

**Secretariat**

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The following items arise from a meeting of the Finance Committee on December 13, 2021. They include items that are presented for approval by the Board of Governors.

**I. FOR ACTION BY THE BOARD OF GOVERNORS****1. Revised Resolution concerning the Short-Term Line of Credit with Financement Québec**

[F21-14]

The Committee received a presentation of proposed revisions to the resolution that had been adopted by the Committee at its April 16<sup>th</sup> meeting and subsequently by the Board of Governors at its April 22<sup>nd</sup> meeting. These revisions were further to conversations between the University and the *Ministère de l'Enseignement supérieur* (MES) and *Financement-Québec*. The amendments, which have been reviewed by Legal Services, involve the following:

- financing available immediately for expenditures on MES-funded capital projects;
- all financing for the MES-funded portion of capital projects must be transacted via the credit line and not via established financial institution facilities;
- amounts drawn cannot exceed the amount approved by MES;
- compliance with section 83 of the Financial Administration Act;
- Dual signatory authorization from the University is required for the credit agreement.

After review, the Committee approved and recommended for approval by the Board the revised resolution presented in Appendix A.

The *Ministère de l'Enseignement supérieur* now requires that the Board of Governors approve the revised resolution as a condition to establish a short-term line of credit facility with *Financement-Québec*. The resolution adopted by the Board of Governors in April 2021 is presented for information in Appendix B.

**II. FOR THE INFORMATION OF THE BOARD OF GOVERNORS****1. Update on Financing Plan for Deferred Maintenance and IT Initiatives** [F21-11]

Further to the Board of Governors' 2015 approval of a \$400 million financing plan to support investment in the University's accumulated deferred maintenance and information technology (IT) needs, the Committee was informed that as at October 31,

2021, a total of \$106.7M of the \$260M had been spent on deferred maintenance and \$92M of the \$140M had been spent on information technology.

## **2. Outstanding Capital Borrowings at April 30, 2021** [F21-12]

The Finance Committee received a report on outstanding capital borrowings at April 30, 2021. The report highlighted the amounts borrowed on behalf of the Quebec government (\$160.9 million) as well as borrowings for past capital projects awaiting fundraising receipts (\$19.6 million). The Committee was informed that long term debt amounting to \$118.7 million had been received from the province to partially offset the \$160.9 million short-term borrowing due at April 30, 2022.

## **3. Update on New Vic Project**

The Committee received an update on the progress of the New Vic Project, further to the special joint meeting held with the Building and Property Committee and Finance Committee on September 24, 2021. It was informed that the Board of Governors had approved, at its October 7, 2021 meeting, to proceed to the *Dossier d'affaires* stage of the New Vic Project. It also received an update on the project costs and the recent news relating to potential unmarked Indigenous graves at the site of the New Vic Project.

## **4. Biannual Report on the McGill University Campus Master Plan**

### **4.1 Implementation of the Master Plan: Executive Summary** [F21-16]

On May 23, 2019, the Board of Governors endorsed the first phase of the financial plan with the understanding that, among other activities, the Finance Committee would review, on a semi-annual basis, the status of the five-year plan.

The Finance Committee has received several semi-annual reports on the status of the Financial Plan of the McGill University Master Plan since that time, which now include an executive summary on the implementation.

The Executive Summary will be presented to the Board on December 16<sup>th</sup>, under a joint report of the Finance and Building and Property Committee.

### **4.2 Financial Considerations for the McGill University Campus Master Plan and all Deferred Maintenance Projects** [F21-17]

The Committee also received and reviewed key considerations of the Financial Plan in support of the Master Plan.

## **5. Budget Planning 2022-2023 Report I** [F21-19]

The first of three presentations regarding the budget planning exercise for FY2023 was provided to the Finance Committee.

The Presentation in support of the budget planning exercise is attached as Appendix C and outlines the major considerations shaping the budget for the upcoming fiscal year.

### **5.1 Update concerning Working Group to Improve Budget Oversight**

In the context of the presentation of the budget planning report, the Committee also received an update from the Chair of the Committee relating to the working group that had been established to improve the budget oversight from a governance perspective.

## **6. Review of Committee's Terms of Reference [F21-15]**

The Finance Committee's Terms of Reference were last reviewed in April 2016. As part of a cyclical review, the Committee reviewed and discussed the proposed revisions to its Terms of Reference which included standardizing the language, implementing updates that reflect current practices, clarifying the Committee's role and responsibilities and revising the Committee's composition.

After discussion, the Committee approved, and recommended for approval to the Nominating, Governance and Ethics (NGE) Committee, the proposed revisions to its Terms of Reference. The proposed revisions will be submitted to the NGE Committee at its upcoming meeting on March 16, 2022. Following approval by the NGE Committee, the Terms of Reference will be submitted to the Board of Governors for approval.

## **7. Progress Report on Treasury Matters [F21-13]**

The Committee received a progress report on treasury matters relating to the University's borrowing, investing and hedging activities for the period ended October 31, 2021 for information.

## **8. Update on Quarterly Financial Results for Fiscal Period Ending October 31, 2021 [F21-18]**

The Committee received a report on the quarterly financial results for the period ended on October 31, 2021.

## **9. Annual Report University Advancement (2020-2021) [F21-20]**

The Committee received the 2020-2021 University Advancement (UA) Annual Report as well as a presentation with an overview of key objectives priorities for the year ahead.

