



## 2018-19 OPERATING BUDGET

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May 10, 2018

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## 2018-19 OPERATING BUDGET AT A GLANCE

The operating budget for 2018-19 is balanced with operating revenues and expenditures of \$369,843,990. This operating budget includes the St. John's, Grenfell, Marine Institute and Harlow Campuses, however it excludes the Faculty of Medicine. The following are highlights of the 2018-19 operating budget:

### REVENUES (BASE ADJUSTMENTS)

- Department of Advanced Education and Skills Operating Grant has been decreased by \$5,131,900 (1.6%) over 2017-18. The grant adjustment is comprised of:
  - \$4.0 million increase for the 2017-18 Grant in Aid of Tuition Freeze;
  - \$3.0 million decrease for attrition as announced in the 2016-17 budget;
  - \$2.6 million general grant reduction as announced in the 2016-17 budget;
  - \$3.5 million general grant reduction as announced in the 2017-18 budget.
- Tuition revenue for 2018-19 is forecasted to increase by \$2.11 million over the 2017-18 budget. This adjustment is due to:
  - \$1.3 million for the 30% Non-NL tuition increase effective September 2018 approved in the 2017-18 budget;
  - \$0.3 million from the Domestic Work Term rate increase from \$323 to \$600 per semester;
  - \$0.5 million from regular increased tuition for undergraduate and graduate enrollment.
- Campus Renewal Fee and Student Services Fee revenues are budgeting to increase by \$2.29 million and \$0.73 million respectively.
- The Federal Research Support Grant budget is projected to decrease by \$43,020.

### EXPENDITURES (BASE ADJUSTMENTS)

- Budget reduction of \$5.9 million (1.6%) applied to faculties, academic support units, and administrative units.
- \$3.0 million reduction in salaries due to attrition.
- \$0.48 million provision for premium increases in Group Health and Life employer contributions adjustments for current employees and pensioners.
- \$2.29 million increase in Graduate Fellowships.
- An additional \$2.29 million to be spent on capital renewal and \$0.73 million to be spent on maintaining student services.
- \$0.84 million HST on Management Fees for Separately Incorporated Entities.
- \$1.06 million increase in the International Undergraduate Tuition Attribution fund.
- \$1.21 million inflationary expenditures on such expenses as library holdings, municipal taxes, maintenance contracts and software contracts.

	<u>2018-19</u>		<u>2018-19</u>
<b>REVENUE</b>	<b><u>Base Adjustments</u></b>	<b>EXPENDITURES</b>	<b><u>Base Adjustments</u></b>
	Provincial Grant Reduction		Budget Reduction (1.6%)
	(6.13)		(5.90)
	Provincial Grant Attrition		Salaries & Benefits - Attrition
	(3.00)		(3.00)
	Provincial Grant In Aid of Tuition		Salaries & Benefits - Group Benefits
	4.00		0.48
	Federal Research Support Grant		Research Support
	(0.04)		(0.04)
	Tuition Adjustment		International Undergraduate Tuition Attribution
	2.11		1.06
	Campus Renewal Fee		Campus Renewal
	2.29		2.29
	Student Services Fee		Student Services
	0.73		0.73
			Graduate Fellowships
			2.29
			Inflation
			1.21
			HST on Management Fees
			0.84
	<b>Total</b>		<b>Total</b>
	<b>(0.04)</b>		<b>(0.04)</b>

## INTRODUCTION

The Administration has prepared the Budget for 2018-19 after consultations with Senate, the Planning and Budget Committee of Senate, the Integrated Planning Committee, Student Unions, Deans of Faculties, Directors of Academic Support and Administrative units, and the general stakeholders in the University Community. The recommendations in this report are based on the Integrated Planning Committee budget consultation findings. They form the basis for the budget for the St. John's, Marine Institute, Grenfell and Harlow Campuses (excluding the Faculty of Medicine) with minor adjustments expected as the final allocations are made to individual units within each of the President and Vice-President portfolios.

The 2018-19 budget provides the University with a multi-year framework to allow funding for key priority areas, while continuing to balance the budget each year. The long term view is intended to provide stable capital renewal and operating spending with projected revenue growth to compensate for future government grant reductions while achieving a balanced budget each year.

