$ 800,000</u>	<u>\$ -</u>
	<u>\$ 800,000</u>	<u>\$ -</u>

	<u>2012/13</u>	<u>2011/12</u>
<u>Proposed Allocation</u>		
4.1 Technology	<u>\$ 800,000</u>	<u>\$ -</u>
	<u>\$ 800,000</u>	<u>\$ -</u>

Expenditure Plan
Furniture, Fixtures and Equipment (FF&E) Capital Budget

	<u>2012/13</u>	<u>2011/12</u>
Revenue Allocation	<u>\$ 625,000</u>	<u>\$ 425,200</u>
	<u>\$ 625,000</u>	<u>\$ 425,200</u>

<u>Proposed Allocation</u>	<u>2012/13</u>	<u>2011/12</u>
5.1 VP, Academic and Provost	\$ 500,000	\$ 210,800
5.2 VP, Finance and Administration	125,000	214,400
	<u>\$ 625,000</u>	<u>\$ 425,200</u>

Expenditure Plan
Renovations and Facility Renewal Capital Budget

	<u>2012/13</u>	<u>2011/12</u>
Revenue Allocation	<u>\$ 1,500,000</u>	<u>\$ 1,500,000</u>
	<u>\$1,500,000</u>	<u>\$1,500,000</u>

<u>Proposed Allocation</u>	<u>2012/13</u>	<u>2011/12</u>
----------------------------	----------------	----------------

Annual Capital Allowance (ACA)-eligible
infrastructure expenditures:

6.1	Facilities	\$1,000,000	\$1,000,000
6.2	Information and Educational Technology	500,000	500,000
		<u>\$ 1,500,000</u>	<u>\$ 1,500,000</u>

Kwantlen Polytechnic University
2012/13 Operating Fund Budget Summary by Division

Division	2011/12 Budget	Removal of 2011/12 One Time Only	2012/13 Budget Lift Ongoing	2012/13 Non-salary Inflation	2012/13 Changes	Proposed 2012/13 Budget
Office of the Provost and VP, Academic	\$ 1,344,100					\$ 1,344,100
Associate VP, Academic	1,591,200					1,591,200
Faculty of Academic and Career Advancement	8,878,100	(15,000)				8,863,100
Faculty of Business	14,742,900		158,000			14,900,900
Faculty of Community and Health Studies	7,873,700	(30,000)				7,843,700
Faculty of Design	3,366,600		105,300			3,471,900
Faculty of Humanities	8,925,600		208,000			9,133,600
Faculty of Science	7,436,400	(65,000)	132,400			7,503,800
School of Horticulture	2,151,300		160,300			2,311,600
Faculty of Social Sciences	11,391,600					11,391,600
Faculty of Trades and Technology	5,468,400	(45,000)	105,300			5,528,700
Library Resources	4,159,400		16,700			4,176,100
Research and Scholarship	793,900					793,900
Strategic Enrolment Services	6,075,400					6,075,400
Student Life and Community	5,349,200		98,200			5,447,400
Office of the VP, Finance and Administration	622,300					622,300
Facilities	7,760,900		110,000			7,870,900
Financial Services	2,066,900					2,066,900
Information and Educational Technology	5,163,500	(139,400)				5,024,100
Institutional Analysis and Planning	675,000					675,000
Supply and Business Services	1,689,100					1,689,100
Human Resource Services	1,950,100					1,950,100
Office of the President	918,900					918,900
Office of Advancement	652,000					652,000
Marketing and Communications	1,328,400		50,000			1,378,400
University Secretariat	581,200	(5,500)				575,700
Non-Divisional Expenditures	3,156,300					3,156,300
Professional Development and Education Leave	1,657,100					1,657,100
Revenue Generating and Continuing Education	1,721,500					1,721,500
University-wide increments, benefits, inflation	-			532,500	1,050,000	1,582,500
Contribution to the KPU Foundation	1,000,000					1,000,000
Total Operating Fund Budget	120,491,000	(299,900)	1,144,200	532,500	1,050,000	122,917,800

Kwantlen Polytechnic University
Projected Revenues and Expenditures
2012/13 and Future Years Consolidated Budgets

