

Budget

2021 - 2022



2021-2022 BUDGET

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Budget Summary

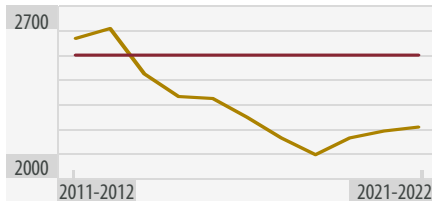
2021-2022

MountAllison
UNIVERSITY

ENROLMENT

Current

2,128 — enrolment has not changed significantly in recent years



Budget Assumption

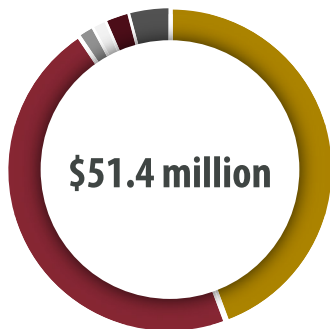
This includes an assumption of **675** (+3.6%) first-year students and **262** international (steady)

Looking Ahead

To return to **2500** students we would require **775** new students for four consecutive years.

OPERATING BUDGET: REVENUES

The Operating Budget will have a **\$886,000** deficit in violation of the University's budget policy. A **\$1.1 million** deficit was budgeted in 2020-21.



- Provincial Grant
- Tuition & Student Fees
- Other Tuition
- Federal Grant
- Other Income
- Interfund Transfers

Government grants have increased by **1%** The funding formula was not applied.

Tuition will increase by **3%**
Domestic student tuition to **\$9,440**
International student tuition to **\$19,047**.

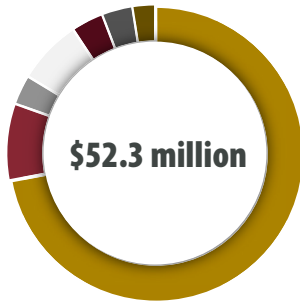
Revenues and Interfund Transfers

Total budgeted revenue of **\$49.3 million** and interfund transfers into operating of **\$2.1 million**, an increase of **\$2.5 million** or **5.2%** over the 2020-21 budget.

\$703,000

One-time or short-term funds to help mitigate the deficit. The use of one-time or short-term funds to cover operating expenses is a violation of policy.

OPERATING BUDGET: EXPENSES



- Salaries & benefits
- Utilities
- Supplies, materials, & services
- Financial aid
- Building, equipment, & library acquisitions
- University Advancement
- Other expenditures

Total increase in budgeted expenses and interfund transfers of **\$2.3 million or (4.6%)**

Total budgeted expenses will increase by **\$1.7 million** and interfund transfers to University Advancement by **\$537,000**.

Salaries

Academic salaries will increase by \$802,000

Increase in the number of budgeted tenure and tenure-track by TWO, to 129.

Support salaries increased by \$1.1 million.

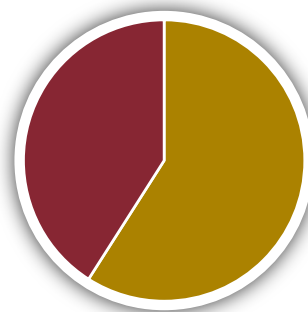
The increase is partially due to lower salaries in 2020-21 from staff adjustments related to the pandemic and additional support in the following areas:

- Two additional lab instructors
- Research Office
- Human Resources
- Dean's Office
- Sexual violence prevention
- Equity, diversity, and inclusion
- International recruiting

University Advancement

University Advancement funding from operating budget has increased by **\$537,000**. The campaign has previously been funded with unrestricted funds, which have now been exhausted. The increase represents **\$317,000** of current expenses and **\$220,000** of new costs.

Campaign support needed from Operating Budget= **\$537,000**.



- Current campaign operations - **\$317,000**
- New campaign costs - **\$220,000**

Other Areas

• Financial Aid

The budget increased by **\$436,000** due to temporary changes in scholarship renewal criteria.

• Supplies and travel

Increases largely due to activities that did not happen in 2020-21 due to the pandemic that are expected to resume in 2021-22. These budgets are comparable to 2019-20.

• Utilities

Expenses decreased by **\$180,000** due to a decrease in price from the previous year's budget.

• Pandemic-related

The budget does not include any costs related to the pandemic.

• Alterations and renovations

Remains at **\$2.1 million**, with **\$700,000** earmarked for repayment of the internal loan for Gairdner & Barclay renovations. The alterations and renovation budget has not increased as per the budget policy.

ANCILLARY BUDGET

- The ancillary budget consists of the residence, conference, bookstore, and pub operations.
- Ancillary budget will have a **\$812,000** deficit.
- Residence budget based on **720** students compared to **676** in 2020-21.
- Room and meal fees increased by **3%**.
- The alterations and renovations budget remains at **\$2 million**, which includes a portion for repayment of an internal loan on Windsor Hall.
- No costs related to the pandemic have been budgeted.

ENDOWMENT BUDGET

- Total spending allocation will increase to **\$8.8 million**.
- Total financial aid from Endowment Funds increased to **\$3.8 million**.

Mount Allison University
Consolidated Budget
Operating, Special Program and Endowment Budgets
Schedule of Funds Available and Funds to be Expended
2021-2022

| | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
|---|---------------|-----------------|--------------|---------------|----------------|-----------------|--------------|----------------|
| | 2021-2022 | | | | 2020-2021 | | | |
| | Operating | Special Program | Endowment | Total | Operating | Special Program | Endowment | Total |
| Funds Available to be Expended: | | | | | | | | |
| Revenue | | | | | | | | |
| 1 Provincial Government Grants | 22,777 | | | 22,777 | 22,551 | | | 22,551 |
| 2 Federal Government Grants | 723 | | | 723 | 705 | | | 705 |
| 3 Regular Tuition & Student Fees | 23,755 | | | 23,755 | 22,473 | | | 22,473 |
| 4 Other Tuition Fees | 798 | | | 798 | 777 | | | 777 |
| 5 Endowment Spending Allocation | | | 8,466 | 8,466 | | | 7,946 | 7,946 |
| 6 Special Purpose funds | | 596 | | 596 | | 507 | | 507 |
| 7 Other Income and Ext Trust Income | 1,226 | | 316 | 1,542 | 933 | 10 | 256 | 1,199 |
| 6 Total Revenue | 49,279 | 596 | 8,782 | 58,657 | 47,439 | 517 | 8,202 | 56,158 |
| Interfund Transfers | | | | | | | | |
| 7 Chairs & Professorships | 530 | | (530) | - | 512 | | (512) | - |
| 8 Canada Research Chairs | 500 | | | 500 | 533 | | | 533 |
| 9 MY Bell | 380 | | (380) | - | 379 | | (379) | - |
| 10 Other interfunds | 703 | | | | | | | |
| 11 Total Interfund Transfers In | 2,113 | - | (910) | 2,113 | 1,424 | - | (891) | 1,424 |
| 12 Total Revenues and Transfers In | 51,392 | 596 | 7,872 | 59,860 | 48,863 | 517 | 7,311 | 56,691 |
| Funds to be Expended: | | | | | | | | |
| Expenditures | | | | | | | | |
| 13 Faculty of Arts | 10,219 | | 270 | 10,489 | 9,616 | | 259 | 9,875 |
| 14 Faculty of Social Sciences & RJCBS | 5,566 | | 62 | 5,628 | 5,728 | | 59 | 5,787 |
| 15 Faculty of Science | 9,107 | | 152 | 9,259 | 8,591 | | 145 | 8,736 |
| 16 Academic Affairs | 1,887 | | 2,007 | 3,894 | 1,610 | | 2,317 | 3,927 |
| 17 Library | 2,555 | | 496 | 3,051 | 2,486 | | 475 | 2,961 |
| 18 Computing Services | 2,366 | | | 2,366 | 2,320 | | | 2,320 |
| 19 Administrative & Student Services | 6,092 | | | 6,092 | 5,552 | | | 5,552 |
| 20 Facilities Management | 7,929 | | 413 | 8,342 | 7,657 | | 395 | 8,052 |
| 21 Student Affairs | 4,795 | 596 | 4,380 | 9,771 | 3,637 | | 3,704 | 7,341 |
| 22 University Advancement | 1,762 | | 512 | 2,274 | 1,225 | 517 | 512 | 2,254 |
| 23 Contingency fund | | | 445 | 445 | | | 294 | 294 |
| 24 Other | | | 45 | 45 | | | 42 | 42 |
| 25 COVID Costs | | | | - | 1,555 | | | 1,555 |
| 26 Less consolidation items | | | (910) | | | | (891) | |
| 27 Total Net Expenditures | 52,278 | 596 | 7,872 | 60,746 | 49,977 | 517 | 7,311 | 57,805 |
| 28 Surplus (Deficit) For the Year | (886) | - | - | (886) | (1,114) | - | - | (1,114) |

MOUNT ALLISON UNIVERSITY
General Operating Fund
Schedule of Funds Available and Funds to be Expended
2021-2022

Table 1.a

| | (1) | (2) | (3) | (4) |
|--|-----------------|-----------------|-----------------|-----------------|
| | Budget 21-22 | Budget 20-21 | Budget 19-20 | Actual 19-20 |
| Funds Available to be Expended: | | | | |
| Revenue | | | | |
| 1 Provincial Government Grants | 22,777 | 22,551 | 21,954 | 21,954 |
| 2 Federal Government Grants | 723 | 705 | 723 | 692 |
| 3 Regular Tuition & Student Fees | 23,755 | 22,473 | 20,339 | 21,137 |
| 4 Other Tuition Fees | 798 | 777 | 1,076 | 969 |
| 5 Other Income | 1,226 | 933 | 1,090 | 1,524 |
| 6 Total Revenue | 49,279 | 47,439 | 45,182 | 46,276 |
| Interfund Transfers | | | | |
| 7 Chairs & Professorships | 530 | 512 | 512 | 525 |
| 8 Canada Research Chairs | 500 | 533 | 500 | 600 |
| 9 MY Bell | 380 | 379 | 379 | 380 |
| 10 Other interfunds ¹ | 703 | | | 50 |
| 11 Total Interfund Transfers In | 2,113 | 1,424 | 1,391 | 1,555 |
| 12 Total Revenues and Transfers In | 51,392 | 48,863 | 46,573 | 47,831 |
| Funds to be Expended: | | | | |
| Expenditures | | | | |
| 13 Faculty of Arts | 10,219 | 9,616 | 9,577 | 9,170 |
| 14 Faculty of Social Sciences & RJCBS | 5,566 | 5,728 | 5,870 | 5,652 |
| 15 Faculty of Science | 9,107 | 8,591 | 8,228 | 8,168 |
| 16 Academic Affairs | 1,887 | 1,610 | 1,807 | 1,748 |
| 17 Library | 2,555 | 2,486 | 2,451 | 2,513 |
| 18 Computing Services | 2,366 | 2,320 | 2,227 | 2,269 |
| 19 Administrative & Student Services | 6,092 | 5,552 | 5,244 | 5,789 |
| 20 Facilities Management | 7,929 | 7,657 | 7,691 | 7,778 |
| 21 Student Affairs | 4,795 | 3,637 | 3,423 | 3,786 |
| 22 One-time COVID-19 Expenditures | | 1,555 | | |
| 23 Total Net Expenditures | 50,516 | 48,752 | 46,519 | 46,874 |
| 24 University Advancement Support | 1,762 | 1,225 | 863 | 863 |
| 25 Other Transfers | | | | 316 |
| 26 Total Interfund Transfers Out | 1,762 | 1,225 | 863 | 1,179 |
| 27 Total Net Expenditures and Transfers Out | 52,278 | 49,977 | 47,382 | 48,053 |
| 28 Surplus (Deficit) For the Year | (886) | (1,114) | (809) | (222) |

¹ Other Interfunds include one-time or short-term funds being used to reduce the deficit. These include the use of a bequest to offset increases in financial aid, endowment funds to provide bridge financing of an academic position and government funding for pilot projects such as the new international recruiting initiative.

