

ACADEMIC COUNCIL REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

TO: Academic Council

DATE: March 26, 2024

PRESENTED BY: Lori Livingston, Provost and Vice-President Academic
 Brad Maclsaac, Vice President Administration
 Sarah Thrush, AVP Planning and Strategic Analysis

SUBJECT: Activity Based Budget Allocation Model

BACKGROUND/CONTEXT & RATIONALE:

Activity Based-Budgeting (ABB) is a budget model that provides transparency around the key drivers of the operating budget through attribution of direct and indirect revenue and costs of Faculties and units that generate the activity.

As part of supporting the differentiated growth strategy, the university is using the ABB methodology to help *inform* budget allocation decisions at the university while at the same time increasing the broader campus community’s knowledge of the revenue and cost drivers linked to activity. The university is not implementing the ABB model, rather it is the intention to use the ABB model to provide incentives to Faculties and units to generate revenue and manage costs more effectively and create a better understanding of subsidizations within the university.

As part of a broader community consultation, the purpose of providing details of the ABB model is to illustrate the main components of the model on the revenue and cost side as well as highlight underlying methodology of the various elements of the model. The model shows how enrolment is attributed to Faculties, how the revenue flows in from specific grants and how service teaching is credited as well as the internal subsidizations needed to cover current costs within Faculties. The transparency provided by the ABB model addresses the 2022 Auditor General report to bring greater transparency of revenue and costs by unit to Academic Council and the Board.

We look forward to the discussion with Academic Council on the ABB model and methodologies.

Important note: The ABB model revenues and costs are not intended to reconcile with the University’s consolidated budget. For example, externally restricted revenue such as research,

philanthropy and Commercial Services are not included in the ABB model. These sources of revenue are operating under contractual obligations (research revenue) or as cost recovery or revenue generating centers where revenue will remain within commercial services.

CONSULTATION:

SLT, SAT, Community sessions, Joint Committee, Faculty Council meetings and presentations to administrative units throughout the months of January, February and March 2024.

Board Audit and Finance April 2024

SUPPORTING REFERENCE MATERIALS:

ABB Faculty Council Presentations February and March 2024.pdf



Looking Ahead
Activity-Based Budgeting: Informing University Budget Allocations
Faculty Council Presentations – February/March 2024



Purpose of Community Sessions

- Define Activity-Based Budgeting (ABB)
- Outline the Guiding Principles for ABB
- Outline how will ABB **inform** University budget Allocations
- Provide transparency in budget allocation methodologies and processes



What is Activity-Based Budgeting?

Activity Based-Budgeting (ABB) is a budget resource allocation model

- ABB attributes direct and indirect revenues to units and Faculties that generate them through revenue drivers
 - In other words, ABB attributes revenue to the unit or Faculty where the 'activity' is generated
 - ✓ For Faculties revenue drivers are predominately student tuition and government grants
 - ✓ For units revenue drivers could be application fees, special grants etc.
- ABB attributes direct and indirect costs to units and Faculties based on cost drivers for their actual or proportionate share of university costs
 - Space, HR, Finance, Research etc.



Guiding Principles for ABB at Ontario Tech

Principles

- Support university priorities
 - Model will be used to inform resource allocations and strategic decisions
- Transparent
 - Revenue and cost drivers are understood
- Incentivize revenue generation and cost containment initiatives
- Provide predictability in planning
- Create better understanding of subsidizations and costs



Illustrating ABB

- ABB focuses on University's Operating budget
- Illustrating Details of Budget Allocation model using **2023-24** enrolment **projections** and **budgets**
- Assumptions:
 - 2023-24 enrolment and revenue targets achieved.
- Data sources noted cited
 - Annual model will use **official count** dates to calculate student and FTE amounts

Please note that the numbers used in the following slides are not final. The numbers are intended to illustrate revenue and cost calculations for discussion purposes only.



Overview: Budget Model Components

Three main components:

Revenue

- Domestic Tuition/Fees
- International Tuition/Fees
- Government Operation Grants
- Government Other Grants
- Service Teaching Adjustments
- Other Revenue

Support Unit Allocations (costs)

- Based on support unit direct function the allocation of costs are distributed to each Faculty.

