

STRATEGIC ENROLMENT PLAN ASSESSMENT - 2017

Special Meeting of Senate – November 14, 2017

STRATEGIC ENROLMENT PLAN 2020

- Approved by Senate and the Board in 2014
- Undergraduate goal: between 15,000 and 15,400 students by 2020
- Graduate Goal:
 - 4% annual growth to 4,724
 - 5% annual growth to 4,864 (Stretch target)
- Provided unit-by-unit targets to achieve by 2020

ENROLMENT COMPARISON 2013 -2017 ACTUALS

	2013	2017		Change 2013 to 2017	
				#	%
Undergraduate	14,208	13,564		-644	-4.5%
Post-Graduate Medicine	234	261		27	11.6%
Certificates and Diplomas	671	605		-66	-9.8%
Sub-total	15,113	14,430		-683	-4.5%
Graduate	3,565	3,774		209	5.9%
Total	18,678	18,204		-474	-2.5%

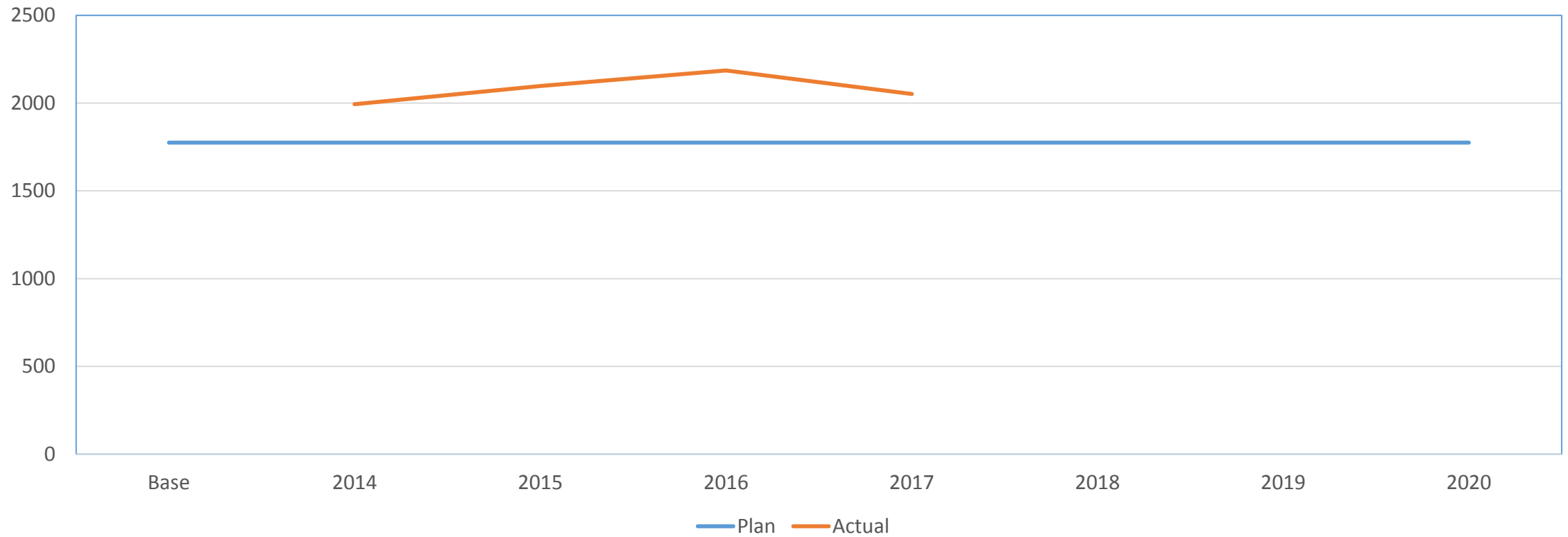
ENROLMENT COMPARISON 2016-17ACTUALS

	2016	2017		Change 2016 to 2017	
				#	%
Undergraduate	13,663	13,564		-99	-0.7%
Post-Graduate Medicine	262	261		-1	-0.4%
Certificates and Diplomas	588	605		17	2.9%
Sub-total	14,513	14,430		-83	-0.6%
Graduate	3,759	3,774		15	0.4%
Total	18,272	18,204		-68	-0.4%

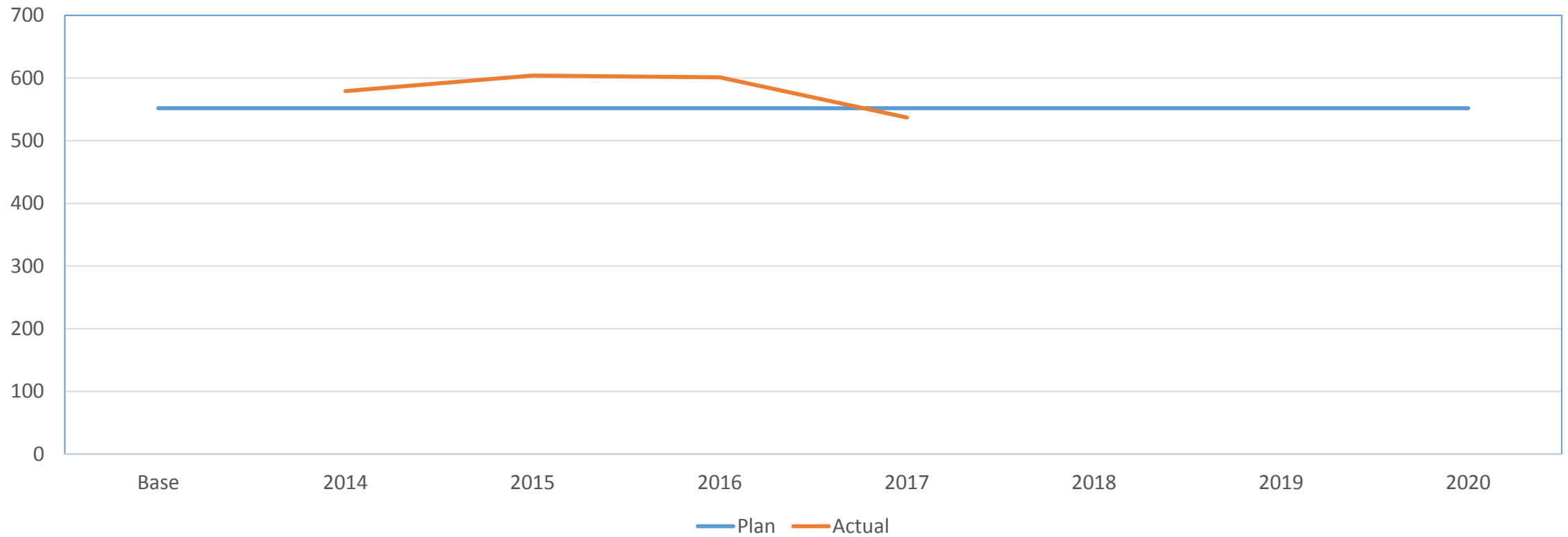
UNIT-LEVEL ASSESSMENT

- Enrolment counts are headcounts of majors
- Goals were based on information found in Table 5a and Table 2 of the university fact book.
- Assessments are prepared using the same methodology as the plan
- Where goals are to increase or decrease over the period, the growth or decline is assumed to be linear.

