

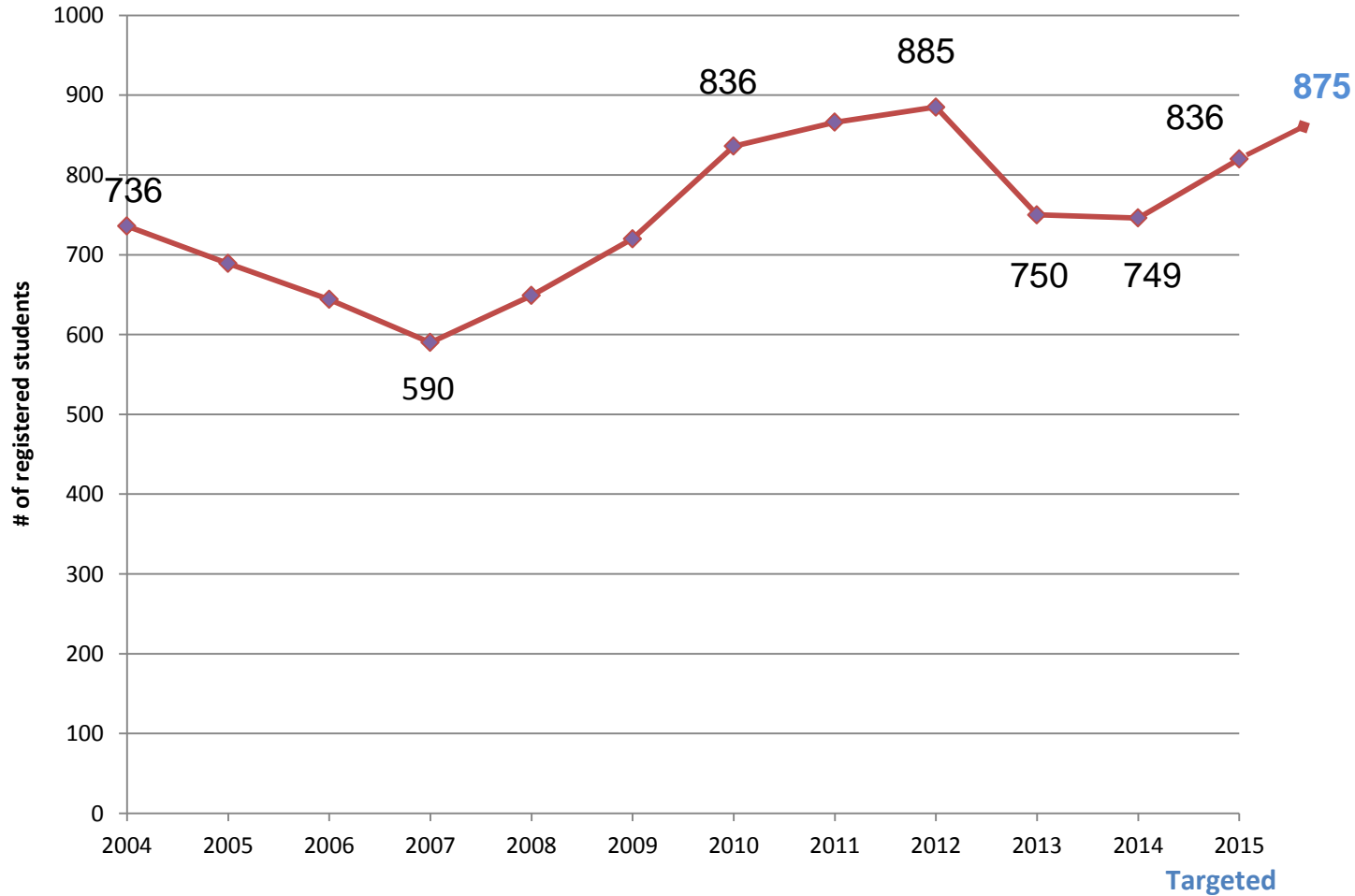
# TOWN HALL MEETING

June 22nd, 2016



# ENROLMENT

# New Full-time Incoming Students since 2004



# Enrolment Projections and Initiatives

- ❖ 3.1% (29) more “Will Attends” vs. same time last year
- ❖ On track to target of 875 new full-time students.
- ❖ Acceptance Deposit increased from \$100 to \$350
- ❖ Increases in Business, Education and Social Sciences
- ❖ Increases from BC, Prairies, Atlantic Canada and Internationally
- ❖ More data (e.g. surveys of students who accepted and declined).
- ❖ Overall enrolment is contingent on strong retention.

# THE STUDENT EXPERIENCE

# Model United Nations



Emma Fingler and  
Hannah McLean  
Outstanding Delegates  
Award



This year's delegation received the highest  
honour of Outstanding Delegation

# Bishop's Exceptional Student Talent (B.E.S.T.)



**Alyssa McLean**



**Noémie Fortin**



**Amanda Corkum**



**Chelsey Paquette**



**Gabrielle Lesage**



**Philippe Laporte**



**Connor Richter**



**Laura Crack**



**Sophie Duchesne**



**Janie Damien**



**Sarah Legge**

# Donald Lecture Series



**Paul Wells**

Political Editor,  
Maclean's Magazine



**Edward  
Snowden**

Former CIA  
Intelligence Officer



**Naomi Klein**

Journalist, Author

# Up Weekend: Debating



Debate Tournament Champions:  
Ryan Lundell-Creigh and Anna Rogic



Guest Speaker: Dennis Edney  
Omar Khadr's lawyer

# U4 Weekend: TED Talks

Matthew Robinson



Dr. Michele Murray



Rev. Heather Thomson



# U4 Weekend: Quebec Model United Nations



# Business Case Competition



**U4**

Case Competition and Conference:  
Liberal Education Prepares U4 Global Citizenship  
February 6<sup>th</sup>

10:00am -  
3:00pm

## Mock Interviews

Presented by  People. Fit. Perfect.

1:00pm  
H304



Discovering and Finding Your Passion  
**Amanda Aitken** -  
Entrepreneuse extraordinaire

2:00pm  
H304



The Role of Business in Innovative Social Change  
**Zita Cobb** - Founder and  
CEO of Shorefast foundation

3:00pm

## Case Competition Finals

Come get to know our judges after the event!!

4:00pm

## Surprise Keynote Speaker

Follow us on Facebook for more information

Sponsors



UNIVERSITÉ  
**BISHOP'S**  
UNIVERSITY

# QUEUC

Quebec Universities English Undergraduate Conference

March  
11 & 12,  
2016



## Stand Out.

Submit your research essay to present at Canada's premier undergraduate conference in the Humanities by January 15, 2016.

[www.queuc.com](http://www.queuc.com)

 [facebook.com/queuc](https://facebook.com/queuc)  
 [@queuc](https://twitter.com/queuc)

QUEUC 2016 will take place on March 11 & 12, 2016 and is hosted by the Bishop's University Department of English in Shebrooke, QC. For more information, please go to [www.queuc.com](http://www.queuc.com)



