



**St. Thomas**  
**UNIVERSITY**

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**Budget Development Report**  
**2024-2025**

February 2024

## Message from the President

### Budget Development Report 2024-25 and Consultation Process

The President's Advisory Committee on the Budget (PACB), which is comprised of faculty, staff, and student representatives, began meeting in February. The attached *Budget Development Report* presents the operational and financial information that informs the committee's deliberations and is the basis for our consultations. It provides the context for the development of our Operations and Ancillary Budgets and comparative data from the sector.

In addition to the opportunity to provide feedback on this report, a virtual Budget Town Hall is scheduled for Wednesday, March 27 at 4:00 pm.

### Operating and Ancillary Budgets

At the close of the 2022-23 year, we recorded a \$1,180,313 operating budget deficit, which represented a negative variance of \$839,513, due to a shortfall in revenues, primarily from student fees and donations. For 2023-24, we are forecasting an operating budget deficit of \$380,400 before using inter-fund transfers to cover the shortfall. In 2023-24, we are forecasting a surplus of \$162,100 after debt payments which is an improvement year-over-year.

Addressing the persistent operating budget deficit is a priority. Each year a deficit occurs, a transfer from internally restricted funds is required; however, the continued use of such transfers to balance the Operating Budget is unsustainable. On a go-forward basis, our Operating Budget must accommodate a larger amount of the total scholarship expenditures while generating positive net revenues so there will not be the need for further draws on internally restricted funds.

In the near term, our specific operational and financial priorities are clear: growing enrolment, securing external funding for scholarships currently charged to the Operations Budget, rationalizing expenditures where possible, and addressing the accumulated deficit in the Ancillary Fund. As we proceed with our Strategic Planning Process, there will be significant emphasis placed on our collective efforts in these key areas that address our financial realities.

### Feedback and Budget Development

Over the coming weeks, budget proposals from academic and administrative units will be reviewed by myself and the Vice-President (Finance and Administration), and the resulting draft Operations and Ancillary Budgets will be reviewed by PACB. Thereafter, these will be presented to the Board of Governors' Finance Committee and to the Board of Governors for approval in May 2024.

Your feedback to the PACB is very helpful and so, in addition to participating in the Town Hall, you may provide confidential feedback on this report to Reg Gallant, Comptroller, at [gallant@stu.ca](mailto:gallant@stu.ca) by Friday, March 1.

Thank you for your attention to these issues and your feedback on our operational and financial issues.

Dr. Nauman Farooqi  
President and Vice-Chancellor

## Budget Development Process

The President's Advisory Committee on the Budget is comprised of the President and Vice-Chancellor and members drawn from faculty, staff, and students:

- Dr. Nauman Farooqi, President and Vice-Chancellor
- Dr. Kim Fenwick, Vice-President (Academic and Research) (*ex officio*)
- James Culligan, Vice-President (Finance and Administration) (*ex officio*) – Committee Chair
- Reg Gallant, Comptroller (*ex officio*)
- Ashlen Albright, Director, Communications (*ex officio*)
- Dr. Fariba Solati, Associate Professor, Economics
- Dr. Amanda DiPaolo, Professor, Human Rights
- Ryan Sullivan, Associate Vice-President, Enrolment Management
- Jenilyn Bruette, Director, Human Resources
- Stevie-Rae DeMerchant, Student
- Emily Boucher, Student

In the development of its budget recommendations, the President's Advisory Committee will consider the feedback received as a result of this *Budget Development Report*, and be guided by the following principles:

- The need to achieve a balanced budget where expenditures do not exceed revenues;
- The importance of developing a budget plan that balances competing priorities in order to serve, to the best of our ability, the needs of students and other members of our community; and
- The desirability of allocating resources to areas that support the strategic direction of the University as outlined in its *Strategic Plan*.

As with previous years, each academic and administrative unit will develop a budget proposal for its area, taking into consideration the principles outlined above. These budget proposals will be reviewed by the Vice-President (Academic and Research) and the Vice-President (Finance and Administration) and the resulting draft budget will be reviewed by the President's Advisory Committee on the Budget. Following that, the presentation of the Draft Budget 2024-25 will be made to the Finance Committee of the Board of Governors and then to the Board of Governors in May 2024.

### FISCAL YEAR 2022-23 FINANCIAL RESULTS

With respect to Operations, STU ended the fiscal year 2022-23 with a deficit of \$1,180,313. This represents a negative variance of \$839,513 from the budgeted deficit of \$340,800. A shortfall of \$913,500 in revenues resulted primarily from student fees and donations. This shortfall was partial off-set by additional athletic and miscellaneous revenues. The [annual audited financial statements](#) are available on the University website.

There still remains a structural operating deficit due to expenses being higher than revenues. Approximately 77% of expenses are fixed costs where we have limited ability or discretion to reduce the cost, such as full-time academic wages, full-time staff wages, and costs related to utilities, cleaning, and security.

For ancillary services, there was a surplus of \$2,787 (before principal payment on long term debt).

The University had budgeted a surplus of \$445,900.

Each year that an operating deficit occurs, a transfer from internal funds is completed. The continued use of such inter-fund transfers to balance the operating budget is unsustainable as the depletion of the internally restricted scholarship fund in 2018-19 is evidence of this. On a go-forward basis, the operating budget must accommodate a larger amount of the total scholarship expenditures while generating positive net revenues so there will be not further draws on internally restricted funds.

### FISCAL YEAR 2023-24 FORECAST

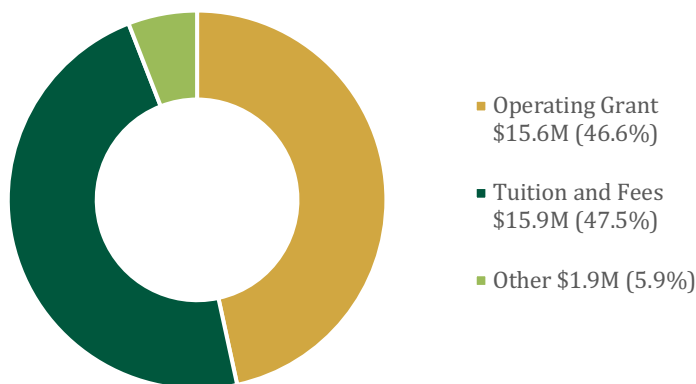
For the current fiscal year as of November 28, 2023, we are forecasting general operations to have a deficit of \$380,400. This is \$166,700 greater than the budgeted results for 2023-24 and resulted from reduced student tuition revenue.

