



# Operating Budget Guidelines

For the fiscal years 2021/22, 2022/23 and 2023/24

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**BRIGHTER WORLD**



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# 1 INTRODUCTION

The Operating Budget Guidelines are provided as a budget development framework to ensure consistency across the University. For 2021/22, framework allocations continue to be made according to the methodology of the budget model implemented in 2014/15. The budget model is a hybrid activity-based budget (ABB) model where activity units (Faculties) are allocated a share of central revenue based on activity, and support units receive an annual fixed budget based upon prior year's allocation plus increments related to determined priorities. The details of the budget model may be seen at <http://budgetmodel.mcmaster.ca/>.

The budget for 2021/22 will be developed in the Hyperion system, which is integrated with the PeopleSoft system. The 2020/21 projection and 2021/22 budget submissions in Hyperion will be transferred into PeopleSoft after the budget process for 2021/22 is finalized. A brief overview of the Hyperion submission is given in Section 5.

# 2 INFORMATION AND CHANGES FOR 2021/22

The following is a list of key information and changes and is not intended to be exhaustive:

- The budget planning horizon will cover the three-year period 2021/22 to 2023/24. Submissions should include updated projections for 2020/21. The 2021/22 budget should be based on a detailed analysis by department and program which will be used as the benchmark for actual results, while 2022/23 and 2023/24 may project revenue and expenses at the envelope level, incorporating major changes. The specific budget approval will be limited to the 2021/22 fiscal year while the future years remain a working document.
- The budget cycle will continue to be divided into two phases:
  - Phase 1 June to October: Support units prepare budgets and activity units prepare a 5 month review.
  - Phase 2 November to March: Activity units prepare budgets.
- Budget presentation conferences will continue to be attended by the Budget Committee, as well as by Deans and faculty Directors of Administration to provide feedback on the processes and services they are supporting, and to understand and enhance collaboration with other presenting Activity units. The complete submission and presentation schedule is shown in Section 3.
  - **NEW** The presentations will remain in the same format as prior years but will take place virtually until such time as in-person meetings are permissible.
- Revenue projections, which feed the allocation amounts, will be based on the Provincial funding framework for grants and tuition. Allocation amounts are shown in Appendix A.
  - **NEW** Support unit allocations include approved strategic investments, as well as a contribution to salary increases for 2021/22.

- Activity unit true-up allocations for 2019/20 and updated projections for 2020/21 will be available by the end of September or early October for use in the 5 Month Review. Activity unit allocations for the 2021/22 budget and outer years based on the November 1 count will be confirmed in early January.
- The new Budgeting website now contains a section on Preparation of Budgets which outlines the various steps for preparing budgets. <https://financial-affairs.mcmaster.ca/services/budgeting/guidelines-for-preparation-of-budgets/>
- The budget submission templates follow the same layout as the previous year – one for activity units and one for support units – and highlight important information in the main part of the narrative, with appendices for Budget Committee and for Budgeting Services. Please be sure to download the updated template for the 2021/22 budget from the Budget Guidelines and Templates section of the Budgeting Services web site. <https://financial-affairs.mcmaster.ca/services/budgeting/budget-guidelines-and-templates/> The short timeline for presentations results in a large amount of material to be reviewed in a short period of time. **It is strongly recommended to limit narrative submissions to no more than 12 pages plus appendices.**
- The provincial Strategic Mandate Agreement (SMA) was to be renewed effective June 1, 2020, however the move to revised performance based metrics has been delayed for one year. The agreement supports McMaster's institutional strategy, and budgeted activities must contribute to achievement of its stated objectives. In order to meet institutional reporting requirements, each envelope must report achievement of SMA commitments and SMA goals for the next three years. These items should be highlighted in point form in Section 5.3 of the narrative for Support Units.
- Please note the following information to be included in the budget submission narrative:
  - Benchmarks and performance indicators in section 3 should include employee engagement survey results. Any external benchmarks should be limited to comparable Canadian universities.
  - All assumptions must be consistent with these guidelines and no deviations are allowed. Envelope Managers should highlight concerns in their narrative submissions.
  - Net assignable square meters (NASM) and other budget model drivers will continue to be reported as part of the submission, to be provided by Budgeting Services as part of the cover page summary of the budget. The drivers that will be reported for your envelope will be posted in the McMaster Budget Model section of the Budgeting Services website.
  - A section outlining budgeted positions is included in the narrative. While the FTEs calculated in Hyperion are based on hours worked, this Section 6.2 focuses on trends in fully-staffed complement. Details of requirements are included in the narrative template. For the 2021/22 budget, FTEs will be calculated by Hyperion based on the hours forecast for each employee. This calculation will be consistent with the FTEs used as a driver in the budget model, which includes hours worked by all employees as

recorded in the HR payroll system through salary accounts. For more information, please see Section 4.5 and Appendix F.

- Significant planned capital expenditures must be included. The link to the capitalization policy can be found at [https://financial-affairs.mcmaster.ca/app/uploads/2018/07/Capital-Assets-Accounting-Policy-2019\\_Final.pdf](https://financial-affairs.mcmaster.ca/app/uploads/2018/07/Capital-Assets-Accounting-Policy-2019_Final.pdf)
- Details and explanations of all one-time revenue and expenses must be provided (see Appendix C). Please note that contractually limited appointments (CLAs) are not considered to be a one-time expense unless the position will not continue.
- Reasons for major variances (>\$100K and 10%) of the 2020/21 projection and 2021/22 budget from original budget and prior year actual must be explained.
- Details of transfers outside your envelope balancing to your submission must be provided in the appendix to your narrative. **Before including a transfer in your budget you must confirm that the other side of the transfer has been budgeted.** A report template will be provided in Hyperion.
- **NEW** An appendix has been added to the budget templates to track extraordinary expenses related to COVID-19 for each budget envelope. Please populate the table with a description of expense items that can be directly attributed to the impacts or changes from the COVID-19 pandemic.
- Hyperion will be used for entering and managing budgets. Information on how to use Hyperion is available in the Hyperion Resources section of the Budgeting Services web site. Refresher training sessions will be announced. Assumptions for salary increases in accordance with collective agreements and benefit rates in accordance with rates approved by the Budget Committee will be loaded into Hyperion to facilitate calculation of the compensation budget. The 2021/22 budget in Hyperion will be entered in PeopleSoft GL after approval. Refer to Section 4.2 for more information.
  - The Adjusted Budget forms introduced in June 2018 will be open for input to 2020/21 in Hyperion throughout the year. Any changes made in the Adjusted Budget dimension can be copied into the budget. Please refer to the training material on the Budgeting Services web site or contact your Budgeting Services representative (see Section 5) for more information.
  - Form 1.1.2.2 Existing Employees Override will accept changes to labour account numbers for budgeting purposes. Any changes to the HR system still require completion of the HR Event Form.
- Appendix F ***Frequently Asked Questions*** will be updated as further questions arise and posted to the Budgeting Services web site.

### 3 SUBMISSION AND PRESENTATION TIMETABLE

The dates for the various budget envelope submissions and presentations are shown in the table below. The Vice-President of your envelope must review and approve your budget before it is forwarded to Budgeting Services. Material must be submitted to Budgeting Services on the specified date for review at the following Budget Committee meeting. Workflow is used in Hyperion to transfer control of the budget from submitter to approver within the envelope. Please submit the final narrative (in Word format) and financial report electronically to your Budgeting Services representative (see contact information in Section 5) for presentation to Budget Committee.

At the budget presentation, assume that the group has reviewed the material provided. Be prepared to highlight your key points, which should be limited to 10 minutes. Following your presentation there will be a total of 20 minutes scheduled for discussion of the budget submission and feedback from the Budget Committee, Deans, and Directors of Administration.

Budget Envelope	Envelope Manager	Due in Budgeting Services	Send to Budget Committee	Budget Committee Presentation	Budget Committee Presentation If Requested
Graduate Studies/Scholarships	D. Welch	Oct 12, 2020	Oct 19, 2020	Nov 2, 2020	
Student Affairs	S. Van Koughnett	Oct 12, 2020	Oct 19, 2020	Nov 2, 2020	
Registrar/Undergraduate Scholarships	M. Poole	Oct 12, 2020	Oct 19, 2020	Nov 2, 2020	
UTS/Technology Fund	G. Gray	Oct 12, 2020	Oct 19, 2020	Nov 2, 2020	
Museum of Art	C. Podedworny	Oct 12, 2020	Oct 19, 2020		Nov 6, 2020
President/Strategic Priorities	D. Farrar	Oct 12, 2020	Oct 19, 2020		Nov 6, 2020
University Secretariat	D. Farrar	Oct 12, 2020	Oct 19, 2020		Nov 6, 2020
Provost Office/Academic Contingency	S. Tighe	Oct 12, 2020	Oct 19, 2020		Nov 6, 2020
Health Sciences deployed services	P. O'Byrne/ S. Galloway	Oct 12, 2020	Oct 19, 2020		Nov 6, 2020
University Advancement	M. Williams	Oct 15, 2020	Oct 22, 2020	Nov 5, 2020	
Branding & Marketing Envelope	D. Farrar	Oct 15, 2020	Oct 22, 2020	Nov 5, 2020	
Administration departments	R. Couldrey	Oct 15, 2020	Oct 22, 2020	Nov 5, 2020	
Facility Support envelopes	R. Couldrey	Oct 15, 2020	Oct 22, 2020	Nov 5, 2020	
University Library & HSC Library	V. Lewis/ P. O'Byrne	Oct 16, 2020	Oct 23, 2020	Nov 6, 2020	
MacPherson Institute	S. Tighe/L. Goff	Oct 16, 2020	Oct 23, 2020	Nov 6, 2020	
Research	K. Mossman	Oct 16, 2020	Oct 23, 2020	Nov 6, 2020	
Non-academic ancillaries - Phase 1	R. Couldrey/ D. Henne	Oct 16, 2020	Oct 23, 2020	Nov 6, 2020	
Non-academic ancillaries - Phase 2	R. Couldrey/ D. Henne	Mar 5, 2021	Mar 12, 2021	Mar 26, 2021	
Continuing Education	L. Carter	Mar 5, 2021	Mar 12, 2021	Mar 26, 2021	
Health Sciences	P. O'Byrne	Mar 5, 2021	Mar 12, 2021	Mar 26, 2021	
Humanities	P. Swett	Mar 5, 2021	Mar 12, 2021	Mar 26, 2021	
Arts and Science Program	J. Wilson	Mar 8, 2021	Mar 15, 2021		Mar 29, 2021
Business	L. Waverman	Mar 8, 2021	Mar 15, 2021	Mar 29, 2021	
Engineering	I. Puri	Mar 8, 2021	Mar 15, 2021	Mar 29, 2021	
Science	M. MacDonald	Mar 8, 2021	Mar 15, 2021	Mar 29, 2021	
Social Sciences	J. Hurley	Mar 8, 2021	Mar 15, 2021	Mar 29, 2021	
University Fund/Contingency Envelopes	S. Tighe	Mar 8, 2021	Mar 15, 2021	Mar 29, 2021	

## 4 BUDGET SUBMISSIONS

The Budget Committee requests a written plan for all envelopes. Submissions that project an ongoing (structural) deficit (see Appendix C) must include a detailed plan as discussed with the Vice-President outlining how the deficit will be eliminated.

Envelope managers are encouraged to set priorities for their units. This means that envelope managers should prepare a summary for the total envelope and the choices that have been made among the different units within the envelope, rather than describing the activities of each individual unit.

### 4.1 NARRATIVE

- Updated narrative templates for activity and support units in Word format may be downloaded from the Budget Guidelines and Templates section of the Budgeting Services web site.
- Hyperion summary tables of budget, major variances and transfers to be included in narrative may be found in the Budget Guidelines and Templates section of the Budgeting Services web site.

### 4.2 HYPERION BUDGET ENTRY

Instructions on how to use the Hyperion system are available under the Hyperion Resources section of the Budgeting Services web site. The website also includes a section on preparing budgets, including the various steps involved. A schedule of group training sessions will be emailed to all Hyperion users at the start of each budget cycle. One-on-one support is available from your Budgeting Services representative (contact information in Section 5).