**END**  
**December 2021**



Extrait du procès-verbal d'une assemblée régulière du Conseil d'administration de l'Institution Royale pour l'Avancement des Sciences / Université McGill dûment convoquée et tenue à [REDACTED], le [REDACTED].

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Résolution no : [REDACTED]

ATTENDU QUE, conformément à l'article 78 de la Loi sur l'administration financière (RLRQ, chapitre A-6.001), l'Institution Royale pour l'Avancement des Sciences / Université McGill (l'« Emprunteur ») souhaite instituer un régime d'emprunts, valide jusqu'au 31 décembre 2022, lui permettant d'effectuer des emprunts par marge de crédit auprès de Financement-Québec, pour financer ses projets d'investissement pour lesquels une subvention est accordée par la ministre de l'Enseignement supérieur (les « Projets »);

ATTENDU QUE le montant des emprunts à contracter en vertu de ce régime d'emprunts ne devra pas excéder les montants autorisés par la ministre de l'Enseignement supérieur, conformément à la Loi sur l'administration financière;

ATTENDU QUE les Projets seront financés uniquement auprès de Financement-Québec;

ATTENDU QUE tout emprunt temporaire effectué auprès d'institutions financières pour le financement des Projets, doit, à l'échéance ou dès que possible, être financé auprès de Financement-Québec;

ATTENDU QU'il est opportun, à cet effet, d'autoriser le régime d'emprunts en vertu duquel l'Emprunteur peut effectuer des emprunts par marge de crédit auprès de Financement-Québec, et d'en approuver les conditions et modalités;

ATTENDU QUE, conformément à l'article 83 de la Loi sur l'administration financière, l'Emprunteur souhaite, dans le cadre de ce régime d'emprunts, que le pouvoir d'emprunter et celui d'approuver les conditions et les modalités des emprunts soient exercés par au moins deux de ses dirigeants;


ATTENDU QUE ce régime d'emprunts doit être autorisé par la ministre de l'Enseignement supérieur, conformément à la Loi sur l'administration financière;

IL EST EN CONSÉQUENCE RÉSOLU :

1. QUE, sous réserve de l'autorisation requise de la ministre de l'Enseignement supérieur, l'Emprunteur soit autorisé à instituer un régime d'emprunts, valide jusqu'au [REDACTED], lui permettant d'effectuer des emprunts par marge de crédit auprès de Financement-Québec, pour financer ses projets d'investissement pour lesquels une subvention est accordée par la ministre de l'Enseignement supérieur (les « Projets »), selon les limites et caractéristiques suivantes :
  - a) le taux d'intérêt payable sur les emprunts sera établi selon les critères déterminés par le gouvernement en vertu du décret numéro 430-2018 du 28 mars 2018, tel que ce décret peut être modifié ou remplacé de temps à autre;
  - b) les emprunts par marge de crédit seront réalisés en vertu d'une convention de marge de crédit à intervenir avec Financement-Québec, conformément aux conditions et aux modalités qui y sont établies;
  - c) le montant des emprunts effectués par marge de crédit ne devra, en aucun temps, excéder les montants autorisés par la ministre de l'Enseignement supérieur en vertu de lettres d'autorisation qu'elle délivre de temps à autre.

2. QUE les Projets soient financés uniquement auprès de Financement-Québec;
3. QU'aux fins de déterminer le montant des emprunts auquel réfère le paragraphe 1c), il ne soit tenu compte que du solde des emprunts en cours et non encore remboursés contractés auprès de Financement-Québec, ainsi que des emprunts temporaires contractés auprès d'institutions financières pour les Projets, antérieurement à la présente résolution;
4. QUE tout financement temporaire en cours contracté auprès d'institutions financières pour les fins des Projets soit, à l'échéance ou dès que possible, réalisé auprès de Financement-Québec;
5. QU'aux fins de constater chaque emprunt ou un remboursement de capital ou d'intérêt sur les marges de crédit, l'Emprunteur soit autorisé à remettre à Financement-Québec, une confirmation de transaction;
6. QUE le/la Vice-principal, administration et finances, le/la chef d'investissement et trésorerie, le/la Vice-principal associée, services financiers, Conseiller principal et trésorier adjoint, ou le/la Directeur, investissements de l'Emprunteur, pourvu qu'ils soient deux agissant conjointement, soit autorisé, pour et au nom de l'Emprunteur, à signer toute confirmation de transaction aux fins de constater chaque emprunt contracté aux termes des marges de crédit ou tout remboursement d'emprunt sur ces marges;
7. QUE le/la conseiller principal et trésorier adjoint, le/la Directeur, Investissements, le/la Gestionnaire principal, Finances et gouvernance, le/la Gestionnaire principal des risques ou le/la Gestionnaire principal, placements de l'Emprunteur, pourvu qu'ils soient deux agissant conjointement, soit autorisé, pour et au nom de l'Emprunteur, à signer la convention de marge de crédit, à consentir à tout ajout ou modification non substantiellement incompatible avec les dispositions des présentes et à poser tous les actes et à signer tous les documents nécessaires ou utiles pour donner plein effet aux emprunts par marge de crédit;
8. QUE la présente résolution remplace toutes les résolutions antérieurement adoptées pour les mêmes fins.

## ADOPTÉE

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**MISE EN PLACE D'UNE MARGE DE CRÉDIT AUPRÈS DE FINANCEMENT-QUÉBEC**

Extrait du procès-verbal d'une assemblée régulière du Conseil d'administration de l'Institution Royale pour l'Avancement des Sciences / Université McGill dûment convoquée et tenue à Montréal, Québec le 22 avril 2021 à compter de 16 heures et à laquelle il y avait quorum.

