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Executive Summary

The multi-year budget presented in this report includes the 2023-24 Operating budget, which the Board approved on May 2[th], 2023, as well as projections for the 2024-25 and 2025-26 fiscal years. The University is projecting a significant deficit budget of $62.8 million in 2023-24, which will be addressed through a draw down of reserves. The University recognizes that the use of reserves to maintain operations is not sustainable. We are committed to returning to balanced budgets by 2025-26, while at the same time making investments to advance our strategic priorities.

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 provided advice and guidance throughout the entire budget process

The budget for 2023-24 to 2025-26 incorporates a re-alignment of undergraduate international intake in response to challenges to generating revenue after 2019-20. These challenges were exacerbated by the pandemic, which significantly disrupted our operations and introduced a series of additional challenges. These factors include challenges recruiting international undergraduate students, which has been compounded by global mobility disruptions and visa granting issues, economic downturns, increasing

interest rates, inflation, and cost increases associated with supply chain issues. The university can no

- A number of collective agreements will be renegotiated during the three-year planning timeframe and the outcome of future negotiations is unknown.
- Significant investment is required to support physical and Information Technology-related infrastructure renewal.
- The current inflation environment will put pressure on operating expenses, and particularly on the utilities budget.
- Market volatility risk exists on income from the Pooled Investment Fund (PIF)

The 2023-24 budget reflects no deficit after the draw-down of reserves. A draw-down of $62.8M is forecasted due to unit spending in excess of budget allocations and additional unit budgeted revenues. The draw-down of carry-forward reserves will continue to be monitored to ensure units are using these funds to invest in one-time innovation, capital renovations, and bridging to a sustainable budget.

Although, the University continues to deliver on its academic and research mission, the University continues to face financial challenges resulting from the provincial government's tuition framework announcements and continued financial constraint limiting the maximum provincial grant be maintained at the 2019-20 level with no potential increases until after 2023-24, except for the additional medical and nursing student spaces.

Combining the government imposed financial constraints with economic downturns, increasing interest rates, and inflation including cost increases associated with supply chain issues, the University's ability to maintain financial stability is only due to the historical creation of reserves on which the University can now draw. Subsequent to the budget being approved by the Board of Trustees, the University imposed a hiring freeze in May 2023 for full-time operating budget positions. This temporary measure will have an immediate impact by reducing the University's projected 2023-24 deficit and providing a starting point to explore other cost containment options. It is currently unclear what savings will be achieved by this route, and it is likely that further measures will be needed. Additional work to identify longer term cost efficiencies and additional revenue generation is underway; however, the location of immediate cost savings will be a priority for the 2023-24 academic year. The University is committed to returning to balancing the budgetted 2comcTJ 0.l(TJ 0.)-1 (n)-4ty 14

1. Setting the Context

Almost 96% of revenue in the Operating budget is 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 the government, with limited flexibility for universities to increase revenue.

Recent public policy has 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.

Subsequent to the budget being approved by the Board of Trustees, the University imposed a hiring freeze in May 2023 for full-time operating budget positions. This temporary measure will have an immediate impact by reducing the university’s projected 2023-24 deficit and providing a starting point to explore other cost containment options. The University is committed to achieving a balanced budget by 2025-26.

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 combines both undergraduate and graduate enrolment while ensuring the grant revenue in the enrolment envelope will not reduce if enrolment remains above the lower band of the +/- 3% of the enrolment mid-point set based on the actual enrolment for 2016-17 for undergraduate enrolment and 2019-20 for graduate enrolment. The U

continued support for key functions in the Shared Services, all balanced by ensuring that sufficient incremental revenue remains in the Faculties to support the academic and r

The Operating budget for 2023-24 to 2025-2

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

Queen's Uicit)

		Budget 2023-24
Centrally budgeted revenues	$	666.7
Unit budgeted revenues over and above central allocations	$	46.0
TOTAL OPERATING REVENUES	$	712.7
EXPENSE		
Faculties and Schools Allocations*	$	374.5
Shared Services Allocations	$	187.9
Unit expenses greater than allocation	$	108.8
Undergraduate & Graduate Student Aid	$	30.3
Utilities	$	20.9
Infrastructure Renewal	$	12.6
Priority Initiatives	$	4.3
Contingency	$	2.8
Flow Through Allocations, net of recoveries	$	12.7
Indirect Costs of Research to External Entities	$	0.6
To Be Allocated	$	4.7
TOTAL OPERATING EXPENDITURES	$	760.1
Net Surplus (Deficit) before Capital Expenditures	$	(47.4)
Transfer to Capital Budget	$	(15.4)
Net Budget Surplus (Deficit)	$	(62.8)
Contribution from Carryforward Balances	$	62.8
Net Surplus (Deficit)	$	-

