

St. Thomas
UNIVERSITY

**Budget Development Report
2014-2015**

February 21, 2014

Message from the President

The starting point for developing our 2014-15 budget is sharing this *Budget Development Report* which provides detailed information on our operations and is the basis for our consultation process.

I am responsible for developing and presenting the budget to the Finance Committee of the Board of Governors before it goes to the full Board for approval. In developing the 2014-15 budget, I will look to the President's Advisory Committee on the Budget — comprised of faculty, staff and students — to provide advice on our operating, ancillary and capital budgets.

Our budget is one of our key operating plans. Its development is an opportunity to share information so that our community can be engaged in identifying potential solutions for our challenges and understand the context for our choices. This *Report* contains information on our current fiscal year projections, as well as projections for next year, and explains our most significant budget issues. As well, key questions that the President's Advisory Committee on the Budget, indeed all members of our community, must consider are posed for feedback.

Our objective is to develop a balanced budget for 2014-15 that considers competing priorities and allocates resources to areas that support the *Strategic Plan 2013-2018*.

Public universities and provincial governments across the country are facing serious fiscal challenges. The fiscal state of St. Thomas University, our strategic and development plans, and factors such as government funding and enrollment, create the context for our choices. As we face our own unique and significant challenges, I believe that transparency is vital.

We have made progress this year establishing greater certainty on revenues. In October, the Province and St. Thomas University established a five-year domestic tuition fee schedule as part of a larger agreement that included a positive adjustment to our operating grant. Under this agreement, tuition for a Bachelor of Arts will be brought close to the provincial average over a five-year period. The Province also announced a 2% increase to university operating budgets for 2014-15 and 2015-16. Due to the way the funding formula works, the last time the Province announced a 2% increase, it meant an actual 1.1% increase or \$117,000 for St. Thomas.

Although there is certainty in the near term for the provincial operating grant and tuition levels, our most significant risk is student enrolment, both in terms of recruiting new students and retaining current students. The facts are stark. Between 2003 and 2012, our enrolment declined by 20% or 565 full-time students. Compared to last year, we experienced a further drop of 162 full-time students. This risk is very significant in light of the declining number of New Brunswick high school graduates which are a significant portion of our recruiting base.

I cannot underscore enough the challenges we must overcome in recruiting and retaining students. Post-secondary education is a very competitive and complex market and our performance in this area — ranging from direct recruiting activities to programming to education quality to student experience — must continually improve.

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

1. Do you have suggestions for strategies to increase student enrolment?
2. Do you have suggestions for strategies to improve student retention?
3. Do you have suggestions for expenditure savings?
4. Do you have suggestions for increasing revenues?
5. Are there ways that we can be more efficient?

In order to engage stakeholders and encourage feedback, this *Report* will be presented at Senate and at the President's Management Advisory Committee. We will also hold a Town Hall Meeting in the near future.



Dawn Russell
President and Vice Chancellor

Executive Summary

The goal is to develop a balanced budget that considers competing priorities and allocates resources to areas that support the strategic directions of the University.

CURRENT YEAR (2013-14)

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 includes a positive adjustment to the operating grant of \$225,000 (representing a 1.7% increase).

St. Thomas University is currently forecasting a slight surplus of \$5,600 in general operations for fiscal year 2013-14. This is a minimal surplus position in light of the \$28.5 million operating budget. Enrolment is approximately 175 students below the budgeted figure of 2,300, resulting in a tuition revenue shortfall of \$988,400. There are some increased revenues and decreases in expenditures that are helping to mitigate this, but it is very challenging to break even for this fiscal year. We are also forecasting a break-even result for ancillary operations.

Despite the progress achieved as a result of the new agreement with the Province, the annual revenue base is approximately \$4 million lower than it could be because of our operating grant level and because of the low tuition level (compared to other NB and Maritime Universities).

CONTEXT FOR THE DEVELOPMENT OF THE 2014-15 OPERATING BUDGET FOR 2014-15

The five-year tuition fee schedule (see Table A on page 6) provides certainty for the short to medium term with respect to domestic tuition fees. The proposed tuition and health plan fees for international students for 2014-15 are \$13,192 and \$457 respectively.