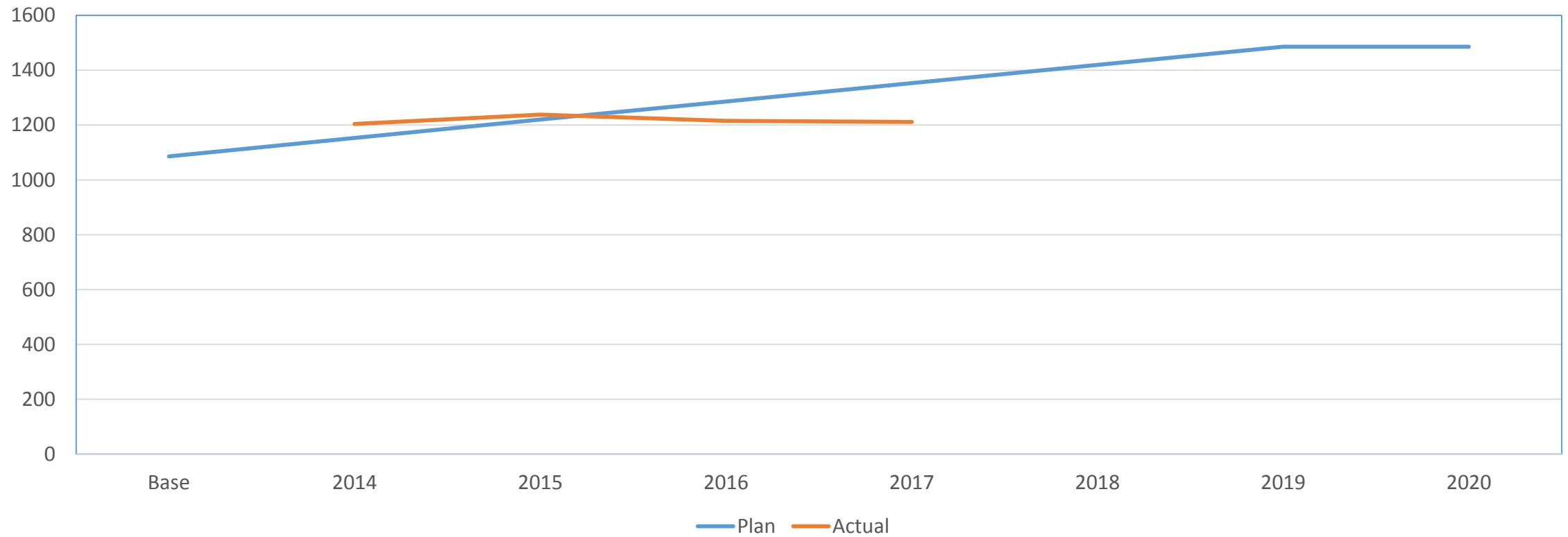
BUSINESS – MAINTAIN AT 2013 LEVELS



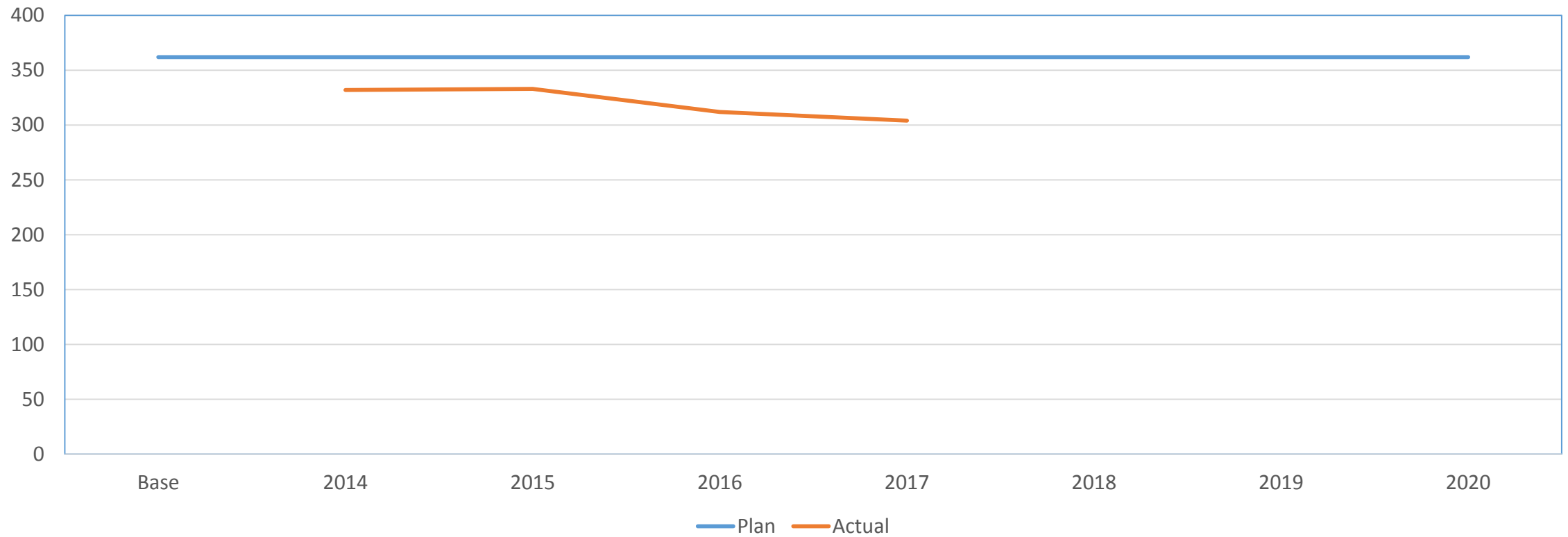
EDUCATION – MAINTAIN AT 2013 LEVELS



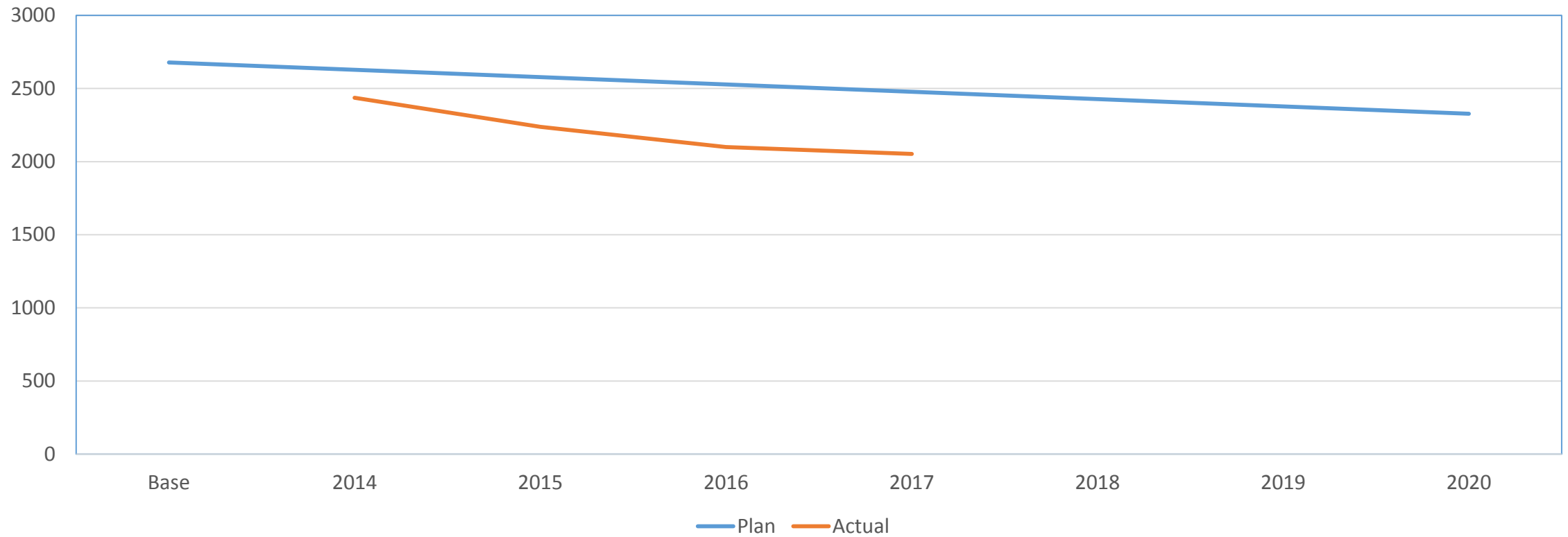
ENGINEERING – INCREASE BY 400 OVER PERIOD



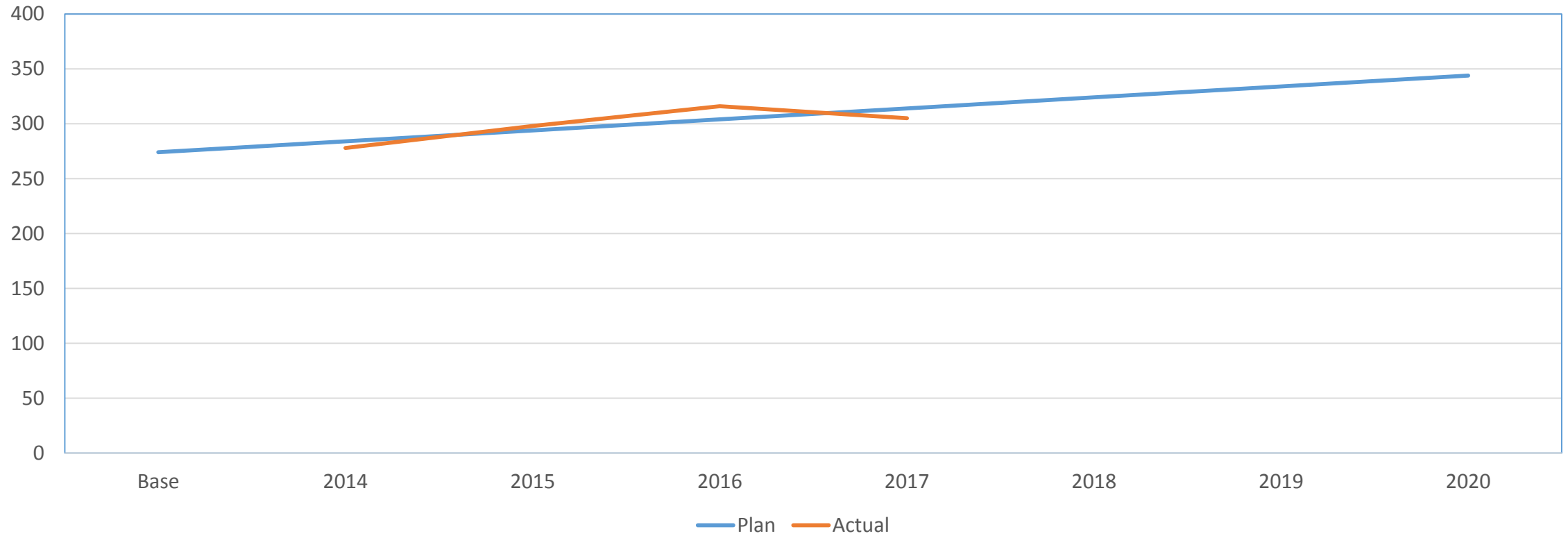
HKR – MAINTAIN THREE YEAR AVERAGE (362)



