

Dalhousie University  
**2017-18 Operating Budget**

Published June 2017



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## **2017-18 BUDGET AT A GLANCE**

The operating budget for 2017-18 is balanced with revenues and expenditures of \$415.4 million. Overall revenues and expenditures will grow by \$10.5 million over 2016-17. The following are highlights of the 2017-18 operating budget:

### **REVENUES**

- Provincial Operating Grants to increase by \$1.9 million (1%)
- Tuition revenue to increase by \$7.3 million the major components of which are:
  - Additional revenue from enrolment changes in 2016-17 over 2015-16 budget.
  - 3% increase in tuition fees for all programs for both Canadian and international students.
- Endowments to provide additional support of \$1.7 million.
- Reserve funds are not required to balance the budget in 2017-18.

### **EXPENDITURES**

- Provision of \$8.8 million for annual salary, benefit and pension contribution adjustments.
- \$820,000 increase in student assistance.
- \$1.1 million increase in Campus Renewal expenditures and \$600,000 for IT Infrastructure.
- \$3.2 million allocated for Strategic Initiatives.
- Base reduction of \$5.2 million applied to Faculties and service units. (1.8%)

## INTRODUCTION

The Budget Advisory Committee (BAC) issued BAC LIV: An Operating Budget Plan for 2017-18 in draft in February and in final form in March. There was an extensive engagement process resulting in significant interest and input from the campus community. The BAC report contains recommendations which provide the basis for the development of the 2017-18 budget contained in this report.

The budget also reflects updated revenue forecasts on tuition (improved by \$528,000 based on 2016-17 results), investment income (improved by \$400,000), and in the King's transfer for teaching services (lower by \$250,000) from those forecasts contained in the BAC report. These together with other minor differences have allowed for the following adjustments to the recommendations in the BAC report:

- An additional \$450,000 allocated to strategic priorities with \$250,000 specifically earmarked for mental health initiatives for students, improved supports for Indigenous and African Nova Scotian students and academic undergraduate program initiatives.
- Budget reduction to Faculties and units has been decreased to 1.8% from 1.9%.

The Enrolment Related Budget Allocations (ERBA) to Faculties are now included in the budget and results in a net reduction of \$356,000 to be allocated across Faculties. These funds have been allotted to implement a mechanism to provide funding to Faculties based on international enrolment. Finally, an increase in the Federal Research Support Fund grant of \$535,000 has been allocated to fund Research Infrastructure Projects.

The synopsis in the table below provides a breakdown of the major revenue sources and expenditure components for the 2017-18 recommended operating budget compared with the previous two years.

### Budget Revenue and Expenditures Three Year Comparison

|   | 2017-18        |               | 2016-17        |               | 2015-16        |               |
|---|----------------|---------------|----------------|---------------|----------------|---------------|
|   | \$             | %             | \$             | %             | \$             | %             |
| <b>REVENUES</b>                                   |                |               |                |               |                |               |
| Provincial Government Grants                      | 215,096        | 51.8%         | 213,088        | 52.6%         | 210,933        | 53.0%         |
| Tuition   | 159,900        | 38.5%         | 152,621        | 37.7%         | 147,734        | 37.1%         |
| Other   | 40,363         | 9.7%          | 37,865         | 9.4%          | 37,198         | 9.4%          |
| Use of Reserve Funds                              | -              | 0.0%          | 1,300          | 0.3%          | 1,846          | 0.5%          |
|   | <b>415,359</b> | <b>100.0%</b> | <b>404,874</b> | <b>100.0%</b> | <b>397,711</b> | <b>100.0%</b> |
| <b>EXPENDITURES</b>                               |                |               |                |               |                |               |
| Compensation <sup>(1)</sup>                       | 307,661        | 74.1%         | 298,113        | 73.6%         | 294,081        | 73.9%         |
| Student Assistance                                | 33,397         | 8.0%          | 32,571         | 8.0%          | 31,852         | 8.0%          |
| Energy, Water, Taxes and Insurance                | 22,250         | 5.4%          | 22,176         | 5.5%          | 22,357         | 5.6%          |
| Campus Renewal                                    | 27,979         | 6.7%          | 26,848         | 6.6%          | 25,959         | 6.5%          |
| Library Costs                                     | 7,747          | 1.9%          | 7,591          | 1.9%          | 7,405          | 1.9%          |
| Information Technology Network Infrastructure     | 1,788          | 0.4%          | 1,188          | 0.3%          | 670            | 0.2%          |
| Strategic Initiatives                             | 3,150          | 0.8%          | 2,119          | 0.5%          | 2,105          | 0.5%          |
| Other Costs (net of unit revenues) <sup>(1)</sup> | 16,586         | 4.0%          | 14,268         | 3.5%          | 13,282         | 3.3%          |
| Budget Reductions <sup>(1)</sup>                  | (5,199)        | -1.3%         |                |               |                |               |
|   | <b>415,359</b> | <b>100.0%</b> | <b>404,874</b> | <b>100.0%</b> | <b>397,711</b> | <b>100.0%</b> |

(1) Faculty and Unit distribution between compensation and other costs (net revenue) as a result of budget reductions will not be known until detailed budgets are received.

## KEY COMPONENTS OF THE 2017-18 OPERATING BUDGET

This section reviews key Revenues and Expenditures comprising the 2017-18 budget.

