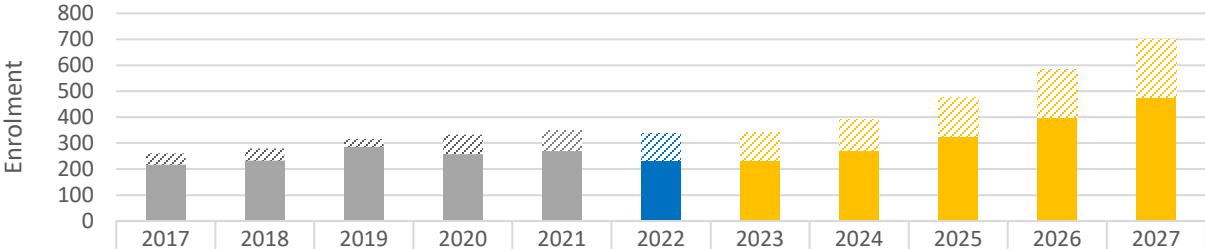
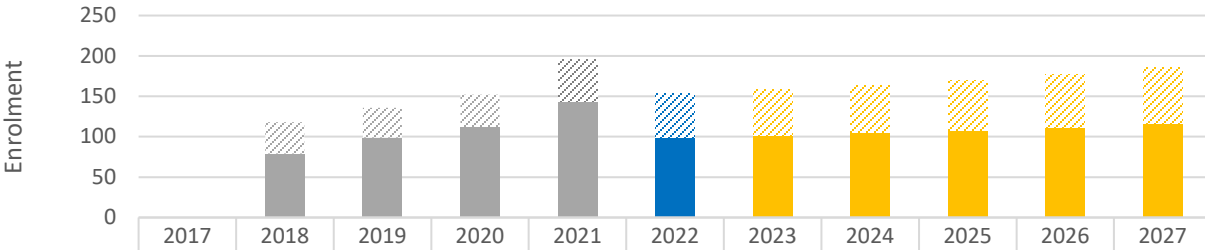
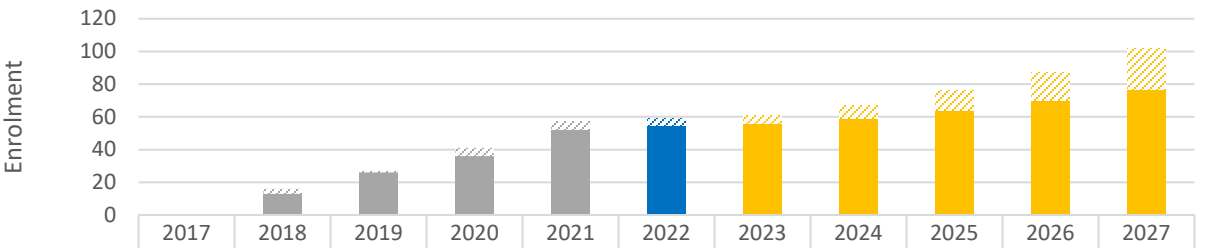
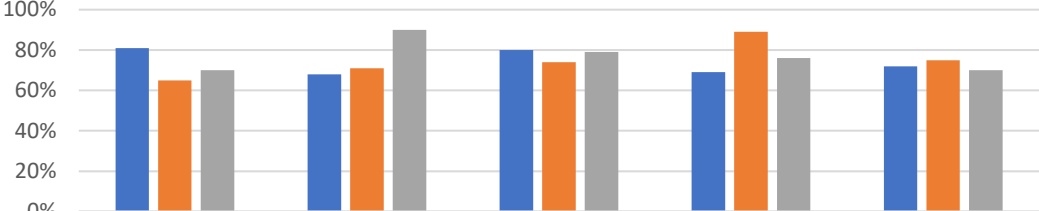
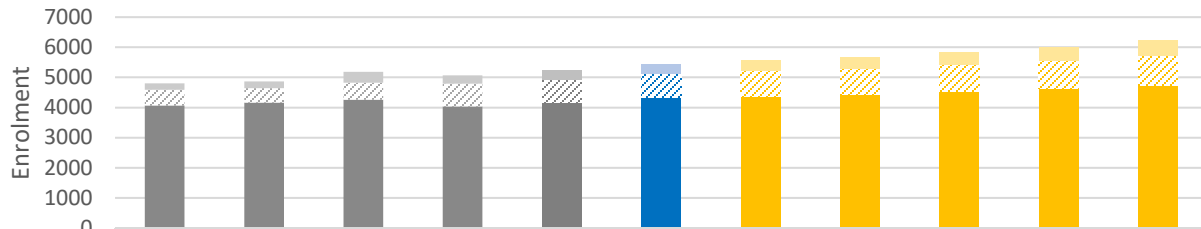


Appendix: Sample Strategic Plan Metrics

(a) Equity, Diversity, Inclusion and Accessibility																																							
Metric	Baseline 2022-23	Goal 2027-28	StFX trend data																																				
<u>Enrolment</u> International Students			 <table><tr><th></th><th>2017</th><th>2018</th><th>2019</th><th>2020</th><th>2021</th><th>2022</th><th>2023</th><th>2024</th><th>2025</th><th>2026</th><th>2027</th></tr><tr><td>Part-Time</td><td>45</td><td>48</td><td>30</td><td>75</td><td>75</td><td>103</td><td>105</td><td>120</td><td>150</td><td>185</td><td>225</td></tr><tr><td>Full-Time</td><td>216</td><td>232</td><td>286</td><td>257</td><td>272</td><td>235</td><td>235</td><td>270</td><td>325</td><td>400</td><td>475</td></tr></table>		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Part-Time	45	48	30	75	75	103	105	120	150	185	225	Full-Time	216	232	286	257	272	235	235	270	325	400	475
	2017	2018		2019	2020	2021	2022	2023	2024	2025	2026	2027																											
Part-Time	45	48		30	75	75	103	105	120	150	185	225																											
Full-Time	216	232		286	257	272	235	235	270	325	400	475																											
Part-Time	75	225																																					
Full-Time	272	475																																					
TOTAL	347	750																																					
<u>Enrolment</u> Indigenous Students			 <table><tr><th></th><th>2017</th><th>2018</th><th>2019</th><th>2020</th><th>2021</th><th>2022</th><th>2023</th><th>2024</th><th>2025</th><th>2026</th><th>2027</th></tr><tr><td>Part-Time</td><td>0</td><td>39</td><td>37</td><td>40</td><td>51</td><td>55</td><td>56</td><td>58</td><td>61</td><td>65</td><td>70</td></tr><tr><td>Full-Time</td><td>0</td><td>79</td><td>99</td><td>112</td><td>144</td><td>99</td><td>102</td><td>105</td><td>108</td><td>112</td><td>116</td></tr></table>		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Part-Time	0	39	37	40	51	55	56	58	61	65	70	Full-Time	0	79	99	112	144	99	102	105	108	112	116
	2017	2018		2019	2020	2021	2022	2023	2024	2025	2026	2027																											
Part-Time	0	39		37	40	51	55	56	58	61	65	70																											
Full-Time	0	79		99	112	144	99	102	105	108	112	116																											
Part-Time	55	70																																					
Full-Time	99	116																																					
TOTAL	154	186																																					
