



**BUDGET ADVISORY COMMITTEE**

**REPORT XLIV**

**CONTEXT FOR DEVELOPMENT OF THE  
2011-12 UNIVERSITY OPERATING BUDGET**

**December 21, 2010**

The Budget Advisory Committee (BAC) was established by the President in 1992 to advise on budgetary matters. The current membership of the Committee includes: - Carolyn Watters (Chair), Acting Vice-President, Academic & Provost –Tom Gill, Food Science - Tom Vinci, Philosophy - Rita Caldwell, College of Pharmacy – Josh Leon, Dean of Engineering – Katherine Sheehan, Assistant Vice-President, Human Resources - Ken Burt, Vice-President, Finance & Administration and Mike Porter (Student Representative). The Committee's resource persons are: Ian Nason, Assistant Vice-President (Financial Services), Elizabeth Lane, Director of Institutional Analysis and Research, and Susan Robertson, Director, Budgets and Financial Analysis. The Committee employs an open and consultative approach to budget discussion at the University. To date, the BAC has issued forty-three reports related to the University's operating budget.

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## HIGHLIGHTS OF CONTEXT PAPER ON THE UNIVERSITY OPERATING BUDGET

The Budget Advisory Committee has prepared this report to stimulate input from members of the University community at an early stage in the budget process. The report highlights a number of key background issues that will influence the development of the University budget for 2011-12 and the next several years. In assessing the issues, the BAC is guided by the following principles:

- a requirement to present budget recommendations that balance operating revenues and expenditures;
- an operating budget plan that balances competing priorities in a manner that best serves our students and the University community; and
- continued allocation of resources to areas that support the strategic direction of the University (i.e. the Strategic Initiatives program).

At a high level the operating budget includes Provincial Government grants and tuition which contribute 60% and 31% respectively of total revenue. Compensation costs comprised of salaries, wages, pension contributions and employee benefits represent 73% of total operating expenditures. Underlying this equation are a range of inter-related issues that influence the development of a budget plan. The following is a summary of the background issues discussed in this paper.

- Provincial Operating Grants – with the expiration of the Memorandum of Understanding (MOU) in 2010-11, the level of grant support available in 2011-12 is unknown.
- Tuition Revenue – tuition revenue is driven by fee levels, which have been frozen under the current MOU, and enrolment levels, which are impacted by recruitment initiatives, demographic trends and economic conditions.
- Compensation – the escalation in compensation costs, fueled by increasing pension contributions, is a major factor for the 2011-12 budget year.
- Strategic Initiatives - the University remains committed to a program of investment in services and areas that support Dalhousie's strategic direction.

This report does not contain recommendations but instead provides a discussion of the issues and is an invitation for the campus community to comment or provide advice. A subsequent report will consider scenarios for development of the 2011-12 budget.

**Dalhousie University**  
**Budget Advisory Committee**  
**Context for Development of the 2011-12 University Operating Budget**

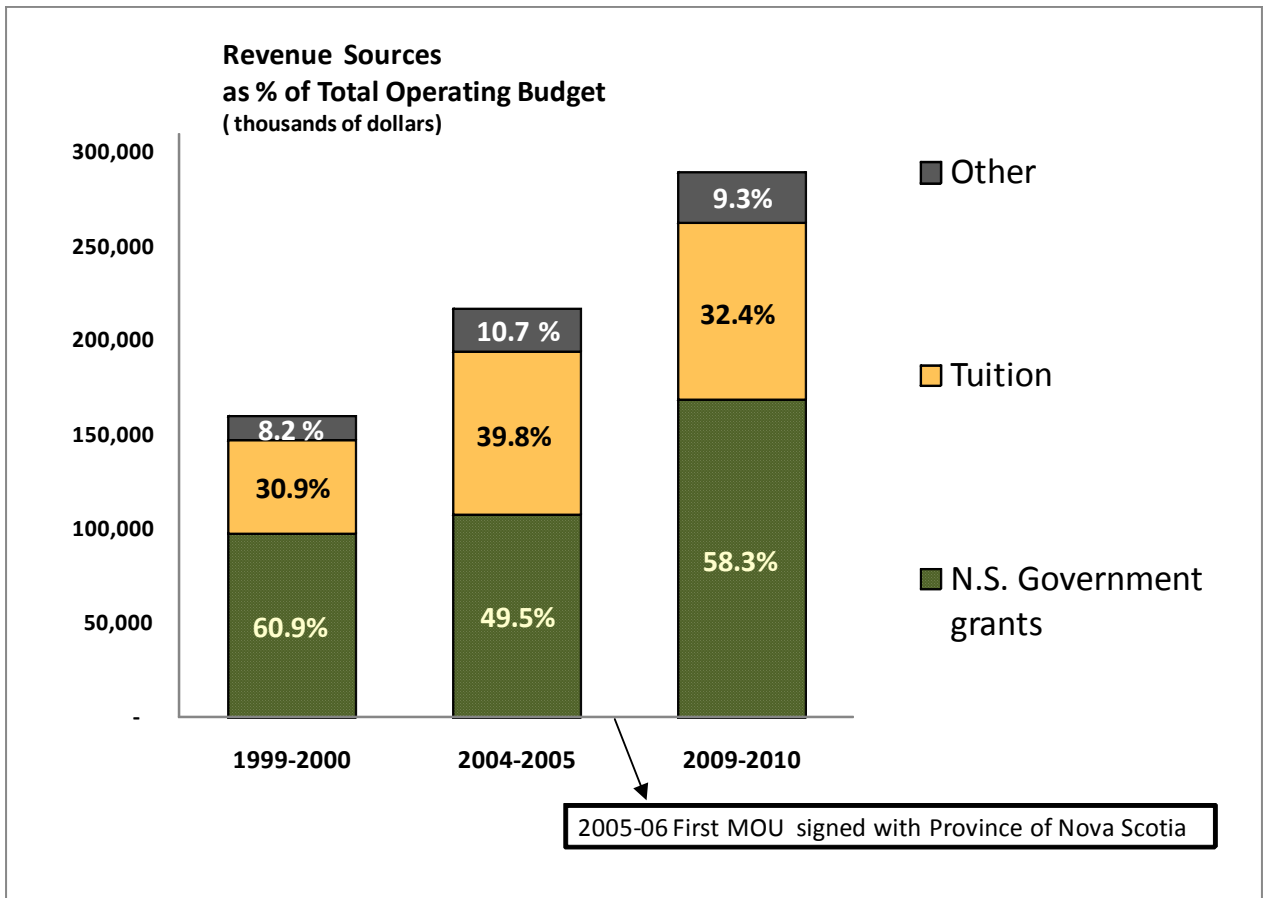
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**I INTRODUCTION**

The community is reminded that last year's BAC reports identified many of the same issues contained in this report. The 2010-11 operating budget plan (BAC XLIII) included a preliminary budget model which highlighted the uncertainties for 2011-12 and beyond. In particular the BAC recommended that Deans and budget unit managers develop opportunities to increase revenue and realize expenditure reductions in advance of the fiscal year given the likelihood that further reductions would be necessary to balance the 2011-12 budget. The budget also recommended a portion of funds available for Strategic Initiatives be earmarked for one-time projects to preserve budget flexibility in 2011-12.

By way of background, there have been two Memoranda of Understanding (MOU) with the Province providing known funding and tuition amounts for the six year period 2006 through 2011. The current MOU expires at the end of March 2011 and although universities have concluded a process to enumerate the system cost drivers over the next three years, the process of developing a new MOU is still at a very early stage.

It is important to note the impact that the MOU's have had on the revenues supporting University expenditures. The following chart provides a breakdown of the major revenue components of the operating budget over the last 10 years and shows the contribution of increased revenue from various sources has not been evenly distributed over time. In particular, the proportion of total revenue supported by the Provincial operating grant dropped from 60.9% in 1999-00 to 49.5% by 2004-05 and then rose to 58.3% by 2009-10. Conversely, tuition revenue increased from 30.9% to 39.8% of total revenue by 2004-05 and then fell to 32.4% in 2009-10. Provincial grants constitute a lower proportion of operating revenues today compared with a decade ago.



## II SIGNIFICANT BUDGET ISSUES

A more detailed discussion of the major uncertainties for 2011-12 and future years are presented in this section.

