Table of Contents

Executive Summary

1. Setting the Context

2. The Budget Model

3. The 2022-23 to 2024-25 Operating Budget
- 3.1 Budget Strategy
- 3.2 Draw-down of Carry-forward Balances/Reserves
- 3.3 Risks

4. Discussion of Major Revenues and Expenditures
- 4.1 Revenues
  - 4.1.1 Government Grants
  - 4.1.2 Federal Grant
  - 4.1.3 Tuition
  - 4.1.4 Investment Income: Global Financial Market Conditions

4

Executive Summary

The multi-year budget presented in this report includes the 2022-23 Operating budget, which the Board approved on May 13th, 2022, as well as projections for the 2023-24 and 2024-25 fiscal years. The University is projecting a balanced budget for fiscal 2022-23, after a significant draw down of reserves.

In order to provide a broader financial picture of University operations, Ancillary and Capital budgets are also shown along with additional information on research revenue projections and donations to trust and endowment funds. Fluctuations in revenues in these funds can have impacts on operations.

The Operating budget was developed under the direction of the Provost and Vice-Principal (Academic) with critical technical and strategic support from the Office of Planning and Budget, and with substantial advice from the Provost's Advisory Committee on Budget (PACB). The Principal was part of the PACB and provided advice and guidance throughout the entire budget process.

The University continues to face financial challenges resulting from Ministry of Colleges and Universities' (MCU) tuition framework announcements that have kept tuition fees for domestic eligible-for-funding programs flat at the 2019-20 levels. The budget assumes a continuation of 0% increases in the domestic funding-eligible programs.

On March 23, 2022, the provincial government announced the tuition framework applicable for only 2022-23 which continues to restrict flexibility for the University by freezing tuition fees for domestic funding-eligible programs at 2019-20 levels for Ontario students. However, the province will provide institutions the ability to increase tuition fees for domestic out-of-province students by up to five percent. As a result, the University will apply a five percent increase to tuition fees for domestic out-of-province incoming direct-entry undergraduate students only. Due to the system and administrative changes required to identify the out-of-province students, the budget presented here does not reflect the impact of any such increases.

Significant characteristics of the 2022-23 to 2024-25 budget framework include:

- Enrolment growth at the undergraduate level in 2022-23 in line with the recommendations of the University's Strategic Enrolment Management Group, and in line with Faculties' and Schools' enrolment projections.
- Approximately 68% of the University's operating revenue is regulated by the government through provincial and federal grants as well as the provincial tuition framework.
- Provincial grant revenue will be maintained at the 2019-20 level and will be held flat until 2024-25. The third round of the Strategic Mandate Agreement (SMA3) covering 2020-21 to 2024-25 planned for at-risk performance-based funding. Because of the expected impacts of the pandemic on the metrics, the Ministry decoupled funding from the performance against metrics for the first two years of the SMA3 period (2020-21 & 2021-22).

On February 25, 2022, the province extended the decoupling of funding from performance against metrics to 2022-23. The announcement communicated an intention to re-activate at-risk funding starting in 2023-24 at a planned system wide proportion of ten percent, increasing to twenty-five percent in 2024-25. The University continues to be in a good position to perform well on the metrics, and we are confident that the risk of r

The Ministry announced the decoupling of funding from the performance against metrics for at least the first two years of the SMA3 period (2020-21 & 2021-22). On February 25, 2022, the province extended the decoupling of funding from performance against metrics to 2022-23. The announcement committed to assessing the sector's readiness for activating at-risk funding starting in 2023-

Queen's University *2022-*

1. Setting the Context

Almost 97% of revenue in the Operating budget is mainly derived from student enrolment in the form of Operating grants from the government (base Operating grant plus many smaller targeted funding envelopes) and student tuition. Much of this revenue stream is directed and regulated by government, with limited flexibility for universities to increase revenue.

Recent public policy had limited funding increases to enrolment growth and further substantial funding for enrolment growth is unlikely in the future. The change in public policy is due to changes in demographics in the province and subsequent current or forecasted declining application rates at some universities. Conversely, applications to Queen's remain strong.

Provincial grant revenue is financially limiting for the University because the maximum grant will be maintained at the 2019-20 level until, at a minimum, 2024-25. The enrolment corridor will be maintained but will combine both undergraduate and graduate enrolment while ensuring the grant revenue in the enrolment envelope will not reduce if enrolment remains within +/- 3% of the enrolment mid-point set based on the actual enrolment for 2019-20. Applying the enrolment corridor for each institution allows the government to cap how many domestic students it will fund through the operating grant portion. The university is expected to adhere to the enrolment corridor based on a rolling average. Any sustained growth above the mid-point does not result in additional provincial grant funding for those students but does result in additional tuition revenue. Recently, Queen's has planned for careful growth above the mid-point in select, high-demand areas.

As part of SMA3, the performance-

3. The 2022-23 to 2023-24 Operating Budget

The Operating budget for 2022-23 to 2024-25 continues to provide transparency and predictability, and a financial structure that encourages and rewards innovation, revenue growth and efficiency.

