



St. Thomas
UNIVERSITY

Budget Development Report
2023-2024

February, 2023

Message from the President

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

In addition to the opportunity to provide feedback on this report, a virtual Budget Town Hall will be scheduled following delivery of the Province of New Brunswick's budget for 2023-24 and the setting of our operating grant from the Provincial Government, which is a key revenue input.

Operating and Ancillary Budgets

Due to the pandemic, fiscal year 2021-22 was unusual with courses offered remotely and reduced travel, event, and athletics expenditures, and we recorded a \$33K operating budget deficit. For 2022-23, we are forecasting an operating budget deficit of \$420K before using inter-fund transfers to cover the shortfall. This figure reflects an ongoing structural deficit of \$350-\$450K that we have experienced for several years. On the ancillary side, for 2022-23, we are forecasting a deficit of \$76K after debt payments which is an improvement year-over-year.

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

In the near term, our specific operational and financial priorities are clear: growing enrolment, securing external funding for scholarships currently charged to the Operations Budget, rationalizing expenditures where possible, and addressing the accumulated deficit in the Ancillary Fund. As we transition our new executive leadership, there will be significant emphasis placed on our collective efforts in strategic planning, academic programming, enrolment management, and advancement activities that address our financial realities.

Feedback and Budget Development

Over the coming weeks, budget proposals from academic and administrative units will be reviewed by myself and the Vice-President (Finance and Administration), and the resulting draft Operations and Ancillary Budgets will be reviewed by PACB. Thereafter, these will be presented to the Board of Governors' Finance Committee and to the Board of Governors for approval in May 2023.

Your feedback to the PACB is very helpful and so, in addition to participating in the Town Hall, you may provide confidential feedback on this report to Reg Gallant, Comptroller, at gallant@stu.ca by Friday, March 3.

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

Dr. Kim Fenwick
President and Vice-Chancellor (Acting)
Vice-President (Academic and Research)

Budget Development Process

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

- Dr. Kim Fenwick, Acting President and Vice-Chancellor, and Vice-President (Academic and Research) (*ex officio*)
- James Culligan, Vice-President (Finance and Administration) (*ex officio*) – Committee Chair
- Reg Gallant, Comptroller (*ex officio*)
- Jeffrey Carleton, Associate Vice-President, Communications (*ex officio*)
- Dr. Claire Goggin, Associate Professor, Criminology
- Dr. Amanda DiPaolo, Professor, Human Rights
- Ryan Sullivan, Associate Vice-President, Enrolment Management
- Michelle Wright, Director, Admissions
- Alex Nguyen, Student
- Jason O'Hearn, Student

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

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

As with previous years, each academic and administrative unit will develop a budget proposal for its area, taking into consideration the principles outlined above. These budget proposals will be reviewed by the Vice-President (Academic and Research) and the Vice-President (Finance and Administration) and the resulting draft budget will be reviewed by the President's Advisory Committee on the Budget. Following that, the presentation of the Draft Budget 2023-24 will be made to the Finance Committee of the Board of Governors and then to the Board of Governors in May 2022.

FISCAL YEAR 2021-22 FINANCIAL RESULTS

With respect to Operations, STU ended the fiscal year 2021-22 with a deficit of \$32,875. This was a very unusual year with courses being offered remotely and significantly reduced travel, university events, and athletic activities due to the COVID-19 pandemic. The [annual audited financial statements](#) are available on the University website.

While the results for 2021-22 were a departure from the last number of years, there still remains a structural operating deficit due to expenses being higher than revenues. Approximately 77% of expenses are fixed costs where we have limited ability or discretion to reduce the cost, such as full-time academic wages, full-time staff wages, and costs related to utilities, cleaning, and security.

For ancillary services, there was a deficit of \$525,346 (before principal payment on long term debt). The University had budgeted a surplus of \$308,100, however, the COVID-19 pandemic had a significant impact on the residence system for 2021-22.

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

FISCAL YEAR 2022-23 FORECAST

For the current fiscal year as of November 10, 2022, we are forecasting general operations to have a deficit of \$419,900. This is \$79,100 less than the budgeted results for 2022-23 and resulted from reduced student tuition revenue.