The table below provides a breakdown of the major revenue sources and expenditure components for the 2018-19 recommended operating budget compared with 2017-18. The table also provides the 2019-20 projections for revenue growth and operating expense adjustments to cover projected government grant reductions.

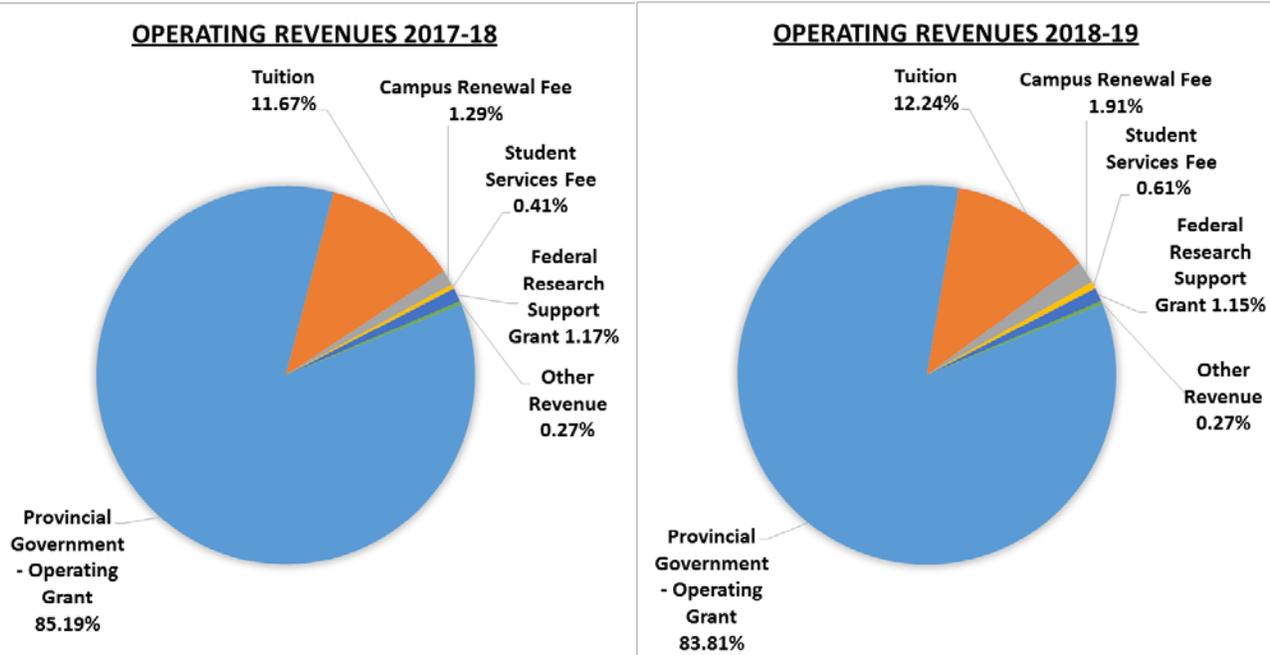
	2017-18		2018-19		2019-20	
	\$	%	\$	%	\$	%
<b>REVENUE</b>						
Provincial Government - Operating Grant	315,092,200	85.2%	309,960,300	83.8%	308,354,690	83.4%
Tuition	43,176,985	11.7%	45,285,015	12.2%	46,665,475	12.6%
Campus Renewal Fee	4,789,100	1.3%	7,080,650	1.9%	7,080,650	1.9%
Student Services Fee	1,520,600	0.4%	2,249,250	0.6%	2,249,250	0.6%
Federal Research Support Grant	4,311,795	1.2%	4,268,775	1.2%	4,268,775	1.2%
Other Revenue	1,000,000	0.3%	1,000,000	0.3%	1,000,000	0.3%
<b>TOTAL REVENUE</b>	<b>369,890,680</b>		<b>369,843,990</b>		<b>369,618,840</b>	
<b>OPERATING EXPENSES</b>						
Salaries & Benefits <sup>(A)</sup>	306,154,585	82.8%	298,643,385	80.7%	295,710,995	80.0%
Energy, Water Grant, Taxes & Insurance	15,324,893	4.1%	15,331,113	4.1%	16,057,625	4.3%
Library Holdings	7,818,982	2.1%	8,303,822	2.2%	8,873,822	2.4%
Maintenance and Software Contracts	6,425,836	1.7%	6,655,836	1.8%	7,030,536	1.9%
Graduate Fellowships	7,407,200	2.0%	9,700,000	2.6%	10,100,000	2.7%
International Undergraduate Tuition Attribution	2,984,375	0.8%	4,048,750	1.1%	4,048,750	1.1%
Entrance Scholarships	1,050,000	0.3%	1,050,000	0.3%	1,050,000	0.3%
Other Costs (Net of Revenue) <sup>(A)</sup>	8,332,009	2.3%	9,403,534	2.5%	10,039,562	2.7%
<b>TOTAL OPERATING EXPENSES</b>	<b>355,497,880</b>	<b>96.1%</b>	<b>353,136,440</b>	<b>95.5%</b>	<b>352,911,290</b>	<b>95.5%</b>
<b>CAPITAL EXPENSES</b>						
Core Science Facility	8,000,000	2.2%	8,000,000	2.2%	8,000,000	2.2%
Infrastructure	1,603,700	0.4%	1,626,900	0.4%	1,626,900	0.4%
Campus Renewal	4,789,100	1.3%	7,080,650	1.9%	7,080,650	1.9%
<b>TOTAL CAPITAL EXPENSES</b>	<b>14,392,800</b>	<b>3.9%</b>	<b>16,707,550</b>	<b>4.5%</b>	<b>16,707,550</b>	<b>4.5%</b>
<b>TOTAL SURPLUS/(DEFICIT)</b>	<b>0</b>		<b>0</b>		<b>0</b>	

