



2019-20 Budget Conversations

Anne Whitelaw, Interim Provost and VP, Academic
Denis Cossette, Chief Financial Officer

Co-Chairs, Budget Review Working Group

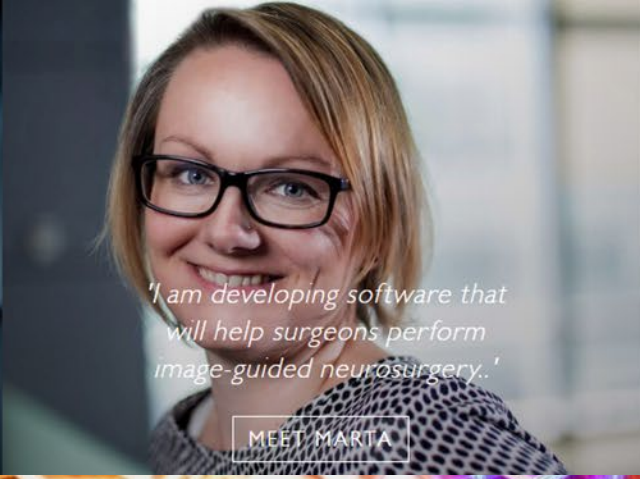
October 23-24, 2019



A portrait of a woman with long dark hair, wearing a purple top, smiling slightly.

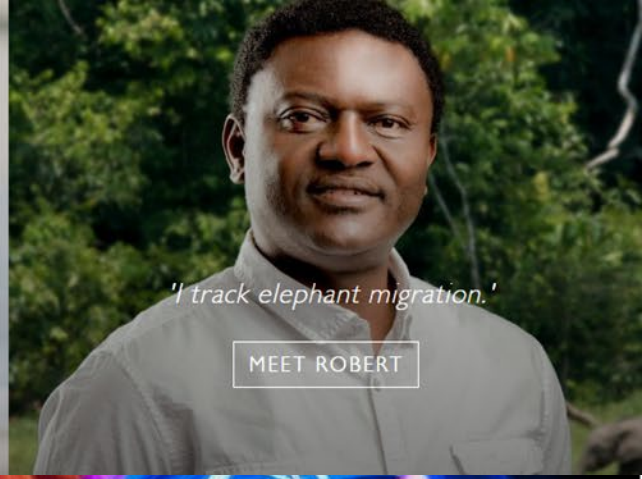
'I want to determine an individual's health status from a single droplet of blood.'

MEET DAJANA

A portrait of a woman with short blonde hair and glasses, smiling.

'I am developing software that will help surgeons perform image-guided neurosurgery.'

MEET MARTA

A portrait of a man with short dark hair, wearing a light-colored shirt, standing outdoors with trees in the background.

'I track elephant migration.'

MEET ROBERT

A large abstract graphic featuring a dense web of colorful, glowing lines in shades of orange, yellow, blue, and purple, creating a sense of dynamic movement and interconnectedness.

OUR 9 STRATEGIC DIRECTIONS

are bold, daring, innovative and transformative.

A portrait of a woman with long dark hair, wearing a black top, with tattoos visible on her arms.


'I'm making a film with a mission.'

MEET CHERRY

A portrait of a man with a beard and short hair, wearing a dark jacket, standing in front of a cityscape.

'I'm a student mentor and I believe in impact.'

MEET LUCAS

A portrait of a man with short dark hair, wearing a blue checkered shirt, sitting at a desk with electronic equipment.

'I'm building labs that fit in your pocket.'