In the Fall 2013, the Province announced that it will provide a two per cent increase to university operating budgets for each of the next two years (2014-15 and 2015-16). Because of the funding formula, the last time that the Province announced a 2% increase, a 2% increase translated into a 1.1% increase (\$117,000) for St. Thomas. The actual percentage depends on STU's share of weighted student FTEs in the province, which changes annually.

The greatest financial risk faced by the University is that of student enrolment. For the past 2 years, we have seen decreases in full-time enrolment. This risk is very significant in light of the declining number of New Brunswick high school graduates. Approximately 76% of our students are from New Brunswick.

As we enter the 2014-15 budget development process, we estimate that operating revenues will increase by approximately 2.5% from 2013-14 to 2014-15 (based on an estimated enrolment of 2,115 full-time students). Overall operating expenditures will need to be budgeted within the context of a 2.5% increase.

We invite comments and suggestions – on the issues discussed in this document, as well as the specific questions outlined in the Message from the President to assist in the budget development process. Please forward any suggestions, comments or feedback to gallant@stu.ca by March 14, 2014.

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. Barry Craig, Vice-President (Academic & Research) (ex officio)
- ✦ Lily Fraser, Vice-President (Finance and Administration) (ex officio) – Committee Chair
- ✦ Reg Gallant, Comptroller (ex officio)
- ✦ Dr. Colm Kelly, Chair - Sociology (Senate Appointment)
- ✦ Dr. Jasmina Terzioska, Assistant Professor-Romance Languages (Senate Appointment)
- ✦ Nancy O'Shea, Director-Student Services & Residence Life (President's Appointment)
- ✦ Amanda Poitras - Student (President's Appointment)
- ✦ Luke Robertson - Student (President's Appointment)
- ✦ Bill MacLean, Director-Facilities Management (President's Appointment)
- ✦ Jeffrey Carleton, Director- 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 requirement 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.

In early 2014 and similar to last year, administrative units seeking staffing resources will be required to submit an application so that we are not making *ad hoc* decisions, one case at a time, where each request for staffing appears persuasive when viewed in isolation. Instead, we will be able to see the bigger picture and judge the relative merits of staffing requests and established priorities.

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, and the need for efficiencies or expenditure reduction.

These budget proposals will be reviewed by the President, the Vice-President (Academic & Research), and the Vice-President (Finance and Administration). The resulting overall draft budget will be reviewed by the President's Advisory Committee on the Budget. Following that, the presentation of Draft Budget 2014-15 will be made to the Board of Governors' Finance Committee and finally to the Board of Governors.

FISCAL YEAR 2013-14 PROJECTION

The 2013-14 provincial operating grant was initially frozen at last year's level. However 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 includes a positive adjustment to the operating grant of \$225,000 (representing a 1.7% increase).

St. Thomas University is currently forecasting a slight surplus of \$5,600 in general operations for fiscal year 2013-14. This is a minimal surplus position in light of the \$28.5 million operating budget. The 2013-14 budget was based on an enrolment of 2,300 students. Enrolment is approximately 175 students below the budgeted figure of 2,300, resulting in a tuition revenue shortfall of \$988,400. We have some increased revenues and decreases in expenditures that are helping to mitigate this, but it is very challenging to break even for this fiscal year.

We are also forecasting a break-even result for our ancillary operations which includes residences, the dining hall/cafeteria and other related operations. However, in order to achieve this break-even result, we will need to decrease the rate at which the University repays itself for capital investments related to Rigby Hall.

Members of our community are familiar with our institutional strengths, including: student accessibility and affordability, the demonstrated quality of students and programming, excellence in teaching, and a growing reputation for research. With 76% of our students from the province, St. Thomas University has a demonstrable commitment to New Brunswick.

At the same time, 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 2013-14 operating grant level is 85% of the provincial average. Despite the progress achieved as a result of the new agreement with the Province, our annual revenue base is approximately \$4 million lower than it could be because of our operating grant level and because of the low tuition level (compared to other NB and Maritime Universities). This is compounded by: a shrinking number of high school graduates; a relatively small endowment; and uncertainty and volatility of capital markets that affect endowment income and retirement investments of faculty and staff.

This circumstance creates a strain on our operations and has resulted in an inability to increase the number of full-time faculty and to achieve faculty renewal, and minimal staffing of non-academic positions.

