



Government  
— of —  
Saskatchewan

Minister of Advanced Education

Legislative Building  
Regina, Canada S4S 0B3

April 6, 2021

Roger Brandvold, Chair  
Board of Governors  
University of Regina  
University Secretariat Office  
Room 509, Administration-Humanities Building  
3737 Wascana Parkway  
REGINA SK S4S 0A2

Dear Roger Brandvold:

The Government of Saskatchewan's 2021-22 Budget is focused on protecting people through the pandemic, building the province by investing in projects to keep the economy strong and create jobs, and growing Saskatchewan by helping to ensure a strong economic recovery post-pandemic.

Although the COVID-19 pandemic brought many challenges for Saskatchewan's post-secondary institutions in 2020-21, the sector came together in remarkable and innovative ways to continue serving students. We appreciate your leadership over the past year and encourage continued innovation at your institution. We will continue to partner with you as you adapt to meet the evolving needs of students, communities and employers.

In addition to managing the immediate and substantial challenges of COVID-19, your institution continued to collaborate with government in three critical areas:

- negotiating a sector-wide multi-year agreement for post-secondary operating funding;
- advancing the development of a sector-wide Performance Framework; and,
- positioning the sector to achieve the priorities of *Saskatchewan's Growth Plan for the Next Decade of Growth 2020-2030*.

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This year's budget and multi-year operating funding commitment will pave the way for the post-secondary sector to work together to achieve long-term sustainability, support growth, drive innovation, meet provincial labour market demand, and be accountable to the people of Saskatchewan.

To be successful, we will need to enhance collaboration between post-secondary institutions and industry to ensure programming and research remains relevant and aligned with the current and future needs of our students, the economy and Saskatchewan communities. As a sector, we need to find new ways to create a more integrated and sustainable post-secondary system with effective pathways for students, growing international education and developing new learning opportunities like micro-credentials.

Over the past few months, Innovation Saskatchewan and Advanced Education have engaged the post-secondary sector to gain a better understanding of the research enterprise within each institution. This work will continue in the upcoming year as we determine how government can better support research that benefits the province.

This year, we are pleased to announce an investment of \$122,027,300 in the University of Regina for the 2021-22 Budget, which includes the first year of a multi-year operating funding commitment as outlined in the Saskatchewan Post-Secondary Multi-Year Operating Funding Memorandum of Understanding. With the move to a multi-year funding arrangement, the use of the Saskatchewan Universities Funding Mechanism (SUFM) will be suspended and work will be undertaken between the post-secondary sector and the ministry over the next four years to develop and implement a new operating funding mechanism.

The following appendices and accountability requirements provide additional details about government's investment, its intended uses and the required reporting templates:

- Appendix 1 – Detailed Schedule of Funding;
- Appendix 2 – Targeted Funding; and,
- Appendix 3 – Accountability Requirements and Timelines.

Appendix 3 outlines the information to be used to report twice annually to government on how you will use the multi-year funding operating investment to facilitate long-term institutional sustainability.

Roger Brandvold

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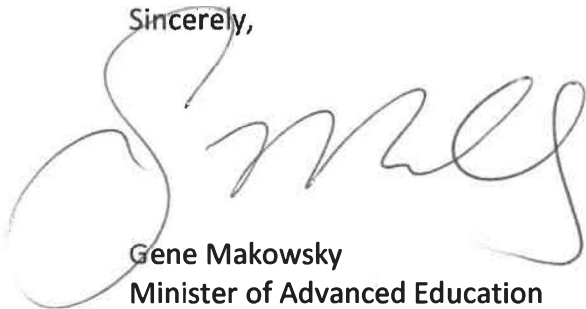
April 6, 2021

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As per Eligibility Criteria 1 in the University of Regina's Appendix of the Saskatchewan Post-Secondary Multi-Year Operating Funding Memorandum of Understanding, please confirm your agreement to submit the required information by way of an email from your institution's representative to Mark McLoughlin, Deputy Minister of Advanced Education, at [mark.mcloughlin@gov.sk.ca](mailto:mark.mcloughlin@gov.sk.ca), no later than April 15, 2021.

Post-secondary education is vital to a strong and growing Saskatchewan. We look forward to our ongoing work together.

Sincerely,

A handwritten signature in black ink, appearing to read "Gene Makowsky". The signature is fluid and cursive, with a large initial "G" and "M".