**Hyperion Cheat sheet:** Available on the Budgeting website is a cheat sheet which can be used as an aid when entering in Hyperion (<https://financial-affairs.mcmaster.ca/app/uploads/2020/05/Hyperion-Planning-Cheat-Sheet.pdf>)

**Important: Transfers must be entered at the account level in order to balance on a consolidated basis. Interest and debt repayment should also be entered at the account level.**

For the 2020/21 projection, Hyperion will be pre-populated with all monthly actual revenue, expense and appropriation results up to the most recently closed month – May for Phase 1, and October for Phase 2. The remainder of the planning periods will be pre-populated as follows:

- Salaries and benefits are calculated using year-to-date actuals plus projections based on the current data for each employee.
  - In Phase 1 for both support and activity units, May actuals will be loaded into the 2020/21 projection, and Hyperion will project salaries and benefits for all years based on employee master data loaded from the HR system in June.
  - In Phase 2 for activity units only, actual results for May through October will be loaded into the 2020/21 projection, and Hyperion will project salaries and benefits for all years based on employee master data loaded from the HR system in November.
  - Salaries and wages will be calculated using merit and step increase assumptions for each employee group.

- Benefits will be calculated using statutory and employer rates for each employee group and salary/wage level.
- Tables showing the rate assumptions are available in Hyperion under 1.2.1.2.5 Labour Source Data & Assumptions. This data is **STRICTLY CONFIDENTIAL**.
- Revenue and non-salary operating expense totals are based on the latest estimates.
  - In Phase 1 for both support and activity units, the 2020/21 projection and 2021/22 budget will be pre-populated with the original 2020/21 budget. 2022/23 and 2023/24 will be left blank. Plans for 2022/23 and 2023/24 are required by type of expense but do not need to be entered at the individual account level, with the exception of transfers, interest and debt repayment. During Phase 1, activity units are required to project 2020/21 results – future years are optional and will not be reviewed until Phase 2.
  - In Phase 2, revenue and non-salary operating expense totals are not updated. Any entry for future years entered during Phase 1 is preserved.
- Appropriations are updated to the actual amount.

All Smart View comments and supporting detail cells have been carried over from the previous budget cycle, however the numbers have been updated as described above.

- Numbers from the previous budget may be restored using the Smart View copy functions.
- Numbers in supporting detail cells may be restored by editing the supporting details and submitting.
- Instructions on how to use these functions are available in the Hyperion Reference Guide - Opex Module in the Hyperion Resources section on the Budgeting Services website.

You will be notified when the forms and reports are available in Hyperion, expected to be by Friday June 26th for Phase 1 and the week of November 23 for activity units. A formatted report for submission to the Budget Committee will be available in “Reports” in Hyperion.

## 4.3 REVENUES, RECOVERIES AND TRANSFERS

### 4.3.1 FRAMEWORK ALLOCATIONS

Support unit allocations for 2020/21 to 2023/24 are shown in Appendix A. Activity unit allocations will follow when revenue projections based on the November 1 count have been incorporated into the budget model.

Grant and tuition revenue from provincially-funded programs is based on IRA projections. To avoid double counting, envelope managers should not include revenue received through the framework in their budgets. Expenses related to enrolment growth should be budgeted.

Only 2021/22 allocations are approved as part of the budget process. Allocations for 2022/23 and 2023/24 are estimates for planning purposes only. Final adjustments to activity units’ 2019/20 allocations for actual revenue and enrolment will be made during the 2020/21 fiscal year.



### 4.3.2 OTHER REVENUE, RECOVERIES AND TRANSFERS

In addition to the budget framework allocation, envelopes generate other internal and external revenue and recoveries, and may have internal transfers within the University. External revenue and recoveries represent new money to the University, while internal revenue, recoveries and transfers move money around between departments.

**Revenues** include the possibility of a gain or loss. External revenues would include grants, sales, fees, donations, and sponsorships. Internal revenues are generated when one University unit provides goods or services to another and receives more than the direct cost (i.e. receives a profit or overhead factor). This would include lab fees, registration for McMaster conferences, and ancillary sales. External revenue is shown in Hyperion in categories Government Grants, Tuition Fees, Research Overhead, Sales, and Investment Income. Internal revenue is included with Research Overhead and Internal Revenue in Hyperion.

**Recoveries** represent a reimbursement of an actual cost, with no possibility of gain or loss. Recoveries may be from internal or external sources. The amount received just recovers an amount already paid, with no profit or overhead built in. This commonly includes all or part of payroll, equipment or supply costs. Internal recoveries are included with Internal Revenue in Hyperion. External recovery accounts are shown in the Other Revenue category in Hyperion. Specific salary and benefit recoveries are categorized with salaries and benefits in Hyperion/PeopleSoft.

**Transfers** can be used for any internal transaction with the exception of internal revenue, and are included in the Transfer category in Hyperion. Generally, accounts on both sides of the entry must be the same. Please refer to Appendix E for a complete list of transfer accounts and a decision tree to determine the correct account to use. Any transfers budgeted must be confirmed with the envelope on the other side. A Hyperion report balancing to the transfers budgeted at the envelope level must be included in your narrative budget submission.

## 4.4 EXPENDITURES

Below are the salary, benefits, and operating expenditure guidelines to be used to develop the 2021/22 budget. Salary increase and benefit rate assumptions will be loaded into Hyperion along with data for each employee and will be used to calculate salary, benefit, and FTE forecasts.

### 4.4.1 SALARIES AND WAGES

Changes in faculty or staff complement should be budgeted on the expected effective date of the change (normally July 1 for faculty). Since the University's fiscal year is May 1 through April 30, this may result in less than a full year's expense and calculated FTE.

Salary and wage increase assumptions as approved by the Budget Committee have been built into Hyperion. These assumptions are based on the collective agreements currently in effect, government directives, and future across-the-board increases. Any lump sums included in collective agreements have not been included in increase rates and should be budgeted as a hedge. **Salary increase assumptions are for modelling purposes only.**

Tenure stream (tenure track and tenured), special stream (CAWAR), teaching stream (teaching track and permanent teaching), contractually-limited appointments (CLAs), graduate teaching assistants and undergraduate teaching assistants should be budgeted in separate accounts.

A complete list of salary accounts and related benefit accounts is provided in Appendix D, along with a table of all union groups and the correct account(s) to use for each.

#### 4.4.2 BENEFITS

The benefit costs charged to departments consist of the employer share of statutory government remittances, pension contributions, insurance and surcharges. Employee Benefits Task Force 2 (BTF2) was established in 2018 to address two key topics. The first topic included reviewing the current benefit rates as to their competitiveness and to see if they could be reduced going forward. The second topic included a review of the principles and methodologies which the university is using to allocate employee benefit costs to departments and projects with recommendations for changes where appropriate. As a result of the BTF2 recommendations, the average rate (defined as a TMG employee in the defined benefit plan earning \$90,000 per year) was reduced to below 30% and this has been maintained for the 2021/22 budget.

For 2020/21, the employer contribution to the pension plan remains at 150% of employees' contributions for the year; this is based on changes to the pension legislation and updated projection analysis. For 2021/22 budget year this rate has dropped to 125%. For 2022/23 and 2023/24 high level planning should assume 125%.

Other changes from the task force first introduced last year include:

- The MUFA Child Care Surcharge has changed from a percentage of salary rate to a flat dollar rate, since the benefit to individual employees does not depend on salary level. The rate to be charged for 2020/21 is \$778.05 per employee; for planning purposes, the rate in 2021/22 will remain at \$778.05 and in 2022/23 will decrease to \$521.00 per employee.
- Paid Education Leave (PEL) and Social Justice Fund, previously charged to the benefits surcharge, will now be charged directly to departments similar to CPP.

The extended health and dental premiums remain flat for 2021/22; premium increases for 2022/23 and 2023/24 are projected at 2.25% per year.

The recently new MUFA and TMG dependents/spouse external tuition bursary/reimbursement program for undergraduate and graduate programs where the student is enrolled at an accredited post-secondary institution within Canada, other than McMaster comes into effect July 1, 2019 with first payments scheduled for fall 2020. These have been included in new benefit surcharge. The rate to be charged in 2020/21 will be \$301.57 per employee (MUFA) and \$233.55 per employee (TMG); for planning purposes, the rate in 2021/22 and plan years will drop to \$260 per employee (MUFA) and \$200 per employee (TMG).

Tables showing the components and computation of benefit rates are available in the Benefit Rates section of the Budgeting Services web site. <https://financial-affairs.mcmaster.ca/benefit-tables/> The rates in these tables are used in the Hyperion labour planning module to calculate benefits based on salary level. Changes to actual charge-out rates are possible if more information becomes available.

**4.4.3 PROFESSIONAL DEVELOPMENT ALLOWANCES**

MUFA Faculty PDA – May 1/20	\$2,500 per year
MUFA Faculty PDA – May 1/21	\$2,600 per year
MUFA Faculty PDA – May 1/22	\$2,600 per year
MUFA Faculty PDA – May 1/22	\$2,600 per year
MUFA Librarian PDA – May1/20	\$2,050 per year
MUFA Librarian PDA – May1/21	\$2,150 per year
MUFA Librarian PDA – May1/22	\$2,150 per year
MUFA Librarian PDA – May1/23	\$2,150 per year
TMG	\$2,500 per year

**4.4.4 NON-SALARY EXPENSES**

**4.4.4.1 OCCUPANCY COST**

For ancillary and support units that pay for occupancy costs, base space charges are aligned with the budget model. Base services provided by Facility Services are incorporated into the rent rates. There will continue to be additional charges for enhanced and special services as negotiated by each unit. For details of rent calculations, contact your Budgeting Services representative (contact information in Section 5). Insurance will be charged separately based on actual premiums paid.

Costs of space are assigned based on the prior year actual space inventory (on a slip-year basis) unless otherwise notified by Budgeting Services for large new buildings opening mid-year. Changes in assigned space will be reflected in the following year’s projections, thus occupancy cost adjustments for approved relinquished space will take effect for the next budget cycle. Any unit wishing to relinquish underutilized space should provide information on the type and amount of space and the desired timeframe for relinquishing it to their envelope Vice-President by December 31, 2020. The VPs will assess if the relinquished space is of a type and configuration that would be usable by another unit. The VP and/or Space Management Committee will make all reasonable attempts to match the space to known needs expressed by other units, however, the unit to which the space was originally assigned will remain responsible for the occupancy cost until the end of the next budget cycle.

**4.4.4.2 CAPITAL EQUIPMENT**

Please refer to the capitalization policy and provide an explanation of significant expenditures. Asset categories, dollar thresholds and account numbers are summarized in Appendix F.

**4.4.4.3 SCHOLARSHIPS AND BURSARIES**

Identify separately, all amounts paid directly to students.

#### 4.4.4.4 SUPPLIES AND EXPENSES

All non-salary expenditure not itemized above. Please note that Microsoft software is now provided through McMaster's site license. The cost of individual licenses should not be budgeted.

### 4.5 EMPLOYEE FULL-TIME EQUIVALENT (FTE)

FTEs will be calculated by Hyperion based on the hours forecast for each employee. This calculation will be consistent with the FTEs used as a driver in the budget model, which includes hours worked by all employees as recorded in the HR payroll system through salary accounts. FTEs are the actual time worked compared to standard hours for that position. For example, if a department has 3 part-time employees working a total of 70 hours per week with standard 35 hours per week, the department has 2 FTEs.

Information about actual paid FTEs for all employee groups is available to envelope managers through Hyperion. Please note that FTEs for TAs and sessional faculty are based on a standard 1,825 hour year and not on head count, i.e. a full-time TA of 266 hours is a 0.15 FTE, and a sessional lecturer teaching 3 units at a standard of 238 hours is a 0.13 FTE.

Please refer to the FAQs in Appendix F for additional details on FTEs.

### 4.6 OPERATING SURPLUS (DEFICIT)

The expectation of the Budget Committee is that the envelope is in either surplus or balanced position in each fiscal year. Envelopes with an operating deficit should bring forward a plan as discussed with the Vice-President on how to achieve a balanced budget. Carry forward amounts are not meant to be used to support ongoing operations.

