



BUDGET REPORT

2021-22

Table of Contents

Executive Summary

1. Setting the Context

2. The Budget Model

3. The 2021-22 to 2023-24 Operating Budget

- 3.1 Budget Strategy
- 3.2 Draw-down of Carry-forward Balances/Reserves
- 3.3 Risks

4. Discussion of Major Revenues and Expenditures

- 4.1 Revenues
 - 4.1.1 Government Grants
 - 4.1.2 Federal Grant
 - 4.1.3 Tuition
 - 4.1.4 Investment Income- Global Financial Market Conditions
- 4.2 Expenditures
 - 4.2.1 Allocations
 - 4.2.2 Student Financial Assistance
 - 4.2.3 Compensation
 - 4.2.4 Faculty Complement
 - 4.2.5 Queen's Pension Plan (QPP) Deficit

5. Broader Financial Picture

- 5.1 Capital Budget
 - 5.1.1 Major Capital Projects
 - 5.1.2 Deferred Maintenance
- 5.2 Ancillary and Consolidated Entity Budgets
- 5.3 Research Fund
- 5.4 Trust & Endowment Funds

Tables

Table 1: 2020-21 to 2023-24 Operating Revenue Budget

Table 2: 2020-21 to 2021-22 Operating Expenditure Budget

Appendices

Appendix 1: Enrolment Report

Appendix 2: Tuition Fee Tables

Executive Summary

The multi-year budget presented in this report includes the 2021-22 Operating budget, which the Board approved on May 7th, 2021, as well as projections for the 2022-23 and 2023-24 fiscal years. The University is projecting a balanced budget for fiscal 2021-22, after a significant draw down of reserves.

In order to provide a broader financial picture of University operations, Ancillary and Capital budgets are also shown along with additional information on research revenue projections and donations to trust and endowment funds. Fluctuations in revenues in these funds can have impacts on operations.

The Operating budget was developed under the direction of the Provost and Vice-Principal (Academic) with critical technical and strategic support from the Office of Planning and Budget, and with substantial advice from the Provost's Advisory Committee on Budget (PACB). The Principal was part of the PACB and provided advice and guidance throughout the entire budget process.

The budget planning process was initiated in April 2020 with Senate's approval of the enrolment plan for 2021-22. The enrolment projections approved at Senate were developed before the University was impacted by the effects of the global COVID-19 pandemic. With the onset of the pandemic and the resultant uncertainty, the usual budget process and timelines were delayed. Shared service unit budgets were reviewed by PACB in early November, and preliminary budget targets were provided to the faculties/schools in late November.

The University continues to face financial challenges resulting from previous Ministry of Colleges and Universities' (MCU) tuition framework announcements that resulted in a tuition cut of 10% for 2019-20 and 0% increase in tuition for 2020-21 on all domestic funding-eligible programs. The budget assumes a continuation of 0% increases in the domestic funding-eligible programs over the three-year budget period and will be adjusted based on any changes to the tuition framework beyond 2021-22. On April 30, 2021, the provincial government announced the tuition framework applicable for only 2021-22 which continues the freezing of tuition at the 2020-21 levels for domestic funding-eligible programs. However, the province has introduced the ability to increase tuition by up to three percent for domestic out-of-province students. Due to the timing of the announcement, the budget presented here does not reflect the impact of any such increases the university may subsequently elect to introduce.

Significant characteristics of the 2021-22 to 2023-24 budget framework include:

- Modest enrolment growth at the undergraduate level in 2021-22 in line with the recommendations of the University's Strategic Enrolment Management Group, and in line with Faculties' enrolment projections;
- Provincial grant revenue will be maintained at the 2019-20 level and will be held flat until 2024-25. The University has finalized and signed the agreement for the third round of the Strategic Mandate Agreement (SMA3) covering 2020-21 to 2024-25. Because of the expected impacts of the pandemic on the metrics, the Ministry announced the decoupling of funding from the performance against metrics for at least the first two years of the SMA3 period (2020-21 &

2021-22). The University continues to be in a good position to perform well on the metrics, and we are confident that the risk of revenue loss is within manageable limits.

- International enrolments are budgeted at approximately 15% of first year intake;
- Flat tuition fees at 2020-21 levels for all domestic funding-eligible programs for 2021-22, in line with the recently announced provincial government tuition framework;
- Shared Service units will receive an increase of 1.5% in the 2021-22 budget allocations;
- Compensation and benefit increases as negotiated, or assumed, are to be covered within all unit budgets;
- Using carryforwards to mitigate the continued adverse effects of the COVID-19 crisis.

The Operating budget includes a number of identified risks:

- The University's operating budget is highly leveraged with respect to tuition fees from international students. Applications from visa students to Queen's are up ~12% this year; however, the risk remains that the coronavirus pandemic may continue to affect student mobility from international destinations.
- Reliance on government grant support and tuition (controlled by the provincial government) and the effects of further changes in government policy are risks.
- Provincial grant revenue, although presenting with some certainty over the next few years, is still financially limiting for the University because the maximum grant to be received will be maintained at the 2019-20 level with no potential increases until 2024-25.
- The third round of the Strategic Mandate Agreement (SMA) process was finalized, and the agreements were signed in August 2020. The Ministry announced the decoupling of funding from the performance against metrics for at least the first two years of the SMA3 period (2020-21 & 2021-22). The Ministry will continue to conduct the annual evaluation process with institutions; however, this will not impact revenue adjustments for these first two years. There is a commitment from the Ministry to work with the sector to discuss when the funding linked to SMA3 metrics will be re-coupled. This will place funding within the performance-based envelope at risk if the targets for the outcome-based metrics are not met.
- A number of collective agreements will be due for renegotiation in the first year of the three-year planning timeframe with unknown outcomes of future bargaining;
- The move to the UPP has addressed the risk of an unsustainable QPP, and the maintenance of a pension reserve provides for future changes to the past service liability for which the university retains 100% responsibility for the first 10 years.
- Significant investment is required to support physical and Information Technology-related infrastructure renewal.
- Market volatility risk exists on income from the Pooled Investment Fund (PIF).

The 2021-22 budget reflects no deficit after the draw-down of reserves. A draw-down of \$40.1M is forecasted due to unit spending in excess of budget allocations and additional unit budgeted revenues. The University will continue to monitor the draw-down of carryforward reserves to ensure units are using these funds to invest in one-time innovation, capital renovations, and bridging to a sustainable budget.

The activity-based budget model is intended to be transparent and linked to academic and research goals and priorities. Since the model was implemented, Queen's financial situation has been stabilizing, and a reputation for high quality has been maintained. Indeed, the University continues to attract highly qualified students, faculty and staff, while remaining one of the top ten highest ranked universities in Canada in terms of research intensity. Our faculty members consistently receive prestigious national teaching and research awards. Our students have among the highest entering averages and the highest undergraduate and graduate degree completion rates in Canada. Due to the University's financial stability, we are in a position to reinvest in our future success, most notably in faculty renewal, research support, diversity and inclusion, and internationalization initiatives.

1. Setting the Context

Almost 97% of revenue in the Operating budget is mainly derived from student enrolment in the form of Operating grants from the government (base Operating grant plus many smaller targeted funding envelopes) and student tuition. Much of this revenue stream is directed and regulated by government, with limited flexibility for universities to increase revenue.

Recent public policy had limited funding increases to enrolment growth and further substantial funding for enrolment growth is unlikely in the future. The change in public policy is due to changes in demographics in the province and subsequent current or forecasted declining application rates at some universities. Conversely, applications to Queen's remain strong.

During 2018-19, the Ministry of Colleges and Universities (MCU) began the implementation of a new funding model that includes a framework under which future grant funding may be more strongly linked to outcomes, rather than solely to enrolment. This resulted in the creation of three funding "bins" for universities: An enrolment envelope which is linked to enrolment, a performance/outcomes-based envelope which has outcomes based metrics linked to it, and a special purposes envelope which contains targeted grants for initiatives such as disability supports, French language, clinical programs etc.

Provincial grant revenue, although presenting with some certainty over the next few years, is still financially limiting for the University as the maximum grant to be received will be maintained at the 2019-20 level until 2024-25. The enrolment corridor will be maintained but will combine both undergraduate and graduate enrolment while ensuring the grant revenue in the enrolment envelope will not reduce if enrolment remains within +/- 3% of the enrolment mid-point set based on the actual enrolment for 2019-20. As part of SMA3, the performance-based envelope will be linked to ten metrics with differing weights for each metric to be set by each individual institution. The funding in the performance-based envelope will be at-risk unless the targets, set through a calculated methodology based on past average experience in each metric, are continually met. The amount of funding at-risk in the performance-based envelope will increase from 25% of sector-wide grant revenue in 2020-21 to 60% by 2024-25 by shifting funding from the enrolment envelope into the performance-based envelope. Although this at-risk funding was intended to begin in 2020-21, the ministry announced the

decoupling of funding from the performance against metrics for at least the first two years of the SMA3 period (2020-21 & 2021-22).

For the three-year planning period to 2023-24, the University is committed to balanced budgets, with flexibility in the form of a contingency fund, continued investment in infrastructure renewal, and continued support for key functions in the Shared Services, all balanced by ensuring that sufficient incremental revenue remains in the Faculties to support the academic and research missions of the University. The need to diversify revenue remains important. The long term financial sustainability of the pension plan is also being addressed.

On April 30, 2021, the Ministry announced the tuition framework for 2021-22. The framework continues the previously announced framework with a tuition freeze at the 2020-21 levels for domestic funding-eligible programs, except the framework permits increasing tuition for domestic out-of-province students by up to three percent. Due to the timing of the announcement, the budget presented here does not reflect the impact of any such increases the university may subsequently elect to introduce. For 2021-22, the budget appropriately assumes a 0% increase for domestic funding-eligible programs. Tuition fees will be adjusted based on any changes to the tuition framework beyond 2021-22.

2. The Budget Model

The University continues to budget with an activity-based budget model. The activity-based budget model attributes revenues to the Faculties and Schools which generate the revenue. The revenue attribution is adjusted for undergraduate service teaching (referred to as the cross-teaching adjustment). In 2021-22 the cross-teaching adjustment transferred 45% of the registered Faculty/School's tuition and grant to the teaching Faculty/School. The Faculties and Schools in turn bear indirect costs to support Shared Services (e.g., the Library, IT, the Provost's Office), student support, and a University Fund for institutional priorities. These indirect costs include a charge for space occupancy, highlighting the cost of space as a scarce resource. This inclusion of space as an indirect cost in the budget model has had a significantly positive impact on space utilization and accountability.

As part of the evolution of the budget model, characteristics of the model are reviewed and reassessed from time to time. In 2019-20, a change was introduced to the cross-teaching formula. The transitional plan has seen the cross-teaching transfer rate gradually reduce over the years from 60% in 2018-19 to 45% for 2021-22 onwards. A reduction of the cross-teaching transfer rate was recommended in the budget model review performed in fall 2015, and it is believed that the lower rate better reflects the distribution of the costs of student support and teaching between the home faculty and the teaching faculty.

The net budgets (gross revenues less all indirect costs) of the Faculties and Schools support the direct costs of these units, including, of course, the provision of their academic programming. Increased

revenue and cost savings will remain in the academic unit that generates the change, providing a strong incentive to be innovative in programming and enrolment planning.

Revenue not directly attributable to Faculties and Schools, such as investment income and unrestricted donations, flows into the University Fund, along with allocations from Faculties and Schools. The recovery rate from the Faculties and Schools will increase from 4.0% in 2020-21 to 4.5% in 2021-22 to mitigate the increasing cost of research and the impacts from the pandemic on research productivity and flow-through impacts from 2020-21 enrolment.

The University Fund (projected to be just over \$48.0M in 2021-22) is being used to support the cost of transfers from Operating to Capital, deferred maintenance, classroom renewal, funding for inclusion and diversity, funding to support research, subvention funding, a central contingency and a number of other strategic priorities and compliance initiatives. In addition, for 2021-22, the attenuating transitional payments from the University Fund will continue which were introduced to mitigate the impact of the 10% tuition reduction for the faculties/schools least able to mitigate the effects by themselves. 2021-22 is expected to be the final year of these transitional payments.

Support for the cost of research continues to be a priority for the 2021-22 budget cycle. This is reflected in the budget model in two ways. First, there continues to be a 1% research tax charged against attributed revenue and re-distributed to Faculties/Schools based on their share of Tri-council funding. Second, an allocation will continue from the University Fund to the Faculties/Schools based on their relative ratios of research revenues to operating revenues. This allocation will remain constant at \$10M in 2021-22.

3. The 2021-22 to 2023-24 Operating Budget

The Operating budget for 2021-22 to 2023-24 continues to provide transparency and predictability, and a financial structure that encourages and rewards innovation, revenue growth and efficiency.

The 2021-22 budget is balanced; however, it does include a planned draw-down of carryforward reserves to fund one-time expenses over the base Operating budget. As these are one-time expenses, they do not lead to a structural deficit in future years. In addition, we have included a transfer from Operating to a pension reserve. In 2020-21, the pension reserve charged to all units decreased from 3.0% to 1.5% of wages and salary and will be held steady at this rate for 2021-22. This pension reserve will aid in the transition to the new sector wide jointly sponsored pension plan. Queen's along with the University of Toronto and the University of Guelph were successful in establishing a new pension plan, the University Pension Plan of Ontario (UPP). The UPP was officially registered with the Canada Revenue Agency in September 2020 and received consent from FSRA (the Financial Services Regulatory Authority of Ontario) in November 2020. The UPP conversion date, when the assets and liabilities are transferred from the QPP to the UPP, will be July 1, 2021. Work continues on multiple fronts (member services, investment management, etc.) towards a seamless transition at this date.

The Operating budget for 2021-22 to 2023-24 is summarized in Table A below. Detailed summaries of revenue and expenditure forecasts are presented in Tables 1 and 2 at the end of this report. Table B below shows the 2021-22 Operating budget with additional revenue and expense lines that represent revenues and expenses that are budgeted by the units over and above their budget allocation and related expenses. These additional revenues are not budgeted centrally and are not reflected in Table A. Table C below shows the consolidation of the 2021-22 Operating budget by revenue and expense type as per the financial statement presentation and includes revenues and expenditures that are budgeted directly by the units and do not form part of their allocation. This table will be compared with the financial statements at the end of the fiscal year.

TABLE A- OPERATING BUDGET

Queen's University
2020-21 to 2023-24 Operating Budget (\$M)

	Budget 2020-21	Year over Year Variance	Budget 2021-22	Budget 2022-23	Budget 2023-24
REVENUE					
Student Fees	\$ 416.0	\$ 23.7	\$ 439.7	\$ 463.4	\$ 477.8
Government Grants	\$ 214.1	\$ (0.7)	\$ 213.4	\$ 212.3	\$ 212.3
Unrestricted Donations	\$ 1.2	\$ (0.2)	\$ 1.0	\$ 1.0	\$ 1.0
Other Income	\$ 5.9	\$ (1.7)	\$ 4.2	\$ 5.8	\$ 5.9
Research Overhead	\$ 4.3	\$ (0.5)	\$ 3.8	\$ 3.8	\$ 3.8
Investment Income	\$ 17.5	\$ (4.3)	\$ 13.2	\$ 13.3	\$ 13.5
Total Operating Revenues	\$ 659.0	\$ 16.3	\$ 675.3	\$ 699.6	\$ 714.3
EXPENSE					
Faculties and Schools Allocations	\$ 401.5	\$ 9.3	\$ 410.8		
Shared Services Allocations	\$ 163.2	\$ 10.7	\$ 173.9		
Subtotal Allocations	\$ 564.7	\$ 20.0	\$ 584.7	\$ 603.5	\$ 616.2
Student Aid	\$ 30.9	\$ (1.6)	\$ 29.3	\$ 29.3	\$ 29.3
Utilities	\$ 15.7	\$ 1.8	\$ 17.5	\$ 18.7	\$ 19.5
Infrastructure Renewal	\$ 7.7	\$ (0.5)	\$ 7.2	\$ 9.2	\$ 10.0
Strategic Priorities & Compliance	\$ 7.1	\$ (2.1)	\$ 5.0	\$ 7.2	\$ 7.6
Contingency	\$ 2.8	\$ -	\$ 2.8	\$ 2.8	\$ 2.8
Flow Through Expenses, net of recoveries	\$ 11.9	\$ (0.6)	\$ 11.3	\$ 10.8	\$ 11.1
Indirect Costs of Research to External Entities	\$ 1.4	\$ (0.1)	\$ 1.3	\$ 1.3	\$ 1.3
<i>To Be Allocated</i>	<i>\$ 0.4</i>	<i>\$ 0.4</i>	<i>\$ 0.8</i>	<i>\$ 1.4</i>	<i>\$ 1.1</i>
Total Operating Expenditures	\$ 642.6	\$ 17.3	\$ 659.9	\$ 684.2	\$ 698.9
Net Surplus before Capital Expenditures	\$ 16.4	\$ (1.0)	\$ 15.4	\$ 15.4	\$ 15.4
Transfer to Capital Budget	\$ (16.4)	\$ 1.0	\$ (15.4)	\$ (15.4)	\$ (15.4)
Unit Expenses greater than Budget Allocation	\$ (26.1)	\$ (17.2)	\$ (43.3)	TBD	TBD
Net Transfer to Pension Reserve	\$ 2.1	\$ 1.1	\$ 3.2	TBD	TBD
Net Budget Surplus (Deficit)	\$ (24.0)	\$ (16.1)	\$ (40.1)	\$ -	\$ -
Contribution from Carryforward balances	\$ 26.1	\$ 17.2	\$ 43.3	TBD	TBD
Net Contribution to Pension Reserve	\$ (2.1)	\$ (1.1)	\$ (3.2)	TBD	TBD
Net Surplus (Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -

TABLE B – OPERATING BUDGET INCLUDING NON CENTRALLY BUDGETED REVENUES AND EXPENDITURES

Queen's University 2021-22 Operating Budget (\$M)	
	Budget 2021-22
Centrally budgeted revenues	\$ 675.3
Unit budgeted revenues over and above central allocations	\$ 36.8
TOTAL OPERATING REVENUES	\$ 712.1
EXPENSE	
Faculties and Schools Allocations*	\$ 410.8
Shared Services Allocations	\$ 173.9
Unit expenses greater than allocation	\$ 76.9
Undergraduate & Graduate Student Aid	\$ 29.3
Utilities	\$ 17.5
Infrastructure Renewal	\$ 7.2
Strategic Priorities & Compliance	\$ 5.0
Contingency	\$ 2.8
Flow Through Expenses, net of recoveries	\$ 11.3
Indirect Costs of Research to External Entities	\$ 1.3
<i>To Be Allocated</i>	\$ 0.8
TOTAL OPERATING EXPENDITURES	\$ 736.8
Net Surplus (Deficit) before Capital Expenditures	\$ (24.7)
Transfer to Capital Budget	\$ (15.4)
Net Budget Surplus (Deficit)	\$ (40.1)
Net Contribution to Pension Reserve	\$ (3.2)
Contribution from Carryforward Balances	\$ 43.3
Net Surplus (Deficit)	\$ -

* For the purpose of the financial statements the budget allocation of \$2.7M to BISC is netted against revenues in the operating fund as this revenue is reported by the ISC.