A separate ancillary budget is developed for revenues and expenses related to residences because of generally accepted and long-standing policy that ancillary operations be self-supporting and these areas are not eligible for government operating assistance. For fiscal year 2023-24, we are forecasting a surplus of \$598,100 compared to a budgeted ancillary surplus of \$443,800 (before principal payments of \$436,000 on long term debt) due to occupancy in residence being higher than budgeted. A comparison of 2023-24 residence rates and meal plan rates is provided in Appendix G.

### 2024-25 BUDGET DEVELOPMENT CONTEXT

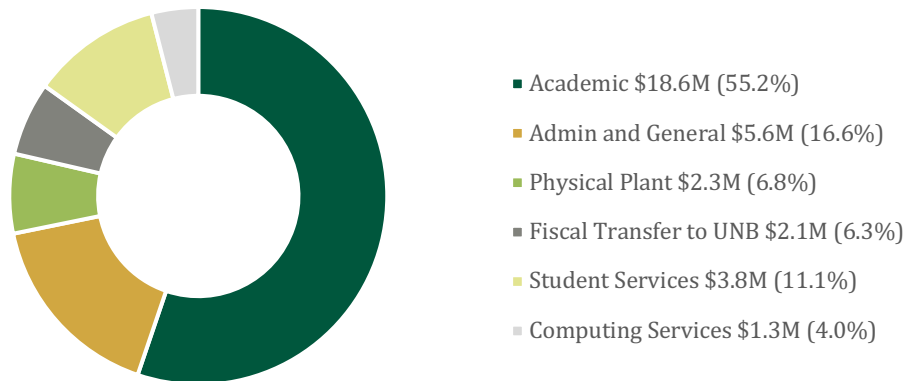
The most significant sources of revenue for the operating budget are the operating grant from the Province of New Brunswick and tuition and other compulsory fees. In 2023-24, these sources represented 46.6% and 47.5% respectively of revenues. The remaining 5.9% of revenues include miscellaneous student fees, other government grants, Advancement Annual Fund, and miscellaneous revenues.

### 2023-24 Budgeted Revenues (Total \$33,478,500)



The most significant area of expenditure is academics, followed by administrative and general, student services (including scholarships charged to Operations), physical plant, the fiscal transfer to UNB (for library services, counselling services, and some recreation/athletics facilities), and computing services.

**2023-24 Budgeted Expenses (Total \$33,692,200)**



Appendix F shows a breakdown of budgeted operating expenses for 2023-24, categorized for illustration purposes, as fixed and semi-fixed costs.

- *Fixed* costs represent costs where there is very limited ability or discretion to reduce the cost. This represents approximately 77% of expenditures. For example, full-time academic wages are determined by the collective agreements. Examples of non-academic fixed costs include full-time staff wages and the fiscal transfer to the University of New Brunswick.
- *Semi-fixed* costs represent approximately 23% of expenditures and include items where there is some discretion over the level of expenditure. Examples include expenditures related to limited-term appointments and the number of sections taught by part-time faculty, maintenance and repairs, athletics, communication and marketing activities, and academic department expenses.

Similar to other universities, the University has a significant list of deferred maintenance needs which is updated annually. Deferred maintenance represents the postponing of maintenance activities such as repairs of buildings and equipment, normally due to budget limitations. Deferred maintenance needs are estimated at \$1.6 million annually (2% of insured value of buildings excluding ancillary). The operating budget for maintenance and repairs in 2023-24 was \$325,000. Deferred maintenance is a good example of a semi-fixed or discretionary cost where there is a tendency to limit these expenditures due to budget constraints. However, the issue will eventually need to be addressed though usually at a higher cost because of the passing of time and further deterioration of the asset.

For more detailed information on operating expenses, please see the *2022-23 Financial Statements* and the *2023-24 Budget Summary Report* [here](#). Salary reports are also available on this webpage, providing salary range information for employees who had salaries of \$60,000 or more as of July 1.

Addressing the structural operating deficit requires a multi-strategy approach to increase revenues and limit the growth in expenditures. The following sections address the key factors that we have

control over or that we may be able to influence, and which can help us achieve a balanced operating budget. The main revenue factors are student enrolment, provincial operating grant, and tuition fees, while the main expenditure factors are the number of full-time faculty and rationalization of non-academic expenditures. Other factors that affect financial results include academic programming, ancillary operations, and fund-raising.

### ***A. Enrolment (Recruitment and Retention)***

Our operating revenues depend significantly on student enrolment as the number of students determines tuition revenue. A portion of the provincial operating grant is also based on the enrolment level (in relation to the other provincial universities). Appendix C provides information on enrolment at Maritime universities as reported by the Maritime Provinces Higher Education Commission (MPHEC). Between 2013 and 2022, St. Thomas' full-time enrolment declined by 30% (653 net full-time students).

The causes of this decline in enrolment are varied and complex, but our recruitment efforts in New Brunswick, our most important market, are particularly challenged by increased competition and demographic trends. The size of the Anglophone high school graduating class in New Brunswick declined sharply over the last decade (Appendix D). Moreover, although our share of Maritime liberal arts students has remained fairly stable during the same ten-year period the total number of undergraduate liberal arts students in the Maritimes fell by 14% (Appendix C). As noted above, the comparable STU figure for this ten-year period was a decline of 30%.