### 1. Provincial Operating Grants

In the winter of 2010 the Province began a process of public consultation after releasing a report “Getting Back to Balance”. The report indicated a \$1.4 billion annual deficit by 2013 if spending levels continued at the current rate. The report went on to state that the Province’s ability to deliver critical services (including education) would be dramatically reduced if budget-balancing measures were not taken.

The spring 2011 Provincial budget included virtually no funding in the base budget for the Nova Scotia university system. Funding for 2010-11 had been provided in advance of the 2010-11 fiscal year. It is important to observe that the Province’s practice of prepaying all or a portion of the University’s funding has been ongoing for several years. The implications of this approach are that on a system-wide basis \$345.4 million in funding plus any increases under a third MOU would need to be identified in the 2011-12 provincial budget. The provincial budget address of the government indicated that after 2010-11 the “government can return to clear, accountable annual payments” to universities.

The last MOU with Nova Scotia universities covered the three years 2008- 2011. The MOU required that tuition fees be frozen and specified grant increases to cover annual increases in operating costs during the term of the MOU. The chief financial officers of the eleven Nova Scotia universities have recently concluded preliminary meetings with the Department of Education aimed at identifying the projected cost drivers for universities over the next three years. No time frame has been set for the next steps in the creating of a new MOU and there has been no formal announcement by the government on what its intentions and policies will be with respect to university funding and tuition levels beyond this year.

Last winter the government appointed Mr. Tim O’Neill “to examine the demographic trends and financial situation facing post-secondary education and assess the impact on the long-term viability of the university system.” The study was to provide advice to the Province on “policy options for the province to ensure Nova Scotian’s have a sustainable and responsive education system.” The O’Neill report was released in September and both a summary and detailed report can be viewed at <http://premier.gov.ns.ca/reports-and-publications/university-system-in-nova-scotia-oneill-report>. Appendix A is a memo from President Traves to the campus community offering his comments on the report.

The MOU’s have improved stability and certainty for budget planning in recent years. That certainty has allowed deans and directors to develop a multi-year budget outlook at the Faculty and unit level. Therefore, the University would welcome the opportunity for a new MOU.

## 2. Tuition Revenue

Tuition revenue is determined by fee levels and enrolment.

### a) Tuition Fees

- History

In the five years before the first MOU was signed University grant increases averaged 2.0% annually. Grants represented over 60% of University operating revenues and tuition fees as the other major revenue source increased by 6.7% on average to fund expenditures.

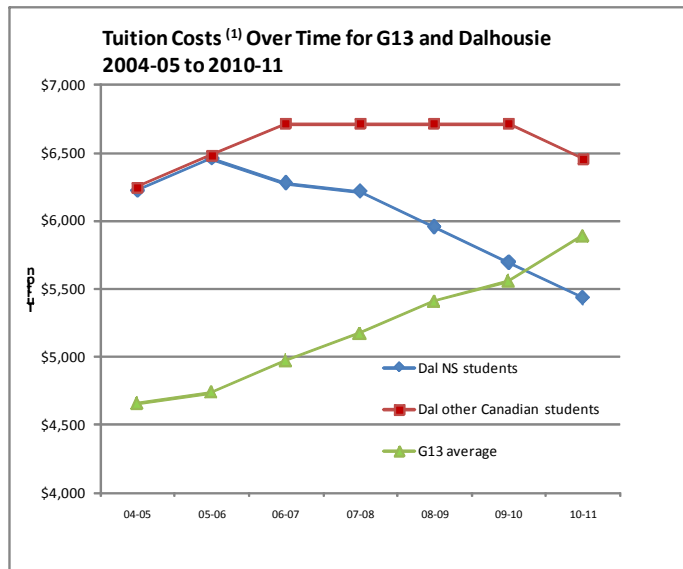
Students have benefited significantly in recent years from government policies in limiting fee increases. The Province has also funded tuition relief programs during the last four years resulting in lower net fees (tuition less bursary) for Nova Scotia students and in 2010-11 the bursary was introduced for other Canadian students. The current bursary program (i.e. for 2010-11) provides each full time Nova Scotia student with a bursary of \$1,283 while other Canadian students receive a bursary of \$261.

The following table shows the impact of the government’s tuition policy and bursary program on the tuition cost (tuition net Nova Scotia Bursary) for students.

Tuition Cost ( net of Nova Scotia Bursary) Undergraduate Arts								
	Increases Allowed by MOU's	Dalhousie Tuition	Nova Scotia Students			Other Canadian Students		
			Bursary	Net Tuition Cost after Bursary	Annual % Change in Cost	Bursary	Net Tuition Cost after Bursary	Annual % Change in Cost
2004-05	n/a	5,610		5,610		5,610		
2005-06	3.9%	5,820		5,820	3.7%	5,820	3.7%	
2006-07	3.9%	6,030		6,030	3.6%	6,030	3.6%	
2007-08	0%	6,030	500	5,530	-8.3%	6,030	0.0%	
2008-09	0%	6,030	761	5,269	-4.7%	6,030	0.0%	
2009-10	0%	6,030	1,022	5,008	-5.0%	6,030	0.0%	
2010-11	0%	6,030	1,283	4,747	-5.2%	261	5,769	-4.3%

- Effect of Public Policy on Comparative Fees

Average fees for other G13 universities have continued to increase over this same six year period. (The G13 is a consortium of thirteen leading research intensive universities in Canada. Comparative information on the G13 group has been included for information in Appendix B.) The following graph compares Dalhousie’s average fees for undergraduate programs in Arts, Computer Science, Engineering, Nursing and Science with other G13 universities:



(1) Tuition less Nova Scotia Bursary

The graph shows that average fees have increased for other G13 universities while fees for Nova Scotia students at Dalhousie have declined. For other Canadian students the gap between fees at Dalhousie and the average of the G13 comparators is also closing. These changes are all a result of the Province’s stated



policy objective to reduce fees to the national average. The MOU's and Nova Scotia Bursary programs were vehicles to implement this policy objective.

- Dalhousie Tuition Policy

In 2006 the Board of Governors Long Term Financial Planning Committee (LTFPC) reaffirmed the University Tuition Fee Policy indicating that tuition fees will be set based on the following factors:

- The relative costs of offering a program;
- The economic prospects/earnings potential of program graduates;
- Fees charged for similar programs at other Canadian universities. (The BAC has gathered comparative fee information for local undergraduate arts fees, fees in selected programs nationally and international fees (Appendix C)).
- Demand for the program and the impact of existing fees on enrolment; and
- The availability of student assistance support.

The LTFPC also recommended that:

- the University monitor the relationship between student fees and student enrolment to ensure that fee levels are not an impediment to the recruitment and retention of students.
- the Budget Advisory Committee continue to consult broadly on any proposed fee increases.
- in setting fees the cross-subsidization of Faculty budgets be taken into consideration and noted that such cross-subsidization is common at all universities.

There has been no need to refer to these policies and recommendations in the last four years as fees have been frozen. Depending on the outcome of a new MOU (including continuation of the Nova Scotia Student Bursary program) these factors may need to be considered in the future.

- Government Developments

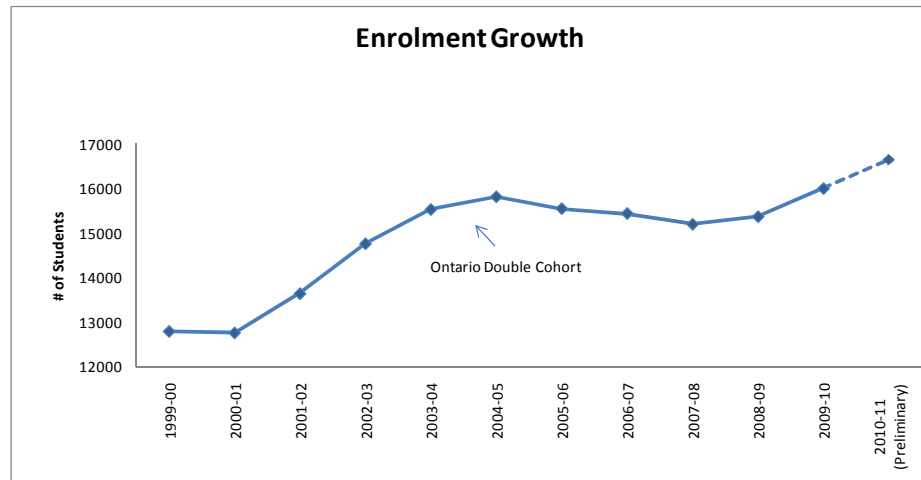
The O'Neill report has raised the possibility of tuition increases as a means of dealing with provincial restraint in university funding but to date there has been no communication from the province on its policy for tuition costs or student aid. These policies are linked in a very direct way and, once communicated by the Province, are important factors influencing a new MOU.