Gene Makowsky  
Minister of Advanced Education

#### Attachments

cc: Dr. Thomas Chase, Interim President and Vice-Chancellor, University of Regina  
Dave Button, Vice-President, Administration, University of Regina  
Mark McLoughlin, Deputy Minister of Advanced Education

**APPENDIX 1**  
**Detailed Schedule of Funding**  
**University of Regina**

**Funding Schedule April 1, 2021 - March 31, 2022**

|   |  | <b>University of Regina</b> |                            |
|---|--|-----------------------------|----------------------------|
|   |  | <b>2021-22<br/>Funding</b>  | <b>2020-21<br/>Funding</b> |
| <b><u>Operating Funding</u></b>                                   |  |                             |                            |
|   | Base Operating Grant                     | \$ 108,525,800              |                            |
|   | Multi-Year Funding Allocation            | 5,476,000                   |                            |
| <b>Total Operating Funding</b>                                    |  | <b>\$ 114,001,800</b>       | <b>\$ 108,525,800</b>      |
| <b><u>Other/Supplementary Facilities Funding</u></b>              |  |                             |                            |
|   | French Language Funding (see Appendix 2) | 838,700                     | 626,900                    |
|   | Supplementary Funding - Facilities       | 1,353,000                   | 1,609,000                  |
|   | <b>Total Other/Supplementary Funding</b> | <b>\$ 2,191,700</b>         | <b>\$ 2,235,900</b>        |
| <b>Total Operating and Other Funding</b>                          |  | <b>\$ 116,193,500</b>       | <b>\$ 110,761,700</b>      |
| <b><u>Saskatchewan Innovation and Opportunity Scholarship</u></b> |  |                             |                            |
|   | Innovation Scholarships                  | 390,900                     | 383,300                    |
|   | Opportunity Scholarships                 | 331,900                     | 325,400                    |
|   | International Education Scholarships     | 43,000                      | 42,200                     |
|   | <b>Total Scholarship Funding</b>         | <b>\$ 765,800</b>           | <b>\$ 750,900</b>          |
| <b><u>Capital Funding</u></b>                                     |  |                             |                            |
|   | Preventative Maintenance and Renewal     | 5,068,000                   | 5,068,000                  |
|   | <b>Total Capital Funding</b>             | <b>\$ 5,068,000</b>         | <b>\$ 5,068,000</b>        |
| <b>Total Funding</b>  |  | <b>\$ 122,027,300</b>       | <b>\$ 116,580,600</b>      |

**APPENDIX 2**  
**Targeted Funding**  
**University of Regina**

**Targeted Operating Funding**

**Nursing**

The 2021-22 Budget continues to include targeted funding for 345 intake seats in the Saskatchewan Collaborative Bachelor of Science in Nursing program at University of Regina. Through the Nursing Deans' Forum, University of Regina will continue working with the Ministries of Advanced Education and Health to monitor provincial labour market demand for Registered Nurses.

**Nurse Practitioner**

The 2021-22 Budget includes \$293,600 in targeted funding for nurse practitioner seats. Government has fulfilled its commitment to increase Nurse Practitioner seats from 20 to 40 in the province.

**Research and Innovation Centre Operating**

The 2021-22 Budget includes \$1,713,900 in targeted funding related to additional space brought on-line since 2007-08.

**First Nations University of Canada Infrastructure**

The 2021-22 Budget includes \$483,600 in targeted funding to compensate the University for infrastructure costs associated with First Nations University of Canada. Funding has been provided since 2006-07 for costs related to services provided to First Nations University of Canada, such as snow removal, library usage and access to fitness facilities, with the intention that this funding would remain in place until First Nations University begins paying for these costs directly.

**Computer Science**

The 2021-22 Budget includes \$826,000 in targeted funding to support capacity in upper year classes in Computer Science programs.

**Library Outreach**

The 2021-22 Budget includes \$100,000 in targeted funding for Library Outreach, as it has been since 2011-12.

**Wascana Centre Authority/Provincial Capital Commission**

The 2021-22 Budget includes \$259,400 in targeted funding as flow through for the Wascana Centre, now administered by the Provincial Capital Commission.

**Other/Supplementary Funding**

**French Language Funding**

The U of R will receive \$838,700 for French Language Funding in 2021-22. This includes Regular Funding of \$400,900 for La Cité and \$400,000 for Le Bac. It also includes Teacher Retention and Recruitment Funding of \$37,800 for Le Bac.

**French Language: Complementary Funding**

The ministry will pursue its efforts to negotiate additional Complementary Funding with Canadian Heritage in 2021-22 to increase inter-institutional capacity development and foster inter-institutional collaboration. In 2019-20, \$870,000 was distributed to La Cité and \$0 was distributed to Le Bac. However, Le Bac received \$14,250 for Teacher Retention and Recruitment Funding and an unspent bursary amount of \$28,400. An application for Complementary Funding has been submitted to Canadian Heritage for La Cité for 2020-21. Canadian Heritage has yet to confirm the outcome of this application.

**Supplementary Funding – Facilities**

The 2021-22 Budget includes \$1,353,000 based on estimated costs for 2020-21. This is a reduction of \$256,000 from the amount provided in 2020-21.

**Saskatchewan Innovation and Opportunity Scholarship Funding**

The 2021-22 Budget includes \$765,800 for the Saskatchewan Innovation and Opportunity Scholarship. Of this total \$390,900 is targeted for the Innovation and Excellence component; \$331,900 for the Opportunity component; and \$43,000 for the International Education component.

The Ministry of Advanced Education will disburse the Saskatchewan Innovation and Opportunity Scholarship payment to your institution in October 2021.

