



Operating Budget Year End Variance Report As at 30 April 2022

2021-2022

We aspire to be a university of influence through excellence and innovation in research and teaching to enable positive social change across our communities.

Our mission is to inspire and educate our people to become problem solvers and leaders in the world, undertake research that addresses societal and scientific challenges, and engage with our partners to build a more just, sustainable and inclusive world.

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Executive Summary

Budget Objective

The Board of Governors approved the 2021-22 operating budget with a structural deficit of \$(2.1) million resulting largely from financial pressures caused by the Covid-19 pandemic and its impact on enrolment and operation of the residence system.

The budget also included the application of one-time transfers from reserves (internally restricted net assets - IRNA) to offset the budgeted effect of the pandemic, bringing the budget to a balanced position.

Year End Results

As shown in the consolidated operating budget (page 5), the University has ended the year with a surplus of revenues above expenses of \$3.3 million before the transfer from IRNA, which once applied increases the surplus to \$4.0 million better than budgeted. A list of the main variances from the budget are as follows:

UNB's operating surplus was better than budget by \$4.1 million. The most significant factors contributing to this positive variance are as follows (more detail on page 10):

- \$2.0 million better than budgeted salary savings
- \$1.2 million better than budget in Professional Expense Accounts (PEA) disbursements
- \$0.9 million better than budget for central Other Revenue for things such as parking and application fees and research support fund (RSF) grant
- \$0.6 million better than budgeted for Fringe Benefit expenses
- \$0.5 million better than budget for Saint John MBA management fee
- \$0.3 million better than budget for central Student Fee Income
- \$0.2 million better than budgeted for utilities
- \$(0.2) million more than budgeted transfer to research support, offsetting the revenue gain
- \$(0.3) million worse than budget for international recruitment costs
- \$(0.4) million worse than budget for the College of Extended Learning revenue target
- \$(0.5) million worse than budget due to change in indirect tax recovery (HST) methodology

Other items were over budget by \$(0.1) million. Items of note include (more detail on pages 13):

- \$1.2 million better than budgeted from Ancillary Operations
- \$0.1 million better than budget for Covid expenses
- \$(1.4) million lower than budgeted transfers from Saint John IRNA

Year End Results (continued)

To improve the University's overall reporting and ensure revenues and expenses are reported on a gross basis, an effort has been made to work with departments to identify unbudgeted revenues. For the 2021-22 fiscal year, the amount of revenue reported in departments was \$2.7 million. For the 2021-22 fiscal year, this does not contribute to the overall surplus as there are corresponding expenses or carry forward commitments. It does however create variances in the consolidated operating budgets. Individual lines on the operating statement are affected per the table below.

	Actual Results 2020-21	Restated Budget 2021-22	Actual Results 2021-22	Fav (Unfav) Variance
Revenue Increase				
Student Fee Income	\$ 3,140	\$ 3,449	\$ 4,031	\$ 582
Other Revenue	\$ 8,337	\$ 8,671	\$ 10,814	\$ 2,143
	\$ 11,477	\$ 12,120	\$ 14,845	\$ 2,725
Expense Increase				
Faculties and Departmental Costs	\$ 4,773	\$ 5,208	\$ 6,124	\$ (916)
Academic and Student Support	\$ 3,134	\$ 2,822	\$ 4,148	\$ (1,327)
Administration and Development	\$ 870	\$ 1,150	\$ 1,685	\$ (535)
Maintenance & Utilities	\$ 2,700	\$ 2,940	\$ 2,888	\$ 53
	\$ 11,477	\$ 12,120	\$ 14,845	\$ (2,725)

Compared to the March 2022 forecast

At the April Finance and Properties Committee meeting, we reported a forecasted surplus of \$3.1 million. The actual year-end result is for a surplus of \$4.0 million or \$0.9 million more than anticipated in March.