### 4.7 APPROPRIATIONS

Appropriations are calculated on the budget submission report. The in-year operating surplus (deficit) is added/subtracted to the opening envelope appropriation to determine the ending balance at April 30.

### 4.8 REALLOCATION REQUESTS

The Budget Committee will not be accepting any reallocation requests as part of the budget submission. The Budget Committee will examine the unusual and significant cost pressures that have been absorbed in your envelope and the implications for your unit's mission as provided in the budget document template.

## 5 CONTACT INFORMATION

If you have any questions or concerns regarding the Operating Budget please contact your Budgeting Services representative:

Tanya Thompson	24261	<a href="mailto:tthomps@mcmaster.ca">tthomps@mcmaster.ca</a>
Paola Morrone	23934	<a href="mailto:morronep@mcmaster.ca">morronep@mcmaster.ca</a>
Chris Sylvester	24766	<a href="mailto:sylvest@mcmaster.ca">sylvest@mcmaster.ca</a>

Carly Welch	27026	<a href="mailto:welchcm2@mcmaster.ca">welchcm2@mcmaster.ca</a>
Erick Jannini	21991	<a href="mailto:janninie@mcmaster.ca">janninie@mcmaster.ca</a>

The Budget Committee would like to thank you in advance for your continued commitment and effort in building a fiscally sound and accountable budget that will provide a secure future for McMaster.

## APPENDIX A – BUDGET ALLOCATION FRAMEWORK

### Faculties

McMaster University  
 Faculty allocations - 8 Month Review  
 \$000's  
 Jan 5, 2021

	2020/21			2021/22			2022/23			2023/24		
	Base	One-time	Total	Base	One-time	Total	Base	One-time	Total	Base	One-time	Total
<i>Enter in Account no:</i>	480000	480000	480000	480000	480000	480000	480000	480000	480000	480000	480000	480000
<b>Faculties (Academic Programmes)</b>												
Business	58,576	2,057	60,633	60,976	-	60,976	64,556	-	64,556	69,160	-	69,160
Engineering	84,289	(634)	83,655	89,054	-	89,054	98,837	-	98,837	107,426	-	107,426
Health Sciences	68,250	1,222	69,472	70,209	-	70,209	70,646	-	70,646	70,771	-	70,771
Humanities	26,011	105	26,116	26,015	-	26,015	26,173	-	26,173	27,882	-	27,882
Science	78,899	(279)	78,620	84,545	-	84,545	91,759	-	91,759	98,409	-	98,409
Medical Radiation - Mohawk share	4,018	-	4,018	4,177	-	4,177	4,510	-	4,510	4,908	-	4,908
Social Sciences	41,346	280	41,626	46,089	-	46,089	49,644	-	49,644	53,839	-	53,839
Arts & Science	1,578	74	1,652	1,649	-	1,649	1,767	-	1,767	1,960	-	1,960
Sub-total	362,967	2,825	365,792	382,714	-	382,714	407,892	-	407,892	434,355	-	434,355
<b>Provost - Academic Priorities</b>												
University Fund *	44,543	547	45,090	46,823	-	46,823	48,834	-	48,834	56,391	-	56,391
Onetime Unfunded Priorities	14,500	(22,275)	(7,775)	10,000	(9,847)	153	10,000	(2,697)	7,303	10,000	(657)	9,343
Revenue Projections Contingency	-	(3,450)	(3,450)	-	-	-	-	-	-	-	-	-
Ongoing Unfunded Support Contingency**	33	(433)	(400)	33	-	33	6,222	-	6,222	13,127	-	13,127
Sub-total	59,076	(25,611)	33,465	56,856	(9,847)	47,009	65,056	(2,697)	62,359	79,518	(657)	78,861
<b>Total Faculties</b>	<b>422,043</b>	<b>(22,786)</b>	<b>399,257</b>	<b>439,570</b>	<b>(9,847)</b>	<b>429,723</b>	<b>472,948</b>	<b>(2,697)</b>	<b>470,251</b>	<b>513,873</b>	<b>(657)</b>	<b>513,216</b>

McMaster University - New Budget Model - Faculties			Prof. Faculties		Other Faculties		VP Research Discretionary Fund					10.00%		
Projected Budget Allocation			University Fund		8.00%	8.00%								
2020-21			Research Infrastructure Fund		3.00%	1.00%								
	Budgets prior to double stepdown allocation	Net double stepdown allocation	Business	Engineering	Health Sciences	Humanities	Science	Med Rad - Mohawk	Social Sciences	Arts & Science	Other (reconciling items)	University Fund	Research Infrastructure Fund	Total (after double stepdown to support unit allocations)
<b>Revenue</b>														
Undergraduate Tuition			62,005	108,279	32,042	17,612	79,548	2,062,390	42,116	1,792	-			343,459
UG Tuition Adjustment for tuition fee framework			(257)	(954)	237	183	497	-	273	17	-			-
Total UG SAG Obligation			(1,009)	(3,564)	(2)	-	-	-	(1)	-	4,576			-
Graduate Tuition			18,042	10,333	11,728	2,290	4,175	-	2,095	-	-			48,664
Operating Grant			18,389	43,000	83,163	14,114	49,730	2,142	22,631	1,669	-	1,497		236,355
Other Income			1,239	2,244	4,415	863	2,196	-	1,101	90	-	3,823		15,992
Gross Revenue			98,429	179,338	131,584	33,065	136,167	4,204,627	68,218	3,568	4,576	5,321		646,470
Undergraduate Cross Faculty Teaching Adjustment			(9,908)	(13,261)	194	8,828	6,593	-	4,020	(464)	-			0
Revenue for Contributions			92,521	146,077	131,777	43,892	142,760	4,204,627	72,238	3,105	4,576	5,321		646,470
Internal International Tax			(834)	(1,155)	(20)	(152)	(868)	-	(452)	-	-	3,300		-
University Fund Contribution			(7,402)	(11,686)	(10,542)	(3,511)	(11,421)	-	(5,779)	(248)	-	50,590		-
Research Infrastructure Fund Contribution			(2,776)	(4,382)	(1,318)	(439)	(1,428)	-	(722)	(93)	-	-	11,158	-
Indirect Cost of Research (excluding Royalties)			374	5,396	11,920	472	4,737	-	719	-	33	-		23,651
VP Research Discretionary (10 % of ICR above)			(37)	(540)	(1,192)	(47)	(474)	-	(72)	-	2,362			-
Adjustments for ICR received by Journal (Contract & ERA)			(14)	(1,334)	(5,504)	(226)	(1,004)	-	(7)	-	-			(8,088)
Adjustments for Current Practices			(635)	(1,384)	(5,770)	(680)	(1,336)	(186,670)	(466)	(32)	-	6,300		(3,990)
Research Infrastructure Fund Distribution			177	2,549	5,631	223	2,238	-	340	-	-		(11,158)	-
Research Excellence Fund (from UF)			67	482	1,065	84	423	-	129	-	-	(2,250)		-
Revenue Prior to Shared Support Unit Allocations			81,421	134,023	126,047	39,617	133,628	4,017,957	65,927	2,731	6,971	63,660		658,043
<b>Shared Support Unit Allocations - via double stepdown</b>														
Occupancy Cost	43,991	(14,666)	(823)	(7,442)	(8,692)	(2,190)	(8,504)	-	(1,601)	(72)	-	-	-	(29,324)
Deferred Maintenance	11,593	(4,402)	(202)	(1,825)	(2,132)	(337)	(2,085)	-	(393)	(18)	-	-	-	(7,191)
Insurance	1,409	(603)	(23)	(208)	(228)	(61)	(238)	-	(45)	(2)	-	-	-	(806)
MIP Occupancy 1	2,752	(332)	-	(1,366)	(721)	(47)	(26)	-	(260)	-	-	-	-	(2,420)
MIP Occupancy 2	178	-	-	(178)	-	-	-	-	-	-	-	-	-	(178)
HR	7,082	(991)	(336)	(1,009)	(3,193)	(402)	(734)	-	(387)	(11)	-	-	-	(6,092)
HR Employee Programs	2,055	(534)	(107)	(234)	(524)	(164)	(337)	-	(155)	(1)	-	-	-	(1,521)
Financial Affairs/Admin/ Inst Support	7,298	(2,339)	(629)	(911)	(1,635)	(442)	(874)	-	(446)	(21)	-	-	-	(4,959)
Supplementary Pension	4,738	(493)	(394)	(727)	(1,519)	(393)	(788)	-	(419)	(4)	-	-	-	(4,245)
Pension Special	17,437	(4,533)	(905)	(1,982)	(4,447)	(1,389)	(2,856)	-	(1,316)	(9)	-	-	-	(12,904)
Presidential/Univ Sec	2,146	(822)	(168)	(243)	(437)	(118)	(233)	-	(119)	(6)	-	-	-	(1,324)
General University Expense	7,435	(3,050)	(559)	(809)	(1,453)	(393)	(776)	-	(396)	(19)	-	-	-	(4,405)
Bond Interest	10,089	(3,798)	(177)	(1,597)	(1,865)	(470)	(1,825)	-	(343)	(16)	-	-	-	(6,291)
UTS/ Technology Fund	18,241	2,204	(2,602)	(4,059)	(4,141)	(1,453)	(5,228)	-	(2,797)	(164)	-	-	-	(20,445)
UTS- ERP	4,517	(169)	(553)	(863)	(881)	(309)	(1,112)	-	(595)	(35)	-	-	-	(4,348)
UA	6,336	1,520	(1,076)	(1,823)	(1,811)	(331)	(1,723)	-	(855)	(37)	-	-	-	(7,855)
Office of the Provost	7,880	(2,945)	(626)	(906)	(1,627)	(440)	(870)	-	(444)	(21)	-	-	-	(4,935)
Research Support	11,819	3,885	(196)	(3,746)	(10,331)	(379)	(2,173)	-	(879)	-	-	-	-	(17,703)
Student Affairs	5,296	6,638	(1,657)	(2,465)	(1,749)	(872)	(3,309)	-	(1,775)	(107)	-	-	-	(11,934)
MIETL	3,517	695	(573)	(853)	(687)	(302)	(1,145)	-	(614)	(37)	-	-	-	(4,212)
Libraries	21,208	8,523	(3,870)	(5,815)	(5,758)	(2,135)	(7,732)	-	(4,174)	(246)	-	-	-	(29,731)
HS Library	4,452	1,830	(823)	(1,236)	(1,234)	(454)	(1,644)	-	(888)	(52)	-	-	-	(6,322)
Registrar	5,730	9,964	(2,056)	(3,151)	(2,169)	(1,143)	(4,594)	-	(2,443)	(159)	-	-	-	(15,714)
SIGS	2,460	404	(489)	(618)	(936)	(186)	(397)	-	(237)	-	-	-	-	(2,864)
Museum of Art	623	498	(139)	(216)	(253)	(77)	(278)	-	(149)	(9)	-	-	-	(1,121)
UG Scholarship	5,178	721	(808)	(1,329)	(429)	(449)	(1,860)	-	(960)	(63)	-	-	-	(5,899)
UG Bursaries	3,834	0	(513)	(844)	(359)	(285)	(1,182)	-	(610)	(40)	-	-	-	(3,834)
Grad Scholarship	13,243	649	(2,384)	(3,010)	(4,504)	(907)	(1,933)	-	(1,155)	-	-	-	-	(13,892)
Branding and Marketing	1,006	148	(158)	(267)	(267)	(78)	(253)	-	(125)	(5)	-	-	-	(1,154)
Adjustments for Current Practices - Support Units			-	-	4,559	-	-	-	-	-	(4,559)			0
Total Shared Support Unit Allocations	233,622	0	(22,845)	(49,734)	(59,414)	(16,606)	(54,729)	-	(24,581)	(1,153)	(4,559)	-	-	(233,622)
<b>Net Revenue</b>			58,576	84,289	66,633	23,011	78,899	4,018	41,346	1,578	2,412	63,660		424,421
UF Supplement			-	-	-	3,000	-	-	-	-	-	(3,000)		-
UF Supplement 2 - Grants top up			-	-	1,617	-	-	-	-	-	-	(1,617)		-
<b>Base Net Projected Budget 2020-21</b>			58,576	84,289	68,250	26,011	78,899	4,018	41,346	1,578	2,412	59,043		424,421