<sup>(A)</sup> Faculty and Unit distribution between Salaries & Benefits and Other Costs (Net of Revenue) will not be confirmed until detailed budgets are received. Projected budget reductions for 2018-19 and 2019-20 has been notionally allocated to Salaries & Benefits (83%) and Other Costs (Net of Revenue)(17%).

## KEY COMPONENTS OF THE 2018-19 BUDGET

This section reviews key Revenues and Expenditures comprising the 2018-19 budget.

### REVENUES



#### **1) Provincial Government – Operating Grant**

The Department of Advanced Education and Skills has reduced the base operating grant by \$5,131,900 (1.6%) in 2018-19. This includes:

- Funding increase of \$4.0 million for the provincial grant in lieu of a tuition increase for 2018-19. A \$4.0 million incremental base budget adjustment is forecasted for 2019-20.
- A \$3.0 million decrease in the grant for attrition. In Budget 2016-17, Government reduced the annual grant by \$3.0 million for attrition and the University was notified of an additional \$3.0 million reduction for the 2018-19 budget.
- Base budget reduction of \$2.6 million. Government notified the University in Budget 2016-17 that the grant will be incrementally reduced by \$5.4 million in 2017-18, \$2.6 million in 2018-19 and \$2.6 million in 2019-20.
- Base budget reduction of \$3.5 million. Government notified the University in Budget 2017-18 that the grant will be incrementally reduced by a further \$6.5 million in 2017-18, \$3.5 million in 2018-19 and \$3.0 million in 2019-20.
- The cumulative base budget reductions, including \$6.0 million in attrition, over the period of 2011-12 to 2019-20 is projected to total \$48,282,400.
- A summary of the operating grant adjustments since 2011-12 can be found in Appendix A.

## 2) Tuition

Tuition revenue for 2018-19 is based on the 2017-18 tuition budget plus adjustments based on the 2017-18 actual tuition received, an increase in the domestic work term tuition rate, and the implementation of a 30% tuition increase for non-Newfoundland and Labrador students. Tuition revenue for 2018-19 is forecasted to increase by \$2.11 million over the 2017-18 budget. This adjustment is comprised of:

- \$0.5 million from regular increased tuition for undergraduate and graduate enrollment.
- \$1.3 million for the 30% Non-NL tuition increase effective September 2018 approved in the 2017-18 budget. In Budget 2017-18, the University was forecasting grant reductions for the next 3 years, and proposed a 30% tuition fee increase, effective September 2018, for undergraduate, graduate, diploma and certificate programs for all non-Newfoundland and Labrador students. Current non-Newfoundland and Labrador students are grandfathered at existing tuition rates. However, all grandfathering will end effective the Fall 2021 semester. At that time, all students from outside the province will pay the new rates. The calculations included in the 2017-18 budget, forecasted that a 30.0% fee increase would generate \$1.53 million for 2018-19 with an additional \$1.49 million for the 2019-20 budget year. Since this time, the projected revenue to be generated has been reduced to \$1.3 million for 2018-19 and \$1.2 million for 2019-20 due to declining enrollment of non-Newfoundland and Labrador students.
- \$0.3 million from the Domestic Work Term rate increase from \$323 to \$600 per semester. The incremental budget will be allocated to the academic units with co-operative education programs. The following table details the academic units and projected incremental budgeted revenue.