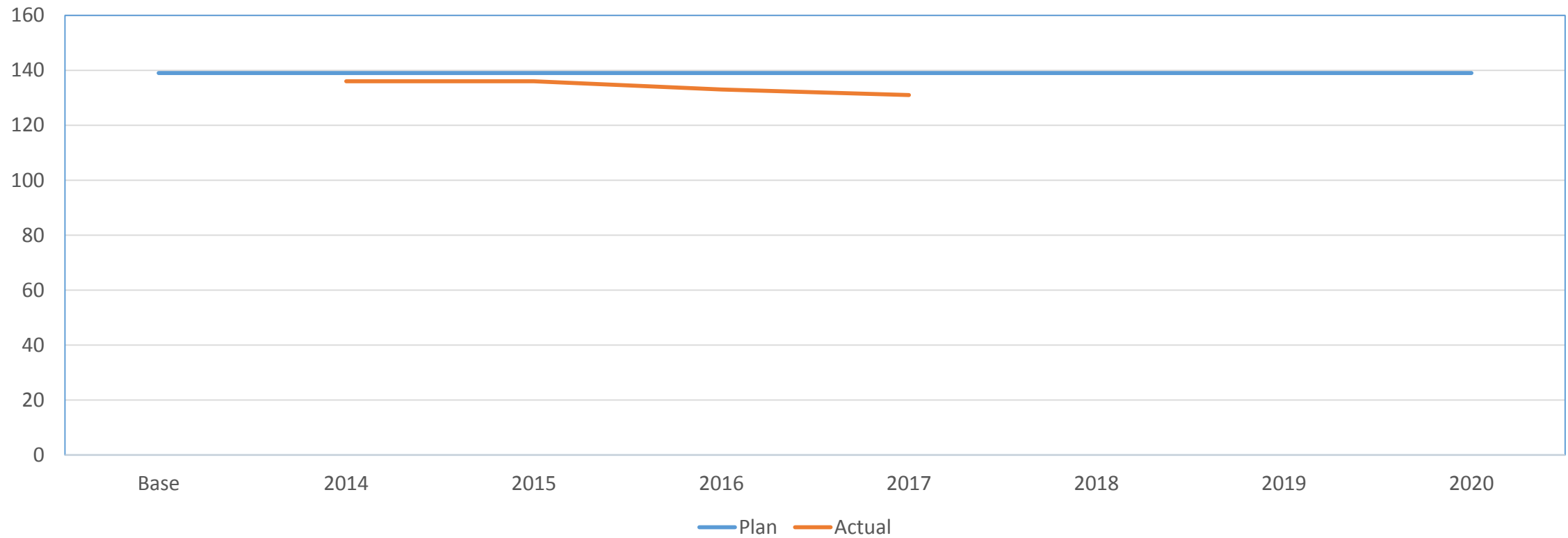
HUMANITIES AND SOCIAL SCIENCE – DOWN 50 PER YEAR FROM 2013



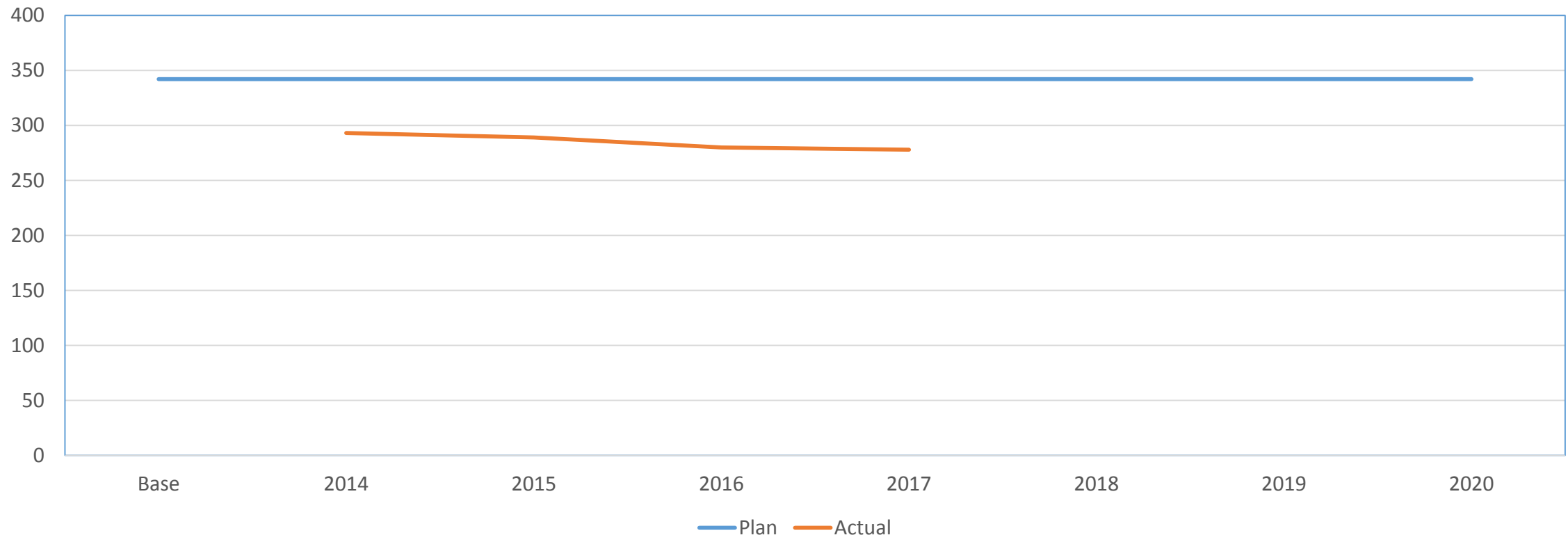
MEDICINE – INCREASE BY 80 FROM 2012



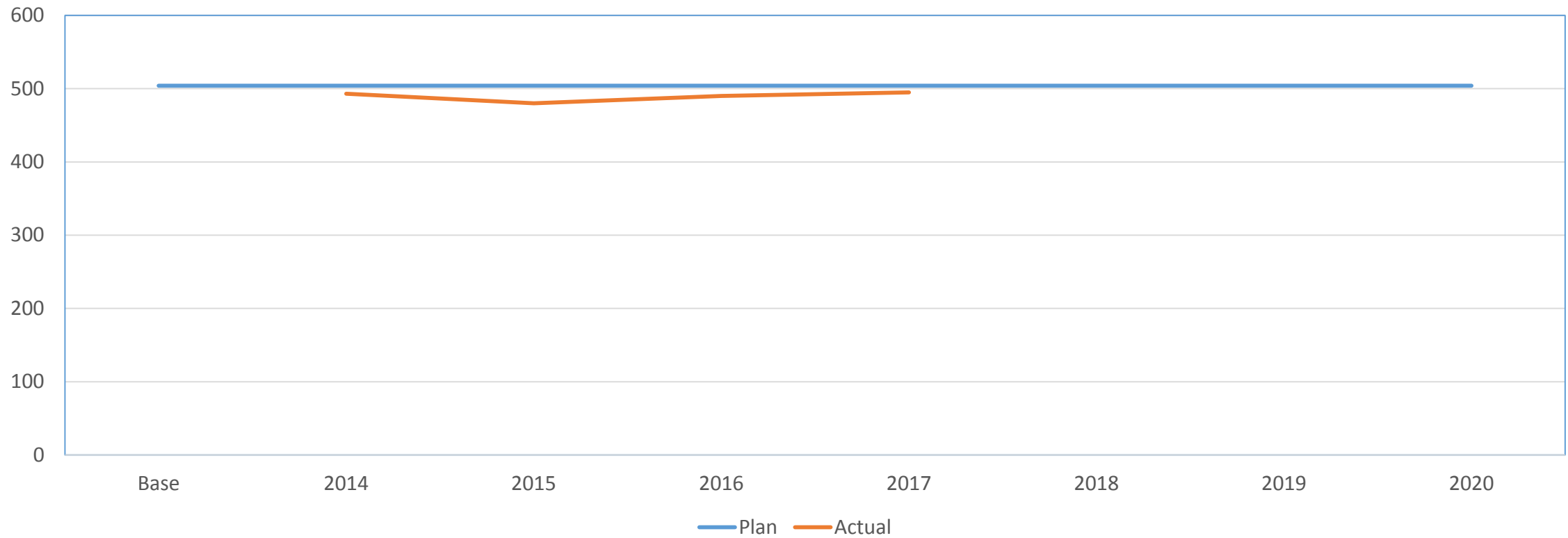
MUSIC – MAINTAIN THREE YEAR AVERAGE (139)