MOUNT ALLISON UNIVERSITY
General Operating Fund
Uses of Funds by Nature of Expense
2021-2022

Table 1.b

| | (1) | (2) | (3) | (4) |
|--|---------------|---------------|---------------|---------------|
| | Budget | Budget | Budget | Actual |
| | 21-22 | 20-21 | 19-20 | 19-20 |
| Funds To Be Expended: | | | | |
| 1 Academic Salaries | 20,078 | 19,276 | 18,900 | 18,423 |
| 2 Support Salaries | 10,231 | 9,135 | 9,191 | 9,327 |
| 3 Facilities Management Wages | 1,766 | 1,645 | 1,465 | 1,855 |
| 4 Student Assistant Wages | 579 | 580 | 590 | 562 |
| 5 Benefits & Other | 5,268 | 5,149 | 5,005 | 4,760 |
| 6 Total Salaries and Benefits | 37,922 | 35,786 | 35,152 | 34,927 |
| 7 Supplies & Materials | 2,655 | 2,351 | 2,527 | 2,420 |
| 8 Equipment & Maintenance | 1,071 | 980 | 975 | 761 |
| 9 Travel | 496 | 104 | 480 | 457 |
| 10 Other Expenditures | 450 | 420 | 409 | 662 |
| 11 Library Acquisitions | 537 | 537 | 537 | 525 |
| 12 Insurance | 351 | 319 | 304 | 301 |
| 13 Contracted Services | 927 | 923 | 681 | 1,096 |
| 14 Utilities | 1,694 | 1,812 | 1,994 | 1,843 |
| 15 Alterations & Renovations | 2,100 | 2,100 | 2,100 | 2,278 |
| 16 Employment Related Exp - RTE | 274 | 256 | 209 | 189 |
| 17 Employment Related Exp - PERA | 551 | 552 | 541 | 508 |
| 18 Financial Aid & NB Rebate | 1,839 | 1,403 | 949 | 1,084 |
| 19 One-time COVID-19 Expenditures | | 1,555 | | |
| 20 Student Tuition Discount | | | | 451 |
| 20 Total Non-Salary | 12,945 | 13,312 | 11,705 | 12,575 |
| 21 Net Internal Cost Recoveries | 351 | 345 | 339 | 628 |
| 22 Total Net Expenditures | 50,516 | 48,752 | 46,519 | 46,874 |
| 23 University Advancement Support | 1,762 | 1,225 | 863 | 863 |
| 24 Other Transfers | | | | 316 |
| 25 Interfund Transfers Out | 1,762 | 1,225 | 863 | 1,179 |
| 26 Net Expenditures and Transfers Out | 52,278 | 49,977 | 47,382 | 48,053 |

MOUNT ALLISON UNIVERSITY
General Operating Fund
Sources of Revenue
2021-2022

Table 1.c

| | (1) # Students | (2) Budget 21-22 | (3) # Students | (4) Budget 20-21 |
|--|-------------------|------------------------|-------------------|------------------------|
| Government Grants | | | | |
| 1 | | 21,742,329 | | 21,527,058 |
| 2 | | 1,034,870 | | 1,024,624 |
| 3 | | <u>22,777,199</u> | | <u>22,551,682</u> |
| 4 | | 723,417 | | 705,106 |
| 5 | | <u>23,500,616</u> | | <u>23,256,788</u> |
| Regular Tuition Fees | | | | |
| 6 | 883 | 8,309,815 | 833 | 7,624,079 |
| 7 | 983 | 9,165,840 | 988 | 8,944,698 |
| 8 | 262 | 4,824,701 | 261 | 4,606,454 |
| | <u>2,128</u> | | <u>2,082</u> | |
| 9 | | <u>400,000</u> | | <u>400,000</u> |
| 10 | | 22,700,356 | | 21,575,231 |
| Regular Student Fees | | | | |
| 11 | | 70,000 | | 70,000 |
| 12 | | 49,750 | | 41,950 |
| 13 | | 425,200 | | 417,600 |
| 14 | | 191,250 | | 116,250 |
| 15 | | <u>318,900</u> | | <u>251,700</u> |
| 16 | | <u>1,055,100</u> | | <u>897,500</u> |
| 17 | | <u>23,755,456</u> | | <u>22,472,731</u> |
| Other Tuition Fees | | | | |
| 18 | | 773,500 | | 758,332 |
| 19 | | | | |
| 20 | | | | |
| 21 | | <u>24,800</u> | | <u>18,760</u> |
| 22 | | <u>798,300</u> | | <u>777,092</u> |
| Other Income & External Cost Recoveries | | | | |
| 23 | | 30,000 | | 30,000 |
| 24 | | | | 8,000 |
| 25 | | 21,000 | | 21,000 |
| 26 | | 40,500 | | 30,000 |
| 27 | | 471,255 | | 300,031 |
| 28 | | 321,258 | | 366,774 |
| 29 | | 60,000 | | 25,000 |
| 30 | | 205,500 | | 64,900 |
| 31 | | <u>76,000</u> | | <u>87,000</u> |
| 32 | | <u>1,225,513</u> | | <u>932,705</u> |
| 33 | | 49,279,885 | | 47,439,316 |
| Other Interfund Transfers(Table 1a line 10) | | | | |
| 34 | | 458,000 | | |
| 35 | | 40,000 | | |
| 36 | | 60,000 | | |
| 37 | | 145,000 | | |
| 38 | | 703,000 | | |

**Mount Allison University
Ancillary Operations Fund
Schedule of Revenues and Expenditures
2021-2022**

Table 2.a

| Conferences | (1) Budget 21-22 | (2) Budget 20-21 | (3) Budget 19-20 | (4) Actual 19-20 |
|--------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Revenue | | | | |
| 1 Fees, Rentals & Other Income | 219 | | 775 | 820 |
| Expenditures | | | | |
| 2 Salaries, Wages & Benefits | 125 | 67 | 363 | 362 |
| 3 Supplies & Materials | 13 | 21 | 59 | 48 |
| 4 Contracted Services | 71 | | 215 | 285 |
| 5 Other Expenditures | | | 8 | 10 |
| 6 Total Expenditures | 209 | 88 | 645 | 705 |
| 7 Net Internal Cost Recoveries | 10 | 1 | 130 | 173 |
| 8 Total Net Expenditures | 219 | 89 | 775 | 878 |
| 9 Surplus (Deficit) | - | (89) | - | (58) |

| University Bookstore | | | | |
|---------------------------------------|-------|------|-------|-------|
| Revenue | | | | |
| 1 Sales | 1,096 | 950 | 1,207 | 1,205 |
| 2 Cost of Goods Sold | 837 | 713 | 922 | 932 |
| 3 Gross Profit | 259 | 237 | 285 | 273 |
| 4 Other Income | 5 | 5 | 18 | 14 |
| 5 Gross Profit & Other Income | 264 | 242 | 303 | 287 |
| Expenditures | | | | |
| 6 Salaries & Benefits | 201 | 212 | 216 | 214 |
| 7 Supplies & Materials | 39 | 35 | 36 | 41 |
| 8 Other Expenditures | 13 | 25 | 25 | 34 |
| 9 Total Direct Bookstore Expenditures | 253 | 272 | 277 | 289 |
| 10 Net Internal Cost Recoveries | 11 | 16 | 21 | 31 |
| 11 Total Net Expenses | 264 | 288 | 298 | 320 |
| 12 Interfund Transfers | | | 5 | - |
| 13 Total Expenses and Transfers | 264 | 288 | 303 | 320 |
| 14 Surplus (Deficit) | - | (46) | - | (33) |

