

Budget 09-10 and Beyond

Questions

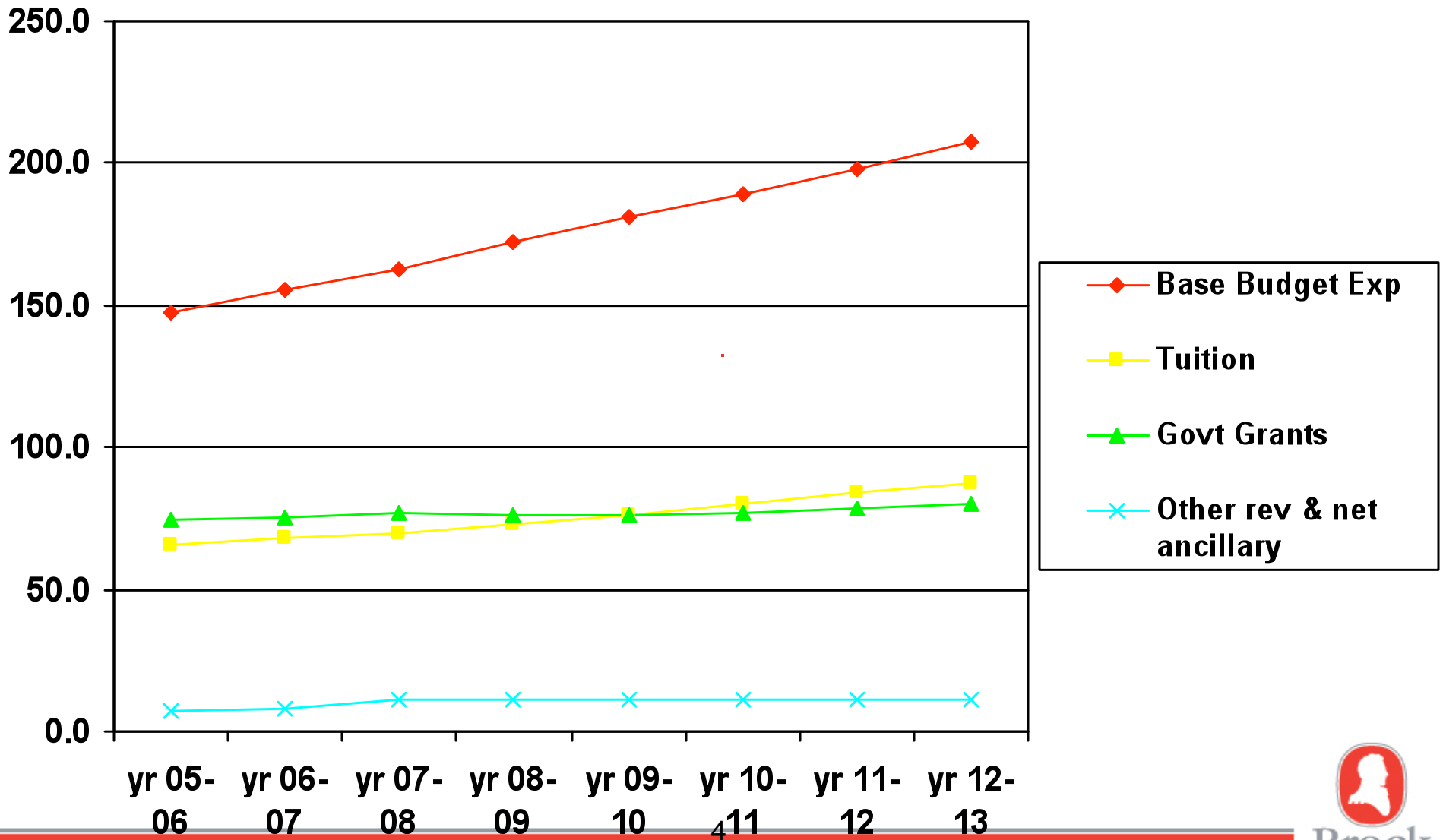
- What is our current situation?
- How did we get here?
- Why have we made the choice we have made—to reduce expenditures and/or increase revenues by 5% for next year, and potentially in each of the subsequent three years?
- What assumptions/hopes inform that choice?
- Why not other choices—deal with issue over a shorter period of time, or proceed on our current course and let an operating deficit accumulate?