THE CONTEXT FOR DEVELOPING THE OPERATING BUDGET FOR 2014-15

The five-year tuition fee schedule (see Table A below) provides certainty for the short to medium term with respect to domestic tuition fees. In each of the following four years, tuition will be increased by no more than 3 percent plus \$170. The 3 percent increase will be based on the provincial average tuition of the three other publicly funded universities in New Brunswick. Under this new schedule, our tuition for a Bachelor of Arts will be brought close to the provincial average over the five-year period.

Table A: Five-year tuition fee schedule for domestic students (BA programs) at St. Thomas (Approved)

2013-14 (current)	2014-15	2015-16	2016-17	2017-18
\$5,195	\$5,552	\$5,914	\$6,283	\$6,657

Appendix B provides a comparison of 2013-14 tuition fees of domestic and international students at Atlantic Universities. St. Thomas had the lowest tuition in 2013/14 for domestic students.

Undergraduate international students are not funded through government operating grants; the provincial government's tuition cap policy does not apply to international students. However, during the past three years, the tuition increase for international students has been based on the Province's domestic tuition cap (\$150 last year). Last year, a health plan fee for international students was introduced in the amount of \$284 for 2013-14. The intent is to increase the health plan fee over time (by a maximum of \$284 annual increments) in order to eventually fully recover the cost of the health plan (\$630), similar to the approach used by the other Atlantic Universities. This is reflected in Table B, which provides information on the proposed tuition fee and health plan fee for international students for 2014-15.

Table B: Proposed tuition and health plan fees for international students at St. Thomas for 2014-15

Fee type	2013-14 (current)	2014-15
Tuition	\$13,005	\$13,192*
Health plan	\$284	\$457

**\$187 increase is based on 3% increase in domestic tuition at other NB universities for 2014-15*

There was a change in the St. Thomas International (Student Emergency Medical) Plan in 2013-14. Prior to 2013-14, St. Thomas utilized the same health plan as UNB. However, the UNB plan is designed to meet the needs of its student population which includes graduate students, and is paid 100% by students. The program effective September 1, 2013 at St. Thomas 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. The University will be reviewing the claims experience data of 2013-14, and will see what changes may be considered to improve the plan for 2014-15.

In the Fall 2013, the Province announced that it will provide a two per cent increase to university operating budgets for each of the next two years (2014-15 and 2015-16). Because of the funding formula, the last time that the Province announced a 2% increase, a 2% increase translated into a 1.1% increase (\$117,000) for St. Thomas. The actual percentage depends on STU's share of weighted student FTEs in the province, which changes annually.

The greatest financial risk faced by the University is that of student enrolment. For the past 2 years, we have seen decreases in full-time enrolment. This risk is very significant in light of the declining number of New Brunswick high school graduates. Approximately 76% of our students are from New Brunswick. More information on enrolment and retention is provided in later sections of this document.

Inflation and collective agreement obligations result in cost pressures of approximately 3% to 4% per year. Because the increases in revenue from the operating grant and tuition fees have not kept up to that level, we have had to make a number of expenditure reductions in the past few years, including decreasing the number of courses, and implementing cost reductions in administrative units such as IT services, and facilities management.

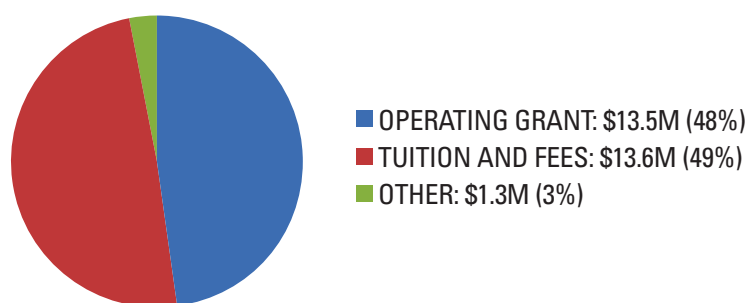
At this stage of the process and as we enter the 2014-15 budget development process, we estimate that:

- Operating revenues will increase by approximately 2.5% from 2013-14 to 2014-15 as a result of the operating grant, tuition and other fees, and an estimated enrolment of 2,115 full-time students.
- Overall operating expenditures will need to be budgeted within the context of a 2.5% increase.

