

RANKED BY CURRENT SPENDING LEVEL

RANK			EXPENDITURE LEVEL			2019 EXPEND. (\$'000)	CHANGE SINCE 2001	IMPACT (\$'000) - HIGHER/(LOWER)		
This	Last	Year	2001	2018	2019			vs 2001 Level	vs Current Top 25 Av'ge	vs Current U-15 Av'ge
4.1) Operational Support Costs as a % of General Operating Expenditure										
UNIVERSITIES										
1	5	Calgary	29.6%	29.1%	34.4%	\$317,618	106.4%	\$43,893	\$73,943	\$71,783
2	2	Waterloo	34.3%	31.7%	31.3%	\$247,481	132.9%	(\$24,017)	\$38,843	\$36,993
3	1	Alberta	28.0%	33.5%	30.3%	\$358,951	108.0%	\$27,301	\$46,815	\$44,048
4	6	UBC	20.7%	29.1%	29.9%	\$480,252	313.0%	\$147,595	\$56,166	\$52,406
5	3	McGill	36.4%	30.4%	29.4%	\$240,907	28.1%	(\$57,736)	\$24,588	\$22,670
6	4	Memorial	22.8%	30.1%	29.3%	\$136,735	111.5%	\$30,410	\$13,850	N/A
7	10	Ryerson	31.5%	27.7%	28.7%	\$187,403	157.4%	(\$18,338)	\$15,248	N/A
8	7	Carleton	29.3%	29.0%	28.2%	\$133,146	100.2%	(\$5,340)	\$8,472	N/A
9	8	Victoria	25.4%	27.9%	28.0%	\$107,878	76.5%	\$9,936	\$6,315	N/A
10	18	Manitoba	25.1%	24.3%	26.4%	\$149,498	58.3%	\$7,316	\$181	(\$1,143)
11	16	Sherbrooke	30.8%	24.8%	26.3%	\$108,972	43.7%	(\$18,468)	(\$201)	N/A
12	14	Concordia	27.4%	25.7%	26.2%	\$125,486	69.3%	(\$5,492)	(\$725)	N/A
13	11	Québec a Montréal	27.0%	26.1%	26.2%	\$110,578	28.1%	(\$3,341)	(\$666)	N/A
14	13	Montréal	27.5%	25.7%	25.7%	\$202,497	45.8%	(\$13,821)	(\$5,040)	(\$6,880)
15	17	Dalhousie	25.1%	24.4%	25.5%	\$124,655	70.1%	\$2,034	(\$4,351)	(\$5,495)
16	15	Queen's	17.1%	25.1%	24.5%	\$146,177	103.4%	\$44,353	(\$10,878)	(\$12,271)
17	9	Toronto	20.3%	27.7%	24.3%	\$556,402	157.5%	\$92,869	(\$46,143)	(\$51,486)
18	12	Saskatchewan	29.7%	26.0%	24.3%	\$143,949	67.8%	(\$32,083)	(\$12,075)	(\$13,459)
19	20	Guelph	25.6%	23.7%	24.2%	\$125,813	68.8%	(\$7,162)	(\$11,116)	N/A
20	19	Simon Fraser	24.0%	24.0%	23.5%	\$121,278	87.4%	(\$2,756)	(\$14,977)	N/A
21	24	Ottawa	26.3%	20.5%	22.8%	\$167,941	72.6%	(\$26,211)	(\$26,635)	(\$28,360)
22	21	McMaster	25.5%	22.7%	22.6%	\$168,388	116.5%	(\$21,521)	(\$28,135)	(\$29,877)
23	22	Laval	22.2%	21.6%	22.2%	\$136,168	26.5%	\$149	(\$25,637)	(\$27,071)
24	23	York	22.6%	21.5%	20.9%	\$181,574	49.3%	(\$14,958)	(\$47,640)	N/A
25	25	Western	21.2%	19.5%	19.3%	\$136,549	45.9%	(\$13,322)	(\$50,203)	(\$51,859)
AVERAGE			25.6%	26.6%	26.4%	\$196,652	92.4%	\$5,884	\$0	\$0
								% of Schools with Relative Overspend:		
								40.0%	40.0%	33.3%

PROVINCES										
1	1	Alberta	28.7%	31.6%	32.1%	\$338,285	107.3%	\$35,273	\$60,379	
2	2	Newfoundland	22.8%	30.1%	29.3%	\$136,735	111.5%	\$30,410	\$13,850	
3	3	British Columbia	22.6%	27.9%	28.3%	\$236,469	193.0%	\$47,517	\$15,835	
4	8	Manitoba	25.1%	24.3%	26.4%	\$149,498	58.3%	\$7,316	\$181	
5	5	Québec	28.6%	26.0%	26.1%	\$154,101	37.8%	(\$14,515)	(\$1,280)	
6	7	Nova Scotia	25.1%	24.4%	25.5%	\$124,655	70.1%	\$2,034	(\$4,351)	
7	6	Ontario	23.8%	25.3%	24.5%	\$205,087	105.4%	\$5,936	(\$15,819)	
8	4	Saskatchewan	29.7%	26.0%	24.3%	\$143,949	67.8%	(\$32,083)	(\$12,075)	
AVERAGE			25.6%	26.6%	26.4%	\$196,652	92.4%	\$5,884	\$0	
								% of Provinces with Relative Overspend:		
								75.0%	50.0%	