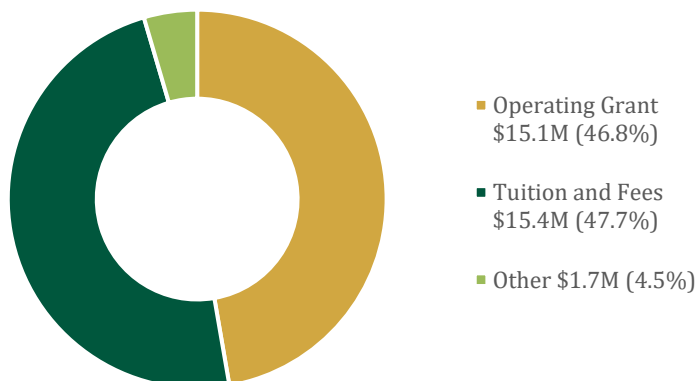
A separate ancillary budget is developed for revenues and expenses related to residences because of generally accepted and long-standing policy that ancillary operations be self-supporting and these areas are not eligible for government operating assistance. For fiscal year 2022-23, we are forecasting a surplus of \$331,500 compared to a budgeted ancillary surplus of \$445,900 (before principal payments of \$427,000 on long term debt) due to occupancy in residence being lower than budgeted. A comparison of 2022-23 residence rates and meal plan rates is provided in Appendix G.

Our most serious institutional challenge is one of financial sustainability. The global pandemic has exacerbated this challenge which has been influenced by several factors: a shrinking number of high school graduates; a comparatively small endowment; and uncertainty and volatility of capital markets that affect investment income.

2023-24 BUDGET DEVELOPMENT CONTEXT

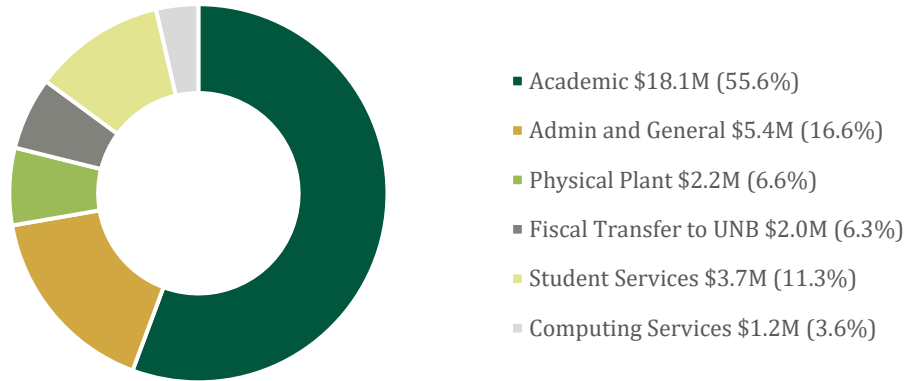
The most significant sources of revenue for the operating budget are the operating grant from the Province of New Brunswick and tuition and other compulsory fees. In 2022-23, these sources represented 46.8% and 47.7% respectively of revenues. The remaining 4.5% of revenues include miscellaneous student fees, other government grants, Advancement Annual Fund, and miscellaneous revenues.

2022-23 Budgeted Revenues (Total \$32,236,800)



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

2022-23 Budgeted Expenses (Total \$32,577,600)



Appendix F shows a breakdown of budgeted operating expenses for 2022-22, categorized for illustration purposes, as fixed and semi-fixed costs.

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

Similar to other universities, the University has a significant list of deferred maintenance needs which is updated annually. Deferred maintenance represents the postponing of maintenance activities such as repairs of buildings and equipment, normally due to budget limitations. Deferred maintenance needs are estimated at \$1.6 million annually (2% of insured value of buildings excluding ancillary). The operating budget for maintenance and repairs in 2021-23 was \$325,000. Deferred maintenance is a good example of a semi-fixed or discretionary cost where there is a tendency to limit these expenditures due to budget constraints. However, the issue will eventually need to be addressed though usually at a higher cost because of the passing of time and further deterioration of the asset.

For more detailed information on operating expenses, please see the *2021-22 Financial Statements* and the *2022-23 Budget Summary Report* [here](#). Salary reports are also available on this webpage, providing salary range information for employees who had salaries of \$60,000 or more as of July 1st.

Addressing the structural operating deficit requires a multi-strategy approach to increase revenues and limit the growth in expenditures. The following sections address the key factors that we have control over or that we may be able to influence and which can help us achieve a balanced operating budget. The main revenue factors are student enrolment, provincial operating grant, and tuition fees, while the main expenditure factors are the number of full-time faculty and rationalization of non-academic expenditures. Other factors that affect financial results include academic programming, ancillary operations, and fund-raising.

A. Enrolment (Recruitment and Retention)

Our operating revenues depend significantly on student enrolment as the number of students determines tuition revenue. A portion of the provincial operating grant is also based on the enrolment level (in relation to the other provincial universities). Appendix C provides information on enrolment at Maritime universities as reported by the Maritime Provinces Higher Education Commission (MPHEC). Between 2012 and 2021, St. Thomas' full-time enrolment declined by 28% (655 net full-time students).

The causes of this decline in enrolment are varied and complex, but our recruitment efforts in New Brunswick, our most important market, are particularly challenged by increased competition and demographic trends. The size of the Anglophone high school graduating class in New Brunswick declined sharply over the last decade (Appendix D). Moreover, although our share of Maritime liberal arts students has remained fairly stable during the same ten-year period the total number of undergraduate liberal arts students in the Maritimes fell by 18% (Appendix C). As noted above, the comparable STU figure for this ten-year period was a decline of 30%.