| The Pond | | | | |
|---------------------------------|----|-----|------|------|
| Revenue | | | | |
| 1 Sales | 26 | | 66 | 60 |
| 2 Cost of Goods Sold | 14 | | 35 | 41 |
| 3 Gross Profit | 12 | - | 31 | 19 |
| 4 Other Income | 1 | 1 | 5 | 4 |
| 5 Gross Profit & Other Income | 13 | 1 | 36 | 23 |
| Expenditures | | | | |
| 6 Salaries & Benefits | 9 | | 45 | 48 |
| 7 Supplies & Materials | 2 | 3 | 6 | 6 |
| 8 Other Expenditures | 2 | | 3 | 3 |
| 9 Total Direct Expenditures | 13 | 3 | 54 | 57 |
| 10 Net Internal Cost Recoveries | | | (18) | (26) |
| 11 Total Net Expenses | 13 | 3 | 36 | 31 |
| 12 Interfund Transfers | | | | |
| 13 Total Expenses and Transfers | 13 | 3 | 36 | 31 |
| 14 Surplus (Deficit) | - | (2) | - | (8) |

**Mount Allison University
Ancillary Operations Budgets
Schedule of Revenues and Expenditures
2021-2022**

Table 2.b

| Residences | (1) | (2) | (3) | -4 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | Budget 21-22 | Budget 20-21 | Budget 19-20 | Actual 19-20 |
| Revenue & Other Sources of Funds | | | | |
| 1 Residence Fees | 5,076 | 4,799 | 5,405 | 5,796 |
| 2 Meal Plan Fees | 3,546 | 3,171 | 4,205 | 4,443 |
| 3 Other Student Fees | 485 | 457 | 551 | 606 |
| 4 Other Income | 505 | 560 | 578 | 662 |
| 5 Total Revenue & Other Income | 9,612 | 8,987 | 10,740 | 11,507 |
| Funds to be Expended: | | | | |
| 6 Salaries, Wages & Benefits | 2,235 | 2,147 | 2,216 | 2,179 |
| 7 Supplies & Materials | 279 | 253 | 359 | 321 |
| 8 Contracted Services | 3,337 | 2,867 | 3,634 | 3,586 |
| 9 Equipment | 477 | 468 | 631 | 882 |
| 10 Utilities | 1,144 | 1,223 | 1,315 | 1,287 |
| 11 Alterations and Renovations | 2,000 | 2,000 | 1,828 | 2,283 |
| 12 Other Expenses | 159 | 358 | 364 | 349 |
| 13 Provision for Revenue Shortfall | 276 | 261 | 295 | |
| 14 Emergency Reserve | 229 | 221 | 238 | |
| 15 COVID Expenses | | 220 | | |
| 16 Residence Discount | | | | 703 |
| 17 Total Direct Ancillary Expenditures | 10,136 | 10,018 | 10,880 | 11,590 |
| 18 Net Internal Cost Recoveries & Transfers | 288 | 7 | 140 | 83 |
| 19 Total Net Expenditures and Transfers Out | 10,424 | 10,011 | 10,740 | 11,507 |
| 20 Surplus (Deficit) | (812) | (1,024) | - | - |

MOUNT ALLISON UNIVERSITY
Endowment Fund
Schedule of Funds Available & Planned Expenditures
2021-2022

Table 3.a

| | (1) | (2) | (3) |
|---|-----------------|-----------------|-----------------|
| | Budget 21-22 | Budget 20-21 | Actual 19-20 |
| Funds Available to be Expended: | | | |
| 1 Spending allocation | 8,466,451 | 7,946,727 | 7,854,523 |
| 2 Trust income | 315,850 | 255,700 | 263,556 |
| 3 Total Funds Available to be Expended | 8,782,301 | 8,202,427 | 8,118,079 |
| Funds to be Expended: | | | |
| 4 Faculty of Arts | 269,509 | 258,156 | 282,657 |
| 5 Faculty of Social Sciences | 61,729 | 59,091 | 53,525 |
| 6 Faculty of Science | 151,963 | 145,390 | 119,385 |
| 7 Other academic support | 2,007,207 | 2,012,014 | 2,167,977 |
| 8 Total academic departments | 2,490,409 | 2,474,651 | 2,623,544 |
| 9 Library | 495,571 | 474,866 | 567,964 |
| 10 Capital Projects | 412,769 | 395,123 | 234,489 |
| 11 Owens Art Gallery | 50,334 | 48,183 | 97,349 |
| 12 Financial Aid and Awards | 3,819,181 | 3,498,616 | 3,076,357 |
| 13 Accessibility and Student Wellness | 317,904 | 303,949 | |
| 14 Experiential Learning and Student Life | 194,664 | 158,944 | |
| 15 University Advancement | 562,000 | 512,000 | 512,000 |
| 16 Unrestricted | 394,985 | 293,515 | 250,002 |
| 17 Other | 44,484 | 42,581 | 140,941 |
| 18 Total other budgets | 6,291,893 | 5,727,777 | 4,879,102 |
| 19 Total Planned Expenditures | 8,782,301 | 8,202,427 | 7,502,646 |

MOUNT ALLISON UNIVERSITY
Endowment Fund
Schedule of Academic Spending Allocations
2021-2022

Table 3.b

| | (1) | (2) |
|--|-----------------|-----------------|
| | Budget 21-22 | Budget 20-21 |
| Spending Allocations: | | |
| 1 Canadian Studies | 117,997 | 113,253 |
| 2 English | 1,472 | 1,410 |
| 3 Fine Arts | 5,195 | 4,954 |
| 4 History | 2,079 | 1,991 |
| 5 Music | 101,199 | 96,758 |
| 6 Philosophy | 7,654 | 7,327 |
| 7 Religious Studies | 33,913 | 32,464 |
| 8 Total - Faculty of Arts | 269,509 | 258,156 |
| 9 Centre for Business Studies | 46,182 | 44,208 |
| 10 Economics | 10,142 | 9,709 |
| 11 Geography & Environment | 5,405 | 5,174 |
| 12 Total - Faculty of Social Sciences | 61,729 | 59,091 |
| 13 Biology | 52,337 | 50,100 |
| 14 Chemistry/Biochemistry | 62,330 | 59,664 |
| 15 Math & CS | 1,387 | 1,251 |
| 16 Sciences | 35,910 | 34,375 |
| 17 Total - Faculty of Science | 151,963 | 145,390 |
| 18 Faculty Enrichment Funds | 228,635 | 297,289 |
| 20 Purdy Crawford Teaching Centre | 282,378 | 270,310 |
| 21 Lecturers and Visiting Speakers | 61,793 | 59,152 |
| 22 Academic Chairs and Salaries | 530,485 | 504,917 |
| 23 McCain Fellowships | 227,431 | 217,702 |
| 24 Marjorie Young Bell Support | 380,000 | 380,000 |
| 25 Undergraduate Research Fellowships | 183,736 | 174,712 |
| 26 Teaching Equipment | 112,749 | 107,931 |
| 27 Total - Other Academic Support | 2,007,207 | 2,012,014 |
| 28 Total Academic Spending Allocations | 2,490,409 | 2,474,651 |