SOURCES OF REVENUE

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 from students. In 2013-14, these sources represented 48% and 49% of revenues respectively. The remaining 3% of revenues are from miscellaneous student fees, investment income, research grants and other projects.

2013-2014 Budgeted Revenues (Total \$28,530,600)



ENDOWMENT FUNDS

The *endowment funds* consist of nine major endowment fund categories that have varying origins and are managed in accordance with the terms specified by the donors. The scholarship endowment represents approximately 45% of the total endowment funds value, while other endowment funds relate to the eight endowed chairs. The University's investment policy permits annual expenditures of up to 5% of endowment fund values based on a rolling three-year average of market values. During the past few years, the return on investment of the endowment funds has fluctuated significantly given the general instability of the markets. See Appendix A for more information regarding the endowment funds.

ENROLMENT

Appendix C provides information on enrolment at Maritime Institutions, as reported by the Maritime Provinces Higher Education Commission (MPHEC). Between 2003 and 2012, St. Thomas' overall full-time enrolment declined by roughly 20% (565 net full-time students). Preliminary Association of Atlantic Universities (AAU) figures indicate that we experienced a further drop of 162 full-time students between 2012 and 2013.

The causes of this decline in enrolment are varied and complex, but our recruitment efforts in New Brunswick 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 18% by 2019. (See Appendix D) Moreover, although our share of Maritime liberal arts students has dropped only slightly – from 11.8% in 2003 to 11.2% in 2012 – during the same ten-year period the total number of undergraduate liberal arts students in the Maritimes fell by almost 16%. (See Appendix C)

Although our recruitment and communications teams are working hard to counter this trend, without a significant increase in recruitment and retention we can expect a continuing decline in overall enrollment in coming years.

On a positive note, revitalized international recruitment efforts have resulted in an increase in international students in recent years. Our student body currently includes 117 full-time international students (preliminary AAU figure).

RETENTION

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 student body is composed of students continuing their study from the previous academic year. Based on the size and distribution by year of study of our current student population, we project that 1273 full-time students will be returning to continue their study at St. Thomas in the 2014-15 academic year, compared to 1331 continuing students in the 2013-14 academic year.

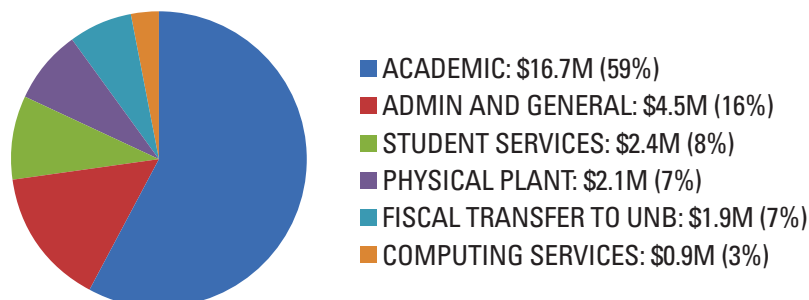
Although this drop in continuing students is due to the smaller intake of new students in 2012 and 2013 rather than a drop in retention per se, reducing the attrition of our existing students to help offset our current recruitment challenges will be a central concern of the University's enrolment management plan.

In the past ten years, the retention of new full-time first-year students admitted from high school has ranged from 68% to 75%. Retention for the 2012 cohort was 70%. (See Appendix E) These rates are lower than the Maritime university average but slightly better than average for Arts, Humanities, and Social Sciences programs in the Maritimes.

EXPENSES

The most significant area of expenditure of 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 recreation and athletics facilities), and computing services.

2013-14 Budgeted Expenses (Total \$28,525,500)



Appendix F shows a breakdown of our budgeted operating expenses for 2013-14, 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, the fiscal transfer to the University of New Brunswick, and utilities. One option to reduce fixed cost expenditures is not to replace vacant positions or to leave vacant positions unfilled for a longer period of time; however, this approach may be counter-balanced by increased expenditures for limited-term appointments or part-time staff.
- *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, scholarships, maintenance and repairs, athletics, communication and marketing activities, and academic department expenses.

