St. Thomas UNIVERSITY

# Budget Development Report

## 2017-2018

February 2017

# Message from the President

With the circulation of this *Budget Development Report 2017-18* and the beginning of a consultation process, our community has the opportunity to learn more about our financial operations and provide feedback on the financial issues before us.

The *Budget Development Report* presents our financial challenges, as well as information on our financial results for the fiscal year 2015-16, projections for 2016-17, and then for 2017-18. As in previous years, our budget is developed by the President's Advisory Committee, comprised of faculty, staff, and student representatives, which provides advice on the operating, ancillary, capital, and endowment budgets. This approach to developing our budget ensures that members of our community have the opportunity to provide feedback on our financial issues before the budget is forwarded to the Board of Governors for review and approval.

We ended the 2015-16 fiscal year with a deficit of $1.4 million in operations and a deficit of $214,000 in ancillary operations (residences and conference services). For the current 2016-17 fiscal year, we are forecasting operations to have a deficit of $808,000 compared to a budgeted operating deficit of $978,800. The ancillary budget is forecasting a deficit of $271,000 compared to a budgeted deficit of $451,200. These projections suggest a slight improvement in our financial performance compared to 2015-16 and we have been able to make some progress in decreasing the size of our structural operating deficit. For 2016-17, we will have a structural deficit for the third fiscal year that will be offset through the use of certain restricted funds. However, since the availability of these funds is limited, their use to balance our books is not sustainable and only a short-term option.

We don't develop our budget in isolation. In its own budget tabled last week and in follow up correspondence, the Provincial Government announced its intention to reach agreements with publicly-funded universities to establish four-year schedules for tuition and operating grant funding. (As a reminder, this coming year will be the final year of our distinct five-year domestic tuition fee schedule that sees our domestic tuition increase by 3% of the average provincial tuition + $170.) The government has informed us that the annual increase to university operating grants will be 1%, 1%, 1%, and 2% for the next four-year period. An annual fund of $2.2 million over four years in support of pilot projects will be established and universities will have to apply for money from this fund. The government will also retain an aggregate of $4 million added to the grants of universities several years ago which the universities regard as money already part of their base operating grant. At some point the universities will be required to appear before a committee of the Legislative Assembly.

In our preliminary budget projections for 2017-18, we estimate the gap between revenues and expenditures will be in the range of $400,000 to $700,000.

Addressing this structural operating deficit, for next year and beyond, requires a multi-faceted approach to increase revenues and limit expenditure growth. This *Budget Development Report* addresses the key factors or levers that we control or may be able to influence which can help us make progress towards a balanced operating budget. The primary revenue levers are student enrollment, the provincial operating grant, and tuition, while the primary expenditure levers are the number of full-time faculty and rationalization of non-academic expenditures. Other factors that can affect our financial results include ancillary operations and fundraising.

While acknowledging the magnitude of this structural deficit, our goal to develop a balanced budget for 2017-18 will be exceptionally challenging. Inflation and collective agreement obligations result in annual cost pressures of approximately 3.5%. Revenues from the operating grant and tuition fees have not kept pace with these costs and this "inflation gap" has become more acute as a result of declining enrolment. In the past few years, we made expenditure reductions in administrative areas, exercised restraint in faculty hirings, cancelled the Men's Hockey Program, and transferred restricted funds to operations to offset the structural deficit. Looking forward, key factors related to enrollment, tuition and fees, faculty composition and renewal, rationalization of non-academic expenditures, academic programming, ancillary operations, and fundraising will be closely examined in the context of our deficit.

There will not be one large or grandiose solution to the task of eliminating our structural deficit. Rather, based on our progress thus far, it will be a combination of initiatives arrived at by working diligently and collectively to resolve this fiscal challenge.

I trust that you will find the information in this report helpful, both in terms of assisting your area in developing its budget requirements and in understanding our challenges. I hope that you will take the time to consider the issues that we are facing and provide comments and suggestions on the following topics:

- The financial challenges presented in the *Budget Development Report*.
- Our *domestic* tuition fee is now getting close to the provincial average, as was intended by implementation of the five-year domestic tuition fee schedule in 2013. As we plan for the future, how should our *international* tuition fees compare to other universities in the Maritimes, in light of the competitive nature of the post-secondary education sector?

You may provide your confidential feedback to gallant@stu.ca by **March 3, 2017**. The Committee will consider the suggestions, comments, and feedback received as confidential. In order to engage stakeholders and encourage feedback, the *Budget Development Report* will also be presented at Senate and the President's Administrative Management Committee. We will also hold a Town Hall meeting on **March 23, 2017 at 4 pm** in BMH 101.

Dawn Russell
President and Vice-Chancellor

# Budget Development Process

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

- Dawn Russell, President and Vice Chancellor
- Dr. Kim Fenwick, Vice-President (Academic and Research) (ex officio)
- Lily Fraser, Vice-President (Finance and Administration) (ex officio) – Committee Chair
- Reg Gallant, Comptroller (ex officio)
- Dr. Marilyn Dupre, Director, School of Social Work (Senate Appointment)
- Dr. Ian Nicholson, Professor, Psychology Department (Senate Appointment)
- Karen Preston, Registrar (President's Appointment)
- Fernanda Damiani - Student (President's Appointment)
- Philippe Ferland - Student (President's Appointment)
- Garry Hansen, Director of Institutional Research and Planning (President's Appointment)
- Jeffrey Carleton, Associate Vice-President, Communications (President's Appointment)

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 will 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 directions of the University as outlined in the *Strategic Plan 2013-2018*.

As with previous years, each academic and administrative unit will develop a budget proposal for its area, taking into consideration the three principles outlined above.

These budget proposals will be reviewed by the President, the Vice-President (Academic and Research), and the Vice-President (Finance and Administration). The resulting draft budget will be reviewed by the President's Advisory Committee on the Budget. Following that, the presentation of the Draft Budget 2017-18 will be made to the Board of Governors' Finance Committee and finally to the Board of Governors in May 2017.

**FISCAL YEAR 2015-2016 FINANCIAL RESULTS**

With respect to Operations, we ended the 2015-16 fiscal year with a deficit of $1,387,775. This deficit was covered by a transfer of restricted funds. The annual audited financial statements are available on the University website.

Our structural operating deficit is due to operating expenditures exceeding operating revenues. There was a decline in overall operating revenues, when compared to the previous fiscal year. This was mostly due to a decline in investment income which was $238 compared to the previous year's amount of $415,300. Despite inflation and other cost pressures, operating expenditures declined in all areas in 2015-16 compared to the previous year, with the exception of the transfer to UNB which was frozen at the previous year's level (due to the freeze in the operating grant). This overall expenditure reduction is a reflection of our ongoing efforts to reduce expenditures. Over 75% of expenditures are fixed costs where we have limited ability or discretion to reduce the cost.

For ancillary services, there was a deficit of $214,863 due to reduced occupancy in residence.

Internally restricted funds are comprised of the Aquinas Chair, Catholic Theology Chair and internally restricted scholarship funds. The deficit of $2,170,060 in internally restricted funds resulted from scholarships expenditures which exceeded budget by $387,100 as well as minimal return on investments. Normally, Operations would incur some of the scholarship expenditures, but due to operating budget challenges, this has not been possible in the last few years.