The April report was prepared in mid-March. The main variances from the April report are:

Revenue:

- Tuition revenue \$0.4 million more than anticipated
- Entrepreneurial revenue \$0.2 million more than anticipated

Expenses:

- Salary savings \$1.0 million more than anticipated
- Utilities and Maintenance costs \$0.2 million less than anticipated
- Ancillary Operations deficit \$0.2 million lower than anticipated
- Saint John transfer from IRNA \$(0.2) lower than anticipated
- International Recruitment costs \$(0.3) million higher than anticipated
- Indirect cost recovery (HST) methodology \$(0.5) million less than anticipated

Consolidated Operating Budget 2021-22 Year End Results

(Thousands of Dollars)				Fav (Unfav) Variance	
	Actual Results 2020-21	Restated Budget* 2021-22	Actual Results 2021-22	Dollars	Percent
Revenue					
Provincial Operating Grant	\$ 120,611.6	\$ 121,799.2	\$ 121,799.0	\$ (0.2)	(0.0%)
Student Fee Income	70,068.3	75,162.7	76,015.0	852.3	1.1%
Entrepreneurial	4,486.5	4,810.7	4,855.4	44.7	0.9%
Other	17,499.6	18,703.0	21,732.8	3,029.8	16.2%
Total Revenue	212,666.0	220,475.6	224,402.2	3,926.6	1.8%
Expense					
Academic and Research					
Faculties and Departmental Costs	118,761.4	121,875.4	121,315.3	560.1	0.5%
Academic and Student Support	37,324.9	39,267.9	40,478.3	(1,210.4)	(3.1%)
Sub-Total	156,086.3	161,143.3	161,793.6	(650.3)	
Administration and Support Services					
Administration and Development	36,672.9	36,741.6	38,218.7	(1,477.1)	(4.0%)
Maintenance and Utilities	24,207.1	26,581.4	26,308.8	272.6	1.0%
Sub-Total	60,880.0	63,323.0	64,527.5	(1,204.5)	
In-Year Salary Savings	(4,928.3)	(4,926.8)	(6,951.8)	2,025.0	41.1%
Total Operating Expenses	212,038.0	219,539.5	219,369.3	170.2	0.1%
Operating Surplus/(Deficit)	628.0	936.1	5,032.9	4,096.8	437.6%
Ancillary Operation (Net Deficit)	7,209.7	2,015.7	843.8	1,171.9	58.1%
Covid-19 related costs	1,724.3	1,050.0	915.6	134.4	12.8%
Sub-Total	8,934.0	3,065.7	1,759.4	1,306.3	
Net Position before One-Time Items	(8,306.0)	(2,129.6)	3,273.5	5,403.1	253.7%
Transfers From Internally Restricted Net Assets	6,056.6	2,129.6	757.1	(1,372.5)	(64.4%)
Net Position	\$ (2,249.4)	\$ -	\$ 4,030.6	\$ 4,030.6	
Net Position as a % of Revenue	(1.1%)	0.0%	1.8%		
Statement of Change in Unrestricted Deficit					
Unrestricted Net Deficit Opening	\$ (6,621.2)	\$ (8,870.6)	\$ (8,870.6)		
Net Position for Fiscal	(2,249.4)	-	4,030.6		
Unrestricted Net Deficit Closing	\$ (8,870.6)	\$ (8,870.6)	\$ (4,840.0)		

* The approved budget has been restated to reflect reallocation of expenses between categories. Also, departmental revenues that were previously reported as netted against expenses are now reported in the revenue section.

Fredericton Campus and University-wide Units Operating Budget 2021-22

(Thousands of Dollars)				Fav (Unfav) Variance	
	Actual Results	Restated Budget*	Actual Results	Dollars	Percent
	2020-21	2021-22	2021-22		
Revenue					
Provincial Operating Grant	\$ 100,771.9	\$ 101,764.8	\$ 101,764.6	\$ (0.2)	(0.0%)
Student Fee Income	53,082.5	57,431.2	\$ 59,038.8	1,607.6	2.8%
Entrepreneurial	3,808.1	4,015.2	\$ 3,600.6	(414.6)	(10.3%)
Other	15,543.3	16,056.1	\$ 18,920.9	2,864.8	17.8%
Total Revenue	173,205.8	179,267.3	\$ 183,324.9	4,057.6	2.3%
Expense					
Academic and Research					
Faculties and Departmental Costs	94,687.5	95,787.6	\$ 95,746.3	41.3	0.0%
Academic and Student Support	32,755.0	34,519.5	\$ 35,850.0	(1,330.5)	(3.9%)
Sub-Total	127,442.5	130,307.1	\$ 131,596.3	(1,289.2)	
Administration and Support Services					
Administration and Development	29,711.5	29,633.5	\$ 30,994.6	(1,361.1)	(4.6%)
Maintenance and Utilities	19,812.1	21,542.0	\$ 21,344.5	197.5	0.9%
Sub-Total	49,523.6	51,175.5	\$ 52,339.1	(1,163.6)	
In-Year Salary Savings	(4,191.8)	(4,306.8)	\$ (5,697.0)	1,390.2	32.3%
Total Operating Expenses	172,774.3	177,175.8	\$ 178,238.4	(1,062.6)	(0.6%)
Operating Surplus/(Deficit)	431.5	2,091.5	\$ 5,086.5	2,995.0	143.2%
Ancillary Operation (Net Deficit)	6,379.7	1,749.7	\$ 714.1	1,035.6	59.2%
Covid-19 related costs	1,400.0	800.0	\$ 800.0	-	0.0%
Sub-Total	7,779.7	2,549.7	\$ 1,514.1	1,035.6	
Net Position before One-Time Items	(7,348.2)	(458.2)	\$ 3,572.4	4,030.6	879.7%
Transfers From Internally Restricted Net Assets	5,098.8	458.2	\$ 458.2	-	0.0%
Net Position	\$ (2,249.4)	\$ -	\$ 4,030.6	\$ 4,030.6	
Net Position as a % of Revenue	(1.3%)	0.0%	2.2%		

