

2024-25 BUDGET FORUM 1

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University
of Regina

Todays' presentation and discussion are being recorded and will be available for viewing at www.uregina.ca/oir/budget/2024-25-budget.html

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OUTLINE

- Budget principles
- Operational guidelines
- Prior years budgets and the pandemic
- Current 2023-24 budget assumptions vs actual results
- Budget parameters for 2024-25
- Budget requests
- Research budget update
- Expenditures and considerations in 2024-25 budget development
- Provincial budget highlights
- 2024-25 budget development to date and next steps



Transparency, openness and consultation



Long-term sustainability



University goals and objectives



BOARD PRINCIPLES



Includes all revenue & expense



Balanced Budget

Estimates will be conservative



University Tuition Policy

OPERATIONAL GUIDELINES

Student Focus:

We are a university that is student-centered, focusing on a positive student experience that is driven by our academic mission and supporting services.

Strategic Direction:

Create a multi-year Strategy Plan that focuses on our:

- Mission/Why
- Priorities
- Enrollment Plan
- Program Mix

Priority of academic needs:

Academic allocations aligned with the strategic direction of the University

Sustainable:

Sustainability is achieved through the creation of a realistic budget that considers negative and positive impacts.

OPERATIONAL GUIDELINES

Innovative and Entrepreneurialism :

As a team of professionals, we are open to giving and receiving both positive and negative feedback to foster a growth mindset that is driven by progressive innovation.

Transparency and Collaboration:

Create a transparent environment that breaks down silos and fosters open communication where information flows in both directions.

Data-Driven/Accountability Mechanisms :

Be data-driven and evidence-based, with transparent metrics for allocations and accountabilities.

Institutional Holistic Approach:

Review all decision through a holistic approach. Ensuring decisions are aligned and connected to U of R strategy and outcomes.

PRIOR YEARS AND PANDEMIC

- The current and previous two fiscal years, the University's budgets have been negatively impacted by the pandemic.
- Deficit in the Operating Fund:
 - \$3.6M in 2021-2022
 - \$3.5M in 2022-2023
 - \$2.5M in 2023-2024
- Three major negative factors that impacted the budgets:
 - Government Grant - Multi-Year Funding Agreement
 - Decline in Student Enrolments
 - Rising Inflation Rate
- Base Budget Reductions:
 - 2.8% in 2022-2023
 - 5.0% in 2023-2024
 - 1.8% was anticipated for 2024-2025
- Recovery of carry-forwards to fund deficits

2023-24 BUDGET ASSUMPTIONS

- 2023-2024 Structural Deficit of \$2.5 M
- Assumptions included:
 - No change in domestic undergrad credit hours
 - International undergrad credit hours increased 15%
 - Graduate credit hours increased 2.0%
 - Tuition increased by 4.0%
- 5% Base Budget Reduction for most Faculties and Units
- Recovery of carry-forwards to fund deficit for the year
- Plan to Balance by 2024-2025



EARLY SIGNALS OF INT'L RECOVERY

- International credit hours increased in 2022-2023 and carried through to the 2023-2024
- Enrolment for the Spring, Summer and Fall semesters for 2023-2024 indicate strong recovery but continued softness in undergraduate domestic credit hours
- Financial impact of credit hour variances along with expense increases for 2024-2025 was calculated in November 2023 and shared with University Executive Team



2023-24 ENROLMENT

Spring and Summer Semester:

- Domestic undergrad enrolment decreased by 0.8% vs flat
- International undergrad enrolment increased by 30.9% vs 15%
- Graduate enrolment increased by 8.3% vs 2%

Fall Semester:

- Domestic undergrad enrolment decreased by 0.9% vs flat
- International undergrad enrolment increased by 46.7% vs 15%
- Graduate enrolment increased by 5.1% vs 2%

Winter Semester:

- Domestic undergrad enrolment decreased by 1.1% vs flat
- International undergrad enrolment increased by 56.8% vs 15%
- Graduate enrolment increased by 6.1% vs 2%



MAJOR OPERATING BUDGET PARAMETERS (Revenue)

Estimated \$	Budget Element	Notes
-\$2,491	Opening budget deficit	Base deficit from 2023-2024 carrying into 2024-25
\$0	Operating grant increase	2017-18: -5% 2021-22: 0%
		2018-19: 0% 2022-23: 0%
		2019-20: 0% 2023-24: 0%
		2020-21: 1% 2024-25: 0%
\$10,700	Tuition adjustment to actual	Increase In: <input type="checkbox"/> Credit hours <input type="checkbox"/> Tuition and fee revenue

MAJOR OPERATING BUDGET PARAMETERS (Revenue)