For the 2022-23 budget, a number of significant pre-

TABLE B – OPERATING BUDGET INCLUDING NON-CENTRALLY BUDGETED REVENUES AND EXPENDITURES

		Budget 2022-23
Centrally budgeted revenues	$	697.9
Unit budgeted revenues over and above central allocations	$	45.9
TOTAL OPERATING REVENUES	**$**	**743.8**
EXPENSE		
Faculties and Schools Allocations*	$	418.3
Shared Services Allocations	$	181.1
Unit expenses greater than allocation	$	89.4
Undergraduate & Graduate Student Aid	$	30.3
Utilities	$	19.3

3.1 Budget Strategy

Queen's 2022-23 budget is projecting a balanced budget, after the $43.5 million draw-down of reserves. The University went through an extensive budget planning process to determine a strategy to achieve a balanced budget. The "to be allocated" line represents unallocated University Fund monies.

Items that continue to be supported by the University Fund include:

- Contingency
- Transfers to Capital
- Deferred maintenance
- QSuccess and Embedded Counsellors in Student Support Services
- Subvention funding to mitigate changes in the cross-teaching revenue sharing, the increasing cost of research, the impacts from the pandemic on research productivity, and flow-through impacts from 2020-21 enrolment
- Advancement support
- Classroom Renewal

3.3 Risks

The 2022-23 to 2024-25 Operating budget includes a number of identified risks:

The University's operating budget is highly leveraged with respect to tuition fees from international students. Approximately 18% of the University's budgeted operating revenue is derived from tuition fees from undergraduate international students. Applications from undergraduate visa students to Queen's are down ~15% this year. The risk remains that the coronavirus pandemic may continue to affect international student mobility. Several new strategies have been and are continuing to be implemented to mitigate the risk related to

eeinaeDC Tf0.005 1o(l-5815 3DC /C20 1 Tf1 AppA2iP.005 the ris (e)9 (ri Tf1 a)-4 P-4 0.005 1y14 (nuiiTj0.00/Sp

4. Discussion of Major Revenues and Expenditures

As part of the Strategic Mandate Agreement (SMA3), the enrolment corridor will be maintained combining both undergraduate and graduate enrolment. The enrolment corridor funding methodology ensures the grant revenue in the enrolment envelope will not reduce if enrolment remains within +/- 3% of the enrolment mid-point based on the actual enrolment for 2019-20. Recently, Queen's has planned for careful growth above the mid-point in select, high-demand areas.

Also, as part of SMA3, the performance-based envelope will continue linking ten metrics with differing weights for each metric set by each individual institution. The funding in the performance-based envelope will be at-risk unless the targets, set through a calculated methodology based on past average experience in each metric, are continuall me oloa1 (e)-1 ((t)11-11 (12.14 (o)-4 (u)9 (n)-4 (t)6 (o)-2 (f)62 (

4.1.2. Federal Grant

The Research Support Fund (RSF) is the primary source of federal funding Queen's receives in its Operating budget. The RSF provides a significant grant that supports the University's operating costs associated with Tri-Agency sponsored research. Queen's research prominence benefits from our success in securing external research grants and contracts, but supporting this research imposes significant costs on the institution. It is widely accepted that a dollar of direct research support on average creates indirect costs of at least 40 cents, and some estimates are greater than 50 cents. The federal funding received by Queen's faculty members in 2020-21 that this Federal grant supports was approximately $65M. This is an increase from the prior year's number of $57M and reflects small changes in our awarded grant performance through the Tri-Agency sponsored research funding envelopes. The RSF grant is based on a threee o

Based on the 2022-23 operating budget the following graph demonstrates the proportion of total revenue by source of revenue.

Figure 1 Total Operating Revenue by Source of Revenue

4.1.4 Investment Income: Global Financial Market Conditions

The university has two investment portfolios, the Pooled Endowment Fund (PEF) and the Pooled Investment Fund (PIF), which now total nearly $2.1 billion.

The PEF is an investment pool composed of funds that have been designated for University Endowment accounts. Donations received by the university are invested in the PEF and each year certain amounts are withdrawn according to the spending policy. These annual withdrawals ("payouts") fund scholarships, academic chairs, book funds, lectureships, as well as a diverse range of university programs, guided by donors' wishes.

The PIF is

Figure 3 shows a further breakdown of the Shared Service allocations. Many expenses included in Shared Services directly support academic programs and other initiatives in the Faculties, Schools. The Library, Student Services, and other represent 23.5% of Shared Service allocations with information

In alignment with the University's dedication to EDII principles, the Commitment Scholars Award was introduced for the incoming Class of 2025. This award celebrates and recognizes demonstrated

4.2.3 Compensation

The budget model continues to hold all units responsible for covering annual salary and benefit increases. For the 2022-23 budget, salaries and benefits represent approximately 65% of the total budgeted expenditures. The Faculties, Schools and Shared Services budgets include the salary increases agreed to in the applicable collective agreements. For collective agreements that expire during the budget period, increases of up to 2% have been assumed, unless legislation specifies otherwise.

Bill 124, Protecting a Sustainable Public Sector for Future Generations Act, ('the Act') passed November 7, 2019 introduced a three-year wage moderation period for union and non-union employees. The moderation period limits the ATB portion of any salary increases to 1% per year. It still allows for increases based on length of time in employment (i.e., steps) and merit or performance. Each union is in a different phase of their moderation period, with some unions having fully completed their three-year moderation period and some starting their moderation periods in 2022. Non-union staff begin their three-year moderation period in 2022.

