

2024-25 BUDGET

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University
of Regina

OUTLINE

- Prior years budgets and the pandemic
- Current 2023-24 budget assumptions vs actual results
- Budget assumptions for 2024-25
- Budget development
- Budget revenue changes
- Budget expense changes
- New position detail
- Other budget allocations
- One-time budget allocations
- Preventative, maintenance and renewal
- Capital budget
- Ancillary Budget

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 MOU
 - Decline in Student Enrolments
 - Rising Inflation Rate
- Base Budget Reductions:
 - 2.8% in 2022-2023
 - 5.0% in 2023-2024
- Total base budget reductions of \$13M.

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 plus contingency to fund deficit for the year
- Plan to balance by 2024-2025

2023-24 ENROLMENT

Undergraduate Domestic:

- Decreased by approximately 1% vs budget assumption of flat enrolments.

Undergraduate International:

- Increased by 30.9% (S&S), 46.7% (Fall) and 56.8% (Winter) vs 15% assumption in the budget.

Graduate:

- Increased by 8.3% (S&S), 5.1% (Fall) and 6.1% (Winter) vs 2% assumption in the budget.

Created a base budget increase in tuition and fee revenues of \$12.6M

2024-25 BUDGET ASSUMPTIONS

- Tuition and fees increased by 4.0%
- 1% increase in domestic undergrad credit hours
- Increased credit hours for Nursing and Psychology seat expansions
- International undergrad credit hours increased 8%
- 150 international student of distinction scholarships
- Graduate credit hours increased 1.0%

2024-25 Budget Development

- Process
 - Budget request ranked green, yellow, red by each VP.
 - Greens were funded, others were open for further discussion if budget was still available.
 - CCB budget recommendations were compared to rankings and discussed.
- Holistic Approach
 - Decisions were made from the perspective of supporting a dynamic, comprehensive, university.
 - New positions funded when hired.

2024-25 Budget Development

- Student Experience
 - Budget decisions focused on initiatives that enhanced the student experience.

- Conservative/Flexibility
 - Int'l enrolments conservative considering large increase in 23-24 enrolments flowing into 24-25.
 - New domestic enrolments increased last year. 11% decline over last 3 years. Only anticipating 1% recovery.
 - Not all salaries. Funded contingencies and items that can be adjusted should enrolments not materialize.

OPERATING BUDGET (Revenue)

\$	Description	Notes
-\$2,491	Opening budget deficit	Base deficit from 23-24 carrying into 24-25
\$2,493	Operating Grant Increase	Nursing and Clinical Psychology targeted funding, Student Wellness Centre expansion and French Language Funding.
\$218	Federal Grant Increase	Research Support Fund
\$12,600	Tuition adjustment to actual	Increase in 2023-24 Credit hours
\$13,984	Tuition and fee increases	Increase in tuition fee, increase in enrolments, International Student of Distiction Scholarship and Nursing seat expansion.
\$322	Transfers and Cost Recoveries	Increase in Infrastructure and recoveries in Facilities Management for utilitieis.

OPERATING BUDGET (Expenses)

\$	Description	Notes
\$7,957	Salary and benefit increases	Estimated and known increases of current employees and new position benefits offset by recovery of budget for vacant positions.
\$2,027	Non-discretionary cost increases	Evergreen/maintenance contracts, banking/legal/bad debts, insurance, utilities.
\$3,129	New positions	Additional 36.2 faculty, APT, CUPE and out-of-scope positions.
\$2,887	Nursing, Psychology, Student Wellness Centre and French Language Instruction	Increase costs matching the increased government and tuition funding including 14 new positions.
\$984	Other budget requests	Requests benefiting the campus community and enhancing the student experience.

(Expenses)

\$	Description	Notes
\$3,015	Scholarships	PhD scholarships, International Student of Distinction (matching the revenue increase), Chancellor's Scholarship.
\$1,500	Classroom Renewal Fund	Central fund to update classrooms on campus.
\$1,068	Contingencies	General contingency, President's and Academic Initiatives Funds.
\$550	Classroom Technology Renewal Fund	Central Fund to maintain and renew classroom technology
\$500	Faculty Equipment Fund	Centralized faculty equipment fund primarily for Science, Engineering and MAP.

OPERATING BUDGET (Expenses)

\$	Description	Notes
\$2,140	CCE Cost Increases	Increased revenue sharing, sessional instruction and other cost increases in CCE.
\$1,090	Graduate Tuition/Student Wellness Fee Sharing	Business Admin, Engineering and Graduate Studies share of increased graduate tuition. K&H receive a portion of the Student Wellness Fee increase.
\$280	Library System Maintenance	Centrally fund the Library software system.

NEW FACULTY POSITIONS

14 positions including:

- Chair in Agribusiness (Business).
- Three faculty positions including Creative Technologies (MAP), Computer Science (Science), Earth Sciences (Science).
- Laboratory instructor in Math/Stats (Science).
- \$120K support for academic leads in Experiential Learning Centre.

Funded Through Nursing/Psychology:

- Five faculty positions including three in the Faculty of Nursing, Experimental/Applied Psychology (Arts), service teaching faculty position (Arts).
- A clinical/lab instructor III (Nursing).
- \$225,000 for additional clinical practica coaches (Nursing).

NEW FACULTY SUPPORT POSITIONS

7.2 positions including:

- Practicum placement coordinator (Social Work) 20% to provide a 100% position.
- Two learning management software positions (Information Services).
- Cultural protocol liaison (Indigenous Engagement Office).

Funded Through Nursing/Psychology:

- Administrative support position, Business Analyst (Nursing).
- Two administrative support positions (Arts).

