

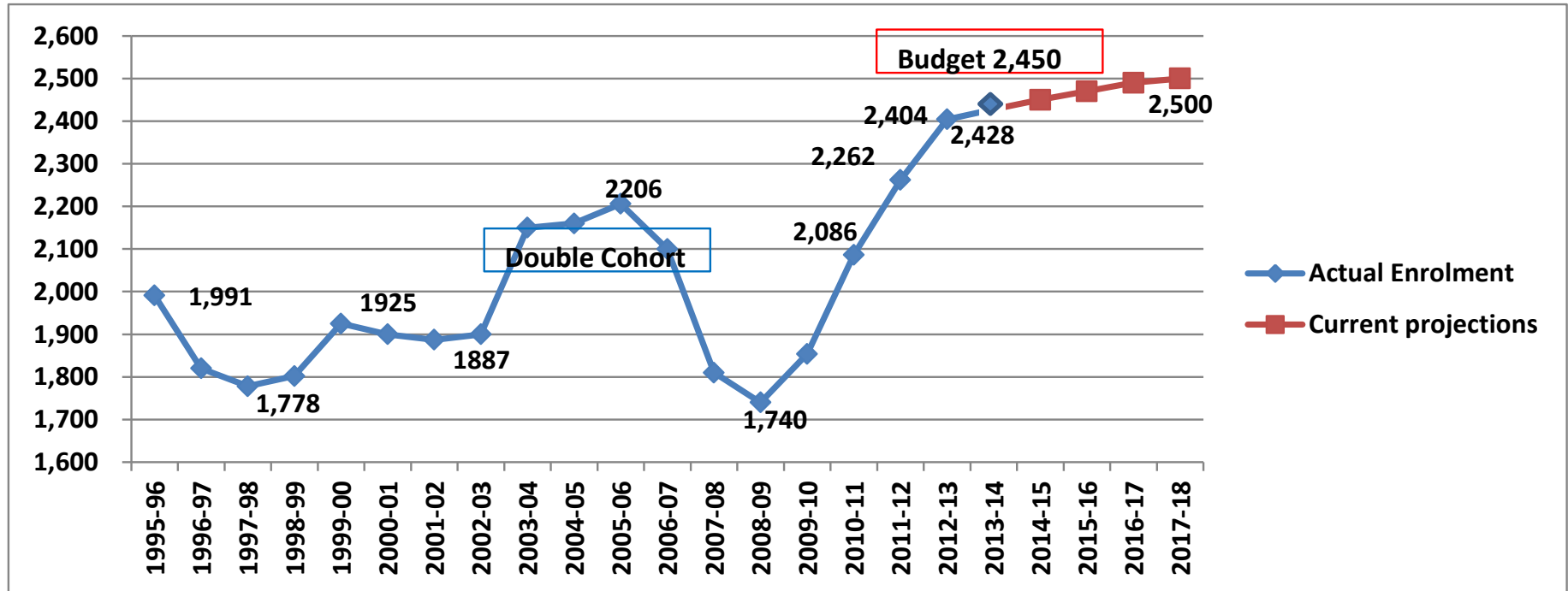
TOWN HALL MEETING

June 19th, 2014



1. ENROLMENT

Enrolment Growth



Enrolment Trends

“Will Attends” for Fall 2014:

- ❖ 5% (44) more “Will Attends” than last year at this time
- ❖ ↑ (Up) from France, UAE, India and Cayman Islands
- ❖ ↑ (Up) from Ontario, Québec and USA
- ❖ ↓ (Down) from Maritimes and Western Canada
- ❖ We are on track to meet our target of 2,450 full-time students, but it will be very close.

A summer telethon is planned to bolster enrolment.

International Growth

Why are international applications up?

1. Two trips made to both France and the UAE.
2. Growth in areas covered by recruitment agents, especially UAE and India.
3. More time spent in the USA.
4. Scholarship established for the Cayman Islands.

2. ACADEMIC MISSION

Teaching & Learning Centre Initiative



❖ Bishop's University Teaching Talks (BUTTS)

November 2013

Massive Open Online Courses

January 2014

Social/new media in the classroom

February 2014

Using Wikipedia in the classroom

April 2014

Finding your place in the scholarship of Teaching and Learning

❖ The Second Annual Symposium on Teaching and Learning at Bishop's – May 21st

Research highlights



**BISHOP'S UNIVERSITY
FOUR STRATEGIC RESEARCH CLUSTERS**

Multi-scale Climate and Environmental Change	Psychological Health and Well-being	Stellar Astrophysics and Relativity	Social and Cultural Identities
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Research Week



Students have five minutes to make a clear, concise and nevertheless convincing presentation about his/her research project.

BISHOP'S IDOL
WEDNESDAY MARCH 26TH
6PM @ THE GAIT



The Judges



Michael Goldbloom
Principal



Dr. Michele Murray
Interim Dean of Arts & Science



Dr. Miles Turnbull
VP Academic



Canadian Learning Commons Conference



**2020
VISION**

Shifting Lenses: The Learning Commons for Today and Tomorrow



The 7th Canadian Learning Commons Conference

June 9-11, 2014

Sponsored by Bishop's University

Sherbrooke, Quebec

www.clcc2014.ubishops.ca



Quebec-Vermont Forum

Quebec-Vermont Bio-Energy Challenge

October 25-26, 2013



Awards

Bishop's University Research and Creativity Award

Dr. Valerio Faraoni



William and Nancy Turner Teaching Award

Dr. Michele Murray



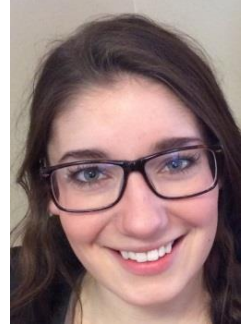
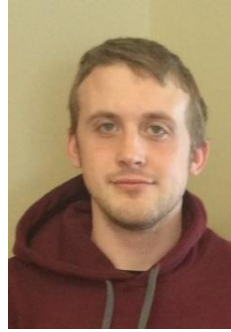
3. THE STUDENT EXPERIENCE

Model United Nations

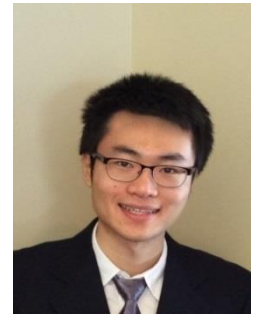
'Outstanding Delegation' at the
2014 National Model United Nations New York Conference



BEST 2014



B.E.S.T. is a \$50,000 annual fund to support outstanding students undertake projects or internships that will help them advance their careers or determine the path they wish to pursue.