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**Résolution no : GD210422-14.1.3**

ATTENDU QUE, conformément à l'article 78 de la Loi sur l'administration financière (RLRQ, chapitre A-6.001), l'Institution Royale pour l'Avancement des Sciences / Université McGill (l'« Université ») souhaite mettre en place un régime d'emprunts lui permettant d'emprunter par marge de crédit auprès de Financement-Québec (le « Prêteur »), dont le montant ne peut excéder en aucun moment le montant total autorisé de temps à autre par la ministre de l'Enseignement supérieur (la « Ministre »);

ATTENDU QUE les emprunts à contracter en vertu de ce régime d'emprunts devront être effectués uniquement pour financer des projets d'immobilisations pour lesquels une subvention de la Ministre sera accordée, lorsque ces emprunts seront convertis en emprunt à long terme;

ATTENDU QU'il est opportun d'autoriser cette marge de crédit et d'approuver les conditions et modalités des emprunts à contracter en vertu de celle-ci;

ATTENDU QUE, conformément à l'article 83 de la Loi sur l'administration financière, l'Université souhaite prévoir, dans le cadre de ce régime d'emprunts, que le pouvoir d'emprunter et celui d'en approuver les conditions et les modalités soient exercés par au moins deux de ses dirigeants;

ATTENDU QUE, conformément à la Loi sur l'administration financière, la Ministre a autorisé l'Université à conclure les emprunts prévus à ce régime d'emprunts;

**IL EST EN CONSÉQUENCE RÉSOLU :**

1. QUE l'Université soit autorisée à instituer un régime d'emprunts lui permettant d'emprunter par marge de crédit auprès du Prêteur, et à cet effet, à conclure une convention de marge de crédit, le tout aux conditions suivantes :
  - a) le taux d'intérêt payable sur les emprunts sera établi selon les critères déterminés par le gouvernement en vertu du décret numéro 430-2018 du 28 mars 2018, tel que ce décret peut être modifié ou remplacé de temps à autre;
  - b) le montant du solde des emprunts par marge de crédit ne devra, en aucun temps, excéder le montant autorisé de temps à autre par la Ministre, incluant les emprunts contractés auprès d'une institution financière;
  - c) les emprunts seront effectués uniquement pour financer des projets d'immobilisation pour lesquels une subvention de la ministre de l'Enseignement supérieur sera accordée, lorsque ces emprunts seront convertis en emprunt à long terme.
2. QU'aux fins de déterminer le montant des emprunts auquel réfère le paragraphe 1b), il ne soit tenu compte que du solde des emprunts en cours et non encore remboursé, incluant les emprunts contractés auprès d'une institution financière;
3. Que chaque emprunt ainsi que chaque remboursement de capital ou d'intérêt sur la marge de crédit soit constaté par la remise d'une confirmation de transaction au Prêteur;

4. QUE la principale et vice-chancelière, le vice-principal exécutif et vice-principal aux études, le vice-principal, administration et finances, la vice-principale associée, services financiers, ou la secrétaire-générale de l'Université pourvu qu'ils soient deux agissant conjointement, soit autorisé, pour et au nom de l'Université, à signer la convention de marge de crédit et toute confirmation de transaction aux fins de constater chaque emprunt contracté ou tout remboursement d'emprunt sur cette marge, à y consentir à tout ajout ou modification non substantiellement incompatible avec les dispositions des présentes et à poser tous les actes ainsi qu'à signer tous les documents nécessaires ou utiles pour donner plein effet au présent régime d'emprunts.