TABLE C – OPERATING BUDGET BY REVENUE AND EXPENSE

2021-22 Queen's University Operating Budget (000's)	
REVENUE	
Grants and Contracts	222,834
Fees	448,361
Sales and Service	7,041
Other	19,324
Donations	1,065
Investment Income	13,463
	712,088
EXPENSES	
Salaries and benefits	486,084
Supplies and other expenses*	119,915
Student Assistance	41,840
Externally Contracted Services	14,670
Travel	9,428
Utilities and Insurance	20,322
Renovations and Alterations	16,362
Contingency	12,160
Interfund Transfers out / (in)	31,399
	752,180
Surplus / (deficit)	(40,092)

**For the purpose of the financial statements the budget allocation of \$2.7M to BISC (included in Supplies & other expenses above) is netted against revenues in the operating fund as this revenue is reported by the ISC.*

3.1 Budget Strategy

As mandated by the Board, Queen's is projecting a balanced budget throughout the multi-year budget timeframe. The University went through an extensive budget planning process to determine a strategy to achieve a balanced budget. The "to be allocated" line represents unallocated University Fund monies.

Items that continue to be supported by the University Fund include:

- Contingency
- Transfers to Capital
- Deferred maintenance
- QSuccess and Embedded Counsellors in Student Support Services

- Transitional payments introduced to mitigate the impact of the 10% tuition reduction for faculties/schools most negatively impacted by the changes.
- Subvention funding to mitigate changes in the cross-teaching revenue sharing, the increasing cost of research, the impacts from the pandemic on research productivity, and flow-through impacts from 2020-21 enrolment
- Transition payments to the School of Policy Studies
- Cybersecurity
- Advancement support
- Classroom Renewal
- Research support for Canada First Research Excellence Fund submission
- A Chair in Black Studies
- Accessibility Funding
- Strategic priorities and compliance requirements

New Allocations identified as priorities for support in 2021-22 and onward include subvention for the Faculty of Health Sciences to mitigate the increasing cost of research, the impacts from the pandemic on research productivity and flow-through impacts from 2020-21 enrolment. In addition, a new funding commitment was implemented to extend the ITS Support Centre hours linked to remote delivery/work as well as support for a Chair in Black Studies to continue to advance the University's priority of equity, diversity, and inclusion.

In 2021-22, a recurring allocation, previously funded through the University Fund, has been transferred to base funding linked to the support of ITS infrastructure renewal. A number of initiatives previously funded by the University Fund are no longer listed either due to completion of the initiative or due to alternate funding sources having been secured.

3.2 Draw-down of Carryforward Balances/Reserves

The 2021-22 budget reflects a balanced budget. A draw-down of \$40.1M from unit carryforward balances is projected for 2021-22 based on the units' budget submissions. This draw-down of carryforwards represents slightly more than 5.0% of total unit expenditures, and the operating contingencies (reserves) balance as per the 2019-20 audited financial statements is \$173.2M. The projected in-year draw-down has typically been a conservative estimate of unit draw-downs, and efforts have been made to be more accurate. The unit draw-downs in 2022-23 and 2023-24 are still to be determined. The preliminary projections based on the multi-year budget submissions that were submitted during the 2021-22 budget planning cycle indicated a continued draw down of reserves relating to one-time only expenditures. As a result of the tuition framework and the reduction in previously planned revenue growth, some units will also use their carryforwards to offset this impact.

Cash from carryforward reserves was added to the budget projections and provides greater clarity on total expenses over the Operating base-funding. This is supported by Table B. The projected carryforward draw-downs have been included in the Operating budget projections as *Unit Expenses Greater than Budget Allocation*, and then offset by the carryforward draw-down. The draw-down is the

result of some units funding transition measures to move towards balanced budgets and funding one-time expenses such as capital renovations. It is not unreasonable that units will build and reduce carryforward reserves to meet operational and strategic opportunities and challenges. We will nonetheless continue to ensure that ongoing base commitments are not made against these cash reserves. Those portfolios with structural deficits will be expected to continue to reduce expenditures or increase revenues to bring their operations into balance with their annual budget envelope. The University will continue to monitor the draw-down of carryforward reserves to ensure units are using these funds to transition to a sustainable budget.

3.3 Risks

The 2021-22 to 2023-24 Operating budget includes a number of identified risks:

- The University's operating budget is highly leveraged with respect to tuition fees from international students. Applications from visa students to Queen's are up ~12% this year; however, the risk remains that the coronavirus pandemic may continue to affect student mobility from international destinations.
- Reliance on government grant support and tuition (controlled by the provincial government) and the effects of further changes in government policy are risks.
- Provincial grant revenue, although presenting with some certainty over the next few years, is still financially limiting for the University because the maximum grant to be received will be maintained at the 2019-20 level with no potential increases until 2024-25.
- The third round of the Strategic Mandate Agreement (SMA) process was finalized, and the agreements were signed in August 2020. The Ministry announced the decoupling of funding from the performance against metrics for at least the first two years of the SMA3 period (2020-21 & 2021-22). The Ministry will continue to conduct the annual evaluation process with institutions; however, this will not impact revenue adjustments for these first two years. There is a commitment from the Ministry to work with the sector to discuss when the funding linked to SMA3 metrics will be re-coupled. This will place funding within the performance-based envelope at risk if the targets for the outcome-based metrics are not met.
- A number of collective agreements will be due for renegotiation in the first year of the three-year planning timeframe with unknown outcomes of future bargaining.
- The move to the UPP has addressed the risk of an unsustainable QPP, and the maintenance of a pension reserve provides for future changes to the past service liability for which the university retains 100% responsibility for the first 10 years.
- Significant investment is required to support physical and Information Technology-related infrastructure renewal.
- Market volatility risk exists on income from the Pooled Investment Fund (PIF).

4. Discussion of Major Revenues and Expenditures

4.1 Revenues

Enrolment

The recommendations from the Strategic Enrolment Management Group for enrolment in 2021-22 and 2022-23 are included as Appendix 1 of this report, together with the initial proposals from Faculties and Schools for 2023-24. The recommended enrolment plan for 2022-23 and the recommended changes to the previously approved enrolment plan for 2021-22 have been endorsed by the Senate Committee on Academic Development and were forwarded to Queen's Senate for its approval. Senate approved the recommendations at its meeting on April 13th, 2021.

The majority of the operating revenue is enrolment driven and made up of tuition fees and provincial grants. Therefore, enrolment projections have a significant effect on Queen's financial projections. The 2021-22 to 2023-24 Operating budget incorporates the recommendations for 2021-22 and 2022-23 and the initial proposals for 2023-24.

The Strategic Enrolment Management Group, chaired by the Provost, has developed a long-term strategic enrolment management framework that was approved at Senate. The framework is being used to guide the development of medium and long-term enrolment strategies and planning processes that will allow Queen's to thrive in response to institutional and Faculty priorities, student demand, government direction, and continued community input.

4.1.1 Government Grants

Government grants represent approximately 32.0% of budgeted operating revenues in 2021-22 down from 33.0% in 2020-21. As government grant funding remains constant, but revenue grows due to diversifying revenue streams, government grants as a percentage of total revenue will continue to decline.

Provincial grant revenue, although presenting with some certainty over the next few years, is still financially limiting for the University as the maximum grant to be received will be maintained at the 2019-20 level until 2024-25.

As part of the transition to the next Strategic Mandate Agreement (SMA3), the enrolment corridor will be maintained but will combine both undergraduate and graduate enrolment, including the "roll-in" of the additional funded graduate spaces achieved by the end of 2019-20. The enrolment corridor funding methodology ensures the grant revenue in the enrolment envelope will not reduce if enrolment remains within +/- 3% of the enrolment mid-point set based on the actual enrolment for 2019-20.

In January and February 2020, the University was in the process of finalizing the negotiations of the third round of the SMA3. As the pandemic unfolded in March 2020, the Ministry announced a delay in the finalization and signing of the SMA3 agreements for all institutions until ultimately finalizing the agreements in August 2020.

As part of SMA3, the performance-based envelope will be linked to ten metrics with differing weights for each metric to be set by each individual institution. The funding in the performance-based envelope will be at-risk unless the targets, set through a calculated methodology based on past average experience in each metric, are continually met. The amount of funding at-risk in the performance-based envelope will increase from 25% of sector-wide grant revenue in 2020-21 to 60% by 2024-25 by shifting funding from the enrolment envelope into the performance-based envelope.

Although this at-risk funding was intended to begin in 2020-21, the Ministry announced the decoupling of funding from the performance against metrics for at least the first two years of the SMA3 period (2020-21 & 2021-22). The Ministry will continue to conduct the annual evaluation process with institutions however, this will not impact revenue adjustments for these first two years. There is a commitment from the Ministry to work with the sector to discuss when the funding linked to SMA3 metrics will be re-coupled. The University continues to be in a good position to perform reasonably well on the metrics, and we are confident that the risk of revenue loss is within manageable limits.

The University continues to face financial challenges resulting from the previous Ministry of Colleges and Universities' (MCU) tuition framework announcements that has kept tuition fees for domestic funding-eligible programs flat at the 2019-20 levels. The budget assumes a continuation of 0% increases in domestic eligible-for-funding programs into the future, consistent with the recently announced provincial tuition framework.

The resultant impact of the SMA3 metrics and the not yet announced tuition framework on the budget is unknown at this time.

TABLE D – PROVINCIAL GOVERNMENT GRANT REVENUE

This table demonstrates the division of grant funding into the new envelopes which were effective in 2020-21.

Provincial Government Grant Revenue (000,000's)					
	Budget 2020-21	Budget Change	Budget 2021-22	Budget 2022-23	Budget 2023-24
Operating Grants					
Enrolment Envelope					
Core Operating Grant	\$ 176.6	\$ (49.3)	\$ 127.3	\$ 106.1	\$ 85.0
Graduate Expansion	\$ 6.1	\$ (6.1)	\$ -	\$ -	\$ -
International Student Recovery	\$ (2.2)	\$ (0.1)	\$ (2.3)	\$ (2.5)	\$ (2.5)
Differentiation Envelope					
Performance/Student Success Grant	\$ 17.9	\$ 56.0	\$ 73.9	\$ 95.0	\$ 116.2
Graduate Expansion-Performance	\$ 0.5	\$ (0.5)	\$ -	\$ -	\$ -
Research Overhead Infrastructure	\$ 1.6	\$ (0.2)	\$ 1.4	\$ 1.4	\$ 1.4
Ontario Operating Grants	\$ 200.5	\$ (0.2)	\$ 200.3	\$ 200.0	\$ 200.1
Special Purpose Envelope					
Tax Grant	\$ 1.8	\$ (0.1)	\$ 1.7	\$ 1.8	\$ 1.8
Special Accessibility	\$ 0.9	\$ -	\$ 0.9	\$ 0.9	\$ 0.9
Regional Assessment Resource Centre	\$ 1.2	\$ -	\$ 1.2	\$ 0.1	\$ 0.1
Clinical Education Funding	\$ 0.6	\$ -	\$ 0.6	\$ 0.6	\$ 0.6
Total Special Purpose Grants	\$ 4.5	\$ (0.1)	\$ 4.4	\$ 3.4	\$ 3.4
Total Provincial Grants	\$ 205.0	\$ (0.3)	\$ 204.7	\$ 203.4	\$ 203.5

4.1.2. Federal Grant

The Research Support Fund (RSF) is the primary source of federal funding Queen's receives in its Operating budget. The RSF provides a significant grant that supports the University's operating costs associated with Tri-Agency sponsored research. Queen's research prominence benefits from our success in securing external research grants and contracts, but supporting this research imposes significant costs on the institution. It is widely accepted that a dollar of direct research support on average creates indirect costs of at least 40 cents, and some estimates are greater than 50 cents. The federal funding received by Queen's faculty members in 2019-20 that this Federal grant supports was approximately \$57M. This is a slight decrease from the prior year's number of \$62M and reflects small changes in our awarded grant performance through the Tri-Agency sponsored research funding envelopes. The RSF grant is based on a three-year average of Tri-Agency sponsored research funding. Any changes in this funding year over year will result in a change in our RSF grant in future years and will need to be adjusted during the next budget planning cycle. For 2021-22, the total RSF grant has been projected to be \$8.7M.

4.1.3 Tuition

Student fees, primarily through for-credit tuition fees, represent approximately 65% of total operating revenue. Thus, any changes to government policy surrounding tuition fee setting will have a significant impact on the operating budget.

The tuition policy framework in Ontario, up to and including 2018-19, permitted universities to increase tuition. In January 2019, the Ministry of Colleges and Universities (MCU) announced the new Tuition Policy Framework for the sector, which mandated a tuition reduction on funding-eligible programs by 10% for 2019-20 and froze tuition at that level for 2020-21.

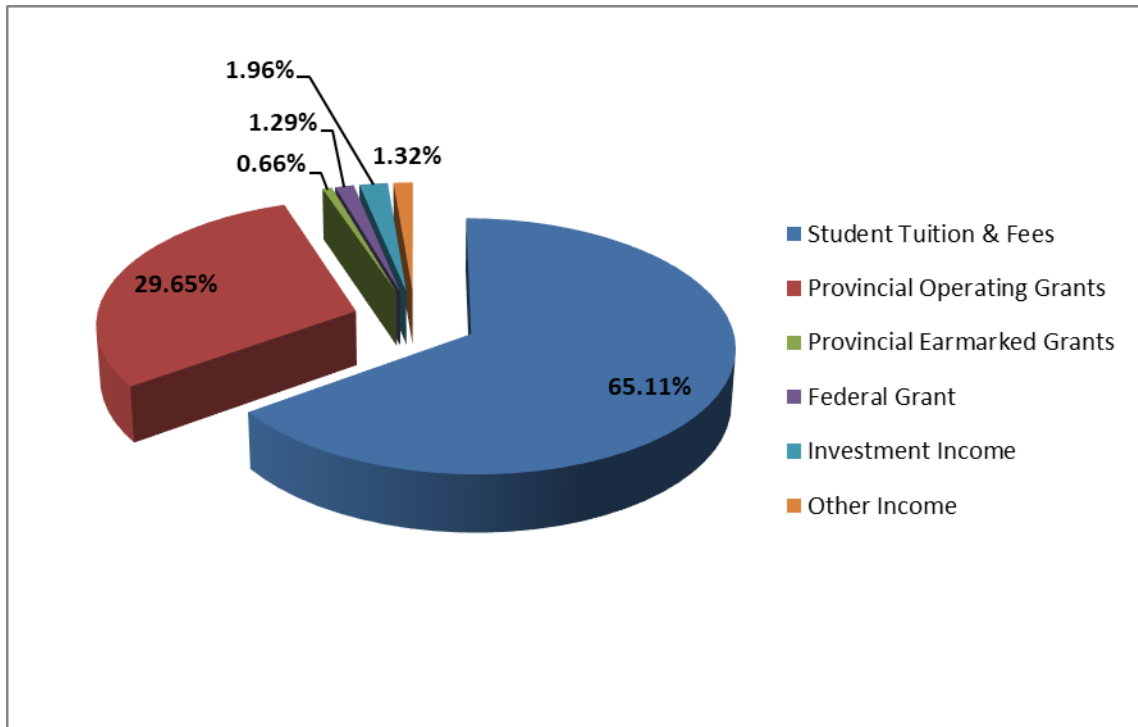
On April 30, 2021, the provincial government announced the tuition framework applicable for only 2021-22 which continues the freezing of tuition at the 2020-21 levels for domestic funding-eligible programs. However, the province has introduced the ability to increase tuition by up to three percent for domestic out-of-province students. Due to the timing of the announcement, the budget presented here does not reflect the impact of any such increases the university may subsequently elect to introduce. For 2021-22, the budget appropriately assumes a 0% increase for domestic funding-eligible programs. Tuition fees will be adjusted based on any changes to the tuition framework beyond 2021-22.