<u>Revenue Source</u>	<u>Operating</u>	<u>Ancillary</u>	<u>Special Purpose</u>	<u>Endowment</u>	<u>Capital</u>	<u>Consolidated 2012/13</u>	<u>Consolidated 2011/12</u>
Ministry grant	\$ 71,215,000	\$ -	\$ 2,191,000	\$ -	\$ -	\$ 73,406,000	\$ 73,406,000
Tuition fees:							
- Domestic	36,808,800					36,808,800	34,971,000
- International	10,168,000					10,168,000	8,868,000
	46,976,800	-	-	-	-	46,976,800	43,839,000
Revenue generating fees and contracts	2,100,000	-	821,000		-	2,921,000	3,321,000
Application & other fees	4,243,200	-	-		-	4,243,200	3,760,000
Other revenues, interest income, recoveries and transfers	1,540,000	9,035,200	972,000	75,000	1,092,000	12,714,200	13,762,000
Amortization of deferred capital contributions					5,105,000	5,105,000	5,405,000
Total revenues	\$ 126,075,000	\$ 9,035,200	\$ 3,984,000	\$ 75,000	\$ 6,197,000	\$ 145,366,200	\$ 143,493,000
<u>Expenditure Plan</u>							
Expenditure plan (operations) - prior year	\$ 119,491,000	\$ 7,055,100	\$ 4,784,000	\$ -	\$ 489,900	\$ 131,820,000	\$ 122,956,800
Removal of prior year one year only budget increases	(299,900)	-	-		-	(299,900)	(540,000)
Contributions to KPU Foundation-student awards and assistance	1,000,000					1,000,000	600,000
Capital asset amortization expense					10,600,000	10,600,000	11,063,800
	120,191,100	7,055,100	4,784,000	-	11,089,900	143,120,100	133,054,100
Additions to expenditure plan:							
Ongoing increases:							
Increments and benefits increases	1,050,000	14,000				1,064,000	3,419,700
Non-salary inflation and other costs	532,500	237,700	(800,000)		44,900	15,100	477,300
Academic	869,300					869,300	4,627,100
Other academic	16,700					16,700	57,200
Student support	98,200					98,200	849,600
Support services	160,000					160,000	698,900
Ongoing increases	2,726,700	251,700	(800,000)	-	44,900	2,223,300	10,129,800
One time only additions	-	-	-	-	-	-	299,900
Operating allocation	\$ 122,917,800	\$ 7,306,800	\$ 3,984,000	\$ -	\$ 11,134,800	\$ 145,343,400	\$ 143,483,800
<u>Other Allocations</u>							
Interfund Transfers	(825,000)	750,000		75,000		-	-
Contingency Reserve	-					-	-
Capital - library materials	500,000				(500,000)	-	-
Capital - technology	800,000				(800,000)	-	-
Capital - furniture, fixtures & equipment	625,000				(625,000)	-	-
Capital - facility renewal	1,500,000				(1,500,000)	-	-
Capital - major capital	2,000,000				(2,000,000)	-	-
Other allocations	4,600,000	750,000	-	75,000	(5,425,000)	-	-
Total expenses and allocations	\$ 127,517,800	\$ 8,056,800	\$ 3,984,000	\$ 75,000	\$ 5,709,800	\$ 145,343,400	\$ 143,483,800
Excess of Revenues over Expenses and Allocations	\$ (1,442,800)	\$ 978,400	\$ -	\$ -	\$ 487,200	\$ 22,800	\$ 9,200

	<u>Operating</u>	<u>Ancillary</u>	<u>Special Purpose</u>	<u>Endowment</u>	<u>Capital</u>	<u>Consolidated</u> <u>2013/14</u>
<u>Revenue Source</u>						
Ministry grant	\$ 70,726,000	\$ -	\$ 2,191,000	\$ -	\$ -	\$ 72,917,000
Tuition fees:						-
- Domestic	37,545,000					37,545,000
- International	10,371,400					10,371,400
	47,916,400	-	-		-	47,916,400
Revenue generating fees and contracts	2,100,000	-	821,000		-	2,921,000
Application & other fees	4,328,100	-	-		-	4,328,100
Other revenues, interest income, recoveries and transfers	1,540,000	9,215,900	972,000	75,000	1,092,000	12,894,900
Amortization of deferred capital contributions					5,105,000	5,105,000
Total revenues	\$ 126,610,500	\$ 9,215,900	\$ 3,984,000	\$ 75,000	\$ 6,197,000	\$ 146,082,400
<u>Expenditure Plan</u>						
Expenditure plan (operations) - prior year	\$ 121,917,800	\$ 7,306,800	\$ 3,984,000	\$ -	\$ 534,800	\$ 133,743,400
Removal of prior year one year only budget increases	-	-	-		-	-
Contributions to KPU Foundation-student awards and assistance	1,000,000					1,000,000
Capital asset amortization expense					11,000,000	11,000,000
	122,917,800	7,306,800	3,984,000	-	11,534,800	145,743,400
Additions to expenditure plan:						
Ongoing increases:						
Increments and benefits increases	806,800	14,300	-			821,100
Non-salary inflation and other costs	543,200	-	-		44,900	588,100
Academic	470,100					470,100
Other academic	-					-
Student support	-					-
Support services	-					-
Ongoing increases	1,820,100	14,300	-	-	44,900	1,879,300
One time only additions	-	-	-	-	-	-
Operating allocation	\$ 124,737,900	\$ 7,321,100	\$ 3,984,000	\$ -	\$ 11,579,700	\$ 147,622,700
						\$ 2,279,300
<u>Other Allocations</u>						
Interfund Transfers	(825,000)	750,000		75,000		-
Contingency Reserve	-					-
Capital - library materials	500,000				(500,000)	-
Capital - technology	800,000				(800,000)	-
Capital - furniture, fixtures & equipment	625,000				(625,000)	-
Capital - facility renewal	1,500,000				(1,500,000)	-
Capital - major capital	2,000,000				(2,000,000)	-
Other allocations	4,600,000	750,000	-	75,000	(5,425,000)	-
Total expenses and allocations	\$ 129,337,900	\$ 8,071,100	\$ 3,984,000	\$ 75,000	\$ 6,154,700	\$ 147,622,700
Excess of Revenues over Expenses and Allocations	\$ (2,727,400)	\$ 1,144,800	\$ -	\$ -	\$ 42,300	\$ (1,540,300)