In 2022, we attracted 502 new students compared to 530 in 2021, 553 in 2020, and 660 in 2019. As of October 1, 2022, total full-time student enrolment was 1,605 compared to 1,779 in 2021, 1,912 in 2020 and 1,993 in 2019. We will experience the financial impact of the smaller 2022-23 cohort for at least three years. We continue to focus on international recruitment. Based on MPHEC data, international students at St. Thomas increased from a low of 70 students in 2010 to 184 in 2019, which was our largest ever international student cohort. Despite travel restrictions and the economic impact of COVID-19, international enrolment was 159 in 2021.

In any given year, approximately 65% of our full-time undergraduate students are continuing students. Based on our current student population, we project that 941 full-time students will be returning to continue their study in the 2023-24 academic year, compared to 997 continuing students in the 2022-23 academic year. In the past ten years, the retention of new full-time first-year students admitted from high school has ranged from 69% to 79%. Retention for the 2017 and 2018 cohorts was exceptionally high at 79.4% and 78.6% respectively. Retention for the 2021 cohort was lower at 73.2%. (Appendix E).

B. Provincial Operating Grant

The provincial operating grant of \$15.1 million represents 47% of total operating revenue. The four-year memorandum of understanding (MOU) between the Province and each of the public universities has expired. While increases in the operating grant as a result of the MOU are appreciated, this portion of our revenues is not keeping up with inflationary pressures, thus causing an inflation gap as shown in the following table:

Fiscal Year	Operating Grant Increase (%)	Operating Expenditure Increase (%)	Inflation Gap (%)
2017-18	1%	1.5%	(0.5%)
2018-19	1%	4.5%	(3.5%)
2019-20	1%	3.2%	(2.2%)
2020-21	1.5%	0.3%	1.2%
2021-22	1%	1.5%	(0.5%)
Subtotal	5.5%	11.0%	(5.5%)

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

C. Tuition Fees

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

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

	2021-22	2020-21	2019-20	2018-19	2017-18
actual operating expenditures (A)	\$ 33,729,619	\$ 33,615,164	\$ 33,524,378	\$ 32,469,510	\$ 31,082,559
Full-time Equivalent Students (FTEs)* (B)	1,813	1,926	1,993	1,980	1,965
actual operating expenditures per FTE (C)	\$ 18,604	\$ 17,453	\$ 16,821	\$ 16,399	\$ 15,818
(C = A / B)					
international tuition fee (D)	\$ 17,208	\$ 16,389	\$ 16,068	\$ 15,230	\$ 14,503
variance (C minus D)	\$ 1,396	\$ 1,064	\$ 753	\$ 1,169	\$ 1,315

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

As we look at revenue estimates it should be noted that each 1% increase in domestic and international tuition fees produces additional revenue of \$121,600 and \$27,100 respectively.

D. Full-time Faculty Composition

Full-time academic wages and benefits represent 46% of operating expenditures (based on 2022-23 budgeted expenditures). The number of full-time faculty positions varies over time, considering factors such as fiscal realities, retirements, hiring decisions, etc. Academic staffing decisions in relation to vacant positions continue to be evidence-based and consider needs and factors such as the trend in student enrolment in each program.

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

The Voluntary Retirement Incentive (VRI) for faculty that was agreed to by FAUST and the University in June 2016 has increased the number of faculty retirements since July 1, 2017. The cost of the VRI is currently being amortized over a five-year period, although for the earlier VRIs, the cost was amortized over three years. The most significant cost savings occur when replacement of the retiring faculty member is not necessary. In cases where there is replacement of a retiring faculty member, there are some cost savings due to a new faculty member normally entering at a lower salary compared to the retiring faculty member.

The VRI was revised in 2021. Under the terms of this new VRI for full-time faculty members, those faculty members who were eligible but did not retire under the June 2016 MOU are eligible for a revised VRI. Eligible faculty members were offered a voluntary retirement incentive in the amount of one (1) time their regular annual salary for retirements that take effect on or before July 1, 2022.

E. Rationalization of Non-Academic Expenditures

Non-academic wages and benefits represent approximately 20% of operating expenditures (based on 2022-23 budgeted expenditures). In 2016, we conducted a benchmarking exercise to compare the St. Thomas administrative staffing level with three other Atlantic Universities of a similar size (although they had a higher student enrolment compared to STU). Based on this analysis, it was concluded that St. Thomas is a flat organization with virtually no middle management and staffing level is at a minimum.

We believe there is limited scope for additional administrative cost reductions. In 2016, KPMG concurred with this conclusion, after reviewing CAUBO data on the proportion of non-academic salary cost in relation to total operating costs for St. Thomas and other comparator universities. Based on the fiscal year 2019-20 and as can be seen in the following table, St. Thomas had the lowest proportion of non-academic salary cost at 18.4%.

