



2017-18 CONSOLIDATED BUDGET

Karen Cunningham, CA, CPA
Vice-President (Administration and Finance)






-  unb.ca/vpfinance/budgets/index.html
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TABLE OF CONTENTS

	<u>Page</u>
President's Commentary	2
Vice-President (Administration and Finance) Commentary	3
Vice-President Academic (Fredericton) Commentary	5
Vice-President Saint John Commentary	6
Scope	8
Introduction and Fiscal Context	10
Strategy and Plan	11
Key Assumptions and Risks	12
Budget Process, Accountability and Budget Policies	15
Operating Budget Summary	19
▪ <u>Revenue</u>	
- Overall Revenue	21
- Sources of Revenue	
▪ Provincial Operating Grant	24
▪ Tuition	24
▪ Student Enrolment	28
▪ Other Revenue	30
▪ <u>Expenses</u>	
- Total Expenses	32
- Composition of Operating Expenses	35
- Other Expenses	39
Residence and Conference Services Budget Summary	43
Capital Budget Summary	45
Endowment Budget - Pro-forma Balances and Spending	48
Multi-year Operating Budget Outlook	51
<u>Appendices:</u>	
▪ Appendix A -Operating Budget Statements	54
- Appendix A, Schedule 1 - Provincial Operating Grant	57
- Appendix A, Schedule 2 - Other Revenue	58
- Appendix A, Schedule 3 - Detail of Operating Expenses by Category	60
- Appendix A, Schedule 4 - Ancillary Operations	62
- Appendix A, Schedule 5 - Residence and Conference Services Budget (detail)	63
▪ Appendix B - Baseline Assumptions	65
▪ Appendix C - Student Enrolment	67
▪ Appendix D - Tuition and Related Fees	69
▪ Appendix E - Residence and Related Fees	73
▪ Appendix F - Recommended Parking Fees	75
▪ Appendix G - Student Health and Optional Dental	76
▪ Appendix H - Student Organization Fees	78
▪ Appendix I - Capital Budget	79
▪ Appendix J - Multi-year Outlook	91

PRESIDENT'S MESSAGE

I often refer to the University of New Brunswick as the University FOR New Brunswick. This is particularly true in the current environment. UNB is home to roughly ½ of the students attending public universities in New Brunswick and nearly ¾ of graduate students. In addition, UNB is responsible for 75% of all publicly funded research done in the province, and according to an independent analysis, contributes \$1.2 billion annually to the provincial economy.

It is in this context that we consider our operating budget for the 2017-18 fiscal year. We are presenting an operating budget with a net deficit of \$2.3 million. This represents a fiscal plan that saw us manage over \$6 million from the pro-forma deficit while at the same time making investments in critical areas such as recruitment and library acquisitions. In addition we continue to invest in our bold recruitment marketing campaign, #OnlyHere, which highlights and showcases UNB all across Canada and the world.

We will continue to refine and adjust our operating budget to align with the academic plan for UNB that is currently being developed by our faculty, Deans and Academic Vice Presidents, and will act on recommendations to take advantage of efficiencies identified in our ongoing review of administrative operations and structures. We are committed to eliminate the annual operating deficit by the 2019-20 fiscal year through thoughtful, strategic decisions that always keep our mission firmly in sight - to deliver high quality education to our students.

With all adversity comes opportunity, UNB is poised to seize the opportunities presented to build stronger partnerships with government, industry and the community to help our students and our province develop and succeed. Getting our financial house in order is positioning us for action. These are exciting times.

H.E.A. Campbell
President and Vice-Chancellor
University of New Brunswick



VICE-PRESIDENT (ADMINISTRATION AND FINANCE) COMMENTARY

I am pleased to provide this budget document on behalf of senior management and the Board of Governors that includes the 2017-18 Operating and Capital Budgets as well as the budgeted Endowment Spending rate for the University. We continue to evolve the presentation of the budget information in an effort to improve the information provided to readers, keeping it meaningful and transparent with appropriate detail to understand the financial picture of the University.

Three active budget committees provided input on the process and decisions from October through to the completion of the budget in April. This document is the culmination of the efforts of those committees, and budget staff on both campuses. These committees will meet through the summer and continue to provide input and advice with respect to the long term budget strategy and the process in the coming year.

The 2017-18 budget year represents the first in a three year plan to balance the University's operating budget by the 2019-20 fiscal year. While this represents a challenge, we have the opportunity to review what we do and why, and make changes throughout the University, positioning us to make a difference in our province and to provide an exceptional education for our students.

UNB's 2017-18 budget is presented with a structural deficit of \$4.8 million reflecting \$6 million in budget reductions and additions to the base budget for critical items such as library acquisitions, enterprise software, and recruitment that we have been spending for many years from "soft" money. We have budgeted using \$2.5 million from central internally restricted accounts to reduce the budgeted net deficit to \$2.3 million in 2017-18. UNB has also budgeted to invest internally restricted funds totaling \$4.1 million in funding the recruitment marketing campaign and the marketing and communications offices. No layoffs and no reduction in the faculty complement on either campus was required to achieve this level of budgeted spending reduction.

2017-18 is the third year we will have invested in the communication and marketing offices as well as a marketing campaign to increase enrolments. This is showing positive results as enrolments have stabilized and applications have increased. This remains a one-time investment in 2017-18 as we have not yet agreed on an increase to the base budget for these items.

A look back at the last 10 years indicates the annualized average actual expense growth from 2007-08 to the 2017-18 budgeted expense level has been 2.3%. However, annualized average revenue growth in the same period has only been 2.0%. This gap in growth rates is a significant driver of the structural deficit at UNB. It is this issue we must address in the upcoming budgets through expense control and revenue generation to eliminate the structural deficit once and for all.

VICE-PRESIDENT (ADMINISTRATION AND FINANCE) COMMENTARY

We are committed to presenting a balanced budget for the 2019-20 fiscal year although this will be a challenge. We have modelled increasing deficits in each future year given the assumptions contained in Appendix B and assuming no additional mitigating actions are taken to reduce the deficit. The pro-forma statements are a dynamic planning tool we use to model the fiscal impacts of a variety of options and decisions as we plan our budget strategy and implement more specific plans so they are not a forecast or future budget projection.

We will be guided in future resource allocation decisions by the results of academic planning, the administrative review a tuition review, and other revenue generating initiatives. We will continue to invest in emerging priorities of the University as we strive to achieve our mission and refocus our resources on the UNB of the future.

Karen Cunningham
Vice-President (Administration and Finance)



VICE-PRESIDENT ACADEMIC (FREDERICTON) COMMENTARY

For the Fredericton campus, a deficit budget of \$4.2 million before one-time items is projected. After adjusting for short term expenses and transfers from reserve funds, this deficit will be reduced to \$1.9 million.

While deficits are not desired, a \$1.9 million deficit should to be considered a significant achievement considering UNB's enrolment challenges affecting tuition revenue, and that government funding is increasing by only 1% in an environment where expenses generally grow at 4%. On this point I am pleased to say that the expenses on the Fredericton campus increased by only 1.2% even after investing in important areas, including library acquisitions and our recruitment efforts. This has been achieved by reducing nearly \$5 million from our expense budget.

During the planning and preparation of this budget, consideration was given to the University's desire to maintain the quality of academic programs and the student experience. Recognizing that the academic planning project is not yet complete, every effort was made to minimize as much as possible the impact of budget reductions on the academic units on campus. This objective has been successfully accomplished: expenses categorized as 'Academic and Research' represent approximately 73% of our expense budget; nonetheless, expense reductions in these areas totaled less than 10% of the Fredericton budget reduction. In addition, our overall faculty complement levels have been maintained. This has been possible thanks to close collaboration between the academic Faculties and Resource Planning and Budgeting (RPB), and a new budget planning process that involves far higher levels of information sharing.

Other initiatives this year - and ongoing for the coming one - include a review of the mandate of the Fredericton Campus Budget Management Advisory Committee (FCBMAC), now renamed Fredericton Budget Advisory Committee (FBAC), and the creation of an academic development fund to support our Faculties. Also, within RPB, a new 'Office of Institutional Analysis' is being created, which will consolidate appropriate resources to support academic planning, strategic enrolment management and other areas where analysis is required to support decision making.

Other reasons for optimism include the stabilization of enrolment numbers and some modest increases in application numbers, representing a welcome positive change in trend. Three new academic deans will join us in the coming year, and construction for the new home for Kinesiology is under way. Exciting teaching and research initiatives include the new Canadian Institute for Cybersecurity, Smart Grid Technologies, developments in overseas programs, and cooperative learning. Our academic planning this year will engage both the Fredericton and Saint John campuses to explore opportunities for better program delivery across the university. Finally, UNB's new fundraising campaign the most ambitious in our history, and will allow for substantial advances in our student experience and academic mission.

I look forward to more success during 2017/18.

George MacLean
Vice-President Academic (Fredericton)

VICE-PRESIDENT SAINT JOHN COMMENTARY

Introduction

Significant discussions took place with both the Vice-President's Senior Advisory Committee in Saint John, and the Saint John Budget Committee over the course of the 2016-2017 academic year. The Saint John Budget committee consisted of portfolio holders, the Vice-President (Administration and Finance), representatives from the three Faculties, and a staff member. These groups spent time reviewing background documentation, as well as submissions from the various units before making recommendations to the Vice-President Saint John.

Strategy for 2017-2018

For the 2017-2018 budget year, the Saint John campus is proposing a deficit budget of \$371.3k. Before any adjustments, the deficit for 2017-2018 was \$2.465M. The strategy for this budget process was to become balanced within 3 years. The target reduction was calculated by taking 1/3 of the 2019-2020 projected deficit, after enrolment and other updates were complete. The total projected deficit for 2019-2020 was \$2.783M so the reduction target presented to the committee was \$927.7k.

The Senior Advisory Committee discussed how the Campus would reach the targets identified above. It was decided that each portfolio holder would have discussions with their departments and bring forward recommended reductions. The strategy was to try to find reductions that had the least impact to campus service and teaching levels, while at the same time allowing for strategic investments to be made in recruiting, library acquisitions and IT services. This consultative approach resulted in an overall budget reduction of \$1.027M. The Saint John Campus identified various reserves (a mixture of carry forward accounts and reserves that can be redirected) for a total of \$1,073.4 M to reduce the deficit to \$371.3 (equal 2% of the MPHEC operating grant). Despite these reductions, the structural deficit for 2017-2018 is \$623.8k.

For 2017-2018, the Saint John campus will:

- Continue to support the #onlyhere campaign.
- Work toward implementing recommendations resulting from the Academic Planning Exercise
- Continue to seek external sources of funding to complement initiatives being funded from the base budget
- Continue to collaborate with partners -- Dalhousie Medicine New Brunswick, New Brunswick Community College Saint John, and Horizon Health - - to promote the development of a health and life sciences research and teaching cluster at the Tucker Park campus of UNB.
- Continue to engage in community outreach activities, and support experiential learning opportunities for students.

Investing in Infrastructure

Continued investments in campus infrastructure and upgrades have been planned for in 2017-2018. The proposed Capital budget for the Saint John campus 2017-18, totals \$2.2M (details are listed Appendix I)

VICE-PRESIDENT SAINT JOHN COMMENTARY

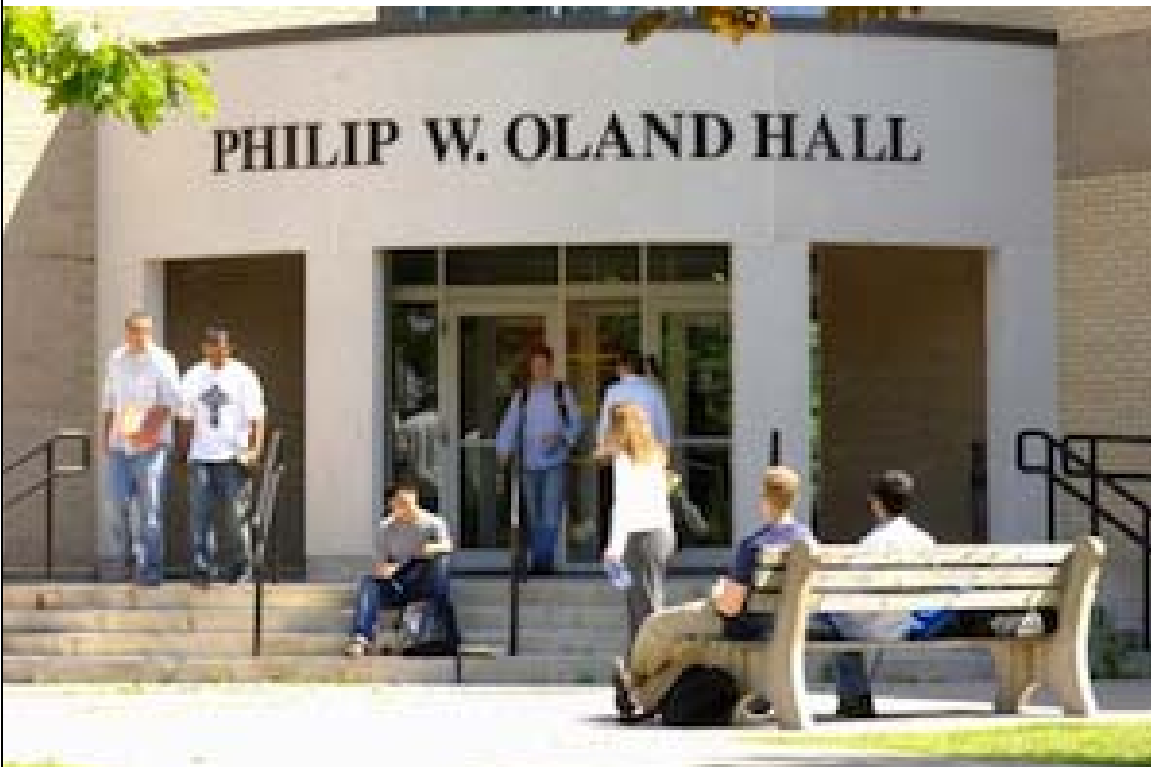
Planning for the Future

It is anticipated that the revision to the Tuition Access Bursary program to include higher household incomes based on the number of family members will bring new students to UNB which will positively affect tuition revenue. The province's announcement related to paying for the Medicare equivalency for international students may also help increase the number of students registered from outside of Canada.

Finally, UNB is reaching out to the countries affected by the Trump Ban and those steps may also realize an increase in our international enrolment.

The campus will continue to work towards achieving new sources of revenue for the Saint John campus.

Dr. Robert MacKinnon
Vice President Saint John



SCOPE

The package includes operating, capital, endowment spending and ancillary operations budgets. There are separate individual budgets for each research grant or contract and for expendable trust funds.

The University of New Brunswick's budgets are developed and managed according to the principles of fund accounting. Revenue is segregated into a variety of fund types and the use of the revenue is governed by the restrictions on the specific fund. Funding is recorded in separate individual accounts to ensure strict adherence to terms associated with the funding and to ensure there is a clear chain of accountability for the funds. The following items are included in the budget documents:

Operating Budget - Consolidated from budgets prepared for each campus

Revenue

- Unrestricted operating grant revenue
- Tuition and Fees
- Other revenue

Expenses

- Instruction/program delivery
- Student Services
- Administrative services
- Operational maintenance and utilities

Other

- Net ancillary operations
- Contingencies
- Priority allocations
- One-time budget items

Capital Budget - Prepared for Each Campus

Sources of Capital Funding

- Restricted provincial grant
- Special government funding
- Land revenue
- Student technology and facility fees
- Other

Capital Spending

- Capital projects
- Major maintenance
- Equipment and technology funded by restricted grants

Endowment Budget - Prepared for Entire University

- Spending rate for earnings from Endowments

SCOPE

The operating budget is prepared on a modified cash basis. This means that:

- Capital expenditures are accounted for as disbursed
- No depreciation is included
- Operating costs are accounted for in the year incurred
- Operating revenue is accounted for in the year earned

OUTSIDE BUDGET SCOPE

Certain components of overall University operations are managed and controlled individually based on specific restrictions related to each item and are not included in the budget documents

Research Contracts and Grants

- Each grant or contract has a budget and is managed individually
- \$40 to \$50 million awarded annually to UNB

Expendable Trust Funds

- Funds provided for specific purposes



INTRODUCTION AND FISCAL CONTEXT

UNB Context

UNB's operating revenue has grown by an average of 2% per year for the last ten years with the highest percentage of growth in the other revenue category. This reflects the efforts of the University to seek new sources of revenue as provincial operating funding has become increasingly uncertain. As well, declining New Brunswick high school populations and increased competition from universities outside New Brunswick have contributed to reduced enrolment levels.

During the same period, the growth in budgeted total expenses has been managed to an average of 2.3% per year. This has taken considerable effort across the University as the average annual expense growth in the university sector is 4%.

This phenomenon of expense growth outpacing revenue growth has resulted in a structural deficit at UNB.

UNB has worked to mitigate these challenges by:

- Integrating and enhancing recruitment efforts across the University
- Embarking on an advertising/marketing campaign to diversify enrolments to students beyond New Brunswick
- Developing continuing education programs to enhance net revenues
- Developing educational programs both at UNB and at other locations in partnership with other institutions
- Increasing revenue from land development activities (primarily leases in the Woodlot)
- Cost containment initiatives to reduce expense growth by almost \$38 million in the last 10 years including the 2017-18 budget.



STRATEGY & PLAN

The overall objective of the 2017-18 budget is to align available resources with priorities in order to accomplish the University's mission. The university financial framework is oriented towards long-term financial sustainability. The overall budget strategy within the financial framework is to exercise fiscal responsibility while striving to maintain the quality of programs, manage risks and address requirements and priorities.

2017-18 Strategy

Operating Budget

Long-term balanced budgets

Include all ongoing expenses in the budget and achieve a balanced budget by 2019-20 through a combination of revenue generation and cost reduction. Resourcing decisions to be guided by academic planning and the administrative review.

Mitigate deficits in the short term by using one-time internally restricted reserves.

Capital Budget

Pay-as-you-go approach with a requirement to have all funding secured prior to starting a project.

Endowment Spending

Set endowment spending rate to achieve maximum spending for endowed purposes while maintaining and protecting capital.

2017-18 Budget Plan

Operating Budget

- 1% increase in operating grant
- Tuition rates must be fair, competitive - 2% increase
- Expense reductions to all sectors of the University based on analysis, not across the board
- Freeze non-salary expenses
- Aim for wage settlements consistent with inflation
- Deans and Directors responsible to identify measures to result in budget reductions
- Reduce net operating deficit by using one-time reserves of \$2.5 million.

Capital Budget

- Address deferred maintenance
- Provide enhanced teaching and learning facilities
- Address infrastructure renewal
- Provide residence improvements
- Upgrade equipment and technology
- Major capital projects under Strategic Infrastructure Fund

Endowment Spending

Long-term spending rate remains at 4%.

Top-up spending rate in 2017-18 to 4.25% from spending reserves.

KEY ASSUMPTIONS AND RISKS

The University budget is prepared using a series of best estimate assumptions. These assumptions are influenced by a variety of factors, some of which are outside of the control of the University, while, in other cases, the University can influence or control the variables to various degrees.

Details of the key assumptions used in developing the 2017-18 operating budget are contained in Appendix B. Some additional context is provided below.

General Economic Environment

Interest Rates

The operating budget contains \$2.1 million in income to be earned from the short to mid-term investment of cash flow and other similar funds. It also contains interest earned from internal loans made on projects with a repayment cash flow. Earnings are related to the bank rate and the length of time that funds are invested. Budgeted earnings are based on an assumed average earning rate of between 0.9% and 2.2%.

Market Returns

The level of returns from Canadian and world equity markets, as well as the position of interest rates, has a direct impact on the level of earnings for university endowments and assets of the Shared Risk Pension Plan for Academic Employees. The basic assumption is that overall returns for the endowment fund will be in keeping with a real return objective of 4.0% and that real returns for the pension plan will be in keeping with actuarial assumptions. Any material negative variance in endowment or pension earnings would impact future years.

Operating Revenues

Student Enrolment

Tuition revenue comprises approximately 30% of total operating revenues. As such, the budget is vulnerable to variance in enrolments. While historical trends are valuable in predicting future enrolment, actual enrolment levels are influenced by many factors and are difficult to predict.

The Provincial government implemented a tuition assistance program for students from families with less than \$60 thousand annual income in 2016-17 and has announced a tuition relief program for middle class families to assist those with annual family incomes above \$60 thousand. It is unclear what the direct impact is to enrolment levels but we do know that approximately 1,500 students attending UNB in 2016-17 took advantage of the Tuition Access Bursary program.

The University invested in a marketing recruitment campaign targeted at domestic students in 2015-16 and 2016-17 with the first results of the initiative seen in the fall of 2016 application and enrolment numbers. This investment is budgeted to continue in the 2017-18 year but has not been added to the base budget.

KEY ASSUMPTIONS AND RISKS

Provincial Funding

The budgeted operating grant in 2017-18 is increased by 1% from the 2016-17 level, reflecting information communicated to us by the Province. The University and the Province continue to work to obtain a Memorandum of Understanding that would provide multi-year funding and tuition rate certainty.

Operating Expenses

Wage costs comprise approximately 75% of the operating expenses. As such, uncertainty in this area represents a large risk to future sustainability. With the signing of all but two collective agreements, UNB has a higher degree wage certainty for the next two fiscal budgets.

Collective Agreements

<u>Bargaining Group</u>	<u>Contract Expiry Date</u>	<u>Comment</u>
Full-time faculty and professional librarians (Association of University of New Brunswick Teachers (AUNBT))	June 30, 2020	Settled June 2016
Contract Academic Employees (AUNBT)	April 30, 2020	Settled July 2016
Graduate Student Workers Public Service Alliance of Canada (UGSW/PSAC)	April 30, 2021	Settled August 2016
Unionized Support Workers on the Saint John Campus (Canadian Union of Public Employees (CUPE))	June 30, 2016	Negotiations ongoing
Unionized Support Workers on the Fredericton Campus (UNIFOR)	September 30, 2018	Settled April 2016
Unionized Professional and Technical Staff, Public Service Alliance of Canada (PTSU/PSAC)	First collective agreement	Negotiations ongoing Bargaining unit certified March 2013

KEY ASSUMPTIONS AND RISKS

Pension Plans

Eligible Academic employees of the University of New Brunswick are members of the Shared Risk Plan for Academic Employees of the University of New Brunswick. Eligible staff are members of the New Brunswick Public Service Pension Plan. Both these plans result in increased certainty around contribution levels as a result of recent conversions to the shared risk model. A key element of the model is to limit possible rate increases.

Non-Pension Benefit Costs

University Non-Pension Benefit Plans are cost shared equally between the University and members of the benefit plans. Certain components of these plans contain elements of self-insurance (with partial stop loss coverage). The assumption contained in the budget is that the utilization patterns of recent years will continue in 2017-18.

Heating and Utility Costs

The operating budget contains electricity costs and heating costs. Estimates have been made for future utilization and prices.

The University Energy Management Program continues to have a positive effect on energy utilization and has contributed to stability in overall costs. The Energy Management Program consists of a \$14.4 million in Board-approved funding over four phases. Performance highlights to date:

- \$11.7 million invested in 147 projects with forecasted cost avoidance target of \$20.4 million over 10 years;
- Cost avoidance of \$13.5 million in excess of target to the end of 2015-16 fiscal year;
- 43% CO₂ reduction achieved from 1996 baseline;
- Third-party funding of \$1.6 million has been received and reinvested into the Energy Management program;
- In fiscal year 2015-16, the Energy Management program was responsible for avoidance of \$1.7 million of utility costs.

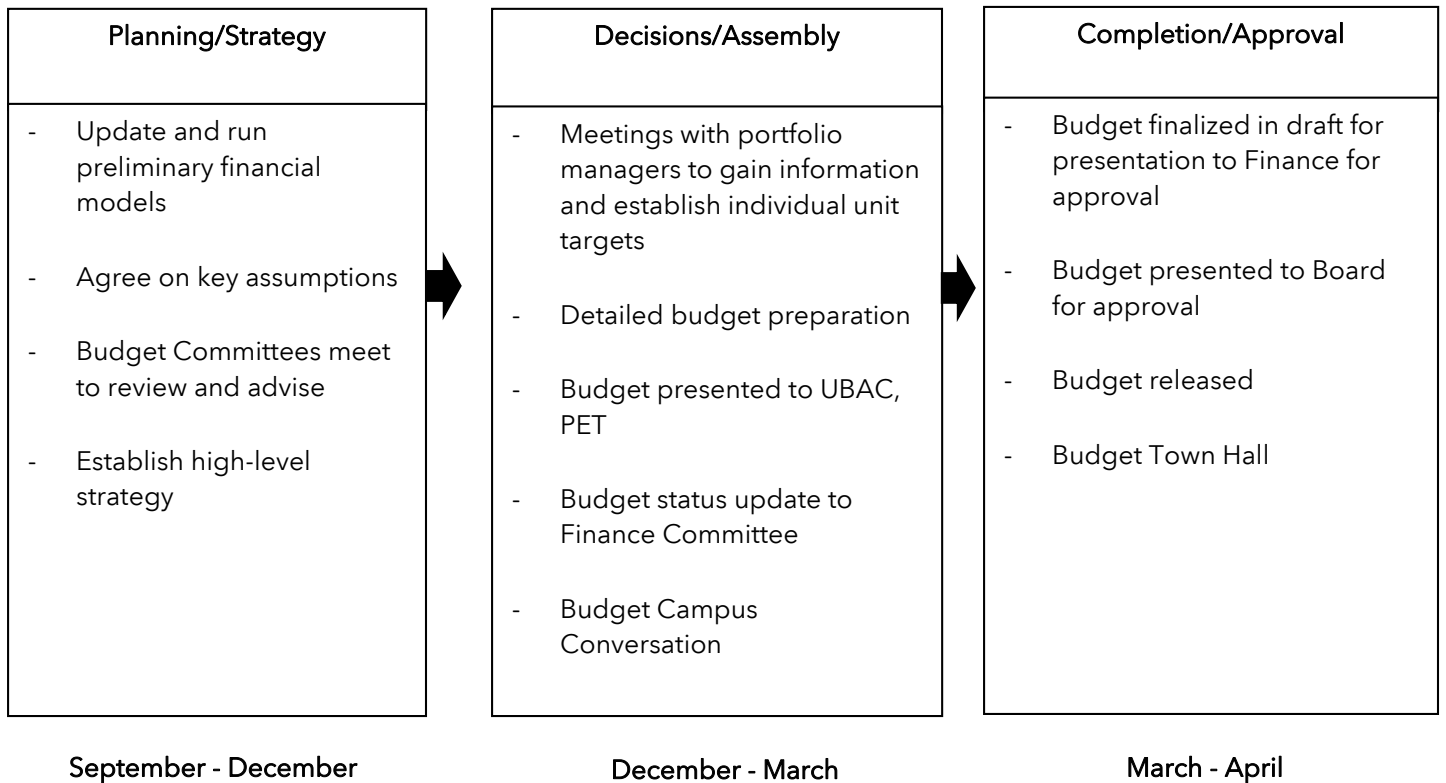


BUDGET PROCESS

Preparing the annual budgets for the University of New Brunswick is a significant undertaking requiring planning, coordination and the effort and contributions from a number of stakeholders. There were three basic phases to the 2017-18 budget process as outlined below:

Overview of Stages and Timing

The following chart provides an overview of the budget oversight process at UNB to ensure that budget options and choices are reviewed and analyzed prior to the President bringing forward the final budget proposal to the Board of Governors for consideration and approval.