Enactus Spirit Award 2014



Enactus Entrepreneur Champion



Rylan Schwarze was named Quebec's 2014 Student Entrepreneur and won the Regional (Ontario and Quebec) title by Enactus Canada.

International Exchanges



Bishop's sent 105 students abroad to 25 countries.
We welcomed 145 students from 23 countries.

Building on a Bishop's Degree Bootcamp



Donald Lecture Series



**Robert
Sutton**



**Dr. David
Goldbloom**



**Dr.
Daniel
Levitin**



**Chuck
Klosterman**

U4 League



Acadia University



Bishop's University



Mount Allison University



St. Francis Xavier University



U4 League Events

❖ **Acadia University**

Unlocking the power and possibilities of undergraduate research (October 2013)

❖ **Mount Allison University**

Leadership Development for Department Heads & Academic Administrators (November 2013)

❖ **St. Francis Xavier University**

The Leaders Summit (January 2014)

U4 League Event

Up for Debate Weekend



(January 2014)

Mental Health & Wellness Week



Promoting Student Research

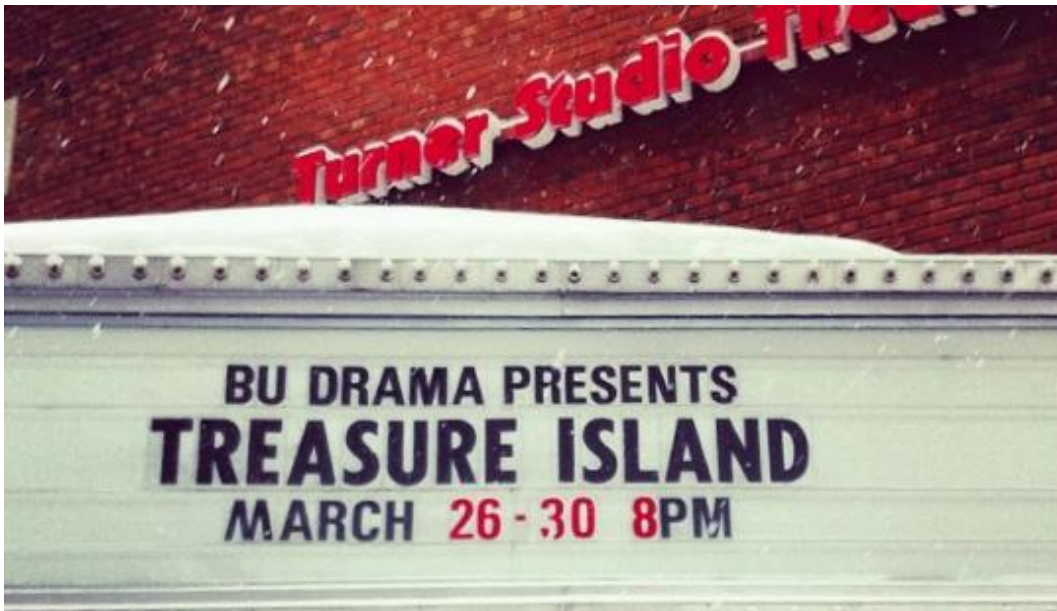
Quebec Universities English Undergraduate Conference (QUEUC)



- ❖ Highlights undergraduate student research
- ❖ The fifth annual conference in 2014 attracted participants from both Canada and the United States



Drama



BU Singers



Sports Highlights



Jordan Heather was named Canada's best university football player
Head Football Coach Kevin Mackey was named Coach of the Year

4. CONVOCATION

Honorary Doctorates



Brian Levitt, The Honourable Bob Rae, Michael Goldbloom,
Renelle Anctil, Louise Penny and Irshad Manji

5. COMMUNITY

Lac Mégantic



Canada Games



- ❖ Bishop's and Champlain housed 2,080 athletes per week.
- ❖ We served 7,000 meals per day.

Pink Shirt Day



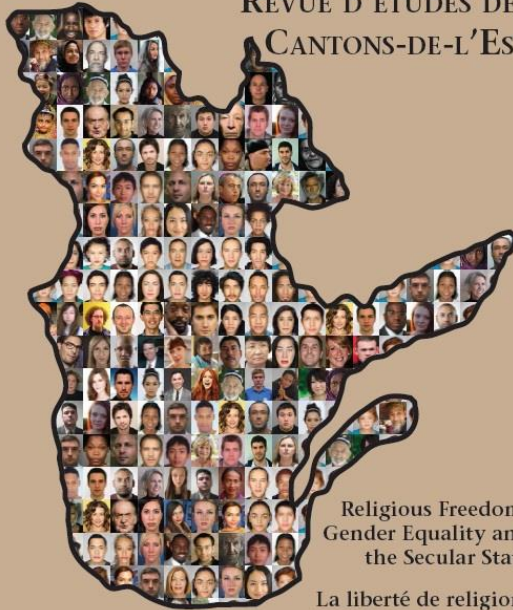
The students, faculty and staff at Bishop's University join in the cause to eliminate bullying of any kind.

— Principal Michael Goldbloom

Values in action

JOURNAL OF EASTERN
TOWNSHIPS STUDIES

REVUE D'ÉTUDES DES
CANTONS-DE-L'EST



Religious Freedom,
Gender Equality and
the Secular State

La liberté de religion,
l'égalité entre les
femmes et les hommes
et la laïcité de l'État

EASTERN TOWNSHIPS RESOURCE CENTRE / CENTRE DE RESSOURCES POUR L'ÉTUDE DES CANTONS-DE-L'EST

The Record | newsroom@sherbrooke.quebecrecord.com

WEDNESDAY, MARCH 26, 2014 Page 3

Bishop's U community demonstrates for diversity

By Rachel Garber
Record Correspondent

"Celebrate, don't legislate. We don't tolerate intolerance. Conformity does not equal equality. Diversity is beautiful. Am I still free to disagree?"