McMaster University - New Budget Model - Faculties			Prof. Faculties				Other Faculties		VP Research Discretionary Fund					
Projected Budget Allocation			University Fund				8.00%		8.00%		10.00%			
2021-22			Research Infrastructure Fund				3.00%		1.00%					
	Budgets prior to double stepdown allocation	Net double stepdown allocation	Business	Engineering	Health Sciences	Humanities	Science	Med Rad - Mohawk	Social Sciences	Arts & Science	Other (reconciling items)	University Fund	Research Infrastructure Fund	Total (after double stepdown to support unit allocations)
<b>Revenue</b>														
Undergraduate Tuition			64,590	113,924	33,240	19,150	86,512	2,224	49,306	1,944	-			370,890
UG Tuition Adjustment for tuition fee framework			(114)	(643)	176	118	290	-	166	7	-			-
Total UG SAG Obligation			(1,023)	(3,393)	(2)	-	-	-	(1)	-	4,619			-
Graduate Tuition			18,534	11,558	12,536	2,314	4,194	-	2,245	-	-			51,380
Operating Grant			18,233	43,803	83,972	14,073	49,787	2,145	22,476	1,676	(8)			236,158
Other Income			1,299	2,245	4,387	781	2,238	-	1,129	89	-	3,755		15,924
Gross Revenue			101,519	167,294	134,309	36,438	143,021	4,369	75,320	3,716	4,619	3,748		674,353
Undergraduate Cross Faculty Teaching Adjustment			(5,887)	(13,595)	123	9,324	7,073	-	3,437	(496)	-			0
Revenue for Contributions			95,632	153,699	134,432	45,762	150,094	4,369	78,777	3,221	4,619	3,748		674,353
Internal International Tax			(1,359)	(1,913)	(48)	(277)	(1,533)	-	(920)	-	-	6,049		-
University Fund Contribution			(7,651)	(12,296)	(10,735)	(3,661)	(12,008)	-	(6,302)	(258)	-	52,929		-
Research Infrastructure Fund Contribution			(2,869)	(4,611)	(1,344)	(458)	(1,501)	-	(788)	(97)	-	-	11,667	-
Indirect Cost of Research (excluding Royalties & CRC)			374	5,396	11,920	472	4,737	-	719	-	33	-		23,651
VP Research Discretionary (10 % of ICR above)			(37)	(540)	(1,192)	(47)	(474)	-	(72)	-	2,362			-
Adjustments for ICR received by Journal (Contract & ERA)			(14)	(1,334)	(5,504)	(226)	(1,004)	-	(7)	-	-			(8,088)
Adjustments for Current Practices			-	-	(4,055)	(218)	192	(192)	218	-	-			(4,055)
Research Infrastructure Fund Distribution			185	2,666	5,888	233	2,340	-	355	-	-		(11,667)	-
Research Excellence Fund (from UF)			67	482	1,065	84	423	-	129	-	-	(2,250)		-
Revenue Prior to Shared Support Unit Allocations			84,329	141,550	130,407	41,664	141,268	4,177	72,109	2,867	7,014	60,476		685,860
<b>Shared Support Unit Allocations - via double stepdown</b>														
Occupancy Cost	44,414	(14,775)	(832)	(7,522)	(8,785)	(2,213)	(8,596)	-	(1,618)	(73)	-	-		(29,639)
Deferred Maintenance	11,593	(4,394)	(202)	(1,827)	(2,134)	(538)	(2,088)	-	(393)	(18)	-	-		(7,199)
Insurance	1,409	(603)	(23)	(208)	(228)	(61)	(238)	-	(45)	(2)	-	-		(806)
MIP Occupancy 1	3,316	(400)	-	(1,646)	(869)	(57)	(31)	-	(314)	-	-	-		(2,916)
MIP Occupancy 2	178	-	-	(178)	-	-	-	-	-	-	-	-		(178)
HR	7,191	(1,009)	(341)	(1,024)	(3,240)	(408)	(765)	-	(393)	(11)	-	-		(6,181)
HR Employee Programs	2,055	(534)	(107)	(234)	(524)	(164)	(337)	-	(155)	(1)	-	-		(1,521)
Financial Affairs/Admin/Inst Support	7,850	(2,371)	(669)	(969)	(1,743)	(470)	(929)	-	(475)	(22)	-	-		(5,278)
Supplementary Pension	4,738	(472)	(396)	(730)	(1,527)	(395)	(792)	-	(421)	(4)	-	-		(4,286)
Pension Special	17,437	(4,533)	(905)	(1,882)	(4,447)	(1,389)	(2,856)	-	(1,316)	(9)	-	-		(12,904)
Presidential/Univ Sec	2,177	(833)	(170)	(247)	(444)	(120)	(237)	-	(121)	(6)	-	-		(1,344)
General University Expense	7,455	(3,038)	(360)	(811)	(1,459)	(394)	(778)	-	(397)	(19)	-	-		(4,417)
Bond Interest	10,089	(3,790)	(177)	(1,599)	(1,867)	(470)	(1,827)	-	(344)	(16)	-	-		(6,299)
UTS/ Technology Fund	19,227	2,220	(2,671)	(4,275)	(4,356)	(1,518)	(5,464)	-	(2,988)	(175)	-	-		(21,447)
UTS- ERP	4,517	(166)	(542)	(867)	(884)	(308)	(1,109)	-	(606)	(36)	-	-		(4,351)
UA	6,550	1,539	(1,134)	(1,899)	(1,783)	(540)	(1,796)	-	(899)	(37)	-	-		(8,089)
Office of the Provost	8,106	(3,036)	(643)	(930)	(1,675)	(452)	(893)	-	(456)	(21)	-	-		(5,070)
Research Support	14,249	6,012	(225)	(4,287)	(11,823)	(433)	(2,486)	-	(1,006)	-	-	-		(20,260)
Student Affairs	6,695	6,712	(1,816)	(2,779)	(1,989)	(975)	(3,697)	-	(2,028)	(122)	-	-		(13,407)
MIETL	3,597	704	(571)	(875)	(708)	(307)	(1,163)	-	(638)	(38)	-	-		(4,301)
Libraries	21,929	8,603	(3,884)	(5,997)	(5,942)	(2,183)	(7,906)	-	(4,363)	(257)	-	-		(30,532)
HS Library	4,780	1,847	(843)	(1,302)	(1,290)	(474)	(1,716)	-	(947)	(56)	-	-		(6,627)
Registrar	5,942	10,046	(2,064)	(3,174)	(2,233)	(1,160)	(4,661)	-	(2,531)	(165)	-	-		(15,989)
SGS	2,508	408	(458)	(685)	(953)	(186)	(389)	-	-	-	-	-		(2,916)
Museum of Art	644	503	(139)	(222)	(259)	(79)	(284)	-	(155)	(9)	-	-		(1,147)
UG Scholarship	5,418	743	(833)	(1,370)	(466)	(468)	(1,937)	-	(1,021)	(66)	-	-		(6,161)
UG Bursaries	3,834	(0)	(507)	(834)	(367)	(285)	(1,179)	-	(621)	(40)	-	-		(3,834)
Grad Scholarship	13,243	667	(2,196)	(3,279)	(4,508)	(890)	(1,865)	-	(1,172)	-	-	-		(13,910)
Branding and Marketing	3,022	152	(445)	(744)	(701)	(212)	(704)	-	(353)	(15)	-	-		(3,174)
Adjustments for Current Practices - Support Units			-	-	4,852	-	-	-	-	-	(4,852)			(0)
Total Shared Support Unit Allocations	244,162	0	(23,353)	(52,496)	(62,351)	(17,149)	(56,723)	-	(26,020)	(1,217)	(4,852)	-		(244,162)
<b>Net Revenue</b>			60,976	89,054	68,055	24,515	84,545	4,177	46,089	1,649	2,162	60,476		441,698
UF Supplement			-	-	-	1,500	-	-	-	-	-	(1,500)		-
UF Supplement 2 - Grants top up			-	-	2,154	-	-	-	-	-	-	(2,154)		-
<b>Base Net Projected Budget 2021-22</b>			60,976	89,054	70,209	26,015	84,545	4,177	46,089	1,649	2,162	56,823		441,698