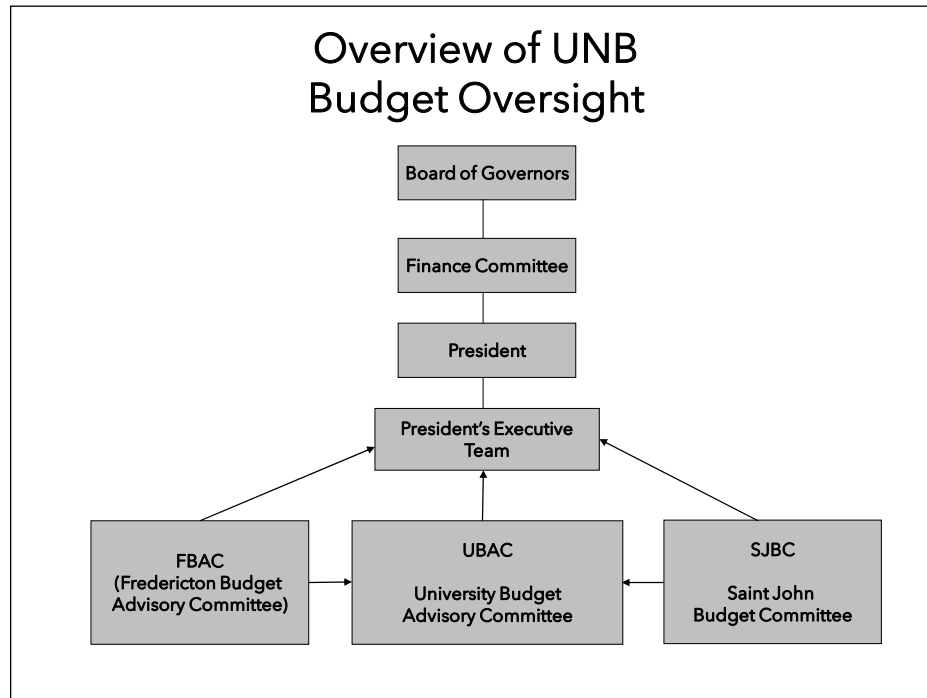
Oversight Dates

Nov 21 - Finance Committee reviewed strategy
 Dec 8 - Board receives update

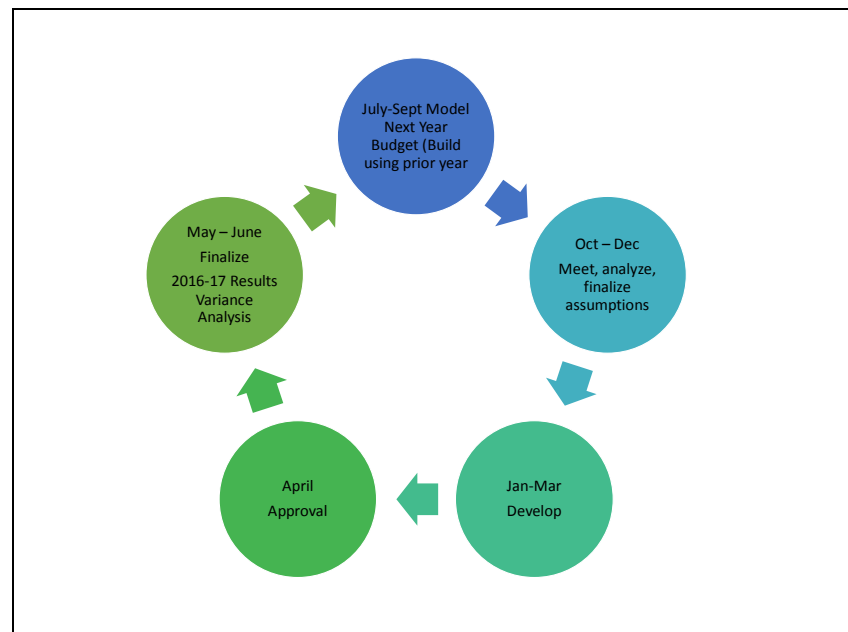
Mar 2 - Finance Committee receives status update
 Mar 22 - PET receives draft budget for review

April 4 - Budget to Finance Committee for approval
 April 20 - Budget to Board for approval

BUDGET PROCESS



We implemented a more consultative budget process in developing the 2017-18 budget. All three budget committees were active and commenced meetings much earlier than in past years. We will continue to refine the process as we develop the 2018-19 budget which will start with budget committees meetings in early Fall. The budget process will be an ongoing cycle - as one year is approved, planning will begin for the next year.



BUDGET PROCESS

The following individuals were members of the University and campus budget committees for the 2017-18 budget process:

UBAC (University Budget Advisory Committee)

Karen Cunningham, Vice-President (Administration and Finance), Chair
Mark Warren, Director, Resource Planning and Budgeting, Vice-Chair
George MacLean, Vice-President Academic (Fredericton)
Robert MacKinnon, Vice-President Saint John
Shawna Bergin, Registrar (Fredericton)
Mark Bishop, Registrar (Saint John)
Don Harrington, Comptroller
Peter McDougall, Associate VP Human Resources & Organizational Development
Drew Randall, Dean, Graduate Studies
Heather Finkle, Director, Financial and Administrative Services UNBSJ
Lynn Randall, Faculty Representative (Fredericton Senate)
Shelley Rinehart, Faculty Representative (SJ Senate)
Lesley Balcom, Dean (Fredericton - Deans Council)
Bruce MacDonald, Dean (Saint John SAC)
Ian Allen, Staff Representative, Fredericton (Directors Plus)
Kevin Bonner, Staff representative (Saint John - SAC)
Bipin Kumar, Graduate Student Representative
Grayson Beairsto, Undergraduate Student Representative Fredericton
Nick Huggard, Undergraduate Student Representative, Saint John
Eleanor Curtis, Committee Secretary

Fredericton Budget Advisory Committee (FBAC)

George MacLean, Vice-President Academic (Fredericton), Chair
David Burns, Vice-President (Research)
Karen Cunningham, Vice-President (Administration and Finance)
Devashis Mitra, Deans Council Representative
Van Lantz, Deans Council Representative
Ed Biden, Faculty member, Senate Representative
Viqar Husain, Faculty member, Senate Representative
Lesley Balcom, Directors Plus Representative
Trevor Gonnason, Directors Plus Representative
Julian Renaud, Undergraduate Student Representative
Vacant, Graduate Student Representative
Mark Warren, Director, Resource Planning and Budgeting

BUDGET PROCESS

Saint John Campus Budget Management Committee (SJBC)

Robert MacKinnon, Vice-President (Saint John) Chair

Laurelle LeVert, Associate VP Saint John

Joanna Everitt, Dean, Faculty of Arts

Bruce MacDonald, Acting Dean, Faculty of Science, Applied Science and Engineering (SASE)

Fazley Siddiq, Dean, Faculty of Business

Lilly Both, Acting Associate Dean, Graduate Studies

Mark Bishop, Registrar

Heather Finkle, Director, Financial & Administrative Services

Kevin Simpson, Director, Facilities Management

David Creelman, Faculty Representative, Arts

Morris Mendelson, Faculty Representative, Business

Chris Gray, Faculty Representative, Science, Applied Science and Engineering

David Ross, appointed by Associate VP Saint John

Karen Cunningham, Vice-President (Administration and Finance)

Kathy Robertson, Manager, Budgets, Financial Analysis

Tracey Chiasson, Manager, Special Projects and Administration

Accountability and Budget Policies

The University of New Brunswick has a long tradition of fiscal responsibility and provides clear open disclosure of its financial position, budgets and results. Among the chief tools that support this approach are:

- A comprehensive set of University financial and budget planning principles and policies which are available on the secure University website at <http://www.unb.ca/secretariat/policy-repository/resources/php/download-policy.php?id=Yw>
- Preparation and disclosure of annual independently audited financial statements, available on the University open website http://www.unb.ca/financialservices/consolidated_financial_statements.html
- Annual reports by the University Comptroller and the Vice-President Administration and Finance which describe the financial results and compare to budget targets, both are available on the open University website at <http://www.unb.ca/vpfinance/reports-presentations.html>
- The 2017-18 and previous years' budgets are available on the open University website at <http://www.unb.ca/vpfinance/budgets/index.html>

OPERATING BUDGET SUMMARY

The 2017-18 operating budget has a structural deficit of \$4.8 million which was reduced by a one-time use of internal risk reserves to a net deficit of \$2.3 million.

This level of budgeted structural deficit is slightly larger than in 2016-17 as a result of a number of items as follows:

1. Sustainability items identified in 2016-17 and funded from internal reserves on a one-time basis in that year have been added to the base budget, increasing budgeted expenses by \$2.8 million.
2. The Province of New Brunswick has provided a 1% increase in the operating grant to UNB. This represents the first increase in the operating grant since the 2014-15 level.
3. UNB has increased basic tuition for the 2017-18 year by 2% and the international student differential fee by 5%.
4. UNB implemented a one-time tuition rebate of 3% to New Brunswick students in 2016-17. This rebate will be eliminated for 2017-18.
5. The 2017-18 budget includes reductions of approximately \$6.0 million and non-salary expenses were frozen resulting in an additional effective reduction of \$0.6 million for a total of \$6.6 million managed from the budget. A more detailed breakdown of the \$6.0 million reductions is provided in Table at the bottom of page 33. It is important to note these reductions involved no lay offs of faculty or staff.



OPERATING BUDGET SUMMARY

Key Budget Figures 2017-18	
Provincial Operating Grant	\$ 113.1 M (0.7% increase)
Tuition Revenue	59.4 M (1.3% increase)
<i>Product of:</i>	
<i>Budgeted FTE enrolment 8572</i>	
<i>Tuition increase 2%</i>	
<i>International fee increase 5%</i>	
Other Revenue	17.5 M (1.3% decrease)
Total Revenues	190.0 M (0.7% increase)
Total Expenses	194.8 M (1.0% increase)
Structural Deficit	4.8 M
Why UNB spending (last year of pilot project)	4.1 M
Total deficit including one-time expenses before transfers from reserves	8.9 M
Transfers from Central Reserves	
- Why UNB	4.1 M
- Deficit reduction	2.5 M
Net Operating Deficit	\$2.3 M (1.2% of total revenue)



OPERATING REVENUE

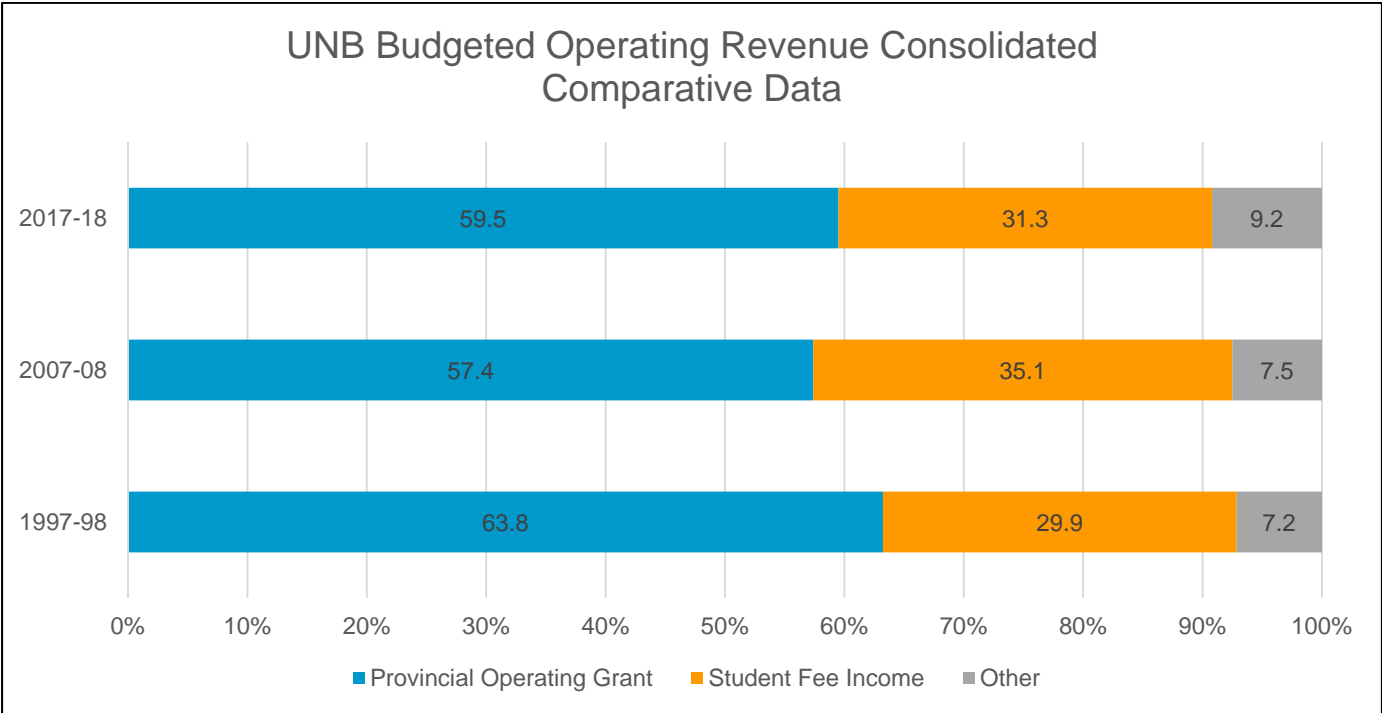
Overall Revenue

Total operating revenue is budgeted to increase by 0.67% in 2017-18 over the 2016-17 budget. The main drivers of the increase are the 1% increase in the unrestricted provincial operating grant and a tuition rate increase of 2%. A decline in budgeted enrolment and a slight decline in other revenue contribute to the growth being less than 1%.

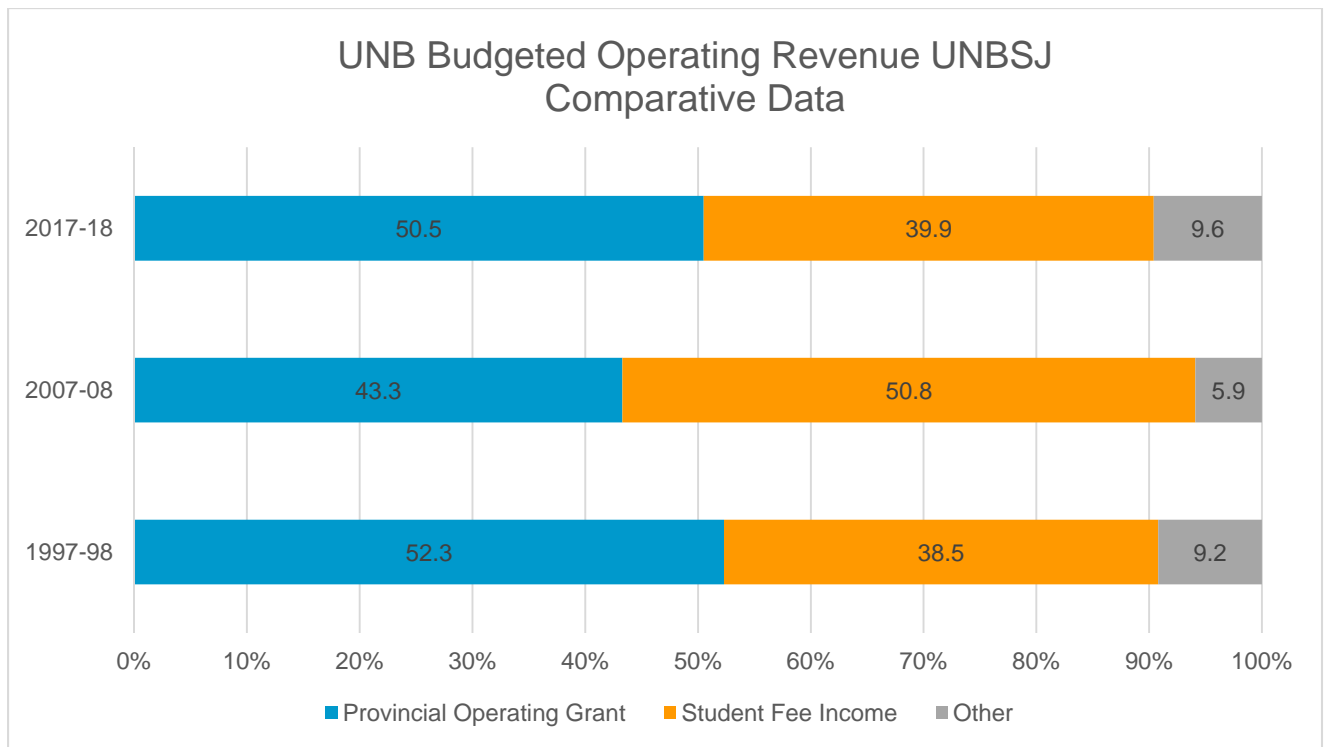
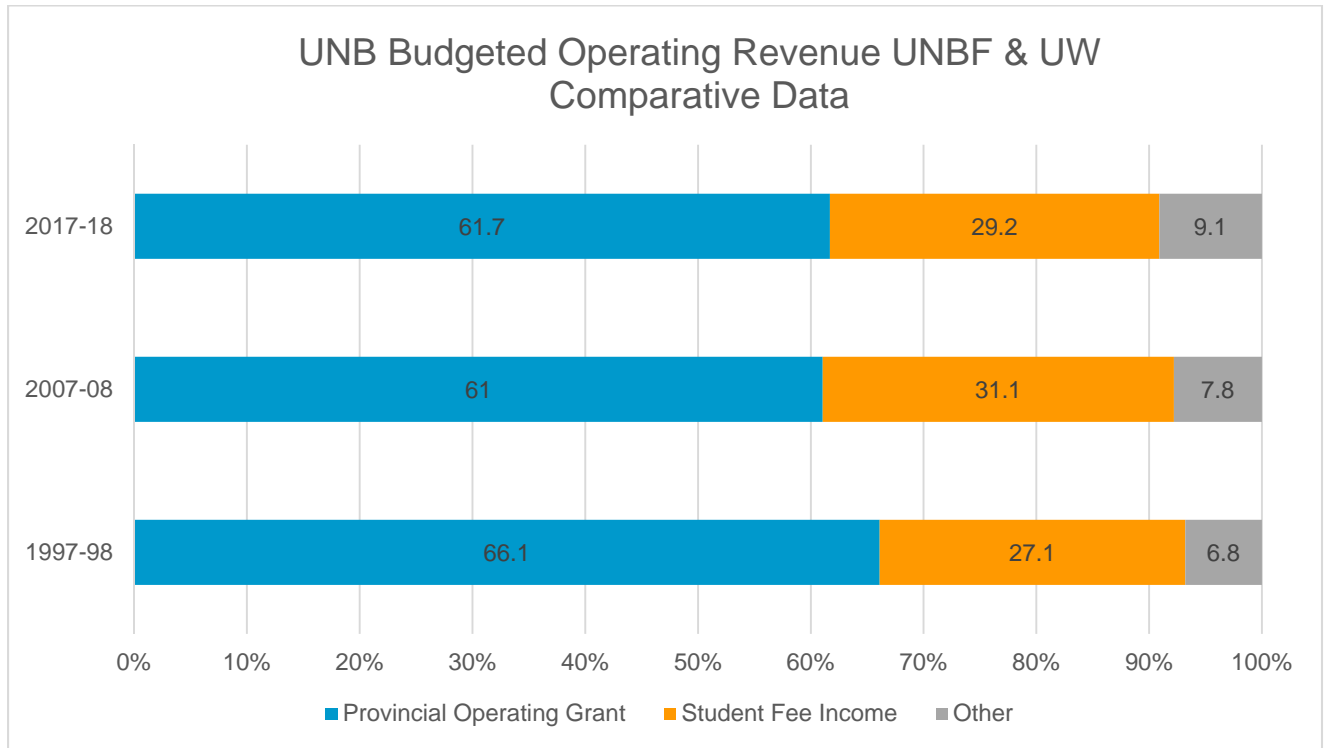
The following table illustrates UNB Operating Revenue comparison over previous years for UNB consolidated, UNBF and UNBSJ:

UNB Operating Revenue Comparison					
\$ Thousands					
	2015-16	2016-17	2017-18	\$ Change	% Change
UNB	\$185,767.8	\$188,743.2	\$190,011.0	\$1,267.8	0.7%
UNBF	\$149,768.0	\$152,735.8	\$153,219.0	\$483.2	0.3%
UNBSJ	\$35,999.8	\$36,007.4	\$36,792.0	\$784.6	2.2%

The following chart illustrates the key components of UNB budgeted operating revenues in current budget with comparative percentages both 10 and 20 years ago.



OPERATING REVENUE



OPERATING REVENUE

The following table illustrates the changes in major components of operating revenue in 2017-18 and provides a year-to-year comparison of each source:

UNB Composition of Budgeted Revenues				
	Approved Budget <u>2015-16</u>	Approved Budget <u>2016-17</u>	Proposed Budget <u>2017-18</u>	<u>% Change</u>
UNB Consolidated				
Provincial Operating Grant	\$ 112.0	\$ 112.3	\$ 113.1	0.7%
Tuition Revenue	57.3	58.7	59.4	1.2%
Other Revenue	16.5	17.7	17.5	(1.1%)
	<u>\$ 185.8</u>	<u>\$ 188.7</u>	<u>\$ 190.0</u>	<u>0.7%</u>
UNBF				
Provincial Operating Grant	\$ 93.6	\$ 93.9	\$ 94.5	0.6%
Tuition Revenue	43.3	44.7	44.7	0.0%
Other Revenue	12.8	14.2	14.0	(1.4%)
	<u>\$ 149.7</u>	<u>\$ 152.8</u>	<u>\$ 153.2</u>	<u>0.3%</u>
UNBSJ				
Provincial Operating Grant	\$ 18.4	\$ 18.4	\$ 18.6	1.1%
Tuition Revenue	14.0	14.0	14.7	5.0%
Other Revenue	3.6	3.6	3.5	(2.8%)
	<u>\$ 36.0</u>	<u>\$ 36.0</u>	<u>\$ 36.8</u>	<u>2.2%</u>

As illustrated in the preceding tables, just under 60% of UNB's operating revenue in 2017-18 is budgeted to come from the provincial operating grant. This represents a decline of about 1% since 2015-16, although, the reliance on provincial funding has increased since ten years ago when it represented about 57% of the operating account revenue.

The provincial grant was frozen at the same level for three years which is largely responsible for the reduction in the funding percentage over this time. However, UNB has taken steps to increase revenues from its own sources including non-credit programs and maximizing short-term investment income. As a result, we have seen other revenue grow by 48.8% since 2007-08 so that it now makes up 9.2% of budgeted revenue as opposed to 7.5% in 2007-08.

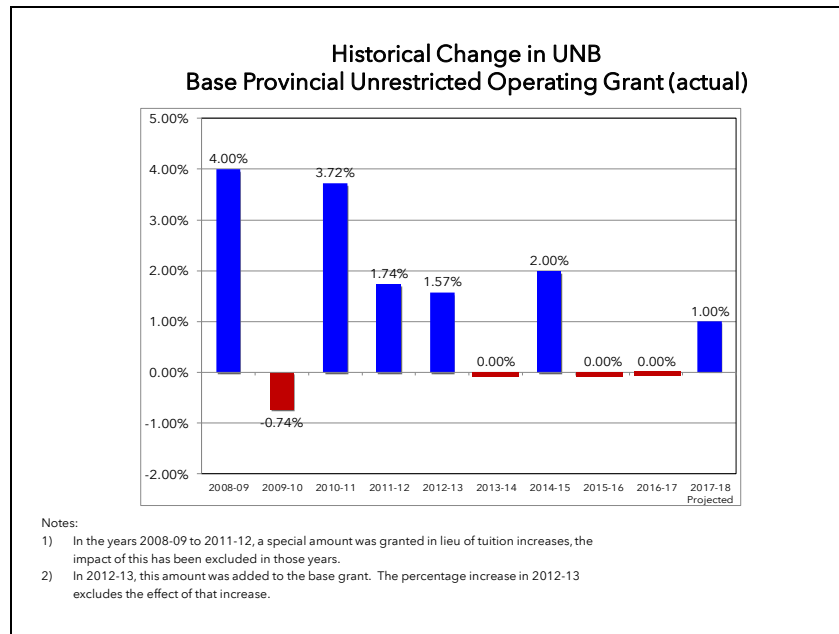
In the same ten year period, tuition has gone from 35.1% of total operating revenue to 31.3%, because during that period there were four years with no tuition rate increases and because enrolments have declined.

UNB recognizes the fiscal situation of the Province and that it is essential to reduce our reliance on government funding as funding levels have become increasingly unpredictable. The University continues to seek new ways to generate revenue to support operations.

SOURCES OF REVENUE

Provincial Operating Grant (*Schedule 1*)

The provincial operating grant accounts for just under 60% of the total revenue and, as such, UNB is extremely vulnerable to fluctuations in the level of funding provided by the Province. The following table provides details of the change to the unrestricted provincial operating grant for the last ten years.



The volatility and uncertainty around funding levels has made long-term budgeting very difficult in the post-secondary sector. This is an important detail as the University can only build in ongoing costs that are supported by revenues that are expected to continue. The four University Presidents have been working together to negotiate a multi-year funding agreement with the province in order to provide stability and enable long-term planning for operations and tuition rates. To date, the parties have not been able to reach an agreement.

Tuition Revenue

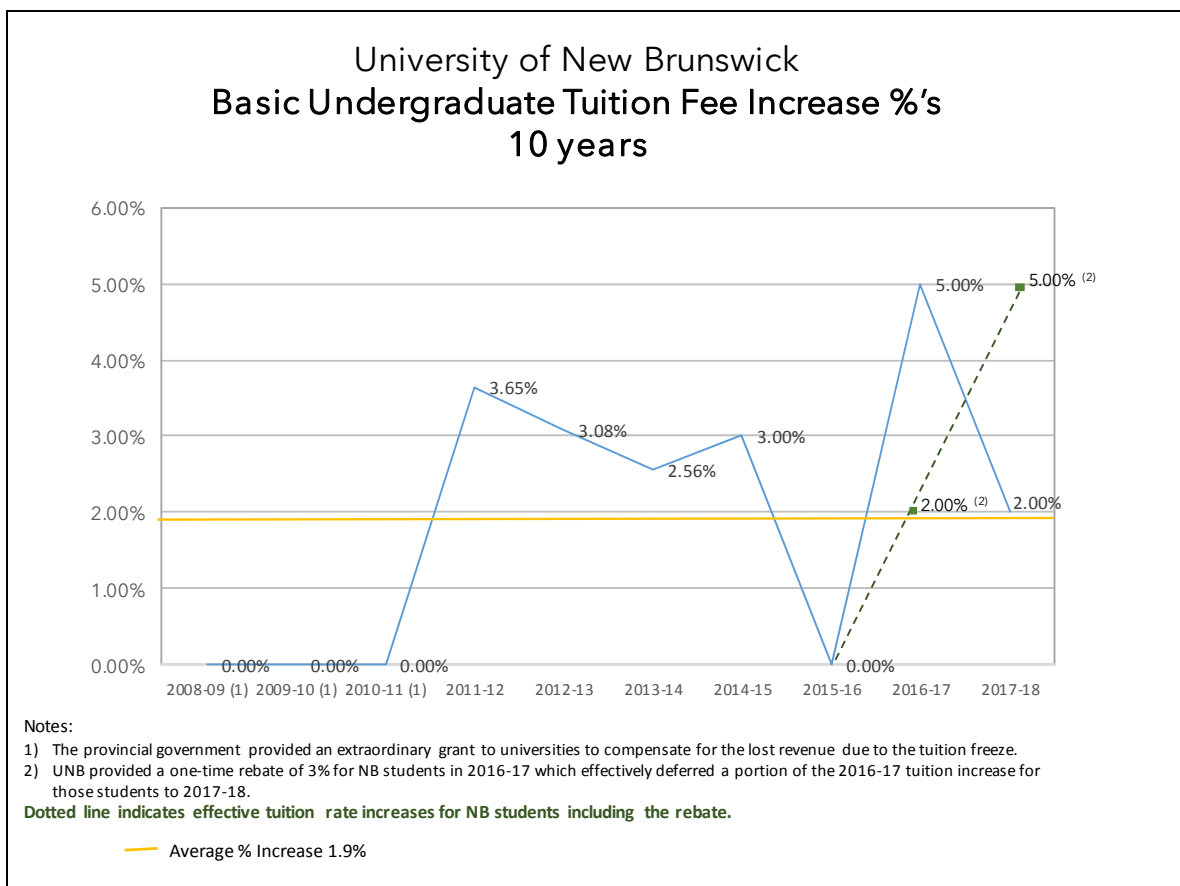
Tuition revenues are an important component of the overall financial framework of the University and are influenced by two variables: tuition fee rate and enrolment. Management has established a task force to examine undergraduate tuition rates at UNB and recommend whether changes are needed to the framework. The intent is to develop a sustainable tuition model that provides tuition rate predictability for students, reflects the costs of various programs and integrates our student financial assistance and scholarship programs into the design. The study is expected to be complete by the Fall of 2017. UNB is also continuing its recruitment marketing campaign designed to increase enrolments.