<u>Enrolment</u> African NS Students			 <table><tr><th></th><th>2017</th><th>2018</th><th>2019</th><th>2020</th><th>2021</th><th>2022</th><th>2023</th><th>2024</th><th>2025</th><th>2026</th><th>2027</th></tr><tr><td>Part-Time</td><td>0</td><td>3</td><td>1</td><td>5</td><td>5</td><td>4</td><td>5</td><td>8</td><td>12</td><td>17</td><td>25</td></tr><tr><td>Full-Time</td><td>0</td><td>13</td><td>26</td><td>36</td><td>52</td><td>55</td><td>56</td><td>59</td><td>64</td><td>70</td><td>77</td></tr></table>		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Part-Time	0	3	1	5	5	4	5	8	12	17	25	Full-Time	0	13	26	36	52	55	56	59	64	70	77
	2017	2018		2019	2020	2021	2022	2023	2024	2025	2026	2027																											
Part-Time	0	3		1	5	5	4	5	8	12	17	25																											
Full-Time	0	13		26	36	52	55	56	59	64	70	77																											
Part-Time	4	25																																					
Full-Time	55	77																																					
TOTAL	59	102																																					

<u>First Year Retention Rate*</u>	Int'al: 72% Indigenous: 95% African NS: 70%	<i>Increase participation, retention, and success of students from historically-excluded groups</i>	<div><div><div>Retention Rate</div><table><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>81%</td><td>68%</td><td>80%</td><td>69%</td><td>72%</td></tr><tr><td>Indigenous</td><td>65%</td><td>71%</td><td>74%</td><td>89%</td><td>75%</td></tr><tr><td>African Nova Scotian</td><td>70%</td><td>90%</td><td>79%</td><td>76%</td><td>70%</td></tr></tbody></table></div></div>		2018-19	2019-20	2020-21	2021-22	2022-23	International	81%	68%	80%	69%	72%	Indigenous	65%	71%	74%	89%	75%	African Nova Scotian	70%	90%	79%	76%	70%
	2018-19	2019-20	2020-21	2021-22	2022-23																						
International	81%	68%	80%	69%	72%																						
Indigenous	65%	71%	74%	89%	75%																						
African Nova Scotian	70%	90%	79%	76%	70%																						
<u>Incoming Student Survey</u>			<p>Results to indicate the percentage of students from historically-excluded groups* answering ‘agree’ or ‘strongly agree’ to the following:</p> <ol style="list-style-type: none">1) I feel welcomed and respected.2) I have close relationships that provide me with a sense of emotional security and wellbeing.3) I have the resources and support I need to be successful.4) I am optimistic and hopeful about the year ahead. <p><i>*Includes Indigenous, Black, minoritized, 2SLGBTQIA+, international students, first-generation students, and students with disabilities.</i></p>																								