RANKED BY CURRENT SPENDING LEVEL

RANK			EXPENDITURE LEVEL			2019 EXPEND. (\$'000)	CHANGE SINCE 2001	IMPACT (\$'000) - HIGHER/(LOWER)		
			2001	2018	2019			vs 2001 Level	vs Current Top 25 Av'ge	vs Current U-15 Av'ge
This Last Year Year										
4.2) Computing & Communications as a % of General Operating Expenditure										
UNIVERSITIES										
1	1	Calgary	3.0%	6.6%	7.2%	\$66,245	331.2%	\$38,921	\$29,977	\$29,754
2	3	Montréal	5.6%	5.4%	5.5%	\$43,274	53.5%	(\$623)	\$12,384	\$12,195
3	5	Simon Fraser	3.5%	5.2%	5.3%	\$27,600	194.2%	\$9,625	\$7,320	N/A
4	7	Manitoba	4.6%	5.1%	5.3%	\$29,880	72.4%	\$3,788	\$7,656	\$7,519
5	6	McGill	4.5%	5.2%	5.3%	\$43,119	84.8%	\$6,061	\$10,922	\$10,724
6	4	Saskatchewan	3.9%	5.4%	5.2%	\$30,528	171.0%	\$7,407	\$7,305	\$7,163
7	2	Victoria	4.0%	5.4%	4.9%	\$18,874	94.7%	\$3,339	\$3,757	N/A
8	8	UBC	3.0%	4.8%	4.8%	\$77,883	358.6%	\$29,305	\$14,762	\$14,374
9	9	Sherbrooke	3.1%	4.8%	4.7%	\$19,444	157.2%	\$6,742	\$3,195	N/A
10	12	Guelph	3.1%	4.2%	4.6%	\$23,781	164.5%	\$7,739	\$3,401	N/A
11	11	Memorial	4.5%	4.3%	4.3%	\$19,997	55.7%	(\$1,134)	\$1,707	N/A
12	10	Waterloo	5.2%	4.6%	4.3%	\$33,895	110.9%	(\$7,160)	\$2,841	\$2,651
13	15	Alberta	4.8%	3.6%	3.9%	\$46,123	54.6%	(\$11,220)	(\$335)	(\$621)
14	14	Concordia	4.7%	3.9%	3.8%	\$18,364	44.7%	(\$4,065)	(\$421)	N/A
15	13	Queen's	2.4%	4.0%	3.8%	\$22,480	123.9%	\$8,252	(\$896)	(\$1,040)
16	18	Dalhousie	4.0%	3.5%	3.7%	\$18,132	56.3%	(\$1,280)	(\$1,069)	(\$1,187)
17	16	Carleton	3.7%	3.6%	3.6%	\$17,069	102.9%	(\$442)	(\$1,487)	N/A
18	20	Québec a Montréal	3.5%	2.8%	3.4%	\$14,449	29.6%	(\$264)	(\$2,109)	N/A
19	19	Laval	2.2%	3.3%	3.1%	\$19,105	75.8%	\$5,371	(\$4,978)	(\$5,126)
20	17	Ryerson	5.7%	3.5%	3.0%	\$19,844	49.5%	(\$17,665)	(\$5,780)	N/A
21	21	York	3.1%	2.8%	2.4%	\$21,292	26.3%	(\$5,954)	(\$12,824)	N/A
22	24	Toronto	2.7%	2.1%	2.4%	\$54,106	89.3%	(\$7,197)	(\$35,577)	(\$36,127)
23	22	McMaster	3.2%	2.4%	2.3%	\$17,138	77.2%	(\$6,483)	(\$12,112)	(\$12,292)
24	23	Western	2.4%	2.2%	2.2%	\$15,631	47.2%	(\$1,368)	(\$12,165)	(\$12,336)
25	25	Ottawa	3.7%	1.8%	1.8%	\$13,487	-1.6%	(\$13,867)	(\$15,474)	(\$15,651)
AVERAGE			3.6%	3.9%	3.9%	\$29,270	100.9%	\$2,078	\$0	\$0
								% of Schools with Relative Overspend:		
								44.0%	48.0%	46.7%
PROVINCES										
1	4	Alberta	4.0%	4.9%	5.3%	\$56,184	148.6%	\$14,231	\$14,821	
2	2	Manitoba	4.6%	5.1%	5.3%	\$29,880	72.4%	\$3,788	\$7,656	
3	1	Saskatchewan	3.9%	5.4%	5.2%	\$30,528	171.0%	\$7,407	\$7,305	
4	3	British Columbia	3.4%	5.0%	5.0%	\$41,452	244.9%	\$13,315	\$8,613	
5	5	Québec	4.0%	4.4%	4.5%	\$26,293	68.2%	\$2,719	\$3,166	
6	6	Newfoundland	4.5%	4.3%	4.3%	\$19,997	55.7%	(\$1,134)	\$1,707	
7	7	Nova Scotia	4.0%	3.5%	3.7%	\$18,132	56.3%	(\$1,280)	(\$1,069)	
8	8	Ontario	3.2%	2.8%	2.8%	\$23,872	75.2%	(\$3,301)	(\$9,007)	
AVERAGE			3.6%	3.9%	3.9%	\$29,270	100.9%	\$2,078	\$0	
								% of Provinces with Relative Overspend:		
								62.5%	75.0%	