Saint John Campus Operating Budget 2021-22

(Thousands of Dollars)				Fav (Unfav) Variance	
	Actual Results	Restated Budget	Actual Results	Dollars	Percent
	2020-21	2021-22	2021-22		
Revenue					
Provincial Operating Grant	\$ 19,839.7	\$ 20,034.4	\$ 20,034.4	\$ -	0.0%
Student Fee Income	16,985.8	17,731.5	16,976.2	(755.3)	(4.3%)
Entrepreneurial	678.4	795.5	1,254.8	459.3	57.7%
Other	1,956.3	2,646.9	2,811.9	165.0	6.2%
Total Revenue	39,460.2	41,208.3	41,077.3	(131.0)	(0.3%)
Expense					
Academic and Research					
Faculties and Departmental Costs	24,073.9	26,087.8	25,569.0	518.8	2.0%
Academic and Student Support	4,569.9	4,748.4	4,628.3	120.1	2.5%
Sub-Total	28,643.8	30,836.2	30,197.3	638.9	
Administration and Support Services					
Administration and Development	6,961.4	7,108.1	7,224.1	(116.0)	(1.6%)
Maintenance and Utilities	4,395.0	5,039.4	4,964.3	75.1	1.5%
Sub-Total	11,356.4	12,147.5	12,188.4	(40.9)	
In-Year Salary Savings	(736.5)	(620.0)	(1,254.8)	634.8	102.4%
Total Operating Expenses	39,263.7	42,363.7	41,130.9	1,232.8	2.9%
Operating Surplus/(Deficit)	196.5	(1,155.4)	(53.6)	1,101.8	95.4%
Ancillary Operation (Net Deficit)	830.0	266.0	129.7	136.3	51.2%
Covid-19 related costs	324.3	250.0	115.6	134.4	53.8%
Sub-Total	1,154.3	516.0	245.3	270.7	
Net Position before One-Time Items	(957.8)	(1,671.4)	(298.9)	1,372.5	82.1%
Transfers From Internally Restricted Net Assets	957.8	1,671.4	298.9	(1,372.5)	(82.1%)
Net Position	\$ -	\$ -	\$ -	\$ -	
Net Position as a % of Revenue	0.0%	0.0%	0.0%		

Enrolment Update 2021-22 (Actuals and Historical)

Highlights:

	Term	Academic Level	Immigration Status	Actual	Actual	Budget	Actual	Variance from Budget	Change from 2020/21
				2019/20	2020/21	2021/22	2021/22		
UNB Consolidated	Fall	Undergraduate	Domestic	6,574	6,313	6,409	6,289	(120)	(25)
			International	736	734	757	811	54	77
		Total Undergraduate		7,310	7,047	7,166	7,100	(66)	53
		Graduate	Domestic	799	800	800	827	27	28
			International	549	460	542	781	239	321
		Total Graduate		1,348	1,260	1,342	1,608	266	348
	Total Fall		8,658	8,307	8,508	8,708	200	401	
	Winter	Undergraduate	Domestic	6,323	6,033	6,220	5,996	(224)	(37)
			International	726	762	734	911	177	149
		Total Undergraduate		7,049	6,795	6,954	6,907	(47)	112
		Graduate	Domestic	793	779	784	818	34	39
			International	527	539	529	724	195	185
		Total Graduate		1,320	1,318	1,313	1,542	229	224
	Total Winter		8,369	8,113	8,267	8,449	182	336	
Winter Term enrol as % of Fall				96.7%	97.7%	97.2%	97.0%		