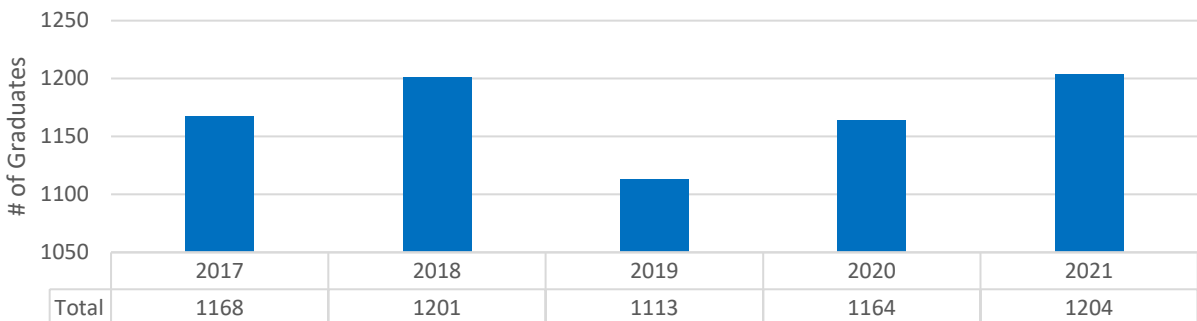
(b) Community																																																			
Metric	Baseline 2022-23	Goal 2027-28	StFX trend data																																																
<u>Total Enrolment</u>			 <table><tr><td></td><td>2017</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td><td>2024</td><td>2025</td><td>2026</td><td>2027</td></tr><tr><td>Edu</td><td>212</td><td>227</td><td>355</td><td>271</td><td>300</td><td>323</td><td>340</td><td>370</td><td>405</td><td>445</td><td>505</td></tr><tr><td>Grad</td><td>524</td><td>476</td><td>570</td><td>753</td><td>784</td><td>801</td><td>835</td><td>865</td><td>900</td><td>945</td><td>1010</td></tr><tr><td>UG</td><td>4070</td><td>4167</td><td>4256</td><td>4043</td><td>4152</td><td>4320</td><td>4375</td><td>4435</td><td>4525</td><td>4620</td><td>4720</td></tr></table>		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Edu	212	227	355	271	300	323	340	370	405	445	505	Grad	524	476	570	753	784	801	835	865	900	945	1010	UG	4070	4167	4256	4043	4152	4320	4375	4435	4525	4620	4720
	2017	2018		2019	2020	2021	2022	2023	2024	2025	2026	2027																																							
Edu	212	227		355	271	300	323	340	370	405	445	505																																							
Grad	524	476		570	753	784	801	835	865	900	945	1010																																							
UG	4070	4167		4256	4043	4152	4320	4375	4435	4525	4620	4720																																							
UG	4320	4720																																																	
Grad	801	1010																																																	
Edu	323	505																																																	
TOTAL	5444	6235																																																	

<div>Total Alumni* by Area</div> <div><div>Nova Scotia452</div><div>Ontario139</div><div>Atlantic101</div><div>National104</div><div>International42</div><div>TOTAL838</div></div> <div>*Alumni with contactable addresses</div>			<div><div><div># of Alumni</div><div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>1200</div><div>1000</div><div>800</div><div>600</div><div>400</div><div>200</div><div>0</div></div><div><div>2017</div><div>2018</div><div>2019</div><div>2020</div><div>2021</div><div>2022</div></div><div><div>International</div><div>National</div><div>Atlantic</div><div>ON</div><div>NS</div></div><table><tr><td></td><td>52</td><td>51</td><td>34</td><td>23</td><td>45</td><td>42</td></tr><tr><td></td><td>127</td><td>138</td><td>127</td><td>130</td><td>100</td><td>104</td></tr><tr><td></td><td>92</td><td>94</td><td>81</td><td>113</td><td>108</td><td>101</td></tr><tr><td></td><td>192</td><td>168</td><td>181</td><td>167</td><td>174</td><td>139</td></tr><tr><td></td><td>452</td><td>448</td><td>450</td><td>539</td><td>545</td><td>452</td></tr></table></div>		52	51	34	23	45	42		127	138	127	130	100	104		92	94	81	113	108	101		192	168	181	167	174	139		452	448	450	539	545	452
