



**Consolidated Budget and
Supporting Schedules
2020-21**



ST. FRANCIS XAVIER UNIVERSITY 2020-21 CONSOLIDATED BUDGET

Attached is the detailed budget for fiscal 2020-21. The budget shows a deficit of \$590,000 on a consolidated basis made up of a surplus of \$222,000 in general operations and a deficit of \$812,000 in Ancillary Services.

This budget does not include impacts associated with the COVID-19 pandemic. There are many uncertainties associated with responding to this situation. A separate Addendum is attached that highlights some of the known and unknown impacts this may have on the University's finances.

Key Budget Assumptions:

1. Government Operating Grant – 1% Increase
2. Enrolment – Assuming an increase of 150 students in total. This is made up of a combination a higher number of returning students as well as an increase in the size of the incoming class.
3. Student Fees
 - a. Tuition increase of 3%; Other fees increasing 3%
 - b. Ancillary Fees – Room rentals increasing 1.5%; meal plans increasing 3.5%
4. Salaries – Collective Agreements increases/obligations will add 1.5-1.6% to annual salary costs. Progression through the ranks for faculty members will add approximately 2.5% to academic salary costs. The economic adjustment of 1.5% for non-union/management employees.
5. Residence Occupancy – 89%
6. General inflationary increases will be capped at 1.5%

Revenue:

- Part-time Fees – There is an expected decrease in Distance Nursing versus the current year's projection. Ontario has a program starting in the fall for international nurses who want to upgrade their credentials which is expected to take away from our program.
- Continuing Ed and Training and Development – expecting a similar uptake in offerings as 2019/20 therefore, lower revenue versus last year's budget.
- Scholarship & Bursary endowments are up as a result of growth in the endowments and the inclusion of additional funds for the Schwartz School scholarship program.
- Special Purpose Endowments are down from last year's projections as there is no draw from unrestricted endowment funds and last year's numbers included revenue to cover the costs associated with the opening of Mulroney Hall. There are also less funds available in 20/21 to cover Mulroney Institute costs.

- Other is down from budget – less funds for Schwartz marketing, Schwartz scholarship revenue moved to Scholarship revenue.

Expenses:

Academic:

Academic expenses are budgeted at \$54,599,000, which is an increase of 4.86% over the prior year budget. Most of this increase is attributable to increased salary costs through a combination of annual economic adjustments and progression through the ranks.

Some of the other contributing factors include:

- Salaries Support – McKenna Fellowship was not included in the 2019/20 budget.
- Operational Supplies - Research scholarships previously netted with salaries now under Supplies. Additional funds for University Council for Research awards.
- Travel – Part-time BED program travel now budgeted. Additional budget for recruitment of faculty.
- Recruitment – Budget added for the Fall open house, additional funds for International recruitment and membership fees.
- Continuing Ed and Training and Development – expecting to operate on a similar basis to 2019/20.
- Library – Limited term librarian added to the budget (has offsetting revenue).

Student Services:

Student Services budget is \$11,425,000, an increase of 17% over last year’s budget.

Contributing factors include:

- inclusion of a full year of the VP Students position
- Athletics is up – Salaries (football, track, therapy), Intramurals (promotion and funding to support club travel)
- Playoffs – increased to better reflect actual costs incurred
- Welcome week – increased to reflect costs associated with delivering on-campus event for students during Homecoming Weekend.
- Scholarships – new funded scholarships and multi-year impact of change in awarding criteria.

Advancement:

Advancement budget is \$3,825,000, an increase of 2.14% over last year’s budget.

Contributing factors include:

- Communications includes partial funding for a website update that has to be done due to software obsolescence and a reduction in funds for Schwartz School marketing.
- Alumni includes additional funds for the new president to travel to alumni events across the country.
- Comprehensive Campaign expenses are offset by revenue from endowments.

Facilities Management:

Facilities Management budget is \$9,975,000, an increase of 2% over last year's budget.

Contributing factors include:

- Mechanical and Electrical up due to two new positions that were added last year because of the increased complexity of automation in Mulronev and Nicholson and increased cost for the monitoring of the systems in these buildings.
- Utilities – higher heating costs for oil, current low prices are not anticipated to persist into the next heating season.
- Repairs and Maintenance – budget reduced to \$500,000 based on additional funding of \$1,800,000 being received from the Province.

Information Technology:

Information Technology budget is \$4,640,000, an increase of 11% over last year's budget. Contributing factors include:

- Full year at increased salaries across all groups.
- Infrastructure increase is a result of increases to service contracts, subscription fees, and support contracts (Banner, system security, etc.).
- MIS up as a result of required Banner consulting.
- Audio Visual is down – budget has been moved to Conference Services.

Administration and General:

Administration and General budget is \$5,741,000, an increase of 5.9% over last year's budget. Contributing factors include:

- Full funding for Assistant Manager, Procurement (had been partially charged to construction projects)
- Risk Management (purchase defibrillators and first aid supplies, casual salaries)
- Legal and Consulting fees – budget increased to reflect actual costs being incurred.

Ancillary:

- In residence there are a total of 1,867 beds available (includes FX Hall and more apartments because Coady is using less of them in 2020/21). Residence is being budgeted at 1,660 beds or 89% versus 1,708 in previous year. As Coady will not be using as many beds in 2020/21 based on the programs they are offering there is a reduction in the amount of room revenue expected.
- Foodservice budget was based on 1,493 meal plans last year however the estimate for the upcoming year is 1,450. There is an annual cost increase that has been budgeted. Although sales are expected to be lower, there won't be matching savings in expenses.
- Conference Services expense is up as a result of audio visual expenses being taken over.

- Allocation of FM Costs – Ancillary is allocated a percentage of FM costs based on building square footage. Because FM is budgeting higher costs, the allocation to Ancillary is higher.

