LAKEHEAD UNIVERSITY 2019/20 OPERATING EXPENDITURES FOR THE PERIOD ENDED APRIL 30, 2020

FOR THE PERIOD ENDED APRIL 30, 2020		
(in thousands)	2019/20 PROPOSED	2019/20 ACTUAL
PROVOST AND VICE PRESIDENT (ACADEMIC)	PROPOSED	ACTUAL
Faculty of Social Sciences and Humanities	11,184	11,008
Faculty of Sciences and Environmental Studies	12,933	12,746
Faculty of Health & Behavioural Sciences	11,662	11,694
Faculty of Business	3,763	3,550
Faculty of Education	5,624	5,482
Faculty of Engineering	8,431	8,475
Faculty of Natural Resource Management	2,758	2,793
Faculty of Law	2,823	2,950
Orillia Campus - All Faculties	9,175	9,290
Distribution of Net Tuition Revenue from International Students Additions to Faculty Budgets and Internationalization	4,512	4,275
Interviews & Recruitment Faculty subtotal	72,968	122 72,383
Provost & Vice President (Academic):		
Provost & Vice President (Academic)	725	772
Deputy Provost	194	339
Miscellaneous Academic	95	95
Ombudsperson	34	34
Provost and VP Academic subtotal Academic Services:	1,049	1,241
	220	400
Aboriginal Initiatives	329	466 1 616
Distributed Learning Dean of Graduate Studies	1,678 633	1,616 605
Graduate Studies Graduate Assistantships	5,152	5,321
Institutional Planning & Analysis	650	630
Library	4,888	4,804
Vice Provost Student Affairs Academic Services subtotal	3,861 17,191	3,871 17,313
PROVOST AND VICE PRESIDENT (ACADEMIC) TOTAL	91,208	90,937
PEFAL (Post Secondary Education Funding for Aboriginal Learners)	989	989
TRUTH & RECONCILIATION	212	196
KENDAASIWIN AND ABORIGINAL INITIATIVES' RENOVATIONS	-	91
MCU ONTARIO POST-SECONDARY ACCESS & INCLUSION PROGRAM	_	497
MCU CREDIT TRANSFER	_	278
MCU NORTHERN SUSTAINABILITY	-	1,511
MCU COVID 19 RELIEF	-	820
MCU OTHER	-	341
COMMUNITY ENGAGAEMENT AND LIFELONG LEARNING 2020/21	-	1,182
SCHOLARSHIPS & BURSARIES FROM TUITION REINVESTMENT	5,724	5,412
DISTRIBUTION OF NET TUITION REVENUE FROM INT'L STUDENTS Student Financial Aid	1,152	1,152