That's some of what the placards said.

"Vive la difference! Hey hey, ho ho, intolerance has got to go! Bishop's is for diversity!"

That's some of what the crowd of demonstrators chanted.

And "beep, beep, beep!" That was the approving response of many of the cars and trucks passing by.

It was rush hour on Monday - 4:30 to 5:30 p.m. Some 60 people made a stand at the side of College Street, in front of Bishop's University. The mood was upbeat, the energy was strong. It was a hastily organized "celebration of cultural and religious diversity."

"The Bishop's University community is taking a stand for cultural diversity and freedom of religious expression," said an email disseminated by psychology professor Dr. Claude Charpentier.

"Following acts of vandalism of an Islamophobic nature targeting the business of a Tunisian owner of a food store and halal butcher shop in Sherbrooke, the community has decided to mobilize itself to condemn these wrongdoings."

"This rally stands as a symbol of rejection of any and all forms of discrimination and racism, but also and foremost, as a recognition and celebration of the ethnocultural and religious diversity, the likes of which we see expressed on our campuses, in Sherbrooke and elsewhere in Quebec," the notice said.

"I'm here to support minorities, to include them, to stay united, to fight for everybody's right of self-expression, of religious expression," said Dr. Adriana Mendrek, psychology professor.

Lennoxville resident Melanie Cutting was among the demonstrators. She heard about the event on Facebook two days earlier.

"I think it was a wonderful idea," she said. "My feet are cold. But it's very important that people say what needs to be said. I'm so disturbed by the reaction of Quebecers, in terms of religious freedom and equating the equality of men and women with what people wear on the job. It makes me crazy that they blend things together that have nothing to do with one another."

On the organizing committee with Charpentier was Dr. Jenn Cianca of the Classics department, Dr. Jessica Riddell of the English department, and Kim Huet, president of the Students' Representative Council.

"We have a really rich immigrant population, and so many diverse cultural and religious groups," Charpentier said. We have that in Sherbrooke, and



RA GARBER

"Minors for minorities" is the miniature placard that Sophie trucks around. She's with her mother, Dr. Jessica Riddell, professor in English at Bishop's, and Alexis Chouan, fourth-year student in film, media and cultural studies.

across Quebec. We have 135 different cultural communities. We want to celebrate that - we should celebrate more! We want a society that is open and inclusive."

Several participants were

from the Sherbrooke community. One was Abdelbari Souibgui, owner of the Muslim Tiba Halal Butcher Shop. He said his shop had been vandalized four times, and his shop window broken, since the Char-

ter of Values was proposed by the Quebec government last fall. Anti-Islamic slogans were left at the shop. He said he called the police each time it happened, with no results. The fourth time, he called the media. Finally after it hit the news, he said, the police arrested a suspect. But they released him hours later.

Is he afraid? Yes, Souibgui said.

He came to the demonstration, he said, because he'd like to see a Quebec for everyone, for all religions, for freedom of religion. "I immigrated here because Canada is a welcoming country," he said, speaking in French.

He came to Canada with his family four years ago. He has a diploma in urbanism, and is taking courses to establish his academic eligibility to get a job in his profession. In the meantime, he has a butcher shop in Sherbrooke. "I'm thinking about leaving the province," he said.

Charpentier said this will not be the last action the Bishop's community will take to celebrate and support diversity.

Another demonstrator was passing out posters for a candlelight vigil for Loretta Saunders, protesting violence against aboriginal women. It is organized by the Indigenous Cultural Alliance, and is planned for March 27 at 8 p.m., at the St. Mark's Chapel, Bishop's University. It will feature readings, speakers and candles.

Ra.writes@gmail.com

Values in action

Prom Dress
sale at Boutique
Encore

Page 4

THE RECORD

THE VOICE OF THE EASTERN TOWNSHIPS SINCE 1897

Habs expected
tight series

Sports - Page 10

75 CENTS + TAXES

PM#0040007682

MONDAY, MAY 12, 2014

Eaton Valley Learning Centre

Bury's slice of life,
slab of tree

by Rachel Garber
BURY

When it was authorized in 2010, it measured more than a yard across - 95 cm, to be exact. It was a towering Pine tree growing at the entrance to the Pope Memorial Elementary School in Bury. It had to be cut down because it was on its way to rotting down. But the school's prescient principal of the day preserved a two-inch-thick slab of the tree.

The slab lay squirreled away in a school closet until Jocelyn Bennett unearthed it this winter and brought it into her Cycle 3 homeroom - Grades 5 and 6, that is.

Thank you, past-principal Luc Rodrigue and present teacher Ms. Bennett. Because of you, we now know of a possible job opening for the Montreal Canadiens, should they lose the series to the Bruins. Their future could lie in Bury. And you, dear reader, can vote on it, sort of.

Let me explain.

Bennett was inspired by a book called *While a Tree was Growing* by Jane Bonwid. It's about a tree that grew in California for 2000 years, and it's the story of some humancore things that

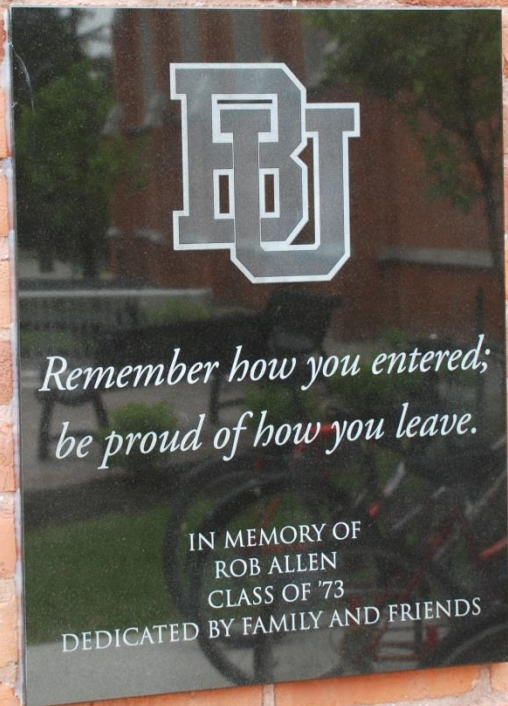
BU-CRC Refugee Sponsorship Garage Sale nets \$17,000



Just 22 of the many volunteers at Saturday's Refugee Sponsorship Garage Sale - those who were there bright and early at 7:15 a.m. for the start of the sale at Bishop's University.