Respectfully Submitted,



Andrew P. Beckett MA CPA CA
Vice President Finance & Administration

ST. FRANCIS XAVIER UNIVERSITY
Draft Budget 2020-21

	Budget FY 18/19	Actual FY 18/19	Budget FY 19/20	Proj'n to 3/31/20 As at 12/19	Draft Budget FY 20/21	Compared to Budget FY 19/20	Compared to Projection FY 19/20
GOVERNMENT GRANTS							
Provincial Grant - Operations	\$ 29,932,000	\$ 34,101,668	\$ 34,556,000	\$ 34,412,000	\$ 34,689,000	\$ 133,000	\$ 277,000
Provincial Grant - Nursing	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	-	-
Federal Grant - Indirect Research	719,000	752,772	753,000	770,000	770,000	17,000	-
	\$ 33,051,000	\$ 37,254,440	\$ 37,709,000	\$ 37,582,000	\$ 37,859,000	\$ 150,000	\$ 277,000
TUITION & FEES							
Full-time Credit courses and NS Tuition Bursary	\$ 33,401,000	\$ 33,341,799	\$ 34,673,000	\$ 35,189,000	\$ 38,018,000	\$ 3,345,000	\$ 2,829,000
Part-time Credit courses	3,200,000	3,785,323	3,300,000	4,867,000	4,368,000	1,068,000	(499,000)
Summer School & Intersession Credit courses	1,720,000	2,158,142	1,912,000	2,254,000	2,075,000	163,000	(179,000)
Continuing Ed & Training & Development	515,000	377,099	489,000	214,000	291,000	(198,000)	77,000
Information & Technology fee	1,658,000	1,690,085	1,720,000	1,795,000	1,838,000	118,000	43,000
Recreational Fee	211,000	213,041	217,000	225,000	232,000	15,000	7,000
Facilities Renewal Fee	803,000	817,780	829,000	865,000	891,000	62,000	26,000
Other fees	700,000	830,087	710,000	717,000	710,000	-	(7,000)
	\$ 42,208,000	\$ 43,213,356	\$ 43,850,000	\$ 46,126,000	\$ 48,423,000	\$ 4,573,000	\$ 2,297,000
ENDOWMENT & OTHER							
Scholarship & Bursary Endowments	\$ 2,350,000	\$ 2,456,707	\$ 2,510,000	\$ 2,750,000	\$ 3,000,000	\$ 490,000	\$ 250,000
Special Purpose Endowments	325,000	465,326	867,000	1,292,000	650,000	(217,000)	(642,000)
Chairs of Study	486,000	779,688	542,000	860,000	736,000	194,000	(124,000)
Awards & Bursary Donations	300,000	315,516	300,000	300,000	300,000	-	-
Athletic Donations, Gate and Endowments	573,000	631,071	547,000	562,000	573,000	26,000	11,000
Endowment funds for Advancement	600,000	661,180	761,000	787,000	812,000	51,000	25,000
Other	550,000	896,747	1,078,000	941,000	742,000	(336,000)	(199,000)
Annual Giving	285,000	219,666	300,000	300,000	300,000	-	-
	\$ 5,469,000	\$ 6,425,901	\$ 6,905,000	\$ 7,792,000	\$ 7,113,000	\$ 208,000	\$ (679,000)
TOTAL OPERATING REVENUE	\$ 80,728,000	\$ 86,893,697	\$ 88,464,000	\$ 91,500,000	\$ 93,395,000	\$ 4,931,000	\$ 1,895,000
						5.57%	2.18%

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ACADEMIC:							
INSTRUCTION & NON-SPONSORED RESEARCH							
Salaries - Instruction & Research	\$ 30,844,000	\$ 30,915,689	\$ 32,300,000	\$ 32,170,000	\$ 33,556,000	\$ 1,256,000	\$ 1,386,000
Salaries - Support & Other	5,490,000	5,517,174	6,051,000	6,246,000	6,250,000	199,000	4,000
Fringe benefits	5,420,000	5,401,045	5,631,000	5,726,000	5,897,000	266,000	171,000
Operational Supplies & expense	1,519,000	1,781,674	1,608,000	1,661,000	1,830,000	222,000	169,000
Travel	410,000	481,261	460,000	555,000	615,000	155,000	60,000
Chairs of Study	506,000	779,689	542,000	863,000	736,000	194,000	(127,000)
Recruitment	1,855,000	2,062,367	2,140,000	2,307,000	2,322,000	182,000	15,000
	\$ 46,044,000	\$ 46,938,899	\$ 48,732,000	\$ 49,528,000	\$ 51,206,000	\$ 2,474,000	\$ 1,678,000
CONTINUING ED, TRAINING & DEVELOPMENT							
Salaries	\$ 207,000	\$ 189,135	\$ 203,000	\$ 149,000	\$ 143,000	\$ (60,000)	\$ (6,000)
Fringe Benefits	36,000	33,220	37,000	34,000	25,000	(12,000)	(9,000)
Outside services	61,000	33,770	61,000	30,000	42,000	(19,000)	12,000
Operational supplies & expenses	142,000	77,316	135,000	64,000	94,000	(41,000)	30,000
Travel	70,000	65,457	72,000	50,000	50,000	(22,000)	-
	\$ 516,000	\$ 398,898	\$ 508,000	\$ 327,000	\$ 354,000	\$ (154,000)	\$ 27,000
LIBRARY							
Salaries	\$ 1,297,000	\$ 1,161,473	\$ 1,199,000	\$ 1,309,000	\$ 1,354,000	\$ 155,000	\$ 45,000
Fringe benefits	230,000	212,324	213,000	245,000	240,000	27,000	(5,000)
Library Acquisitions	1,326,000	1,284,482	1,339,000	1,331,000	1,370,000	31,000	39,000
Operational Supplies & expense	40,000	34,644	65,000	65,000	65,000	-	-
Travel	5,000	1,553	10,000	15,000	10,000	-	(5,000)
	\$ 2,898,000	\$ 2,694,476	\$ 2,826,000	\$ 2,965,000	\$ 3,039,000	\$ 213,000	\$ 74,000
Employee Future Benefits	\$ -	\$ (54,500)	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ACADEMIC	\$ 49,458,000	\$ 49,977,773	\$ 52,066,000	\$ 52,820,000	\$ 54,599,000	\$ 2,533,000	\$ 1,779,000
						4.86%	3.56%