ORILLIA CAMPUS SUPPORT 4,365 4,622 LAKCHEAD/GEORGIAN TPA - 927 LAKEHEAD/GEORGIAN PARTNERSHIP 400 462 LAKEHEAD INTERNATIONAL International Agent Fees 900 1,611 Graduate Scholarships - 125 Differential Tution Waiver International Affairs subtotal - 802 PRESIDENT President Media Relations 131 122 Media Relations 131 122 Persident subtotal 660 865 CHIEF OF STAFF 255 251 UNIVERSITY SECRETARIAT 301 131 132 UNIVERSITY SECRETARIA RELATIONS Office of the Vice President 411 373 30 Alumnia & Community Relations 491 515 491 Alumnia & Community Relations 491 515 491 515 491 515 491 515 491 515 491 515 491 515 491 515		2019/20 PROPOSED	2019/20 ACTUAL	
LAKEHEADIGEORGIAN PARTNERSHIP 400 482 LAKEHEAD INTERNATIONAL 5,309 4,834 International Agent Fees 900 1,611 Graduate Scholarships - 125 Differential Tution Waiver 6,209 6,652 International Affairs subtotal 729 742 Media Relations 131 122 President subtotal 860 865 CHIEF OF STAFF 255 251 UNIVERSITY SECRETARIAT 300 865 VICE PRESIDENT EXTERNAL RELATIONS 411 373 Office of the Vice President 411 373 Alumnia Community Relations 491 515 Philanthropy 494 500 Stewardship 299 227 Government Relations 189 188 Marketing Support 254 561 Web Devleopment Services 260 227 O'CE PRESIDEDT TESEARCH & INNOVATION 267 72 Office of the Vice President and AVP 674 724	ORILLIA CAMPUS SUPPORT	4,365	4,622	
LAKEHEAD INTERNATIONAL 5,309 4,834 International Agent Fees 900 1,611 Graduate Scholarships - 125 Differential Tuition Waiver international Affairs subtotal - 82 PRESIDENT Office of the President Media Relations 729 742 Media Relations 131 122 President subtotal 860 865 CHIEF OF STAFF 255 251 UNIVERSITY SECRETARIAT 516 530 VICE PRESIDENT EXTERNAL RELATIONS 411 373 Office of the Vice President 411 373 Alumni & Community Relations 491 515 Philanthropy 494 500 Stewardship 269 227 Government Relations 189 188 Marketing Support 524 561 Web Deviceopment Services 260 257 VEE President and AVP 674 724 Research Office 548 597 Instrumentation Labo	LAKEHEAD/GEORGIAN TPA	-	927	
International Agent Fees	LAKEHEAD/GEORGIAN PARTNERSHIP	400	462	
Graduate Scholarships - 82 Differential Tuition Waiver International Affairs subtotal 6,209 6,652 PRESIDENT 729 742 Media Relations 131 122 President subtotal 860 865 CHIEF OF STAFF 255 251 UNIVERSITY SECRETARIAT 560 300 VICE PRESIDENT EXTERNAL RELATIONS 491 515 Philanthropy 494 500 Alumni & Community Relations 491 515 Philanthropy 494 500 Stewardship 269 277 Government Relations 189 188 Marketing Support 524 561 Web Deviseopment Services 260 257 VP External Relations subtotal 2,637 2,689 VICE PRESIDENT RESEARCH & INNOVATION 674 724 Office of the Vice President and AVP 674 724 Research Office 548 597 Instrumentation Laboratory 288 296	LAKEHEAD INTERNATIONAL	5,309	4,834	
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International Affairs subtotal 6,6209 6,652 etc. PRESIDENT 729 742 decided to the President Media Relations 131 122 etc. 729 president 212 etc. 729 president 212 etc. 729 president 212 etc. 720 president 212 etc. 720 president 212 etc. 720 president 225 25 251 255 251 255 251 255 251 255 251 255 251 250 president 252 etc. 750 president	·	_		
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President subtotal 860 865 CHIEF OF STAFF 255 251 UNIVERSITY SECRETARIAT 516 530 VICE PRESIDENT EXTERNAL RELATIONS 311 373 Office of the Vice President 411 373 Alumni & Community Relations 491 515 Philanthropy 494 500 Stewardship 269 277 Government Relations 189 188 Marketing Support 524 561 Web Devleopment Services 260 257 VP External Relations subtotal 760 250 VICE PRESIDENT RESEARCH & INNOVATION 674 724 Research Office 548 597 Ingenuity 75 76 Instrumentation Laboratory 288 296 Economic Development & Innovation 299 289 VP Research & Innovation subtotal 1,876 1,982 INVESTMENT IN RESEARCH LABS - 221 VICE PRESIDENT ADMINISTRATION & FINANCE 370 358				
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Office of the Vice President 411 373 Alumni & Community Relations 491 500 Philanthropy 494 500 Stewardship 269 277 Government Relations 189 188 Marketing Support 524 561 Web Devleopment Services 260 257 VP External Relations subtotal 2,637 2,669 VICE PRESIDENT RESEARCH & INNOVATION 674 724 Research Office 548 597 Ingenuity 75 76 Instrumentation Laboratory 288 296 Economic Development & Innovation 290 289 VP Research & Innovation subtotal 1,876 1,982 INVESTMENT IN RESEARCH LABS - 221 VICE PRESIDENT ADMINISTRATION & FINANCE Total Control of the Vice President 370 358 Athletics 1,092 1,352 Director, Risk Management & Access to Information 154 153 Office of the Vice President 30 1,00	VICE DESIDENT EXTERNAL DELATIONS			
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Philanthropy Stewardship 494 500 Government Relations 189 188 Marketing Support 524 561 Web Devleopment Services 260 257 VP External Relations subtotal 2,637 2,669 VICE PRESIDENT RESEARCH & INNOVATION 674 724 Office of the Vice President and AVP 674 724 Research Office 548 597 Instrumentation Laboratory 288 296 Economic Development & Innovation 280 289 VP Research & Innovation subtotal 1,876 1,982 INVESTMENT IN RESEARCH LABS - 221 VICE PRESIDENT ADMINISTRATION & FINANCE 1,092 1,352 Office of the Vice President 370 358 Athletics 1,092 1,352 Director, Risk Management & Access to Information 154 153 Office of Financial Services 2,291 2,239 Human Resources 1,086 1,071 Human Rights & Equity 287 271				