The assumption for international tuition incorporates an increase of 5% for most undergraduate programs for all years of study, except for the Bachelor of Engineering and Applied Science which will increase by 8% for Year 1.

The budget projections for 2021-22 use tuition fee increases as detailed in Appendix 2 which were approved by the Board of Trustees on May 7, 2021.

Based on the 2021-22 operating budget the following graph demonstrates the proportion of total revenue by source of revenue.

Figure 1 Total Operating Revenue by Source of Revenue



4.1.4 Investment Income: Global Financial Market Conditions

The university has two investment portfolios, the Pooled Endowment Fund (PEF) and the Pooled Investment Fund (PIF), which now total nearly \$1.8 billion. The PEF itself surpassed the \$1 billion threshold in February 2017.

The PEF is an investment pool composed of funds that have been designated for University Endowment accounts. Donations received by the university are invested in the PEF and each year certain amounts are withdrawn according to the spending policy. These annual withdrawals ("payouts") fund scholarships, academic chairs, book funds, lectureships, as well as a diverse range of university programs, guided by donors' wishes.

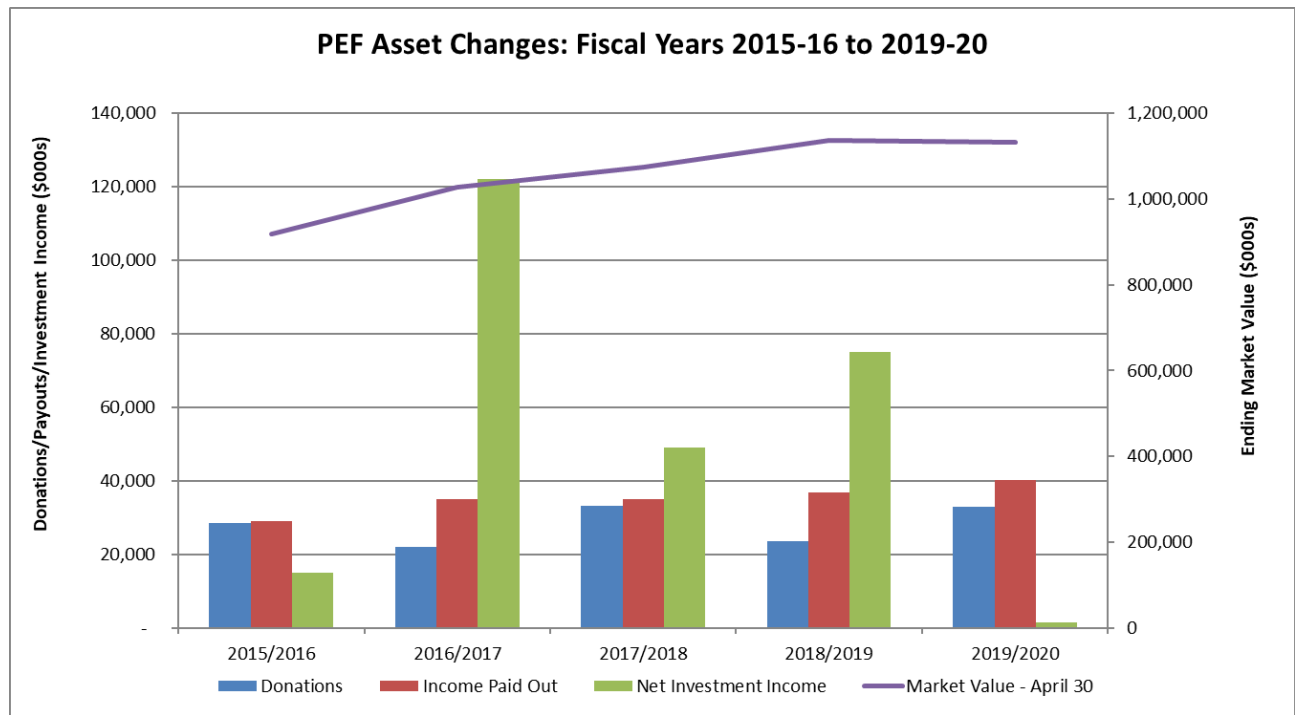
The PIF is made up of reserve funds and unspent balances. To preserve the nominal capital of the PIF, budgeted income is set at \$5.2 million, which is lower than the average annual actual expected annual income. In December 2020, the university transferred \$70 million in funds to the PIF under its approved cash management framework. The cash management framework was implemented to optimize investment returns within the context of the Board of Trustees approved Statement of Investment Policy and Procedures (SIP&P).

Historical and projected Market Values of the PIF and the PEF are presented in the table below. Market volatility can have a significant impact on investment holdings and financial planning. Volatility in the first quarter of 2020 resulted in investment losses for both portfolios that were fully recouped as markets recovered throughout the rest of the year. Actual market values at April 30th could vary significantly from projected values.

Investment Portfolios (000's)

	Market Value April 30, 2018	Market Value April 30, 2019	Market Value April 30, 2020	Proj. Market Value April 30, 2021
Pooled Investment Fund (PIF)	245,726	261,707	392,865	528,000
Pooled Endowment Fund (PEF)	1,075,200	1,136,908	1,131,273	1,320,000
Total	1,320,926	1,398,615	1,524,138	1,848,000

The market value of the PEF for the end of the 2019-20 fiscal year was \$1,131 million. The estimated market value for the end of the 2020-21 fiscal year is roughly \$1,320 million. As stated above, actual year end market values could be significantly different given financial market volatility.



The PEF income payout is based on a hybrid formula that uses a long-term payout target of 4.0%. The formula is meant to preserve capital for inflationary increases while producing a substantial level of income to support current operations. Because the hybrid formula is weighted 70% on the previous year's payout adjusted for inflation, and 30% on the most recent calendar year's ending market value, there is a significant smoothing effect and the full impact of market movements is not felt immediately. The university recently completed a thorough review of its spending policy and at its May 2019 meeting, the Board approved continuing with the existing formula for another three years beginning 2019-20.

The payout for 2021-22 will be 14.43 cents per unit, which represents a 5.2% increase from the 2020-21 payout of 13.72 cents per unit. The payout rates for 2022-23 and beyond in the table below are derived from assumptions based on the asset mix of the PEF and are subject to fluctuation based on actual market returns. It is recommended that some flexibility be incorporated in developing projections for endowment payouts in the budget planning timeframe. Payouts for each fiscal year are based on the previous calendar-year-end values and will be communicated by the end of March annually.

Projected Endowment Income

(\$Millions)	2020-21	2021-22	2022-23	2023-24
General Operating Income	6.8	7.0	7.3	7.5
Student Assistance	19.4	20.6	21.5	22.3
Chairs, Departmental and Other funds	21.1	22.3	23.3	24.1
Total Projected Endowment Income	47.3	49.9	52.1	53.9

Projected Payout rate per Hybrid Formula (dollars)	0.1372	0.1443	0.1507	0.1561
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4.2 Expenditures**4.2.1 Allocations**

Figure 2 below shows a breakdown of budget allocations in the 2021-22 Operating budget. Two-thirds of the Operating budget is allocated directly to support the academic enterprise through allocations to the Faculties and Schools and student assistance. A transfer to Capital from Operating is required to support previous internal loan decisions as well as to cover the cost of debt repayment on large capital and information technology projects.

Figure 2 **Budget Allocations to Major Expenditure Areas**

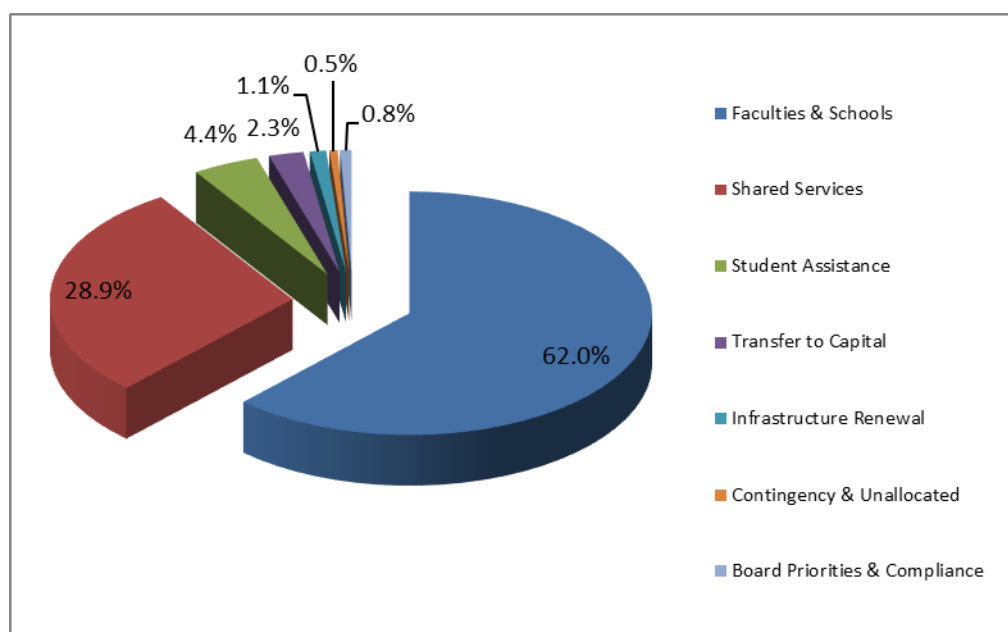
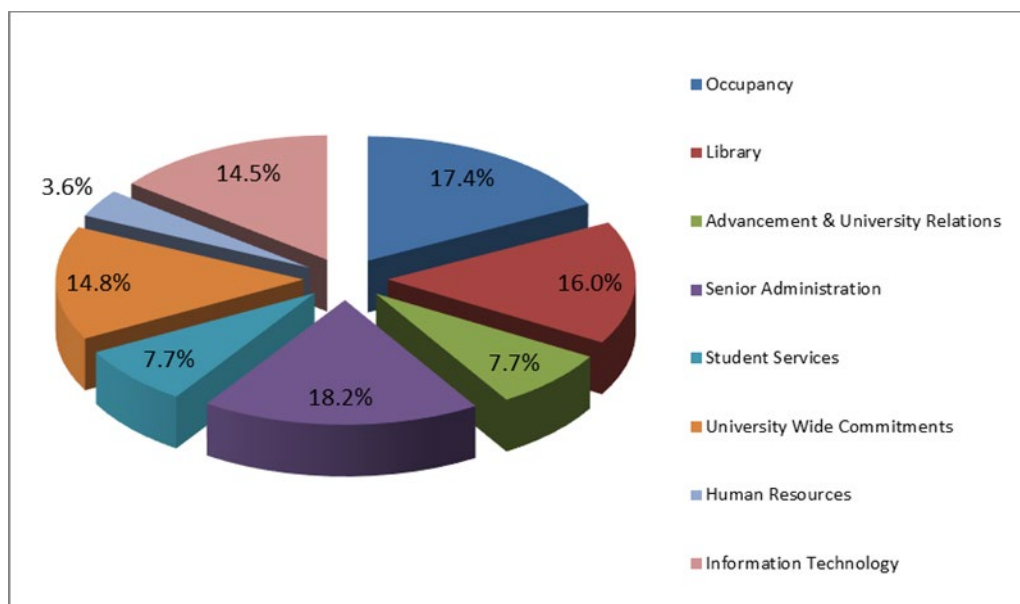


Figure 3 shows a further breakdown of the Shared Service allocations. Many expenses included in Shared Services directly support academic programs and other initiatives in the Faculties, Schools. The Library and Student Services together represent 23.7% of Shared Service allocations with Information Technology Services and Occupancy costs representing 14.5% and 17.4% of allocations respectively.

Figure 3 Detailed Shared Service Budget Allocations



The following table shows the expenditures that are included in occupancy costs and the relative size of the expenditure. The two most notable expenditures are the cost of utilities and the cost to operate and maintain our buildings and grounds.

Occupancy Costs	\$M	%
Utilities	17.5	42.0%
Operations/Maintenance	17.5	42.1%
Deferred Maintenance	4.2	10.1%
Solid Waste	0.5	1.3%
Insurance (Net of recoveries)	1.2	2.9%
Taxes(Net of Grant Received)	0.6	1.5%

The University Fund is also being used to support transfers from the Operating budget to the Capital budget to support internal loans for capital and technology projects. Other allocations support strategic priorities, including infrastructure renewal to support deferred maintenance and technology infrastructure, inclusion and diversity, new Research Intensity fund, Board priorities and compliance, and the University contingency fund. The contingency fund is needed to provide flexibility and to

mitigate any in-year risks or capitalize on any opportunities that may arise. The amount of the contingency remains at \$2.8M for the 2021-22 budget year.

Approximately \$11.3M in expense is shown as flow-through expenses. These occur in units that receive direct revenues related to their services. An example of this is net expenses in Athletics or Student Health, which are offset by the revenues from membership fees, Ontario Health Insurance billings, and Student Activity Fees. Approximately \$4.2M in overhead revenue recovered from the University Ancillary units is netted against flow-through expenses in the budget presented.

4.2.2 Student Financial Assistance

Queen's University has an established record of delivering a strong financial aid program, comprising scholarships (merit-based) and bursaries (need-based) for our students. These financial resources are made available partially through the generous philanthropic contributions to financial aid from our donors, alumni and friends. The University also invests a sizeable amount to student assistance through the University's Operating Budget. A portion of the aid that is awarded is mandated by the Ontario government through the Student Access Guarantee (SAG).

The administration of the student financial assistance budget aims to maximize funding available to students taking into account existing government student loan and grant programs (federal, provincial and territorial) while supporting the University's established principles, priorities and goals, and complying with government regulations, changing initiatives and programs. Queen's financial aid strategy supports Queen's commitment to excellence, financial accessibility and equity, diversity and inclusivity.

A key to the success of the program has been the ability to be nimble in response to numerous external factors that impact the landscape in ways beyond our control. For example, in 2016, the government introduced measures which significantly influenced the university's SAG obligation and during last year's budget cycle further adjustments to the program were made to respond to the most recent changes to the OSAP program. The ability to pivot quickly was particularly useful with the emergence of COVID-19. The reductions realized in 2019-20 due to government policy changes were able to be used to provide \$3.1M in emergency COVID-19 bursaries for students. While some of the changes do not allow for much flexibility, the team is tied into provincial working groups and ready to action opportunities as they arise.

COVID-19 is also expected to continue to impact financial aid expenditures in at least 2020-21 and 2021-22. Due to provincial government policy decisions, we have seen an increase in admission averages across the incoming class. This results in higher than anticipated merit expenditures for the Principal's and Excellence Scholarships. Additionally, in May 2020 the Federal Government announced a one-time \$9 billion investment in student assistance. The provincial implementation for Ontario students has yielded some interesting consequences. While it reduced the university's SAG obligation, it also resulted in an overall decrease in the total funding package (OSAP + SAG) for the highest need students. From a financial accessibility perspective this was concerning and therefore the decision was made to ensure bursary decisions considered this and remained consistent with the previous year.

During the 2019-20 academic year, the University also launched the Promise Scholars Program; a transformational and comprehensive student assistance program intended to increase access and degree completion for first-generation students from lower socio-economic backgrounds who might not otherwise attend Queen's University. Promise Scholars have the ability to graduate from a first-entry degree program with no repayable debt. In the first few years the Promise Scholars program will be directed to local youth. The first cohort of Promise Scholars joined the Class of 2024 in September 2020.

