ONTARIO TECH'S FISCAL BLUEPRINT 2022-2023

Budget Working Group, November 2021

Contents

Executive Summary

This paper outlines the initial phase of the budget-setting process to enhance the clarity of Ontario Tech's approach to financial planning. This document provides a budget overview (i.e. revenues and expenses) while outlining some of the tensions we face due to multiple competing demands. The community is asked for their feedback on the specific questions listed below by emailing budget@ontariotechu.ca .

The budget process begins with stating our assumptions, yet we are still dealing with times of considerable uncertainty. Looking forward into 2022-2023, our total revenues are trending up in large part due to international student growth and the provision of increased commercial services (e.g.. food services and parking) in comparison to the previous fiscal year. However, there is a level of risk associated with the revenue assumptions as there is no indication of a new tuition framework from the government, whether we will need to continually respond to subsequent waves of the pandemic (if any), and the impact on our international recruitment targets as the international student market competition intensifies.

We are at the initial stages of setting the budget, yet based on current assumptions we are planning for revenues in excess of $203M. The plan is being developed to allow for flexibility to adapt to potential revenue swings. For example, while we feel secure in planning for $203M, we will prioritize an actionable items list for $210M in order to mobilize additional strategic activities, if and, when funds become available. At $203M, the current plan forecasts about $12M in additional revenue over last year. The first draw on the budget is an investment in our employees, including limited hiring of new full-time positions and the provision of mandated salary increases. The starting budget already includes $6M more in salaries and benefits compared to 2021-2022, allocating half of our estimated revenue increase. Excluding the $13.5M debenture grant, 70 per cent of our budget covers employee compensation.

After reviewing the total base expenses (i.e., items we have committed to such as salaries, facilities, financial aid, etc.) we may have $3.5 to $6.5M remaining for allocation. This range is set based on achieving enrolment targets with the low end being a target for budget and the high end being aspirational. There are limited funds available and this requires a strategic and focused approach to spending, which aligns with the Integrated Academic-Research Plan (IARP).

Figure 1 – Ontario Tech Forecasted Operating Budget

Revenue Summary	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Forecast	2022-23 Budget*
FFTEs	*8905*	*8975*	*9438*	*9016*	*9774*	*9450*
Tuition	$82,247	78,590	81,440	82,511	90,008	93,055
Grant	$82,375	81,065	82,371	80,972	81,849	82,102
Ancillary	$12,541	14,453	11,155	12,305	13,087	12,697
Other Revenue	$9,031	8,087	3,237	4,861	5,134	4,699
Donations	$1,332	2,030	1,103	960	960	1,460
Commercial	$7,350	8,342	5,751	9,394	9,394	9,394
Total Revenue	**$194,876**	**$192,568**	**$185,058**	**$191,003**	**$200,432**	**$203,407**
Expense Summary						
FT Labour	$88,555	95,468	97,429	105,747	105,241	111,286
PT Labour	$20,522	21,153	16,855	16,603	18,078	14,859
OPEX	$67,977	67,513	55,887	64,943	68,527	69,704
Capital	$9,307	4,223	6,571	4,609	4,609	3,844
Total Expenses	**$186,360**	**$188,357**	**$176,743**	**$191,903**	**$196,455**	**$199,693**

The IARP identifies four priority areas of focus. As we start to emerge out of a number of years of budget austerity created by a combination of provincial tuition cuts followed by freezes, lower than planned new domestic enrolment, and pandemic uncertainty, we must identify and prioritize a few key investment areas.

As you read the paper, we want your feedback on the following:

- With limited net revenues and numerous possible expenditures, what priorities from the IARP do you feel that we should seek to invest in, or protect?

- Projected operating costs are increasing at a faster rate than government support, creating a budget gap. To narrow the difference, we need to increase revenues (through increased enrolment, fees, and alternative sources, where possible) and adjust expenditures. What are our net new revenue generating opportunities? How might expenditures be reduced?

- Increasing international tuition is one key lever to address rising costs but we realize challenges are created for students by tuition increases. We have invested significantly in bursary support for students in need. In addition to current supports, are there better ways we can support students for whom increased tuition represents a financial hardship?

Planning and Budgetary Context

This paper provides an overview of our main revenue streams and expenses, and forms the basis for a discussion on the challenges the current budget context poses, as well as the investments we need to prioritize. This budget paper marks the initial phase of the 2022-2023 budget process that is intended to enhance the community's understanding of the challenges and opportunities the budget context presents. Coupled with this is the opportunity to invest limited funds into shared priorities. The focus is on the operating budget, revenues and expenses, which represents 94 per cent of our total budget with the other six per cent being largely related to sponsored research.

As we strive to reach our vision and mission through working on our strategic priorities (as outlined in the Integrated Academic and Research Plan (IARP) and the Strategic Research Plan), our path will help to solidify our university as a remarkable and recognized place of work and study. With numerous competing demands, the Senior Leadership Team has developed short-term priorities. This does not eliminate the need for growth and investment in many areas, but rather focuses on tangible gains in the year ahead.