# Hack Sherbrooke

LUNDI 25 AVRIL 2016 **laTribune**

## › DES ÉTUDIANTS DE BISHOP'S REMPORTENT HACK SHERBROOKE

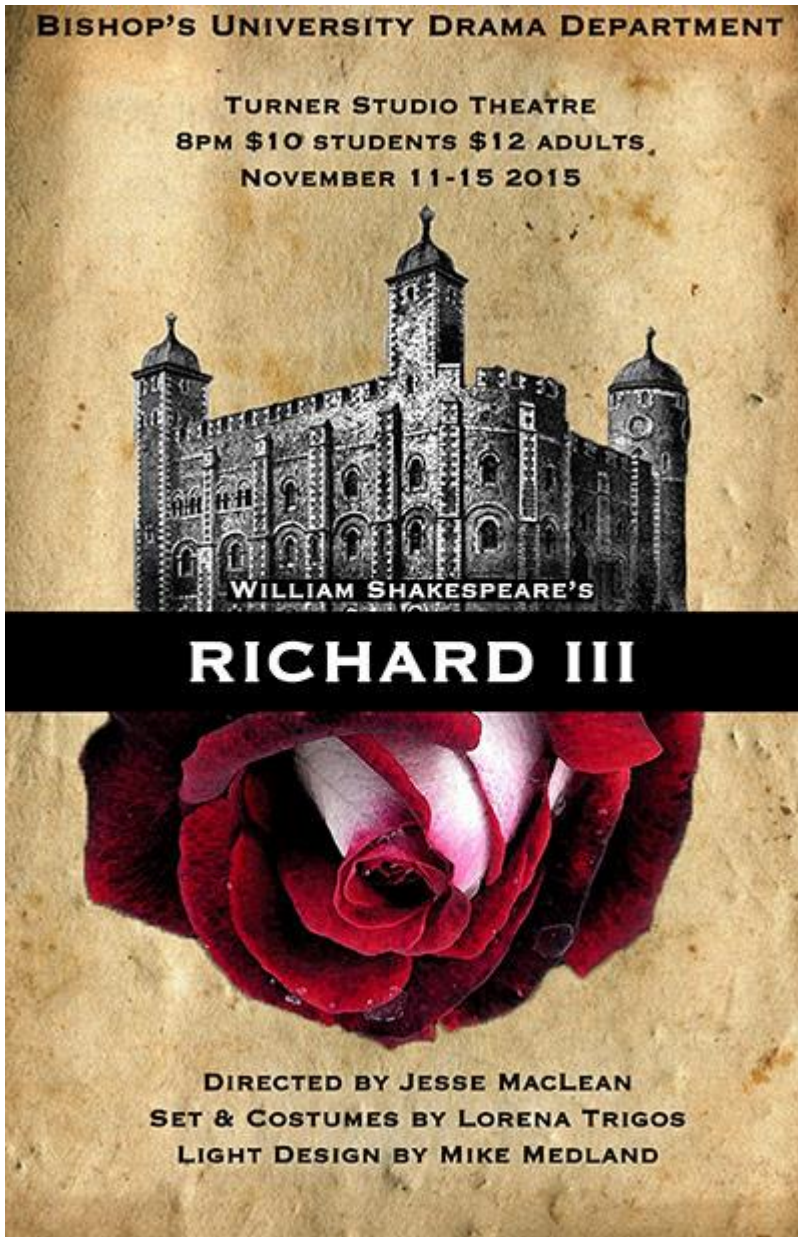


Les applications créées par les onze équipes de la 3<sup>e</sup> édition du *hackathon* Hack Sherbrooke ont surpassé les attentes des membres du jury. Les quelque 60 participants devaient créer une application en 24 heures sous le thème « Ville augmentée – mieux accueillir, mieux vivre ». Le premier prix a finalement été remis à l'application SherHome de Joshua Larouche, Daniel Corrêa Tucunduva, Fabio Cozzuto, Jacob Courtemanche et Ignatius Rautenbach, tous étudiants à l'Université Bishop's. Ils ont reçu leur prix en compagnie de Bruno Vachon (à gauche), conseiller municipal et président de la Société de transport de Sherbrooke et d'Annick Rivest, présidente de SociÉTIC. D'autres prix ont été remis, pour un total de plus de 6000 \$. —PHOTO

SPECTRE MÉDIA, MARIE-LOU BÉLAND

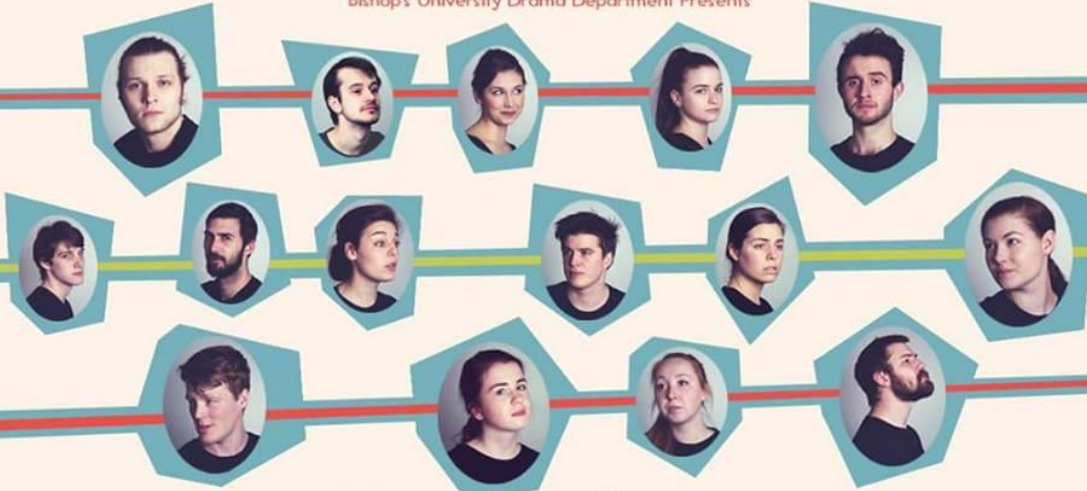
For the 2nd year in a row, Bishop's won 1st Prize at HackSherbrooke

# Drama



# Drama

Bishop's University Drama Department Presents



written by William Shakespeare  
Directed by Greg Tuck

## Twelfth Night

or what you will

March 10 to 13 2016  
Centennial Theatre  
\$12 students \$20 adults \$15 seniors  
8 PM


Set Design: Brian Smith Lighting Design: Michael Medland Costume Design: Candace Herring Musical Direction: Ian Tamblyn

BISHOP'S UNIVERSITY PRESENTS

# ECHOS

AN ORIGINAL MUSICAL

TURNER STUDIO THEATRE  
\$15 STUDENTS \$22 ADULTS  
8 PM JUNE 3-5, 7-11 2016



Directed by  
MICHAEL KENNARD  
Musical Directors  
JAMIE CROOKS &  
FANNIE GAUDETTE

A Collective Creation by  
students at  
Bishop's University

Asst. Director: Matt Beaver SM: Rebecca Duracher Asst. Music: Julia Blundon, Alex Cattaneo  
Props: Dominique Lemelin Scenography: Natalie Demmon, Charlotte Peters  
Costumes: Emma McGreeghan Lighting: Matthew Lundy Sound: Eric Saucke-Lacelle  
Band: Jamie Crooks, Fannie Gaudette, Dominique Massicotte, Mathieu Tarlo, Sebastien Hinse

# University Singers



The University Singers performed a Christmas concert with the Orchestre symphonique de Sherbrooke


# University Singers


A Bishop's University Singers'

# Christmas

Friday, December 4<sup>th</sup> • 8PM  
Centennial Theatre  
Bishop's University

Jingle Bell Rock  
White Christmas  
Baby it's Cold Outside  
Santa Claus is Coming to Town  
Have yourself a Merry Little Christmas  
and many more...



  
10\$ Student / 20\$ Adult  
Tickets: 819-822-9692

BISHOP'S UNIVERSITY SINGERS PRESENT

## SONGS OF THE THIRD MILLENNIUM

FRIDAY, APRIL 8 & SATURDAY APRIL 9 @ 8PM  
CENTENNIAL THEATRE, BISHOP'S UNIVERSITY

SONGS BY

ADELE  
BEYONCÉ  
BLACK EYED PEAS  
BRUNO MARS  
COLDPLAY  
DAVID BOWIE  
KATY PERRY  
LORDE  
MUMFORDS & SONS  
PHARRELL  
U2  
AND MORE!

PLUS SPECIAL GUESTS:  
JON MacAULAY  
BRANDON McNEICE



\$22 ADULTS / \$12 STUDENTS    BOX OFFICE: 819-822-9692

# Bishop's University Film Festival

The 2nd

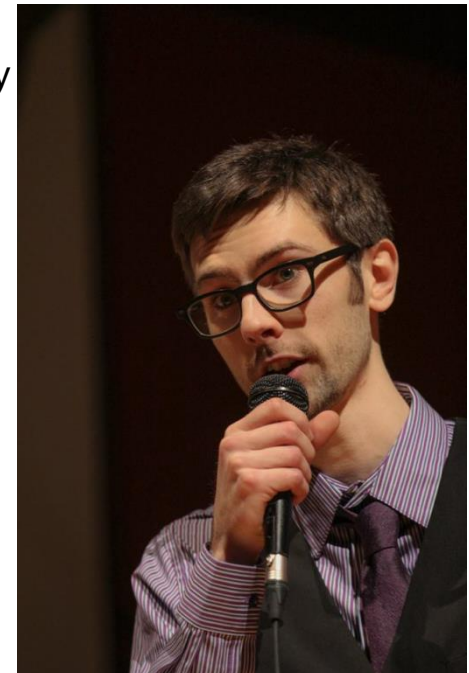
Annual

# BUFF 2016



Best Screenplay  
award-winner,  
Will O'Connell

Best editing and  
Best  
Cinematography,  
Benjamin Tracy



# University Athletics



Kelly Bradbury (soccer), Abdul Kamane (basketball), Jean Gayrard (football), Rob Engelken (head coach, lacrosse), Erica Scott (rugby), Lee Hudson (rugby), Ashley Millhomme (basketball).