#### **ADOPTÉE**

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Montréal, le 23 avril 2021



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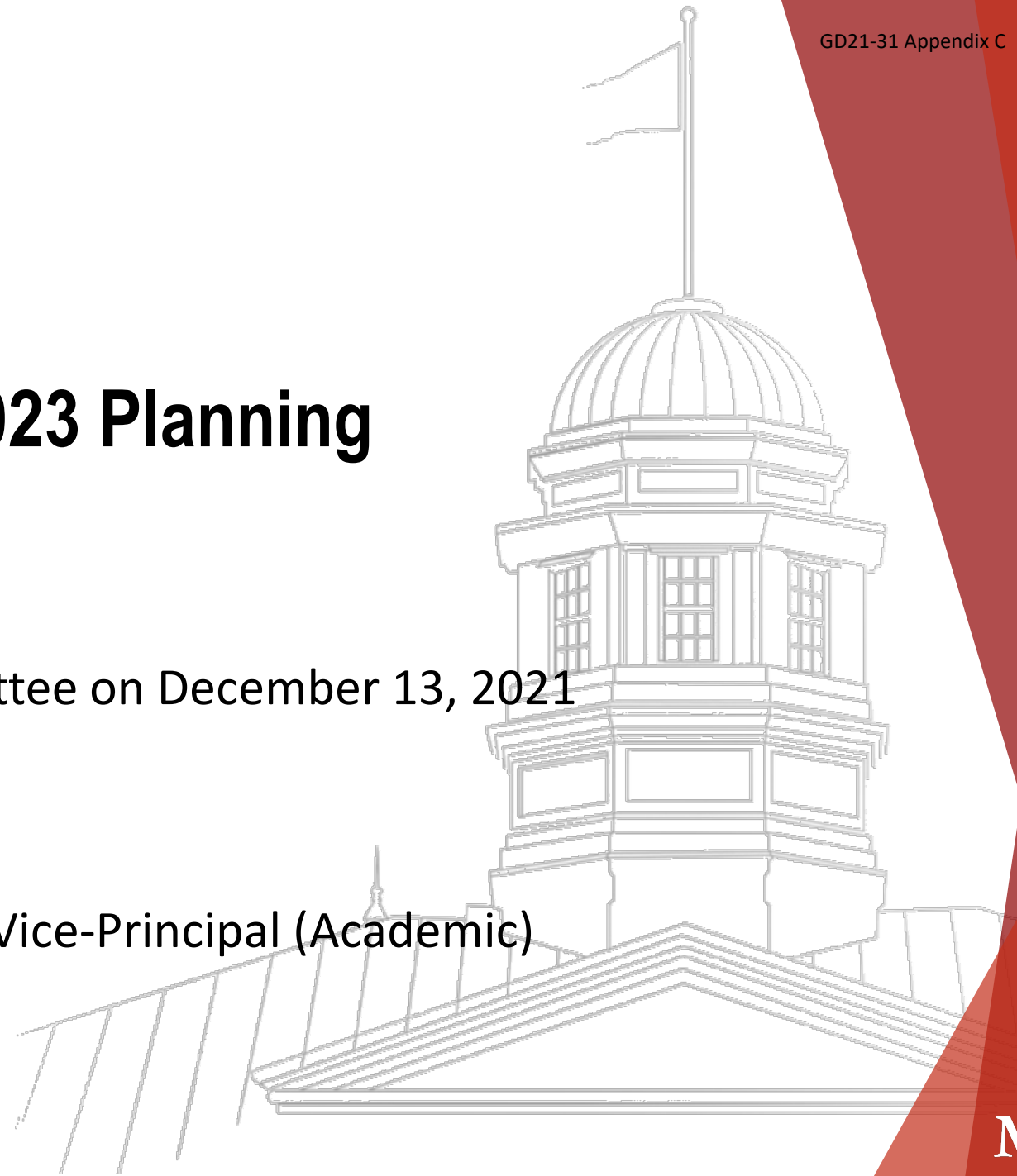
Edyta Rogowska  
La secrétaire général



# Budget Report I: FY2022 Update and FY2023 Planning

Presentation to the Finance Committee on December 13, 2021

Christopher Manfredi, Provost and Vice-Principal (Academic)



# Executive Summary

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- ▶ For the fiscal year ending on April 30, 2022 (FY2022), the Board of Governors approved an operating (unrestricted fund) budget with an anticipated deficit of \$9.8M, including a \$15M contingency.
- ▶ Based on October 31, 2021, actuals and commitments, financial information collected from units and historical trends, our updated expectations are that both revenues and expenses will be lower than originally anticipated, with an anticipated deficit of \$7.6M, including a \$7.5M contingency.
- ▶ Looking ahead to FY2023, we are planning to present a balanced budget, assuming that there will be continued financial support by the Quebec Government and less uncertainty relating to the COVID pandemic.
- ▶ Priorities for the FY2023 budget include the introduction of a Graduate Enrolment Driven Incentive that will increase funding for Graduate Excellence Fellowships and supporting budget allocations to Faculties.

# **FY2022 Update**

# Fall 2021: Student Enrolment

► Overall, Fall 2021 enrolment (headcounts) is comparable to Fall 2020.

	Fall 2020 Enrolment (Headcounts - Oct 15 census)	Fall 2021 Enrolment (Headcounts - Oct 15 census)	% Variance	
<b>Undergraduate</b>	Bachelors	23,918	23,520	-1.7%
	First Professional	1,614	1,633	1.2%
	Undergraduate - Certificate/Diploma	1,185	1,081	-8.8%
	Undergraduate Exchange/QIUT/Special/Visiting	767	531	-30.8%
<b>Graduate</b>	Masters Qualifying	99	103	4.0%
	Masters - Non-Thesis	2,518	2,472	-1.8%
	Masters - Thesis	2,424	2,517	3.8%
	PhD	3,804	4,022	5.7%
	Graduate Certificate/Diploma	1,157	1,072	-7.3%
	Graduate Exchange/QIUT/Special/Visiting	263	225	-14.4%
<b>Residents and Fellows</b>	1,349	1,393	3.3%	
<b>Postdoctoral</b>	638	698	9.4%	
<b>Grand Total</b>	<b>39,736</b>	<b>39,267</b>	<b>-1.2%</b>	

# Fall 2021: Student Enrolment (cont'd)

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- ▶ As at the October 15 census, total enrolment for Fall 2021 is comparable to Fall 2020.
  - ▶ Enrolment in Bachelor's programs is down slightly year-over-year, due to a planned decrease in new students following an over admission last year.
  - ▶ Enrolment in graduate research programs is up year-over-year.
  - ▶ Master's Non-Thesis enrolment is down slightly. Within this population, enrolment in self-funded Master's programs is up slightly.
  - ▶ As expected in the current context, decreases are observed in exchange, inter-university transfer, special, and visiting populations. Due to relaxed travel restrictions, Winter 2022 student exchanges are being reinstated.
- ▶ New admissions: Actual vs. Objectives
  - ▶ Bachelor's: New registrations for the Fall term were 0.4% below objectives.
  - ▶ Graduate: Summer/Fall new registrations and Winter confirmations (i.e., accepted offers) are tracking closely with FY2022 objectives for Master's and Doctoral programs.
- ▶ Retention of Bachelor's students admitted in Fall 2019 and Fall 2020 is slightly higher than previous entering cohorts.

