

**University of Ottawa  
Operating Fund  
2015-2018 Three Year Budget  
('000\$)**

	2014-2015 Budget	2015-2016 Budget	Preliminary Budget 2016-2017	Preliminary Budget 2017-2018
<b>Revenues</b>				
Grants	379,694	<b>380,698</b>	377,747	376,713
Tuition fees	343,048	<b>364,735</b>	388,942	408,042
Investment income	27,270	<b>26,845</b>	26,454	26,523
Sale of goods and services	8,245	<b>8,488</b>	9,105	9,373
Research overhead	2,128	<b>2,033</b>	2,296	2,416
Donations	2,314	<b>3,432</b>	3,432	3,432
Other revenues	9,910	<b>10,714</b>	10,653	10,681
	<b>772,609</b>	<b>796,945</b>	818,629	837,180
<b>Expenditures</b>				
Academic salaries	210,596	<b>220,947</b>	233,939	241,389
Support staff salaries	155,881	<b>164,931</b>	170,396	175,882
Student salaries	74,021	<b>77,723</b>	77,901	78,254
Employee benefits	101,864	<b>94,012</b>	96,003	98,850
Library acquisitions	16,077	<b>16,064</b>	16,064	16,064
Physical resources, utilities and property taxes	32,109	<b>31,794</b>	32,372	33,431
Construction and renovations	11,823	<b>16,611</b>	16,353	16,353
Scholarships and financial aid	72,105	<b>72,169</b>	72,883	73,385
Equip. and office furniture - purchase, rental and mtce	21,974	<b>23,140</b>	22,872	21,949
Supplies	7,054	<b>6,011</b>	5,582	5,584
Travel	7,318	<b>7,970</b>	7,634	7,650
Honorariums & contracted services	16,952	<b>19,745</b>	17,417	17,439
Interest and bank fees	7,629	<b>8,050</b>	10,536	13,281
External institutional contracts	2,943	<b>2,374</b>	2,073	2,073
Other expenditures	23,046	<b>19,402</b>	18,812	16,874
Strategic initiatives/Destination 2020		<b>958</b>	7,201	12,111
SIS Project	18,493	<b>15,650</b>	15,577	2,000
	<b>779,885</b>	<b>797,551</b>	823,615	832,569
<b>Interfund Transfers</b>	<b>(16,387)</b>	<b>(21,637)</b>	(22,300)	(22,786)
<b>Revenues less expenditures before transfers of net assets</b>	<b>(23,663)</b>	<b>(22,243)</b>	(27,286)	(18,175)
<b>Use of net assets</b>	<b>24,060</b>	<b>20,335</b>	7,413	(8,188)
<b>Budget surplus (deficit) on a modified cash basis</b>	<b>397</b>	<b>(1,908)</b>	(19,873)	(26,363)

**Note: We made the assumption that the faculties and services will present balanced budgets.**