Students thanking donors

Hommage to Bill Turner



# Adventurous Students

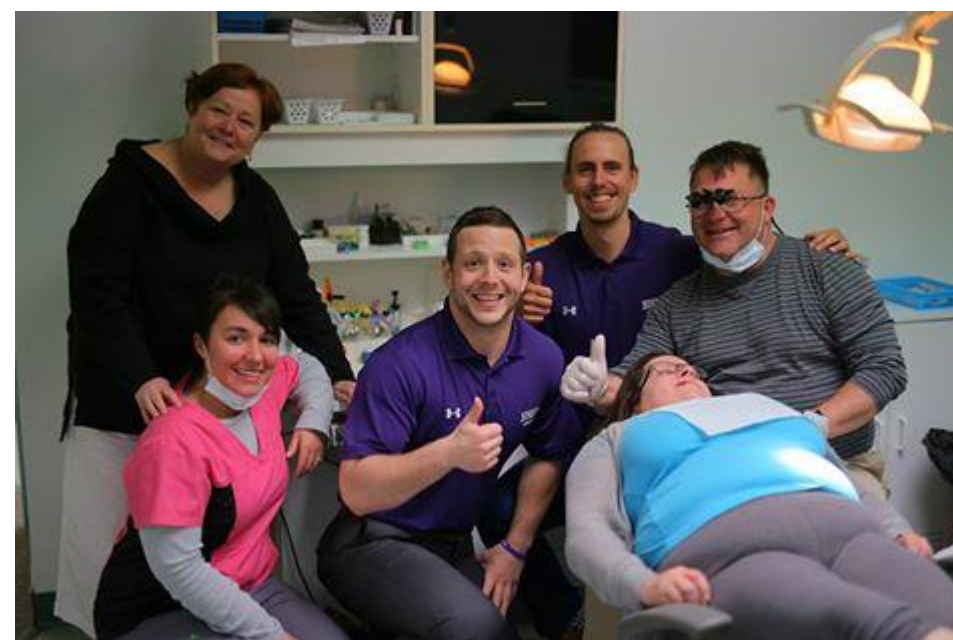
- Melina Querel '16, a Fine Arts major, is participating in a solo cross-Canada walking trip, called *Remapping and Deconstructing Canada*



Stéphanie Tavares Dagenais '16, a Sports Studies major, intends to visit every country in the world over the next three years.

# The Purple Canada Tour

Richard Lavoie, Shayne Cowan-Cholette and Benjamin Tracy are driving across Canada to meet with alumni and current and future students.



With Mike Arsenault, '90, a dentist in Halifax.



With a future Bishop's student during their first stop in Halifax.

# STUDENT SATISFACTION

# Maclean's

---

**#1** – Student Satisfaction

**#1** – Residence Living

**#1** – Quality of Instruction

## NSSE

---

(3,000 universities)

**Top 10%:** Supportive Environment

**Top 10%:** Student-Faculty Interaction

**Top 10%:** High Order Learning

**Top 10%:** Quality of Interaction

**Top 10%:** Collaborative Learning

## Huffington Post

---

**#1** – Extracurricular Activities

**#1** – Future Entrepreneurs

**#1** – Sports & Recreation

# STUDENT SERVICES

# Student Awareness

**“CAN I kiss you ?”  
conference by Mike  
Domitrz**

**On: September 3<sup>rd</sup>, 2015**

**At: Centennial Theatre**



# Student Awareness

The documentary **The Girls' Night Out** was shown in Centennial Theatre followed by a panel discussion.



On March 16<sup>th</sup>, representatives of 16 universities and 19 student associations representing close to 185 000 students, launched the campaign.

**SANS OUI  
C'EST NON!**


# 4<sup>th</sup> Mental Health and Wellness Week



Mental Health & Wellness Week  
Jan 25-29, 2016.



Monday Jan 25<sup>th</sup>:  
Healthy Relationships

TIME	ACTIVITY	WHERE?
11:00-15:00	Table in SUB lobby ✓ Sign-up sheets for <i>Wellness Day</i> activities ✓ Free food! (cookies, and fresh fruits)	SUB Lobby
11:00-14:30	Massage sessions (15 min.) *Must sign-up by Jan 22nd*	Health and Well-Being Lab (Mackinnon)
12:00-13:00	Share 1 minute of eye contact 	SUB Lobby
15:30-16:30	Student Panel: Sex and Relationships Led by Anna Rogic	Cleghorn room (McGreer 200)
16:30-17:30	Keynote address by Dr. Heather Lawford & Dr. Sline Linden-Andersen: "Life hack your relationships"	Cleghorn room (McGreer 200)



Mental Health & Wellness Week  
Jan 25-29, 2016.



Tuesday Jan 26<sup>th</sup>:  
Stress, burn-out & depression

TIME	ACTIVITY	WHERE?
11:00-15:00	Table in SUB lobby ✓ Sign-up sheets for <i>Wellness Day</i> activities ✓ Free food! (cookies, and fresh fruits)	SUB Lobby
11:00-14:30	Massage sessions (15 min.) *Must sign-up*	Health and Well-Being Lab (Mackinnon)
12:00-13:00	IT's OK to ask for help. Be your own hero.	Cleghorn room (McGreer 200)
15:30-17:00	Keynote address by Dr. Jackie Bailey and Dr. Suzanne Hood: "HELP!!! I think that my Stress has turned into <i>BURNOUT</i> "	Cleghorn room (McGreer 200)



Mental Health & Wellness Week  
Jan 25-29, 2016.



Wednesday Jan 27<sup>th</sup>:  
Hope and Love Day

TIME	ACTIVITY	WHERE?
11:00-15:00	Table in SUB lobby ✓ Sign-up sheets for <i>Wellness Day</i> activities ✓ Gift bags and crafts ✓ Photo booth and laughs ✓ Free food! (cookies, and fresh fruits)	SUB Lobby
12:00-13:00	Talk by Dara Sadek and Beverley Lawrence: "Overcoming a rare disease"	Cleghorn room (McGreer 200)
15:30-17:00	Keynote address by Dr. Lisa Mask & Lisa Tejpar: "Vitamins for the soul: loving thyself through self-compassion and gratitude"	Cleghorn room (McGreer 200)



Mental Health & Wellness Week  
Jan 25-29, 2016.



Thursday Jan 28<sup>th</sup>:  
Be you, authenticity, gender stereotypes

TIME	ACTIVITY	WHERE?
11:00-15:00	Table in SUB lobby: ✓ Sign-up sheets for <i>Wellness Day</i> activities ✓ Free food! (cookies, and fresh fruits)	SUB Lobby
12:00-13:00	"Yoga du rire" / Laughing therapy with Pierre Beaudoin	Cleghorn room (McGreer 200)
15:30-17:00	Keynote address by Dr. Walter S. Marcantonio: "Seeking help for mental health issues: Don't let your male ego get in the way"	Cleghorn room (McGreer 200)



Mental Health & Wellness Week  
Jan 25-29, 2016.

Friday Jan 29<sup>th</sup>: Wellness Day!

All activities are FREE for Bishop's students and staff!

Sign-up for the activities you like from  
Monday Jan 25<sup>th</sup> to Wednesday Jan 27<sup>th</sup>  
between 11:00- 15:00 in the SUB lobby.

