



# 2016-17 BUDGET

February 23/24, 2016



## Strategic Themes

- **Enrolment/Retention**
  - Maintain incoming class size
  - Improve retention
  - Demographic challenges
  - Increased competition
- **Academic Programming**
  - Relevant programs
  - Maintain high academic standards
  - Student support services
- **Sustainability**
  - Need to balance operating budget
  - Increase revenues/control program delivery costs

2

## 2016-17 BUDGET



ST. FRANCIS XAVIER UNIVERSITY					
2016-17 OPERATING BUDGET					
	BUDGET	Projection	BUDGET	Compared to	Compared to
	FY 15/16	FY 15/16	FY 16/17	Budget	Projection
				FY 2015-16	FY 2015-16
GOVERNMENT GRANTS	32,241,300	32,193,611	32,482,300	241,000	288,689
TUITION & FEES	35,939,100	36,423,000	39,074,600	3,135,500	2,651,600
ENDOWMENT & OTHER	4,512,000	4,564,000	4,789,500	277,500	225,500
<b>TOTAL OPERATING REVENUE</b>	<b>72,692,400</b>	<b>73,180,611</b>	<b>76,346,400</b>	<b>3,654,000</b>	<b>3,165,789</b>
ACADEMIC	44,341,600	44,411,000	44,270,500	(71,100)	(140,500)
STUDENT SERVICES	8,229,100	8,913,000	9,612,000	1,382,900	699,000
ADVANCEMENT	2,165,600	2,042,000	2,274,000	108,400	232,000
FINANCE & ADMINISTRATION	17,422,652	17,649,804	18,505,599	1,082,948	855,796
RESTRICTED/NON-DISCRETIONARY	2,650,948	2,476,196	2,749,000	98,052	272,804
<b>TOTAL OPERATING EXPENDITURES</b>	<b>74,809,900</b>	<b>75,492,000</b>	<b>77,411,100</b>	<b>2,601,201</b>	<b>1,919,101</b>
<b>NET OPERATING SURPLUS (DEFICIT)</b>	<b>(2,117,500)</b>	<b>(2,311,389)</b>	<b>(1,064,700)</b>		
<b>ANCILLARY SURPLUS (DEFICIT)</b>	<b>143,000</b>	<b>300,900</b>	<b>328,000</b>		
<b>CONSOLIDATED SURPLUS (DEFICIT)</b>	<b>(1,974,500)</b>	<b>(2,010,489)</b>	<b>(736,700)</b>		

3

## REVENUE



- Provincial funding increased by 1%.
- Student Fees:
  - Tuition Fees be increased by 6%.
  - Enrolment will increase by 105 domestic students and 20 international students.
- Endowment & Other:
  - Increase of \$240,000 due to increase in donations.
  - One time unrestricted endowment income of \$300,000 to partially off-set start-up costs associated with the Energy Management Program.
  - "Other" revenue has decreased by \$300,000 as withdrawals from surpluses in Employee Benefits Program are no longer available. Government funding of \$114,000 added associated with Students with Disabilities Program.

4

## Academic



- Early Retirement Incentive Program:
  - 21 people taking the retirement incentive. (includes 2 Coady employees)
  - Annual savings as a result of the program are approximately \$1.5 million.
  - For 2016-17 there is a one-time cost of \$500,000 for salaries of retiring individuals as the date of their retirement is July 1, 2016.
  - One-time cost associated with the ERIP payouts is approximately \$4 million.
  - 13 replacements (2 Tenure Track, 5 multi-year limited term, 4 9 month limited term and 2 lab instructors)
- Library acquisitions budget increased by \$260,000

5

## Student Services



Budget Increase	\$1,382,900	16.8%
Scholarships	813,000	
Students with disabilities	<u>115,100</u>	
Net Operational Increase	\$ 454,900	5.5%

- Increased investments in Health & Counselling, student advisor functions, recruitment

6

## Advancement



- Development costs up \$30,000 (net of reallocation of costs from VPs budget)
- Alumni costs up \$47,000
- Communications costs up \$21,000

7

## Finance & Admin



### Facilities Management

Budget Increase	\$484,548	5%
Revenue offset	<u>300,000</u>	
Net Operational Increase	\$184,548	1.9%

- start-up costs associated with the Energy Management program.