### REVENUES

#### 1. Government Grants

- a) Operating Grants – The Department of Labour and Advanced Education has confirmed the operating grant will increase by 1% (\$1.7 million) in 2017-18. This budget also assumes an increase of 1% in the Operating Grant from the Department of Agriculture which supports the Agricultural Campus.
- b) Nova Scotia Government Scholarship and Bursary Programs – Funding is included for Provincial government sponsored student assistance programs. These revenues are directly offset by expenditures on Scholarships and Bursaries. The following is a breakdown of the revenues and expenditures for the two provincial programs:

|  | 2016-17<br>Actual | 2016-17<br>Budget | 2017-18<br>Budget |
|--|-------------------|-------------------|-------------------|
| Nova Scotia Bursary Program              | 8,190             | 8,448             | 8,190             |
| Nova Scotia Graduate Scholarship Program | 2,711             | 2,648             | 3,015             |
| Total                                    | <u>10,901</u>     | <u>11,096</u>     | <u>11,205</u>     |

The Nova Scotia Student Bursary program provides an automatic bursary to Nova Scotia Students attending Nova Scotia universities. There is an increase of \$367,000 in the Nova Scotia Graduate Scholarship Program which is a new program (phased in over a three-year period 2015-16 to 2017-18).

- c) Other Provincial Grants – No change in funding levels is expected for these grants which are for specific Academic Programs and to support space costs.

#### 2. Federal Research Support Fund Grant

Universities receive an annual grant from the Federal Government to contribute to the costs incurred to support federally funded research (i.e. NSERC, SSRC and CIHR). The grant provides funding support for a portion of these costs which are imbedded in the various areas of the operating budget. For example, the grant supports utility costs for research space on University campuses which are included in the University budget for Energy, Water, Taxes and Insurance. Dalhousie's share of this federal grant has been confirmed at \$7.7 million for 2017-18.

#### 3. Investment Income

- a) Endowment – Expenditures in the University's 1419 endowments are offset by an equal amount of endowment income annually. The 2017-18 spending allocations have increased by \$1.7 million over 2016-17 providing increased funding to Faculties for expenses such as student support and academic chairs.
- b) Operating Interest Income – University cash flows are invested to generate income that supports operations. The 2017-18 projection includes a \$100,000 increase in investment income over the 2016-17 budget based on cash flow projections and the growth in income based on improved returns on new investments under the University's Expendable Funds Policy.

#### **4. Tuition Revenues**

The tuition revenue budget for 2017-18 reflects a 3% fee increase applied to all programs and the international differential fee. The budget also includes the second year of market adjustment increases applied to undergraduate classes in Agriculture, Pharmacy and Engineering and the final year of the phased in tuition increases for Dentistry and Medicine which began in 2014-15. No increase in enrolment is projected for 2017-18 over 2016-17.

#### **5. Facilities Renewal Fee**

The Facilities Renewal student fee generates \$3.1 million and will increase by a total of \$160,000 in 2017-18 as a result of a 3% fee increase (\$94,000) and higher than budgeted fee revenue received in 2016-17 (\$66,000). This funding is used for facilities renewal projects.

### **EXPENDITURES**

#### **1. General Operating Expenditure**

- a) Equipment and Furniture – This funding is provided to Faculties and service units for teaching and other equipment purchases and has been increased by 1% for a total of \$2.4 million.
- b) Scholarships, Bursaries and Student Assistance – Student Assistance will increase by \$820,000 in 2017-18. Centrally managed scholarships and bursaries will increase by \$400,000. University endowments will provide a further \$317,000 (see Appendix A) and Provincial program supported programs \$109,000 (see Revenue section 1 b).
- c) Campus Renewal (Annual) – Annual facilities maintenance budget will increase by \$1.1 million (including the 3% increase in the student fee) and \$66,000 relating to higher than budgeted fee revenue in 2016-17 (see Revenue section 5 above). Appendix B includes a summary of the planned Campus Renewal projects for 2017-18.

Campus Renewal (Long Term) - Campus Renewal (Long Term) includes debt service costs and rental of University space and will increase by \$65,000 in 2017-18.

- d) Strategic Initiatives – \$1.0 million has been added to this line as follows:
  - i. \$581,000 to bring the budget back to the 2016-17 base amount of \$2.7 million (BAC LIV recommendation).
  - ii. Improved revenue forecasts have allowed for an additional allocation of \$450,000 as follows:
    - \$250,000 for :
      - special mental health initiatives for students.
      - improved support for Indigenous and African Nova Scotia students.
      - Academic program initiatives to improve students' experience in undergraduate programs.
    - \$200,000 for other strategic priorities.

- e) Energy, Water, Taxes and Insurance – The budgeted cost for 2017-18 is \$22.3 million. This projection is based on estimated consumption and expected pricing and holds the budget to the same level as last year. The budget also supports annual payments to retire the cost of sustainability projects. The energy savings associated with the projects will ultimately accrue to the benefit of the operating budget. Over the last 5 years such savings are estimated to total \$13 million with annual estimated savings of \$2.9 million for 2017-18.
- f) Endowment Management Expense – In 2017-18 endowment management expense is projected to be \$3.1 million. The largest component of the endowment management expense is investment management fees which are estimated based on a forward-looking projection of market values and new gifts.
- g) Contingency – The annual allocation for contingency items is unchanged at \$1.9 million (less than 0.5% of budget) in 2017-18.