Table C: Proportion of Non-Academic Salary Costs (“Other Salaries and Wages”) In Relation to Total Operating Costs for the Fiscal Year Ending in 2021

Source: CAUBO 2021

In thousands (000s)	STU	MSVU	CBU	St. FX	MTA	Acadia
Other salaries and wages	\$6,298	\$15,168	\$15,668	\$20,117	\$11,684	\$14,621
General operating expenses	\$32,923	\$49,433	\$61,349	\$90,363	\$47,025	\$70,376
Percentage of total	19.1%	30.7%	25.5%	22.3%	24.8%	20.8%

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

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

F. Academic Programming

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

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

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

- Additional funding for internships and other experiential learning opportunities for students.
- Funding for a new Digital Liberal Arts initiative to provide students with the digital skills necessary for success in today's job market. The first course in this new initiative, entitled "Digital Literacy I: Fundamentals" received Senate approval in June 2021.
- Funding for the expansion of the Master of Social Work program to offer a new entry point for applicants with a Bachelor of Arts degree in the social sciences. The new full-time two-year MSW is comprised of a foundational year of social work studies followed by one year of advanced coursework.
- Funding for the expansion of the Bachelor of Education Program with 15 additional seats each year for the next three academic years.

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

G. Ancillary Operations

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

For the period of 2014-15 to 2016-17, ancillary operations produced a deficit mostly due to a decline in revenues as a result of reduced occupancy. Lower enrolment and the changing living habits of university students have resulted in reduced residence occupancy and surplus capacity in our residence system. The sale in 2018 of the Forest Hill property and the end of the lease of Rigby Hall in 2021 addressed the overcapacity in the residence system. The lease at Rigby Hall was an interim measure to provide additional residence rooms while the Vanier Hall residence was under construction.

We are forecasting a surplus in Ancillary Services of \$331,500 for the fiscal year 2022-23 (before principal payments of \$427,000 on long term debt). On a go-forward basis, the University will need to budget for Ancillary Services to achieve surpluses over an extended period to pay back the accumulated deficit of \$3M in the Ancillary Fund.

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

H. Fundraising

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

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

With the completion of a comprehensive capital campaign to raise a minimum of \$10M for St. Thomas, the University has now received almost double this amount in gifts and pledges in support of Campaign objectives, such as scholarships and bursaries, residence renovations, the establishment of a new academic chair, and enhanced programming and services for students. The campaign has raised more than \$19M and has been very successful, considering both its original goal and the disruption of fundraising activities caused by the global pandemic. Some of the funds raised are intended as endowed amounts where the capital amount of the donation is protected and 5% of the principal amount is used annually, whereas other funds are intended to be spent over a specified period for a specific purpose. An example of this latter type would be the four grants received from the Harrison McCain Foundation, which has gifted \$1,450,000 to St. Thomas since 2015 to establish, and in support of, Indigenous Student Services and the creation of the Wabanaki Centre. In addition to capital funding, grants from the Foundation have supported personnel, programs, scholarships, and activities of the Senate Committee on Reconciliation.

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

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

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

Preliminary Projection for Fiscal Year 2023-24

As we begin the 2023-24 budget development process, we are faced with several financial challenges, including our current operating budget deficit, as well as uncertainties relating to forecasted revenues and expenditures. Factors to be considered in the development of the 2023-24 operating budget include:

- For the current fiscal year, we are forecasting general operations to have an excess of expenditures over revenues of \$419,900. Transfers from restricted funds will be required to cover this deficit.
- Inflation and collective agreement obligations normally result in cost pressures of 3.7% per year.
- We are assuming student enrolment of approximately 1,550 (fee paying) students. This is a preliminary enrolment estimate that will be updated in March 2023 when more information is available with respect to the number of applications received for the 2023-24 academic year.

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

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

Requests for Comments and Feedback

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

Please forward any suggestions, comments or feedback to gallant@stu.ca by March 3, 2023.

The Committee will consider the suggestions, comments and feedback received as confidential.

