

2022 - 2023

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#### Message from the Vice - President, Finance and Administration

The following DQQXDO ILQDQFLDO UHSRUW SURYLGHV LQIRUPDWLRQ operations and financial results \_ as well as the 2022 -2023 Audited Financial Statements. 2022 -2023 was another busy academic year, notwithstanding the headwinds and challenges faced by Canadian universities as they tackled a post - pandemic environment.

Our students achieved many successes this year, both inside and outside the classroom. Graduating student SunMin Park is one of ten students from across Canada to receive a 3M National Student Fellowship Award . First - year environmental science student Curt is Cook competed at the 2023 Special Olympics World Summer Games in Berlin, Germany . Tess Casher was awarded a 2023 Rhodes Scholarship from the University of Oxford, valued at \$100,000. G raduating student Pushkaraj Jadhav received the 2023 Frank H. Sobey A ward for Excellence in Business Studies, valued at \$45,000, and recent graduate Jonathan Ferguson ZDV DZD Up@stli@Gouls McCall MacBain Scholarship. μ

In the post COVID landscape, the University has been able to provide many opportunities to our st—udents. For example, 54 students had the chance to participate in international field schools through the federally funded Global Skills Opportunity (GSO) program. Students in a variety of disciplines travelled to field schools in Belize, the Galapagos Isl—ands, Japan, Italy, and the Netherlands, with upcoming experience—s taking place in Scotland at the renowned Edinburgh Fringe Festival and British Film Institute in London. External funding assisted many

## Message from the Vice - President, Finance and Administration

enthusiasm for innovation made him a steadfast champion for Mount Allison dur ing his tenure.

, KRSH WKH IROORZLQJ LQIRUPDWLRQ UHJDUGLQJ WKH 8QLYHUVI provides a useful snapshot of the past year. You can find more information at :

https://mta.ca/about/leadership -and-governance/reports -and-accountability .

Robert Inglis, CPA, CA

Vice-President, Finance and Administration

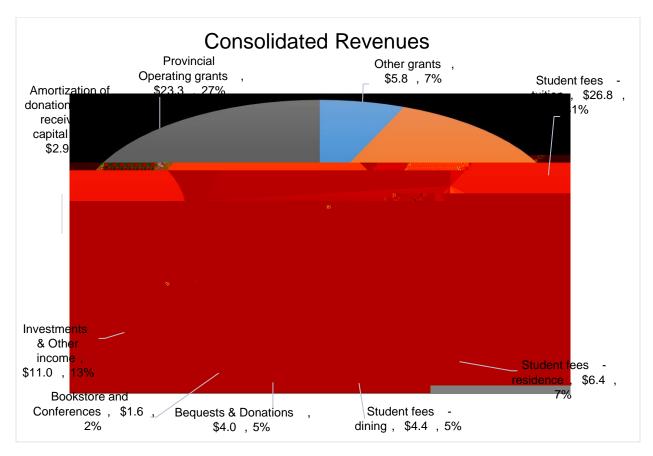
# Financial Highlights sAll Funds

#### TOTAL REVENUE

- x Revenue increased 5% or \$4.2M from \$81.9M to \$86.1M.
- x Student fees income increased by 4% or \$ 1.5M driven by an increase in tuition fees and the number of student2 792 re W\* n BT /C2\_2 11.04 Tf 72.024 (b)3.0G8v2.9.5024 621.94 Td (.)Tj ET EMC Q /P <</MCI3

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# Financial



Consistent with prior years, a s displayed in the above graph, approximately 7 1% of consolidated revenue was driven from three main sources : student tuition fees. provincial operating grants, and investment s and other income. The remaining 2 9% of revenue was derived from student residence fees, other grants, student dining services, amortization of donations and grants received for capital assets , bequests bookstore and conferences . and donations, and

Revenue from students and government grants is the predominant source of revenue, which continue s to be under pressure due to a decline in the number of potential students from traditional markets, competition from other universities Province of New with respect to student recruitment, and the financial health of the Brunswick, which impacts the SURYL Calfilltly¶d/provide support to New % UXQVZLFN¶V S-XseEc@nddaFy inStiRuti/oVMs. The University has a multi -prone approach to increase enrolment, including academic program development, expanded ex periential learning opportunities and increase student supports . These enrolment initiatives are also in response to labour market needs of N.B.