It is also important to note that the Province of Nova Scotia Student Bursary program is funded from a trust established in March 2008 from one time provincial funding of \$65.9 million. The future approach for funding this program is undetermined at this time and based on current projection, the existing fund will be depleted in 2010-11. If the bursary program is not replaced, this would result in an automatic increase in net tuition costs for Nova Scotia students even if no increase in tuition fees were approved by the University. (For instance Nova Scotia

undergraduate Arts, Masters of Science and Medical students would see increases of 21%, 18% and 9% respectively.)

b) Enrolment

Dalhousie has experienced positive enrolment growth in recent years. The following graph shows Dalhousie's enrolment over the last ten years.



Dalhousie's preliminary fall 2010 enrolments have increased year-over-year by 712 students or 4.4%. The enrolment growth over the last two years has been a result of increases in new enrolments from high school and transfer students, improved retention and increased numbers of international students. The 2010-11 preliminary enrolment of 16,754 is nearing the University's stated target of 17,000. This raises questions about projecting enrolments for the future. The following is a discussion of two significant questions that will impact future enrolments and tuition revenue projections.

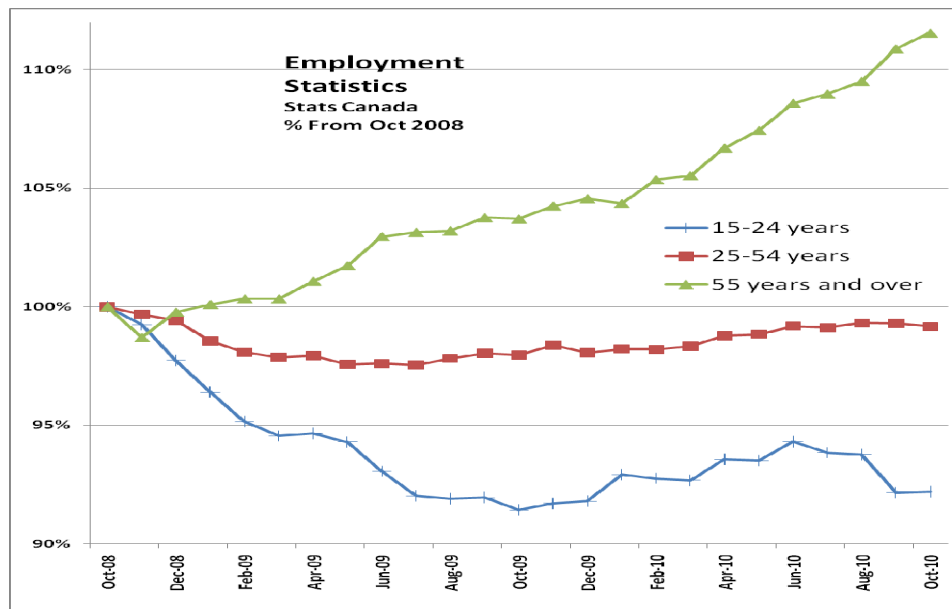
What are the demographic projections for 18 to 24 year olds?

67% of our enrolment is made up of students who are age 24 or younger. Demographic information on this group indicates that Nova Scotia's high school enrolment will decline by 30% over the next decade. Similar declines are projected throughout the Atlantic region and declines are projected across the rest of Canada although not as immediate. The shrinking pool of individuals in the 18 to 24 year old bracket will significantly increase institutional competition in recruiting potential students.

What is the affect of current economic factors on enrolment?

The Association of University and Colleges of Canada (AUCC) has reported that full time enrolment in Canada has grown by 3.7% since the fall of 2009 and confirmed that the economic downturn is a factor in that growth. Dalhousie has experienced growth in both incoming students as well as improved retention rates.

Statistics Canada data indicate that since the fall of 2008, there has been growth of 12% in the number of people over 55 in the workplace. The inference could be drawn that the retirement plans of individuals have been impacted by the downturn causing them to remain in the workforce longer. At the same time there has been a decline of 7.8% in the number of individuals under age 25 in the workplace. The following graph shows the trends over the two year period ending October 2010:



One might conclude that once the economic recovery gains momentum, workers in the age 55 and over group may leave the workforce and students who have come to university in lieu of paid work may return to the workforce.

Projected enrolment for 2011-12 and beyond must take account of these factors. The BAC's current view is that the projection of enrolments should be used on a normal trend line for growth that factors out any short term variations. In other words, the short term growth experienced more recently may not be sustainable in the long term. The revenue generated by temporary growth should not be built into the base budget and instead used for one-time purposes (e.g. campus renewal).

There are additional considerations that could influence enrolment such as:

- the potential for further growth in international enrolment (additional services may be required to support such growth);
- attrition rates which have varied over time;
- the demand for graduate/advanced degrees across Canada;
- facility capacity (for instance residence capacity is at maximum and will play a role in our ability to attract students); and
- Faculty capacity.

In developing enrolment projections in the months ahead, the Enrolment Management Committee will consider both the short term experience and longer term expectations

and will determine how, and to what extent, the University can influence enrolment through investments in recruitment.

Appendix D includes tables which provide information on the makeup of the Dalhousie student enrolment.

### 3. Compensation

Compensation costs represent 73% of the operating budget. The three major factors related to compensation that will influence budget development are the status of employment contracts with employee groups, pension pressures and the effect of the elimination of mandatory retirement.

#### a) Labour Relations

The following is a summary of the status of contracts for the various employee groups:

- NSGEU (clerical and technical) - Contract expired June 30, 2010. Negotiations have commenced.
- DFA (Faculty) - Contract is in place until June 30, 2011.
- NSUPE (trades, custodians and security) - Contract in place until June 30, 2011.
- CUPE (part-time academics and teaching assistants) - Contract has recently been ratified until August 31, 2012.

Over the last four years contracts have been in place for the majority of employees and as a result developing a budget for compensation costs was relatively straightforward. The budget provision for compensation costs in 2011-12 must be set in the context of the overall fiscal pressures confronting the University and balanced with the need to invest in priority student-centered facilities and services.

#### b) Pension

At least every three years the University must have an actuarial consultant prepare a valuation which determines the financial position of the Plan and hence the amount of required contributions paid by the University (mainly through the operating budget) for the subsequent three year period. In the Fall 2008 BAC report (BACXXXVII) the BAC first highlighted the potential impact of the 2008 market decline on the next actuarial valuation of the Pension Plan. Interim projections completed in 2009-10 showed a deficit in the plan and signaled a significant financial issue for Dalhousie. It is important for faculty and staff to know that their pensions are not at risk.

A valuation has now been completed as of March 31, 2010 and confirms the need to increase contributions from the operating budget. This increase reflects both the increase necessary to fund the going concern and solvency deficits, the two tests the University is expected to meet according to pension legislation requirements.

Dalhousie has now filed the Actuarial Valuation Report that prescribes University contributions to the Pension Plan based on relief in 2010-11 from the more onerous financial implications of the solvency deficit repayment requirements of the Pension

Benefits Act. Following this one-year relief the University will sustain increased contributions of \$8.4 million in the base budget for 2011-12 and beyond (compared with \$20.8 million if no solvency relief were available). As a portion of these contributions are paid through other University fund sources, the impact on the operating budget for 2011-12 is a projected to be base increase of approximately \$7.0 million. (Note: This figure reflects the annual funding necessary to repay the solvency deficit for the next nine years as recently accepted by plan members.)

The Board's Long Term Financial Planning Committee recommended that the University pursue solvency relief with the province and work with employee groups to explore different pension arrangements. University and employee representatives have been working together to explore alternative approaches to pension plan funding on a go-forward basis. These alternative approaches include different contribution sharing arrangements which would result in lower contribution levels funded through the annual operating budget. Progress in this regard could be augmented by permanent relief from the solvency deficit repayment requirements, which could be granted at no cost by the Province. These discussions are continuing with the objective of identifying a joint solution to the significant financial challenge of sustaining our defined benefit pension plan. The province has indicated an unwillingness to consider further solvency relief unless structural changes are made to the Dalhousie plan to ensure sustainability.