The current financial context requires ongoing fiscal discipline to address budget pressures and release resources to invest in our plans. We remain committed to finding efficiencies and identifying net new resources available to fund priority areas. The Senior Leadership Team has had an initial review of resources, and is pleased to see that the budget austerity measures that were put in place over the past few years as well as the enrolment performance for the current year, have provided for some one-time only revenues to investment in strategic priorities for fiscal 2022-2023. The spring release of the 2021-2023 IARP marked enduring continued commitment to our four priority areas: Learning Re-imagined, Creating a Sticky Campus, Tech with a Conscience; and Partnerships. When acted upon, these priorities will move us towards realizing our university's vision. The following areas of focus were discussed at the Board of Governors' Strategy and Planning meeting as strategies to move forward over the next fiscal year:

- **Sticky Campus**
  - Commitment to mental health and equity, inclusion and diversity:
    - Provide supplemental supports by increased resources for faculty, staff and students.
    - Strong acknowledgement of stressors experienced by community members contributed by global pandemic.
    - Concentration on the potential changes to work settings with greater focus on employee choice, conditions to ensure positive engagement and an environment that promotes inclusion, collaboration and equity in learning, teaching, and research.

- **Sticky Campus/Learning Re-imagined:**
  - Student-centric university:
    - Strategic Enrolment Management Framework—Long-term enrolment plan aligned with institutional vision and priorities, and retention programming.
    - Concentration on student success and the entire student lifecycle with greater focus on digital recruiting, and analytics to help student success and enhanced connections with alumni for lifelong learning.
    - Increased research opportunities for undergraduate and graduate students.

- **Learning Re-imagined/Tech with a Conscience:**
  - Innovative programming:
    - Re-invent learning by defining and constructing high-quality pedagogical practices specifically designed for use with technological solutions and experiential components.
  - Differentiated technology and physical space:
    - Invest in, and utilize, an expanded array of technological platforms and assets while simultaneously exploring and identifying new opportunities in relation to the technology pedagogy interface.
    - Repurpose and re-imagine space to support learning, research and community engagement.
- **Learning Re-imagined/Partnerships:**
  - Incentivize scholarship of teaching and enhancing teaching practices:
    - Focus on leading in pedagogy and technology scholarship and research that is learner focused.

Remaining focused on strategic priorities in a financially constrained environment requires campus community to work together. This includes following our budget guiding principles, as established in 2019, to develop a balanced annual Operating Budget and working to ensure decisions are financially sustainable in the long term. The principles to guide the budget setting process note that we are committed to:

Students:	Providing an excellent learning environment and student experience.
Faculty and Staff:	Minimizing the impact on people by finding efficiencies.
Access:	Enhancing a diverse and inclusive campus community.
Communication:	Communicating regularly about the budget process as it progresses.

Looking Ahead—Building Assumptions

Ensuring that students have access to high-quality post-secondary education has never been more critical than it is right now. For many, the learning gained through the pandemic presents opportunities in addition to challenges. Our campus community will continue to come together to consider our future, and identify how we can achieve our vision through thoughtful, sustainable decisions that will strengthen our University.

Most of our revenue is driven by the number of students registered in our programs. Enrolments drive our revenue from grants, tuition and ancillary fees—all, with the exception of international student tuition, are governed by the Province of Ontario. The era of Ontario universities receiving funding based primarily on enrolments has changed. Institutional supports from government are capped and an increasing proportion of the existing enrolment funding will be performance based. We now find ourselves needing to stabilize our revenue base to cover inflationary expenses, while prioritizing resources to invest in our IARP. Alternative sources of revenue, enrolment growth, and meeting our performance targets with the provincial government are all required to ensure ongoing financial stability.

We have long-term plans to grow to 20,000 students, with near term enrolment commitments set out in our current Strategic Mandate Agreement—2020 -2021 to 2024-2025 (SMA3) with the provincial government. Our eligible domestic student enrolment goal was to maintain enrolments at 2020 levels, while growing international student enrolment 250 per cent overall for the same time period (e.g. 750 to 2,000) to achieve an overall international student population representing 15 to20 per cent of our total enrolment. We have increased our overall proportion of international students in 2020 and 2021 from 7.5 to 9.3 per cent despite the global pandemic. Domestically we have challenges, having missed our intake targets in 2020 and 2021. This is due to a number of factors including increased competition from Ontario universities for domestic students during the pandemic, timing of the university's rebrand and its impact on the applicant pool, and capacity limits in high-demand programs where clinical placements and space needs create significant barriers. The good news is that our strategic enrolment management (SEM) strategies are working. With the Ontario population on the cusp of a demographic upturn in the greater Toronto area (GTA), and the implementation of SEM strategies, the university is moving to stabilize and strengthen its domestic student population and continue its international growth.

These assumptions are set with the information we have at this point in time and will be revised as new information becomes available. Any shift in the assumptions, positive or negative, will impact budget projections. For example, our assumptions may change if we enrol more international students than anticipated, if we get access to provincial or federal monies to fund building construction, if government allows a permutation in grant and/or tuition increases, and so on. As we look to the next three years, our assumptions include:

- **Enrolment** (Figure 2): Overall enrolments will decrease as our missed domestic intake targets in 2020 and 2021 flow through the next four to five years. Decreased in-person recruitment events (e.g. cancellation of the Ontario Universities Fair and high school recruiting visits) negatively impact our ability to attract our incoming class. Provincially, university-aged population demographics are holding steady, with an increase in the GTA and decreases in other parts of Ontario, yet overall there is an increase in competition for students amongst Ontario post-secondary institutions. New university and college programs are being created to address student demand and interest, and satellite campuses in the GTA to service students are increasing, thus requiring us to diversify our recruitment efforts to include new and enhanced pathways and non-traditional learner populations locally and globally.

- **Grants:** These are expected to remain flat until 2024, the end of the SMA3 period, as the province has implemented a model that provides institutions with the same level of support that was received in 2016-2017 and 2019-2020 for universities that experienced graduate growth. The implementation of performance-based funding has been delayed until at least 2023.

