

# 2020-2021 BUDGET FORUM 1

Main budget parameters

Tuition

Requests from Faculties and operating units

**31 JANUARY 2020**



University  
of Regina

# PLEASE NOTE

- This presentation and the discussion that follows are being recorded and will be available for viewing at

[www.uregina.ca/orp/budget/2020-21-budget.html](http://www.uregina.ca/orp/budget/2020-21-budget.html)

- Your presence implicitly indicates your consent to have your speech and image recorded and made available publicly on the University's website.

# OUTLINE

- 8 October call for submissions; major budget challenges
- Major operating budget parameters
- Enrolments and credit hours
- Revenue percentage breakdown 2011-2020
- Cumulative percentage increase 2011-2020
- The shifting student demographic
- Undergraduate tuition
- Summary of budget requests from Faculties and operating units
- Process and schedule
- Future budget fora

# CALL FOR BUDGET SUBMISSIONS

- Sent to budget managers and CCB on 8 October; available at [www.uregina.ca/orp/budget/2020-21-budget.html](http://www.uregina.ca/orp/budget/2020-21-budget.html)
- Central challenges (unchanged):
  - Mitigating tuition and fee increases while paying for annual increases in salaries and benefits (75% of the budget)
  - Increasing base funding to areas with growing enrolments
  - Increasing support for teaching and learning
  - Increasing base funding to support units experiencing increased activity and regulatory/reporting requirements
  - Responding to student service and research support needs
  - Increasing support for graduate students
  - Dealing with externally-imposed cost increases, e.g., CPP, insurance, carbon tax, fire code changes

# MAJOR OPERATING BUDGET PARAMETERS (1)

ESTIMATED REVENUE ADJUSTMENTS (UPDATED AS OF 28 JANUARY 2020)		
Estimated \$	Budget element	Notes
\$0	0% operating grant increase	The current provincial fiscal picture suggests it is prudent to plan for no increase to the operating grant.
+ \$2,000,000	Funding formula shift	In recent years, our enrolments have grown more quickly than those of the University of Saskatchewan, leading to a shift in operating monies allocated to us by the Saskatchewan University Funding Mechanism.
+ \$3,900,000	Tuition adjustment to actual	This increase reflects the fact that enrolments (and credit hours) grew last year by more than the budgeted 1%. The increase in tuition/fee revenue this generated is now applied to the base for 2020-21.
+ \$920,000	1% enrolment increase	1% increase in headcount enrolment is anticipated. Actual tuition/fee revenue increase depends on several factors, including domestic/visa student ratio, undergraduate/graduate student ratio, full/part-time student ratio, and actual number of credit hours in which students register.
+1,000,000 to \$3,000,000	Tuition	The 2019-20 Comprehensive Budget Plan shows budgeted tuition and fee revenue of <b>\$97.1M</b> for the present year. Depending on the factors noted immediately above, each 1% increase in tuition and fees would yield approximately an additional <b>\$1M</b> in operating revenue for 2020-21. Setting tuition and fee levels is the responsibility of the Board of Governors.

# MAJOR OPERATING BUDGET PARAMETERS (2)

ESTIMATED EXPENDITURE ADJUSTMENTS (UPDATED AS OF 28 JANUARY 2020)		
Estimated \$	Budget element	Notes
- \$5,600,000	Salary and benefit increases	<p>The budgeted amount for salaries and benefits in the 2019-20 fiscal year is \$172,816,000. This estimate is based on known and anticipated increases in the cost of salaries and benefits for the <u>existing</u> faculty and staff complement in the next fiscal year. It includes no new positions.</p> <p>The estimate includes career growth increments (CGIs) and progression through the ranks, merit increases, and increases in the cost of employee benefits such as health coverage, employee assistance plans, and more.</p>
- \$2,400,000	Inflationary operating costs	<p>This includes estimates of cost increases for utilities, licenses, and other basic operating expenditures. Among notable elements are operating costs for the Central Testing Facility.</p>
- \$3,600,000	New base-funded permanent faculty, teaching support, research support, and administrative positions	<p>42 new base-funded faculty, APT, CUPE, and out-of-scope positions requested by Faculties and operating units. Overview to follow later in the presentation.</p>