MOUNT ALLISON UNIVERSITY
Special Program Operating Fund
Schedule of Funds Available & Funds to be Expended
2021-2022

Table 4

| University Advancement | (1) | (2) | (3) | (4) |
|--|-----------------|-----------------|-----------------|------------------|
| | Budget 21-22 | Budget 20-21 | Budget 19-20 | Actuals 19-20 |
| Revenue & Interfund Transfers | | | | |
| 1 From Operating Fund For Fundraising | 954 | 427 | 427 | 427 |
| 2 From Operating Fund For Marketing/Communications | 808 | 798 | 436 | 436 |
| 3 From Endowment Fund | 652 | 512 | 512 | 509 |
| 4 From Special Purpose Fund & Interfunds | 270 | 507 | 737 | 387 |
| 5 Revenue | 25 | 10 | 126 | 155 |
| 6 Total Revenue and Transfers | 2,709 | 2,254 | 2,238 | 1,914 |
| Expenditures | | | | |
| 7 Salaries & Benefits | 1,927 | 1,679 | 1,630 | 1,482 |
| 8 Supplies & Materials | 228 | 160 | 202 | 155 |
| 9 Contracted Services | 422 | 366 | 264 | 207 |
| 10 Equipment & Maintenance | 15 | 5 | 11 | 24 |
| 11 Travel | 102 | 34 | 88 | 93 |
| 12 Other Expenses | 15 | 10 | 23 | 22 |
| 13 Total Expenditures | 2,709 | 2,254 | 2,218 | 1,983 |
| 14 Net Internal Cost Recoveries & Interfunds | | | 20 | (69) |
| 15 Total Net Expenditures | 2,709 | 2,254 | 2,238 | 1,914 |
| 16 Surplus(deficit) | - | - | - | - |

| PCTC & Meighen Centre | (1) | (2) |
|-------------------------------|-----------------|-----------------|
| | Budget 21-22 | Budget 20-21 |
| Revenue & Interfund Transfers | | |
| 1 Meighen Centre Endowment | 318 | 308 |
| 2 PCTC Endowment | 278 | 270 |
| 3 PCTC Carry forward | 72 | 83 |
| 4 Total Revenue and Transfers | 668 | 661 |
| Expenditures | | |
| 5 Salaries & Benefits | 602 | 587 |
| 6 Other Expenses | 66 | 74 |
| 7 Total Expenditures | 668 | 661 |
| 8 Total Net Expenditures | | - |

MOUNT ALLISON UNIVERSITY
Schedule of Ancillary Fees
2021-2022

Appendix A

| | 2021-22 | 2020-21 | \$ Increase (excl MM) | Increase % |
|---|----------------|----------------|----------------------------------|-----------------------|
| Accommodation | | | | |
| Single private ensuite | 8,254 | 8,014 | 240 | 3.0% |
| Single shared ensuite | 7,466 | 7,249 | 217 | 3.0% |
| Super single | 6,931 | 6,729 | 202 | 3.0% |
| Single | 6,566 | 6,375 | 191 | 3.0% |
| Double shared ensuite (not in 2020-2021) | 6,183 | 6,003 | 180 | 3.0% |
| Double (not in 2020-2021) | 5,547 | 5,385 | 162 | 3.0% |
| Triple shared ensuite (not in 2020-2021) | 5,144 | 4,994 | 150 | 3.0% |
| Dining Hall | | | | |
| Unlimited meal plan (includes \$100 Mountie Money) | 4,873 | 4,731 | 142 | 3.0% |
| Ten meals/week plan (Anchorage, Berumuda only) | 3,102 | 3,012 | 91 | 3.0% |
| | | | 0 | |
| Services Fee | | | | |
| Cable, phone, high speed internet, laundry, mini-fridge | 638 | 638 | | 0.0% |
| Total Residence Fees | | | | |
| Single private ensuite / unlimited meal plan / services | 13,765 | 13383.1 | 382 | 2.9% |
| Single shared ensuite / unlimited meal plan / services | 12,977 | 12618.1 | 359 | 2.8% |
| Super single / unlimited meal plan / services | 12,442 | 12097.9 | 344 | 2.8% |
| Single / unlimited meal plan / services | 12,077 | 11,744 | 333 | 2.8% |

| | |
|---|-------------------|
| MOUNT ALLISON UNIVERSITY Academic Staffing Supported by Operating Budget | Appendix B |
|---|-------------------|

| | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|------------------------|-------|-------|------|-------|-------|-------|-------|-------|-------|------|------|
| Tenured / Tenure Track | | | | | | | | | | | |
| Faculty | 130.7 | 130.5 | 128 | 127.5 | 128.5 | 126.5 | 124.5 | 121.5 | 123.5 | 121 | 123 |
| Librarians | 7 | 6 | 7 | 7 | 7 | 7 | 6 | 7 | 6 | 6 | 6 |
| Terms | 9 | 11.5 | 10.5 | 2 | 1 | 1 | 6.5 | 4 | 5 | 8 | 8.5 |
| Sessionals | 7.5 | 6 | 7 | 4 | 2 | 7 | 5 | 4 | 4 | 6 | 6.5 |
| Instructors | 2 | 2 | 2 | 2 | 4 | 3 | 2 | 4 | 3 | 2 | 2 |
| Stipends ¹ | 56 | 70 | 70.5 | 75.5 | 88.5 | 67 | 81 | 80 | 84 | 90.5 | 87 |
| Other ² | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 5 |