TABLE C – OPERATING BUDGET BY REVENUE AND EXPENSE

REVENUE	
Grants and Contracts	227,314
Fees	433,938
Sales and Service	9,326
Other	21,266
Donations	1,020
Investment Income	19,846
	712,710
EXPENSES	
Salaries and benefits	523,270
Supplies and other expenses*	111,242
Student Assistance	41,611

3.1 Budget Strategy

Queen's 2023-24 budget is projecting a balanced budget, after the $28.8 million draw-down of reserves. The University went through an extensive budget planning process to determine a strategy to achieve a balanced operating budget. The University is

3.2 Draw-down of Carry-forward Balances / Reserves

The 2023-24 budget reflects a balanced budget with the use of reserves. A draw-down of $62.8M from unit carry-forward balances is projected for 2023-24 based on the units' budget submissions. This draw-down of carry-forwards represents slightly more than 8% of total unit expenditures, and the operating contingencies (reserves) balance as per the 2021-22 audited financial statements is $167.1M.

Queen’s University

4. Discussion of Major Revenues and Expenditures

4.1 Revenues

Enrolment

The recommendations from the Strategic Enrolment Management Group for enrolment in 2024-25 and 2025-26 are included as Appendix 1 of this report, together with the initial proposals from Faculties and Schools for 2025-26. The recommended enrolment plan for 2024-25 and the recommended changes to the previously approved enrolment plan for 2024-25 have been endorsed by the Senate Committee on Academic Development and were forwarded to Queen's Senate for its approval. Senate approved the recommendations at its meeting on March 28th, 2023.

The majority of the operating revenue is enrolment driven and made up of tuition fees and provincial grants. Therefore, enrolment projections have a significant effect on Queen's financial forecasts. The 2023-24 to 2025-26 Operating budget incorporates the recommendations for 2023-24 and 2024-25 and the initial proposals for 2025-26.

A significant portion of the University's revenues are controlled by the provincial government in the 2023-24 (and 2024

programs in the Smith School of Business due to the higher interest costs to finance an education, personal investment portfolio declines, inflationary/recessionary pressures, pandemic burnout, global uncertainty, etc. The table below presents actual and projected graduate enrolment based on a full

TABLE D –

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 these estimates are greater than 50 cents. The federal funding received by Queen's faculty members in 2021-22 was approximately $67M. This is a small increase from the prior year's number of $65M and reflects small changes in our awarded grant performance through the Tri-Agency sponsored research funding envelopes. The RSF grant is based on a three-year average of Tri-Agency sponsored research funding. Any changes in this funding year over year will result in a change in our RSF grant in future years and will need to be adjusted during the next budget planning cycle. For 2023-24, the total RSF grant has been projected to be $8.0M.

4.1.3 Tuition

Student fees, primarily through for-credit tuition fees, represent approximately 38% of total operating revenue. Thus, any changes to government policy surrounding tuition fee setting will have a significant impact on the operating budget.

The tuition policy framework in Ontario, up to and including 2018-19, permitted universities to increase tuition. In January 2019, the Ministry of Colleges and Universities (MCU) announced the new Tuition Policy Framework for the sector, which mandated a tuition reduction on funding-eligible programs by 10% for 2019-20 and froze tuition at that level for 2020-21.