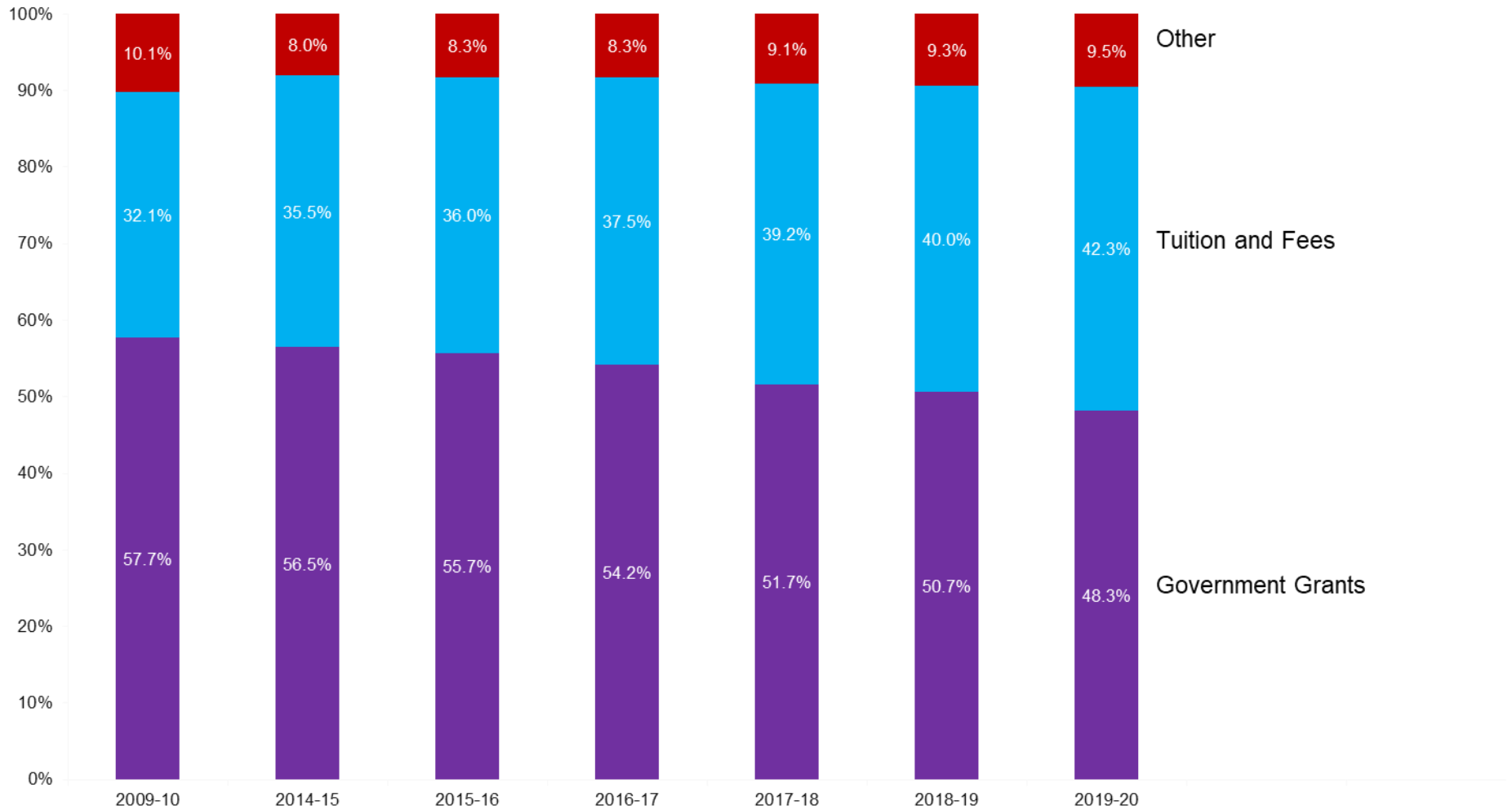
# ENROLMENTS & CREDIT HOURS

201830 & 201930 : Census date (end of 4<sup>th</sup> week) in Fall term

Faculty/College	Student Activity, by College & Faculty of enrolment										Teaching Activity				
	headcount of registered students						student credit hr. enrolment			avg. student credit hr. load		Credit Hours Taught, by course College & Faculty of delivery			
	201930 to date	201830 to date	change to date	% change	201930 FT PT		201930 to date	201830 to date	% change	201930 to date	201830 to date	201930 to date	201830 to date	change to date	% change
Arts	1,823	1,699	+124	+7.3%	76%	24%	17,589	16,412	-7.2%	9.6	9.7	31,395	31,253	+142	+0.5%
Business Admin.	1,606	1,591	+15	+0.9%	87%	13%	17,066	17,184	-0.7%	10.6	10.8	13,427	11,814	+1,613	+13.7%
Education	1,303	1,267	+36	+2.8%	92%	8%	16,701	15,912	5.0%	12.8	12.6	12,891	12,465	+426	+3.4%
Engineering	929	1,100	-171	-15.5%	86%	14%	10,209	12,304	-17.0%	11.0	11.2	7,805	9,062	-1,257	-13.9%