In alignment with the University's dedication to EDII principles, the Commitment Scholars Award has been launched for the incoming Class of 2025. This award celebrates and recognizes demonstrated leadership in, and commitment to, racial justice, social justice, or diversity initiatives by a student in their high school or in their community. Ten renewable awards of \$12,000 x 4 years will be available. Further, a separate Commitment Bursary is available to students entering first year of any first-entry undergraduate degree program who self-identify as a member of an underserved or underrepresented group based on demonstrated financial need.

At the graduate level, substantive, sustained, guaranteed funding is critical to attracting high quality graduate students - both domestic and international, and enhancing the graduate student experience. Graduate students fuel the research enterprise and as such, impact the research prominence of the university. In collaboration with the faculties and schools, the School of Graduate Studies (SGS) allocates funding support to all graduate programs, making sure that funding allocations reflect the institutional policies and priorities of Queen's. Funding packages for graduate students are made up of a combination of Teaching Assistantships, Research Assistantships, Research Fellowships, and scholarships and awards (endowed and expendable).

There are also various scholarship programs supported through the SGS operating budget, and these undergo periodic review by a working group regularly convened by the Graduate Studies Executive Council (GSEC).

The SGS established a working group on Graduate Student Funding in the Fall of 2019 to investigate the issue of graduate student funding at Queen's with the aim of bringing forward specific recommendations to improve the mechanisms for financial support of both domestic and international graduate students. The working group examined the International Tuition Award (ITA) which was losing its competitive edge as research-intensive universities are looking at ways to waive international tuition fees. With the support of Faculty/School Deans and approval by the senior leadership team, international PhD students will pay the same tuition amount as domestic PhD students at Queen's beginning September 2021. Removing the tuition differential for international PhD students eliminates the ITA, and is noted by a reduction in the graduate operating funding amount in the table below.

The working group also examined the minimum funding guarantee but has yet to make a formal recommendation on this matter.

As part of SGS's commitment to EDII, the School is establishing a new indigeneity scholarship to support ten incoming Indigenous-identifying students. We have partnered with campus based Indigenous groups including the Office of Indigenous Initiatives to both attract Indigenous students to Queen's and bolster their sense of belonging.

In support of Queen's research intensification plan, the School will offer a research graduate award to provide institutional funding for supporting grant, including CREATE, QES, and fellowship (such as Banting) applications. Many grant applications require matching funds to help develop critical thinking, problem formulation, and research skills for graduate students. This proposed award will allow SGS to work closely with our outstanding researchers in attracting grant money. Our support will be given in the form of a fellowship to eligible graduate students associated with the research and training project. The award value is variable and is subject to grant applications.

The following table illustrates funding available for university-wide need-based bursaries and undergraduate merit-based scholarship student financial assistance. This financial support is available to students regardless of their province of origin.

The table below illustrates total funding available for student assistance:

	Actuals 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24
Undergraduate and Needs Based Funding				
Operating Funding	17,514,294	17,514,294	17,514,294	17,514,294
Income and Donor Funds	18,977,639	19,970,780	20,637,633	21,212,885
Total Base Funds Available (All Funding)	36,491,933	37,485,074	38,151,927	38,727,179
Graduate Funding	(Projected)			
Operating Funding	15,347,811	12,695,706	12,690,884	12,520,262
Income from Government & Donor Funds	13,058,759	14,214,045	14,327,821	14,430,931
Total Base Funds Available (All Funding)	28,406,570	26,909,751	27,018,705	26,951,193
Total Student Aid Funding	64,898,503	64,394,825	65,170,632	65,678,372

4.2.3 Compensation

The budget model continues to hold all units responsible for covering salary and benefit increases. Most employees' compensation increases are driven by collective agreements and all known and assumed agreements have been factored into the budgets of the Faculties and Schools and Shared Service units. Where agreements are not known 2% increases have been assumed.

The contract expiry dates for employee groups with agreements are as follows:

Employee Group	Unit / Assoc	Contract Effective until
Kingston Heating & Maintenance Workers	CUPE 229	June 30, 2021
Kingston Technicians	CUPE 254	June 30, 2021
Library Technicians	CUPE 1302	June 30, 2021
Academic Assistants	USW 2010-01	August 31, 2020
General Support Staff	USW 2010	December 31, 2021
Queen's University Faculty Association	QUFA	April 30, 2022
Registered Nurses & Nurse Practitioners	ONA 67	March 31, 2021
Graduate TA's/TF's	PSAC 901-1	April 30, 2021
Allied Health Care Professional FHT	OPSEU 452	June 30, 2022
Post-Doctoral Fellows	PSAC 901-2	June 30, 2023

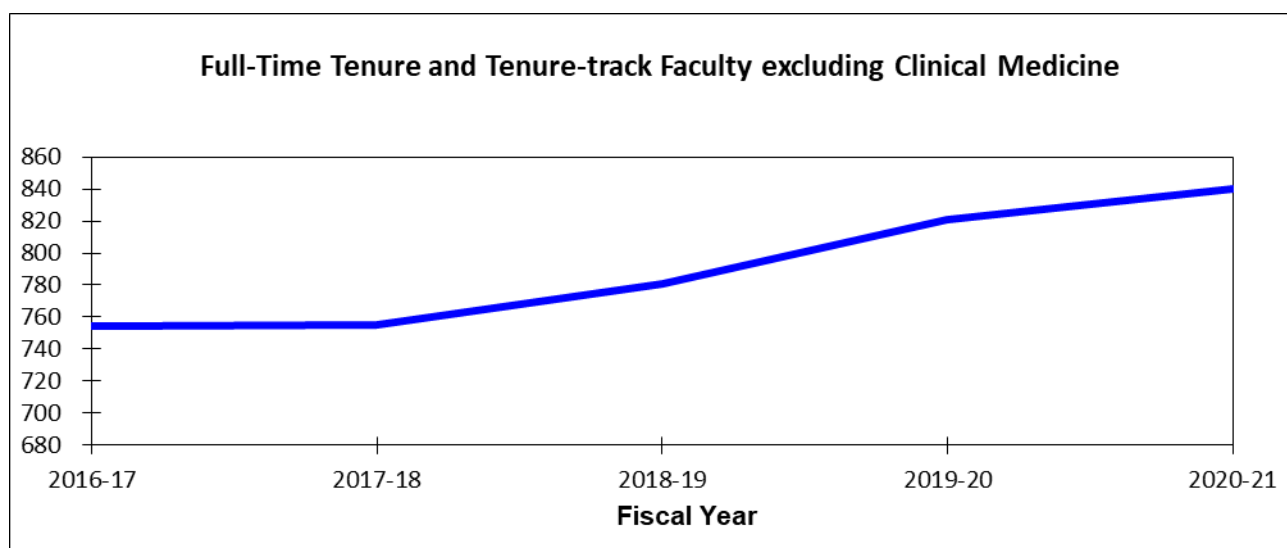
With the planned conversion to the University Pension Plan (UPP) effective July 1, 2021, employees that are members of the pension plan will also receive a one-time base salary adjustment of 1.5% up to the pensionable salary cap (\$181,700). This increase to base salary partially offsets the on average 2% increase to an employee's pension plan contributions with the transition to the UPP. Queen's employees that are part of the pension plan at the conversion date will receive the one-time 1.5% increase. Departments and faculties are responsible for covering this salary increase.

4.2.4 Faculty Complement

Queen's University continues to focus efforts with the goal of ensuring faculty renewal is a priority for the university. The graph below shows Queen's significant investment in full-time faculty positions (excluding Continuing Adjuncts) over the last few years.

Because provincial grants were frozen at the 2016-17 funding levels, increasing the faculty complement was made challenging with limited funds. Additionally, the MCU tuition framework announced in January 2019 that applied a 10% cut in domestic tuition for funding-eligible programs in 2019-20, and a freeze in tuition for these programs at the 2019-20 levels for fiscal 2020-21 presented significant long-term financial challenges for the university. However, faculties and schools are strategic in planning for new faculty complement with plans to increase their faculty hiring over the three-year planning period, with moderate increases in revenues that are flowing to them through increases in enrolment and the diversification of revenues.

In addition, the Queen's National Scholar (QNS) program attracts candidates of the highest quality to enrich teaching and research in newly developing fields of knowledge, as well as traditional disciplines. The QNS program contributes to renewing and refreshing the faculty complement at Queen's, attracting candidates who add to the diversity and strength of the institution, develop partnerships within and external to their units, and align with institutional priorities. The 2021-22 QNS program is dedicated to supporting the launch of the Black Studies Minor, and will see the recruitment of four QNS scholars and one QNS Chair in Black Studies. For 2021-22, \$1.9M was provided for QNS, and funding will reach steady state of \$2.0M by 2022-23.



Source: Institutional Research and Planning

4.2.5 Queen's Pension Plan (QPP) Deficit

The Queen's Pension Plan (QPP) continues to carry a significant funding deficit and university efforts continue to ensure that the long-term financial sustainability of the plan is addressed. Although the plan has benefited from strong investment returns, including through the past pandemic year, low interest rates continue to make funding the university's pension plan challenging.

The most recent triennial QPP actuarial valuation was effective August 31, 2020, and established the liability shown below:

Going-Concern Deficit:

- Market basis: **\$255.1M** (\$12.6M Aug. 31, 2017)
- Smoothed basis: **\$265.2M** (\$31.6M Aug. 31, 2017)

Solvency Shortfall: **\$439.6M** (\$313.4M Aug. 31, 2017)

The 2017 and 2020 valuations were filed on a smoothed basis.

Effective September 1, 2018 (under the regulations issued in October 2016), annual special payments to fund the solvency and going concern deficits of the UPP amounted to \$19M. Annual special payments of approximately \$50 million per year would have been required if solvency relief was not granted in 2016.

Current regulations in effect for the August 31, 2020 valuation would result in additional university special payments effective September 1, 2021 of approximately \$20 million per year. However, the special payments will not be required as the QPP is transitioning to a new pension plan effective July 1, 2021.

Queen's along with the University of Toronto and the University of Guelph were successful in establishing a new pension plan, the University Pension Plan of Ontario (UPP). The UPP was officially registered with the Canada Revenue Agency in September 2020 and received consent from FSRA (the Financial Services Regulatory Authority of Ontario) in November 2020. The UPP conversion date, when the assets and liabilities are transferred from the QPP to the UPP, will be July 1, 2021. Work continues on multiple fronts (member services, investment management, etc.) towards a seamless transition at this date.

The UPP is a Jointly Sponsored Pension Plan (JSPP). JSPPs are not required to make solvency special payments like single employer plans are. As a result, special payments currently being made by the QPP will cease July 1, 2021.

The UPP is a defined benefit plan and is a unique opportunity to reshape and sustain the retirement income system in the Ontario university sector. All Ontario universities will have the option to join the UPP once established. The benefits of creating a UPP are well defined, including joint employee and employer governance and efficiencies and economies of scale. Large scale plans mean greater efficiency in plan administration and access to higher-return investment opportunities, which can mean a more secure and stable future for plan members.

Individual pension benefits that have already been earned under existing plans will not change. Pensions already in payment are also guaranteed never to be reduced. The [University Pension Plan Ontario website](#) provides the latest information on the University Pension Plan.

In fiscal 2015-16, Faculties and Departments began budgeting for additional pension charges to fund the special payments, create a reserve to cover future solvency payments, and aid in the transition to the UPP. In 2019-20 faculties and departments paid a total of 7.3% of salaries for these charges. The charges will be reduced to 1.5% with the conversion to the UPP July 1, 2021. Departments and Faculties will, however, see around a 2% of salaries increase in employer pension plan contributions.

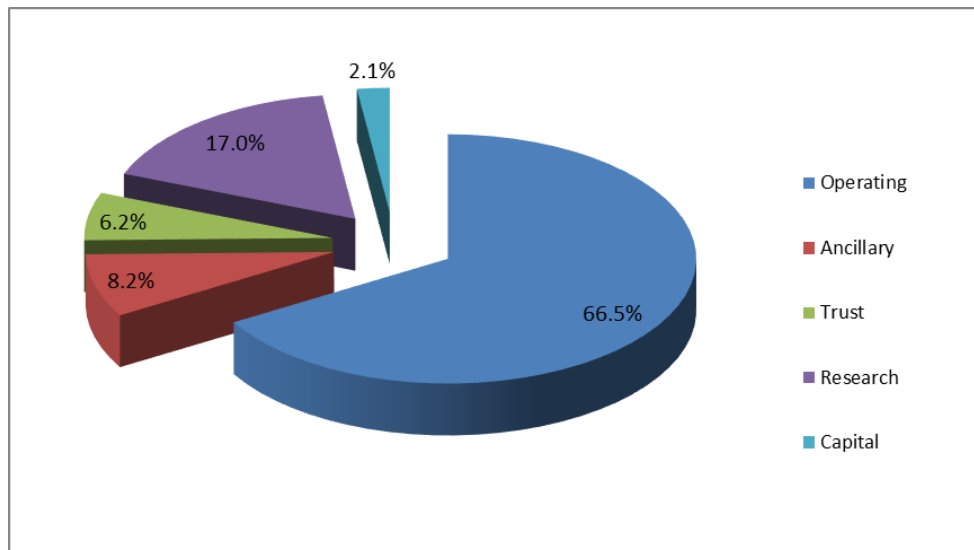
5.0 Broader Financial Picture

The Operating expenditures represent approximately 66% of total University expenditures depending on annual levels of research funding and donations. As is the case at most other universities, the Queen's Board of Trustees approves the Operating budget.

Total University revenues and expenses are captured in several funds: Operating; Ancillary; Research; Consolidated Entities; Trust and Endowment; and Capital. The expenditures accounted for in Research, and Trust and Endowment Funds are substantially dictated by the grantors and donors. The flexibility that Queen's has in supporting the academic enterprise and managing its operations is within the Operating budget, with, where donor terms align, significant support from Trust and Endowment Funds.

The following chart is for illustrative purposes only and shows the approximate percentage of University expenditures in each fund. The percentages are based on the 2019-20 expenditures.

Figure 4 Consolidated Expenditures by Fund



Although the flexibility that Queen's has in supporting the academic enterprise and managing its operations is within the Operating budget, looking beyond the Operating budget is important as revenues and activities in other funds can impact the Operating Fund. Two examples would be the change in the level of indirect costs of research grants or research overhead revenue that would support operations depending on the level of research revenues, and the required level of support in student aid from the Operating fund due to increases or decreases in donations to support student aid.

In order to provide a more consolidated picture of University finances, and in addition to presenting information on the Capital and Ancillary Budgets, information on donations to trust and endowment funds and research is also presented.

5.1 Capital Budget

Capital expenditures funded from the Operating budget are shown as *Transfer to Capital Budget* and are itemized in Table E below.

The Capital Projects Financing section provides detail on repayments from the Operating fund of internal loans made to fund capital projects. Internal loans reflect the use of committed cash reserves for payment of Capital projects that are repaid over a number of years.

A policy on internal loans was approved by the Board of Trustees in 2013-2014, which requires Capital Assets and Finance Committee approval of any new internal loans.

More detail about the university's Capital planning and deferred maintenance is summarized later in this report.

TABLE E: CAPITAL BUDGET ALLOCATION

Queen's University Capital Budget Allocations from Operating (\$'000)				
	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Grant Revenue				
MCU Facilities Renewal Fund	\$ 4,162	\$ 4,352	\$ 4,352	\$ 4,352
Total Revenue	\$ 4,162	\$ 4,352	\$ 4,352	\$ 4,352
<u>Capital Projects Financing</u>				
School of Kinesiology & Queen's Centre	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900
QUASR	\$ 3,000	\$ -	\$ -	\$ -
BISC	\$ 250	\$ 250	\$ 250	\$ 250
Biomedical Revitalization	\$ 2,000	\$ 2,000	\$ 2,000	\$ -
Chernoff Hall	\$ 900	\$ 900	\$ 900	\$ 900
Electrical Substation	\$ 900	\$ 900	\$ 900	\$ 900
CoGeneration Facility	\$ 1,064	\$ 1,064	\$ 1,064	\$ 1,064
Boiler #8	\$ 167	\$ 167	\$ 167	\$ 167
Mitchell Hall	\$ 1,200	\$ -	\$ -	\$ -
Debt Funding for Capital Projects	\$ -	\$ 3,200	\$ 3,200	\$ 3,200
Funding to be allocated for future Capital Projects	\$ -	\$ -	\$ -	\$ 2,000
<u>Deferred Maintenance</u>				
MCU Facilities Renewal Fund	\$ 4,162	\$ 4,352	\$ 4,352	\$ 4,352
Deferred Maintenance				
Total Expenses	\$ 20,543	\$ 19,733	\$ 19,733	\$ 19,733
Budget Surplus (Deficit)	\$ (16,381)	\$ (15,381)	\$ (15,381)	\$ (15,381)
Transfer from Operating Budget	\$ 16,381	\$ 15,381	\$ 15,381	\$ 15,381
Net Budget Surplus (Deficit)	\$ -	\$ -	\$ -	\$ -

All of the Capital projects shown in the table above have been completed, except for the debt funding for capital projects as well as the funding to be allocated in 2023-24 for future capital projects.