COURTESY BU-CRC REFUGEE SPONSORSHIP COMMITTEE

New tradition



April 2014 Flooding



April 2014 Flood



https://www.youtube.com/watch?v=Ync_7b8773o

Sports Centre

**Completion Date:
December 2014**

**Come for coffee,
donuts and a tour
on Monday, June
23rd – 8:00 am**



6. PEOPLE

Academic Officers

❖ Acting Vice-Principal Academic

Dr. James Crooks



❖ Acting Dean of Arts and Science

Dr. Michele Murray



❖ Acting Dean of the Williams School of Business

Dr. Calin Valsan



❖ Acting Dean of the School of Education

Dr. Avril Aitken



Academic Officers

❖ Vice-Principal Academic

Dr. Miles Turnbull



❖ Dean of Arts and Science

Dr. Michele Murray



❖ Dean of the Williams School of Business

Dr. Francine Turmel



❖ Dean of the School of Education

Dr. Marie-Josée Berger



Tenure Stream Appointments

Marylène Boulet	Biology Department
Gregory Brophy	English Department
Svetlana Davis	Williams School of Business
Don Dombowsky	Philosophy and Politics and International Studies
Nathalie Hivert	Williams School of Business
Stine Linden-Anderson	Psychology Department
Maxime Trempe	Sports Studies Program

New to our community

- Siobhan Buchanan, Curator, Education & Cultural Action
- Brenda Couture, Executive Assistant to the VPs
- Hubert Girard, Administrative Project Technician
- Anne-Marie Jean, Secretary, Advancement
- Josée Lamoureux, Manager of Procurement
- Lorraine Leblanc, Secretary, Continuing Education
- Ghyslain Nault, Plumber
- Nathaniel Pelletier, Career Counselor
- Chantal Sneath, Communications Officer
- Anick Tremblay, Manager, Student Support Services
- Mathieu Tremblay, Project Coordinator
- Luc Vachon, Director of ITS

7. GOVERNANCE

Board of Governors New Chair

Robert Hall '79



Robert F. Hall is the Vice-President
Legal Affairs and Corporate Secretary
of Cascades Inc.

B.A. (History)

Board of Governors

New members

Jane Brydges



Michel Marleau



Ross Osmun



We think you'd like it here.
Student led campus tours offered throughout the summer.

book your campus tour today



Alexander Roy

8. MASTER PLAN

Main Campus Path

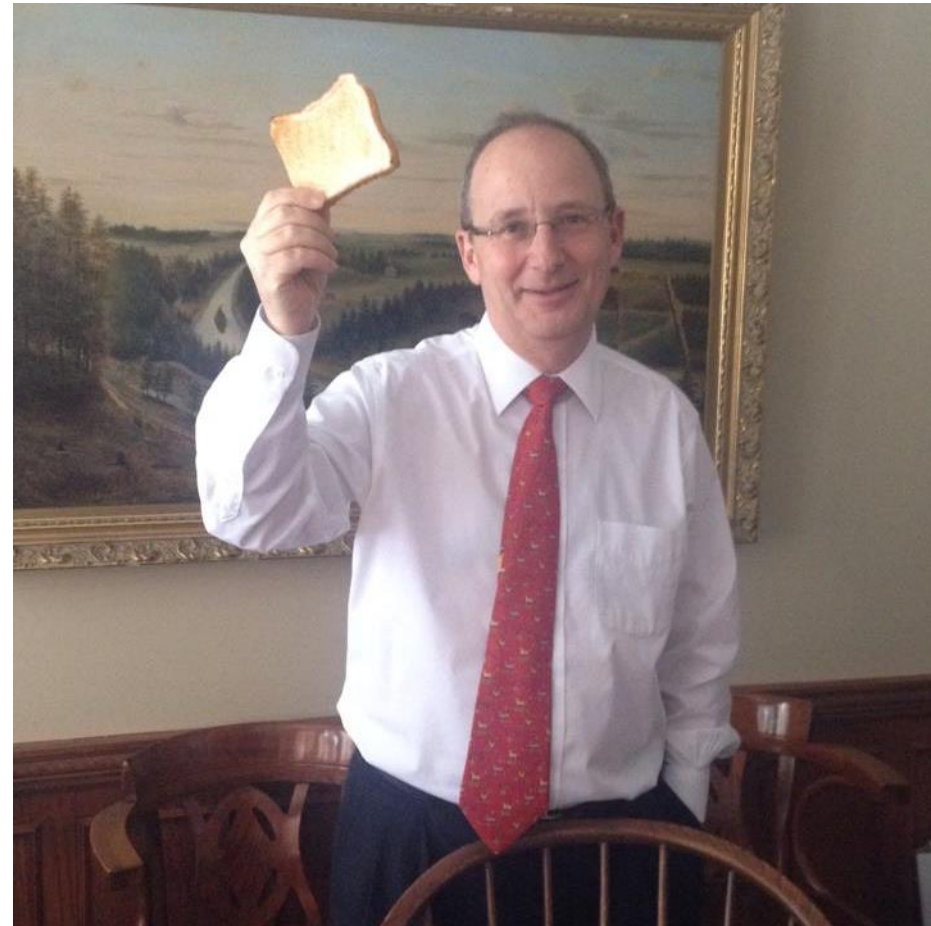


Environment

- ❖ New geothermal energy system will reduce energy costs by 30% (\$453,000) per year;
- ❖ 66% reduction in greenhouse gas emissions;
- ❖ Annual saving of one million litres of water. The new sports centre will save an additional six million litres of water annually.

9. ADVANCEMENT OFFICE

BU 170 Birthday Challenge



- On December 9th, Bishop's turned 170!
- Alumni and friends joined in the celebrations by trying to collect 170 donations
- 394 people made gifts totaling \$172,042.