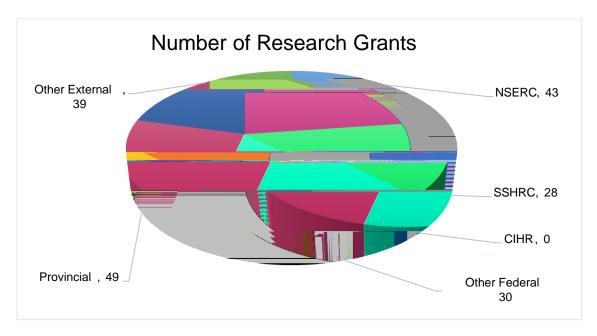
Overall, consolidated revenues increased by 5% or \$4.3M from the prior year. The main driver of the increase is due to increase in student fees relating to an increase in both tuition fees and students and increased in bequests and donations .

## Student Fees

Student fees include tuition and other fees as well as residence and dining services. In fiscal 2023 these fees overall were \$3.7.5M, an in crease of 4

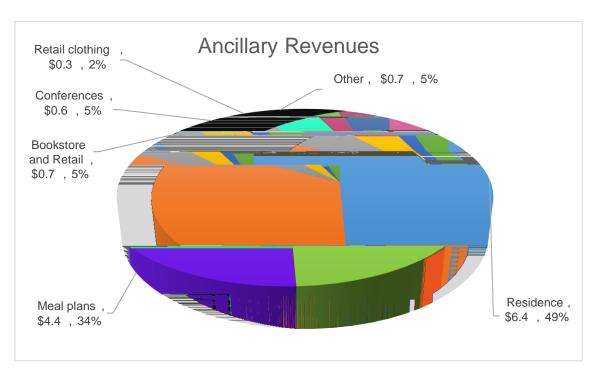
The following table illustrates the number of research grants in source :

fiscal 2023 based on



#### Ancillary Operations

Ancillary operations provide essential student support includ ing the residence, dining, conference , and bookstore services . The operation s are responsible for providing efficient and affordable services supported only by revenue from each operation.



Mount Allison has the largest endowment per student of non -federated Canadian universities and the second largest endowment per student of all Canadian universities after Victoria University federated with the Univers ity of Toronto, reaching almost \$100,00



Consolidated expenses are reported in the consolidated statement of operations by function as shown in the chart above. Overall, total expenditures were \$ 85.5M (202 2 - \$79.7M) a n in crease of 7% or \$ 5.7M from prior year . The increase of non-salaried expenses were mostly driven by inflatio intertectors BT /TTO 11.04 Tf 0.0533 Tc 498.7 390.07 Td (M)

# Consolidated Expens es

Employee future bene fit obligation

# Capital Projects and Financing

#### Carbon Footprint and Sustainability Activities

& O L P D W H F K D Q J H L V Z L G H O \ D F N Q R Z O H G J H G W R E H R Q H R I W K H problems and Mount Allison is committed to pursuing reductions in its use of fossil fuels in its operations.

The University is committed to adhering to the principles of responsible investment in its investment policies and practices. Responsible investment is an approach to investing that aims to incorporate environmental, social, and go vernance (ESG) factors into investment decisions, to better manage risk and generate sustainable, long-term returns.

The University is a member of a consortium of Canadian universities to form UNIE (University Network for Investor Engagement), a group tha that engaged SHARE (Shareholder Association for Research & Engagement) to act on its behalf to engage with companies concerning Environmental, Social and Governance actions.

Other activities include initiatives in the areas of academic programming, extra curricular activities and research, policies on environmental matters and responsible investing, and reporting of such.