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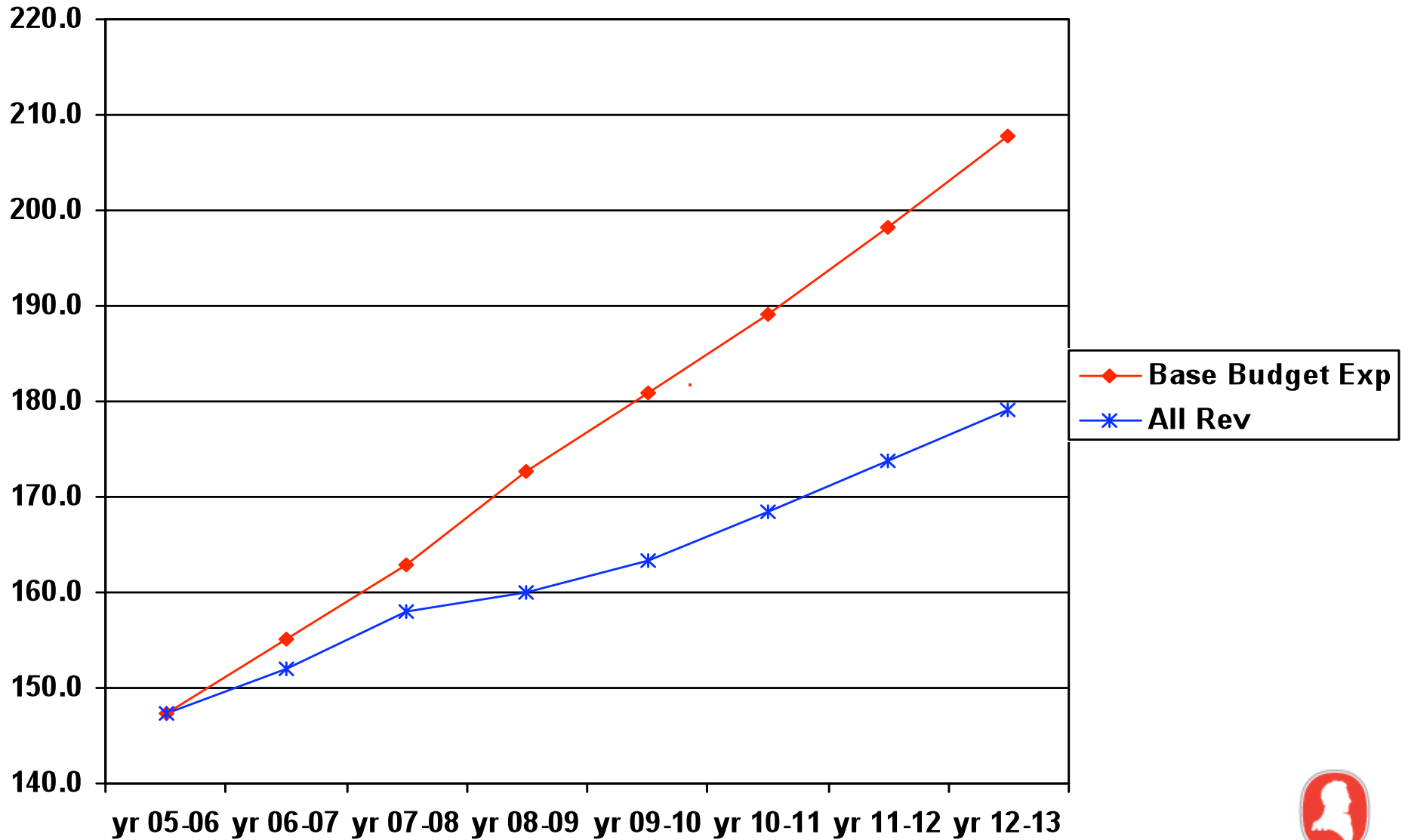
- Why do we need the active participation of the Faculties and the faculty/staff of Brock?
- What about our academic development plans—Brock 2014 and associated Faculty-based plans?
- What about our plans to build facilities that will relieve our chronic/acute lack of space? Why do we expect to have increased capital revenues to build new facilities, and why can we not use them as operating revenues?
- What effect will this have on our branding exercise and our capital campaign?