10. CAPITAL CAMPAIGN

Leading the Way Campaign



Campaign Objective: **\$60,000,000**

(equally divided between philanthropy and government support)

- Sports Centre \$32M
- Library (phase 1) \$10M
 - Phase 2 (\$20M)
- Williams School of Business & \$8M
Dobson-Lagassé
Entrepreneurship Centre
- Academic Support \$10M
 - Scholarships
 - Excellence in undergraduate education
 - Research
 - B.E.S.T. Program Fund
 - Donald Lecture Series



\$30 Million

- ❖ Led by Daniel Fournier and Tim Griffin with 40 volunteers in the Eastern Townships, Montreal and Toronto
- ❖ Progress to date: 50% of our goal
- ❖ Public launch at Homecoming – September 25th
- ❖ Aspirational goals for the launch
 - ❖ Students have committed \$1 Million to the Learning Commons
 - ❖ Full support from University volunteers: Board of Governors, Council, Foundation, Campaign Cabinet

Internal campaign

Jamie Crooks and Justina Browne will lead the internal campaign.

- They will seek your input on the projects to be supported by the internal campaign
- Former Chancellor Scott Griffin will contribute an additional \$500K if we receive full support from the BU community

Our hope is to have full support from staff, faculty and administration. Full participation will be key.

11. FINANCES

Financial Challenge

❖ We are facing a significant financial challenge

- \$2.4M deficit in 2014-15
- Unless we act, this deficit will increase in subsequent years

What happened?

- ❖ (2010) Liberal government acknowledged that Quebec universities are underfunded vs Canadian universities.
- ❖ (2011) Liberals budgeted tuition increases and promised a reinvestment by government in order to increase funding to universities.
- ❖ (2012) Parti Québécois cancelled the tuition increases but promised that universities would be compensated through increased grants.

What happened?

- ❖ (2012) PQ announced two years of cuts to be followed by major reinvestments in subsequent years.
- ❖ (2013) PQ announced that:
 - the cuts would be permanent – not just for two years, and
 - there would be no compensation for the cancelled tuition increases (The reinvestment would only replace the funds which had been cut).

What happened?

- ❖ (2014) In their June budget, the Liberals maintained the cuts and cancelled the reinvestment.
- ❖ Last week, we were advised that in the fall the Government will legislate a cut of 2% (*masse salariale*) and 3% (other expenses) for all public establishments.

These amounts will be deducted from our grant and therefore cannot be part of our recovery plan.

The Bascule

- ❖ Government's fiscal year ends on March 31st
- ❖ Bishop's fiscal year ends on April 30th
 - Consequently in April the Government began 2014-15 while Bishop's was still in 2013-14
 - We will take \$1M from our 2014-15 grant to balance our books for 2013-14
- ❖ The government has required the universities to use the bascule

Five-year Outlook

\$000's	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
	actual	forecast	budget	Projection			
Revenue	47,654	48,517	49,448	50,433	51,564	52,319	52,964
		1.8%	1.9%	2.0%	2.2%	1.5%	1.2%
Expenses	(48,173)	(49,566)	(50,816)	(53,077)	(54,670)	(56,036)	(57,437)
		2.9%	2.5%	4.5%	3.0%	2.5%	2.5%
Annual Surplus (Deficit)	(519)	(1,049)	(1,368)	(2,645)	(3,106)	(3,718)	(4,474)
June 12th MESRST announcement							
<i>Basculé</i>		1,049	849	679	543	435	348
<i>Basculé repayment</i>			(1,049)	(849)	(679)	(543)	(435)
<i>Reduced Grant - cancelled reinvestment</i>			(832)	(832)	(832)	(832)	(832)
<i>2% / 3% cuts to be determined</i>							
Annual Surplus (Deficit)	(519)	0	(2,400)	(3,646)	(4,074)	(4,658)	(5,392)

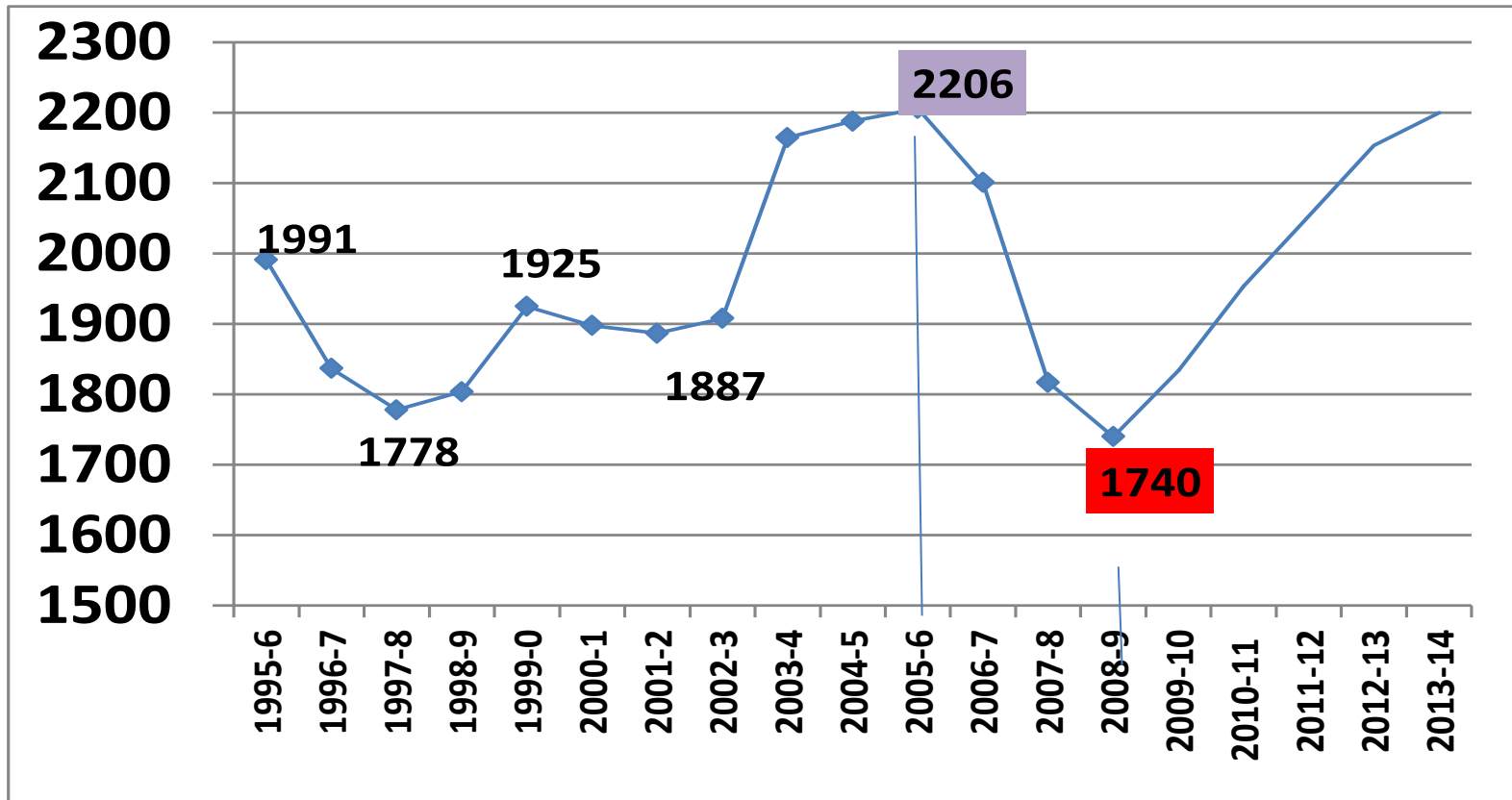
50% of 2012-13 cut – max \$(578,000)