<b>Unit</b>	<b>2018-19</b>	<b>2019-20</b>	<b>Total</b>
Faculty of Business	61,770	39,340	101,110
Faculty of Engineering	210,790	74,500	285,290
School of Human Kinetics & Recreation	16,900	11,910	28,810
School of Humanities & Social Sciences	1,110	2,490	3,600
Faculty of Science	830	2,220	3,050
<b>Total</b>	<b>\$291,400</b>	<b>\$130,460</b>	<b>\$421,860</b>

## 3) Campus Renewal Fee

Memorial University has in excess of 100 buildings totaling more than 4.1 million square feet in floor space. More than half the space was built over 35 years ago. Much of the physical plant has surpassed its design life. The physical plant at Memorial University continues to operate while renewal of systems that have exceeded their expected lifetime continue to be deferred. If these systems continue to be left unattended, deferred maintenance will threaten our ability to provide safe, reliable and good quality facilities at Memorial University. Many of our older buildings have reached the point where they require extensive retrofit to building components such as roofs, doors, windows, walls, and mechanical and electrical systems. Failures have been unpredictable and result in the closure of facilities. Deferred maintenance that is not able to be addressed will lead to more serious and more expensive projects. It is estimated that the total budget required to address these issues totals over \$445 Million.

The Capital Grant from the Department of Advanced Education and Skills for Deferred Maintenance was reduced from \$8.4 million in 2014-15 to \$0 in Budget 2015-16. The University diverted \$7.0 million of one-time operating budget to fund deferred maintenance in 2015-16 and \$8.0 million in 2016-17. An annual budget allocation is required to remediate the critical deferred maintenance issues at Memorial University. In order to create an annual budget for capital (deferred maintenance) and information technology (IT) requirements, a mandatory Campus Renewal fee was implemented in Budget 2017-18.

The revenue from this fee provides the University with an annual base budget to renew the infrastructure as well as maintain and improve the technology environment which supports student learning, research, and operations.

The projected revenue from the Campus Renewal Fee in Budget 2017-18 totaled \$4,789,100. Actual revenue generated for the Fall and Winter semesters was \$1,028,000 over budget. This additional funding combined with the revised projected revenue for the Spring semester (\$1,263,550) has resulted in a total budgeted increase of \$2,291,550. The table below details the Campus Renewal Fee by campus and the incremental budgeted revenue for 2018-19.

	<b>2017-18 Budget</b>	<b>Annualization (Spring Semester)</b>	<b>Adjustment based on 2017-18 Actuals</b>	<b>2018-19 Total Adjustments</b>	<b>2018-19 Budget</b>
<b>Campus Renewal Fee</b>					
St. John's Campus	<b>4,202,600</b>	1,155,300	823,120	1,978,420	<b>6,181,020</b>
Grenfell Campus	<b>313,400</b>	39,650	142,120	181,770	<b>495,170</b>
Marine Institute Campus	<b>273,100</b>	68,600	62,760	131,360	<b>404,460</b>
<b>Total</b>	<b>\$4,789,100</b>	<b>\$1,263,550</b>	<b>\$1,028,000</b>	<b>\$2,291,550</b>	<b>\$7,080,650</b>

#### 4) Student Services Fee

A student services fee (\$50 per semester) was implemented in Budget 2017-18 to fund services to promote academic/professional success and physical/social well-being for students. The services covered by this fee include: professional skills development and career advising; health and wellness services; and advocacy and support services. These services are considered vital to promote positive student experiences and improve student persistence and graduate outcomes. Memorial University by a number of measures has long been considered one of the best universities in Canada to provide supports to both undergraduate and graduate students.