**FISCAL YEAR 2016-2017 FINANCIAL PROJECTION**

For the current fiscal year, St. Thomas University is forecasting general operations to have an excess of expenditures over revenues of $808,000 before inter-fund transfers, compared to a budgeted operating deficit of $978,800. This represents an improvement of $170,800 compared to what was budgeted.

A separate ancillary budget is developed for revenues and expenses related to residences because of generally accepted and long-standing policies that ancillary operations be self-supporting. These areas are not eligible for government operating assistance. For the fiscal year 2016-17, we are forecasting a deficit of $271,000 compared to a budgeted ancillary deficit of $451,200. This represents an improvement of $180,000 compared to what was budgeted. A comparison of current meal plan and residence rates at NB Anglophone Universities is provided in Appendix H.

Our most serious institutional challenge is one of financial sustainability. While New Brunswick universities have been underfunded relative to their counterparts in Canada, St. Thomas University has been underfunded relative to the other universities in the province: the University's current operating grant level is 89% of the provincial average (see Appendix A). Despite the progress achieved as a result of the 2013 agreement with the Province, our annual revenue base is approximately $1.8 million lower than it should be because of our operating grant level. This is compounded by several factors: a shrinking number of high school graduates; a relatively small endowment; and uncertainty and volatility of capital markets that affect endowment income.

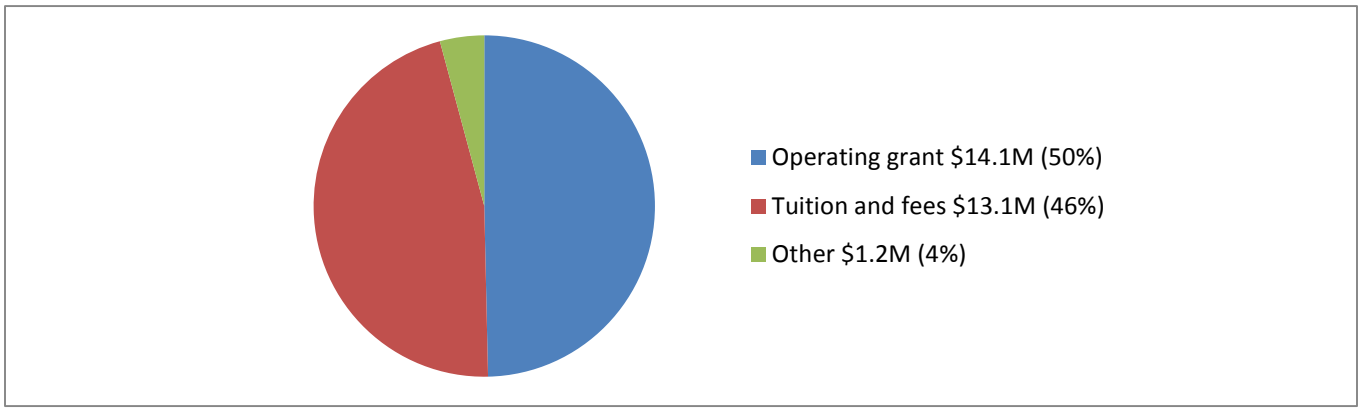
The 2016-17 budget reflects a deficit of $978,800 before the transfer of restricted funds to cover the deficit. This is an improved budgeted financial result compared to 2015-16. The projected year end

forecast represent a further improvement of $170,800, but still leaves an estimated deficit of $808,000. Obviously, there is still more for us to do to address this structural deficit. Since our restricted funds are limited, the use of restricted funds to balance our books is a short term solution and is not sustainable.

## 2017-2018 BUDGET DEVELOPMENT CONTEXT

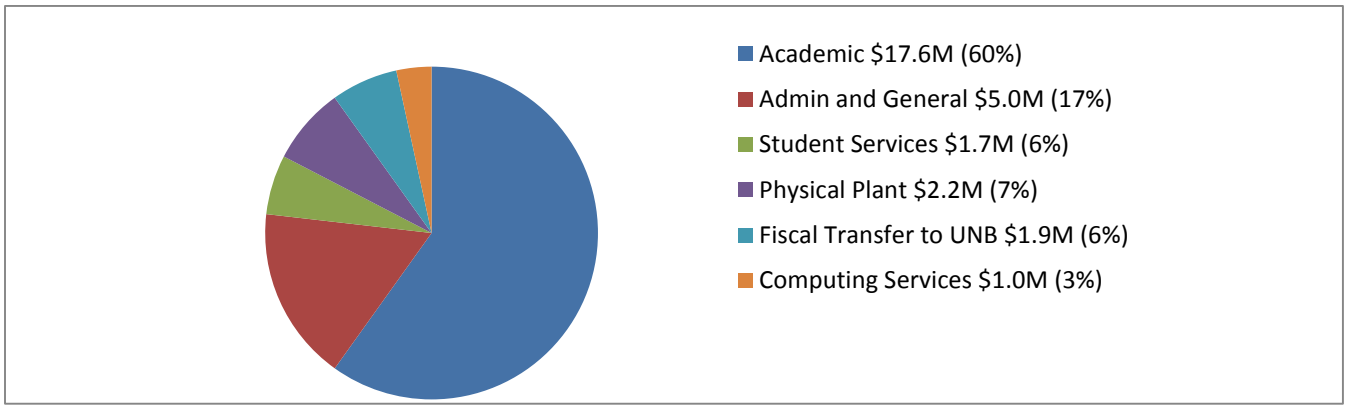
The most significant sources of revenue for the operating budget are the operating grant from the Province of New Brunswick/Maritime Provinces Higher Education Commission and tuition fees. In 2016-17, these sources represented 50% and 46% of revenues respectively. The remaining 4% of revenues include miscellaneous student fees, other government grants, investment income, and miscellaneous revenues.

**2016-2017 Budgeted Revenues (Total $28,364,400)**




The most significant area of expenditure for the University relates to academic expenses, followed by administrative and general expenses, student services, physical plant, the fiscal transfer to UNB (for library services, counselling services, and some recreation / athletics facilities), and computing services.

**2016-17 Budgeted Expenses (Total $29,343,200)**



Appendix G shows a breakdown of our budgeted operating expenses for 2016-17, 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 79% 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 21% 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.

It should be noted that although staff wages are considered fixed costs, staff wages associated with a number of enhancements to student services in the past few years are covered by third-party funding. In 2016-17, this represented approximately $275,000.

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 for St. Thomas are estimated at $1.3 million annually (2% of insured value of buildings, excluding ancillary). The operating budget for maintenance and repairs in 2016-17 was $336,000. 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 does not go away – it eventually needs to be addressed, and usually at a higher cost because of the passing of time and further deterioration of the asset.

Regarding ancillary services and deferred maintenance needs, we conducted a conditions assessment in 2013 of our older residences (Harrington Hall, Vanier Hall and Holy Cross House). The intent of residence renewal is to address the deferred maintenance needs of the residences over time, with Harrington Hall being the first phase of residence renewal.

For more detailed information on operating expenses, please see the 2015-16 Financial Statements and the 2016-17 Budget Summary Report at:
**http://w3.stu.ca/stu/administrative/vp_financial/financial_statements.aspx.** Salary reports are also available on this website, providing salary range information relating to all employees who had salaries of $60,000 or more as at July 1st.

Addressing the structural operating deficit will require a multi-faceted approach to increase revenues and limit the growth in expenditures. The following sections will address the key factors or levers 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 levers are student enrolment, the provincial operating grant, and tuition fees, while the main expenditure levers are the number of

full-time faculty, and rationalization of non-academic expenditures. Other factors that can affect our bottom line include academic programming, ancillary operations, and fund-raising.