	52	51	34	23	45	42																																
	127	138	127	130	100	104																																
	92	94	81	113	108	101																																
	192	168	181	167	174	139																																
	452	448	450	539	545	452																																
<div>Proportion of Students Participating in High Impact Practices (HIPs)</div> <div><div>First Year52%</div><div>Senior38%</div></div>	<div>58%</div> <div>47%</div>		<div><div><div>% of Students</div><div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>120%</div><div>100%</div><div>80%</div><div>60%</div><div>40%</div><div>20%</div><div>0%</div></div><div><div>2014</div><div>2017</div><div>2020</div><div>2023</div><div>2026</div></div><div><div>Senior</div><div>First Year</div></div><table><tr><td></td><td>39%</td><td>27%</td><td>38%</td><td>42%</td><td>47%</td></tr><tr><td></td><td>39%</td><td>40%</td><td>52%</td><td>55%</td><td>58%</td></tr></table></div>		39%	27%	38%	42%	47%		39%	40%	52%	55%	58%																							
	39%	27%	38%	42%	47%																																	
	39%	40%	52%	55%	58%																																	
<div>Number of Employees</div> <div><div>UNIFOR95</div><div>NSGEU113</div><div>Non-Union265</div><div>CUPE13</div><div>AUT440</div><div>TOTAL926</div></div>			<div><div><div># of Members</div><div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>1000</div><div>900</div><div>800</div><div>700</div><div>600</div><div>500</div><div>400</div><div>300</div><div>200</div><div>100</div><div>0</div></div><div><div>2017</div><div>2018</div><div>2019</div><div>2020</div><div>2021</div><div>2022</div></div><div><div>UNIFOR</div><div>NSGEU</div><div>Non-Union</div><div>CUPE</div><div>AUT</div></div><table><tr><td></td><td>97</td><td>92</td><td>98</td><td>100</td><td>92</td><td>95</td></tr><tr><td></td><td>114</td><td>112</td><td>112</td><td>113</td><td>109</td><td>113</td></tr><tr><td></td><td>256</td><td>251</td><td>251</td><td>255</td><td>262</td><td>265</td></tr><tr><td></td><td>12</td><td>10</td><td>12</td><td>12</td><td>13</td><td>13</td></tr><tr><td></td><td>381</td><td>394</td><td>412</td><td>433</td><td>438</td><td>440</td></tr></table></div>		97	92	98	100	92	95		114	112	112	113	109	113		256	251	251	255	262	265		12	10	12	12	13	13		381	394	412	433	438	440