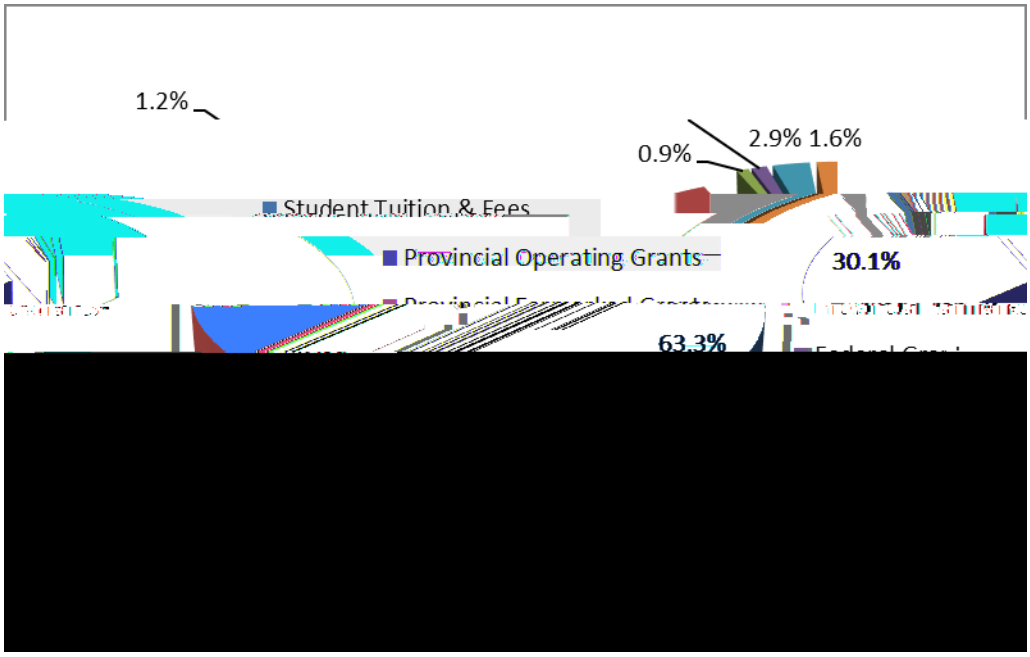
On March 2, 2023, the provincial government announced the tuition framework applicable for only 2023-24 which continues to restrict flexibility for the University by freezing tuition fees for domestic funding-eligible programs at 2019-20 levels for Ontario students. However, the province has provided institutions the ability to increase tuition fees for domestic out-of-province students by up to five per cent. As a result, the University will apply five percent increases to tuition fees for year-one and year-two domestic out-of-province direct-entry undergraduate students only, in line with the recently announced 2023-24 provincial government tuition framework. In addition, the tuition framework provided for the ability to increase tuition fees by up to 7.5% for up to three programs whose tuition fees were on average anomalous to comparator programs in the province. As the tuition anomaly provision was announced late in the process, the budget presented here does not reflect the impact of the additional revenue that will materialize from the tuition anomaly provision.

The assumption for international tuition incorporates an increase of zero per cent for most undergraduate programs for all years of study, except for a few programs that have differing rates of increases as noted in Appendix 2

The budget projections for 2023-24 use tuition fee increases as detailed in Appendix 2 which were approved by the Board of Trustees on May 12, 2023.

Based on the 2023-24 operating budget, the following graph demonstrates the proportion of total revenue by source of revenue.

Figure 1 Total Operating Revenue by Source of Revenue



The PEF income payout is based on a hybrid formula that uses a long-term payout target of 4.0%. The formula is meant to preserve capital for inflationary increases while producing a substantial level of income to support current operations. Because the hybrid formula is weighted 70% on the previous

The payout for 2023-24 will be 16.31 cents per unit, which represents a 6.9% increase from the 2022-23 payout of 15.75 cents per unit. The payout rates for 2024-25 and beyond in the table below are derived from assumptions based t Tw (20,fff)-10 (a)4 (rth)]TJ 0P [(c)(a)4 (rth)]TJ -1.22 Tda03 Tc -0 (.)Tj

4.2 Expenditures

4.2.1 Allocations

Figure 2 below shows a breakdown of budget allocations in the 2023-24 Operating budget. Two-thirds of the Operating budget is allocated directly to support the academic enterprise through allocations to the Faculties and Schools and to student assistance. A transfer to Capital from Operating is required to support previous internal loan decisions as well as to cover the cost of debt repayment on large capital and information technology projects.