The projected revenue from the Student Services Fee in Budget 2017-18 totaled \$1,520,600. Actual revenue generated for the Fall and Winter semesters was \$215,250 over budget. This additional funding combined with the revised projected revenue for the Spring semester (\$513,400) has resulted in a total budgeted increase of \$728,650. The table below details the Student Services Fee by campus and the incremental budgeted revenue for 2018-19.

	<b>2017-18 Budget</b>	<b>Annualization (Spring Semester)</b>	<b>Adjustment based on 2017-18 Actuals</b>	<b>2018-19 Total Adjustments</b>	<b>2018-19 Budget</b>
<b>Student Services Fee</b>					
St. John's Campus	<b>1,331,300</b>	465,700	156,200	621,900	<b>1,953,200</b>
Grenfell Campus	<b>92,400</b>	18,250	36,950	55,200	<b>147,600</b>
Marine Institute Campus	<b>96,900</b>	29,450	22,100	51,550	<b>148,450</b>
<b>Total</b>	<b>\$1,520,600</b>	<b>\$513,400</b>	<b>\$215,250</b>	<b>\$728,650</b>	<b>\$2,249,250</b>

#### 5) Federal Research Support Fund Grant (formerly the Indirect Costs of Research Program)

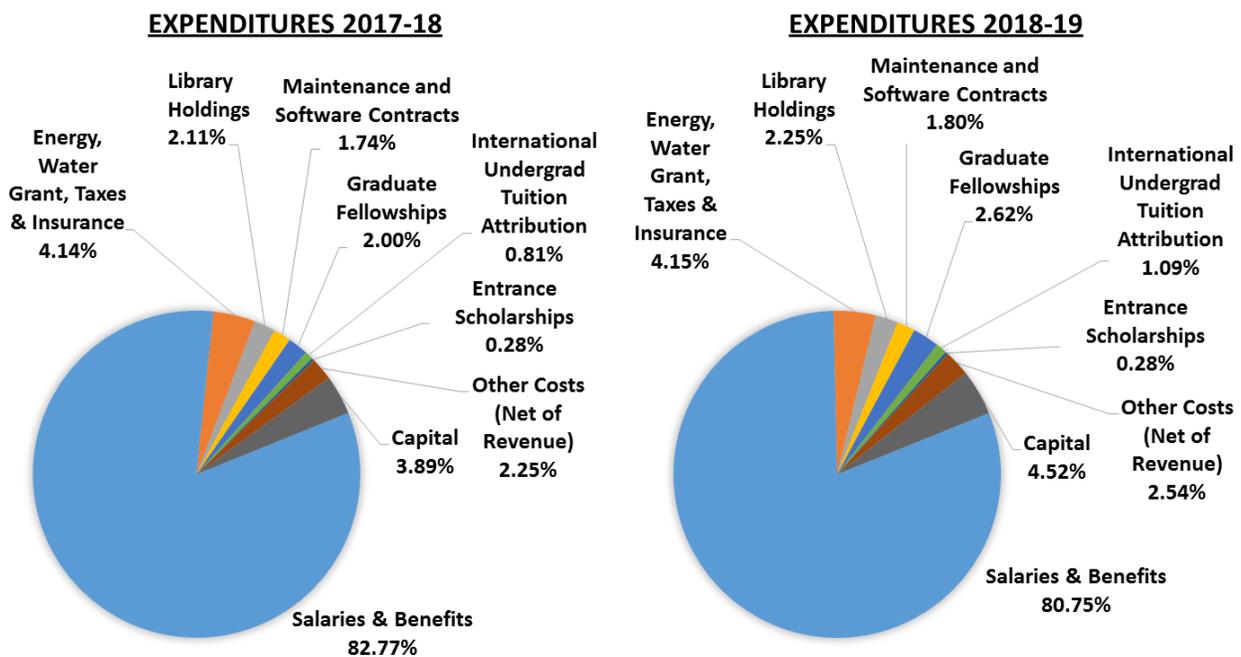
Universities receive an annual grant from the Federal Government to offset a portion of the indirect costs incurred to support federally funded research. The grant provides funding support for a portion of these

costs which are imbedded in various departments in the operating budget. For example, the grant supports utility costs for research space on University campuses which are included in the University budget for Energy, Water Grant, Taxes and Insurance. Memorial's share (excluding the Faculty of Medicine) of this federal grant has been budgeted at \$4,268,775 for 2018-19.