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STUDENT SERVICES:							
Administration (VP Office)	\$ 65,000	\$ 46,139	\$ 25,000	\$ 160,000	\$ 298,000	\$ 273,000	\$ 138,000
Student Support Services	1,755,000	1,711,223	1,839,000	1,773,000	1,922,000	83,000	149,000
Athletics	2,417,000	2,557,650	2,572,000	2,617,000	2,761,000	189,000	144,000
Athletics Playoffs	210,000	377,193	210,000	287,000	300,000	90,000	13,000
Athletic Financial Awards	700,000	657,137	700,000	700,000	700,000	-	-
Welcome Week	175,000	227,930	175,000	230,000	230,000	55,000	-
Financial Aid Office	55,000	63,480	71,000	68,000	71,000	-	3,000
Transfer to Fit and Rec (Student Access)	143,000	143,000	143,000	143,000	143,000	-	-
Scholarships	3,450,000	4,020,299	4,042,000	4,836,000	5,000,000	958,000	164,000
TOTAL STUDENT SERVICES	\$ 8,970,000	\$ 9,804,051	\$ 9,777,000	\$ 10,814,000	\$ 11,425,000	\$ 1,648,000	\$ 611,000
						16.86%	6.23%
ADVANCEMENT:							
Vice President Advancement Office	\$ 384,000	\$ 367,097	\$ 374,000	\$ 700,000	\$ 378,000	\$ 4,000	\$ (322,000)
Alumni	578,000	478,070	606,000	548,000	594,000	(12,000)	46,000
Communications	696,000	1,138,478	951,000	950,000	996,000	45,000	46,000
Development	863,000	831,150	884,000	867,000	857,000	(27,000)	(10,000)
Comprehensive Fundraising Campaign	600,000	661,180	761,000	787,000	812,000	51,000	25,000
Convocation	169,000	127,371	169,000	209,000	188,000	19,000	(21,000)
TOTAL ADVANCEMENT	\$ 3,290,000	\$ 3,603,346	\$ 3,745,000	\$ 4,061,000	\$ 3,825,000	\$ 80,000	\$ (236,000)
						2.14%	-6.55%

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FACILITIES MANAGEMENT:							
Administration	\$ 693,000	\$ 655,702	\$ 743,000	\$ 693,000	\$ 700,000	\$ (43,000)	\$ 7,000
Mechanical and Electrical	1,386,000	1,351,720	1,396,000	1,466,000	1,685,000	289,000	219,000
Grounds & Transport	1,031,000	1,010,872	1,039,000	1,150,000	1,098,000	59,000	(52,000)
Buildings	1,030,000	721,098	900,000	863,000	911,000	11,000	48,000
Central Heating Plant	731,000	669,791	743,000	701,000	753,000	10,000	52,000
Safety & Security	1,089,000	1,180,490	1,102,000	1,106,000	1,172,000	70,000	66,000
Cleaning	3,724,000	3,576,745	3,986,000	3,878,000	3,829,000	(157,000)	(49,000)
Transfer to KMC	165,000	165,000	165,000	165,000	165,000	-	-
Pension Adjustment	91,000	(154,453)	96,000	96,000	96,000	-	-
Keating/Oland Facility Costs	1,122,000	1,007,894	1,126,000	1,171,000	1,149,000	23,000	(22,000)
Utilities	4,130,000	4,492,597	4,200,000	4,477,000	4,395,000	195,000	(82,000)
Energy Project	826,000	780,602	852,000	852,000	876,000	24,000	24,000
Repairs & Maintenance (Projects)	600,000	1,646,956	600,000	1,800,000	500,000	(100,000)	(1,300,000)
Furnishings & Equipment	45,000	14,822	45,000	50,000	45,000	-	(5,000)
FM Allocation of Charges to Ancillary	(6,713,000)	(6,505,883)	(6,897,000)	(6,979,000)	(7,073,000)	(176,000)	(94,000)
FM Allocation to Coady	(326,000)	(326,000)	(326,000)	(326,000)	(326,000)	-	-
FM Allocation to Capital	(400,000)	(400,000)	-	-	-	-	-
TOTAL FACILITIES MANAGEMENT	\$ 9,224,000	\$ 9,887,953	\$ 9,770,000	\$ 11,163,000	\$ 9,975,000	\$ 205,000	\$ (1,188,000)
						2.10%	-10.64%
INFORMATION TECHNOLOGY:							
Desktop Support	\$ 286,000	\$ 290,515	\$ 292,000	\$ 305,000	\$ 315,000	\$ 23,000	\$ 10,000
Infrastructure	1,110,000	1,042,894	1,254,000	1,356,000	1,395,000	141,000	39,000
MIS	450,000	484,674	462,000	538,000	597,000	135,000	59,000
Audio Visual	417,000	336,947	304,000	283,000	177,000	(127,000)	(106,000)
IT Services	539,000	457,413	688,000	713,000	784,000	96,000	71,000
IT Administration	328,000	221,243	336,000	352,000	422,000	86,000	70,000
Transfer to Keating Millennium Centre	150,000	272,987	150,000	150,000	150,000	-	-
Transfer to Capital - Computer purchases	150,000	134,644	194,000	495,000	514,000	320,000	19,000
Tech Projects	497,000	829,582	497,000	195,000	286,000	(211,000)	91,000
TOTAL INFORMATION TECHNOLOGY	\$ 3,927,000	\$ 4,070,899	\$ 4,177,000	\$ 4,387,000	\$ 4,640,000	\$ 463,000	\$ 253,000
						11.08%	6.21%