SOURCES OF REVENUE

Tuition Rates (*Appendix D*)

UNB has the authority under the UNB Act (sections 36(n) and (o)) to establish tuition rates. The provincial government has become increasingly involved in tuition fee setting in New Brunswick over the last ten years. The government has requested the tuition increase for New Brunswick students be capped at 2% in 2017-18. This follows an identical request in 2016-17. The table below illustrates the undergraduate tuition increase for each of the last 10 years which averages just below 2%.

The University will increase basic tuition by 2% in 2017-18 and international student differential fees by 5%. The tuition rebate for New Brunswick students has been eliminated.



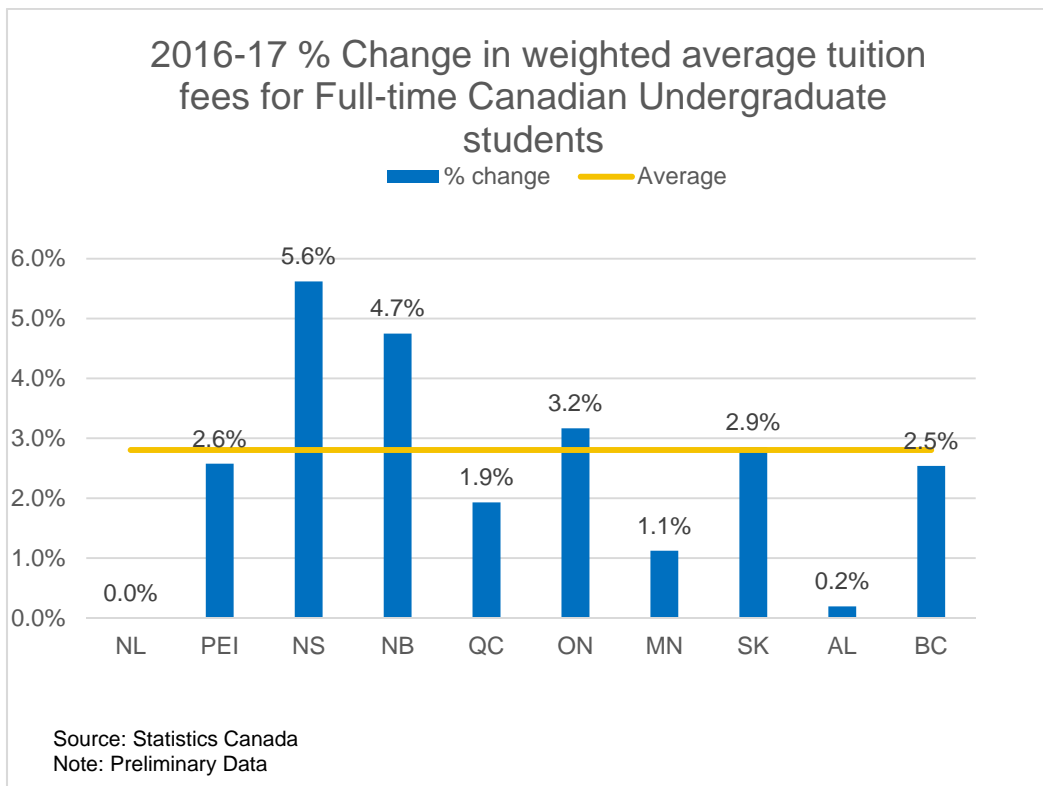
SOURCES OF REVENUE

Tuition Revenue (continued)

Tuition rates are set by the University with the following considerations in mind:

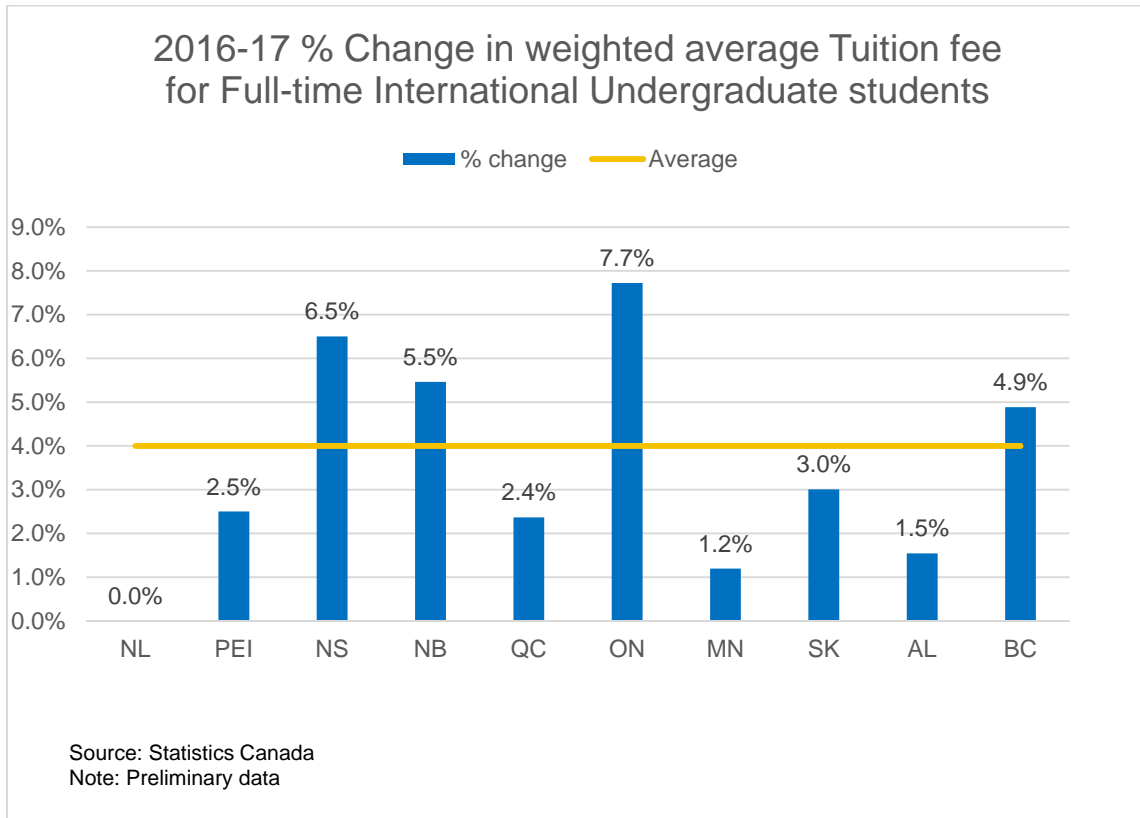
- Student accessibility/affordability
- Fairness
- Competitiveness
- Financial sustainability (consideration of the costs to offer programs)
- Wishes of the Province of New Brunswick

The table below illustrates the national context for average undergraduate tuition fees in provinces across Canada for the most recent year. Average Canadian undergraduate tuition fees increased by 2.8% in 2016-17. Average tuition fees of New Brunswick universities increased by 4.7% in 2016-17, UNB's fees increased 5% in 2016-17 and 0% the previous year



The following table illustrates the national context for average undergraduate tuition fees for International Students in provinces across Canada. The table illustrates that average International undergraduate tuition fees increased by 4% in 2016-17. Average tuition fees of New Brunswick universities increased by 5.5% in 2016-17, UNB's fees increased 10% in 2016-17 and 0% in 2015-16.

SOURCES OF REVENUE



Details about proposed tuition rates and related fees are contained in Appendix D.



SOURCES OF REVENUE

Student Enrolment *(Appendix C)*

Context

Student enrolment is a key driver of tuition revenue for the University. In the 2017-18 budget, tuition fee revenue accounts for 31.3% of total revenue. Declining student enrolment is an issue facing virtually all Atlantic Canadian universities and UNB is no exception. Roughly 65% of our student enrolment comes from New Brunswick. Given the shrinking NB demographic, UNB made the decision in 2015-16 to invest in a recruitment/marketing campaign in an effort to increase awareness of the University in non-traditional markets. This, combined with a reorganization of the Recruitment offices, was designed to increase enrolments from projected levels.

Enrolment levels used in creating this budget reflect both the enrolments forecasted by our Registrars (based on traditional markets, known high school graduation numbers, and historical levels of students) and projections of incremental enrolment based on 2016-17 application and enrolment trends projected against current application patterns. The budgeted enrolment reflects an increase from the 2016-17 actual enrolment numbers of 0.2% and a decrease from 2016-17 budgeted enrolment of 1.3%. Budgeted enrolment for 2017-18 is at 8,572 full-time equivalent students. This is a reduction of 1,518 FTE's from the 2007-08 enrolment level (15% decline).

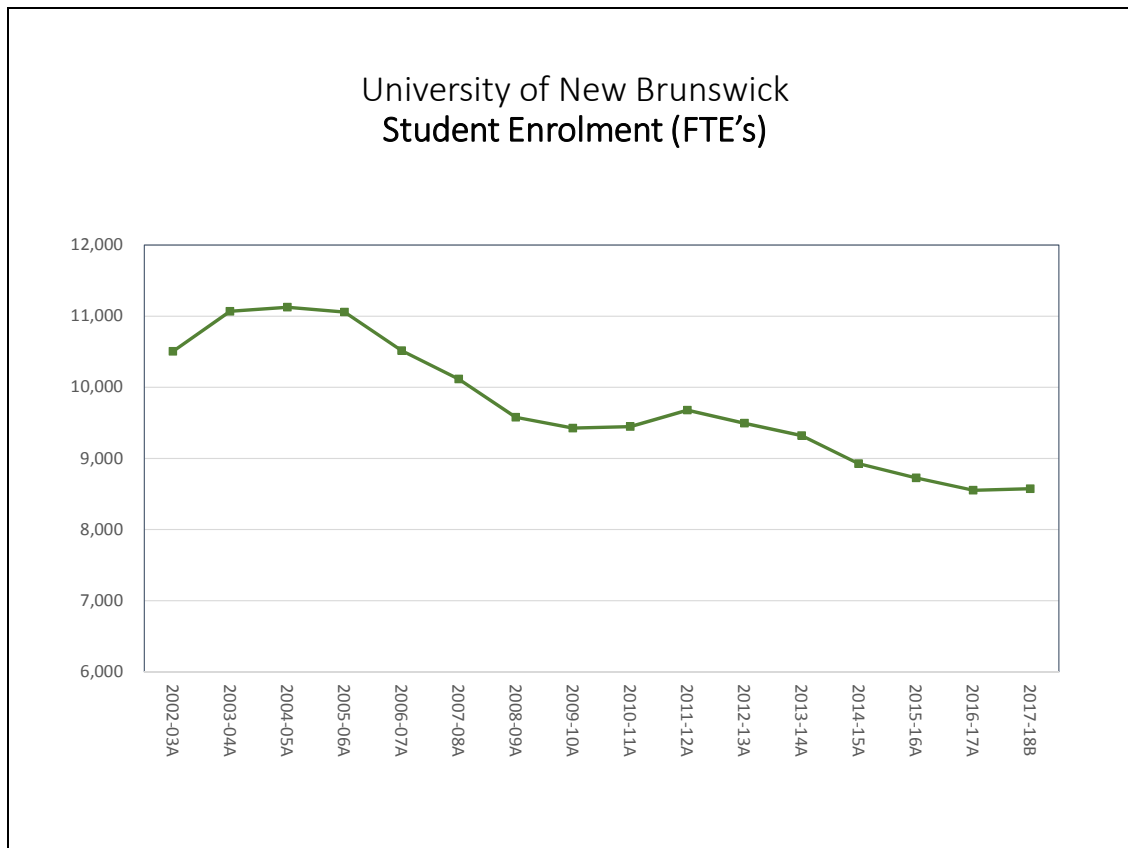
Historical enrolments can be found in Appendix C.

University of New Brunswick Student Enrolment (FTE's)			
	Fredericton <u>Campus</u>	Saint John <u>Campus</u>	<u>Total</u>
2016-17B	6,910	1,777	8,687
2016-17A	6,707	1,846	8,553
2017-18B	6,739	1,833	8,572

(B= budgeted, A= actual)

SOURCES OF REVENUE

Student Enrolment *(continued)*



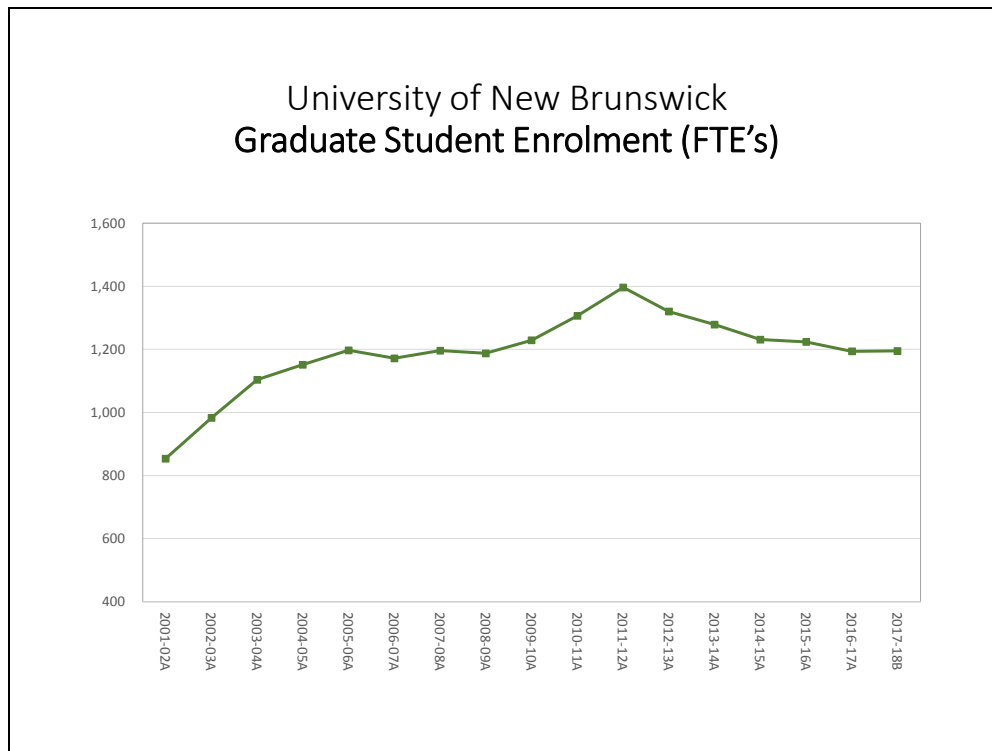
Enrolment is a multi-faceted element with various factors playing a role in enrolment levels. On the domestic front, a declining population of NB high school students, particularly in the Saint John area has impacted enrolment. There is also increased competition for these students from New Brunswick, Nova Scotia and Ontario universities and beyond.

The recruitment marketing campaign has helped improve awareness of UNB's two campuses within Canada and has generated an increased number of applications. This is considered a key factor in 2016 Fall domestic enrolment exceeding budgeted levels on both campuses and on the Saint John campus, in fact showing the first year of actual growth in five years. International enrolment has declined on both campuses, at least in part related to a decision by Saudi Arabia to restrict financial student assistance for students studying abroad.

Budgeted enrolment is based on actual enrolment trends, information about demographics from primary student catchment areas, applications received for the following fall, and projections of student retention into upper years. Enrolment is complex to project and external influences such as the "Trump travel ban", government initiatives related to student assistance (e.g., student loans, Tuition Access Bursary, Tuition Relief for the Middle Class, medicare equivalency for international students), and many other factors impact enrolments.

SOURCES OF REVENUE

Student Enrolment *(continued)*



Graduate enrolments increased by an annualized average of 6.7% from 2002 to 2008. Apart from a spike between 2012 and 2014 primarily related to a specialized MBA program of limited duration and large international enrolment, both on the Saint John campus, enrolment has hovered at around 1,200 graduate students. The longer-term growth trend from 2002 to current includes significant enrolment growth in course-based Masters programs; sustained growth in PhD programs; and an overall downward trend in the enrolment of research-based Masters students. We have seen tremendous recent growth in applications from international graduate students. Our ability to convert this interest to enrolled students is at least partly related to our ability to offer them financial support.

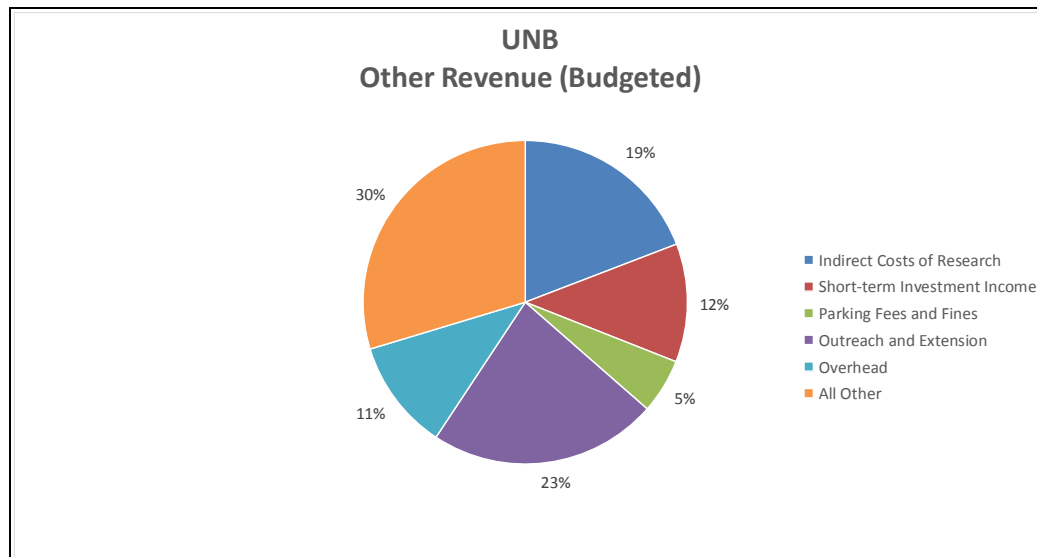
OTHER REVENUE *(Appendix A, Schedule 2)*

Sources of revenue other than provincial funding and tuition fees are becoming an increasingly important component of the University's financial framework. While other revenue represents approximately 9.2% of total revenue, it is the category with the largest growth at 42.6% over the five years since 2012-13 and 48.8% since 2007-08.

The 2017-18 operating budget contains just over \$17.5 million in revenues from other sources. Other Revenue is available to the University to offset all other expenses. In addition to these centrally budgeted amounts, faculties, support departments and certain University-wide units generate \$16.8 million of revenues and/or cost recoveries which directly offset expenditure within their own budgets.

OTHER REVENUE *(continued)*

The \$17.5 million dollar budget in 2017-18 compares to \$17.7 million that was contained in the 2016-17 budget. The main driver of the decrease is reduced net revenue from outreach and offshore programs on both campuses.



The tables included in Appendix A, Schedule 2 provide more detail about the components of other revenue. Outreach and extension is the largest single budgeted amount of other revenue at \$4 million in 2017-18 (22.8%). This relates entirely to net revenues generated by the College of Extended Learning (CEL) from various non-credit programs. CEL total revenues are budgeted at \$14.7 million less expenses of \$10.7 million. The Research Support Fund (RSF) is the second largest category of other revenue at almost \$3.4 million (19.2%). RSF are funds received to support general overhead costs associated with Tri-Council Research agencies funded research grants. Short-term investment income comprises \$2.1 million (11.8%) of other revenue and comes from interest earned on operating cash and internal loans that finance university projects. \$1.7 million (9.7%) included in other revenue is the combined revenue to each campus associated with the shared services agreement for services performed on one campus on behalf of the other. Those amounts have not changed in several years.

Other Revenue for the Fredericton Campus is budgeted at \$14.0 million. This represents a decrease of \$200 thousand (or 1.4%) from the 2016-17 budget primarily related to reduced overhead revenues from offshore programs.

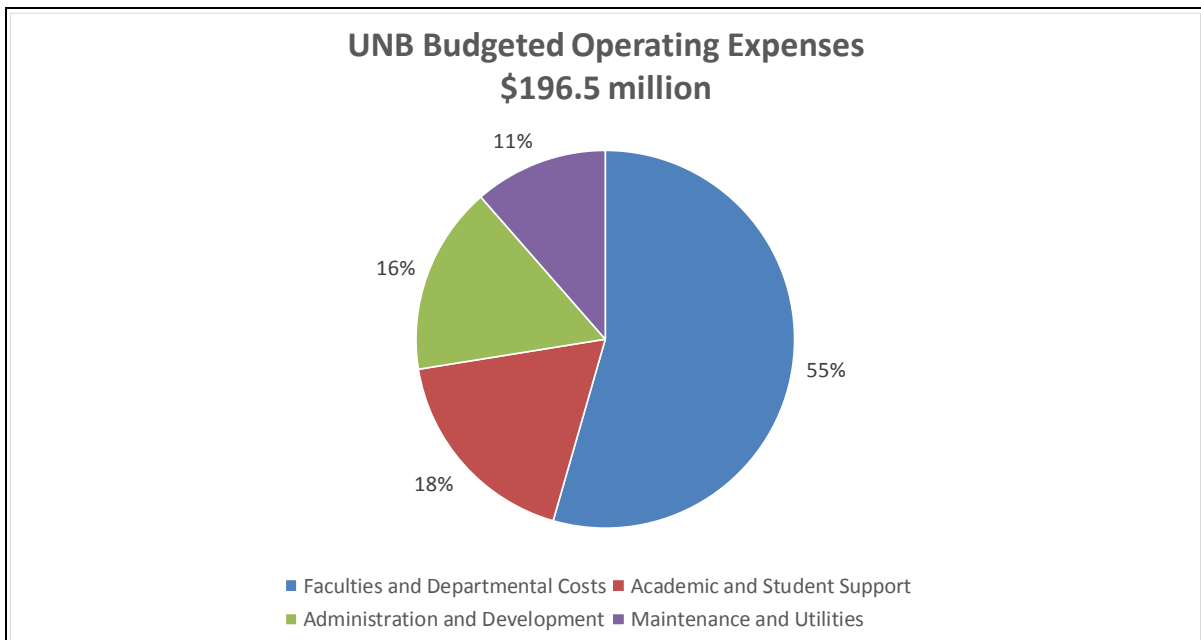
Other revenue for Saint John campus is budgeted at \$3.5 million. This represents a decrease of \$25.7 thousand (or 0.7%) from the 2016-17 budget primarily related to a decline in both contract overhead and contributions from Related Units.

EXPENSES

Total Expenses

Total expenses include operating expenses as well as the net cost of ancillary operations, contingencies, priority allocations and the impact of in-year salary savings. Budgeted total expenses for 2017-18 are \$194.8 million. UNB has managed the increase to only 1.0% from 2016-17 budgeted expenses despite adding \$2.8 million in sustainability costs to the base budget.

Operating expenses include the ongoing expenses to operate the University and are divided into two primary categories: Academic and Research, includes Faculties and Departments as well as Academic and Student Support, and Administrative and Support Services which is made up of Administration and Development and Maintenance and Utilities. The following pie chart depicts the proportion of budgeted operating expenses in each of these four areas for the University. The relative proportions on both campuses are the same.



There is a net \$3.7 million increase over 2016-17 budgeted operating expenses which is explained in more detail in the following sections. The 2017-18 budget includes expense reductions totaling \$6.0 million (\$5.0 million on the Fredericton campus and \$1.0 million on the Saint John campus). This includes adjustments to academic and administrative unit revenues on the Fredericton campus (which are netted against expenses in the budget) of roughly \$1.4 million. A freeze on non-salary budgets was implemented prior to identifying budget reductions, in essence adding a further \$0.6 million to the total 2017-18 budget reductions.

EXPENSES

Total Expenses (continued)

Roughly 75% of total expenses are salary and related costs. These costs are budgeted to increase according to signed collective agreements or, if no signed agreement is in place, the increase is based on management's best estimate. In the 2017-18 budget, there are only two bargaining units without signed collective agreements. Budget reductions have been included related to the elimination of vacant positions. The remainder of the expenses were reviewed on a unit-by-unit basis to identify possible reduction strategically rather than by applying a reduction target percentage across the board. This enabled selective budget reductions that minimized the impact on the academic and administrative units and avoided any layoffs.

Management identified several ongoing, critical operations in the 2016-17 budget that were not included in the base budget but instead were funded using "one-time" funds. The costs associated with these initiatives were referred to as sustainability items reflecting the fact that the initiatives are critical to the University but were not included in the base budget. The following sustainability items have been added to the budget in 2017-18.

	<u>\$(millions)</u>		
	Fredericton	Saint John	Total
- Integrated Recruitment	\$0.79	\$0.39	\$1.18
- Library acquisitions	1.06	0.27	1.33
- Enterprise software licenses	<u>0.27</u>	<u>0.07</u>	<u>0.34</u>
	<u>\$2.12</u>	<u>\$0.73</u>	<u>\$2.85</u>

In addition, two other items were added to the budget; a \$360 thousand annual requirement to support Women's Varsity hockey as required under a human rights ruling, and \$70 thousand per year to support President's Doctoral Tuition Recruitment Awards on both campuses.

A summary of the budget reductions broken out by those impacting academic units, administrative units, student support, and three central items is shown in the following table:

Budget Reductions by Expense Category					
(\$ millions)					
	<u>Salaries</u>			<u>Revenue</u>	<u>Total</u>
	<u>Academic</u>	<u>Non-Academic</u>	<u>Non-Salary</u>		
Faculties and Departments	\$ 0.5	\$ 0.2	\$ 0.1	\$ -	\$ 0.8
Adjustment of grant funding	-	-	-	1.1	1.1
Total Faculties and Departments	0.5	0.2	0.1	1.1	1.9
Academic and Student Support	-	0.1	0.1	0.2	0.4
Administration and Development	-	0.4	0.2	0.1	0.7
Maintenance and Utilities	-	0.1	0.1	-	0.2
Ancillary Operations	-	(0.1)	0.2	-	0.1
Contingencies and provisions	-	-	1.5	-	1.5
Fringe Benefits	-	-	1.2	-	1.2
	<u>\$ 0.5</u>	<u>\$ 0.7</u>	<u>\$ 3.4</u>	<u>\$ 1.4</u>	<u>\$ 6.0</u>

EXPENSES

Total Expenses (continued)

Fredericton & University-wide Budget Reductions by Expense Category					
(\$ millions)					
	<u>Salaries</u>		<u>Non-Salary</u>	<u>Revenue</u>	<u>Total</u>
	<u>Academic</u>	<u>Non-Academic</u>			
Faculties and Departments	\$ 0.1	\$ 0.2	\$ 0.1	\$ -	\$ 0.4
Adjustment of grant funding	-	-	-	1.1	1.1
Total Faculties and Departments	0.1	0.2	0.1	1.1	1.5
Academic and Student Support	-	(0.1)	0.1	0.2	0.2
Administration and Development	-	0.1	0.2	0.1	0.4
Maintenance and Utilities	-	0.1	-	-	0.1
Ancillary Operations	-	(0.1)	0.2	-	0.1
Contingencies and provisions	-	-	1.5	-	1.5
Fringe Benefits	-	-	1.2	-	1.2
	<u>\$ 0.1</u>	<u>\$ 0.2</u>	<u>\$ 3.3</u>	<u>\$ 1.4</u>	<u>\$ 5.0</u>

Saint John Campus Budget Reductions by Expense Category					
(\$ millions)					
	<u>Salaries</u>		<u>Non-Salary</u>	<u>Revenue</u>	<u>Total</u>
	<u>Academic</u>	<u>Non-Academic</u>			
Faculties and Departments	\$ 0.4	\$ -	\$ -	\$ -	\$ 0.4
Adjustment of grant funding	-	-	-	-	-
Total Faculties and Departments	0.4	-	-	-	0.4
Academic and Student Support	-	0.2	-	-	0.2
Administration and Development	-	0.3	-	-	0.3
Maintenance and Utilities	-	-	0.1	-	0.1
Ancillary Operations	-	-	-	-	-
Contingencies and provisions	-	-	-	-	-
Fringe Benefits	-	-	-	-	-
	<u>\$ 0.4</u>	<u>\$ 0.5</u>	<u>\$ 0.1</u>	<u>\$ -</u>	<u>\$ 1.0</u>

A few items deserve additional explanation.