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This Year	Last Year		2001	2018	2019			vs 2001 Level	vs Current Top 25 Av'ge	vs Current U-15 Av'ge
4.3) Central Administration as a % of General Operating Expenditure										
UNIVERSITIES										
1	1	Waterloo	16.2%	16.5%	16.5%	\$130,533	160.0%	\$2,260	\$31,879	\$31,399
2	3	Carleton	14.4%	15.1%	15.4%	\$72,726	122.5%	\$4,668	\$13,774	N/A
3	4	Ryerson	14.7%	14.3%	14.5%	\$94,787	179.9%	(\$913)	\$13,384	N/A
4	5	Victoria	12.2%	14.2%	14.5%	\$55,857	89.9%	\$8,725	\$7,833	N/A
5	2	McGill	16.1%	15.6%	14.3%	\$117,532	41.5%	(\$14,375)	\$15,246	\$14,748
6	6	Alberta	12.0%	14.2%	14.3%	\$168,725	128.1%	\$26,525	\$21,132	\$20,414
7	12	Ottawa	13.2%	12.0%	13.8%	\$101,872	108.6%	\$4,412	\$9,867	\$9,420
8	7	Québec a Montréal	12.7%	13.9%	13.4%	\$56,527	38.8%	\$2,775	\$3,925	N/A
9	8	Queen's	5.9%	13.4%	13.3%	\$79,064	219.1%	\$43,960	\$4,801	\$4,439
10	9	UBC	12.0%	12.6%	13.1%	\$210,608	211.9%	\$17,428	\$10,080	\$9,104
11	11	Concordia	11.8%	12.2%	13.1%	\$62,626	96.4%	\$6,298	\$2,948	N/A
12	15	Toronto	7.8%	11.6%	12.2%	\$279,684	235.6%	\$100,919	(\$5,228)	(\$6,615)
13	21	Manitoba	7.1%	10.0%	12.2%	\$69,202	157.8%	\$28,785	(\$1,402)	(\$1,746)
14	13	McMaster	12.3%	11.8%	11.7%	\$87,117	132.3%	(\$4,472)	(\$5,808)	(\$6,260)
15	14	Guelph	9.6%	11.6%	11.6%	\$60,495	116.9%	\$10,735	(\$4,252)	N/A
16	10	Memorial	6.8%	12.5%	11.6%	\$53,984	182.1%	\$22,508	(\$4,122)	N/A
17	18	Montréal	10.7%	11.2%	11.2%	\$87,998	63.3%	\$4,061	(\$10,135)	(\$10,613)
18	16	Calgary	11.0%	11.3%	11.2%	\$103,108	81.2%	\$1,910	(\$12,113)	(\$12,674)
19	20	Laval	10.4%	10.7%	11.1%	\$68,032	34.5%	\$4,090	(\$8,477)	(\$8,849)
20	17	Saskatchewan	10.9%	11.2%	11.0%	\$64,800	105.5%	\$77	(\$8,976)	(\$9,335)
21	19	York	10.2%	10.8%	10.7%	\$93,381	70.4%	\$4,812	(\$15,002)	N/A
22	24	Western	10.6%	9.8%	10.1%	\$71,443	52.1%	(\$3,765)	(\$16,862)	(\$17,292)
23	23	Sherbrooke	16.4%	9.8%	10.0%	\$41,571	2.8%	(\$26,393)	(\$10,051)	N/A
24	22	Simon Fraser	11.6%	10.0%	9.3%	\$47,828	52.7%	(\$12,208)	(\$16,600)	N/A
25	25	Dalhousie	8.7%	9.1%	9.2%	\$45,157	77.4%	\$2,572	(\$15,843)	(\$16,140)
AVERAGE			11.0%	12.3%	12.5%	\$92,986	110.6%	\$10,616	\$0	\$0
								% of Schools with Relative Overspend:		
								76.0%	44.0%	40.0%

PROVINCES										
1	1	Alberta	11.5%	13.0%	12.9%	\$135,917	107.7%	\$14,432	\$4,510	
2	4	Ontario	10.5%	12.4%	12.8%	\$107,110	142.9%	\$19,162	\$2,655	
3	5	British Columbia	12.0%	12.3%	12.5%	\$104,764	145.0%	\$4,665	\$438	
4	3	Québec	12.8%	12.4%	12.3%	\$72,381	44.5%	(\$3,174)	(\$1,091)	
5	7	Manitoba	7.1%	10.0%	12.2%	\$69,202	157.8%	\$28,785	(\$1,402)	
6	2	Newfoundland	6.8%	12.5%	11.6%	\$53,984	182.1%	\$22,508	(\$4,122)	
7	6	Saskatchewan	10.9%	11.2%	11.0%	\$64,800	105.5%	\$77	(\$8,976)	
8	8	Nova Scotia	8.7%	9.1%	9.2%	\$45,157	77.4%	\$2,572	(\$15,843)	
AVERAGE			11.0%	12.3%	12.5%	\$92,986	110.6%	\$10,616	\$0	
								% of Provinces with Relative Overspend:		
								87.5%	37.5%	

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RANK			EXPENDITURE LEVEL			2019 EXPEND. (\$'000)	CHANGE SINCE 2001	IMPACT (\$'000) - HIGHER/(LOWER)		
			2001	2018	2019			vs 2001 Level	vs Current Top 25 Av'ge	vs Current U-15 Av'ge
This Last Year Year										
4.4) Physical Plant as a % of General Operating Expenditure										
UNIVERSITIES										
1	6	Calgary	15.7%	11.1%	16.0%	\$148,265	81.6%	\$3,062	\$56,080	\$54,703
2	3	Memorial	11.5%	13.3%	13.5%	\$62,754	92.2%	\$9,036	\$16,265	N/A
3	4	Dalhousie	12.4%	11.9%	12.5%	\$61,366	69.3%	\$741	\$12,561	\$11,832
4	1	Alberta	11.2%	15.7%	12.2%	\$144,103	109.7%	\$11,997	\$26,018	\$24,254
5	5	UBC	5.7%	11.7%	11.9%	\$191,761	503.5%	\$100,862	\$31,324	\$28,927
6	9	Sherbrooke	11.3%	10.2%	11.6%	\$47,957	72.3%	\$1,183	\$6,655	N/A
7	10	Ryerson	11.1%	9.9%	11.1%	\$72,772	183.5%	\$240	\$7,643	N/A
8	7	Waterloo	12.9%	10.6%	10.5%	\$83,053	107.7%	(\$19,117)	\$4,122	\$2,943
9	11	McGill	15.8%	9.7%	9.8%	\$80,256	-1.7%	(\$49,422)	(\$1,580)	(\$2,803)
10	2	Toronto	9.8%	14.0%	9.7%	\$222,612	113.7%	(\$854)	(\$5,339)	(\$8,743)
11	14	Québec a Montréal	10.8%	9.4%	9.4%	\$39,602	15.0%	(\$5,851)	(\$2,483)	N/A
12	12	Concordia	10.9%	9.6%	9.3%	\$44,496	50.6%	(\$7,725)	(\$3,251)	N/A
13	8	Carleton	11.2%	10.4%	9.2%	\$43,351	70.5%	(\$9,566)	(\$3,815)	N/A
14	16	Montréal	11.2%	9.1%	9.0%	\$71,225	25.3%	(\$17,259)	(\$7,289)	(\$8,461)
15	15	Manitoba	13.4%	9.2%	8.9%	\$50,416	0.3%	(\$25,257)	(\$6,073)	(\$6,916)
16	17	Simon Fraser	8.9%	8.7%	8.9%	\$45,850	90.9%	(\$173)	(\$5,697)	N/A
17	19	Victoria	9.2%	8.2%	8.6%	\$33,147	50.6%	(\$2,128)	(\$5,276)	N/A
18	18	McMaster	10.0%	8.6%	8.6%	\$64,133	109.6%	(\$10,565)	(\$10,214)	(\$11,324)
19	13	Saskatchewan	14.9%	9.4%	8.2%	\$48,621	13.2%	(\$39,567)	(\$10,405)	(\$11,287)
20	21	Guelph	12.9%	7.9%	8.0%	\$41,537	10.3%	(\$25,636)	(\$10,265)	N/A
21	22	Laval	9.5%	7.6%	8.0%	\$49,031	6.2%	(\$9,312)	(\$12,182)	(\$13,096)
22	20	York	9.3%	7.9%	7.7%	\$66,901	34.0%	(\$13,815)	(\$19,814)	N/A
23	23	Queen's	8.8%	7.6%	7.5%	\$44,633	20.5%	(\$7,859)	(\$14,783)	(\$15,670)
24	25	Ottawa	9.4%	6.7%	7.1%	\$52,582	51.4%	(\$16,755)	(\$21,028)	(\$22,128)
25	24	Western	8.1%	7.5%	7.0%	\$49,475	37.4%	(\$8,189)	(\$21,176)	(\$22,231)
AVERAGE			10.9%	10.5%	10.0%	\$74,396	70.9%	(\$6,810)	\$0	\$0
% of Schools with Relative Overspend:								28.0%	32.0%	33.3%