It should be noted that although staff wages are considered fixed costs, the staff wages associated with a number of enhancements to student services (e.g. Aboriginal Services and Accessibility Services) in the past few years are covered by third party funding. This represents approximately \$330,000 per year, excluding project-based work (such as the Liberal Arts Advantage Program). Over time, the University will need to find the means to cover, through regular operating funds, staff salaries currently paid for from this “soft funding”.

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 2012-13 was \$375,000. 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 deterioration of the asset.

For more detailed information on operating expenses, please see the 2012-13 Financial Statements and the 2013-14 Budget Summary Report at: http://w3.stu.ca/stu/administrative/vp_financial/financial_statements.aspx.

In 2013-14, there were minimal budget increases due to our challenging fiscal situation. However there was an increase to reflect the addition of a position in Advancement and Alumni Affairs pursuant to the recommendations from an external review of Advancement. As well, there was a capital budget item to create an off campus student lounge in James Dunn Hall. This capital project was completed in September 2013. A donation of \$250,000 from the Sir James Dunn Foundation was used to cover this cost. These two areas of investment were consistent with priorities identified in the 2013-2018 Strategic Plan.

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 6% 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. At present, our capacity in this area is quite modest.

These areas may require short-term investments that will result in improved financial performance in future years.

KEY QUESTIONS FOR BUDGET DEVELOPMENT

We invite comments and suggestions – on the issues discussed in this document, as well as the following specific questions - to assist in the budget development process:

1. Do you have suggestions for strategies to increase student enrolment at STU?
2. Do you have suggestions for strategies to improve student retention at STU?
3. Do you have suggestions for expenditure savings at the University?
4. Do you have suggestions for increasing revenues at the University?
5. Are there ways that St. Thomas University can be more efficient?

Please forward any suggestions, comments or feedback to gallant@stu.ca by March 14, 2014. The Committee will consider the suggestions, comments and feedback received as part of this process as confidential.

APPENDICES

A - Endowment Funds

B - Tuition Fees Comparison

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 2013-14

APPENDIX A
St. Thomas University Endowment Funds

	Budget 2013-2014	Average Fund Balance 2011-2013	Available (5%)
Scholarships (1)	1,100,000	13,767,800	688,000
Endowed Chairs (2)			
Aquinas Chair in Interdisciplinary Studies	238,000	4,874,600	244,000
Canadian Citizenship and Human Rights	88,000	1,953,400	98,000
Catholic Theology	90,000	1,998,200	100,000
Criminology and Social Justice	51,000	1,132,100	57,000
Camp Endowment in Journalism	42,000	926,900	46,000
Gerontology	141,000	3,143,400	157,000
Irving Chair in Journalism	44,000	979,000	49,000
Native Studies	99,300	1,698,600	85,000
	<u>1,893,300</u>	<u>30,474,000</u>	<u>1,524,000</u>

(1) Budgeted scholarships expenditures represents \$412,000 more than available endowment funds warrant. To fully fund the scholarships expenditure on an ongoing basis, an additional \$8.2M in this endowment fund would be required.

(2) The budgets for Endowed Chairs are managed in accordance with the terms of reference of each Endowed Chair.

APPENDIX B
Tuition Fees Comparison 2013-2014

	Canadian	International	International Health Fee	International Total
STU	5,195	13,005	284.00	13,289
Acadia	7,270	14,553	744.05	15,297.05
Dal	6,588	14,790	491.00	15,281
Kings	6,588	14,790	491.00	15,281
MSVU	6,067	11,969	618.00	12,587
SMU	6,100	12,500	820.00	13,320
StFX	6,780	13,560	909.00	14,469
CBU	6,190	12,490	732.00	13,222
USA	6,180	8,540	562.00	9,102
NSCAD	6,000	13,248	650.00	13,898
UPEI	5,360	11,600	952.00	12,552
MtA	7,245	15,215	560.00	15,775
UdeM	5,441	9,971	1,526.00	11,497
UNB	6,007	13,282	906.00	14,188