Fredericton Campus

Overall expenses for Fredericton and University wide units are budgeted at \$157.4 million representing an increase of \$1.9 million or 1.2% from the 2016-17 budget. Management intervention resulted in approximately \$5.0 million in spending reductions prior to the addition of sustainability items.

The annual contingency of \$1.5 million has been in place for several years to provide for unexpected items that arise during the year. It has been used to fund library acquisitions and other University-wide issues such as enterprise software licenses in the past. The University has eliminated that amount, to avoid reductions in other areas, recognizing this reduces flexibility to respond to issues that arise in future years.

EXPENSES

Total Expenses (continued)

The fringe benefit budget was reduced by \$1.2 million. This was an annual requirement to pay ongoing unfunded annual costs from early retirement programs in the 1980's and 90's. Management put in place a program to fund this liability over a number of years which has now happened meaning these costs no longer need to be paid from the operating account thus permitting the budget reduction.

Through discussions with officials at the province, the agreement governing the funding of the Nursing program has been clarified. This resulted in the addition of \$1.1 million to faculty revenue (which offsets expenses) and therefore reduces the budget envelope.

A total of \$1.2 million in additional budget reductions were made across Fredericton campus and university-wide units (\$0.4 million to faculties and departments, \$0.2 million to academic and student support units, \$0.4 million to administrative units, \$0.1 million to facilities management and \$0.1 million across ancillary units).

Saint John Campus

Overall expenses on the Saint John campus in 2017-18 are budgeted at \$37.4 million. This represents an increase of \$124.2 thousand or 0.3% from the 2016-17 budget. The expenditure increase facing the campus was approximately \$756.8 thousand before sustainability items of \$715 thousand were added, bringing the total expense increase to \$1.5 million before management intervention. Base budget reductions of approximately \$1 million (\$0.4 million faculties and academic departments, \$0.2 million academic and student support units, \$0.3 million administrative units, and \$0.1million facilities management) were instituted in order to address the expenditure growth.

Composition of Operating Expenses

Faculty and Departmental Costs (see detail in Appendix A, Schedule 3)

This category of expense includes funding for teaching and non-sponsored research activities on the Fredericton and Saint John Campuses, including the salaries and benefits for faculty and support staff as well as day-to-day operating costs (i.e. "non-salary" expenses). This category is subject to the normal increases related to human resources and non-salary inflationary pressures, including salary increases as recognized in collective agreements.

EXPENSES

Faculty and Departmental Costs (continued)

University of New Brunswick				
Faculty and Departmental Costs				
(\$ thousands)				
	Approved Budget 2016-17	Proposed Budget 2017-18	Increase (Decrease)	
			Dollars	Percent
Fredericton Campus and UW	\$ 84,532.2	\$ 84,953.8	\$ 421.6	0.5%
Saint John Campus	<u>22,330.5</u>	<u>22,026.6</u>	<u>(303.9)</u>	<u>(1.4%)</u>
UNB Consolidated	<u>\$ 106,862.7</u>	<u>\$ 106,980.4</u>	<u>\$ 117.7</u>	<u>0.1%</u>

Faculties and Departmental Costs for the Fredericton Campus are budgeted at \$84.9 million. This represents an increase of \$0.4 million (or 0.5%) over the 2016-17 budget and compares to a 1.4% increase in the prior year. The total faculty complement is unchanged from prior year.

The 2017-18 increase of \$0.4 million over 2016-17 in overall Faculties and Departmental budget submissions is comprised of the following main components:

- Increased salary \$1.9 million
- Budget reductions \$0.4 million
- Increased departmental revenue \$1.1 million

Faculties and Departmental Costs for the Saint John Campus are budgeted at \$22.0 million. This represents a decrease of \$303.9 thousand (or 1.4%) from the 2016-2017 budget. The full time faculty complement is maintained at the same level as in 2016-2017 budget. The decrease includes budget reductions related to sessional appointments and non-salary costs totaling \$88.7 thousand, partially offset by economic salary adjustments. A major change from previous years is how faculty turnover is being reported. \$280 thousand in additional savings from turnover has been included in this category for this budget year bringing the total reduction to \$368.7 thousand. A more detailed breakdown of the expenses in this category is included in Appendix A, Schedule 3.

Academic and Student Support (see detail in Appendix A, Schedule 3)

This category of expense includes operating budget contributions towards direct funding to students e.g. graduate research assistantships, graduate teaching assistantships, and undergraduate scholarships; services to students such as Intercollegiate Athletics and Campus Recreation, as well as costs associated with offices oriented toward academic and student support like the Vice-President (Research), classroom technical support services, multimedia services, Student Services and libraries. A detailed schedule can be found in Appendix A, Schedule 3 listing all the units on both campuses that are included in this category.

Expenses in this category are also subject to the normal increases related to human resources and non-salary inflation.

EXPENSES

Academic and Student Support (continued)

University of New Brunswick Academic and Student Support (\$ thousands)				
	Approved Budget 2016-17	Proposed Budget 2017-18	Increase (Decrease)	
			Dollars	Percent
Fredericton Campus and UW	\$ 28,039.3	\$ 30,060.8	\$ 2,021.5	7.2%
Saint John Campus	<u>5,104.4</u>	<u>5,337.9</u>	<u>233.5</u>	<u>4.6%</u>
UNB Consolidated	<u>\$ 33,143.7</u>	<u>\$ 35,398.7</u>	<u>\$ 2,255.0</u>	<u>6.8%</u>

Academic and Student Support for the Fredericton Campus is budgeted at \$30.0 million. This represents an increase of \$2.0 million (or 7.2%) over the 2016-17 budget largely related to the adjustment of the Library acquisitions budget and salary costs. This rate of growth, excluding the increase to the acquisitions budget, is 2.9% and compares to a 1.2% increase in the prior year.

Academic and Student Support for the Saint John Campus is budgeted at \$5.3 million. This represents an increase of \$233.5 thousand (or 4.6%) over the 2016-17 budget. The budget reduction total was \$195 thousand but this was offset by an increase in the base budget for Library Acquisitions and Enterprise Software licenses totaling \$330 thousand along with economic salary adjustments.

Administration and Development (see detail in Appendix A, Schedule 5)

This category includes the costs of various units within a University-wide mandate such as the President's office, Vice-President (Administration and Finance), Financial Services, Human Resources and Organizational Development, Vice-President (Advancement), Development and Donor Relations and several campus specific units.

University of New Brunswick Administration and Development (\$ thousands)				
	Approved Budget 2016-17	Proposed Budget 2017-18	Increase (Decrease)	
			Dollars	Percent
Fredericton Campus and UW	\$ 25,215.9	\$ 25,837.5	\$ 621.6	2.5%
Saint John Campus	<u>5,646.9</u>	<u>5,832.2</u>	<u>185.3</u>	<u>3.3%</u>
UNB Consolidated	<u>\$ 30,862.8</u>	<u>\$ 31,669.7</u>	<u>\$ 806.9</u>	<u>2.6%</u>

EXPENSES

Administration and Development (continued)

Administration and Development for the Fredericton Campus and University-wide units is budgeted at \$25.8 million. This represents an increase of \$0.6 million (or 2.5%) over the 2016-17 budget and compares to a 2.2% decrease in the prior year.

The increase is comprised of the following main components:

- decreased salary \$0.7 Million
- Increased non-salary \$0.6 Million;
- Increased funding for recruitment \$0.8 Million
- Increased funding to for enterprise software licenses \$0.3 Million
- Budget reductions \$0.4 Million

Administrative and Development Services for the Saint John Campus is budgeted at \$5.8 million and represents an increase of \$0.2 million (or 3.3%) over the 2016-17 budget. The budget reduction in this area is \$0.3 million, offset by economic salary adjustments as well as the decision to move the recruitment budget of \$0.4 million into the base budget.

A detailed schedule of the units included in this category can be found in Appendix A, Schedule 3.

Maintenance and Utilities (see detail in Appendix A, Schedule 3)

The majority of this category of expenses is allocated to Buildings & Grounds (i.e. operational maintenance and cleaning).

Another major category within this budget is Utilities, i.e. the costs of heat, electricity, water, cleaning and operational maintenance for all academic, research and support facilities. While this category of expenses is generally subject to the same pressures on human resource and non-salary inflation, it is particularly sensitive to fluctuations in weather, as well as the volatility of fuel prices and utility costs.

University of New Brunswick				
Maintenance and Utilities				
(\$ thousands)				
	Approved Budget 2016-17	Proposed Budget 2017-18	Increase (Decrease)	
			Dollars	Percent
Fredericton Campus and UW	\$ 17,132.2	\$ 17,521.9	\$ 389.7	2.3%
Saint John Campus	<u>4,801.1</u>	<u>4,905.4</u>	<u>104.3</u>	<u>2.2%</u>
UNB Consolidated	<u>\$ 21,933.3</u>	<u>\$ 22,427.3</u>	<u>\$ 494.0</u>	<u>2.3%</u>

EXPENSES

The Fredericton Campus relies on a variety of fuels in its central heating plant, with the current fuel mix heavily reliant on natural gas. Maintenance and Utilities for the Fredericton Campus are budgeted at \$17.5 million. This represents an increase of \$0.4 million (or 2.3%) over the 2016-17 budget and compares to a 1.0% decrease in the prior year.

- Increased salary costs \$0.4 million
- Budget reductions \$0.4 million
- Increased non-salary \$0.4 million

Maintenance and Utilities for the Saint John Campus are budgeted at \$4.9 million. This represents an increase of \$0.1 million (or 2.2%) over the 2016-17 budget. The base reduction for this portfolio is \$0.1 million which represents reductions in utilities, off campus building costs and salary. This is offset by economic salary increases as well as an increase in the steam budget.

A more detailed breakdown of the expenses in this category is found in Appendix A, Schedule 3.

OTHER EXPENSES

In-year Contingency

A contingency of \$1.5 million has been removed in the 2017-18 budget. \$360 thousand related to the annual cost of reinstating Women's Varsity hockey and \$70 thousand for President's Doctoral Tuition Recruitment Awards has been transferred to Academic and Student Support.

University of New Brunswick				
In-Year Contingency				
(\$ thousands)				
	Approved Budget 2016-17	Proposed Budget 2017-18	Increase (Decrease)	
			Dollars	Percent
Fredericton Campus and UW	\$ 1,500.0	\$ -	\$(1,500.0)	100.0%
Saint John Campus	-	-	-	0.0%
UNB Consolidated	<u>\$ 1,500.0</u>	<u>\$ -</u>	<u>\$(1,500.0)</u>	<u>100.0%</u>

In-year Salary Savings

The University has a large faculty and staff complement and at any point in time some of these positions will be unfilled (vacant). Some vacancies will exist for some period of time every fiscal year. Budgeted salary savings represent the estimated cost savings associated with these vacant positions each year and are included in the budget.

OTHER EXPENSES

In-year Salary Savings (continued)

Fredericton Campus & University-wide Units have experienced an average of \$4.5 million annually in salary savings. These savings are attributed to the deferral of appointments, unforeseen retirements, resignations or other forms of vacancy/reduced work load.

It is estimated that an average of \$1.5 million of these salary savings are typically returned to units for strategic backfill resulting in budgeted net salary savings of \$3 million.

University of New Brunswick				
In-Year Salary Savings				
(\$ thousands)				
	Approved	Proposed	Increase (Decrease)	
	Budget	Budget	Dollars	Percent
	2016-17	2017-18		
	(Restated)			
Fredericton Campus and UW	\$ (3,044.4)	\$ (3,044.4)	\$ -	-
Saint John Campus	<u>(650.0)</u>	<u>(745.0)</u>	<u>(95.0)</u>	<u>14.6%</u>
UNB Consolidated	<u>\$ (3,694.4)</u>	<u>\$ (3,789.4)</u>	<u>\$ (95.0)</u>	<u>2.6%</u>

Total salary savings on the Saint John campus have been budgeted at \$725 thousand in past years. In the 2017-18 budget, this amount has been increased to a total of \$1.1 million and a portion assumed to be ongoing each year is reflected in the Faculties and Departments category resulting in a budgeted one-time amount of \$745 thousand with \$355 thousand reported as ongoing faculty turnover savings within the faculty and departments category. The prior year budget amount has been restated to reflect the reclassification.

In-year Priority Allocations

Priority funding is used to address initiatives of short duration or one-time initiatives. The budget for in-Year Priority Allocations on both campuses is unchanged from 2016-17.

University of New Brunswick				
In-Year Priority Allocations				
	Approved	Proposed	Increase (Decrease)	
	Budget	Budget	Dollars	Percent
	2016-17	2017-18		
Fredericton Campus and UW	\$ 935.3	\$ 935.3	\$ -	0.0%
Saint John Campus	<u>58.7</u>	<u>58.7</u>	<u>-</u>	<u>0.0%</u>
UNB Consolidated	<u>\$ 994.0</u>	<u>\$ 994.0</u>	<u>\$ -</u>	<u>0.0%</u>

OTHER EXPENSES

Ancillary Operations (see detail in Appendix A, Schedules 4 and 5)

Certain operations of the University are accounted for as business units having separate budgets as well as profit/loss statements. The intent is for these units to be self-sufficient, although currently this is not the case in all instances. Ancillary units are not eligible for any provincial government funding related to infrastructure renewal although some ancillary units are eligible for specific government programs, such as the University Deferred Maintenance Program. Additionally, the Wu Conference Centre has a small endowment to assist it with such matters, however, other ancillaries do not have adequate funds to address renewal requirements. The budget package contains separate sections which describes the residence systems on both campuses, including details about revenues, expenses and capital investment requirements.

Details about proposed residence fees are contained in Appendix E.

The following table details the net costs (contributions) from Ancillary Operations on each campus:

Fredericton Campus and University-wide Units (\$ thousands)	Approved Budget		Proposed Budget	Increase(Decrease)	
	2015-16	2016-17	2017-18	Dollars	Percent
Residence and Conference Services	\$ 878.5	\$ 893.2	\$ 809.3	\$ (83.9)	(10.4%)
Aitken University Centre	552.6	474.1	474.1	0.0	0.0%
BMO Turf Field and Dome	(22.1)	(22.1)	(22.1)	0.0	0.0%
Wu Conference Centre	0.9	(2.1)	(1.4)	0.7	(47.1%)
Bookstore	(140.6)	(138.2)	(143.1)	(4.9)	3.4%
Total Operating Expenses	\$ 1,269.3	\$ 1,204.9	\$ 1,116.8	\$ (88.1)	(7.9%)

Certain components of the Saint John Campus operations are accounted for as business units having separate budgets as well as profit/loss statements. These units are expected to either remain self-sustaining or generate a small contribution towards the Saint John Campus operations in the form of a management fee which is reported as other revenue. The residence system operates on a full cost recovery basis resulting in a net budget of \$0.

Saint John Campus (\$ thousands)	Approved Budget		Proposed Budget	Increase(Decrease)	
	2015-16	2016-17	2017-18	Dollars	Percent
Residence Systems	\$ -	\$ -	\$ -	\$ -	0.0%

More details related to budgets for ancillary operations can be found in Appendix A, Schedule 4. Detailed Residence and Conference Services budgets can be found in Appendix A, Schedule 5.

OTHER EXPENSES

Sources of One-Time Funding

The 2017-18 budget includes a transfer of \$4.1 million from one-time internally restricted funds to fund the “Why UNB” project and \$2.5 million to reduce the deficit for a total transfer of \$6.6 million.

Applications of One-Time Funding

Although it was initially presented to the Board as one project in 2014, the “Why UNB” campaign actually refers to three separate initiatives. These include building capacity in modern central Communications and Marketing offices to support the University, as well as an innovative recruitment marketing campaign now branded as #OnlyHere. The three initiatives were initially presented together building on work done under the guidance of the Advancement Committee that defined our brand. Once our brand was defined, UNB needed a marketing campaign to promote the University and resources within UNB to execute the plan (modernize the website, tell the “UNB Story” and oversee the campaign). This was packaged together as the “Why UNB Project” that would run as a three-year pilot. 2017-18 is the third year of that pilot and a decision about any of those costs being added to the base budget is to be made in the 2018-19 budget.



RESIDENCE AND CONFERENCE SERVICES BUDGET SUMMARY

University residence systems on both campuses are an important element in the attraction and retention of students at UNB. Residence operations generate approximately \$15.7 million in annual revenue which is utilized to operate and maintain the residences, including the contracted food services. There is a net cost of \$809 thousand budgeted for current residence and conference services operations, including costs for a modest capital renewal program as is shown in the following budget summary:

Residence and Conference Services Budgets						
(\$ thousands)						
	<u>2016-17 Budget</u>			<u>2017-18 Budget</u>		
	Fredericton	Saint John	Consolidated Total	Fredericton	Saint John	Consolidated Total
Financial						
Revenues	\$ 13,896	\$ 1,570	\$ 15,466	\$ 14,117	\$ 1,570	\$ 15,687
Expenses	14,786	1,570	16,356	14,926	1,570	16,496
Net shortfall	<u>\$ (890)</u>	<u>\$ -</u>	<u>\$ (890)</u>	<u>\$ (809)</u>	<u>\$ -</u>	<u>\$ (809)</u>
Capital improvements						
Included in expenses	<u>\$ 2,172</u>	<u>\$ 58</u>	<u>\$ 2,230</u>	<u>\$ 2,193</u>	<u>\$ 68</u>	<u>\$ 2,261</u>
Occupancy						
Total beds in system	1,418	239	1,657	1,457	239	1,696
Beds budgeted to be occupied	<u>1,283</u>	<u>215</u>	1,498	<u>1,301</u>	<u>215</u>	1,516
Budgeted Occupancy %	<u>90.5%</u>	<u>90%</u>		<u>89.3%</u>	<u>90%</u>	

Detailed budgets for the Residence and Conference Services operations on both campuses are included in Appendix A, Schedule 5.

The MPHEC does not provide financial support to residence facilities and therefore the residence system budget is a cost-recovery budget which relies completely on accommodation revenue from residence students and conference services.

The Fredericton Campus' traditional residence inventory comprises twelve buildings of which nine are in or near the campus core. These residence houses offer some single rooms but typically comprise 90% double rooms and require students to purchase a meal plan. They are generally equipped with group washrooms on each corridor.

Six three-storey residence buildings reside within the immediate academic core ("quad"): Aitken, Bridges, Harrison, MacKenzie, Neill, Neville/Jones. Each houses approximately 100 students. Three residence houses make up a linked three-storey structure and include an attached dining hall close to the academic core of campus: Lady Dunn, Joy Kidd, and Tibbits Hall ("DKT")

RESIDENCE AND CONFERENCE SERVICES BUDGET SUMMARY

One seven-storey building, McLeod, resides on the periphery of campus (off-campus by 1 street,) and includes its own first floor dining hall with limited menu offerings due to the residence's distance from both main meal halls.

One three-storey building, Lady Beaverbrook Residence, resides on campus but removed from the other buildings at the base of the hill.

One three-storey building, Maggie Jean Chestnut, resides off-campus by several blocks, with a communal kitchen and no mandatory meal plan. This residence is currently closed.

The Saint John residence system consists of total accommodations for 239 students the Sir James Dunn Residence (traditional residence) and the Dr. Colin B. Mackay Residence (two bedroom suite residence) which are operated as an ancillary operation.

UNB Saint John's residence system offers students the opportunity to live on campus in modern, convenient accommodations. The two residences offer standard house amenities that include furnished TV and study lounges, wireless internet, along with modern free laundry facilities. Both residences foster an academic and cultural environment in non-smoking, co-ed and security card locked buildings. The residence system is supported by our residence life staff along with key partnerships with Student Services and other academic and administrative support units.

The proposed residence budget for each campus is a comprehensive report of revenues, operating expenses and capital expenditures associated with each campus residence system.

Our strengths in Residence & Conference Services are our students, clients and staff, along with a high residence demand from new and returning students, along with recurring conference business customers. Our goal is to be continually committed to our students, university community and to maintain and grow our conference business while offering professional development to our staff/students and continued support of our residence programs with our diverse student residence population.

2017-18 Residence rates

After a review of the residence room and meal rates charged by other Atlantic universities, the local housing markets and budget requirements, recommendations are developed for UNB residence and meal rates. For the Fredericton residence system room rates in traditional residences, the graduate student apartment-style, and suite-style residences will increase by 2.0%, and the meal plan price by 2.58% or \$110. For the Saint John residence system, the cost of the declining balance meal plans will remain unchanged at \$2,600, the small and medium-sized meal plans will increase by \$200 per year. Fees for standard suites and rooms will remain unchanged. The cost our Single Premium Plus rooms will increase by 8.62%. The cost of Single Premium room will increase by 6.14%. The cost Super Single Plus rooms will increase by 5.08%. The cost of Super Single rooms will increase by .073%.

Details of the rates are contained in Appendix E.

CAPITAL BUDGET SUMMARY *(Appendix I)*

In order to support the needs of world class teaching, research and the overall student experience, buildings, infrastructure, classrooms, laboratories and other, spaces must be constantly renewed, upgraded and modernized. The estimated current replacement value of UNB buildings, infrastructure and contents is close to \$1.0 billion.

The capital budget reflects expenditures to be made on capital assets (equipment, buildings, renovations, improvements and capital renewal) that are funded from designated sources. The 2017-18 Capital Budget is just under \$37.8M compared to \$11.2M in the previous year. The large increase is due to the inclusion of two major building projects, the Multi-Research Greenhouse, UNBSJ (\$0.8 million) and the new Home for Kinesiology, UNBF (\$26 million) undertaken under the Strategic Infrastructure Fund program. A summary of the 2017-18 Capital Budget follows:

Sources of Capital Funding 2017-18			
(\$ millions)			
	<u>Fredericton</u>	<u>Saint John</u>	<u>Total</u>
Buildings and Space			
- Provincial alteration and renovation grant	\$ 2.1	\$ 0.3	\$ 2.4
- Facilities improvement fee	1.2	\$ 0.4	1.6
- Land and rental revenue	1.6	-	1.6
- Provincial University Deferred Maintenance Program	0.8	\$ 0.2	1.0
- Federal, Provincial and other Strategic Infrastructure Fun	26.0	\$ 0.8	26.8
- Energy Management Plan	0.8	-	0.8
- Operating account	-	\$ 0.1	0.1
- Residence system	0.8	-	0.8
	<u>\$ 33.3</u>	<u>\$ 1.8</u>	<u>\$ 35.1</u>
Equipment and Technology			
- Provincial non-space grant	\$ 1.9	\$ 0.3	\$ 2.2
- Student technology fee	0.4	\$ 0.1	0.5
	<u>2.3</u>	<u>\$ 0.4</u>	<u>2.7</u>
Total	<u>\$ 35.6</u>	<u>\$ 2.2</u>	<u>\$ 37.8</u>

The following table contains a summary of the Capital Budget spending by category.

CAPITAL BUDGET SUMMARY

University of New Brunswick Summary of Capital Budget		
	(\$ millions)	
	2016-17 Approved Budget	2017-18 Proposed Budget
Buildings and Spaces		
Fredericton*	\$13.7	\$33.4
Saint John	1.5	1.8
	<u>\$15.2</u>	<u>\$35.2</u>
Equipment and Technology		
Fredericton	\$2.2	\$2.2
Saint John	0.4	0.4
	<u>\$2.6</u>	<u>\$2.6</u>
Total	<u>\$17.8</u>	<u>\$37.8</u>
* Restated to reflect subsequent approval of the Kinesiology building construction costs to be incurred in 2016-17.		

A more detailed breakdown of the capital budget for each campus, as well as a list of major projects is included in Appendix I.

Accumulated Deferred Maintenance (ADM)

UNB’s Fredericton campus contains some of the oldest university buildings in Canada. While this is part of its charm and appeal, it creates challenges for UNB in the form of accumulated deferred maintenance (ADM). The situation on the Saint John campus is less serious as the buildings are newer, however, the campus is now over 50 years old and ADM is also becoming a significant issue. ADM is the backlog of necessary major maintenance on buildings and infrastructure. At UNB, this is estimated to be over \$275 million.

The current replacement value of UNB’s buildings and infrastructure is estimated at over \$1 billion. Industry standards use a ratio of deferred maintenance to current replacement value (FCI) to measure the state of physical assets. A ratio of 10 or more is considered poor, therefore UNB’s ratio of 27.5 is a concern.

According to a recent study commissioned by the University, UNB should spend \$12.1 million annually on infrastructure renewal on the Fredericton campus just to maintain the status quo in ADM on that campus. Annual spending of \$20 million or more would be required to reduce ADM on both campuses.

The total capital budget is \$37.8 million in 2017-18. Only a portion of this total will address deferred maintenance as there are other requirements to address regulatory compliance, to refresh technology and to make programmatic changes to teaching and learning spaces. Therefore, the \$37.8 million in the budget will not halt the ADM growth. Recognizing the limited funding, UNB works to leverage funding from various sources and to ensure that most capital project work contains an element of ADM reduction.

CAPITAL BUDGET SUMMARY

University Deferred Maintenance Program (UDMP)

The Province of New Brunswick put the UDMP in place in 2009-10 to provide funding to the four publically funded universities to assist in addressing their accumulated deferred maintenance. Over the period 2009-10 to 2016-17, UNB's share of that funding has been approximately \$36 million and has been used to address deferred maintenance issues on both campuses.

The program has been continued into 2017-18 and UNB's share again is expected to be just over \$1 million. The funding has been allocated between the Saint John and Fredericton campuses for the projects outlined in the capital budget submissions for each.

Strategic Investment Fund (SIF)

On April 6, 2016, the federal government launched its' new Post-Secondary Institutions Strategic Investment Fund (SIF), which will provide \$2 billion over three (3) fiscal years to support excellence in research, innovation and environmental sustainability at campuses across Canada. The SIF is a time-limited program that aims to generate direct economic activity and to enhance the research and innovation infrastructure at post-secondary institutions.

The program criteria are very specific with regard to the types of projects that are eligible for funding under this fund. Projects must improve the scale or quality of facilities for research and innovation including commercialization spaces used by industry, and improve the environmental sustainability of research and innovation related infrastructure. These projects must also be substantially completed (ready for their intended use) by April 30, 2018.

UNB is receiving \$24.88 million in funding for the New Home for Kinesiology; \$16.59 million is federal, \$8.29 million is provincial funding. UNB is responsible for the remaining \$11.1 million. UNB is receiving \$675 thousand in funding for the new Multi-Research Greenhouse, \$450 thousand is federal and \$225 thousand is provincial funding. The university has secured the remaining \$323 thousand from previous capital budget allocations. UNB contribution amounts will be provided through a combination of funds set aside in previous budgets and donor support. The amounts included in the budget related to these projects reflect expected cash flows in 2017-18 fiscal year.