	Term	Academic Level	Immigration Status	Actual	Actual	Budget	Actual	Variance from Budget	Change from 2020/21
				2019/20	2020/21	2021/22	2021/22		
Fredericton	Fall	Undergraduate	Domestic	5,053	4,816	4,876	4,799	(77)	(17)
			International	499	499	521	617	96	118
		Total Undergraduate		5,552	5,315	5,397	5,416	19	101
		Graduate	Domestic	726	714	720	739	19	25
			International	446	411	422	529	107	118
		Total Graduate		1,172	1,125	1,142	1,268	126	143
	Total Fall		6,724	6,440	6,539	6,684	145	244	
	Winter	Undergraduate	Domestic	4,856	4,639	4,733	4,591	(142)	(48)
			International	489	537	505	695	190	158
		Total Undergraduate		5,345	5,176	5,238	5,286	48	110
		Graduate	Domestic	714	684	704	730	26	46
			International	426	422	409	536	127	114
		Total Graduate		1,140	1,106	1,113	1,266	153	160
	Total Winter		6,485	6,282	6,351	6,552	201	270	
Winter Term enrol as % of Fall				96.4%	97.5%	97.1%	98.0%		

	Term	Academic Level	Immigration Status	Actual	Actual	Budget	Actual	Variance from Budget	Change from 2020/21
				2019/20	2020/21	2021/22	2021/22		
Saint John	Fall	Undergraduate	Domestic	1,520	1,498	1,533	1,490	(43)	(8)
			International	238	234	236	194	(42)	(40)
		Total Undergraduate		1,758	1,732	1,769	1,684	(85)	(48)
		Graduate	Domestic	73	85	80	88	8	3
			International	103	50	120	252	132	202
		Total Graduate		176	135	200	340	140	205
	Total Fall		1,934	1,867	1,969	2,024	55	157	
	Winter	Undergraduate	Domestic	1,467	1,393	1,487	1,405	(82)	12
			International	237	225	229	216	(13)	(9)
		Total Undergraduate		1,704	1,618	1,716	1,621	(95)	3
		Graduate	Domestic	79	95	80	88	8	(7)
			International	101	118	120	188	68	70
		Total Graduate		180	213	200	276	76	63
	Total Winter		1,884	1,831	1,916	1,897	(19)	66	
Winter Term enrol as % of Fall				97.4%	98.1%	97.3%	93.7%		

Fall Term

Total enrolment for Fall 2021 exceeded budgeted full-time equivalents (FTE) by a combined 200.

- Specifically, undergraduate enrolment was under budget by 66 FTEs while graduate student enrolment was better than budget by 266 FTEs.

International enrolment was 293 FTEs above budget.

- +54 undergraduate, +239 graduate FTE compared to budget.

UNB realized a gain of 401 FTE (+4.8%) compared to Fall 2020.

- +53 undergraduate FTE (+0.7%)
- +348 graduate FTE (+27.6%)
- +398 international FTE (+33.3%)

The University's Fall enrolment recovered from the lows experienced in 2020-21 and are slightly higher than the enrolment results from 2019-20. This growth from 2019-20 has been driven by an increase in graduate students as undergraduate enrolment is still 210 FTE's lower than the pre-COVID enrolment levels.

Winter Term

Total enrolment for Winter 2022 exceeded budgeted FTE by a combined 182.

- Specifically, undergraduate enrolment was under budget by 47 FTEs while graduate student enrolment was better than budget by 229 FTEs .

International enrolment was 372 FTEs above budget.

- +177 undergraduate, +195 graduate FTE compared to budget.

UNB realized a gain of 336 FTE (+4.1%) compared to Winter 2021.

- +112 undergraduate FTE (+1.7%)
- +224 graduate FTE (+17.0%)
- +333 international FTE (+25.6%)

On the Fredericton campus, UNB's retention rate from Fall 2021 to Winter 2022 was 98.0%, which was 0.9% better than the budgeted 97.1%. On the Saint John campus retention from Fall 2021 to Winter 2022 was 93.7%. This appears lower due to a second cohort of MBA students started in Winter 2021 and ended their program in Fall 2021, if not for this anomaly, the campus' enrolment mass would be closer to the budgeted 97.3% at ~97%.