APPENDIX C

Enrolment

Domestic Undergraduate Enrolment (Full-time Headcounts) - Maritime Institutions											Cum. Change	
Institution	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	N	%
Acadia	3280	2993	2843	2709	2424	2451	2534	2585	2837	2991	-289	-8.8%
Cape Breton	2331	2330	2285	2108	2027	1947	1932	1872	1784	1755	-576	-24.7%
Dalhousie	10072	10337	10102	9996	9639	9649	10312	10697	11126	11001	929	9.2%
Mount Allison	2131	2012	2013	1965	1862	2022	2150	2248	2241	2290	159	7.5%
MSVU	2292	2229	2222	2164	2052	1933	1908	1944	1905	1889	-403	-17.6%
Saint Mary's	5663	5617	5445	5124	4914	4622	4406	4366	4199	4208	-1455	-25.7%
St. FX	4066	4214	4123	4105	3951	4009	3888	3831	3830	3735	-331	-8.1%
St. Thomas	2775	2745	2654	2401	2404	2337	2219	2301	2319	2210	-565	-20.4%
U de Moncton	4339	4376	4408	4234	4185	4084	4048	3986	3879	3842	-497	-11.5%
Sainte-Anne	303	316	317	319	348	341	337	329	275	312	9	3.0%
King's College	980	1024	1053	1041	1067	1041	1083	1104	1131	1065	85	8.7%
UNB – F'ton	6327	6334	6334	6088	5917	5601	5336	5239	5270	5174	-1153	-18.2%
UNB – SJ	1718	1825	1810	1750	1638	1548	1595	1546	1561	1558	-160	-9.3%
UPEI	3036	3129	3033	2968	2888	2940	3035	3062	3086	3051	15	0.5%
Total	49313	49481	48642	46972	45316	44525	44783	45110	45443	45081	-4232	-8.6%

Excludes Atlantic School of Theology, Nova Scotia College and Art and Design, and Nova Scotia Agricultural College

International Undergraduate Enrolment (Full-time Headcounts) - Maritime Institutions											Cum. Change	
Institution	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	N	%
Acadia	638	609	652	577	453	409	355	336	350	383	-255	-40.0%
Cape Breton	99	141	199	191	208	229	254	313	545	637	538	543.4%
Dalhousie	576	640	608	621	618	634	752	1065	1284	1349	773	134.2%
Mount Allison	154	143	149	154	146	102	174	199	191	228	74	48.1%
MSVU	158	195	188	172	157	146	172	225	265	326	168	106.3%
Saint Mary's	711	849	973	890	819	854	1035	1147	1282	1483	772	108.6%
St. FX	225	227	187	228	216	191	249	247	250	226	1	0.4%
St. Thomas	83	115	130	131	125	114	78	70	75	98	15	18.1%
U de Moncton	188	213	212	250	292	326	431	465	498	600	412	219.1%
Sainte-Anne	12	20	16	20	23	33	47	38	38	34	22	183.3%
King's College	28	37	36	33	34	27	37	39	44	41	13	46.4%
UNB – F'ton	468	468	453	384	321	300	278	303	376	464	-4	-0.9%
UNB – SJ	538	521	487	400	310	256	260	277	432	416	-122	-22.7%
UPEI	148	179	190	206	218	267	286	355	387	399	251	169.6%
Total	4026	4357	4480	4257	3940	3888	4408	5079	6017	6684	2658	66.0%

Source: MPHEC Dataset GH_ModifiedDDB_Dec2013

Maritime Full-time Undergraduate Arts Enrolment 2003-2012

Institution											Cum. Change	
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	N	%
Acadia	1536	1373	1377	1223	983	938	915	994	1093	1141	-395	-25.7%
Cape Breton	1337	1274	1168	1018	963	920	931	857	751	770	-567	-42.4%
Dalhousie	3619	3770	3706	3592	3453	3410	3581	3777	3926	3826	207	5.7%
King's College	922	986	1009	1003	1035	997	1034	1061	1094	1025	103	11.2%
Mount Allison	1387	1348	1342	1320	1237	1293	1375	1463	1437	1411	24	1.7%
MSVU	1398	1354	1289	1245	1124	1006	1005	1001	999	1032	-366	-26.2%
Saint Mary's	3377	3424	3411	3137	2885	2546	2350	2394	2356	2290	-1087	-32.2%
St. FX	1658	1630	1576	1594	1530	1453	1448	1339	1338	1226	-432	-26.1%
St. Thomas	2701	2731	2651	2417	2354	2296	2168	2190	2230	2152	-549	-20.3%
U de Moncton	1098	1162	1164	1109	1076	1105	1153	1129	1153	1153	55	5.0%
Sainte-Anne	122	106	98	92	94	87	82	104	90	90	-32	-26.2%
UNB – F'ton	1723	1722	1773	1693	1630	1588	1539	1503	1467	1405	-318	-18.5%
UNB – SJ	845	907	937	877	732	660	736	707	680	660	-185	-21.9%
UPEI	1113	1159	1133	1146	1026	1070	1111	1141	1134	1097	-16	-1.4%
Total	22836	22946	22634	21466	20122	19369	19428	19660	19748	19278	-3558	-15.6%