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ADMINISTRATION & GENERAL:							
Academic Vice President Office	\$ 444,000	\$ 447,395	\$ 440,000	\$ 385,000	\$ 417,000	\$ (23,000)	\$ 32,000
President's Office	898,000	924,933	853,000	744,000	860,000	7,000	116,000
VP Finance Office	311,000	316,723	318,000	311,000	338,000	20,000	27,000
Finance Functions	1,555,000	1,564,931	1,560,000	1,596,000	1,655,000	95,000	59,000
Human Resources & Payroll	778,000	720,829	711,000	737,000	742,000	31,000	5,000
Risk Management	-	85,663	237,000	235,000	284,000	47,000	49,000
Post Office	93,000	79,962	95,000	88,000	95,000	-	7,000
Institutional Dues/Legal/Audit/Other	1,222,000	1,403,742	1,207,000	1,435,000	1,350,000	143,000	(85,000)
TOTAL ADMINISTRATION AND GENERAL	\$ 5,301,000	\$ 5,544,178	\$ 5,421,000	\$ 5,531,000	\$ 5,741,000	\$ 320,000	\$ 210,000
						5.90%	3.79%
RESTRICTED & NON-DISCRETIONARY							
Bank Fees, Interest (Bank Line)	415,000	347,468	415,000	415,000	415,000	\$ -	\$ -
Debt Payments (*\$500K Cap Renew ended 17/18)	1,931,000	1,921,091	1,923,000	1,923,000	1,923,000	-	-
Insurance	287,000	305,183	290,000	304,000	304,000	14,000	-
Coady Institute	476,000	326,000	326,000	326,000	326,000	-	-
Extension Dept.	-	-	-	-	-	-	-
Contingency	200,000	100,000	550,000	-	-	(550,000)	-
TOTAL RESTRICTED/NON-DISCRETIONARY	\$ 3,309,000	\$ 2,999,742	\$ 3,504,000	\$ 2,968,000	\$ 2,968,000	\$ (536,000)	\$ -
						-15.30%	0.00%
TOTAL EXPENDITURES	\$ 83,479,000	\$ 85,887,942	\$ 88,460,000	\$ 91,744,000	\$ 93,173,000	\$ 4,713,000	\$ 1,429,000
						5.33%	1.66%
NET OPERATING SURPLUS (DEFICIT)	\$ (2,751,000)	\$ 1,005,755	\$ 4,000	\$ (244,000)	\$ 222,000	\$ 218,000	\$ 466,000
ANCILLARY SURPLUS (DEFICIT)	\$ (457,000)	\$ (517,142)	\$ (1,000)	\$ (1,503,000)	\$ (812,000)	\$ (811,000)	\$ 691,000
CONSOLIDATED SURPLUS (DEFICIT)	\$ (3,208,000)	\$ 488,613	\$ 3,000	\$ (1,747,000)	\$ (590,000)	\$ (593,000)	\$ 1,157,000

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ANCILLARY ENTERPRISES	Budget FY 18/19	Actual FY 18/19	Budget FY 19/20	Proj'n to 3/31/20 As at 12/19	Draft Budget FY 2020-21	Compared to Budget FY 19/20	Compared to Projections FY 19/20
REVENUE							
Residence Fees	\$ 12,455,000	\$ 12,259,712	\$ 12,856,000	\$ 11,910,000	\$ 12,530,000	\$ (326,000)	\$ 620,000
Food Service	9,783,000	9,699,761	10,268,000	9,872,000	11,410,000	1,142,000	1,538,000
Campus Store	2,735,000	2,376,120	2,588,000	2,599,000	2,610,000	22,000	11,000
Keating Centre	725,000	691,935	708,000	700,000	722,000	14,000	22,000
Fitness and Recreation	550,000	660,422	568,000	610,000	621,000	53,000	11,000
Conference Services	1,942,000	2,081,607	1,570,000	1,811,000	1,745,000	175,000	(66,000)
Other Ancillary Services (Bus, Liquor Services)	413,000	496,916	446,000	443,000	462,000	16,000	19,000
TOTAL REVENUE	\$ 28,603,000	\$ 28,266,473	\$ 29,004,000	\$ 27,945,000	\$ 30,100,000	\$ 1,096,000	\$ 2,155,000
EXPENDITURES							
Residence Expenses	\$1,849,000	\$2,020,419	\$1,856,000	\$1,803,000	\$1,838,000	\$ (18,000)	\$ 35,000
Residence Debt Expense	\$6,255,000	\$6,242,999	6,249,000	\$6,249,000	\$6,249,000	-	-
Food Service Expenses	8,071,000	8,125,264	8,213,000	8,445,000	9,587,000	1,374,000	1,142,000
Campus Store Expenses	2,519,000	2,294,222	2,362,000	2,362,000	2,367,000	5,000	5,000
Keating Centre	281,000	251,835	351,000	313,000	359,000	8,000	46,000
Fitness and Recreation	552,000	534,112	566,000	554,000	585,000	19,000	31,000
Conference Services	1,730,000	1,676,490	1,401,000	1,592,000	1,659,000	258,000	67,000
Other Ancillary Services (Bus, Liquor Services)	528,000	573,626	531,000	530,000	535,000	4,000	5,000
Director of Ancillary Office	358,000	337,771	369,000	400,000	439,000	70,000	39,000
Allocation of FM Costs	6,713,000	6,505,882	6,897,000	6,979,000	7,073,000	176,000	94,000
Allocation of Insurance	204,000	220,995	210,000	221,000	221,000	11,000	-
TOTAL EXPENDITURES	\$ 29,060,000	\$ 28,783,615	\$ 29,005,000	\$ 29,448,000	\$ 30,912,000	\$ 1,907,000	\$ 1,464,000
SURPLUS (DEFICIT)	\$ (457,000)	\$ (517,142)	\$ (1,000)	\$ (1,503,000)	\$ (812,000)	\$ (811,000)	\$ 691,000
Contribution to Fixed Costs:							
Residence	\$ 4,351,000	\$ 3,996,294	\$ 4,751,000	\$ 3,858,000	\$ 4,443,000	\$ (308,000)	\$ 585,000
Foodservice	1,712,000	1,574,497	2,055,000	1,427,000	1,823,000	(232,000)	396,000
Campus Store	216,000	81,898	226,000	237,000	243,000	17,000	6,000
KMC	444,000	440,100	357,000	387,000	363,000	6,000	(24,000)
Fit & Rec	(2,000)	126,310	2,000	56,000	36,000	34,000	(20,000)
Conference Ser	212,000	405,117	169,000	219,000	86,000	(83,000)	(133,000)
Other Ancillary	(115,000)	(76,710)	(85,000)	(87,000)	(73,000)	12,000	14,000
Total Contribution	\$ 6,818,000	\$ 6,547,506	\$ 7,475,000	\$ 6,097,000	\$ 6,921,000	\$ (554,000)	\$ 824,000
FM Costs (Allocation)	\$ 6,713,000	\$ 6,505,882	\$ 6,897,000	\$ 6,979,000	\$ 7,073,000	\$ 176,000	\$ 94,000
Insurance Cost (Allocation)	204,000	220,995	210,000	221,000	221,000	11,000	-
Director of Ancillary	358,000	337,771	369,000	400,000	439,000	70,000	39,000
Total	\$ 7,275,000	\$ 7,064,648	\$ 7,476,000	\$ 7,600,000	\$ 7,733,000	\$ 257,000	\$ 133,000
Net Surplus	\$ (457,000)	\$ (517,142)	\$ (1,000)	\$ (1,503,000)	\$ (812,000)	\$ (811,000)	\$ 691,000