Post-secondary institutions are required to report annual Saskatchewan Innovation and Opportunity Scholarship activity from July 1<sup>st</sup> to June 30<sup>th</sup> of each year and will have until July 31<sup>st</sup> to submit their reporting to the ministry. Institutions are to advise the ministry in writing by June 30<sup>th</sup> of their priorities for scholarships over the upcoming year and include the areas of study and student categories the institution will focus on.

Annual allocations are subject to budget appropriation and will be based on each institution's ability to match funds in the previous year. The ministry will revisit the Saskatchewan Innovation and Opportunity Scholarship reporting and fundraising progress with all institutions prior to the 2022-23 Budget.

**Capital Funding**

The 2021-22 Budget includes \$5,068,000 in Preventative Maintenance and Renewal funding for the University of Regina.

**APPENDIX 3**  
**Accountability Requirements and Timelines**  
**University of Regina**

Please note the reporting requirements and due dates for the following four reports:

1. **Multi-Year Funding Accountability Reports** – due June 30, 2021, and January 31, 2022, as per Eligibility Criteria 2 and 3 in your institution’s Appendix of the “Saskatchewan Post-Secondary Multi-Year Operating Funding Memorandum of Understanding.”
2. **Tuition Schedules** – due May 15, 2021, as per Eligibility Criteria 2 in your institution’s Appendix of the “Saskatchewan Post-Secondary Multi-Year Operating Funding Memorandum of Understanding.”
3. **Revenue and Expenditure Reports** – due June 30, 2021.
4. **Performance Framework Reports** – due June 30, 2021, and January 31, 2022.

Please submit the above-listed reports by the associated date to: Mark McLoughlin, Deputy Minister of Advanced Education, at [mark.mcloughlin@gov.sk.ca](mailto:mark.mcloughlin@gov.sk.ca).

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**1. Multi-Year Funding Accountability Reports**

As per the multi-year funding MOU, your institution must identify the areas in which you plan to target government’s investment in order to support long-term financial sustainability, an expectation that has also been identified in the post-secondary Performance Framework. Priority areas for investment include:

- institutional recovery from the COVID-19 Pandemic;
- institutional transition post-COVID-19 Pandemic;
- academic and administrative innovations;
- revenue generation and expense reduction initiatives;
- efficiency through collaboration among institutions; and,
- other government priorities including those identified in *Saskatchewan’s Growth Plan for the Next Decade of Growth 2020-2030*.

By **June 30, 2021**, please complete the attached template which outlines the following:

- Your institution’s plan to address long-term financial sustainability over the four-year period.
- How your institution will target the additional operating grant allocation in 2021-22 and 2022-23, to support long-term financial sustainability as per the priority areas listed above. For each area of focus, please provide goals, objectives and actions.

***Please note, you are not required to report on all categories, only those that are relevant to the sustainability efforts at your institution.***

By **January 31, 2022**, please expand the report you submitted in June to include:

- Any amendments required to the June report. Given that this is the first year of a four-year plan, we recognize that there may be the need for adjustments in the first year.
- Targets, outcomes and measures associated with the goals, objectives and actions identified by your institution.

Starting in **June 2022**, your institution will be expected to begin reporting progress on the goals/objectives, actions, targets/outcomes and measures identified above.

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## **2. Tuition Schedules**

As articulated in the multi-year funding MOU, your institution has agreed to recommend to your approving body (e.g. Board of Governors) that you will generally limit domestic tuition increases for credentialed programs (i.e. degrees, diplomas, certificates) to a maximum of 4 per cent (institution-wide average) in each academic year with exemptions for tuition for international students and domestic tuition that falls below the peer comparator median.

Tuition fee schedules must be submitted by **May 15, 2021**.

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## **3. Revenue and Expenditure Reports – Please provide a forecast by June 30, 2021 that includes:**

- Projected Revenues and Expenditures using your Statement of Operations categories for years 2020-21 to 2024-25. This forecast should align with your institution multi-year funding plan to achieve long-term financial sustainability.
  - Forecasted 2020-21 Fund Balances by category.
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## **4. Performance Framework Reporting**

During 2020-21, the Ministry of Advanced Education worked with institutions to develop a Performance Framework based on government's five expectations: accessible, responsive, high quality, sustainable and accountable. In 2021-22 and going forward, the Performance Framework will demonstrate broad sector progress on mandates and priorities.

To support this process, your institution is requested to provide two sets of reports in 2021-22 due on the following dates: June 30, 2021 and January 31, 2022.

For the first report **due June 30, 2021**, please complete the attached template by providing:

- **Quantitative Data** for the institutional indicators you previously submitted (if available). If you do not yet have data to provide, please provide the most recent historical data available (no more than five years).



- **Qualitative Examples** in each of the five expectations. Provide a brief narrative of no more than five specific 2020-21 achievements your institution would like to profile as they relate to the context and government priorities in each of the following expectations: accessible, responsive, and high quality. These highlights will be compiled to demonstrate how the sector is performing in the context of the framework.

*After evaluating the June 30, 2021, submissions, the ministry will provide further instructions regarding the format for the January 31, 2022, submission.*