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

Our operating revenues depend significantly on student enrolment, as the number of students determines the tuition revenue. Currently, a portion of the provincial operating grant is also based on the enrolment level (in relation to the other NB universities).

Appendix D provides information on enrolment at Maritime Institutions as reported by the Maritime Provinces Higher Education Commission (MPHEC). Between 2006 and 2015, St. Thomas' domestic full-time enrolment declined by roughly 25% (596 net full-time students). Preliminary Association of Atlantic Universities (AAU) figures indicate that we experienced a further drop of 41 full-time students between 2015 and 2016.

The causes of this decline in enrolment are varied and complex, but our recruitment efforts in New Brunswick, our most important market by far, are particularly challenged by increased competition and demographic trends. In particular, since 2010 the size of the Anglophone high school graduating class in New Brunswick has declined sharply and is projected to continue to shrink by an additional 23% from 2015 to 2022. (See Appendix E). Moreover, although our share of Maritime liberal arts students has remained fairly stable at around 11-12%, during the same ten-year period the total number of undergraduate liberal arts students in the Maritimes fell by 30%. (See Appendix D)

A shrinking local market has other universities and colleges investing heavily in recruitment, making holding this share of the market ever more challenging. Last year, UNB, for example, announced an ambitious marketing/recruitment plan backed by a three year multi-million dollar budget commitment.

On a positive note, shrinking local market has other universities and colleges investing heavily in recruitment, making holding after years of sharp decline in incoming student numbers and significant changes to our student recruitment strategy, we have reversed the negative trend and enjoyed an increase of 8% in 2015 and a 3% in 2016 in incoming students. If current trends continue, we will produce a third consecutive increase. As of January 11, 2017, domestic and international applications, offers, and confirmations for fall 2017 are all up. If we can maintain these positive trends over the next few years, we should see the STU overall enrolment numbers stabilize as larger incoming classes replace smaller outgoing classes from past years.

In light of the demographic trends, the decline in the number of high school graduates in NB, and the general decline in liberal arts enrolment, it is not reasonable to expect a significant increase in the number of domestic students. On the other hand, St. Thomas' international student enrolment is relatively low compared to other Atlantic Universities. Based on MPHEC data, international students represented 6.4% of total enrolment at St. Thomas in 2014-15, compared to

9.3% at Mount Allison University, and 17.3% at Mount Saint Vincent University. However, it must be noted that international recruitment can be quite costly. It requires a strategic and evidence-based approach to make the best use of resources.

While the recruitment of new students is a crucial focus, it's also important to keep in mind that in any given year approximately 65% of our full-time undergraduate students are continuing students. Based on the size and distribution by year of study of our current student population, we project that 1,089 full-time students will be returning to continue their study at St. Thomas in the 2017-18 academic year, compared to 1,107 continuing students in the 2016-17 academic year.

Although this drop in continuing students is due to the graduation of our larger entering cohorts from previous years, rather than a drop in retention per se, reducing the attrition of our existing students to help offset our current recruitment challenges is an important component of the University's enrolment management plan.

In the past ten years, the retention of new full-time first-year students admitted from high school has ranged from 69% to 75%. Retention for the 2015 cohort was 70%. (See Appendix F). These rates are lower than the Maritime university average but roughly consistent with Arts, Humanities, and Social Sciences programs at these same universities.

**B. Provincial Operating Grant and Provincial Initiatives**

The provincial operating grant of $14 million is at the same level as it was in 2014-15. Since the operating grant represents approximately 50% of total operating revenue, the lack of an annual increase in the operating grant means that this portion of our revenues is not keeping up with inflationary pressures, thus causing an inflation gap. In addition to the inflation gap issue, and as mentioned previously, St. Thomas has been and continues to be underfunded relative to the other Universities in the province (see Appendix A).

The Provincial Government tabled its budget on February 7, 2017. The Budget Speech stated that Government will be securing an additional $45 million over four years to invest in public universities. In the coming weeks, the Government hopes to announce memoranda of understanding with each of our four universities which will lay out the following:

- Government funding commitments for the next four years;
- Tuition predictability for New Brunswick students for the next four years;
- Funding for pilot projects at universities in an effort to increase enrolment, increase population, and pursue research and development opportunities among other priorities; and
- An agreement for universities to appear annually before a committee of the Legislative Assembly.

In April 2016, the Government announced a new Tuition Access Bursary. This bursary was established to provide upfront financial assistance to students from families with an annual

income of $60,000 or less and who attend a publicly funded university or college in New Brunswick. It is hoped that this bursary will encourage students to study in their home province. The Tuition Access Bursary started at the beginning of the 2016-17 academic year. Many factors come into play when students make decisions regarding whether to attend university, and which University they choose. We do not have the data to determine whether any potential increase in first year enrolment at STU might be related to the TAB program. We do know, based on information provided by PETL, that 562 students from St. Thomas (65% of those who applied for student loan funding) have received an average of $4,188 in TAB for the 2016-17 academic year.

**C. Tuition Fees**

In October 2013, the Province and St. Thomas University arrived at an agreement that established a five-year domestic tuition fee schedule, as part of a larger agreement that included a positive adjustment to the operating grant of $225,000 (representing a 1.7% increase). Further to this agreement, the domestic tuition at STU is being increased annually by no more than 3 % plus $170. The 3 % increase is based on the provincial average tuition of the three other publicly funded universities in New Brunswick. The academic year 2017-18 will be the fifth and last year of that agreement which will bring our tuition close to the provincial average.

The following table provides the domestic tuition fee schedule.

| **Table A:** | | | | | |
|---|---|---|---|---|---|
| **Provincial Average Tuition for NB students at Other NB universities** | | | | | |
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| University | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
| Mount Allison | $7,245 | $7,464 | $7,464 | $7,615 | |
| U de Moncton | $5,442 | $5,604 | $5,604 | $5,716 | |
| UNB | $6,007 | $6,187 | $6,187 | $6,311 | |
| *Prov. Avg. excl. STU* | *$6,231* | *$6,418* | *$6,418* | *$6,547* | |
| *incr. in prov. average* | $150 | $187 | $0 | $129 | |
| *% incr.* | 2.5% | 3.0% | 0.0% | 2.0% | |
| | | | | | |
| | | | | | |
| **STU Five-year Tuition Fee Schedule for Domestic Students (BA programs)** | | | | | |
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
| STU | $5,195 | $5,552 | $5,914 | $6,276 | $6,643 |
| *incr. in tuition* | $250 | $357 | $362 | $363 | $366 |
| *% incr.* | 5.1% | 6.9% | 6.5% | 6.1% | 5.8% |
| *gap to prov avg exc STU* | *$1,036* | *$866* | *$505* | *$271* | |

(NOTE: The above table reflects the tuition for New Brunswick students. At Mount Allison University and UNB, these students receive a rebate on the base tuition to cap tuition at a 2%

increase compared to 2015-16. The tuition fees for Canadian students who are not from New Brunswick and who attend UNB and Mount Allison University are reflected in Appendix C.)

Appendix C provides a comparison of 2016-17 tuition fees of domestic and international students at Maritime Universities which shows that St. Thomas had the third lowest domestic tuition fees (after Université de Moncton and UPEI), and fifth lowest international tuition fees (after Université Sainte-Anne, Université de Moncton, UPEI, and Mount Saint Vincent University).