NEW RESEARCH POSITIONS

7 positions including:

- ❑ The Director, a research contracts officer, commercialization officer (Research, Partnerships & Innovation).
- ❑ Compliance specialist in human ethics, compliance specialist in research security, administrative support in human ethics/animal care/cannabis/research security (Office of Research Services). Two funded directly by the Research Support Fund.
- ❑ A financial analyst (research) (Financial Services).

NEW STUDENT SUPPORT POSITIONS

13 positions including:

- Student recruiter (Student Recruitment Office).
- Student relationship management analyst (Registrar's Office).
- 2 graduate student advisors (Business) (Social Work).
- 2 student advisors (Social Work) (Science).
- Admissions coordinator (Graduate Studies).
- International enrolment specialist, life skills advisor (UR International).
- Academic program and articulation agreements officer (AVP (Academic) Office).
- Web strategist (Communications).
- Student advisor, communications/marketing (Nursing) funded from Nursing seat expansion.

NEW SAFETY POSITIONS

3 positions including:

- Chemical safety compliance technician (Science).
- WHIMIS safety coordinator, safety coordinator (Human Resources).

CAMPUS SUPPORT POSITIONS

6 positions including:

- Marketing strategist (Marketing).
- Sponsorship officer, leadership giving officer and development officer (Development)
- Utility maintenance position, service mechanic plumber (Facilities).

OTHER ALLOCATION

Faculty and faculty supports:

- \$1.5M for classroom renewal.
- \$1.1M increase to the Contingency, President's and Academic Initiatives Funds.
- \$550,000 for classroom technology maintenance and renewal.
- \$500,000 for teaching equipment in the faculties.
- \$280,000 to centrally fund the institutional library system.
- \$45,000 to support EDI initiatives.
- \$43,000 for operations in the Centre for Teaching and Learning, Indigenous Engagement Office.

Funded through Nursing and Psychology:

- \$122,000 for operations in the Faculty of Nursing and Psychology in the Faculty of Arts.
- \$35,000 to support library acquisitions.

OTHER ALLOCATION

Student supports:

- \$1.7M for the International Student of Distinction Scholarship.
- \$800,000 for international student PhD scholarship.
- \$300,000 for PhD scholarship.
- \$200,000 for the Chancellor's Scholarship.
- \$50,000 for recruitment events.
- \$20,000 for operations in the Experiential Learning Centre.

Funded through Nursing and Psychology:

- \$80,000 for MSc student support in Clinical Psychology.
- \$40,000 for automatic entrance scholarships.
- \$38,000 to pay for additional teaching assistants in Clinical Psychology.

Safety supports:

- \$200,000 for enhancements to security measures.
- \$130,000 for laboratory ventilation inspection and cleaning.



ONE-TIME ALLOCATION

The province provided \$2,388,000 one-time funding for 2024-25:

- International recruitment, international student support and global education scholarships (UR International).
- Automated exterior doors (Protective Services).
- Undergraduate scholarships (Graduate Studies).
- Student relationship management software project (IS).
- University Identity project (Marketing and Communications).
- Education and reconciliation coordinator (Indigenous Engagement Office).
- Web strategist position in (Marketing and Communications).
- Lab instructor position in the Design Program (Media, Art, and Performance).
- Strategic enrolment intelligence analyst (Registrar's Office).

ONE-TIME ALLOCATION

The province provided \$2,388,000 one-time funding for 2024-25:

- Student recruiter (Student Recruitment Office).
- Orientation/first year experience coordinator (Student Affairs).
- Patrol vehicle (Protective Services).
- Communications strategist (Marketing and Communications).
- Assistance with student misconduct and appeals processes.
- 50th anniversary scholarships (Student Awards and Financial Aid Office).

Additional \$562,800 one-time funding for 2024-25:

- Lab Building upgrades (Science).
- Computer lab upgrades (Science).
- GATE Funding (Graduate Studies and Research).
- Student assistants (Experiential Learning Centre).

PREVENTATIVE MAINTENANCE & RENEWAL

❖ **Base PMR funding unchanged from 2023-24 (\$5.324 million):**

- Facilities restoration and renovation (\$4.4 million).
- Debt repayment (\$36,000).
- IT infrastructure renewal funding (\$750,000).
- Classroom and common space furnishings (\$138,000).

❖ **Special PMR funding received of \$760,000 (\$900,000 in 2023-24):**

- partial funding to address the enhancement of the emergency power supply.
- Partial funding to install LED lighting in high use areas.

CAPITAL BUDGET

❖ Capital Fund Revenues (\$27.7 million):

- PMR (\$5.3 million).
- Special PMR (\$0.8 million).
- Cooling Tower Replacement (\$6.3 million)
- Capital grant loan repayment (\$0.9 million).
- Nursing/Health Human Resource (\$1.2 million).
- Debt payments from Ancillaries (10.0 million)
- Interest income and other transfers (\$2.5 million)
- Student Wellness Centre (\$0.7 million)

❖ Capital Fund Expenses (\$29.8 million):

- Capital projects (\$23.0 million).
- Interest payments on debt (\$5.9 million).
- Equipment (\$0.9 million).

ANCILLARIES BUDGET

- ❖ **Ancillary budget loss of \$5.1 million. (\$4.7 million in 2023-24)**
- ❖ **Ancillaries (before the residences)**
 - \$840,000 profit. Consistent with business plan.
 - Includes 4% increase to parking rates.
 - Food Services moving to new service model.
- ❖ **Residences**
 - Projected to lose \$5.9 million. Consistent with business plan.
 - Total expenses \$16.7 million (\$9.4 million debt repayment).
 - Accumulated debt reduction accelerates as mortgages repaid.
 - Initial College West debenture repaid in 2024-25 (\$150,000)
 - Mortgage on Paskwãw/Wakpá will be repaid in 2029-30.
(\$3.1 million)

THANK YOU

QUESTIONS?????