Adjustments

- Faculty Budget
- Strategic Tax
- Strategic Allocation

Note: All externally restricted revenue such as research, philanthropy and Commercial Services are not included in the ABB model. These sources of revenue are operating under contractual obligations (research revenue) or as cost recovery or revenue generating centers where revenue will remain within commercial services.



Revenues: Domestic and International Tuition Fees

| Faculty | Tuition | | | | Subtotal Tuition | TSA obligation |
|--|----------------------|----------------------|---------------------|---------------------|----------------------|---------------------|
| | UG Domestic | UG International | GR Domestic | GR International | | |
| Faculty of Business and Information Technology | \$ 14,137,184 | \$ 7,328,529 | \$ 590,385 | \$ 1,706,903 | \$ 23,763,001 | \$ 1,888,387 |
| Faculty of Education | \$ 3,587,011 | \$ 30,655 | \$ 731,680 | \$ - | \$ 4,349,346 | \$ 433,279 |
| Faculty of Engineering and Applied Science | \$ 15,415,504 | \$ 10,707,880 | \$ 540,187 | \$ 5,524,053 | \$ 32,187,624 | \$ 2,342,238 |
| Faculty of Health Sciences | \$ 10,581,121 | \$ 2,092,414 | \$ 366,916 | \$ 71,106 | \$ 13,111,557 | \$ 1,194,326 |
| Faculty of Science | \$ 7,859,342 | \$ 6,833,977 | \$ 660,548 | \$ 708,860 | \$ 16,062,727 | \$ 1,198,960 |
| Faculty of Social Science and Humanities | \$ 6,303,865 | \$ 1,486,528 | \$ 344,744 | \$ 99,440 | \$ 8,234,577 | \$ 737,815 |
| Undeclared | \$ 142,584 | \$ 69,485 | \$ 2,953 | \$ - | \$ 215,022 | \$ 17,750 |
| | \$ 58,026,611 | \$ 28,549,468 | \$ 3,237,413 | \$ 8,110,362 | \$ 97,923,854 | \$ 7,812,755 |

Note: Tuition Set Aside (TSA) obligation is noted to provide transparency on the amount required to put into student awards. TSA obligation is within the \$97.9 and is removed as part of the support unit allocation/cost.

Source: OIRA Enrolment Forecast Model



Revenues: Government Grants

Grant allocation principle: Government grant is initially allocated to Faculties in the same manner that MCU uses calculate the university's enrolment corridor. Then adjusted based on actual enrolment performance (+/- 2016-17 levels where funds are available).

- Faculties that meet WGU counts will maintain their government grant as allocated in 2016-17 (UG) and 2019-20 (GR)

- Faculties that miss their WGU count will have that amount removed from their allocation on an annual basis.
- If this number is missed for 3 consecutive years the grant will be permanently removed from the base for that Faculty.

- Faculties that exceed WGU counts will be eligible to gain WGU funding from Faculty's that miss their counts

Using slip year official WGUs claimed to Ministry



Government Grant – Corridor Attribution

The enrolment corridor and associated funding was implemented for all Ontario institutions using 2016-17 enrolments (plus 2019 grad adjustments) to determine the funding level (midpoint). Enrolment commitments for all universities are outlined in their respective Strategic Management Agreements (SMAs) with MCU.

Corridor funding is allocated based on the number of Weighted Grant Units (WGUs) generated by majors and their enrolments in a Faculty.

| Faculty | UG WGUs at Corridor Roll (2016-17) | GR Masters WGUs at Corridor Roll (2019-20) | GR PhD WGUs at Corridor Roll (2019-20) | Total | Corridor Revenue Allocation |
|--|------------------------------------|--|--|--------|-----------------------------|
| Faculty of Business and Information Technology | 3,317 | 73 | | 3,390 | \$ 10,225,638 |
| Faculty of Education | 582 | 300 | | 882 | \$ 2,660,595 |
| Faculty of Engineering and Applied Science | 4,790 | 418 | 314 | 5,521 | \$ 16,653,211 |
| Faculty of Health Sciences | 2,824 | 290 | 45 | 3,159 | \$ 9,528,739 |
| Faculty of Science | 2,046 | 302 | 280 | 2,628 | \$ 7,927,365 |
| Faculty of Social Science and Humanities | 2,622 | 129 | 211 | 2,962 | \$ 8,934,633 |
| Undeclared | 47 | | | 47 | \$ 141,159 |
| | 16,229 | 1,511 | 850 | 18,590 | \$ 56,071,341 |

Note: Nursing Grant is funded outside of the corridor model and is not included in the above table.