Undergraduate international students are not funded through government operating grants. During the past few years, the international tuition increase was based on 3% of the provincial average domestic tuition at other NB universities, representing an annual increase of $187 to $193. However in 2016-17, the increase in international tuition was based on the same dollar amount as the increase in domestic fees ($363) at STU. In addition, in 2013-14, a health plan fee for international students was introduced in the amount of $284. The health plan fee was increased over a three-year period in order to fully recover the cost of the health plan ($630), similar to the approach used by the other Atlantic Universities. The health plan covers accidental, unexpected, unforeseen, medical emergency services. The program is similar to most international student programs available at other universities in Canada for undergraduate students.

As we plan for the future, we need to decide how our international tuition fees should compare to other universities in the Maritimes.

**During this consultation process, we invite comments and suggestions on the setting of international tuition fees. Our domestic tuition fee is now getting close to the provincial average, as was intended by implementation of the five-year domestic tuition fee schedule in 2013. As we plan for the future, how should our international tuition fees compare to other universities in the Maritimes in light of the competitive nature of the post-secondary education sector, and in light of our fiscal challenges?**

**D. Full-time Faculty Composition**

Full-time academic wages and benefits represent nearly 50% of operating expenditures (based on 2016-17 budgeted expenditures). The number of full time faculty positions varies over time, in light of a number of factors such as fiscal realities, retirements (normally two per year), hiring decisions, etc.

The 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 tend to correlate with higher salaries. The cost of living adjustment for July 1, 2017 will be 1.15%, while the cost of annual progress up the salary grid ("progress through the ranks") is approximately 2.5% for a total cost increase of 3.65% at July 1, 2017.

The end of mandatory retirement has had a notable impact on our demographic profile, as can be seen from the following table that shows that 13.5% of full time faculty members are age 65 and over:

**Table B: Number of full-time faculty positions at 2016 by age group**

| Faculty Age Group | Number | Proportion | Average Years of Service |
|---|---|---|---|
| Less than 50 | 38 | 36.5% | 7.4 |
| 50 – 54.9 | 26 | 25.0% | 14.9 |
| 55 – 59.9 | 13 | 12.5% | 16.8 |
| 60 – 64.9 | 13 | 12.5% | 17.8 |
| 65 – 69.9 | 11 | 10.6% | 24.3 |
| 70 and over | 3 | 2.9% | 26.0 |
| Total | 104 | 100.0% | 14.1 (overall) |

(Note: The above table is based on October 2016 data and reflects all full-time faculty positions including Limited Term Appointments (LTAs), as well as three (3) Endowed Chairs. It excludes three (3) tenure-track positions where the incumbent is in an administrative role).

The goal is to re-align the number of full-time faculty positions with current student enrolment levels. This will be achieved through the continued implementation of retirement incentives. The retirement incentives are outlined in Memoranda of Understanding between the University and FAUST, and consist of a Voluntary Retirement Incentive and a Phased-in Retirement Incentive. The Voluntary Retirement Incentive is expected to increase the number of retirements for the period of July 1, 2017 to July 1, 2019. However, the cost of this initiative also needs to be amortized over a few years. The end result is that the full cost savings will only be realized three (3) or more years after the actual retirements.

Academic staffing decisions in relation to vacant positions will continue to be evidence-based and to consider needs/factors such as the trend in student enrolment in each program. It should be noted that, even if we are successful in encouraging retirements, we may need to replace a number of the resulting vacant positions as they could be in Departments where it would be difficult to leave the positions vacant.

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

Over the past few years, we have implemented administrative budget reductions to address the structural operating deficit including:

- In 2013-14, there was a reduction of $81,000 in repairs and maintenance.
- In 2014-15, there were reductions in Communications ($50,000), repairs and maintenance ($50,000), and Information Technology Services (vacant position not filled).
- Cost of living increment of 0% for non-unionized staff including Senior Leaders was implemented for 2016-17.

- An analysis of the revenues and expenditures related to Athletics led to the decision by Senior Management in April 2016 to cancel the Men's Hockey program. (Estimated cost savings = $144,000 in operations and $110,000 in internally restricted scholarship funds.) The other varsity teams are cost-neutral or close to being cost-neutral when taking into consideration the tuition paid by student-athletes, a proportion of the operating grant revenue for student-athletes, and each team's expenses.
- The Senior Leadership Team initiated a process in July/August 2016 to identify potential reductions in administrative departments for implementation in 2016-17. This exercise will achieve cost savings of approximately $170,000 in 2016-17 (some of which are one-time savings).

Non-academic wages and benefits represent approximately 19% of operating 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 have a higher student enrolment compared to STU). Based on this analysis, it was concluded that St. Thomas is a flat organization – there is virtually no middle management, and confirmed that the staffing level is at a minimum.

Based on the above information, there is limited scope for additional administrative cost reductions. In a report prepared at the request of the University in October 2016, KPMG concurred with this conclusion. This is supported by the following data that shows the proportion of administrative costs in relation to total operating costs for St. Thomas and other comparator universities. St. Thomas has one of the lowest proportion of administrative costs at 21%.

**Table C: Proportion of Administrative Costs ("Other Salaries and Wages") In Relation to Total Operating Costs**
Source: CAUBO 2015 (Lines 3 and 24 from Report 3.4)

| In thousands (000s) | St. Thomas University | Mount Saint Vincent University | Cape Breton University | St. Francis Xavier University | Mount Allison University | Acadia University |
|---|---|---|---|---|---|---|
| **General operating costs** | 31,051 | 43,846 | 46,934 | 72,264 | 43,259 | 71,809 |
| **Other salaries and wages** | 5,659 | 12,998 | 11,755 | 14,534 | 9,753 | 12,664 |
| As a % of oper. costs | 18.2% | 29.6% | 25.0% | 20.1% | 22.5% | 17.6% |

(Updated March 22, 2017)

There is one other administrative area that we are currently exploring. There is the potential for greater HST tax recoveries with respect to the HST paid on capital and operating expenditures related to buildings on the main campus. We have retained the services of KPMG to provide indirect tax planning/advisory services in this matter.

**F. Academic Programming**

In our efforts to manage expenditures, the number of budgeted (6 credit hour) courses has been reduced by 6%, from 378.5 in 2013-14 to 356.5 in 2016-17. 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, how many courses will 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 is necessary to sustain honors and majors within those disciplines.

In the past, new programming such as Criminology and Journalism has resulted in significant increases in enrolment. As part of the annual academic planning process, a number of strategies are currently being pursued that may result in new programming that is attractive to potential students considering attending St. Thomas University. Examples of these initiatives include: finalizing a new major in Law, Politics, and Society; exploring the possibility of a Global Studies major and of Business Communications as interdisciplinary offerings; and continuing to develop offerings in Fine Arts, particularly in the areas of dance and musical theatre.

The potential for alternative teaching models is considered to be relatively limited, as the liberal arts would be difficult to teach in an alternative manner (e.g. on-line) without significant investments. However, we are open to strategic partnership opportunities such as the Harvard HBX CORE program as that type of partnership represents a more cost effective approach for us.

**G. Ancillary Operations**

One of the priorities in the University's *Strategic Plan 2013-2018* is to invest in the renewal of our residences, the goal being that our residence system becomes a self-sustaining operation that contributes positively to student retention and the student experience. The renewal of Harrington Hall represents the first phase of residence renewal.