The contract expiry dates for employee groups with agreements are as follows:

Employee Group	**Unit / Assoc**	**Contract Effective until**
Kingston Heating & Maintenance Workers	CUPE 229	June 30, 2024
Kingston Technicians	CUPE 254	June 30, 2024
Library Technicians	CUPE 1302	June 30, 2024

4.2.5 University Pension Plan (UPP)

Queen's, along with the University of Toronto and the University of Guelph established a new pension plan, the University Pension Plan of Ontario (UPP) on July 1, 2021. Each university transitioned their individual plan assets and liabilities to this new Jointly Sponsored Pension Plan (JSPP) which unlike single employer plans are not required to make solvency special payments.

The UPP is a defined benefit plan that all Ontario universities have the option to join, and recently welcomed the Trent University Faculty Association Pension Plan which joined the UPP on January 1, 2022. The benefits of creating a UPP are well defined, including joint employee and employer governance and efficiencies and economies of scale. Large scale plans mean greater efficiency in plan administration and access to higher-return investment opportunities, which can mean a more secure and stable future for plan members.

For the first ten years following conversion to the UPP, Queen's remains fully responsible for the actuarial gains or losses associated with the QPP past service liabilities assumed by the UPP. This may result in additional annual payments to the UPP beyond the normal employer contributions. The QPP had a surplus on July 1, 2021, using the UPP actuarial assumptions.

Prior to the UPP conversion, Faculties and Departments incurred additional pension charges to fund the required QPP solvency special payments, create a reserve to cover future solvency payments, and aid in the transition to the UPP. In 2019-20 faculties and departments paid a total of 7.3% of salaries for these charges. The charges were reduced to 1.5% with the conversion to the UPP on July 1, 2021 and will continue at 1.5% in 2022-23.

The University Pension Plan Ontario website provides the latest information on the University Pension Plan.

5.0 Broader Financial Picture

The Operating expenditures represent approximately 68% of total University expenditures depending on annual levels of research funding and donations. As is the case at most other universities, the Queen's Board of Trustees approves the Operating budget.

Total University revenues and expenses are captured in several funds: Operating; Ancillary; Research; Consolidated Entities; Trust and Endowment; and Capital. The expenditures accounted for in Research, and Trust and Endowment Funds are substantially dictated by the grantors and donors. The flexibility that Queen's has in supporting the academic enterprise and managing its operations is within the Operating budget, with, where donor terms align, significant support from Trust and Endowment Funds.

The following chart is for illustrative purposes only and shows the approximate percentage of University expenditures in each fund. The percentages are based on the 2020-21 expenditures.

Figure 4 Consolidated Expenditures by Fund

Although the flexibility that Queen's has in supporting the academic enterprise and managing its operations is within the Operating budget, looking beyond the Operating budget is important as revenues and activities in other funds can impact the Operating Fund. Two examples would be the change in the level of indirect costs of research grants or research overhead revenue that would support operations depending on the level of research revenues, and the required level of support in student aid from the Operating fund due to increases or decreases in donations to support student aid.

In order to provide a more consolidated picture of University finances, and in addition to presenting

5.1 Capital Budget

Capital expenditures funded from the Operating budget are shown as *Transfer to Capital Budget* and are itemized in Table E below.

The Capital Projects Financing section provides detail on repayments from the Operating fund of internal loans made to fund capital projects. Internal loans reflect the use of committed cash reserves for payment of Capital projects that are repaid over a number of years.

A policy on internal loans was approved by the Board of Trustees in 2013-2014, which requires Capital Assets and Finance Committee approval of any new internal loans.

More detail about the u

5.1.2 Deferred Maintenance

The Ontario Association of Physical Plant Administrators (OAPPA), representing all universities in

A detailed three-year deferred maintenance plan is being developed which will allow for engineering design work ahead of the fiscal year for prioritized projects, with the flexibility to adjust plans based on available funding. There are also contingency fun

5.2 Ancillary and Consolidated Entity Budgets

These units provide goods and services to the University in support of our core educational and research mission. Ancillaries are not supported by central University revenues and are expected to run as self-sustaining operations covering direct costs and overhead. Any excess net revenues are contributed to the Operating budget.

The following table shows the 2022-23 Budgets for each Ancillary Operation.

2022-23 Ancillary Budget (000's)			
	Housing and Hospitality	Parking	Total Ancillary
REVENUE	**$ 102,331**	**3,854**	**106,185**
Non-interest expenditures	$ 66,480	1,763	68,243
Interest	$ 5,577	2,112	7,689
EXPENDITURES	**$ 72,057**	**$ 3,875**	**$ 75,932**
Net Surplus (Deficit) before Capital and Contributions to University Operations	**$ 30,274**	**(21)**	**30,253**
Deferred Maintenance	$ (12,775)	(525)	(13,300)
Debt Servicing - Principal	$ (8,361)	(1,205)	(9,566)
Contributions to University Operations	$ (4,945)	-	(4,945)
SURPLUS (DEFICIT)	**$ 4,193**	**$ (1,751)**	**$ 2,442**

Queen's University 2022-23 Ancillary Budget (000's) Operating Reserves			
OPENING RESERVE	(7,584)	* (27,111)	(34,695)
SURPLUS (DEFICIT) - PLANNED ALLOCATION TO (FROM) RESERVES	4,193	(1,750)	2,443
CLOSING RESERVE	**$ (3,391)**	**(28,861)**	**(32,252)**

2022-23 Ancillary Budget (000's) Capital Reserve			
OPENING RESERVE	$ 14,518	5,611	20,129
Planned Contribution	12,775	525	13,300
Deferred Maintenance Expenditure	(12,481)	-	(12,481)
CLOSING RESERVE	**$ 14,812**	**6,136**	**20,948**

* The accumulated deficit, created by the debt servicing payments, is projected to be reduced to zero 7 years after the debt servicing payments are completed. The debt will be repaid in full in fiscal 2040/41.