Source: Ministry Funding Model Workbook



Government Grant Allocation: Corridor Performance + Other

| Faculty | Grant |
|--|----------------------|
| Faculty of Business and Information Technology | \$ 11,072,784 |
| Faculty of Education | \$ 4,204,476 |
| Faculty of Engineering and Applied Science | \$ 14,468,922 |
| Faculty of Health Sciences | \$ 15,308,595 |
| Faculty of Science | \$ 9,841,373 |
| Faculty of Social Science and Humanities | \$ 7,181,345 |
| Undeclared | \$ 94,861 |
| | \$ 62,172,355 |

Note 1: Nursing collaborative grant has been included

Note 2: Includes enrolment adjustments based on performance +/- 2016-17 levels

Source: Using slip year official WGU's claimed to Ministry



Faculty Direct Revenue

Faculty specific revenue is flowed directly to the Faculty.

Examples of Faculty Direct Revenue:

- CPA donations
- Internship Fees
- Practicum Fees
- Mask/Lab supply fees
- OPG Donation
- Donations and Grants for Engineering Outreach

| Faculty | Faculty Direct |
|--|-----------------------|
| Faculty of Business and Information Technology | \$ 167,900 |
| Faculty of Education | \$ 109,800 |
| Faculty of Engineering and Applied Science | \$ 1,245,000 |
| Faculty of Health Sciences | \$ 1,257,268 |
| Faculty of Science | \$ - |
| Faculty of Social Science and Humanities | \$ 77,544 |
| Undeclared | \$ - |
| | \$ 2,857,512 |

Source: Finance budget submissions



Revenue Subtotal

| Revenue | Tuition | | | | | | |
|--|----------------------|----------------------|---------------------|---------------------|----------------------|---------------------|-----------------------|
| Faculty | UG | | GR | | Grant | Faculty Direct | Revenue SubTotal |
| | UG Domestic | International | GR Domestic | International | | | |
| Faculty of Business and Information Technology | \$ 14,137,184 | \$ 7,328,529 | \$ 590,385 | \$ 1,706,903 | \$ 11,072,784 | \$ 167,900 | \$ 35,003,686 |
| Faculty of Education | \$ 3,587,011 | \$ 30,655 | \$ 731,680 | \$ - | \$ 4,204,476 | \$ 109,800 | \$ 8,663,622 |
| Faculty of Engineering and Applied Science | \$ 15,415,504 | \$ 10,707,880 | \$ 540,187 | \$ 5,524,053 | \$ 14,468,922 | \$ 1,245,000 | \$ 47,901,546 |
| Faculty of Health Sciences | \$ 10,581,121 | \$ 2,092,414 | \$ 366,916 | \$ 71,106 | \$ 15,308,595 | \$ 1,257,268 | \$ 29,677,420 |
| Faculty of Science | \$ 7,859,342 | \$ 6,833,977 | \$ 660,548 | \$ 708,860 | \$ 9,841,373 | \$ - | \$ 25,904,100 |
| Faculty of Social Science and Humanities | \$ 6,303,865 | \$ 1,486,528 | \$ 344,744 | \$ 99,440 | \$ 7,181,345 | \$ 77,544 | \$ 15,493,466 |
| Undeclared | \$ 142,584 | \$ 69,485 | \$ 2,953 | \$ - | \$ 94,861 | \$ - | \$ 309,883 |
| | \$ 58,026,611 | \$ 28,549,468 | \$ 3,237,413 | \$ 8,110,362 | \$ 62,172,355 | \$ 2,857,512 | \$ 162,953,721 |



Service Teaching Adjustment Methodology

Service Teaching Principles: Credit Faculties for the teaching they perform for other Faculty's students

Calculate based on credit hours taught.