¹ Does not include stipends for Spring/Summer or Correspondence

² Other includes Deans, Director of the RJCBS and University Librarian

| | |
|--|-------------------|
| MOUNT ALLISON UNIVERSITY Ongoing Administrative & Support Positions (FTEs) Operating & University Advancement | Appendix C |
|--|-------------------|

| | 2021-22 | | | 2019-20 | | | 2018-19 | | | 2017-18 | | |
|---|--------------|------------------------|--------------|--------------|------------------------|--------------|--------------|------------------------|--------------|--------------|------------------------|--------------|
| | Total | Ancillary ¹ | Operating | Total | Ancillary ¹ | Operating | Total | Ancillary ¹ | Operating | Total | Ancillary ¹ | Operating |
| Faculty of Arts | 11.1 | | 11.1 | 10.9 | | 10.9 | 10.9 | | 10.9 | 10.9 | | 10.9 |
| Faculty of Social Science | 5.0 | | 5.0 | 5.0 | | 5.0 | 5.0 | | 5.0 | 5.0 | | 5.0 |
| Faculty of Science | 20.7 | | 20.7 | 19.9 | | 19.9 | 19.9 | | 19.9 | 20.1 | | 20.1 |
| Library | | | - | | | - | | | - | | | - |
| Support Staff | 13.6 | | 13.6 | 13.6 | | 13.6 | 13.6 | | 13.6 | 13.6 | | 13.6 |
| Dean's Office | 1.5 | | 1.5 | 1.0 | | 1.0 | 1.0 | | 1.0 | 1.0 | | 1.0 |
| Research Development Office | 1.5 | | 1.5 | 1.0 | | 1.0 | 1.0 | | 1.0 | 1.0 | | 1.0 |
| Total Academic Support³ | 53.4 | | 53.4 | 51.3 | | 51.3 | 51.3 | | 51.3 | 51.6 | | 51.6 |
| Administrative Services | | | - | | | - | | | - | | | - |
| & Departmental Support Services | 6.8 | 3.6 | 3.2 | 8.7 | 4.5 | 4.2 | 8.7 | 4.6 | 4.1 | 8.9 | 4.6 | 4.3 |
| Computing Services | 20.2 | 1.0 | 19.2 | 20.2 | 1.0 | 19.2 | 20.2 | 1.0 | 19.2 | 20.2 | 1.0 | 19.2 |
| University Advancement | 20.5 | | 20.5 | 18.5 | | 18.5 | 17.0 | | 17.0 | 18.0 | | 18.0 |
| Facilities Management | | | - | | | - | | | - | | | - |
| - Supervisor & Office Staff | 11.0 | 5.0 | 6.0 | 12.0 | 5.6 | 6.4 | 12.0 | 5.6 | 6.4 | 13.0 | 5.6 | 7.4 |
| Financial Service & Purchasing | 13.6 | 4.6 | 9.0 | 12.8 | 4.2 | 8.6 | 12.3 | 4.2 | 8.1 | 12.3 | 4.2 | 8.1 |
| Health Center | 1.4 | | 1.4 | 1.4 | | 1.4 | 1.4 | | 1.4 | 1.4 | | 1.4 |
| Human Resources | 6.5 | 0.4 | 6.1 | 5.5 | 0.4 | 5.1 | 5.5 | 0.4 | 5.1 | 5.0 | 0.4 | 4.6 |
| Owens Art Gallery | 3.0 | | 3.0 | 3.0 | | 3.0 | 3.0 | | 3.0 | 3.0 | | 3.0 |
| Physical Recreation & Athletics | 5.4 | | 5.4 | 5.4 | | 5.4 | 5.4 | | 5.4 | 5.4 | | 5.4 |
| Senior Administration & Board | 6.5 | 0.3 | 6.2 | 6.5 | 0.3 | 6.2 | 6.0 | 0.3 | 6.2 | 5.5 | 0.3 | 5.2 |
| Registrar's Office | 21.0 | 0.9 | 20.1 | 20.3 | 0.9 | 19.4 | 20.3 | 0.9 | 19.4 | 20.3 | 0.9 | 19.4 |
| International Affairs | 2.0 | | 2.0 | 2.0 | | 2.0 | 2.0 | | 2.0 | 2.0 | | 2.0 |
| Student Affairs | 9.0 | 1.9 | 7.1 | 7.2 | 1.9 | 5.3 | 7.3 | 1.9 | 5.4 | 7.3 | 1.9 | 5.4 |
| Other ² | 1.3 | | 1.3 | 2.3 | | 2.3 | 2.3 | | 2.3 | 2.1 | | 2.1 |
| Total Non-Teaching Departments | 128.2 | 17.7 | 110.5 | 125.7 | 18.7 | 107.0 | 123.4 | 18.8 | 104.5 | 124.4 | 18.8 | 105.6 |
| Total | 181.6 | 17.7 | 163.9 | 177.0 | 18.7 | 158.3 | 174.7 | 18.8 | 155.9 | 176.0 | 18.8 | 157.2 |

¹ Ancillary and Endowment Funds pay for services received from General Operating. FTE counts are based on allocations.

² Other includes Chaplain, MAFA Office, Harrasment Advisor, Performing Arts Series Coordinator and PCTC position supported by operating.



University Advancement Campaign Budget Request

Our \$75M campaign working goal to advance Mount Allison's distinctive undergraduate experience are inspired by the four cornerstones of President Jean-Paul Boudreau's Strategic Roadmap:

- Academic Program Innovation
- Student Life & Wellness
- 21st Century learning Environments
- Community Mindedness

The Strategic Roadmap will be advanced by the three pillars of Mount Allison's next fundraising campaign: financial aid for students; elevating the Mount Allison student experience; and a capital projects – the Hub for Innovation & learning.

The Right Kinds of Space: Hub for Innovation & Learning (\$30M)

Imagining a Contemporary Learning & Innovation Environment – Mount Allison will meet the needs and expectations of today's students with both a dynamic, contemporary Learning & Innovation Hub. This – Mount Allison's largest capital project in over 50 years – will be achieved through a combination of philanthropy, internal funding, and strategic government support. Geographically at the centre of the university, the Hub for Innovation & Learning will become home to *Learning, Technology, & Discovery*, offering dynamic spaces: learning thoroughfares that accommodate collaboration and connection, and stimulate digital, intellectual and creative works. Built to foster an ideas-to-action approach, the Hub will boast space to explore and develop new teaching tools and methods designed to innovate how we learn and communicate through the lens of new technologies. A key question is how we adapt and stimulate resiliency for a new generation of learners and entrepreneurial thinkers.