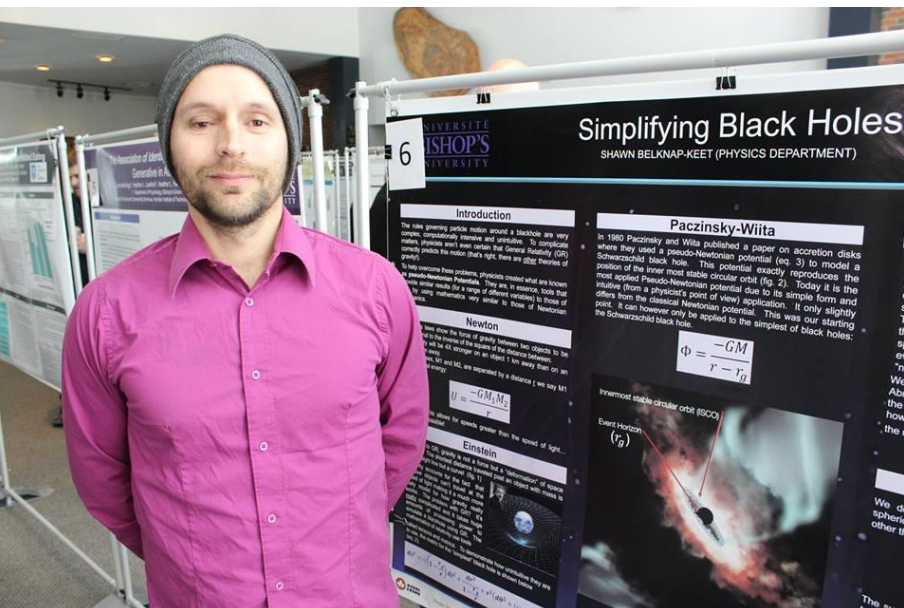
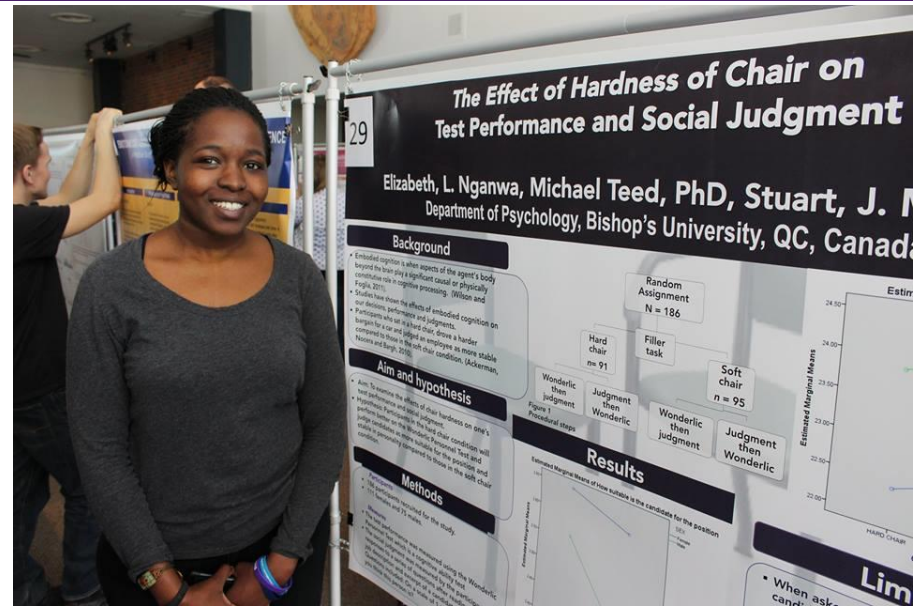
TIME	ACTIVITY	WHERE?	SPOTS AVAILABLE	Minimum required
08:30 - 10:30	Cat-Café <b>NEW</b>	Paferson Assembly Hall	unlimited	-
09:00 - 10:00	Zumba	Dance Studio	25	5
10:00 - 11:00	Meditation	Multipurpose #1 (Sports Centre)	25	5
10:00 - 11:00	Sushi Workshop	Adam's Dining Room (DeWurst)	20	10
10:00 - 16:00	Massage sessions (15 min.)	Health & Well-Being Lab - Mackinnon The Club	36	-
11:00 - 14:00	Puppy room	VIP Room (Sports Centre)	unlimited	-
11:00 - 12:00	Yoga (mats provided)	Dance Studio	25	5
11:30 - 13:00	Free swim	Swimming pool	unlimited	-
12:00 - 13:00	Bootcamp	Dance Studio	25	5
12:00 - 14:00	Art with Impact workshop <b>NEW</b>	Paferson Assembly Hall	60	-
14:00 - 16:00	Behind the Mask: Mask-making workshop (drop-in sessions) <b>NEW</b>	Community Art Lab	Until max capacity is obtained	-
14:00 - 17:00	Bubble Soccer <b>NEW</b>	Gymnasium	60	10
15:00 - 16:00	Sushi Workshop	Adam's Dining Room (DeWurst)	20	10



UNIVERSITÉ  
**BISHOP'S**  
UNIVERSITY

# ACADEMIC MISSION

# Research Week



# Research Week



Dr. Adrianna Mendrek: Recipient of the 2016 Research and Creativity Award

# Research grants

Social Sciences and Humanities Research Council (SSHRC):



Anthony Di Mascio

Gilbert Gagné



Matthew Peros



Heather McKeen-Edwards

# Research grants

- Natural Sciences and Engineering Research Council (NSERC)



Patrick Bergeron



Jonathan Carrière



Valerio Faraoni

# William and Nancy Turner Teaching Award

Dr. Christopher  
Stonebanks



# Gordon Educational Leadership Fund

## 2016 recipients

### PROJECT I

#### **Understanding Reconciliation and Higher Education**

Avril Aitken

Mary Ellen Donnan

Jean Manore

### PROJECT II

#### **How do Institutional Cultures support Educational Leadership in Higher Education?**

Michael Childs

Jamie Crooks

Corine Haigh

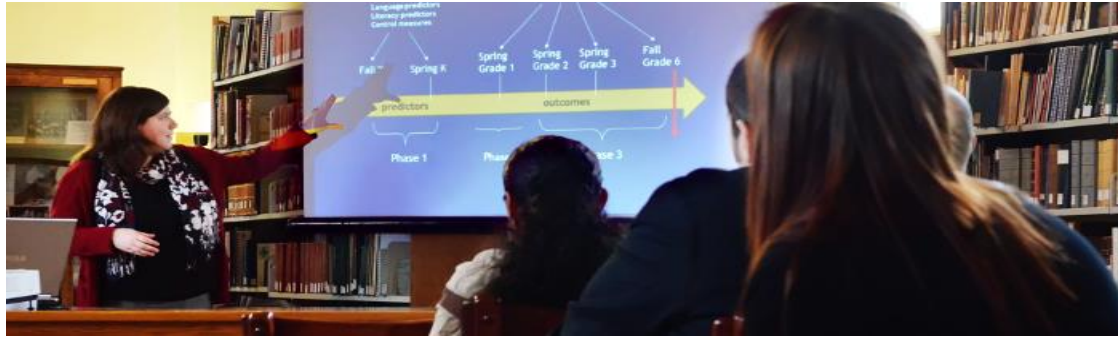
Kerry Hull

Michele Murray

Jessica Riddell

Michael Teed

# Teaching & Learning Centre Initiative



**" GAME ON! Debriefing a conference on games and simulations in the classroom".**

**“The Chemistry of Good Teaching and Learning – Theory, Tactics and Strategies for the Science Classroom” by**

Dr. Glen R. Loppnow,  
Associate Dean, Learning and Innovation  
Faculty of Science  
University of Alberta

# Graduate Certificate in Brewing Science



# Graduate Management Certificate



# Graduate Certificate:TIESL

File Edit View History Bookmarks Tools Help

BU \*NEW!\* Graduate Certificat... x +

www3.ubishops.ca/academic-programs/continuing-education/new-graduate-certificate-in-teaching-intensive-english-as-a-s

Search

Most Visited Getting Started Bishop's BU directory | Bishop's Google

myBU • Moodle • WebMail

 UNIVERSITÉ BISHOP'S UNIVERSITY

## \*NEW!\* Graduate Certificate in Teaching Intensive English as a Second Language (TIESL-EIALS)



**Pour accéder à la version française de la page du Certificat de deuxième cycle en enseignement intensif de l'anglais langue seconde (EIALS), cliquez ici.**

In accordance with the recent changes made by the Ministère de l'Éducation, du Loisir et du Sport to the elementary and secondary pedagogical curricula, and in collaboration with the office of Continuing Education, the

- Home
- \*NEW!\* Graduate Certificate in Teaching Intensive English as a Second Language (TIESL-EIALS)**
  - Admission Procedure
  - FAQ
  - Contact Us
- General Interest Students
- Knowlton Campus
- Explore - ESL Immersion
- English Second Language
- Contact
- Français