In 2023, we attracted 582 new students compared to 502 in 2022, 530 in 2021, 553 in 2020, and 660 in 2019. As of October 1, 2023, total full-time student enrolment was 1,642 compared to 1,605 in 2022, 1,779 in 2021, 1,912 in 2020 and 1,993 in 2019. We will experience the financial impact of the smaller 2022-23 cohort for at least three years. We continue to focus on international recruitment. Based on MPHEC data, international students at St. Thomas increased from a low of 70 students in 2010 to 192 in 2019, which was our largest ever international student cohort. International enrolment was 191 in 2023. We are working with our stakeholders and partners to determine how the recent announcement by Immigration, Refugees and Citizenship Canada (IRCC) to reduce the number of international students approved for study in New Brunswick could impact out international student enrolment over the next few years.

In any given year, approximately 65% of our full-time undergraduate students are continuing students. Based on our current student population, we project that 951 full-time students will be returning to continue their study in the 2024-25 academic year, compared to 941 continuing students in the 2023-24 academic year. In the past ten years, the retention of new full-time first-year students admitted from high school has ranged from 69% to 79%. Retention for the 2017 and 2018 cohorts was exceptionally high at 79.4% and 78.6% respectively. Retention for the 2022 cohort was lower at 75.9%. (Appendix E).

### ***B. Provincial Operating Grant***

The provincial operating grant of \$15.6 million represents 46.6% of total operating revenue. The four-year memorandum of understanding (MOU) between the Province and each of the public universities has expired. While increases in the operating grant as a result of the MOU are appreciated, this portion of our revenues is not keeping up with inflationary pressures, thus causing an inflation gap as shown in the following table:

Fiscal Year	Operating Grant Increase (%)	Operating Expenditure Increase (%)	Inflation Gap (%)
2017-18	1%	1.5%	(0.5%)
2018-19	1%	4.5%	(3.5%)
2019-20	1%	3.2%	(2.2%)
2020-21	1.5%	0.3%	1.2%
2021-22	1%	1.5%	(0.5%)
2022-23	1.5%	5.1%	(3.6%)
Subtotal	7.0%	16.1%	(9.1%)

The Provincial Government’s annual Budget Speech typically takes place in March and provides some reference to the public universities’ operating grant for the upcoming year.

### C. Tuition Fees

In May 2019, a [Tuition Fee Guideline](#) was approved by the Board of Governors. It describes the factors and parameters that are considered by the University in determining tuition fees, namely:

- The need to achieve a balanced budget to maintain the quality of the education and ensure the long-term sustainability of the University.
- The cost of programs and annual inflationary cost pressures.
- The tuition fees for each program are to be set at a similar level as other universities in Atlantic Canada. This reflects the reality that the post-secondary sector is a competitive one and St. Thomas needs to offer a high-quality education and support services to attract students.
- The amount of financial support provided by the University to students in the form of scholarships, bursaries, and other awards.
- Undergraduate international students are not funded through government operating grants. Consequently, the international tuition fee should be at a level where the University can recover the cost of providing services. Secondary to the concept of recovering costs, the tuition fee level should be at a similar level as other universities in Atlantic Canada. The following table provides information on actual expenditures per full-time equivalent student (FTE) for the past five years. This FTE figure reflects the total number of domestic and international students at St. Thomas.

	2022-23	2021-22	2020-21	2019-20	2018-19
actual operating expenditures (A)	\$ 35,464,973	\$ 33,729,619	\$ 33,615,164	\$ 33,524,378	\$32,469,510
Full-time Equivalent Students (FTEs)* (B)	1651	1,813	1,926	1,993	1,980
actual operating expenditures per FTE (C)	\$ 21,481	\$ 18,604	\$ 17,453	\$ 16,821	\$ 16,399
(C = A / B)					
international tuition fee (D)	\$ 18,068	\$ 17,208	\$ 16,389	\$ 16,068	\$ 15,230
variance (C minus D)	\$ 3,413	\$ 1,396	\$ 1,064	\$ 753	\$ 1,169

*\*based on MPHEC figures for domestic and international students  
(actual calculated FTE students, including Part-time and new Sem 2)*

As we look at revenue estimates it should be noted that each 1% increase in domestic and international tuition fees produces additional revenue of \$117,500 and \$30,600 respectively.

**D. Full-time Faculty Composition**

Full-time academic wages and benefits represent 44% of operating expenditures (based on 2023-24 budgeted expenditures). The number of full-time faculty positions varies over time, considering factors such as fiscal realities, retirements, hiring decisions, etc. Academic staffing decisions in relation to vacant positions continue to be evidence-based and consider needs and factors such as the trend in student enrolment in each program.

The faculty salary grid is set out in the Full-time Collective Agreement. In general, faculty move one step up the salary grid per year; thus, longer lengths of service correlate with higher salaries.

**E. Rationalization of Non-Academic Expenditures**

Non-academic wages and benefits represent approximately 20% of operating expenditures (based on 2023-24 budgeted expenditures). In 2016, we conducted a benchmarking exercise to compare the St. Thomas administrative staffing level with three other Atlantic Universities of a similar size (although they had a higher student enrolment compared to STU). Based on this analysis, it was concluded that St. Thomas is a flat organization with virtually no middle management and staffing level is at a minimum.

We believe there is limited scope for additional administrative cost reductions. In 2016, KPMG concurred with this conclusion, after reviewing CAUBO data on the proportion of non-academic salary cost in relation to total operating costs for St. Thomas and other comparator universities. Based on the fiscal year 2021-22 and as can be seen in the following table, St. Thomas had the lowest proportion of non-academic salary cost at 19.8%.

**Table C: Proportion of Non-Academic Salary Costs (“Other Salaries and Wages”) In Relation to Total Operating Costs for the Fiscal Year Ending in 2022**

Source: CAUBO 2022

In thousands (000s)	STU	MSVU	CBU	St. FX	MTA	Acadia
Other salaries and wages	\$6,538	\$17,059	\$17,493	\$21,852	\$12,569	\$15,862
General operating expenses	\$33,033	\$54,327	\$67,421	\$96,909	\$49,705	\$77,518
Percentage of total	19.8%	31.4%	25.9%	22.5%	25.3%	20.5%

*Note: CAUBO classifies salary costs in the following three categories: academic ranks; other instruction and research; and other salaries and wages. As a result, “other salaries and wages” used in the above table represents all salary costs, excluding academic ranks and other instruction and research.*

In the past, the university has made meaningful reductions in non-academic expenditures, and as part of this budget process and, as circumstances arise, these expenditures are reviewed.