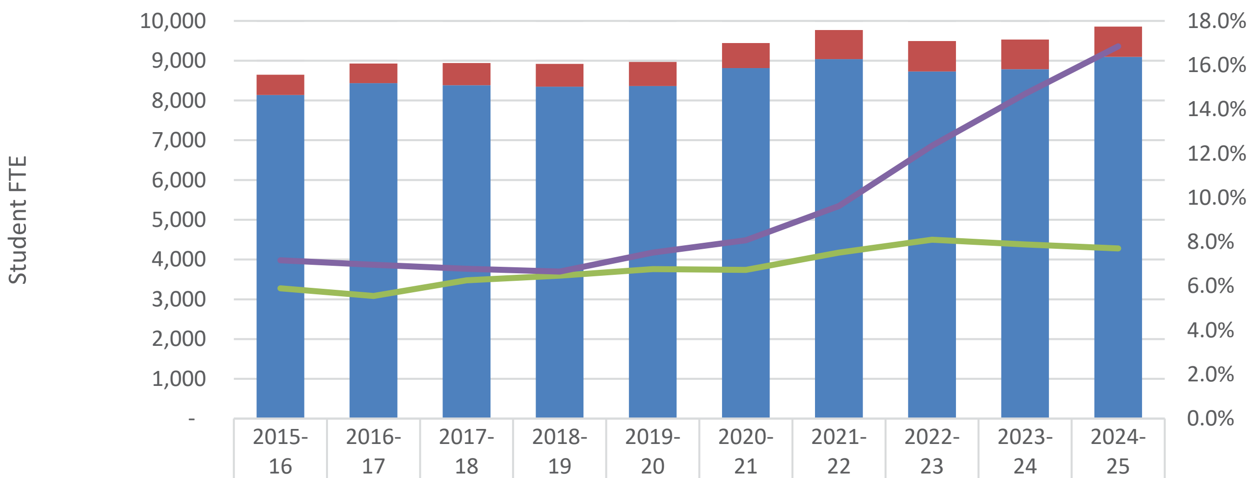
- **Tuition:** Domestic tuition fee rates were decreased 10 per cent in 2019-2020 and then frozen. At present, we do not have any information on the domestic tuition framework for future years. The assumption is that the tuition freeze will continue.

- **Ancillary Fees:** These fees are governed by a provincially imposed fee protocol that allows for an annual inflationary increase. The 2022 rate is 2.6 per cent.

- **Commercial Revenues** (e.g. parking, food sales, facility rentals)**:** We anticipate that these will begin to increase above pandemic levels going forward.

- **Expenses:** Operating expenses have increased at a rate greater than inflation. For example, the Ontario university system has seen increases of about four per cent annually over the past three years. With known increases in cleaning supply costs, required lab kits, and food costs, we anticipate limiting operational expense increases at the rate of inflation will be difficult.

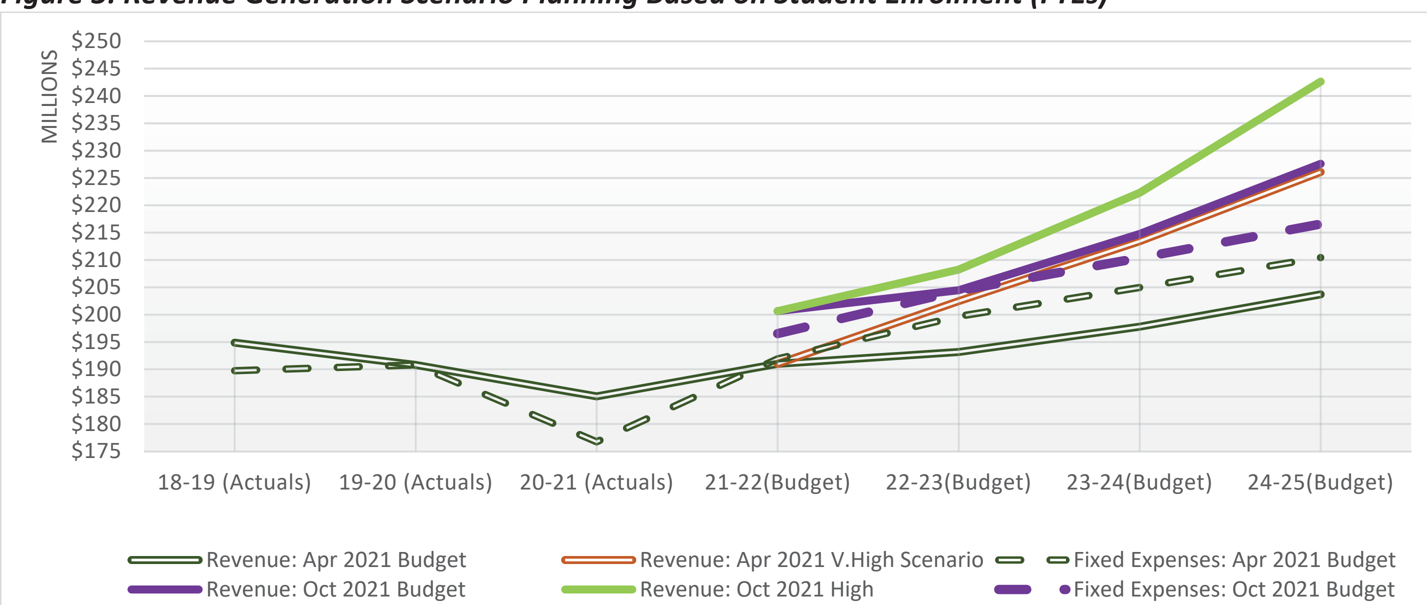
Figure 2: Forecasted Student Enrolment (FTEs)