Housing and Hospitality incorporates Residences, Event Services, Community Housing and the Donald Gordon Centre.

Ancillary units continue to plan for deferred maintenance where applicable, and accordingly annual budgets are transferred to a capital fund reserve to support a multi-year deferred maintenance plan. Allocations to the capital reserve will be balanced against the need to maintain a small operating reserve to mitigate against occupancy shortfalls and operating cost overages. The budgeted reserves for both operating and capital are highlighted in the table above. The opening reserve balances are based on projections for 2021-22 actuals which may or may not materialize as projected.

The parking deficit is primarily due to the debt financing of the underground parking garages as planned in the capital business case. The parking garage business case was based on a 40-year return on investment and allowed for deficits over 30 years while the debt was being repaid, after which a further 10 years is required to eliminate the cumulative deficit. The Parking budget is tracking to the business plan and will be profitable once the debt and deficit are paid. The deficit includes a $525K allocation to reserves for future deferred maintenance.

The University controls or has significant interest in entities that impact the financial position of the University. The table below shows the 2022-23 Consolidated Entity budget.

Bader College **The**

Note: Bader College (previously Bader International Study Centre) is a consolidated entity but under the budget model its academic operations are included as a Faculty in the Operating budget.

The technology transfer operations of the PARTEQ consolidated entity were incorporated into the University in 2018-19 and now form part of the Vice-Principal Research portfolio through the creation of the Technology Transfer Unit. The budget presented above relates to revenue from the distributions of former licensing agreements entered into by the PARTEQ consolidated entity. All new agreements are entered into between Queen's University and the licensees.

The Cogeneration Facility (COGEN) is a joint venture with the Kingston Health Sciences Centre for the construction and operation of a cogeneration facility governed by a management board consisting of an equal number of representatives of the University and the Kingston Health Sciences Centre. The purpose of the facility is to produce electricity and steam.

The Parking Commission is a joint venture with the Kingston Health Sciences Centre for the construction and operation of an underground parking garage managed and governed by a joint Parking Commission established by the parties and including an equal number of commission members appointed by both parties.

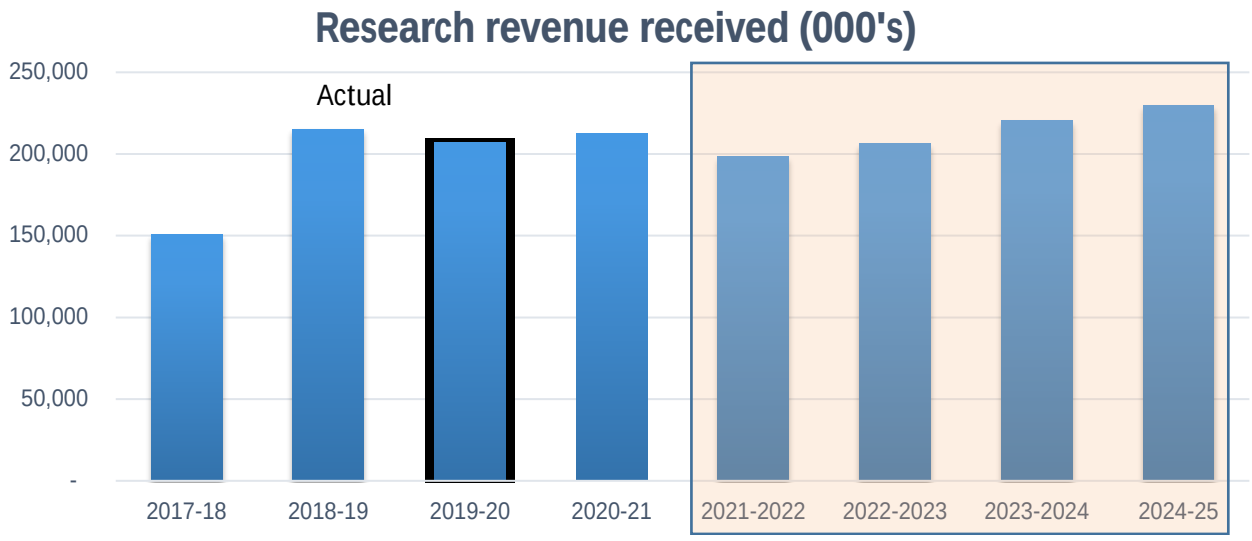
The budget presented above represents 100% of the operations of the two joint venture consolidated entities. Queen's University's interest in the two joint ventures is 60% of the COGEN operations and 50% of the Parking Commission. The parking commission includes an allocation to capital reserves for future deferred maintenance as outlined in the table above.