Revenue

Provincial Operating Grant

UNB had a four-year MOU with the Province that ended in 2020-21. This provided funding predictability for the University which greatly aided financial planning and budgeting. The Province has provided two one-year extensions of the MOU. The University was only notified of the grant amount in April which is very late in the budget process. The increase for 2021-22 was 1%.

Enrolment levels, unlike in 2020-21, were not re-weighted to reflect the latest numbers and as a result UNB did not experience a variance in its operating grant revenue.

Student Fee Income

Table 1: Major Drivers of Variance in Student Fee Income

Consolidated		\$000s			
Positive/ (Negative) Variance from Budget	Summer	Fall	Winter	Total Projected Result	
Undergraduate Tuition	\$ (17.4)	\$ (652.5)	\$ (1,394.7)	\$ (2,064.5)	
Undergraduate (Supplementary International Fees)	(72.3)	176.4	615.1	719.2	
Graduate Tuition	33.2	358.3	444.4	836.0	
Graduate (Supplementary International Fees)	60.0	270.8	298.5	629.3	
Fee remissions, miscellaneous and forfeited fees	6.2	(86.0)	230.6	150.8	
Total Result from Central Sources	9.7	67.0	193.9	270.6	
Total Departmental Tuition Revenue Variance				581.7	
Total Final Tuition Variance				\$ 852.3	

As shown in Table 1 (above), the consolidated year-end tuition and fees for 2021-22 are better than budgeted by \$852k. While undergraduate domestic enrolment was down, strong international undergraduate enrolment and graduate enrolment, both domestic and international, resulted in an overall positive variance in Student Fee Income of \$271k. Some Faculties were able to drive enrolment growth that resulted in positive tuition revenue variances. In most instances this also included increased costs so that the net effect on the operating account was limited. As the enrolment growth becomes sustained and there are multiple years of additional enrolment, we anticipate an improvement to the overall financial position of the University.

On the Fredericton Campus student fee income had a positive variance of \$1,608k. For revenues budgeted centrally, this was built on strong international undergraduate and graduate figures, which were offset by lower domestic undergraduate tuition, ultimately contributing a positive variance of \$1,026k. In Faculty and departmental units stronger than budgeted co-op revenue, successful pathway program agreements and growing programs in Education and Computer Science were partially offset by lower than budgeted program fee revenue in Engineering to contribute an overall positive tuition revenue variance of \$582k. Most of this non central variance has offsetting in year expenses or is being carried forward for future initiatives.

The Saint John campus had an overall negative variance from undergraduate tuition that was partially offset by excess graduate tuition for an overall negative tuition variance of (\$755)k.

Other Revenue

The consolidated year-end other revenue total resulted in a positive variance of \$3,030k. For Fredericton, this is largely the result of unbudgeted departmental revenues with offsetting expenses or carryforward growth of \$2,143k. This includes items such as clinical sales within IBME, \$400k, revenues generated in athletics \$390k, and smaller items such as Forestry camps \$137k. In addition, Fredericton exceeded budgeted targets on Research Support Funding, application, Facility Access fees and parking.

The positive variance of \$165k in Saint John was generated from increased application fees, research overhead and short-term investment income.

Entrepreneurial

The consolidated year-end entrepreneurial revenue total resulted in a positive variance of \$45k.

On the Fredericton campus, entrepreneurial revenue relates to the College of Extended Learning (CEL). CEL did not meet their budget targets and as a result are contributing negatively to the overall variance in the amount of (\$415)k. While credit tuition revenue increased, this was offset by lower-than-expected revenue from non-credit courses. This was due to lack of in-person classes for the English Language Program and lower than expected enrolment for the Occupational Health and Safety Course. This revenue shortfall was partially mitigated though lower than budgeted expenses as shown on Table 2 (next page).

On the Saint John campus, entrepreneurial revenue relates to revenue generated through the MBA program and Saint John College. For the 2021-22 fiscal year, entrepreneurial activities on the Saint John campus resulted in a positive variance of approximately \$459k - MBA \$533k and Saint John College (\$74k).

