



BUDGET DEVELOPMENT GROUP
Operating Budget Plan for 2022-23

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Introduction

The 2021-22 year continues to provide budgetary challenges and uncertainty due to the continuation of the pandemic and its social and economic impact on Canada and the rest of the world. Inflation rates continue to rise due to supply chain issues; this will be an ongoing concern and impact the University's ability to purchase goods in a timely manner. We continue to incur costs due to COVID-19 prevention such as purchasing personal protective equipment for the community and HEPA filters installed across campus.

However, there are some things to be optimistic about. As of the time of this writing, New Brunswick has successfully administered at least two doses of vaccine to 83% of the population and 47% are fully vaccinated. New Brunswick has also announced an end to restrictions beginning March 14.

Mount Allison University continues to face many of the challenges it faced prior to the pandemic:

- f* Expenses continue to outpace revenue.
- f* Deferred maintenance costs continue to be an issue.
- f* Some positions that benefit a great number of students continue to be funded by soft money.
- f* Higher expectations with regards to services offered at universities continue to grow
- f* Increasing student enrolment to a sustainable level.
- f* Balancing deficits from previous years while strategically investing to increase student enrolment.

To return to a balanced budget, student enrolment and retention must increase and be maintained over the long term. The student experience is key to retention and strategically increasing resources that benefit students such as “creating and promoting destination programs”, growing faculty and staff complement to programs that are in high demand, and providing access to progressive services in student life are key to developing the student experience. Incurring additional costs prior to realizing increased student enrolment will result in a deficit.

For additional information on University finances as well as past minutes and recommendations of the BDG visit the [Mount Allison Budget](#) webpage.

Process and Work of the Group

The Budget Development Group began meeting on November 25 and a total of 12 meetings have been held. The President outlined the goal of the committee and encouraged members to

By: 2022-23 Mount Allison University Draft Operating Budget Plan

Enrolment – Entering Class as of October 1

Budget – 2022-2023	750
Actual – 2021-2022	682
Actual – 2020-2021	651

Total budgeted enrolment

	2022-2023 Budget	2021-2022 Budget	2020-2021 Budget
Canadian	1995	1,866	1,821
International	303	262	261
Total			

V.P. International and Student Affairs	
Health and Wellness, Athletics, Retention Strategy, Experiential Learning, Indigenous Support	\$300,000
V.P. University Advancement	
Digital Marketing and Alumni Relations	\$211,000
Pan University	
Minimum wage increase, Equipment Replacement	\$200,000

The BDG discussed the impact of a deficit and that a deficit would result based on these recommendations. The return on investment on these budget items should be monitored and assessed annually.

2022-23 Budget Planning - Looking Back and Future Recommendations

The methodology used for members to select the financial asks of each VP was successful and highlighted areas where the committee members had unity. The process ensured that no voice was lost, and we recommend it continue in the future.

The BDG recommends adding multi-year planning to the groups mandate. Any long-term financial planning should work within the bounds of the universities strategic planning and the current budget development principles and guidelines (Policy 7203). Long term planning allows the university to continue to operate and anticipate the needs of future and current students, faculty, staff, and ongoing maintenance costs. These plans should be developed by senior leaders and should include new priority hires, new programs, facilities upgrades and maintenance expenses and be reviewed annually to best reflect future needs. Plans should align strategically with the President's Strategic Plan and the University Academic Strategic Plan.

The committee selection and process started later in the fall term than normal. It has been recommended by past BDG to begin the process of selection and training of its members earlier in the summer term. An earlier start would benefit members who do not have the financial background.