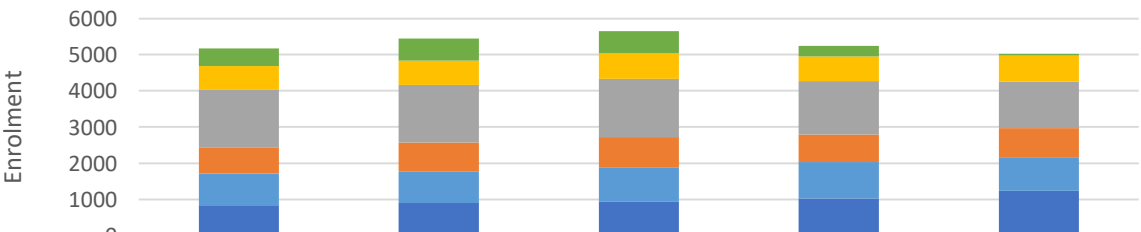
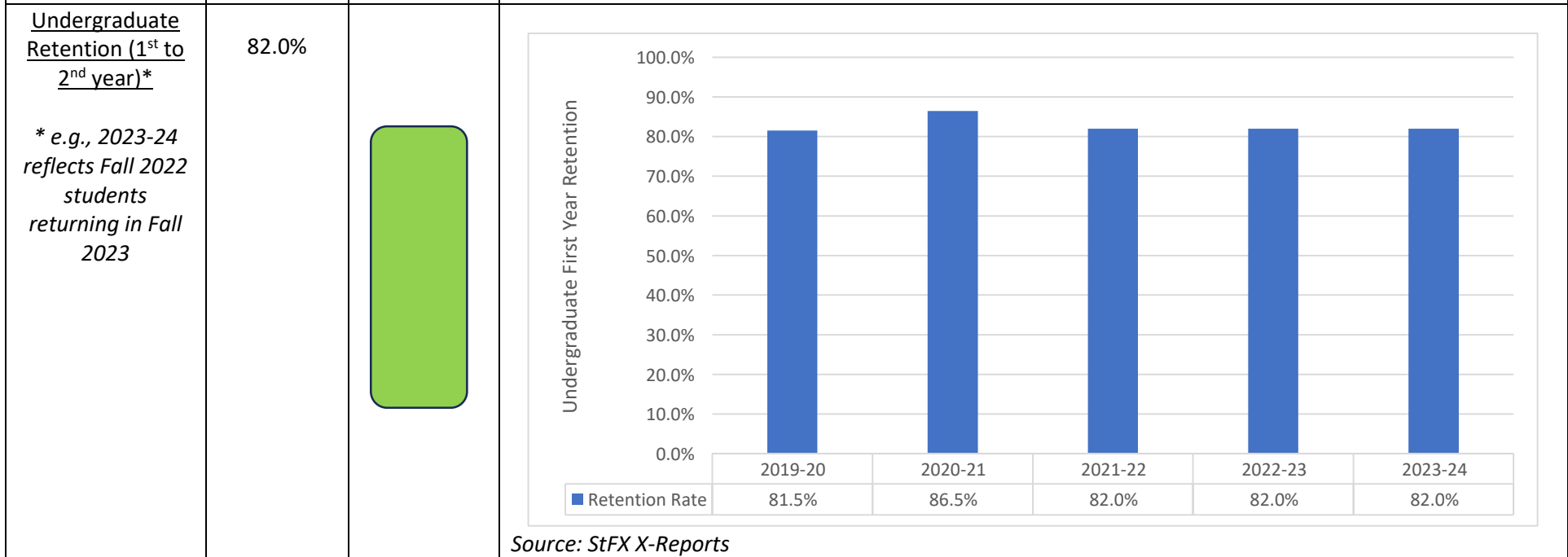
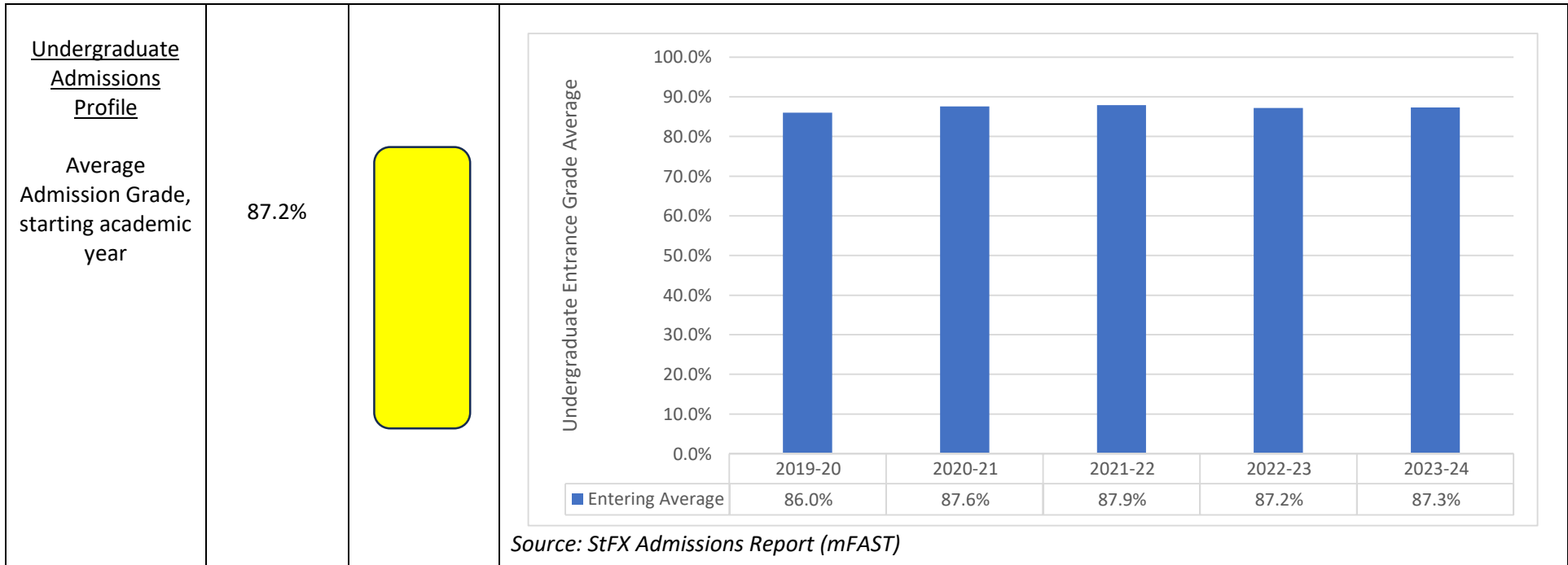