MEET STEVE

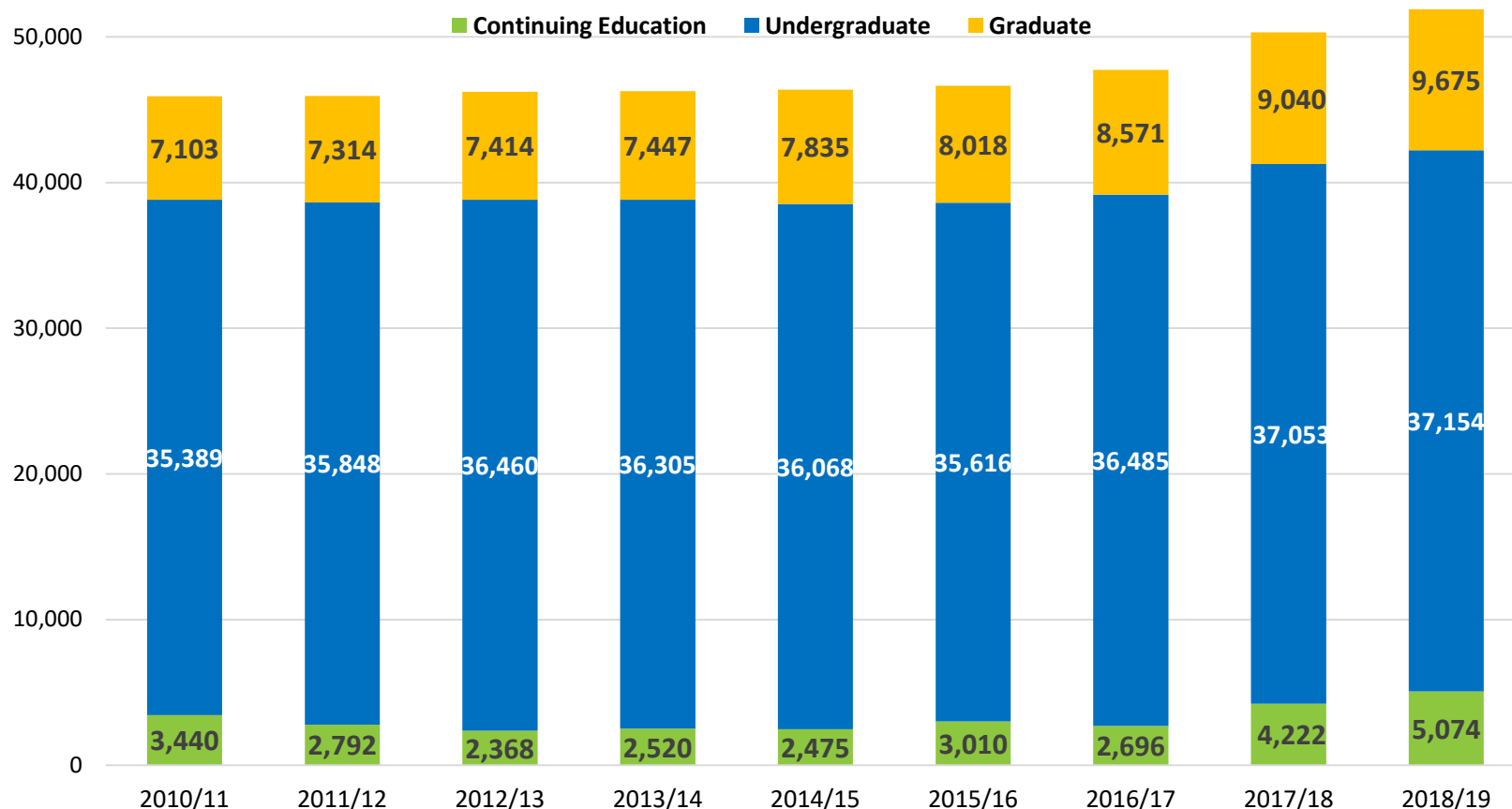
Concordia places among the top universities in Canada and beyond

- #1** in Canada and North American university under 50
- #1** Concordia awarded the Canada Excellence Research Chair (CERC) in Smart, Sustainable and Resilient Communities and Cities – the only CERC focused on this subject in Canada
- #1** in Canada/Top 100 in world, Art & Design
- #2** in Canada (Comprehensive), Social Sciences and Humanities Research Council of Canada grants
- #2** in Canada, number of international graduate students
- #4** in Canada, Masters of Business Administration
- #5** in Canada, Online course registrations
- #5** in Canada/Top 150 in world, Architecture/Built Environment
- #6** in Canada (Comprehensive), Reputation
- #6** in Canada/Top 200 in world, Communication & Media Studies
- #6** in Canada/Top 300 in world, Mechanical Engineering

Student enrolment is growing steadily

+5% undergraduate, +36% graduate, +47% cont. ed. since 2010-11

Total Headcount per Year 2010/11 - 2018/19



How we build the budget

Fall and Winter

- Key assumptions are determined
- Budget planning process launches and discussions begin
- Draft versions are prepared and reviewed by the Budget Review Working Group and the President's Executive Group