Over the years, the University acquired or built residential properties to adjust to the increase in enrolment which peaked at 2,938 full-time students in 2004. Rigby Hall was purchased in 1999 and Chatham Hall was constructed in 2003 to offer residence services to a growing student population.

Since the fiscal year 2014-15, ancillary operations have produced a deficit mostly due to a decline in revenues as a result of reduced residence occupancy. Lower enrolment and the changing living habits of university students have resulted in reduced residence occupancy and surplus capacity in our residence system. We do not foresee returning to a residence occupancy of 600 in light of the student enrolment numbers and the availability of other rental housing in Fredericton. With approximately 465 students in residence now, we need to adjust the size of the system from the current capacity of 839 to approximately 400 to 450 in the next few years. Our goal therefore is to

consolidate residence life on the main campus to produce a vibrant campus community with residences at full capacity.

In July 2016, the University engaged the firm CBRE Limited to provide real estate advisory services regarding the marketing and sale of the Forest Hill property. Since late October 2016, CBRE is actively marketing this property.

**H. Fundraising**

The Office of Advancement and Alumni Relations conducts an annual fundraising appeal for alumni and friends. The objective is to increase both the donor numbers and the funds raised.

The University receives a small amount of unrestricted support that is allocated to the STU Fund to meet emerging institutional needs and opportunities for students. Last year, the STU Fund supported the Moot Court Program, student participation at the East Coast Leadership Conference, provided funds to global and international learning opportunities, and over 30 additional scholarships for students.

The University is currently planning its next comprehensive fundraising campaign. Campaign priorities will include increased support for student aid, experiential learning, academic programs, and the refurbishment of student residences and programming spaces.

Over the last three years we have seen an increase in the number of donors contributing to St. Thomas, and the total amount of financial support received. This trend would suggest our alumni and other supporters see the value in supporting our students and our institutional vision. This support will provide a foundation for continued growth in philanthropic support. However, it is important to acknowledge that most donations are not unrestricted: they often offer an added margin of excellence for an existing initiative, or support something specific including newly endowed or annually-funded scholarships and bursaries, a capital project, special lectures or improved student services. These restricted gifts, while beneficial for our students, do not positively affect the operating budget in a significant way. However, there are components of the priorities of the comprehensive fundraising campaign that can overlap with the operating and ancillary budgets that would alleviate some financial stresses (e.g., a residence renewal campaign targeting alumni who lived in residence).

## Priorities and Areas for Strategic Investment

As with any other organization, there are areas where the needs may be significant and can be considered as areas of investment essential for long-term financial health. This would include activities and strategies that:

- enhance student recruitment and retention,
- improve the student experience (such as renewal of residences), and
- grow the endowment funds.

Over 12% of our students have documented disabilities and require various forms of accommodations. In addition, as we increase the number of international students, it is our obligation to ensure that they are equipped for success. In particular, English Second Language training must be provided to assist non-English speaking students in the transition to the demands of a liberal arts education. These areas may require short-term investments that will result in improved financial performance in future years.

## Preliminary Projection for Fiscal Year 2017-18

Inflation and collective agreement obligations result in cost pressures of approximately 3.5% per year. As we begin the 2017-18 budget development process, we are using the following assumptions in order to estimate operating revenues and expenditures:

- We are assuming stable student enrolment: 1,865 (fee paying) students, which includes an increase of 10 international students along with a decline of 10 domestic students. This is consistent with our goal to grow the international student enrolment while recognizing the reality of a declining number of high school graduates in NB. This is a preliminary enrolment estimate that will be updated in March 2017 when more information is available with respect to the number of applications received.
- It is estimated that the financial gap for 2017-18 is in the range of $400,000 to $700,000.

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

- Continue efforts to stabilize domestic enrolment and to grow international enrolment.
- Re-engage in discussions with the Province regarding the University's operating grant inequity / underfunding issue.
- Develop a multi-year tuition approach for international tuition fees.
- Continue to implement retirement incentives for full-time faculty members.
- Implement tax recoveries if applicable, based on advice from KPMG.
- Continue efforts to sell the Forest Hill Property in order to decrease the size of the residence system and to consolidate it on the main campus.
- Continue implementation of changes as a result of academic planning. Implementation of new programming may help recruitment and retention efforts and thus positively affect enrolment numbers.
- Although it does not have a significant impact on Operations, the launch and successful execution of a Capital Campaign in 2016-17 (goal of $10-12 million) will improve the overall financial health of the University as the funds raised will help to re-build the scholarship endowment, could provide very modest assistance with the cost of residence renewal, etc. In particular, the current level of spending from internally restricted scholarship funds is not sustainable, thus campaign fundraising would assist in addressing this issue.

# Key Questions for Budget Development

As outlined in this report, at this point in time we are forecasting an estimated financial gap for 2017-18 in the range of $400,000 to $700,000. We invite comments and suggestions – on the following topics:

- The financial challenges presented in this document.
- Our domestic tuition fee is now getting close to the provincial average, as was intended by implementation of the five-year domestic tuition fee schedule in 2013. As we plan for the future, how should our international tuition fees compare to other universities in the Maritimes, in light of the competitive nature of the post-secondary education sector?

Please forward any suggestions, comments or feedback to gallant@stu.ca by March 3, 2017. The Committee will consider the suggestions, comments and feedback received as confidential.

## APPENDICES

A - New Brunswick Universities Operating Grant

B - Endowment Funds

C- Tuition Fees Comparison

D - Enrolment

E - Projection Of Size Of The Anglophone Grade 12 Class In NB

F - Retention Of Full-Time First Year Students Admitted From High School

G - Budgeted Expenditures For 2016-17

H- Comparison of 2016-17 Meal and Residence Rates at NB Anglophone Universities

**APPENDIX A**

**New Brunswick Universities**
**Operating Grant Support**
**2016-2017**

| | Operating Grant | WFTE* | Total Grant/ WFTE | % of Average |
|---|---|---|---|---|
| Mount Allison University | 20,334,159 | 5,211 | 3,902 | 92% |
| St. Thomas University | 14,045,916 | 3,743 | 3,753 | 89% |
| Université de Moncton | 64,344,883 | 13,205 | 4,873 | 115% |
| University of New Brunswick | 110,100,743 | 27,175 | 4,052 | 96% |
| Provincial Total | 208,825,701 | 49,333 | 4,233 | 100% |

A Full-Time Equivalent (FTE) is a calculated total of full-time students on December 1, part-time students on December 1, students in the previous Intersession/Summer Session, and new part-time students in Semester 2, each category given a value between 0.1 and 1.0 FTE. The MPHEC calculates FTEs for full-time undergraduate students based on headcounts while FTEs for part-time students are based on course load.

*The weighted full-time equivalent (WFTE) is a calculated value intended to reflect the difference in the relative costs of various programmes of instruction. The WFTE value for each full-time student (as of December 1) is obtained by multiplying the student's Full-Time Equivalent value (FTE) by the specified weighting factor assigned to their programme. Psychology is assigned a weighting factor of 2.5; Journalism, Education, and Social Work are 2.0; and all other full-time or non-degree programmes are assigned 1.5. All part-time FTEs are assigned a weighting factor of 2.0.

The WFTE figures shown here are three-year averages in accordance with the provincial funding formula.