Besides providing space for quiet study and reflection, The Hub will provide access to software and hardware that widens competencies and skillsets, and encourage both individual work and group interaction. Key academic resources, including the library collections, Archives, Writing Centre and Student Peer Academic Resource Centre (SPARC), will be housed in this flexible, invigorating and comfortable new space, filled with natural light and accessible to all. The Ralph Pickard Bell Library has for generations served as our intellectual heart. Today, we're strengthening this heart with our new Hub for Innovation & Learning.

Elevating the Signature Mount Allison Experience (\$25M)

- **Academic Innovation:** Growing our international reputation for excellence means driving new academic innovation on campus, developing and growing new academic offerings that reflect student and labour market demand, and infusing existing curricula with multi- and interdisciplinary thinking.
- **Experiential Learning:** Dynamic learning outside the classroom is fundamental to growing a student's confidence, leadership skills, resourcefulness and adaptability. Through an expanded suite of extra- and co-curricular opportunities – internships, work-integrated learning, community service learning, travel abroad, among others – MtA will help forge culturally competent, creative and open-minded problem-solvers.

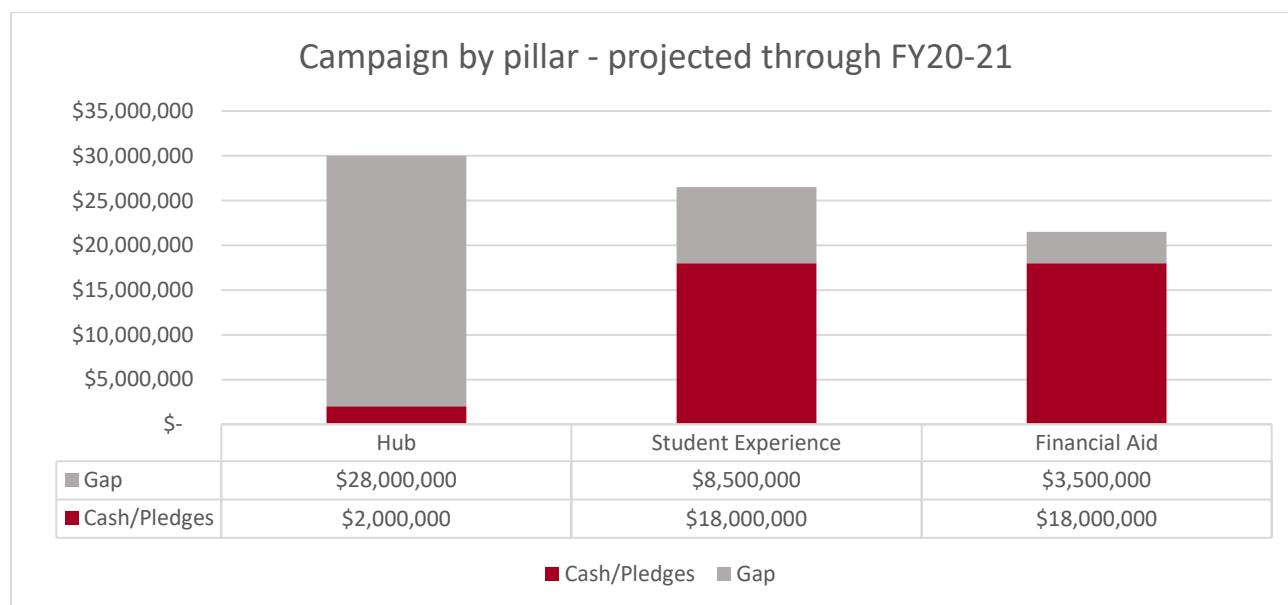
- **Elevate:** A new personalized, hands-on learning program open to all students, *Elevate* builds individual strengths and workplace-ready skills for post-MtA career success. We want to ensure every Mount Allison student enjoys access to at least one aspect of *Elevate*, ranging from one-on-one programming and career planning to workshops in contemporary workplace issues and core competencies.

Creating a financially accessible future for *all* students (\$20M)

- Double the number of full-tuition scholarships, and increase our scholarship funding by at least \$600,000 annually.
- Double the amount of bursary funding available to \$1 million each year, allowing us to double the average amount of support given to each student in need.
- Retain high-achieving, upper-year students by ensuring at least 50% receive financial assistance, thanks to new student awards for those who maintain good academic standing while demonstrating leadership in community and campus activities.
- Make the residence experience more affordable and attractive to upper-year student, by offering a new \$5,000 Residence Award to 50 students each year.

Campaign Fundraising Achievement by pillar

Projection through end of FY20-21: \$38M of \$75M working goal



Notes: Fundraising Achievement reflects new gifts and new multi-year pledges
 Projected Fundraising Achievement for FY20-21 is \$15M+
 Campaign counting began in FY17-18
 New written legacy gift commitments are not included in the above.

FY2021-22 Campaign Request: \$638,750

FY20-21 was the most successful fundraising achievement year on record. This will require substantial investment in donor stewardship, recognition, and reporting in FY21-22. We must also invest in increased outreach and the development of more and new relationships with prospective donors. The campaign readiness assessment identified over 300 prospective campaign donors with whom we have little or no contact. This requires increased annual,

legacy, and major gift qualification, cultivation, and solicitation to ensure continued growth - all with a particular emphasis on the Hub component of the campaign.

There is a common best practice in the post-secondary fundraising sector to keep costs-per-dollar raised between .20cents and .25cents. This budget request, as well as overall campaign budget projections fall within this range. Primary investments:

Staffing:

- Increased qualification, cultivation, and solicitations of campaign prospects
- Three current campaign contracted employees: Donor Relations Office, Senior Advancement Officers (2)
- Two additional campaign contracted employees: Leadership Annual Giving Manager, Donor Relations Officer (Writing/Communications)

Donor stewardship, recognition, & reporting:

- Public signage, donor recognition and gifts
- Increased reporting and donor accountability

Campaign communication:

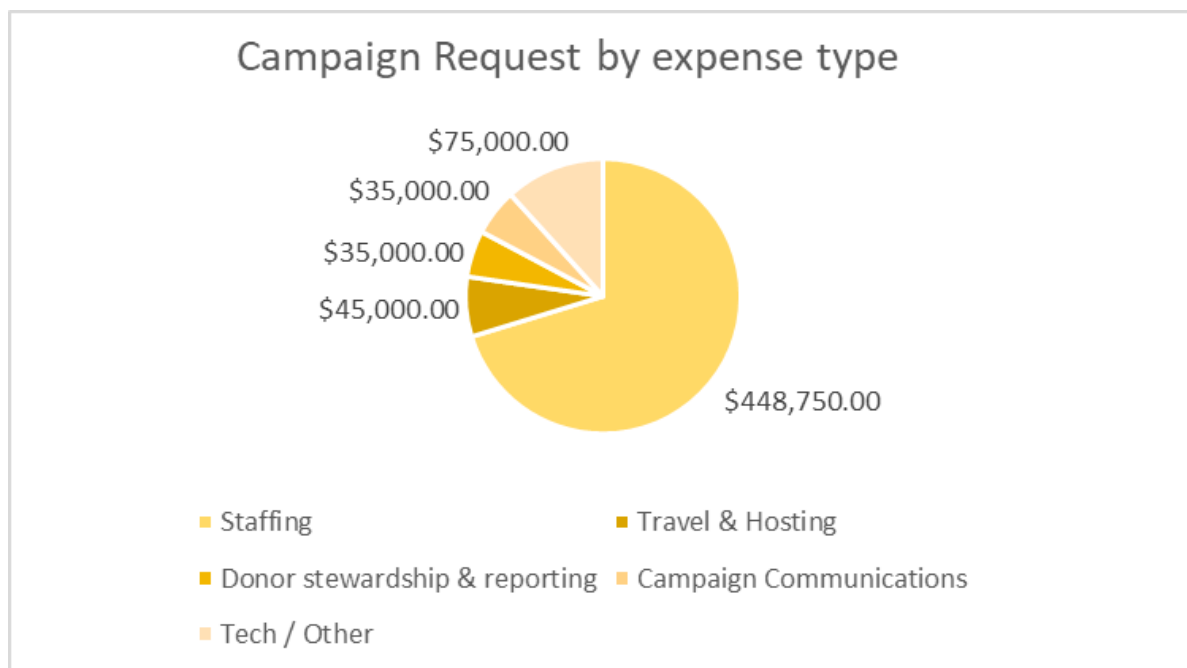
- Increased writing, photography, and video requirements
- Production of campaign collateral including campaign case for support and accompanying materials

Travel & Hosting:

- Though we anticipate less travel, significant travel and hosting is still required in order to ensure strategic relationship building and gift conversations

Tech / Other:

- Technology and supplies for additional staff
- Fundraising counsel and prospect research software, tools, and resources



Maritime Provinces Higher Education Commission
Table A: Undergraduate Arts and Sciences Full-time¹ Tuition Fees and Provincial Tuition Rebates/Bursaries 2020-2021

| | Undergraduate Arts | | | | Undergraduate Sciences | | | | Provincial Tuition Rebates/Bursaries |
|------------------------------------|------------------------|-------------------------------|---|-------------------------------|------------------------|-------------------------------|---|-------------------------------|--|
| | Full-time Tuition Fees | Percent change from 2019-2020 | International Students Full-time Tuition Fees | Percent change from 2019-2020 | Full-time Tuition Fees | Percent change from 2019-2020 | International Students Full-time Tuition Fees | Percent change from 2019-2020 | |
| | \$ | | \$ | | \$ | | \$ | | |
| New Brunswick | | | | | | | | | |
| Mount Allison University | 9,165 | 4.50% | 18,490 | 1.99% | 9,165 | 4.50% | 18,490 | 1.99% | Renewed Tuition Bursary ² |
| St. Thomas University | 7,292 | 2.00% | 16,389 | 2.00% | n/a | n/a | n/a | n/a | |
| Université de Moncton | 6,937 | 8.00% | 12,713 | 8.00% | 6,937 | 8.00% | 12,713 | 8.00% | |
| University of New Brunswick | 7,270 | 2.02% | 17,023 | 2.58% | 7,270 | 2.02% | 17,023 | 2.58% | |
| Nova Scotia | | | | | | | | | |
| Acadia University | 9,201 | 3.00% | 18,421 | 3.00% | 9,201 | 3.00% | 18,421 | 3.00% | Nova Scotia University Student Bursary Program (Full-time) ³ \$1,283 |
| Atlantic School of Theology | n/a | n/a | n/a | n/a | n/a | n/a | n/a | n/a | |
| Cape Breton University | 8,280 | 2.99% | 16,440 | 2.24% | 8,280 | 2.99% | 16,440 | 2.24% | |
| Dalhousie University | 8,103 | 3.01% | 21,180 | 10.69% | 9,192 | 2.99% | 22,269 | 10.28% | |
| Mount Saint Vincent University | 8,170 | 3.00% | 16,340 | 3.00% | 8,575 | 3.00% | 16,745 | 3.00% | |
| NSCAD University | 8,940 | 0.00% | 19,740 | 0.00% | n/a | n/a | n/a | n/a | |
| Saint Mary's University | 8,140 | 3.04% | 18,280 | 7.03% | 8,740 | 2.94% | 19,560 | 7.00% | |
| St. Francis Xavier University | 9,095 | 3.00% | 18,190 | 3.00% | 9,095 | 3.00% | 18,190 | 3.00% | |
| University of King's College | 8,103 | 3.01% | 21,180 | 10.69% | 9,192 | 2.99% | 22,269 | 10.28% | |
| Université Sainte-Anne | 8,020 | 2.99% | 10,970 | 3.00% | 9,209 | 3.01% | 12,158 | 3.00% | |
| Prince Edward Island | | | | | | | | | |
| University of Prince Edward Island | 6,390 | 1.91% | 13,860 | 1.99% | 6,390 | 1.91% | 13,860 | 1.99% | George Coles Bursary \$2,200; Island Advantage ⁴ |

Source: Data provided by the institutions. Tuition fees are unadjusted and unweighted.

Note: tuition is reported for students enrolling in a program for the first time in 2020-2021. Some universities offer reduced tuition to continuing students that meet certain criteria.

n/a: not applicable

¹ Full-time is defined as full course load.

² The Renewed Tuition Bursary provides financial assistance to those in need. The following link provides more program details including eligibility criteria: https://www2.gnb.ca/content/gnb/en/departments/post-secondary_education_training_and_labour/Skills/content/FinancialSupport/tuition_bursary.html These are not deducted from the tuition fees as presented. Tuition fees vary by program.

³ Nova Scotia offers students who are residents of the province a credit rebate on their tuition up to \$1,283; These rebates are not deducted from the tuition fees as presented.

⁴ Prince Edward Island offers resident students the \$2,200 George Coles Bursary (annual). Island Advantage: Low and middle-income Islanders can access needs-based support on top of the other bursaries. These bursary awards are not deducted from the tuition fees as presented.