FR 9:41 AM 6/20/2016

# Senior Academy for Lifelong Learning

- November 16 and 17<sup>th</sup>
- **Dr. Gordon Barker:** Northern Freedom: Canada and the Underground Railway
- **Dr. Sarah-Myriam Martin-Brulé:** Global Threat: Understanding ISIS in Canada and the world
- **Scott Stoddard:** Viruses, scams and Trojan horses: protecting your home computer.
- **Janice LaDuke:** Owner, Black Cat Books: The Can-Lit Bucket List: the top ten 'must haves' for any Canadian bookshelf



# CONVOCATION

# Convocation 2016



# Convocation 2016



# Chancellor's Dinner



# Chancellor's Dinner



# Julia Blundon and Adele (Dr. Jenn Cianca)



# Dr. Abel Bosum



# Dr. Xavier Dolan



# Honorary Doctorates



**Abel Bosum**

**Sophie Brochu**

**Xavier Dolan**

**Monique Gagnon-Tremblay**

# Convocation

## CENTENNIAL

## SPORTS CENTRE

Pros

Physical set up is 85% done

Better sight lines, sound and lighting

Comfortable chairs

Intimate setting

Opportunity to showcase our Theatre

More seats for guests of graduands

Two ceremonies

No tickets required

Receptions on the TD Terrace

Cons

Students are limited to two tickets for family and friends

Three ceremonies in two days

More expensive \$11,000 (2012)

Set up: goes from ½ day to 4-5 days  
Tear down: goes from 3 hrs to 1 day

Less comfortable (folding chairs/bleachers)

Availability - both gyms may need to be available (Chancellor's Dinner & Convocation Ceremony)

# ADVANCEMENT OFFICE

# Top 10 After 10



**Leslie Biles '97**  
Director, Venue and  
Event Management  
Arts Commons  
Calgary, AB



**Trevor Lovig '96**  
Vice President of  
Human Resources  
CAE Inc.  
Montreal, QC



**Jason MacDonald '94**  
Vice President Corporate  
Communications  
Hill + Knowlton Strategies  
Ottawa, ON



**Tara Holland '03**  
Science Teaching and  
Learning  
Fellow/Lecturer  
UBC  
Vancouver, BC



**Roy Millen '96**  
Partner  
Blake, Cassels &  
Graydon LLP  
Vancouver, BC



**Drew Hamblin '97**  
Supermarine  
Holdings Ltd.  
Toronto, ON



**François Rivard '97**  
President & CEO  
Innocap Investment  
Management (National  
Bank and BNP Paribas)  
Montreal, QC



**Jessica Roselli '94**  
Sergeant  
Peel Regional Police  
Orangenville, ON



**Laura McElwain '98**  
Chief Operating Officer,  
Global Banking  
HSBC Securities  
(Canada) Inc.  
Toronto, ON



**Chris Gokiart '94**  
Critical Mass  
Calgary, AB

# Gaiter Classic 2016 – \$53,000 raised



# Capital Campaign



# Desjardins Scholarship



# Joyce Foundation



# TD Terrace



# Campaign Update

Our New Goal

\$36,000,000

by Homecoming 2017



# CONFERENCE SERVICES

# Use of the Sports Centre



Montreal Alouettes

→ 3 year contract

# Use of the Sports Centre



# WEBSITE

# Website

## Progress

- New website was launched on September 23, 2015
- Over 7,000 pages will be migrated to the new WordPress platform – manual process
- Will take until October 2016 to complete

## Statistics

### **New website is driving more traffic**

- 4% increase in new visitors from January to May (2015 vs. 2016)
- Bounce rate has decreased from 62.7% to 28.8%
- Visitors are spending more time on the website and viewing more pages
- Average time of 3 minutes 50 seconds per visit (increase of 19.2%) viewing 2.59 pages per session (increase of 9.5%)
- Greatest increases are international visitors :
  - China +144.9%
  - Brazil +50.0%
  - Germany +19.3%

# COMMUNITY

# Paris Attacks



# Values in Action

BU-CRC Refugee Sponsorship Garage Sale raises  
\$20,192



# INFRASTRUCTURE

# Abbott



# Abbott



# Alumni House



# Learning Commons



# Science labs



# 2016-17 Capital Plan

The 2016-17 Capital Plan includes projects valued at **\$94 million** over a five-year period (2016-17 to 2020-21).

	Priority code	Total 2016-2021
<b>Academics</b>		
Learning Common	1	\$ 17,000,000
Johnson (lab, roof, greenhouse, etc.)	2	\$ 9,620,000
Hamilton (experiential learning, classroom, office, etc.)	3	\$ 3,040,000
Other		\$ 5,513,570
		<b>\$ 35,173,570</b>
<b>Student Services</b>		
Residences	1	\$ 36,825,000
Sports Centre (HVAC, pool, etc.)	2	\$ 5,338,240
Cafeteria	3	\$ 3,800,000
Other		\$ 4,435,672
		<b>\$ 50,398,912</b>
<b>General</b>		
McGreer	2	\$ 4,000,000
Other		\$ 4,064,715
		<b>\$ 8,064,715</b>
<b>TOTAL</b>		<b>\$ 93,637,197</b>

## 2016-17 Capital Plan

- An audit was performed by an external firm to evaluate the rate of decay of Bishop's buildings eligible for PQI funding (excludes residences, the arena, the golf course, the Knowlton building, etc.).
- The rate of decay is:  
$$\frac{\text{Estimated cost of deferred maintenance}}{\text{Total value of the buildings}}$$
- The rate of decay for public buildings is expected to be below 15%. Bishop's rate of decay is 28%.
- Based on the current amount of PQI funding allocated annually to Bishop's (appr. \$4.5 million), it will take 10 years to reach the 15%.

# Information Technology

- The ITS team has developed a three-year plan for our information technology systems (applications).
- The investment required is \$2M and will be funded by the operating fund over the next ten years (part of our recovery plan).