Estimated \$	Budget Element	Notes
Unknown	Credit hour increase	Revenue contingency on: <input type="checkbox"/> Domestic/international student ratio <input type="checkbox"/> Undergraduate/graduate student ratio <input type="checkbox"/> Student class loads
Unknown	Tuition rate and fee increase	1% Tuition increase = \$1.1M

MAJOR OPERATING BUDGET PARAMETERS (Expenses)

Estimated \$	Budget Element	Notes
\$8,155	Salary and benefit increases	Estimate - known and anticipated increases in salary and benefits. <i>Does not include new positions.</i>
\$906	Non-discretionary cost increases	Based on anticipated cost increases
\$5,470	New position requests	57.8 base-funded faculty, APT, CUPE and out-of-scope positions
\$3,976	Other budget requests	Requests will benefit the campus community and enhance the student experience.

BUDGET REQUEST SUMMARY

New Permanent Positions

	Number	Amount
Faculty and Teaching Support	24.3	\$2,424K
Student Support	12.5	\$1,051K
Research Support	6.0	\$634K
Administrative	15.0	\$1,361K
Total	57.8	\$5,470K

ACADEMIC POSITIONS

Business	<input type="checkbox"/> Chair, Agribusiness <input type="checkbox"/> Tenure-Track Instructor
Engineering	<input type="checkbox"/> Assistant Prof Software Systems Eng.
MAP	<input type="checkbox"/> Assistant Prof CTCH <input type="checkbox"/> Lab Instructor DES
Nursing	<input type="checkbox"/> Tenure-Track Faculty (3 positions)
Science	<input type="checkbox"/> Assistant Prof CS <input type="checkbox"/> Assistant Prof Earth Sciences <input type="checkbox"/> Lab Instructor Math/Stats
Social Work	<input type="checkbox"/> Bilingual Clinical Instructor
Total	12 Cost: \$1,440K

TEACHING SUPPORT POSITIONS

Business	<input type="checkbox"/> Manager, Marketing, Recruitment & Comms Convert: Term to Permanent
	<input type="checkbox"/> Admin Support Scheduling/Sessional: Convert: 60% top-up to 100%
	<input type="checkbox"/> Grad Advisor Convert: Term to Permanent 50% top-up to 100%
	<input type="checkbox"/> Undergrad Advisor New
Graduate Studies and Research	<input type="checkbox"/> Grad Admissions Coordinator Convert: Term to Permanent <i>** Joint request with Business **</i>
Nursing	<input type="checkbox"/> Staff New 4 Permanent Positions

TEACHING SUPPORT POSITIONS

Science	<input type="checkbox"/> Academic Advisor APT New Permanent Position
	<input type="checkbox"/> Chemical Safety Compliance Tech CUPE New Permanent Position
Social Work	<input type="checkbox"/> Grad Advisor Convert: Term to Permanent
	<input type="checkbox"/> UG Advisor Convert: Term to Permanent
	<input type="checkbox"/> Practicum Placement Coordinator Convert Term to Permanent 20% top-up to 100%
Total	12.3 Cost: \$984K

STUDENT SUPPORT POSITIONS

UR International	<input type="checkbox"/> International Communications and Marketing <input type="checkbox"/> International Enrolment Services <input type="checkbox"/> Life Skills Advisor
Registrar's Office	<input type="checkbox"/> Student Recruiters (2) <input type="checkbox"/> Enrolment Services Administrative Specialist
Student Services	<input type="checkbox"/> Orientation/First-Year Experience Co-ordinator
Associate VP Academic	<input type="checkbox"/> Academic Program <input type="checkbox"/> Articulation Agreement Officer
Indigenous Engagement Office	<input type="checkbox"/> Cultural Protocol Liaison <input type="checkbox"/> Education and Reconciliation Co-ordinator
Centre for Teaching and Learning	<input type="checkbox"/> Educational Development (2) <input type="checkbox"/> 50% Administrative Assistant
Total	12.5
	Cost: \$1,051K

RESEARCH POSITIONS

Vice President-Research	<input type="checkbox"/> Director of Research Partnerships & Innovation	
Office of Research Services	<input type="checkbox"/> Compliance Specialist (Human Ethics) <input type="checkbox"/> Compliance Specialist (Research Security) <input type="checkbox"/> Compliance Support (Human Ethics/Animal Ethics)	
Office of Research Partnership & Innovation	<input type="checkbox"/> Research Contracts Officer <input type="checkbox"/> Communication Officer	
Total	6	Cost: \$634K