APPENDICES

A - Restricted Funds

B - 2021-22 Tuition Fees for Bachelor of Arts

C - Enrolment

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

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

F - Budgeted Expenditures for 2022-23

G - Comparison of 2022-23 Meal and Residence Rates

APPENDIX B
2022-23 Tuition Fees for a Bachelor of Arts

University	Canadian Tuition		University	International Tuition
Acadia	9,761		Dal	25,455
MtA	9,725		Kings	25,455
StFX	9,650		NSCAD	20,827
NSCAD	9,301		SMU	20,340
CBU	8,784		MtA	19,620
MSVU	8,668		Acadia	19,543
SMU	8,630		StFX	19,300
Dal	8,595		UNB	18,323
Kings	8,595		STU	18,068
U. Ste-Anne	8,509		CBU	17,568
STU	8,039		MSVU	17,335
UNB	7,825		UPEI	14,274
UdeM	7,642		Ude M	14,005
UPEI	6,570		U. Ste-Anne	11,638
Average	8,592		Average	18,697

APPENDIX C
Enrolment

Total Undergraduate Enrolment (Full-time Headcounts) - Maritime Institutions												Cum. Change	
Institution	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	N	%	
Acadia	3345	3473	3470	3262	3401	3432	3375	3368	3261	3337	-8	-0.2%	
Cape Breton	2392	2316	2135	2202	2134	2145	2591	3544	2759	2685	293	12.2%	
Dalhousie	12016	12241	12479	12521	12351	12330	12520	12748	13214	13530	1514	12.6%	
Mount Allison	2518	2324	2267	2257	2179	2066	2004	2090	2107	2150	-368	-14.6%	
MSVU	2204	2179	2311	2254	2200	2120	2111	2310	2243	2282	78	3.5%	
Saint Mary's	5691	5720	5537	5519	5645	5454	5390	5212	5047	5147	-544	-9.6%	
St. FX	3961	3946	3926	3913	3939	3799	3921	4005	4035	4256	295	7.4%	
St. Thomas	2308	2172	2011	1928	1906	1846	1860	1875	1786	1653	-655	-28.4%	
U de Moncton	4344	4212	3899	3778	3617	3650	3753	3869	3916	4094	-250	-5.8%	
Sainte-Anne	371	353	359	410	374	322	371	485	441	402	31	8.4%	
King's College	1106	1075	966	899	832	787	787	784	760	809	-297	-26.9%	
UNB – F'ton	5394	5412	5293	5159	5011	4889	4996	4897	4629	4852	-542	-10.0%	
UNB – SJ	1974	1805	1652	1623	1589	1671	1642	1675	1560	1570	-404	-20.5%	
UPEI	3450	3364	3278	3222	3287	3500	3502	3737	3995	4295	845	24.5%	
Total	51074	50592	49583	48947	48465	48011	48823	50599	49753	51062	-12	0.0%	

Source: MPHEC Dataset STU_Enr_DDB_Law_separate_Nov2020.xlsx

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

Excludes Dalhousie, UdeM and UNB-F'ton Law

Domestic Undergraduate Enrolment (Full-time Headcounts) - Maritime Institutions												Cum. Change	
Institution	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	N	%	
Acadia	2965	3104	3093	2872	2970	2984	2897	2905	2850	2968	3	0.1%	
Cape Breton	1755	1659	1550	1625	1601	1493	1407	1328	1228	1420	-335	-19.1%	
Dalhousie	10667	10722	10731	10629	10197	9968	9832	9709	10031	10637	-30	-0.3%	
Mount Allison	2290	2107	2051	2060	1974	1901	1832	1844	1849	1863	-427	-18.6%	
MSVU	1888	1799	1852	1774	1745	1721	1788	1811	1810	1857	-31	-1.6%	
Saint Mary's	4208	4118	3922	3790	3868	3766	3762	3633	3626	3799	-409	-9.7%	
St. FX	3735	3740	3717	3686	3657	3542	3633	3742	3822	4079	344	9.2%	
St. Thomas	2210	2055	1872	1805	1777	1697	1693	1691	1610	1494	-716	-32.4%	
U de Moncton	3750	3502	3168	3060	3011	3103	3135	3242	3277	3172	-578	-15.4%	
Sainte-Anne	333	311	292	266	234	228	265	330	321	293	-40	-12.0%	
King's College	1065	1030	927	862	799	754	752	741	721	761	-304	-28.5%	
UNB – F'ton	4935	4912	4815	4686	4597	4459	4565	4475	4190	4312	-623	-12.6%	
UNB – SJ	1558	1453	1357	1321	1373	1470	1465	1460	1363	1404	-154	-9.9%	
UPEI	3051	2920	2798	2666	2630	2728	2621	2638	2804	2961	-90	-2.9%	
Total	44410	43432	42145	41102	40433	39814	39647	39549	39502	41020	-3390	-7.6%	