**St. Francis Xavier University
2020-21 Consolidated Budget
COVID-19 Impacts**

Impact of COVID-19 Pandemic:

Known impacts of COVID-19:

- Conference Services revenues have been lost (estimated lost revenue \$2 million)
- Summer School/Intersession programs: course delivery has been moved on-line where possible, a few programs will not be delivered.
- International Students: lower numbers for spring/summer intake
- Deferred Maintenance Projects: Difficult to carry-out RFPs and conduct deferred maintenance work in critical summer period

Unknown impacts of COVID-19:

- Fall Enrolment and Residence Occupancy:
 - o International enrolment will likely be lower in September
 - o Domestic enrolment is uncertain (Travel bans, financial challenges due to lost income)
- Food Services revenues will be impacted due to loss of conference business during the summer and decreased residence numbers in Fall
- Public Health requirements that could impact class sizes, residence capacity, meal hall operations
- Coady programs potentially being delivered on-line (reduction in residence utilization)

Scenario Planning:

Attached are a set of budget scenarios dealing with impact of the pandemic. Three scenarios are presented:

- Scenario 1: Open in the Fall with increased Public Health restrictions/requirements;
- Scenario 2: on-line in the Fall, opening for face-to-face in January;
- Scenario 3: on-line for the full 20-21 academic year.

These are very high-level estimates (particularly for Scenario 3) and assume we will be successful with all of our cost cutting efforts.

Some points that were considered in determining enrolment projections:

- AAU Enrolment Data for 2019-2020:
 - o Undergraduate – 4798 (F/T – 3858; P/T – 940)
 - o Graduate – 563 (F/T – 74; P/T – 489)
 - o 1st Year – 921
 - o Visa Students (Full Time) - 278
- Fifty percent of the University's student population comes from outside the Province
- First year enrolment is likely higher risk than returning students
- International enrolment makes up 7-8% of overall enrolment, approximately 330 students
- 85-90% of first year students stay in residence

Key Assumptions:

Scenario 1:

- 20% loss in first year enrolment – 200 students
- 75% drop in International enrolment – 200 students
- 10% drop in returning student enrolment – 300 students
- An increase in part-time enrolment assuming that some students that don't return to campus may choose to take some courses on-line
- Loss of 400 residence beds (elimination of double rooms, designated quarantine/isolation area)

Scenario 2:

- 30% drop in first year enrolment – 270 students
- 75% drop in International enrolment – 200 students
- 15% drop in returning student enrolment – 450 students
- A further increase in part-time enrolment assuming that some students that don't return to campus may choose to take some courses on-line
- Loss of 400 residence beds (elimination of double rooms, designated quarantine/isolation area)

Scenario 3:

- 40% drop in first year enrolment – 360 students
- 75% drop in International enrolment – 200 students
- 30% drop in returning student enrolment – 900 students

- Increase in part-time enrolment assuming that some students that don't return to campus may choose to take some courses on-line
- Residences remain closed

The impact on future years has not been analyzed at this point as there are simply too many variables involved. Multi-year impacts will be developed once enrolment numbers for the 2020-21 year are finalized and the path of the pandemic is clearer.

Cost containment Options:

A number of actions have already been taken to address the immediate impact of the loss of Conference Services revenues. These include:

- layoffs of all casual employees in various locations throughout campus
- lay-off of long-term casual custodial staff
- lowering utility costs through reduction of heat in buildings (and reduced need to cool buildings in summer time)
- removal of ice at Keating Centre and draining of pool in the Saputo Centre
- early lay-off of food service employees
- getting employees to use their vacation and lieu time
- Annual seasonal hiring of additional custodial staff and other casual employees cancelled
- Management fee for food service provider eliminated once dining operations close
- Hiring freeze except for critical operating areas that require specialized skills.

Other items that are being considered include:

1. Salaries and Benefits:

Salaries and benefits typically comprise 70-75% of a University's Budget. Options available to reduce these expenses include:

- Termination of Part-Time/Contract/Limited Term/Probationary employees
- Across the Board one-time salary reduction
 - Would require negotiation with unions
 - Sectoral approach to this with Provincial support would be beneficial
- Lay-off of Full Time employees
 - Non-Union employees whose work responsibilities have clearly been impacted by the closure of the University due to COVID-19 can be temporarily laid-off without the requirement of paying severance

- Temporary layoffs of unionized employees will need to be negotiated as the Collective Agreements don't deal with this type of situation
- Permanent layoffs will require severance payments in accordance with Labour Standards and Union Agreements

2. Debt Charges:

It may be possible to defer payments or negotiate a blend and extend option for some debt. Initial discussions have been held with the University's banks on these options. Short-term savings (expenditure deferral) would range from \$1.5 - \$3 million.