K&HS	899	805	+94	+11.7%	91%	9%	9,984	9,177	8.8%	11.1	11.4	10,020	9,558	+462	+4.8%
La Cite	12	23	-11	-47.8%	67%	33%	123	279	-55.9%	10.3	12.1	1,395	1,401	-6	-0.4%
Media, Art, and Perf.	415	399	+16	+4.0%	84%	16%	4,156	3,950	5.2%	10.0	9.9	4,828	4,889	-61	-1.2%
Nursing	1,258	1,281	-23	-1.8%	95%	5%	15,978	16,350	-2.3%	12.7	12.8	12,072	12,330	-258	-2.1%
Science	1,788	1,401	+387	+27.6%	90%	10%	18,529	14,990	23.6%	10.4	10.7	25,559	23,750	+1,809	+7.6%
Social Work	1,031	1,028	+3	+0.3%	76%	24%	10,407	10,242	1.6%	10.1	10.0	6,228	5,994	+234	+3.9%
Special	153	172	-19	-11.0%	23%	77%	810	921	-12.1%	5.3	5.4	(no teaching credits in this category)			
UEP/Student Affairs	0	0	+0	-	-	-	0	0	-	-	-	0	0	+0	-
No College Designated												0	0	+0	-
CCE	612	437	+175	+40.0%	40%	60%	3,588	2,619	37.0%	5.9	6.0	1,806	1,191	+615	+51.6%
<b>TOTAL U of R</b>	11,829	11,203	+626	+5.6%	83%	17%	125,140	120,340	4.0%	10.6	10.7	128,866	124,907	+3,959	+3.2%