## ***F. Academic Programming***

As part of the annual course allocation process, the number of courses to be offered by each Department is determined after reviewing how many full-time faculty will be teaching in the upcoming year and their teaching loads, how many courses are expected to be taught by part-time faculty, etc. As part of this process, the University must ensure an academic staffing level that can provide the core academic disciplines and programs for a liberal arts degree and that are necessary to sustain honors and majors within those disciplines. Similarly, the professional programs offered by the School of Education and the School of Social Work must meet the accreditation standards of their respective accreditation bodies. It is important that we maintain quality academic programming so that we can continue to recruit strong students and faculty.

In the past, new programming such as Criminology and Journalism has resulted in significant increases in enrolment. As part of the ongoing academic planning process, a number of strategies are explored that may result in new courses or experiential learning opportunities that could be attractive to prospective students. For example, in Fall 2021 we implemented significant changes to the Bachelor of Social Work program and for the first time offered a Master of Social Work.

We have received project funding from PETL to assist with new academic programming and initiatives. Although these sources of funds are not permanent, they do assist the University in exploring and starting up or expanding current programming. Examples include:

- Funding for an Environment and Sustainability program
- Funding for the introduction of a Social Entrepreneurship program
- Funding for the expansion of the Master of Social Work program to offer a new entry point for applicants with a Bachelor of Arts degree in the social sciences. The new full-time two-year MSW is comprised of a foundational year of social work studies followed by one year of advanced coursework.
- Funding for the expansion of the Bachelor of Education Program with 15 additional seats each year for the next three academic years.

There are also efforts to strengthen and expand partnerships with the New Brunswick Community College. This includes finalizing articulation agreements that have been initiated, along with reviewing and updating current articulation agreements to reflect changes in curriculum and investigating possible new partnerships. We are also working with the New Brunswick College of Craft and Design (NBCCD) to develop a potential agreement that would recognize block credits from NBCCD students applying to St. Thomas.

## ***G. Ancillary Operations***

One of the priorities in the University's *Strategic Plan* was to invest in the renewal of our residences with the goal that our residence system becomes a self-sustaining operation that contributes positively to student retention and the student experience. The residence renewal, which was completed in Harrington Hall in 2017 and Vanier Hall in 2021, addressed the deferred maintenance needs of these residences.

We are forecasting a surplus in Ancillary Services of \$598,100 for the fiscal year 2023-24 (before principal payments of \$436,000 on long term debt). On a go-forward basis, the University will need to budget for Ancillary Services to achieve surpluses over an extended period to pay back the accumulated deficit of \$3.4M in the Ancillary Fund.

Residence room fees are set annually and take into consideration the cost of operating residences (including residence life staffing), payments on long-term debt incurred to renovate the residences, and the requirement to pay back the accumulated deficit in the Ancillary Fund.

### ***H. Fundraising***

The Office of Advancement and Alumni Relations connects with alumni and friends to engage alumni and raise awareness of the University, as well as to generate donations for different objectives which receive support from the STU Fund and from other gifts. Fundraising priorities are reviewed annually to ensure that all appeals and campaigns are directed to the University's area of greatest need.

Each year, the University receives both unrestricted funding (often allocated to the area of greatest need) and restricted donations, which generally support particular programs and initiatives (such as travel study programs, Moot Court, and experiential learning opportunities), as well as providing enhanced support for student financial aid, by providing scholarships, bursaries, and awards. Restricted funding usually significantly outweighs unrestricted donations.

While fundraising objectives are not established to directly impact the operating budget of the University, there are elements of fundraising that have a positive impact on operations and ancillary services. For example, annual donations and multi-year campaign pledges have been directed to the enhancement of scholarships and bursaries, to provide additional mental health programming, and to a modest investment in residence renewal.

Although there have been new scholarships established because of the Capital Campaign, those new scholarships do not replace all of the flagship renewable entrance scholarships (e.g., President's Scholarship for full tuition) which were previously funded through the internally restricted scholarship fund which was depleted in 2018-19. To date, about half of the monies raised under the Campaign have been for scholarships or bursaries (\$10M) with the majority of those funds being received as endowments.

While this is a significant amount to receive to create new sources of scholarships and bursaries, it is only the income from the endowed funds which is available for use on an annual basis. This is one of the reasons that fundraising for scholarships will continue to be an ongoing priority in recognition of scholarship funding as our area of greatest need.

## **Preliminary Projection for Fiscal Year 2024-25**

As we begin the 2024-25 budget development process, we are faced with several financial challenges, including our current operating budget deficit, as well as uncertainties relating to forecasted revenues and expenditures. Factors to be considered in the development of the 2024-25 operating budget include:

- For the current fiscal year, we are forecasting general operations to have an excess of expenditures over revenues of \$380,400. Transfers from restricted funds will be required to cover this deficit.
- Inflation and collective agreement obligations normally result in cost pressures of 3.7% per year.
- We are assuming student enrolment of approximately 1,550 (fee paying) students. This is a

preliminary enrolment estimate that will be updated in March 2024 when more information is available with respect to the number of applications received for the 2024-25 academic year.

Addressing the structural operating deficit will require a multi-strategy approach to increase revenues and limit the growth in expenditures. The following are the key strategies which are currently being pursued to achieve financial sustainability. A number of these strategies will take more than one fiscal year to realize the financial results.