PROVINCES										
1	1	Alberta	13.2%	13.7%	13.9%	\$146,184	94.4%	\$6,610	\$41,049	
2	2	Newfoundland	11.5%	13.3%	13.5%	\$62,754	92.2%	\$9,036	\$16,265	
3	3	Nova Scotia	12.4%	11.9%	12.5%	\$61,366	69.3%	\$741	\$12,561	
4	4	British Columbia	7.3%	10.5%	10.8%	\$90,253	248.0%	\$29,536	\$6,784	
5	8	Québec	11.8%	9.2%	9.4%	\$55,428	20.3%	(\$14,060)	(\$3,355)	
6	7	Manitoba	13.4%	9.2%	8.9%	\$50,416	0.3%	(\$25,257)	(\$6,073)	
7	5	Ontario	10.0%	10.0%	8.8%	\$74,105	75.9%	(\$9,925)	(\$9,467)	
8	6	Saskatchewan	14.9%	9.4%	8.2%	\$48,621	13.2%	(\$39,567)	(\$10,405)	
AVERAGE			10.9%	10.5%	10.0%	\$74,396	70.9%	(\$6,810)	\$0	
% of Provinces with Relative Overspend:								50.0%	50.0%	

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			2001	2018	2019			vs 2001 Level	vs Current Top 25 Av'ge	vs Current U-15 Av'ge			
This Last Year Year													
4.5) Operational Support Costs as a % of Total University Expenditure													
UNIVERSITIES													
1	1	Waterloo	21.5%	22.1%	22.2%	\$247,481	132.9%	\$7,553	\$66,998	\$73,181			
2	5	Ryerson	25.1%	20.6%	21.9%	\$187,403	157.4%	(\$27,630)	\$48,468	N/A			
3	3	Québec a Montréal	20.7%	21.5%	21.4%	\$110,578	28.1%	\$3,529	\$26,670	N/A			
4	2	Carleton	20.5%	21.8%	20.7%	\$133,146	100.2%	\$1,033	\$28,918	N/A			
5	9	Calgary	18.8%	17.2%	20.1%	\$317,618	106.4%	\$20,648	\$61,490	\$70,265			
6	4	Alberta	15.3%	20.9%	19.4%	\$358,951	108.0%	\$75,553	\$58,665	\$68,953			
7	7	Concordia	19.4%	19.2%	18.3%	\$125,486	69.3%	(\$7,624)	\$14,124	N/A			
8	6	Memorial	17.5%	19.6%	18.0%	\$136,735	111.5%	\$4,374	\$13,901	N/A			
9	8	Victoria	17.2%	17.7%	18.0%	\$107,878	76.5%	\$4,864	\$10,793	N/A			
10	10	UBC	9.5%	16.4%	17.1%	\$480,252	313.0%	\$214,194	\$25,275	\$40,862			
11	13	Sherbrooke	20.7%	15.9%	17.1%	\$108,972	43.7%	(\$23,469)	\$5,472	N/A			
12	17	Dalhousie	16.2%	14.9%	16.3%	\$124,655	70.1%	\$987	\$783	\$5,026			
13	11	York	18.5%	16.2%	16.3%	\$181,574	49.3%	(\$24,512)	\$794	N/A			
14	15	Manitoba	16.2%	15.2%	16.0%	\$149,498	58.3%	(\$1,576)	(\$1,458)	\$3,714			
15	12	Simon Fraser	17.1%	15.9%	15.3%	\$121,278	87.4%	(\$13,996)	(\$7,159)	N/A			
16	16	Queen's	10.8%	15.0%	14.6%	\$146,177	103.4%	\$37,956	(\$16,275)	(\$10,710)			
17	14	Toronto	11.7%	15.8%	14.5%	\$556,402	157.5%	\$107,368	(\$63,751)	(\$42,506)			
18	21	Guelph	13.4%	13.3%	14.5%	\$125,813	68.8%	\$8,906	(\$15,077)	N/A			
19	20	Montréal	15.4%	13.8%	14.2%	\$202,497	45.8%	(\$18,039)	(\$29,008)	(\$21,077)			
20	18	Saskatchewan	13.9%	14.6%	14.1%	\$143,949	67.8%	\$1,599	(\$21,767)	(\$16,090)			
21	19	McGill	19.5%	14.4%	13.8%	\$240,907	28.1%	(\$101,039)	(\$42,477)	(\$32,769)			
22	24	Ottawa	14.6%	11.7%	13.6%	\$167,941	72.6%	(\$12,310)	(\$32,740)	(\$25,865)			
23	22	McMaster	11.6%	12.7%	12.8%	\$168,388	116.5%	\$16,112	(\$44,872)	(\$37,567)			
24	23	Laval	12.7%	11.8%	12.6%	\$136,168	26.5%	(\$415)	(\$38,288)	(\$32,311)			
25	25	Western	12.0%	11.5%	11.9%	\$136,549	45.9%	(\$1,713)	(\$49,479)	(\$43,106)			
AVERAGE			15.3%	16.0%	16.2%	\$196,652	92.4%	\$11,496	\$0	\$0			
								% of Schools with Relative Overspend:			56.0%	52.0%	40.0%