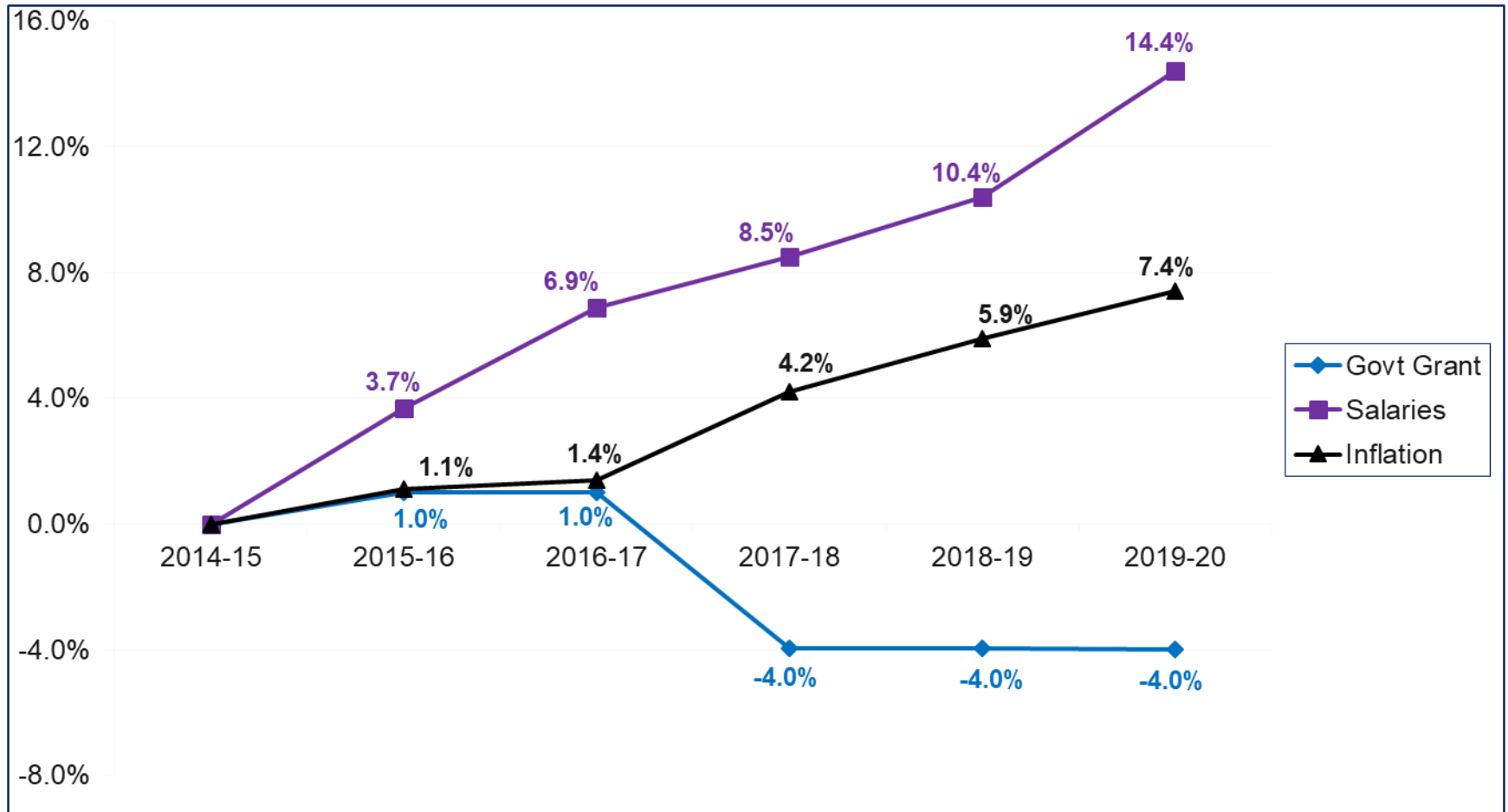


# REVENUE % BREAKDOWN 2010-2020



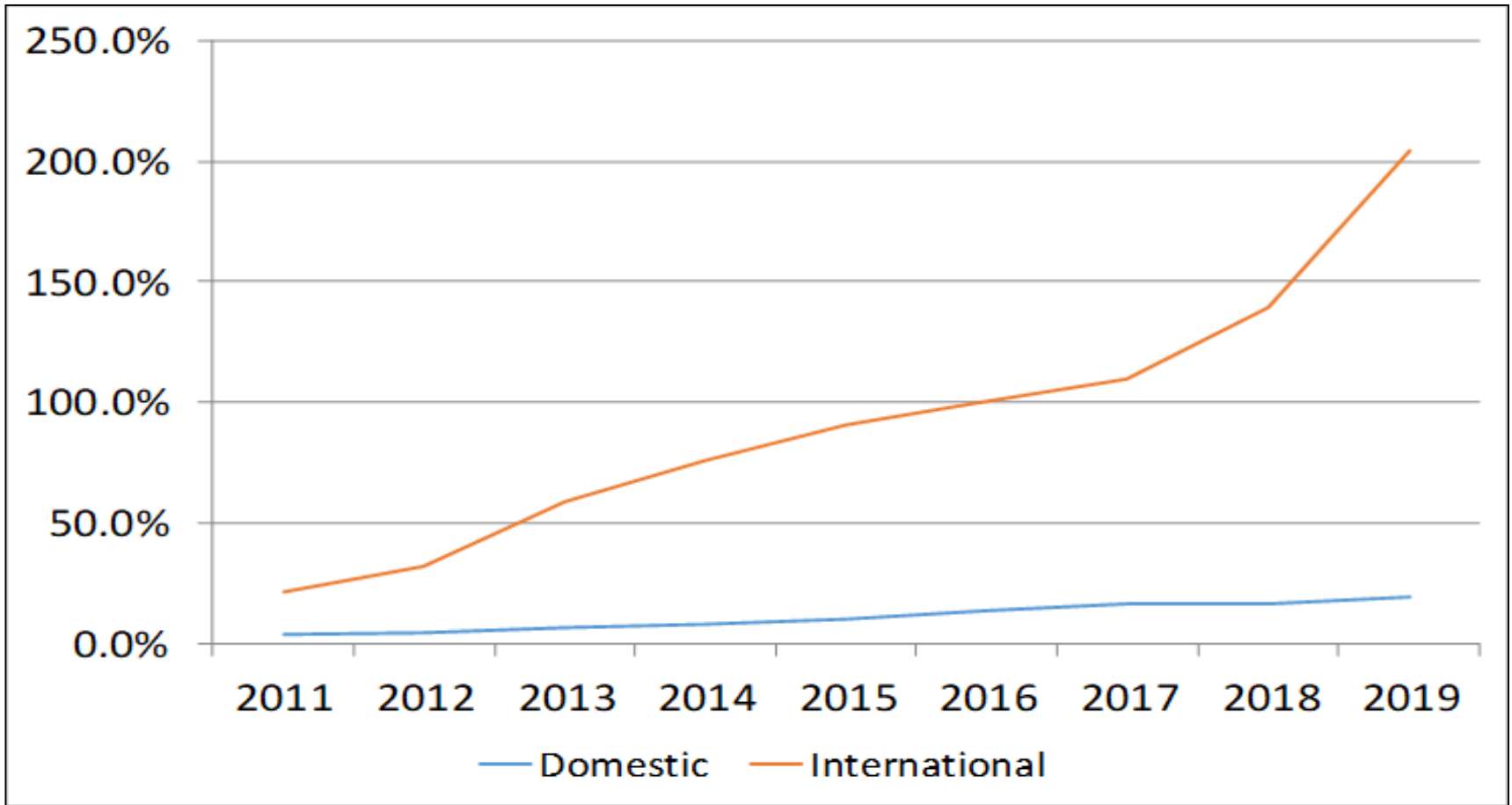


# CUMULATIVE % INCREASE 2015-2020



# THE SHIFTING STUDENT DEMOGRAPHIC

% change from 2010 Fall census date: headcount



# TUITION & FEES

88% of tuition revenue comes from undergraduates; full load is 10 courses/year

Rates are as of Winter 2020 term; low figure is Arts; high figure is Business

<b>1 yr. of tuition &amp; fees - full-load domestic undergraduate</b>	<b>\$7,577 - \$9,062</b>
<b>1 yr. of tuition &amp; fees - full-load international undergraduate</b>	<b>\$21,002 - \$24,737</b>
<b>4 yrs. of tuition &amp; fees - full-load domestic undergraduate</b>	<b>\$30,309 - \$36,249</b>
<b>4 yrs. of tuition &amp; fees - full-load international undergrad</b>	<b>\$84,009 - \$98,949</b>
<b>Total estimated tuition &amp; fee revenue (UG &amp; GR) for 2019-20</b>	<b>\$97,014,000</b>