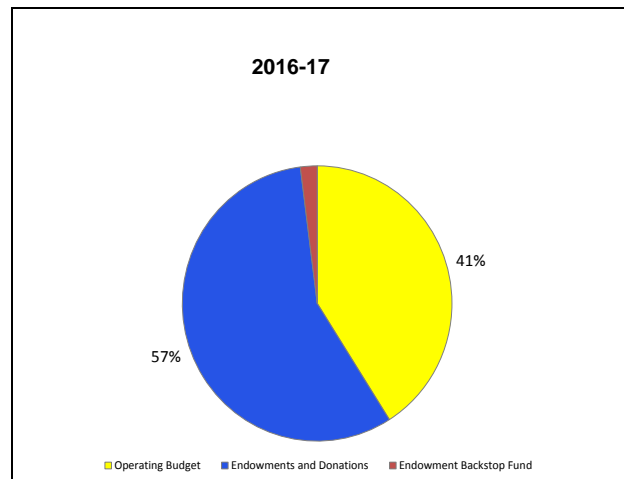
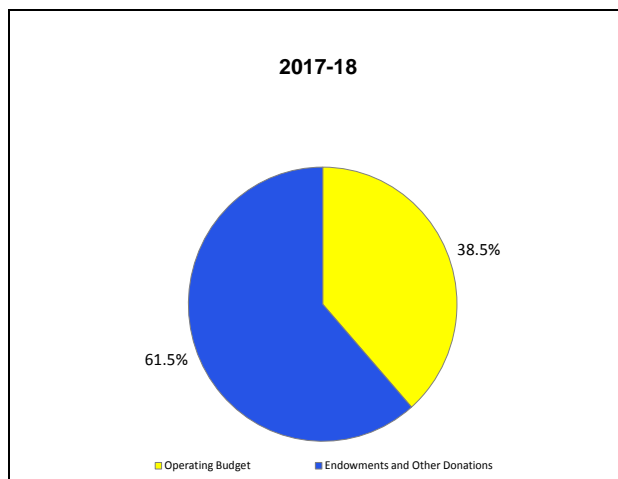
ENDOWMENT BUDGET - Pro-forma Balances and Spending

At \$10.4 million, the University's budget for overall spending on scholarships and student aid in 2017-18 reflects an increase of 11.8% compared to the previous year. The 11.8% overall increase in year-over-year spending from Trust and Endowment accounts on scholarships, bursaries and prizes is due to three factors:

- New donations
- Investment income net of spending, and
- The impact of the .25% top-up from spending reserves in 2017-18.

The overall spending is funded from a number of sources including an allocation from the operating budget, spending from scholarship endowment and trust accounts, and ongoing gifts from donors. The chart below provides a breakdown of how the overall spending will be financed in 2017-18. The overall increase of 11.8% is mainly driven by increased spending from endowment and trust accounts. Actual amounts in each category may vary depending on circumstances:

University of New Brunswick
Total Spending on Scholarships and Student Aid – 2017/18
\$10.4 million Pro-forma
(2016-17 Comparative - \$9.3 million)



The balance of this section is focused on spending from endowment and trust accounts and how this component is expected to be approached in 2017-18.

UNB Endowment Spending Rate - Long-term Target

The University's objective is to set a long-term target endowment spending rate (the "policy rate") that is sustainable, competitive, and achieves inter-generational equity (inflation protection). Stability and predictability are important for planning scholarships and other programs and activities that are supported by trust and endowment spending.

ENDOWMENT BUDGET - Pro-forma Balances and Spending

The policy spending rate was reduced from 4.25% to 4.00% in 2013-14 and was maintained at 4.0% for three subsequent years. However, in each of the past four years, spending from scholarship and bursary accounts was topped up to 4.25% through a transfer from the endowment backstop reserve. The use of backstop funding was a bridging measure, as it was anticipated that the level of endowments would grow significantly as a result of the current capital campaign and would make the 4.00% policy rate sufficient to provide the level of bursary and scholarship support desired at UNB.

The Investments Committee reviews the policy spending rate on an annual basis. A number of key indicators are examined to determine the appropriate policy rate and the recommended level of endowment spending in the following fiscal year. Key indicators include the status of endowment spending and inflation reserves, expectations for future returns, donor expectations, and best practices at other institutions.

Update on Endowment Returns and Market Values

The market value of the University endowment and other trust accounts at December 31, 2016 was approximately \$289.4 million. This represents a significant increase from the \$139.3 million low following the 2008 financial crisis. This growth has resulted from a combination of new gifts and annual investment income, net of spending.

The following chart summarizes the annualized returns for the portfolio for one and two-year periods ended December 31, 2016.

University of New Brunswick Trust and Endowment Portfolio Returns Dec 31, 2016 Annualized				
	<u>1 Year</u>	<u>2 Years</u>	<u>4 Years</u>	<u>10 Years</u>
Actual Returns	10.01%	8.74%	10.29%	5.75%
Policy Benchmark	7.42%	6.64%	9.35%	5.72%
Primary Target	6.00%	6.00%	6.00%	6.00%

As noted, UNB returns for the one, two, four and ten-year periods ending December 31, 2016 were positive, exceeding the policy benchmark for both the 1 and 2-year periods. Most notably, returns for the one and four year periods significantly exceeded the nominal return of 6.0% needed to support an endowment spending rate of 4.0%. The excess returns have resulted in endowment spending reserves reaching historically high levels.

ENDOWMENT BUDGET - Pro-forma Balances and Spending

Endowment Spending 2017-18

At the Board of Governors meeting of April 2017, the Board accepted an Investments Committee recommendation with respect to endowment spending in 2017-18.

Specifically, the policy target spending rate will be maintained at 4.00%, and endowment spending in 2017-18 will be permitted as follows:

- Spending will be determined on an account-by-account basis;
- Spending at the target rate of 4% will be permitted from accounts where spending reserves are sufficient to support this level of spending;
- For individual endowment accounts that have a spending reserve balance exceeding 12% of endowment principal (an estimated three years of annual spending at the Board approved target spending rate) a spending "top-up" of .25% will be permitted in 2017-18 from spending reserves, resulting in a total spending rate of 4.25% from these accounts in 2017-18.

As noted, the spending top-up in 2017-18 is made possible because endowment spending reserves are at historically high levels due to strong Fund performance in recent years. The status of spending reserves and availability of the top-up will be assessed on a year-by-year basis. Based on current spending reserve balances and expected future returns, it is estimated that a top-up would likely be available from many endowment accounts in each of the next two to three years.



MULTI-YEAR OPERATING BUDGET OUTLOOK

Background

As each annual operating budget is prepared, a series of possible scenarios that illustrate what future operating revenues and expenses could look like in a steady state of operations is also compiled. This multi-year outlook is not a budget plan nor a prediction of what future events might be, rather it is a tool to provide insights as to the future financial picture assuming the same level of operations so that appropriate actions can be planned.

Scenarios are prepared and reviewed by management to illustrate pessimistic, optimistic and best estimate assumptions with respect to levels of operating grant funding, tuition fees and enrolments in order to illustrate the range of possible scenarios. Future expense levels are modeled based on most likely assumption.

The pro-forma statements included in *Appendix J* are intended to identify the extent of the gap between revenue and expenses without University action in the most likely case expense and revenue assumptions before any mitigating actions are taken. This helps inform decisions related to revenue generation and cost reduction initiatives which will be incorporated into future budgets.

Analysis

All indications are that UNB, like many Canadian universities, is likely to face ongoing fiscal challenges. Given the current financial and economic outlook for the province and messages we have received from the government of late, future provincial operating grant funding levels are likely to continue at a level lower than cost increases. This will increase the challenge of the University to return to a balanced budget.

Future years in the appendix are modeled assuming a 1% grant increase for the three years starting in 2017-18 and increasing to 2% from 2020-21. This is based on conversations with government officials but is not yet confirmed.

The Campus Registrars are currently predicting a small increase from 2016-17 or continued stabilization of enrolment for 2017/18, which represents a positive change in the trend.

Our medium-term budget strategy is to produce a balanced operating budget by the year 2019-20. The current pro-forma statements suggest a deficit before intervention (and without any cost related to the "Why UNB" project) of \$8.7 million in that year. This will require further efforts in cost containment but, more importantly, in revenue generation. The pro-forma statements illustrate that expense growth is expected be 2% to 2.75% in a sector where 4% growth is normal. We will continue to monitor expense growth and reduce costs through efficiencies and other measures to reduce the growth as much as possible. Pro-forma revenue growth is less than 2% per year due to the low operating grant increases and continued anticipated enrolment challenges. We must continue to seek and develop new revenue sources that have ongoing growth potential and can grow at a faster rate than expenses.



APPENDICES

Appendix A - Summary Statements of Operating Revenues & Expenses

Schedules

Revenue

- 1 Provincial Operating Grant
- 2 Other Revenue

Expenses

- 3 Detail of Operating Expenses by Category
- 4 Ancillary Operations
- 5 Residence and Conference Services Budget (detail)

Appendix B - Baseline Assumptions

Appendix C - Student Enrolment

Appendix D - Tuition and Related Fees

Appendix E - Residence and Related Fees

Appendix F - Recommended Parking Fee Changes

Appendix G - Student Health and Optional Dental

Appendix H - Student Organization Fees

Appendix I - Capital Budget

Appendix J - Multi-Year Outlook

Appendix A

Operating Budget Statements - University Consolidated

University of New Brunswick Consolidated	BUDGET		(\$ thousands)	
	2016-17	2017-18	Increase (Decrease)	
	Approved	Proposed	Dollars	Percent
Revenue				
Provincial Operating Grant	\$ 112,336.5	\$ 113,086.2	\$ 749.7	0.7%
Tuition Revenue	58,659.1	59,402.7	743.6	1.3%
Other Revenue	17,747.6	17,522.1	(225.5)	(1.3%)
Total Revenue	188,743.2	190,011.0	1,267.8	0.7%
Expense				
Academic and Research				
Faculties and Departmental Costs	106,862.7	106,980.4	117.7	0.1%
Academic and Student Support	33,143.7	35,398.7	2,255.0	6.8%
Sub-total	140,006.4	142,379.1	2,372.7	1.7%
Administration and Support Services				
Administration and Development	30,862.8	31,669.7	806.9	2.6%
Maintenance and Utilities	21,933.3	22,427.3	494.0	2.3%
Sub-total	52,796.1	54,097.0	1,300.9	2.5%
Total Operating Expense	192,802.5	196,476.1	3,673.6	1.9%
Ancillary Operations (Net)	1,204.8	1,116.8	(88.0)	(7.3%)
In-Year Contingency	1,500.0	-	(1,500.0)	(100.0%)
In-Year Salary Savings	(3,694.4)	(3,789.4)	(95.0)	2.6%
In-Year Priority Allocations	994.0	994.0	-	0.0%
Sub-total	4.4	(1,678.6)	(1,683.0)	
Total Expense	192,806.9	194,797.5	1,990.6	1.0%
Net Position before One-Time Items	(4,063.7)	(4,786.5)	(722.8)	
Sources and Applications of One-Time Funding				
Sources				
One Time Transfers for Why UNB Project	2,228.5	4,104.7	1,876.2	
Transfers From Departmental Carryforwards	601.2	-	(601.2)	
Transfers From Central Internally Restricted Net Assets	6,707.7	2,524.8	(4,182.9)	
	9,537.4	6,629.5	(2,907.9)	
Applications				
One Time Costs for Why UNB Campaign	(3,998.0)	(4,104.7)	(106.7)	
Tuition Rebate to NB Students	(943.8)	-	943.8	
Support for Sustainability Issues	(2,841.0)	-	2,841.0	
One Time Strategic Initiative	(250.0)	-	250.0	
	(8,032.8)	(4,104.7)	3,928.1	
Net Position	\$ (2,559.1)	\$ (2,261.7)	\$ 297.4	
Net Position as a Percentage of Revenues	(1.4%)	(1.2%)		

Appendix A

Operating Budget Statements - Fredericton & University-wide Units

University of New Brunswick Fredericton & University-wide Units	BUDGET		Increase (Decrease)	
	2016-17	2017-18	Dollars	Percent
	Approved	Proposed		
(\$ thousands)				
Revenue				
Provincial Operating Grant	\$ 93,898.5	\$ 94,520.3	\$ 621.8	0.7%
Tuition Revenue	44,655.0	44,716.2	61.2	0.1%
Other Revenue	14,182.3	13,982.5	(199.8)	(1.4%)
Total Revenue	152,735.8	153,219.0	483.2	0.3%
Expense				
Academic and Research				
Faculties and Departmental Costs	84,532.2	84,953.8	421.6	0.5%
Academic and Student Support	28,039.3	30,060.8	2,021.5	7.2%
Sub-total	112,571.5	115,014.6	2,443.1	2.2%
Administration and Support Services				
Administration and Development	25,215.9	25,837.5	621.6	2.5%
Maintenance and Utilities	17,132.2	17,521.9	389.7	2.3%
Sub-total	42,348.1	43,359.4	1,011.3	2.4%
Total Operating Expense	154,919.6	158,374.0	3,454.4	2.2%
Ancillary Operations (Net)	1,204.8	1,116.8	(88.0)	(7.3%)
In-Year Contingency	1,500.0	-	(1,500.0)	(100.0%)
In-Year Salary Savings	(3,044.4)	(3,044.4)	-	0.0%
In-Year Priority Allocations	935.3	935.3	-	0.0%
Sub-total	595.7	(992.3)	(1,588.0)	
Total Expense	155,515.3	157,381.7	1,866.4	1.2%
Net Position before One-Time Items	(2,779.5)	(4,162.7)	(1,383.2)	
Sources and Applications of One-Time Funding				
Sources				
One Time Transfers for Why UNB Project	1,782.8	3,283.8	1,501.0	
Transfers From Departmental Carryforwards	601.2	-	(601.2)	
Transfers From Central Internally Restricted Net Assets	4,606.6	2,272.3	(2,334.3)	
	6,990.6	5,556.1	(1,434.5)	
Applications				
One Time Costs for Why UNB Campaign	(3,198.4)	(3,283.8)	(85.4)	
Tuition Rebate to NB Students	(717.8)	-	717.8	
Support for Sustainability Issues	(1,957.8)	-	1,957.8	
One Time Strategic Initiative	-	-	-	
	(5,874.0)	(3,283.8)	2,590.2	
Net Position	\$ (1,662.9)	\$ (1,890.4)	\$ (227.5)	
Net Position as a Percentage of Revenues	(1.1%)	(1.2%)		

Appendix A

Operating Budget Statements - Saint John Campus

University of New Brunswick Saint John Campus	BUDGET		Increase (Decrease)	
	2016-17	2017-18	Dollars	Percent
	Approved	Proposed		
Revenue				
Provincial Operating Grant	\$ 18,438.0	\$ 18,565.9	\$ 127.9	0.7%
Tuition Revenue	14,004.1	14,686.5	682.4	4.9%
Other Revenue	3,565.3	3,539.6	(25.7)	(0.7%)
Total Revenue	36,007.4	36,792.0	784.6	2.2%
Expense				
Academic and Research				
Faculties and Departmental Costs	22,330.5	22,026.6	(303.9)	(1.4%)
Academic and Student Support	5,104.4	5,337.9	233.5	4.6%
Sub-total	27,434.9	27,364.5	(70.4)	(0.3%)
Administration and Support Services				
Administration and Development	5,646.9	5,832.2	185.3	3.3%
Maintenance and Utilities	4,801.1	4,905.4	104.3	2.2%
Sub-total	10,448.0	10,737.6	289.6	2.8%
Total Operating Expense	37,882.9	38,102.1	219.2	0.6%
Ancillary Operations (Net)	-	-	-	0.0%
In-Year Contingency	-	-	-	0.0%
In-Year Salary Savings	(650.0)	(745.0)	(95.0)	14.6%
In-Year Priority Allocations	58.7	58.7	-	0.0%
Sub-total	(591.3)	(686.3)	(95.0)	
Total Expense	37,291.6	37,415.8	124.2	0.3%
Net Position before One-Time Items	(1,284.2)	(623.8)	660.4	
Sources and Applications of One-Time Funding				
Sources				
One Time Transfers for Why UNB Project	445.7	820.9	375.2	
Transfers From Departmental Carryforwards	-	-	-	
Transfers From Central Internally Restricted Net Assets	2,101.1	252.5	(1,848.6)	
	2,546.8	1,073.4	(1,473.4)	
Applications				
One Time Costs for Why UNB Campaign	(799.6)	(820.9)	(21.3)	
Tuition Rebate to NB Students	(226.0)	-	226.0	
Support for Sustainability Issues	(883.2)	-	883.2	
One Time Strategic Initiative	(250.0)	-	250.0	
	(2,158.8)	(820.9)	1,337.9	
Net Position	\$ (896.2)	\$ (371.3)	\$ 524.9	
Net Position as a Percentage of Revenues	(2.5%)	(1.0%)		

Appendix A, Schedule 1 Provincial Operating Grant

	Budget	Actuals	Budget	Increase(Decrease) 2016/17	
	2016/17	2016/17	2017/18	Actuals to 2017/18 Budget (\$000)	Percent
University-wide					
Unrestricted Operating Grants ⁽³⁾					
Flat Grant	\$ 81,676,527	\$ 82,256,645	\$ 83,079,211	\$ 822,566	1.0%
Enrolment-based grant	28,757,854	27,844,098	28,122,539	278,441	1.0%
Fiscal transfer for St.Thomas University ⁽¹⁾	1,902,184	1,865,749	1,884,406	18,657	1.0%
	<u>112,336,565</u>	<u>111,966,492</u>	<u>113,086,157</u>	<u>1,119,665</u>	<u>1.0%</u>
Restricted Operating Grants ⁽⁴⁾					
Non-space	2,176,370	2,176,370	2,176,370	-	0.0%
Alteration & Renovation	2,439,490	2,439,490	2,439,490	-	0.0%
	<u>4,615,860</u>	<u>4,615,860</u>	<u>4,615,860</u>	<u>-</u>	<u>0.0%</u>
Grand Total	\$ 116,952,425	\$ 116,582,352	\$ 117,702,017	\$ 1,119,665	1.0%
Fredericton Campus and University-wide Units					
Unrestricted Operating Grants ⁽³⁾					
Flat Grant	\$ 68,047,514	\$ 68,627,632	\$ 69,313,908	\$ 686,276	1.0%
Enrolment-based grant	23,948,834	23,091,058	23,321,969	230,911	1.0%
Fiscal transfer for St.Thomas University ⁽¹⁾	1,902,184	1,865,749	1,884,406	18,657	1.0%
	<u>93,898,532</u>	<u>93,584,439</u>	<u>94,520,284</u>	<u>935,844</u>	<u>1.0%</u>
Restricted Operating Grants ⁽⁴⁾					
Non-space	1,862,887	1,862,887	1,862,887	-	0.0%
Alteration & Renovation	2,105,384	2,105,384	2,105,384	-	0.0%
	<u>3,968,271</u>	<u>3,968,271</u>	<u>3,968,271</u>	<u>-</u>	<u>0.0%</u>
Grand Total	\$ 97,866,803	\$ 97,552,710	\$ 98,488,555	\$ 935,844	1.0%
Saint John Campus ⁽²⁾					
Unrestricted Operating Grants ⁽³⁾					
Flat Grant	\$ 13,629,013	\$ 13,629,013	\$ 13,765,303	\$ 136,290	1.0%
Enrolment-based grant	4,809,020	4,753,040	4,800,570	47,530	1.0%
Fiscal transfer for St.Thomas University ⁽¹⁾	-	-	-	-	-
	<u>18,438,033</u>	<u>18,382,053</u>	<u>18,565,873</u>	<u>183,821</u>	<u>1.0%</u>
Restricted Operating Grants ⁽⁴⁾					
Non-space	313,483	313,483	313,483	-	0.0%
Alteration & Renovation	334,106	334,106	334,106	-	0.0%
	<u>647,589</u>	<u>647,589</u>	<u>647,589</u>	<u>-</u>	<u>0.0%</u>
Grand Total	\$ 19,085,622	\$ 19,029,642	\$ 19,213,462	\$ 183,821	1.0%

Notes:

- The Fiscal transfer represents the amount allotted by MPHEC to UNB from STU in recognition of the joint services that are provided by the Fredericton Campus that also service the St. Thomas University. These include items such as the student health centre and library services.
- The Unrestricted and Restricted portions of the grant are provided to the University in total. Intercampus allocations reflect Board policy. The application of this policy results in an allocation that would result if the Provincial approach to allocations between universities was also applied towards the two campuses.
- The unrestricted portion of the grant used to fund operations is reported in the Operating Budget.
- The restricted portion of the grant is to be used for capital and maintenance activities and is reported in the Capital budget

Appendix A, Schedule 2 Other Revenue

UNB Consolidated Other Revenue (\$ thousands)

	Approved Budget 2015-16	Approved Budget 2016-17	Proposed Budget 2017-18	Increase (Decrease)	Change In Year	
Research Support Fund	\$3,333.0	\$3,333.0	\$3,356.4	23.4	0.7%	(10.4%)
Short-term Investment Income	2,075.0	2,075.0	2,075.0	0.0	0.0%	0.0%
Management Fees & Campus Overhead	1,511.9	1,630.1	1,510.0	(120.1)	(7.4%)	53.3%
Contribution between Campuses	1,692.3	1,692.3	1,692.3	0.0	0.0%	0.0%
Contract Overhead (Net of distributions)	535.7	488.1	425.0	(63.1)	(12.9%)	28.0%
Commissions and Rental Income	286.1	267.0	309.4	42.4	15.9%	(18.8%)
Contribution from (to) Capital, Net	265.0	265.0	265.0	0.0	0.0%	0.0%
Parking Fees and Fines	912.2	951.1	956.6	5.5	0.6%	(2.4%)
Application Fees	437.0	437.0	455.0	18.0	4.1%	(8.0%)
Outreach and Extension	2,859.0	4,000.0	4,000.0	0.0	0.0%	0.0%
Mandatory Student Fees	1,129.3	1,129.3	1,071.4	(57.9)	(5.1%)	25.7%
All Other	1,411.1	1,479.6	1,406.0	(73.7)	(5.0%)	32.7%
Total Other Revenue	\$16,447.5	\$17,747.6	\$17,522.1	(\$225.5)	(1.3%)	100.0%

Appendix A, Schedule 2

Other Revenue

UNB Fredericton Campus & University-wide Units Other Revenue (\$ thousands)

	Approved Budget 2015-16	Approved Budget 2016-17	Proposed Budget 2017-18	Increase (Decrease)		Change In Year
Research Support Fund	\$3,217.0	\$3,217.0	\$3,240.4	23.4	0.7%	(11.7%)
Short-term Investment Income	1,575.0	1,575.0	1,575.0	0.0	0.0%	0.0%
Management Fees & Campus Overhead	773.3	945.0	829.0	(116.0)	(12.3%)	58.1%
Contribution from Saint John Campus	1,414.0	1,414.0	1,414.0	0.0	0.0%	0.0%
Contract Overhead (Net of distributions)	431.2	431.2	425.0	(6.2)	(1.4%)	3.1%
Contribution from (to) Capital, Net	265.0	265.0	265.0	0.0	0.0%	0.0%
Parking Fees and Fines	631.6	681.1	681.1	0.0	0.0%	0.0%
Application Fees	335.0	335.0	353.0	18.0	5.4%	(9.0%)
Outreach and Extension	2,859.0	4,000.0	4,000.0	0.0	0.0%	0.0%
Mandatory Student Fees	1,098.9	1,098.9	1,041.0	(57.9)	(5.3%)	29.0%
All Other	188.0	220.1	159.1	(61.1)	(27.7%)	30.6%
Total Other Revenue	\$12,788.1	\$14,182.3	\$13,982.5	(\$199.8)	(1.4%)	100.0%

UNB Saint John Campus Other Revenue (\$ thousands)

	Restated Budget 2015-16	Restated Budget 2016-17	Proposed Budget 2017-18	Increase (Decrease)		Change In Year
Research Support Fund	\$116.0	\$116.0	\$116.0	-	0.0%	0.0%
Short-term Investment Income	500.0	500.0	500.0	0.0	0.0%	0.0%
Management Fees & Campus Overhead	738.5	685.2	681.0	(4.1)	(0.6%)	16.1%
Contribution from Fredericton Campus	278.3	278.3	278.3	0.0	0.0%	0.0%
Contract Overhead (Net of distributions)	104.5	56.9	-	(56.9)	(100.0%)	221.6%
Commissions and Rental Income	286.1	267.0	309.4	42.4	15.9%	(165.3%)
Contribution from (to) Capital, Net	-	-	-	0.0		0.0%
Parking Fees and Fines	280.5	270.0	275.5	5.5	2.0%	(21.4%)
Application Fees	102.0	102.0	102.0	0.0	0.0%	0.0%
Outreach and Extension	-	-	-	0.0		0.0%
Mandatory Student Fees	30.4	30.4	30.4	0.0	0.0%	0.0%
All other	1,223.2	1,259.5	1,246.9	(12.6)	(1.0%)	49.1%
Total Other Revenue	\$3,659.5	\$3,565.3	\$3,539.6	(\$25.7)	(0.7%)	100.0%

Appendix A, Schedule 3

Detail of Operating Expenses by Category

Detailed Operating Expenses by Category 2017-18

Consolidated	Academic & Related Salaries	Non-Academic Salaries	Fringe Benefits	Non-Salary Expense	Revenue	Grand Total
Faculties and Departments	\$ 80,696,069	\$ 10,993,300	\$ 17,079,642	\$ 6,472,007	\$ (8,260,629)	\$ 106,980,389
Academic and Student Support	7,523,284	13,759,529	3,639,887	14,141,673	(3,665,632)	35,398,741
Administration and Support Services	450,887	18,999,611	3,890,320	9,149,103	(820,183)	31,669,738
Maintenance & Utilities	0	\$ 7,016,838	\$ 1,625,835	\$ 17,857,080	\$ (4,072,410)	22,427,344
Grand Total	\$ 88,670,240	\$ 50,769,278	\$ 26,235,685	\$ 47,619,862	\$ (16,818,854)	\$196,476,212

Fredericton & UW	Academic & Related Salaries	Non-Academic Salaries	Fringe Benefits	Non-Salary Expense	Revenue	Grand Total
Faculties and Departments	\$ 63,802,626	\$ 9,784,399	\$ 14,031,492	\$ 5,595,901	\$ (8,260,629)	\$ 84,953,789
Academic and Student Support	7,123,196	11,388,357	3,152,007	12,062,913	(3,665,632)	30,060,841
Administration and Support Services	450,887	16,956,914	3,467,672	5,782,248	(820,183)	25,837,538
Maintenance & Utilities	-	6,256,506	1,487,998	13,849,850	(4,072,410)	17,521,944
Grand Total	\$ 71,376,709	\$ 44,386,176	\$ 22,139,169	\$ 37,290,912	\$ (16,818,854)	\$158,374,112

Saint John Campus	Academic & Related Salaries	Non-Academic Salaries	Fringe Benefits	Non-Salary Expense	Revenue	Grand Total
Academic and Research	\$ 16,893,443	\$ 1,208,901	\$ 3,048,150	\$ 876,106	\$ -	\$ 22,026,600
Academic and Student Support	400,088	2,371,172	487,880	2,078,760	-	5,337,900
Administration	-	2,042,697	422,648	3,366,855	-	5,832,200
Maintenance and Utilities	-	760,332	137,837	4,007,230	-	4,905,400
Grand Total	\$ 17,293,531	\$ 6,383,102	\$ 4,096,516	\$ 10,328,950	\$ -	\$ 38,102,100

Operating Expenses by Category Breakdown

Faculties and Departments

Fredericton & UW Units

- Faculty of Arts
- Faculty of Business Administration
- Faculty of Computer Science
- Faculty of Education
- Faculty of Engineering
- Faculty of Forestry and Environmental Management
- Faculty of Nursing
- Faculty of Science
- Renaissance College
- Faculty of Kinesiology
- Faculty of Law

Saint John Campus

- Faculty of Arts
- Faculty of Business
- Faculty of Applied Science and Engineering
- Vice President Academic (Research Support Fund, Research Fund UNBRF, Departmental Merit Pool, Teaching Awards)
- Spring Summer Intersession

Academic and Student Support

Fredericton & UW Units

- Centre for Enhanced Teaching & Learning
- Harriet Irving Library and Branches
- School of Graduate Studies
- Vice-President (Research)
- Faculty of Kinesiology (AUC rentals, Facilities Operations), Intercollegiate activities, Urec)
- Faculty of Law (Law Library)
- Student Services (Academic success, Counselling Services, Financial Aid, International Student Advisor, Student Accessibility Centre, Student Employment, Student Union Building)
- Vice-President Academic (Fredericton) (Assistant VP Fredericton (Academic), Associate VP Academic (Learning Environment), Budget Management & Academic Resource Planning, Centre for Property Studies, Gloable Learning & Engagement, International Relations)
- President (Scholarships)