## 6) Operating Interest Income

University cash flows are invested on a short-term basis to generate income that supports operations. This budget is maintained at \$1.0 million for 2018-19.

## EXPENDITURES



## OPERATING EXPENDITURES

### 1) Salaries and Benefits

Compensation is the most significant component of University expenditures representing about 81% of the total costs in the operating budget. The budget for 2018-19 is forecasted to be reduced by \$7.4 million. This adjustment is due to:

- Increase of \$484,200 for Health & Dental and Basic Life Insurance premiums for employees and pensioners.
- A \$3.0 million decrease due to the budget reduction in the provincial government operating grant for attrition. The allocation of the attrition budget reduction is calculated based on the permanent salaries in each of the budget portfolios. The budget reduction will be allocated as per the below. Once the positions have been identified, an update will be provided to the Board of Regents.

<b>Budget Portfolio</b>	<b>\$\$</b>
President	(76,000)
Provost & VP Academic	(1,790,160)
Grenfell Campus	(255,810)
Marine Institute Campus	(373,590)
VP Research	(113,870)
VP Administration & Finance	(390,570)
	<b>(\$3,000,000)</b>

- Anticipated budget reduction of \$4.9 million in salaries and benefits due to the \$5.9 million general budget reduction required to balance the 2018-19 budget. The Board of Regents will be provided with a complete update on the actions taken by faculties and units to cover the total budget reduction.
- Negotiations with Unions and Government are ongoing to develop a solution to the outstanding pension liability. Early estimates have calculated the annual payment to cost from \$6.0 to \$10.0 million per year. It is anticipated that this issue will not be resolved until late in the current year, with implementation in 2019.

## 2) **Energy, Water Grant, Taxes and Insurance**

The University incurs an expense of \$15.3 million annually for energy (heat and light), the water grant, municipal taxes and insurance. The base budget for 2018-19 has been increased by \$6220 for projected increases in municipal taxes.

## 3) **Library Holdings**

Library holdings base budget of \$7,818,982 from 2017-18 will be increased by \$484,840 for budget 2018-19. The increase is required to maintain the current library collection that has been impacted by inflation and fluctuating exchange rates.

## 4) **Maintenance and Software Contracts**

The University incurs an expense of \$6.4 million annually for the maintenance on the heating and cooling units, elevators, generators, software systems, etc. With continued inflationary increases and exchange rate pressures, the base budget has been increased by \$230,000.

## 5) **Graduate Fellowships**

Graduate fellowship base budget of \$7,407,200 from 2017-18 will be increased by \$2,292,800 for 2018-19. This increase is required to support and grow the graduate programs.

## 6) **International Undergraduate Tuition Attribution**

International students are charged \$625 more per undergraduate course than domestic students who pay \$255 per undergraduate course. For each incremental undergraduate course registration over 2006-07 registrations, \$625 is allocated to the International Undergraduate Tuition Attribution Model. Since 2006-07, incremental international course registrations totals 6958 registrations. This will translate into an annual budget of \$4,348,750 for 2018-19 to be allocated support international students. \$300,000 of this amount has been allocated to the International Office as base budget for operations. The balance of \$4,048,750 will be provided to faculties and units on a one-time basis.

## 7) Entrance Scholarships

Each year, Memorial University offers a limited number of entrance scholarships to qualifying Canadian students enrolled in Newfoundland and Labrador high schools as well as to students graduating from Canadian high schools outside Newfoundland and Labrador. The operating budget for 2018-19 maintains the \$950,000 allocation for domestic entrance scholarships. The entrance scholarships \$100,000 budget for international undergraduate students is also maintained for 2018-19.

## 8) Other Costs (Net of Unit Revenues)

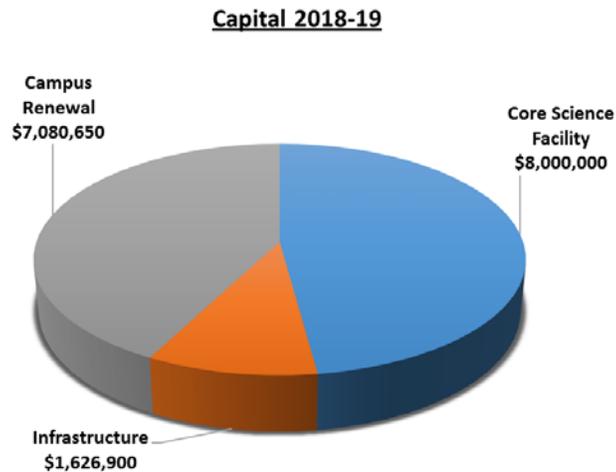
Academic and administrative unit distribution of the budget reductions to the various subcategories will not be known until detailed budgets are allocated following board approval.