McMaster University - New Budget Model - Faculties			Prof. Faculties		Other Faculties		VP Research Discretionary Fund						10.00%	
Projected Budget Allocation			University Fund		8.00%	8.00%								
2022-23			Research Infrastructure Fund		3.00%	1.00%								
	Budgets prior to double stepdown allocation	Net double stepdown allocation	Business	Engineering	Health Sciences	Humanities	Science	Med Rad - Mohawk	Social Sciences	Arts & Science	Other (reconciling items)	University Fund	Research Infrastructure Fund	Total (after double stepdown to support unit allocations)
<b>Revenue</b>														
Undergraduate Tuition			68,467	123,343	34,492	21,145	96,092	2,476	54,193	2,201	-			404,408
UG Tuition Adjustment for tuition fee framework			(114)	(643)	176	118	290	-	166	7	-			-
Total UG SAG Obligation			(1,033)	(3,619)	(2)	-	-	-	(1)	-	4,655			-
Graduate Tuition			19,423	13,673	12,884	2,591	4,691	-	2,655	-	-			55,917
Operating Grant			18,225	43,962	83,597	14,024	48,971	2,234	22,183	1,673	-	(6)	-	235,863
Other Income			1,299	2,245	4,387	781	2,238	-	1,129	89	-	708	-	12,877
Gross Revenue			106,267	180,961	135,535	38,659	153,283	4,710	80,324	3,970	4,655	702	-	709,066
Undergraduate Cross Faculty Teaching Adjustment			(5,874)	(13,988)	131	9,497	7,152	-	3,615	(533)	-			0
Revenue for Contributions			100,394	166,974	135,665	48,155	160,434	4,710	83,939	3,437	4,655	702	-	709,066
Internal International Tax			(1,485)	(2,297)	(73)	(339)	(1,855)	-	(1,086)	-	-	7,136	-	-
University Fund Contribution			(8,032)	(13,358)	(10,853)	(3,852)	(12,835)	-	(6,715)	(275)	-	55,920	-	-
Research Infrastructure Fund Contribution			(3,012)	(5,009)	(1,357)	(482)	(1,604)	-	(839)	(103)	-	-	12,406	-
Indirect Cost of Research (excluding Royalties & CRC)			374	5,396	11,920	472	4,737	-	719	-	33	-	-	23,651
VP Research Discretionary (10 % of ICR above)			(37)	(540)	(1,192)	(47)	(474)	-	(72)	-	2,362	-	-	-
Adjustments for ICR received by Journal (Contract & ERA)			(14)	(1,334)	(5,504)	(226)	(1,004)	-	(7)	-	-	-	-	(8,088)
Adjustments for Current Practices			(588)	(1,336)	(5,735)	(651)	(1,245)	(200)	(446)	(32)	-	-	-	(10,232)
Research Infrastructure Fund Distribution			197	2,834	6,261	248	2,488	-	378	-	-	-	(12,406)	-
Research Excellence Fund (from UF)			67	482	1,065	84	423	-	129	-	-	(2,250)	-	-
Revenue Prior to Shared Support Unit Allocations			87,864	151,812	130,197	43,363	149,066	4,510	75,998	3,028	7,050	61,508	-	714,396
<b>Shared Support Unit Allocations - via double stepdown</b>														
Occupancy Cost	44,414	(14,775)	(832)	(7,522)	(8,785)	(2,213)	(8,595)	-	(1,618)	(73)	-	-	-	(29,639)
Deferred Maintenance	11,593	(4,394)	(202)	(1,827)	(2,134)	(538)	(2,088)	-	(393)	(18)	-	-	-	(7,199)
Insurance	1,409	(603)	(23)	(208)	(228)	(61)	(238)	-	(45)	(2)	-	-	-	(806)
MIP Occupancy 1	3,316	(400)	-	(1,646)	(869)	(57)	(31)	-	(314)	-	-	-	-	(2,916)
MIP Occupancy 2	178	-	-	(178)	-	-	-	-	-	-	-	-	-	(178)
HR	7,191	(1,009)	(341)	(1,024)	(3,240)	(408)	(765)	-	(393)	(11)	-	-	-	(6,181)
HR Employee Programs	2,055	(534)	(107)	(234)	(524)	(164)	(337)	-	(155)	(1)	-	-	-	(1,521)
Financial Affairs/Admin/ Inst Support	7,850	(2,571)	(669)	(969)	(1,743)	(470)	(929)	-	(475)	(22)	-	-	-	(3,278)
Supplementary Pension	4,738	(472)	(396)	(730)	(1,527)	(395)	(792)	-	(421)	(4)	-	-	-	(4,266)
Pension Special	17,437	(4,533)	(905)	(1,982)	(4,447)	(1,389)	(2,856)	-	(1,316)	(9)	-	-	-	(12,904)
Presidentia/Univ Sec	2,177	(833)	(170)	(247)	(444)	(120)	(237)	-	(121)	(6)	-	-	-	(1,344)
General University Expense	7,455	(3,038)	(560)	(811)	(1,459)	(394)	(778)	-	(397)	(19)	-	-	-	(4,417)
Bond Interest	10,089	(3,790)	(177)	(1,599)	(1,867)	(470)	(1,827)	-	(344)	(16)	-	-	-	(6,299)
UTS/ Technology Fund	19,727	2,219	(2,705)	(4,397)	(4,420)	(1,555)	(3,619)	-	(3,065)	(185)	-	-	-	(21,946)
UTS- ERP	4,517	(162)	(537)	(873)	(877)	(309)	(1,115)	-	(608)	(37)	-	-	-	(4,355)
UA	6,550	1,539	(1,142)	(1,931)	(1,702)	(540)	(1,816)	-	(921)	(38)	-	-	-	(8,089)
Office of the Provost	8,106	(3,036)	(643)	(930)	(1,675)	(452)	(893)	-	(456)	(21)	-	-	-	(5,070)
Research Support	14,249	6,011	(225)	(4,287)	(11,823)	(433)	(2,486)	-	(1,006)	-	-	-	-	(20,260)
Student Affairs	6,740	6,711	(1,798)	(2,801)	(1,993)	(978)	(3,719)	-	(2,035)	(126)	-	-	-	(13,451)
MIITL	3,597	703	(564)	(879)	(704)	(307)	(1,168)	-	(639)	(40)	-	-	-	(4,300)
Libraries	22,545	8,602	(3,920)	(6,154)	(6,013)	(2,228)	(8,109)	-	(4,460)	(270)	-	-	-	(31,147)
HS Library	4,930	1,847	(853)	(1,339)	(1,308)	(485)	(1,763)	-	(970)	(59)	-	-	-	(6,777)
Registrar	5,942	10,046	(2,042)	(3,179)	(2,225)	(1,172)	(4,677)	-	(2,523)	(171)	-	-	-	(15,988)
SGS	2,508	408	(448)	(699)	(926)	(173)	(407)	-	(264)	-	-	-	-	(2,916)
Museum of Art	644	504	(138)	(224)	(257)	(79)	(286)	-	(156)	(9)	-	-	-	(1,148)
UG Scholarship	5,418	743	(822)	(1,369)	(473)	(472)	(1,941)	-	(1,015)	(69)	-	-	-	(6,161)
UG Bursaries	3,834	-	(500)	(834)	(370)	(287)	(1,182)	-	(618)	(42)	-	-	-	(3,834)
Grad Scholarship	13,243	667	(2,144)	(3,347)	(4,378)	(829)	(1,948)	-	(1,265)	-	-	-	-	(13,910)
Branding and Marketing	3,022	152	(448)	(757)	(669)	(212)	(712)	-	(361)	(15)	-	-	-	(3,174)
Adjustments for Current Practices - Support Units			-	-	4,852	-	-	-	-	-	1,337	-	-	6,189
<b>Total Shared Support Unit Allocations</b>	<b>245,473</b>	<b>0</b>	<b>(23,309)</b>	<b>(52,975)</b>	<b>(62,226)</b>	<b>(17,190)</b>	<b>(57,307)</b>	<b>-</b>	<b>(26,354)</b>	<b>(1,261)</b>	<b>1,337</b>	<b>-</b>	<b>-</b>	<b>(239,284)</b>
<b>Net Revenue</b>			<b>64,556</b>	<b>98,837</b>	<b>67,972</b>	<b>26,173</b>	<b>91,759</b>	<b>4,510</b>	<b>49,644</b>	<b>1,767</b>	<b>8,387</b>	<b>61,508</b>	<b>-</b>	<b>475,112</b>
UF Supplement			-	-	-	-	-	-	-	-	-	-	-	-
UF Supplement 2 - Grants top up			-	-	2,674	-	-	-	-	-	-	(2,674)	-	-
<b>Base Net Projected Budget 2022-23</b>			<b>64,556</b>	<b>98,837</b>	<b>70,646</b>	<b>26,173</b>	<b>91,759</b>	<b>4,510</b>	<b>49,644</b>	<b>1,767</b>	<b>8,387</b>	<b>58,834</b>	<b>-</b>	<b>475,112</b>

McMaster University - New Budget Model - Faculties			University Fund		Prof. Faculties		Other Faculties		VP Research Discretionary Fund				10.00%	
Projected Budget Allocation			Research Infrastructure Fund		8.00%	8.00%								
2023-24					3.00%	1.00%								
	Budgets prior to double stepdown allocation	Net double stepdown allocation	Business	Engineering	Health Sciences	Humanities	Science	Med Rad - Mohawk	Social Sciences	Arts & Science	Other (reconciling items)	University Fund	Research Infrastructure Fund	Total (after double stepdown to support unit allocations)
<b>Revenue</b>														
Undergraduate Tuition			73,770	136,468	35,362	23,313	104,765	2,771	39,350	2,319	-			438,518
UG Tuition Adjustment for tuition fee framework			(114)	(643)	176	118	290	-	166	7	-			-
Total UG SAG Obligation			(1,041)	(3,628)	(2)	-	-	-	(1)	-	4,672			-
Graduate Tuition			20,174	14,397	13,117	2,830	5,122	-	2,881	-	-			58,521
Operating Grant			18,155	43,839	83,616	13,944	49,891	2,346	22,109	1,671	-	(5)		235,585
Other Income			1,299	2,245	4,387	781	2,238	-	1,129	89	-	4,306		16,675
Gross Revenue			112,244	192,698	136,655	40,986	162,307	5,117	85,833	4,286	4,672	4,301		749,300
Undergraduate Cross Faculty Teaching Adjustment			(6,009)	(14,211)	107	9,613	7,367	-	3,693	(361)	-			(0)
Revenue for Contributions			106,235	178,487	136,763	50,600	169,674	5,117	89,526	3,725	4,672	4,301		749,300
Internal International Tax			(1,664)	(2,682)	(94)	(407)	(2,169)	-	(1,270)	-	-	8,286		-
University Fund Contribution			(8,499)	(14,279)	(10,941)	(4,048)	(13,374)	-	(7,162)	(298)	-	58,801		-
Research Infrastructure Fund Contribution			(3,187)	(3,335)	(1,368)	(306)	(1,697)	-	(895)	(112)	-	-	13,119	-
Indirect Cost of Research (excluding Royalties & CRC)			374	5,396	11,920	472	4,737	-	719	-	33	-		23,651
VP Research Discretionary (10 % of ICR above)			(37)	(540)	(1,192)	(47)	(474)	-	(72)	-	2,362			-
Adjustments for ICR received by Journal (Contract & ERA)			(14)	(1,334)	(5,304)	(226)	(1,004)	-	(7)	-	-			(8,088)
Adjustments for Current Practices			(1,235)	(2,831)	(7,608)	(1,136)	(2,836)	(208)	(1,191)	(69)	-			(17,135)
Research Infrastructure Fund Distribution			208	2,897	6,621	262	2,631	-	389	-	-		(13,119)	-
Research Excellence Fund (from UF)			67	482	1,065	84	423	-	129	-	-	(2,250)		-
Revenue Prior to Shared Support Unit Allocations			92,249	160,343	129,660	45,047	155,693	4,908	80,176	3,246	7,067	69,338		747,728
<b>Shared Support Unit Allocations - via double stepdown</b>														
Occupancy Cost	44,414	(14,783)	(831)	(7,320)	(8,783)	(2,213)	(8,393)	-	(1,618)	(73)	-	-	-	(29,631)
Deferred Maintenance	11,593	(4,394)	(202)	(1,827)	(2,134)	(338)	(2,088)	-	(393)	(18)	-	-	-	(7,199)
Insurance	1,409	(603)	(23)	(208)	(228)	(61)	(238)	-	(45)	(2)	-	-	-	(806)
MIP Occupancy 1	3,316	(400)	-	(1,646)	(869)	(57)	(31)	-	(314)	-	-	-	-	(2,916)
MIP Occupancy 2	178	-	-	(178)	-	-	-	-	-	-	-	-	-	(178)
HR	7,191	(1,012)	(341)	(1,024)	(3,238)	(408)	(765)	-	(393)	(11)	-	-	-	(6,178)
HR Employee Programs	2,055	(534)	(107)	(234)	(524)	(164)	(337)	-	(155)	(1)	-	-	-	(1,521)
Financial Affairs/Admin/ Inst Support	7,830	(2,574)	(669)	(968)	(1,743)	(470)	(929)	-	(474)	(22)	-	-	-	(5,276)
Supplementary Pension	4,738	(473)	(396)	(730)	(1,527)	(395)	(792)	-	(421)	(4)	-	-	-	(4,265)
Pension Special	17,437	(4,333)	(905)	(1,882)	(4,447)	(1,389)	(2,836)	-	(1,316)	(9)	-	-	-	(12,904)
Presidential/Univ Sec	2,177	(834)	(170)	(247)	(444)	(120)	(237)	-	(121)	(6)	-	-	-	(1,343)
General University Expense	7,435	(3,038)	(360)	(811)	(1,459)	(394)	(778)	-	(397)	(19)	-	-	-	(4,417)
Bond Interest	10,089	(3,790)	(177)	(1,599)	(1,867)	(470)	(1,827)	-	(344)	(16)	-	-	-	(6,299)
UTS/ Technology Fund	19,727	(2,226)	(2,695)	(4,409)	(4,391)	(1,365)	(5,625)	-	(3,076)	(191)	-	-	-	(21,953)
UTS- ERP	3,215	(114)	(381)	(623)	(620)	(221)	(795)	-	(433)	(27)	-	-	-	(3,101)
UA	6,530	(1,535)	(1,138)	(1,938)	(1,639)	(340)	(1,830)	-	(942)	(38)	-	-	-	(8,085)
Office of the Provost	8,106	(3,037)	(643)	(930)	(1,674)	(452)	(892)	-	(456)	(21)	-	-	-	(5,068)
Research Support	14,249	6,003	(224)	(4,285)	(11,818)	(433)	(2,485)	-	(1,006)	-	-	-	-	(20,252)
Student Affairs	6,785	6,700	(1,792)	(2,813)	(1,991)	(987)	(3,727)	-	(2,044)	(130)	-	-	-	(13,485)
MI/ETL	3,597	702	(361)	(881)	(700)	(309)	(1,167)	-	(640)	(41)	-	-	-	(4,299)
Libraries	22,945	8,396	(3,951)	(6,248)	(6,050)	(2,270)	(8,210)	-	(4,529)	(282)	-	-	-	(31,541)
HS Library	3,080	1,846	(868)	(1,372)	(1,328)	(499)	(1,803)	-	(994)	(62)	-	-	-	(6,926)
Registrar	5,942	10,039	(2,040)	(3,185)	(2,213)	(1,187)	(4,653)	-	(2,528)	(176)	-	-	-	(15,982)
SGS	2,508	408	(434)	(699)	(916)	(167)	(434)	-	(265)	-	-	-	-	(2,916)
Museum of Art	644	304	(137)	(224)	(253)	(80)	(286)	-	(156)	(10)	-	-	-	(1,148)
UG Scholarship	5,418	743	(820)	(1,370)	(477)	(477)	(1,931)	-	(1,016)	(71)	-	-	-	(6,161)
UG Bursaries	3,834	-	(499)	(834)	(371)	(291)	(1,176)	-	(619)	(43)	-	-	-	(3,834)
Grad Scholarship	13,243	667	(2,079)	(3,345)	(4,336)	(799)	(2,080)	-	(1,272)	-	-	-	-	(13,910)
Branding and Marketing	3,022	151	(446)	(768)	(643)	(212)	(718)	-	(369)	(15)	-	-	-	(3,173)
Adjustments for Current Practices - Support Units			-	-	4,852	-	-	-	-	-	8,242			13,094
<b>Total Shared Support Unit Allocations</b>	<b>244,766</b>	<b>0</b>	<b>(23,088)</b>	<b>(52,917)</b>	<b>(61,836)</b>	<b>(17,165)</b>	<b>(57,284)</b>	<b>4,908</b>	<b>(26,337)</b>	<b>(1,286)</b>	<b>8,242</b>	<b>69,338</b>	<b>-</b>	<b>(231,672)</b>
<b>Net Revenue</b>			<b>69,160</b>	<b>107,426</b>	<b>67,824</b>	<b>27,882</b>	<b>98,409</b>	<b>4,908</b>	<b>53,839</b>	<b>1,960</b>	<b>15,309</b>	<b>69,338</b>	<b>-</b>	<b>516,056</b>
UF Supplement			-	-	-	-	-	-	-	-	-	-	-	-
UF Supplement 2 - Grants top up					2,947							(2,947)		
<b>Base Net Projected Budget 2023-24</b>			<b>69,160</b>	<b>107,426</b>	<b>70,771</b>	<b>27,882</b>	<b>98,409</b>	<b>4,908</b>	<b>53,839</b>	<b>1,960</b>	<b>15,309</b>	<b>66,391</b>	<b>-</b>	<b>516,056</b>