Saint John Campus

- Saint John Library
- Computing Services
- Audio Visual and Instructional Technology
- Web Management
- Student Services, Student Health Centre, Summer Career Placer
- Student Bursaries, Scholarships
- International Advising Office
- Athletics
- Canada Games Stadium
- Associate Dean Graduate Studies

Administrative and Support Services

Fredericton & UW Units

- Trust and Treasury
- University Comptroller
- Vice-President (Administration & Finance)
- Vice-President (Advancement)
- Assoc Vice-President(Capital Planning & Property Development)
- Information Technology Services
- Registrar
- Student Services (Financial Operations)
- Vice-President Academic (Fredericton) - (Assistant VP Fredericton (Academic), Budget Management & Academic Resource Planning)
- President (Government Relations, Human Rights, Integrated Recruitment & Retention, President, President Emeritus, Scholarships, University Secretary)

Saint John Campus

- Vice President
- Associate Vice President
- Alumni Office
- Senate Secretary
- Campus Cultural Events
- Registrar Office
- Domestic Recruiting, International Recruiting
- Financial and Administrative Services
- Environmental health & Safety
- Central Administration, Shared Service costs
- Government Relations
- Chief Advancement Office
- Communications & marketing
- Convocation
- Donor and Development Relations
- Human Rights office

Maintenance & Utilities

Fredericton & UW Units

Facilities Management

Saint John Campus

- Facilities Management (including property insurance)
- Utilities
- Snow Removal
- Deferred maintenance
- Grand Hall Operations
- VOIP Phones

Ancillary Operations

Fredericton & UW Units

- Faculty of Kinesiology (Aitken Centre, BMO Turf Field & Dome)
- Student Services (Academic Success, Bookstore, Conference Services, Financial Operations, Residential Life, Student Life, Student Union Building)

Appendix A, Schedule 4

Ancillary Operations

Revenue and Expenses for Ancillary Operations Detail

	\$(thousands)			Net Revenue (cost)
	Revenue	Salary	Non Salary	
<u>Fredericton Campus</u>				
Residence and Conference Services	\$ 14,116.7	\$ 2,351.6	\$ 12,574.4	\$ (809.3)
Aitken University Centre	277.1	360.5	390.7	(474.1)
BMO Turf Field and Dome	137.7	29.5	86.1	22.1
Wu Conference Centre	262.4	169.7	91.2	1.4
Bookstore	745.3	112.4	489.8	143.1
	<u>15,539.2</u>	<u>3,023.8</u>	<u>13,632.3</u>	<u>(1,116.8)</u>
<u>Saint John Campus</u>				
Residence Systems (Saint John Campus)	<u>1,570.5</u>	<u>270.5</u>	<u>1,300.0</u>	<u>-</u>
	<u>\$ 17,109.7</u>	<u>\$ 3,294.2</u>	<u>\$ 14,932.3</u>	<u>\$ (1,116.8)</u>

Appendix A, Schedule 5

Residence and Conference Services Budget (Detail)

Fredericton and University-wide Units

Residence and Conference Services Budget Statement	2015-16	2016-17	2017-18	Increase	
	Approved Budget	Approved Budget	Approved Budget	(Decrease) Dollars	Percent
Revenue					
Residence Room & Board	\$ 10,918.4	\$ 11,247.2	\$ 11,474.0	\$ 226.8	2.0%
Magee House Rent	910.2	946.9	956.7	9.8	1.0%
Food Service Revenue	765.0	765.0	765.0	-	0.0%
Youth/Sport Camp Revenue	315.0	235.0	165.6	(69.4)	(29.5%)
Tourist Hotel Revenue	150.0	190.0	178.0	(12.0)	(6.3%)
Spring/Summer Rental Revenue	100.0	95.0	106.1	11.1	11.6%
Room rental revenue	84.5	80.0	72.0	(8.0)	(10.0%)
Coin Laundry Revenue	50.0	48.0	102.0	54.0	112.5%
Miscellaneous Leases	20.3	23.1	31.8	8.7	37.7%
Group Accommodation Revenue	75.0	75.0	50.0	(25.0)	(33.3%)
Summer Suite Style Revenue	-	-	-	-	-
Vending Machines	16.4	16.4	26.4	10.0	61.2%
Food Service Rebate	35.0	35.0	35.0	-	0.0%
Apartment Rental	35.0	35.0	41.0	6.0	17.2%
Conference Operations	52.0	62.0	77.8	15.8	25.4%
Student Hotel Revenue	15.0	16.0	16.4	0.4	2.5%
Miscellaneous/Sundry	20.5	26.5	19.0	(7.5)	(28.3%)
Res Room Remission - Proctors	(431.9)	-	-	-	-
Total Revenue	13,130.4	13,896.0	14,116.7	220.7	1.6%
Expense					
Non Academic-Full Time	1,335.8	1,178.2	1,175.0	(3.2)	(0.3%)
Non Academic Term (>1 year)	247.8	334.9	403.3	68.4	20.4%
Non Academic Term	41.3	74.5	77.9	3.4	4.6%
Non Academic-Continuing Part-time	-	-	-	-	-
Non Academic-Term/hourly	32.8	61.4	81.8	20.4	33.3%
Non Academic-Students	213.6	217.5	221.1	3.6	1.6%
Non Academic-Overtime	51.1	46.8	38.8	(8.0)	(17.1%)
Non Acad-FT term renewable	23.7	16.4	-	(16.4)	(100.0%)
Non-Academic Sal within 10-12	(46.6)	(22.6)	(16.8)	5.8	(25.8%)
OI&R Masters Student CDN	12.0	12.1	11.2	(0.9)	(7.6%)
Charge Out-From Central Acct	396.6	345.4	359.4	14.0	4.0%
Sub-total Salary & Related	2,308.2	2,264.6	2,351.6	87.0	3.8%
Supplies-Pool	914.3	961.0	974.4	13.4	1.4%
Utilities Pool	1,066.8	1,131.9	1,116.6	(15.3)	(1.4%)
Furniture & Equipment Pool	339.7	374.2	345.8	(28.5)	(7.6%)
Travel Budget Pool	82.1	46.6	39.5	(7.1)	(15.3%)
Insurance Pool	48.5	47.0	43.2	(3.7)	(7.9%)
Professional Fees Pool	26.0	10.0	2.0	(8.0)	(80.0%)
Scholarship Pool	13.5	-	-	-	-
Membership Fees Pool	10.1	10.1	10.3	0.2	1.8%
ICR - Work Study Program	-	-	-	-	-
ICR-Computing Services	(2.0)	(0.5)	-	0.5	(100.0%)
Intrafund fund 11	(109.3)	74.0	106.24	32.2	43.5%
Chargebacks Pool	1,542.3	1,554.7	1,421.4	(133.3)	(8.6%)
External Services Pool	4,635.4	5,259.1	5,422.4	163.3	3.1%
Sub-total Non-Salary	8,567.4	9,468.3	9,481.9	13.6	0.1%
Total Expense	\$ 10,875.6	\$ 11,732.9	\$ 11,833.5	100.6	4.0%
Net Revenue before Debt Service & Capital Renewal	2,254.8	2,163.1	2,283.2	120.1	5.6%
Debt Service	903.1	884.0	900.1	16.1	1.8%
Contribution for Regular Capital Renewal	876.9	800.0	800.0	-	0.0%
Contribution to Provision for Major Capital Renewal	1,353.2	1,372.3	1,392.5	20.1	1.5%
Net Loss	\$ (878.5)	\$ (893.2)	\$ (809.3)	\$ 83.9	(9.4%)
<i>Net Loss as Percentage of Revenue</i>	<i>(6.7%)</i>	<i>(6.4%)</i>	<i>(5.7%)</i>		

Appendix A, Schedule 5

Residence and Conference Services Budget (Detail)

Saint John Campus

2017-18 Residence and Conference Services Budget - Saint John Campus

	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Number of Residents	238	239	239
Revenue			
Students Income	\$ 1,130,775	\$ 1,170,660	\$ 1,170,660
Summer Income	200,000	200,000	200,000
Meal Plan Income	170,000	170,000	170,000
Apartment Rentals	14,000	28,800	28,800
House Fines	1,000	1,000	1,000
Total Revenue	1,515,775	1,570,460	1,570,460
Travel Pool - Res Life	6,000	6,000	5,000
Travel Pool - Admin	2,000	3,000	3,000
Entertainment Allowance	3,500	3,500	3,500
Residence Assistant Training	8,500	8,500	7,000
Total Travel and Entertainment	20,000	21,000	18,500
Steam Heat	36,000	45,000	45,000
Electrical	73,000	75,500	80,000
Water	37,500	38,000	38,000
Management Fee Physical Plant	39,500	39,500	39,500
Postage	850	850	200
Photocopying	3,000	16,500	3,000
Total Charge Back	189,850	215,350	205,700
Operational Supplies, expenses and repair	108,000	105,000	80,000
Cleaning Supplies	9,000	9,200	10,700
Long Distance Charges	2,000	2,000	150
Office Supplies	2,800	2,800	3,000
Bank Service Charges	2,600	2,600	4,500
Advertising	4,000	4,000	4,000
House fines - spent	1,000	1,000	1,000
Total Operational expenses	129,400	126,600	103,350
Full Time Salaries	145,303	146,125	160,650
Residence Assistants	39,768	41,520	42,100
Summer Students	14,700	14,700	14,700
Summer Students - Cleaning	15,100	15,400	15,600
Fringe Benefit Costs	38,017	40,000	37,400
Total Salary and Fringe	252,888	257,745	270,450
Furniture and Equipment	36,000	36,000	31,500
Elevator Contract and maintenance	7,000	7,500	7,700
Total Furniture and Equipment Cost	43,000	43,500	39,200
FibreOp (Tel, TV & Internet)	160,000	160,000	160,000
Cell Phone Charges	3,500	3,600	3,600
Electricity (instant)	2,200	2,200	3,000
Utilities	165,700	165,800	166,600
Meal Plan Expenses	170,000	170,000	174,000
Garbage Removal	12,000	14,200	15,200
Cleaning Contractor	99,000	99,000	101,000
Total Externally Contracted Services	281,000	283,200	290,200
Insurance	6,691	6,423	6,600
Debt Service	403,062	392,101	401,000
Total expenses	1,491,591	1,511,719	1,501,600
Capital Renewal	24,184	58,741	68,860
Surplus/Deficit	\$ -	\$ -	\$ -

Appendix B

Baseline Assumptions

	2017/18 Outlook	2018/19 Pro-forma	2019/20 Pro-forma	2020/21 Pro-forma	2021/22 Pro-forma
<u>Budgeted Enrolment (FTE) by Campus, by Academic Level</u>					
Undergraduate					
<u>Fredericton</u>					
Domestic	5,109	5,221	5,331	5,372	5,372
International	555	556	556	556	557
<u>Saint John</u>					
Domestic	1,460	1,442	1,418	1,351	1,345
International	253	227	217	191	190
Sub-total Undergraduate	7,377	7,446	7,522	7,470	7,464
Graduate					
<u>Fredericton</u>					
Domestic	747	759	772	784	797
International	328	328	328	328	328
<u>Saint John</u>					
Domestic	70	70	70	70	70
International	50	50	50	50	50
Sub-total Graduate	1,195	1,207	1,220	1,232	1,245
Total Enrolment	8,572	8,653	8,742	8,702	8,709
<u>Budgeted Enrolment (FTE) by Academic Level, By Campus</u>					
Fredericton					
<u>Undergraduate</u>					
Domestic	5,109	5,221	5,331	5,372	5,372
International	555	556	556	556	557
Sub-total Undergraduate	5,664	5,777	5,887	5,928	5,929
<u>Graduate</u>					
Domestic	747	759	772	784	797
International	328	328	328	328	328
Sub-total Graduate	1,075	1,087	1,100	1,112	1,125
Sub-total Fredericton	6,739	6,864	6,987	7,040	7,054
Saint John					
<u>Undergraduate</u>					
Domestic	1,460	1,442	1,418	1,351	1,345
International	253	227	217	191	190
Sub-total Undergraduate	1,713	1,669	1,635	1,542	1,535
<u>Graduate</u>					
Domestic	70	70	70	70	70
International	50	50	50	50	50
Sub-total Graduate	120	120	120	120	120
Sub-total Saint John	1,833	1,789	1,755	1,662	1,655
Total Enrolment	8,572	8,653	8,742	8,702	8,709

Appendix B

Baseline Assumptions

	2017/18 Pro-forma	2018/19 Pro-forma	2019/20 Pro-forma	2020/21 Pro-forma	2021/22 Pro-forma
REVENUES					
Provincial operating grant (Effective)					
Base (Fixed & Enrolment)	1.00%	1.00%	1.00%	2.00%	2.00%
Tuition Fees					
Undergraduate tuition fees	2.00%	2.00%	2.00%	2.00%	2.00%
Undergraduate differential fees	5.00%	3.00%	3.00%	3.00%	3.00%
Graduate tuition fees	2.00%	2.00%	2.00%	2.00%	2.00%
Graduate differential fees	5.00%	3.00%	3.00%	3.00%	3.00%
EXPENSES					
Projected Non-salary expenditures					
Basic non-salary	0.00%	0.00%	0.00%	3.00%	3.00%
Strategic non-salary ¹	3.00%	3.00%	3.00%	3.00%	3.00%
Heating costs ³	4.50%	4.50%	4.50%	4.50%	4.50%
Electricity costs ²	4.50%	4.50%	4.50%	4.50%	4.50%
Salary Expenditure Assumptions					
<u>Projected Economic adjustments (EA)</u>					
AU Group 1	1.80%	1.80%	1.80%	Contract end June 30th 2020	
AUR	1.50%	1.50%	1.50%		
AU Group 2 (CAE/CAI)	2.60%	5.00%	4.98%	April 30th, 2020	
APT/RAP & EXC	1.50%	1.50%	1.50%		
CUPE					
GLT/RGL	\$.35/hr	1.50%	1.50%	June 30th 2018	
GRD (Graduate)				June 30th 2013	
PTSU					
SAL/RSA	\$.35/hr	1.50%	1.50%	First agreement TBD June 30th 2018	
UNG (Student Pools)	0.00%	0.00%	0.00%		
NOG (Other Staff Pools)	1.50%	1.50%	1.50%		
<u>Projected progress-through-the-range (PTR)</u>					
AU Group 1/AUR	\$ 2,873	\$ 2,925	\$ 2,978	To position ceiling.	
APT/RAP & EXC	4.00%	4.00%	4.00%	To position ceiling.	
CUPE					
GLT/RGL	4.00%	4.00%	4.00%	To position ceiling.	
GRD (Graduate)	0.00%	0.00%	0.00%	Not applicable.	
PTSU	0.00%	0.00%	0.00%	Not applicable.	
SAL/RSA	4.00%	4.00%	4.00%	To position ceiling.	
UNG (Student Pools)	0.00%	0.00%	0.00%	Not applicable.	
NOG (Other Staff Pools)	0.00%	0.00%	0.00%	Not applicable.	
<u>Turnover Savings (\$000s)</u>					
Fredericton Campus Savings	\$ 875.00	\$ 875.00			
Saint John Campus Savings	355.00	355.00			
Total Turnover Savings	<u>\$ 1,230.0</u>	<u>\$ 1,230.0</u>			

Notes:

1. Strategic non-salary expenditure includes library acquisitions, scholarships, bursaries and graduate research/teaching assistantships.
2. NB Power may currently increase electricity rates up to 3% per annum without a submission to the Energy & Utilities Board. Saint John Campus increase 3%.
3. Assumptions reflect assumption w/r/t fuel and related costs, not consumption as reflected in budget. Saint John Campus increase 4.5%.

Appendix C Enrolment

University of New Brunswick Student Enrolment (FTE's)									
Year	Undergraduate		Undergraduate Total	Graduate		Graduate Total	Total	Change	%Change
	Domestic	International		Domestic	International				
2001-02A	8,346	759	9,105	682	173	854	9,959	0	N/A
2002-03A	8,506	1,015	9,521	780	203	984	10,505	546	5.5%
2003-04A	8,753	1,207	9,960	860	244	1,104	11,064	559	5.3%
2004-05A	8,772	1,200	9,971	888	264	1,152	11,123	59	0.5%
2005-06A	8,736	1,121	9,857	912	286	1,197	11,055	-69	-0.6%
2006-07A	8,415	927	9,343	887	285	1,172	10,515	-540	-4.9%
2007-08A	8,139	778	8,917	881	315	1,196	10,113	-401	-3.8%
2008-09A	7,735	655	8,390	883	305	1,188	9,578	-535	-5.3%
2009-10A	7,490	707	8,198	895	334	1,229	9,427	-152	-1.6%
2010-11A	7,299	843	8,142	927	380	1,306	9,448	21	0.2%
2011-12A	7,271	1,008	8,279	964	433	1,397	9,676	228	2.4%
2012-13A	7,142	1,031	8,173	866	454	1,320	9,493	-183	-1.9%
2013-14A	7,040	1,000	8,040	802	477	1,279	9,319	-174	-1.8%
2014-15A	6,784	912	7,695	806	426	1,232	8,927	-392	-4.2%
2015-16A	6,643	857	7,499	833	391	1,224	8,723	-204	-2.3%
2016-17A	6,624	734	7,359	837	358	1,195	8,554	-170	-1.9%
2017-18B	6,569	808	7,377	817	378	1,195	8,572	18	0.2%

Appendix C Enrolment

Fredericton Campus Student Enrolment (FTE's)									
Year	Undergraduate		Undergraduate Total	Graduate		Graduate Total	Total	Change	%Change
	Domestic	International		Domestic	International				
2001-02A	6,460	359	6,820	612	144	755	7,575	0	N/A
2002-03A	6,614	494	7,108	703	174	878	7,986	411	5.4%
2003-04A	6,802	536	7,338	784	217	1,001	8,339	353	4.4%
2004-05A	6,768	547	7,316	822	241	1,062	8,378	39	0.5%
2005-06A	6,763	519	7,283	846	271	1,117	8,399	21	0.3%
2006-07A	6,494	430	6,924	811	269	1,080	8,004	-395	-4.7%
2007-08A	6,357	378	6,735	800	282	1,082	7,817	-187	-2.3%
2008-09A	6,011	334	6,345	817	270	1,086	7,432	-385	-4.9%
2009-10A	5,767	394	6,161	832	288	1,120	7,280	-151	-2.0%
2010-11A	5,633	445	6,078	847	322	1,169	7,247	-33	-0.5%
2011-12A	5,597	484	6,080	851	360	1,212	7,292	45	0.6%
2012-13A	5,479	530	6,009	774	376	1,150	7,159	-133	-1.8%
2013-14A	5,468	581	6,049	720	381	1,101	7,151	-8	-0.1%
2014-15A	5,343	564	5,907	741	355	1,096	7,003	-148	-2.1%
2015-16A	5,230	521	5,751	764	329	1,092	6,843	-160	-2.3%
2016-17A	5,174	471	5,645	760	302	1,062	6,707	-136	-2.0%
2017-18B	5,109	555	5,664	747	328	1,075	6,739	32	0.5%

Saint John Campus Student Enrolment (FTE's)									
Year	Undergraduate		Undergraduate Total	Graduate		Graduate Total	Total	Change	%Change
	Domestic	International		Domestic	International				
2001-02A	1,886	400	2,285	70	29	99	2,384	0	N/A
2002-03A	1,892	522	2,413	77	29	106	2,519	135	5.7%
2003-04A	1,952	671	2,622	76	27	103	2,725	206	8.2%
2004-05A	2,004	652	2,656	67	23	90	2,745	20	0.7%
2005-06A	1,973	601	2,575	66	15	81	2,655	-90	-3.3%
2006-07A	1,921	497	2,419	76	15	92	2,510	-145	-5.5%
2007-08A	1,783	400	2,183	81	33	114	2,296	-214	-8.5%
2008-09A	1,724	320	2,045	66	36	102	2,147	-150	-6.5%
2009-10A	1,724	313	2,037	63	46	110	2,147	0	0.0%
2010-11A	1,666	398	2,064	80	58	137	2,201	55	2.5%
2011-12A	1,674	524	2,199	112	73	185	2,384	183	8.3%
2012-13A	1,664	501	2,164	92	78	170	2,334	-50	-2.1%
2013-14A	1,571	419	1,991	81	97	178	2,168	-166	-7.1%
2014-15A	1,441	348	1,788	64	71	136	1,924	-244	-11.3%
2015-16A	1,413	336	1,749	70	62	132	1,880	-44	-2.3%
2016-17A	1,451	263	1,714	76	56	132	1,846	-34	-1.8%
2017-18B	1,460	253	1,713	70	50	120	1,833	-13	-0.7%

UNIVERSITY OF NEW BRUNSWICK
Recommended Tuition & Related Fees for 2017-18¹

Basic Tuition Fees:

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm.	Change from 2016-17	
						2017-18	\$	%
Undergraduate Tuition Fee - (including students in a qualifying year)								
Full-time students	5,857	6,007	6,187	6,187	6,496	6,626	130	2.00%
Per course (0 - 5 credit hours)	586	601	619	619	650	663	13	2.00%
Per course (6 - 11 credit hours)	1,172	1,202	1,238	1,238	1,300	1,326	26	2.00%
Faculty of Business Administration								
Full-time students (includes a \$200 Program Fee applicable to UNBF students)	5,957	6,107	6,287	6,287	6,696	6,826	130	1.94%
Per course (0 - 5 credit hours) (includes a \$20 Program Fee)	596	611	629	629	670	683	13	1.94%
Per course (6 - 11 credit hours) (includes a \$40 Program Fee)	1,192	1,222	1,258	1,258	1,340	1,366	26	1.94%
Faculty of Engineering								
Full-time students (includes a \$1,350 Program Fee) ²	6,857	7,007	7,187	7,187	7,846	7,976	130	1.66%
Per course (0 - 5 credit hours) (includes a \$135 Program Fee) ²	686	701	719	719	785	798	13	1.66%
Per course (6 - 11 credit hours) (includes a \$270 Program Fee) ²	1,372	1,402	1,438	1,438	1,570	1,596	26	1.66%
Faculty of Law								
Full-time students (includes a \$3,950 Program Fee)	9,407	9,557	9,837	9,837	10,329	10,576	247	2.39%
Per course (0 - 5 credit hours) (includes a \$395 Program Fee)	941	956	984	984	1,033	1,058	25	2.42%
Per course (6 - 11 credit hours) (includes a \$790 Program Fee)	1,882	1,912	1,968	1,968	2,066	2,116	50	2.42%
Graduate Tuition Fees for Research Based Programs								
Full Time Program Fee (per term)	1,978	2,028	2,088	2,088	2,192	2,236	44	2.01%
Part time or Continuing Fee (per term)	989	1,014	1,044	1,044	1,096	1,118	22	2.01%
Visiting GR Students Registered at Non-Canadian Universities (up to 1 year)	989	1,014	1,044	1,044	1,096	1,118	22	2.01%
Graduate Tuition Fees Per Course for Course Based Programs								
All Programs (except MTME & MBA) Per course (0 - 5 credit hours)	733	748	770	770	808	824	16	1.98%
M.Ed On-line program Administration Fee Per 3 credit hour course	100	100	100	100	100	100	0	0.00%
Masters of Engineering, Technology Management & Entrepreneurship - per course	-	-	-	1,270	1,308	1,324	16	1.22%
Masters of Business Administration - Per 3 credit hour course	876	891	917	917	963	976	13	1.35%
MBA in Engineering Mgt. - Compressed Courses (includes a \$462 Program Fee)	1,338	1,353	1,379	1,379	1,425	1,438	13	0.91%
MBA in Engineering Mgt. - Independent Study (includes a \$1,662 Program Fee)	2,538	2,553	2,579	2,579	2,625	2,638	13	0.50%

1 All fee changes for 2017-18 will take effect as of September 1, 2017 except where identified in Note 9 which are effective May 1, 2017.

2 Maximum per Academic Year (September 1, 2017 to August 31, 2018).

UNIVERSITY OF NEW BRUNSWICK
Recommended Tuition & Related Fees for 2017-18¹

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm. 2017-18	Change from 2016-17	
							\$	%
Supplementary Tuition Fee for International Students								
Undergraduate (for Academic Year)	7,125	7,275	7,493	7,718	8,500	8,925	425	5.00%
Undergraduate Per course (0 - 5 credit hours)	713	728	749	771	850	892	42	4.94%
Undergraduate Per course (6 - 11 credit hours)	1,426	1,456	1,498	1,542	1,700	1,784	84	4.94%
Graduate Research Based Programs Full Time Fee (per term)	1,354	1,404	1,446	1,489	1,635	1,716	81	4.95%
Graduate Research Based Programs Part Time Fee (per term)	451	468	482	493	545	572	27	4.95%
Graduate Course Based Programs (per course)	406	421	433	446	490	514	24	4.90%
Program for Academic English Preparation (PAEP)								
Full time students in SP/IN/SU (May to August term)	1,229	1,266	1,304	1,304	1,369	1,410	41	2.99%
Other Fees:								
Work Term Fee (for Faculty of Computer Science)	730	730	752	752	798	798	0	0.00%
Work Term Fee (for Faculty of Business Administration)	730	730	730	730	752	752	0	0.00%
Work Term Fee (for all other Undergraduate and Graduate Co-Op Programs)	730	730	730	730	730	730	0	0.00%
Intensive One-year MBA Program (UNBSJ) ³								
International Full time	24,500	24,500	24,500	24,500	24,500	24,500	0	0.00%
International Continuing Full time (per term)	-	-	2,723	2,723	2,723	2,723	0	0.00%
Canadian Full time	18,000	18,000	18,000	18,000	18,000	18,000	0	0.00%
Canadian Continuing Full time (per term)	-	-	2,000	2,000	2,000	2,000	0	0.00%
Faculty of Arts								
Practicum Fee for Applied Behaviour Analyst course (UNBF)	-	-	1,250	1,250	1,250	1,250	0	0.00%
Faculty of Education								
Practicum Fee for one-year consecutive B.Ed (UNBF)	500	500	500	500	500	500	0	0.00%
Out-of-Province Intern Differential Fee	500	500	500	500	500	500	0	0.00%
On-Line Administrative & Technical Fees								
Open Access Learning Program (OALP)	100	100	100	100	100	100	0	0.00%
M.Ed On-line program Administration Fee Per 3 credit hour course	100	100	100	100	100	100	0	0.00%
Web-Based	100	100	100	100	100	100	0	0.00%

¹ All fee changes for 2017-18 will take effect as of September 1, 2017 except where identified in Note 9 which are effective May 1, 2017.

³ Fees will increase for 2018-19 to \$26,955 for International and \$19,950 for Domestic Students

UNIVERSITY OF NEW BRUNSWICK
Recommended Tuition & Related Fees for 2017-18¹

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm. 2017-18	Change from 2016-17	
							\$	%
Technology Fee ⁴								
Full-time Undergraduate programs per term for 2 terms	25.00	25.50	26.00	26.00	26.50	27.00	0.50	1.89%
Full-time & Cont. Research Based Graduate programs per term for 3 terms	16.50	17.00	17.25	17.25	17.50	17.75	0.25	1.43%
Part-time Research Based Graduate programs per term for 3 terms	8.25	8.25	8.50	8.50	8.75	9.00	0.25	2.86%
Undergraduate and Course Based Graduate Programs per course	5.00	5.00	5.00	5.00	5.25	5.50	0.25	4.76%
Facilities Improvement Fee ^{5 & 7}								
Full-time Undergraduate programs per term for 2 terms	87.50	90.50	92.75	92.75	94.50	96.25	1.75	1.85%
Full-time & Cont. Research Based Graduate programs per term for 3 terms	58.00	60.00	61.50	61.50	63.00	64.25	1.25	1.98%
Part-time Research Based Graduate programs per term for 3 terms	29.00	29.00	30.00	30.00	31.50	32.00	0.50	1.59%
Undergraduate and Course Based Graduate Programs per course	17.50	17.50	17.75	17.75	19.00	19.25	0.25	1.32%
Student Health Fee ^{5 & 7}								
Full-time Undergraduate programs per term for 2 terms	25.00	25.50	26.00	26.00	26.50	27.00	0.50	1.89%
Full-time & Cont. Research Based Graduate programs per term for 3 terms	16.50	17.00	17.25	17.25	17.50	17.75	0.25	1.43%
Full-time Course Based Graduate Programs per course	5.00	5.00	5.00	5.00	5.25	5.50	0.25	4.76%
Facility Access Fee ^{4 & 6}								
Full-time Undergraduate programs per term for 2 terms	75.00	76.50	78.00	78.00	80.50	82.00	1.50	1.86%
Full-time & Cont. Research Based Graduate programs per term for 3 terms	50.00	51.00	52.00	52.00	54.00	55.00	1.00	1.85%
Full-time Course Based Graduate Programs - students may opt in per term	50.00	51.00	52.00	52.00	54.00	55.00	1.00	1.85%
Undergraduate or Graduate part time students may opt in per term	50.00	50.00	51.00	51.00	54.00	55.00	1.00	1.85%
Diploma in University Teaching								
Affiliated	307	316	325	325	341	350	9	2.64%
Non-Affiliated	586	601	620	620	651	663	12	1.84%
Prior Learning Assessment Fee	400	400	400	400	450	450	0	0.00%
External Exam Invigilation Fee								
Online Exam	-	-	-	-	100	100	0	0.00%
Paper-based - National	-	-	-	-	150	150	0	0.00%
Paper-based - International	-	-	-	-	180	180	0	0.00%

¹ All fee changes for 2017-18 will take effect as of September 1, 2017 except where identified in Note 9 which are effective May 1, 2017.