- Credit hours of all students taking courses outside of their home faculty are combined

- 90% of the average domestic home tuition per credit hour of the student is used as the transfer amount
- International tuition difference remains within the home Faculty.

- Net difference of revenue from courses taken vs those provided is transferred to Faculty providing the service course.



Service Teaching – Revenue Adjustment Credit Hours

Credit hours being taught outside of home Faculty

| Teaching Faculty | Home Faculty | | | | | | Grand Total |
|--|-----------------------------|-----------|-------------------------------|-----------------|--------------|-------------------------------|---------------|
| | Business & Information Tech | Education | Engineering & Applied Science | Health Sciences | Science | Social Science and Humanities | |
| Faculty of Business and Information Technology | | | 534 | 204 | 1,230 | 111 | 2,079 |
| Faculty of Education | 231 | | 3 | 54 | 30 | 99 | 417 |
| Faculty of Engineering and Applied Science | 9 | | | 3 | 36 | 3 | 51 |
| Faculty of Health Sciences | 15 | | 30 | | 60 | 36 | 141 |
| Faculty of Science | 912 | | 14,886 | 3,231 | | 1,329 | 20,358 |
| Faculty of Social Science and Humanities | 4,587 | 12 | 6,069 | 5,271 | 4,431 | | 20,370 |
| | 5,754 | 12 | 21,522 | 8,763 | 5,787 | 1,578 | 43,416 |

Tuition Rates used

| | Business & Information Tech | Education | Engineering & Applied Science | Health Sciences | Science | Social Science and Humanities |
|----------------------------------|-----------------------------|------------------|-------------------------------|------------------|------------------|-------------------------------|
| Average Domestic Tuition Rate | \$ 8,581.00 | \$ 5,940.00 | \$ 9,458.00 | \$ 5,940.00 | \$ 6,182.00 | \$ 5,940.00 |
| Amount per credit hour | \$ 286.03 | \$ 198.00 | \$ 315.27 | \$ 198.00 | \$ 206.07 | \$ 198.00 |
| Transfer amount (90% of CH rate) | \$ 257.43 | \$ 178.20 | \$ 283.74 | \$ 178.20 | \$ 185.46 | \$ 178.20 |



Service Teaching – Revenue Adjustment Dollars

| Teaching Faculty | Home Faculty | | | | | | Grand Total |
|--|--|-----------|-------------------------------|-----------------|--------------|-------------------------------|---------------|
| | Business & Information Tech | Education | Engineering & Applied Science | Health Sciences | Science | Social Science and Humanities | |
| | Faculty of Business and Information Technology | \$ - | \$ - | \$ 151,517 | \$ 36,353 | \$ 228,116 | |
| Faculty of Education | \$ 59,466 | \$ - | \$ 851 | \$ 9,623 | \$ 5,564 | \$ 17,642 | \$ 93,146 |
| Faculty of Engineering and Applied Science | \$ 2,317 | \$ - | \$ - | \$ 535 | \$ 6,677 | \$ 535 | \$ 10,063 |
| Faculty of Health Sciences | \$ 3,861 | \$ - | \$ 8,512 | \$ - | \$ 11,128 | \$ 6,415 | \$ 29,916 |
| Faculty of Science | \$ 234,776 | \$ - | \$ 4,223,754 | \$ 575,764 | \$ - | \$ 236,828 | \$ 5,271,122 |
| Faculty of Social Science and Humanities | \$ 1,180,831 | \$ 2,138 | \$ 1,722,018 | \$ 939,292 | \$ 821,773 | \$ - | \$ 4,666,053 |
| | \$ 1,481,252 | \$ 2,138 | \$ 6,106,652 | \$ 1,561,567 | \$ 1,073,257 | \$ 281,200 | \$ 10,506,066 |

| Faculty | Service Teaching Adjustments |
|--|------------------------------|
| Faculty of Business and Information Technology | -\$ 1,045,486 |
| Faculty of Education | \$ 91,008 |
| Faculty of Engineering and Applied Science | -\$ 6,096,590 |
| Faculty of Health Sciences | -\$ 1,531,650 |
| Faculty of Science | \$ 4,197,865 |
| Faculty of Social Science and Humanities | \$ 4,384,854 |
| Undeclared | |