# Fall 2021: Student Enrolment (continued)

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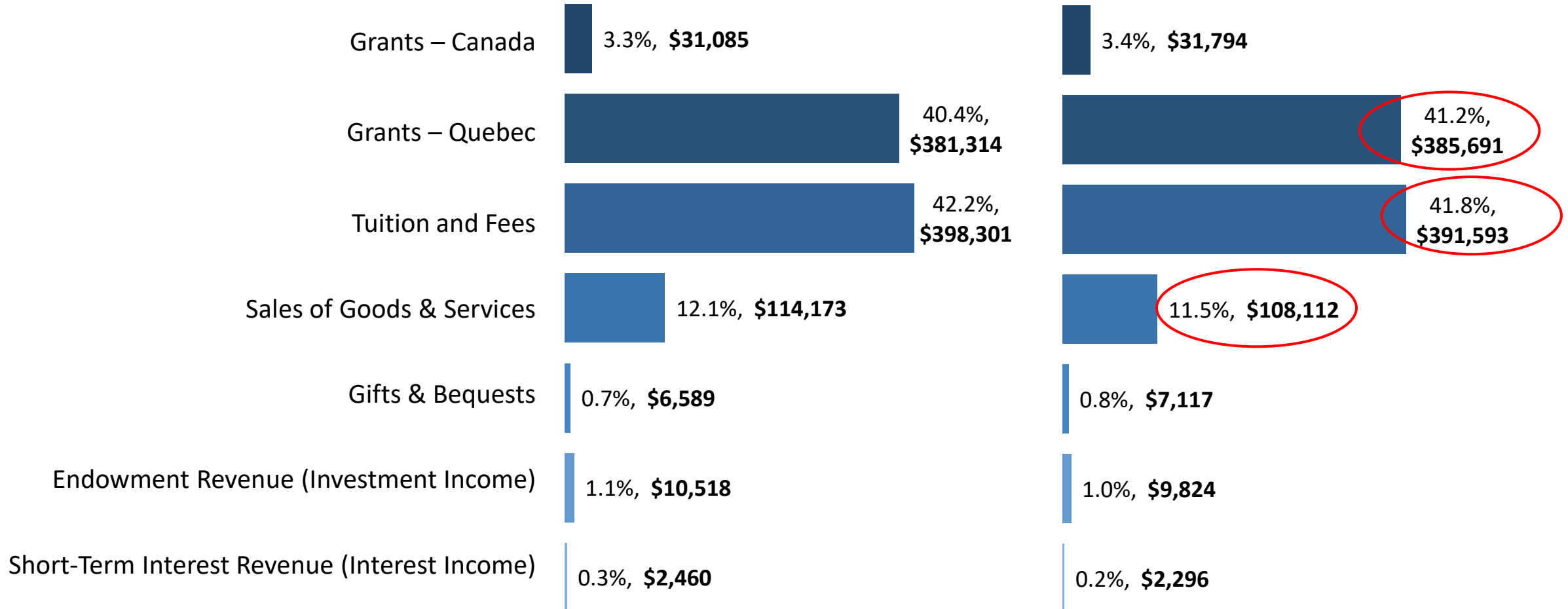
- ▶ Overall, international student enrolment is down slightly.
  - ▶ Total international enrolment for Fall 2021 is down 1.4% compared to Fall 2020.
  - ▶ At the Bachelor's level, international enrolment for Fall 2021 is down 6.9% compared to Fall 2020.
- ▶ Among international students, the subset that is deregulated fee-paying has declined.
  - ▶ The University experienced a decrease in newly admitted deregulated fee-paying students for the second consecutive year, mainly from China.
  - ▶ The smaller incoming cohort of deregulated students negatively impacts FY2022 revenues (estimated to be \$13M under budget) and revenues in subsequent years. This revenue loss will be partially offset by a greater number of regulated students than projected.
  - ▶ Proactive recruitment efforts and yield initiatives will continue to be prioritized for the upcoming 2022-2023 admissions cycle.

# FY2022 Unrestricted Revenues Update

(\$000s)

**FY2022 Budget: \$944,439**

**FY2022 Update\*: \$936,428**



\*as per inputs from units, October actuals and trend forecast

# Variance analysis - Revenues

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## ▶ Grants - Quebec

- ▶ Provincial funding is either accounted for on the operating (unrestricted fund) budget, the restricted fund or the plant fund, as per directives by the Ministry. For FY2022, the Ministry allocated funding on the operating (unrestricted fund) budget that was previously restricted. The increase in anticipated revenues reflects this reclassification.
- ▶ This reclassification has no impact on the bottom line since corresponding expenses are now also included in the operating (unrestricted fund) budget.
- ▶ Enrolment-driven grants will be positively impacted by the overachievement of targets for graduate students. An updated end-of-year forecast will be modelled at the end of January using the actual student population.

## ▶ Tuition and Fees

- ▶ Deregulated tuition expectations are currently \$13M lower than budgeted as a result of underachieving targets for new deregulated fee-paying students, mainly from China.
- ▶ The loss in deregulated tuition is partially offset by gains in regulated tuition.

## ▶ Sales of goods and services

- ▶ Current expectations of \$108M are between the “realistic” scenario (\$103M) and “optimistic” scenario (\$114M) presented in the FY2022 budget. A partial reduction of associated expenses is expected.