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
New UG intake	2,612	2,443	2,658	2,629	2,496	2,710	2,684	2,735	2,858	2,909
GR FTEs	510	496	560	578	607	636	735	769	752	759
UG FTEs	8,139	8,434	8,383	8,347	8,362	8,813	9,039	8,727	8,785	9,096
% Graduate	5.9%	5.6%	6.3%	6.5%	6.8%	6.7%	7.5%	8.1%	7.9%	7.7%
% International	7.2%	7.0%	6.8%	6.7%	7.5%	8.1%	9.6%	12.3%	14.7%	16.8%

Based on the assumptions above, we expect our 2022-2023 budget scenario to track to last years very high revenue scenario of just over $200M in 2022-23 (Figure 3). We also see that with the budget scenario our fixed expenses and inflation are consuming almost all of our revenues with the potential for increased allocations if we hit our high target.

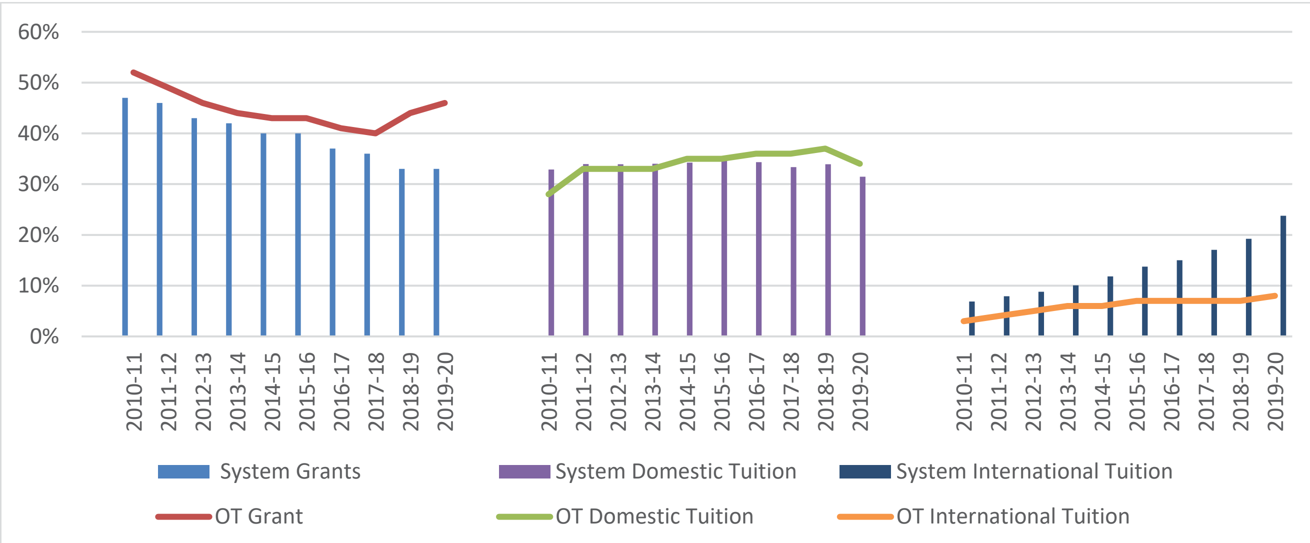
Figure 3: Revenue Generation Scenario Planning Based on Student Enrolment (FTEs)



Revenue Sources

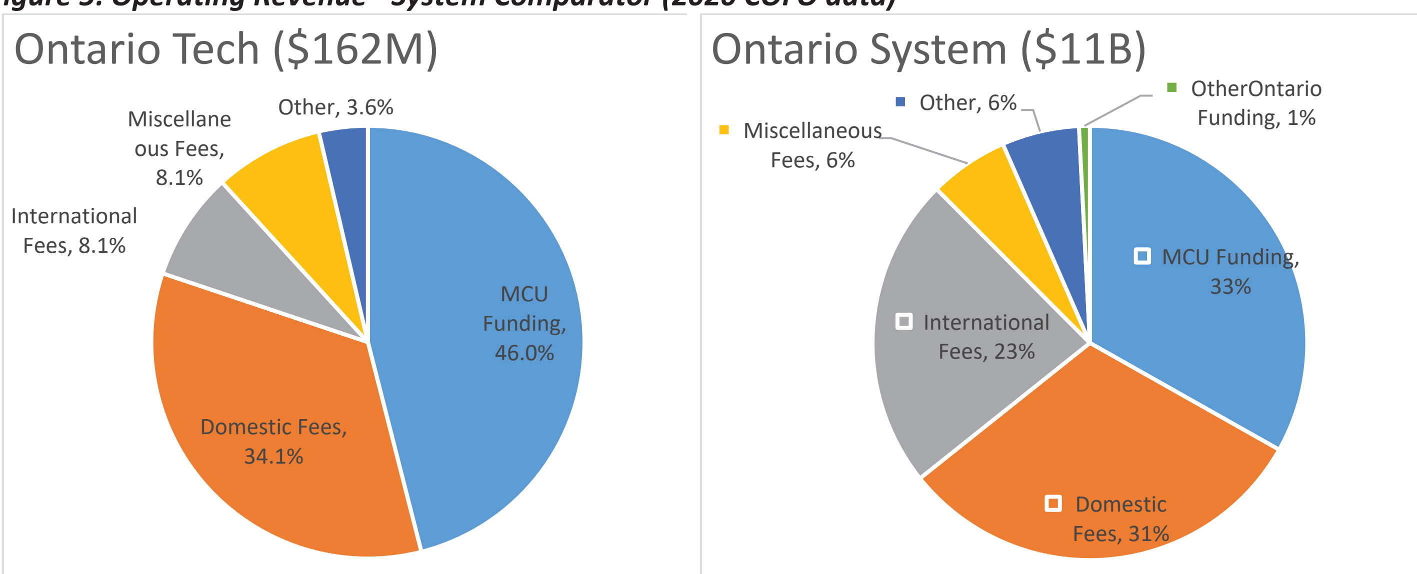
A university's revenue is primarily a function of the number of students who register and the policies put in place by the provincial government that enhance or constrain revenue growth. In Ontario, government grant funding for universities has consistently decreased, while income from international students has grown (Figure 4). In summarizing the current revenue conditions, it is important to note that the university's two main revenue streams, domestic tuition and government grants, are currently frozen. The university sector is advocating to the government for recognition of the impact fiscal constraints put on the quality of programs and student experience. To help address this, universities are collectively lobbying for flexibility within the tuition fee policy and operating grants frameworks. Until responses to lobbying efforts are known, it is prudent to assume the university system will not see net new revenue from grant or increased domestic tuition fees in 2022-2023. Any additional revenues will come from increases in enrolment, more specifically international.