Figure 2 Budget Allocations to Major Expenditure Areas

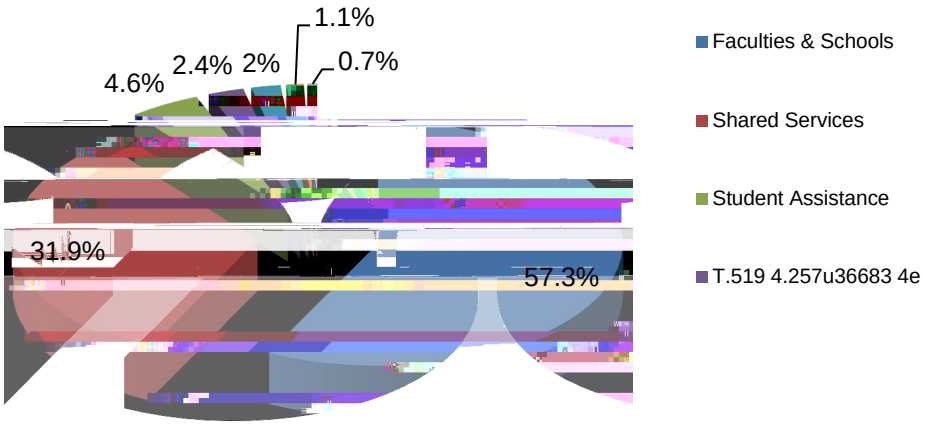
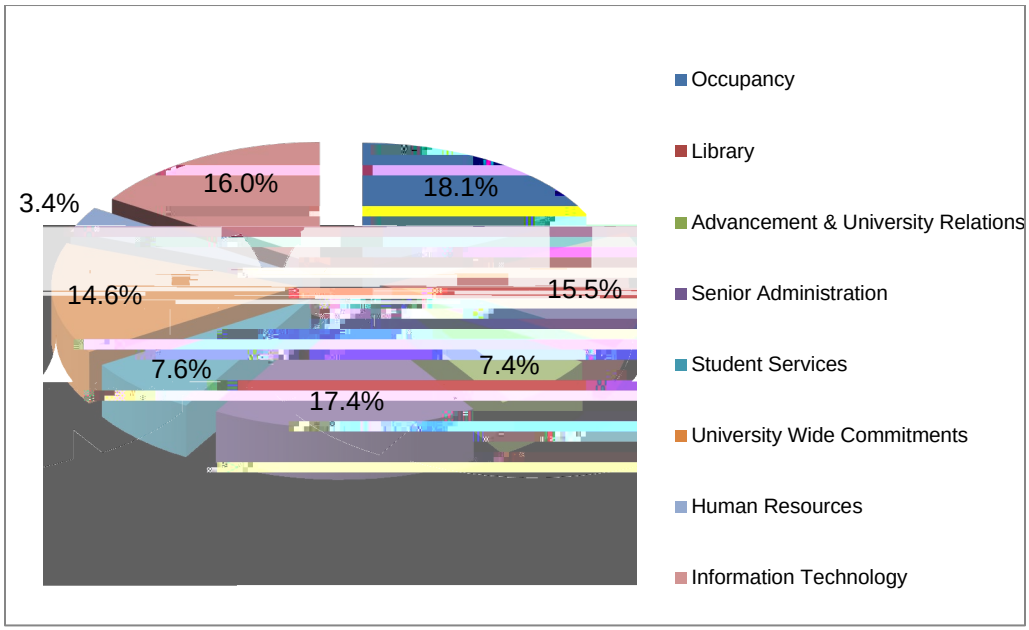


Figure 3 shows a further breakdown of the Shared Service allocations. Many expenses included in Shared Services directly support academic programs and other initiatives in the Faculties and Schools. The Library and Student Services together represent 23.1% of Shared Service allocations with Information Technology Services and Occupancy costs representing 15.5% and 18.1% of allocations respectively.

Figure 3 Detailed Shared Service Budget Allocations



The following table shows the expenditures that are included in occupancy costs and the relative size of the expenditure. The two most notable expenditures are the cost of utilities and the cost to operate and maintain our buildings and grounds.

The University Fund is also being used to support transfers from the Operating budget to the Capital budget to support internal loans for capital and technology projects. Other allocations include infrastructure renewal to support deferred maintenance, classroom renewal and technology infrastructure, and priority initiatives including support for inclusion and diversity, the Research Intensity fund and the University contingency fund. The contingency fund is needed to provide flexibility and to mitigate any in-[illegible]

4.2.2 Student Financial Assistance

Student Affairs, through the Office of the University Registrar (“OUR”), is responsible for student financial assistance as it relates to:

- University-wide Need-based Bursaries and Awards (Graduate and Undergraduate)
- Undergraduate Merit-based Scholarships and Awards

The goals of the University-funded financial aid programs are to:

- advance equity of opportunity
- recognize merit by rewarding various forms of achievement across disciplines and programs
- facilitate competitive admission and retention objectives
- supplement student and family resources and government assistance
- support the University’s strategy, goals, and priorities.