Pension contribution costs will continue to be a significant risk factor for the budget until these discussions conclude.

c) Mandatory Retirement Implications

Mandatory retirement was eliminated as of July 1, 2009. It is anticipated that in the short term, Faculties will experience lower turnover as a result. Such turnover savings have been used as a tool by many Faculties as a means of reducing expenditures to meet budget reductions and as a result Faculty budgets may face additional pressures. In the absence of mandatory retirement Faculties will need to manage retirements through new tools such as phased retirement options.

Appendix E includes a summary of faculty and staff who are currently over age 65 and continue to work as well as individuals who will turn 65 over the next five years. Faculties will be impacted differently depending on the age profile of their complement.

4. Strategic Initiatives

In 2003-04 the University made an important decision to begin reallocating funds each year for investment in Strategic priority areas. Prior to this time there were no central University resources that could be allocated in a way that would advance the overall University Strategic objectives.

Originally the investments were allocated to address areas where there appeared to be "expenditure deficits" between Dalhousie and a group of comparator universities. Appendix F includes CAUBO data comparing expenditure areas for Dalhousie and the G13 comparator group in 2003-04 and the most recent data from 2008-09. The 2008-09 data shows that some progress has been made in reallocating resources. A number of non academic areas continue

to report a significantly lower proportion of total operating expenditures than the comparator group and Dalhousie's student faculty ratio continues to be the lowest in the comparator group.

More recently the resources have been guided to specific areas and have been reported to the University Community through the President's Office. The Board's Long Term Financial Planning Committee (2006) has also affirmed the need to direct resources for strategic purposes. BAC reports XXIV and XXV provide context for the introduction and contribution of the Strategic Initiatives program.

\$34.1 million in allocations have been made to date; this represents a reallocation of approximately 10% of University budget resources. The following table summarizes the cumulative investments since 2003-04 according the strategic focus areas:

	(000's)
<b>Base Allocations:</b>	
Research & Academic Strengths	<b>6,009</b>
Enrich Student Experience	<b>3,534</b>
Strengthen Enrolment (includes student assistance)	<b>4,994</b>
Campus Renewal	<b>11,318</b>
Renew Human Resources	<b>1,724</b>
Philanthropic Support	<b>1,800</b>
	<b>29,379</b>
<b>One time Allocations</b>	<b>4,798</b>
<b>Total</b>	<b>34,177</b>

Appendices G & H provides more detailed information on the allocations by budget area made over the past eight years. In 2010-11 the BAC recommended that a portion of the funding available for Strategic Initiatives be allocated to non- permanent items to preserve budget flexibility in 2011-12 and beyond.

It is particularly noteworthy that the program of Strategic Initiatives has resulted in an increased percentage of the budget devoted to campus renewal and student assistance. These two important areas are discussed in more detail as follows:

a) Campus Renewal

During the last decade since the Board's Facilities Renewal Strategy Committee released its 2001 report greater emphasis has been devoted to Campus Renewal. Campus Renewal encompasses the maintenance and alteration of existing facilities as well as the construction of new facilities.

Largely through the base funding from Strategic Initiatives the University has advanced a program to improve facilities through increases to the annual maintenance budget. This budget line has increased by \$11 million since 2001-02 but still falls short of standards for annual maintenance of 2% of the replacement value of facilities.

In September the University released its Campus Master Plan. The Plan focuses on improving and increasing academic, research and administrative facilities and enhancing student environments. The Campus Plan also considers facilities an important recruitment tool and provides a vision for Dalhousie's needs over the next decade. The ten year plan allows for facilities to keep pace with enrolment growth by providing new or altered space for student learning and living.

b) Student Assistance

A very significant portion of University resources is devoted to scholarships, bursaries and student employment. In 2009-10 there was \$52.0 million in student assistance expenditure from all sources (operating, endowment and research funds) (See Appendix I for breakdown.) To put this into context this represents 53% of the tuition revenue in the operating budget.

In the operating budget alone student assistance has increased by \$12.6 million since 2002-03. \$8.4 million of this increase is funded through the Nova Scotia Bursary Program and a further \$2.9 million in funding from Strategic Initiatives.

The following are specific factors that should be considered in shaping Dalhousie's student assistance programs:

- Fees have been frozen for the last 4 years and Provincial policy going forward is not known.
- Students have benefited from the Nova Scotia Bursary program which has reduced tuition costs for students. The status of this program for 2011-12 is not known.
- The allocation of Strategic Initiatives funding has enhanced Dalhousie's student assistance program but given budget pressures the availability of additional funds in future is not known.
- Demographic trends indicating lower numbers of incoming students from high school may dictate changes in deployment of student assistance resources.

These factors would indicate a need to review the allocation of current resources to ensure funds are put to the best use and recognizing that future increases from Strategic Initiatives may be limited.

### **III INVITATION FOR COMMENTS**

The goal of this report is to encourage discussion within the campus community around the issues and choices for allocation of University resources in the coming year. A subsequent report will draw on input generated by this report and contain scenarios for consideration in the development of the 2011-12 operating budget.

Please send your comments and advice on the contents of this report by January 17, 2011 to Susan Robertson at [susan.robertson@dal.ca](mailto:susan.robertson@dal.ca).

## MEMORANDUM

TO: The Dalhousie University Community

FROM: Tom Traves, President

DATE: September 24, 2010

### RE: O'Neill Report on Higher Education

Most of you know that the Nova Scotia Government recently commissioned a review of Nova Scotia's universities with the goal of setting out "policy options for the development of a more integrated, effective, and sustainable university system in Nova Scotia." Dr. Tim O'Neill, an economist, ex-professor and former Executive Vice President with BMO, released his report last week. Dr. O'Neill has provided us with a thoughtful commentary on several important aspects of university education in Nova Scotia. Given the topic, of course, not everyone in the university community will agree with his conclusions, but certainly there is ample scope for reflection and debate.

I hope my comments below provide some context for understanding his major recommendations. However, I encourage all of you to read the document in its entirety. It can be found at <http://www.gov.ns.ca/premier/publications/EducationReport.pdf>. This report will undoubtedly inform the forthcoming discussions about a new Memorandum of Understanding between the government and our universities about a wide range of important issues.

To begin, Dr. O'Neill provides a general context and trends drawn from both Nova Scotia and the larger world. He makes four major observations that drive the development of his policy options.

The first of these is that, overall, the trend for enrolments at Nova Scotia's universities collectively will flatten or decline over the next decade as a result of the sharp reduction in the school age population. Moreover, he observes that competition from other Canadian and foreign universities will become even more aggressive in attracting students to boost their own enrolments.

Secondly, unless corrective actions are taken, university costs will continue to increase at a rate that is higher than the Consumer Price Index. The higher education price index tends to be about 2% over CPI. Approximately 70% of university expenditures go to faculty and staff salaries and historically these costs rise faster than CPI.

The third observation is that the fiscal reality in Nova Scotia is grim. Currently, the provincial government faces a large deficit and appears committed to reducing it. As a result, spending restraint will become the order of the day, a situation with large implications for our universities.

Dr. O'Neill's fourth observation concerns tuition freezes. He presents evidence to suggest that such freezes unfairly subsidize students with financial means at the expense of families with less resources. He also tackles the issue of access to university, presenting evidence that tuition levels are not the most important barrier to students from lower socio-economic backgrounds attending university. He argues instead for a stronger focus on directing student financial aid to students in greatest need.

The report presents ten sets of recommendations, with each set offering several options. For example, Dr. O'Neill recommends allowing tuition to increase under three different scenarios, but he also recommends substantially increasing the capacity of student financial assistance programs to support the neediest students. He discusses recommendations for setting university funding and maintaining multiple year funding for stability, but also recommends that universities reduce system costs through shared administrative back-office operations and



tighter cost controls.

On the question of infrastructure renewal, the report acknowledges the long term lack of spending on renewal and modernization and observes that universities in general have not been able to allocate sufficient funds for this purpose for an extended period. Dr. O'Neill suggests an independent assessment of both deferred maintenance and ongoing facilities renewal costs and exploration of various alternatives for addressing these needs. He concludes, however, that something must be done to tackle our longstanding problem.