# APPENDIX B
## St. Thomas University Endowment Funds

| | Budget 2016-2017 | | Average Fund Balance 2014-2016 | Available (5%) |
|---|---|---|---|---|
| Scholarships | 1,700,000 | (1) | 13,180,400 | 659,000 |
| Endowed Chairs | | | | |
| Aquinas Chair in Interdisciplinary Studies | 812,000 | (2) | 4,839,400 | 242,000 |
| Canadian Citizenship & Human Rights | 190,000 | (3) | 2,020,000 | 101,000 |
| Catholic Theology | 107,000 | | 2,193,100 | 110,000 |
| Criminology and Social Justice | 74,500 | (4) | 1,235,700 | 62,000 |
| Camp Endowment in Journalism | 52,000 | | 1,049,000 | 52,000 |
| Gerontology | 251,000 | (5) | 3,306,000 | 165,000 |
| Irving Chair in Journalism | 51,000 | | 1,017,100 | 51,000 |
| Native Studies | 134,000 | (6) | 1,568,600 | 78,000 |
| | 3,371,500 | | 30,409,300 | 1,520,000 |

(1) Budgeted scholarships expenditures represents $1,041,000 more than available endowment funds warrant. To fully fund the scholarships expenditure on an ongoing basis, an additional $20M in this endowment fund would be required.

(2) Includes an additional transfer to operations for academic salaries bringing annual draw to 17%.

(3) Includes an additional transfer to operations for academic salaries bringing annual draw to 9%.

(4) Represents a transfer to operations for academic salaries bringing annual draw to 6%.

(5) Includes an additional transfer to operations for academic salaries bringing annual draw to 8%.

(6) Includes an additional transfer to operations for academic salaries bringing annual draw to 9%.

**APPENDIX C**
Tuition Fees for a Bachelor of Arts
2016-2017

* New Brunswick students receive a rebate on the base tuition to cap tuition at a 2% increase (compared to 2015-16).

| University | Canadian tuition |
|---|---|
| UdeM | 5,716 |
| UPEI | 5,860 |
| STU | 6,276 |
| UNB * | 6,496 |
| MSVU | 6,845 |
| SMU | 6,860 |
| U. Ste-Anne | 6,900 |
| CBU | 6,960 |
| NSCAD | 7,098 |
| Dal | 7,200 |
| Kings | 7,200 |
| StFX | 7,626 |
| MtA * | 7,765 |
| Acadia | 7,944 |

| University | International tuition |
|---|---|
| | |
| U. Ste-Anne | 9,496 |
| | |
| UdeM | 10,475 |
| | |
| UPEI | 12,682 |
| | |
| MSVU | 13,690 |
| | |
| STU | 13,747 |
| | |
| CBU | 13,920 |
| | |
| SMU | 14,750 |
| | |
| UNB | 14,996 |
| | |
| StFX | 15,252 |
| | |
| NSCAD | 15,678 |
| | |
| Acadia | 15,903 |
| | |
| Dal | 16,164 |
| | |
| Kings | 16,164 |
| | |
| MtA | 16,750 |

# APPENDIX D

Domestic Undergraduate Enrolment (Full-time Headcounts) - Maritime Institutions

| Institution | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Cum. Change N | Cum. Change % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Acadia | 2680 | 2390 | 2422 | 2508 | 2563 | 2816 | 2965 | 3104 | 3093 | 2872 | 192 | 7.2% |
| Cape Breton | 2111 | 2028 | 1947 | 1932 | 1872 | 1784 | 1755 | 1659 | 1550 | 1625 | -486 | -23.0% |
| Dalhousie | 9630 | 9326 | 9330 | 10004 | 10362 | 10788 | 10667 | 10722 | 10731 | 10629 | 999 | 10.4% |
| Mount Allison | 1965 | 1862 | 2022 | 2150 | 2248 | 2241 | 2290 | 2107 | 2051 | 2060 | 95 | 4.8% |
| MSVU | 2164 | 2052 | 1933 | 1908 | 1944 | 1905 | 1889 | 1799 | 1852 | 1774 | -390 | -18.0% |
| Saint Mary's | 5124 | 4914 | 4622 | 4406 | 4366 | 4199 | 4208 | 4119 | 3922 | 3790 | -1334 | -26.0% |
| St. FX | 4105 | 3951 | 4009 | 3888 | 3831 | 3830 | 3735 | 3740 | 3717 | 3686 | -419 | -10.2% |
| **St. Thomas** | **2401** | **2404** | **2337** | **2219** | **2301** | **2319** | **2210** | **2055** | **1872** | **1805** | **-596** | **-24.8%** |
| U de Moncton | 4140 | 4086 | 3993 | 3964 | 3901 | 3784 | 3750 | 3502 | 3168 | 3060 | -1080 | -26.1% |
| Sainte-Anne | 352 | 366 | 365 | 368 | 363 | 298 | 333 | 311 | 289 | 265 | -87 | -24.7% |
| King's College | 1041 | 1067 | 1041 | 1083 | 1104 | 1131 | 1065 | 1030 | 927 | 862 | -179 | -17.2% |
| UNB – F'ton | 5846 | 5683 | 5373 | 5096 | 4993 | 5032 | 4935 | 4912 | 4815 | 4688 | -1158 | -19.8% |
| UNB – SJ | 1750 | 1638 | 1548 | 1595 | 1546 | 1561 | 1558 | 1453 | 1357 | 1321 | -429 | -24.5% |
| UPEI | 2968 | 2888 | 2940 | 3035 | 3062 | 3086 | 3051 | 2920 | 2798 | 2666 | -302 | -10.2% |
| **Total** | **46277** | **44655** | **43882** | **44156** | **44456** | **44774** | **44411** | **43433** | **42142** | **41103** | **-5174** | **-11.2%** |

*Source: MPHEC Dataset Enr_DDB2_sans_law.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

| Institution | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Cum. Change N | Cum. Change % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Acadia | 574 | 450 | 408 | 354 | 335 | 349 | 380 | 369 | 377 | 390 | -184 | -32.1% |
| Cape Breton | 191 | 208 | 229 | 254 | 313 | 545 | 637 | 657 | 584 | 577 | 386 | 202.1% |
| Dalhousie | 615 | 619 | 635 | 755 | 1066 | 1283 | 1349 | 1519 | 1748 | 1892 | 1277 | 207.6% |
| Mount Allison | 154 | 146 | 102 | 174 | 199 | 191 | 228 | 217 | 216 | 197 | 43 | 27.9% |
| MSVU | 172 | 157 | 146 | 172 | 225 | 265 | 326 | 384 | 466 | 485 | 313 | 182.0% |
| Saint Mary's | 890 | 819 | 854 | 1035 | 1147 | 1282 | 1483 | 1601 | 1615 | 1729 | 839 | 94.3% |
| St. FX | 228 | 216 | 191 | 249 | 247 | 250 | 226 | 206 | 209 | 227 | -1 | -0.4% |
| **St. Thomas** | **131** | **125** | **114** | **78** | **70** | **75** | **98** | **117** | **139** | **123** | **-8** | **-6.1%** |
| U de Moncton | 250 | 291 | 325 | 431 | 465 | 494 | 594 | 710 | 731 | 718 | 468 | 187.2% |
| Sainte-Anne | 20 | 23 | 33 | 48 | 39 | 38 | 38 | 42 | 67 | 144 | 124 | 620.0% |
| King's College | 33 | 34 | 27 | 37 | 39 | 44 | 41 | 45 | 39 | 37 | 4 | 12.1% |
| UNB – F'ton | 379 | 317 | 295 | 277 | 299 | 370 | 459 | 500 | 478 | 473 | 94 | 24.8% |
| UNB – SJ | 400 | 310 | 256 | 260 | 277 | 432 | 416 | 352 | 295 | 302 | -98 | -24.5% |
| UPEI | 206 | 218 | 267 | 286 | 355 | 387 | 399 | 444 | 480 | 556 | 350 | 169.9% |
| **Total** | **4243** | **3933** | **3882** | **4410** | **5076** | **6005** | **6674** | **7163** | **7444** | **7850** | **3607** | **85.0%** |