- Increasing student enrolment level. We have in-person recruitment while maintaining the virtual recruitment initiatives and increased the use of commission-based international student recruitment agents/partners.
- Enhanced focus on raising funds for scholarships that are charged to Operations. Currently, approximately \$1.3M in scholarship expenditures is charged to Operations which makes it very difficult to achieve a balanced operating budget. Considering the magnitude of this expenditure, funds raised will need to be both funds that can be fully used when received and endowed funds where 5% of the value of the endowment can be used annually.
- Continuing to rationalize non-academic expenditures where possible.

## Requests for Comments and Feedback

During this consultation process, we invite comments and suggestions on the financial challenges faced by the University.

Please forward any suggestions, comments or feedback to [gallant@stu.ca](mailto:gallant@stu.ca) by March 1, 2024. The Committee will consider the suggestions, comments and feedback received as confidential.

**APPENDICES**

A - Restricted Funds

B - 2023-24 Tuition Fees for Bachelor of Arts

C - Enrolment

D - Projection of Size Of The Anglophone Grade 12 Class In NB

E - Retention of Full-Time First Year Students Admitted From High School

F - Budgeted Expenditures for 2023-24

G - Comparison of 2023-24 Meal and Residence Rates



**APPENDIX B**  
2023-24 Tuition Fees for a Bachelor of Arts

<b>University</b>	<b>Canadian Tuition</b>		<b>University</b>	<b>International Tuition</b>
Acadia	10,054		Dal	31,900
MtA	10,015		Kings	31,900
StFX	9,938		SMU	22,370
NSCAD	9,580		NSCAD	21,451
CBU	9,045		Acadia	20,947
MSVU	8,928		MtA	20,210
SMU	8,990		StFX	19,876
Dal	8,853		UNB	19,148
Kings	8,853		<b>STU</b>	<b>18,610</b>
U. Ste-Anne	8,764		CBU	18,090
<b>STU</b>	<b>8,280</b>		MSVU	17,855
UNB	8,177		UPEI	14,838
UdeM	7,795		U. Ste-Anne	14,425
UPEI	6,828		Ude M	14,285
<b>Average</b>	<b>8,864</b>		<b>Average</b>	<b>20,422</b>

APPENDIX C  
Enrolment

Total Undergraduate Enrolment (Full-time Headcounts) - Maritime Institutions												Cum. 10Y Change	
Institution	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	N	%	
Acadia	3473	3470	3262	3401	3432	3375	3368	3261	3337	3434	-39	-1.1%	
Cape Breton	2316	2135	2202	2134	2145	2592	3544	2759	2686	4591	2275	98.2%	
Dalhousie	12241	12479	12521	12351	12330	12520	12748	13214	13530	13716	1475	12.0%	
Mount Allison	2324	2267	2257	2179	2066	2004	2090	2107	2150	2106	-218	-9.4%	
MSVU	2179	2311	2254	2200	2120	2111	2310	2243	2282	2134	-45	-2.1%	
Saint Mary's	5720	5537	5519	5645	5454	5390	5212	5047	5147	4906	-814	-14.2%	
St. FX	3946	3926	3913	3939	3799	3921	4005	4035	4256	4163	217	5.5%	
<b>St. Thomas</b>	<b>2172</b>	<b>2011</b>	<b>1928</b>	<b>1906</b>	<b>1846</b>	<b>1860</b>	<b>1875</b>	<b>1786</b>	<b>1653</b>	<b>1519</b>	<b>-653</b>	<b>-30.1%</b>	
U de Moncton	4212	3899	3778	3617	3650	3753	3869	3916	4094	4314	102	2.4%	
Sainte-Anne	353	359	410	374	322	371	485	441	402	460	107	30.3%	
King's College	1075	966	899	832	787	787	784	760	809	804	-271	-25.2%	
UNB – F'ton	5412	5293	5159	5011	4889	4996	4897	4629	4852	4921	-491	-9.1%	
UNB – SJ	1805	1652	1623	1589	1671	1642	1675	1560	1570	1595	-210	-11.6%	
UPEI	3364	3278	3222	3287	3500	3502	3737	3995	4295	4413	1049	31.2%	
<b>Total</b>	<b>50592</b>	<b>49583</b>	<b>48947</b>	<b>48465</b>	<b>48011</b>	<b>48824</b>	<b>50599</b>	<b>49753</b>	<b>51063</b>	<b>53076</b>	<b>2484</b>	<b>4.9%</b>	

Source: Enrolments\_DDB\_for\_STU\_2022-2023.xlsx

Excludes Atlantic School of Theology and Nova Scotia College and Art and Design. Nova Scotia Agricultural College included in Dalhousie.

Excludes Dalhousie, UdeM and UNB-F'ton Law

Domestic Undergraduate Enrolment (Full-time Headcounts) - Maritime Institutions												Cum. 10Y Change	
Institution	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	N	%	
Acadia	3051	3043	2822	2919	2931	2856	2852	2808	2855	2920	-131	-4.3%	
Cape Breton	1658	1547	1620	1594	1492	1406	1328	1228	1416	1367	-291	-17.6%	
Dalhousie	10498	10515	10387	10016	9791	9692	9536	9838	10414	10627	129	1.2%	
Mount Allison	2047	1998	2009	1930	1865	1795	1810	1809	1824	1775	-272	-13.3%	
MSVU	1756	1813	1736	1708	1681	1756	1784	1779	1824	1706	-50	-2.8%	
Saint Mary's	4068	3857	3749	3818	3756	3762	3633	3626	3757	3712	-356	-8.8%	
St. FX	3707	3670	3647	3614	3501	3593	3692	3776	4033	3922	215	5.8%	
<b>St. Thomas</b>	<b>2044</b>	<b>1863</b>	<b>1795</b>	<b>1768</b>	<b>1690</b>	<b>1682</b>	<b>1683</b>	<b>1599</b>	<b>1486</b>	<b>1346</b>	<b>-698</b>	<b>-34.1%</b>	
U de Moncton	3452	3168	3060	3011	3102	3135	3242	3276	3165	3076	-376	-10.9%	
Sainte-Anne	311	292	266	234	228	265	329	321	293	317	6	1.9%	
King's College	1019	911	845	778	742	740	724	705	747	754	-265	-26.0%	
UNB – F'ton	4907	4807	4669	4571	4425	4531	4443	4166	4294	4178	-729	-14.9%	
UNB – SJ	1453	1357	1321	1367	1464	1464	1457	1360	1403	1372	-81	-5.6%	
UPEI	2914	2790	2652	2612	2711	2615	2620	2783	2932	2956	42	1.4%	
<b>Total</b>	<b>42885</b>	<b>41631</b>	<b>40578</b>	<b>39940</b>	<b>39379</b>	<b>39292</b>	<b>39133</b>	<b>39074</b>	<b>40443</b>	<b>40028</b>	<b>-2857</b>	<b>-6.7%</b>	

Source: Enrolments\_DDB\_for\_STU\_2022-2023.xlsx

Excludes Atlantic School of Theology and Nova Scotia College and Art and Design. Nova Scotia Agricultural College included in Dalhousie.