The report also considers issues related to research, technology transfer and commercialization in the context of the province's need for economic development. Dr. O'Neill recommends ongoing support for university efforts and some reorganization of the arrangements in place to sustain this activity. This issue was recently addressed in another government-commissioned report by Dr. Donald Savoie in "The Way Ahead for Nova Scotia." His report was released in July 2010 and can be found at <http://www.gov.ns.ca/premier/publications/Savoie-Report.pdf>. If I have one reservation about this section of the O'Neill report, it is that nowhere is the importance of graduate students (and the importance of graduate student support) addressed. Graduate students fuel, to a large extent, the ability of universities to carry out research and transfer our findings and know-how to the wider community. I am looking forward to further discussions about this theme.

The report is also clear that universities need to demonstrate their performance to taxpayers with indicators that are clear and understandable. We have been working on the development of such measures and will be happy to collaborate with others on this project.

Finally, Dr. O'Neill addresses the longstanding belief by some that we need to rationalize our university system, that we have too many institutions. To start, however, the report is clear about taking some amalgamation options off the table, such as creating a University of Nova Scotia or a University of Halifax. Dr. O'Neill's analysis leads him to the conclusion that some of our sister institutions may not be sustainable in the future as they are currently configured. Accordingly, he recommends a series of possible realignments including mergers of some universities. I am not in a position to assess the validity of his claims about other universities, although I'm sure that the institutions affected will speak their minds clearly in response to his suggestions. It is important to appreciate in this connection, however, that Dr. O'Neill does not recommend government action to bring about such changes. Rather, he leaves it to individual universities to follow their own interests. Dr. O'Neill is clear in recognizing that universities in Nova Scotia are autonomous and can chart their own futures. While this section of his report has understandably attracted the most public comment in the media, my guess is that his other suggestions will be more significant in the near term by informing our forthcoming MOU discussions.

The O'Neill report is now on the table and it will be up to the government to make decisions about which issues to pursue and what advice to accept. At the same time, the province's universities will need to come to grips with the issues he raises, a process already begun by my colleagues within the Council of Nova Scotia University Presidents. I will also present this issue for discussion at our forthcoming Senate meeting on September 27. Our history in Nova Scotia of negotiated accommodations suggests that the next MOU will be substantial indeed.

Best regards,

Tom Traves

## Selected Information from G13 Universities

	Student Population (2008-09)					2007-08 <sup>2</sup> Student /Faculty Ratios
	Undergraduate		Graduate		Total	
	Count	% of total	% of total			
Dalhousie	12,662	79.6%	3,250	20.4%	15,912	17.8
Queens	18,710	82.8%	3,891	17.2%	22,601	26.2
McMaster	23,998	86.7%	3,686	13.3%	27,684	32.2
Calgary	23,856	80.4%	5,807	19.6%	29,663	22.8
Waterloo	26,559	86.1%	4,300	13.9%	30,859	27.3
McGill	26,325	76.1%	8,267	23.9%	34,592	19.7
Western	30,289	85.8%	5,025	14.2%	35,314	27.1
Alberta	30,427	81.0%	7,144	19.0%	37,571	27.5
Ottawa	32,611	86.0%	5,292	14.0%	37,903	30.0
BC	43,197	81.6%	9,722	18.4%	52,919	23.7
Montreal	45,852	75.3%	15,031	24.7%	60,883	26.4
Toronto	61,552	81.0%	14,456	19.0%	76,008	33.5
Laval <sup>1</sup>	n/a		n/a		n/a	23.3
Average Excluding Dalhousie	363,376	81.5%	82,621	18.5%	445,997	26.6

(1) student population for Laval was not reported

(2) Source: CAUT Almanac of Post Secondary Education 2010-11: "University FTE Enrolment- Full time Faculty Ratios, 2007-08"

**Undergraduate Arts Tuition Fees - Atlantic Universities (2010-11)**

University	Tuition Fee	Tuition and Compulsory Auxiliary Fees	Tuition and Auxiliary Fees (less bursary for N.S. Students <sup>(1)</sup> )
1 Mt. Allison	6,720	7,010	7,010
2 Acadia	6,391	7,719	6,436
3 UNB	5,482	6,069	6,069
4 St. Francis Xavier	6,205	7,110	5,827
5 UPEI	4,860	5,714	5,714
6 Kings	6,030	6,970	5,687
<b>7 Dalhousie</b>	<b>6,030</b>	<b>6,845</b>	<b>5,562</b>
8 Moncton	4,920	5,522	5,522
9 St. Thomas	4,570	5,157	5,157
10 Mount Saint Vincent	5,550	6,375	5,092
11 Saint Mary's	5,580	6,358	5,075
12 CBU	5,660	6,023	4,740
13 Memorial	2,550	3,048	3,048

(1) Nova Scotia residents at Nova Scotia universities receive a \$1,283 bursary .

Survey of Tuition fees for Entering Students at Selected Canadian Universities  
2010-11 Academic Year

	Dalhousie (after \$1,283 bursary for NS Students)	Victoria	British Columbia (1) (2)	Alberta	Calgary	Saskatche wan (3)	Manitoba	McMaster	Western	Windsor	Toronto	York	Queen's	Waterloo	Ottawa (4)	McGill	New Brunswick (5)	Memorial	Dalhousie Rank (# 1 is the highest fee)
<b>UNDERGRADUATE</b>																			
Arts	4,747	4,766	4,518	5,177	5,238	4,710	2,963	5,150	5,159	5,090	5,216	5,214	5,230	5,230	5,188	5,668	5,482	2,550	14
Dental Hygiene	6,247	--	4,970	9,796	--	--	5,920	--	--	--	--	--	--	--	--	--	--	--	2
Engineering	5,557	5,390	5,422	5,522	5,238	5,460	3,888	7,892	8,743	6,760	10,095	5,214	8,874	10,242	6,697	5,668	6,482	2,550	10
Management	4,777	4,766	4,819	5,177	5,238	6,630	3,466	6,651	--	6,230	5,216	6,147	12,128	--	5,362	5,668	5,482	2,550	13
Nursing	5,737	4,766	4,857	6,902	5,238	5,325	3,614	5,150	5,159	5,090	6,998	5,214	5,225	--	5,188	5,668	5,482	2,550	3
Pharmacy	7,393	--	8,437	5,177	--	7,050	3,940	--	--	--	12,856	--	--	14,556	--	--	--	2,550	4
Science	5,557	4,766	4,970	5,177	5,238	4,905	3,496	5,150	5,159	5,090	5,216	5,214	5,230	5,230	5,188	5,668	5,482	2,550	2
Social Work	5,377	4,766	4,518	--	5,238	--	3,733	5,150	--	5,090	--	5,214	--	5,230	5,188	5,668	--	2,550	2
<b>GRADUATE</b>																			
Occupational Therapy	11,734	--	6,194	6,072	--	--	4,938	8,112	8,031	--	8,195	--	9,054	--	6,602	--	--	--	1
Masters in Arts	5,098	4,950	4,180	3,643	5,440	3,213	4,125	6,009	6,022	7,020	6,621	4,785	6,258	6,624	6,298	5,668	5,562	3,030	11

**Note: Tuition amounts in this schedule are the fees paid by Nova Scotia students. The tuition shown for Dalhousie is the regular tuition less the Bursary for Full time Nova Scotia students of \$1,283. Out of Province Canadian students receive a Bursary of \$261.**

(1) The tuition for students in 2nd year and higher increases in Management and Engineering programs.

(2) In Year one and two of a Nursing degree, students are required to complete 48 credits and usually enroll in an Arts or Science Undergrad Program. Years three and four, students are enrolled in the Nursing Program and are required to complete 81 credits to graduate. The tuition shown for Nursing is the average costs of the four years required for a Nursing degree.

(3) The tuition shown for Engineering includes a \$40 surcharge introduced by a students referendum in 2007.

(4) Social Work and Occupational Therapy are offered only in French.

(5) The province of New Brunswick has imposed a tuition freeze at 2007-08 rates.