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The following recommendations made by the committee and endorsed by the Senior Leadership Team are in the process of being fully implemented for the 2022-23 academic year:

- Increasing admission bursaries to enable domestic students to begin and complete a degree at Queen's irrespective of personal, geographic, or socio-economic circumstances. Beginning in Fall 2023, up to 100 new, renewable, Major Access Awards will provide recipients with four years of funding – totaling $40,000 to $72,000 – depending on the program of study.
- Increasing annual bursary allocations to meet a greater portion of the student's unmet need.
- Ensuring campus work programs grow to reflect the needs of the student population, so more students can gain valuable work experience and supplement financial aid.
  - Designated Summer Work Experience Program funding targeted to supplement on campus summer employment opportunities for Promise Scholars and WUSC (student refugee program) students.
- Focusing need-based financial aid to international students on the University partnership programs (e.g. WUSC and Karta).
- Moving away from current grade-based first-entry aid (f)- Schasrnempnitnie s recu1 T Tw 1.2(e)1 /LBod

Self-Identified	I-EDI-AA-Specific Awards	Non-I-EDI-AA Specific Awards	Total Bursary/Award	Self-Identified	I-EDI-AA-

At the graduate level, substantive, sustained, guaranteed funding is critical to attracting high quality graduate students – both domestic and international, and enhancing the graduate student experience. Graduate students fuel the research enterprise and as such, impact the research prominence of the University. In collaboration with the faculties and schools, the School of Graduate Studies and Postdoctoral Affairs (SGPS) allocates funding support to all graduate programs, making sure that funding allocations reflect the institutional policies and priorities of Queen's. Funding packages for graduate students are made up of a combination of Teaching Assistantships, Research Assistantships, Research Fellowships, and scholarships and awards (endowed and expendable).

There are also various scholarship programs supported through the SGPS operating budget, and these undergo periodic review by a working group regularly convened by the Graduate Studies Executive Council (GSEC).

The SGPS established a working group on Graduate Student Funding in the Fall of 2019 to investigate the issue of graduate student funding at Queen's with the aim of bringing forward specific recommendations to improve the mechanisms for financial support of both domestic and international graduate students. The working group examined the International Tuition Award (ITA) which was losing its competitive edge as research-intensive universities are looking at ways to waive international tuition fees. With the support of Faculty/School Deans and approval by the senior leadership team, international PhD students began paying the same tuition amount as domestic PhD students at Queen's beginning September 2021, thus removing the tuition differential for international PhD students and eliminating the ITA.

The working group continues to examine the minimum funding guarantee for graduate students.

4.2.4 Faculty Complement

Queen’s University continues to focus efforts with the goal of ensuring faculty renewal is a priority for the University. The graph below shows Queen’s significant investment in full-time faculty positions (excluding Continuing Adjuncts) over the last few years.

Because provincial grants were frozen at the 2016-17 funding levels, increasing the faculty complement was made challenging with limited funds. Additionally, the MCU tuition framework announced in January 2019 that applied a 10% cut in domestic tuition for funding-eligible programs in 2019-20, and a freeze in tuition for these programs at the 2019-20 levels for fiscal 2020-21 through to 2023-24.

4.2.5 University Pension Plan (UPP)

Queen’s, along with the University of Toronto and the University of Guelph established a new pension

5.0 Broader Financial Picture

The Operating expenditures

Although the flexibility that Queen’s has in supporting the academic enterprise and managing its operations is within the

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.

TABLE E: CAPITAL BUDGET ALLOCATION

All of the Capital projects shown in the table above have been completed, except for the “2060 Debenture Sinking Fund” as well as the “Funding to be allocated for future capital projects” Theom].007--10 ( )]

5.1.1 Major Capital Projects

Queen's has embarked on a number of significant capital projects over the last few years.

TABLE F: CAPITAL EXPENDITURES FOR BOARD OF TRUSTEE APPROVED PROJECTS IN PROCESS

PROJECT NAME	PROJECT COSTS		
	Actuals at Mar '23	Total Projected Costs	Budget
IN PROCESS:			
Agnes Reimagined[1]	962	100,000	100,000
Climate Adaptive infraStructure Testing and Longevity Evaluation "CASTLE" Laboratory	204	10,690	10,690
John Deutsch University Centre - Residence	2,740	11,864	11,864
John Deutsch University Centre - Revitalization	17,526	85,627	85,627
Leonard Dining Hall Renovation	4,537	10,056	10,056
Richardson Stadium - Pavilion	6,608	15,800	15,800
SUBTOTAL - PROJECTS IN PROCESS	32,577	234,037	234,037
% OF APPROVED BUDGET	14%	100%	

1 - The project will be funded primarily by donor funding (lead gift of $75 million USD or approximately $97.5 million CAD and $1 millio the Stauffer Foundation). It is anticipated that the remainder of the funds can be achieved through government funding and fundraisin the next few years. The University will fund up to $8 million from its capital reserves.