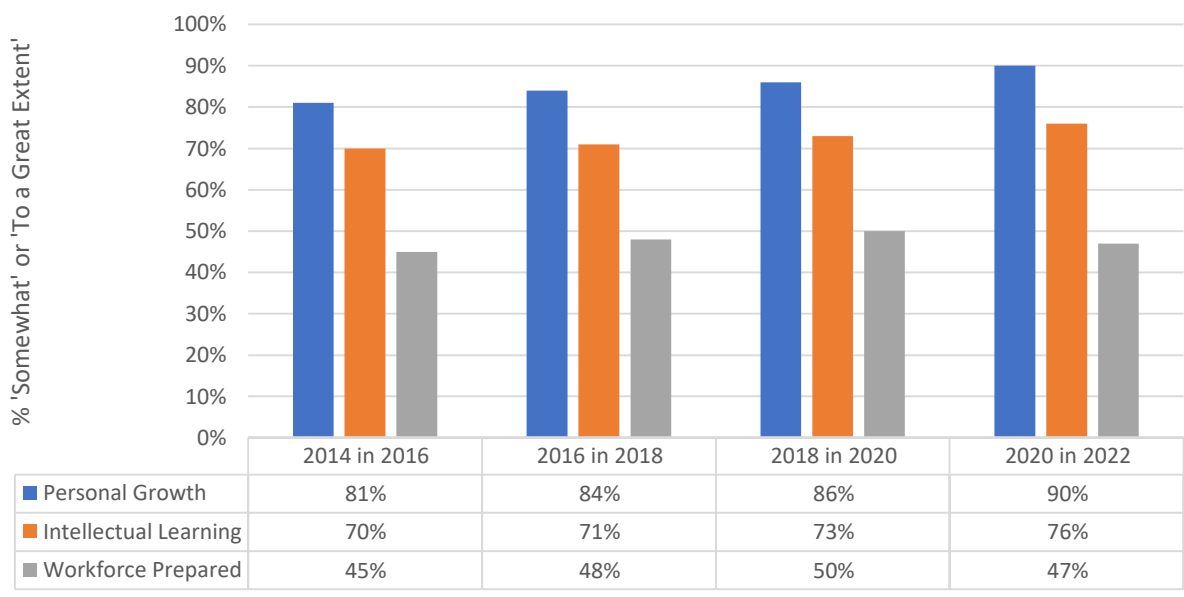


Appendix: Sample Strategic Plan Metrics

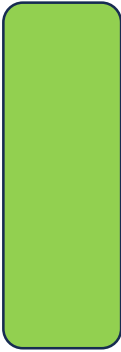
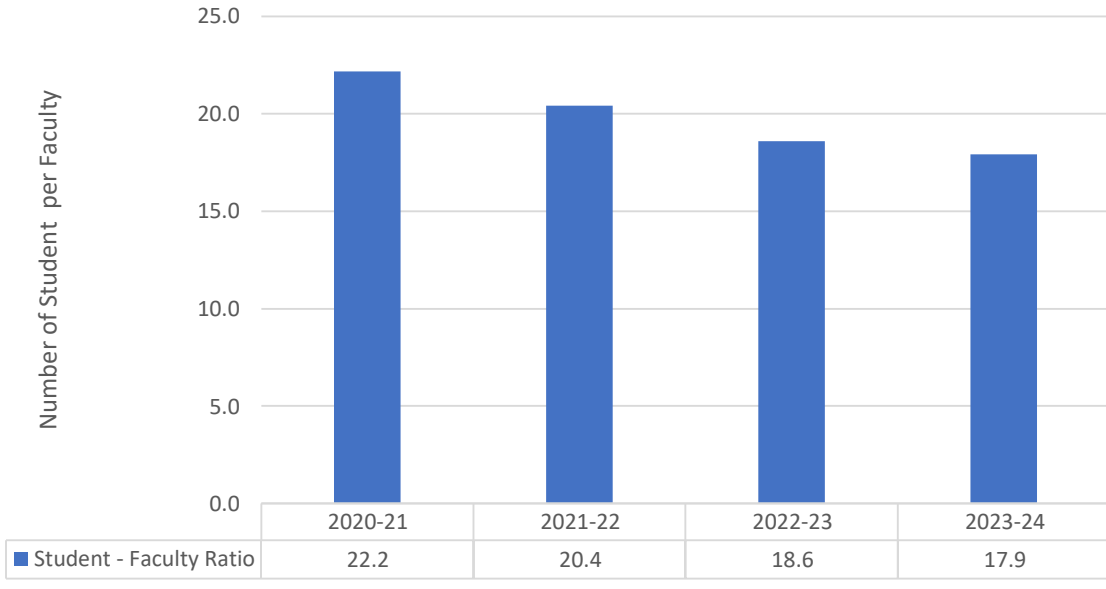
Guide: Each Metric is given a colour under the Status 2027-28 heading indicating progress towards the University’s 2027-28 goals. Green = progressing as scheduled, Yellow = cause for concern, and Red = action being taken.

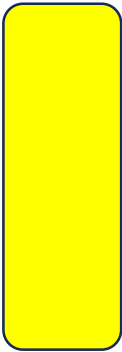
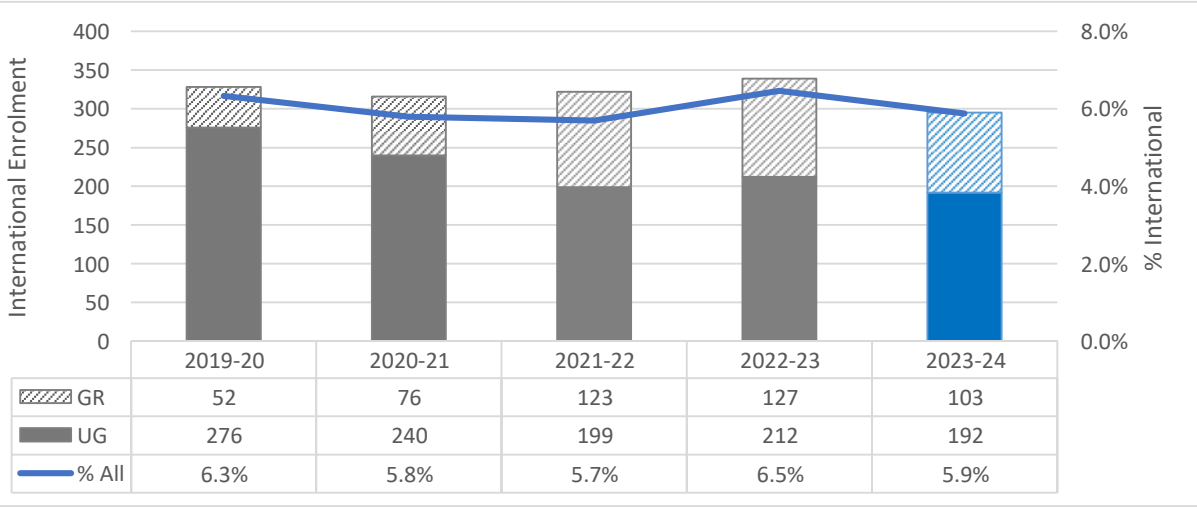
(a) Academically Driven																																																			
Metric	Baseline 2022-23	Status 2027-28	StFX trend data																																																
Total program enrolment by Faculty			 <p>The chart displays enrolment trends for various faculties from 2019-20 to 2023-24*. The y-axis represents enrolment from 0 to 6000. The x-axis shows the academic years. The faculties included are Arts, Business, Education, Health, Science, and Other. The total enrolment shows a general downward trend over the period.</p> <table border="1"> <thead> <tr> <th></th> <th>2019-20</th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> <th>2023-24*</th> </tr> </thead> <tbody> <tr> <td>Other</td> <td>488</td> <td>617</td> <td>616</td> <td>293</td> <td>40</td> </tr> <tr> <td>Science</td> <td>650</td> <td>669</td> <td>704</td> <td>683</td> <td>727</td> </tr> <tr> <td>Health</td> <td>1599</td> <td>1600</td> <td>1615</td> <td>1474</td> <td>1286</td> </tr> <tr> <td>Education</td> <td>728</td> <td>794</td> <td>843</td> <td>764</td> <td>801</td> </tr> <tr> <td>Business</td> <td>870</td> <td>878</td> <td>930</td> <td>1006</td> <td>934</td> </tr> <tr> <td>Arts</td> <td>841</td> <td>895</td> <td>946</td> <td>1022</td> <td>1232</td> </tr> <tr> <td>Total</td> <td>5176</td> <td>5453</td> <td>5654</td> <td>5242</td> <td>5020</td> </tr> </tbody> </table>		2019-20	2020-21	2021-22	2022-23	2023-24*	Other	488	617	616	293	40	Science	650	669	704	683	727	Health	1599	1600	1615	1474	1286	Education	728	794	843	764	801	Business	870	878	930	1006	934	Arts	841	895	946	1022	1232	Total	5176	5453	5654	5242	5020
	2019-20	2020-21	2021-22	2022-23	2023-24*																																														
Other	488	617	616	293	40																																														
Science	650	669	704	683	727																																														
Health	1599	1600	1615	1474	1286																																														
Education	728	794	843	764	801																																														
Business	870	878	930	1006	934																																														
Arts	841	895	946	1022	1232																																														
Total	5176	5453	5654	5242	5020																																														
Arts & Hum	1022																																																		
Science	683																																																		
Business	1006																																																		
Education	764																																																		
Nursing/Health	1474																																																		
Other	293																																																		
TOTAL	5242																																																		

Source: MPHEC except 2023-24*, which is from AAU submission (Oct. 3, 2023).