This category also includes \$1.0 million of the general base budget reduction for the academic and administrative units. In order to balance the budget for 2018-19, the University is proposing a 1.6% budget reduction across all academic and administrative units. A number of items such as energy, taxes, library holdings, graduate fellowships, entrance scholarships, etc. are protected from the budget reduction. The 1.6% budget reduction is projected to reduce total expenditures by \$5.9 million in 2018-19. The budget reduction will be allocated at the portfolio level. Each portfolio leader will determine the budget reductions to be applied to each unit. Once complete details on the implementation of the reductions have been identified, an update will be provided to the Board of Regents. The table below summarizes the base budget impact of the portfolio budget reductions and the attrition for 2018-19.

Budget Portfolio	Budget 2017-18	Budget Excluded	Budget Included	2018-19 Budget Reduction	2018-19 Attrition	2018-19 Total Budget Reduction
President	11,320,294	555,003	10,765,291	(211,890)	(76,000)	(287,890)
Provost & VP Academic	198,694,128	14,392,415	184,301,713	(3,625,320)	(1,790,160)	(5,415,480)
Grenfell Campus	30,168,970	3,441,884	26,727,086	(526,010)	(255,810)	(781,820)
Marine Institute Campus	32,904,448	1,819,080	31,085,368	(611,870)	(373,590)	(985,460)
Harlow Campus	508,600	508,600	0	0	0	0
VP Research	13,068,113	107,975	12,960,138	(255,040)	(113,870)	(368,910)
VP Administration & Finance	58,842,808	24,785,091	34,057,717	(669,870)	(390,570)	(1,060,440)
Infrastructure	10,127,750	10,127,750	0	0	0	0
Central Budget	14,255,569	14,255,569	0	0	0	0
<b>Total</b>	<b>369,890,680</b>	<b>69,993,367</b>	<b>299,897,313</b>	<b>(5,900,000)</b>	<b>(3,000,000)</b>	<b>(8,900,000)</b>

The budget reduction allocations are in accordance with the methodology recommended by the Integrated Planning Committee and the Planning and Budget Committee of Senate.

## CAPITAL EXPENDITURES



The 2018-19 Operating Budget contains \$16,707,550 (4.5%) allocated for capital projects. This represents an increase of \$2,314,750 over 2017-18. This increase is attributed to:

**1) Infrastructure**

Budget 2018-19 includes a \$23,200 increase in the Infrastructure budget. This increase is due incremental tuition revenue received in 2017-18 from Engineering Growth.

**2) Campus Renewal**

The 2018-19 projected increase in revenue from the Campus Renewal Fee over 2017-18 totals \$2,291,550. 100% of the budgeted revenue is allocated to critical Campus Renewal projects.