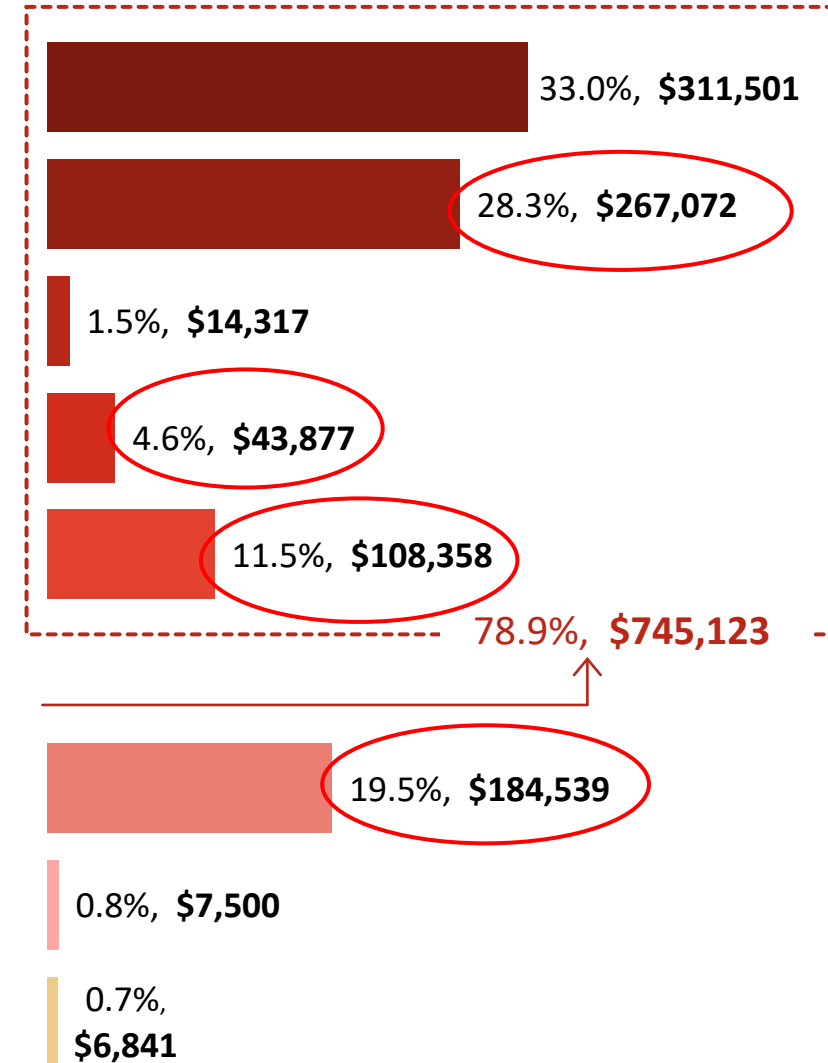
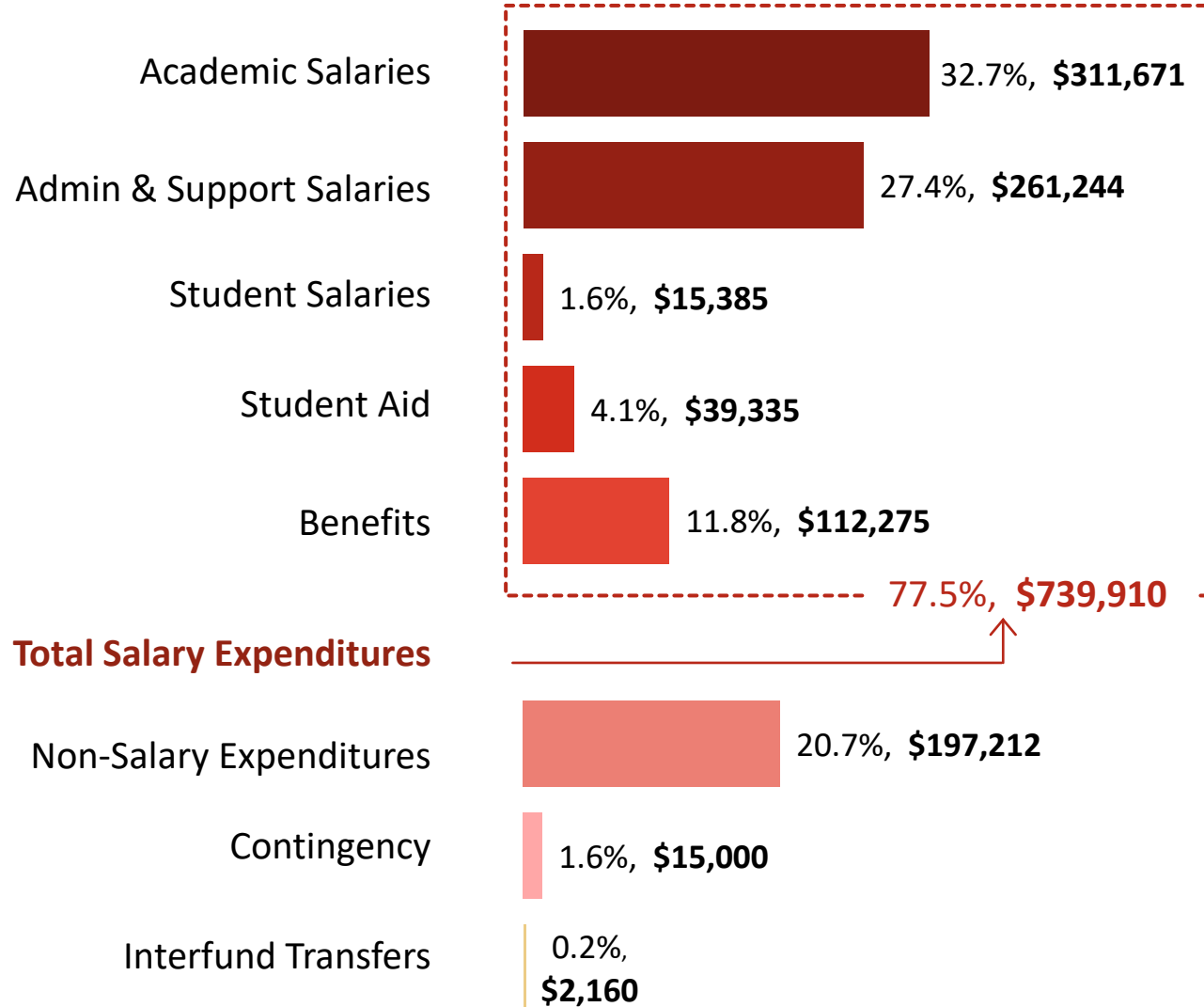