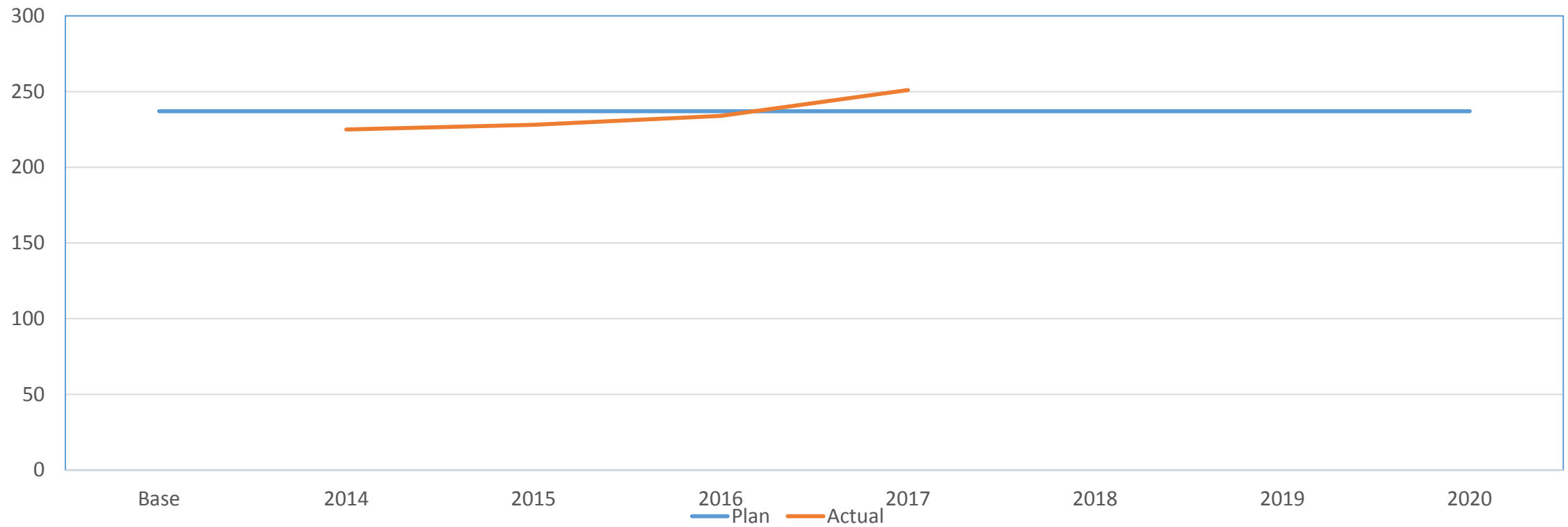
NURSING – MAINTAIN AT THREE YEAR AVERAGE (342)



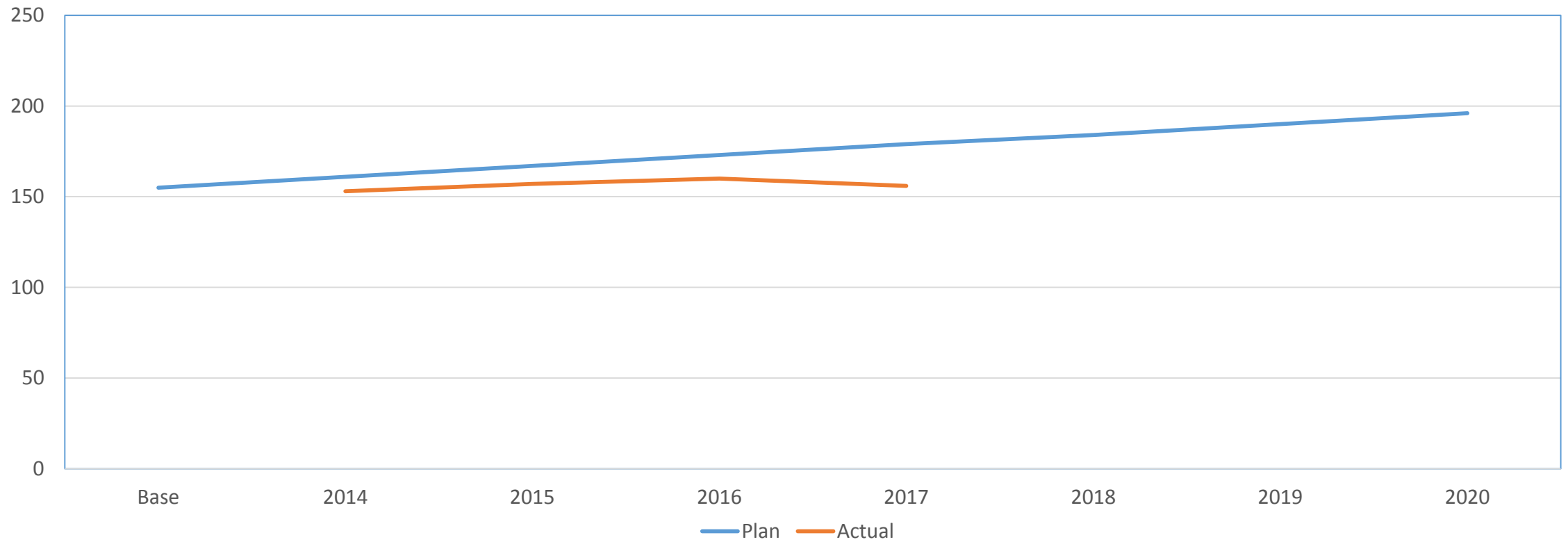
CNS – MAINTAIN AT THREE YEAR AVERAGE (504)



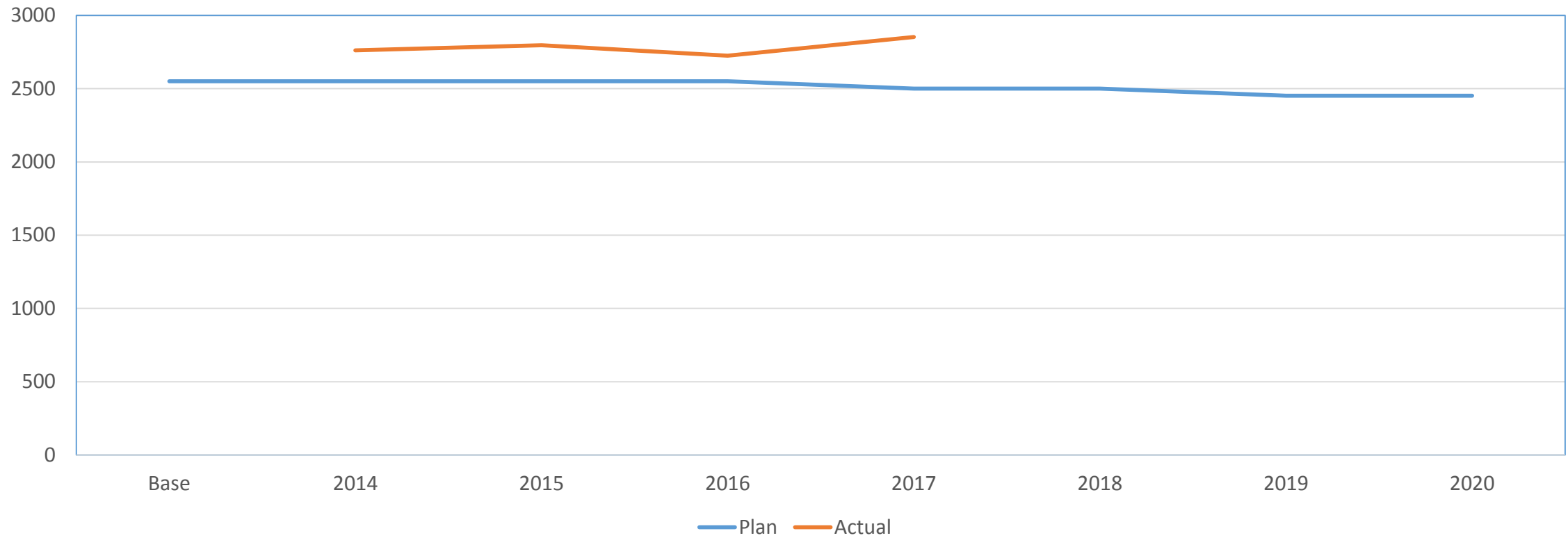
WRSON – MAINTAIN AT THREE YEAR AVERAGE (237)