The COGEN normally budgets a deficit which is funded annually by the University and the hospital. The COGEN facility allows for electricity reduction during peak demands. The savings achieved through the peak demand initiative under the Province's Global Adjustment Program within each partner institution far outweigh the additional costs of running the COGEN during peak times. In 2021-22 the Global Adjustment savings for Queen's and the Kingston Health Sciences Centre is projected to be $6.8 million.

In addition, Bader College (previously the Bader International Study Centre) operates in East Sussex, England and is incorporated under the laws of the United Kingdom as a Company Limited by Guarantee. Bader College is integrated with the University's budgeting process as it is directly linked to the core education and research mission of the University. As the Bader College operates out of the United Kingdom, their budget is created in British pounds and is reported in the above table at a budgeted conversion rate of $1.70 CDN to 1 GBP.

5.3 Research Fund

The table below provides a summary of research funding received since 2017-18, together with cash flow projections for future year funding. Totals exclude funding received for the indirect costs of research and scholarships as these are reported in separate funds in the university's financial statements. These totals also differ from the university's audited financial statements in that research revenue is only recognized as expended in the financial statements.



Research activity impacts operating and capital budgets through the physical and human capital resources that support research. For these reasons, estimating future research activity is important and enables the university to improve forecasting of funding for indirect costs of research, supports integrated cash flow management, and helps to highlight financial opportunities or financial risks.

Research funding can fluctuate from year to year depending on the number of submitted and funded research proposals and amounts awarded (which can be awarded as grants or contracts), economic conditions, and award cycles, particularly for major grants programs. Research-intensive universities seek a balance across challenging and complementary areas of emphasis including research intensity, reputation, size and scale, excellence in both graduate and undergraduate education, foundational research, applied research, leadership and support for major research programs and facilities, international presence, and local social advancement and economic growth. While Queen's has many unique opportunities, we share similar challenges and risks as other U15 universities.

5.4 Trust and Endowment Funds

Trust and Endowment Funds capture funds received within the university that are restricted for specific purposes in support of university operations. The university has a fiduciary responsibility to ensure trust funds and endowment expenditures are managed in accordance with the related terms, typically a directed donation. External donations received for specific purposes are usually supported by an agreement between the university and the donor, recorded in their own funds, and managed according to the terms and conditions of the donation. The chart below provides an overview of donations received in past years, as well as projected cash receipts in the future. This chart does not include capital donations received, which amounted to $3.8 million in 2019-20, and $4.95 million in 2020-21.

Donations to endowment funds in the chart represent non-expendable donations that are maintained in perpetuity.

Donations to trust funds in the chart represent expendable donations. These totals differ from the university's audited financial statements as donation revenue is only recognized as expended funds in the financial statements.

	Budget 2021-22	Budget 2022-23	Budget 2023-24	Budget 2024-25
Tuition Credit	$ 412,610,312	$ 426,855,632	$ 438,336,773	$ 454,038,660
Tuition Non-Credit	$ 15,648,039	$ 20,464,986	$ 21,747,639	$ 23,157,168
Student Assistance Levy	$ 2,801,000	$ 2,885,000	$ 2,972,000	$ 3,061,000
Other fees	$ 8,617,742	$ 9,395,823	$ 9,593,750	$ 9,794,635
Total Fees	**$ 439,677,094**	**$ 459,601,441**	**$ 472,650,162**	**$ 490,051,463**
Operating Grants				
Enrolment Envelope				
Core Operating Grant	$ 127,251,071	$ 106,113,699	$ 84,976,327	$ 74,407,641
International Student Recovery	$ (2,331,301)	$ (2,339,739)	$ (2,390,835)	$ (2,495,594)
Differentiation Envelope				
Performance/Student Success Grant	$ 73,887,985	$ 95,025,358	$ 116,162,729	$ 126,731,415
Research Overhead Infrastructure	$ 1,421,401	$ 1,421,401	$ 1,421,401	$ 1,421,401
Total Operating Grants	**$ 200,229,156**	**$ 200,220,719**	**$ 200,169,622**	**$ 200,064,863**
Special Purpose Envelope				
Tax Grant	$ 1,747,246	$ 1,870,050	$ 1,907,063	$ 1,921,733
Special Accessibility	$ 932,954	$ 1,010,201	$ 1,010,201	$ 1,010,201
Regional Assessment Resource Centre	$ 1,170,000	$ 1,170,000	$ 1,170,000	$ 1,170,000
Clinical Eduation Funding	$ 623,751	$ 623,751	$ 623,751	$ 623,751
Nursing Enrolment Expansion	$ -	$ 229,191	$ 229,191	$ 229,190
Medical Education Expansion	$ -	$ 816,312	$ 1,616,624	$ 2,386,605
Total Special Purpose Grants	**$ 4,473,951**	**$ 5,719,505**	**$ 6,556,830**	**$ 7,341,480**
Total Provincial Grants	**$ 204,703,107**	**$ 205,940,224**	**$ 206,726,452**	**$ 207,406,343**
Federal Grant	$ 8,741,970	$ 8,213,039	$ 8,213,039	$ 8,213,039
Other Revenue				
Unrestricted Donations and Bequests	1,00.5 (0.5 (0.5 6 (D)-38.7 (o)-7.6 (n)-8.5 (a)-16.5 (t)-42.4 (i)-40.3 (o)-7			