May

- Government of Quebec gives Concordia final guidelines regarding revenues
- Final budget is prepared
- Budget is approved first by the Finance Committee, then by the Board of Governors
- Sectors are notified of budget allocations



2019-2020: An important milestone

Following a series of Government budget compressions, Concordia achieved a balanced budget for the first time since 2013-2014

Concordia's operating budget

	2018-2019	2019-2020
Total revenues	\$ 496.9 million	\$535.9 million
Total expenses	\$ 498.8 million	\$534.7 million
Operating surplus or (deficit)	(\$ 1.9 million)	\$1.2 million*

*Deficit has been eliminated

The context has changed

We are subject to a new Government of Quebec framework:

- New controls over Senior Administration salaries
- Additional regulations around purchasing and procurement
- Expansion of international student tuition fee deregulation



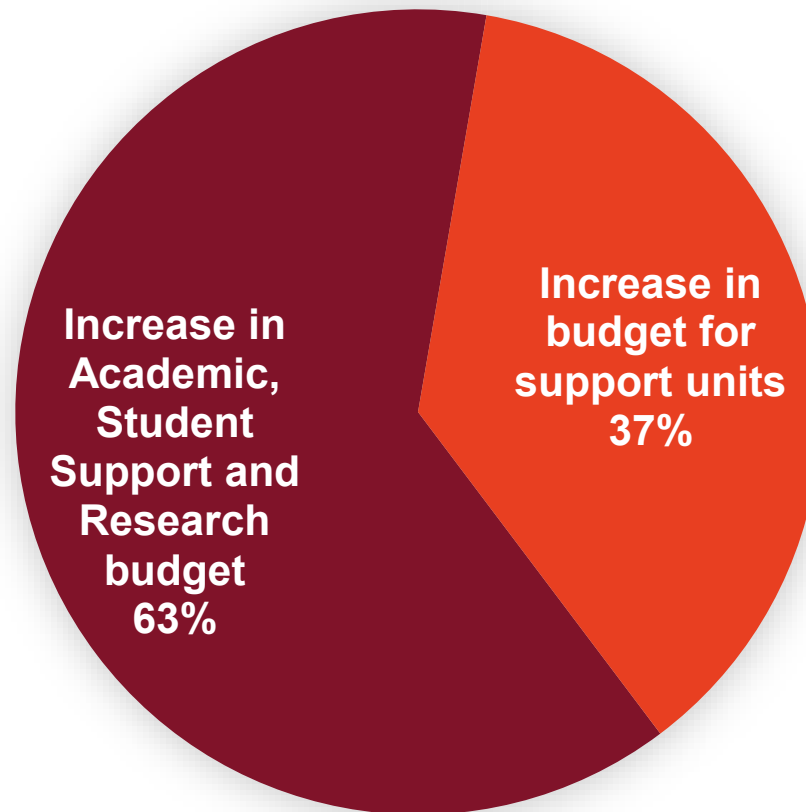
Impact on Concordia

- Cumulative Government of Quebec budget reductions (2010-2011 to 2016-2017): **\$90M**
- 45% of reductions have been recuperated: **\$40.3M**
- As per Government of Quebec 5-year plan, projected equilibrium date: **2022-2023**
- Thanks to our prudent financial management, we are **10%** of the network (in terms of number of students) with **3%** of the accumulated deficit