Support Units

\$000's	2019/20 base fwd	Base allocations	2020/21 base	2020/21 one-time	2020/21 total	Salary adjustment	Base allocations	2021/22 base	2021/22 one-time	2021/22 total	Base allocations	2022/23 base	2022/23 one-time	2022/23 total	Base allocations	2023/24 base	2023/24 one-time	2023/24 total
<b>Academic Support</b>																		
Office of the Provost	7,616	155	7,771	-	7,771	131	-	7,902	-	7,902	-	7,902	-	7,902	-	7,902	-	7,902
Museum of Art	623	-	623	-	623	21	-	644	-	644	-	644	-	644	-	644	-	644
MacPherson Institute	1,779	1,738	3,517	-	3,517	80	-	3,597	-	3,597	-	3,597	-	3,597	-	3,597	-	3,597
University Library	19,917	1,291	21,208	580	21,788	233	-	21,441	580	22,021	-	21,441	520	21,961	-	21,441	-	21,441
Health Sciences Library	3,921	571	4,492	15	4,507	63	-	4,555	15	4,570	-	4,555	-	4,555	-	4,555	-	4,555
Registrar	5,429	143	5,572	-	5,572	188	-	5,760	-	5,760	-	5,760	-	5,760	-	5,760	-	5,760
Sub-total	<b>39,285</b>	<b>3,898</b>	<b>43,183</b>	<b>595</b>	<b>43,778</b>	<b>716</b>	<b>-</b>	<b>43,899</b>	<b>595</b>	<b>44,494</b>	<b>-</b>	<b>43,899</b>	<b>520</b>	<b>44,419</b>	<b>-</b>	<b>43,899</b>	<b>-</b>	<b>43,899</b>
<b>Research Support</b>																		
Research	8,156	1,676	9,832	998	10,830	355	-	10,187	-	10,187	-	10,187	-	10,187	-	10,187	-	10,187
VP Research Discretionary Fund	2,261	101	2,362	101	2,463	-	-	2,362	-	2,362	-	2,362	-	2,362	-	2,362	-	2,362
Nuclear Reactor Debt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-total	<b>10,417</b>	<b>1,777</b>	<b>12,194</b>	<b>1,099</b>	<b>13,293</b>	<b>355</b>	<b>-</b>	<b>12,549</b>	<b>-</b>	<b>12,549</b>	<b>-</b>	<b>12,549</b>	<b>-</b>	<b>12,549</b>	<b>-</b>	<b>12,549</b>	<b>-</b>	<b>12,549</b>
<b>Student Support</b>																		
Graduate Scholarships/Bursaries	13,818	-	13,818	-	13,818	12	-	13,830	-	13,830	-	13,830	-	13,830	-	13,830	-	13,830
School of Graduate Studies	1,885	-	1,885	350	2,235	36	-	1,921	350	2,271	-	1,921	250	2,171	-	1,921	250	2,171
Student Affairs	5,361	(65)	5,296	550	5,846	354	-	5,650	-	5,650	-	5,650	-	5,650	-	5,650	-	5,650
Undergraduate Scholarships	16,541	(1,539)	15,002	(23)	14,979	-	89	15,091	-	15,091	120	15,211	-	15,211	-	15,211	-	15,211
Sub-total	<b>37,605</b>	<b>(1,604)</b>	<b>36,001</b>	<b>877</b>	<b>36,878</b>	<b>402</b>	<b>89</b>	<b>36,492</b>	<b>350</b>	<b>36,842</b>	<b>120</b>	<b>36,612</b>	<b>250</b>	<b>36,862</b>	<b>-</b>	<b>36,612</b>	<b>250</b>	<b>36,862</b>
<b>Facilities Support</b>																		
Facilities Services	15,486	969	16,455	-	16,455	248	-	16,703	-	16,703	-	16,703	-	16,703	-	16,703	-	16,703
HSC Maintenance	4,002	-	4,002	-	4,002	-	-	4,002	-	4,002	-	4,002	-	4,002	-	4,002	-	4,002
Utilities	18,394	130	18,524	-	18,524	26	-	18,550	-	18,550	-	18,550	-	18,550	-	18,550	-	18,550
HSC Utilities	5,387	-	5,387	-	5,387	-	-	5,387	-	5,387	-	5,387	-	5,387	-	5,387	-	5,387
Utilities (incl. HSC Utilities)	23,781	130	23,911	-	23,911	26	-	23,937	-	23,937	-	23,937	-	23,937	-	23,937	-	23,937
Security	1,949	-	1,949	100	2,049	90	-	2,039	-	2,039	-	2,039	-	2,039	-	2,039	-	2,039
Deferred Maintenance	10,593	1,000	11,593	337	11,930	-	-	11,593	337	11,930	-	11,593	337	11,930	-	11,593	-	11,593
Bond Interest	9,922	167	10,089	-	10,089	-	-	10,089	-	10,089	-	10,089	-	10,089	-	10,089	-	10,089
Renovation contingency	974	-	974	-	974	-	-	974	-	974	-	974	-	974	-	974	-	974
Sub-total	<b>66,707</b>	<b>2,266</b>	<b>68,973</b>	<b>437</b>	<b>69,410</b>	<b>364</b>	<b>-</b>	<b>69,337</b>	<b>337</b>	<b>69,674</b>	<b>-</b>	<b>69,337</b>	<b>337</b>	<b>69,674</b>	<b>-</b>	<b>69,337</b>	<b>-</b>	<b>69,337</b>
<b>Institutional Support</b>																		
Administration	15,509	(103)	15,406	716	16,122	399	-	15,805	716	16,521	-	15,805	716	16,521	-	15,805	-	15,805
UTS	15,754	500	16,254	3,132	19,386	274	700	17,228	907	18,135	500	17,728	407	18,135	-	17,728	407	18,135
UTS Asset Management	1,500	-	1,500	-	1,500	-	-	1,500	-	1,500	-	1,500	-	1,500	-	1,500	-	1,500
University Secretariat	912	65	977	-	977	17	-	994	-	994	-	994	-	994	-	994	-	994
Presidential Budget	1,169	-	1,169	-	1,169	14	-	1,183	-	1,183	-	1,183	-	1,183	-	1,183	-	1,183
University Advancement	5,760	-	5,760	-	5,760	203	-	5,963	-	5,963	-	5,963	-	5,963	-	5,963	-	5,963
General University	8,864	-	8,864	1,621	10,485	-	-	8,864	-	8,864	-	8,864	-	8,864	-	8,864	-	8,864
Sub-total	<b>49,468</b>	<b>462</b>	<b>49,930</b>	<b>5,469</b>	<b>55,399</b>	<b>907</b>	<b>700</b>	<b>51,537</b>	<b>1,623</b>	<b>53,160</b>	<b>500</b>	<b>52,037</b>	<b>1,123</b>	<b>53,160</b>	<b>-</b>	<b>52,037</b>	<b>407</b>	<b>52,444</b>
<b>Institutional Priority allocations</b>																		
Technology Renewal	-	-	-	4,517	4,517	-	-	-	4,517	4,517	-	-	4,517	4,517	-	-	4,517	4,517
Pension/post-retirement benefits																		
Supplemental pension	4,738	-	4,738	-	4,738	-	-	4,738	-	4,738	-	4,738	-	4,738	-	4,738	-	4,738
Pension special payments	9,554	-	9,554	-	9,554	-	-	9,554	-	9,554	-	9,554	-	9,554	-	9,554	-	9,554
Post-retirement benefits past service	7,883	-	7,883	-	7,883	-	-	7,883	-	7,883	-	7,883	-	7,883	-	7,883	-	7,883
Branding and Marketing	1,006	-	1,006	2,288	3,294	16	-	1,022	-	1,022	-	1,022	-	1,022	-	1,022	-	1,022
President's Strategic Support Fund	-	-	-	1,400	1,400	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-total	<b>23,181</b>	<b>-</b>	<b>23,181</b>	<b>8,205</b>	<b>31,386</b>	<b>16</b>	<b>-</b>	<b>23,197</b>	<b>4,517</b>	<b>27,714</b>	<b>-</b>	<b>23,197</b>	<b>4,517</b>	<b>27,714</b>	<b>-</b>	<b>23,197</b>	<b>4,517</b>	<b>27,714</b>
<b>Total support units</b>	<b>226,663</b>	<b>6,799</b>	<b>233,462</b>	<b>16,682</b>	<b>250,144</b>	<b>2,760</b>	<b>789</b>	<b>237,011</b>	<b>7,422</b>	<b>244,433</b>	<b>620</b>	<b>237,631</b>	<b>6,747</b>	<b>244,378</b>	<b>-</b>	<b>237,631</b>	<b>5,174</b>	<b>242,805</b>

## APPENDIX B – 2021/22 BUDGET CYCLE TIMELINES

Week of	IRA	Facility Services	Budgeting Services	Support Units	Budget Committee	Deans	Activity Units	Ancillary Units
Jun 22-20		Finalize NASM	Issue support unit and ancillary unit guidelines - June 26th		Approve FY21 benefits & support unit/ ancillary guidelines - June 24th			
Jun 29-20				Work on budgets (15 weeks)			Work on 5 Month Review (15 weeks)	Work on 5 Month Review, and Budget if preferred (15 weeks)
Jul 6-20								
Jul 13-20								
Jul 20-20								
Jul 27-20								
Aug 3-20								
Aug 10-20	Finalize FY20 actual revenue							
Aug 17-20								
Aug 24-20								
Aug 31-20								
Sep 7-20	Finalize FY21 estimated revenue							
Sep 14-20								
Sep 21-20			Send FY20 actual and FY21 estimated allocations to Budget Committee					
Sep 28-20			Issue FY19 actual & FY20 estimated allocations		Review FY19 actual and FY20 estimated allocations			
Oct 5-20								
Oct 12-20				Budget submissions due	Review support unit submissions		5 Month Review due	5 Month Review due/ (Budget submission due if preferred)
Oct 19-20			Send support unit submissions to Budget Committee & Deans					
Oct 26-20								
Nov 2-20				Support unit budget presentations 2nd/ 5th/ 6th				
Nov 9-20					Approve activity unit guidelines without allocations			
					Approve 5 Month Review			
Nov 16-20			Send 5 Month Review to PRC - Nov 19th			Written feedback on presentations due		
			Send support unit resubmissions to Budget Committee if necessary	Resubmissions due if necessary				
Nov 23-20			Issue activity unit guidelines without allocations - Nov 27th		Rank unfunded priorities			
					Receive support unit resubmissions if necessary			
Nov 30-20	Finalize revenue estimates				Rank unfunded priorities (if required)			
Dec 7-20	Issue activity unit metrics		Begin Revision of budgets for approved priorities					
Dec 14-20			Send activity unit allocations to Budget Committee				Work on Budgets (15 weeks)	Work on Budgets (15 Weeks)
Dec 21-20								
Dec 28-20								
Jan 4-21			Issue activity unit allocations		Review activity unit allocations			
Jan 11-21								
Jan 18-21								
Jan 25-21				Response to Deans' written feedback due				
Feb 1-21								
Feb 8-21								
Feb 15-21								
Feb 22-21								
Mar 1-21	Update revenue estimates						Budget submissions due - March 5th and 8th	
Mar 8-21								
Mar 15-21			Send budget submissions to Budget Committee & Deans - March 12th and March 15th		Review activity & ancillary unit submissions			
Mar 22-21					Activity & ancillary unit presentations March 26th and March 29th			
Mar 29-21								
Apr 5-21			Send Fund 20/30/45 budget tables					
Apr 12-21							Budget resubmissions due if necessary	
Apr 19-21			Send final consolidated budget		Review consolidated budget draft			
					Receive resubmissions if necessary			
Apr 26-21					Approve final consolidated budget			

## APPENDIX C – ONGOING VS. ONE-TIME REVENUE AND EXPENDITURE GUIDELINES

It is important to separate one-time from ongoing items within budget reporting to be able to clearly identify if a unit’s funding/revenue can sustain its level of operations on a continual basis.