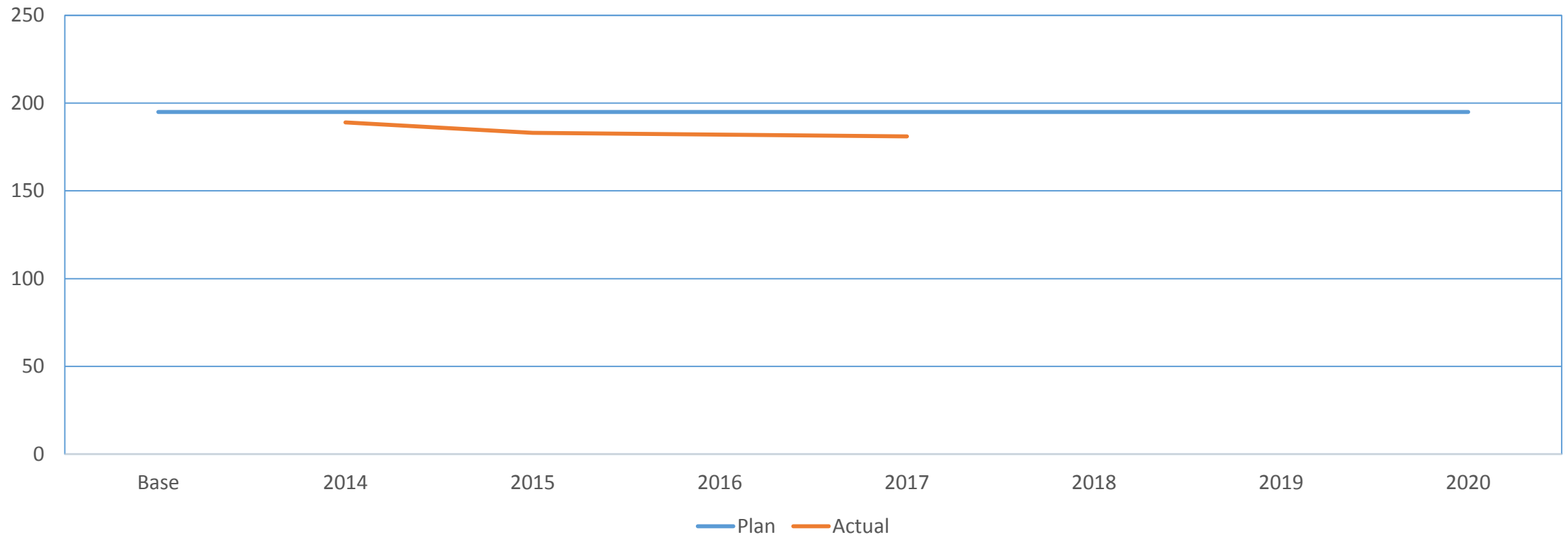
PHARMACY – INCREASE 40 FROM THREE YEAR AVERAGE (155)



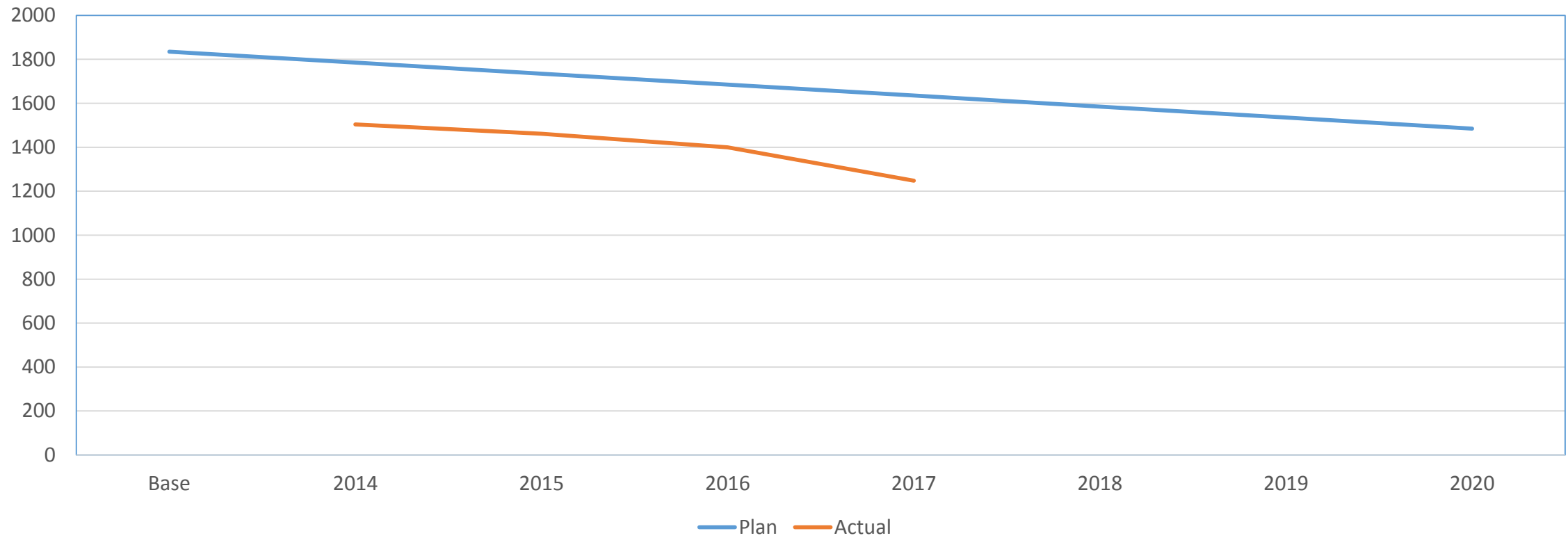
SCIENCE – MAINTAIN THREE YEAR AVERAGE LESS 100 (2,551)