Not included in the table above are \$4.2M in deferred maintenance funding, which is included in occupancy costs, and additional One-Time-Only deferred maintenance funding from the University Fund (\$5.9M in 2021-22, \$6.6M in 2022-23 and \$7.4M in 2023-24).

5.1.1 Major Capital Projects

Queen's has embarked on a number of significant capital projects over the last few years.

TABLE F: CAPITAL EXPENDITURES FOR APPROVED PROJECTS

PROJECT NAME	PROJECT COSTS (in '000s)		
	Actuals at Feb '21	Total Projected Costs	Budget
IN PROCESS:			
Cybersecurity Action Plan 2019-21	2,363	5,148	5,148
John Deutsch University Centre ¹	2,028	62,300	62,300
Leonard Dining Hall Renovation ²	433	6,296	6,296
Duncan McArthur Hall Expansion ³	674	70,325	70,325
New Residence 2021 ³	8,914	57,500	57,500
SMOL: Renovations ³	3,896	24,500	24,500
SUBTOTAL - PROJECTS IN PROCESS	18,308	226,069	226,069
COMPLETED:			
Biomedical Research Facility Revitalization ⁴	33,590	33,590	33,765
Energy Service Company (ESCo) Partnership	10,026	10,026	10,727
Goodes Hall Expansion	39,865	39,865	40,000
Mitchell Hall	101,400	101,400	101,400
Mitchell Hall – Ingenuity Labs	6,530	8,000	8,000
School of Kinesiology and Queen's Centre	180,475	180,475	181,235
West campus District Energy Conversion (GGRP)	10,402	10,467	10,467
SUBTOTAL - PROJECTS COMPLETED	382,288	383,823	385,594
GRAND TOTAL	400,596	609,892	611,663
% OF APPROVED BUDGET	65%	100%	

¹ Project is conditional on a fundraising goal of \$10M to be raised prior to June 30, 2021. Donations received to date equals \$3.1M and there are no outstanding pledges as at December 2020

² Project is funded (partially for McArthur renovations) by the new debenture received in April 2020; funds are moved into the project once a year at year-end.

³ Total approved budget include financing costs that are charged outside the project.

⁴ Project to be funded by the \$5.8 million residual balance of the amortizing unsecured bank loan maturing November 1, 2030, with the remainder coming from Housing and Hospitality Services capital reserves (\$0.5 million). External debt is moved into the project once a year at year-end.

5.1.2 Deferred Maintenance

The Ontario Association of Physical Plant Administrators (OAPPA), representing all universities in Ontario, engaged a new facility condition assessment provider, FCAPx, early in 2020 through a public procurement process. OAPPA has been working to review provincial DM data and ensure that reporting of information is standardized for universities and colleges across the education sector.

DM balances are currently \$494 million using the new methodology. DM balances remain very high-level estimates, informed largely by visual inspection of campus facilities and building system lifetime information.

System		Total (\$M)
Envelope		70.7
Fire Protection		14.5
Electrical		78.6
Mechanical		116.1
Elevator		10.8
Interior		170.1
Other Building Items		4.0
Subtotal		464.8
	Academic	359.0
	Residence	105.8
Underground Infrastructure		29.1
2020 Updated DM Value		493.9

The deferred maintenance program has been supported by yearly base and ancillary funding with annual incremental increases. In addition, the Province has also increased funding over the last number of years. Deferred maintenance balances are expected to grow as systems in the significant number of buildings constructed between 1960 and 1980 come to the end of their useful life.

There is a robust governance process around the stewardship of the \$18.3 million of annual deferred maintenance funding shown in the table below. Annually, plans are prepared and presented to the Deferred Maintenance Steering Committee (comprised of stakeholders from Faculties and Shared Services) for their review and input. The Committee advises on DM plans, budget and financial impacts, schedule, and reporting. Final approval of the plan is provided by the University's Senior Leadership Team (SLT)

	(\$ millions)
Ministry of Colleges and Universities (MCU) Facilities Renewal Program Grant ¹	4.4
Operating budget allocation	10.1
Subtotal	14.4
Deferred maintenance – residences	3.9
Total	18.3

¹ Figure is a projected value, and subject to government confirmation

In recent years, the University has recognized the importance of addressing DM and has increased funding from \$4.2 million in 2013 to \$10.1 million in 2021-22. Total DM funding (including Provincial funding and Residences) is \$18.3 million in 2021-22, which is shy of 1.0% of a \$2.2 billion campus current replacement value (CRV). The industry standard is 1.5% (\$33 million).

A detailed three-year deferred maintenance plan is being developed which will allow for engineering design work ahead of the fiscal year for prioritized projects, with the flexibility to adjust plans based on available funding. There are also contingency funds to deal with unanticipated issues.

5.2 Ancillary and Consolidated Entity Budgets

These units provide goods and services to the University in support of our core educational and research mission. Ancillaries are not supported by central University revenues and are expected to run as self-sustaining operations covering direct costs and overhead. Any excess net revenues are contributed to the Operating budget.

The following table shows the 2021-22 Budgets for each Ancillary Operation.

2021-22 Ancillary Budget (000's)			
	Housing and Hospitality	Parking	Total Ancillary
REVENUE	\$ 75,506	2,600	78,106
Non-interest expenditures	56,581	1,530	58,111
Interest	5,704	2,180	7,884
EXPENDITURES	\$ 62,285	\$ 3,710	\$ 65,995
Net Surplus (Deficit) before Capital and Contributions to University Operations	\$ 13,221	(1,110)	12,111
Deferred Maintenance	(1,400)	(525)	(1,925)
Debt Servicing - Principal	(7,882)	(1,139)	(9,021)
Contributions to University Operations	(4,341)	-	(4,341)
SURPLUS (DEFICIT)	\$ (402)	\$ (2,774)	\$ (3,176)

Queen's University 2021-22 Ancillary Budget (000's) Operating Reserves			
OPENING RESERVE	(5,848)	* (25,036)	(30,884)
SURPLUS (DEFICIT) - PLANNED ALLOCATION TO (FROM) RESERVES	(403)	(2,774)	(3,177)
CLOSING RESERVE	\$ (6,251)	(27,810)	(34,061)

2021-22 Ancillary Budget (000's) Capital Reserve			
OPENING RESERVE	\$ 12,721	5,067	17,788
Planned Contribution	1,400	525	1,925
Deferred Maintenance Expenditure	(5,736)	(593)	(6,329)
CLOSING RESERVE	\$ 8,385	4,999	13,384

* The accumulated deficit, created by the debt servicing payments, is projected to be reduced to zero 7 years after the debt servicing payments are completed. The debt will be repaid in full in fiscal 2040/41.

Housing and Hospitality incorporates Residences, Event Services, Community Housing and the Donald Gordon Centre.

Ancillary units continue to plan for deferred maintenance where applicable, and accordingly annual budgets are transferred to a capital fund reserve to support a multi-year deferred maintenance plan. Allocations to the capital reserve will be balanced against the need to maintain a small operating reserve to mitigate against occupancy shortfalls and operating cost overages. The budgeted reserves for both operating and capital are highlighted in the table above. The opening reserve balances are based on projections for 2020-21 actuals which may or may not materialize as projected.

The parking deficit is primarily due to the debt financing of the underground parking garages as planned in the capital business case. The parking garage business case was based on a 40-year return on investment and allowed for deficits over 30 years while the debt was being repaid, after which a further 10 years is required to eliminate the cumulative deficit. The Parking budget is tracking to the business plan and will be profitable once the debt and deficit are paid. The deficit includes a \$525K allocation to reserves for future deferred maintenance.

The University controls or has significant interest in entities that impact the financial position of the University. The table below shows the 2021-22 Consolidated Entity budget.

2021-22 Consolidated Entities Budget (000's)			
	PARTEQ	Cogeneration Facility	Parking Commission
REVENUE	301	200	1,914
EXPENDITURE			
Salaries & Benefits	-	36	171
External Contracts	49	550	79
Utilities	-	475	55
Repairs & Alterations	-	900	75
Interest & Bank Charges	1	-	271
Supplies & Miscellaneous	163	80	74
Deferred Maintenance	-	-	300
Overhead	-	-	16
Debt Servicing	-	-	399
Total Expenditures	213	2,041	1,440
Net Surplus (Deficit) before Contributions to (from) Queen's / Partners	88	(1,841)	474
Contribution to (from) Queen's	88	(1,105)	237
Contribution to (from) KHSC		(736)	237
SURPLUS (DEFICIT)	-	-	-

2021-22 Consolidated Entities Budget (000's) Capital Reserve			
PROJECTED OPENING RESERVE	-	-	454
Planned Contribution	-	-	300
Deferred Maintenance Expenditure	-	-	-
CLOSING RESERVE	-	-	754

Note: The Bader International Study Centre is a consolidated entity but under the budget model its academic operations are now included as a Faculty in the Operating budget.

The technology transfer operations of the PARTEQ consolidated entity were incorporated into the University in 2018-19 and now form part of the Vice-Principal Research portfolio through the creation of the Technology Transfer Unit. The budget presented above relates to revenue from the distributions of former licensing agreements entered into by the PARTEQ consolidated entity. All new agreements are entered into between Queen's University and the licensees.

The Cogeneration Facility (COGEN) is a joint venture with the Kingston Health Sciences Centre for the construction and operation of a cogeneration facility governed by a management board consisting of an equal number of representatives of the University and the Kingston Health Sciences Centre. The purpose of the facility is to produce electricity and steam.

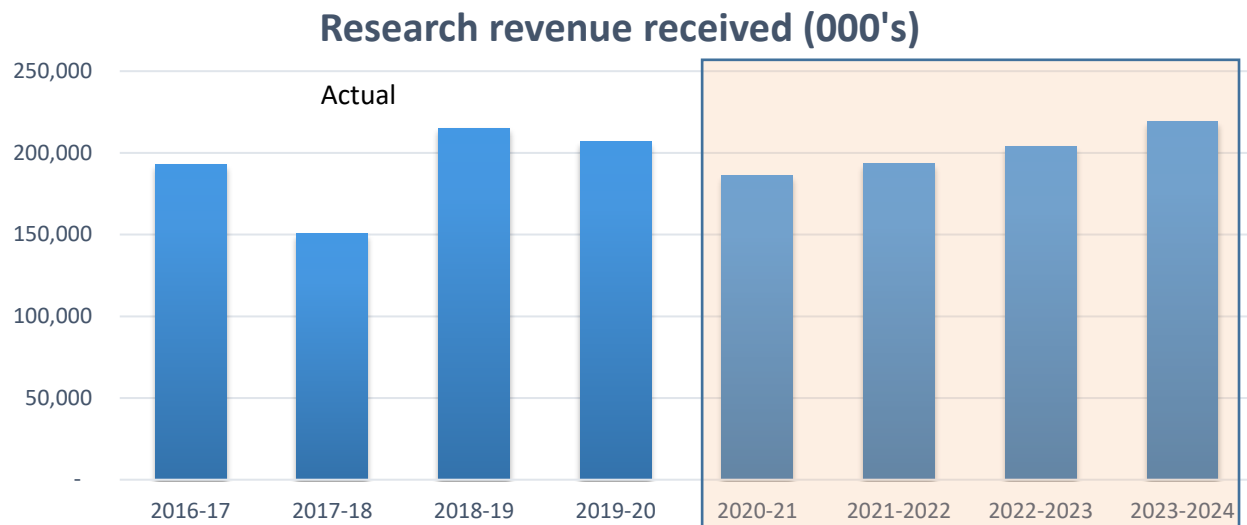
The Parking Commission is a joint venture with the Kingston Health Sciences Centre for the construction and operation of an underground parking garage managed and governed by a joint Parking Commission established by the parties and including an equal number of commission members appointed by both parties.

The budget presented above represents 100% of the operations of the two joint venture consolidated entities. Queen's University's interest in the two joint ventures is 60% of the COGEN operations and 50% of the Parking Commission. The parking commission includes an allocation to capital reserves for future deferred maintenance as outlined in the table above.

The COGEN normally budgets a deficit which is funded annually by the University and the hospital. The COGEN facility allows for electricity reduction during peak demands. The savings achieved through the peak demand initiative under the Province's Global Adjustment Program within each partner institution far outweigh the additional costs of running the COGEN during peak times. In 2020-21 the Global Adjustment savings for Queen's and the Kingston Health Sciences Centre is projected to be \$ 7.7 million.

5.3 Research Fund

The table below provides a summary of research funding received since 2016-17, together with cash flow projections for future year funding. Totals exclude funding received for the indirect costs of research and scholarships as these are reported in separate funds in the university's financial statements. These totals also differ from the university's audited financial statements in that research revenue is only recognized as expended in the financial statements.



Research activity impacts operating and capital budgets through the physical and human capital resources that support research. For these reasons, estimating future research activity is important and enables the university to improve forecasting of funding for indirect costs of research, supports integrated cash flow management, and helps to highlight financial opportunities or financial risks.

Research funding can fluctuate from year to year depending on the number of submitted and funded research proposals and amounts awarded (which can be awarded as grants or contracts), economic conditions, and award cycles, particularly for major grants programs. Research-intensive universities seek a balance across challenging and complementary areas of emphasis including research intensity, reputation, size and scale, excellence in both graduate and undergraduate education, foundational research, applied research, leadership and support for major research programs and facilities, international presence, and local social advancement and economic growth. While Queen's has many unique opportunities, we share similar challenges and risks as other U15 universities.

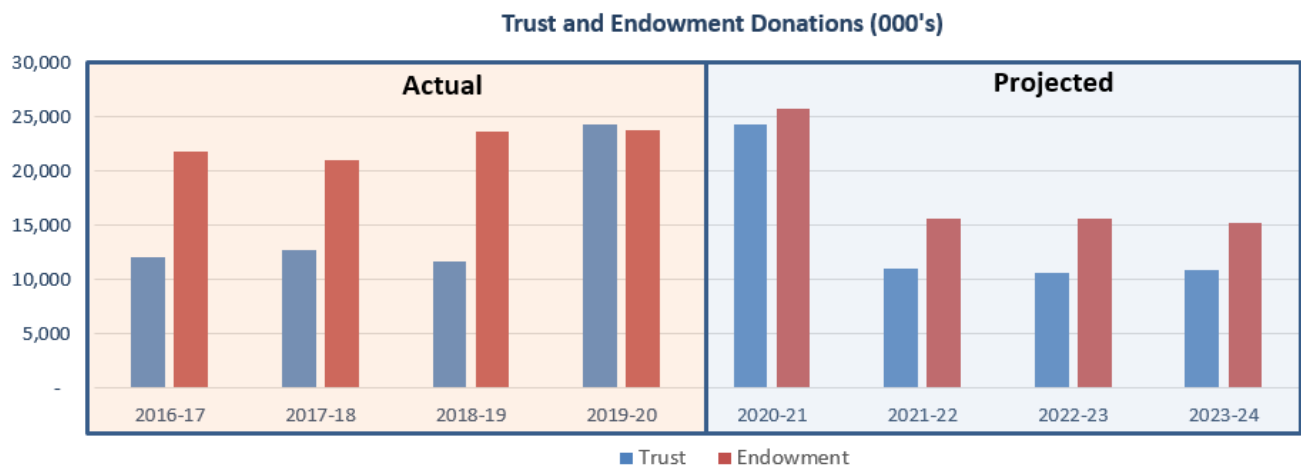
5.4 Trust and Endowment Funds

Trust and Endowment Funds capture funds received within the university that are restricted for specific purposes in support of university operations. The university has a fiduciary responsibility to ensure trust funds and endowment expenditures are managed in accordance with the related terms, typically a directed donation. External donations received for specific purposes are usually supported by an agreement between the university and the donor, recorded in their own funds, and managed according to the terms and conditions of the donation. The chart below provides an overview of donations received in past years, as well as projected cash receipts in the future. This chart does not include capital donations, which amounted to \$7.7 million in 2018-19, and \$3.8 million in 2019-20.

Donations to endowment funds in the chart represent non-expendable donations that are maintained in perpetuity.

Donations to trust funds in the chart represent expendable donations. These totals differ from the university's audited financial statements as donation revenue is only recognized as expended funds in the financial statements.

Actual donation revenue may vary because of changing economic conditions or other factors.