## 2. Responsibility Centre and Ancillary Expenditures

A breakdown of Faculty and unit budgets for 2017-18 is included on pages 8 to 10 of this report. The significant budget adjustments are summarized below:

- a) **Faculty/Unit Budgets** – Faculty and other service unit budgets include the following adjustments:
  - i) ERBA: The ERBA formula allocates approximately 60% of the tuition revenue to Faculty budgets based on changes in enrolment. The ERBA amount for Faculty budgets in 2017-18 is a net overall reduction of \$356,000 based on 2016-17 enrolment changes over 2015-16. An equivalent amount has been earmarked for international student enrolment supports. Appendix C summarizes the ERBA budget allocations from 2002-03 to 2017-18.
  - ii) Non-Salary Increase: The portion of Faculty and unit budgets that is used for costs other than salary related items such as teaching supplies and equipment has been increased by 1%. To maintain and enhance Library services, the Library acquisitions budget, which includes electronic media, has been increased by 2%.
  - iii) Base Budget Reduction: A reduction to Faculties and service units of 1.8% or \$5.2 million has been allocated. This amount is lower than the anticipated reduction of 1.9% in the BAC Report due to improved revenue forecasts as described earlier.
  - iv) Endowment: The budget includes endowment program supports for student assistance, academic chairs and salaries, library research, etc. Appendix A provides a breakdown of the budget for Faculties and units with both Endowment and Operating supported components.
  - v) Other significant adjustments include:
    - Network capacity and infrastructure investment of \$600,000
    - Funding to Health Professions and Engineering for initiatives to benefit students in recognition of the tuition market adjustment.
    - Enrolment at the University of King's College has declined and as a result the BAC anticipated a \$350,000 reduction in the transfer to Dalhousie from King's for teaching services. Based on the final calculation for 2016-17 and a projected further decline

for 2017-18 the budget has been reduced by a further \$250,000 for a total reduction of \$600,000.

- An increase in Centres, Institutes and Special Projects to support research infrastructure based on the increased Research Support Fund Grant (see revenue section 2 above) in 2017-18.
  - Other adjustments between budget units are noted on pages 8 to 10.
- b) **Undistributed Operating Expenditure Adjustments** - The budget includes an estimate for progression increases (steps, CDIs, etc.) as well as scale and other increases for all employee groups for 2017-18. The budget also includes a provision for the annualization of 2016-17 salary adjustments. All employee agreements have expired and renewed discussion with the various groups has begun.
- c) **Ancillaries** - The ancillary budget includes the Bookstore, University Housing and Conference Services, Residence Life, Food Services, Dalplex and Arts Centre facilities. Appendix D provides more detail on the revenues and expenditures for each of the ancillary budgets for 2017-18.



**DALHOUSIE UNIVERSITY**  
**2017-18 RECOMMENDED OPERATING BUDGET- SUMMARY**  
(\$ 000's omitted)

|   | 2016-17        | 2016-17         | 2017-18               |                |
|---|----------------|-----------------|-----------------------|----------------|
|   | Actual         | Final<br>Budget | Recommended<br>Budget |                |
| <b>REVENUE</b>                                  |                |                 |                       |                |
| Government Grants                               |                |                 |                       |                |
| Operating - Labour & Advanced Education         | 171,860        | 171,860         | 173,559               |                |
| - Department of Agriculture                     | 19,759         | 19,957          | 20,157                |                |
| Scholarship & Bursary Program Grants            | 10,901         | 11,096          | 11,205                |                |
| Program Specific Grants                         | 9,175          | 9,175           | 9,175                 |                |
| Facilities/Space Grants                         | 1,000          | 1,000           | 1,000                 |                |
|   | <b>212,695</b> | <b>213,088</b>  | <b>215,096</b>        |                |
| Federal Research Support Fund Grant             | 7,698          | 7,133           | 7,668                 |                |
| Investment                                      |                |                 |                       |                |
| Endowment                                       | 25,148         | 24,843          | 26,546                |                |
| Operating ( net of bank and finance charges )   | 2,654          | 2,750           | 2,850                 |                |
| Tuition Fees                                    | 154,295        | 152,621         | 159,900               |                |
| Facilities Renewal Fee                          | 3,205          | 3,139           | 3,299                 |                |
| Use of Reserve Funds                            | 69             | 1,300           | -                     |                |
| <b>TOTAL REVENUE</b>                            | <b>405,764</b> | <b>404,874</b>  | <b>415,359</b>        |                |
| <b>GENERAL OPERATING EXPENDITURES</b>           |                |                 |                       |                |
| Equipment and Furniture Allocation              | 2,372          | 2,372           | 2,394                 |                |
| Scholarships, Bursaries and Student Assistance  |                |                 |                       |                |
| Operating                                       | 10,839         | 10,641          | 11,041                |                |
| NS Government Scholarship & Bursary Programs    | 10,901         | 11,096          | 11,205                |                |
| Endowment                                       | 6,212          | 6,161           | 6,178                 |                |
| Campus Renewal                                  |                |                 |                       |                |
| Annual Facilities Maintenance                   | 20,448         | 20,382          | 21,448                |                |
| Long Term                                       | 6,466          | 6,466           | 6,531                 |                |
| Strategic Initiatives- Projects                 | 2,119          | 2,119           | 3,150                 |                |
| Energy, Water, Taxes and Insurance              | 20,935         | 22,176          | 22,250                |                |
| Endowment Management Expense                    | 3,046          | 2,800           | 3,100                 |                |
| Contingency                                     | 1,831          | 1,900           | 1,900                 |                |
| <b>TOTAL GENERAL OPERATING EXPENDITURES</b>     | <b>85,169</b>  | <b>86,113</b>   | <b>89,197</b>         |                |
| <b>RESPONSIBILITY CENTRE EXPENDITURES</b>       |                |                 |                       |                |
| Academic  | 242,502        | 241,861         | 242,009               | 248,709        |
| Academic Support                                | 14,416         | 14,189          | 13,658                | 13,988         |
| Administration                                  | 32,321         | 32,329          | 31,794                | 32,744         |
| General   | 1,554          | 1,640           | 1,650                 | 1,670          |
| Facilities Management                           | 21,312         | 21,238          | 20,928                | 21,538         |
| Student Affairs                                 | 7,521          | 7,522           | 7,416                 | 7,616          |
| Undistributed Operating Expenditures            | -              | 110             | 8,810                 |                |
| <b>TOTAL RESPONSIBILITY CENTRE EXPENDITURES</b> | <b>319,626</b> | <b>318,889</b>  | <b>326,265</b>        | <b>326,265</b> |
| <b>TOTAL OPERATING EXPENDITURES</b>             | <b>404,795</b> | <b>405,002</b>  | <b>415,462</b>        |                |
| <b>NET ANCILLARY EXPENDITURES</b>               | <b>194</b>     | <b>(128)</b>    | <b>(103)</b>          |                |
| <b>TOTAL EXPENDITURES</b>                       | <b>404,989</b> | <b>404,874</b>  | <b>415,359</b>        |                |
| <b>TOTAL SURPLUS FOR THE YEAR</b>               | <b>775</b>     | <b>-</b>        | <b>-</b>              |                |