Figure 4: Ontario Revenue Source Percentages



When adding in other fees such as student ancillary fees, in 2019-2020 our operating revenues from tuition and student fees represented 43 per cent of our total revenues versus the provincial system average of 55 per cent (Figure 5). Depending upon the university in question, the proportion of revenues funded by students, ranges from a low of about 40 per cent to a high of 70 per cent of total revenues.

Figure 5: Operating Revenue - System Comparator (2020 COFO data)



Tuition Fees

Tuition is comprised of both domestic and international amounts and represents what undergraduate and graduate students pay for educational instruction. Currently, tuition fee levels for our undergraduate domestic students nears the median for Ontario universities (Appendix A). In February 2019, the government announced a 10 per cent cut to domestic student tuition fees for the 2019-2020 academic year and a subsequent tuition freeze for domestic students for the 2020-2021 academic year. For Ontario Tech, this meant a revenue reduction of $9.4M (2019-2020) and $12M (2020-2021) relative to what we had expected. As a result of the cuts to domestic tuition fees, all institutions across Ontario including Ontario Tech have implemented and/or enhanced their international recruitment strategies to grow their revenue streams. As a result, competition for international students continues to rise in Canada, as well as globally. For 2021-2022, we proposed an increased international undergraduate tuition fees by 10 and five percent for new and continuing students, respectively. Even with these increases, our international tuition fees remain among the lowest in the system and below the system median (Appendix B).

Ancillary Fees

The remaining student fees are classified as ancillary fees. Ancillary fees are restricted for the activities for which they were approved (e.g. recreation services, health services, student success centre, and a variety of other student-centred services). These represent about 12 per cent of total student fees. Over the past five years we have focused on keeping these fees relatively flat as we have the highest ancillary fees in Ontario (Appendix C). This number is due to a number of factors including, but not limited to:

- The small size of the institution.
- Two capital projects supported by students (i.e. Campus Recreation and Wellness Centre and Shawenjigewining Hall).
- The cost of UPASS program (unlimited use of Durham Transit system at a greatly reduced price).
- Direct access to degree program-related software packages.

Government Grants

In 2016, the provincial government announced an enrolment-based funding formula where institutions receive a fixed operating grant as long as their five-year moving enrolment average stays within three per cent of an established target (or corridor mid-point). The new funding model was designed to provide equitable, predictable and stable funding for all institutions and greater certainty for planning. The total grant amount was set based on 2016-2017 undergraduate and graduate enrolment numbers with an opportunity for adjustment for SMA3 based on approved graduate performance. In 2019, as part of the third round of Strategic Mandate Agreements, the funding allocation moved to being heavily tied to performance and outcomes measures. Due to the COVID-19 pandemic, the provincial government has paused linking our funding to these new performance and outcome measures for the first two years of SMA3. Performance funding budget implications are slipped one year, thus any impact on the institutional budget would be in fiscal 2023.

Expenses

Operating expenditures are influenced by a number of factors including, but not limited to:

- Inflation.
- The cost to recruit and retain high-quality faculty, staff, and students.
- The escalating costs of key services (e.g. software licenses, library subscriptions).
- The cost of maintaining and servicing aging facilities.

After two years of strategic budget cuts prompted by reduced government support as well as escalating costs as described above, our current budget assumptions forecast that we will have funds in 2022 for strategic investments. There are a number of services that are mandated for increases, which are automatically added to the base budgets. This may be required by government, external agreements or existing university policies. For example, we have ‘restricted funds’ that are collected from students, donated, or provided to us via designated granting programs. The university monitors the collection of these funds and automatically provides the money to the associated service departments (e.g. Campus Health Services fee collected from students applies directly to the operational expenses of this service and cannot be used for any other purpose). Some monies received through government grants are also restricted (e.g. the debenture grant, which is valued at $13.5 M annually and covers a portion of the $16.5 M expense).