5.1.2 Deferred Maintenance

The Ontario Association of Physical Plant Administrators (OAPPA), representing all universities in Ontario, engaged a new facility condition assessment provider, FCAPx, early in 2020 through a public procurement process. OAPPA has been working to review provincial DM data and ensure that reporting of information is standardized for universities and colleges across the education sector.

DM balances are currently at $456 million using the new methodology. DM balances remain very high-level estimates, informed largely by visual inspection of campus facilities and building system lifetime information.

December 2022 DM by System		Total ($M)
Envelope		62.9
Fire Protection		19.7
Electrical		70.8
Mechanical		106.1
Elevator		8.0
Interior		136.1
December 2022 Subtotal		403.6
	Academic	311.5
	Residence	92.1
Underground Infrastructure		52.4
Total DM, December 2022		456.0

The deferred maintenance program has been supported by yearly base and ancillary funding with annual incremental increases. In addition, the Province has also increased funding over the last number of years. Deferred maintenance balances are expected to grow as systems in the significant number of buildings constructed between 1960 and 1980 come to the end of their useful life.

Deferred Maintenance Funding Sources – Fiscal 2023-24	($ millions)
Ministry of Colleges and Universities (MCU) Facilities Renewal Program Grant[1]	5.2
Operating budget allocation	11.6
Subtotal	16.8
Deferred maintenance – residences	10.8
Total	

In recent years, the University has recognized the importance of addressing DM and has increased funding from $4.2 million in 2013 to $11.6 million in 2023-24. Total DM funding (including Provincial funding and Residences) is $27.6 million in 2023-24, which is approximately 1.0% of a $2.8 billion campus current replacement value (CRV). The industry standard is 1.5% ($42 million).

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 funds to deal with unanticipated issues.

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 2023-24 Budgets for each Ancillary Operation.

REVENUE	$	102,251	4,458	106,709
Non-interest expenditures	$	67,567	1,782	69,349
Interest	$	5,573	2,039	7,612
EXPENDITURES	$	73,140 $	3,821 $	76,961
Net Surplus (Deficit) before Capital an				
Contributions to University Operations	$	29,111	637	29,748
Deferred Maintenance	$	(12,350)	(525)	(12,875)
Debt Servicing - Principal	$	(8,157)	(1,273)	(9,430)
Contributions to University Operations	$	(4,935)	-	(4,935)
SURPLUS (DEFICIT)	$	3,669 $	(1,161) $	2,508
OPENING RESERVE		(5,967)	(29,078)	(35,045)
SURPLUS (DEFICIT) - PLANNED ALLOCATION TO (FROM) RESERVES		3,669	(1,161)	2,508
CLOSING RESERVE	$	(2,298)	(30,239)	(32,537)
OPENING RESERVE	$	18,017	6,117	24,134
Planned Contribution		12,350	525	12,875
Deferred Maintenance Expenditure		(15,649)	-	(15,649)

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5.3 Research Fund

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 $4.95 million in 2020-21, and $5.20 million in 202

TABLE 1

	Budget 2022-23	Budget 2023-24	Budget 2024-25	Budget 2025-26
Tuition Credit	$ 426,855,632	$ 387,392,904	$ 398,999,942	$ 409,143,488
Tuition Non-Credit	$ 20,464,986	$ 21,605,133	$ 23,157,592	$ 24,633,273
Student Assistance Levy	$ 2,885,000	$ 3,000,000	$ 3,120,000	$ 3,245,000
Other fees	$ 9,395,823	$ 10,032,954	$ 10,380,842	$ 10,578,459
Total Fees	$ 459,601,441	$ 422,030,991	$ 435,658,377	$ 447,600,220
Operating Grants				
Enrolment Envelope				
Core Operating Grant	$ 106,113,699	$ 84,976,327	$ 74,407,641	$ 74,407,641
International Student Recovery	$ (2,339,739)	$ (1,858,501)	$ (1,927,431)	$ (2,040,964)
Differentiation Envelope				
[illegible]				

	Budget 2022-23	Budget 2023-24	Budget Variance

APPENDIX 1

Short-Term Enrolment Projections 2023-2026

March 2023

Recommended for approval by SCADP March 7, 2023. Approved by Senate March 28, 2023

This report contains enrolment targets for 2023-2024 and 2024-2025 and enrolment projections for 2025-2026, which have been developed by the Strategic Enrolment Management Group (SEMG). More specifically, this report includes:

- Revisions to 2023-2024 targets: 2023-2024 targets were previously approved by Senate in April 2022, and the modifications are now submitted for April 2023 Senate approval;
- Revisions to 2024-2025 targets: initial 2024-2025 targets were provided for information to Senate in April 2022 as 2025-2026: submitted to Senate for information.