3. Utility Costs:

- Lower oil prices may have positive impact for the 20-21 winter season
- Temporary closure of unused buildings (eg: residences during summer that were typically used for Conference Services, residences during academic year due to lower occupancy)

4. Food Service Costs:

- Work with Food Service provider to ensure the net impact from loss of food service revenue is minimized through reductions in labour and food costs.

5. Other costs:

- Scholarship expenses expected to be lower if enrolment declines
- Travel costs will likely be lower as a result of on-going travel restrictions

**ST. FRANCIS XAVIER UNIVERSITY
2020-21 Budget**

	Budget FY 18/19	Actual FY 18/19	Budget FY 19/20	Actual FY 19/20	Budget (Pre-Covid) FY 20/21	FY 20/21 COVID 19 Scenarios		
						Scenario 1	Scenario 2	Scenario 3
GOVERNMENT GRANTS								
Provincial Grant - Operations	\$ 29,932,000	\$ 34,101,668	\$ 34,556,000	\$ 34,780,756	\$ 34,689,000	\$ 34,689,000	\$ 34,689,000	\$ 34,689,000
Provincial Grant - Nursing	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
Federal Grant - Indirect Research	719,000	752,772	753,000	770,468	770,000	770,000	770,000	770,000
	\$ 33,051,000	\$ 37,254,440	\$ 37,709,000	\$ 37,951,224	\$ 37,859,000	\$ 37,859,000	\$ 37,859,000	\$ 37,859,000
TUITION & FEES								
Full-time Credit courses and NS Tuition Bursary	\$ 33,401,000	\$ 33,341,799	\$ 34,673,000	\$ 35,026,711	\$ 38,018,000	\$ 28,000,000	\$ 25,750,000	\$ 20,180,000
Part-time Credit courses	3,200,000	3,785,323	3,300,000	4,987,303	4,368,000	5,000,000	5,500,000	6,500,000
Summer School & Intersession Credit courses	1,720,000	2,158,142	1,912,000	2,231,985	2,075,000	2,075,000	2,075,000	2,075,000
Continuing Ed & Training & Development	515,000	377,099	489,000	189,927	291,000	291,000	291,000	291,000
Information & Technology fee	1,658,000	1,690,085	1,720,000	1,793,636	1,838,000	1,533,000	1,420,000	1,150,000
Recreational Fee	211,000	213,041	217,000	224,698	232,000	232,000	100,000	
Facilities Renewal Fee	803,000	817,780	829,000	868,867	891,000	740,000	690,000	650,000
Other fees	700,000	830,087	710,000	819,691	710,000	690,000	650,000	600,000
	\$ 42,208,000	\$ 43,213,356	\$ 43,850,000	\$ 46,142,818	\$ 48,423,000	\$ 38,561,000	\$ 36,476,000	\$ 31,446,000
ENDOWMENT & OTHER								
Scholarship & Bursary Endowments	\$ 2,350,000	\$ 2,456,707	\$ 2,510,000	\$ 2,809,258	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 2,500,000
Special Purpose Endowments	325,000	465,326	867,000	902,709	650,000	650,000	650,000	650,000
Chairs of Study	486,000	779,688	542,000	860,000	736,000	662,400	662,400	662,400
Awards & Bursary Donations	300,000	315,516	300,000	435,265	300,000	300,000	300,000	300,000
Athletic Donations, Gate and Endowments	573,000	631,071	547,000	564,448	573,000	250,000	250,000	150,000
Endowment funds for Advancement	600,000	661,180	761,000	704,798	812,000	812,000	812,000	812,000
Other	550,000	896,747	1,078,000	3,822,598	742,000	742,000	742,000	742,000
Annual Giving	285,000	219,666	300,000	395,320	300,000	300,000	300,000	300,000
	\$ 5,469,000	\$ 6,425,901	\$ 6,905,000	\$ 10,494,396	\$ 7,113,000	\$ 6,716,400	\$ 6,716,400	\$ 6,116,400
TOTAL OPERATING REVENUE	\$ 80,728,000	\$ 86,893,697	\$ 88,464,000	\$ 94,588,438	\$ 93,395,000	\$ 83,136,400	\$ 81,051,400	\$ 75,421,400

**ST. FRANCIS XAVIER UNIVERSITY
2020-21 Budget**

	Budget FY 18/19	Actual FY 18/19	Budget FY 19/20	Actual FY 19/20	Budget (Pre-Covid) FY 20/21	FY 20/21 COVID 19 Scenarios		
						Scenario 1	Scenario 2	Scenario 3
ACADEMIC:								
INSTRUCTION & NON-SPONSORED RESEARCH								
Salaries - Instruction & Research	\$ 30,844,000	\$ 30,915,689	\$ 32,300,000	\$ 32,966,726	\$ 33,556,000	\$ 30,200,400	\$ 30,200,400	\$ 30,200,400
Salaries - Support & Other	5,490,000	5,517,174	6,051,000	6,140,382	6,250,000	\$ 5,625,000	\$ 5,625,000	\$ 5,625,000
Fringe benefits	5,420,000	5,401,045	5,631,000	5,639,207	5,897,000	\$ 5,307,300	\$ 5,307,300	\$ 5,307,300
Operational Supplies & expense	1,519,000	1,781,674	1,608,000	1,842,912	1,830,000	\$ 1,738,500	\$ 1,600,000	\$ 1,350,000
Travel	410,000	481,261	460,000	583,931	615,000	\$ 325,000	\$ 325,000	\$ 325,000
Chairs of Study	506,000	779,689	542,000	823,177	736,000	\$ 662,400	\$ 662,400	\$ 662,400
Recruitment	1,855,000	2,062,367	2,140,000	2,062,846	2,322,000	2,322,000	2,322,000	2,322,000
	\$ 46,044,000	\$ 46,938,899	\$ 48,732,000	\$ 50,059,181	\$ 51,206,000	\$ 46,180,600	\$ 46,042,100	\$ 45,792,100
CONTINUING ED, TRAINING & DEVELOPMENT								
Salaries	\$ 207,000	\$ 189,135	\$ 203,000	\$ 148,908	\$ 143,000	\$ 128,700	\$ 128,700	\$ 128,700
Fringe Benefits	36,000	33,220	37,000	24,747	25,000	\$ 22,500	\$ 22,500	\$ 22,500
Outside services	61,000	33,770	61,000	19,483	42,000	\$ 39,900	\$ 39,900	\$ 39,900
Operational supplies & expenses	142,000	77,316	135,000	47,667	94,000	80,000	80,000	80,000
Travel	70,000	65,457	72,000	28,118	50,000	10,000	10,000	10,000
	\$ 516,000	\$ 398,898	\$ 508,000	\$ 268,923	\$ 354,000	\$ 281,100	\$ 281,100	\$ 281,100
LIBRARY								
Salaries	\$ 1,297,000	\$ 1,161,473	\$ 1,199,000	\$ 1,317,226	\$ 1,354,000	\$ 1,218,600	\$ 1,218,600	\$ 1,218,600
Fringe benefits	230,000	212,324	213,000	244,570	240,000	\$ 216,000	\$ 216,000	\$ 216,000
Library Acquisitions	1,326,000	1,284,482	1,339,000	1,330,618	1,370,000	1,370,000	750,000	750,000
Operational Supplies & expense	40,000	34,644	65,000	25,575	65,000	60,000	50,000	35,000
Travel	5,000	1,553	10,000	2,926	10,000	5,000	5,000	5,000
	\$ 2,898,000	\$ 2,694,476	\$ 2,826,000	\$ 2,920,915	\$ 3,039,000	\$ 2,869,600	\$ 2,239,600	\$ 2,224,600
Employee Future Benefits	\$ -	\$ (54,500)	\$ -	\$ (232,500)	\$ -	\$ -	\$ -	\$ -
TOTAL ACADEMIC	\$ 49,458,000	\$ 49,977,773	\$ 52,066,000	\$ 53,016,519	\$ 54,599,000	\$ 49,331,300	\$ 48,562,800	\$ 48,297,800