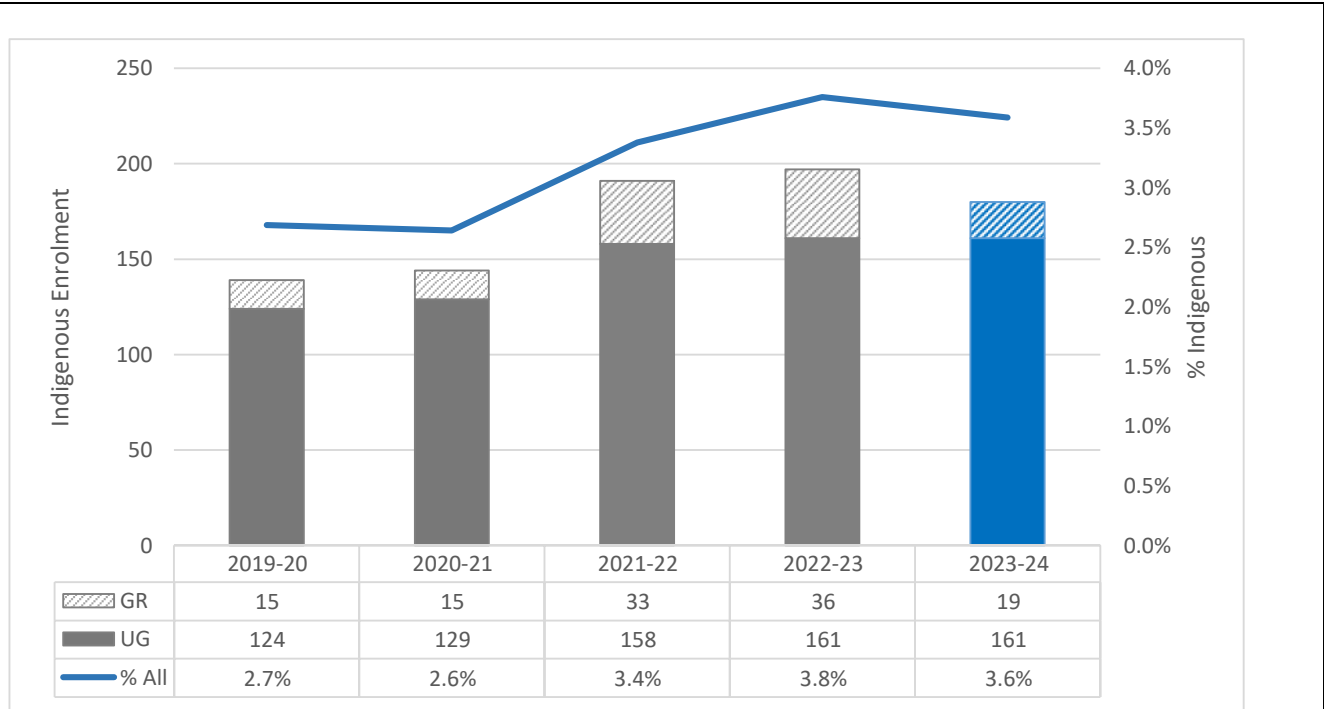


MPHEC Graduate Outcomes Survey	Baseline: 2018 Graduates in 2020		 <table border="1" data-bbox="743 537 1919 695"> <thead> <tr> <th></th> <th>2014 in 2016</th> <th>2016 in 2018</th> <th>2018 in 2020</th> <th>2020 in 2022</th> </tr> </thead> <tbody> <tr> <td>Personal Growth</td> <td>81%</td> <td>84%</td> <td>86%</td> <td>90%</td> </tr> <tr> <td>Intellectual Learning</td> <td>70%</td> <td>71%</td> <td>73%</td> <td>76%</td> </tr> <tr> <td>Workforce Prepared</td> <td>45%</td> <td>48%</td> <td>50%</td> <td>47%</td> </tr> </tbody> </table>		2014 in 2016	2016 in 2018	2018 in 2020	2020 in 2022	Personal Growth	81%	84%	86%	90%	Intellectual Learning	70%	71%	73%	76%	Workforce Prepared	45%	48%	50%	47%
	2014 in 2016	2016 in 2018	2018 in 2020	2020 in 2022																			
Personal Growth	81%	84%	86%	90%																			
Intellectual Learning	70%	71%	73%	76%																			
Workforce Prepared	45%	48%	50%	47%																			
A - Personal Growth	86%		<p>Results indicate the percentage of those answering ‘somewhat’ or ‘to a great extent’ when asked whether their program: Contributed to their growth as a person; Provided a rich intellectual learning experience and; Prepared them for the workforce.</p>																				
B - Intellectual Learning	73%		<p>Graduates were surveyed two years after convocation, with the class of 2020 polled in 2022.</p>																				
C - Workforce Prepared	50%		<p>Source: MPHEC Graduate Outcomes Survey Reports</p>																				

<u>Student - Teacher Ratio*</u>	18.6		 <table border="1" data-bbox="814 613 1913 695"> <thead> <tr> <th></th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> <th>2023-24</th> </tr> </thead> <tbody> <tr> <td>Student - Faculty Ratio</td> <td>22.2</td> <td>20.4</td> <td>18.6</td> <td>17.9</td> </tr> </tbody> </table>		2020-21	2021-22	2022-23	2023-24	Student - Faculty Ratio	22.2	20.4	18.6	17.9
	2020-21		2021-22	2022-23	2023-24								
Student - Faculty Ratio	22.2	20.4	18.6	17.9									
*Number of students divided by number of full-time faculty			Source: MPHEC & AAU (23-24) Enrolment data; StFX Finance – AVP Report for FT Faculty information										