PROVINCES			2001	2018	2019	2019 EXPEND. (\$'000)	CHANGE SINCE 2001	vs 2001 Level	vs Current Top 25 Av'ge	vs Current U-15 Av'ge			
1	2	Alberta	16.8%	19.3%	19.7%	\$338,285	107.3%	\$50,484	\$60,078				
2	1	Newfoundland	17.5%	19.6%	18.0%	\$136,735	111.5%	\$4,374	\$13,901				
3	3	British Columbia	12.3%	16.5%	16.9%	\$236,469	193.0%	\$63,709	\$9,637				
4	7	Nova Scotia	16.2%	14.9%	16.3%	\$124,655	70.1%	\$987	\$783				
5	5	Manitoba	16.2%	15.2%	16.0%	\$149,498	58.3%	(\$1,576)	(\$1,458)				
6	4	Ontario	14.4%	15.6%	15.6%	\$205,087	105.4%	\$16,330	(\$7,702)				
7	6	Québec	17.3%	15.0%	15.2%	\$154,101	37.8%	(\$21,805)	(\$10,584)				
8	8	Saskatchewan	13.9%	14.6%	14.1%	\$143,949	67.8%	\$1,599	(\$21,767)				
AVERAGE			15.3%	16.0%	16.2%	\$196,652	92.4%	\$11,496	\$0				
								% of Provinces with Relative Overspend:			75.0%	50.0%	

RANKED BY CURRENT SPENDING LEVEL

RANK			EXPENDITURE LEVEL			2019 EXPEND. (\$'000)	CHANGE SINCE 2001	IMPACT (\$'000) - HIGHER/(LOWER)		
			2001	2018	2019			vs 2001 Level	vs Current Top 25 Av'ge	vs Current U-15 Av'ge
This	Last	Year								
4.6) Computing & Communications as a % of Total University Expenditure										
UNIVERSITIES										
1	1	Calgary	1.9%	3.9%	4.2%	\$66,245	331.2%	\$36,600	\$28,123	\$29,528
2	2	Simon Fraser	2.5%	3.5%	3.5%	\$27,600	194.2%	\$7,996	\$8,484	N/A
3	5	Manitoba	3.0%	3.2%	3.2%	\$29,880	72.4%	\$2,157	\$7,412	\$8,240
4	3	Victoria	2.7%	3.4%	3.1%	\$18,874	94.7%	\$2,534	\$4,424	N/A
5	6	Sherbrooke	2.1%	3.0%	3.0%	\$19,444	157.2%	\$6,243	\$4,039	N/A
6	4	Waterloo	3.3%	3.2%	3.0%	\$33,895	110.9%	(\$2,386)	\$7,032	\$8,022
7	9	Montréal	3.1%	2.9%	3.0%	\$43,274	53.5%	(\$1,479)	\$8,817	\$10,087
8	7	Saskatchewan	1.8%	3.0%	3.0%	\$30,528	171.0%	\$11,831	\$5,863	\$6,772
9	17	Québec a Montréal	2.7%	2.3%	2.8%	\$14,449	29.6%	\$623	\$1,960	N/A
10	11	UBC	1.4%	2.7%	2.8%	\$77,883	358.6%	\$39,030	\$10,164	\$12,661
11	16	Guelph	1.6%	2.4%	2.7%	\$23,781	164.5%	\$9,677	\$2,811	N/A
12	8	Concordia	3.3%	2.9%	2.7%	\$18,364	44.7%	(\$4,430)	\$1,789	N/A
13	12	Carleton	2.6%	2.7%	2.7%	\$17,069	102.9%	\$364	\$1,556	N/A
14	10	Memorial	3.5%	2.8%	2.6%	\$19,997	55.7%	(\$6,309)	\$1,714	N/A
15	18	Alberta	2.6%	2.3%	2.5%	\$46,123	54.6%	(\$2,877)	\$1,429	\$3,076
16	14	McGill	2.4%	2.4%	2.5%	\$43,119	84.8%	\$687	\$940	\$2,495
17	19	Dalhousie	2.6%	2.1%	2.4%	\$18,132	56.3%	(\$1,445)	(\$305)	\$375
18	13	Ryerson	4.6%	2.6%	2.3%	\$19,844	49.5%	(\$19,359)	(\$835)	N/A
19	15	Queen's	1.5%	2.4%	2.2%	\$22,480	123.9%	\$7,358	(\$1,699)	(\$808)
20	20	York	2.6%	2.1%	1.9%	\$21,292	26.3%	(\$7,278)	(\$5,615)	N/A
21	21	Laval	1.3%	1.8%	1.8%	\$19,105	75.8%	\$5,314	(\$6,861)	(\$5,904)
22	24	Toronto	1.6%	1.2%	1.4%	\$54,106	89.3%	(\$5,279)	(\$38,197)	(\$34,794)
23	23	Western	1.4%	1.3%	1.4%	\$15,631	47.2%	(\$51)	(\$12,057)	(\$11,037)
24	22	McMaster	1.4%	1.3%	1.3%	\$17,138	77.2%	(\$1,803)	(\$14,604)	(\$13,433)
25	25	Ottawa	2.1%	1.0%	1.1%	\$13,487	-1.6%	(\$11,909)	(\$16,382)	(\$15,281)
AVERAGE			2.2%	2.3%	2.4%	\$29,270	100.9%	\$2,878	\$0	\$0
% of Schools with Relative Overspend:								52.0%	64.0%	60.0%
PROVINCES										
1	3	Alberta	2.3%	3.0%	3.3%	\$56,184	148.6%	\$16,337	\$14,776	
2	1	Manitoba	3.0%	3.2%	3.2%	\$29,880	72.4%	\$2,157	\$7,412	
3	2	Saskatchewan	1.8%	3.0%	3.0%	\$30,528	171.0%	\$11,831	\$5,863	
4	4	British Columbia	1.8%	3.0%	3.0%	\$41,452	244.9%	\$15,727	\$7,691	
5	5	Newfoundland	3.5%	2.8%	2.6%	\$19,997	55.7%	(\$6,309)	\$1,714	
6	6	Québec	2.4%	2.5%	2.6%	\$26,293	68.2%	\$1,700	\$1,781	
7	7	Nova Scotia	2.6%	2.1%	2.4%	\$18,132	56.3%	(\$1,445)	(\$305)	
8	8	Ontario	2.0%	1.8%	1.8%	\$23,872	75.2%	(\$1,883)	(\$7,799)	
AVERAGE			2.2%	2.3%	2.4%	\$29,270	100.9%	\$2,878	\$0	
% of Provinces with Relative Overspend:								62.5%	75.0%	