**ST. FRANCIS XAVIER UNIVERSITY
2020-21 Budget**

	Budget FY 18/19	Actual FY 18/19	Budget FY 19/20	Actual FY 19/20	Budget (Pre-Covid) FY 20/21	FY 20/21 COVID 19 Scenarios		
						Scenario 1	Scenario 2	Scenario 3
STUDENT SERVICES:								
Administration (VP Office)	\$ 65,000	\$ 46,139	\$ 25,000	\$ 150,507	\$ 298,000	\$ 268,200	\$ 268,200	\$ 268,200
Student Support Services	1,755,000	1,711,223	1,839,000	1,702,203	1,922,000	1,825,900	1,633,700	1,441,500
Athletics	2,417,000	2,557,650	2,572,000	2,702,083	2,761,000	1,380,500	1,000,000	750,000
Athletics Playoffs	210,000	377,193	210,000	247,511	300,000	-	-	-
Athletic Financial Awards	700,000	657,137	700,000	641,606	700,000	500,000	500,000	350,000
Welcome Week	175,000	227,930	175,000	222,938	230,000	200,000	150,000	-
Financial Aid Office	55,000	63,480	71,000	66,927	71,000	67,450	67,450	67,450
Transfer to Fit and Rec (Student Access)	143,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000
Scholarships	3,450,000	4,020,299	4,042,000	5,020,023	5,000,000	4,500,000	4,500,000	4,000,000
TOTAL STUDENT SERVICES	\$ 8,970,000	\$ 9,804,051	\$ 9,777,000	\$ 10,896,798	\$ 11,425,000	\$ 8,885,050	\$ 8,262,350	\$ 7,020,150
ADVANCEMENT:								
Vice President Advancement Office	\$ 384,000	\$ 367,097	\$ 374,000	\$ 688,462	\$ 378,000	\$ 340,200	\$ 340,200	\$ 340,200
Alumni	578,000	478,070	606,000	507,169	594,000	475,200	475,200	475,200
Communications	696,000	1,138,478	951,000	993,712	996,000	996,000	996,000	996,000
Development	863,000	831,150	884,000	854,458	857,000	771,300	771,300	771,300
Comprehensive Fundraising Campaign	600,000	661,180	761,000	704,798	812,000	812,000	812,000	812,000
Convocation	169,000	127,371	169,000	174,440	188,000	50,000	50,000	50,000
TOTAL ADVANCEMENT	\$ 3,290,000	\$ 3,603,346	\$ 3,745,000	\$ 3,923,039	\$ 3,825,000	\$ 3,444,700	\$ 3,444,700	\$ 3,444,700