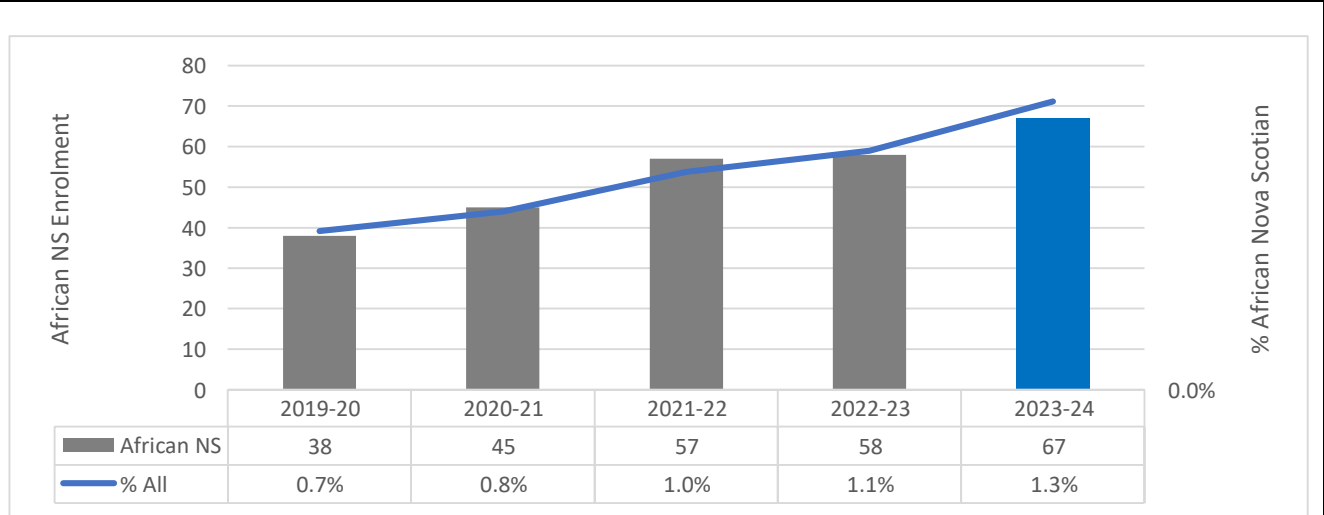
(b) Equity, Diversity, Inclusion and Accessibility																											
Metric	Baseline 2022-23	Status 2027-28	StFX trend data																								
<u>Enrolment International Students</u>			 <table border="1" data-bbox="730 1279 1780 1446"> <thead> <tr> <th></th> <th>2019-20</th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> <th>2023-24</th> </tr> </thead> <tbody> <tr> <td>GR</td> <td>52</td> <td>76</td> <td>123</td> <td>127</td> <td>103</td> </tr> <tr> <td>UG</td> <td>276</td> <td>240</td> <td>199</td> <td>212</td> <td>192</td> </tr> <tr> <td>% All</td> <td>6.3%</td> <td>5.8%</td> <td>5.7%</td> <td>6.5%</td> <td>5.9%</td> </tr> </tbody> </table>		2019-20	2020-21	2021-22	2022-23	2023-24	GR	52	76	123	127	103	UG	276	240	199	212	192	% All	6.3%	5.8%	5.7%	6.5%	5.9%
	2019-20		2020-21	2021-22	2022-23	2023-24																					
GR	52		76	123	127	103																					
UG	276		240	199	212	192																					
% All	6.3%		5.8%	5.7%	6.5%	5.9%																					
UG	212																										
GR	127																										
% All	6.5%																										
TOTAL	339																										
Source: MPHEC except 2023-24, which is from AAU submission (Oct. 3, 2023).																											

<u>Enrolment</u> Indigenous Students		
UG	161	
GR	36	
% All	3.8%	
TOTAL	197	






Source: StFX Student Reports – SELF REPORTED

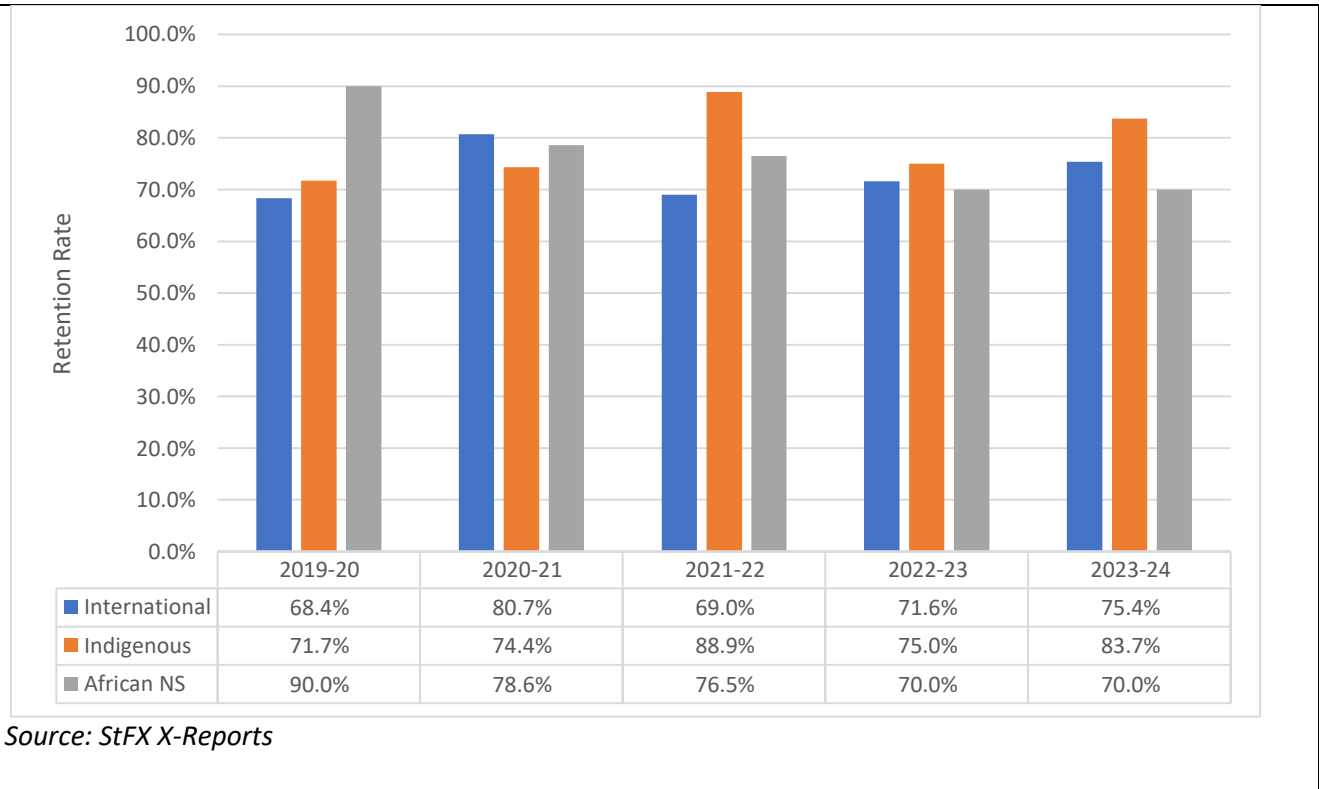
<u>Enrolment</u> African NS Students		
Total	56	
% All	1.1%	
<p><i>Note:</i> historically fewer than 5 Graduate African NS students</p>		



Source: StFX Student Reports – SELF REPORTED

<u>First Year Retention Rate*</u>		
International	71.6%	
Indigenous	83.7%	
African NS	70.0%	

* e.g., 2023-24 reflects Fall 2022 students returning in Fall 2023



(c) Community

Metric	Baseline 2022-23	Status 2027-28	StFX trend data																								
<u>Total Enrolment</u>			<table border="1"> <thead> <tr> <th></th> <th>2019-20</th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> <th>2023-24*</th> </tr> </thead> <tbody> <tr> <td>GR</td> <td>682</td> <td>752</td> <td>785</td> <td>688</td> <td>644</td> </tr> <tr> <td>UG</td> <td>4494</td> <td>4701</td> <td>4869</td> <td>4554</td> <td>4376</td> </tr> <tr> <td>% Full-time</td> <td>78.8%</td> <td>75.7%</td> <td>77.6%</td> <td>81.1%</td> <td>80.0%</td> </tr> </tbody> </table>		2019-20	2020-21	2021-22	2022-23	2023-24*	GR	682	752	785	688	644	UG	4494	4701	4869	4554	4376	% Full-time	78.8%	75.7%	77.6%	81.1%	80.0%
	2019-20	2020-21		2021-22	2022-23	2023-24*																					
GR	682	752		785	688	644																					
UG	4494	4701		4869	4554	4376																					
% Full-time	78.8%	75.7%		77.6%	81.1%	80.0%																					
UG	4554																										
GR	688																										
% FT	81.1%																										
TOTAL	5242																										

Source: MPHEC except 2023-24*, which is from AAU submission (Oct. 3, 2023).