**Comparison of Law, Medicine and Dentistry Tuition Fees for 2010-11**  
for Entering Canadian Students

	<b>Law</b> 2010-11	<b>Medicine</b> 2010-11	<b>Dentistry</b> 2010-11
<b>Dalhousie</b> <sup>(1)</sup> (fee excludes \$1,283 bursary for Nova Scotia Students)	11,666	13,818	14,074
<b>Victoria</b>	8,341	n/a	n/a
<b>UBC</b>	10,135	15,457	15,457
<b>Alberta</b> <sup>(2)</sup>	9,943	11,714	19,630
<b>Calgary</b>	11,976	14,600	n/a
<b>Saskatchewan</b> <sup>(3)</sup>	8,070	12,276	32,960
<b>Manitoba</b> <sup>(4)</sup>	8,619	7,500	15,343
<b>McMaster</b> <sup>(5)</sup>	n/a	15,143	n/a
<b>Western</b>	14,326	17,722	25,125
<b>Windsor</b>	12,480	n/a	n/a
<b>Toronto</b> <sup>(6)</sup>	23,508	18,424	26,375
<b>York</b>	17,631	n/a	n/a
<b>Queens</b>	13,170	18,228	n/a
<b>Ottawa</b>	12,489	18,117	n/a
<b>McGill</b> <sup>(7)</sup>	5,668	13,224	13,224
<b>UNB</b> <sup>(8)</sup>	9,032	n/a	n/a
<b>Memorial</b>	n/a	6,250	n/a
<b>Average</b> (excl. Dal)	11,813	14,055	21,159
<b>Dalhousie rank</b> (highest is 1)			
<b>Dal Rank 2010-11</b>	8 <sup>th</sup> of 15	8 <sup>th</sup> of 13	7 <sup>th</sup> of 8

The BAC has endeavored to gather information on tuition fees for professional programs at comparator universities. Internal policies and budgeting practices will vary by university and it is not possible to provide a comprehensive enumeration of all such policies and practices.

(1) Law fee includes auxiliary fee of \$2500. These fees are retained by the Faculty.

(2) There are program differential fees included for Law (\$4,421) and Medicine (\$4,421). Dentistry fee includes a Clinical fee and a Clinical Operations fee.

(3) The top 15 Saskatchewan Dentistry students pay \$14,960. All other students pay the fee indicated.

(4) The Law tuition rate includes a \$4200 surcharge.

(5) Medicine is a three year program, fee shown is total fee for three years divided by four.

(6) Tuition includes library and laboratory supplies and services.

(7) Fees shown are for out of province students.

(8) The government of New Brunswick has imposed a tuition freeze at 2007-08 rates. Law includes a supplemental fee of \$3550.

**International Tuition Fees at Selected Universities (2010-11)**  
(fee shown is for entering student in an Arts Program)

	Tuition Fees		2010-11 Differential	Dalhousie Rank (#1 is the highest out of 13)
	Canadian Students	International Students		
<b>Dalhousie University</b>	(1)			
Undergrad	6,030	\$13,290	\$7,260	12
Graduate - Masters	6,381	\$11,571	\$5,190	9
Graduate - PhD	6,699	\$11,889	\$5,190	9
<b>University of British Columbia</b>	(2)			
Undergrad	4,518	\$21,118	\$16,600	
Graduate - Masters	4,180	\$7,344	\$3,020	
Graduate - PhD	4,180	\$7,344	\$3,020	
<b>University of Alberta</b>				
Undergrad	5,177	\$17,995	\$12,818	
Graduate - Masters	3,643	\$7,286	\$3,643	
Graduate - PhD	3,643	\$7,286	\$3,643	
<b>University of Calgary</b>				
Undergrad	5,238	\$17,836	\$12,598	
Graduate - Masters	5,440	\$12,347	\$6,907	
Graduate - PhD	5,440	\$12,347	\$6,907	
<b>University of Manitoba</b>				
Undergrad	2,963	\$10,369	\$7,406	
Graduate - Masters	4,125	\$8,250	\$4,125	
Graduate - PhD	4,125	\$8,250	\$4,125	
<b>McMaster University</b>	(3)			
Undergrad	5,150	\$13,563	\$8,413	
Graduate - Masters	6,009	\$14,076	\$8,067	
Graduate - PhD	6,099	\$14,076	\$7,977	
<b>University of Western Ontario</b>	(3)			
Undergrad	5,159	\$15,530	\$10,371	
Graduate - Masters	6,022	\$13,670	\$7,648	
Graduate - PhD	6,022	\$13,670	\$7,648	
<b>University of Toronto</b>	(3)			
Undergrad	5,216	\$23,478	\$18,262	
Graduate - Masters	6,621	\$15,316	\$8,695	
Graduate - PhD	6,621	\$15,316	\$8,695	
<b>Queen's University</b>	(3)			
Undergrad	5,230	\$18,730	\$13,500	
Graduate - Masters	6,258	\$12,366	\$6,108	
Graduate - PhD	6,258	\$12,366	\$6,108	
<b>Waterloo University</b>	(3)			
Undergrad	5,230	\$18,110	\$12,880	
Graduate - Masters	6,624	\$16,188	\$9,564	
Graduate - PhD	6,624	\$16,188	\$9,564	
<b>University of Ottawa</b>	(3)			
Undergrad	5,188	\$15,815	\$10,627	
Graduate - Masters	6,298	\$15,689	\$9,390	
Graduate - PhD	6,298	\$15,689	\$9,390	
<b>McGill University</b>	(4)			
Undergrad	5,668	\$14,462	\$8,794	
Graduate - Masters	5,668	\$14,462	\$8,794	
Graduate - PhD	6,204	\$12,976	\$6,772	
<b>Memorial University</b>				
Undergrad	2,550	\$8,800	\$6,250	
Graduate - Masters	3,030	\$3,936	\$906	
Graduate - PhD	2,049	\$2,661	\$612	

(1) Tuition fees are before any bursary is applied. The government of Nova Scotia has imposed a tuition freeze at 2007-08 rates.

(2) International fees represent "full cost of education" increased annually by the cost of living. 2007-08 was the first year of a three year increase to cover "capital cost of education". Most graduate students are eligible for a \$3,260 scholarship.

(3) McMaster, Western, Toronto, Waterloo, Ottawa, Queens - the government imposed tuition freeze in Ontario was lifted in 2006-07. Universities are permitted a maximum tuition increase of 4.5% or 8%, depending on the type of program.

(4) As of Sept 2007, all international doctoral students registered full-time pay the same tuition fees as Quebec doctoral students. International students are charged the full rate shown above, then credited by an amount equivalent to the international supplement. All full time international doctoral students are eligible unless their fees are being paid directly by an external source (i.e. governments, agencies, corporate sponsors, fellowships that include direct payment of tuition).

**DALHOUSIE UNIVERSITY**  
**2010/2011 Registration Statistics - Summary by Faculty**  
**PRELIMINARY**

Faculty	Undergraduate		Graduate		Total	
	15-Oct-09 2009/2010	15-Oct-10 2010/2011	15-Oct-09 2009/2010	15-Oct-10 2010/2011	15-Oct-09 2009/2010	15-Oct-10 2010/2011
Architecture and Planning	250	257	146	129	396	386
Arts and Social Sciences	2827	2942	219	232	3046	3174
Computer Science	251	300	196	214	447	514
Engineering	1425	1547	336	410	1761	1957
Health Professions	2032	2050	763	776	2795	2826
Management	1407	1510	635	651	2042	2161
Science	2865	3076	455	465	3320	3541
Dentistry	254	254			254	254
Law	454	480	33	23	487	503
Medicine	407	413	195	207	602	620
Post Graduate Medicine			505	528	505	528
*Other Graduate Programs			269	169	269	169
Combined Programs/Multi-Faculty	64	61	54	60	118	121
<b>TOTAL Dalhousie</b>	<b>12236</b>	<b>12890</b>	<b>3806</b>	<b>3864</b>	<b>16042</b>	<b>16754</b>

\* Other Graduate Programs includes Agriculture, Interdisciplinary Studies, Post Doctoral Fellows (in 2009/10), Research Students and Centre for Learning & Teaching