Table 2: Drivers of Variance in Entrepreneurial Revenue

College of Extended Learning	Restated Budget 2021-22	Final Results 2021-22	Fav (Unfav) Variance
Revenue	\$000's	\$000's	\$000's
Tuition Revenue	\$ 6,043.6	\$ 6,662.1	\$ 618.5
Non-Credit Fees	5,126.7	4,214.6	(912.1)
Other Revenue	621.9	291.9	(330.0)
Total Revenue	11,792.2	11,168.6	(623.6)
Expense			
Academic Salaries	1,867.6	2,353.2	(485.6)
Non-Academic Salaries	3,772.7	3,379.8	392.9
Salary Related Expenses	557.1	564.8	(7.7)
Non-Salary	1,579.6	1,270.2	309.4
Total Expense	7,777.0	7,568.0	209.0
Net Contribution to Operating	\$ 4,015.2	\$ 3,600.6	(\$ 414.6)
Saint John College			
Revenue			
Tuition Revenue	\$ 1,291.8	\$ 926.0	\$ (365.8)
Total Revenue	1,291.8	926.0	(365.8)
Expense			
Non-Academic Salaries	846.7	697.9	148.8
Non-Salary	186.7	136.2	50.5
Total Expense	1,033.4	834.1	199.3
Results Excluding Management Fee	258.4	91.9	(166.5)
Transfer to (from) IRNA	-	(92.5)	(92.5)
Management Fee to Operations	\$ 258.4	\$ 184.4	(\$ 74.0)
MBA Saint John			
Revenue			
Tuition Revenue	\$ 2,441.8	\$ 4,865.8	\$ 2,424.0
Other Revenue	26.9	92.0	65.1
Total Revenue	2,468.7	4,957.8	2,489.1
Expense			
Academic Salaries	614.5	753.3	(138.8)
Non-Academic Salaries	451.0	472.7	(21.7)
Non-Salary	866.1	957.4	(91.3)
Total Expense	1,931.6	2,183.5	(251.9)
Results Excluding Management Fee	537.1	2,774.4	2,237.3
Transfer to (from) IRNA	-	1,703.9	(1,703.9)
Management Fee to Operations	\$ 537.1	\$ 1,070.5	\$ 533.4

Expense

Academic and Research

The consolidated Academic and Research expenses were \$(650)k higher than budget.

On the Fredericton Campus there is a negative variance of \$(1,289)k. The main driver of this variance is unbudgeted expenses of (\$2,242)k but this is offset by unbudgeted revenue variance (see note on page 4). Other expense variances include Academic Recruitment costs exceeding budget by (\$119)k, support for growth in the MBA and Early Childhood Education programs of (\$207)k, higher RSF transfers (\$215)k against savings of \$915k in PEA disbursements, Fringe Benefits being lower than budget by \$453k and Kinesiology revenue exceeding budget by \$108k.

On the Saint John Campus there was a positive variance of \$639k. The main drivers of this include the positive variance of \$267k for the reduction in the 2021-22 PEA disbursement, \$351k positive variance for stipend salary pools, and \$45k positive variance in scholarships.

Administration and Support Services

The consolidated Administration and Support Services expenses were (\$1,205)k higher than budget.

On the Fredericton Campus there is a negative variance of (\$1,164)k. The main drivers of this variance are unbudgeted expense of (\$483)k, offset by unbudgeted revenues (see note on page 4). In addition, there were increases in the cost of International Recruitment (\$214)k, and a reduction in the indirect tax (HST) recovery of (\$540)k. These negative variances are partially offset with fringe benefits being lower than budget by \$169k and utility cost savings of \$102k.

On the Saint John Campus there was a negative variance of (\$41)k. This is the result of a negative variance related to International Recruiting agent commission fees of (\$256)k. This variance was partially offset by positive variances related to property insurance \$25k, central administrative accounts \$66k, utilities \$69k and student budget pools \$50k.

In-Year Salary Savings

Salary savings arise due to position vacancies (resignations, retirements, etc.) that are not filled immediately. The University expects, and budgets for, salary savings in the region of 2% of the salary mass annually. The actual salary savings will vary depending on actual experience. A portion of salary savings are returned to the units to assist with hiring interim personnel.

The Fredericton Campus increased this budgeted amount to account for additional savings expected from the reduced hiring throughout the pandemic. The salary savings budget was \$4.3 million. The year-end results exceeded that amount by \$1.4 million as shown in Table 4.