Recurrent Revenues vs. Expenditures (\$millions)

Approved Budget 05-06 to 08-09, Projected 09-10 to 12-13

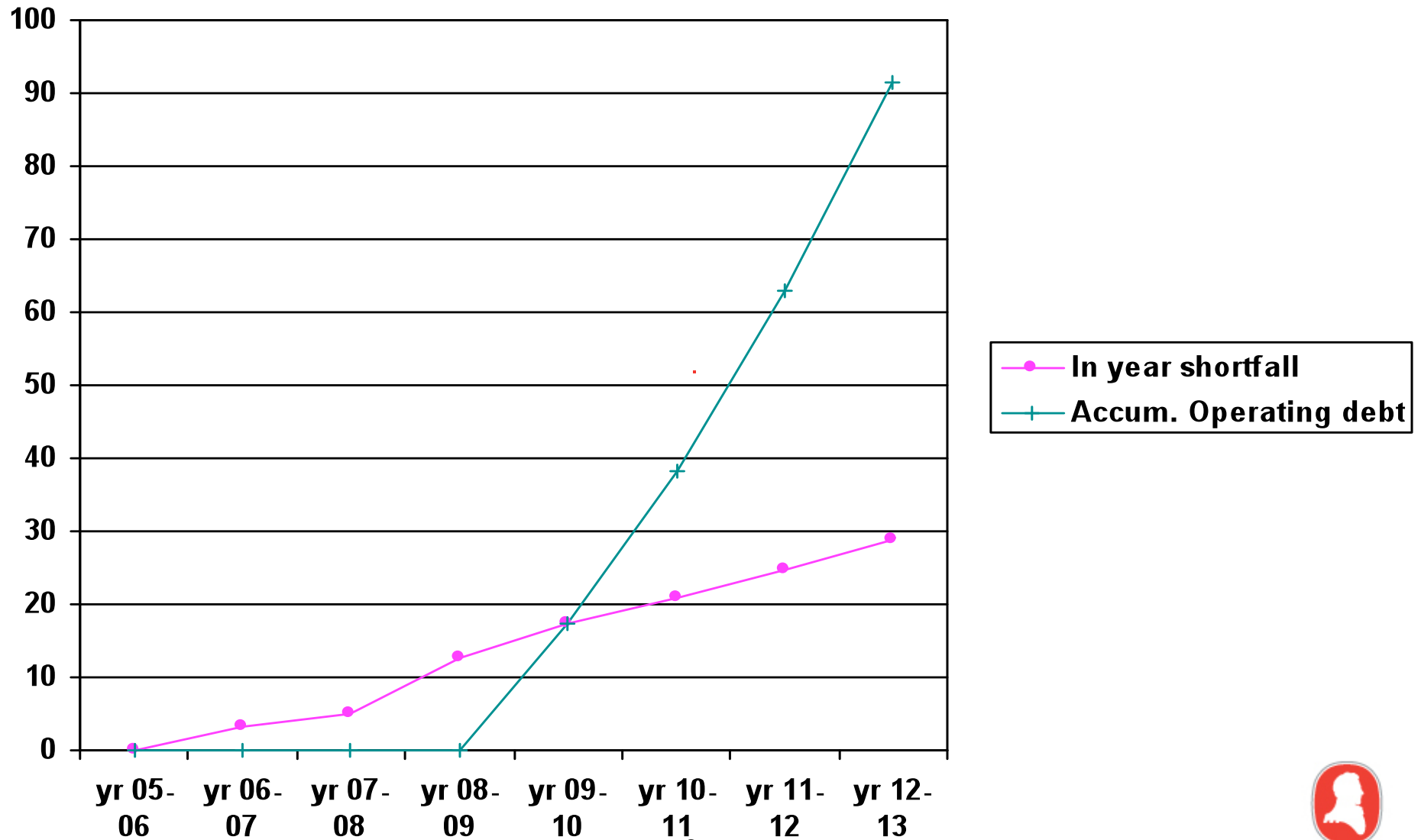


All Recurrent Revenues vs. Expenditures (\$millions) Approved Budget 05-06 to 08-09, Projected 09-10 to 12-13