Dalhousie University (Excluding King's) Enrolment by Permanent Residence - Summary (Headcounts)												
PERMANENT RESIDENCE	15-Oct-09 2009						15-Oct-10 2010					
	New from Highschool	% of Total	New to Dalhousie	% of Total	All Students	% of Total	New from Highschool	% of Total	New to Dalhousie	% of Total	All Students	% of Total
Metro Area	569	26.4%	1100	24.0%	4592	28.6%	576	24.7%	1019	21.5%	4540	27.1%
Other Nova Scotia	390	18.1%	780	17.1%	2958	18.4%	399	17.1%	831	17.5%	3006	17.9%
Total Nova Scotia:	959	44.5%	1,880	41.1%	7,550	47.1%	975	41.8%	1,850	39.0%	7,546	45.0%
Prince Edward Island	28	1.3%	89	1.9%	361	2.3%	33	1.4%	100	2.1%	375	2.2%
New Brunswick	121	5.6%	292	6.4%	1,124	7.0%	138	5.9%	300	6.3%	1,128	6.7%
<b>Total Maritime:</b>	<b>1108</b>	<b>51.4%</b>	<b>2261</b>	<b>49.4%</b>	<b>9035</b>	<b>56.3%</b>	<b>1146</b>	<b>49.1%</b>	<b>2250</b>	<b>47.4%</b>	<b>9049</b>	<b>54.0%</b>
Newfoundland & Labrador	12	0.6%	85	1.9%	285	1.8%	13	0.6%	83	1.7%	291	1.7%
Quebec	11	0.5%	69	1.5%	196	1.2%	5	0.2%	78	1.6%	221	1.3%
<b>Ontario</b>	<b>630</b>	<b>29.2%</b>	<b>1,033</b>	<b>22.6%</b>	<b>3,498</b>	<b>21.8%</b>	<b>625</b>	<b>26.8%</b>	<b>1,003</b>	<b>21.1%</b>	<b>3,601</b>	<b>21.5%</b>
Manitoba	8	0.4%	34	0.7%	107	0.7%	7	0.3%	28	0.6%	110	0.7%
Saskatchewan	12	0.6%	29	0.6%	96	0.6%	12	0.5%	44	0.9%	107	0.6%
Alberta	58	2.7%	160	3.5%	553	3.4%	69	3.0%	179	3.8%	596	3.6%
British Columbia	69	3.2%	196	4.3%	606	3.8%	75	3.2%	238	5.0%	687	4.1%
NWT, Nunavut & Yukon	4	0.2%	10	0.2%	40	0.2%	3	0.1%	6	0.1%	36	0.2%
Canadian living abroad	48	2.2%	69	1.5%	200	1.2%	70	3.0%	101	2.1%	284	1.7%
Canadian - Not Reported	0	0.0%	2	0.0%	6	0.0%	0	0.0%	0	0.0%	0	0.0%
Total Canadian/P Res	1960	91.0%	3948	86.3%	14622	91.1%	2025	86.7%	4010	84.5%	14982	89.4%
International Students	195	9.0%	626	13.7%	1420	8.9%	309	13.2%	736	15.5%	1770	10.6%
Immigrat'n Status 'Not Rep'	0	0.0%	0	0.0%	0	0.0%	1	0.0%	1	0.0%	2	0.0%
<b>GRAND TOTAL:</b>	<b>2155</b>	<b>100.0%</b>	<b>4574</b>	<b>100.0%</b>	<b>16042</b>	<b>100.0%</b>	<b>2335</b>	<b>100.0%</b>	<b>4747</b>	<b>100.0%</b>	<b>16754</b>	<b>100.0%</b>

Notes:

The "Canadian" breakdown includes Canadian Citizens and Permanent Residents

International students are those whose immigration status is International.

Immigrat'n Status 'Not Rep' (not reported) includes Refugee status

New to Dalhousie includes students who have not attended Dal, but may have previous university experience



## Individuals Currently Working and over 65 years old (and those turning 65 over the next 5 years)

	Number of Full Time/ Part Time Employees	Currently Working and over 65	Turning 65 between:				
			July 2010 and June 2011	July 2011 and June 2012	July 2012 and June 2013	July 2013 and June 2014	July 2014 and June 2015
<b>Academic Appointments</b>							
Architecture	24		1	2			
Arts & Social Sciences	159	5	2	2	3	5	1
Computer Science	26	2	2		1	1	
Dentistry	42	2		3	2	1	1
Engineering	92	9	1	4		1	4
Health Professions	157	7		1	5	4	4
Management	80		3	6	2	1	5
Medicine	320	10	5	9	7	15	12
Science	201	4	3	6	7	5	6
Schulich School of Law	46				2	3	2
Other Academic Support and Administrative Areas	63	2	3	1	2	3	6
	<b>1,210</b>	<b>41</b>	<b>20</b>	<b>34</b>	<b>31</b>	<b>39</b>	<b>41</b>

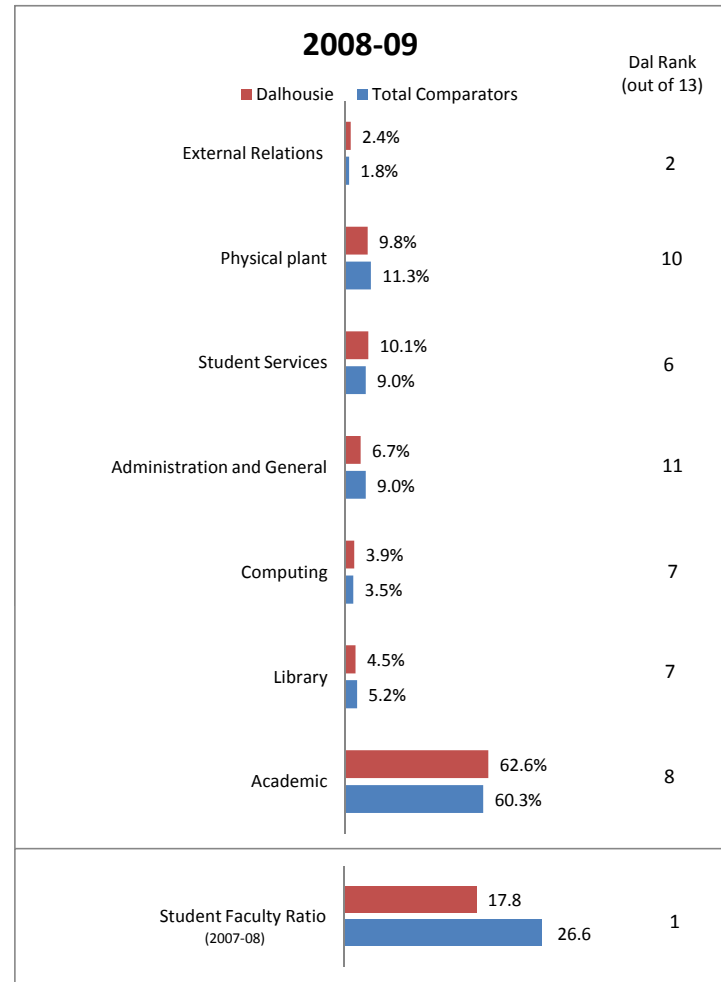
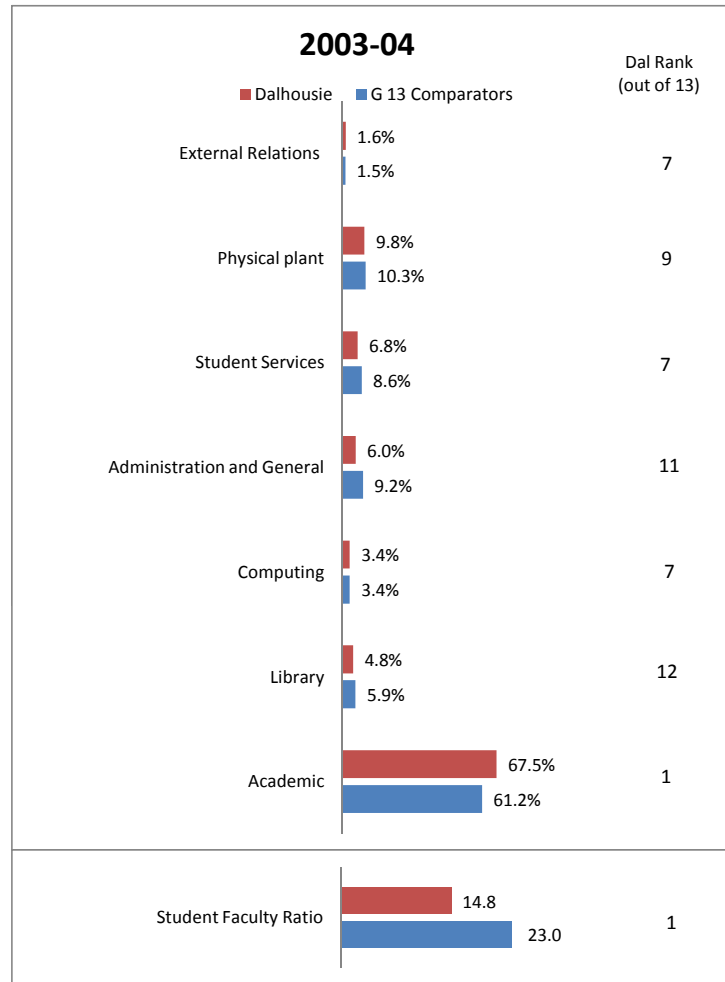
**Non-Academic Appointments**