	97	92	98	100	92	95																																
	114	112	112	113	109	113																																
	256	251	251	255	262	265																																
	12	10	12	12	13	13																																
	381	394	412	433	438	440																																

Employee Satisfaction			1) Employee Net Promoter Score: how likely an employee is to recommend StFX as a place to work. 2) Employee Turnover: tracking departures and internal moves. 3) Absenteeism: tracking increases/decreases in employee attendance
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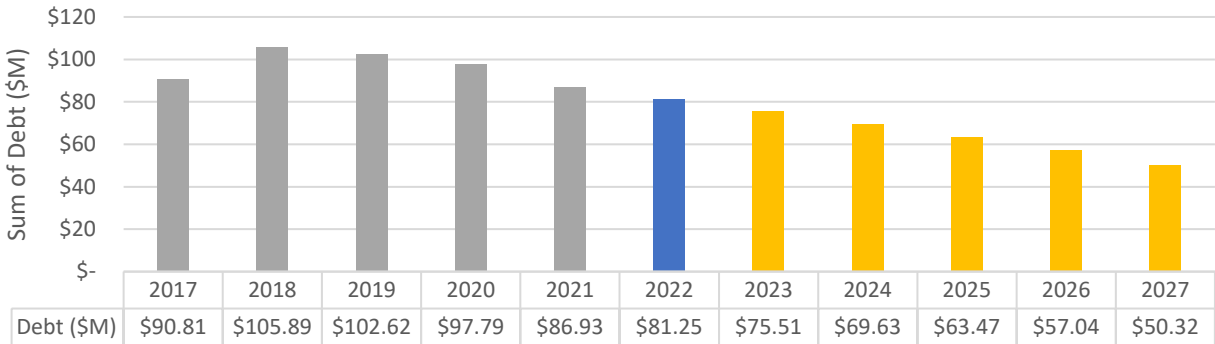
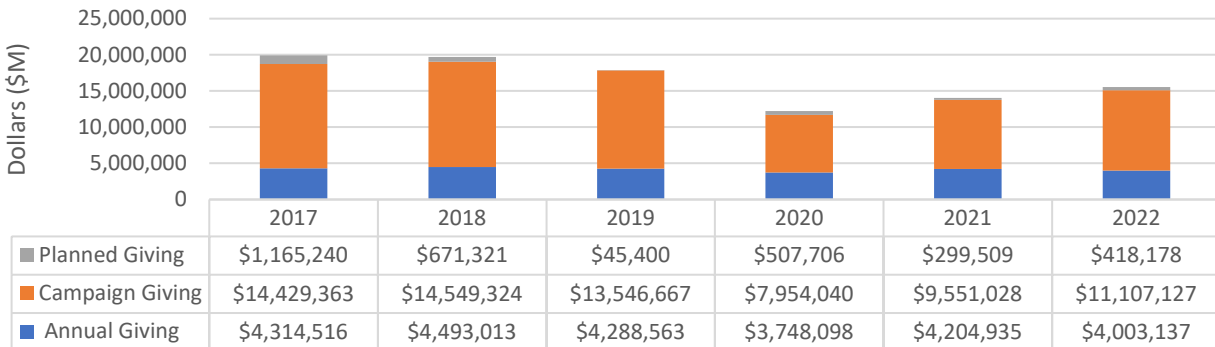
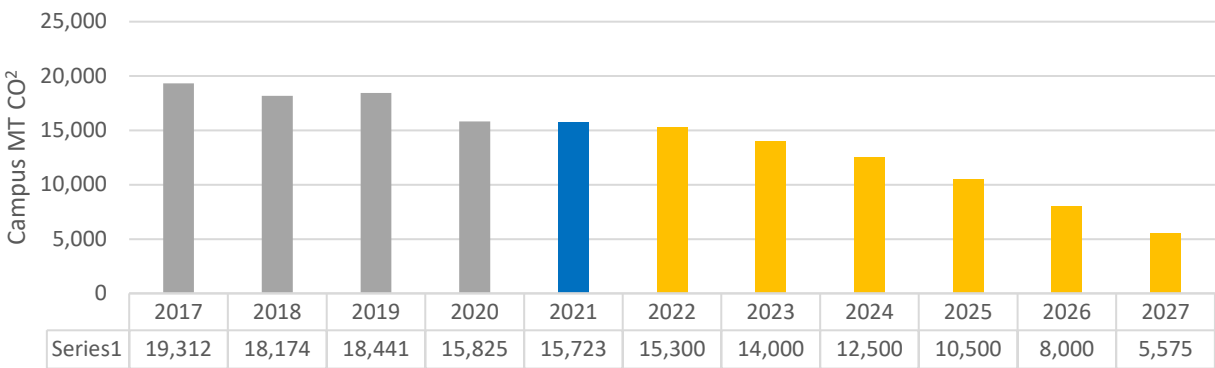
(c) Academically Driven																																													
Metric	Baseline 2022-23	Goal 2027-28	StFX trend data																																										
<div>Total program enrolment by Faculty</div> <div>Arts & Hum</div> <div>Science</div> <div>Business</div> <div>Education</div> <div>Nursing/Health</div> <div>TOTAL</div>	<div>895</div> <div>525</div> <div>878</div> <div>794</div> <div>1600</div> <div>4692</div>		<div><div>Enrolment</div><div></div><table><thead><tr><th></th><th>2015</th><th>2016</th><th>2017</th><th>2018</th><th>2019</th><th>2020</th></tr></thead><tbody><tr><td>Nursing/Health</td><td>1405</td><td>1451</td><td>1573</td><td>1712</td><td>1599</td><td>1600</td></tr><tr><td>Education</td><td>641</td><td>652</td><td>697</td><td>707</td><td>728</td><td>794</td></tr><tr><td>Business</td><td>919</td><td>929</td><td>896</td><td>868</td><td>870</td><td>878</td></tr><tr><td>Science</td><td>486</td><td>494</td><td>466</td><td>452</td><td>498</td><td>525</td></tr><tr><td>Arts & Humanities</td><td>1040</td><td>1105</td><td>913</td><td>1090</td><td>841</td><td>895</td></tr></tbody></table></div>		2015	2016	2017	2018	2019	2020	Nursing/Health	1405	1451	1573	1712	1599	1600	Education	641	652	697	707	728	794	Business	919	929	896	868	870	878	Science	486	494	466	452	498	525	Arts & Humanities	1040	1105	913	1090	841	895
	2015	2016	2017	2018	2019	2020																																							
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<div>Undergraduate Admissions Profile*</div> <div>* Starting Academic Year</div>	86.3%		<div><div>Average Admissions Grade</div><div></div><table><thead><tr><th></th><th>2017</th><th>2018</th><th>2019</th><th>2020</th><th>2021</th><th>2022</th></tr></thead><tbody><tr><td>Grade</td><td>84%</td><td>84.6%</td><td>85.4%</td><td>86.4%</td><td>86.2%</td><td>86.3%</td></tr></tbody></table></div>		2017	2018	2019	2020	2021	2022	Grade	84%	84.6%	85.4%	86.4%	86.2%	86.3%																												