APPENDIX 1

Short Term Enrolment Projections 2022-2025
March 2022

Recommended for approval by SCADP March 30, 2022. To be considered by University Senate April 19, 2022

- Revisions to 2022-2023 targets: 2022-2023 targets were previously approved by Senate in April 2021

Preliminary targets for the upcoming three years are presented to SEMG and assessed against the data, and

decreased by 9.9%. It is likely that 2021-22 application data for this same period last year reflected an increase for students who had previously deferred applying to graduate studies due

Student Awards has also introduced a new entrance award to support local first-generation students; in 2021-22, the university welcomed the second cohort of students in the Promise Scholars program. In 2021-22, 4.6% of incoming undergraduate students self-identified as being the first in their family to attend post-secondary, an increase of 10% since 2017.

Enrolment Tables

Two tables are included in this report:

Table 1: Student Headcount Intake; and
Table 2: Enrolment Summary (Total Enrolment).

Table 1: Student Headcount Intake

University-Wide Intake:
For 2022-2023 and 2023-2024 the total **first-year direct-entry** target has not changed from the target previously approved by Senate (5,084), although there has been movement within and between some faculties and programs in response to applicant demand, program capacity and faculty/school priorities. For 2024-2025, the total first-year direct-entry intake remains constant at 5,084.

For 2022-2023 the planned **first-year second-entry** target is 533, an increase of 34 students from what was previously approved. For 2023-24 and beyond the planned **first-year second-** **,T0(202)10 (**

For 2022-23 and beyond, the upper-year Arts and Science transfer student target remains unchanged at 118 students.

Bader International Study Centre (BISC):
For 2022-23 and beyond, the first-year target remains unchanged at 155.

Faculty of Engineering and Applied Science:
For 2022-23 and beyond, the first-year intake target remains unchanged at 850 students and the upper-year target intake remains at 90 students.

Commerce:
For 2022-23 and beyond, the planned first-year

for 2022-23 has been increased by eleven students, to 452 from the previously approved 441, and increases to 453 in 2023-24, and 494 in 2024-25.

Graduate Intake:

As highlighted in Table 1, the revised enrolment targets for master's and doctoral programs reflect changes in planned enrolment intakes for 2022-2023. After a review of Faculty enrolment targets for master's programs, the overall institutional target was increased from the previously planned enrolment of 2,291 to 2,453. This increase is primarily reflective of additional intakes projected in the one-year Computing Masters Data Science and Machine 2

Enrolment Report to the Senate Committee on Academic Development *February 2022*

Queen's University

Table 1: Student Fall Headcount Intake **Office of Planning and Budgeting**

Program	First Year	Upper Year	First Year	Upper Year	First Year	Upper Year	First Year	Upper Year	First Year	Upper Year	First Year	Upper Year
Undergraduate (Full-Time)												
Arts & Science												
BA/BAH	1,493	30	1,457	65	1,403	65	1,457	65	1,403	65	1,403	65
BSC/BSCH	891	14	894	35	923	35	894	35	923	35	923	35
BFAH	18	0	10	0	10	0	10	0	10	0	10	0
BMUS	9	0	15	0	15	0	15	0	15	0	15	0
BCMP/BCMPH	213	12	225	5	250	5	225	5	250	5	250	5
BSCH KINE	201	0	175	0	175	0	175	0	175	0	175	0
BMT	2	2	0	13	0	13	0	13	0	13	0	13
Con-Ed Arts/Science/Music/KINE	286	0	324	0	300	0	324	0	300	0	300	0
Distance Studies (BA1)	60	13	65	0	65	0	65	0	65	0	65	0
Non-Degree/Certificate Programs	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal Arts & Science	3,173	71	3,165	118	3,141	118	3,165	118	3,141	118	3,141	118
Commerce	521	0	500	5	500	5	500	5	500	5	500	5
Engineering	906	0	850	90	850	90	850	90	850	90	850	90
Bachelor Health Science - Distance	47	6	85	0	85	0	85	0	85	0	85	0
Bachelor Health Science - On Campus	383	0	205	0	229	0	205	0	229	0	229	0
Nursing	137	0	124	0	124	0	124	0	124	0	124	0
Bader ISC	117	0	155	15	155	40	155	15	155	40	155	40
Subtotal Direct Entry	5,284	77	5,084	228	5,084	253	5,084	228	5,084	253	5,084	253
Education (Yr 5 & Consec)		487		441		452		430		453		494
Law	209	5	208	9	208	7	208	9	208	6	208	6
Medicine	109	0	108	0	128	0	108	0	128	0	128	0
Post-Graduate Medicine	185	0	183	0	197	0	183	0	227	0	227	0
Nursing-Advanced Standing		43		48		48		48		48		48
Subtotal Second Entry	503	535	499	498	533	507	499	487	563	507	563	548
Subtotal Undergraduate (Fac/School)	5,787	612	5,583	726	5,617	760	5,583	715	5,647	760	5,647	801
Graduate (Full-Time)												
School of Grad Studies												
Research Masters	696		651		757		699		774		797	
Professional Masters	467		530		506		532		528		551	
Doctoral	389		365		368		388		380		390	
Diploma	327		347		374		399		423		470	
Subtotal SGS	1,879		1,893		2,005		2,018		2,105		2,208	
Smith School of Business												
Masters	1,180		1,110		1,190		1,110		1,210		1,230	
Diploma	129		165		150		165		150		150	
Subtotal Smith	1,309		1,275		1,340		1,275		1,360		1,380	
Subtotal Graduate	3,188		3,168		3,345		3,293		3,465		3,588	