2008

How does this situation
differ from 2008?

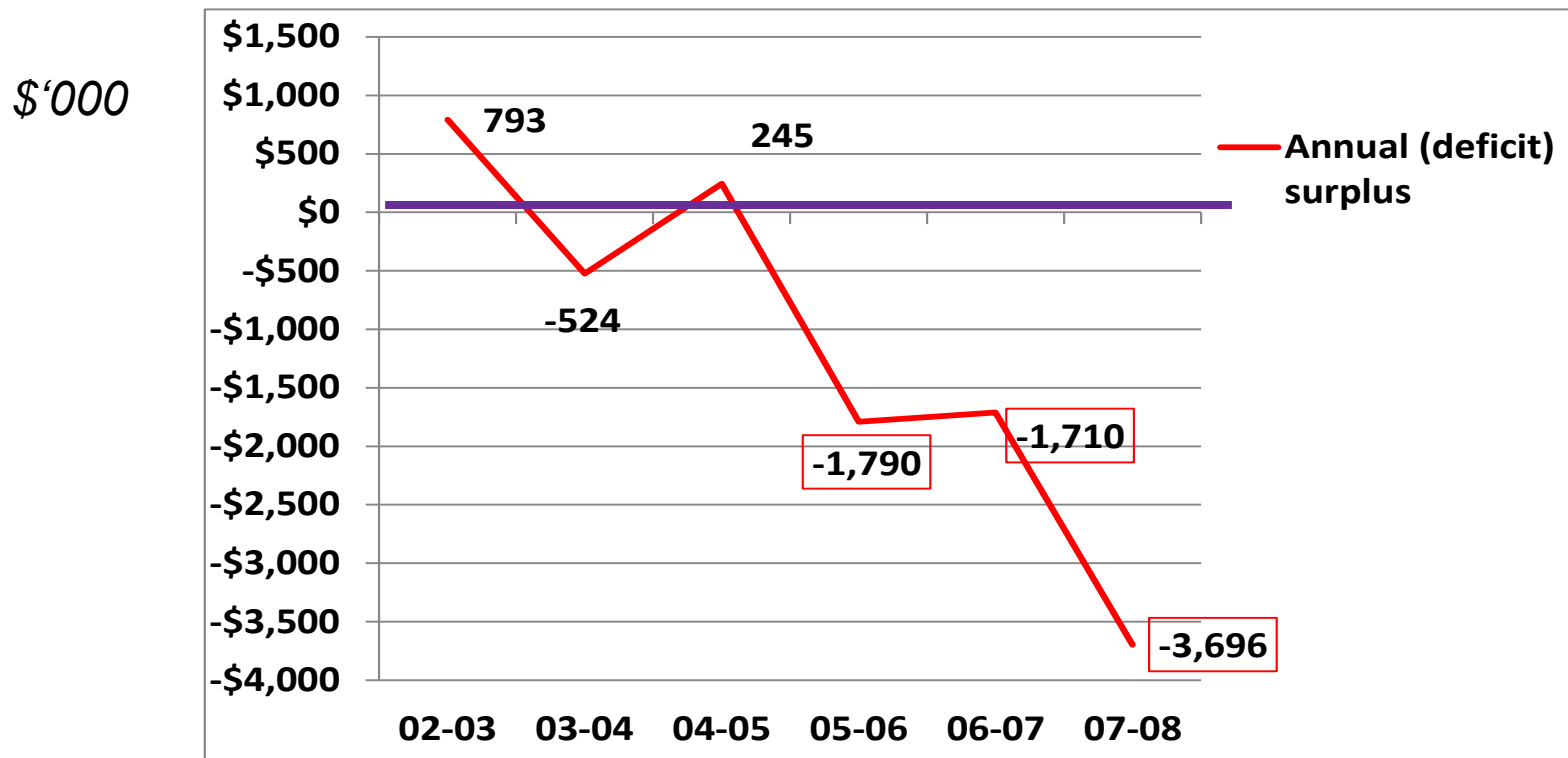
In the fall of 2008...

- Enrolment had dropped to 1,740 full-time students (a drop of 21% from the 2005 enrolment high of 2,206 students)



In the fall of 2008....

- There had been three successive years of operating deficits (with an accumulated operating deficit reaching \$7.8 million)



Since 2008....

- Enrolment has grown to 2,428 full-time students - a 40% increase over the fall 2008 enrolment of 1,740

<u>10-Year</u>				
<u>Year</u>	<u>Plan</u>	<u>Actual</u>	<u>Variance</u>	
2008-09	1740	1740	0	
2009-10	1790	1854	64	3.6%
2010-11	1900	2086	186	9.8%
2011-12	2000	2262	262	13.1%
2012-13	2100	2404	304	14.5%
2013-14	2200	2428	228	10.4%
2014-15	2200	2450 Budget	250	11.4%

How did we spend the additional money?