**DALHOUSIE UNIVERSITY**  
**2017-18 RECOMMENDED OPERATING BUDGET - CONTINUITY**  
(\$000's omitted)

|   | 2016-17<br>Final<br>Budget | Budget<br>Reduction | ERBA     | Endowment<br>Change | Non Salary<br>& Other<br>Adjustments | 2017-18<br>Recommended<br>Budget |
|---|----------------------------|---------------------|----------|---------------------|--------------------------------------|----------------------------------|
| <b>ACADEMIC</b>   |                            |                     |          |                     |                                      |                                  |
| Faculty of Agriculture (including Farm and Support Units)                             | 17,064                     | (306)               | -        | 112                 | 22                                   | 16,892                           |
| Architecture and Planning   | 4,665                      | (82)                | (49)     | 3                   | -                                    | 4,537                            |
| Arts and Social Sciences  | 20,345                     | (339)               | (894)    | 157                 | -                                    | 19,269                           |
| Arts and Social Sciences - Special Response Funding                                   | 500                        | -                   | -        | -                   | (88)                                 | 412                              |
| Computer Science  | 7,148                      | (125)               | 495      | 21                  | 6                                    | 7,545                            |
| Dentistry   | 10,117                     | (176)               | (28)     | 8                   | 12                                   | 9,933                            |
| Engineering   | 20,462                     | (345)               | 341      | 37                  | 221 <sup>(1)</sup>                   | 20,716                           |
| Graduate Studies  | 1,940                      | (28)                | (17)     | 322                 | 5                                    | 2,222                            |
| Health Professions  | 29,151                     | (492)               | 293      | 36                  | 70 <sup>(1)</sup>                    | 29,058                           |
| Law   | 11,338                     | (145)               | 22       | 237                 | 21                                   | 11,473                           |
| Management  | 13,201                     | (225)               | 90       | 17                  | -                                    | 13,083                           |
| Medicine  | 47,654                     | (731)               | 29       | 308                 | 47                                   | 47,307                           |
| Science   | 35,774                     | (597)               | (602)    | 109                 | 22                                   | 34,706                           |
| University Library  | 15,752                     | (160)               | -        | 3                   | 1,058 <sup>(1)</sup>                 | 16,653                           |
| College of Continuing Education   | 1,202                      | (19)                | -        | 2                   | 10                                   | 1,195                            |
| College of Sustainability   | 1,201                      | (21)                | (36)     | -                   | 1                                    | 1,145                            |
| Centres, Institutes & Special Projects  | 3,135                      | (23)                | 356      | 1                   | 579 <sup>(1)</sup>                   | 4,048                            |
| Cooperative Education Office  | 758                        | (14)                | -        | -                   | 1                                    | 745                              |
| Faculty Related Costs (eg. Travel, Leave Grants, PDA)                                 | 2,643                      | -                   | -        | -                   | 7                                    | 2,650                            |
| King's Transfer   | (3,077)                    | -                   | -        | -                   | 600 <sup>(1)</sup>                   | (2,477)                          |
| Academic Initiatives  | 888                        | -                   | -        | -                   | 9                                    | 897                              |
| <b>Subtotal Academic</b>  | <b>241,861</b>             | <b>(3,828)</b>      | <b>-</b> | <b>1,373</b>        | <b>2,603</b>                         | <b>242,009</b>                   |
| Undistributed Operating Expenditure Adjustments (estimated)                           |                            |                     |          |                     |                                      | <b>6,700</b>                     |
| <b>Academic including the undistributed operating expenditure adjustments</b>         |                            |                     |          |                     |                                      | <b>248,709</b>                   |
| <b>ACADEMIC SUPPORT</b>   |                            |                     |          |                     |                                      |                                  |
| Art Gallery   | 232                        | (3)                 | -        | -                   | (4)                                  | 225                              |
| Centre for Learning and Teaching  | 1,491                      | (27)                | -        | -                   | (282) <sup>(1)</sup>                 | 1,182                            |
| IT Network Infrastructure   | 1,188                      | -                   | -        | -                   | 600 <sup>(2)</sup>                   | 1,788                            |
| Information Technology Services   | 11,262                     | (200)               | -        | -                   | (617) <sup>(1)</sup>                 | 10,445                           |
| Printing Services   | 16                         | (3)                 | -        | -                   | 5                                    | 18                               |
| <b>Subtotal Academic Support</b>  | <b>14,189</b>              | <b>(233)</b>        | <b>0</b> | <b>0</b>            | <b>(298)</b>                         | <b>13,658</b>                    |
| Undistributed Operating Expenditure Adjustments (estimated)                           |                            |                     |          |                     |                                      | <b>330</b>                       |
| <b>Academic Support including the undistributed Operating expenditure adjustments</b> |                            |                     |          |                     |                                      | <b>13,988</b>                    |

(1) Other adjustments include: market adjustment support for Engineering and Health Professions; a reallocation of funds from ITS and CLT to the Library for technical support services, an increase in Centres, Institutes and Special Projects based on the increased Research Support Fund Grant and a reduction in revenue from King's due to lower enrolment.

