
UNIVERSITY OF REGINA

BUDGET FORUM

April 1, 2026



University
of Regina

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Today's Purpose:

- To update the Campus Community on the 2026/27 Budget Development
- Overview of:
 - The University sector financial landscape
 - The U of R's current financial position
 - 'One University'
- Highlight Transitional Budget Strategy
- Budget Development Timetable

Pressures in Post-Secondary Education:



Declining International Enrolment:

- Canadian universities are experiencing a decline in international enrolments mainly due to Federal policy changes resulting in reduced revenue

Inflationary Cost Pressures:

- Rising costs including operational and capital pressures create an ongoing structural deficit and university budget pressures

Canadian Sector Response:

- Universities across the country are implementing structural changes in an effort to address fiscal sustainability

Long-Term Planning:

- Financial pressures require strategic, sustainable strategies to secure the future

U of R Budget Development 2026/27:

Increased Government Funding:

- Provincial government increased funding by 3%
- Although helpful, it does not fully offset rising operational costs and enrolment decline

Revenue Volatility:

- Despite modest increases in domestic student enrolments, there remains a tuition revenue gap

Operational Costs:

- Costs such as utilities, infrastructure, and technology are growing faster than funding and revenue increases, requiring longer term solutions

Need for Transformative Solutions:

- Non-strategic cost management approaches are not an option to address current and future budget shortfalls
- Financial sustainability requires responsible multi-year budget management

'One University' Supports Structural Improvements:

Using a holistic approach as 'One University', we will focus on reducing duplication and fragmentation of services across the university.

Expected Outcomes:

- Improving coordination and standardizing fiscal approaches maximizes limited resources while assuring student experience
- A multi-year transformation plan will reduce reliance on yearly budget reductions by fostering new service delivery models and showing measurement of success through data analysis
- Achieving meaningful change will require time, discipline, and commitment from the university community

Transitional Deficit Budget:



Multi-Year Deficit Strategy:

- A multi-year deficit budget strategy will result in humanistic structural changes and minimize disruption to the student experience

Risk Management Approach:

- This intentional approach provides a roadmap and minimizes crisis decisions during transition

Path to Long-Term Sustainability:

- Long-term sustainability will depend on aligning structures and costs with realistic revenues into the future

Accountability:

- The strategy reinforces sustainability through discipline, foresight, and clear accountability

Administrative Modernization:

System Modernization:

- Focus will be on modernizing systems to reduce manual effort and improve data quality and service delivery across units

Streamlined Workflows:

- Streamlining workflows and standardizing processes to enhance operational efficiency

Performance Measurement:

- Adopt Key Performance Indicators which will drive performance measurements and benchmarking to promote accountability and continuous improvement

Strategic Plan Alignment:

- The budget will support the achievement of the Strategic Plan

Administrative Initiatives:

Functional Reviews:

- Review operations in various units & areas of activity
- Standardization of processes
- Reduction of duplication
- Technology as a tool
- Enhanced student experience

Academic Initiatives – Cost Savings:

- **Strategic Staffing Initiative**
- **Advisory Group – Exploring Academic Restructuring:**
 - **Interim Report:**
 - URDC: March 30, 2026
 - CCAM and CCB: April 2026
 - **Final Report:**
 - The President: End of May 2026

Academic Initiatives – Cost Savings:

- **Centralization and/or Consolidation of Student Supports/Services:**
 - CCE admissions recently moved to the Registrar's Office
- **Budget Template – Review of Data:**
 - Provost, Dean/Academic Leader, and DFA
 - Enrolments, low enrolments in courses/class sizes, course releases, etc.

Academic Initiatives – Revenue Regeneration:

- **Review of Student Waitlists:**
 - Working group led by Dr. Önder, AVP(A)
- **Course Offerings:**
 - Expand course offerings at (new) Saskatoon site
- **Strategic Application of Scholarships – Recruitment:**
 - Dr. Riemer, Dean (KHS)

Academic Initiatives – Revenue Regeneration:

- **SEM/SEP:**
 - Enacting recruitment (domestic and international; undergraduate and graduate) and other tactics
 - Active marketing; efforts to increase enrollments
 - UR Days: ROI demonstrates effectiveness
 - Continue student retention efforts
 - Develop Transnational Education opportunities

Academic Initiatives – Revenue Regeneration:

- **Increased Program and Articulation Agreements:**
 - Saskatchewan Polytechnic, Regional Colleges, SIIT
 - Faculty of Education: Northwest Regional College
- **New Programming:**
 - Pathways to the U of R for Indigenous urban high school graduates
- **Stacking Credentials:**
 - Certificates → Diplomas → Degrees

How Is Budget Impacted?

2026/27 Budget:

- 5% across campus reductions: \$7.5M
- Results in projected deficit: \$10M
- Projecting budget deficits in 2027/28 and 2028/29
- Moving to sustainable balanced budgets in 2029/30

Budget Development and Final Approval Process:

The Budget Development process follows a structured and disciplined timeline as follows:

- **Mid-April 2026:** Budget finalized
- **April 28, 2026:** Budget presented to Board of Governors for approval
- **May 12, 2026:** Budget Forum and Unit Budgets released
- **June 2026:** Detailed 2026/27 Budget Book distributed

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