Excludes Dalhousie, UdeM and UNB-F'ton Law

International Undergraduate Enrolment (Full-time Headcounts) - Maritime Institutions											Cum. 10Y Change	
Institution	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	N	%
Acadia	422	427	440	482	501	519	516	453	482	514	92	21.8%
Cape Breton	658	588	582	540	653	1186	2216	1531	1270	3224	2566	390.0%
Dalhousie	1743	1964	2134	2335	2539	2828	3212	3376	3116	3089	1346	77.2%
Mount Allison	277	269	248	249	201	209	280	298	326	331	54	19.5%
MSVU	423	498	518	492	439	355	526	464	458	428	5	1.2%
Saint Mary's	1652	1680	1770	1827	1698	1628	1579	1421	1390	1194	-458	-27.7%
St. FX	239	256	266	325	298	328	313	259	223	241	2	0.8%
<b>St. Thomas</b>	<b>128</b>	<b>148</b>	<b>133</b>	<b>138</b>	<b>156</b>	<b>178</b>	<b>192</b>	<b>187</b>	<b>167</b>	<b>173</b>	<b>45</b>	<b>35.2%</b>
U de Moncton	760	731	718	606	548	618	627	640	929	1238	478	62.9%
Sainte-Anne	42	67	144	140	94	106	156	120	109	143	101	240.5%
King's College	56	55	54	54	45	47	60	55	62	50	-6	-10.7%
UNB – F'ton	505	486	490	440	464	465	454	463	558	743	238	47.1%
UNB – SJ	352	295	302	222	207	178	218	200	167	223	-129	-36.6%
UPEI	450	488	570	675	789	887	1117	1212	1363	1457	1007	223.8%
<b>Total</b>	<b>7707</b>	<b>7952</b>	<b>8369</b>	<b>8525</b>	<b>8632</b>	<b>9532</b>	<b>11466</b>	<b>10679</b>	<b>10620</b>	<b>13048</b>	<b>5341</b>	<b>69.3%</b>

Source: Enrolments\_DDB\_for\_STU\_2022-2023.xlsx

Excludes Atlantic School of Theology and Nova Scotia College and Art and Design. Nova Scotia Agricultural College included in Dalhousie.

Excludes Dalhousie, UdeM and UNB-F'ton Law

Maritime Full-time Undergraduate Arts Enrolment 2013-2022											Cum. 10Y Change	
Institution	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	N	%
Acadia	1055	1015	937	970	958	919	900	923	975	998	-57	-5.4%
Cape Breton	721	606	602	563	518	546	554	484	603	531	-190	-26.4%
Dalhousie	2533	2444	2348	2132	1982	1987	1967	2109	2253	2246	-287	-11.3%
Mount Allison	1280	1243	1250	1228	1132	1071	1093	1073	1092	1050	-230	-18.0%
MSVU	996	1032	972	980	968	998	1043	1065	1135	1056	60	6.0%
Saint Mary's	2134	2013	1975	1978	1989	1997	1982	1911	1912	1837	-297	-13.9%
St. FX	1122	1103	990	970	870	861	806	846	897	970	-152	-13.5%
<b>St. Thomas</b>	<b>1894</b>	<b>1740</b>	<b>1618</b>	<b>1586</b>	<b>1513</b>	<b>1591</b>	<b>1614</b>	<b>1523</b>	<b>1398</b>	<b>1243</b>	<b>-651</b>	<b>-34.4%</b>
U de Moncton	651	619	665	695	700	712	698	705	661	680	29	4.5%
Sainte-Anne	59	48	44	23	19	23	43	36	31	28	-31	-52.5%
King's College	944	834	769	714	675	659	647	618	636	640	-304	-32.2%
UNB – F'ton	943	873	844	826	878	978	931	907	931	920	-23	-2.4%
UNB – SJ	571	516	460	437	501	505	524	484	435	440	-131	-22.9%
UPEI	1054	966	833	837	822	800	895	973	1052	1074	20	1.9%
<b>Total</b>	<b>15957</b>	<b>15052</b>	<b>14307</b>	<b>13939</b>	<b>13525</b>	<b>13647</b>	<b>13697</b>	<b>13657</b>	<b>14011</b>	<b>13713</b>	<b>-2244</b>	<b>-14.1%</b>

Source: Enrolments\_DDB\_for\_STU\_2022-2023.xlsx

"Arts" includes CIP Groups General Arts, Humanities, Social and Behavioural Sciences and Law, Visual and Performing Arts