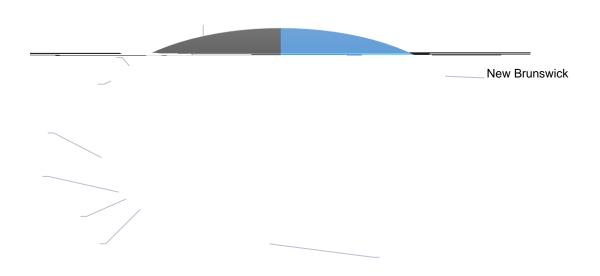
More information on the sustainability activities can be found at <a href="https://mta.ca/about/leadership">https://mta.ca/about/leadership</a> - and - governance/reports - and - accountability .

Mount Allison was named the top undergraduate university in Canada again in 2023 and top university in scholarships and bursaries. It has

attract international students attending NS and NB high schools. mix helps enliven the Mount Allis on student experience.

This geographic

Below are several charts illustrating the breakdown of student residence by demog raphic and comparing to the past 10 years prior.



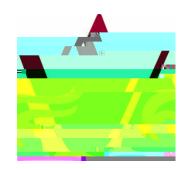
- x Experiential internships 20 9 students with paid internships , including 98 full time summer internships; 77 partnerships with external organizations; 16 funded entrepreneurship internships for students to start the ir own enterprises
- x 14 experiential learning courses in 2022 -23, providing 249 students innovative experiential opportunities
- x Many departments employ students as lab assistants and tutors.
- x Approximately 27% of graduates completed KRQR Xptbyffms mentored by faculty members.

#### Financial Aid

Recruiting and retaining qualified students requires significant financial aid and student employment resources. Financial aid and student compensation per student has been steadily increasing over the years. Financial aid spending represents the largest budget item in the endowment fund budget. The University spent over \$ 8.6M (202 2 - \$8.3M) in financial aid and student compensation, an increase of \$ 0.3 M from the prior year

Awards

Mount Allison



# **Consolidated Financial Statements**

**Mount Allison University** 

April 30, 2023

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#### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of

Mount Allison University			
Consolidated statement	of financial position		
As at April 30	·	2023	2022

Mount Allison University
Consolidated statement of operations

Year ended April 30		2023		2022
Revenues	_		_	
Government grants - provincial	\$	24,481,205	\$	24,348,362
Government grants - federal		3,873,698		3,493,749
Student fees – tuition and other		26,767,445		25,496,511
Student fees – ancillary		10,781,083		10,538,108
Bequests and donations		4,046,285		2,804,745
Non-government grants and contracts		662,348		771,198
Bookstore and conference income		1,640,072		1,345,551
Investment income (note 5)		8,985,986		8,909,039
Other income		1,998,963		1,344,972
Amortization of deferred capital contributions (note 11)		2,874,339		2,871,128
		86,111,424		81,923,363
Expenses				
Academic departments		32,199,559		31,046,297
Library		3,263,729		3,062,109
Computing services		2,611,507		2,469,664
Administrative and general services		12,147,092		10,674,738
Physical plant		9,991,711		9,397,391
Student services		12,621,222		11,405,306
Ancillary services		6,780,122		5,857,230
Amortization of capital assets		5,841,995		5,815,239
·		85,456,937		79,727,974
Revenues over expenses		654,487		2,195,389
Use of contingency fund		523,883		823,964
Invested in capital assets		(1,676,419)		(981,611)
(Committed to) drawn from internally		( ,, -,		( ,- ,
restricted endowments		(22,512)		570,305
Committed to future pension benefits		(429,722)		(439,434)
Committed to internally restricted net assets		(578,084)		(868,118)
		(2,182,854)		(894,894)
(Increase) decrease in unrestricted net deficit	\$	(1,528,367)	\$	1,300,495

Mount Allison University	
Consolidated statement of	changes in net assets
Year ended April 30	

	General, Ancillary and Special Program Operating Funds	Research, Special Purpose and Endowment Expendable Funds	Net Assets Invested in Capital Assets	Net Assets Restricted for Endowment Purposes	Total 2023	Total 2022
Net assets, beginning of year	\$ 6,090,032	\$ 6,722,106	\$ 56,726,971	\$ 218,039,976	\$ 287,579	