(2) Increased funding of \$600,000 as per the BAC LIV Report.

**DALHOUSIE UNIVERSITY**  
**2017-18 RECOMMENDED OPERATING BUDGET - CONTINUITY**  
(\$000's omitted)

|  | 2016-17<br>Final<br>Budget | Budget<br>Reduction | Non Salary<br>& Other<br>Adjustments | 2017-18<br>Recommended<br>Budget |
|--|----------------------------|---------------------|--------------------------------------|----------------------------------|
| <b>ADMINISTRATION</b>  |                            |                     |                                      |                                  |
| Application Fees and Services Recovery   | (1,465)                    | -                   | -                                    | (1,465)                          |
| Advancement  | 6,354                      | (114)               | 22                                   | 6,262                            |
| Communications and Marketing   | 3,106                      | (55)                | 8                                    | 3,059                            |
| Environmental Health and Safety Office   | 1,168                      | (21)                | 29                                   | 1,176                            |
| Financial Services   | 5,041                      | (90)                | -                                    | 4,951                            |
| Human Resources  | 3,626                      | (65)                | 2                                    | 3,563                            |
| Dalhousie Analytics  | 931                        | (17)                | 1                                    | 915                              |
| Inter-University Services  | 98                         | -                   | 1                                    | 99                               |
| President's Office /Provost's Office <sup>(1)</sup>  | 4,261                      | (78)                | 1                                    | 4,184                            |
| Registrar & Admissions   | 6,188                      | (118)               | 13                                   | 6,083                            |
| Research Services  | 1,996                      | (36)                | -                                    | 1,960                            |
| University Secretariat / Internal Audit  | 1,025                      | (18)                | 1                                    | 1,008                            |
| <b>Subtotal Administration</b>   | <b>32,329</b>              | <b>(613)</b>        | <b>78</b>                            | <b>31,794</b>                    |
| Undistributed Operating Expenditure Adjustments (estimated)                                |                            |                     |                                      | <b>950</b>                       |
| <b>Administration including the undistributed operating expenditure adjustments</b>        |                            |                     |                                      | <b>32,744</b>                    |
| <b>GENERAL</b>   | <b>1,640</b>               | <b>(21)</b>         | <b>31</b>                            | 1,650                            |
| Undistributed Operating Expenditure Adjustments (estimated)                                |                            |                     |                                      | <b>20</b>                        |
| <b>General including the undistributed operating expenditure adjustments</b>               |                            |                     |                                      | <b>1,670</b>                     |
| <b>FACILITIES MANAGEMENT</b>   | <b>21,238</b>              | <b>(381)</b>        | <b>71</b>                            | 20,928                           |
| Undistributed Operating Expenditure Adjustments (estimated)                                |                            |                     |                                      | <b>610</b>                       |
| <b>Facilities Management including the undistributed operating expenditure adjustments</b> |                            |                     |                                      | <b>21,538</b>                    |

(1) This budget line also includes Human Rights and Equity Services, Legal Services, Government and International Relations.

**DALHOUSIE UNIVERSITY**  
**2017-18 RECOMMENDED OPERATING BUDGET - CONTINUITY**  
(\$000's omitted)

|  | <u>2016-17</u><br>Final<br>Budget | <u>Budget</u><br>Reduction | <u>Endowment</u><br>Change | <u>Non Salary</u><br>Increase | <u>2017-18</u><br>Recommended<br>Budget |
|--|-----------------------------------|----------------------------|----------------------------|-------------------------------|---|
| <b><u>STUDENT AFFAIRS</u></b>  |                                   |                            |                            |                               |   |
| Awards Office & Student Services Centre -Sexton                                      | 452                               | (1)                        | -                          | -                             | 451                                     |
| Student Support Services (including Vice-Provost's Office)                           | 4,582                             | (106)                      | -                          | 2                             | 4,478                                   |
| Student Wellness (including Counselling)   | 1,459                             | -                          | -                          | -                             | 1,459                                   |
| Recreation and Athletics   | 1,029                             | (16)                       | 9                          | 6                             | 1,028                                   |
| <b>Subtotal Student Affairs</b>  | <b>7,522</b>                      | <b>(123)</b>               | <b>9</b>                   | <b>8</b>                      | <b>7,416</b>                            |
| Undistributed Operating Expenditure Adjustments (estimated)                          |                                   |                            |                            |                               | <b>200</b>                              |
| <b>Student Affairs including the undistributed operating expenditure adjustments</b> |                                   |                            |                            |                               | <b>7,616</b>                            |
| <b><u>ANCILLARIES</u></b>  |                                   |                            |                            |                               |   |
| Dalhousie Arts Centre  | 368                               | -                          | -                          | -                             | 368                                     |
| Dalplex and Arena  | 181                               | -                          | -                          | -                             | 181                                     |
| Food Services, including Dal Card  | (43)                              | -                          | -                          | -                             | (43)                                    |
| Residence Life   | 1,508                             | -                          | -                          | 29                            | 1,537                                   |
| University Bookstore   | (123)                             | -                          | -                          | 4                             | (119)                                   |
| University Housing   | (2,019)                           | -                          | 4                          | (12)                          | (2,027)                                 |
| <b>Total Ancillaries</b>   | <b>(128)</b>                      | <b>-</b>                   | <b>4</b>                   | <b>21</b>                     | <b>(103)</b>                            |