Example: FBIT Service Teaching

Incoming: +\$435,766

Outgoing: -\$1,481,252

Net Adjustment: -\$1,045,486



Total Revenue Summary

| Revenue | Tuition | | | | Grant | Faculty Direct | Revenue SubTotal | Service Teaching Adjustments | Revenue Total |
|--|----------------------|----------------------|---------------------|---------------------|----------------------|---------------------|-----------------------|------------------------------|-----------------------|
| | UG | | GR | | | | | | |
| Faculty | UG Domestic | UG International | GR Domestic | GR International | | | | | |
| Faculty of Business and Information Technology | \$ 14,137,184 | \$ 7,328,529 | \$ 590,385 | \$ 1,706,903 | \$ 11,072,784 | \$ 167,900 | \$ 35,003,686 | -\$ 1,022,473 | \$ 33,981,213 |
| Faculty of Education | \$ 3,587,011 | \$ 30,655 | \$ 731,680 | \$ - | \$ 4,204,476 | \$ 109,800 | \$ 8,663,622 | \$ 90,057 | \$ 8,753,678 |
| Faculty of Engineering and Applied Science | \$ 15,415,504 | \$ 10,707,880 | \$ 540,187 | \$ 5,524,053 | \$ 14,468,922 | \$ 1,245,000 | \$ 47,901,546 | -\$ 6,018,144 | \$ 41,883,402 |
| Faculty of Health Sciences | \$ 10,581,121 | \$ 2,092,414 | \$ 366,916 | \$ 71,106 | \$ 15,308,595 | \$ 1,257,268 | \$ 29,677,420 | -\$ 1,550,161 | \$ 28,127,259 |
| Faculty of Science | \$ 7,859,342 | \$ 6,833,977 | \$ 660,548 | \$ 708,860 | \$ 9,841,373 | \$ - | \$ 25,904,100 | \$ 4,151,492 | \$ 30,055,592 |
| Faculty of Social Science and Humanities | \$ 6,303,865 | \$ 1,486,528 | \$ 344,744 | \$ 99,440 | \$ 7,181,345 | \$ 77,544 | \$ 15,493,466 | \$ 4,349,228 | \$ 19,842,694 |
| Undeclared | \$ 142,584 | \$ 69,485 | \$ 2,953 | \$ - | \$ 94,861 | \$ - | \$ 309,883 | | \$ 309,883 |
| | \$ 58,026,611 | \$ 28,549,468 | \$ 3,237,413 | \$ 8,110,362 | \$ 62,172,355 | \$ 2,857,512 | \$ 162,953,721 | \$ - | \$ 162,953,721 |



Support Unit Allocations - Costs

Based on the Support Unit's direct function a measure, or driver, is used to allocate the net revenue or expenses to each Faculty.

| Bin | Driver |
|-------------------|-------------------------|
| Student Bin | Student FTEs |
| Faculty Staff Bin | Continuing Faculty FTEs |
| Occupancy Bin | NASMs |
| Research Bin | TTT FTEs |
| Central Bin | Revenue |

| Student Bin (Student FTEs) | Faculty Staff Bin (Continuing Staff FTEs) | Occupancy Bin (NASMs) | Central Bin (Revenue) | Research Bin (TTT FTE) |
|--|---|-----------------------|-----------------------------------|--|
| Business Operations (30%) | Business Operations (70%) | Debenture | Board of Governors | Finance & Admin-Research |
| Communications & Marketing (70%) | Communications & Marketing (30%) | OCIS | Presidents Office | Research, Innovation & Int'l |
| ITS Media Services | Administrative Computing | ACE (FEAS portion) | Finance & Admin - VP | International Office Research Services |
| School of Graduate and Post Doctoral Studies | Telecommunications | Facilities Management | External Relations | |
| Library Services (80%) | Teaching & Learning | | Advancement | |
| IT (other than TELE) | Library Services (20%) | | Alumni | |
| | Human Resources | | IT Services - Admin Office | |
| | ITP Contributions - Faculty | | Office of the Provost | |
| | | | Institutional Research & Analysis | |
| | | | Academic Affairs (Provost) | |
| | | | VP HR and Services | |



What is being allocated?