### Ongoing expenditures

An ongoing item is one that is incurred in the normal operations of a unit. It is a part of the regular activities and required on a continual basis for the efficient and productive running of the unit. Examples would be salaries and benefits for permanent employees, supplies, telecommunications, printing, computer purchases (if done on a rotating basis through the unit), and travel.

### One-Time Expenditures

One-time items are those that would occur within a single reporting period and which are unlikely to recur in the future, although they could cross over multiple reporting periods. These would be items that are not part of the normal activities of a unit. Examples would be severance payments, consultants/contractual staffing used for a specific time-defined project, computer purchase that would be large and one-time (system replacements), large capital purchases, large renovations.

### Structural Deficit

A structural deficit occurs when the regular ongoing costs within a unit exceed the regular ongoing revenue/allocation for that unit. This means that the income is not sufficient to cover the costs of regular ongoing operations. A structural deficit in the ongoing operations of a unit cannot be sustained as it shows that the unit will not be able to cover its costs on a continual basis. A deficit in the ongoing operations of a unit may not be considered a structural deficit if there is a reasonable strategy to address the deficit.

### One-Time Deficit

A budget deficit may be incurred in a particular year within an area due to one-time expenses. This does not mean that the deficit will occur in all years, as the expenses will reduce to normal levels once the one-time event has been completed.

	Structural deficit			One-time deficit		
	Ongoing	One-time	Total	Ongoing	One-time	Total
<b>Year 1</b>						
Revenue	1,000	50	1,050	1,000	50	1,050
Expenses	1,050		1,050	950	150	1,100
Surplus (deficit)	(50)	50	0	50	(100)	(50)
<b>Year 2</b>						
Revenue	1,000	0	1,000	1,000	0	1,000
Expenses	1,050		1,050	950		950
Surplus (deficit)	(50)	0	(50)	50	0	50
Cumulative surplus (deficit)	(100)	50	(50)	100	(100)	0
	A structural deficit will continue to build and is unsustainable.			A one-time deficit can be covered by surpluses in other years.		

## APPENDIX D – LABOUR/BENEFIT ACCOUNT MAPPING

Salary Account	Description	Benefit Account	Description
<b>ACADEMIC FULL-TIME</b>			
500001	Academic Full Time Salary	510001	Benefits Academic FT
500005	Academic Ceil GUAR/Other	510005	FB PT Other Academic
500131	Academic Teach Track	510131	FB Academic - Teach Track
<b>ACADEMIC STIPENDS</b>			
500111	Academic Admin Stipend	510001	Benefits Academic FT
500002	Academic FHS Stipend	510002	FB Academic FHS Stipend
<b>ACADEMIC CLA</b>			
500121	Academic - CLA	510121	FB Academic - CLA
<b>ACADEMIC CAWAR</b>			
500141	Academic - Cawar	510141	FB Academic - CAWAR
<b>ACADEMIC PART-TIME</b>			
501001	Academic Salary Part Time	511009	FB PT Academic
501002	Honoraria Academic Part Time	511010	FB PT Other Academic
501003	Academic Salary Incentives PT	511009	FB PT Academic
501004	Salary Undergrad Student Can	511001	FB PT Undergrad Student - CDN
501005	Salary Masters Student Can	511002	FB PT Masters Student - CDN
501006	Salary PhD Student Can	511004	FB PT Ph.D Student - CDN
501007	Salary PostDoc Fellows	511003	FB PT PostDoc Fellow - CDN
501008	Salary Undergrad Studt Foreign	511005	FB PT Undergrad Stud - Foreign
501009	Salary Masters Student Foreign	511006	FB PT Masters Student - Foreign
501010	Salary PhD Student Foreign	511008	FB PT Ph.D Student - Foreign
501011	Salary PostDoc Fellows Foreign	511007	FB PT PostDoc Fellow - Foreign
501012	Salary Session Lecture PT	511011	FB Sessional Lecturer
501013	Faculty supervision	511010	FB PT Other Academic
501014	Invigiliating	511010	FB PT Other Academic
501015	Salary Part Time Marking	511009	FB PT Academic
501016	Clinical Scholars	511009	FB PT Academic
<b>TA</b>			
522001	TA-Graduate In Time FT	532001	FB TA-Graduate In Time FT
522002	TA-Grad OverTime/Non Mac	532002	FB TA-Grad OverTime/Non Mac
522011	TA- Undergraduate	532011	FB TA- Undergraduate
<b>NON-ACADEMIC FULL-TIME</b>			
540001	Support Salaries FT	550001	Benefits Support Full Time
540002	Supports C/S Sec	550020	FB Support C/S
540003	Support Clinical Educ/Hospital	550020	FB Support C/S
540005	Support FT- Other	550050	Benefits Support FT - Other
570001	Hourly Staff Wages	571001	FB Hourly Staff Wages
<b>NON-ACADEMIC PART-TIME</b>			
541001	Support Salaries Part Time	551001	FB Support PT
541002	Honoraria Non Academic PT	551050	Honoraria Non Academic PT
541003	PIP's Nurse Salaries	551004	FB PIP's Nurse
541004	Support Sal Desk Clerks PT	551002	FB Support Desk Cleck PT
541005	Shift Premiums PT	551001	FB Support PT
541007	Transcriptions SA	551050	Benefits Support Full Time
541008	Supp Sal WorkStudy/McWork PT	551008	FB Support Work Study/McWork
541010	Support Salaries PT Overtime	551010	FB Support Staff OverTime
541050	Support Sal PT Other	551050	FB Support Other PT
541051	For MACVIP Clearing Errors	551050	FB Support Other PT
541099	Invalid Combo HCM Earnings	551099	Invalid Combo HCM Deductions

## Salary accounts by union group

Code	Union Group	Account
CFA	Clinical Faculty	500001 Academic Full Time
		500005 Academic Ceiling Guarantee
		500131 Academic Teaching Track
		500111 Academic Admin Stipend
		500002 Academic FHS Stipend
		500121 Academic Contractually Limited Appointment
		500141 Academic CAWAR
CLF	Clinical Fellows	501007 Salary Post-Doctoral Fellows
CLS	Clinical Scholar	501016 Clinical Scholars
CP1	Teaching Assistants CUPE Unit 1	522001 TA Graduate In Time FT
		522002 TA Graduate Over Time/Non Mac
		522011 TA Undergraduate
CP2	Sessional Faculty CUPE Unit 2	501012 Salary Sessional Lecture PT
CP3	Post-Doctoral Fellows CUPE Unit 3	501007 Salary Post-Doctoral Fellows
CPM	Sessional Music Faculty CUPE Unit 2	501001 Academic Salary PT
CVA	Conversational Assistants	501001 Academic Salary PT
ESA	Interim	541001 Support Salaries PT
		541008 Work Study/McWork
HSP	Hospitality SEIU	570001 Hourly Staff Wages
MCH	Machinists SEIU	570001 Hourly Staff Wages
MFF	MUFA Faculty	500001 Academic Full Time
		500005 Academic Ceiling Guarantee
		500131 Academic Teaching Track
		500111 Academic Admin Stipend
		500002 Academic FHS Stipend
		500121 Academic Contractually Limited Appointment
		500141 Academic CAWAR
MFL	MUFA Librarians	540001 Support Salaries FT
MUL	MUALA	540001 Support Salaries FT
OPE	IUOE Operating Engineers	570001 Hourly Staff Wages
OTA	Other Academic Persons of Interest	500001 Academic Full Time Salary
OTP	Outside Paid Faculty	N/A
PDF	Post-Doctoral Fellows Non-Union	501007 Salary Post-Doctoral Fellows
RAA	Research Associate Academic	541001 Support Salaries PT
SAA	Senior Academic Officers	500001 Academic Full Time Salary
SAO	Senior Administrative Officers	540001 Support Salaries FT
TMG	TMG	Permanent: 540001 Support Salaries FT
		Limited Term: 541001 Support Salaries PT
UF1	Staff Unifor Unit 1	Permanent: 540001 Support Salaries FT
		Limited Term: 541001 Support Salaries PT
UF3	Parking Unifor Unit 3	570001 Hourly Staff Wages
UF4	Security Unifor Unit 4	570001 Hourly Staff Wages
UF5	Operations & Maintenance BUC Facility Services casual	570001 Hourly Staff Wages
ZAC	Academic Converted	501001 Academic Salary PT

## APPENDIX E – TRANSFER ACCOUNTS

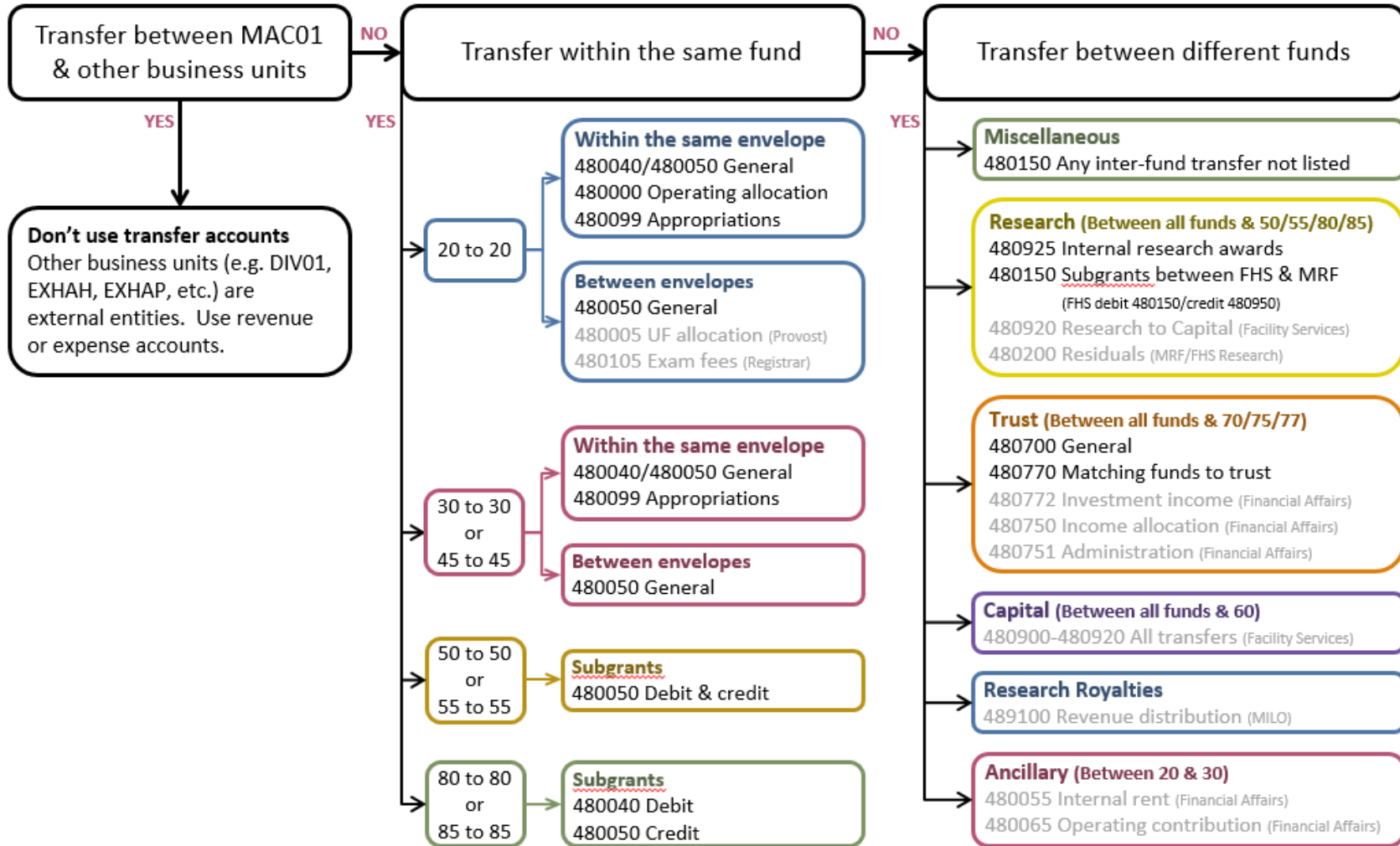
**DO** use transfer accounts on journal entries

