

**LAKEHEAD UNIVERSITY**  
**2013/14 OPERATING EXPENDITURES**  
**FOR THE YEAR ENDED APRIL 30, 2014**  
(In thousands)

	2013/14 APPROVED	2013/14 ACTUAL
<b>VICE PRESIDENT ACADEMIC AND PROVOST</b>		
Faculty of Social Sciences and Humanities	10,893	10,804
Faculty of Sciences and Environmental Studies	11,796	11,791
Faculty of Health & Behavioural Sciences	10,152	10,326
Faculty of Business	3,111	3,027
Faculty of Education	6,774	6,625
Faculty of Engineering	7,042	7,051
Faculty of Natural Resource Mgmt	2,781	2,748
Faculty of Law	1,721	1,579
Interviews & Recruitment	100	108
<b>Faculty subtotal</b>	<b>54,370</b>	<b>54,060</b>
<b>Academic Services:</b>		
Student Affairs		
Continuing Education & Distributed Learning	1,657	1,691
Vice Provost Student Affairs	3,531	3,396
<b>Student Affairs subtotal</b>	<b>5,188</b>	<b>5,087</b>
<b>Provost &amp; Vice President (Academic)</b>		
Provost & Vice President (Academic)	559	787
Deputy Provost	349	364
Institutional Analysis/Government Relations	381	381
Library	4,559	4,582
Dean of Graduate Studies	599	668
Graduate Assistantships	4,463	4,040
Aboriginal Initiatives	216	212
Miscellaneous Academic	46	45
Ombudsperson	23	23
<b>VP Academic and Provost subtotal</b>	<b>11,194</b>	<b>11,102</b>
<b>PROVOST AND VICE PRESIDENT (ACADEMIC) TOTAL</b>	<b>70,752</b>	<b>70,248</b>
<b>APSET (Aboriginal Post Secondary Education and Training)</b>	<b>969</b>	<b>989</b>
<b>FIRST GENERATIONS (SAGE)</b>	<b>----</b>	<b>361</b>
<b>CREDIT TRANSFER</b>	<b>----</b>	<b>313</b>
<b>SCHOLARSHIPS &amp; BURSARIES FROM TUITION REINVESTMENT</b>	<b>5,483</b>	<b>5,740</b>
<b>CONTRIBUTION FROM BOOKSTORE SURPLUSES (Note 4)</b>	<b>-1,432</b>	<b>-1,432</b>
<b>ORILLIA CAMPUS</b>	<b>10,123</b>	<b>10,543</b>
<b>INTERNATIONAL AFFAIRS</b>	<b>429</b>	<b>930</b>

	2013/14	2013/14
	APPROVED	ACTUAL
<b>INVESTMENT IN FACULTIES FROM INTERNATIONAL</b>	<b>446</b>	<b>362</b>
<b>PRESIDENT</b>		
Office of the President	723	744
Media Relations	213	201
Athletics	771	894
<b>President subtotal</b>	<b>1,708</b>	<b>1,839</b>
<b>SENIOR ADVISOR TO THE PRESIDENT</b>	<b>239</b>	<b>282</b>
<b>UNIVERSITY SECRETARIAT</b>	<b>314</b>	<b>297</b>
<b>VICE PRESIDENT EXTERNAL RELATIONS</b>		
External Relations	461	514
Alumni	295	268
Philanthropy - Thunder Bay	316	445
Philanthropy - Orillia	269	81
Donor Events	194	215
Government Relations	188	213
Marketing Support	311	294
<b>VP External Relations subtotal</b>	<b>2,032</b>	<b>2,030</b>
<b>VICE PRESIDENT RESEARCH, ECONOMIC DEVELOPMENT &amp; INNOVATION</b>		
Office of the Vice President	554	506
AVP Research, Economic Development & Innovation	227	251
Research Office	369	421
Instrumentation Laboratory	278	222
IMO/BDO	310	281
<b>VP Research &amp; Development subtotal</b>	<b>1,739</b>	<b>1,680</b>
<b>VICE PRESIDENT ADMINISTRATION &amp; FINANCE</b>		
Office of the Vice President	314	318
Director, Risk Management & Access to Information	174	174
Office of Financial Services	1,783	1,764
Human Resources	885	951
University Services		
Print Shop and Mail Services	195	169
Security	818	883
Switchboard	93	90
Technology Services Centre	3,653	3,613
Physical Plant	5,058	5,159
<b>VP Administration &amp; Finance subtotal</b>	<b>12,974</b>	<b>13,121</b>
<b>Utilities</b>	<b>3,316</b>	<b>3,316</b>
<b>General (Note 5)</b>	<b>1,700</b>	<b>2,206</b>
<b>Deferred Maintenance</b>	<b>400</b>	<b>477</b>
<b>Tuition Waiver</b>	<b>480</b>	<b>374</b>
<b>Differential Tuition Waiver</b>	<b>----</b>	<b>93</b>
<b>Strategic Initiatives (Note 6)</b>	<b>1,275</b>	<b>1,275</b>
<b>Savings from change in carryforward policy (Note 7)</b>	<b>-1,250</b>	<b>-1,250</b>
<b>Total</b>	<b>111,697</b>	<b>113,795</b>

**LAKEHEAD UNIVERSITY**

**Notes to 2013/14 Operations Statement**

(000's)

1. Tuition  
The 2013/14 actual reflects tuition fees (net of expenses) from the Additional Qualification (AQ) courses offered through the Faculty of Education; the budget did not reflect either tuition revenues nor expenditures related to these AQ courses.

2. Other income includes revenues from the Ontario University Application Centre, Installment & Late Payment Fees, Interest on the Operating Bank Account, Overhead Income net of Overhead Allocation and other miscellaneous revenues.

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

Project	Sinking Fund			2013/14 Actual
	Principal	Interest	Provision	
ATAC	215	786		1,001
Johnson Controls Phase 1	137	606	487	1,230
Johnson Controls Phase 2	123	542	435	1,100
Excess Borrowings (Other)	254	640		894
Orillia Academic Building	276	1,220		1,497
	<u>1,005</u>	<u>3,795</u>	<u>922</u>	<u>5,722</u>

4. An Entrance Scholarship program was started at Lakehead University in the early 1990s. The program was unfunded except for 2 internally created endowments - \$400K appropriated from Operating and transferred to Trust and a General Purpose account within Trust (representing the Trust surplus) at that time and the bookstore surpluses that were designated for that purpose. The entrance scholarship program grew becoming costly and exceeding the payouts from these designated funds.

In 2002/03, the scholarships were charged to the Operating Fund for the first time. In 2003/04, an Operating budget was created for Entrance Scholarships, the Presidential Scholarship, In-Course Scholarships and other miscellaneous amounts. Meanwhile, a deficit had been building in the Trust fund and the bookstore surplus continued to be transferred to Trust to cover the deficit. The 2008 market crash occurred reverting the Trust fund back into a deficit. Trust is now in a surplus position and accumulated Bookstore surpluses are being transferred to the Operating Fund to offset the Entrance Scholarships.

5. General includes municipal taxes, liability insurance, legal and audit fees, university memberships, bad debts and merchant provider costs.

6. Strategic Initiatives is an annually renewable fund of \$1,010K (\$1,250K 2012/13 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.

7. 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 \$500K which represents a contribution to the following year's operating budget.