The Development of Enrolment Targets

The SEMG includes the Provost, Vice-Provosts, Deans, faculty members, and representatives from the Office of the University Registrar, Undergraduate Admissions and Recruitment, and the Office of Planning and Budget. This group considers enrolment targets and projections annually for the following three years. Each spring, Senate reviews:

- Any revisions to previously approved targets for the upcoming year that are

APPENDIX 1

In 2022-2023, international students made up 8% of the first-year undergraduate class, a decrease from 10.7% in 2021-2022 due to the impact

APPENDIX 1

- Expanded admission bursary programs to enable more students with the highest need to join the campus

Student Awards also introduced an entrance award to support local first-generation students; in 2022-2023, the university welcomed the third cohort of students in the Promise Scholars program. In 2022-2023, 5% of incoming undergraduate students self-identified as the first in their family to attend post-secondary, an increase of over 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 Intg-BwTe Tw 7 52 (efD) Tf 5.3 (Hd) Tj 0.05 Tw 0 Tc T 0.259 Tw (d) 3 +e 10 m [(1) 3.5 (3) 4 Tr (e Tw 2 0 12 0 Tm [(7)

APPENDIX 1

Undergraduate Intake by Faculty and Program:

Table 1 shows first-year and upper-year intake by faculty, school, and program. A summary for each faculty/school is

approved for the Nursing-Advanced Standing program for 2023-2024 and beyond have increased from 48 to 64.

The School of Medicine's first-year intake remains at the previously approved target of 128 students for 2023-2024 and beyond.

The 2023-2024 intake target for Post-Graduate Medicine decreases from the previously approved target of 227 students 0 Tcgd [(2)-10 (023)]TJ9eTm (0.005 Tw 0.19 0 Td (the)Tj 0 Tc 0 Tw 1)T

APPENDIX 1

Table 2: Enrolment Summary

Enrolment Report to the Senate Committee on Academic Development — February 2023

Queen's University

Table 2: Enrolment Summary — Office of Planning and Budgetin

Program	Actual Fall 2022	Fall 2023	Fall 2024	Fall 2025	Actual 2022-23	2023-24	2024-25	2025-26
Undergraduate								
Arts & Science								
BA/BAH	5,878	5,835	5,736	5,664	5,734	5,753	5,659	5,589
BSC/BSCH	3,825							

BB

APPENDIX 2

Table 1

Recommended Tuition Fee Levels 2023-24*

(Ontario Domestic Students)

Undergraduate and Professional Programs	Actual 2022-23	% Change	Proposed 2023-24	% Change
Engineering & Applied Science				
Year 1	$ 11,915	0.0%	$ 11,915	0.0%
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%	$ 1,429	0.0%
Arts and Science (including Con-Ed)				
(Arts, Science, Physical and Health Education, Music, Fine Art)				
Year 1	$ 6,084	0.0%	$ 6,084	0.0%
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				***
5w TJ -0.038 Tc 0.038 Tw 35.692 0 Td [(1)0.5 (6,)-18.7 (28)0.5 (9)]TJ 0.019 16w -2.282 0 Td [($)0.5 (16,)]TJ 0 0 0 1 k 0 0 0 1 K 0 0 0 1 k 0 0 0 1 K 0 0 0 1 k 0 0 0 1 K

APPENDIX 2

	Actual 2022-23	% Change	Proposed 2023-24	% Change
All Faculties Research Masters and PhD				
Master's				
Year 1	$ 5,772	0.0%	$ 5,772	0.0%
Year 2	$ 5,772	0.0%	$ 5,772	0.0%
Master of Education (part-time) **	$ 996	0.0%	$ 996	0.0%
Doctoral				
Year 1	$ 5,772	0.0%	$ 5,772	0.0%
Year 2	$ 5,772	0.0%	$ 5,772	0.0%
Year 3	$ 5,772	0.0%	$ 5,772	0.0%
Year 4	$ 5,772	0.0%	$ 5,772	0.0%
Faculty of Arts & Science				
Master in Public Administration (MPA)				
Year 1	$ 10,842	0.0%	$ 10,842	0.0%
Year 2	$ 10,842	0.0%	$ 10,842	0.0%