Increases vs. original plan:

■ Increase to salary mass	
–faculty, management, staff,	\$5.3 million
■ Salary increases vs. 10-year plan	
■ New positions	
■ Teaching load reduction	
■ Residences (food and operating costs)	\$700,000
■ Other Ancillary costs	\$152,000
■ Pension deficit (amortization)	\$975,000
■ Pension Plan changes savings	\$(473,000)
■ Other	<u>\$55,000</u>
Total increases vs. original plan	\$6.7 million

Structural Operating Issue

- ❖ The two most important factors which drive our revenues are:
 - i. the number of students enrolled; and
 - ii. the revenue we receive per student
- ❖ When enrolment is growing rapidly, we do well, but when enrolment growth slows, we are in trouble.

We are now facing a triple problem

- ❖ Our enrolment growth has slowed.
- ❖ With our current operations, our infrastructure may not allow us to accommodate more students, except in a few under-populated programs.
- ❖ Government spending for higher education in Quebec is unlikely to grow sufficiently to cover the increase in our operating costs for the next few years.

What have other universities done?

- ❖ They have increased class size and had more teaching done by contract faculty.

This reduces the cost of educating each student, but in our view it reduces the quality of the student experience.

- ❖ They have also increased their international student population

What is the fundamental problem?

- The Government's financial model results in our receiving \$18.7 million for our teaching budget. But we spend \$23.2 million.
 - Our deficit is less than \$4.5 million because we under spend in other areas: library, ITS, and B&G
- Why don't we receive sufficient funding?
 - The government's funding rules do not encourage our teaching model: small classes, full-time faculty

What will we do?

- We will have to negotiate a new recovery plan (*Plan de redressement*) in order to ensure continued government support and to receive our conditional grant

Revenue Generation/Cost Reduction

- Internal measures for revenue generation and/or cost reduction
- We are conducting reviews of
 - Ancillary Services
 - Varsity Sports
- We will also examine the implications of requiring Student Services to absorb its full cost of overhead for B&G, H.R., Business Office.

Student mix

- We will consider if there are opportunities with respect to existing and new programs with higher funding weights
- We will explore whether we can and should recruit more international students in deregulated disciplines

Tuition for international students

- If the tuition fees for international students in regulated programs were deregulated we would receive an additional \$1.1M
- If French students were charged Canadian forfaitaire, we would receive an additional \$285,000, on condition that we keep the additional money, the teaching grant and we don't lose French students.
- We should also consider increasing fees for international students in deregulated disciplines where the market will bear it.

Special Mission Grant

- Continue our analysis of what an equitable special mission/University in the regions grant would mean.

Academic Program Analysis

- A steering committee mandated by Senate has undertaken an Academic Program Analysis;
- The first phase of the Academic Program Analysis is data collection;
- Once assembled, the data will inform a discussion about how we can sustain our academic model.

How much does the Pension Plan contribute to the problem?

We are obligated to evaluate the pension plan deficit every three years.

- In 2008 the pension plan deficit was \$4 million
- In 2011 the deficit grew to \$19.6 million

The University and the active plan members must pay the deficit, over 15 years.

This is over and above the current service costs.

- In 2008 the University's payments were approx. \$300,000
- In 2011 the University's cost grew to \$1.3 million

How much does the Pension Plan contribute to the problem?

Current estimates indicate that the pension plan deficit will have grown since the last valuation

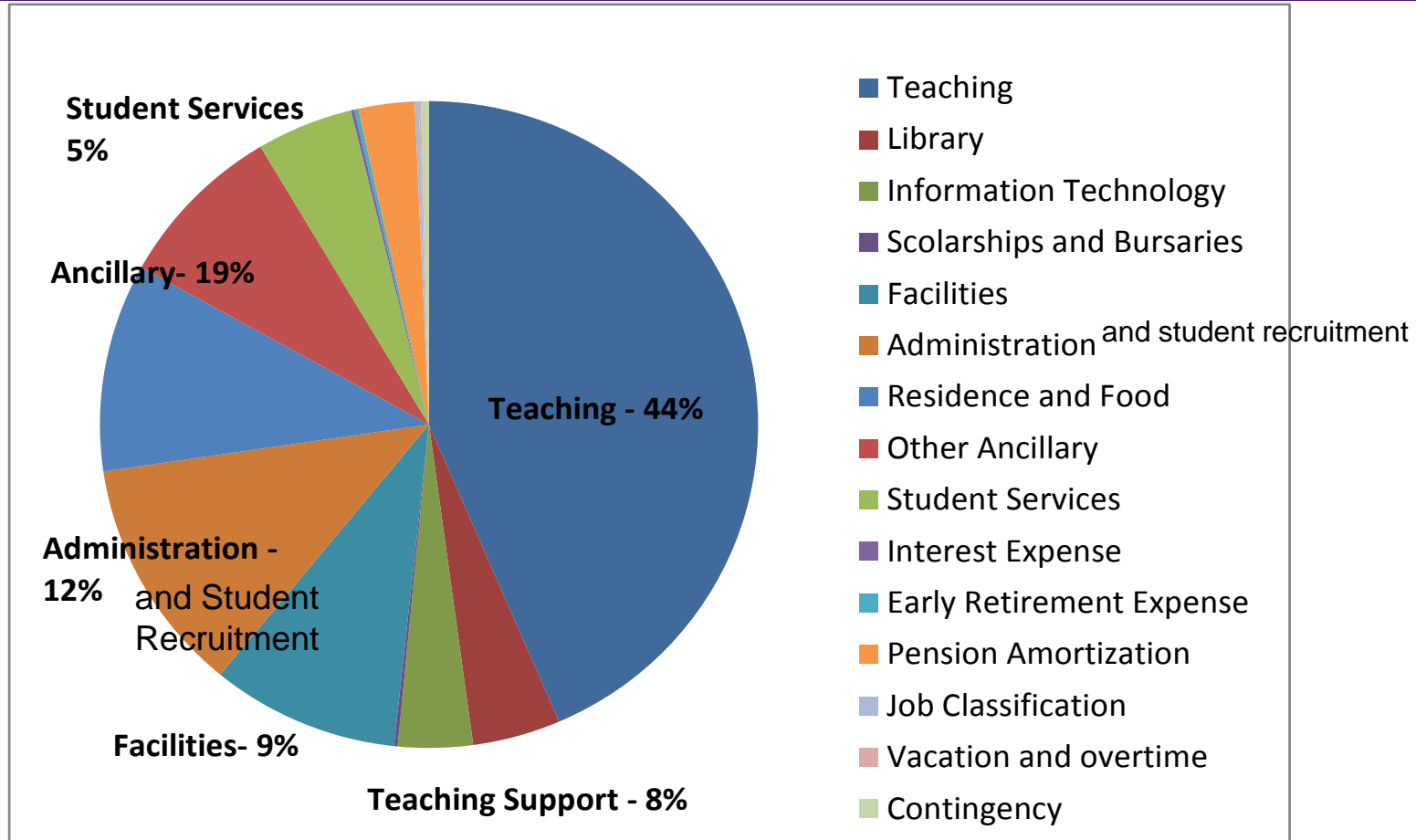
If it grows to \$25 million:

- The payments on the deficit will be about \$2.5 million per year
- The University's share will be \$1.5 million per year
 - The 10-year plan included only \$300,000

Why has the pension plan deficit increased?