**ST. FRANCIS XAVIER UNIVERSITY
2020-21 Budget**

	Budget	Actual	Budget	Actual	Budget (Pre-Covid)	FY 20/21		
	FY 18/19	FY 18/19	FY 19/20	FY 19/20	FY 20/21	Scenario 1	Scenario 2	Scenario 3
<i>FACILITIES MANAGEMENT:</i>								
Administration	\$ 693,000	\$ 655,702	\$ 743,000	\$ 711,912	\$ 700,000	\$ 630,000	\$ 630,000	\$ 630,000
Mechanical and Electrical	1,386,000	1,351,720	1,396,000	1,466,742	1,685,000	1,685,000	1,685,000	1,685,000
Grounds & Transport	1,031,000	1,010,872	1,039,000	1,076,132	1,098,000	988,200	988,200	988,200
Buildings	1,030,000	721,098	900,000	828,600	911,000	819,900	819,900	819,900
Central Heating Plant	731,000	669,791	743,000	695,919	753,000	677,700	677,700	677,700
Safety & Security	1,089,000	1,180,490	1,102,000	1,023,623	1,172,000	1,054,800	937,600	820,400
Cleaning	3,724,000	3,576,745	3,986,000	3,778,909	3,829,000	4,100,000	3,200,000	2,500,000
Transfer to KMC	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Pension Adjustment	91,000	(154,453)	96,000	62,198	96,000	96,000	96,000	96,000
Keating/Oland Facility Costs	1,122,000	1,007,894	1,126,000	1,222,667	1,149,000	1,149,000	1,000,000	800,000
Utilities	4,130,000	4,492,597	4,200,000	4,235,268	4,395,000	4,395,000	3,700,000	3,300,000
Energy Project	826,000	780,602	852,000	850,091	876,000	876,000	876,000	876,000
Repairs & Maintenance (Projects)	600,000	1,646,956	600,000	1,621,416	500,000	500,000	500,000	500,000
Furnishings & Equipment	45,000	14,822	45,000	47,241	45,000	45,000	45,000	45,000
FM Allocation of Charges to Ancillary	(6,713,000)	(6,505,883)	(6,897,000)	(6,744,627)	(7,073,000)	(7,006,000)	(6,225,000)	(5,630,000)
FM Allocation to Coady	(326,000)	(326,000)	(326,000)	(326,000)	(326,000)	(326,000)	(326,000)	(326,000)
FM Allocation to Capital	(400,000)	(400,000)	-	-	-	-	-	-
<i>TOTAL FACILITIES MANAGEMENT</i>	\$ 9,224,000	\$ 9,887,953	\$ 9,770,000	\$ 10,715,091	\$ 9,975,000	\$ 9,849,600	\$ 8,769,400	\$ 7,947,200
<i>INFORMATION TECHNOLOGY:</i>								
Desktop Support	\$ 286,000	\$ 290,515	\$ 292,000	\$ 307,215	\$ 315,000	\$ 315,000	\$ 315,000	\$ 315,000
Infrastructure	1,110,000	1,042,894	1,254,000	1,249,083	1,395,000	1,395,000	1,395,000	1,395,000
MIS	450,000	484,674	462,000	532,086	597,000	597,000	597,000	597,000
Audio Visual	417,000	336,947	304,000	218,797	177,000	177,000	177,000	177,000
IT Services	539,000	457,413	688,000	726,442	784,000	784,000	784,000	784,000
IT Administration	328,000	221,243	336,000	342,007	422,000	422,000	422,000	422,000
Transfer to Keating Millennium Centre	150,000	272,987	150,000	150,000	150,000	150,000	150,000	150,000
Transfer to Capital - Computer purchases	150,000	134,644	194,000	554,570	514,000	514,000	514,000	514,000
Tech Projects	497,000	829,582	497,000	308,654	286,000	500,000	600,000	600,000
<i>TOTAL INFORMATION TECHNOLOGY</i>	\$ 3,927,000	\$ 4,070,899	\$ 4,177,000	\$ 4,388,854	\$ 4,640,000	\$ 4,854,000	\$ 4,954,000	\$ 4,954,000

**ST. FRANCIS XAVIER UNIVERSITY
2020-21 Budget**

	Budget FY 18/19	Actual FY 18/19	Budget FY 19/20	Actual FY 19/20	Budget (Pre-Covid) FY 20/21	FY 20/21 COVID 19 Scenarios		
						Scenario 1	Scenario 2	Scenario 3
ADMINISTRATION & GENERAL:								
Academic Vice President Office	\$ 444,000	\$ 447,395	\$ 440,000	\$ 377,927	\$ 417,000	\$ 375,300	\$ 375,300	\$ 375,300
President's Office	898,000	924,933	853,000	836,248	860,000	731,000	731,000	731,000
VP Finance Office	311,000	316,723	318,000	302,549	338,000	304,200	304,200	304,200
Finance Functions	1,555,000	1,564,931	1,560,000	1,594,471	1,655,000	1,572,250	1,572,250	1,572,250
Human Resources & Payroll	778,000	720,829	711,000	734,603	742,000	705,000	705,000	705,000
Risk Management	-	85,663	237,000	223,319	284,000	269,800	269,800	269,800
Post Office	93,000	79,962	95,000	82,332	95,000	90,250	90,250	90,250
Institutional Dues/Legal/Audit/Other	1,222,000	1,403,742	1,207,000	1,390,278	1,350,000	1,100,000	1,000,000	900,000
TOTAL ADMINISTRATION AND GENERAL	\$ 5,301,000	\$ 5,544,178	\$ 5,421,000	\$ 5,541,727	\$ 5,741,000	\$ 5,147,800	\$ 5,047,800	\$ 4,947,800
RESTRICTED & NON-DISCRETIONARY								
Bank Fees, Interest (Bank Line)	415,000	347,468	415,000	404,195	415,000	440,000	480,000	500,000
Debt Payments	1,931,000	1,921,091	1,923,000	1,892,971	1,923,000	1,923,000	1,923,000	1,923,000
Capital Renewal				2,352,000				
Insurance	287,000	305,183	290,000	281,947	304,000	304,000	304,000	304,000
Coady Institute	476,000	326,000	326,000	326,000	326,000	326,000	326,000	326,000
Extension Dept.	-	-	-	-	-	-	-	-
Contingency	200,000	100,000	550,000	-	-	-	-	-
TOTAL RESTRICTED/NON-DISCRETIONARY	\$ 3,309,000	\$ 2,999,742	\$ 3,504,000	\$ 5,257,113	\$ 2,968,000	\$ 2,993,000	\$ 3,033,000	\$ 3,053,000
TOTAL EXPENDITURES	\$ 83,479,000	\$ 85,887,942	\$ 88,460,000	\$ 93,739,141	\$ 93,173,000	\$ 84,505,450	\$ 82,074,050	\$ 79,664,650
NET OPERATING SURPLUS (DEFICIT)	\$ (2,751,000)	\$ 1,005,755	\$ 4,000	\$ 849,297	\$ 222,000	\$ (1,369,050)	\$ (1,022,650)	\$ (4,243,250)
ANCILLARY SURPLUS (DEFICIT)	\$ (457,000)	\$ (517,142)	\$ (1,000)	\$ (2,273,701)	\$ (812,000)	\$ (5,008,700)	\$ (8,141,900)	\$ (12,950,000)
CONSOLIDATED SURPLUS (DEFICIT)	\$ (3,208,000)	\$ 488,613	\$ 3,000	\$ (1,424,404)	\$ (590,000)	\$ (6,377,750)	\$ (9,164,550)	\$ (17,193,250)