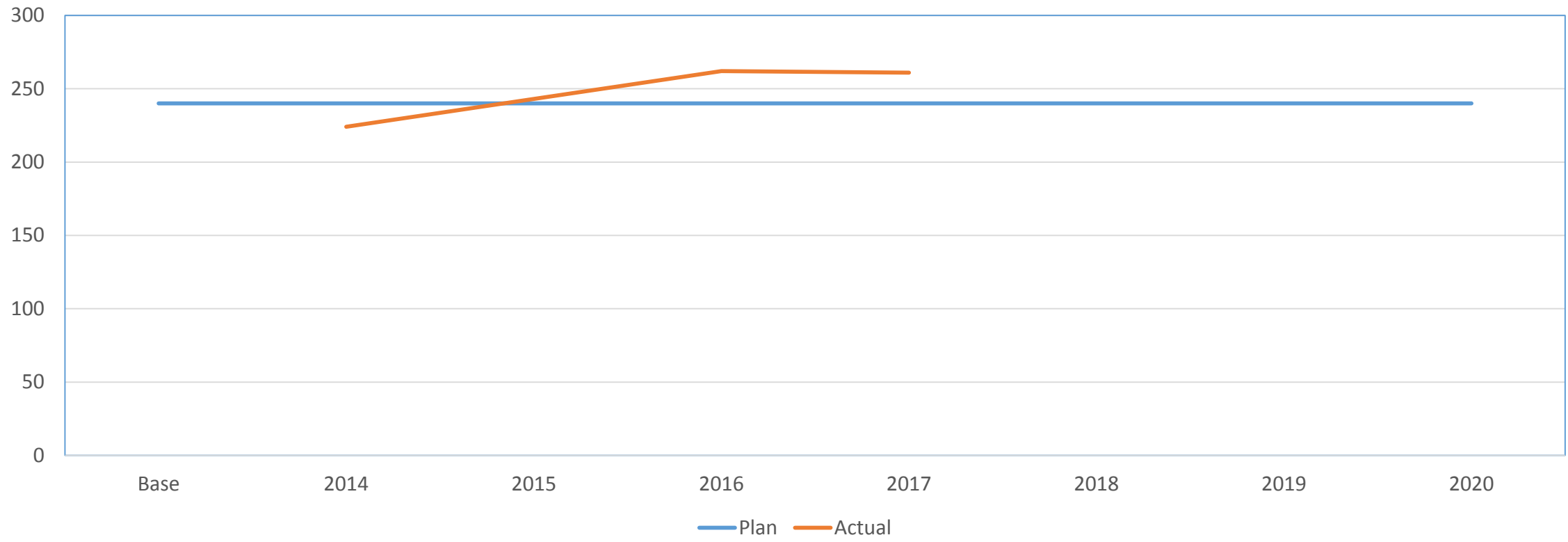
SOCIAL WORK – MAINTAIN AT 2013 LEVEL



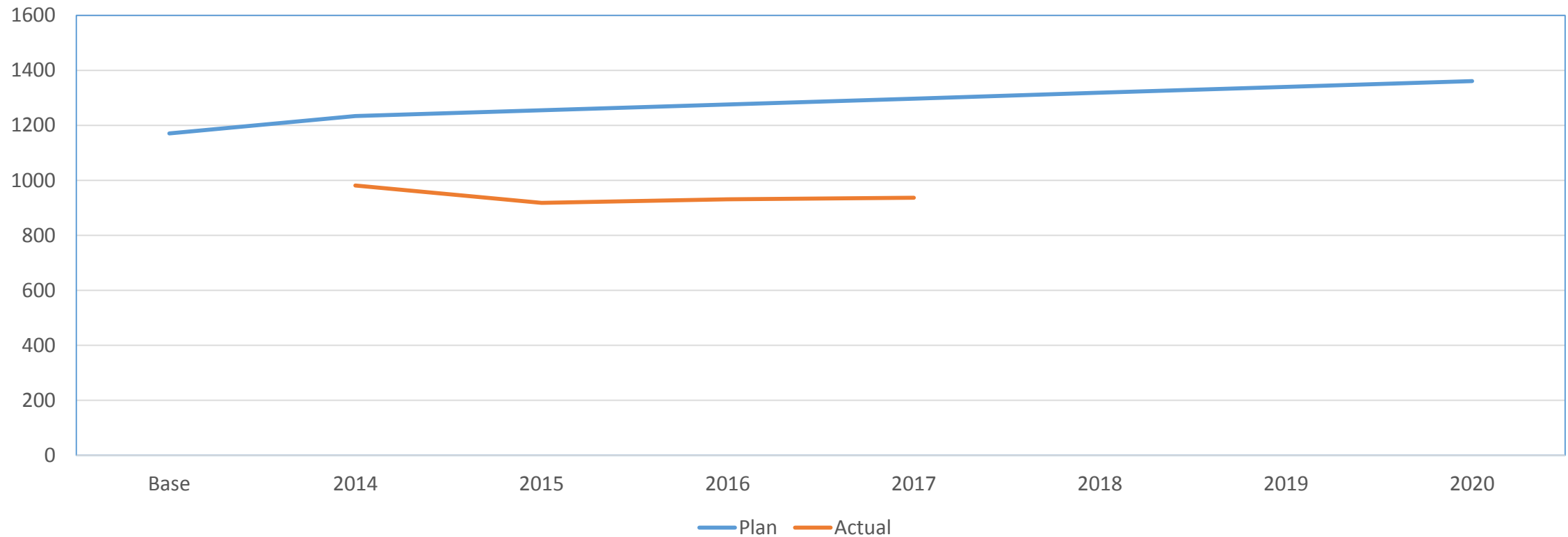
UNSPECIFIED – DECREASE BY 50 PER ANNUM FROM 2013



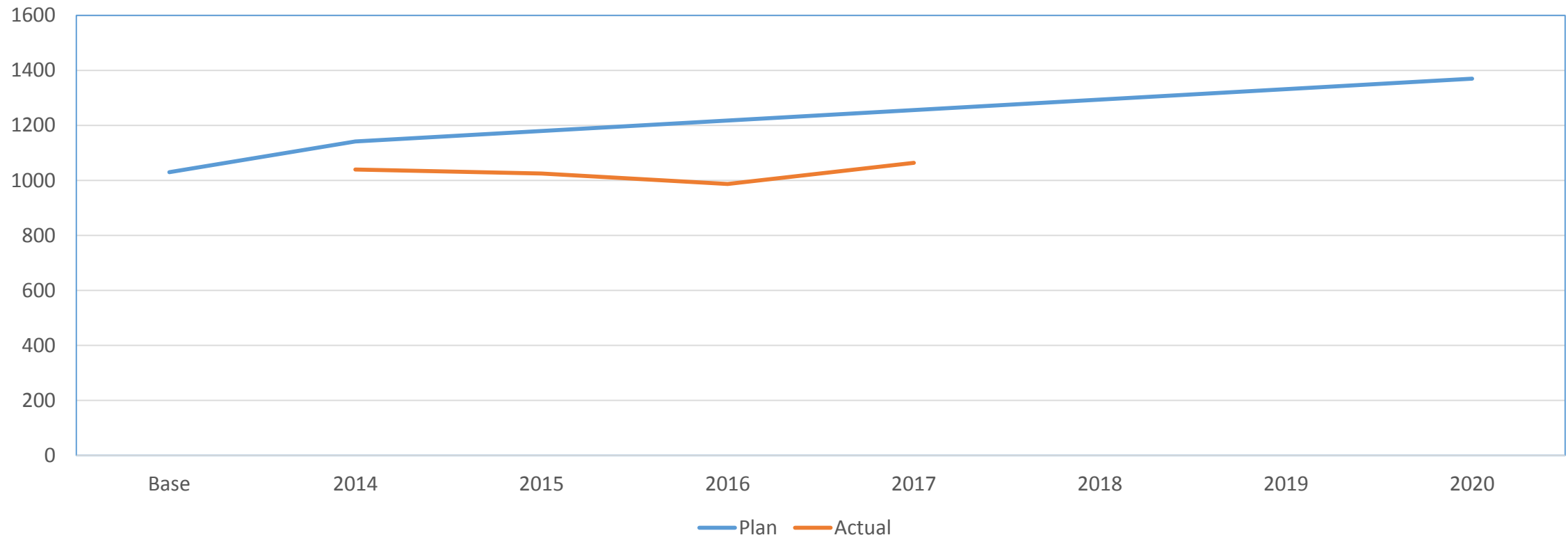
POST GRADUATE MEDICINE – MAINTAIN AT THREE YEAR AVERAGE (240)



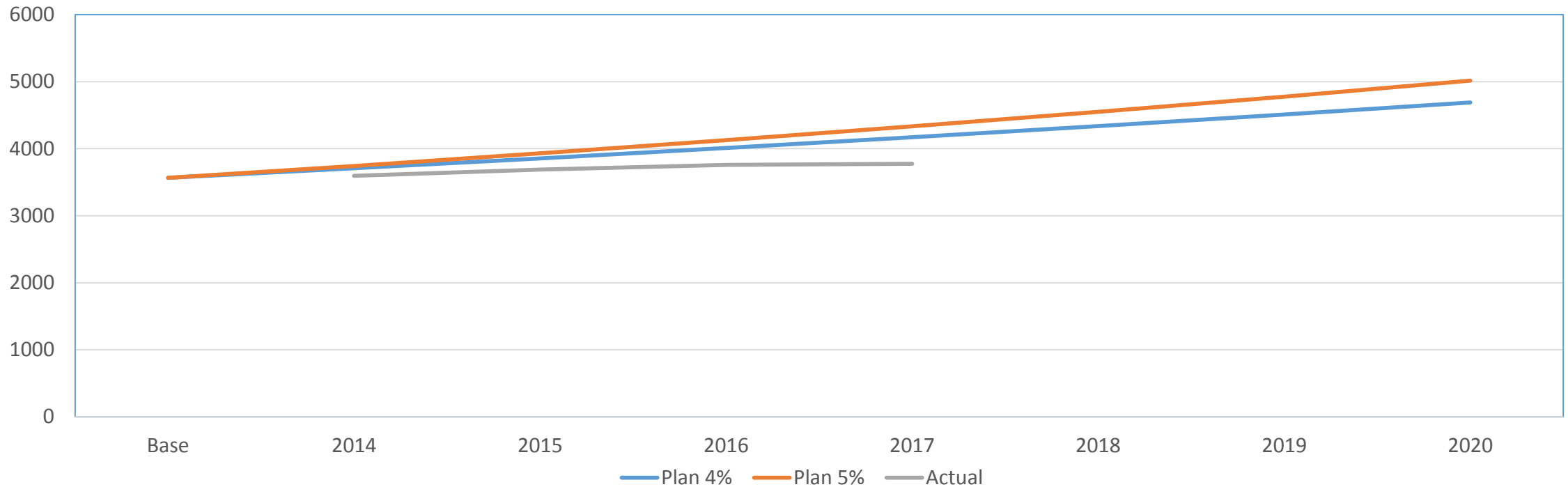
MI – UNDERGRADUATE, DIPLOMA, CERTIFICATE – INCREASE 190 FROM 2011 (1,171)



GRENFELL – INCREASE 340 FROM FALL 2011 (1,030)



GRADUATE STUDIES – ALL CAMPUSES



- Graduate enrolment at MI grew from 128 in 2013 to 191 in 2017
- Graduate enrolment at Grenfell grew from 15 in 2013 to 63 in 2017

SUMMARY/NEXT STEPS

Overall, the university is between 967 and 1,367 students behind in fulfilling the goals of the enrolment plan.

PBC recommends a review of the plan to create alignment between enrolment strategy and recruitment operations. That is to say, either:

- Enrolment targets need revision
- Strategies to achieve existing targets need revision
- Some combination of the two.