Opportunities for Investments

As we look at the 2021-2022 budget compared to the forecasted 2022–2023, there is a projected $12M increase in net new revenues. The initial draw on this incremental revenue includes, but is not limited to, $3M to cover salary increases, $1.5M in full-time hires that were approved or delayed from the previous year (offset by dropping the one-time only part-time support), $2M in student financial support/awards, $2.5M for capital reserve, and $1M in loan interest.

As a result, the university has approximately $3.5M to invest in priorities for 2022-2023. The plan is being developed to allow for flexibility to adapt to potential revenue swings. For example, while we may feel secure in planning for $3.5M, a prioritized list of actionable items as if we had $6.5M will be developed through the budget process so we can mobilize additional strategic activities if, and when, funds become available. This methodology includes a contingency fund to mitigate unplanned expenditures or reduced revenue from missed enrolment targets. Budget projections and assumptions will be updated as we respond to feedback and incorporate updated enrolment projections into the budget process.

The next sections outline some areas of opportunity to invest in priority areas that align with the IARP. Anticipating that asks will exceed the funds available, we are asking for community input to inform our decision-making processes as well as feedback on how to maximize our impact in the goals we have set for ourselves. As we work towards a sustainable future, the goal is to invest the resources we have strategically to improve student experience through our programs, facilities and services. The following are examples of potential areas of investment for consideration through the budget consultation process.

Personnel Costs

Just under 70 per cent of our annual budget supports personnel costs, including salaries and benefits. Year-over-year increases are a factor, as are new faculty and staff hires, and annual salary raises for existing employees. The base budget already includes $6Mmore for full-time employees compared to 2021-2022 budget. This is approximately half of the total revenue increase. Our salary increases have annually grown by $3 to3.5M over the past few years. To provide some context, given that grant and tuition revenues remain flat for the foreseeable future, we would need to enrol about 350 more students per year to cover existing year-over-year inflationary salary costs.

In 2011, our Senior Academic Team set a goal to improve the student-to-faculty ratio from 36:1 to 31:1 in an effort to enhance the educational experience of our students and move closer to the provincial average. Based on the current budget and high enrolment scenarios, our current faculty complement would keep us in this target ratio range. We must consider investing in the faculty and staff complement to bolster program capacity (new and existing), to enhance our ability to move toward quality hybrid learning, enhanced co-operative education offerings, and to strengthen supports for teaching and learning, technology, and our student recruitment efforts.

Figure 8: Staff Complements (FTEs)

FTE's	2018-19 Budget	2018-19 Actual	2019-20 Budget	2019-20 Actual	2020-21 Budget	2020-21 Actual	2021-22 Budget	2021-22 Actual
Filled		1-Oct		1-Oct		1-Oct		1-Oct
Tenure/Tenure Track	221	204	208	214	217	217	215	221
Teaching Faculty	83	74	80	79	84	81	80	83
Support Staff - Durham College	68	68	67	67	64	64	60	63
Support Staff - OPSEU		-	254	277	279	277	276	276
Non-Union - Admin/Support	431	413	172	147	152	145	152	152
Total FT	803	759	781	784	796	784	782	795

Facilities Costs

Ten per cent of our budgetary expenses include the costs associated with the annual upkeep of our physical infrastructure. There are 31 buildings (24 owned, including portables and storage facilities, and seven leased) totaling more than 115,000 gross square metres of space. Embedded in this number is more than $5Ma year in building leases and $3Mfor the unfunded portion of the debenture. While more than 60 per cent of our buildings are in great condition, as we plan for the future, funds need to be set aside for renovations and to move from leases to university-owned buildings. Since 2012 we have set aside $3.5M for future capital needs but to balance the budget we paused this for the last two years. We now estimate a need for more than$5M for the next decade to deliver on planned activities such as normal repairs (e.g. roof replacements) and future buildings (e,g, 61 Charles Street Building and library expansions).

Financial Aid Costs

Six per cent of our budget is allocated for scholarships, bursaries and fellowships to help students attend our university and to support our institutional access agenda. With increasing entrance scholarships, graduate assistance and a new international program, we anticipate that we will distribute more than $10M to support students. In 2019, we proposed a plan to grow our annual intake from 125 to 400 new international students by 2024, thereby growing our international student numbers to be closer to that of the Ontario university average. Due to continued travel restrictions, in 2021 we revised our international student intake targets to 180 for 2021 and 225 for 2022. However, with our current international recruitment focus, we are on track to surpass 250 this year. These students will need supports both in service areas (e.g. Student Life services, which will be covered through ancillary fees) and financial aid as the students are coming from different economic backgrounds. A one per cent international tuition rebate and investment in student supports would cost more than $250,000 annually.

Information Technology Costs

Four percent of our budget is dedicated to IT operating costs and capital purchases. The majority of this is used to keep the basic functions and existing licenses in place. As we look towards the future, we need to consider what funds are required to support learning re-imagined. This includes the purchasing of hardware/software platforms to enhance in-class learning opportunities, moving our information systems to cloud-based services, strategically using artificial intelligence to help with transactional tasks, and launching a customer-relationship management initiative in support of recruitment, advancement, research, continuous learning and other functions. We must consider our investment in a digital strategy to support teaching, research and administration that will lead to transformative advancements at the intersection of pedagogy and technology. Initial planning requires investments of $3M per year over the next three years to accomplish this.

Key Budget Risks

The following outlines key operational and strategic risks for the university as it relates to our budget-setting process.

- **Uncertainty in achieving enrolment targets**, as we look at steady new domestic and growing new international student enrolment numbers. In a normal year, a three per cent variance for total full-time equivalents (FTEs) is reasonable. With increasing competition for students and the lingering effects of the pandemic, we must stay focused on this area.