Queen's University at Kingston 2021-22 to 2023-24 Revenue Budget				TABLE 1
	Budget 2020-21	Budget 2021-22	Budget 2022-23	Budget 2023-24
Tuition Credit	\$ 380,008,244	\$ 412,610,312	\$ 433,202,863	\$ 446,441,320
Tuition Non-Credit	\$ 24,643,454	\$ 15,648,039	\$ 18,428,967	\$ 19,310,473
Student Assistance Levy	\$ 2,801,000	\$ 2,801,000	\$ 2,801,000	\$ 2,801,000
Other fees	\$ 8,544,439	\$ 8,617,742	\$ 8,998,299	\$ 9,272,729
Total Fees	\$ 415,997,138	\$ 439,677,094	\$ 463,431,128	\$ 477,825,522
Operating Grants				
Enrolment Envelope				
Core Operating Grant	\$ 176,586,380	\$ 127,251,071	\$ 106,113,699	\$ 84,976,327
Graduate Expansion	\$ 6,078,055	\$ -	\$ -	\$ -
International Student Recovery	\$ (2,212,985)	\$ (2,331,301)	\$ (2,472,369)	\$ (2,534,181)
Differentiation Envelope				
Performance/Student Success Grant	\$ 17,851,691	\$ 73,887,985	\$ 95,025,357	\$ 116,162,729
Graduate Expansion-Performance	\$ 547,925	\$ -	\$ -	\$ -
Research Overhead Infrastructure	\$ 1,578,242	\$ 1,421,401	\$ 1,421,401	\$ 1,421,401
Total Operating Grants	\$ 200,429,308	\$ 200,229,156	\$ 200,088,088	\$ 200,026,276
Special Purpose Envelope				
Tax Grant	\$ 1,827,102	\$ 1,747,246	\$ 1,801,841	\$ 1,827,844
Special Accessibility	\$ 932,954	\$ 932,954	\$ 932,954	\$ 932,954
Regional Assessment Resource Centre	\$ 1,170,000	\$ 1,170,000	\$ 100,000	\$ 100,000
Clinical Education Funding	\$ 623,751	\$ 623,751	\$ 623,751	\$ 623,751
Total Special Purpose Grants	\$ 4,553,807	\$ 4,473,951	\$ 3,458,546	\$ 3,484,549
Total Provincial Grants	\$ 204,983,115	\$ 204,703,107	\$ 203,546,634	\$ 203,510,825
Federal Grant	\$ 9,116,047	\$ 8,741,970	\$ 8,741,970	\$ 8,741,970
Other Revenue				
Unrestricted Donations and Bequests	\$ 1,200,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Other Income	\$ 5,942,986	\$ 4,182,413	\$ 5,751,664	\$ 5,939,398
Research Overhead	\$ 4,250,000	\$ 3,750,000	\$ 3,750,000	\$ 3,750,000
Investment Income	\$ 17,479,836	\$ 13,214,784	\$ 13,293,389	\$ 13,523,431
Total Other Revenue	\$ 28,872,822	\$ 22,147,197	\$ 23,795,053	\$ 24,212,829
	658,969,122	675,269,368	699,514,786	714,291,146

Queen's University at Kingston
2021-22 Expense Budget

TABLE 2

	Budget 2020-21	Budget 2021-22	Budget Variance
Faculties and Schools			
Arts and Science	\$ 171,159,510	\$ 170,605,262	\$ (554,248)
Business	\$ 97,254,375	\$ 103,958,384	\$ 6,704,009
Health Sciences	\$ 54,330,685	\$ 56,564,768	\$ 2,234,083
Applied Science	\$ 44,709,866	\$ 45,096,528	\$ 386,662
Law	\$ 12,908,018	\$ 14,483,325	\$ 1,575,307
Education	\$ 18,200,833	\$ 17,380,643	\$ (820,190)
Bader International Study Centre	\$ 2,939,731	\$ 2,729,606	\$ (210,125)
Total Faculties and Schools	\$ 401,503,018	\$ 410,818,516	\$ 9,315,498
Shared Services			
Principal's Office	\$ 1,741,251	\$ 1,810,639	\$ 69,388
Secretariat	\$ 2,581,425	\$ 2,633,156	\$ 51,731
University Relations	\$ 2,685,999	\$ 2,733,478	\$ 47,479
Vice-Principal (Research)	\$ 9,103,047	\$ 11,297,070	\$ 2,194,023
Vice-Principal (Advancement)	\$ 11,905,867	\$ 12,097,001	\$ 191,134
Vice-Principal (Finance & Admin)	\$ 12,593,708	\$ 12,860,691	\$ 266,983
Provost & Vice-Principal (Academic)	\$ 4,405,997	\$ 4,261,478	\$ (144,519)
Student Affairs	\$ 11,732,727	\$ 12,585,642	\$ 852,915
Library(operations & acquisitions)	\$ 29,599,963	\$ 30,631,636	\$ 1,031,673
Occupancy Costs(net of Shared Service Space Costs)	\$ 31,138,002	\$ 33,371,145	\$ 2,233,143
Environmental Health & Safety	\$ 1,835,046	\$ 1,990,213	\$ 155,167
ITS	\$ 22,500,964	\$ 27,738,691	\$ 5,237,727
Human Resources	\$ 6,725,964	\$ 6,888,926	\$ 162,962
Graduate Studies	\$ 2,202,203	\$ 2,235,662	\$ 33,459
University Wide Benefits & Pension Special Payments	\$ 9,972,032	\$ 8,504,907	\$ (1,467,125)
Need Based & UG Merit Student Assistance	\$ 17,514,294	\$ 17,514,294	\$ -
Graduate Students Assistance	\$ 13,367,706	\$ 11,787,706	\$ (1,580,000)
University Wide - Faculty	\$ 4,056,232	\$ 4,064,959	\$ 8,727
University Wide - Student	\$ 1,928,795	\$ 1,900,683	\$ (28,112)
University Wide - Administration	\$ 5,756,856	\$ 6,159,909	\$ 403,053
University Wide - Community	\$ 4,728,485	\$ 5,733,044	\$ 1,004,559
Queen's National Scholars	\$ 1,700,000	\$ 1,900,000	\$ 200,000
Queen's Research Chairs	\$ -	\$ -	\$ -
Total Shared Services	\$ 209,776,563	\$ 220,700,930	\$ 10,924,367
Infrastructure Renewal	\$ 7,700,000	\$ 7,150,000	\$ (550,000)
Strategic Priorities & Compliance	\$ 7,129,250	\$ 5,007,025	\$ (2,122,225)
Contingency	\$ 2,800,000	\$ 2,800,000	\$ -
To Be Allocated	\$ 377,489	\$ 830,865	\$ 453,376
Flow Through Expenses, net of Recoveries	\$ 11,871,168	\$ 11,287,520	\$ (583,648)
Indirect Costs of Research to External Entities	\$ 1,431,107	\$ 1,293,983	\$ (137,124)
Total Operating Expenditures	\$ 642,588,595	\$ 659,888,839	\$ 17,300,244
Transfer to Capital Budget	\$ 16,380,526	\$ 15,380,526	\$ (1,000,000)
Total Expenditures	\$ 658,969,121	\$ 675,269,365	\$ 16,300,244

Short Term Enrolment Projections 2021-2024 March 2021

Recommended for approval by SCAD 24 March 2021, to be approved by University Senate April 2021

This report contains enrolment targets for 2021-2022 and 2022-2023 and enrolment projections for 2023-2024, which have been developed by the Strategic Enrolment Management Group (SEMG). More specifically, this report includes:

- Revisions to 2021-2022 targets: 2021-2022 targets were previously approved by Senate in April 2020, and the revisions are now submitted for April 2021 Senate approval;
- Revisions to 2022-2023 targets: initial 2022-2023 targets were provided for information to Senate in April 2020 as enrolment projections, and the revised targets are now submitted for April 2021 Senate approval; and
- Enrolment projections for 2023-2024: these are submitted to Senate for information.

The Development of Enrolment Targets

The SEMG includes the Provost, Vice Provosts, Deans, faculty members, and recruitment, admissions, and budget office representatives. This group considers enrolment targets and projections annually for the following three years. Each spring, Senate reviews:

- Any revisions to previously-approved targets for the upcoming year that are resubmitted for approval;
- Any revisions to previously-submitted (for information) targets for the first of the two following years, that are resubmitted for approval; and
- Projections for the second of the two following years, submitted for information.

This practice of submitting overlapping enrolment targets enables annual budget planning, which begins 12 months prior to the year of the budget that is being planned.

The enrolment targets are developed as follows:

- Meetings are held with each Dean to review enrolment priorities, applicant demand, program capacity and other issues affecting enrolment;
- The SEMG reviews data on Queen's applications, province-wide applications, sector trends, provincial policy issues and initiatives, and annual faculty and school enrolment plans;

- Preliminary targets for the upcoming three years are presented to SEMG and assessed against the data, and university priorities and goals;
- SEMG recommends rolling three-year enrolment targets and projections to SCAD. The first two years' projections are presented as targets for approval, and the third year's projections are presented for information;
- SCAD reviews and recommends the two upcoming years' enrolment targets to Senate for approval, and provides the third year's projections for information.

Impacts of COVID-19

In March 2020, the university, with a few exceptions, transitioned to remote instruction as the result of the COVID-19 pandemic.

Remote instruction and assessment continued through the summer and fall terms of 2020 and winter 2021. Restrictions on international travel disrupted student travel plans and negatively impacted enrolment, especially new intake, of overseas students in 2020-2021. This may continue to effect student mobility during the 2021-2022 academic year.

Although the timing for a return to fully on-campus instruction remains unclear, it is anticipated that on-campus activities will begin to expand for the 2021-22 fall term, and further expand in 2021-22 winter term.

Undergraduate Enrolment Context

Applications to Queen's for 2021-22 remain strong with over 50,000 applications to undergraduate programs, representing year-over-year total growth of 13%.

The Ontario Universities' Application Centre (OUAC) reports that first-year direct-entry applications to Ontario universities for 2021-2022, from applicants in Ontario, have increased by 2% as of February 3, 2021, compared to the same time last year. Queen's leads the sector in this category with 14% growth. This year-over-year performance builds on a positive five-year trend: during this time, applications to Queen's have grown by 53%, while the sector has seen a 25% increase. Applications to Queen's from international fee-paying students have increased by 12%, driven primarily by applications from applicants who are currently outside of Ontario.

Graduate Enrolment Context

Early indications suggest an upward trend in graduate applications for the 2021-22 academic year. As of February 17, 2021, a total of 8,791 applications have been received for the School of Graduate Studies' administered programs. The numbers are encouraging as they account for a 9.6% increase in applications year-over-year. Compared to February 20, 2020, domestic applications have grown by 14.1%, while applications from international students have increased by 2.5%. We expect this upward trend to continue as we move into the middle of the graduate admission cycle.

International Student Enrolment

The university remains committed to increasing the number, proportion, and diversity of international students on campus. This commitment was a key component of the Internationalization pillar of the university's Strategic Framework (2014-2019) and the [Comprehensive Internationalization Plan \(2015\)](#). International students currently comprise 14.8% of the full-time student population. Ongoing planning with respect to international enrolment will be informed by the Principal's strategic planning process arising from his recently released *Report on the Conversation*, and the specific international planning process currently underway.

In 2020-21, international students made up 10.7% of the first-year undergraduate class, a decrease from 13.2% in 2019-20, due to the impact of the global pandemic on student mobility. Applications for 2021-22 admission have increased 12% compared to the same time in 2020. The first-year international enrolment numbers reflect planned modest year-over-year growth since 2013, when international students accounted for only 2.9% of the incoming first-year class. Queen's has embedded undergraduate recruitment staff in China, India, and Viet Nam to guide applicants during the application process, and support students through the transition to their academic career at Queen's. The university also provides robust international student support through the Queen's University International Centre. The *Committee on International Student Success* continues to identify areas where Queen's can improve the student life and learning experience for international students. The first- to second-year undergraduate retention rate among international students in 2019 was 92.7%.

Equity, Diversity, Inclusion, and Indigenization

In August 2020, Undergraduate Admission & Recruitment struck an Equity, Diversity, Inclusion, and Indigenization (EDII) Task Force, concurrent with the Principal's Declaration of Commitment to Address Systemic Racism. The Task Force included representatives from faculties and schools, as well as current students. Its mandate was to review the Queen's direct-entry undergraduate recruitment and admission process in the context of EDII, and make recommendations that could be implemented for the 2021-22 admission cycle. Work resulted in six recommendations covering admission policies and processes, student financial aid, outreach, and peer support, all of which were approved and endorsed by the Strategic Enrolment Management Group, and subsequently implemented for the current admission cycle. These included a new Equity Self ID form at admissions, the launch of the Commitment Scholars Awards, additional bursaries, revised supplementary application forms, and a peer equity ambassador program. The work of the EDII Task Force built on work to support the increased enrolment of self-identified Indigenous and first-generation students.

Indigenous Student Enrolment

The university continues to enhance targeted and sustained recruitment and outreach strategies to maintain growth of self-identified Indigenous learners at Queen's, at the undergraduate and graduate level. Between 2011-12 and 2020-21, applications from self-identified Indigenous undergraduate applicants have increased by 131%. The University has an Indigenous Admission Policy which has assisted in increasing applications. Undergraduate Admission and Recruitment works in close partnership with Four Directions Indigenous Student Centre, and faculties and schools, to provide support to Indigenous students throughout the application and admission process, and during their studies.

As part of its strategic priorities, the School of Graduate Studies has been relying on the newly-introduced Indigenous and Equity Admission regulations to increase the presence of Indigenous students in graduate programs for the last two years. The number of Indigenous graduate students is expected to continue to grow over the next three years.

First-Generation Student Enrolment

The university is committed to increasing the number of self-identified first-generation students at Queen's — those who would be the first in their family to attend college or university. Senate approved the First-Generation Admission Policy in Fall 2017. This policy was modeled on the success of the Indigenous Admission Policy. Undergraduate Admission and Recruitment has added an additional recruiter, located in the GTA, who is dedicated to outreach activities targeted to first-generation students. Student Awards has also introduced a new entrance award to support local first-generation students; in 2020-21, the university welcomed the first cohort of students in the Promise Scholars program. In 2019-20, 3.9% of incoming undergraduate students self-identified as being the first in their family to attend post-secondary.

Enrolment Tables

Two tables are included in this report:

- Table 1: Student Headcount Intake; and
- Table 2: Enrolment Summary (Total Enrolment).

Table 1: Student Headcount Intake

University-Wide Intake:

For 2021-2022, the total first-year direct-entry undergraduate intake target increases by 60 students, to 4,856, from the previously approved Senate target of 4,796. The increase is due to high applicant demand, and is distributed between the Nursing and Health Sciences programs as follows:

- 25 student places in the Bachelor of Nursing Science program
- 35 student places in the Bachelor of Health Sciences program

There is also a reallocation of first-year enrolment intake between and within programs in response to applicant demand, program capacity, and faculty/school priorities.

For 2022-23 and beyond, the total first-year direct-entry intake increases to 5,084 with the opening of a new residence building in fall 2022. The increased intake will be distributed as follows:

- 153 students in the Faculty of Arts and Science, of which 40 students will be in distance studies;
- 60 student places in the Faculty of Engineering and Applied Science.

For 2021-22 and beyond, the planned first-year second-entry target is 467, an increase of six students from what was previously approved.

For 2021-22, the total graduate intake target decreases by 82 students, to 3,163, from the previously approved Senate target of 3,173. For 2022-23, the total graduate target intake increases to 3,168 and in 2023-24, it further increases to 3,293.

Undergraduate Intake by Faculty and Program:

Table 1 shows both first-year and upper-year intake by faculty, school, and program. A brief summary for each faculty/school is set out below.

Arts and Science:

The total intake target remains at the previously approved 3,012 students for 2021-22 and increases to 3,165 in 2022-23 and beyond. For 2021-22, the intake target for the Science program has been reduced from the previously approved 923 students to 854; Arts intake is reduced from 1,414 to 1,408. These student spaces have been re-allocated as follows:

- 31 additional places for Computing
- 20 additional places for Kinesiology
- 18 additional places for Concurrent Education-Science
- 6 additional spaces for Concurrent Education - Arts

For 2022-23 and beyond, the intake target for the Faculty of Arts and Science will increase by 153 students, to 3,165, as follows:

- 49 spaces in Arts
- 40 spaces in Science
- 40 spaces in Distance Studies
- 24 spaces in the new Concurrent Education-Kinesiology pathway

For 2021-22 and beyond, the upper-year Arts and Science transfer student target is increased by five students to 118.

Bader International Study Centre (BISC):

For 2021-22 and beyond, the first-year target remains unchanged at 155.

Faculty of Engineering and Applied Science:

For 2021-22, the first-year intake target remains unchanged at 790 students.

Beginning in 2022-23 and beyond, the first-year intake target will increase by 60 students to 850, and the upper-year intake target will increase by 75 students to 90 from the previously approved 15.

Commerce:

For 2021-22 and beyond, the planned first-year intake target remains at the previously approved target of 500 students.