	2017	2018	2019	2020	2021	2022																																							
Grade	84%	84.6%	85.4%	86.4%	86.2%	86.3%																																							

<div>Undergraduate Retention (1st to 2nd year retention rate) and Ending Academic Average*</div> <div>* Data is shown by cohort year</div>	<div>Retention: 86.0%</div>		<div><div><div>Undergraduate First Year Retention</div><div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div>2018-19</div><div>2019-20</div><div>2020-21</div><div>2021-22</div><div>2022-23</div></div><div><div>Retention Rate</div><div>80.9%</div><div>81.5%</div><div>86.4%</div><div>88.8%</div><div>81.9%</div></div><div><div>Ending Average</div><div>70.8%</div><div>70.5%</div><div>72.6%</div><div>73.2%</div><div>81.8%</div></div></div></div></div></div>
<div><div>MPHEC Graduate Outcomes Survey</div><div><div>Question A</div><div>Question B</div><div>Question C</div></div></div>	<div><div>73%</div><div>50%</div><div>86%</div></div>		<div><div>Results indicate the percentage of those answering ‘somewhat’ or ‘to a great extent’ when asked whether their program:</div><div><div><div><div></div><div></div><div></div></div><div><div>2016</div><div>2018</div><div>2020</div></div><div><div>Provided a rich intellectual learning experience</div><div>70%</div><div>71%</div><div>73%</div></div><div><div>Prepared them for the workforce</div><div>45%</div><div>48%</div><div>50%</div></div><div><div>Contributed to their growth as a person</div><div>81%</div><div>84%</div><div>86%</div></div></div></div></div>

(d) Responsive					
Metric	Baseline 2021-22	Goal 2027-28	StFX trend data		
Annual Number of Graduates*	1204				
<i>*Totals for Fall & Spring convocation ceremonies</i>					

<div>Research Grants Received (Total Value)</div> <div>Federal Business/Industry Provincial Other</div> <div>TOTAL</div>	<div>\$6.2M 623K \$1.2M \$34K</div> <div>\$8M</div>	<div><div><div>Funding (\$M)</div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><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(e) Sustainability

Metric	Baseline 2021-22	Goal 2027-28	StFX trend data																												
Long Term <u>Debt</u>	\$81M	\$50M	<div><table><tr><td></td><td>2017</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td><td>2024</td><td>2025</td><td>2026</td><td>2027</td></tr><tr><td>Debt (\$M)</td><td>\$90.81</td><td>\$105.89</td><td>\$102.62</td><td>\$97.79</td><td>\$86.93</td><td>\$81.25</td><td>\$75.51</td><td>\$69.63</td><td>\$63.47</td><td>\$57.04</td><td>\$50.32</td></tr></table></div>		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Debt (\$M)	\$90.81	\$105.89	\$102.62	\$97.79	\$86.93	\$81.25	\$75.51	\$69.63	\$63.47	\$57.04	\$50.32				