Excludes Dal, UdeM and UNB Law, and STU students in Education and Mathematics



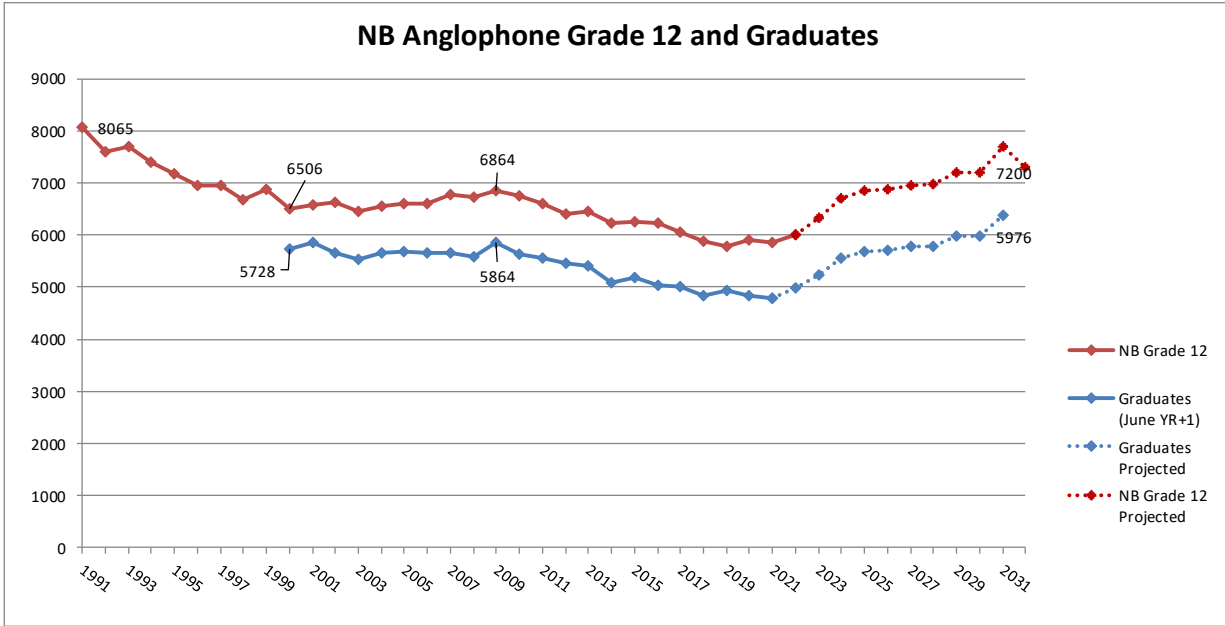
Share of Maritime Full-time Undergraduate Arts Enrolment											Percentage Point Change Over	
Institution	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	1 year	5 years
Acadia	6.6%	6.7%	6.5%	7.0%	7.1%	6.7%	6.6%	6.8%	7.0%	7.3%	0.3	0.2
Cape Breton	4.5%	4.0%	4.2%	4.0%	3.8%	4.0%	4.0%	3.5%	4.3%	3.9%	-0.4	0
Dalhousie	15.9%	16.2%	16.4%	15.3%	14.7%	14.6%	14.4%	15.4%	16.1%	16.4%	0.3	1.7
Mount Allison	8.0%	8.3%	8.7%	8.8%	8.4%	7.8%	8.0%	7.9%	7.8%	7.7%	-0.1	-0.7
MSVU	6.2%	6.9%	6.8%	7.0%	7.2%	7.3%	7.6%	7.8%	8.1%	7.7%	-0.4	0.5
Saint Mary's	13.4%	13.4%	13.8%	14.2%	14.7%	14.6%	14.5%	14.0%	13.6%	13.4%	-0.3	-1.3
St. FX	7.0%	7.3%	6.9%	7.0%	6.4%	6.3%	5.9%	6.2%	6.4%	7.1%	0.7	0.6
<b>St. Thomas</b>	<b>11.9%</b>	<b>11.6%</b>	<b>11.3%</b>	<b>11.4%</b>	<b>11.2%</b>	<b>11.7%</b>	<b>11.8%</b>	<b>11.2%</b>	<b>10.0%</b>	<b>9.1%</b>	<b>-0.9</b>	<b>-2.1</b>
U de Moncton	4.1%	4.1%	4.6%	5.0%	5.2%	5.2%	5.1%	5.2%	4.7%	5.0%	0.2	-0.2
Sainte-Anne	0.4%	0.3%	0.3%	0.2%	0.1%	0.2%	0.3%	0.3%	0.2%	0.2%	0	0.1
King's College	5.9%	5.5%	5.4%	5.1%	5.0%	4.8%	4.7%	4.5%	4.5%	4.7%	0.1	-0.3
UNB – F'ton	5.9%	5.8%	5.9%	5.9%	6.5%	7.2%	6.8%	6.6%	6.6%	6.7%	0.1	0.2
UNB – SJ	3.6%	3.4%	3.2%	3.1%	3.7%	3.7%	3.8%	3.5%	3.1%	3.2%	0.1	-0.5
UPEI	6.6%	6.4%	5.8%	6.0%	6.1%	5.9%	6.5%	7.1%	7.5%	7.8%	0.3	1.8

Source: Enrolments\_DDB\_for\_STU\_2022-2023.xlsx

"Arts" includes CIP Groups General Arts, Humanities, Social and Behavioural Sciences and Law, Visual and Performing Arts