Faculty of Health Sciences:

The Bachelor of Health Sciences program admitted its first cohort of on-campus students in September 2019. Planned intake to the Kingston campus in 2021-22 and beyond will increase by 35 students to 205, from the previously approved 170. An additional intake of 35 first-year students are included in the BISC first-year intake. Previously approved intake targets for the online Bachelor of Health Sciences program remain unchanged at 70 students in 2021-22 and 85 students in 2022-23 and beyond.

In response to increased demand, the Nursing program will increase planned first-year intake by 25 students to 124 from the previously approved 99 beginning in 2021-22 and beyond.

The School of Medicine's first-year intake remains constant at the previously approved target of 108 for 2021-22 and beyond.

Faculty of Law:

The intake target for Law remains at the previously approved target of 208 for 2021-22 and beyond.

Faculty of Education:

The faculty adjusts the intake targets for the Consecutive Education programs to maintain a balance with the students progressing through from the Concurrent Education program. The target intake for 2021-22 has been reduced by two students, to 410 from the previously approved 412; it increases to 441 in 2022-23, and then decreases to 430 in 2023-24.

Graduate Intake:

As highlighted in Table 1, the revised enrolment targets for master's and doctoral programs reflect changes in planned enrolment intakes for 2021-2022. After a review of Faculty enrolment targets for master's programs, the overall institutional target was reduced from the previously planned enrolment of 2,338 to 2,276. Much of this decrease is reflective of the decision of the Faculty of Engineering and Applied Science to adjust its targets in the MEng programs, primarily due to challenges with the recruitment of international students during the pandemic.

The enrolment target for doctoral students has been increased from 331 to 364. This increase is consistent with the Principal's Report on the Conversation that reiterates Queen's commitment to research intensification.

The modified target for graduate diplomas will show a decrease from 504 to 451 due to the suspension of admission for the Gdip in Legal Services Management in the Faculty of Law. The decision of restructuring the Gdip in Immigration and Citizenship Law from a two-term Gdip to a three-term program also affected the Faculty's previously planned target.

Table 2: Enrolment Summary

Table 2 shows total enrolment by faculty, school, and program, and includes all enrolment data that inform faculty budgets. Also included is a full-time-equivalent column to reflect the various course loads and weighting per student and the associated budget implications for each faculty and school. This table reflects the university's strong undergraduate and graduate retention rates — among the highest in the country — and tracks the flow-through of any enrolment changes included in Table 1.

The SEMG has worked collaboratively to enhance enrolment planning information for SCAD and Senate. Feedback is welcome, as the SEMG continues to enhance enrolment-related data reporting.

Results of these plans and strategies are detailed in the annual Enrolment Report that will next be submitted to Senate in January 2022.

Enrolment Report to the Senate Committee on Academic Development												February 2 2021	
												Queen's University	
Table 1: Student Fall Headcount Intake												Office of Budget and Planning	
		2020 Actual		2021 Prev Planned		2021 Planned		2022 Prev Planned		2022 Updated Plan		2023 Planned	
		First	Upper	First	Upper	First	Upper	First	Upper	First	Upper	First	Upper
Program		Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year	Year
Undergraduate (Full-Time)													
Arts & Science													
BA/BAH		1,473	20	1,414	60	1,408	65	1,414	60	1,457	65	1,457	65
BSC/BSCH		825	13	923	35	854	35	923	35	894	35	894	35
BFAH		16	0	10	0	10	0	10	0	10	0	10	0
BMUS		6	1	15	0	15	0	15	0	15	0	15	0
BCMP/BCMPH		289	8	194	5	225	5	194	5	225	5	225	5
BSCH KINE		217	0	155	0	175	0	155	0	175	0	175	0
BMT		1	5	0	13	0	13	0	13	0	13	0	13
Con-Ed Arts/Science/Music/KINE		400	0	276	0	300	0	276	0	324	0	324	0
Distance Studies (BA1)		47	12	25	0	25	0	25	0	65	0	65	0
Non-Degree/Certificate Programs		0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Arts & Science		3,274	59	3,012	113	3,012	118	3,012	113	3,165	118	3,165	118
Commerce		591	0	500	5	500	5	500	5	500	5	500	5
Engineering		997	0	790	15	790	15	790	15	850	90	850	90
Bachelor Health Science - Distance		27	3	70	0	70	0	85	0	85	0	85	0
Bachelor Health Science - On Campus		219	0	170	0	205	0	170	0	205	0	205	0
Nursing		129	0	99	0	124	0	99	0	124	0	124	0
Bader ISC		91	0	155	15	155	15	155	15	155	15	155	15
Subtotal Direct Entry		5,328	62	4,796	148	4,856	153	4,811	148	5,084	228	5,084	228
Education (Yr 5 & Consec)			379		412		410		438		441		430
Law		207	10	208	1	208	9	208	1	208	9	208	9
Medicine		107	0	108	0	108	0	108	0	108	0	108	0
Post-Graduate Medicine		193	0	178	0	183	0	178	0	183	0	183	0
Nursing-Advanced Standing			48		48		48		48		48		48
Subtotal Second Entry		507	437	494	461	499	467	494	487	499	498	499	487
Subtotal Undergraduate (Fac/School)		5,835	499	5,290	609	5,355	620	5,305	635	5,583	726	5,583	715
Graduate (Full-Time)													
School of Grad Studies													
Research Masters		685		673		655		673		651		699	
Professional Masters		386		538		522		538		530		532	
Doctoral		323		331		364		332		365		388	
Diploma		37		354		291		404		347		399	
Subtotal SGS		1,431		1,896		1,832		1,947		1,893		2,018	
Smith School of Business													
Masters		1,092		1,127		1,099		1,122		1,110		1,110	
Diploma		150		150		160		150		165		165	
Subtotal Smith		1,242		1,277		1,259		1,272		1,275		1,275	
Subtotal Graduate		2,673		3,173		3,091		3,219		3,168		3,293	
Budgeted Total Enrolment		8,508	499	8,463	609	8,446	620	8,524	635	8,751	726	8,876	715

Enrolment Report to the Senate Committee on Academic Development						February 2 2021			
						Queen's University Office of Budget and Planning			
Table 2: Enrolment Summary									
		Fall Full-Time Headcount				Annualized FFTE			
		Actual	Planned			Actual	Planned		
Program		Fall 2020	Fall 2021	Fall 2022	Fall 2023	2020-21	2021-22	2022-23	2023-24
Undergraduate									
Arts & Science									
	BA/BAH	6,075	5,971	6,053	6,067	6,064	6,230	6,307	6,322
	BSC/BSCH	3,799	3,716	3,648	3,579	3,885	3,811	3,735	3,668
	BFAH	70	61	55	51	73	62	56	52
	BMUS	64	57	56	56	65	64	62	62
	BCMP/BCMPH	995	1,013	1,043	1,019	995	1,023	1,044	1,024
	BPHEH	4	4	4	4	3	6	6	6
	BSCH KINE	707	701	695	675	727	716	715	693
	BMT	14	23	31	28	15	27	34	31
	Con-Ed Arts/Science/Music/KINE	1,044	996	1,042	997	994	977	1,043	994
	Distance Studies (BA1)	275	226	255	261	412	370	395	399
	Non-Degree/Certificate Programs	100	97	96	94	386	334	332	332
	Subtotal Arts & Science	13,147	12,865	12,978	12,831	13,619	13,620	13,729	13,583
	Commerce	2,017	2,034	2,010	2,009	2,052	2,112	2,087	2,085
	Engineering	3,321	3,337	3,467	3,461	3,430	3,600	3,713	3,698
	Bachelor Health Science - Distance	170	175	195	209	276	289	304	316
	Bachelor Health Science - On Campus	335	552	751	846	346	533	719	807
	Nursing	398	421	433	451	401	427	438	455
	Bader ISC	91	155	155	155	115	210	210	210
	Subtotal Direct Entry	19,479	19,539	19,989	19,962	20,239	20,791	21,200	21,154
	Education (Yr 5 & Consec)	391	425	456	445	939	847	865	868
	Law	612	614	613	616	670	682	681	684
	Medicine	422	423	423	421	421	423	423	421
	Post-Graduate Medicine	553	540	540	540	558	532	532	532
	Nursing-Advanced Standing	98	100	101	101	144	145	146	146
	Subtotal Second Entry	2,076	2,102	2,133	2,123	2,732	2,629	2,647	2,651
	Subtotal Undergraduate (Fac/School)	21,555	21,641	22,122	22,085	22,971	23,420	23,847	23,805
Graduate (Full-time)									
School of Grad Studies									
	Research Masters	1,273	1,301	1,277	1,328	1,173	1,247	1,220	1,275
	Professional Masters	635	747	800	805	859	909	964	976
	Doctoral	1,452	1,569	1,628	1,663	1,418	1,522	1,587	1,626
	Diploma	38	377	418	470	53	296	420	486
	Subtotal SGS	3,398	3,994	4,123	4,266	3,503	3,974	4,191	4,363
Smith School of Business									
	Masters	1,198	1,299	1,268	1,269	1,198	1,299	1,268	1,269
	Diploma	150	160	165	165	95	105	110	110
	Subtotal Smith	1,348	1,459	1,433	1,434	1,293	1,404	1,378	1,379
	Subtotal Graduate	4,746	5,453	5,556	5,700	4,796	5,378	5,569	5,742
Budgeted Total Enrolment		26,301	27,094	27,678	27,785	27,767	28,798	29,416	29,547

Table 1
Recommended Tuition Fee Levels 2021-22*
(Domestic Students)

Undergraduate and Professional Programs	Actual 2020-21	% Change	Final 2021-22	% Change
Engineering & Applied Science				
Year 1	\$ 11,915	0.0%	\$ 11,915	0.0%
Year 2	\$ 11,915	0.0%	\$ 11,915	0.0%
Year 3	\$ 11,915	0.0%	\$ 11,915	0.0%
Year 4	\$ 11,915	0.0%	\$ 11,915	0.0%
Bachelor of Mining Engineering Technology				
Year 2	\$ 9,291	0.0%	\$ 9,291	0.0%
Year 3	\$ 9,291	0.0%	\$ 9,291	0.0%
Year 4	\$ 9,291	0.0%	\$ 9,291	0.0%
Certificate in Mining Technologies **				
Year 1	\$ 1,429	0.0%	\$ 1,429	0.0%
Year 2	\$ 1,429	0.0%	\$ 1,429	0.0%
Year 3	\$ 1,429	0.0%	\$ 1,429	0.0%
Year 4	\$ 1,429	0.0%	\$ 1,429	0.0%
Arts and Science (including Con-Ed) (Arts, Science, Physical and Health Education, Music, Fine Art)				
Year 1	\$ 6,084	0.0%	\$ 6,084	0.0%
Year 2	\$ 6,084	0.0%	\$ 6,084	0.0%
Year 3	\$ 6,084	0.0%	\$ 6,084	0.0%
Year 4	\$ 6,084	0.0%	\$ 6,084	0.0%
Arts and Science (Computing)				
Year 1	\$ 6,397	0.0%	\$ 6,397	0.0%
Year 2	\$ 6,397	0.0%	\$ 6,397	0.0%
Year 3	\$ 6,397	0.0%	\$ 6,397	0.0%
Year 4	\$ 6,397	0.0%	\$ 6,397	0.0%
Certificates in Arts & Science (various programs)**	\$ 1,217	0.0%	\$ 1,217	0.0%
Commerce				
Year 1 - 5.5 courses	\$ 16,289	0.0%	\$ 16,289	0.0%
Year 2 - 5.5 courses	\$ 16,289	0.0%	\$ 16,289	0.0%
Year 3 - 5.0 courses	\$ 14,808	0.0%	\$ 14,808	0.0%
Year 4 - 5.0 courses	\$ 14,808	0.0%	\$ 14,808	0.0%
Certificate in Business**	\$ 2,962	0.0%	\$ 2,962	0.0%
Education				
Concurrent (education courses) FINAL YEAR CONCURRENT	\$ 5,998	0.0%	\$ 5,998	0.0%
ABQ Courses (per course)	\$ 725	0.0%	\$ 725	0.0%
AQ Courses (per course)	\$ 665	0.0%	\$ 665	0.0%
NWT Courses (per course)	\$ 715	0.0%	\$ 715	0.0%
Law				
Year 1	\$ 18,188	0.0%	\$ 18,188	0.0%
Year 2	\$ 18,188	0.0%	\$ 18,188	0.0%
Year 3	\$ 18,188	0.0%	\$ 18,188	0.0%
Certificate in Law**	\$ 2,268	0.0%	\$ 2,268	0.0%
Bachelor of Health Sciences				
Year 1	\$ 6,084	0.0%	\$ 6,084	0.0%
Year 2	\$ 6,084	0.0%	\$ 6,084	0.0%
Year 3	\$ 6,084	0.0%	\$ 6,084	0.0%
Year 4	\$ 6,084	0.0%	\$ 6,084	0.0%
Medicine				
Year 1	\$ 23,513	0.0%	\$ 23,513	0.0%
Year 2	\$ 23,513	0.0%	\$ 23,513	0.0%
Year 3	\$ 23,513	0.0%	\$ 23,513	0.0%
Year 4	\$ 23,513	0.0%	\$ 23,513	0.0%
Medicine (DND)				
Year 1	\$ 75,000	0.0%	\$ 76,875	2.5%
Year 2	\$ 75,000	0.0%	\$ 76,875	2.5%
Year 3	\$ 75,000	0.0%	\$ 76,875	2.5%
Year 4	\$ 75,000	0.0%	\$ 76,875	2.5%
Nursing				
Year 1	\$ 6,085	0.0%	\$ 6,085	0.0%
Year 2	\$ 6,085	0.0%	\$ 6,085	0.0%
Year 3	\$ 6,085	0.0%	\$ 6,085	0.0%
Year 4	\$ 6,085	0.0%	\$ 6,085	0.0%
Advanced Standing Track	\$ 6,693	0.0%	\$ 6,693	0.0%

* Tuition is approved at the program level, based on normal full-time course load, & assessed at the unit level. Actual tuition fees assessed may vary slightly from approved due to rounding.

** Per 6-unit course for undergraduate programs; per 3-unit course for graduate programs

Table 1 - Continued
Recommended Tuition Fee Levels 2021-22*
(Domestic Students)

Graduate Programs, Research-Based and Professional	Actual 2020-21	% Change	Final 2021-22	% Change
Master's				
Year 1	\$ 5,772	0.0%	\$ 5,772	0.0%
Year 2	\$ 5,772	0.0%	\$ 5,772	0.0%
Master of Education (part-time) **	\$ 996	0.0%	\$ 996	0.0%
Doctoral				
Year 1	\$ 5,772	0.0%	\$ 5,772	0.0%
Year 2	\$ 5,772	0.0%	\$ 5,772	0.0%
Year 3	\$ 5,772	0.0%	\$ 5,772	0.0%
Year 4	\$ 5,772	0.0%	\$ 5,772	0.0%
Diploma in Risk Policy and Regualtion	\$ 10,030	0.0%	\$ 10,030	0.0%
Professional Master's of Education**	\$ 1,254	0.0%	\$ 1,254	0.0%
Diploma in Education**	\$ 1,254	0.0%	\$ 1,254	0.0%
Master of Engineering (Meng)	\$ 8,094	0.0%	\$ 8,094	0.0%
Master of Engineering in Design and Manufacturing (ADMI & UNENE)**	\$ 2,430	0.0%	\$ 2,430	0.0%
Diploma in Social Performance Management in the Extractive Industries **	\$ 1,300	0.0%	\$ 1,300	0.0%
Diploma in Water and Human Health	\$ 5,562	0.0%	\$ 5,562	0.0%
Master of Science - Healthcare Quality	\$ 13,568	0.0%	\$ 13,568	0.0%
Diploma of Primary Healthcare Nurse Practitioner (DPHNP)	\$ 7,169	0.0%	\$ 7,169	0.0%
Masters of Nursing and Primary Health Care Nurse Practitioner (MN PHCNP)	\$ 6,742	0.0%	\$ 6,742	0.0%
MN MH - Masters of Nursing - Mental Health	\$ 4,500	0.0%	\$ 4,500	0.0%
DPAH-Aging & Health	\$ 6,072	0.0%	\$ 6,072	0.0%
MSc AH-Aging & Health	\$ 9,716	0.0%	\$ 9,716	0.0%
Master's of Earth and Energy Resources Leadership	\$ 16,060	0.0%	\$ 16,060	0.0%
Rehabilitation and Health Leadership DSc (RHL)	\$ 8,550	0.0%	\$ 8,550	0.0%
Master Health Professions Education	\$ 9,500	N/A	\$ 9,500	0.0%
Diploma in Pharmaceutical & Healthcare Management & Innovation	\$ 13,500	0.0%	\$ 13,500	0.0%
Diploma in Legal Services Management **	\$ 3,600	0.0%	\$ 3,600	0.0%
Diploma Immigration Citizenship Law	\$ 14,167	0.0%	\$ 14,167	0.0%
Master of Public Health				
Year 1	\$ 10,586	0.0%	\$ 10,586	0.0%
Year 2	\$ 10,586	0.0%	\$ 10,586	0.0%
School of Rehabilitation Therapy				
MSc (OT) and MSc (PT)				
Year 1	\$ 11,068	0.0%	\$ 11,068	0.0%
Year 2	\$ 11,068	0.0%	\$ 11,068	0.0%
Master in Public Administration (MPA)				
Year 1	\$ 10,842	0.0%	\$ 10,842	0.0%
Year 2	\$ 10,842	0.0%	\$ 10,842	0.0%
Part-time MPA (PMPA) **				
Year 1	\$ 1,688	0.0%	\$ 1,688	0.0%
Year 2	\$ 1,688	0.0%	\$ 1,688	0.0%
Master in Industrial Relations				
Year 1	\$ 10,185	0.0%	\$ 10,185	0.0%
Year 2	\$ 10,185	0.0%	\$ 10,185	0.0%
Professional Master in Industrial Relations (PMIR) **				
Year 1	\$ 2,083	0.0%	\$ 2,083	0.0%
Year 2	\$ 2,083	0.0%	\$ 2,083	0.0%
Master in Urban and Regional Planning				
Year 1	\$ 10,185	0.0%	\$ 10,185	0.0%
Year 2	\$ 10,185	0.0%	\$ 10,185	0.0%
Smith School of Business				
MBA	\$ 65,781	0.0%	\$ 65,781	0.0%
Accelerated MBA	\$ 64,450	0.0%	\$ 64,450	0.0%
Executive MBA	\$ 86,900	3.6%	\$ 88,900	2.3%
Master of International Business (12 months single)	\$ 27,479	0.0%	\$ 27,479	0.0%
Master of International Business (16 months double)	\$ 36,213	0.0%	\$ 36,213	0.0%
Master of International Business (24 months double)	\$ 42,472	0.0%	\$ 42,472	0.0%
Master of Global Management Analytics	\$ 49,265	3.0%	\$ 50,004	1.5%
Master of Finance Innovation and Technology	\$ 37,380	0.0%	\$ 38,475	2.9%
Master of Digital Product Management***	N/A	N/A	\$ 34,380	N/A
Development Interest Courses**	\$ 2,400	N/A	\$ 2,400	0.0%