RANKED BY CURRENT SPENDING LEVEL

RANK			EXPENDITURE LEVEL			2019 EXPEND. (\$'000)	CHANGE SINCE 2001	IMPACT (\$'000) - HIGHER/(LOWER)		
			2001	2018	2019			vs 2001 Level	vs Current Top 25 Av'ge	vs Current U-15 Av'ge
This Last Year Year										
4.7) Central Administration as a % of Total University Expenditure										
UNIVERSITIES										
1	1	Waterloo	10.2%	11.6%	11.7%	\$130,533	160.0%	\$17,176	\$45,192	\$48,442
2	3	Carleton	10.1%	11.3%	11.3%	\$72,726	122.5%	\$7,800	\$23,442	N/A
3	4	Ryerson	11.7%	10.6%	11.1%	\$94,787	179.9%	(\$5,235)	\$29,092	N/A
4	2	Québec a Montréal	9.8%	11.5%	10.9%	\$56,527	38.8%	\$6,016	\$16,851	N/A
5	6	Victoria	8.3%	9.0%	9.3%	\$55,857	89.9%	\$6,284	\$9,951	N/A
6	5	Concordia	8.3%	9.1%	9.1%	\$62,626	96.4%	\$5,381	\$9,969	N/A
7	7	Alberta	6.6%	8.8%	9.1%	\$168,725	128.1%	\$47,214	\$26,736	\$32,144
8	8	York	8.3%	8.2%	8.4%	\$93,381	70.4%	\$506	\$7,900	N/A
9	13	Ottawa	7.3%	6.8%	8.2%	\$101,872	108.6%	\$11,390	\$6,981	\$10,595
10	10	Queen's	3.7%	8.0%	7.9%	\$79,064	219.1%	\$41,755	\$2,249	\$5,175
11	12	UBC	5.5%	7.1%	7.5%	\$210,608	211.9%	\$56,103	(\$4,526)	\$3,667
12	21	Manitoba	4.6%	6.3%	7.4%	\$69,202	157.8%	\$26,257	(\$2,177)	\$542
13	16	Toronto	4.5%	6.6%	7.3%	\$279,684	235.6%	\$106,511	(\$13,554)	(\$2,385)
14	9	Memorial	5.2%	8.1%	7.1%	\$53,984	182.1%	\$14,801	(\$4,098)	N/A
15	17	Guelph	5.0%	6.5%	7.0%	\$60,495	116.9%	\$16,748	(\$6,125)	N/A
16	11	McGill	8.6%	7.4%	6.7%	\$117,532	41.5%	(\$33,502)	(\$16,465)	(\$11,362)
17	18	McMaster	5.6%	6.5%	6.6%	\$87,117	132.3%	\$13,678	(\$13,723)	(\$9,882)
18	14	Calgary	6.9%	6.7%	6.5%	\$103,108	81.2%	(\$6,684)	(\$18,001)	(\$13,389)
19	19	Sherbrooke	11.1%	6.3%	6.5%	\$41,571	2.8%	(\$29,060)	(\$7,369)	N/A
20	20	Saskatchewan	5.1%	6.3%	6.3%	\$64,800	105.5%	\$12,461	(\$13,558)	(\$10,574)
21	23	Laval	6.0%	5.8%	6.3%	\$68,032	34.5%	\$3,825	(\$14,459)	(\$11,317)
22	24	Western	6.0%	5.7%	6.2%	\$71,443	52.1%	\$2,061	(\$16,520)	(\$13,170)
23	22	Montréal	6.0%	6.0%	6.2%	\$87,998	63.3%	\$2,424	(\$21,469)	(\$17,299)
24	15	Simon Fraser	8.3%	6.6%	6.0%	\$47,828	52.7%	(\$17,648)	(\$12,903)	N/A
25	25	Dalhousie	5.6%	5.6%	5.9%	\$45,157	77.4%	\$2,209	(\$13,416)	(\$11,185)
AVERAGE			6.6%	7.4%	7.7%	\$92,986	110.6%	\$13,039	\$0	\$0
								% of Schools with Relative Overspend:		
								80.0%	40.0%	40.0%
PROVINCES										
1	3	Ontario	6.3%	7.6%	8.2%	\$107,110	142.9%	\$23,752	\$6,493	
2	2	Alberta	6.7%	7.9%	7.9%	\$135,917	107.7%	\$20,530	\$4,367	
3	4	British Columbia	6.5%	7.3%	7.5%	\$104,764	145.0%	\$13,243	(\$2,493)	
4	7	Manitoba	4.6%	6.3%	7.4%	\$69,202	157.8%	\$26,257	(\$2,177)	
5	5	Québec	7.8%	7.2%	7.1%	\$72,381	44.5%	(\$6,441)	(\$5,490)	
6	1	Newfoundland	5.2%	8.1%	7.1%	\$53,984	182.1%	\$14,801	(\$4,098)	
7	6	Saskatchewan	5.1%	6.3%	6.3%	\$64,800	105.5%	\$12,461	(\$13,558)	
8	8	Nova Scotia	5.6%	5.6%	5.9%	\$45,157	77.4%	\$2,209	(\$13,416)	
AVERAGE			6.6%	7.4%	7.7%	\$92,986	110.6%	\$13,039	\$0	
								% of Provinces with Relative Overspend:		
								87.5%	25.0%	