*Source: MPHEC Dataset Enr_DDB2_sans_law.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 2006-2015

| Institution | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | Cum. Change N | Cum. Change % |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Acadia | 1191 | 946 | 908 | 887 | 952 | 1040 | 1067 | 1055 | 1015 | 937 | -254 | -21.3% |
| Cape Breton | 1004 | 953 | 909 | 924 | 849 | 747 | 767 | 719 | 606 | 597 | -407 | -40.5% |
| Dalhousie | 2811 | 2604 | 2540 | 2662 | 2802 | 2864 | 2707 | 2533 | 2444 | 2348 | -463 | -16.5% |
| Mount Allison | 1308 | 1228 | 1286 | 1364 | 1446 | 1420 | 1402 | 1280 | 1243 | 1250 | -58 | -4.4% |
| MSVU | 1262 | 1137 | 1013 | 1009 | 998 | 993 | 1027 | 996 | 1032 | 972 | -290 | -23.0% |
| Saint Mary's | 3116 | 2867 | 2529 | 2329 | 2373 | 2324 | 2246 | 2134 | 2013 | 1975 | -1141 | -36.6% |
| St. FX | 1594 | 1530 | 1460 | 1448 | 1339 | 1338 | 1226 | 1122 | 1103 | 990 | -604 | -37.9% |
| **St. Thomas** | **2307** | **2254** | **2160** | **2025** | **2045** | **2086** | **2010** | **1894** | **1740** | **1618** | **-689** | **-29.9%** |
| U de Moncton | 649 | 642 | 668 | 662 | 654 | 673 | 667 | 651 | 619 | 657 | 8 | 1.2% |
| Sainte-Anne | 92 | 94 | 87 | 82 | 104 | 90 | 90 | 59 | 45 | 43 | -49 | -53.3% |
| King's College | 966 | 1006 | 965 | 1003 | 1028 | 1057 | 985 | 944 | 834 | 769 | -197 | -20.4% |
| UNB – F'ton | 1375 | 1322 | 1258 | 1164 | 1139 | 1076 | 1011 | 943 | 873 | 844 | -531 | -38.6% |
| UNB – SJ | 877 | 732 | 660 | 735 | 707 | 680 | 659 | 571 | 516 | 460 | -417 | -47.5% |
| UPEI | 1169 | 1045 | 1089 | 1132 | 1163 | 1156 | 1119 | 1025 | 944 | 808 | -361 | -30.9% |
| **Total** | **19721** | **18360** | **17532** | **17426** | **17599** | **17544** | **16983** | **15926** | **15027** | **14268** | **-5453** | -27.7% |

*Source: MPHEC Dataset Enr_DDB2_sans_law.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

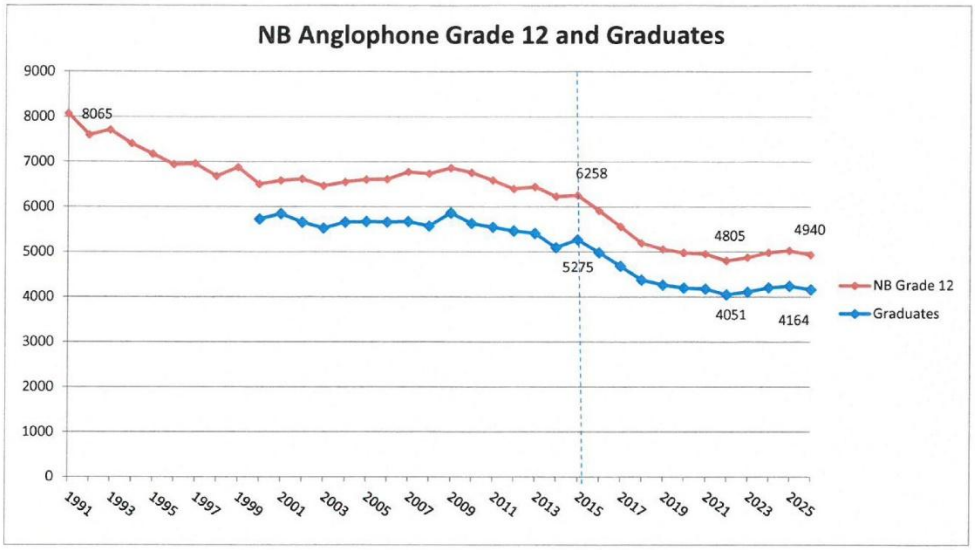
| Institution | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|
| Acadia | 6.0% | 5.2% | 5.2% | 5.1% | 5.4% | 5.9% | 6.3% | 6.6% | 6.8% | 6.6% |
| Cape Breton | 5.1% | 5.2% | 5.2% | 5.3% | 4.8% | 4.3% | 4.5% | 4.5% | 4.0% | 4.2% |
| Dalhousie | 14.3% | 14.2% | 14.5% | 15.3% | 15.9% | 16.3% | 15.9% | 15.9% | 16.3% | 16.5% |
| Mount Allison | 6.6% | 6.7% | 7.3% | 7.8% | 8.2% | 8.1% | 8.3% | 8.0% | 8.3% | 8.8% |
| MSVU | 6.4% | 6.2% | 5.8% | 5.8% | 5.7% | 5.7% | 6.0% | 6.3% | 6.9% | 6.8% |
| Saint Mary's | 15.8% | 15.6% | 14.4% | 13.4% | 13.5% | 13.2% | 13.2% | 13.4% | 13.4% | 13.8% |
| St. FX | 8.1% | 8.3% | 8.3% | 8.3% | 7.6% | 7.6% | 7.2% | 7.0% | 7.3% | 6.9% |
| **St. Thomas** | **11.7%** | **12.3%** | **12.3%** | **11.6%** | **11.6%** | **11.9%** | **11.8%** | **11.9%** | **11.6%** | **11.3%** |
| U de Moncton | 3.3% | 3.5% | 3.8% | 3.8% | 3.7% | 3.8% | 3.9% | 4.1% | 4.1% | 4.6% |
| Sainte-Anne | 0.5% | 0.5% | 0.5% | 0.5% | 0.6% | 0.5% | 0.5% | 0.4% | 0.3% | 0.3% |
| King's College | 4.9% | 5.5% | 5.5% | 5.8% | 5.8% | 6.0% | 5.8% | 5.9% | 5.6% | 5.4% |
| UNB – F'ton | 7.0% | 7.2% | 7.2% | 6.7% | 6.5% | 6.1% | 6.0% | 5.9% | 5.8% | 5.9% |
| UNB – SJ | 4.4% | 4.0% | 3.8% | 4.2% | 4.0% | 3.9% | 3.9% | 3.6% | 3.4% | 3.2% |
| UPEI | 5.9% | 5.7% | 6.2% | 6.5% | 6.6% | 6.6% | 6.6% | 6.4% | 6.3% | 5.7% |