**DALHOUSIE UNIVERSITY**  
**Supplementary Budget Information for Expenditure Areas**  
**and Responsibility Centres with an Endowment Supported Component**  
**(\$000's omitted)**

|  | <b>2016-17 Budget</b> |               |                | <b>2017-18 Budget</b> |               |                |
|--|-----------------------|---------------|----------------|-----------------------|---------------|----------------|
|  | Operating             | Endowment     | Total          | Operating             | Endowment     | Total          |
| <b>General</b>   |                       |               |                |                       |               |                |
| Scholarships   | 10,641                | 6,161         | 16,802         | 11,041                | 6,178         | 17,219         |
| Endowment Management Expense                                     | -                     | 2,800         | 2,800          | -                     | 3,100         | 3,100          |
| <b>Responsibility Centres</b>                                    |                       |               |                |                       |               |                |
| Agriculture (including other Academic Areas)                     | 16,989                | 75            | 17,064         | 16,705                | 187           | 16,892         |
| Architecture and Planning  | 4,592                 | 73            | 4,665          | 4,461                 | 76            | 4,537          |
| Arts and Social Sciences   | 18,876                | 1,469         | 20,345         | 17,643                | 1,626         | 19,269         |
| Computer Science   | 6,955                 | 193           | 7,148          | 7,331                 | 214           | 7,545          |
| Dentistry  | 9,926                 | 191           | 10,117         | 9,734                 | 199           | 9,933          |
| Engineering  | 19,688                | 774           | 20,462         | 19,905                | 811           | 20,716         |
| Graduate Studies   | 1,561                 | 379           | 1,940          | 1,521                 | 701           | 2,222          |
| Health Professions   | 28,618                | 533           | 29,151         | 28,489                | 569           | 29,058         |
| Law  | 8,843                 | 2,495         | 11,338         | 8,741                 | 2,732         | 11,473         |
| Management   | 12,514                | 687           | 13,201         | 12,379                | 704           | 13,083         |
| Medicine   | 41,891                | 5,763         | 47,654         | 41,236                | 6,071         | 47,307         |
| Science  | 33,282                | 2,492         | 35,774         | 32,105                | 2,601         | 34,706         |
| College of Sustainability  | 1,195                 | 6             | 1,201          | 1,139                 | 6             | 1,145          |
| University Library   | 15,544                | 208           | 15,752         | 16,442                | 211           | 16,653         |
| College of Continuing Education                                  | 1,140                 | 62            | 1,202          | 1,131                 | 64            | 1,195          |
| Centres, Institutes & Special Projects                           | 3,103                 | 32            | 3,135          | 4,015                 | 33            | 4,048          |
| Art Gallery  | 164                   | 68            | 232            | 157                   | 68            | 225            |
| Centre for Learning and Teaching                                 | 1,490                 | 1             | 1,491          | 1,181                 | 1             | 1,182          |
| Recreation and Athletics   | 887                   | 142           | 1,029          | 877                   | 151           | 1,028          |
| University Housing   | (2,258)               | 239           | (2,019)        | (2,270)               | 243           | (2,027)        |
| <b>Total before Undistributed Operating Expenditure Costs</b>    | <b>235,641</b>        | <b>24,843</b> | <b>260,484</b> | <b>233,963</b>        | <b>26,546</b> | <b>260,509</b> |
| <b>Estimated Undistributed Operating Costs</b>                   |                       |               |                | <b>6,700</b>          | <b>-</b>      | <b>6,700</b>   |
| <b>Total including Undistributed Operating Expenditure Costs</b> | <b>235,641</b>        | <b>24,843</b> | <b>260,484</b> | <b>240,663</b>        | <b>26,546</b> | <b>267,209</b> |

**Breakdown of Endowment Budget by Category of Spending**

|                                | <b>2016-17</b>       | <b>2017-18</b>       | <b>Increase</b>     |
|--------------------------------|----------------------|----------------------|---------------------|
| Student Assistance:            |                      |                      |                     |
| Graduate Studies and Registrar | 6,161                | 6,178                | 17                  |
| Faculty administered           | 4,673                | 4,973                | 300                 |
|                                | <u>10,834</u>        | <u>11,151</u>        | <u>317</u>          |
| Academic Chairs                | 4,365                | 4,821                | 456                 |
| Faculty Salary Support         | 2,276                | 2,320                | 44                  |
| General and Research Support   | 4,333                | 4,915                | 582                 |
| Library Acquisitions           | 235                  | 239                  | 4                   |
| Endowment Management Expense   | 2,800                | 3,100                | 300                 |
|                                | <u><b>24,843</b></u> | <u><b>26,546</b></u> | <u><b>1,703</b></u> |