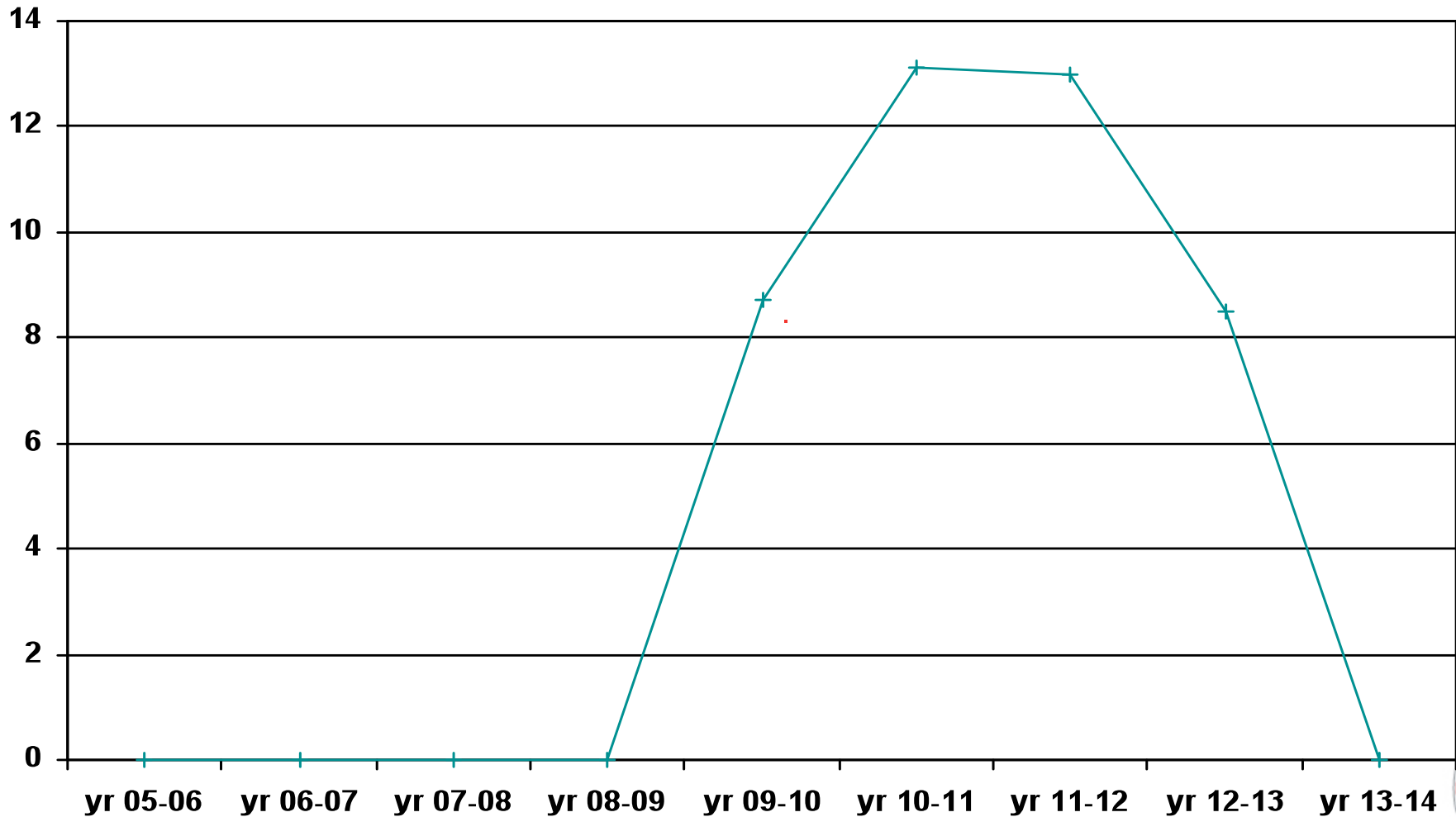
Potential In-year Shortfall and Accumulated Operating Debt (\$millions)

Approved 05-06 to 08-09, Projected 09-10 to 12-13



Accumulated Operating Debt (\$millions)

If 5% expenditure reduction and/or revenue increases over 4 years
Approved 05-06 to 08-09, Sought from Board 09-10 to 12-13



Final messages

- We need *everyone's* creativity—this needs to be a collegial exercise
- We need to keep our academic mission and vision front and centre as we make tough decisions
- We need not only to protect but to enhance that which differentiates us (our brand)—the type of student experience we aspire to provide; the crossing of boundaries (between disciplines and between the university and external communities)
- We need to think more than a year or two out and leave Brock on a sound financial and academic footing for the next generations of students, faculty and staff
- We need to identify asap strategies for the immediate term (09-10) and initiatives that will pay off financially and academically in subsequent years (10-11 to 12-13 and beyond)
- We need to be cognizant that protecting our own immediate turf is to lay an increased burden on others in the institution