<p><u>Total Alumni*</u> by Country</p> <p>11,396 Alumni living in 61 countries</p> <p><i>*Alumni with contactable addresses, 2011 to 2023 graduates</i></p>			Alumni by Country			Alumni by Province		
			Rank	Nation	Alumni	Province	Alumni	% of Canada
			1	Canada	10774	Nova Scotia	5954	55.3%
			2	China	221	Ontario	2109	19.6%
			3	United States	118	Alberta	786	7.3%
			4	India	75	New Brunswick	711	6.6%
			5	Bahamas	25	British Columbia	309	2.9%
			6	Bermuda	22	Quebec	291	2.7%
			7	United Kingdom	9	Prince Edward Island	277	2.6%
			8	Zambia	9	Newfoundland and Labrador	157	1.5%
			9	Bangladesh	8	Manitoba	47	0.4%
			10	Germany	8	Saskatchewan	46	0.4%
			11	Nigeria	8	Yukon Territory	33	0.3%
			12	Uganda	7	Northwest Territories	24	0.2%
			13	England	6	Nunavut	14	0.1%
<i>Source: StFX Alumni Affairs</i>								

Proportion of Students Participating in High Impact Practices (HIPs)

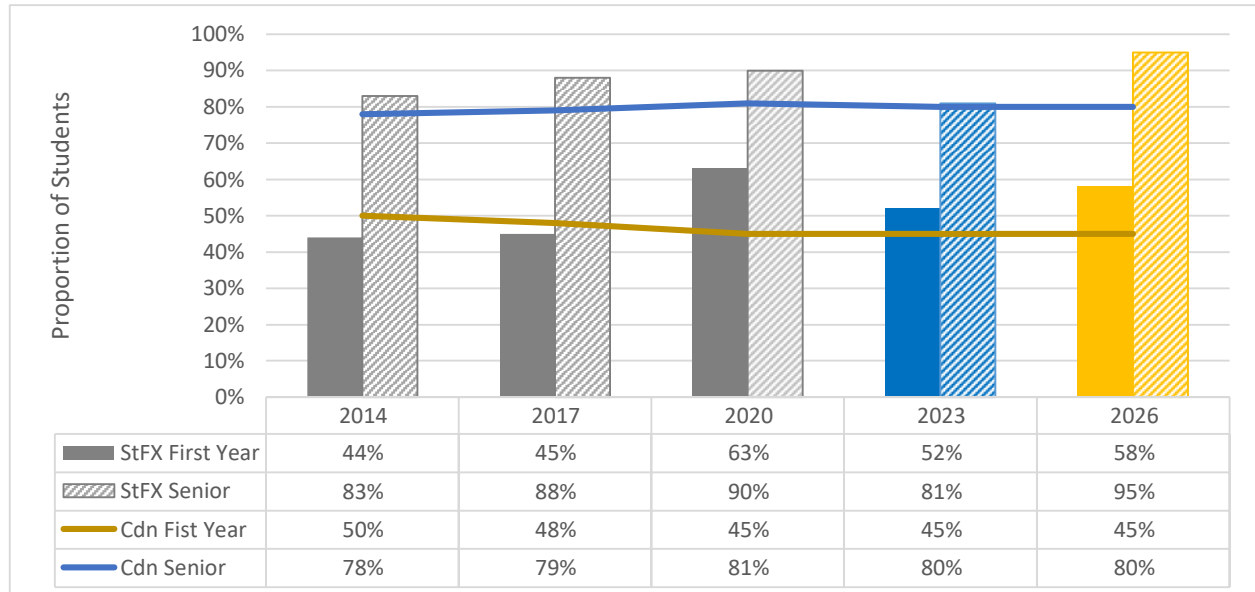
First Year

52%



Senior

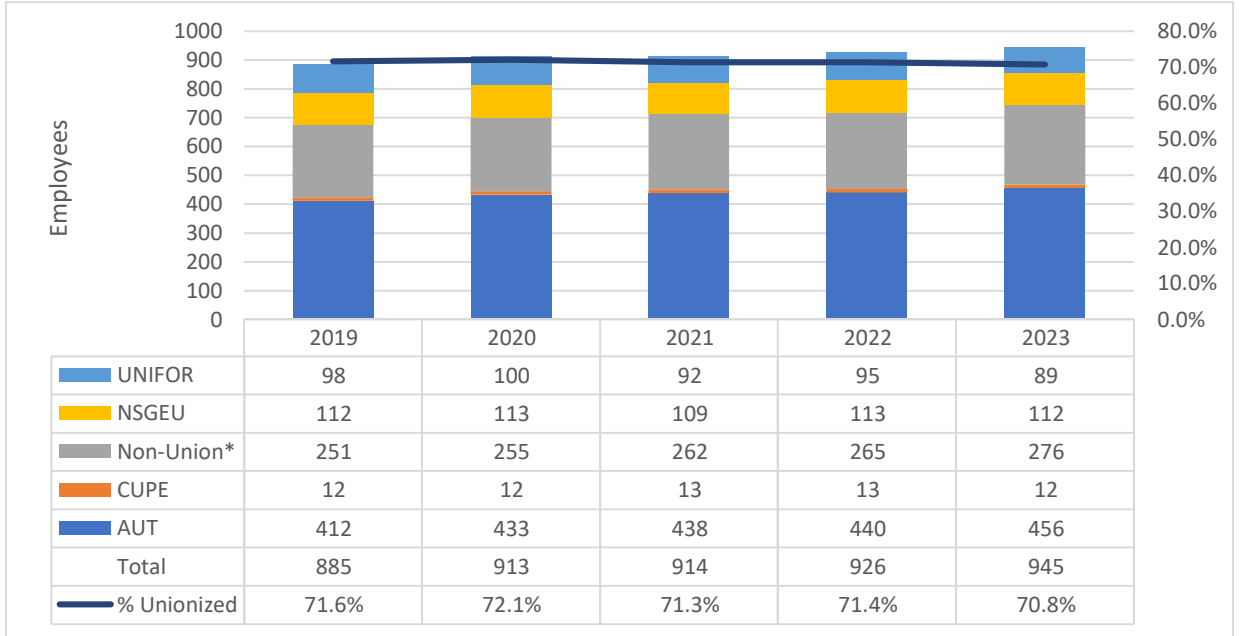
81%



Source: NSSE High Impact Practises Reports – 2014, 2017, 2020, 2023

Canadian First and Senior refers to students at all other Canadian Universities participating in the NSSE survey.



<u>Number of Employees</u>	
UNIFOR	95
NSGEU	113
Non-Union	265
CUPE	13
AUT	440
TOTAL	926