- All revenue directed to the support units is taken into account (fees, grants, etc.)
- All expenses from the support units (salaries, operating)
- The **net expenses** are used in the allocation within the model

| | TSA and | | | | | |
|---------------------|-----------------|-----------------|-------------------|-----------------|----------------|-----------------|
| | Student Bin | Awards | Faculty Staff Bin | Occupancy Bin | Research Bin | Central Bin |
| Revenue | \$ 14,323,150 | \$ 10,296,361 | \$ 123,121 | \$ 17,316,615 | \$ 2,198,327 | \$ 6,263,856 |
| Expenses | \$ (39,285,395) | \$ (11,594,516) | \$ (8,600,353) | \$ (35,320,197) | \$ (7,493,416) | \$ (22,074,346) |
| Net Expenses | \$ (24,962,246) | \$ (1,298,155) | \$ (8,477,232) | \$ (18,003,582) | \$ (5,295,089) | \$ (15,810,490) |



Occupancy Space

Total NASMs = Student NASMs + Dedicated NASMs + General NASMs

- **Student NASMs** – UG labs and classroom space
 - UG Labs – based on proportional share of students from Faculties teaching in UG labs
 - UG classrooms – based on proportional share of students from Faculties teaching lectures **plus** students taking tutorials
 - Lectures are based on teaching Faculty, tutorial use is based on home Faculty
 - Data from official USER file
- **Dedicated NASMs** – Assigned offices and Research Labs
 - Directly from OCIS data based on assigned rooms
- **General NASMs** – all other space within the institution
 - Based on proportion of all students (e.g. your Faculty has 20% of the students then 20% of the general space is allocated)
 - Data from official USER file



Support Bin/Unit Cost Allocations

| Cost Bins For Service Unit Allocation | | | | | | | | |
|--|------------------------|-----------------------|-----------------------|------------------------|-----------------------|------------------------|------------------------|--|
| Faculty | TSA and | | | | | | Cost Bin Total | |
| | Student Bin | Awards | Faculty Staff Bin | Occupancy Bin | Research Bin | Central Bin | | |
| Faculty of Business and Information Technology | \$ (5,243,025) | \$ (272,864) | \$ (1,604,886) | \$ (3,280,334) | \$ (1,058,846) | \$ (3,294,775) | \$ (14,754,729) | |
| Faculty of Education | \$ (1,812,457) | \$ (30,176) | \$ (504,442) | \$ (1,066,896) | \$ (310,514) | \$ (849,413) | \$ (4,573,899) | |
| Faculty of Engineering and Applied Science | \$ (5,621,047) | \$ (427,281) | \$ (2,168,228) | \$ (4,986,090) | \$ (1,331,514) | \$ (4,056,102) | \$ (18,590,262) | |
| Faculty of Health Sciences | \$ (4,986,866) | \$ (156,048) | \$ (1,358,037) | \$ (3,148,468) | \$ (813,703) | \$ (2,730,827) | \$ (13,193,950) | |
| Faculty of Science | \$ (3,839,448) | \$ (170,504) | \$ (1,577,057) | \$ (3,432,557) | \$ (922,082) | \$ (2,920,626) | \$ (12,862,273) | |
| Faculty of Social Science and Humanities | \$ (3,348,550) | \$ (241,281) | \$ (1,264,582) | \$ (2,089,237) | \$ (858,431) | \$ (1,928,682) | \$ (9,730,763) | |
| Undeclared | \$ (110,853) | \$ - | \$ - | \$ - | \$ - | \$ (30,066) | \$ (140,919) | |
| | \$ (24,962,246) | \$ (1,298,155) | \$ (8,477,232) | \$ (18,003,582) | \$ (5,295,089) | \$ (15,810,490) | \$ (73,846,794) | |



Adjustments

- The amount set in budget for the year is stated for each Faculty.
- **Strategic** pot is created to allocate towards University priorities
 - For the purpose of this illustration, the strategic pot % balances negative Faculty budgets
 - Equals 8.5% of the total Faculty revenue (with service teaching accounted for).