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

Budget Update 2017/18

November 14, 2017

PROVINCIAL GOVERNMENT FUNDING GUIDANCE

	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Cumulative</u>
Grant reduction	\$11.9	\$6.1	\$6.1	\$24.1
Attrition	0.0	3.0	0.0	3.0
Grant in lieu of tuition increase	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>12.0</u>
Government funding	<u>\$7.9</u>	<u>\$5.1</u>	<u>\$2.1</u>	<u>\$15.1</u>

PROJECTED BUDGET IMPACT: 2017-18 TO 2019-20

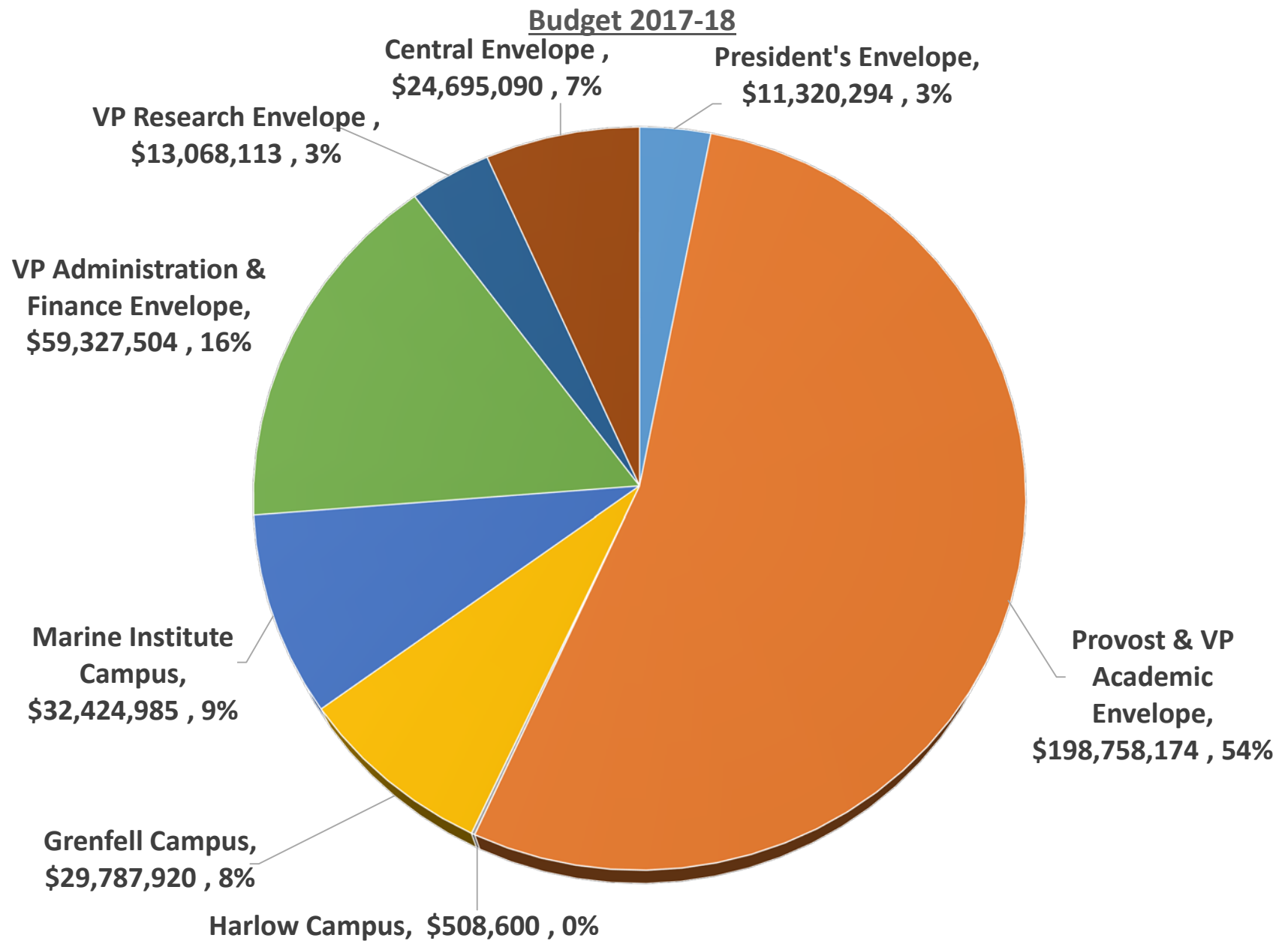
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Cumulative</u>
Expenditure cuts	\$ 6.0	\$2.2	\$ 2.2	\$ 10.4
Attrition	<u>0.0</u>	<u>3.0</u>	<u>0.0</u>	<u>3.0</u>
Anticipated reductions	<u>\$ 6.0</u>	<u>\$ 5.2</u>	<u>\$ 2.2</u>	<u>\$ 13.4</u>

These estimates exclude any further Government reductions and include minimal allowances for inflation, program growth, etc.

OPERATING FUND – “PORTFOLIOS”

- President
 - Office of the President, Board of Regents, General Counsel, University Auditor, Policy, Alumni Affairs, Development, Office of Public Engagement (Harris Center, Botanical Garden, NL Quarterly, Public Engagement), Marketing and Communications etc.
 - 3% of total
- Provost and Vice-President Academic
 - Faculties, Student Services, Academic Support, Library
 - 54% of total
- Vice-President Research
 - Research Admin, Animal Care, Tech Services
 - 3% of total
- Vice-President Administration and Finance
 - Facilities Management, Information Technology Services, Finance, HR etc.
 - 16% of total
- Vice-President Grenfell Campus
 - Functions above for the Grenfell Campus
 - 8% of total
- Vice-President Marine Institute
 - Functions above for the Marine Institute
 - 9% of total
- Central Envelope
 - Infrastructure, Salary Step Turnover, Pension Benefits, Entrance Scholarships, MURC and Childcare Centre Grants, etc.
 - 7% of total

Budget 2017-18



SUMMARY OF BASE BUDGET REDUCTIONS BY PORTFOLIO 2012-13 TO 2017-18

Portfolio	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	Cumulative Total	As a % of the 2017-18 Budget
President	120,970	8,382	5,220	1,056,727	386,925	291,070	1,869,294	16.5%
Provost & VP Academic	1,121,820	57,679	35,924	1,179,049	2,436,745	3,326,100	8,157,317	4.1%
VP Grenfell Campus	356,470	21,451	13,360	264,673	526,896	568,600	1,751,450	5.9%
VP Marine Institute	234,890	52,411	32,642	200,156	434,536	634,350	1,588,985	4.9%
VP Research	187,530	5,135	3,198	273,322	434,313	302,550	1,206,048	9.2%
VP Administration & Finance	1,031,320	158,242	98,556	626,073	1,130,585	926,030	3,970,806	6.7%
Total	\$3,053,000	\$303,300	\$188,900	\$3,600,000	\$5,350,000	\$6,048,700	\$18,543,900	

- IN ADDITION TO THE COST OF INFLATION / HST ETC.

BUDGET REDUCTIONS 2017-18 – TOTAL \$6,048,700

	Base Budget Reduction	Budget Reduction Achieved to Date	Budget Reduction Action
Board of Regents	(\$16,010)	(\$16,010)	
10A Board of Regents	(\$16,010)	(\$16,010)	Reduction in Travel and Hosting
President and Vice-Chancellor	(\$275,060)	(\$275,060)	
30A President's Office	(\$29,970)	(\$29,970)	Reduction in Travel and Hosting
30B Alumni Affairs and Development	(\$74,480)	(\$74,480)	AA&D, Marcomm, OPE & Harris Centre are implementing a reorganization based on recommendations from the strategic review of the portfolio. Detailed strategic budget reductions will be reported in December.
30C MARCOMM	(\$88,630)	(\$88,630)	
30F Office of Engagement	(\$3,740)	(\$3,740)	
30F Office of Engagement - Botanical Garden	(\$11,530)	(\$11,530)	
30F Office of Engagement - NL Quarterly	(\$2,330)	(\$2,330)	
30F Office of Engagement - Public Engagement Framework	(\$12,840)	(\$12,840)	
40Z Leslie Harris Centre	(\$22,660)	(\$22,660)	
30G Internal Audit	(\$6,390)	(\$6,390)	Reduction in Travel
60O General Counsel	(\$22,490)	(\$22,490)	Elimination of 1 Contractual Administrative Position S51291 Educ & Policy Officer - Vacated April 30, 2017