Source: MPHEC Dataset DDB_Enrolments_2021_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											Cum. Change	
Institution	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	N	%
Acadia	380	369	377	390	431	448	478	463	411	369	-11	-2.9%
Cape Breton	637	657	585	577	533	652	1184	2216	1531	1265	628	98.6%
Dalhousie	1349	1519	1748	1892	2154	2362	2688	3039	3183	2893	1544	114.5%
Mount Allison	228	217	216	197	205	165	172	246	258	287	59	25.9%
MSVU	316	380	459	480	455	399	323	499	433	425	109	34.5%
Saint Mary's	1483	1602	1615	1729	1777	1688	1628	1579	1421	1348	-135	-9.1%
St. FX	226	206	209	227	282	257	288	263	213	177	-49	-21.7%
St. Thomas	98	117	139	123	129	149	167	184	176	159	61	62.2%
U de Moncton	594	710	731	718	606	547	618	627	639	922	328	55.2%
Sainte-Anne	38	42	67	144	140	94	106	155	120	109	71	186.8%
King's College	41	45	39	37	33	33	35	43	39	48	7	17.1%
UNB – F'ton	459	500	478	473	414	430	431	422	439	540	81	17.6%
UNB – SJ	416	352	295	302	216	201	177	215	197	166	-250	-60.1%
UPEI	399	444	480	556	657	772	881	1099	1191	1334	935	234.3%
Total	6674	7164	7445	7850	8035	8204	9193	11063	10251	10042	3368	50.5%

Source: MPHEC Dataset STU_Enr_DDB_Law_separate_Nov2020.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 2012-2021											Cum. Change	
Institution	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	N	%
Acadia	1067	1055	1015	937	970	958	919	900	923	975	-92	-8.6%
Cape Breton	767	719	606	597	560	518	540	554	484	604	-163	-21.3%
Dalhousie	2707	2533	2444	2348	2132	1982	1987	1967	2109	2253	-454	-16.8%
Mount Allison	1402	1280	1243	1250	1228	1132	1071	1093	1073	1092	-310	-22.1%
MSVU	1027	996	1032	972	980	968	998	1043	1065	1135	108	10.5%
NSCAD	663	626	616	533	505	558	585	600	490	501	-162	-24.4%
Saint Mary's	2246	2134	2013	1975	1978	1989	1997	1982	1911	1912	-334	-14.9%
St. FX	1226	1122	1103	990	970	870	861	806	846	897	-329	-26.8%
St. Thomas	2010	1894	1740	1618	1586	1513	1591	1614	1523	1398	-612	-30.4%
U de Moncton	667	651	619	657	695	690	712	698	705	661	-6	-0.9%
Sainte-Anne	90	59	45	43	23	19	23	43	36	31	-59	-65.6%
King's College	985	944	834	769	714	675	659	647	618	636	-349	-35.4%
UNB – F'ton	1011	943	873	844	826	878	978	931	907	931	-80	-7.9%
UNB – SJ	659	571	516	460	437	501	505	524	484	435	-224	-34.0%
UPEI	1119	1025	944	808	800	822	800	895	973	1052	-67	-6.0%
Total	17646	16552	15643	14801	14404	14073	14226	14297	14147	14513	-3133	-17.8%

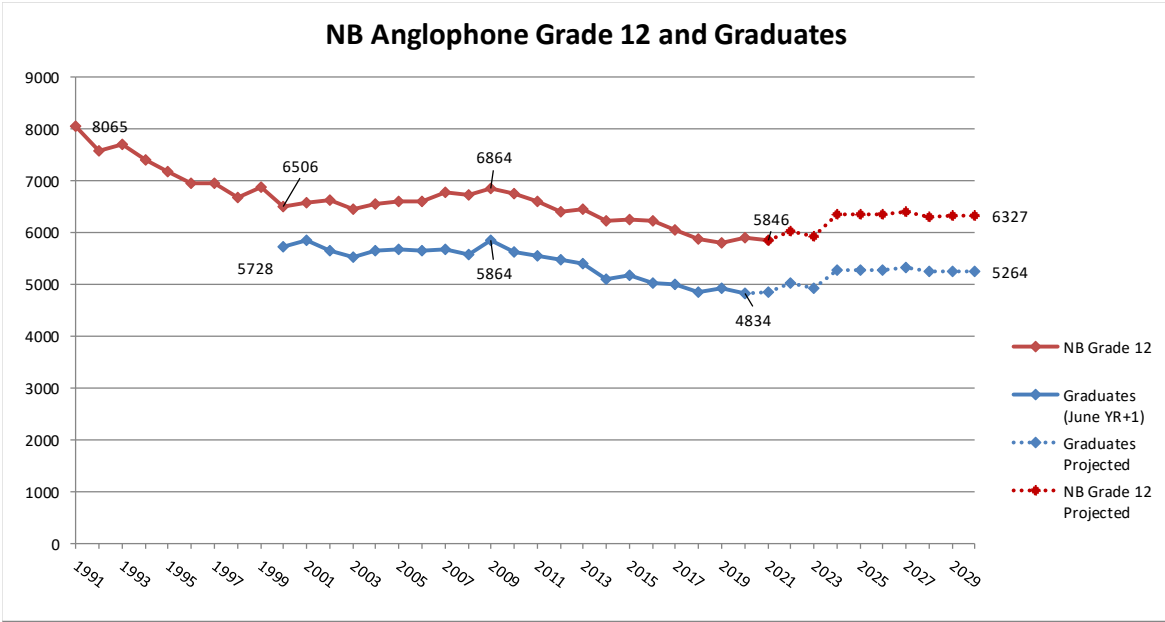
Source: MPHEC Enrolment Dataset DDB_Enrolments_2021_sans_Law.xlsx