⁴ Co-Op Work Term students are exempt.

⁵ Bathurst, Moncton and Miramichi students are exempt.

⁶ Bathurst, Moncton, Miramichi and Saint John students are exempt.

⁷ International students studying outside the country are exempt.

UNIVERSITY OF NEW BRUNSWICK
Recommended Tuition & Related Fees for 2017-18¹

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm. 2017-18	Change from 2016-17	
							\$	%
Application Fee								
Undergraduate - Canadian	55	55	55	55	65	65	0	0.00%
Undergraduate - International	60	60	60	60	65	125	60	92.31%
Graduate	50	50	50	50	65	65	0	0.00%
Faculty of Law	125	125	125	125	125	125	0	0.00%
Intensive One-year MBA Program (UNBSJ)	100	100	100	100	100	100	0	0.00%
Registration Confirmation Deposit ⁸								
Undergraduate - Faculty of Education	100	100	300	300	300	300	0	0.00%
Undergraduate - Faculty of Nursing	250	250	250	250	250	250	0	0.00%
Undergraduate - all other programs	100	100	100	100	100	100	0	0.00%
Faculty of Law	300	300	300	300	300	300	0	0.00%
Masters of Business Administration (FR Campus only) & MBA in Engineering Management	500	500	500	500	500	500	0	0.00%
Intensive One-year MBA Program (UNBSJ)	1,000	1,000	1,000	1,000	1,000	1,000	0	0.00%
Student Abroad Cancellation Fee	-	-	-	-	100	100	0	0.00%
Challenge for Credit Examinations (percentage of normal course fees)	25%	25%	25%	25%	25%	25%	0	0.00%
Review of Final Course Grade	15	15	15	15	50	50	0	0.00%
Audit courses (percentage of normal course fees)	50%	50%	50%	50%	50%	50%	0	0.00%
Installment Fee	30	30	30	30	30	30	0	0.00%
Late Payment Fee (per term) UG and GR	50	50	50	50	75	75	0	0.00%
Undergraduate Reregistration Fee (per term)	100	100	100	100	125	125	0	0.00%
Graduate Administration Fee (per term) ⁹	-	-	-	-	-	25	25	NEW
Non Sufficient Funds (NSF) Fee	25	25	25	25	25	25	0	0.00%
School of Graduate Studies Official letters	-	-	-	-	15	15	0	0.00%
Transcript Fee	10	10	10	10	10	10	0	0.00%
Transcript Fee - Optional Courier Service - Domestic	-	-	-	20	30	30	0	0.00%
Transcript Fee - Optional Courier Service - International	-	-	-	45	55	55	0	0.00%
Graduation Fee (A deposit of \$60 is required for graduation regalia. Upon return of the regalia, \$25 is refunded)	35	35	35	35	35	35	0	0.00%

⁸ The Registration Confirmation Deposit is credited against a student's tuition balance upon arrival and enrolment at UNB.

⁹ All fee changes for 2017-18 will take effect as of September 1, 2017 except where identified in Note 9 which are effective May 1, 2017.

Appendix E

Residence and Related Fees

Recommended Fredericton Residence Fees for 2017-18

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm. 2017-18	Change from 2016-17	
							\$	%
Elizabeth Parr Johnson Residence^{1&2}								
Single Room (3 Bedroom Suite)	\$ 4,884	\$5,041	\$5,142	\$ 5,283	\$ 5,389	\$ 5,497	\$ 108	2.00%
Single Room (2 Bedroom Suite)	5,516	5,645	5,757	5,916	6,034	6,154	120	2.00%
One Bedroom Suite	6,436	6,635	6,768	6,954	7,093	7,235	142	2.00%
Communication Fee	300	300	450	500	500	450	(50)	-10.00%
Additional Occupant (e.g. Couple)	+ 15%	+ 15%	+ 15%	+15%	+15%	+15%		
Lady Beaverbrook Residence²								
Same Room options as All Other Residences								
House Dues	70	70	70	70	70	70	-	0.00%
Communication Fee	285	285	450	500	500	450	(50)	-10.00%
All Other Residences²								
Double	4,181	4,306	4,392	4,513	4,581	4,672	91	1.99%
Special Double	4,495	4,631	5,024	5,162	5,240	5,345	105	2.00%
Single	5,531	5,696	6,110	6,278	6,372	6,500	128	2.00%
Super Single/Special Single	6,251	6,439	6,868	7,057	7,163	7,306	143	2.00%
Suite	6,599	6,797	6,933	7,124	7,231	7,375	144	1.99%
Apartments - One bedroom	-	-	-	-	-	7,235	-	NEW
House Dues	70	70	70	70	70	70	-	0.00%
Communication Fee	300	300	450	500	500	450	(50)	-10.00%
Magee House Apartments - Sept-April³								
1 Bedroom	6,040	6,224	6,352	6,527	6,960	7,057	97	1.39%
2 Bedroom	7,280	7,496	7,648	7,858	8,312	8,436	124	1.49%
3 Bedroom	8,360	8,608	8,784	9,026	9,496	9,644	148	1.56%
Magee House Apartments - May-August³								
1 Bedroom	2,320	2,388	2,436	2,504	2,708	2,741	33	1.22%
2 Bedroom	2,660	2,740	2,796	2,873	3,084	3,124	40	1.30%
3 Bedroom	3,140	3,236	3,300	3,392	3,608	3,660	52	1.44%
Required Meal Plan (Choices)								
Meal Plans (5 options)	3,866	-	-	-	-			
Infinite Meal Plan	-	3,900	3,984	4,087	4,267	4,377	110	2.58%
200 Meals per Term Plan	-	3,900	3,984	4,087	4,267	4,377	110	2.58%
155 Meals per Term Plan	-	-	-	-	4,267	4,377	110	2.58%
Other Fees and Fines								
Application Fee	\$ 300	\$ 300	\$ 300	\$ 500	\$ 500	\$ 500	\$ -	0.00%
Activating Fire Alarm for non-emergency	500	500	500	500	500	500	-	0.00%
Contract Cancellation Fee (per Term of Contract)	full fees	400	400	400	1,000	1,000	-	0.00%
Storage Fee	200	200	200	200	200	200	-	0.00%
Unauthorized Room Change Fee	80	80	80	80	80	80	-	0.00%
Improper Check Out	80	80	80	80	80	80	-	0.00%
Early Arrivals/Late Stays per Day	25	25	30	30	30	30	-	0.00%
Room Change Fee	30	30	30	30	30	30	-	0.00%
Damages (Intentional) ⁴								
Tier 1	20	20	20	20	20	20	-	0.00%
Tier 2	40	40	40	40	40	40	-	0.00%
Tier 3	80	80	80	80	80	80	-	0.00%

Notes:

- 1 Meal plan is optional.
- 2 Includes non-refundable Residence Application Fee and Fall and Winter payments.
- 3 Rent includes wireless fibre op services beginning 2016-17
- 4 All Damages (intentional or otherwise) require payment of replacement cost of item plus any labour regarding installation.

Appendix E Residence and Related Fees

Recommended Saint John Residence Fees for 2017-18

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm. 2017-18	Change from 2016-17	
							\$	%
Sir James Dunn Residence²								
Super Single Plus (Double Bed)	\$ -	\$ -	\$ -	\$ -	\$ 5,900	\$ 6,200	\$ 300	5.08%
Super Single (Double Bed)	4,804	4,948	5,096	5,300	5,460	5,500	40	0.73%
Large Single (Single Bed)	4,698	4,834	4,979	5,178	5,334	5,334	-	0.00%
Single	4,394	4,525	4,660	4,846	4,992	4,992	-	0.00%
Double	3,920	4,037	4,158	4,324	4,454	4,454	-	0.00%
House Dues	70	70	70	70	70	70	-	0.00%
Required Meal Plan ³	2,400	2,400	2,600	2,600	2,600	2,600	-	0.00%
Apartment (per Month, per Person) ⁴	400	400	400	450	600	600	-	0.00%
Dr. Colin B. Mackay Residence²								
Single Room (2 Bedroom Premium Plus Suite)	-	-	-	-	5,800	6,300	500	8.62%
Single Room (2 Bedroom Premium Suite)	-	-	-	-	5,700	6,050	350	6.14%
Single Room (2 Bedroom Suite)	4,928	5,075	5,227	5,436	5,600	5,600	-	0.00%
House Dues	70	70	70	70	70	70	-	0.00%
Required Meal Plan (Choices)								
Meal Plan III ¹	300	300	300	300	400	600	200	50.00%
Meal Plan IV ¹	800	800	800	800	1,000	1,200	200	20.00%
Other Fees and Fines								
Activating Fire Alarm for non-emergency	500	500	500	500	500	500	-	0.00%
Winter Holiday Break Extended Stay	200	200	250	250	250	250	-	0.00%
Storage Fee	-	200	200	200	200	200	-	0.00%
Early Arrivals/Late Stays per Day	25	25	25	25	25	25	-	0.00%
Room Change Fee	-	-	35	35	35	35	-	0.00%

Notes:

1 Taxable

2 All room rates include \$500 deposit, Fall and Winter payments, fibre-opt internet, television and telephone

3 Tax exempt

4 Rental of two person apartment by one person requires payment of \$1200 per month.

Appendix F

Recommended Parking Fee Changes

Parking Fees effective September 1, 2017

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm.	Change from 2016-17	
						2017-18	\$	%
Students								
12 month permit	\$ 142.00	\$147.00	\$151.00	\$ 155.00	\$159.00	\$163.00	\$ 4.00	2.52%
10 month permit	119.00	123.00	126.00	129.00	132.00	135.00	3.00	2.27%
8 month permit	97.00	101.00	105.00	107.00	110.00	113.00	3.00	2.73%
4 month permit	66.00	68.00	70.00	72.00	74.00	76.00	2.00	2.70%
1 month permit	29.00	30.00	31.00	32.00	36.00	37.00	1.00	2.78%
Daily Visitor Pass	4.00	4.00	4.00	4.00	5.00	5.00	-	0.00%
Hourly - SJ only	1.25	1.25	1.25	1.25	1.25	1.25	-	0.00%
Replacement of Decal Permit	10.00	10.00	10.00	10.00	10.00	11.50	1.50	15.00%
<u>Fines</u>								
Tier 1	15.00	15.00	15.00	15.00	16.00	16.00	-	0.00%
Tier 2	30.00	30.00	30.00	30.00	31.00	32.00	1.00	3.23%
Tier 3	-	125.00	125.00	125.00	128.00	130.00	2.00	1.56%
Vehicle Immobilizer (Boot) Removal - FR only	50.00	50.00	50.00	50.00	51.00	52.00	1.00	1.96%

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm.	Change from 2016-17	
						2017-18	\$	%
Faculty and Staff								
12 month permit	\$ 216.00	\$224.00	\$230.00	\$ 236.00	\$243.00	\$250.00	\$ 7.00	2.88%
10 month permit	181.00	187.00	192.00	197.00	202.00	208.00	6.00	2.97%
8 month permit (full-time)	148.00	153.00	157.00	161.00	165.00	169.00	4.00	2.42%
8 month permit (part-time)	-	105.00	109.00	111.00	114.00	117.00	3.00	2.63%
4 month permit (full-time)	101.00	105.00	109.00	111.00	114.00	117.00	3.00	2.63%
4 month permit (part-time)	69.00	71.00	73.00	75.00	77.00	78.00	1.00	1.30%
1 month permit	29.00	30.00	31.00	32.00	36.00	37.00	1.00	2.78%
UNBREA members	50.85	50.85	50.85	59.00	61.00	63.00	2.00	3.28%
Daily Visitor Pass	4.00	4.00	4.00	4.00	5.00	5.00	-	0.00%
Hourly - SJ only	1.25	1.25	1.25	1.25	1.25	1.25	-	0.00%
Replacement of Decal Permit	10.00	10.00	10.00	10.00	10.00	11.50	1.50	15.00%
<u>Fines</u>								
Tier 1	15.00	15.00	15.00	15.00	16.00	16.00	-	0.00%
Tier 2	30.00	30.00	30.00	30.00	31.00	32.00	1.00	3.23%
Tier 3	-	125.00	125.00	125.00	128.00	130.00	2.00	1.56%
Vehicle Immobilizer (Boot) Removal - FR only	50.00	50.00	50.00	50.00	51.00	52.00	1.00	1.96%

Notes:

All permits are issued on a "per vehicle" basis.

Faculty and Staff are able to utilize payroll deductions over a maximum of 16 pay periods to purchase their permits.

Increases were adjusted for rounding and for HST calculations

Additional Notes:

All parking rates are for both the Fredericton and Saint John campuses unless specifically identified as being for only one campus.

UNBF and UNBSJ have agreed to synchronize parking rates so as to increase transparency and reduce potential "perverse incentives".

Permit fees include HST and have been adjusted for the HST increase from 13% to 15%. There is no HST on fines.

Appendix G

Student Health and Optional Dental

UNIVERSITY OF NEW BRUNSWICK

Student Health and Optional Dental Coverage Premiums effective September 1, 2017

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm. 2017-18	Change from 2016-17	
							\$	%
<u>Undergraduate Supplemental¹</u>								
Health Plan								
Student	\$ 142	\$ 142	\$ 142	\$ 142	\$ 142	\$ 145	\$ 3.00	2.11%
Family	275	275	275	275	275	278	3.00	1.09%
1 dependent	-	-	-	-	-			
2 or more dependents	-	-	-	-	-			
Optional Dental Plan								
Student	118	118	118	118	118	118	0.00	0.00%
Family	315	315	315	315	315	315	0.00	0.00%
1 dependent	-	-	-	-	-			
2 or more dependents	-	-	-	-	-			

<u>Graduate Supplemental²</u>								
Health Plan								
Student	221.75	265.00	265.00	278.00	283.00	282.00	(1.00)	-0.35%
Family	410.25	485.00	485.00	485.00	525.00	540.00	15.00	2.86%
Couple	-	-	-	-	-			
Optional Dental Plan								
Student	217.75	200.00	200.00	210.00	215.00	196.00	(19.00)	-8.84%
Family	402.50	370.00	370.00	370.00	395.00	385.00	(10.00)	-2.53%
Couple	-	-	-	-	-			

<u>Health Coverage for International Students^{3 & 4}</u>								
Registered Student (mandatory)	904	906	966	966	966	924	(42.00)	-4.35%
Registered Student + 1 Family	1,808	1,812	1,932	1,932	1,932	1,848	(84.00)	-4.35%
Registered Student + 2 Family	2,712	2,718	2,898	2,898	2,898	2,772	(126.00)	-4.35%
Registered Student + 3 Family	3,616	3,624	3,864	3,864	3,864	3,696	(168.00)	-4.35%
Registered Student + 4 Family	4,520	4,530	4,830	4,830	4,830	4,620	(210.00)	-4.35%

Notes:

- 1 All full-time undergraduate students on both campuses including International students.
- 2 All full-time graduate students on both campuses including International students.
- 3 All full-time and part-time International students on both campuses.
- 4 Subject to change based on forthcoming details from the Province of new Brunswick announcement with respect to health coverage for international students.

Appendix G

Student Health and Optional Dental

Student Health and Optional Dental Coverage Premiums

Background:

Undergraduate Supplementary Health and Dental Coverage

The Fredericton Student Union (SU) and the Saint John Student Representative Council (SRC) jointly operate a health and optional dental insurance program for their members. The plan is fully insured, and is designed to supplement the coverage provided by provincial Medicare Plans or by the Medicare equivalent plan for international students. The plan provides students with a comprehensive set of extended health and dental benefits including 80% coverage on prescription drugs, paramedical services, ambulance services, etc.

Students providing proof of alternate coverage may opt out of the Student Health Plan. To opt out, students must access an on-line Student Union web site. Students who opt out will be credited for the Health fee. Students may opt out of the Dental Plan without providing proof of alternate coverage.

Fees are negotiated annually by the SU/SRC and the insurer based on utilization rates. The premiums for Health Benefits will increase by \$3.00 but the Dental Plan premiums will remain the same as the prior year.

Fees for the Health/Dental Plan are treated as compulsory fees by the University and accordingly must be approved by the Board.

Graduate Supplementary Health and Dental Coverage

The plan is fully insured, and is designed to supplement the coverage provided by provincial Medicare Plans or by the emergency health plan for international students. The plan provides students with a comprehensive set of extended health and dental benefits including 80% coverage on prescription drugs, paramedical services, ambulance services, etc.

Students providing proof of alternate coverage may opt out of the GSA Health Plan. To opt out, students must sign an opt-out form and have it signed by a GSA staff member. Students who opt out will be credited for the Health fee. Students may opt out of the Dental Plan without providing proof of alternate coverage.

Fees are negotiated annually by the GSA and their insurer based on utilization rates. The premiums for family Health Benefits are increasing, but premiums for single health and dental are decreasing.

Fees for the Health/Dental Plan are treated as compulsory fees by the University and accordingly must be approved by the Board.

Health Plan for International Students

Basic health and hospital benefits for Canadian students are provided by the provincial Medicare Plan of the province of their permanent residence. International students with landed immigrant status also qualify for Medicare. Until recently, international students studying at UNB on a student visa do not qualify and health coverage for such students is provided by a fully insured health plan administered on behalf of the University and underwritten by the Royal & Sun Alliance Insurance Company of Canada. This plan was first introduced in 2002-2003. The Province of New Brunswick announced on February 23, 2017 that they are going to provide health coverage to International students, but have yet to formalize the details on any exclusions or exceptions for such things as out-of-province travel for Co-op work placements, study abroad, leaving Canada at any time, etc.

Since the vast majority of plans across Canada are set as mandatory we implemented a mandatory plan in September 2012. Only International students who are provided insurance from an approved sponsor program or NB Medicare are allowed to opt-out.

We have negotiated a slight decrease in the premium with no changes in benefits for the 2017-18 academic year and will revise to ensure health coverage is in place for all travel options if the PNB coverage has exclusions.

Appendix H

Student Organization Fees

Student Organization Fees effective September 1, 2017

The University, on behalf of four recognized student organizations, collects student organization fees, billed to students on a term basis, on the two campuses. Student organization fees are treated as compulsory fees by the University and accordingly must be approved by the Board. All recommended fees for 2017-18 have been established in accordance with the duly ratified constitution and by-laws of the respective student organizations.

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm. 2017-18	Change from 2016-17	
							\$	%
FREDERICTON Campus								
Full Time Undergraduates								
UNB Student Union								
Full-time fee (per term)	\$ 47.50	\$ 47.50	\$ 47.50	\$ 57.50	\$ 57.50	\$ 57.50	\$ -	0.00%
First year orientation fee (Fall term only)	65.00	65.00	65.00	65.00	65.00	80.00	15.00	23.08%
Emergency Bursary Fee (per term)	-	-	-	-	5.00	5.00	-	0.00%
CHSR Broadcasting Inc. (per term)	7.50	7.50	7.50	7.50	7.50	7.50	-	0.00%
Brunswickan Publishing Inc. (per term)	5.00	6.50	6.50	6.50	6.50	6.50	-	0.00%
Part Time Undergraduates								
Adult Learners Part time Students (per 0-5 credit hour course) ^{1 2}	10.00	10.00	10.00	10.00	12.00	12.00	-	0.00%
CHSR Broadcasting Inc. (per 0-5 credit hour course) ¹	1.50	1.50	1.50	1.50	1.50	1.50	-	0.00%
Brunswickan Publishing Inc. (per 0-5 credit hour course) ¹	1.00	1.00	1.00	1.00	1.00	1.00	-	0.00%
Graduates (applicable to three terms)								
Graduate Student Assoc.								
Full time	43.50	46.00	44.00	44.00	44.00	46.00	2.00	4.55%
Part time	16.50	15.00	22.00	22.00	22.00	23.00	1.00	4.55%
U-Pass (Fall Term Fee only)	100.00	140.00	140.00	140.00	140.00	140.00	-	0.00%

SAINT JOHN Campus

Full Time Undergraduates

UNB Student Rep Council

 Full-time fee (per term)

 First year orientation fee (Fall term only)

CRSJ Inc. (per term)

Baron (per term)

Part Time Undergraduates

UNB Student Rep Council (per 0-5 credit hour course)¹

CRSJ Inc. (per 0-5 credit hour course)¹

Baron (per 0-5 credit hour course)¹

Graduates (applicable to three terms)

Graduate Student Assoc.

 Full time

 Part time

	2012-13	2013-14	2014-15	2015-16	2016-17	Recomm. 2017-18	Change from 2016-17	
							\$	%
UNB Student Rep Council								
Full-time fee (per term)	70.00	70.00	70.00	70.00	70.00	70.00	-	0.00%
First year orientation fee (Fall term only)	40.00	40.00	40.00	40.00	40.00	40.00	-	0.00%
CRSJ Inc. (per term)	10.00	10.00	10.00	12.50	12.50	12.50	-	0.00%
Baron (per term)	10.00	10.00	10.00	10.00	10.00	10.00	-	0.00%
UNB Student Rep Council (per 0-5 credit hour course) ¹	13.00	13.00	13.50	13.50	13.50	13.50	-	0.00%
CRSJ Inc. (per 0-5 credit hour course) ¹	2.00	2.00	2.00	2.00	2.00	2.00	-	0.00%
Baron (per 0-5 credit hour course) ¹	2.00	2.00	2.00	2.00	2.00	2.00	-	0.00%
Graduate Student Assoc.								
Full time	29.75	31.00	28.00	28.00	28.00	32.00	4.00	14.29%
Part time	12.00	15.00	14.00	14.00	14.00	16.00	2.00	14.29%

Notes:

- ¹ Part-time fees for 6-11 credit hour courses are double the 0-5 credit hour rate.
- ² To a maximum of \$36 per Fall and/or Winter Term & maximum of \$48 in Summer Term

Appendix I Capital Budget

Overview of the 2017-18 Capital Program – Fredericton Campus

The Capital Budget of the Fredericton Campus totals \$35.6 million. This represents an increase of \$19.7 million from the 2016-17 budget. The large increase in the budgeted amount relates entirely to the Kinesiology building project which is being largely completed under the Strategic Infrastructure Fund. The project was approved during the 2016-17 fiscal year at a total cost of \$36 million over four years, including approximately \$6.5 million in 2016-17. The Capital Budget comprises the following categories:

Fredericton Campus & University-wide Units (\$000s)	(Restated)					
	Approved 2016-17	Proposed 2017-18	ProForma 2018-19	ProForma 2019-20	ProForma 2020-21	ProForma 2021-22
Building & Spaces						
Alteration & Renovation grant	\$2,105.4	\$2,105.4	\$2,105.4	\$2,105.4	\$2,105.4	\$2,105.4
Facilities Improvement Fee	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0
Land and rental revenue	1,376.0	1,609.4	1,695.4	1,696.4	1,717.4	1,718.4
University Deferred Maintenance Program	829.9	845.0	-	-	-	-
Major Capital Construction	6,500.0 ¹	26,000.0	2,500.0	1,000.0	-	-
University Infrastructure Trust Fund	-	-	-	-	-	-
Capital Assistance Plan	-	-	-	-	-	-
Internally Financed (Energy)	-	-	-	-	-	-
Phase I & 2	-	-	-	-	-	-
Amendment 2	-	-	-	-	-	-
Amendment 3	850.0	800.0	584.5	-	-	-
<i>Energy Management Plan</i>	850.0	800.0	584.5	-	-	-
<i>Central Heating Plant Refurbishment</i>	-	-	-	-	-	-
Sub-Total: Internally Financed (Energy)	850.0	800.0	584.5	-	-	-
Contribution from Operating Budget	-	-	-	-	-	-
Contribution from Residence System	800.0	800.0	800.0	800.0	800.0	800.0
Building & Spaces Program Total	13,661.3	33,359.8	8,885.3	6,801.8	5,822.8	5,823.8
Equipment and Technology						
Non-Space grant	1,862.9	1,862.9	1,862.9	1,862.9	1,862.9	1,862.9
Student Technology Fee	365.0	365.0	365.0	365.0	365.0	365.0
Equipment and Technology Total	2,227.9	2,227.9	2,227.9	2,227.9	2,227.9	2,227.9
Total Capital Program	\$15,889.2	\$ 35,587.7	\$11,113.2	\$ 9,029.7	\$ 8,050.7	\$ 8,051.7

¹ Approved by the Board subsequent to 2016-17 budget approval (SIF project)

Appendix I

Capital Budget

Overview of the 2017-18 Capital Program - Saint John Campus

Saint John Campus							
\$(000's)							
	Approved	Proposed	Pro-forma	Pro-forma	Pro-forma	Pro-forma	
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Building and Space							
Provincial A & R Funding	\$ 334,106	\$ 334,106	\$ 334,106	\$ 334,106	\$ 334,106	\$ 334,106	\$ 334,106
Facilities Improvement Fee	350,000	350,000	350,000	350,000	350,000	350,000	350,000
University Deferred Maintenance Program	207,480	211,280	-	-	-	-	-
Major Capital Construction	-	800,000	-	-	-	-	-
Operating Budget Contribution	555,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Building & Space	\$ 1,446,586	\$ 1,795,386	\$ 784,106	\$ 784,106	\$ 784,106	\$ 784,106	\$ 784,106
Equipment & Technology							
Non Space	313,483	313,483	313,483	313,483	313,483	313,483	313,483
Technology Fee	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Technology	-	17,000	-	-	-	-	-
Total Equipment & Technology	\$ 403,483	\$ 420,483	\$ 403,483	\$ 403,483	\$ 403,483	\$ 403,483	\$ 403,483
TOTAL CAPITAL	\$ 1,850,069	\$ 2,215,869	\$ 1,187,589	\$ 1,187,589	\$ 1,187,589	\$ 1,187,589	\$ 1,187,589

Appendix I Capital Budget

Elements of the Building & Spaces Program for 2017-18 – UNBF

Land and Rental Revenue	
Portfolio / Priority Name	Amount Approved
Contribution To Operating	265,000
FR-Revenue (Fredericton Campus) Total	265,000
UW-Assoc Vice President(Capital Planning & Property Development)	
Accessibility	100,000
Asbestos	100,000
Campus Master Plan	125,000
Real Estate Operating	339,350
Reserve for Unplanned Items	100,000
Risk Management	50,000
Strategic Priorities to be Determined	430,050
Sustainability	50,000
Wellfield	50,000
UW-Assoc Vice President(Capital Planning & Property Development)	1,344,400
Grand Total	\$ 1,609,400