# SUMMARY OF BUDGET REQUESTS (1)

## NEW PERMANENT POSITIONS SOUGHT

*Does not include term or self-funded positions*

<b>ACADEMIC and TEACHING/RESEARCH SUPPORT</b>			
<b>Faculty</b>	<b>9</b>	<b>JSGS (1), KHS (2), MAP (2), SC (3), SW (1)</b>	<b>\$1.09M</b>
<b>APT</b>	<b>8.5</b>	<b>OVPR (1), EAS (1), JSGS (1), LaC (1), LIB (1), SA (1.5), SW (2)</b>	<b>\$707K</b>
<b>CUPE</b>	<b>5.5</b>	<b>CTL (1.5), FGSR (1), LIB (2), SC (1)</b>	<b>\$344K</b>
<b>OOS</b>	<b>4</b>	<b>AVPR (1), KHS (1), OI (2 Elders)</b>	<b>\$220K</b>
<b>ADMINISTRATIVE SUPPORT TO TEACHING and RESEARCH</b>			
<b>APT</b>	<b>9</b>	<b>UAC (3), FM (3), IS (3)</b>	<b>\$837K</b>
<b>CUPE</b>	<b>3</b>	<b>FM (3)</b>	<b>\$125K</b>
<b>OOS</b>	<b>3</b>	<b>UAC (1), FM (1), HR (1)</b>	<b>\$272K</b>
<b>TOTAL</b>	<b>42</b>		<b>\$3.6M</b>

# SUMMARY OF BUDGET REQUESTS (2)

## Selected Non-Staffing Requests

EAS, SC	Teaching and research equipment replacement/upgrades	\$400K
KHS	Lab equipment replacement/upgrades	\$174K
LIB	Acquisitions; library management system	\$498K
AVPA	Open access publication funding	\$100K
SA	Increased scholarship funding and recruitment activities	\$575K
FM	Seating upgrades for CL126	\$140K
HR	Academic performance review system enhancements	\$60K
IS	IT replacements (data storage, servers, network, etc.)	\$450K

# BUDGET PROCESS

## Decision criteria unchanged

- Alignment with Strategic Plan and promotion of long-term institutional sustainability and improvement
- Recruitment and enrolment of students in existing and planned new programs; research productivity; appropriateness of structures and staffing
- Emphasis on units in which productivity in research, scholarship, and artistic work is high, and where this productivity is engaging and retaining students
- Emphasis on recruitment of highly-qualified Indigenous faculty and staff

# BUDGET DEVELOPMENT DATES

Date	Stage	Notes
15 January	Budget submissions due	Submitted electronically to <a href="mailto:orp@uregina.ca">orp@uregina.ca</a> with a copy to VP
24 January	Deans' Council budget discussion	Review of budget submissions
27 January	Council Committee on Budget	Initial discussion of budget submissions by CCB
30 January	Budget presentations	Deans, AVPs, and directors present to budget advisors and CCB
31 January	Budget Forum #1 1:30 - 2:30 pm	Review of budget submissions and major budget parameters
3-7 February	Budget advisors' meetings	Discussion of budget submissions, enrolment projections, adjustments to tuition, etc.
19 February	ORP	2019 budget graphs released
24 February	Council Committee on Budget	Continuing discussion of budget submissions by CCB
9-10 March	Board of Governors	Executive reports to Board on operating and capital budgets to date
18 March	Provincial budget announcement	Budget letter received from Minister specifying 2020-21 operating grant and other adjustments to provincial funding
27 March	Budget Forum #2 1:30 - 2:30 pm	Review of implications of provincial funding announcement
30 March	Council Committee on Budget	Review of implications of provincial funding announcement
April-May	ORP, FS, budget advisors	Continuing budget development
1 April	Council Committee on Budget	Final advice from CCB
4-5 May	Board of Governors	Board review and discussion of 2019-20 budget
8 May	Executive Offices, ORP	2020-21 budget letter released
11 May	Budget Forum #3 1:30 - 2:30 pm	2020-21 budget letter reviewed in detail
June	Financial Services	2020-21 detailed budget book released

# FUTURE BUDGET FORA

- **27 March:** Update on budget development to date, with input from Council Committee on Budget and implications of provincial operating grant announcement
- **11 May:** Detailed review of 2020-21 Budget Letter, following approval of budget by Board of Governors



**FURTHER INPUT OR QUESTIONS?**

**THANK YOU FOR COMING!**

Feel free to send feedback to:

[budget@uregina.ca](mailto:budget@uregina.ca)