RANKED BY CURRENT SPENDING LEVEL

RANK	EXPENDITURE LEVEL			2019 EXPEND. (\$'000)	CHANGE SINCE 2001	IMPACT (\$'000) - HIGHER/(LOWER)					
	This Year	Last Year	Year			vs 2001 Level	vs Current Top 25 Av'ge	vs Current U-15 Av'ge			
4.8) Physical Plant as a % of Total University Expenditure											
UNIVERSITIES											
1	11	Calgary	10.0%	6.6%	9.4%	\$148,265	81.6%	(\$9,268)	\$51,368	\$54,125	
2	7	Ryerson	8.8%	7.4%	8.5%	\$72,772	183.5%	(\$3,035)	\$20,211	N/A	
3	2	Memorial	8.8%	8.6%	8.3%	\$62,754	92.2%	(\$4,118)	\$16,284	N/A	
4	8	Dalhousie	8.0%	7.3%	8.0%	\$61,366	69.3%	\$224	\$14,503	\$15,837	
5	1	Alberta	6.1%	9.8%	7.8%	\$144,103	109.7%	\$31,217	\$30,501	\$33,733	
6	5	Québec a Montréal	8.2%	7.7%	7.6%	\$39,602	15.0%	(\$3,110)	\$7,859	N/A	
7	12	Sherbrooke	7.6%	6.5%	7.5%	\$47,957	72.3%	(\$653)	\$8,802	N/A	
8	6	Waterloo	8.1%	7.4%	7.5%	\$83,053	107.7%	(\$7,237)	\$14,774	\$16,716	
9	10	UBC	2.6%	6.6%	6.8%	\$191,761	503.5%	\$119,061	\$19,637	\$24,534	
10	4	Carleton	7.8%	7.8%	6.7%	\$43,351	70.5%	(\$7,131)	\$3,920	N/A	
11	9	Concordia	7.7%	7.2%	6.5%	\$44,496	50.6%	(\$8,575)	\$2,366	N/A	
12	13	York	7.6%	6.0%	6.0%	\$66,901	34.0%	(\$17,739)	(\$1,491)	N/A	
13	3	Toronto	5.7%	8.0%	5.8%	\$222,612	113.7%	\$6,136	(\$12,000)	(\$5,326)	
14	14	Simon Fraser	6.3%	5.8%	5.8%	\$45,850	90.9%	(\$4,344)	(\$2,739)	N/A	
15	17	Victoria	6.2%	5.2%	5.5%	\$33,147	50.6%	(\$3,955)	(\$3,582)	N/A	
16	15	Manitoba	8.6%	5.8%	5.4%	\$50,416	0.3%	(\$29,990)	(\$6,692)	(\$5,068)	
17	18	Montréal	6.3%	4.9%	5.0%	\$71,225	25.3%	(\$18,984)	(\$16,356)	(\$13,865)	
18	19	McMaster	4.6%	4.8%	4.9%	\$64,133	109.6%	\$4,237	(\$16,546)	(\$14,251)	
19	23	Guelph	6.8%	4.4%	4.8%	\$41,537	10.3%	(\$17,519)	(\$11,764)	N/A	
20	16	Saskatchewan	7.0%	5.3%	4.8%	\$48,621	13.2%	(\$22,693)	(\$14,072)	(\$12,288)	
21	20	McGill	8.5%	4.6%	4.6%	\$80,256	-1.7%	(\$68,225)	(\$26,952)	(\$23,902)	
22	24	Laval	5.4%	4.2%	4.6%	\$49,031	6.2%	(\$9,554)	(\$16,968)	(\$15,090)	
23	21	Queen's	5.6%	4.5%	4.5%	\$44,633	20.5%	(\$11,157)	(\$16,825)	(\$15,076)	
24	22	Western	4.6%	4.4%	4.3%	\$49,475	37.4%	(\$3,723)	(\$20,902)	(\$18,900)	
25	25	Ottawa	5.2%	3.8%	4.2%	\$52,582	51.4%	(\$11,791)	(\$23,338)	(\$21,178)	
AVERAGE			6.5%	6.3%	6.1%	\$74,396	70.9%	(\$4,421)	\$0	\$0	
								% of Schools with Relative Overspend:	20.0%	44.0%	33.3%

PROVINCES										
1	2	Alberta	7.7%	8.4%	8.5%	\$146,184	94.4%	\$13,617	\$40,935	
2	1	Newfoundland	8.8%	8.6%	8.3%	\$62,754	92.2%	(\$4,118)	\$16,284	
3	3	Nova Scotia	8.0%	7.3%	8.0%	\$61,366	69.3%	\$224	\$14,503	
4	4	British Columbia	4.0%	6.2%	6.4%	\$90,253	248.0%	\$34,739	\$4,439	
5	5	Ontario	6.1%	6.2%	5.6%	\$74,105	75.9%	(\$5,540)	(\$6,396)	
6	7	Québec	7.1%	5.3%	5.5%	\$55,428	20.3%	(\$17,064)	(\$6,875)	
7	6	Manitoba	8.6%	5.8%	5.4%	\$50,416	0.3%	(\$29,990)	(\$6,692)	
8	8	Saskatchewan	7.0%	5.3%	4.8%	\$48,621	13.2%	(\$22,693)	(\$14,072)	
AVERAGE			6.5%	6.3%	6.1%	\$74,396	70.9%	(\$4,421)	\$0	
								% of Provinces with Relative Overspend:	37.5%	50.0%