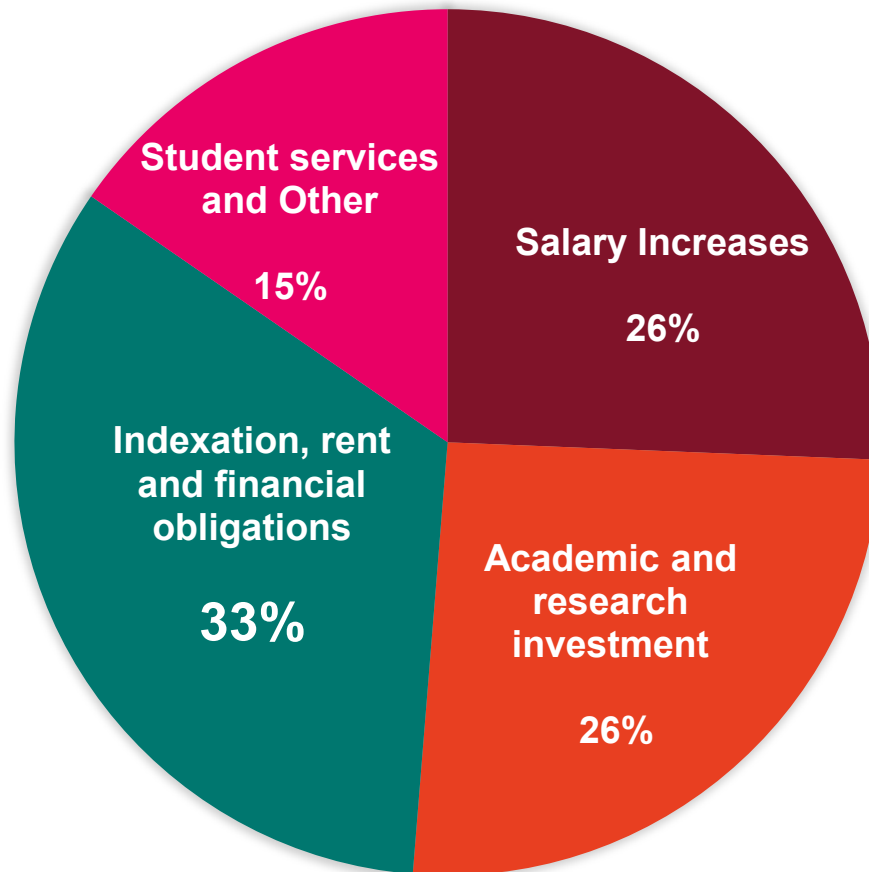


What we have done over the last 5 years

Increase in Concordia's budget 2015-2016 vs. 2019-2020: **\$94M**

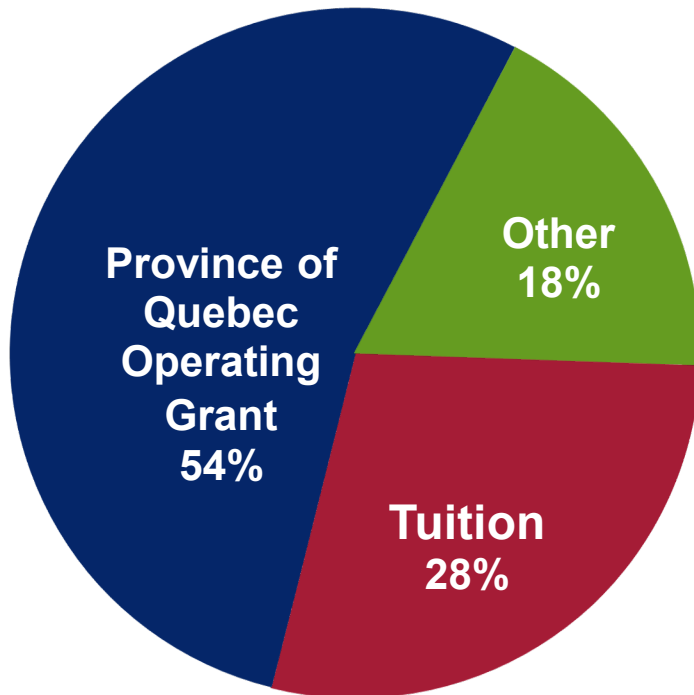


Estimated use of additional revenue 2019-2020

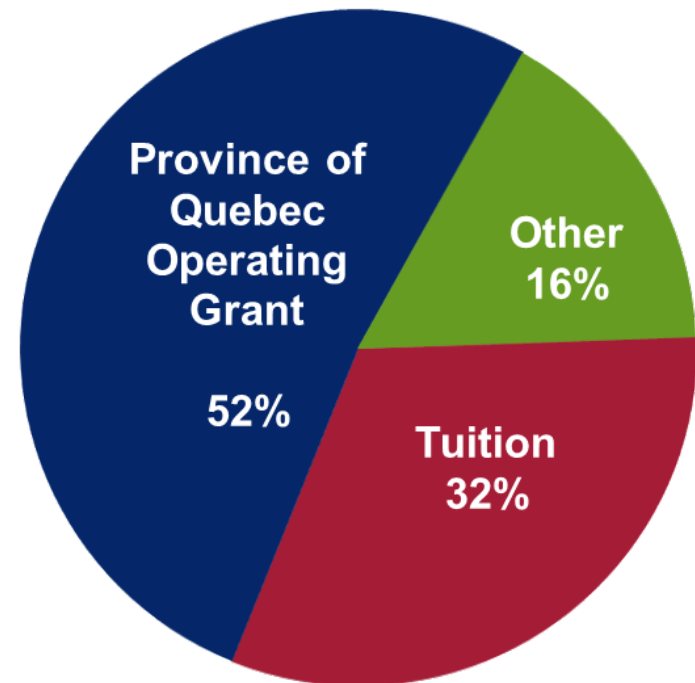


Projected Revenues

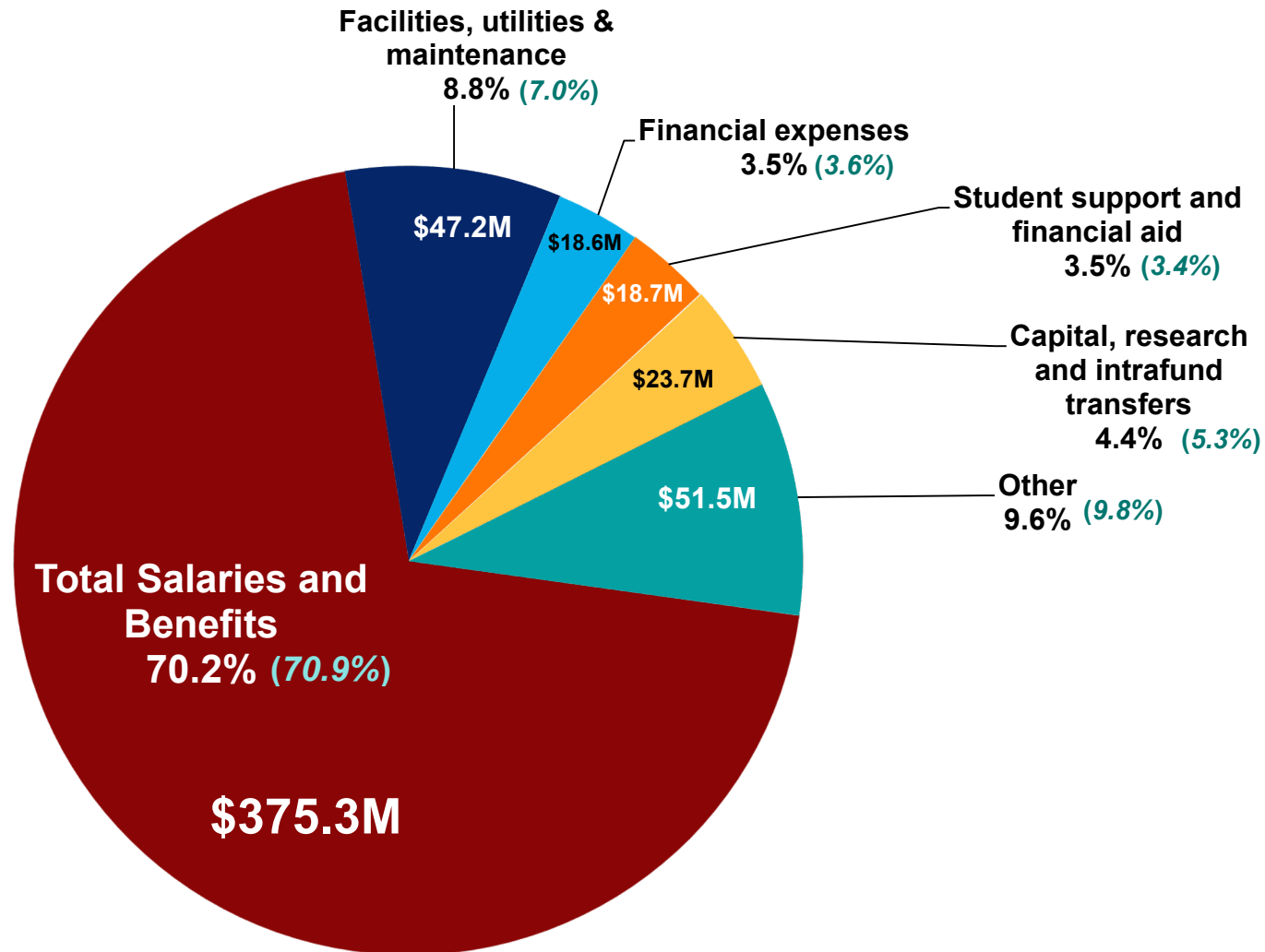