Mount Allison University Consolidated statement of cash flows			
Year ended April 30	2023		2022
Operating			_
Revenues over expenses	\$ 654,487	\$	2,195,389
Amortization of deferred contributions	(2,874,339)		(2,871,128)
Unrealized loss on investments	24,691,776		4,346,503
Amortization of capital assets	5,841,995		5,815,239
Change in employee future benefit obligation	(331,688)		(295,681)
Change in non-cash operating working capital	 (1,036,067)		3,973,765
	26,946,164		13,164,087
Contributions related to research and operations			
deferred during the year	 (216,277)	_	(32,275)
Net cash pro vided by operating activities	26,729,887		13,131,812
Financ ing Decrease in bank indebtedness Contributions related to special purpose funds and	-		(660,000)
endowment expendable funds deferred			
during the year	16,010,619		933,690
Contributions related to capital assets deferred	10,010,019		933,090
·	710 615		404 407
during the year	718,615		494,107
Endowed restricted donations	 4,703,209	_	4,124,569
Net cash pro vided by financing activities	 21,432,443		4,892,366
Investin g			
Purchase of capital assets net of proceeds on			
disposals	(11,940,333)		(4,453,419)
Deficiency of investment earnings over	, ,		,
endowment spending on externally restricted			
endowments	(2,180,540)		(585,255)
Net change in short term investments	(2,907,653)		(426,678)
Purchase of investments net of proceeds on	, , ,		, ,
disposals	 (39,468,861)		(9,263,059)
Net cash use d in investing activities	 (56,497,387)		(14,728,411)
Net (decrease) incre ase in cash	(8,335,057)		3,295,767
Cook and sook assistants to significant of soon	40 404 000		0.005.005
Cash and cash equivalents, beginning of year	 12,131,692	_	8,835,925
Cash and ca sh equivalents, end of year	\$ 3,796,635	\$	12,131,962

## Mount Allison University Notes to the consolidated April 30, 2023

#### financial statements

#### 2. Significant accounting policies (continued)

Fund accounting (continued)

The Endowment Principal Fund reflects the total resources which have been endowed, either by terms imposed by the benefactor or by the University and includes investment returns that have been capitalized in accordance with the University's spending allocation policy. See Endowment income and spending allocation (note 2, p 11).

The Endowment Expendable Fund includes investment returns on the endowment principal that have been spent on restricted purposes. It also includes capitalized investment returns on internally restricted and unrestricted endowments which is reported as revenue in the Special Program Operating Fund and then transferred to the Endowment Expendable Fund. The unexpended portion of the prior year's spending allocation from externally restricted funds is recorded as either a deferred contribution and available for spending in future years or is transferred to the endowment principal. The Endowment Expendable Fund balance is comprised of the unexpended portion of internally restricted funds.

The Research Fund accounts for the expenditure of externally restricted contributions which have been received by the University from organizations or granting agencies and spent on research projects. It also accounts for funds appropriated from operating funds for research purposes. Unspent externally restricted contributions are recorded as deferred contributions on the consolidated statement of financial position. The Research Fund balance represents unspent internally restricted funds.

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# Mount Allison University Notes to the consolidated financial statements April 30, 2023

2.

### Mount Allison University Notes to the consolidated April 30, 2023

#### financial statements

#### 2. Significant accounting policies (continued)

#### Financial instruments (continued)

Investments are accounted for at fair value except for certain non-endowed long term bonds and guaranteed investment certificates which are held to maturity and recorded on a cost basis with any premium or discount amortized on the effective interest basis.

Fair value is defined as estimates of the consideration that would be agreed upon between knowledgeable, willing parties who are under no obligation to act. Publicly traded securities are valued at quoted market values in an actively traded market. Private infrastructure investments, which comprise of shares or units in an externally managed pooled investment vehicle (such as a limited partnership) with underlying investments in private infrastructure assets are valued based on the latest valuation provided by the external investment manager of the fund, adjusted for subsequent cash receipts and distributions from the fund, and cash disbursements to the fund through April 30. The University believes that the carrying amount of these financial instruments is a reasonable estimate of fair value. Because private infrastructure investments are not readily traded, their estimated values are subject to uncertainty and therefore may differ from the value that would have been used had a ready market for such investments existed.

Transactions are recorded on a trade date basis and transaction costs are expensed as incurred.