Source: MPHEC Dataset GH_ModifiedDDB_Dec2013. "Arts" includes MPHEC MFOS Arts - General, Fine and Applied Arts, Humanities and Related, Social Sciences and Related. Excludes STU non-degree students and students in Education and Mathematics.

Share of Maritime Full-time Undergraduate Arts Enrolment

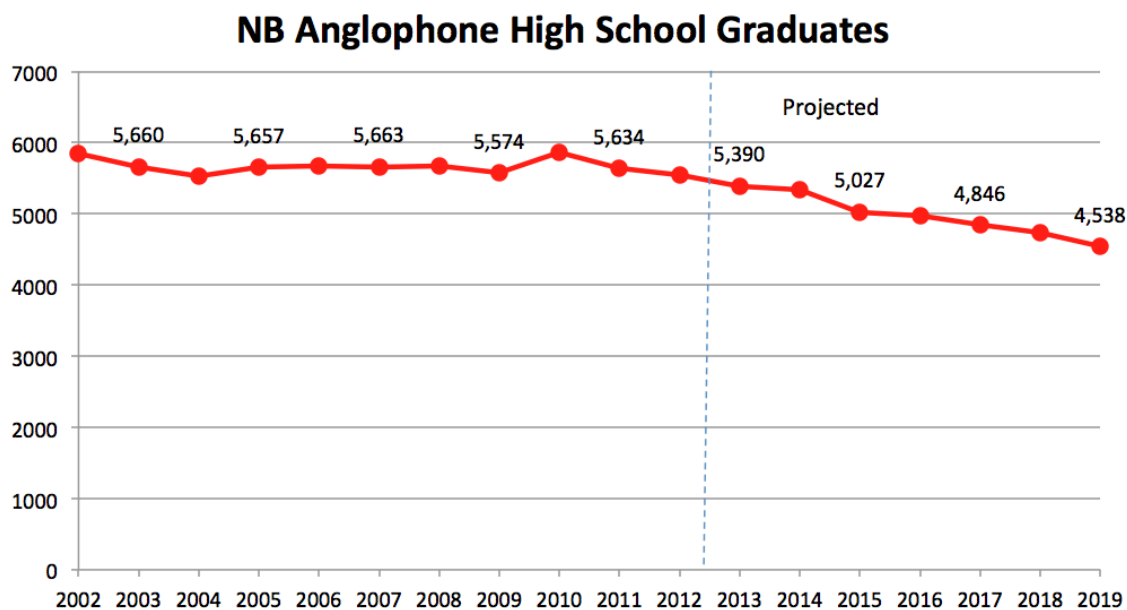
Institution	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Acadia	6.7%	6.0%	6.1%	5.7%	4.9%	4.8%	4.7%	5.1%	5.5%	5.9%
Cape Breton	5.9%	5.6%	5.2%	4.7%	4.8%	4.7%	4.8%	4.4%	3.8%	4.0%
Dalhousie	15.8%	16.4%	16.4%	16.7%	17.2%	17.6%	18.4%	19.2%	19.9%	19.8%
King's College	4.0%	4.3%	4.5%	4.7%	5.1%	5.1%	5.3%	5.4%	5.5%	5.3%
Mount Allison	6.1%	5.9%	5.9%	6.1%	6.1%	6.7%	7.1%	7.4%	7.3%	7.3%
MSVU	6.1%	5.9%	5.7%	5.8%	5.6%	5.2%	5.2%	5.1%	5.1%	5.4%
Saint Mary's	14.8%	14.9%	15.1%	14.6%	14.3%	13.1%	12.1%	12.2%	11.9%	11.9%
St. FX	7.3%	7.1%	7.0%	7.4%	7.6%	7.5%	7.5%	6.8%	6.8%	6.4%
St. Thomas	11.8%	11.9%	11.7%	11.3%	11.7%	11.9%	11.2%	11.1%	11.3%	11.2%
U de Moncton	4.8%	5.1%	5.1%	5.2%	5.3%	5.7%	5.9%	5.7%	5.8%	6.0%
Sainte-Anne	0.5%	0.5%	0.4%	0.4%	0.5%	0.4%	0.4%	0.5%	0.5%	0.5%
UNB – F'ton	7.5%	7.5%	7.8%	7.9%	8.1%	8.2%	7.9%	7.6%	7.4%	7.3%
UNB – SJ	3.7%	4.0%	4.1%	4.1%	3.6%	3.4%	3.8%	3.6%	3.4%	3.4%
UPEI	4.9%	5.1%	5.0%	5.3%	5.1%	5.5%	5.7%	5.8%	5.7%	5.7%