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Research Office Ingenuity 548 597 research Ingenuity 75 76 research Ingenuity 75 76 research Instrumentation Laboratory 288 research 290		074	704	
Ingenuity 75 76 Instrumentation Laboratory 288 296 Economic Development & Innovation 290 289 VP Research & Innovation subtotal 1,876 1,982 INVESTMENT IN RESEARCH LABS – 221 VICE PRESIDENT ADMINISTRATION & FINANCE Office of the Vice President 370 358 Athletics 1,092 1,352 Athletics 1,092 1,352 Director, Risk Management & Access to Information 154 153 Office of Financial Services 2,291 2,239 Human Resources 1,086 1,071 Human Rights & Equity 287 271 Security 938 945 Technology Services Centre 4,664 4,890 Technology Fund 5,460 5,635 VP Administration & Finance subtotal 16,560 17,133 Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 <td></td> <td></td> <td></td>				
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VICE PRESIDENT ADMINISTRATION & FINANCE Office of the Vice President 370 358 Athletics 1,092 1,352 Director, Risk Management & Access to Information 154 153 Office of Financial Services 2,291 2,239 Human Resources 1,086 1,071 Human Rights & Equity 287 271 Security 938 945 Technology Services Centre 4,664 4,890 Technology Fund 219 219 Physical Plant 5,460 5,635 VP Administration & Finance subtotal 16,560 17,133 Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150	VP Research & Innovation subtotal	1,876	1,982	
Office of the Vice President 370 358 Athletics 1,092 1,352 Director, Risk Management & Access to Information 154 153 Office of Financial Services 2,291 2,239 Human Resources 1,086 1,071 Human Rights & Equity 287 271 Security 938 945 Technology Services Centre 4,664 4,890 Technology Fund 219 219 Physical Plant 5,460 5,635 VP Administration & Finance subtotal 16,560 17,133 Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150	INVESTMENT IN RESEARCH LABS	_	221	
Athletics 1,092 1,352 Director, Risk Management & Access to Information 154 153 Office of Financial Services 2,291 2,239 Human Resources 1,086 1,071 Human Rights & Equity 287 271 Security 938 945 Technology Services Centre 4,664 4,890 Technology Fund 219 219 Physical Plant 5,460 5,635 VP Administration & Finance subtotal 16,560 17,133 Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150	VICE PRESIDENT ADMINISTRATION & FINANCE			
Director, Risk Management & Access to Information 154 153 Office of Financial Services 2,291 2,239 Human Resources 1,086 1,071 Human Rights & Equity 287 271 Security 938 945 Technology Services Centre 4,664 4,890 Technology Fund 219 219 Physical Plant 5,460 5,635 VP Administration & Finance subtotal 16,560 17,133 Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150	Office of the Vice President	370	358	
Office of Financial Services 2,291 2,239 Human Resources 1,086 1,071 Human Rights & Equity 287 271 Security 938 945 Technology Services Centre 4,664 4,890 Technology Fund 219 219 Physical Plant 5,460 5,635 VP Administration & Finance subtotal 16,560 17,133 Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150			1,352	
Human Resources 1,086 1,071 Human Rights & Equity 287 271 Security 938 945 Technology Services Centre 4,664 4,890 Technology Fund 219 219 Physical Plant 5,460 5,635 VP Administration & Finance subtotal 16,560 17,133 Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150				
Human Rights & Equity 287 271 Security 938 945 Technology Services Centre 4,664 4,890 Technology Fund 219 219 Physical Plant 5,460 5,635 VP Administration & Finance subtotal 16,560 17,133 Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150			•	
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Physical Plant VP Administration & Finance subtotal 5,460 16,560 5,635 17,133 Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150		4,664	4,890	
VP Administration & Finance subtotal 16,560 17,133 Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150				
Utilities 3,802 3,793 General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150				
General 1,881 2,405 Deferred Maintenance 400 522 Tuition Waiver 580 569 Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150			17,133	
Deferred Maintenance400522Tuition Waiver580569Strategic Initiatives1,4001,400Savings from change in carry forward policy-1,150-1,150	Utilities	3,802	3,793	
Tuition Waiver580569Strategic Initiatives1,4001,400Savings from change in carry forward policy-1,150-1,150	General	1,881	2,405	
Strategic Initiatives 1,400 1,400 Savings from change in carry forward policy -1,150 -1,150	Deferred Maintenance	400	522	
Savings from change in carry forward policy -1,150 -1,150	Tuition Waiver	580	569	
	Strategic Initiatives	1,400	1,400	
Total 139,876 147,259	Savings from change in carry forward policy	-1,150	-1,150	
	Total	139,876	147,259	