# Information Technology

## Systems

## Cost <sup>(1)</sup>

### Student Experience Systems

Student information and recruitment systems  
Residence systems

\$1.3M

### Business Systems

Finance, HR, procurement systems

\$0.4M

### Facility Management Systems

Building & Ground, Security, Sports Centre,  
Conferences and other systems

\$0.3M

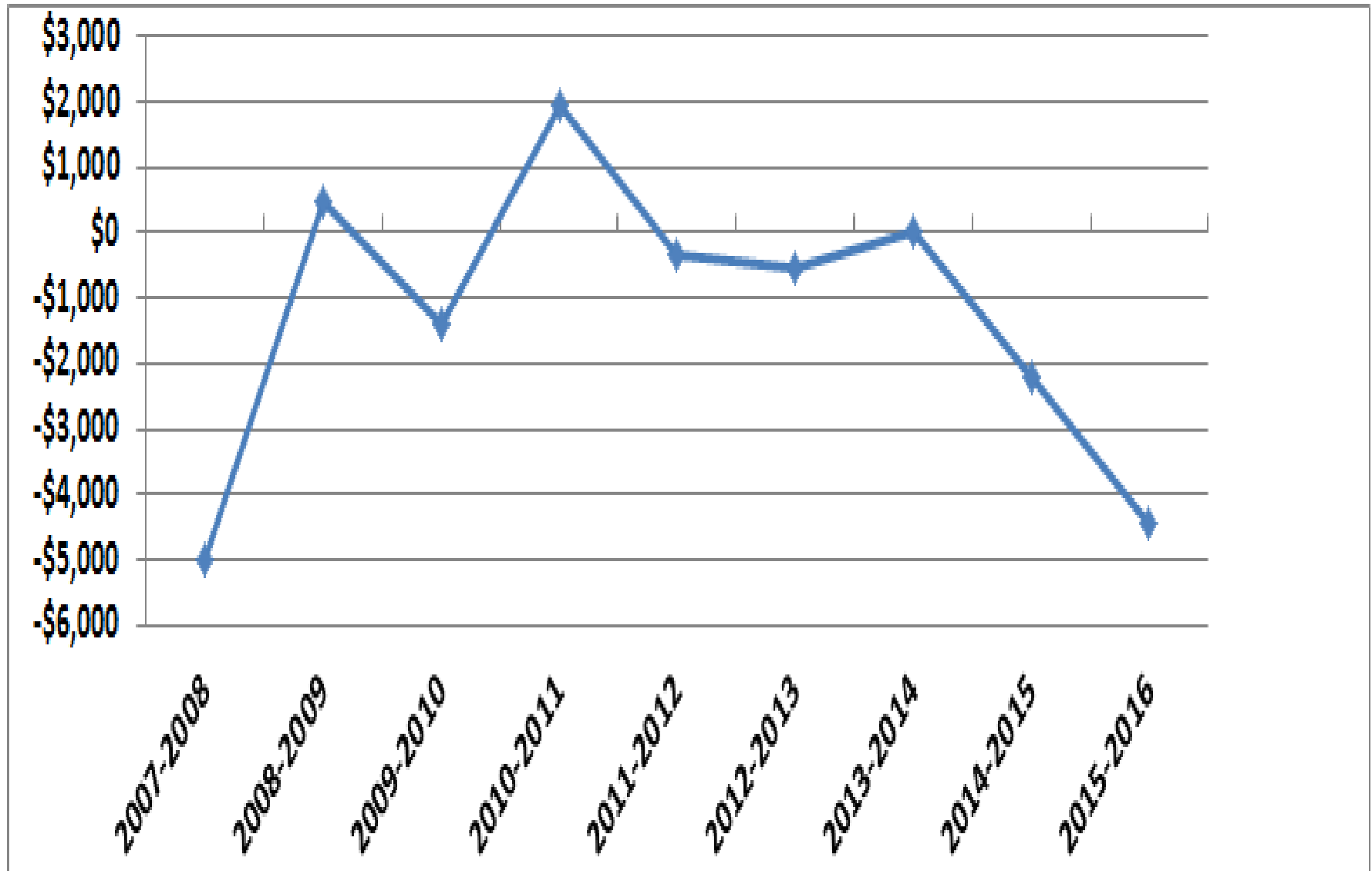
### Total

\$2.0M

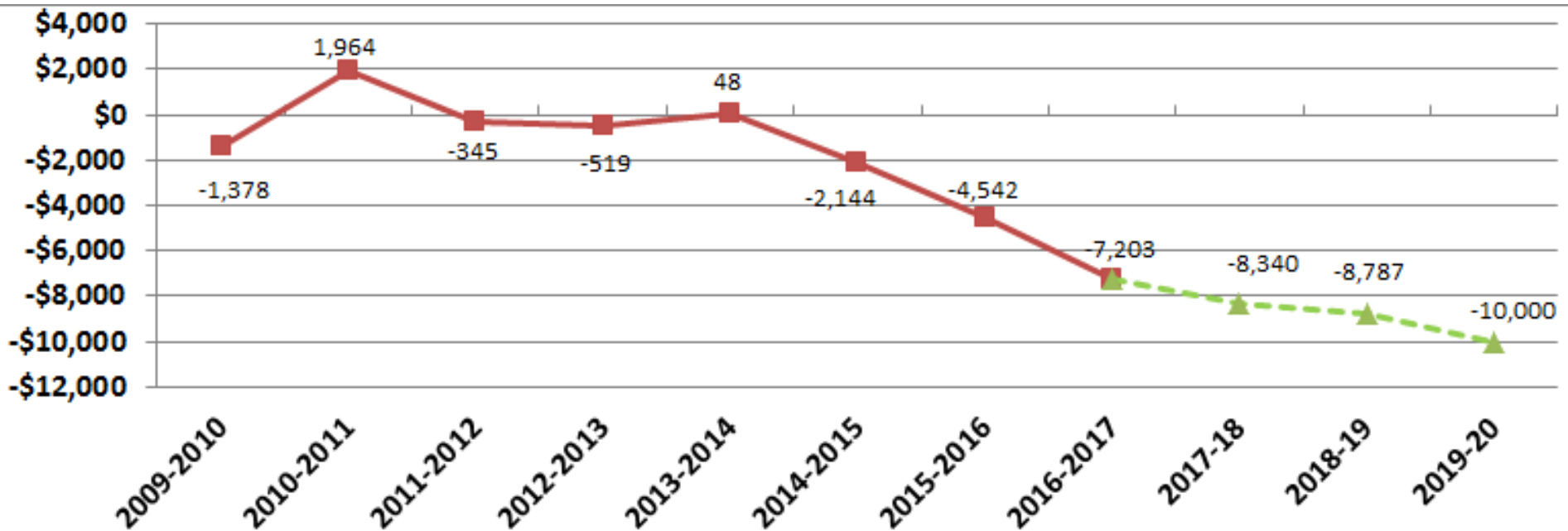
(1) One time cost plus annual support and maintenance

# FINANCES

# Financial results 2007-2016



# Projected annual deficit if status quo



# Six major factors causing the financial crisis

1. Underfunding in comparison to the other small universities
2. Our academic programs are too costly for size of student body
3. Tuition freeze
4. Cut in government grant
5. Deferred maintenance of residences
6. Pension plan

# Sustainability Task Force

Chair: Dr. Trygve Ugland

Members:

Nick Andrews

Anthony Di Mascio

France Gervais

Jean Manore

Michele Murray

Robert Palmer

Miles Turnbull

Brad Willms

14 recommendations

**FINAL REPORT WITH  
RECOMMENDATIONS**

---

Task Force to develop a long-term  
sustainability model for  
Bishop's University

---

Bishop's University

April 2, 2016

# Financial Projections

1. An annual operating deficit in 2019-20 of \$10M and an accumulated deficit of \$28M.

# Guiding Financial Principles

1. Within five years, each area of the University will operate on a self-sustaining basis.
2. The Academic budget will be determined by the funds received through the teaching grant and a portion of tuition and student fees.
3. As is the case now, the student services budget will be covered primarily by the fees paid by the students.

# Guiding Financial Principles

4. The Ancillary Services budget will be determined by the revenue generated by those services. Net revenues from Ancillary Services will be reinvested in these services, including the cost of renovating and maintaining the residences and other facilities.
5. The Administration operations will be organised to support the University's priorities and the budget will be determined by the funds provided by government for this purpose.

# Compensation Assumptions

We have assumed the following increases in compensation :

- 0% in 2015-16
- 1% in 2016-17, 2017-18, 2018-19 and 2019-20  
(to be negotiated)

# Incremental objectives by sector

	YR 1	YR 2	YR 3	YR 4	YR 5	
SUMMARY OF INITIATIVES BY SECTOR	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018- 19</u>	<u>2019-20</u>	
ACADEMIC	71%	917	2,360	3,621	4,211	4,235
STUDENT SERVICES	4%	53	140	164	188	213
ADMINISTRATION & OTHER DEPT.	14%	212	412	472	689	812
ANCILLARY SERVICES	12%	223	355	437	639	741
total of initatives identified		1,405	3,267	4,694	5,728	6,000