"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	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Acadia	6.0%	6.4%	6.5%	6.3%	6.7%	6.8%	6.5%	6.3%	6.5%	6.7%
Cape Breton	4.3%	4.3%	3.9%	4.0%	3.9%	3.7%	3.8%	3.9%	3.4%	4.2%
Dalhousie	15.3%	15.3%	15.6%	15.9%	14.8%	14.1%	14.0%	13.8%	14.9%	15.5%
Mount Allison	7.9%	7.7%	7.9%	8.4%	8.5%	8.0%	7.5%	7.6%	7.6%	7.5%
MSVU	5.8%	6.0%	6.6%	6.6%	6.8%	6.9%	7.0%	7.3%	7.5%	7.8%
NSCAD	3.8%	3.8%	3.9%	3.6%	3.5%	4.0%	4.1%	4.2%	3.5%	3.5%
Saint Mary's	12.7%	12.9%	12.9%	13.3%	13.7%	14.1%	14.0%	13.9%	13.5%	13.2%
St. FX	6.9%	6.8%	7.1%	6.7%	6.7%	6.2%	6.1%	5.6%	6.0%	6.2%
St. Thomas	11.4%	11.4%	11.1%	10.9%	11.0%	10.8%	11.2%	11.3%	10.8%	9.6%
U de Moncton	3.8%	3.9%	4.0%	4.4%	4.8%	4.9%	5.0%	4.9%	5.0%	4.6%
Sainte-Anne	0.5%	0.4%	0.3%	0.3%	0.2%	0.1%	0.2%	0.3%	0.3%	0.2%
King's College	5.6%	5.7%	5.3%	5.2%	5.0%	4.8%	4.6%	4.5%	4.4%	4.4%
UNB – F'ton	5.7%	5.7%	5.6%	5.7%	5.7%	6.2%	6.9%	6.5%	6.4%	6.4%
UNB – SJ	3.7%	3.4%	3.3%	3.1%	3.0%	3.6%	3.5%	3.7%	3.4%	3.0%
UPEI	6.3%	6.2%	6.0%	5.5%	5.6%	5.8%	5.6%	6.3%	6.9%	7.2%
<i>Source: MPHEC Enrolment Dataset DDB_Enrolments_2021_sans_Law.xlsx</i>										
<i>"Arts" includes CIP Groups General Arts, Humanities, Social and Behavioural Sciences and Law, Visual and Performing Arts</i>										
<i>Excludes Dal, UdeM and UNB Law, and STU students in Education and Mathematics</i>										

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

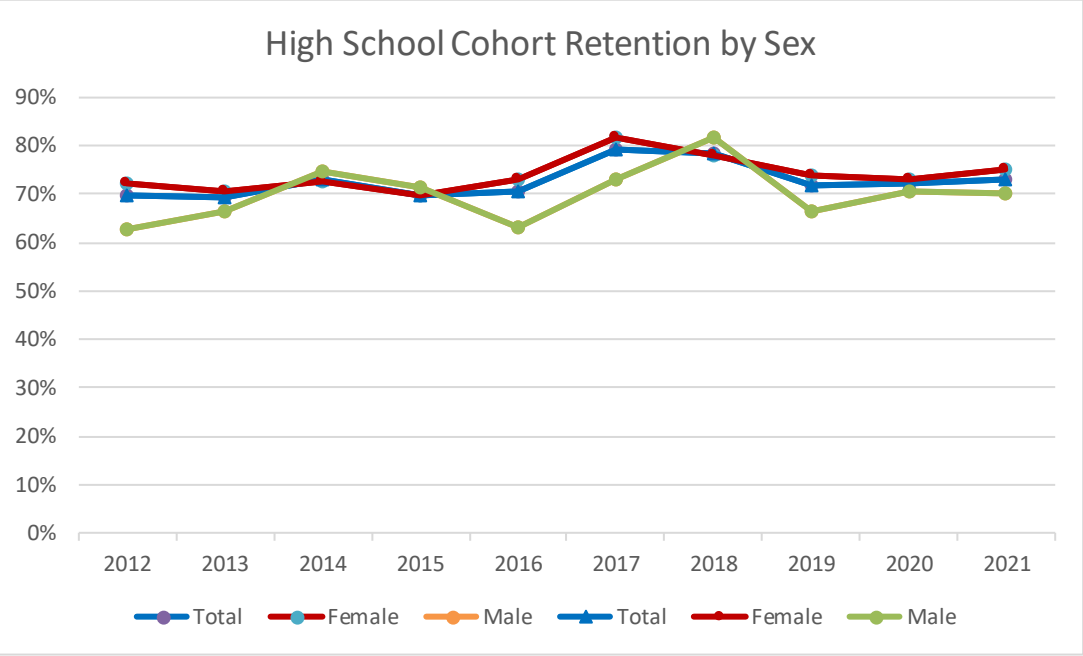


Source: Projection by Office of Institutional Research based on Dept. of Education and Early Childhood Development Summary Statistics 2001-02 to 2021-22
NB Grade 12 anglophone projection 220426B