| Adjustments | | | |
|--|-----------------------|----------------------|-----------------------|
| Faculty | Faculty Loaded Budget | Strategic Pot | Adjustments Total |
| Faculty of Business and Information Technology | \$ 15,878,044 | \$ 2,886,447 | \$ 18,764,491 |
| Faculty of Education | \$ 6,032,890 | \$ 744,143 | \$ 6,777,033 |
| Faculty of Engineering and Applied Science | \$ 21,720,127 | \$ 3,553,421 | \$ 25,273,548 |
| Faculty of Health Sciences | \$ 16,785,865 | \$ 2,392,390 | \$ 19,178,255 |
| Faculty of Science | \$ 16,035,780 | \$ 2,558,667 | \$ 18,594,447 |
| Faculty of Social Science and Humanities | \$ 12,185,293 | \$ 1,689,657 | \$ 13,874,950 |
| Undeclared | \$ - | \$ 26,340 | \$ 26,340 |
| | \$ 88,637,999 | \$ 13,851,066 | \$ 102,489,065 |



Faculty Allocation Summary – 2023-24 Example

| Faculty | Revenue Total | Faculty Budget | Cost Bin Total | Faculty Allocation Subtotal | Strategic Tax | Strategic Allocation | Total |
|--|-----------------------|----------------------|-----------------------|-----------------------------|----------------------|----------------------|-------------------|
| Faculty of Business and Information Technology | \$ 33,958,199 | \$ 15,878,044 | -\$ 14,721,298 | \$ 3,358,857 | \$ 2,886,447 | | \$ 472,410 |
| Faculty of Education | \$ 8,754,629 | \$ 6,032,890 | -\$ 4,570,201 | -\$ 1,848,462 | \$ 744,143 | \$ 2,592,606 | \$ 0 |
| Faculty of Engineering and Applied Science | \$ 41,804,956 | \$ 21,720,127 | -\$ 18,537,912 | \$ 1,546,917 | \$ 3,553,421 | \$ 2,006,504 | -\$ 0 |
| Faculty of Health Sciences | \$ 28,145,769 | \$ 16,785,865 | -\$ 13,174,831 | -\$ 1,814,926 | \$ 2,392,390 | \$ 4,207,317 | \$ 0 |
| Faculty of Science | \$ 30,101,965 | \$ 16,035,780 | -\$ 12,841,383 | \$ 1,224,801 | \$ 2,558,667 | \$ 1,333,866 | \$ 0 |
| Faculty of Social Science and Humanities | \$ 19,878,320 | \$ 12,185,293 | -\$ 9,701,202 | -\$ 2,008,175 | \$ 1,689,657 | \$ 3,697,832 | -\$ 0 |
| Undeclared | \$ 309,883 | \$ - | -\$ 140,919 | \$ 168,964 | \$ 26,340 | | |
| | \$ 162,953,721 | \$ 88,637,999 | -\$ 73,687,746 | \$ 627,976 | \$ 13,851,066 | \$13,838,125 | \$ 472,411 |
| | | | | | Allocation | \$13,851,066 | |
| | | | | | Allocation Remaining | \$ 12,941 | |

| Faculty | Revenue Total | Faculty Loaded | Cost Bin Total | Faculty Allocation Subtotal | Strategic Tax | Strategic Allocation | Total |
|--|---------------|----------------|----------------|-----------------------------|---------------|----------------------|-------|
| Faculty of Business and Information Technology | 21% | 18% | 20% | | 21% | 0% | |
| Faculty of Education | 5% | 7% | 6% | | 5% | 19% | |
| Faculty of Engineering and Applied Science | 26% | 25% | 25% | | 26% | 14% | |
| Faculty of Health Sciences | 17% | 19% | 18% | | 17% | 30% | |
| Faculty of Science | 18% | 18% | 17% | | 18% | 10% | |
| Faculty of Social Science and Humanities | 12% | 14% | 13% | | 12% | 27% | |
| Undeclared | 0% | 0% | 0% | | 0% | 0% | |
| | 100% | 100% | 100% | | 100% | 100% | |



Questions, Comments, Discussion