RANKED BY CURRENT SPENDING LEVEL

RANK	EXPENDITURE LEVEL			2019 EXPEND. (\$'000)	CHANGE SINCE 2001	IMPACT (\$'000) - HIGHER/(LOWER)				
	This Year	Last Year	Year			vs 2001 Level	vs Current Top 25 Av'ge	vs Current U-15 Av'ge		
4.9) Operational Support Costs Per \$ of Total University Academic-Focused Expenditure										
UNIVERSITIES										
1	1	Ryerson	\$0.496	\$0.435	\$0.442	\$187,403	157.4%	(\$22,572)	\$74,027	N/A
2	3	Waterloo	\$0.368	\$0.412	\$0.396	\$247,481	132.9%	\$17,252	\$80,252	\$88,107
3	2	Carleton	\$0.347	\$0.416	\$0.388	\$133,146	100.2%	\$14,066	\$41,224	N/A
4	5	Concordia	\$0.363	\$0.340	\$0.343	\$125,486	69.3%	(\$7,448)	\$27,600	N/A
5	13	Calgary	\$0.309	\$0.284	\$0.326	\$317,618	106.4%	\$16,470	\$57,268	\$69,496
6	7	Victoria	\$0.284	\$0.311	\$0.310	\$107,878	76.5%	\$9,154	\$14,919	N/A
7	9	UBC	\$0.172	\$0.296	\$0.309	\$480,252	313.0%	\$213,082	\$63,938	\$83,491
8	4	Alberta	\$0.261	\$0.351	\$0.306	\$358,951	108.0%	\$52,502	\$45,383	\$60,110
9	8	Québec a Montréal	\$0.310	\$0.307	\$0.306	\$110,578	28.1%	(\$1,299)	\$13,940	N/A
10	16	Dalhousie	\$0.248	\$0.261	\$0.285	\$124,655	70.1%	\$16,422	\$7,820	\$13,307
11	6	Memorial	\$0.255	\$0.315	\$0.279	\$136,735	111.5%	\$11,704	\$5,539	N/A
12	20	Manitoba	\$0.245	\$0.243	\$0.277	\$149,498	58.3%	\$17,291	\$4,891	\$11,683
13	12	York	\$0.315	\$0.287	\$0.274	\$181,574	49.3%	(\$27,305)	\$4,043	N/A
14	10	Simon Fraser	\$0.293	\$0.290	\$0.265	\$121,278	87.4%	(\$12,807)	(\$1,110)	N/A
15	19	Sherbrooke	\$0.364	\$0.249	\$0.264	\$108,972	43.7%	(\$41,272)	(\$1,347)	N/A
16	17	Guelph	\$0.208	\$0.254	\$0.262	\$125,813	68.8%	\$25,937	(\$2,536)	N/A
17	14	Queen's	\$0.169	\$0.273	\$0.255	\$146,177	103.4%	\$49,435	(\$7,000)	\$194
18	11	Saskatchewan	\$0.253	\$0.289	\$0.254	\$143,949	67.8%	\$1,031	(\$7,442)	(\$332)
19	18	McGill	\$0.319	\$0.253	\$0.233	\$240,907	28.1%	(\$88,500)	(\$35,323)	(\$22,350)
20	15	Toronto	\$0.167	\$0.262	\$0.224	\$556,402	157.5%	\$141,643	(\$109,076)	(\$77,820)
21	23	Ottawa	\$0.240	\$0.193	\$0.216	\$167,941	72.6%	(\$18,818)	(\$40,087)	(\$30,317)
22	21	Montréal	\$0.213	\$0.208	\$0.213	\$202,497	45.8%	(\$18)	(\$51,861)	(\$39,915)
23	22	McMaster	\$0.180	\$0.196	\$0.200	\$168,388	116.5%	\$16,898	(\$56,731)	(\$46,158)
24	24	Western	\$0.197	\$0.188	\$0.190	\$136,549	45.9%	(\$5,162)	(\$56,159)	(\$47,108)
25	25	Laval	\$0.174	\$0.163	\$0.175	\$136,168	26.5%	\$530	(\$72,173)	(\$62,388)
AVERAGE			\$0.243	\$0.272	\$0.268	\$196,652	92.4%	\$17,753	\$0	\$0
			% of Schools with Relative Overspend:				60.0%	52.0%	46.7%	

PROVINCES										
1	1	Alberta	\$0.282	\$0.322	\$0.315	\$338,285	107.3%	\$35,718	\$51,326	
2	3	British Columbia	\$0.218	\$0.297	\$0.300	\$236,469	193.0%	\$65,294	\$25,915	
3	6	Nova Scotia	\$0.248	\$0.261	\$0.285	\$124,655	70.1%	\$16,422	\$7,820	
4	2	Newfoundland	\$0.255	\$0.315	\$0.279	\$136,735	111.5%	\$11,704	\$5,539	
5	7	Manitoba	\$0.245	\$0.243	\$0.277	\$149,498	58.3%	\$17,291	\$4,891	
6	5	Ontario	\$0.227	\$0.269	\$0.258	\$205,087	105.4%	\$25,282	(\$7,204)	
7	4	Saskatchewan	\$0.253	\$0.289	\$0.254	\$143,949	67.8%	\$1,031	(\$7,442)	
8	8	Québec	\$0.263	\$0.235	\$0.237	\$154,101	37.8%	(\$16,943)	(\$19,861)	
AVERAGE			\$0.243	\$0.272	\$0.268	\$196,652	92.4%	\$17,753	\$0	
			% of Provinces with Relative Overspend:				87.5%	62.5%		