**DO** use the same transfer account on both sides of the entry

**DO** use the accounts in black below

**DON'T** use on deposits, vouchers, purchase requisitions, etc.

**DON'T** use the accounts in gray below (reserved for the offices as shown)





**Transfer accounts are used only for journal entries within MAC01. Both sides of the journal entry must use the same account number except as noted on lines below. They may not be used for deposits or expenses.**

Fund:	20	30	45	50/55	60	70/75/77	72/78	80/85	Description
	Operating	Ancillary	Specifically Externally Funded	Research	Capital	Trusts & Endowment	Cost of Practice	FHS Research	
<b>1. Transfers within the same Fund</b>									
<b>General transfers</b>									
Within the same budget envelope	480040	480040	480040						
To/from a different budget envelope	480050	480050	480050						
<b>Specific transfers</b>									
Operating allocation	480000								Allocations of central operating funds per the budget framework.
University Fund specific allocations	480005								Allocations from the University Fund to activity units for specific purposes, and to support units for on-going funding - entry initiated by the Provost's Office.
University Fund funded priorities	480010								Used only in the University Fund to record the total of current funding awarded by the Budget Committee.
Appropriation transfers	480099	480099	480099						May be used to transfer appropriation balances between departments/programs within the same envelope. Appears below the total surplus/deficit, before net income.
Deferred exam fee transfers	480105								Transfer fee revenue to Faculties - entry initiated by the Registrar's Office.
Internal research subgrants				480050				480040 Dr 480050 Cr	Subgrants to research projects within the same Fund.
Research residuals				480200				480200	Remaining balance in research projects transferred to unrestricted Funds 50 or 80.
<b>2. Transfers between different Funds</b>									
General transfers not specified below	480150	480150	480150				480150		
Internally funded research awards*	480925		480925	480925			480925	480925	Grants funded by Faculty departments, transferred to research projects. If the original source is Trust, Fund 55 or 85 must be credited.
Research subgrants between projects				480150				480150 Dr 480950 Cr	Subgrants to projects between FHS Research and MRF.
Research overhead income									
CRC	475002 Cr		475002 Cr	809005 Dr				809005 Dr	Overhead/administration fee charged to research projects and reimbursed to Faculties/Departments.
ERA	475003 Cr		475003 Cr	809005 Dr				809005 Dr	
Contract overhead	475004 Cr		475004 Cr	809005 Dr				809005 Dr	
Research royalties	489100			489100				489100	Royalties earned on intellectual property - entry initiated by MILO.
Ancillary/Operating internal rent	480055	480055							Rent charge for specified departments reimbursing Facility Services - entry initiated by Financial Services.
Ancillary contribution to Operating	480065	480065							Percentage of ancillary sales contributed to operating funds.
Capital from all Funds	480900 - 480910								Restricted to Facility Services for capital transfers.
Research to Capital				480920	480920			480920	Transfer from research projects for capital - initiated by Facility Services.
<b>3. Trusts</b>									
Between Trust and all ledgers*	480700		480700	480700	480700	480700	480700	480700	Almost exclusively transfers out of trusts Fund 77. On rare occasions may be a transfer to trusts.
Investment income allocated (75 to 77)						480750			Restricted to Financial Affairs department - allocation from Fund 75 to 77 for trust spending.
Required match from other Funds to Trust	480770		480770	480770	480770	480770		480770	Used only for matching funds transferred to trust as per trust gift agreement.
Interest transfer to Operating	480772					480772			Restricted to Financial Affairs department - Investment income from internal endowments allocated to Fund 20 for spending.
Trust administration to Advancement	480751					480751			Restricted to Financial Affairs department - administration fee charged to trusts.

\*Trust funding transferred to research through operating: Revenue is recognized in trust when transferred, expense in trust in account 480700 when transfer made (received in operating in 480700), transfer from operating to research (55/85) in 480925 which nets in expense

## APPENDIX F – FREQUENTLY ASKED QUESTIONS

### General

#### 1. How do appropriations and carry-forwards work? How do we show them?

Appropriations and carry-forwards are unspent (surplus) or overspent (deficit) funds from the previous year. Appropriations or carry-forwards are shown at the bottom of the budget submission form. The opening balance for a particular year should be the closing balance from the prior year for each category.

Total revenue, expenses and appropriations for all types (ongoing and one-time) are summarized in the last lines of the form.

A\_6000 Surplus/Deficit: The total of revenue and expense before reallocation of appropriations within the envelope for the type (On-Going, One-Time or All Type) selected in the point of view.

A\_480099 Appropriation transfer: Optional reallocation of appropriations between departments and programs within the same envelope and fund.

A\_3000 Net Income: The total increase or decrease during the year after all revenue, expense and appropriation transfers for the type (On-Going, One-Time or All Type) selected in the point of view. Note that this total could be different than the Deficit or (Surplus) – All Types if the point of view has selected only On-Going or One-Time.

Total Revenue – All Types: The total of all ongoing and one-time revenue.

Total Expenses – All Types: The total of all ongoing and one-time expenses.

Deficit or (Surplus) – All Types: The net of all ongoing and one-time revenue and expenses.

Appropriation Transfers – All Types: The net of all ongoing and one-time appropriation transfers.

Opening Appropriations – All Types:

Actual and 8 Month Review: Actual ending appropriations carried forward from the prior year

Budget: Ending appropriations carried forward in the current forecast

PS Adjustments – All Types: Actual year-to-date journal entries to appropriation accounts in PeopleSoft GL. The only entries to appropriations should be corrections of errors occurring in the prior year-end roll-over.

Closing Appropriations – All Types: Total of Deficit/(Surplus), Opening Appropriations, Appropriation Transfers, and PS Adjustments

#### 2. Why is there such a long time between submission and presentation?

Budgeting Services needs the time to review budget submission prior to forwarding it to Budget Committee. The Budget Committee also needs time to review the submission before the meeting.

### 3. What are Ancillaries?

Ancillaries are units that operate as profit centres. They generate their own revenue to cover both the direct and indirect expenses of their operations. The University has six areas that operate as profit centres. They are:

- Campus Store
- Centre for Continuing Education
- Hospitality Services
- Housing & Conference Services
- Media Production Services
- Parking

### 4. If your budget is rolled up into a larger unit, how do you know what your allocation is?

To get your allocation you can contact your Director of Administration, Business Manager or Budgeting Services.

## Revenue and Funding

### 1. How do we budget for recoveries received for work done by part-time employees? When do we use the 'Recoveries' line?

Normally, recoveries for part-time staff (Work-study, MacWork) go directly against the salary account where the salary is paid from. In some cases departments may wish to use a part-time salary recovery account (541801).

## Salary

### 1. How are FTEs calculated? What about FTTEs?

FTEs are not head counts. For Unifor and TMG staff, FTEs are calculated based on time worked as a proportion of total hours available in the year, depending on the standard work week of that employee:

- 35 hours/week = 1,825 hours/year
- 37.5 hours/week = 1,955 hours/year
- 40 hours/week = 2,086 hours/year

For employees working a total of 1,217 hours in a year on a position with a standard work week of 35 hours, the calculation would be:

$$1,217 \text{ hours worked} / 1,825 \text{ hours available} = 0.67 \text{ FTE}$$

Faculty FTTEs (full-time teaching equivalent) are normally the same as FTEs, and are not needed on the submission.

### 2. Where can I find details of my FTEs?

A report showing actual and projected hours and the resulting FTE calculation is part of the Hyperion labour planning module forms under 1.2.1.2 LABOUR. Total hours by employee are available on

1.1.2.3 Labour Hours Input. Details of FTE by employee are available on 1.2.1.2.1 Variance Report Detail by Employee.

### 3. Do you count contract positions?

All hours paid to employees through the HR payroll system are counted toward FTE.

### 4. What salary and wage assumptions will be used?

Salary expense estimates calculated through Hyperion will be based on the signed collective agreements with McMaster University. For estimates in the absence of specific salary details, assume the continuation of the current contract or agreement including, where applicable, across the board, scale, merit, and CPM increases. Assumptions used in the Hyperion labour planning module may be viewed in the forms under 1.2.1.2.5 Labour Source Data & Assumptions. Salary estimates are for modelling purposes only.

### 5. How should positions undergoing evaluation be handled?

Budget the salary costs at the expected pay rate after evaluation, including any retroactive amounts that may be payable. Adjustment may be made to the employee's hourly rate through Hyperion on form 1.1.2.2 Existing Employees Override, with retroactive payments entered as a hedge.

## Benefits

### 1. Most of my staff are single and I have consistently been under budget in benefits when using this formula? Can I revise the formula?

The benefit rates prepopulated as part of the assumptions in Hyperion consist of a factor for each employee group that will bring the overall rate closer to the actual charges. If the resulting calculation is unreasonable, a hedge may be entered.

### 2. Do you have to budget MPDA even if staff never use it?

Yes. MPDA budgets must be allocated as long as the employee is part of the department.

## Non-salary

### 1. How can I tell which account to use for capital?

Projects performed by Facility Services and funded from operating accounts must use transfer account 480910. Minor renovations and alterations should be charged to account 620000. Other accounts outlined in the capital assets policy are summarized below. For full details refer to the Capital Assets policy at <https://financial-affairs.mcmaster.ca/app/uploads/2018/07/Capital-Assets-Accounting-Policy-2019-Final.pdf>

# Is it Capital?

Assets valued above the thresholds below are capitalized for financial reporting.

EQUIPMENT & COMPUTER HARDWARE		Assets with a useful life of greater than one year
Equipment Over \$5,000	610000	
Equipment Under \$5,000	610001	
Vehicles Over \$5,000	610010	
Vehicles Under \$5,000	610011	
Furniture & Fixtures Over \$5,000	610015	
Furniture & Fixtures Under \$5,000	610016	
Computer Hardware Over \$5,000	610030	
Computer Hardware Under \$5,000	610031	
COMPUTER SOFTWARE		One-time License: Perpetual right to use the software without an ongoing subscription fee
One-time Software License Over \$5,000	610040	
One-time Software License Under \$5,000	610041	
Software Fees (other than one-time)	610045	
FACILITIES PROJECTS		Generally projects less than \$200,000 do not extend the useful life of the asset
Renovations & Alterations Under \$200,000	620000	
Renovations & Alterations Over \$200,000	620100	