## **FINDING \$6M BY:**

GENERATING NEW  
NET REVENUES

**\$3.05M**

REDUCING COSTS +  
OPTIMIZING OUR  
VARIOUS ACTIVITIES

**\$2.9M**

# GENERATING NEW NET REVENUES

*(in year 5: 2019-20)*

**\$ 3.05 M of initiatives**

INCREASE  
ENROLMENT  
BY 14% &  
RETENTION  
BY 5%



**\$2.1 M**

NEW  
ACADEMIC  
PROGRAMS



**\$433K**

NEW FIO' ,  
INCREASED  
TUITION TO  
INTERN'L  
STUDENTS



**\$121K**

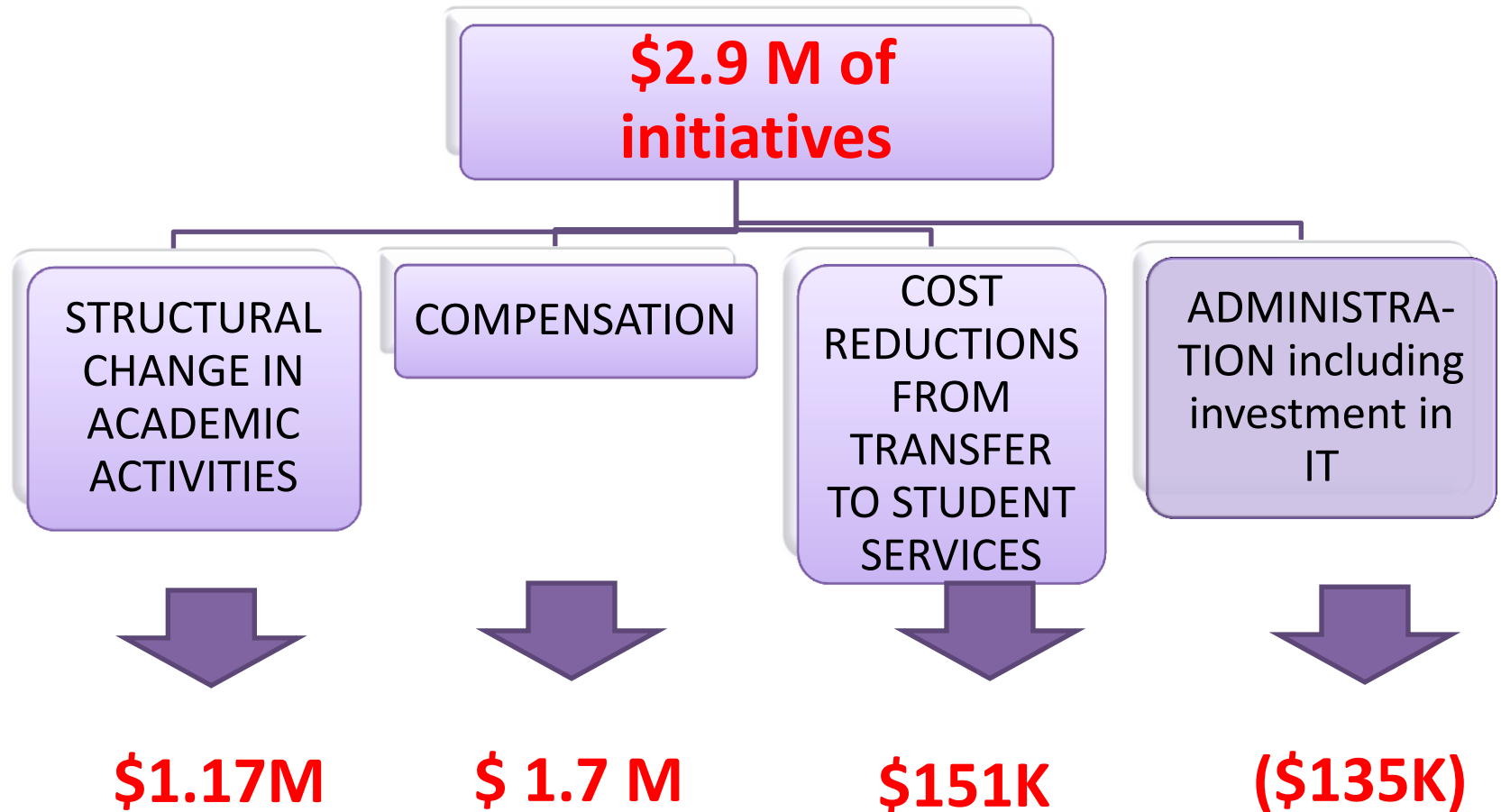
INCREASED  
PROFITABILITY  
FROM  
ANCILLARY  
SERVICES ,  
AFTER RESERVE



**\$397 K**

# COST REDUCTION STRATEGIES

*(in year 5: 2019-20)*



# ADMINISTRATION & OTHER

YR 1    YR 2    YR 3    YR 4    YR 5

2015-16   2016-17   2017-18   2018-19   2019-20

## ADMINISTRATIVE COST REDUCTIONS

Restructure Management positions	47	49	52	54	57
Reduce discretionary budgets of administrative depar	100	102	104	106	108
Upgrade and optimize ITS and library systems		(100)	(300)	(300)	(300)
	147	51	(144)	(139)	(135)

# STUDENT SERVICES

YR 1	YR 2	YR 3	YR 4	YR 5
<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018- 19</u>	<u>2019-20</u>

## STUDENT SERVICES EXPENSES TRANSFER FROM THE OPERATING BUDGET

100% of the cost for Student Safety		32	33	33	34
An additional 10% of the cost of Office of Student Affairs		21	31	41	51
Overhead costs of student services	44	62	63	65	66
	44	115	127	139	151

# ANCILLARY SERVICES

	YR 1	YR 2	YR 3	YR 4	YR 5
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018- 19</u>	<u>2019-20</u>
Improvement of financial performance of all ancillary services	191	325	347	521	597
Additional reserve for deferred maintenance of the sports center		(200)	(200)	(200)	(200)
Increase in revenues due to increase in enrollment	-	187	226	232	237
	191	312	373	403	434
	38%	62%	75%	81%	87%

# ACADEMIC SECTOR

# Academic programs

1. One of our guiding principles is that our academic programs must operate with the funding provided to them by the government funding formula
2. Our priority will be to build the delivery of our academic programs primarily – but not exclusively – around full-time faculty
3. One of the Task Force's key conclusions was that we have too few students for the number of classes we offer

# Academic programs

4. The Task Force recommended that we develop a model for determining how best to allocate our full-time and part-time faculty resources.
5. Under Brad Willms' leadership a new resource allocation model (RAM) has been developed and will be presented to Senate next fall.
6. The RAM score is an educational tool to help our academic units understand their financial health and to create an incentive to optimize resources.

# Academic sector

7. It is evident that it is more financially advantageous to have a professor teaching 100 students in a class than 10 students.
8. It is less intuitive that two professors each teaching different classes of 30 students may generate very different amounts of revenue.

# Academic sector

9. The reason for this is that the government funding model provides more funds for some students, eg. physics than others eg. business.
10. We want to give our academic departments the information, incentives and autonomy to organize their academic offerings in a financially efficient way.

# Resource Allocation Model (RAM)

11. More resources will be directed towards areas that serve the greatest number of students.
12. Larger academic units will be asked to contribute to the overall financial stability of the University by subsidizing other important, foundational yet less popular and less well funded academic units.
13. But all academic units must improve their financial situation (some will be less deficitary, others will break even and others will become profitable or more profitable).

# Revised new curricular model

- ❖ Goal: a more streamlined, inspiring, structured and prescribed curriculum that:
  - reduces the need for so many courses,
  - maintains focus on liberal education,
  - includes all current academic areas,
  - works differently with what we have already.

# Three components

- 1) Four large interdisciplinary foundational courses, done by all students;**
- 2) A distribution requirement - students take one course in some or all of these areas:**
  - **The creative arts**
  - **English language and literature**
  - **Additional languages**
  - **Math, natural science and computer science**
  - **Individuals and society (e.g., Economics, Environmental Studies, Sports Studies, Psychology, Sociology, Political Studies, Business, Education);**
  - **Liberal arts foundations including Liberal Arts, Philosophy, Classics, Religion, History and Art History.**
- 3) Capstone or culminating experience (taken for credit) that requires application of their learning and competencies beyond the classroom.**

# Attracting more students: School of the Liberal Arts

- The Task Force recommended establishing a Liberal Arts School encompassing the departments of Classical Studies, Religion, Philosophy, and the program of Liberal Arts (and perhaps others).
- Focus on rebranding and attracting more students to these foundational yet unsubscribed areas

# Increase pondération mix: Graduate programming

- While Bishop's principal focus will remain undergraduate education, we will
  - A) double graduate-level FTE within five years
  - B) sustain and grow existing Master programs and certificates
  - C) Create a small number of new niche programs which will generate new net revenues- focus on Master of Arts programs in Humanities and Social Sciences and new graduate certificates.