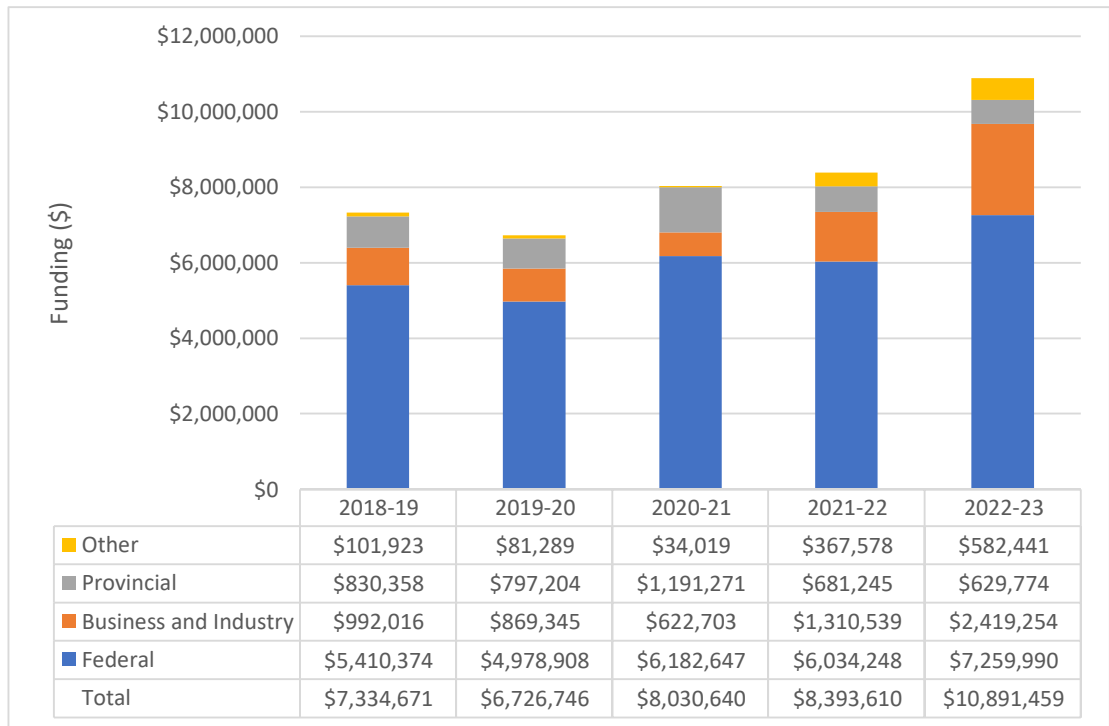
Source: StFX People & Culture, Finance

*Non-Union employees include senior managers

(d) Responsive

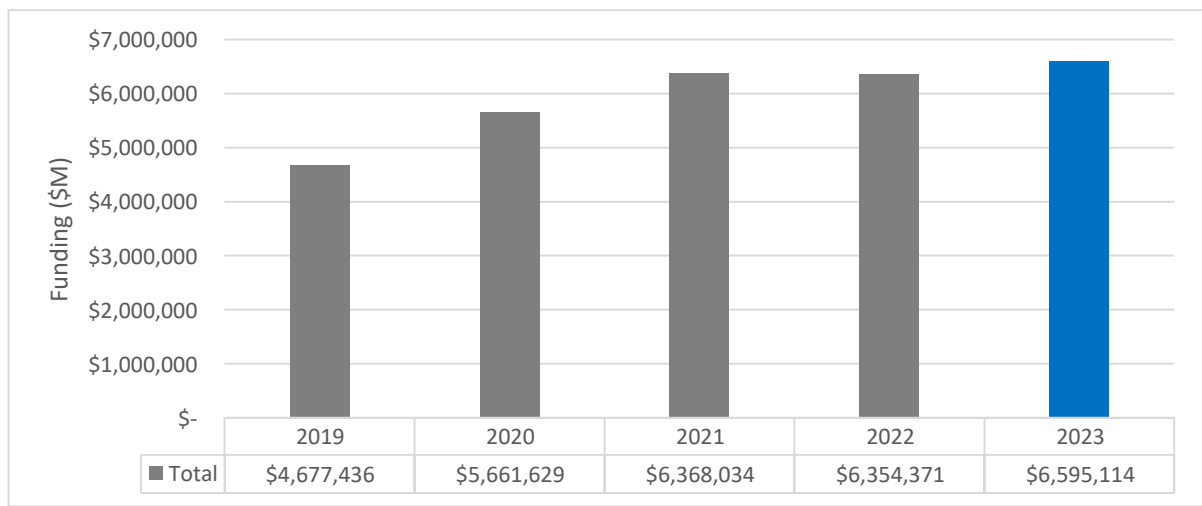
Metric	Baseline 2022-23	Status 2027-28	StFX trend data																														
Annual Number of Graduates* Nova Scotia Other Canada International <i>*Totals for Fall & Spring convocation ceremonies</i>	1255 699 473 83		 <table border="1"> <thead> <tr> <th></th> <th>2018-19</th> <th>2019-20</th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> </tr> </thead> <tbody> <tr> <td>International</td> <td>93</td> <td>59</td> <td>100</td> <td>83</td> <td>144</td> </tr> <tr> <td>Canada</td> <td>456</td> <td>461</td> <td>439</td> <td>473</td> <td>465</td> </tr> <tr> <td>Nova Scotia</td> <td>580</td> <td>620</td> <td>601</td> <td>699</td> <td>669</td> </tr> <tr> <td>Total</td> <td>1129</td> <td>1140</td> <td>1140</td> <td>1255</td> <td>1278</td> </tr> </tbody> </table> <p><i>Source: StFX Report: Degrees Granted (mFAST)</i></p>		2018-19	2019-20	2020-21	2021-22	2022-23	International	93	59	100	83	144	Canada	456	461	439	473	465	Nova Scotia	580	620	601	699	669	Total	1129	1140	1140	1255	1278
	2018-19	2019-20	2020-21	2021-22	2022-23																												
International	93	59	100	83	144																												
Canada	456	461	439	473	465																												
Nova Scotia	580	620	601	699	669																												
Total	1129	1140	1140	1255	1278																												

Research Grants Received (Total Value)		
Federal	\$6.2M	
Business/Industry	623K	
Provincial	\$1.2M	
Other	\$34K	
TOTAL	\$8M	
	<i>Base year is 2020-21.</i>	



Source: CAUBO Research and Scholarship Report, StFX Finance

Scholarships, Bursaries & Prizes Awarded (Total Value)	\$6.4M
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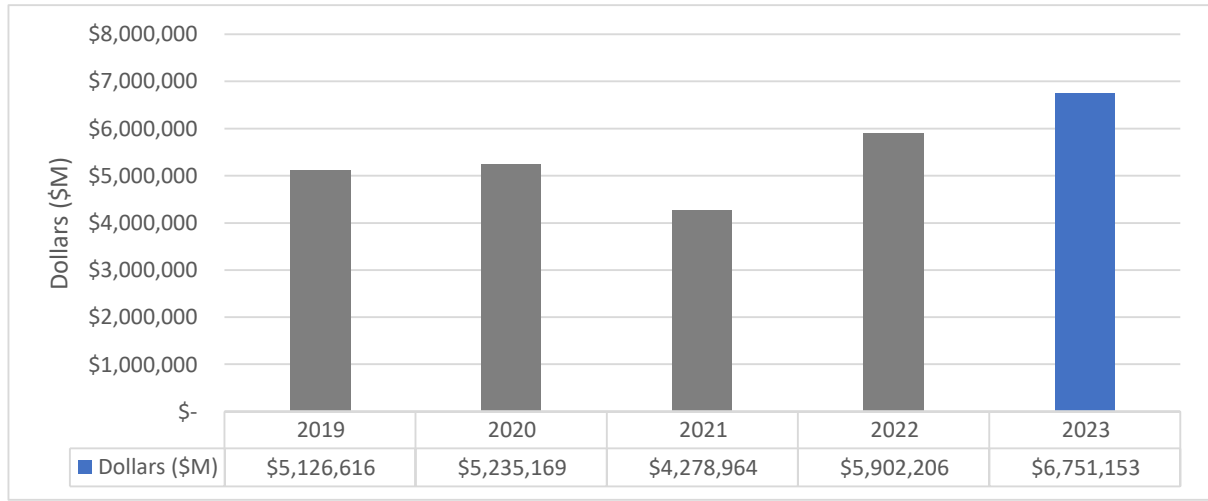
Source: StFX Financial Statements, Schedule 2
 Figures represent funds awarded.