Dalhousie University  
Facilities Maintenance  
Fiscal 2017-2018

|   | Projects less<br>than \$250K | Projects<br>greater than<br>\$250K | Budget             |
|---|------------------------------|------------------------------------|--------------------|
| <b>2017-18 Approved Projects</b>  |                              |                                    |                    |
| <b>Alterations and Renovations</b>  |                              |                                    |                    |
| Various Projects  | 1,000,000                    |                                    |                    |
|   | <u>1,000,000</u>             | -                                  | 1,000,000          |
| <b>Classroom Renewal</b>  |                              |                                    |                    |
| Various Projects  | 100,000                      |                                    |                    |
| Architecture and Planning HA19 Classroom Renewal  |                              | 680,000                            |                    |
|   | <u>100,000</u>               | <u>680,000</u>                     | 780,000            |
| <b>Energy Projects</b>  |                              |                                    |                    |
|   | -                            | -                                  | -                  |
| <b>Maintenance Renewal</b>  |                              |                                    |                    |
| HOWE HALL - HENDERSON HOUSE - REPLACE MAIN ROOF   |                              | 350,000                            |                    |
| HENRY HICKS BUILDING - EXTERIOR ENVELOPE CONSERVATION PROGRAM - PHASE 3 OF 4 - STONEMWORK AND WINDOWS |                              | 3,235,961                          |                    |
| HOWE HALL - HENDERSON HOUSE - EXTERIOR ENVELOPE CONSERVATION PROGRAM - PHASE 4 OF 4                   |                              | 975,000                            |                    |
| TUPPER - REPLACE FIRE PUMP (DESIGN & CONSTRUCTION)  |                              | 1,500,000                          |                    |
| HENRY & SEYMOUR HOUSES - SECONDARY HEATING LOOP CONVERSION (CONSTRUCTION)                             |                              | 350,000                            |                    |
| DUNN BUILDING - MAJOR RENEWAL OF 1 PASSENGER ELEVATOR - CONSTRUCTION                                  |                              | 250,000                            |                    |
| SHIRREFF HALL (OLD EDDY) - MAJOR RENEWAL OF 1 FREIGHT ELEVATOR - CONSTRUCTION                         |                              | 300,000                            |                    |
| RISLEY HALL - GROUND LEVEL - OUTDOOR - REPLACE 23KV TRANSFORMER - CONSTRUCTION                        |                              | 500,000                            |                    |
| KEN ROWE - GROUND - ROOM G05 - REPLACE 23KV TRANSFORMER - CONSTRUCTION                                |                              | 500,000                            |                    |
| AC - COX - REPLACE WINDOWS AND REPOINT BRICK, PHASE 3 OF 4  |                              | 790,000                            |                    |
| AC- CUMMING HALL ROOF REPLACEMENT   |                              | 390,000                            |                    |
| Capital Contributions <sup>(1)</sup>  |                              | 3,985,000                          |                    |
| Other Halifax Projects  | 7,946,500                    |                                    |                    |
| Other AC Projects   | <u>585,000</u>               |                                    |                    |
|   | <u>8,531,500</u>             | <u>13,125,961</u>                  | 21,657,461         |
| Less Contribution from University Housing for Residence projects                                      |                              |                                    | (1,194,043)        |
| <b>Incomplete FY 16-17 projects to complete in FY 17-18</b>   |                              |                                    |                    |
| LIFE SCIENCES CENTRE - BIOLOGY - 8TH FLOOR - GREENHOUSE - EXTERIOR ENVELOPE IMPROVEMENTS              |                              | 1,732,104                          |                    |
| KILLAM - EMERGENCY LIGHTING UPGRADE - CONSTRUCTION  |                              | 236,483                            |                    |
| WELDON LAW BUILDING - EXTERIOR ENVELOPE CONSERVATION PROGRAM - PHASE 3 CONSTRUCTION                   |                              | 333,496                            |                    |
| WELDON LAW BUILDING - BASEMENT - ELECTRICAL VAULT EQUIPMENT REARRANGEMENT                             |                              | 159,722                            |                    |
| HENRY HICKS BUILDING - EXTERIOR ENVELOPE CONSERVATION PROGRAM - PHASE 2 - STONEMWORK AND WINDOWS      |                              | 304                                |                    |
| AC- AGRICULTURAL CAMPUS MASTER PLAN 2013-2014   |                              | 119,780                            |                    |
| Other Projects  | <u>829,257</u>               |                                    |                    |
|   | <u>829,257</u>               | <u>2,581,889</u>                   | 3,411,146          |
| <b>Funded from 2016-17 Carry forward</b>  |                              |                                    | <u>(1,079,886)</u> |
| <b>Subtotal</b>   |                              |                                    | 24,574,678         |
| <b>Adjustments to planned budgets during the year<sup>(2)</sup></b>                                   |                              |                                    | <u>(3,126,678)</u> |
| <b>Total Facilities Maintenance 2017-18 budget</b>  |                              |                                    | <u>21,448,000</u>  |

## Note:

(1) Includes multi year allocations to Dentistry Clinic renovations, Sexton Campus Hot Water Line, Tupper Floors 1 and 2, Tupper EPC, and AC Lighting Retrofit in accordance with the funding plan for these major renewal projects.

(2) Budget includes overprogramming of projects but will be managed by Facilities Management to achieve a budget target by year end.