# FY2022 Unrestricted Expenses Update

(\$000s)

**FY2022 Budget: \$954,282**

**FY2022 Update\*: \$944,003**



\*as per inputs from units, October actuals and trend forecast

# Variance analysis - Expenses

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## ▶ Admin & Support Salaries

- ▶ We are constantly working with units to refine administrative and support salary forecasts. The increase in anticipated expenses is partly attributable to faster than anticipated resumption of activities in revenue-generating units.
- ▶ Provincial funding is either accounted for on the operating (unrestricted fund) budget, the restricted fund or the plant fund, as per directives by the Ministry. For FY2022, the Ministry allocated funding on the operating (unrestricted fund) budget that was previously restricted. The increase in anticipated expenses reflects this reclassification.
- ▶ This reclassification has no impact on the bottom line since corresponding revenues are now also included in the operating (unrestricted fund) budget.

## ▶ Student Aid

- ▶ Student aid forecasts are up significantly in several units. In addition, some payments that were originally planned for FY2021 were deferred to FY2022.

# Variance analysis - Expenses (cont'd)

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## ▶ Benefits

- ▶ Benefits forecasts are down due to lower-than-anticipated pension solvency costs, post-retirement benefit costs, and higher than anticipated non-insured benefit recovery expectations.

## ▶ Non-Salary expenditures

- ▶ FY2022 budgeted payment of \$5M to the sinking fund was paid in advance in FY2021.
- ▶ Interest expense for borrowing is currently lower than budgeted (\$4.2M).
- ▶ Travel cost expectations of \$3.0M are currently between the “low” scenario (\$1.0M) and the “realistic” scenario (\$4.9M) presented in the FY2022 budget.

## ▶ Contingency

- ▶ COVID-related and unforeseen expenses are included in the budget update, classified by category.
- ▶ Amount of remaining contingency has been pro-rated for the remaining months.