Architecture	14						1
Arts & Social Sciences	32				1		
Computer Science	14						
Dentistry	73			1	2	2	1
Engineering	48			2		1	
Health Professions	75			1	1	2	
Management	47						
Medicine	208		1		1	1	4
Science	78		3	1		1	2
Schulich School of Law	35						1
Other Academic Support and Administrative Areas	1,106	9	8	13	8	11	13
	<b>1,730</b>	<b>9</b>	<b>12</b>	<b>18</b>	<b>13</b>	<b>18</b>	<b>22</b>

Information as of Dec 2, 2010

- \* Employees will be counted in the Faculty/Admin Unit of their primary position only
- \* Counts contain only full time & permanent part time employees
- \* Current count contains people 65 & over
- \* Year by year breakdown contains people who will turn 65 within that academic year
- \* Faculty/Staff designation based on employee group indicator (Fac/Stf)

### Percentage of Operating Expenditures by Area <sup>(1)</sup> and Student Faculty Ratio <sup>(2)</sup> Dalhousie and G13 Comparators 2003-04 and 2008-09



1 Source: CAUBO/ACPAU Financial Information of Universities and Colleges, 2003-2004, Statistics Canada, June 2005, and 2008-09, Statistics Canada.

2 Source: CAUT Almanac of Post Secondary Education 2005-06: "University FTE Enrolment - Full time Faculty Ratios, 2003-04" CAUT Almanac of Post Secondary Education 2010-11: "University FTE Enrolment - Full time Faculty Ratios, 2007-08"

**Funding Allocations by Strategic Focus Areas - 2010-11**  
 (and cumulative allocations for eight years from 2003-04)  
 ('000's of dollars)

	<u>Research &amp; Academic Strengths</u>	<u>Enrich Student Experience</u>	<u>Strengthen Enrolment</u>	<u>Campus Renewal</u>	<u>Renew Human Resources</u>	<u>Philanthropic Support</u>	<u>Total 2010-11</u>	<b>Cumulative Base 2003-04 to 2010-11<sup>(1)</sup></b>
<b>Base Allocations</b>								
<b>Academic</b>	912		46				958	5,826
<b>Academic Support</b>		120					120	1,229
<b>Administrative &amp; General</b>	154		185		262	300	901	6,460
<b>Facilities Management</b>				300			300	2,080
<b>Student Services</b>		527					527	1,632
<b>Facilities Renewal</b>				1,500			1,500	9,238
<b>Student Assistance</b>			184				184	2,914 <sup>(2)</sup>
<b>Total 2010-11</b>	<b>1,066</b>	<b>647</b>	<b>415</b>	<b>1,800</b>	<b>262</b>	<b>300</b>	<b>4,490</b>	
<b>Cumulative to 2010-11<sup>(1)</sup></b>	<b>5,959</b>	<b>3,488</b>	<b>5,040</b>	<b>11,318</b>	<b>1,774</b>	<b>1,800</b>		<b>29,379</b>
One-time initiatives							<u>4,798</u>	<u>4,798</u>
							<u>9,288</u>	<u>34,177</u>

## Notes:

(1) For the prior years the cumulative balances exclude one-time funds that have been reallocated in 2010-11

(2) In addition to the amounts shown, the Student Assistance budget has increased by \$9.2 million dollars over this period. This includes \$8.4 million or the provincially funded Nova Scotia Bursary program, increases related to the endowment portion of the budget, general inflationary increases and base funding for other student assistance requirements and initiatives.

In November 2009 the President's Office issued a report on the initiatives that have been funded to date and the outcomes resulting from the investments (the detailed report is available on the President's Office website). The following is a summary of some of the key investments discussed in the report (note that the list has been updated and includes in *italics* areas where new or further investments were made in 2010-11):

### **Enhance Academic and Research Excellence**

- Faculty of Management (Corporate Residency MBA, faculty and staff) *(2010-11)*
- Health Professions (OT and PT) *(2010-11 Aboriginal Health Science office)*
- Architecture (faculty and staff)
- College of Sustainability (faculty and staff) *(2010-11)*
- Institute for Materials Research (staff and operations)
- College of Continuing Education (ESL and the Global Assessment Certificate Program, staff and development)
- Greening computer labs and campus wireless project
- VP Academic and Provost's Office (staff)
- VP Research Office (Research Services and staff) *(2010-11)*
- *Dalhousie faculty diversity awards (2010-11)*

### **Enrich Student Experience**

- Student Services (co-op and internship)
- Academic Advising (funding) *(2010-11)*
- Student Wellness Director and Office (staff)
- Student Accommodation *(2010-11)*
- Centre for Learning and Teaching (staff)
- ITS and CLT (tablet PC program for new faculty training)
- Student Space (funding)
- Senate Office (Academic Integrity staff)
- *Student Study Skills and Writing (2010-11)*
- *Graduate Studies and Student Services for International Student Advising including student mentors (2010-11)*
- *ITS for Web revitalization (2010-11)*

### **Strengthen Enrolment**

- Student Financial Assistance (scholarships, bursaries fellowships, staff) *(2010-11)*

### **Registrar's Office**

- Recruiting (staff)
- Admissions (staff)
- Awards (staff)
- Open House (funding)
- Travel (funding)
- Website (funding)
- Print Materials (funding)
- *Processing clerks (2010-11)*

#### Communications

- Website (staff)
- Creation (staff)
- Media (funding purchases) (2010-11)

#### Office of Institutional Analysis and Research

- Analysis (staff)
- Data (funding)

#### **Sustain Campus Renewal**

- Facilities Operations (staff) (2010-11)
- Facilities Renewal (funding and staff) (2010-11)

#### **Develop Excellent Human Resources**

- Human Resources (staff and project funding)
- Human Rights, Equity and Harassment Prevention (staff)
- Financial Services (staff) (2010-11)
- *Legal Counsel (staff) (2010-11)*
- Government Relations (staff)
- University Secretariat (staff)
- Environmental Health and Safety (staff and operations) (2010-11)

#### **Increase Philanthropic Support**

##### External Relations:

- Alumni Affairs (staff)
- Major Gifts (staff) (2010-11)
- Consultants

#### **Ensure Financial Sustainability**

- \$34 million of strategic investments described above have been made and the operating budget has been balanced each year. Emphasis on one time expenditures in 2009-10 and 2010-11 to preserve budget flexibility.

It will be more challenging to carve out funding for overall university initiatives as we face the various budget uncertainties and pressures discussed in this report. At the same time making the choice to allocate resources to such initiatives will be more important as a means to overcome such uncertainties and pressures.

**DALHOUSIE UNIVERSITY**  
**2009-10 Student Assistance**  
(\$000's of dollars)

	<u>OPERATING &amp; ANCILLARY</u> <sup>1</sup>	<u>ENDOWMENT</u> <sup>1</sup>	<u>RESEARCH and SPECIAL PURPOSE</u>	<u>TOTAL</u>
<b><u>Student Employment</u></b>	9,382	184	2,591	12,157
<b><u>Scholarships</u></b>				
Undergraduate	4,245	2,436	737	7,418
Graduate	1,398	4,229	16,476	22,103
<b><u>Bursaries</u></b>				
Nova Scotia Student Bursary Program	5,893			5,893
Undergraduate	3,539	628	147	4,314
Graduate	53	99	47	199
	<u>24,510</u>	<u>7,576</u>	<u>19,998</u>	<u>52,084</u>

<sup>1</sup> Includes central student assistance budgets of \$21.0 million as well as student assistance paid directly from the budgets of Faculties and other Units.