The Saint John Campus had a salary savings budget of \$620 thousand. The year-end results exceeded that amount by \$635 thousand as shown in Table 4 and was the result of a higher number of vacancies, which were vacant for longer periods of time than had become typical prior to Covid.

It's worth noting that both campuses experienced challenges in finding qualified individuals which caused longer than normal vacancies thereby increasing salary savings well beyond budget.

Table 3: Fredericton Campus In-Year Salary Savings

Slice	Academic	Non Academic	Total Savings	Returned	Net Savings
Faculties and Departments	\$ 4,755.9	\$ 523.4	\$ 5,279.2	\$ 1,748.2	\$ 3,531.1
Academic and Student Support	270.6	1,163.3	1,434.0	413.9	1,020.1
Administration and Student Support	-	1,303.0	1,303.0	157.2	1,145.9
Maintenance and Utilities	-	-	-	-	-
	5,026.5	2,989.7	8,016.3	2,319.2	5,697.0
Total Salary Savings					5,697.0
Total Budgeted Salary Savings					4,306.8
Variance					\$ 1,390.2

Table 4: Saint John Campus In-Year Salary Savings

Slice	Academic	Non Academic	Total Savings	Returned	Net Savings
Faculties and Departments	\$ 639.4	\$ 1.0	\$ 640.4	\$ 54.0	\$ 586.4
Academic and Student Support	14.5	147.3	161.9	-	161.9
Administration and Student Support	-	211.1	211.1	-	211.1
Maintenance and Utilities	-	-	-	-	-
	654.0	359.4	1,013.4	54.0	959.4
Total Salary Savings					959.4
Other Salary Related Savings					295.4
Total Budgeted Salary Savings					620.0
Variance					\$ 634.8

Ancillary Operations

The tables below highlight the multiple budgets considered to be Ancillary units.

Table 5: Fredericton Campus Ancillary Operations

Fredericton Campus	\$000s		
	Restated Budget 2021/22	Actual Result 2021/22	Fav (Unfav) Variance
Residential Life, Campus and Conference Services	\$ (813.3)	\$ 437.8	\$ 1,251.1
Aitken University Centre	(645.3)	(833.1)	(187.8)
Turf Field and Dome	(140.2)	(74.1)	66.1
Wu Conference Centre	(150.9)	(244.7)	(93.8)
Total Ancillary Operations (Deficit) Surplus	\$ (1,749.7)	\$ (714.1)	\$ 1,035.6

The Fredericton Campus Ancillaries budget was adjusted, for a second year, to reflect the estimated effects of the Covid-19 pandemic. The total ancillary operations show a \$1,036k positive variance from budget. The positive variance was driven by better than budgeted result from Residences. The residence budget was prepared at a time of high restrictions which created uncertainty as to the demand and availability for the Fall term. When Fall arrived the demand was higher than anticipated and there were fewer restrictions which allowed for increased capacity. While demand increased for residences, there was still some hesitancy for more optional activities such as conference room rentals, as many of these remained virtual, and rentals of sports facilities, which whether being used or not required utilities and maintenance. This reality led to the residence variance being somewhat offset by the Aitken Centre and Wu Conference Centre negative variances.

Table 6: Saint John Campus Ancillary Operations

Saint John Campus	\$000s		
	Restated Budget 2021/22	Actual Result 2021/22	Fav (Unfav) Variance
Residence and Conference Services	\$ (166.0)	\$ (0.0)	\$ 166.0
Campus Store	(100.0)	(129.7)	(29.7)
Total Ancillary Operations (Deficit) Surplus	\$ (266.0)	\$ (129.7)	\$ 136.3

Normally a break-even operation, the ancillary's budget for the Saint John campus was adjusted to reflect the estimated effects of the Covid-19 pandemic. Actual results show an overall positive variance of \$136.3 from budget. The residence system in Saint John had a budgeted occupancy rate of approximately 80% (282 rooms out of 353) which resulted in a projected deficit of (\$166.0)k. Actual occupancy was closer to 90% - 292 for fall and 322 for winter terms. The residence results are breakeven after a transfer totaling \$232k for future deferred maintenance. The campus store opened in August 2021 and the planned deficit was \$100k since at the time of budget the timeline was unknown. Actual results were a deficit of \$129.7k which included all startup costs, renovations, equipment, and software. The campus store is expected to breakeven in 2023-24.