14,808	0.0%
2,962	0.0%
5,998	0.0%
725	0.0%
665	0.0%
715	0.0%
18,188	0.0%
18,188	0.0%
18,188	0.0%
2,268	0.0%
6,084	0.0%

Engini

Actual 2021-22	**% Change**	**Final 2022-23**	**% Change**

APPENDIX 2

		Actual 2021-22	% Change		Final 2022-23	% Change
Engineering & Applied Science						
Year 1	$	11,915	0.0%	$	12,511	5.0%
Year 2	$	11,915	0.0%	$	11,915	0.0%
Year 3	$	11,915	0.0%	$	11,915	0.0%
Year 4	$	11,915	0.0%	$	11,915	0.0%
Bachelor of Mining Engineering Technology						
Year 2	$	9,291	0.0%	$	9,291	0.0%
Year 3	$	9,291	0.0%	$	9,291	0.0%
Year 4	$	9,291	0.0%	$	9,291	0.0%
Certificate in Mining Technologies **	$	1,429	0.0%	$	1,501	5.0%
Arts and Science (including Con-Ed)						
(Arts, Science, Physical and Health Education, Music, Fine Art)						
Year 1	$	6,084	0.0%	$	6,388	5.0%
Year 2	$	6,084	0.0%	$	6,084	0.0%
Year 3	$	6,084	0.0%	$	6,084	0.0%
Year 4	$	6,084	0.0%	$	6,084	0.0%
Arts and Science						
(Computing)						
Year 1	$	6,397	0.0%	$	6,716	5.0%
Year 2	$	6,397	0.0%	$	6,397	0.0%
Year 3	$	6,397	0.0%	$	6,397	0.0%
Year 4	$	6,397	0.0%	$	6,397	0.0%
Certificates in Arts & Science (various programs)**	$	1,217	0.0%	$	1,278	5.0%
Commerce						
Year 1 - 5.5 cours						

APPENDIX 2

	Actual 2021-22	% Change	Final 2022-23	% Change
Engineering & Applied Science				
Year 1	$ 54,894	8.0%	$ 59,285	8.0%
Year 2	$ 53,369	5.0%	$ 57,639	5.0%
Year 3	$ 51,887	5.0%	$ 56,038	5.0%
Year 4	$ 50,445	5.0%	$ 54,481	5.0%
Bachelor of Mining Engineering Technology				
Year 2	$ 31,524	5.0%	$ 33,100	5.0%
Year 3	$ 31,524	5.0%	$ 33,100	5.0%
Year 4	$ 31,524	5.0%	$ 33,100	5.0%
Certificate in Mining Technologies **	$ 4,850	5.0%	$ 5,092	5.0%
Arts and Science (including Con-Ed)				
(Arts, Science, Physical and Health Education, Music, Fine Art, Computing)				
Year 1	$ 50,926	5.0%	$ 53,473	5.0%
Year 2	$ 50,926	5.0%	$ 53,473	5.0%
Year 3	$ 50,926	5.0%	$ 53,473	5.0%
Year 4	$ 48,174	5.0%	$ 53,473	5.0%
Certificates in Arts & Science (various programs)**	$ 10,185	5.0%	$ 10,695	5.0%
Commerce				
Year 1 - 5.5 courses	$ 53,839	5.0%	$ 56,531	5.0%
Year 2 - 5.5 courses	$ 53,839	5.0%	$ 56,531	5.0%
Year 3 - 5.0 courses	$ 48,945	5.0%	$ 51,392	5.0%
Year 4 - 5.0 courses	$ 48,075	5.0%	$ 51,392	5.0%
Certificate in Business**	$ 9,789	5.0%	$ 10,278	5.0%
Education				
Concurrent (education courses)	$ 31,577	5.0%	$ 33,156	5.0%
Law				
Year 1	$ 67,698	5.0%	$ 71,083	5.0%
Year 2	$ 67,698	5.0%	$ 71,083	5.0%
Year 3	$ 67,698	5.0%	$ 71,083	5.0%
Certificate in Law**	$ 6,520	5.0%	$ 6,846	5.0%
Bachelor of Health Sciences (on-campus)				
Year 1	$ 33,775	0.0%	$ 33,775	0.0%
Year 2	$ 33,775	0.0%	$ 33,775	0.0%
Year 3	$ 33,775	0.0%	$ 33,775	0.0%
Year 4	$ 33,775	0.0%	$ 33,775	0.0%
Bachelor of Health Sciences (on-line)				
Year 1	$ 25,775	0.0%	$ 25,775	0.0%
Year 2	$ 25,775	0.0%	$ 25,775	0.0%
Year 3	$ 25,775	0.0%	$ 25,775	0.0%
Year 4	$ 25,775	0.0%	$ 25,775	0.0%
Medicine	25,775			