	<u>Operating</u>	<u>Ancillary</u>	<u>Special Purpose</u>	<u>Endowment</u>	<u>Capital</u>	<u>Consolidated</u> <u>2014/15</u>
<u>Revenue Source</u>						
Ministry grant	\$ 70,726,000	\$ -	\$ 2,191,000	\$ -	\$ -	\$ 72,917,000
Tuition fees:						-
- Domestic	38,295,900					38,295,900
- International	10,578,800					10,578,800
	48,874,700	-	-		-	48,874,700
Revenue generating fees and contracts	2,100,000	-	821,000		-	2,921,000
Application & other fees	4,414,700	-	-		-	4,414,700
Other revenues, interest income, recoveries and transfers	1,540,000	9,400,200	972,000	75,000	1,092,000	13,079,200
Amortization of deferred capital contributions					5,105,000	5,105,000
Total revenues	\$ 127,655,400	\$ 9,400,200	\$ 3,984,000	\$ 75,000	\$ 6,197,000	\$ 147,311,600
<u>Expenditure Plan</u>						
Expenditure plan (operations) - prior year	\$ 123,737,900	\$ 7,321,100	\$ 3,984,000	\$ -	\$ 579,700	\$ 135,622,700
Removal of prior year one year only budget increases	-	-	-		-	-
Contributions to KPU Foundation-student awards and assistance	1,000,000					1,000,000
Capital asset amortization expense					11,000,000	11,000,000
	124,737,900	7,321,100	3,984,000	-	11,579,700	147,622,700
Additions to expenditure plan:						
Ongoing increases:						
Increments and benefits increases	812,000	14,600	-			826,600
Non-salary inflation and other costs	554,100	-	-		44,900	599,000
Academic	920,100					920,100
Other academic	-					-
Student support	-					-
Support services	-					-
Ongoing increases	2,286,200	14,600	-	-	44,900	2,345,700
One time only additions	-	-	-	-	-	-
Operating allocation	\$ 127,024,100	\$ 7,335,700	\$ 3,984,000	\$ -	\$ 11,624,600	\$ 149,968,400
						\$ 2,345,700
<u>Other Allocations</u>						
Interfund Transfers	(825,000)	750,000		75,000		-
Contingency Reserve	-					-
Capital - library materials	500,000				(500,000)	-
Capital - technology	800,000				(800,000)	-
Capital - furniture, fixtures & equipment	800,000				(800,000)	-
Capital - facility renewal	1,500,000				(1,500,000)	-
Capital - major capital	2,000,000				(2,000,000)	-
Other allocations	4,775,000	750,000	-	75,000	(5,600,000)	-
Total expenses and allocations	\$ 131,799,100	\$ 8,085,700	\$ 3,984,000	\$ 75,000	\$ 6,024,600	\$ 149,968,400
Excess of Revenues over Expenses and Allocations	\$ (4,143,700)	\$ 1,314,500	\$ -	\$ -	\$ 172,400	\$ (2,656,800)