- The province's **shift to a performance-based funding model** with SMA3 has a growing percentage of funding tied to achieving key performance indicator (KPI) targets. Due to the global pandemic, funding has been decoupled from performance until 2022-2023. As we look to the third year of the agreement, we anticipate that a number of our performance/outcome indicators will be negatively impacted.

- **Stakeholder relations/campus experience/culture:** For all of our stakeholders (e.g. students, staff, faculty, alumni and the community at large) these areas may all be impacted based on the "learn/work from anywhere" atmosphere that has emerged as a result of the pandemic. Finding the balance between working virtually and being on campus requires our full attention.

- **Campus well-being:** Our staff and faculty share one thing in common: a dedication to student success. Our student and administrative services are backed by an impressive array of knowledgeable and caring professionals. By increasing virtual supports for all members and creating a new step-care model for student mental health, we are working to continue to deliver, and improve these vital online services.

- **Physical/virtual infrastructure:** One of the first budget areas to be reduced over the last few years was the repair and replacement of equipment. The chances of equipment failure only increase as the equipment ages. We will increase in year spending to look after capital renewal and return to increasing our planned reserves for future needs.

Summary

Ontario Tech strives to advance its strategic priorities while ensuring that we engage in financially responsible budgeting practices. This paper aims to provide a better understanding of our main revenue streams and expenses as we focus on the upcoming 2022-2023 budget and provide the basis for discussion on investing in institutional priorities.

It is important to note that our two main revenue streams (domestic tuition and provincial government grants) are currently frozen, while expenses continue to rise due to yearly salary increases and the costs of inflation. We have no choice but to focus on enrolment growth (especially international) and generating alternative revenue streams, as well as finding cost efficiencies, during this time of financial constraint.

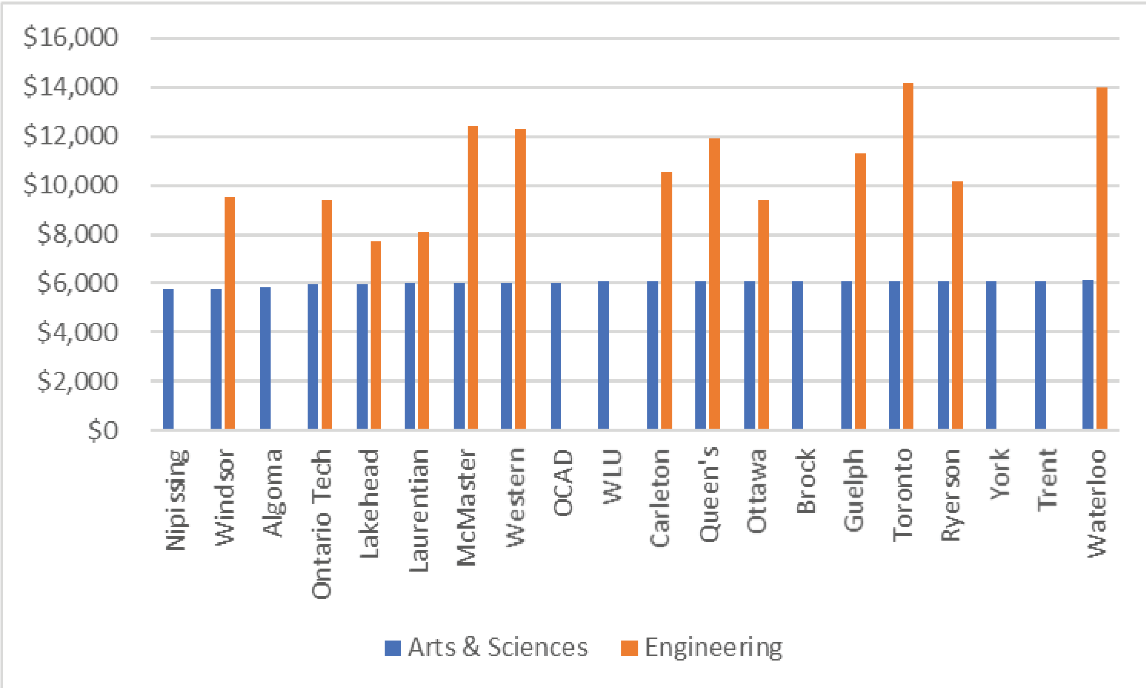
The budget assumptions provide $3.5 to $6.5M for strategic allocations depending on the enrolment levels and program mix met. Resource allocation is important to everyone who is part of the institution. We will continue to provide information so that our campus community better understands the issues and factors that must be considered when we make necessary, but also difficult, decisions in our current fiscally constrained environment.

We your feedback through open sessions or by emailing budget@ontariotechu.ca on the following questions:

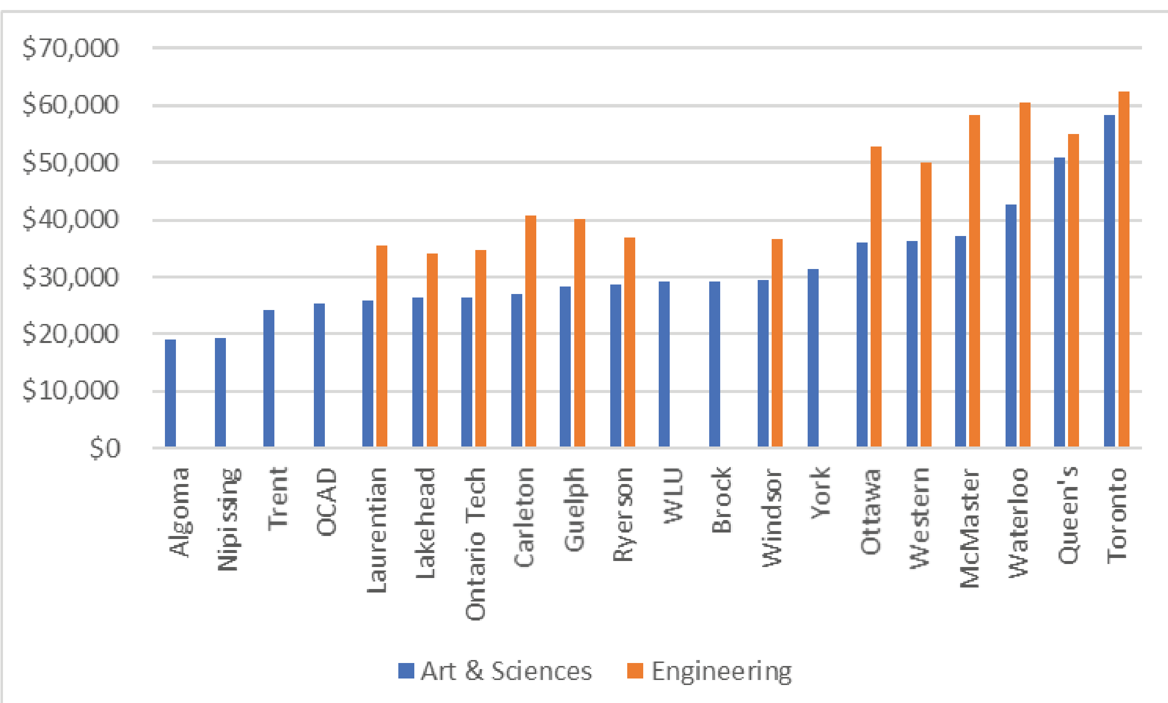
- With limited net revenues and numerous possible expenditures, what priorities from the IARP do you feel that we should seek to invest in, or protect?
- Projected operating costs are increasing at a faster rate than government support, creating a budget gap. To narrow the difference, we need to increase revenues (through increased enrolment, fees, and alternative sources, where possible) and adjust expenditures. What are our net new revenue generating opportunities? How might expenditures be reduced?
- Increasing international tuition is one key lever to address rising costs but we realize challenges are created for students by tuition increases. We have invested significantly in bursary support for students in need. In addition to current supports, are there better ways we can support students for whom increased tuition represents a financial hardship?

Appendices

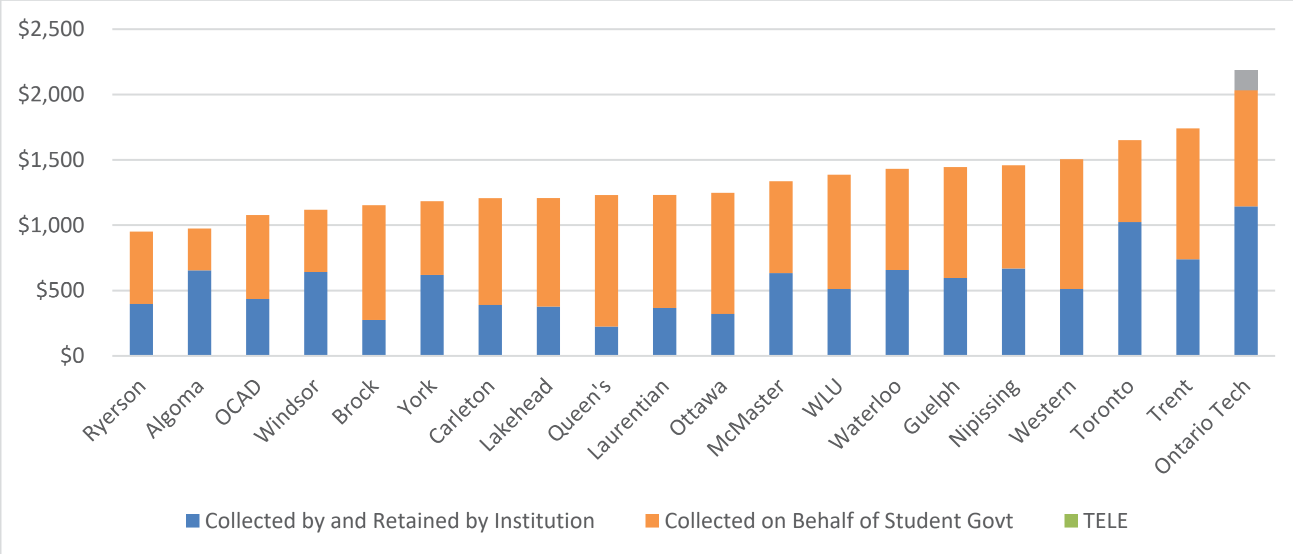
Appendix A: Ontario Undergraduate Domestic Tuition, 2020-2021



Appendix B: Ontario Undergraduate International Tuition, 2020-2021



Appendix C: Ontario Undergraduate Ancillary Fees by University, 2020-2021



The Ontario Tech fees include:

- $283.50 for UPASS so all students have free access to transit in Durham Region. Upon last review, six other schools had a similar program (Carleton, Ottawa, McMaster, WLU, Waterloo, Western).
- $277.10 for referendum approved capital projects (e.g. OTSU space and Campus Recreation Centre).