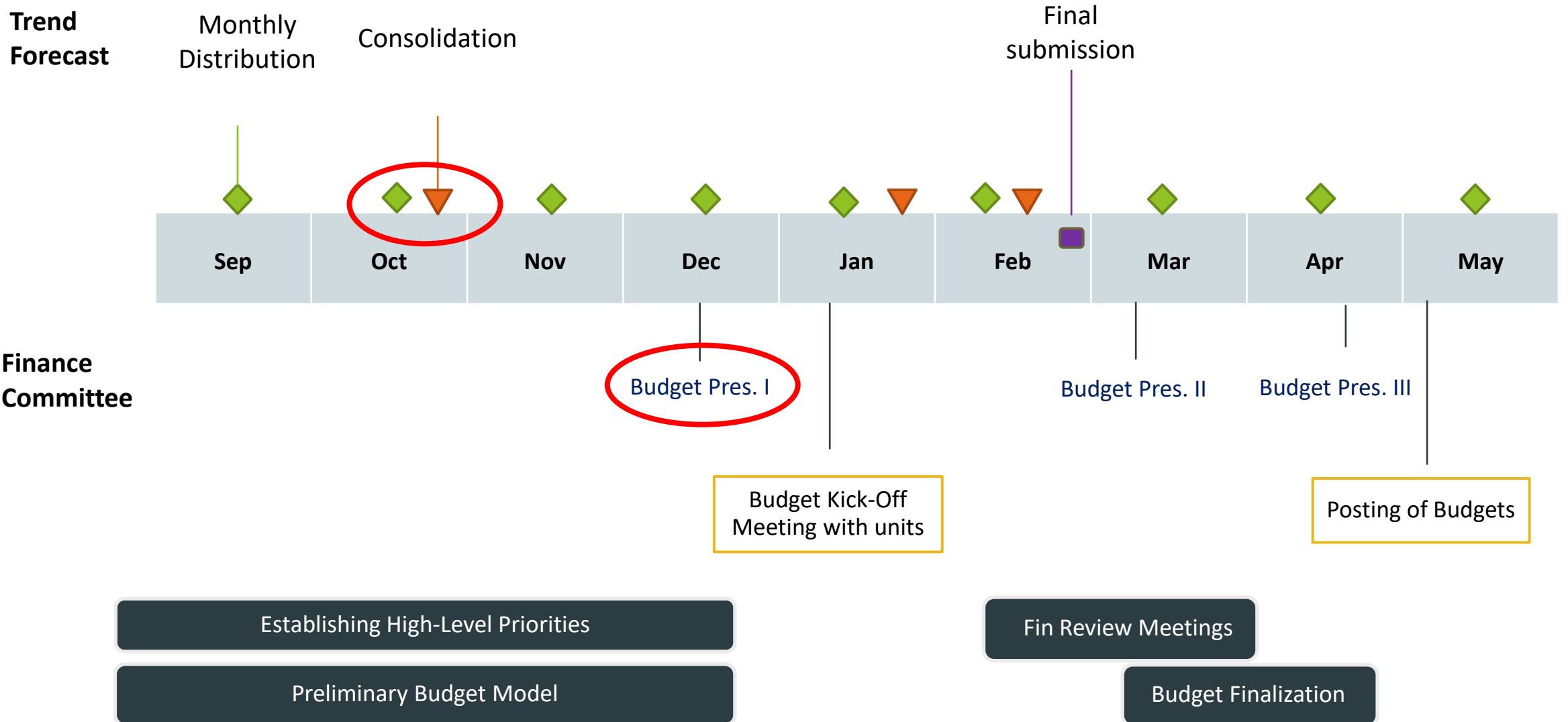
# Revenue and Expense Summary

(\$000)

	FY2019 Actuals	FY2020 Actuals	FY2021 Actuals	FY2022 Budget	FY2022 Update
<b>Total revenues</b>	920,750	922,085	898,216	944,439	936,428
<b>Total expenses</b>	912,088	922,240	897,406	954,282	944,003
<b>Annual surplus / (deficit)</b>	8,662	(155)	810	(9,843)	(7,576)
<b>Financed accumulated deficit</b>	119,777	119,932	119,122	128,965	126,698
<b>Financed accumulated deficit/Revenues (%)</b>	13.0%	13.0%	13.3%	13.7%	13.5%

# **FY2023 Budget Planning**

# Summary of the Budget Cycle



# FY2023 Budget Planning

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- ▶ **Enrolment targets** (>80% of revenues), meetings held with Faculties in November. Revenue modeling in January.
- ▶ **Non-compressible budgets**, information to be assessed in November/December for ITS, FMAS, and SLL.
- ▶ **Deregulated tuition increases**, decisions finalized in December. Communication plan in preparation.
- ▶ **Academic review and renewal planning**, in January
- ▶ **Other incremental budget allocations**, in February
- ▶ **Financial review of Faculties and units**, in February
- ▶ **Finalization of the FY2023 budget using scenarios to deal with the many unknowns**, in March

# FY2023 High-Level Priorities

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- ▶ Maintain a safe environment for students, faculty and staff.
- ▶ Support teaching, research, and critical operations.
- ▶ Present a balanced operating (unrestricted fund) budget.
- ▶ Introduce a Graduate Enrolment Driven Incentive that will increase funding for Graduate Excellence Fellowships and supporting budget allocations to Faculties.
- ▶ Maintain competitive salary policy increases, while continuing to be fiscally responsible.
- ▶ Contain the growth of administrative and support staff.
- ▶ Absorb increased sinking fund payments in support of major capital investments.
- ▶ Maintain the financed accumulated deficit/revenues (%) below 15%.
- ▶ Debt service costs as a percentage of revenue, including building acquisitions, should not exceed 5%.
- ▶ Maintaining our credit ratings.



# **FY2023 Preliminary Revenue Outlook**

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## **Grants – Quebec**

- ▶ We believe that the provincial Government will maintain its financial commitments to Universities.
- ▶ Orientations should be communicated by late Spring 2022, after the modeling of our FY2023 budget.

## **Regulated Tuition and Fees**

- ▶ The Ministry sets regulated tuition rates (Quebec base tuition, Canadian supplement, International regulated supplement) in the Spring (after submitting the budget for approval).
- ▶ Increases in regulated tuition rates are determined by changes in household disposable income per capita in Quebec. Since this indicator is high, we expect the increase will be on the high end of recent years.

## **Sales of Goods and Services**

- ▶ The physical presence of faculty, staff and students is critical for many of the self-financing units to earn sales of goods and services revenues.
- ▶ For FY2023, we are anticipating that most units will get back to pre-COVID levels.

# Uncertainties and Risks

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## ▶ External:

- ▶ COVID-19 (and associated sanitary measures)
- ▶ Stability of government commitments
- ▶ Impact on philanthropic revenues and the University's endowment fund
- ▶ Effect of market volatility on pension fund and University obligations
- ▶ Global political landscape and its effect on international student mobility
- ▶ Indirect costs of research funding
- ▶ Canadian dollar exchange rate
- ▶ Interest rates
- ▶ Inflation

# Uncertainties and Risks (continued)

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## ▶ McGill-controlled:

- ▶ Success of the University in deploying its enrolment plan
- ▶ Fee levels for deregulated students
- ▶ Mitigation of the impacts of COVID-19
- ▶ Balancing remote vs. in-person delivery
- ▶ Effective management of activities expected to be self-financing
- ▶ Expense reduction measures
- ▶ New program development coherence and accountability
- ▶ Management of carry forward balance spend down
- ▶ Position budgeting and control
- ▶ Unrestricted budget use for capital expenditures
- ▶ Space considerations (e.g., flexible work arrangements, classrooms, swing space for renovations)

# Discussion

- ❓ Questions
- ❓ Comments
- ❓ Concerns
- ❓ Suggestions