	<u>Operating</u>	<u>Ancillary</u>	<u>Special Purpose</u>	<u>Endowment</u>	<u>Capital</u>	<u>Consolidated 2015/16</u>
<u>Revenue Source</u>						
Ministry grant	\$ 70,726,000	\$ -	\$ 2,191,000	\$ -	\$ -	\$ 72,917,000
Tuition fees:						-
- Domestic	39,061,800					39,061,800
- International	10,790,400					10,790,400
	49,852,200	-	-		-	49,852,200
Revenue generating fees and contracts	2,100,000	-	821,000		-	2,921,000
Application & other fees	4,503,000	-	-		-	4,503,000
Other revenues, interest income, recoveries and transfers	1,540,000	9,588,200	972,000	75,000	1,092,000	13,267,200
Amortization of deferred capital contributions					5,105,000	5,105,000
Total revenues	\$ 128,721,200	\$ 9,588,200	\$ 3,984,000	\$ 75,000	\$ 6,197,000	\$ 148,565,400
<u>Expenditure Plan</u>						
Expenditure plan (operations) - prior year	\$ 126,024,100	\$ 7,335,700	\$ 3,984,000	\$ -	\$ 624,600	\$ 137,968,400
Removal of prior year one year only budget increases	-	-	-		-	-
Contributions to KPU Foundation-student awards and assistance	1,000,000					1,000,000
Capital asset amortization expense					11,000,000	11,000,000
	127,024,100	7,335,700	3,984,000	-	11,624,600	149,968,400
Additions to expenditure plan:						
Ongoing increases:						
Increments and benefits increases	817,300	14,900	-			832,200
Non-salary inflation and other costs	565,200	-	-		44,900	610,100
Academic	920,100					920,100
Other academic	-					-
Student support	-					-
Support services	-					-
Ongoing increases	2,302,600	14,900	-	-	44,900	2,362,400
One time only additions	-	-	-	-	-	-
Operating allocation	\$ 129,326,700	\$ 7,350,600	\$ 3,984,000	\$ -	\$ 11,669,500	\$ 152,330,800
<u>Other Allocations</u>						
Interfund Transfers	(825,000)	750,000		75,000		-
Contingency Reserve	-					-
Capital - library materials	500,000				(500,000)	-
Capital - technology	800,000				(800,000)	-
Capital - furniture, fixtures & equipment	800,000				(800,000)	-
Capital - facility renewal	1,500,000				(1,500,000)	-
Capital - major capital	2,000,000				(2,000,000)	-
Other allocations	4,775,000	750,000	-	75,000	(5,600,000)	-
Total expenses and allocations	\$ 134,101,700	\$ 8,100,600	\$ 3,984,000	\$ 75,000	\$ 6,069,500	\$ 152,330,800
Excess of Revenues over Expenses and Allocations	\$ (5,380,500)	\$ 1,487,600	\$ -	\$ -	\$ 127,500	\$ (3,765,400)

Assumptions for FY2012/13 and Future Years Consolidated Budgets

The following assumptions/parameters have been used to build the 2012/13 and future years budgets:

	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
Revenues:				
Ministry Grant	0.0%	0.0%	0.0%	0.0%
Tuition rate increases - domestic	2.0%	2.0%	2.0%	2.0%
Tuition rate increases - international	2.0%	2.0%	2.0%	2.0%
Enrolment increases - domestic FTEs	2.0%	0.0%	0.0%	0.0%
Enrolment increases - international FTEs	4.0%	0.0%	0.0%	0.0%
Revenue Generating Funding	0.0%	0.0%	0.0%	0.0%
Application fees	2.0%	2.0%	2.0%	2.0%
Miscellaneous revenue - investment income	0.0%	0.0%	0.0%	0.0%
Miscellaneous revenue - other	0.0%	0.0%	0.0%	0.0%
Ancillary Fund	2.0%	2.0%	2.0%	2.0%
SPF Funds	0.0%	0.0%	0.0%	0.0%
Capital	0.0%	0.0%	0.0%	0.0%
Expenditures				
Revenue Generating expenses	0.0%	0.0%	0.0%	0.0%
Ancillary expenses	2.0%	2.0%	2.0%	2.0%
SPF expenditures	0.0%	0.0%	0.0%	0.0%
Capital Fund expenditures	0.0%	0.0%	0.0%	0.0%
New Degree costs				
Projected FTE's required for instruction	5	5	10	10

Items that have not been factored into the build for the 2013-14, 2014-15 & 2015-16 budgets:

- New tuition fees for degrees as these fees have not been established or approved at this time.
- No increase for either domestic or international enrolment has been factored in due to the uncertainty as to the enrolment into these new degrees and the impact on existing programs/degrees.