8

## Finance & Admin



### IT Services

Budget increase	\$324,000	11.5%
Project Funding	104,000	
Savings	<u>90,000</u>	
Net Operational Increase	\$130,000	4.6%

- Impact of US Exchange and rising costs associated with maintenance/licensing contract costs

9

## Finance & Admin



### Administration and General

- Increase of \$274,400 or 5.69%
  - Short-term sick leave coverage - \$50,000
  - Travel costs - \$35,000
  - Increase in payroll processing costs - \$40,000
  - Salary costs – \$55,000
  - Other - \$58,000

10

## Ancillary Services



ST. FRANCIS XAVIER UNIVERSITY					
Ancillary Budget Draft by Function - 2016-17					
	BUDGET	PROJECTION	DETAIL DRAFT	Compared to	Compared to
	FY 15/16	FY 15/16	BUDGET	Budget	Forecast
			FY 16/17	FY 2015-16	FY 2015-16
Residence	\$ 122,800	\$ 350,000	\$ 184,000	\$ 61,200	\$ (166,000)
Food Service	747,900	827,000	784,000	36,100	(43,000)
Campus Store	221,700	88,700	289,000	67,300	200,300
Keating Centre	(673,800)	(705,100)	(688,000)	(14,200)	17,100
Fitness and Recreation	(62,000)	(42,800)	(96,000)	(34,000)	(53,200)
Conference Services	77,000	86,100	114,000	37,000	27,900
Administration	(182,300)	(171,000)	(171,000)	11,300	-
Other Ancillary Services (Bus, Liquor Services)	(108,300)	(132,000)	(88,000)	20,300	44,000
<b>TOTAL REVENUE</b>	<b>\$ 143,000</b>	<b>\$ 300,900</b>	<b>\$ 328,000</b>	<b>\$ 185,000</b>	<b>\$ 27,100</b>

11

## MULTI-YEAR OUTLOOK



	2015-16		2016-17	2017-18	2018-19	2019-20
	Budget	Projection	Budget	Target	Target	Target
GOVERNMENT GRANTS	32,241,300	32,194,000	32,482,300	32,780,000	33,076,000	33,375,000
TUITION & FEES	35,939,100	36,423,000	39,074,600	42,809,000	46,848,000	48,231,000
ENDOWMENT & OTHER	4,512,000	4,564,000	4,789,500	4,666,000	4,347,000	4,513,000
<b>TOTAL ORDINARY REVENUE</b>	<b>72,692,400</b>	<b>73,181,000</b>	<b>76,346,400</b>	<b>80,255,000</b>	<b>84,271,000</b>	<b>86,119,000</b>
ACADEMIC	44,341,600	44,411,000	44,270,500	45,227,000	45,770,000	47,434,000
STUDENT SERVICES	8,229,100	8,913,000	9,612,000	10,055,000	10,285,000	10,521,000
ADVANCEMENT	2,165,600	2,042,000	2,274,000	2,336,000	2,400,000	2,467,000
FINANCE AND ADMINISTRATION	17,422,652	17,650,000	18,505,600	18,769,000	20,549,000	21,056,000
RESTRICTED & NON-DISCRETIONARY	2,650,948	2,476,000	2,749,000	3,837,500	3,966,000	3,995,000
<b>TOTAL EXPENDITURES</b>	<b>74,809,900</b>	<b>75,492,000</b>	<b>77,411,100</b>	<b>80,224,500</b>	<b>82,970,000</b>	<b>85,473,000</b>
<b>NET OPERATING SURPLUS (DEFICIT)</b>	<b>(2,117,500)</b>	<b>(2,311,000)</b>	<b>(1,064,700)</b>	<b>30,500</b>	<b>1,301,000</b>	<b>646,000</b>
ANCILLARY SURPLUS (DEFICIT)	143,000	300,900	328,000	350,000	375,000	400,000
<b>CONSOLIDATED SURPLUS (DEFICIT)</b>	<b>(1,974,500)</b>	<b>(2,010,100)</b>	<b>(736,700)</b>	<b>380,500</b>	<b>1,676,000</b>	<b>1,046,000</b>

12

## LONG-TERM FINANCIAL OUTLOOK



	Provincial Review		Actual/Projected	
	Surplus (Deficit)		Surplus/Deficit	
	Annual	Cumulative	Annual	Cumulative
2009-10	(1,485)	(1,448)	(1,485)	(1,448)
2010-11	83	(1,365)	83	(1,365)
2011-12	(500)	(1,865)	(500)	(1,865)
2012-13	(4,505)	(6,370)	(4,505)	(6,370)
2013-14	(1,165)	(7,535)	(1,165)	(7,535)
2014-15	(2,650)	(10,185)	(616)	(8,151)
2015-16	(4,168)	(14,353)	(6,400)	(14,551)
2016-17	(5,301)	(19,654)	(750)	(15,301)
2017-18	(6,086)	(25,740)	400	(14,901)
2018-19	(6,560)	(32,300)	1,700	(13,201)
2019-20			1,050	(12,151)

13

## CAPITAL PROJECTS UPDATE



- Mount Saint Bernard
- Nicholson Hall Project
- Energy Management Projects
  - Phase I
  - Phase II
- Lane Parking Lot

14



**QUESTIONS?**