Facilities Improvement Fee	
Portfolio / Priority Name	Amount Approved
FR-College of Extended Learning	
Conservation of Stained Glass windows at Memorial Hall	\$ 50,000
FR-College of Extended Learning Total	50,000
FR-Facilities Management	
T448845 - Asbestos Abatement & Mould Remediation Program Academic Building	100,000
T448846 - Asbestos Abatement & Re-Insulating Tunnels	25,000
T448847 - Facilities Management Initiatives of Equipment Specific Lockout/Tagout and Asset Management Program	86,000
T449166 Campus Exterior Sign Upgrade Phase II	40,000
FR-Facilities Management Total	251,000
UW-Assoc Vice President(Capital Planning & Property Development)	
Classroom Improvements	600,000
Strategic Priorities to be Determined	299,000
UW-Assoc Vice President(Capital Planning & Property Development) Total	899,000
Grand Total	\$ 1,200,000

Appendix I Capital Budget

FR-Centre for Enhanced Teaching & Learning	
Classroom Technology Earmark - Renewal	\$ 11,132
FR-Centre for Enhanced Teaching & Learning Total	11,132
FR-College of Extended Learning	
CEL Security Lamp Post	12,700
FR-College of Extended Learning Total	12,700
FR-Facilities Management	
T433617 Replace Retaining Wall near CC Jones	58,000
T446168 Muriel McQueen Roof Replacement	40,000
T448360 Replace Retaining Wall near HIL Library	22,000
T448494 Sidewalk Renewal Phase IV	83,000
T448848 Campus Water & Sewer Rehabilitation	150,000
T448849 Elevator Cylinder Replacement Academic Buildings Phase 2	140,000
T448850 Various Academic Buildings Upgrade Interior & Exterior Doors - Phase VII	62,500
T448851 Campus Street Light Upgrade Dineen Drive	70,500
T448853 Tilley Hall Snow Retention System	48,000
T448854 IUC Forestry Replace Main Electrical Breaker	48,000
T448855 IUC Physics Replace Main Electrical Breaker	46,000
T448903 Gillin Hall Upgrade Chilled Water System	105,000
T448904 Campus Roof Top Safety Phase 2	50,000
T449094 Campus Roof Management Plan	40,000
T449167 Heating Systems Assessment Phase I	33,000
T449221 Bailey Hall Upgrade Chilled Water Fan Coils Phase I	46,000
T449222 Masonry Repairs - Academic Buildings Phase 3	78,000
FR-Facilities Management Total	1,120,000
FR-Faculty of Arts	
Bioarchaeology Research and Teaching Laboratory	62,800
FR-Faculty of Arts Total	62,800
FR-Faculty of Business Administration	
Singer Hall Main Office Lobby Display Monitor	3,270
FR-Faculty of Business Administration Total	3,270
FR-Faculty of Computer Science	
Computer Labs ITD414 - ITD415 Renovation	48,850
FR-Faculty of Computer Science Total	48,850
FR-Faculty of Education	
SPRIG Lab Space - Faculty of Arts & Faculty of Education Collaboration and Joint Submission	196,300
FR-Faculty of Education Total	196,300
FR-Faculty of Engineering	
Loading Dock on B Level of Head Hall	10,300
FR-Faculty of Engineering Total	10,300
FR-Faculty of Forestry and Environmental Management	
Renovate Lab 008	43,000

Appendix I Capital Budget

FR-Faculty of Forestry and Environmental Management	
Renovate Lab 008	\$ 43,000
FR-Faculty of Forestry and Environmental Management Total	43,000
FR-Harriet Irving Library and Branches	
HIL Student Space	20,000
Science & Forestry Library - Replacement for de-commissioned Group Study Room	20,000
FR-Harriet Irving Library and Branches Total	40,000
FR-Registrar	
Non-Space A&R	831
FR-Registrar Total	831
FR-Student Services	
A&R Neville Homestead Flooring	14,000
Lighting Upgrade - Cafeteria	8,000
SAC Reception Area Flooring	5,350
Sexuality Centre Renovations	11,905
Stairwell Upgrade	26,800
FR-Student Services Total	66,055
UW-Assoc Vice President(Capital Planning & Property Development)	
Amber Rapid Flashing Beacon at Crosswalk	26,000
CCTV System, Exterior Camera Installation	14,000
SHDH Egress Issues	350,000
Strategic Priorities to be Determined	335
UW-Assoc Vice President(Capital Planning & Property Development) Total	390,335
UW-Information Technology Services	
ITS Thinkspot Audio Visual Upgrades	1,500
IUC Forestry Exterior Door Access	37,500
UW-Information Technology Services Total	39,000
UW-President	
Lighting Upgrade	6,800
President's Office - Reception Area	11,250
UW-President Total	18,050
UW-University Comptroller	
Reception workstation replacement	911
UW-University Comptroller Total	911
UW-Vice-President (Research)	
ORS: Carpet replacement; VPR: Office Reconfiguration	20,000
Room Divider for Biomedical Engineering Lab	21,850
UW-Vice-President (Research) Total	41,850
Grand Total	\$ 2,105,384

Appendix I Capital Budget

Portfolio / Priority Name	Amount Approved
UW-Assoc Vice President(Capital Planning & Property Development)	
UDMP 2017-18 Tunnel Top Replacement	\$ 603,000
UDMP 2017-18 Singer Hall Roof Replacement	162,000
UDMP 2017-18 SHDH Masonry Repairs	80,000
UW-Assoc Vice President(Capital Planning & Property Development) Total	845,000
Grand Total	\$ 845,000

Contribution from Residence Life, Campus, and Conference Services for 2017-18	
Portfolio / Priority Name	Amount Approved
FR-Student Services	
1st Floor Lounge in EPJ Residence	\$ 37,100
Anti Slip Treatment and Transition Strips in kitchen	5,650
Asbestos/Mold Contingency	25,000
Bridges House Door Replacement - West Facing	13,500
EPJ Water Fountain	5,330
EPJ Window Lintel Reinforcement PH4 Worth Elevation (654007)	3,000
EPJ/McConnell Generator upgrades	197,827
Harrison House Door Replacement	13,500
Infilling Fireplaces in LBR & MacKenzie House	7,250
LBR Room Flooring Replacement (652017)	25,000
MacKenzie House Roof Replacement	145,500
Magee Replacement of Interior Window Repairs	32,400
Mechanical Assessment on Heating Systems in Residence	20,000
Renovation of 1st Floor Lounge in Harrison House	18,543
Repair, Clean and Paint Windows at McConnell Hall	26,000
Replace (3) Windows in McConnell Hall	30,000
Replacing Refrigeration Unit for Walk In Dairy Cooler	6,600
Residence Capital Contingency	30,000
Residence Masonary Repairs	30,000
Tibbits Elevator Directive Repair	70,000
Tibbits Tunnel Sewer Drain Piping Replacement	57,800
FR-Student Services Total	800,000
Grand Total	\$ 800,000

Appendix I Capital Budget

Elements of the Equipment & Technology Program for 2017-18 – UNBF

Non-Space (Restricted) Operating Grant	
Portfolio / Priority Name	Amount Approved
FR-Centre for Enhanced Teaching & Learning	
Classroom Technology Earmark - Equipment	\$ 9,252
Classroom Technology Earmark - Maintenance	4,397
Classroom Technology Earmark - Renewal	86,350
Digital Archive Storage for UNB Enterprise needs	13,283
Replacement Colour Printer	6,075
Web Streaming Service Equipment Kit	26,278
FR-Centre for Enhanced Teaching & Learning Total	145,635
FR-Facilities Management	
FM Computer Renewal 2017-18	27,464
Folding Tables	6,689
Free Food Self Watering Planters	3,458
Indoor Recycling Containers	59,586
Sectional Plumbing Drain Cleaner	5,290
Snow Plow Blade for Loader	35,728
FR-Facilities Management Total	138,215
FR-Faculty of Arts	
Bioarchaeology Research and Teaching Laboratory	18,000
Computer Equipment	34,143
FR-Faculty of Arts Total	52,143
FR-Faculty of Business Administration	
Faculty/Staff Computer Replacement Program	22,250
Singer Hall Main Office Lobby Display Monitor	2,964
FR-Faculty of Business Administration Total	25,214
FR-Faculty of Computer Science	
Desktops for staff and faculty members	21,257
FR-Faculty of Computer Science Total	21,257
FR-Faculty of Education	
SPRIG Lab Space - Faculty of Arts & Faculty of Education Collaboration and Jo	78,707
FR-Faculty of Education Total	78,707
FR-Faculty of Engineering	
PCI Geomatica UNB Site License	25,713
FR-Faculty of Engineering Total	25,713
FR-Faculty of Forestry and Environmental Management	
Chairs for FOREM	23,200
FR-Faculty of Forestry and Environmental Management Total	23,200
FR-Faculty of Kinesiology	
Non-space Electromyography Equipment for Teaching and Research	14,509
FR-Faculty of Kinesiology Total	14,509
FR-Faculty of Law	
Computers	19,999
FR-Faculty of Law Total	19,999
FR-Faculty of Nursing	
Moncton 214 Video Conferencing System Upgrade	87,431
FR-Faculty of Nursing Total	87,431

Appendix I Capital Budget

Elements of the Equipment & Technology Program for 2017-18 – UNBF

FR-Faculty of Science	
Teaching Equipment to Enhance Experiential Learning in Biology & Chemistry	79,844
FR-Faculty of Science Total	79,844
FR-Harriet Irving Library and Branches	
Acquisitions	650,000
HIL Student Space	50,000
FR-Harriet Irving Library and Branches Total	700,000
FR-Registrar	
Non-Space A&R	6,568
FR-Registrar Total	6,568
FR-Student Services	
New Computers for Student Services	18,150
Student Services Storage System	1,727
FR-Student Services Total	19,877
UW-Assoc Vice President(Capital Planning & Property Development)	
CCTV System, Exterior Camera Installation	13,593
Classroom Improvements	100,000
Portable Radios, Student Campus Patrol	3,858
Strategic Priorities to be Determined	61,826
UW-Assoc Vice President(Capital Planning & Property Development) Total	179,277
UW-Information Technology Services	
ITS Staff Computer Refresh	27,764
ITS Thinkspot Audio Visual Upgrades	4,700
Network Storage Backup Renewal	68,540
Network Storage Sustainability	46,201
Virtual Host Renewal	53,721
UW-Information Technology Services Total	200,926
UW-President	
Computers for the Secretariat	3,965
UW-President Total	3,965
UW-University Comptroller	
Computers & Printers	13,350
Reception workstation replacement	5,521
UW-University Comptroller Total	18,871
UW-Vice-President (Administration & Finance)	
Computer Upgrades	2,906
UW-Vice-President (Administration & Finance) Total	2,906
UW-Vice-President (Advancement)	
IT Upgrades	2,366
Staff Replacement Electronic Equipment	4,800
UW-Vice-President (Advancement) Total	7,166
UW-Vice-President (Research)	
VPR-ORS Non-Space Request	11,464
UW-Vice-President (Research) Total	11,464
Grand Total	\$ 1,862,887

Appendix I Capital Budget

Elements of the Equipment & Technology Program for 2017-18 – UNBF

Portfolio / Priority Name	Amount Approved
Student Technology Fee	
FR-Centre for Enhanced Teaching & Learning	
ChargeTech Charging Lockers	\$ 12,828
iPod Touch (Set of 10) for Classroom Response Capability	4,347
Media Lab Replace/Upgrade of Technology and Software	20,439
Student Response System	13,337
FR-Centre for Enhanced Teaching & Learning Total	50,950
FR-Faculty of Arts	
Camera computer upgrade	2,351
POE Switch for Mobotix Cameras	900
Projector Carts - Projector replacment	1,267
Student Technology Fee Project Fund	5,397
FR-Faculty of Arts Total	9,915
FR-Faculty of Engineering	
ECE Capstone & Student Development Studio Priority1	8,580
ECE Electronics & Electromagnetics Lab Upgrade (Priority 2)	12,557
FR-Faculty of Engineering Total	21,137
FR-Faculty of Kinesiology	
Graduate ITS Needs	5,734
FR-Faculty of Kinesiology Total	5,734
FR-Faculty of Law	
Wireless access points / scanner and computer	3,876
FR-Faculty of Law Total	3,876
FR-Harriet Irving Library and Branches	
Engineering & Computer Science Library Group Study Room : New AV	7,370
Science & Forestry Library - Replacement for de-commissioned Group Study Room	7,370
Science & Forestry Library Group Study Rm: New AV	7,370
FR-Harriet Irving Library and Branches Total	22,110
FR-Student Services	
Powered Partitions for Cafeteria	22,000
Test/Exam laptops & accessories	4,415
FR-Student Services Total	26,415
UW-Information Technology Services	
Lab Environment Renewal	156,498
The Brunswickan	4,867
UNB Fredericton Food Service Register Renewal	33,891
Wireless Renewal	24,189
UW-Information Technology Services Total	219,445
Grand Total	\$ 359,583
Reserve	5,417
Adjusted Grand Total	\$ 365,000

Appendix I Capital Budget

Elements of the Building & Spaces Program for 2017-18 – UNBSJ

SJ UDMF	
Portfolio / Priority Name	Amount Approved
FACILITIES MANAGEMENT	\$ 211,280
Washroom Accessibility	211,280
Grand Total	\$ 211,280

SJ Facilities Improvement Fee	
Portfolio / Priority Name	Amount Approved
FACILITIES MANAGEMENT	\$ 350,000
Classroom utilization Phase 3 HH225/228	78,700
Classroom utilization Phase 4 HH227/231	160,000
GH 6 - Biology Lab	111,300
Grand Total	\$ 350,000

SJ Alteration & Renovation (Restricted) Operating Grant	
Portfolio / Priority Name	Amount Approved
FACILITIES MANAGEMENT	\$ 334,106
Animal Care Dechlorination	71,000
Ceiling & flooring repairs KCl	23,000
Ceiling tile replacement GH	22,330
Chair rail install - computer labs	11,165
Dumpster enclosure	27,912
Exterior stairs HH	3,400
Installation of basketball nets	18,980
Landscaping (campus main entrance)	33,495
LED light upgrade (interior)	3,086
LED parking lot lighting upgrade	13,146
Low pressure air pipe distribution GH	9,000
Tunnel Leaks	44,000
Upgrade pathway lighting (ring road)	20,097
Water meter installation	27,912
Whiteboards	5,583
Grand Total	\$ 334,106

SJ Operating Capital Renewal Fee	
Portfolio / Priority Name	Amount Approved
FACILITIES MANAGEMENT	\$ 100,000
Building Envelope	41,400
Fire Alarm Upgrades	58,600
Grand Total	\$ 100,000

Appendix I Capital Budget

Elements of the Building & Spaces Program for 2017-18 – UNBSJ

SJ Non-Space (Restricted) Operating Grant	
Portfolio / Priority Name	Amount Approved
COMPUTING SERVICES	\$ 49,821
Dell server	6,364
Faculty & Staff computer renewal	34,535
Security network renewal	8,922
DEAN OF SCIENCE	25,242
Equipment for GH11	1,176
Equipment for GH13	10,735
Equipment for GH21	3,233
Equipment for GH24	2,825
Equipment for GH6	7,273
DIRECTOR ATHLETICS	16,350
Jacobs Ladder	6,359
Star Trac Step	6,582
Washer & Dryer - Athletics	3,409
FACILITIES MANAGEMENT	146,319
Animal care dechlorination equipment	87,000
Data room air conditioner	1,537
Student seating HH	22,330
UPS for generator	10,674
Whiteboards	24,778
MANAGER OF SAFETY & SECURITY	6,802
Supplies for hazardous waste room	6,802
SJ AUDIO VISUAL	68,949
Classroom renewal GH215	14,212
Classroom renewal HH232	14,491
Classroom renewal IH101	14,212
Document cameras	5,416
Portable video conference unit	14,320
Projector renewal	6,298
Grand Total	\$ 313,483

Appendix I Capital Budget

Elements of the Building & Spaces Program for 2017-18 – UNBSJ

SJ Student Technology Fee	
Portfolio / Priority Name	Amount Approved
COMPUTING SERVICES	\$ 71,700
Baron Camera Equipment	3,000
Lab Renewal	44,754
Laser cutter/MarkerSpace Expansion	5,000
Local 107.3FM Studio & Library updates	12,000
Poll Everywhere	4,446
SONA Software renewal	2,500
HANS W KLOHN COMMONS	13,200
HWK Laptops for lending	12,000
Podcasting Kit for loaning in Commons	1,200
STUDENT SERVICES	5,100
Student accessibility equipment	5,100
Grand Total	\$ 90,000

Pro-forma Statement of Operating Revenues and Expenses
Consolidated (\$'000's)

University of New Brunswick Consolidated (\$'000s)	Approved 2016-2017		Proforma 2017-2018		Proforma 2018-2019		Proforma 2019-2020		Proforma 2020-2021		Proforma 2021-2022	
	(Restated \$)	% Change	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$	
Revenue												
Provincial Operating Grant	\$ 112,336.5	0.67%	\$113,086.2	1.00%	\$114,217.0	1.00%	\$115,359.1	2.00%	\$117,666.3	2.00%	\$120,019.7	
Tuition Revenue	58,659.1	1.27%	59,402.7	2.62%	60,960.8	2.81%	62,671.2	1.22%	63,435.9	2.12%	64,778.2	
Other Revenue	17,747.6	(1.27%)	17,522.1	0.04%	17,528.4	0.07%	17,540.0	(0.46%)	17,460.0	0.07%	17,472.7	
Total Revenue	188,743.2	0.67%	190,011.0	1.42%	192,706.2	1.49%	195,570.3	1.53%	198,562.2	1.87%	202,270.6	
Expense												
Academic and Research												
Faculties and Departmental Costs	106,862.7	0.11%	106,980.4	2.23%	109,363.4	3.03%	112,676.9	2.60%	115,602.5	2.39%	118,364.9	
Academic and Student Support	33,143.7	6.80%	35,398.7	2.19%	36,172.2	2.43%	37,051.9	2.78%	38,080.5	1.64%	38,704.4	
Sub-total	140,006.4	1.69%	142,379.1	2.22%	145,535.6	2.88%	149,728.8	2.64%	153,683.0	2.20%	157,069.3	
Administration and Support Services												
Administration and Development	30,862.8	2.61%	31,669.7	1.45%	32,128.5	1.98%	32,766.0	2.00%	33,421.3	1.69%	33,987.0	
Maintenance and Utilities	21,933.3	2.25%	22,427.3	2.22%	22,926.3	2.46%	23,490.8	3.31%	24,267.9	3.20%	25,044.8	
Sub-total	52,796.1	2.46%	54,097.0	1.77%	55,054.8	2.18%	56,256.8	2.55%	57,689.2	2.33%	59,031.8	
Total Operating Expense	192,802.5	1.91%	196,476.1	2.09%	200,590.4	2.69%	205,985.6	2.62%	211,372.2	2.24%	216,101.1	
Ancillary Operations (Net)	1,204.8	(7.30%)	1,116.8	0.00%	1,116.8	0.00%	1,116.8	0.00%	1,116.8	0.00%	1,116.8	
In-Year Contingency	1,500.0	(100.00%)	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	
In-Year Salary Savings	(3,694.4)	2.57%	(3,789.4)	0.00%	(3,789.4)	0.00%	(3,789.4)	0.00%	(3,789.4)	0.00%	(3,789.4)	
In-Year Priority Allocations	994.0	0.00%	994.0	0.00%	994.0	0.00%	994.0	0.00%	994.0	0.00%	994.0	
Total Expense	192,806.9	1.03%	194,797.5	2.11%	198,911.8	2.71%	204,307.0	2.64%	209,693.6	2.26%	214,422.5	
Net Position before One-Time Items	(4,063.7)		(4,786.5)		(6,205.6)		(8,736.7)		(11,131.4)		(12,151.9)	
One-Time Sources (Uses) of Funds	1,504.6		2,524.8		-		-		-		-	
Net Position	\$ (2,559.1)		\$ (2,261.7)		\$ (6,205.6)		\$ (8,736.7)		\$ (11,131.4)		\$ (12,151.9)	
Net Position as a Percentage of Revenue	(1.4%)		(1.2%)		(3.2%)		(4.5%)		(5.6%)		(6.0%)	

**Pro-forma Statement of Operating Revenues and Expenses
Fredericton Campus & University-wide Units (\$ooo's)**

University of New Brunswick Fredericton & University-wide Units (\$000)	Approved 2016-2017		Proforma 2017-2018		Proforma 2018-2019		Proforma 2019-2020		Proforma 2020-2021		Proforma 2021-2022	
	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$	% Change
Revenue												
Provincial Operating Grant	\$ 93,898.5	0.66%	\$ 94,520.3	1.00%	\$ 95,465.5	1.00%	\$ 96,420.1	2.00%	\$ 98,348.5	2.00%	\$100,315.5	2.00%
Tuition Revenue	44,655.0	0.14%	44,716.2	3.85%	46,436.4	3.72%	48,165.1	2.74%	49,485.3	2.20%	50,574.7	2.20%
Other Revenue	<u>14,182.3</u>	<u>(1.41%)</u>	<u>13,982.5</u>	<u>0.18%</u>	<u>14,007.7</u>	<u>0.00%</u>	<u>14,007.7</u>	<u>(0.66%)</u>	<u>13,915.5</u>	<u>0.00%</u>	<u>13,915.5</u>	<u>0.00%</u>
Total Revenue	152,735.8	0.32%	153,219.0	1.76%	155,909.6	1.72%	158,592.9	1.99%	161,749.3	1.89%	164,805.7	
Expense												
Academic and Research												
Faculties and Departmental Costs	84,532.2	0.50%	84,953.8	2.20%	86,824.6	3.11%	89,523.5	2.59%	91,841.3	2.32%	93,974.7	2.32%
Academic and Student Support	<u>28,039.3</u>	<u>7.21%</u>	<u>30,060.8</u>	<u>2.15%</u>	<u>30,706.9</u>	<u>2.46%</u>	<u>31,462.3</u>	<u>2.83%</u>	<u>32,352.5</u>	<u>1.47%</u>	<u>32,828.6</u>	<u>1.47%</u>
Sub-total	<u>112,571.5</u>	<u>2.17%</u>	<u>115,014.6</u>	<u>2.19%</u>	<u>117,531.5</u>	<u>2.94%</u>	<u>120,985.8</u>	<u>2.65%</u>	<u>124,193.8</u>	<u>2.10%</u>	<u>126,803.3</u>	<u>2.10%</u>
Administration and Support Services												
Administration and Development	25,215.9	2.47%	25,837.5	1.51%	26,227.9	2.16%	26,795.0	2.07%	27,349.4	1.71%	27,817.7	1.71%
Maintenance and Utilities	<u>17,132.2</u>	<u>2.27%</u>	<u>17,521.9</u>	<u>1.98%</u>	<u>17,868.4</u>	<u>2.25%</u>	<u>18,270.5</u>	<u>3.23%</u>	<u>18,861.2</u>	<u>3.09%</u>	<u>19,444.7</u>	<u>3.09%</u>
Sub-total	<u>42,348.1</u>	<u>2.39%</u>	<u>43,359.4</u>	<u>1.70%</u>	<u>44,096.3</u>	<u>2.20%</u>	<u>45,065.5</u>	<u>2.54%</u>	<u>46,210.6</u>	<u>2.28%</u>	<u>47,262.4</u>	<u>2.28%</u>
Total Operating Expense	154,919.6	2.23%	158,374.0	2.05%	161,627.8	2.74%	166,051.3	2.62%	170,404.4	2.15%	174,065.7	2.15%
Ancillary Operations (Net)	1,204.8	(7.30%)	1,116.8	0.00%	1,116.8	0.00%	1,116.8	0.00%	1,116.8	0.00%	1,116.8	0.00%
In-Year Contingency	1,500.0	(100.00%)	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%
In-Year Salary Savings	(3,044.4)	0.00%	(3,044.4)	0.00%	(3,044.4)	0.00%	(3,044.4)	0.00%	(3,044.4)	0.00%	(3,044.4)	0.00%
In-Year Priority Allocations	<u>935.3</u>	<u>0.00%</u>	<u>935.3</u>	<u>0.00%</u>	<u>935.3</u>	<u>0.00%</u>	<u>935.3</u>	<u>0.00%</u>	<u>935.3</u>	<u>0.00%</u>	<u>935.3</u>	<u>0.00%</u>
Total Expense	155,515.3	1.20%	157,381.7	2.07%	160,635.5	2.75%	165,059.0	2.64%	169,412.1	2.16%	173,073.4	2.16%
Net Position before One-Time Items	(2,779.5)		(4,162.7)		(4,725.9)		(6,466.1)		(7,662.8)		(8,267.7)	
One-Time Sources (Uses) of Funds	1,116.6		2,272.3		-		-		-		-	
Net Position	\$ (1,662.9)		\$ (1,890.4)		\$ (4,725.9)		\$ (6,466.1)		\$ (7,662.8)		\$ (8,267.7)	
Net Position as a Percentage of Revenue	(1.1%)		(1.2%)		(3.0%)		(4.1%)		(4.7%)		(5.0%)	

Pro-forma Statement of Operating Revenues and Expenses
Saint John Campus

University of New Brunswick Saint John Campus (\$000s)	Approved 2016-2017	Proforma 2017-2018		Proforma 2018-2019		Proforma 2019-2020		Proforma 2020-2021		Proforma 2021-2022	
	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$	% Change	\$
Revenue											
Provincial Operating Grant	\$18,438.0	0.69%	\$18,565.9	1.00%	\$18,751.5	1.00%	\$18,939.0	2.00%	\$19,317.8	2.00%	\$19,704.2
Tuition Revenue	14,004.1	4.87%	14,686.5	(1.10%)	14,524.4	(0.13%)	14,506.1	(3.83%)	13,950.6	1.81%	14,203.5
Other Revenue	3,565.3	(0.72%)	3,539.6	(0.54%)	3,520.7	0.33%	3,532.3	0.35%	3,544.5	0.36%	3,557.2
Total Revenue	36,007.4	2.18%	36,792.0	0.01%	36,796.6	0.49%	36,977.4	(0.44%)	36,812.9	1.77%	37,464.9
Expense											
Academic and Research											
Faculties and Departmental Costs	22,330.5	(1.69%)	22,026.6	2.33%	22,538.8	2.73%	23,153.4	2.63%	23,761.2	2.65%	24,390.2
Academic and Student Support	5,104.4	4.57%	5,337.9	2.39%	5,465.3	2.28%	5,589.6	2.47%	5,728.0	2.58%	5,875.8
Sub-total	27,434.9	(0.53%)	27,364.5	2.34%	28,004.1	2.64%	28,743.0	2.60%	29,489.2	2.63%	30,266.0
Administration and Support Services											
Administration and Development	5,646.9	3.28%	5,832.2	1.17%	5,900.6	1.19%	5,971.0	1.69%	6,071.9	1.60%	6,169.3
Maintenance and Utilities	4,801.1	2.17%	4,905.4	3.11%	5,057.9	3.21%	5,220.3	3.57%	5,406.7	3.58%	5,600.1
Sub-total	10,448.0	2.77%	10,737.6	2.06%	10,958.5	2.12%	11,191.3	2.57%	11,478.6	2.53%	11,769.4
Total Operating Expense	37,882.9	0.38%	38,102.1	2.26%	38,962.6	2.49%	39,934.3	2.59%	40,967.8	2.61%	42,035.4
Ancillary Operations (Net)	-		-		-		-		-		-
In-Year Contingency	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-	0.00%	-
In-Year Salary Savings	(650.0)	2.76%	(745.0)	0.00%	(745.0)	0.00%	(745.0)	0.00%	(745.0)	0.00%	(745.0)
In-Year Priority Allocations	58.7	0.00%	58.7	0.00%	58.7	0.00%	58.7	0.00%	58.7	0.00%	58.7
Total Expense	37,291.6	0.33%	37,415.8	2.30%	38,276.3	2.54%	39,248.0	2.63%	40,281.5	2.65%	41,349.1
Net Position before One-Time Items	(1,284.2)		(623.8)		(1,479.7)		(2,270.6)		(3,468.6)		(3,884.2)
One-Time Sources (Uses) of Funds	388.0		252.5		-		-		-		-
Net Position	\$ (896.2)		\$ (371.3)		\$ (1,479.7)		\$ (2,270.6)		\$ (3,468.6)		\$ (3,884.2)
Net Position as a Percentage of Revenue	(2.5%)		(1.0%)		(4.0%)		(6.1%)		(9.4%)		(10.4%)