LAKEHEAD UNIVERSITY Notes to 2019/20 Operations Statement (000's)

1. **Other income** includes revenues from the Ontario University Application Centre, late payment fees, investment income in Operating fund, overhead Income net of overhead allocation (including overhead from Ancillaries), and other miscellaneous revenues.

2. Principal & Interest

All amounts included in Principal & Interest are owed as part of the Series A unsecured debenture payable

Project	Principal	Interest	2019/20 Actual
ATAC Excess Borrowings (Other) Orillia Academic Building	244	720	964
	306	588	894
	378	1,118	1,497
	928	2,427	3,354

- 3. **General** includes municipal taxes, liability insurance, legal and audit fees, university memberships, bad debts and merchant provider costs.
- 4. **Strategic Initiatives** is an annually renewable fund of \$1.4M (\$1.4M 2018/19 budget) established for the University to make critical strategic investments. The overall amount will remain stable so that having annual funds available will be dependent on avoiding clogging the fund with ongoing operating costs. There are three types of investments: 1) Long-term investments, including permanent staff, to be provided during the start-up phase for programs that have almost certain realizable potential for stable and growing long-term revenues, 2) President's request for initiatives which are relatively small amounts for which units will compete, 3) Temporary and medium term funds including capital equipment, consulting fees, term employees and other start-up funds for new projects. These funds must be related to either increasing revenue or decreasing future costs.
- 5. **Carry Forward Policy** is being amended so that at the end of each fiscal year the carry forward amount otherwise calculated will be reduced by an amount which represents a contribution to the following year's operating budget. In 2019/20, the operating budget realized a contribution of \$1.15M from the 2018/19 operations.
- 6. Certain comparative amounts presented in the 2019/20 Approved Budget have been restated to conform to the 2019/20 actual results.