Investments in Student Services*

\$5.9M

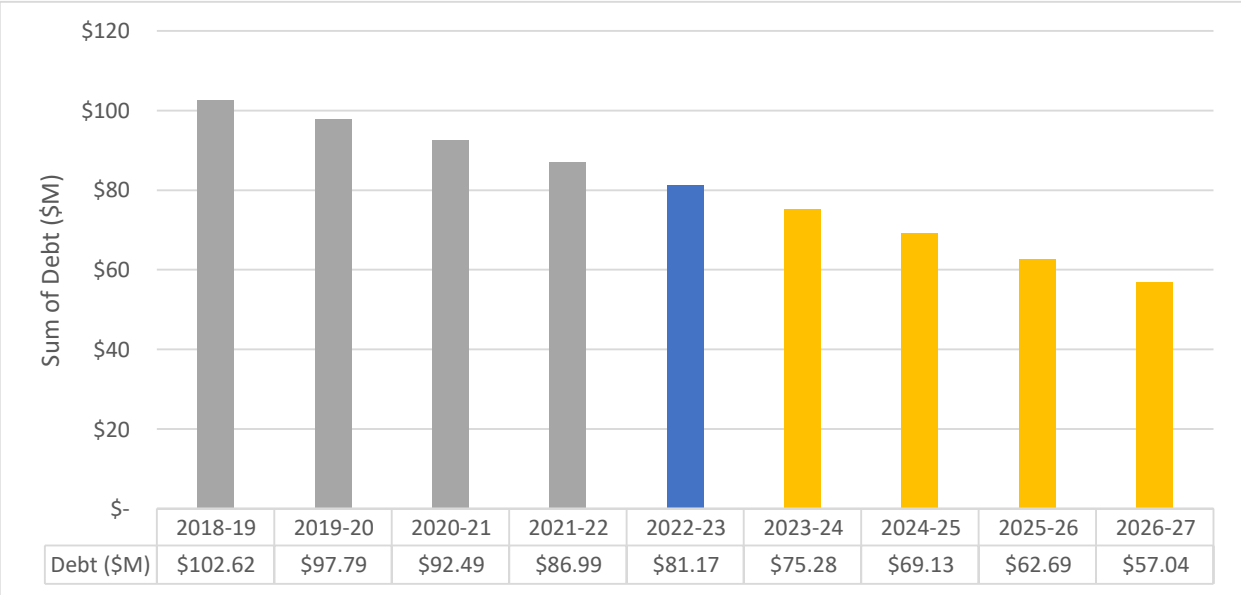


**Includes costs of Administration, Student Support Services, Athletics, Recreation, Welcome Week, Financial Aid*



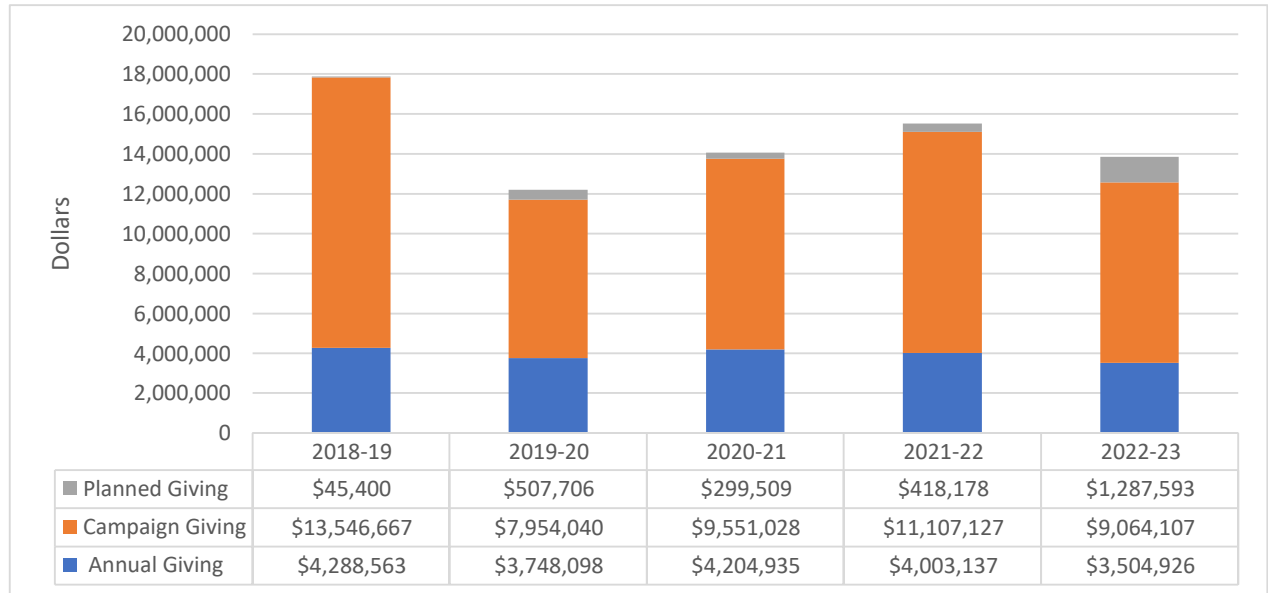
Source: StFX Financial Statements

(e) Sustainability

Metric	Baseline 2022-23	Status 2027-28	StFX trend data																				
Long Term <u>Debt</u>	\$81.17M		 <table border="1" data-bbox="772 755 1936 831"> <thead> <tr> <th></th> <th>2018-19</th> <th>2019-20</th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> <th>2023-24</th> <th>2024-25</th> <th>2025-26</th> <th>2026-27</th> </tr> </thead> <tbody> <tr> <td>Debt (\$M)</td> <td>\$102.62</td> <td>\$97.79</td> <td>\$92.49</td> <td>\$86.99</td> <td>\$81.17</td> <td>\$75.28</td> <td>\$69.13</td> <td>\$62.69</td> <td>\$57.04</td> </tr> </tbody> </table> <p data-bbox="730 847 972 878">Source: StFX Finance</p>		2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Debt (\$M)	\$102.62	\$97.79	\$92.49	\$86.99	\$81.17	\$75.28	\$69.13	\$62.69	\$57.04
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27														
Debt (\$M)	\$102.62	\$97.79	\$92.49	\$86.99	\$81.17	\$75.28	\$69.13	\$62.69	\$57.04														

Total Campaign Giving (Cash Receipts)

Annual \$4.0M
 Campaign \$11.1M
 Planned \$418.1K




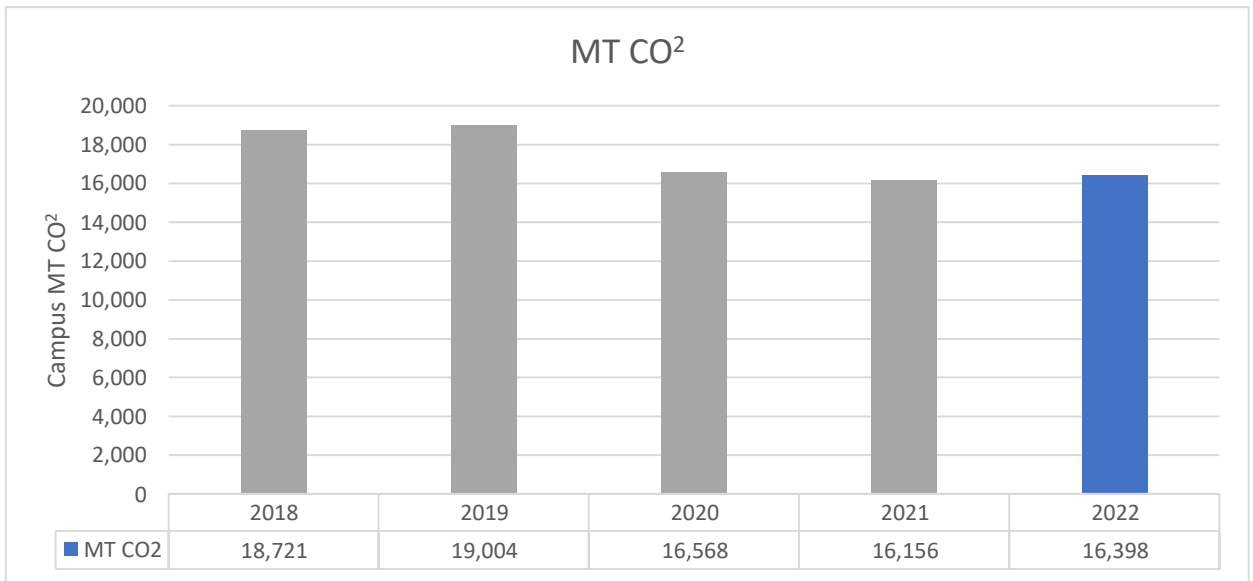
Source: StFX Advancement

Annual Giving: Donations unrelated to any campaign commitment and "typically" used in the same year.