Investment returns, positive or negative, which consist of interest, dividends, income distributions from pooled funds, and realized and unrealized gains and losses, are recorded as investment income (loss) or endowment contributions (drawdowns) in the consolidated statements of operations and changes in net assets.

#### Foreign currency

Long term investments denominated in foreign currency are translated at exchange rates as of the date of the consolidated statement of financial position. Transactions denominated in foreign currencies are translated at the exchange rate in effect on the transaction date. Exchange gains and losses are accounted for in investment gains and losses.

#### Employee benefit plans

The defined benefit pension plan obligation and service cost are recorded based on the Plan's going concern obligation and current service cost as calculated in the most recent funding valuation and extrapolated to the fiscal year end date. During the year, the University applied changes made to the employee future benefit accounting standards requiring plans with no legislative, regulatory, or contractual requirement to prepare a funding valuation, to prepare their valuations on an accounting basis. This applied to the retirement allowance plan only and the impact on the opening balance, resulting in an increase in the obligation of \$142,980, had been recorded through the statement of changes in net assets in accordance with the transitional provisions on the new standard.

A valuation allowance will be charged against the defined benefit asset for any excess of the defined benefit asset over the expected future benefit the University expects to realize from a plan surplus. The University determines the expected future benefit as the present value of expected future employer current service costs for the current number of active employees.

Mount Allison University	
Notes to the consolidated	financial statements
April 30, 2023	

6. Capital asset s	<u>Cost</u>	Accumulated Amortization	Net Book Value <u>2023</u>	Net Book Value <u>2022</u>
Buildings Construction in	\$ 244,999,209	\$ 132,414,032	\$ 112,585,177	\$ 116,304,873
progress	15,009,857	-	15,009,857	

## Mount Allison University Notes to the consolidated April 30, 2023

### financial statements

#### 7. Employee future benefit obligation (continued)

The most recent actuarial valuation for funding purposes of the defined benefit pension plan was as of December 31, 2022. The next actuarial valuation for funding purposes must be as of a date no later than December 31, 2025. The Plan's actuary has extrapolated the results of the December 31, 2022 actuarial valuation of the Plan for funding purposes to April 30, 2023 as follows:

	Pension	nefit Plans	Retirement Allowance Plan				
	<u>2023</u>		<u>2022</u>		<u>2023</u>		<u>2022</u>
Fair value of Plan assets	\$ 53,864,455	\$	52,390,854	\$		\$	-
Defined benefit obligation Accrued benefit asset	 42,569,157		<u>45,686,875</u>		2,018,304		1,692,437
(liability)	\$ 11,295,298	\$	6,703,979	\$	(2,018,304)	\$	(1,692,437)

The University recorded a remeasurement gain of \$4,161,599 (2022 – loss of \$2,135,041) in the pension benefit plan and a remeasurement loss of \$227,833 (2022 – gain of \$180,017) in the retirement allowance plan. Remeasurements and other items were recorded directly in the consolidated statement of changes in net assets.

Total cash payment for employee future benefits for 2023, consisting of cash contributed by the University to its defined benefit, defined contribution and retirement allowance plan was \$2,714,860 (2022 – \$2,526,678).

# Mount Allison University Notes to the consolidated

### financial statements

## 10. Collections

April 30, 2023

The University maintains five permanent library collections as well as the Owens Art Gallery Permanent Collection.

#### Library permanent collections

The five library permanent collections are the Mary Mellish Archibald Memorial (MMAM) Collection, the Winthrop Pickard Bell (WPB) Collection of Acadiana, the Edgar and Dorothy Davidson Collection of Canadiana, the Government Documents Collection, and the Mount Allison Rare Book Collection. Additions are made to the first two collections each year from the income earned on endowments established for that purpose. The additions in 2023 on the MMAM and WPB collections were \$1,687 (2022 – \$3,128) and \$5,592 (2022 – \$5,295) respectively. The Government of Canada donates a large quantity of documents to the Government Documents Collection each year and, in addition, the University spent \$4,200 (2022 – \$3,334) for additions to this collection in 2023.