# Reduce the number of duplicate and triplicate sections

- In 2015-16, there were 39 courses that had duplicate or triplicate sections for a total of 84 sections (24 courses are in Business; 2 in Education; 11 in humanities; 2 in social sciences)
- Theoretically, if every course were reduced to one section only, we would save 45 sections or \$420K
- May need larger classrooms or utilize existing spaces optimally

# Next steps and timelines

- A revised resource allocation formula (including RAM score tool) will be presented to Senate in October, 2016
- Foundational courses: ad-hoc committee will bring recommendations to Senate in November, 2016
- School of Liberal Arts: recommendation in fall, 2016
- Graduate programming: working groups set up at divisional level with progress report due in October, 2016

# Administration analysis

# Administration, includes staff and management in:

- Principal's Office
- VP Academic & Research Office
- VP Administration/Finance & Business Office
- Secretary General, Committees, Government Relations & Planning
- Recruitment and Admissions
- Registrar's office
- Advancement
- Human Resources & Communications

# Guiding principle

*The budget for Administration will be determined primarily by the funds received through the fixed portion of the teaching support grant and a portion of tuition fees.*

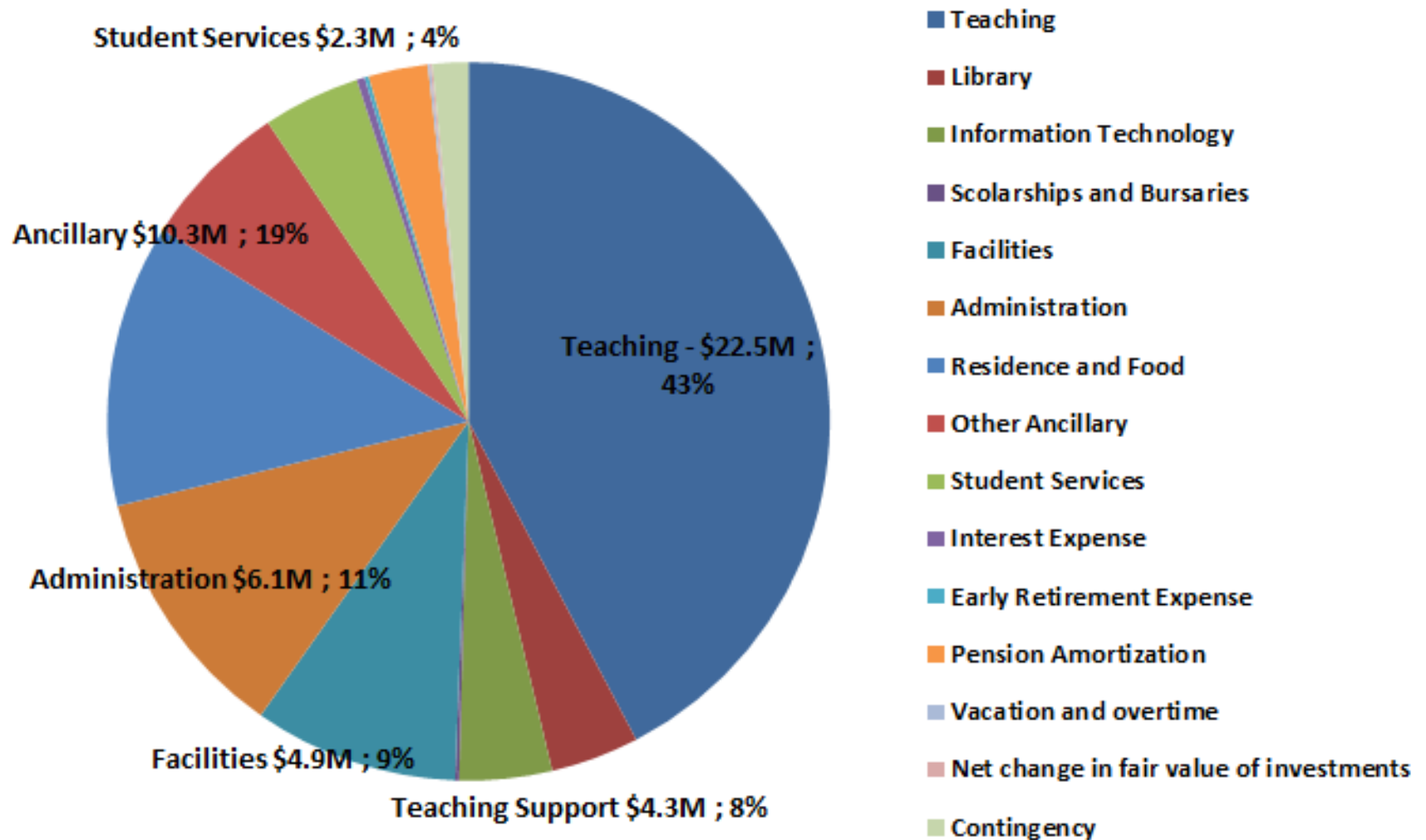
# Administration costs

- Salaries and benefits represent 70% of the administrative costs
- Other expenses represent 30% such as:
  - Recruitment and promotion costs
  - Maintenance and repairs supplies
  - Insurance, electricity
  - Convocation, membership dues (e.g. BCI and Universities Canada)
  - Professional fees (auditors, actuary, legal fees)

# Administration costs as a % of University's Budget

- Spending on administration in 2016-17, is projected to be 11% of the University's expenditures.
- Excluding student recruitment costs, it will be 9% of the total operating expenditures of the University in 2016-17. (It was 10.4% in 2008-09.)

# % of expenses versus total expenses



# Our ratio of administrators to number of students has remained constant


- In 2008-09, 1700 students = 36.7 administrative positions including management (.02 positions per student )
- In 2015-16, 2347 students = 47.3 administrative positions including management ( .02 positions per student )
- Net increase of 10.6 positions in the last 8 years primarily in recruitment and advancement.

# Over the last nine years our administrators have received lower percentage salary scale increases than faculty and staff

		Faculty/Librarians Actual / Budget	Staff / Managers Actual / Budget	Senior Mgmt Actual / Budget	
Year 0	2007-08	0.0%	1.5%	0.0%	
Year 1	2008-09	0.0%	1.5%	0.0%	
Year 2	2009-10	4.0%	3.0%	4.0%	
Year 3	2010-11	3.0%	2.0%	0.5%	} Bill 100
Year 4	2011-12	3.0%	2.0%	0.75%	
Year 5	2012-13	1.0%	2.0%	1.5%	
Year 6	2013-14	2.0%	2.0%	1.75%	
Year 7	2014-15	2.5%	1.5%	0.0%	
Year 8	2015-16	0.0%	0.0%	0.0%	
<b>SUB TOTAL</b>		<b>15.5%</b>	<b>15.5%</b>	<b>8.5%</b>	
Year 9	2016-17	TBD	TBD	TBD	

# We have directed any increases in administrative spending primarily on student recruitment and fundraising

- Recruitment costs represent 22% of the total administration costs (*increase from 15% in 2008-09*)
- Advancement costs represent 14% of the total administration costs (*same in 2008-09*)
- Other administrative expenses represent 64% of total administration costs (*down from 73% in 2008-09*)

- 
- We have merged three directors positions (Finance, IT and B&G) into one AVP position;
  - We will cut \$100,000 in expenses in all administrative departments.

# We have disclosed all senior management salaries

<http://www.education.gouv.qc.ca/le-ministere/acces-a-linformation/documents-presentant-un-interet-pour-le-public/>.

# Summary

1. Percentage of University expenditures spent on administration – excluding recruitment – has come down since 2008-09.
2. We have fewer people in administration than any of the other small universities in the regions.
3. The ratio of administrators to students has remained constant.
4. New positions and increased spending have been primarily in recruitment and advancement.
5. Our administrators earn less than at other Quebec universities.

# Student Services

- The student services budget will be covered by the fees paid by the students (\$2.2M in 2015-16)
- These fees are regulated by the Government, and any increases beyond the annual increase in household incomes in Quebec must be negotiated with representatives of our students.
- Compulsory student fees at Bishop's are already among the highest in Quebec

# Student Services

Students are assessed \$27.50 per credit to fund the following:

- Athletics and Intramurals
- Counselling
- 60% of the cost of the Office of the Dean of Students
- Health Services
- Transfers to Business Office, ITS and HR for the services provided to Student Services.

# Student Services

- Career Services
- University Success Coach
- Accessibility and Accommodation Services
- Sexual Health Coordinator
- Student Safety
- A portion of Campus Ministry

# Student Services

- No other university pays for their athletics programs entirely from student service fees;
- A portion of the cost of these programs is covered by the operating budget at other universities.
- In the sustainability plan, more expenses such as student safety, additional 10% of the Dean of Students Affairs budget, increased sports centre fees have been taken on by the students' budget

# Ancillary Services

- The Ancillary Services budget will be determined by the revenue generated by those services. It will have to generate sufficient net revenues to cover the cost of renovating and maintaining the residences.
- A strategic review was done by RCGT in 2012
- Some recommendations have been implemented since then, and others are under analysis

# Other questions asked

- 1) Who is on the Executive Team (i.e. Senior Administration)?
- 2) Why are there three VPs and an Assistant VP?
- 3) How is the University funded, and what are the funding envelopes?
- 4) What is the justification for certain administrative expenses, (i.e. Consultants, head hunters, legal fees, travel & accommodation, Board of governors expenses, Communications, Web site and recruitment)?

# Enjoy your summer !