Source: MPHEC Dataset GH_ModifiedDDB_Dec2013. "Arts" includes MPHEC MFOS Arts - General, Fine and Applied Arts, Humanities and Related, Social Sciences and Related

APPENDIX D

Projection of size of the Anglophone Grade 12 class in NB

After dropping steadily throughout the 1990s, the number of Anglophone high school graduates in New Brunswick stabilized and even increased slightly in the early 2000s. Since 2010, however, it has continued to decline, and is projected to shrink an additional 18% by 2019.



Source: Projections calculated from NB Department of Education Statistics.

APPENDIX E

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

	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003
Total	69.9%	71.0%	69.6%	74.1%	71.8%	74.5%	70.0%	74.2%	71.8%	67.8%
Female	72.3%	70.7%	69.2%	74.6%	73.6%	73.9%	72.8%	74.7%	72.8%	69.1%
Male	62.9%	71.7%	70.4%	73.1%	67.3%	75.5%	64.5%	73.1%	69.4%	64.7%



APPENDIX F
Expenditures for St. Thomas University
Budget year ending April 30, 2014

Budgeted Expenditures 2013-2014	28, 525,500		Academic Expenses
Fixed Costs			
<u>Academic Expenses</u>			
FT Academic Wages-tenured and tenure-track including benefits	12,892,800		12, 892,800
FT Academic Wages Sabbaticals	499,400		499,400
Professional Development Allowances	<u>273,300</u>		<u>273,300</u>
	<u>13,665,500</u>	47.9% (1)	<u>13,665,500</u>
<u>Non-Academic Expenses</u>			
FT Wages and benefits	5,117,000		387,500
New England recruitment plan	132,800	(2)	
Utilities	1,017,300		
Cleaning and security	530,500		
International student health fees	59,100	(3)	
Fiscal transfer to UNB	<u>1,902,500</u>		
	<u>8,759,200</u>	30.7%	<u>387,500</u>
Total fixed costs	22,424,700	78.6%	14,053,000
Semi-fixed costs			
PT Academic wages	1,490,800		1,490,800
Limited term FT Academic wages	439,800		439,800
Supplies, telephone, postage	282,800		153,500
Graduation	66,300		66,300
Computing software/licenses	287,700		
University publications	100,000		
University memberships	125,000		55,000
Professional and banking fees	204,000		
Scholarships	656,200		
Recruiting travel and supplies	155,000		
Communications	345,700	(4)	
Athletics	399,500	(5)	
Maintenance and repairs	375,000		
Academic department expenses	288,100		288,100
Academic recruiting and VP special projects	146,100		146,100
Student wages	249,700		
Administrative unit expenses	252,400		
Miscellaneous admin expenses	104,300		
Student services unit expenses	<u>132,400</u>		
	<u>6,100,800</u>	21.4%	<u>2,639,600</u>
Total budgeted expenditures 2013-14	28,525,500	100%	16,692,600

- (1) Subject to collective agreements
- (2) Expenditures relate to STU's share of recruitment costs in relation to this project that is partially funded by ACOA (the ACOA grant represents \$64,300 in revenue in 2013-14)
- (3) Relates to required equivalent to medicare fees; offset by portion of international differential fee revenue.
- (4) 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.
- (5) Net operating expenditures of all athletic teams as well as student wages for JB O'Keefe operations and coaches honorariums.