#### Owens Art Gallery permanent collection

The University art gallery ("Owens Art Gallery") has a permanent collection consisting of approximately 4,000 works, including historical and contemporary Canadian, Indigenous, American, and European art. The historical component of the Collection consists of approximately 300 18<sup>th</sup>- and 19<sup>th</sup>- century paintings, watercolors, prints and plaster casts (also known as the Original Collection), works related to the Mount Allison Ladies' College and the history of Fine Arts at Mount Allison, art from the Atlantic provinces, and American prints from the modern period. The contemporary collection consists of Canadian and Indigenous art in a wide range of media, including but not limited to painting, printmaking, installation, video, textiles, sculpture, drawing, and porcupine quillwork. For the year ended April 30, 2023, donated artwork was valued at approximately \$1,600 (2022 - \$29,850) and \$24,250 (2022 - \$5,546) in purchased acquisitions was added to the permanent collection.

#### 11. Deferred contributions related to capital assets

Deferred contributions related to capital assets are externally restricted expendable funds received in the current or prior periods to support capital assets which have not yet been amortized. The amortization of deferred capital contributions is recorded as revenue in the consolidated statement of operations. Changes in the deferred contributions related to capital assets balance is detailed in the following table:

_	<u>2023</u>	<u>2022</u>
Beginning balance Add	\$ 61,040,340	\$ 63,417,361
Contributions for capital assets deferred during the year Less	718,615	494,107
Deferred contributions amortized during the year	(2,874,339)	(2,871,128)
Ending balance	\$ 58,884,616	\$ 61,040,340

#### 13. Endowments

The following table details the changes in the endowment funds

	<u>2023</u>	<u>2022</u>
Beginning balance	\$ 218,039,976	\$ 215,070,967
Donations	5,204,366	4,134,152
Recapitalized endowments	577,457	-
Investment loss	(3,236,642)	(1,165,143)
Total	\$ 220,585,157	\$ 218,039,976

The market value of the endowment funds is disclosed in note 5. Net assets restricted for endowment purposes consists of \$155,711,554 (2022 – \$152,644,864) externally restricted endowments and \$64,873,603 (2022 – \$65,395,112) internally restricted endowments.

In 2023, investment earnings, net of fees, of \$6,123,696 were earned on endowments. To fund next year's spending allocation of \$9,467,569, \$1,056,102 was deducted from internally restricted endowments and the balance of \$2,287,771 was deducted from externally restricted endowments, recorded as a direct decrease in endowments

In 2022, investment earnings, net of fees, of \$7,281,057 were earned on endowments. To fund next year's spending allocation of \$9,055,938, \$579,888 was deducted from internally restricted endowments and the balance of \$1,194,993 was deducted from externally restricted endowments, recorded as a direct decrease in endowments.

#### 14. Internally restricted net as sets

	Balance 2023	Balance <u>2022</u>
Contingency Fund to support revenue shortfalls and emergencies Infrastructure and other projects support Research support Internally restricted endowment spending	\$ 315,192 891,982 593,061 4,976,074	\$ 566,535 841,109 787,107 4,527,355
	\$ 6,776,309	\$ 6,722,106

In 2023 the University drew \$523,883 from its Contingency Fund to fund the shortfall in revenue in the General Operating Fund compared to the approved 2022-2023 budget.

In 2022 the University drew \$823,964 from its Contingency Fund to fund the opening accumulated deficit in its unrestricted General Operating Fund because of Covid-19 related expenses.

#### 15. Financ ial inst ruments

The University is exposed to various risks in relation to its financial instruments. The main types of risks are market risk and credit risk:

#### Market risk

Market risk refers to the impact on the University's cash flows due to fluctuations in interest rates and the fair value of assets held in debt and equity markets. The primary risk exposures relate to investments held in foreign currencies, interest rate volatility, and other market risk. The University has formal policies and procedures in place governing asset mix and setting limits on the proportion of each asset class

17. Contingent liabilities (continued)

Mount Allison University
Schedule of operating funds, re stricted funds and net assets invested in capital assets