**APPENDIX A**  
**PROVINCIAL GOVERNMENT GRANT ADJUSTMENTS**

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Cumulative Grant Change	2019-20*	Cumulative Grant Change
<b>Salaries &amp; Benefits Adjustments</b>										
Salaries & Benefits	\$6,627,800	\$3,832,800	\$2,043,100	\$9,085,700	\$3,550,400	\$1,586,600	\$0	\$26,726,400	\$0	\$26,726,400
Salaries & Benefits - Attrition	0	0	0	0	(3,000,000)	0	(3,000,000)	(\$6,000,000)	0	(\$6,000,000)
Pension Plan	835,000	872,000	0	(20,950,000)	0	0	0	(\$19,243,000)	0	(\$19,243,000)
<b>Total Salaries &amp; Benefits Adjustments</b>	<b>7,462,800</b>	<b>4,704,800</b>	<b>2,043,100</b>	<b>(11,864,300)</b>	<b>550,400</b>	<b>1,586,600</b>	<b>(3,000,000)</b>	<b>1,483,400</b>	<b>0</b>	<b>1,483,400</b>
<b>White Paper Adjustments</b>										
White Paper - Grant-in-Aid of Tuition Freeze	5,500,000	3,800,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	\$29,300,000	4,000,000	\$33,300,000
White Paper - Grant-in-Aid of Tuition Freeze	0	0	0	(4,000,000)	4,000,000	0	0	\$0	0	\$0
<b>Total White Paper Adjustments</b>	<b>5,500,000</b>	<b>3,800,000</b>	<b>4,000,000</b>	<b>0</b>	<b>8,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>\$29,300,000</b>	<b>4,000,000</b>	<b>\$33,300,000</b>
<b>Government Funded Strategic Initiatives</b>										
Grenfell Campus - Centre for Environmental Excellence	0	0	0	0	0	0	0	\$0	0	\$0
Grenfell Campus - Renewed Governance (\$6.5M Total)	0	0	0	0	0	0	0	\$0	0	\$0
Science - Psychology - PsyD Program	138,100	(50,000)	0	0	0	0	0	\$88,100	0	\$88,100
Student Services - Aboriginal Resource Office	16,200	23,800	0	0	0	0	0	\$40,000	0	\$40,000
Engineering - Growth	1,718,000	1,138,000	1,075,000	0	1,000,000	0	0	\$4,931,000	0	\$4,931,000
Nursing - Master of Nursing Nurse Practitioner Program **	0	790,900	0	0	0	0	0	\$790,900	0	\$790,900
Nursing - Fast Track Program **	0	585,200	0	0	0	0	0	\$585,200	0	\$585,200
Marine Institute - Simulator - Operating	0	50,000	0	0	0	0	0	\$50,000	0	\$50,000
Marine Institute	2,069,000	2,302,500	1,925,000	0	0	0	0	\$6,296,500	0	\$6,296,500
<b>Total Other Adjustments</b>	<b>3,941,300</b>	<b>4,840,400</b>	<b>3,000,000</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>\$12,781,700</b>	<b>0</b>	<b>\$12,781,700</b>
<b>Government Grant Reductions</b>										
General Budget Reduction	(3,053,000)	0	0	(2,000,000)	(6,367,200)	(11,932,500)	(6,131,900)	(\$29,484,600)	(5,605,600)	(\$35,090,200)
Government Spend Analysis - Preferred Airline	0	(98,590)	(61,410)	0	0	0	0	(\$160,000)	0	(\$160,000)
Government Spend Analysis - Fleet Insurance	0	(46,830)	(29,170)	0	0	0	0	(\$76,000)	0	(\$76,000)
Government Spend Analysis - Bulk Fuel	0	(129,530)	(80,670)	0	0	0	0	(\$210,200)	0	(\$210,200)
Government Spend Analysis - Light Duty Vehicles	0	(28,350)	(17,650)	0	0	0	0	(\$46,000)	0	(\$46,000)
International Undergraduate and All Graduate Tuition	0	0	0	(4,800,000)	0	0	0	(\$4,800,000)	0	(\$4,800,000)
Student Residence Fee Increase	0	0	0	(1,900,000)	0	0	0	(\$1,900,000)	0	(\$1,900,000)
Government Grant Reductions - One-Time	0	0	0	0	(2,733,000)	2,733,000	0	\$0	0	\$0
<b>Total Other Adjustments</b>	<b>(3,053,000)</b>	<b>(303,300)</b>	<b>(188,900)</b>	<b>(8,700,000)</b>	<b>(9,100,200)</b>	<b>(9,199,500)</b>	<b>(6,131,900)</b>	<b>(\$36,676,800)</b>	<b>(5,605,600)</b>	<b>(\$42,282,400)</b>
<b>Deferred Maintenance and Teaching Equipment</b>	<b>0</b>	<b>0</b>	<b>(1,600,000)</b>	<b>(9,400,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(\$11,000,000)</b>	<b>0</b>	<b>(\$11,000,000)</b>
<b>Total</b>	<b>\$13,851,100</b>	<b>\$13,041,900</b>	<b>\$7,254,200</b>	<b>(\$29,964,300)</b>	<b>\$450,200</b>	<b>(\$3,612,900)</b>	<b>(\$5,131,900)</b>	<b>(\$4,111,700)</b>	<b>(\$1,605,600)</b>	<b>(\$5,717,300)</b>

\*\* Transfer from Health and Community Service Budget