Provost & VP Academic	(\$3,326,100)	(\$3,326,100)	
40A Provost & VP Academic Office	(\$7,143)	(\$7,143)	Elimination of lunch at monthly leadership meetings.
40B Faculty of Humanities & Social Science	(\$606,036)	(\$606,036)	Elimination of 2 Academic Permanent Positions, 1 Administrative Permanent Position. F01367 Professor - Retirement August 31, 2017 F01526 Professor - Retirement December 31, 2016 S00306 Administrative Secretary - Vacated April 3, 2017 General Operating Reductions - Reduction to DLC student staff, loss of 12 GA support units , 5% reduction in depts; various %s for units, reduction to anticipated costs, discontinue membership (Shastri Institute), reduction to staff conference support, reduction in recruiting & relocation costs, reduction to centre support.
40C Faculty of Business	(\$234,176)	(\$234,176)	Elimination of 1 Administrative Permanent Position, 1 Contractual Administrative S01626 Media Production Tech I - Vacated June 1, 2017 S20500 Student Liaison Officer - Vacated August 31, 2017 Reduction in promotion and travel
40E Faculty of Education	(\$305,997)	(\$305,997)	Elimination of 2 Academic Permanent Positions, 1 Administrative Permanent Position. F01566 Professor - Retirement April 30, 2017 F02108 Professor - Retirement August 31, 2017
40F Faculty of Engineering	(\$184,437)	(\$184,437)	Elimination of 1 Academic Permanent Position, 1 Administrative Permanent Position. F01822 Professor - Retirement October 31, 2017 S00989 Laboratory Services Officer - Effective October 26, 2017
40G Office of Faculty Relations	(\$35)	(\$35)	Reduction in materials and supplies budget.
40H School of Graduate Studies - Operating	(\$39,679)	(\$39,679)	Offset by annualization of previous year revenue adjustment (application fee increase).
40I Centre for Institutional Analysis & Planning	(\$20,214)	(\$20,214)	Reduction in contractual administrative budget & general operating budget.
40J Labrador Institute	(\$32,557)	(\$32,557)	Reduction in library budget, travel budget, revenue opportunities under development.
40K Queen Elizabeth II Library	(\$391,063)	(\$391,063)	Elimination of 1 Academic Permanent Position, 6 Administrative Permanent Positions. F00633 Librarian III - Vacated October 15, 2016 S00045 Library Assistant - Vacated October 30, 2015 S00151 Library Assistant - Vacated January 4, 2016 S00189 Library Assistant - Vacated October 4, 2014 S00733 Library Assistant - Vacated March 4, 2016 S00745 Library Assistant - Vacated February 11, 2016 S00753 Supervisor Copy Cataloguing - Vacated September 30, 2016
40N School of Music	(\$47,872)	(\$47,872)	Faculty complement reduction pending review. Potential to change to part-time from full-time or elimination of full faculty position.
40O School of Nursing	(\$81,066)	(\$81,066)	Replace regular term appointment with teaching term appointment Reduction in the transfer amount to the Centre for Nursing Studies for the MNNP program due to courses to be taught by MUN Faculty rather than CNS Staff. Reduction in hosting budget for convocation receptions
40P School of Pharmacy	(\$56,509)	(\$56,509)	Contractual Administrative Salaries - Reduction of admin support position to 0.5 FTE Reduction in materials and supplies budget Reduction in travel and hosting budget Budget reduction offset by increased revenue from PharmD program.

40Q School of Human Kinetics & Recreation	(\$94,404)	(\$94,404)	Reduction in Academic Contractual Salary Budget - Extra Teaching Reduction in operating expenditures Elimination of Faculty Start-up Grant
40QQ Varsity Athletics	(\$35,258)	(\$35,258)	Elimination of Men's Volleyball program. Total budget savings approximately \$113k. Balance of savings used to offset prior year budget deficit.
40R Office of the Registrar	(\$347,587)	(\$347,587)	Permanent Administrative Salaries. Deletion of 2 permanent positions. S01628 Intermediate Secretary - Vacated March 24, 2017 S13000 Coordinator Student Relationship Programs - Vacated November 20, 2015 Convert 2 Student Recruitment Officer positions to 8 month contracts. Reduction to general operating budget - office supplies, etc. Reduction in advertising, printing, postage, courier by increasing online presence. Reduction in travel budget (recruitment visits)
40S Faculty of Science	(\$535,868)	(\$535,868)	Reduction of 4 permanent faculty positions F01197 Professor - Retirement August 31, 2017 F01329 Professor - Retirement August 31, 2017 F02924 Professor - Retirement August 31, 2017 F03105 Professor - Vacated August 2016
40U School of Social Work	(\$55,154)	(\$55,154)	Faculty Market Differential reduction due to retirement. Conversion of permanent administrative position from Band 9 to Band 7. Reduction in Faculty Per Course Appointment budget.
40V Centre for Innovation in Teaching & Learning	(\$346,394)	(\$346,394)	Permanent Administrative Salaries. 2 permanent positions to be held vacant. Contractual Administrative Salaries - positions not extended or renewed Reduction in operating budget - travel, professional development, memberships
40W International Office	(\$14,419)	(\$14,419)	Reduction in Administrative Contractual budget.
70A Office of the Deputy Provost	(\$161,638)	(\$161,638)	Reduction to general operating budgets of unit reporting to the Deputy Provost
70M Student Life	(\$85,190)	(\$85,190)	Reduction to general operating budget.
Student Services Fee/Aboriginal Affairs/ Student Wellness & Counselling Centre	\$356,596	\$356,596	Budget Reallocation

VP Research	(\$302,550)	(\$302,550)	
50A VP Research	(\$202,050)	(\$202,050)	Reduction in amount available for research initiatives. Reduction in annual transfer to Technology Transfer & Comm Office.
50B Animal Care	(\$16,000)	(\$16,000)	Travel Base Budget eliminated.
50D Research Grant and Contract Services	(\$7,000)	(\$7,000)	Travel Base Budget eliminated.
50E Department of Technical Services	(\$68,500)	(\$68,500)	Travel Base Budget eliminated.
50H CREAT, CRC & CFI Services	(\$9,000)	(\$9,000)	Travel Base Budget eliminated.

VP Administration & Finance	(\$926,030)	(\$926,030)	
60A VP Administration & Finance	(\$34,750)	(\$34,750)	Educational Advisory Board Membership discontinued. (\$40,000 annualized cost) Elimination of lunch at monthly leadership meetings.
60D Financial and Administrative Services	(\$88,710)	(\$88,710)	Permanent Administrative Salaries. Deletion of 2 permanent positions. S00702 Duplicating Equipment Officer II S00713 Lithographic Press Operator
60E Information Technology Services / 60R Office of the Chief Information Officer	(\$255,940)	(\$255,940)	Administrative Salaries. Elimination of 1 permanent position and 1 contractual position. S00990 Help Desk Supervisor S97742 IAP Coordinator - Vacant December 4, 2017 Reduction in student assistants and operating expenses.
60F Facilities Management / 60Q AVP Facilities	(\$389,910)	(\$389,910)	Administrative Salaries. Elimination of 5 permanent positions. S02623 Assistant Director Operations and Maintenance - Vacated March 6, 2015 S00533 Utility Leader - Vacated September 4, 2015 S00561 Mechanical Patrolperson S02306 Utility Worker S03277 Utility Worker Review of SIE Recovery Revenue
60G Human Resources	(\$107,330)	(\$107,330)	Elimination of 1 Administrative Permanent Position S03394 Data Entry Operator - Vacated June 1, 2017 Reduction in general operating expenses Reduction in travel budget. Reduction in learning and development budget.
60Q Office of the Chief Risk Officer	(\$49,390)	(\$49,390)	Elimination of 2 Administrative Contractual Positions S99243 Asst Manager, Team Operations - Vacated May 23, 2017 S99244 Asst Manager, Team Operations - Vacated May 23, 2017

Grenfell Campus	(\$568,600)	(\$568,600)	
40T Grenfell Campus	(\$568,600)	(\$568,600)	Elimination of 1 Academic Permanent Stipend, 2 Administrative Permanent Positions. F04443 Associate Vice President Academic Stipend - Vacated December 30, 2016 S03826 Manager Financial Svcs & Institutional Analysis - Vacated Nov 24, 2017 S03828 Health & Safety Manager - Vacated September 12, 2017 Reduction in various term faculty contracts and range of administrative and facility
Marine Institute Campus	(\$634,350)	(\$634,350)	
40L Marine Institute	(\$634,350)	(\$53,100)	Moved contractual academic workload to permanent Instructors
		(\$96,500)	Cut 2 administrative positions (1 retiree) Position Identified. Position number to be communicated on next update. S03577 Library Technician III - Vacated January 6, 2017
		(\$215,250)	Reduce Contractual Management & Staff positions S81277 Manager Ocean Observation - Vacated May 12, 2017 S99344 Buyer II
		(\$264,500)	General Operating Reductions across numerous departments
		(\$5,000)	Reduction in minor equipment purchases.

Thank You

BUDGET REPORT/CONSULTATION PROCESS

- Led by Integrated Planning Committee (IPC)
- Goals
 - To formulate guiding principles for budget development
 - To make the budget process more open and transparent
 - To seek advice from the university community on budget priorities and options for producing a balanced budget.
- Major activities include:
 - Assessment of Preliminary Budget Information (November/December)
 - Development of Draft Report (January/February)
 - University Consultation (March/April)
 - Revision and submission of report to VPC by May, 2018.