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027																				
Debt (\$M)	\$90.81	\$105.89	\$102.62	\$97.79	\$86.93	\$81.25	\$75.51	\$69.63	\$63.47	\$57.04	\$50.32																				
<div>Total Campaign Giving (Cash Receipts)</div> <div>Annual Campaign Planned</div>	<div>\$4.0M</div> <div>\$11.1M</div> <div>\$418.1K</div>		<div><table><tr><td></td><td>2017</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td></tr><tr><td>Planned Giving</td><td>\$1,165,240</td><td>\$671,321</td><td>\$45,400</td><td>\$507,706</td><td>\$299,509</td><td>\$418,178</td></tr><tr><td>Campaign Giving</td><td>\$14,429,363</td><td>\$14,549,324</td><td>\$13,546,667</td><td>\$7,954,040</td><td>\$9,551,028</td><td>\$11,107,127</td></tr><tr><td>Annual Giving</td><td>\$4,314,516</td><td>\$4,493,013</td><td>\$4,288,563</td><td>\$3,748,098</td><td>\$4,204,935</td><td>\$4,003,137</td></tr></table></div>		2017	2018	2019	2020	2021	2022	Planned Giving	\$1,165,240	\$671,321	\$45,400	\$507,706	\$299,509	\$418,178	Campaign Giving	\$14,429,363	\$14,549,324	\$13,546,667	\$7,954,040	\$9,551,028	\$11,107,127	Annual Giving	\$4,314,516	\$4,493,013	\$4,288,563	\$3,748,098	\$4,204,935	\$4,003,137
	2017	2018	2019	2020	2021	2022																									
Planned Giving	\$1,165,240	\$671,321	\$45,400	\$507,706	\$299,509	\$418,178																									
Campaign Giving	\$14,429,363	\$14,549,324	\$13,546,667	\$7,954,040	\$9,551,028	\$11,107,127																									
Annual Giving	\$4,314,516	\$4,493,013	\$4,288,563	\$3,748,098	\$4,204,935	\$4,003,137																									
Total Carbon Emissions	15,723MT	5,575MT	<div><table><tr><td></td><td>2017</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td><td>2024</td><td>2025</td><td>2026</td><td>2027</td></tr><tr><td>Series1</td><td>19,312</td><td>18,174</td><td>18,441</td><td>15,825</td><td>15,723</td><td>15,300</td><td>14,000</td><td>12,500</td><td>10,500</td><td>8,000</td><td>5,575</td></tr></table></div>		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Series1	19,312	18,174	18,441	15,825	15,723	15,300	14,000	12,500	10,500	8,000	5,575				
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027																				
Series1	19,312	18,174	18,441	15,825	15,723	15,300	14,000	12,500	10,500	8,000	5,575																				