- People are living longer.
- Mortality tables which are used to estimate liabilities have changed.
- Maturity of the plan (high percentage of retirees and people approaching retirement)

Have we increased spending on one area more than another?



The breakdown of the pie has not changed since 2008-09

For example – Teaching was and still is at 44% of total

– Administration, including student recruitment, was and still is at 12% of total

Have we increased spending on one area more than another?

Bishop's University										
Total Operating Expenses										
(in 000's \$)		2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	Increase since	
		Actual	Actual	Actual	Actual	Actual	Forecast	Budget	2008-09	
		10 months							\$	%
EXPENSES										
	Teaching	16,472	17,994	17,290	20,315	20,870	21,544	22,119	5,647	34.3%
	Library	1,943	2,055	1,705	1,986	2,064	2,188	2,198	255	13.2%
	Information Technology	1,397	1,554	1,888	1,548	1,682	1,854	1,864	467	33.4%
	Scholarships and Bursaries	40	52	55	300	310	76	92	52	130.7%
	Facilities	3,895	4,072	4,183	4,718	4,634	4,731	4,693	798	20.5%
	Student recruitment	800	815	846	1,003	1,076	1,289	1,263	463	57.9%
	Administration	3,771	3,762	3,585	4,455	4,316	4,673	4,706	935	24.8%
	Residence and Food	3,871	4,388	4,233	4,890	5,044	5,134	5,279	1,407	36.4%
	Other Ancillary	3,489	3,681	3,701	4,091	4,450	4,164	4,255	766	22.0%
	Student Services	1,726	1,724	1,740	2,086	2,152	2,353	2,408	682	39.5%
	Interest Expense	228	37	82	47	57	70	85	143	-62.8%
	Early Retirement Expense	- 487	613	- 309	240	222	18	100	587	-120.5%
	Pension Amortization	434 -	31	361	709	1,240	1,240	1,399	965	222.4%
	Job Classification	- 51	-	70	145	-	102	103	154	-304.5%
	Vacation and overtime	-	-	-	60	48	-	51	51	
	Net change in fair value of investments	-	-	-	-	8	-	-	-	
	Contingency	-	-	-	-	-	129	200	200	
	Total Operating Expenses	37,529	40,716	39,432	46,593	48,173	49,566	50,816	13,287	35.4%

Why do we have money for new buildings when we are in a financial crisis?

- MESRST funding to higher education is broken down into funds:
 - Operating
 - Research
 - Capital
- These funds are not interchangeable
- Capital funding is the PQI which has restricted use (excludes Residences, Arena, Golf and Sports Centre addition) – we have been receiving \$4.7 million annually
 - McGreer and Johnson Roof
 - Energy Savings Project
 - Classrooms
 - General renovations
- Sports Centre construction and renovation is funded by:
 - Federal Government \$13.25 million
 - Provincial Government \$13.24 million
 - City of Sherbrooke \$3 million
 - Philanthropy – for equipment and non-admissible costs – approx. \$3 million

2015-16 Deficit

\$3.6 million

- 50% from government and tuition \$1.8 million
- 50% from our efforts \$1.8 million
 - Increased Revenue
 - Decreased Expenses

\$1.8 million

- **Revenue:**

- 150 students
 - 150 students x \$12,000 in tuition and grants = \$1.8 million
- Increase ancillary revenue by 18.5%
 - Total ancillary revenue budgeted at \$9.7 million in 2014-15
 - Increase by 18.5% with no increase in expenses

- **Expenses:**

- Reduce total costs by 3.5% vs. 2014-15 budget
 - \$50.8 million x 3.5% reduction = \$1.8 million
- Reduce salary mass by 4.8% vs. 2014-15 budget
 - Salary roll-back
 - Reduce positions

Can we use the money from the Foundation to reduce our deficit?

Transfers from the Foundation (2012-13)

	<u>Restricted</u>	<u>Unrestricted</u>	<u>Total</u>	
Scholarships and bursaries	\$ 839	\$ 607	\$ 1,446	58%
Library	157		157	6%
Academic enrichment	184		184	7%
Athletics	110		110	4%
Research	89	70	159	6%
Other	321	123	444	18%
Total	\$ 1,700	\$ 800	\$ 2,500	100%
	68%	32%	100%	

68% of the donations received are restricted

Most of the unrestricted donations go towards scholarships and bursaries

How do our revenue and costs compare with the other U4 universities?

Annual Revenues (excluding research) by FTE	<u>2011-12</u>	
	Bishop's	Mount Allison
Donations & Non-Government Grants	\$ 817	\$ 1,142
Investment & Endowment Income	\$ 412	\$ 1,092
Other Income	\$ 5,265	\$ 5,972
Government	\$ 10,642	\$ 8,071
Tuition & Other Fees	\$ 5,484	\$ 7,906
TOTAL REVENUE PER FTE	\$ 22,620	\$ 24,182

- Mount Allison receives an additional \$1,562 per student.

Conclusion

- ❖ The current challenges are nobody's fault.
- ❖ We are trying to run a small, residential undergraduate university in a government funding model which does not support it.
- ❖ With the exception of the U4 universities, virtually no one tries to run this model in a public system.

Conclusion

❖ We have many strengths:

- A distinct mission
- Exceptional student experience
- A civil and respectful community
- A shared sense of purpose
- Outstanding people

We will succeed if we remain united.

Enjoy your summer !