2018-2019: \$496.9M



2019-2020: \$535.9M

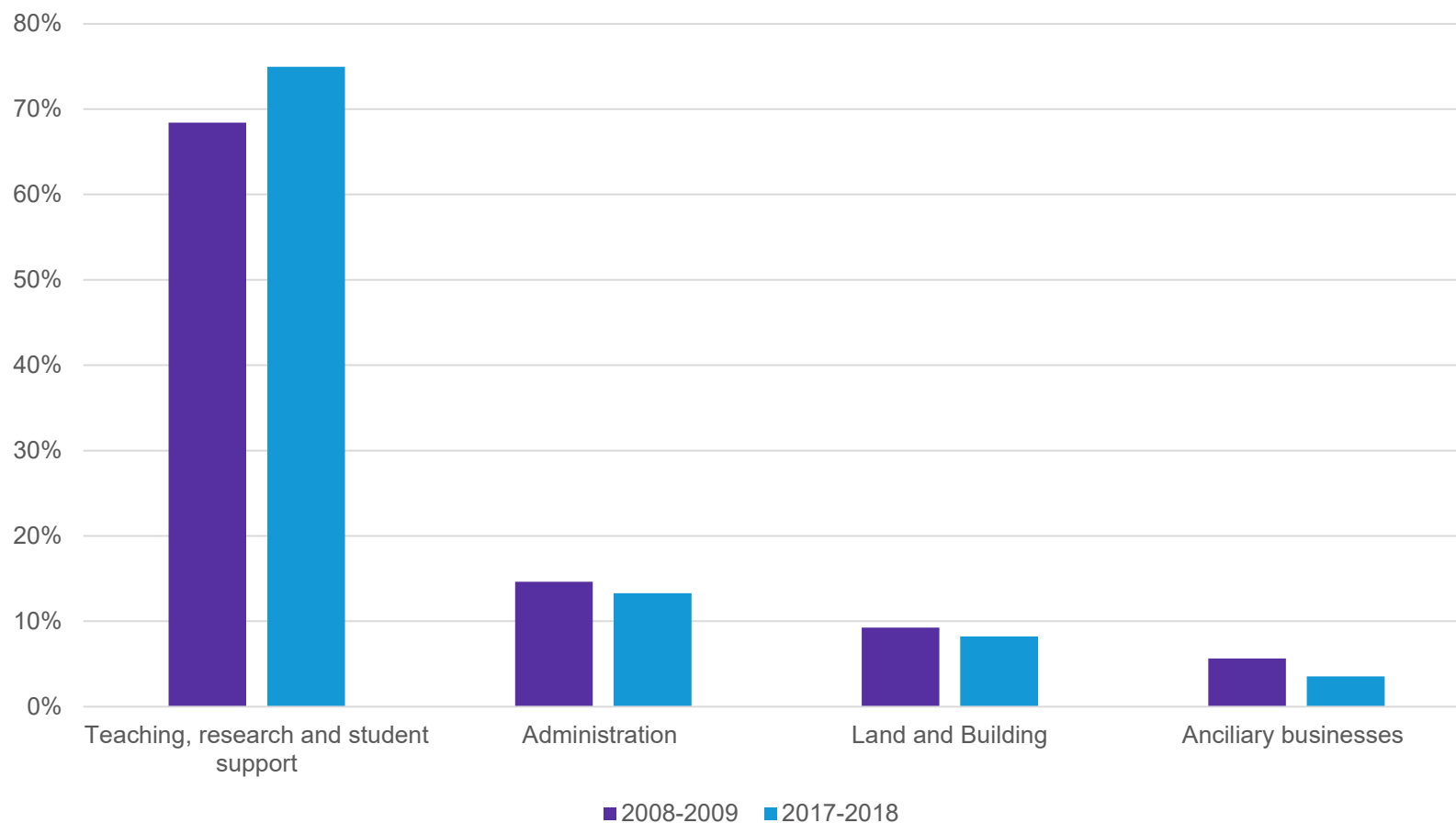


Projected Expenses: \$534.7 million



Expense categories

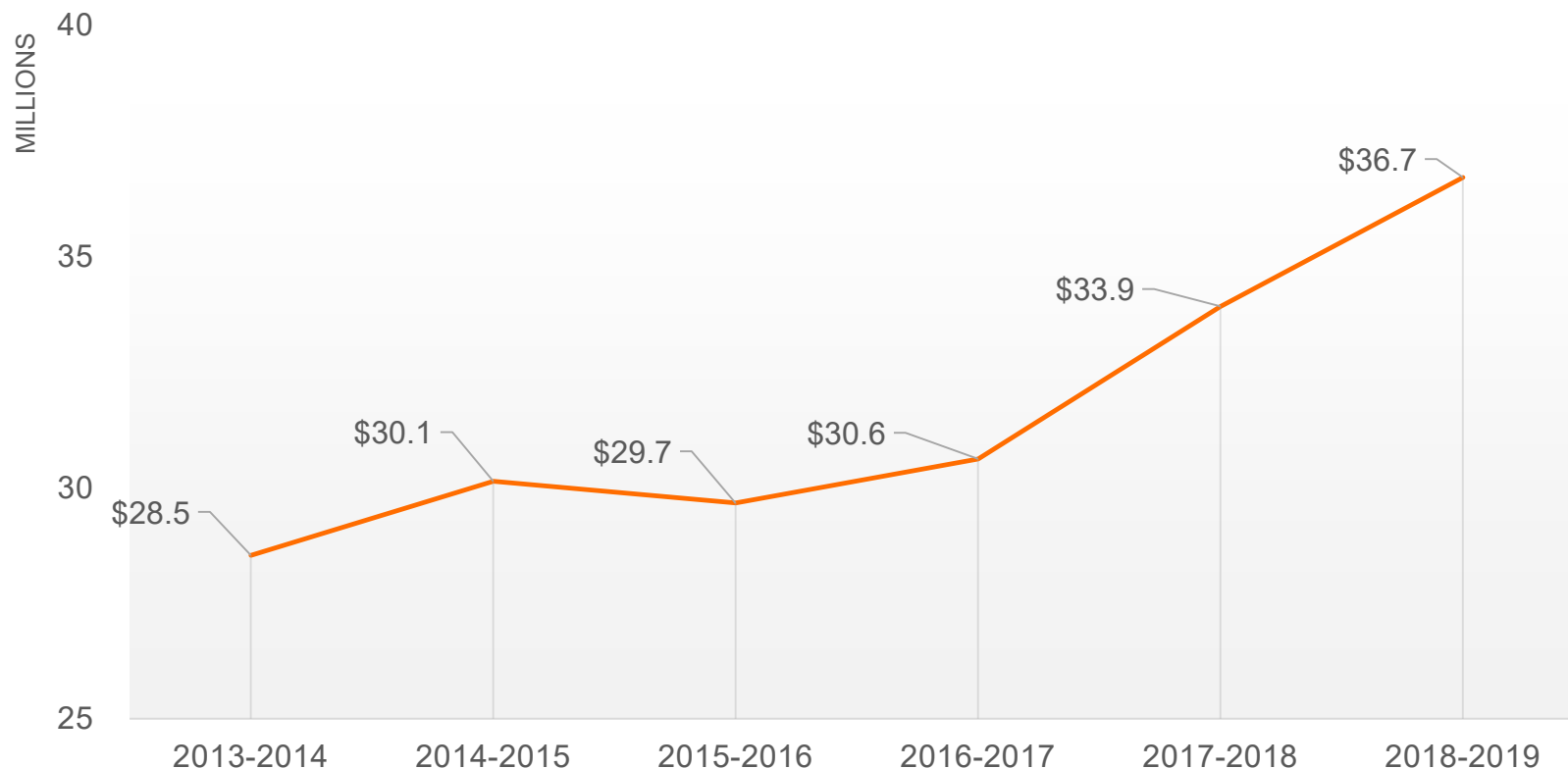
75% of our spending goes towards teaching, research and student support



Source: *Système d'Information Financière des Universités (SIFU)*

Recent investments in student support

Scholarships and bursaries at Concordia
from 2013-2014 to 2018-2019



Source: *Système d'Information Financière des Universités (SIFU)*



Looking toward the future

- Concordia financial management is based on sustainability and advancing its academic and research mission
- We continue to balance three key priorities:
 - Investing resources to support operations, development and key initiatives
 - Managing our costs prudently
 - Eliminating our deficit
- With a balanced budget, we are now in position to target the \$23M accumulated deficit since 2008-2009 to enhance our future financial capacity



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