APPENDIX 2

Table 3 - Continued
Recommended Tuition Fee Levels 2022-23*
(International Students)

Graduate and Professional Graduate Programs	Actual 2021-22	% Change	Final 2022-23	% Change
All Faculties Research Masters and PhD				
Master's				
Year 1	$ 12,927	0.0%	$ 12,927	0.0%
Year 2	$ 12,927	0.0%	$ 12,927	0.0%
Master of Education (part-time) **	$ 2,218	0.0%	$ 2,218	0.0%
Doctoral [1]				
Year 1	$ 5,772	-55.3%	$ 5,772	0.0%
Year 2	$ 12,927	0.0%	$ 5,772	0.0%
Year 3	$ 12,927	0.0%	$ 5,772	-55.3%
Year 4	$ 12,927	0.0%	$ 5,772	-55.3%
Faculty of Arts & Science				
Master in Public Administration (MPA)	$ 35,315	5.0%	$ 37,080	5.0%
Professional MPA (PMPA) **	$ 4,966	5.0%	$ 5,214	5.0%
Master in Industrial Relations	$ 35,315	5.0%	$ 37,080	5.0%
Professional PMIR **	$ 6,131	5.0%	$ 6,438	5.0%
Master in Urban and Regional Planning				
Year 1	$ 29,429	5.0%	$ 30,900	5.0%
Year 2	$ 29,148	4.0%	$ 30,606	4.0%
Master's of Earth and Energy Resources Leadership	$ 27,204	0.0%	$ 27,204	0.0%
Diploma in Risk Policy & Regulation	$ 22,823	2.5%	$ 23,393	2.5%
Faculty of Education				
Professional Master's of Education**	$ 3,065	5.0%	$ 3,218	5.0%
Diploma in Education**	$ 3,065	5.0%	$ 3,218	5.0%
Faculty of Applied Science & Engineering				
Master of Engineering (Meng)	$ 20,475	5.0%	$ 20,475	0.0%
Diploma in Social Performance Management in the Extractive Industries **	$ 2,730	0.0%	$ 2,867	5.0%
Diploma in Water and Human Health	$ 12,360	0.0%	$ 12,731	3.0%
School of Nursing				
Master of Science - Healthcare Quality	$ 25,526	5.0%	$ 26,802	5.0%
MN MH - Masters of Nursing - Mental Health	$ 11,576	5.0%	$ 12,155	5.0%
School of Rehabilitation Therapy				
MSc (OT) and MSc (PT)				
Year 1	$ 29,200	5.0%	$ 30,660	5.0%
Year 2	$ 29,200	5.0%	$ 30,660	5.0%
DPAH - Aging & Health	$ 16,576	5.0%	$ 17,404	5.0%
MSc AH - Aging & Health	$ 25,526	5.0%	$ 26,802	5.0%
Rehabilitation and Health Leadership DSc (RHL)	$ 23,153	5.0%	$ 24,310	5.0%
School of Medicine				
Master of Public Health				
Year 1	$ 26,552	5.0%	$ 27,879	5.0%
Year 2	$ 26,552	5.0%	$ 27,879	5.0%
Master Health Professions Education	$ 17,290	5.0%	$ 18,155	5.0%
Diploma in Pharmaceutical & Healthcare Management & Innovation	$ 27,563	5.0%	$ 28,941	5.0%
Faculty of Law				
Diploma in Legal Services Management **	$ 4,725	0.0%	$ 4,961	5.0%
Diploma Immigration Citizenship Law	$ 14,167	0.0%	$ 14,592	3.0%
Smith School of Business				
MBA	$ 84,781	3.0%	$ 86,437	2.0%
Accelerated MBA	$ 64,450	0.0%	$ 64,450	0.0%
Executive MBA	$ 88,900	2.3%	$ 90,597	1.9%
Master of International Business (12 months single)	$ 49,714	3.0%	$ 51,207	3.0%
Master of International Business (16 months double)	$ 65,889	3.0%	$ 67,867	3.0%
Master of International Business (24 months double)	$ 77,214	3.0%	$ 79,532	3.0%
Master of Finance - Renmin***	$ 60,576	14.5%	$ 70,546	16.5%
Master of Global Management Analytics	$ 67,254	1.5%	N/A	N/A
Master of Finance Innovation and Technology	$ 70,740	3.0%	$ 70,740	0.0%
Master of Digital Product Management	$ 57,380	N/A	$ 57,380	0.0%
Development Interest Courses**	$ 3,600	0.0%	$ 3,600	0.0%

*** Tuition is approved at the program level, based on normal full-time course load, & assessed at the unit level. Actual tuition fees assessed may vary slightly from approved due to rounding.**

**** Per 6-unit course for undergraduate programs; per 3-unit course for graduate programs**

***** Current rate based on Renminbi converted at Nov 1, 2021 exchange rate**

Note: 1 On an opt-in basis, the University provided the option for upper year doctoral students to pay the corresponding domestic fee with a reduction in their overall funding package equal to the International Tuition Award (ITA) of $5,000

APPENDIX 2

	Actual 2021-22	% Change	Final 2022-23	% Change
Education				
Consecutive	$ 5,998	0.0%	$ 5,998	0.0%

	Actual 2021-22	% Change	Final 2022-23	% Change