* Tuition is approved at the program level, based on normal full-time course load, & assessed at the unit level. Actual tuition fees assessed may vary slightly from approved due to rounding.

** Per 6-unit course for undergraduate programs; per 3-unit course for graduate programs

*** Pending Senate approval

Table 2
Recommended Tuition Fee Levels 2021-22*
(International Students)

Undergraduate and Professional Programs	Actual 2020-21	% Change	Final 2021-22	% Change
Engineering & Applied Science				
Year 1	\$ 50,828	8.0%	\$ 54,894	8.0%
Year 2	\$ 49,416	5.0%	\$ 53,369	5.0%
Year 3	\$ 48,043	5.0%	\$ 51,887	5.0%
Year 4	\$ 46,709	5.0%	\$ 50,445	5.0%
Bachelor of Mining Engineering Technology				
Year 2	\$ 30,023	5.0%	\$ 31,524	5.0%
Year 3	\$ 30,023	5.0%	\$ 31,524	5.0%
Year 4	\$ 30,023	5.0%	\$ 31,524	5.0%
Certificate in Mining Technologies **				
Year 1	\$ 4,619	5.0%	\$ 4,850	5.0%
Year 2	\$ 4,619	5.0%	\$ 4,850	5.0%
Year 3	\$ 4,619	5.0%	\$ 4,850	5.0%
Year 4	\$ 4,619	5.0%	\$ 4,850	5.0%
Arts and Science (including Con-Ed) (Arts, Science, Physical and Health Education, Music, Fine Art, Computing)				
Year 1	\$ 48,501	5.0%	\$ 50,926	5.0%
Year 2	\$ 48,501	5.0%	\$ 50,926	5.0%
Year 3	\$ 45,880	5.0%	\$ 50,926	5.0%
Year 4	\$ 43,400	5.0%	\$ 48,174	5.0%
Certificates in Arts & Science (various programs)**	\$ 9,700	5.0%	\$ 10,185	5.0%
Commerce				
Year 1 - 5.5 courses	\$ 51,275	5.0%	\$ 53,839	5.0%
Year 2 - 5.5 courses	\$ 51,275	5.0%	\$ 53,839	5.0%
Year 3 - 5.0 courses	\$ 45,785	5.0%	\$ 48,945	5.0%
Year 4 - 5.0 courses	\$ 44,972	5.0%	\$ 48,075	5.0%
Certificate in Business**	\$ 9,323	5.0%	\$ 9,789	5.0%
Education Concurrent (education courses)	\$ 30,073	5.0%	\$ 31,577	5.0%
Law				
Year 1	\$ 64,474	5.0%	\$ 67,698	5.0%
Year 2	\$ 64,474	5.0%	\$ 67,698	5.0%
Year 3	\$ 60,989	5.0%	\$ 67,698	5.0%
Certificate in Law**	\$ 6,210	5.0%	\$ 6,520	5.0%
Bachelor of Health Sciences (on-campus)				
Year 1	\$ 33,775	0.0%	\$ 33,775	0.0%
Year 2	\$ 33,775	0.0%	\$ 33,775	0.0%
Year 3	\$ 33,775	0.0%	\$ 33,775	0.0%
Year 4	\$ 33,775	0.0%	\$ 33,775	0.0%
Bachelor of Health Sciences (on-line)				
Year 1	\$ 25,775	0.0%	\$ 25,775	0.0%
Year 2	\$ 25,775	0.0%	\$ 25,775	0.0%
Year 3	\$ 25,775	0.0%	\$ 25,775	0.0%
Year 4	\$ 25,775	0.0%	\$ 25,775	0.0%
Medicine				
Year 1	\$ 86,151	2.5%	\$ 88,305	2.5%
Year 2	\$ 86,151	2.5%	\$ 88,305	2.5%
Year 3	\$ 86,151	2.5%	\$ 88,305	2.5%
Year 4	\$ 86,151	2.5%	\$ 88,305	2.5%
Medicine (DND)				
Year 1	\$ 75,000	0.0%	\$ 76,875	2.5%
Year 2	\$ 75,000	0.0%	\$ 76,875	2.5%
Year 3	\$ 75,000	0.0%	\$ 76,875	2.5%
Year 4	\$ 75,000	0.0%	\$ 76,875	2.5%
Nursing				
Year 1	\$ 48,501	5.0%	\$ 50,926	5.0%
Year 2	\$ 48,501	5.0%	\$ 50,926	5.0%
Year 3	\$ 45,880	5.0%	\$ 50,926	5.0%
Year 4	\$ 43,400	5.0%	\$ 48,174	5.0%
Advanced Standing Track	\$ 47,740	5.0%	\$ 52,991	5.0%

* Tuition is approved at the program level, based on normal full-time course load, & assessed at the unit level. Actual tuition fees assessed may vary slightly from approved due to rounding.

** Per 6-unit course for undergraduate programs; per 3-unit course for graduate programs

Table 2 - Continued
Recommended Tuition Fee Levels 2021-22*
(International Students)

	Actual	%	Final	%
Graduate and Professional Graduate Programs	2020-21	Change	2021-22	Change
Master's				
Year 1	\$ 12,927	0.0%	\$ 12,927	0.0%
Year 2	\$ 12,927	0.0%	\$ 12,927	0.0%
Master of Education (part-time) **	\$ 2,218	0.0%	\$ 2,218	0.0%
Doctoral ¹				
Year 1	\$ 12,927	0.0%	\$ 5,772	-55.3%
Year 2	\$ 12,927	0.0%	\$ 12,927	0.0%
Year 3	\$ 12,927	0.0%	\$ 12,927	0.0%
Year 4	\$ 12,927	0.0%	\$ 12,927	0.0%
Diploma in Risk Policy & Regulation	\$ 22,266	2.5%	\$ 22,823	2.5%
Professional Master's of Education**	\$ 2,919	5.0%	\$ 3,065	5.0%
Diploma in Education**	\$ 2,919	5.0%	\$ 3,065	5.0%
Master of Science - Healthcare Quality	\$ 24,310	5.0%	\$ 25,526	5.0%
MN MH - Masters of Nursing - Mental Health	\$ 11,025	5.0%	\$ 11,576	5.0%
DPAH - Aging & Health	\$ 15,786	5.0%	\$ 16,576	5.0%
MSc AH - Aging & Health	\$ 24,310	5.0%	\$ 25,526	5.0%
Master of Engineering (Meng)	\$ 19,500	0.0%	\$ 20,475	5.0%
Diploma in Social Performance Management in the Extractive Industries **	\$ 2,730	5.0%	\$ 2,730	0.0%
Diploma in Water and Human Health	\$ 12,360	0.0%	\$ 12,360	0.0%
Master's of Earth and Energy Resources Leadership	\$ 27,204	0.0%	\$ 27,204	0.0%
Rehabilitation and Health Leadership DSc (RHL)	\$ 22,050	5.0%	\$ 23,153	5.0%
Master Health Professions Education	\$ 16,467	N/A	\$ 17,290	5.0%
Diploma in Pharmaceutical & Healthcare Management & Innovation	\$ 26,250	5.0%	\$ 27,563	5.0%
Diploma in Legal Services Management **	\$ 4,725	5.0%	\$ 4,725	0.0%
Diploma Immigration Citizenship Law	\$ 14,167	0.0%	\$ 14,167	0.0%
Master of Public Health				
Year 1	\$ 25,287	5.0%	\$ 26,552	5.0%
Year 2	\$ 25,287	5.0%	\$ 26,552	5.0%
Master in Public Administration (MPA)	\$ 33,633	5.0%	\$ 35,315	5.0%
Professional MPA (PMPA) **	\$ 4,730	5.0%	\$ 4,966	5.0%
Master in Industrial Relations	\$ 33,633	5.0%	\$ 35,315	5.0%
Professional PMIR **	\$ 5,839	5.0%	\$ 6,131	5.0%
School of Rehabilitation Therapy				
MSc (OT) and MSc (PT)				
Year 1	\$ 27,810	5.0%	\$ 29,200	5.0%
Year 2	\$ 27,810	5.0%	\$ 29,200	5.0%
Master in Urban and Regional Planning				
Year 1	\$ 28,027	5.0%	\$ 29,429	5.0%
Year 2	\$ 27,760	4.0%	\$ 29,148	4.0%
Smith School of Business				
MBA	\$ 82,281	5.8%	\$ 84,781	3.0%
Accelerated MBA	\$ 64,450	0.0%	\$ 64,450	0.0%
Executive MBA	\$ 86,900	3.6%	\$ 88,900	2.3%
Master of International Business (12 months single)	\$ 48,270	1.2%	\$ 49,714	3.0%
Master of International Business (16 months double)	\$ 63,970	1.9%	\$ 65,889	3.0%
Master of International Business (24 months double)	\$ 74,970	2.0%	\$ 77,214	3.0%
Master of Finance - Renmin	\$ 52,918	-1.5%	\$ 58,606	10.7%
Master of Global Management Analytics	\$ 66,259	3.0%	\$ 67,254	1.5%
Master of Finance Innovation and Technology	\$ 68,705	0.0%	\$ 70,740	3.0%
Master of Digital Product Management***	N/A	N/A	\$ 57,380	N/A
Development Interest Courses**	\$ 3,600	N/A	\$ 3,600	0.0%

* Tuition is approved at the program level, based on normal full-time course load, & assessed at the unit level. Actual tuition fees assessed may vary slightly from approved due to rounding.

** Per 6-unit course for undergraduate programs; per 3-unit course for graduate programs

*** Pending Senate approval

Note: 1 On an opt-in basis, the University will provide the option for upper year doctoral students to pay the lower Year 1 international fee with a corresponding reduction in their overall funding package equal to the International Tuition Award (ITA) of \$5,000

Table 3
Recommended Tuition Fee Levels 2021-22*
Bader International Study Centre
(fees include tuition, residence with full meals, local transportation and field studies)

BISC Programs	Actual		%		Final		%	
	2020-21		Change		2021-22		Change	
Fall**	\$	21,829	4.9%		\$	21,829	0.0%	
Winter **	\$	21,829	4.9%		\$	21,829	0.0%	

* Tuition is approved at the program level, based on normal full-time course load, & assessed at the unit level.
** Concurrent Education students at the Bader International Study Centre will be assessed by unit for the additional B.Ed courses.

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

Table 4
Recommended Tuition Fee Levels 2021-22*

(Domestic Students - Programs with a Spring/Summer Start)					
Undergraduate and Professional Programs		Actual 2020-21	% Change	Final 2021-22	% Change
Education					
Consecutive		\$ 5,998	0.0%	\$ 5,998	0.0%
Graduate Programs, Research-Based and Professional		Actual 2020-21	% Change	Final 2021-22	% Change
Masters of Arts Leadership		\$ 12,156	0.0%	\$ 12,156	0.0%
Diploma Arts Management		\$ 6,078	0.0%	\$ 6,078	0.0%
Diploma Biomedical Informatics		\$ 9,351	0.0%	\$ 9,351	0.0%
Master of Biomedical Informatics		\$ 18,702	0.0%	\$ 18,702	0.0%
Masters Medical Science		\$ 17,533	0.0%	\$ 17,533	0.0%
Diploma Medical Sciences (6 months)		\$ 11,689	0.0%	\$ 11,689	0.0%
Smith School of Business					
Executive MBA Americas (formerly Cornell-Queen's MBA)		\$ 86,458	0.0%	\$ 86,458	0.0%
Master of Finance Degree		\$ 33,011	0.0%	\$ 33,011	0.0%
Master of Management Innovation & Entrepreneurship		\$ 26,155	0.0%	\$ 26,155	0.0%
Master of Management Analytics		\$ 35,640	0.0%	\$ 35,640	0.0%
Master of Management in Artificial Intelligence		\$ 56,315	2.5%	\$ 57,438	2.0%
Graduate Diploma in Business Administration		\$ 32,140	6.1%	\$ 33,106	3.0%
Graduate Diploma in Accounting**		\$ 1,999	2.0%	\$ 2,059	3.0%

(International Students - Programs with a Spring/Summer Start)					
Undergraduate and Professional Programs		Actual 2020-21	% Change	Final 2021-22	% Change
Education					
Consecutive		\$ 30,074	5.0%	\$ 31,577	5.0%
Graduate Programs, Research-Based and Professional		Actual 2020-21	% Change	Final 2021-22	% Change
Masters of Arts Leadership		\$ 30,098	5.0%	\$ 31,603	5.0%
Diploma Arts Management		\$ 15,049	5.0%	\$ 15,802	5.0%
Diploma Biomedical Informatics		\$ 23,153	5.0%	\$ 24,310	5.0%
Master of Biomedical Informatics		\$ 46,305	5.0%	\$ 48,620	5.0%
Masters Medical Science		\$ 43,411	5.0%	\$ 45,581	5.0%
Diploma Medical Sciences (6 months)		\$ 28,941	5.0%	\$ 30,388	5.0%
Smith School of Business					
Executive MBA Americas (formerly Cornell-Queen's MBA)		\$ 86,458	0.0%	\$ 86,458	0.0%
Master of Finance Degree		\$ 63,511	1.2%	\$ 63,874	0.6%
Master of Management Innovation & Entrepreneurship		\$ 41,355	2.0%	\$ 42,370	2.5%
Master of Management Analytics		\$ 66,965	2.7%	\$ 68,940	2.9%
Master of Management in Artificial Intelligence		\$ 76,315	4.1%	\$ 77,838	2.0%
Graduate Diploma in Business Administration		\$ 48,140	4.5%	\$ 49,586	3.0%
Graduate Diploma in Accounting**		\$ 3,101	2.0%	\$ 3,194	3.0%

Bader International Study Centre					
(BISC Students - Programs with a Spring/Summer Start)		Actual 2020-21	% Change	Final 2021-22	% Change
BISC Program fees include tuition, residence with full meals, local transportation and field studies					
Summer		\$ 10,706	4.6%	\$ 11,207	4.7%
Summer Field Schools					
Global Health and Disability		\$ 12,007	3.6%	\$ 12,445	3.6%
Medieval Performance		\$ 3,486	3.4%	\$ 3,609	3.5%
Global Law Program		\$ 14,973	3.9%	\$ 15,347	2.5%

* Tuition is approved at the program level, based on normal full-time course load, & assessed at the unit level. Actual tuition fees assessed may vary slightly from approved due to rounding.

** Per 6-unit course for undergraduate programs; per 3-unit course for graduate programs.