Excludes UNB Law, and STU students in Education and Mathematics

**APPENDIX D**  
Projection of Size Of The Anglophone Grade 12 Class In NB

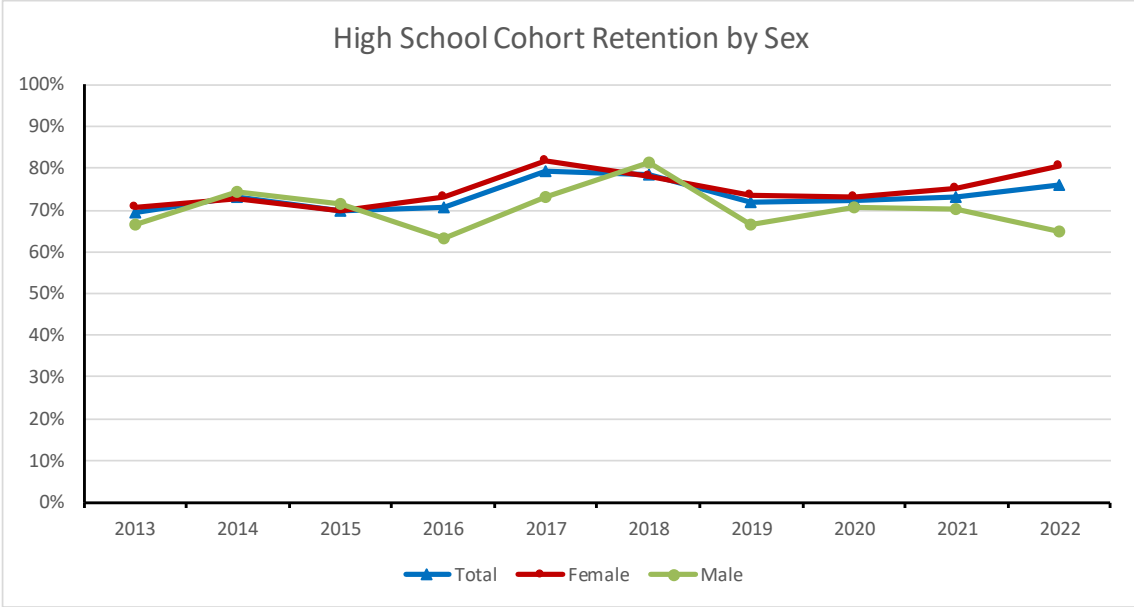


Source: Projection by Office of Institutional Research based on Dept. of Education and Early Childhood Development Summary Statistics 2001-02 to 2022-23  
NB Grade 12 anglophone projection 240130\_A

**APPENDIX E**

Retention of Full-Time First Year Students Admitted From High School

Retention of Full-time First-Year Students Admitted from High School



Cohort Year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total	69.4%	73.3%	69.9%	70.5%	79.4%	78.6%	71.8%	72.2%	73.2%	75.9%
Female	70.5%	72.8%	69.7%	73.2%	81.8%	77.9%	73.7%	73.2%	75.1%	80.7%
Male	66.4%	74.6%	71.3%	63.1%	73.2%	81.6%	66.7%	70.8%	70.1%	65.1%

Source: Retention 22S1 to 23S1 Report 231204A

**APPENDIX F**  
Expenditures for Budget Year Ending April 30, 2024

Budgeted Expenditures 2023-24			33,692,200		
					<u>Academic</u>
<u>Fixed Costs</u>					<u>Expenses</u>
<u>Academic Expenses</u>					
FT Academic Wages-tenured and tenure-track			13,634,300		13,634,300
including benefits					
FT Academic Wages Sabbaticals			848,000		848,000
Professional Development Allowances			280,000		280,000
			<u>14,762,300</u>	43.8%	<u>14,762,300</u>
<u>Non-Academic Expenses</u>					
FT Wages and benefits			6,834,100		388,500
Utilities			1,165,700		
Cleaning and security			637,000		
Fiscal transfer to UNB			2,110,600		
			<u>10,747,400</u>	31.9%	<u>388,500</u>
Total fixed costs			25,509,700	75.7%	15,150,800
<u>Semi-fixed costs</u>					
PT Academic wages			2,291,800		2,291,800
Limited term FT Academic wages			536,200		536,200
Scholarships			1,400,000		
Supplies, telephone, postage			176,000		82,000
Graduation			72,000		72,000
Computing software/licenses			593,400		
University publications			65,000		
University memberships			122,000		37,000
Professional and banking fees			231,000		
Recruiting travel and supplies			339,700		
Communications			291,000	(2)	
Advancement			149,000		
Athletics			402,500	(3)	
Maintenance and repairs			325,000		
Academic department expenses			293,300		293,300
Academic recruiting and VP special projects			140,200		140,200
Student wages			274,600		
Administrative unit expenses			124,800		
Miscellaneous admin expenses			211,800		
Student services unit expenses			143,300		
			<u>8,182,600</u>	24.3%	<u>3,452,500</u>
Total budgeted expenditures			<u>33,692,300</u>	100%	<u>18,603,300</u>
(1) Subject to collective agreements					
(2) Includes designing, printing and mailing various publications to prospective students, web development and maintenance, video and photography, recruitment marketing development and media buys, and university promotions.					
(3) Net operating expenditures of all athletic teams as well as student wages for JB O'Keefe operations and coaches honorariums.					

**APPENDIX G**  
Comparison of 2023-24 Meal and Residence Rates

**St. Thomas University**

<b>St. Thomas University</b>									
	10 meal plan	Room	Total	14 meal plan	Room	Total	Freedom plan	Room	Total
<b>Holy Cross House</b>									
Double Room	3,942	5,802	9,744	4,665	5,802	10,467	4,895	5,802	10,697
Single Room	3,942	8,791	12,733	4,665	8,791	13,456	4,895	8,791	13,686
Single Room (Ensuite)	3,942	9,847	13,789	4,665	9,847	14,512	4,895	9,847	14,742
<b>Harrington and Vanier</b>									
Double Room	3,942	6,218	10,160	4,665	6,218	10,883	4,895	6,218	11,113
Single Room	3,942	9,247	13,189	4,665	9,247	13,912	4,895	9,247	14,142
Single Room (Ensuite)	3,942	10,302	14,244	4,665	10,302	14,967	4,895	10,302	15,197
<b>Mount Allison University</b>									
	Meal Plan	Room	Total						
Double Room	5,551	6,056	11,607						
Single Room	5,551	7,507	13,058						
Double Ensuite	5,551	6,751	12,302						
Single Shared Ensuite	5,551	8,536	14,087						
Single Private Ensuite	5,551	9,437	14,988						
<b>University of New Brunswick</b>									
	Infinite Pan	Room	Total	Infinite Plan Plus	Room	Total	Infinite Plan Ma	Room	Total
Double Room	5,500	5,956	11,456	5,700	5,956	11,656	5,950	5,956	11,906
Single Room	5,500	7,874	13,374	5,700	7,874	13,574	5,950	7,874	13,824
Super Single/Special Single	5,500	8,788	14,288	5,700	8,788	14,488	5,950	8,788	14,738
super single: dbl room for one									

lowest and highest rates