*Source: MPHEC Dataset Enr_DDB2_sans_law.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 E

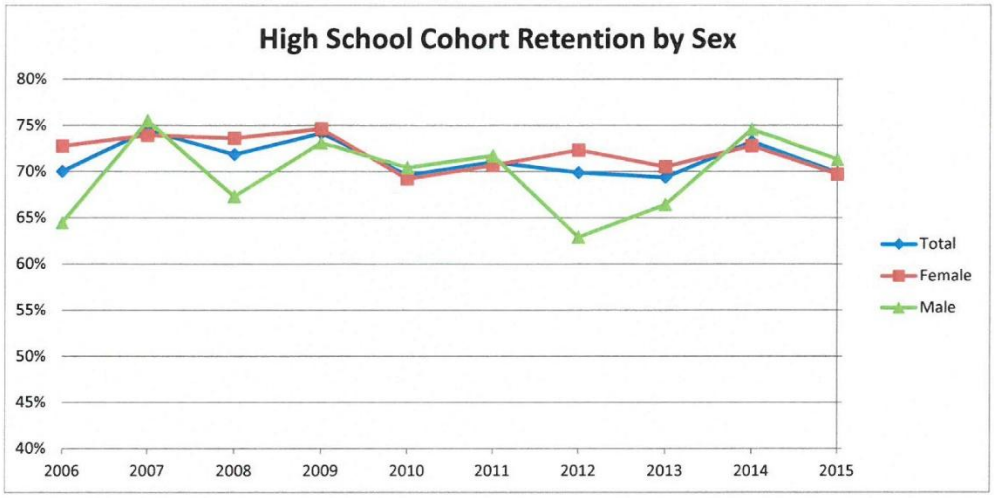



*Source: Projection by Office of Institutional Research based on Dept. of Education and Early Childhood Development Summary Statistics 2001-02 to 2015-16*

# APPENDIX F

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

| Cohort Year | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 |
|---|---|---|---|---|---|---|---|---|---|---|
| Total | 69.9% | 73.3% | 69.4% | 69.9% | 71.0% | 69.6% | 74.1% | 71.8% | 74.5% | 70.0% |
| Female | 69.7% | 72.8% | 70.5% | 72.3% | 70.7% | 69.2% | 74.6% | 73.6% | 73.9% | 72.8% |
| Male | 71.3% | 74.6% | 66.4% | 62.9% | 71.7% | 70.4% | 73.1% | 67.3% | 75.5% | 64.5% |




*Source: Analysis of December 1 retention by Office of Institutional Research*

# APPENDIX G
## Expenditures for St. Thomas University
## Budget year ending April 30, 2017

| | | | | |
|---|---|---|---|---|
| **Budgeted Expenditures 2016-17** | **29,343,200** | | | |
| | | | | Academic |
| **Fixed Costs** | | | | Expenses |
| Academic Expenses | | | | |
| FT Academic Wages-tenured and tenure-track including benefits | 12,374,400 | | | 12,374,400 |
| FT Academic Wages Sabbaticals | 1,513,200 | | | 1,513,200 |
| Professional Development Allowances | 275,000 | | | 275,000 |
| | 14,162,600 | 48.3% | (1) | 14,162,600 |
| Non-Academic Expenses | | | | |
| FT Wages and benefits | 5,538,700 | (1) | | 358,300 |
| Utilities | 1,140,800 | | | |
| Cleaning and security | 553,400 | | | |
| Fiscal transfer to UNB | 1,902,200 | | | |
| | 9,135,100 | 31.1% | | 358,300 |
| **Total fixed costs** | **23,297,700** | **79.4%** | | **14,520,900** |
| **Semi-fixed costs** | | | | |
| PT Academic wages | 1,946,000 | | | 1,946,000 |
| Limited term FT Academic wages | 430,400 | | | 430,400 |
| Supplies, telephone, postage | 262,600 | | | 262,600 |
| Graduation | 71,300 | | | 71,300 |
| Computing software/licenses | 355,200 | | | |
| University and recruiting publications | 80,000 | | | |
| University memberships | 108,500 | | | 28,500 |
| Professional and banking fees | 224,500 | | | |
| Advancement | 173,600 | | | |
| Recruiting travel and supplies | 301,500 | | | |
| Communications | 296,700 | | (2) | |
| Athletics | 344,900 | | (3) | |
| Maintenance and repairs | 336,000 | | | |
| Academic department expenses | 298,900 | | | 298,900 |
| Academic recruiting and VP special projects | 144,500 | | | 144,500 |
| Student wages | 146,400 | | | |
| Administrative unit expenses | 163,500 | | | |
| Miscellaneous admin expenses | 231,300 | | | |
| Student services unit expenses | 129,700 | | | |
| | 6,045,500 | 20.6% | | 3,182,200 |

| | | | |
|---|---|---|---|
| **Total budgeted expenditures** | **29,343,200** | 100% | **17,703,100** |

(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 H

Appendix H: Comparison of 2016-17 meal and residence rates at NB Anglophone Universities

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **St. Thomas University** | | | | | | | | | |
| Vanier & Holy Cross | 10 meal plan | Room | Total | 19 meal plan | Room | Total | Freedom plan | Room | Total |
| Double Room | 3,016 | 5,075 | 8,091 | 3,536 | 5,075 | 8,611 | 3,744 | 5,075 | 8,819 |
| Single Room | 3,016 | 7,050 | 10,066 | 3,536 | 7,050 | 10,586 | 3,744 | 7,050 | 10,794 |
| | | | | | | | | | |
| Rigby & Chatham Hall | | | | | | | | | |
| Double Room | 3,016 | 5,440 | 8,456 | 3,536 | 5,440 | 8,976 | 3,744 | 5,440 | 9,184 |
| Single Room | 3,016 | 7,415 | 10,431 | 3,536 | 7,415 | 10,951 | 3,744 | 7,415 | 11,159 |
| | | | | | | | | | |
| **Mount Allison University** | | | | | | | | | |
| | Meal Plan | Room | Total | | | | | | |
| Double Room | 4,622 | 5,024 | 9,646 | | | | | | |
| Single Room | 4,622 | 5,889 | 10,511 | | | | | | |
| Double Ensuite | 4,622 | 5,535 | 10,157 | | | | | | |
| Single Ensuite | 4,622 | 6,587 | 11,209 | | | | | | |
| | | | | | | | | | |
| **University of New Brunswick** | | | | | | | | | |
| | Unlimited Dining | Room | Total | 200 meal plan | Room | Total | | | |
| | +$100 cash | | | +$300 cash | | | | | |
| Double Room | 4,267 | 5,151 | 9,418 | 4,267 | 5,151 | 9,418 | | | |
| Single Room | 4,267 | 6,942 | 11,209 | 4,267 | 6,942 | 11,209 | | | |
| Suite + | 4,267 | 7,801 | 12,068 | 4,267 | 7,801 | 12,068 | | | |
| | | | | | | | | | |
| Special Double | 4,267 | 5,810 | 10,077 | 4,267 | 5,810 | 10,077 | | | |
| Special Single | 4,267 | 7,733 | 12,000 | 4,267 | 7,733 | 12,000 | | | |
| | | | | | | | | | |
| special single/double: bathroom | | | | | | | | | |
| meal plan costs are the same across plans; difference is in the amount of cash each meal plan includes | | | | | | | | | |