ADMINISTRATIVE POSITIONS

Facilities Management	<input type="checkbox"/> Utility Maintenance Positions (2) <input type="checkbox"/> Service Mechanic Plumber
Information Services	<input type="checkbox"/> Learning Management System (2)
Financial Services	<input type="checkbox"/> Financial Analyst, Research <input type="checkbox"/> Financial Analyst, Systems
Human Resources	<input type="checkbox"/> Safety Co-ordinator
University Development	<input type="checkbox"/> Sponsorship Officer <input type="checkbox"/> Leadership Giving Officer <input type="checkbox"/> Development Officer
University Communications and Marketing	<input type="checkbox"/> Web Strategist <input type="checkbox"/> Marketing Strategist <input type="checkbox"/> Communications Strategist <input type="checkbox"/> Photographer
Total	15
	Cost: \$1,361K

OTHER BUDGET REQUESTS

Faculties and Units made requests totaling \$3,976K that would benefit the campus community and enhance the student experience.

These requests include:

- Classroom technology renewal & maintenance
- Enhanced Protective Services equipment
- Recruitment funding for both domestic and international events
- Study abroad scholarship funding
- Creation of a classroom standardization and upgrade fund
- Fire and safety inspection and regulation support
- Experiential learning academic leads
- Discretionary budget increases in numerous units
- Library systems
- Education field placement supervisors program
- Equipment funds
- Graduate scholarships
- Creative media team costs
- Nursing grade 9 mentorship program



FUTURE EXPENDITURES AND CONSIDERATIONS

- Cover annual increases in salaries and benefits
- Cover increases on non-salary items
- Calibrate tuition and fee increases
- Provide support for graduate students
- Provide increase to base funding for academic units
- Respond to complex student needs

FUTURE EXPENDITURES AND CONSIDERATIONS

- Provide funding to support increased activity and regulatory safety requirements
- Manage externally imposed cost increases
- Space allocation and continual construction cost increases
- Unknowns on international enrolment cap
- New multi-year funding agreement with government

2024-25 Provincial Budget Highlights

Operating

- Base Operating funds unchanged in accordance with final year of MOU
- \$830K to support initial Nursing seat expansion
- \$669K to support an additional 24 seat expansion in Nursing
- \$622K to support initial Clinical Psychology seat expansion
- One-time allocation of \$2.4M to support highest priority needs of University
- Sask Health to cost share 50% of the Operating Costs of the Students Health Centre clinic



2024-25 Provincial Budget Highlights

Capital and Scholarships

- Preventative Maintenance and Renewal (PMR) funding unchanged at \$5.3M.
- Special PMR funding of \$760K.
- \$6.3M in direct support of Chilling Tower replacement
- \$175K to support capital needs for the initial Nursing expansion.
- \$975K to support capital needs for the additional 24 seat Nursing expansion.
- \$610K for expansion of the Student Health Centre clinic.
- Saskatchewan Innovation and Opportunities scholarship funding unchanged at \$751K

2024-25 Budget Development

- Held meetings to determine strengths and weaknesses of the existing budget model
- Viewing through the lens of an institutional approach versus faculties or units
- Developed Operational Guidelines:
 - Were built into the budget template
 - Provided to Provost, VPs, Faculties and Units in December
 - Used in decision-making process and allocation of funds
- A comprehensive resource allocation template was completed by the academic units.
- Deans presented their submissions in January to the Provost, CCB and their colleagues.
- Unit budget presentations were completed in mid-February to the Budget Committee



2024-25 Budget Development

- CCB has provided their recommendations to the Budget Committee
- Provincial Budget announcements (March 20) will be considered
- Information and feedback from Town Hall will be included in final deliberations
- Budget Committee deliberations will take place the last week of March
- Budget Committee will present the proposed budget to the President
- Once approved by the President, the budget will be presented to the Board in April
- Next steps

2024-25 BUDGET DEVELOPMENT DATES

Date	Stage	Notes
March 8-29	Budget Deliberations	Deliberation of 3VP's and AVP(FS)
End of March	Council Committee on Budget	CCB will provide budget advice and recommendations to the VP's
April	Budget Development	Consultation and collaboration meetings as required
Mid April	President	The finalized budget plan will be presented to the President for approval and submission to the Board
29-30 April	Board of Governors	Board review, discussion and approval of 2024-25 budget
01-May	Senior Leadership Team/Council Committee on Budget	SLT and CCB updated on approved budget changes
08-May	Executive Offices, Financial Services	2024-25 budget letter released
Mid May	Budget Forum	2024-25 budget details shared with University community
June	Financial Services	2024-25 detailed budget book released

FEEDBACK

Feel free to send feedback to:
budget@uregina.ca