<div>Campus Energy Use* (Normalized)</div> <div><i>*Includes CHP fuels, furnace oil, propane, electricity</i></div>	175,062 GJ/M ² /HDD		<div><div><div>Energy Use (GJ's/M²/HDD)</div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div>2014</div><div>2015</div><div>2016</div><div>2017</div><div>2018</div><div>2019</div><div>2020</div><div>2021</div></div><div><div>Energy Use</div><div>EUI Normalized</div></div><div><div>203,428</div><div>0.2973</div><div>210,512</div><div>0.2888</div><div>198,278</div><div>0.2899</div><div>186,405</div><div>0.2848</div><div>178,832</div><div>0.2493</div><div>184,934</div><div>0.2683</div><div>155,003</div><div>0.2431</div><div>175,062</div><div>0.2399</div></div></div><div><div>EUI Normalized (GJ/M²/HDD*1000)</div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div>0.3</div><div>0.25</div><div>0.2</div><div>0.15</div><div>0.1</div><div>0.05</div><div>0</div></div></div></div></div>
<div>Total Energy Costs*</div> <div><i>Includes mechanical/ electrical, buildings, central heating plant, & utilities</i></div>	\$8.1M		<div><div><div>Cost (\$M)</div><div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div>2016</div><div>2017</div><div>2018</div><div>2019</div><div>2020</div><div>2021</div></div><div><div>Cost (\$M)</div></div><div><div>\$6,535,689</div><div>\$6,680,752</div><div>\$7,235,206</div><div>\$7,226,529</div><div>\$6,330,736</div><div>\$8,112,541</div></div></div></div>
<div>Endowment Fund Balance</div>	\$185M		<div><div><div>Gains and Losses (\$M)</div><div><div></div><div></div><div></div><div></div><div></div><div></div></div><div><div>2017-18</div><div>2018-19</div><div>2019-20</div><div>2020-21</div><div>2021-22</div></div><div><div>Contributions</div><div>Earned Income</div><div>Unrealized Gains (Losses)</div><div>Withdrawals & Expenses</div><div>Total Investment Balance</div></div><div><div>9.70</div><div>6.43</div><div>(3.13)</div><div>(5.77)</div><div>139.06</div><div>7.61</div><div>5.58</div><div>3.41</div><div>(9.26)</div><div>146.40</div><div>4.43</div><div>9.81</div><div>(20.77)</div><div>(8.14)</div><div>131.72</div><div>3.58</div><div>6.28</div><div>33.83</div><div>(8.65)</div><div>166.76</div><div>7.62</div><div>11.88</div><div>7.77</div><div>(8.77)</div><div>185.26</div></div></div><div><div>Total Investment Balance (\$M)</div><div><div></div><div></div><div></div><div></div><div></div></div><div><div>200</div><div>180</div><div>160</div><div>140</div><div>120</div><div>100</div><div>80</div><div>60</div><div>40</div><div>20</div><div>-</div></div></div></div>