**Dalhousie University**  
**Summary of Enrolment Related Budget Allocations 2002-03 to 2017-18**  
(\$000's omitted)

| <b>Faculty</b>            | <b>2002-03 to<br/>2011-12</b> | <b>2012-13</b> | <b>2013-14</b> | <b>2014-15</b> | <b>2015-16</b> | <b>2016-17</b> | <b>2017-18</b> | <b>Cumulative<br/>Distributions<br/>2002-03 to<br/>2017-18</b> |
|---------------------------|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|--|
| Architecture and Planning | 467                           | 53             | (33)           | 59             | (4)            | 4              | (49)           | 497  |
| Arts and Social Sciences  | 2,828                         | (63)           | (719)          | (541)          | (410)          | (729)          | (894)          | (528)  |
| Computer Science          | (410)                         | 183            | 294            | 172            | 224            | 195            | 495            | 1,153  |
| Dentistry                 | 34                            | (35)           | 27             | (23)           | 31             | (34)           | (28)           | (28)   |
| Engineering               | 2,493                         | 114            | 233            | 139            | 584            | 445            | 341            | 4,349  |
| Graduate Studies          | 109                           | (48)           | (35)           | 14             | 8              | 42             | (17)           | 73   |
| Health Professions        | 3,123                         | 939            | 361            | 106            | (88)           | 146            | 293            | 4,880  |
| Law                       | 244                           | (156)          | 133            | (107)          | 4              | (163)          | 22             | (23)   |
| Management                | 1,888                         | 64             | 21             | 47             | 100            | (174)          | 90             | 2,036  |
| Medicine                  | 401                           | 73             | (11)           | 116            | (135)          | 357            | 29             | 830  |
| Science                   | 3,146                         | 734            | 170            | 428            | 1,150          | (166)          | (602)          | 4,860  |
| College of Sustainability | 506                           | 64             | (21)           | (49)           | (53)           | (30)           | (36)           | 381  |
|                           | <b>14,829</b>                 | <b>1,922</b>   | <b>420</b>     | <b>361</b>     | <b>1,411</b>   | <b>(107)</b>   | <b>(356)</b>   | <b>18,480</b>  |

**Dalhousie University**  
**Schedule of Revenue and Expense - Ancillary**  
**2017-18 Budget Plan**  
**(\$000's omitted)**

|   | 2017-18 Budget Plan |              |                        |                  |                   |  |                | 2016-17<br>Final<br>Budget | Change       |     |
|---|---------------------|--------------|------------------------|------------------|-------------------|--|----------------|----------------------------|--------------|-----|
|   | Arts<br>Centre      | Bookstore    | Dalplex <sup>(1)</sup> | Food<br>Services | Residence<br>Life | Housing &<br>Conference<br>Services <sup>(2)</sup> | Total          |                            |              |     |
|   | Revenue             |              |                        |                  |                   |  |                |                            |              |     |
| Revenue:  |                     |              |                        |                  |                   |  |                |                            |              |     |
| Government Grant                                  | 100                 | -            | -                      | -                | -                 | 420  | 520            | 553                        | (33)         |     |
| Memberships & Programs                            | -                   | -            | 1,346                  | -                | -                 | -  | 1,346          | 1,436                      | (90)         |     |
| Conference Services & Other                       | -                   | -            | -                      | -                | -                 | 1,963  | 1,963          | 2,003                      | (40)         | (3) |
| Residence Fees                                    | -                   | -            | -                      | -                | -                 | 18,613   | 18,613         | 18,368                     | 245          | (4) |
| Sales   | 3,904               | 6,281        | 357                    | 12,393           | -                 | -  | 22,935         | 23,173                     | (238)        | (5) |
| <b>Total Revenue</b>                              | <b>4,004</b>        | <b>6,281</b> | <b>1,703</b>           | <b>12,393</b>    | <b>-</b>          | <b>20,995</b>                                      | <b>45,376</b>  | <b>45,533</b>              | <b>(156)</b> |     |
| Expenditures                                      |                     |              |                        |                  |                   |  |                |                            |              |     |
| Salary  | 791                 | 940          | 1,130                  | 157              | 1,436             | 3,187  | 7,641          | 7,593                      | (47)         | (6) |
| Non Salary:                                       |                     |              |                        |                  |                   |  |                |                            |              |     |
| Utilities, Insurance & Taxes                      | 293                 | 36           | 279                    | 251              | -                 | 2,669  | 3,528          | 3,717                      | 189          |     |
| Debt Service & Bank Charges                       | 143                 | 100          | 23                     | 115              | -                 | 3,510  | 3,890          | 4,098                      | 208          |     |
| Maintenance                                       | 122                 | 33           | 141                    | 1,086            | -                 | 3,616  | 4,997          | 4,777                      | (220)        |     |
| Cost of Sales                                     | 2,829               | 4,700        | 119                    | 9,722            | -                 | -  | 17,370         | 17,553                     | 183          | (7) |
| Operating Expense                                 | 195                 | 421          | 192                    | 1,019            | 101               | 6,202  | 8,130          | 7,914                      | (216)        |     |
| <b>Total Expense</b>                              | <b>4,372</b>        | <b>6,229</b> | <b>1,884</b>           | <b>12,351</b>    | <b>1,537</b>      | <b>19,184</b>                                      | <b>45,556</b>  | <b>45,653</b>              | <b>97</b>    |     |
| Planned Use of Carry Forward                      | -                   | (67)         | -                      | -                | -                 | (215)  | (282) (8), (9) | (248)                      | (34)         |     |
| <b>Contribution/(Subsidy) to Ancillary Budget</b> | <b>(368)</b>        | <b>119</b>   | <b>(181)</b>           | <b>43</b>        | <b>(1,537)</b>    | <b>2,027</b>                                       | <b>103</b>     | <b>128</b>                 | <b>(25)</b>  |     |

## Footnotes:

- (1) Budget assumes pool reopening in June.
- (2) Housing budget includes an endowment of \$243.
- (3) Based on summer conference bookings.
- (4) Based on projected occupancy and 3% increase in residence rates.
- (5) Based on Arts Centre confirmed bookings, partial year closure of the Dalplex pool, decline in book sales and a 3% increase in meal plan rates in Food Services.
- (6) Includes a provision for estimated costs of salary increases in 2017-18.
- (7) Based on budgeted sales levels (see note 5).
- (8) The Bookstore reflects a shortfall on the Agricultural Campus budget as operations are aligned to a sustainable model.
- (9) Housing and Conference Services reflects a shortfall on the Agricultural Campus budget due to a reduction in revenue from Conferences.