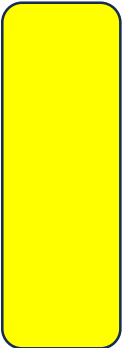
Campaign Giving: Gifts towards identified campaigns within the university - Saputo, Xaverian Fund, etc.

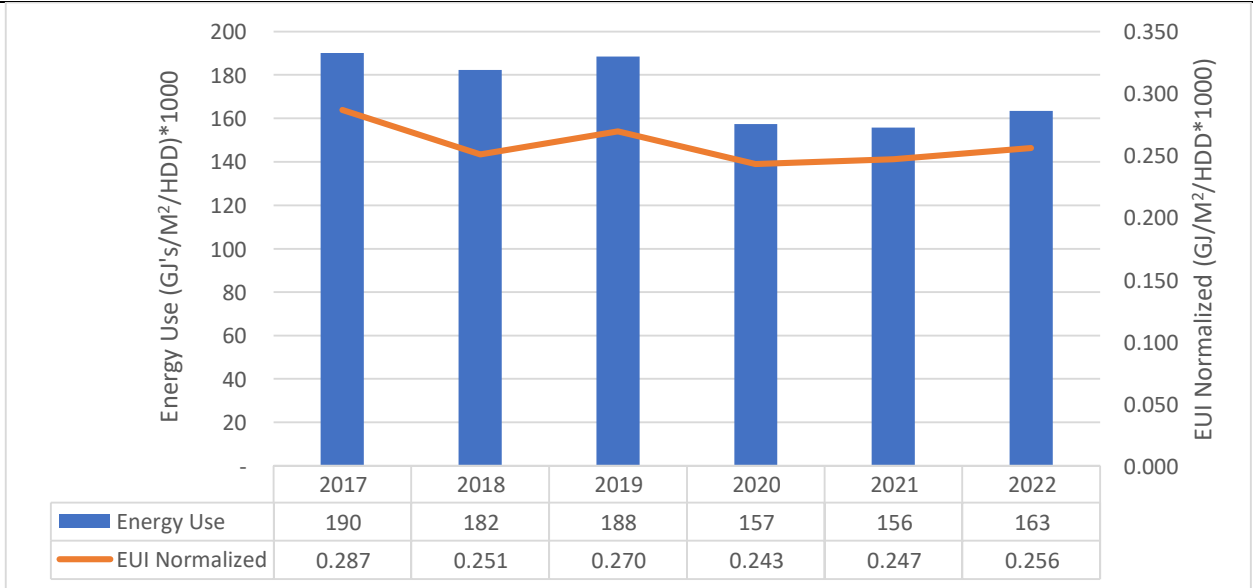
Planned Gift: Donations received from an estate.

<p><u>Total Carbon Emissions</u></p>	<p>16,156MT</p>	
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Source: StFX Facilities Management
Includes Boiler Fuels, Furnace Oil, Electricity, Propane, and Fleet Vehicle emissions.

<p><u>Campus Energy Use*</u> (Normalized)</p> <p><i>*Includes CHP fuels, furnace oil, propane, electricity</i></p>	<p>163,402 GJ/M²/HDD</p>	
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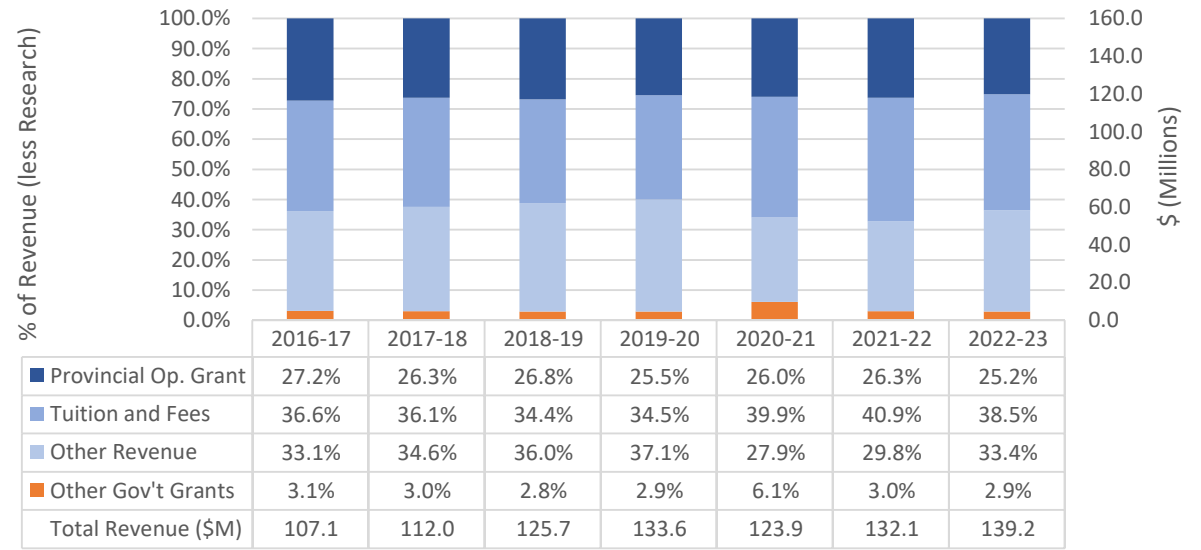


- Energy Use (GJ's/M²/HDD) measures the amount of heating energy required during the heating season
- Energy Use Intensity (EUI) Normalized is the amount of energy (GJ) used in a building per sq. ft. (or M²) per year, normalized to weather

<p>Total Energy Costs*</p> <p><i>Includes mechanical/electrical, buildings, central heating plant, & utilities</i></p>	<p>\$5.68M</p>		 <table border="1" data-bbox="766 544 1942 625"> <thead> <tr> <th></th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Utilities Cost (\$M)</td> <td>\$4,178,286</td> <td>\$4,296,828</td> <td>\$3,499,176</td> <td>\$3,923,084</td> <td>\$5,678,177</td> </tr> </tbody> </table> <p><i>Source: StFX Facilities Management</i> <i>Includes CHP Fuels, Furnace Oil, Electricity, Propane, and Water Costs.</i></p>		2018	2019	2020	2021	2022	Utilities Cost (\$M)	\$4,178,286	\$4,296,828	\$3,499,176	\$3,923,084	\$5,678,177						
	2018	2019	2020	2021	2022																
Utilities Cost (\$M)	\$4,178,286	\$4,296,828	\$3,499,176	\$3,923,084	\$5,678,177																
<p>Endowment Fund Balance</p> <p>Net Annual Change</p>	<p>\$184M</p> <p>14.9M</p> <p><i>2021-22 used as Base Year.</i></p>		 <table border="1" data-bbox="766 1079 1942 1242"> <thead> <tr> <th></th> <th>2018-19</th> <th>2019-20</th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> </tr> </thead> <tbody> <tr> <td>Total Investments</td> <td>\$146.6</td> <td>\$132.0</td> <td>\$169.1</td> <td>\$184.0</td> <td>\$184.2</td> </tr> <tr> <td>Net Annual Change</td> <td>\$7.7</td> <td>-\$14.7</td> <td>\$37.1</td> <td>\$14.9</td> <td>\$0.2</td> </tr> </tbody> </table> <p><i>Source: StFX Financial Statements</i></p>		2018-19	2019-20	2020-21	2021-22	2022-23	Total Investments	\$146.6	\$132.0	\$169.1	\$184.0	\$184.2	Net Annual Change	\$7.7	-\$14.7	\$37.1	\$14.9	\$0.2
	2018-19	2019-20	2020-21	2021-22	2022-23																
Total Investments	\$146.6	\$132.0	\$169.1	\$184.0	\$184.2																
Net Annual Change	\$7.7	-\$14.7	\$37.1	\$14.9	\$0.2																

**Consolidated
Revenue
Breakdown**

139.2M



Source: StFX Finance