APPENDIX E

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

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



Cohort Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total	69.9%	69.4%	73.3%	69.9%	70.5%	79.4%	78.6%	71.8%	72.2%	73.2%
Female	72.3%	70.5%	72.8%	69.7%	73.2%	81.8%	77.9%	73.7%	73.2%	75.1%
Male	62.9%	66.4%	74.6%	71.3%	63.1%	73.2%	81.6%	66.7%	70.8%	70.1%

Source: Retention 21S1 to 22S1 Report 221206A

APPENDIX F
Expenditures for Budget Year Ending April 30, 2023

Budgeted Expenditures 2022-23			32,577,600			
						<u>Academic</u>
<u>Fixed Costs</u>						<u>Expenses</u>
<u>Academic Expenses</u>						
FT Academic Wages-tenured and tenure-track including benefits			13,538,500			13,538,500
FT Academic Wages Sabbaticals			886,900			886,900
Professional Development Allowances			280,000			280,000
			<u>14,705,400</u>	45.1%	(1)	<u>14,705,400</u>
<u>Non-Academic Expenses</u>						
FT Wages and benefits			6,777,700			377,600
Utilities			1,043,700			
Cleaning and security			613,000			
Fiscal transfer to UNB			2,039,200			
			<u>10,473,600</u>	32.1%		<u>377,600</u>
Total fixed costs			<u>25,179,000</u>	77.3%		<u>15,083,000</u>
<u>Semi-fixed costs</u>						
PT Academic wages			2,069,900			2,069,900
Limited term FT Academic wages			324,200			324,200
Scholarships			1,400,000			
Supplies, telephone, postage			189,000			87,000
Graduation			72,000			72,000
Computing software/licenses			460,000			
University publications			45,000			
University memberships			112,000			37,000
Professional and banking fees			228,000			
Recruiting travel and supplies			264,900			
Communications			278,500		(2)	
Advancement			148,900			
Athletics			346,000		(3)	
Maintenance and repairs			325,000			
Academic department expenses			291,000			291,000
Academic recruiting and VP special projects			162,700			162,700
Student wages			263,000			
Administrative unit expenses			72,900			
Miscellaneous admin expenses			211,800			
Student services unit expenses			133,800			
			<u>7,398,600</u>	22.7%		<u>3,043,800</u>
Total budgeted expenditures			<u>32,577,600</u>	100%		<u>18,126,800</u>
(1) Subject to collective agreements						
(2) Includes designing, printing and mailing various publications to prospective students, web development and maintenance, video and photography, recruitment marketing development and media buys, and university promotions.						
(3) Net operating expenditures of all athletic teams as well as student wages for JB O'Keefe operations and coaches honorariums.						

APPENDIX G
Comparison of 2022-23 Meal and Residence Rates

St. Thomas University

	10 meal plan	Room	Total	14 meal plan	Room	Total	Freedom plan	Room	Total
Holy Cross House									
Double Room	3,668	5,660	9,328	4,341	5,660	10,001	4,555	5,660	10,215
Single Room	3,668	8,577	12,245	4,341	8,577	12,918	4,555	8,577	13,132
Single Room (Ensuite)	3,668	9,607	13,275	4,341	9,607	13,948	4,555	9,607	14,162
Harrington and Vanier									
Double Room	3,668	6,066	9,734	4,341	6,066	10,407	4,555	6,066	10,621
Single Room	3,668	9,021	12,689	4,341	9,021	13,362	4,555	9,021	13,576
Single Room (Ensuite)	3,668	10,051	13,719	4,341	10,051	14,392	4,555	10,051	14,606

Mount Allison University

	Meal Plan	Room	Total						
Double Room	5,117	5,713	10,830						
Single Room	5,117	6,763	11,880						
Double Ensuite	5,117	6,368	11,485						
Single Shared Ensuite	5,117	7,690	12,807						
Single Private Ensuite	5,117	8,502	13,619						

University of New Brunswick

	Meal Plan	Room	Total						
Double Room	5,050	5,793	10,843						
Single Room	5,050	7,664	12,714						
Super Single	5,050	8,556	13,606						
Single +	5,050	8,556	13,606						
Special Single	5,050	8,633	13,683						
super single: dbl room for one									
single +: semi-private bathroom									
special single: private bathroom									
Meal Plan: no limit on the number of meals per term									

lowest and highest rates