YeaD0.5 (r)43.3 (1)]TJ -0.038 Tc 0.038 Tw 35.692 0 Td [(1)0.5 (0)-18.8 (7)0.51(

APPENDIX 2

	Actual 2022-23	% Change	Proposed 2023-24	% Change

APPENDIX 2

	Actual 2022-23	% Change	Proposed 2023-24	% Change
Engineering & Applied Science				
Year 1	$ 59,285	8.0%	$ 59,285	0.0%
Year 2	$ 57,639	5.0%	$ 59,285	0.0%
Year 3	$ 56,038	5.0%	$ 57,639	0.0%
Year 4	$ 54,481	5.0%	$ 56,038	0.0%
Bachelor of Mining Engineering Technology				
Year 2	$ 33,100	5.0%	$ 33,100	0.0%
Year 3	$ 33,100	5.0%	$ 33,100	0.0%
Year 4	$ 33,100	5.0%	$ 33,100	0.0%
Certificate in Mining Technologies **	$ 5,092	5.0%	$ 5,092	0.0%
Arts and Science (including Con-Ed)				
(Arts, Science, Physical and Health Education, Music, Fine Art, Computing)				
Year 1	$ 53,473	5.0%	$ 54,810	2.5%
Year 2	$ 53,473	5.0%	$ 54,810	2.5%
Year 3	$ 53,473	5.0%	$ 54,810	2.5%
Year 4	$ 53,473	5.0%	$ 54,810	2.5%
Certificates in Arts & Science (various programs)**	$ 10,695	5.0%	$ 10,962	2.5%
Commerce				
Year 1 - 5.5 courses	$ 56,531	5.0%	$ 59,358	5.0%
Year 2 - 5.5 courses	$ 56,531	5.0%	$ 59,358	5.0%
Year 3 - 5.0 courses	$ 51,392	5.0%	$ 53,961	5.0%
Year 4 - 5.0 courses	$ 51,392	5.0%	$ 53,961	5.0%
Certificate in Business**	$ 10,278	5.0%	$ 10,792	5.0%
Education				
Concurrent (education courses)	$ 33,156	5.0%	$ 34,814	5.0%
Law				
Year 1	$ 71,083	5.0%	$ 71,083	0.0%
Year 2	$ 71,083	5.0%	$ 71,083	0.0%
Year 3	$ 71,083	5.0%	$ 71,083	0.0%
Certificate in Law**	6,846			

APPENDIX 2

	Actual	%

APPENDIX 2

Table 4
Recommended Tuition Fee Levels 2023-24*
Bader College
(fees include tuition, residence with full meals, local transportation and field studies)

Bader College Programs	Actual 2022-23	% Change	Proposed 2023-24	% Change
Fall**	$ 21,858	0.1%	$ 22,356	2.3%
Winter **	$ 21,858	0.1%	$ 22,356	2.3%

* Tuition is approved at the program level, based on normal full-time course load, & assessed at the unit level.
** Concurrent Education students at the Bader College will be assessed by unit for the additional B.Ed courses.
Actual tuition fees assessed may vary slightly from approved due to rounding.

APPENDIX 2

	Actual 2022-23	% Change	Proposed 2023-24	% Change
Education				
Consecutive	$ 5,998	0.0%	$ 5,998	0.0%

	Actual 2022-23	% Change	Proposed 2023-24	% Change
Diploma Arts Management	$ 6,078	0.0%	$ 6,078	0.0%
Masters of Arts Leadership	$ 12,156	0.0%	$ 12,156	0.0%
Diploma Biomedical Informatics	$ 9,351	0.0%	$ 9,351	0.0%
Master of Biomedical Informatics	$ 18,702	0.0%	$ 18,702	0.0%
Smith School of Business				
Executive MBA Americas (formerly Cornell-Queen's MBA)	$ 86,458	0.0%	$ 86,458	0.0%
Master of Finance Degree	$ 33,011	0.0%	$ 33,011	0.0%
Master of Management Innovation & Entrepreneurship	$ 26,155	0.0%	$ 26,155	0.0%
Master of Management Analytics	$ 35,640	0.0%	$ 35,640	0.0%
Master of Management in Artificial Intelligence	$ 59,293	3.2%	$ 61,072	3.0%
Graduate Diploma in Business Administration	$ 34,071	2.9%	$ 35,071	2.9%
Graduate Diploma in Accounting**	$ 2,140	3.9%	$ 2,140	0.0%

	Actual 2022-23	% Change	Proposed 2023-24	% Change
Education				
Consecutive	$ 33,156	5.0%	$ 34,814	5.0%

	Actual 2022-23	% Change	Proposed 2023-24	% Change
Diploma Arts Management	$ 16,592	5.0%	$ 17,421	5.0%
Masters of Arts Leadership	33,183	5.0%		