

QUEEN'S UNIVERSITY COUNCIL

May 7, 2011

The Financial Situation

Blue Sky Work: out-of the box initiatives for revenue generation or cost reduction

Queen's University is facing a period of considerable financial challenge. Government funding now represents less than half of our operating budget revenue with increases tied to enrolment growth, there are caps on tuition fees, the endowment fund was hit by the 2008 financial crisis, and costs continue to rise. The university has a relatively high level of debt, and there is a serious deficit in the pension plan. Our students continue to expect excellence in teaching and learning, including access to the latest technologies and modern teaching facilities. Our campus infrastructure is aging, and we face challenges in deferred maintenance.

We are exploring ways to control cost increases and are actively searching for alternate revenue sources, and in order to be successful we need to find a common understanding of our financial situation across campus, and with our alumni and supporters.

The purpose of this session will be to brainstorm about opportunities for additional revenue generation or cost savings that the University can explore further. Councillors are encouraged to come to the session with ideas that we can discuss:- all out-of-the box initiatives are encouraged.

Before the session starts, we have some suggested reading:

- Operating Budget
 - <http://www.queensu.ca/financialservices/reports/budget/201011BudgetReport.pdf>
 - <http://www.queensu.ca/financialservices/reports/FinancialReports/QuarterlyFinancialUpdate-Mar42011-ReporttotheBoard.pdf>

- Regular Provost/VPFA financial updates
 - <http://www.queensu.ca/financialupdate/2011/april18.html>
 - <http://www.queensu.ca/financialupdate/2011/feb16.html>
 - <http://www.queensu.ca/financialupdate/background/2010/december.html>

- Bond rating reports
 - <http://www.queensu.ca/financialservices/reports/credit.html>

- Academic Planning
 - <http://www.queensu.ca/principal/wherenext/WhereNext-2010-01-15.pdf>
 - http://www.queensu.ca/awt/index/Imagining_the_Future_2010-08-23.pdf