

University of Ottawa

2014-2015 Budget

Potential solutions to balance the budget

Here are a few potential solutions that we invite you to comment upon. Naturally, we also invite you to suggest other ways to balance the 2014-2015 budget.

a) Revenues

- i. **Tuition fees:** increase average overall tuition by 3%, in keeping with the provincial frame of reference for Canadian students;
- ii. **International students:** increase the number of international students who pay international student tuition rates to a level greater than the target of 9% set in *Destination 2020*;
- iii. **Self-financed programs and activities:** increase these activities and the net revenues they contribute to the Operating Fund;
- iv. **Research revenues:** maximize overhead costs when applying for research grants and contracts;
- v. **Philanthropy:** intensify development activities to increase funding for scholarships and for the salaries of professors holding chairs that are currently financed through the Operating Fund.

What other activities or measures should we consider that could generate funds for the Operating Fund?

b) Expenses

- i. **Scholarships and financial aid:** freeze or cut the spending envelope for scholarships (in comparison to 2013-2014 levels);
- ii. **Salaries and benefits:**
 - **Hiring freeze:** freeze hiring in 2014-2015 for all regular and contract positions, except to hire full-time academic staff in compliance with terms agreed upon with APUO;
 - **Regularization:** discontinue regularization of positions for 2014-2015

- iii. **Construction and renovations:** freeze or cut the building inventory improvement plan (PAPI) spending envelope;
- iv. **Travel:** freeze or cut travel expense spending;
- v. **Library acquisitions:** freeze or cut expenses related to acquisitions.

What other measures should we consider to reduce expenses charged to the Operating Fund?

The Advisory Committee will happily consider suggestions and comments on ways to balance the 2014-2015 budget. We will also consider proposals that are likely to have significant long-term effects.