April 30, 2023

From schedule 2 From schedule 3 General, Ancillary and Special Research, Special Purpose and Net Assets Invested in **Program Operating Funds Endowment Expendable Funds** Capital Assets Total Total 2023 2023 2023 202 2022 2022 2022 202 Revenues Government grants -24,348,362 provincial 23,278,334 23,010,372 \$ 1,202,871 1,337,990 \$ \$ 24,481,205 Government grants federal 649,647 691,839 3,224,051 2,801,910 3,873,698 3,493,749 Student fees - tuition 26,767,445 25,496,511 26,767,445 25,496,511 10,781,083 10,538,108 10,781,083 10,538,108 Student fees – ancillary Beguests and donations 819,963 414,475 3,226,322 2,390,270 4,046,285 2,804,745 Non-government grants and contracts 662,348 771,198 662,348 771,198 Bookstore and conference 1,640,072 income 1,345,551 1,640,072 1,345,551 2.282.649 2.536.236 6.703.337 8.985.986 8.909.039 Investment income 6.372.803 Other income 1,989,610 1,341,025 9,353 3,947 1,998,963 1,344,972 Amortization of deferred capital contributions 2.874.339 2.871.128 2.874.339 2.871.128 68,208,803 65,374,117 15,028,282 13,678,118 2,874,339 2,871,128 86,111,424 81,923,363 Expenses 4,221,179 Academic departments 27,978,380 26,625,945 4,420,352 32,199,559 31,046,297 Library 2.664.413 2,474,321 599,316 587,788 3.263.729 3.062.109 Computing services 2.463.022 2.611.507 6.642 2.611.507 2.469.664 Administrative and general services 10.612.009 9,255,738 1,535,083 1,419,000 10,674,738 12,147,092 Physical plant 9.967.579 9.305.003 24,132 92.388 9.991.711 9,397,391 Student services 5,235,876 4,892,583 6,512,723 12,621,222 11,405,306 7,385,346 Ancillary services 6,780,122 5,857,230 6,780,122 5,857,230 Amortization of 5,815,239 capital assets 5,841,995 5,841,995 5,815,239 65,849,886 60,873,842 13,765,056 13,038,893 5,841,995 5,815,239 85,456,937 79,727,974

Schedule 1

# Mount Allison University Schedule of general, ancillary an d special program operating funds

April 30, 2023 Schedule 2

	General Operating Fund 2023 2022		, , ,			Special Program Operating Fund 2023 2022				 Total 2023	Total 2022			
Revenues Government grants - provincial	\$	23,257,077	\$ 22,992,199	\$	-	\$	-	\$	21,257	\$	18,173	\$ 23,278,334	\$	23,010,372
Government grants - federal		649,647	691,839		_		_		_		_	649,647		691,839
Student fees - tuition		26,767,445	25,496,511		_		_		_		_	26,767,445		25,496,511
Student fees - ancillary		-	-		10,781,083		10,538,108		-		-	10,781,083		10,538,108
Bequests and donations		-	-		-		-		819,963		414,475	819,963		414,475
Bookstore and														
Conference income		7,870	-		1,628,898		1,345,551		3,304		-	1,640,072		1,345,551
Investment income		404,328	259,788		-		-		1,878,321		2,276,448	2,282,649		2,536,236
Other income		1,219,374	 754,228		571,099		476,605		199,137		110,192	1,989,610		1,341,025
		52,305,741	 50,194,565		12,981,080		12,360,264		2,921,982		2,819,288	 68,208,803		65,374,117
Expenses														
Academic departments		27,595,894	26,330,807		_		_		382,486		295,138	27,978,380		26,625,945
Library		2,664,413	2,474,321		-		-		-		-	2,664,413		2,474,321
Computing services		2,509,070	2,364,364		102,437		98,658		-		-	2,611,507		2,463,022
Administrative and														
general services		7,397,934	6,135,117		733,588		649,825		2,480,487		2,470,796	10,612,009		9,255,738
Physical plant		6,604,099	6,186,527		3,363,480		3,118,476		-		-	9,967,579		9,305,003
Student services		4,701,743	4,356,959		97,530		104,264		436,603		431,360	5,235,876		4,892,583
Ancillary services		-	 -		6,780,122		5,857,230					 6,780,122		5,857,230
		51,473,153	 47,848,095		11,077,157		9,828,453		3,299,576		3,197,294	 65,849,886		60,873,842

