

University of Regina

2025-2026 BUDGET FORUM 1

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University
of Regina

Go far, *together.*

Today's presentation and discussion are being recorded and will be available for viewing at www.uregina.ca/budget/2025-26-budget.html

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OUTLINE

- Budget Principles
- Operational Guidelines
- Results – 2024-2025
- 2025-2026 Budget Assumptions
- Major operating budget parameters for 2025-2026 (Revenue)
- Provincial Budget Highlights
- Current Reality
- Budget Development
- Budget Development Dates
- Feedback

BUDGET PRINCIPLES

The University's annual budget development must adhere to Board of Governors approved Budget Principles ([GOV-090-005](#)) and guides the development of the annual budget (GOV-090-005):

- The budget process will be committed to **transparency and openness**. It will be a consultative process, including consultation with the Board of Governors and its Audit and Risk Management Committee.
- Budget Managers will have meaningful opportunities to make their budgetary needs known early in the budget process and shall be given **opportunities for input** during the budget development process.
- The University's goals and objectives as outlined in the **strategic plan** and embodied in its academic mission of teaching, research and service will underpin the budget process.
- The operating budget **will normally be balanced**. In the event that the operating budget is not balanced, a detailed plan is required that identifies how the University will return to a balanced budget position as well as how budget shortfalls will be addressed in the short term.
- Any change in the level of **tuition fees shall** conform to the tuition policy of the University.

<https://www.uregina.ca/policy/browse-policy/policy-GOV-090-005.html>

BUDGET PRINCIPLES

- Base operating funding should be allocated in respect of all permanent faculty and staff positions in the Operating Fund.
- Actual operating revenue and expenditure amounts will be used to prepare the budget insofar as they are known. Where it is necessary to estimate, the practice will be to underestimate revenues and overestimate expenditures, with the degree of under- or over-estimation to depend on the amount of uncertainty inherent in a given estimate.
- The operating budget shall comprise, insofar as possible, all of the operating revenues and expenses of the University.
- The budget process shall promote long-term institutional sustainability, curricular and program innovation, and the teaching and research reputation of the University.

<https://www.uregina.ca/policy/browse-policy/policy-GOV-090-005.html>

OPERATIONAL GUIDELINES

The following operational guidelines will focus budget allocation decisions:

1. **Student Experience:**

- We are a university that is student-centered, focusing on a positive student experience that is driven by our academic mission and supporting services. Decisions will be made that enhance the student, faculty and staff experience.

2. **Holistic Approach:**

- Initiatives that benefit the Campus Community and/or support a number of faculties or units.

3. **Transparency and Collaboration:**

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

4. **Builds in Flexibility:**

- Using a holistic approach, initiatives are identified that benefit the campus community and can be used as ‘levers’ in the event fiscal challenges materialize providing a buffer for Faculties and Units.

5. **Data-Driven/Accountability Mechanisms:**

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

OPERATIONAL GUIDELINES

6. Innovative and Entrepreneurialism:

- As a team of professionals, we provide support and an environment that invites innovation and entrepreneurialism.

7. Reward Service efficiency and excellence

- Discourage duplication of new, siloed services

8. Budget allocations support the future of all units, including:

- recruitment and enrolment of students in current or planned new programs,
- retention and student success strategies,
- research productivity,
- appropriateness of unit administrative structures and employee complement,
- efficient use of resources across all units in support of the University's core mission

9. Recruitment of qualified Indigenous faculty and staff is a high priority across all units.

RESULTS – 2024-2025

- Spring & Summer and Fall semesters performed better than anticipated.
- Winter semester did not follow trend:
 - Domestic enrollment was flat,
 - International enrollment dropped significantly (in total - \$3.5M from budget), resulting in an overall negative variance of \$1.793M.
- Decline in January from December is not uncommon, this year, total number of students declined from 17,065 to 16,365 for a total of 700 students.
- As a result, enrolment and adjustments tracking lower than budget - negative projected year end variance of \$283K.

RESULTS – 2024-2025

- As of January 31, 2025

UNIVERSITY OF REGINA				
Report Based on the Month Ended				
January 31, 2025				
		Current Report Projection	Prior Report Projection	Change from Prior Report Increase (Decrease)
REVENUE				
TOTAL REVENUE		281,664	284,776	(3,112)
EXPENDITURES				
Total Salary Costs		212,491	212,962	(471)
Total Other Expenditures		69,456	70,736	(1,280)
TOTAL EXPENDITURES		281,947	283,698	(1,751)
TOTAL SURPLUS (DEFICIT) BEFORE OTHER TRANSFERS		(283)	1,078	(1,361)

RESULTS – 2024-2025

- In February 2025, as updated data was received, changes to budget assumptions included:

	2024-25 Approved Budget	2025-26 Updated Budget
REVENUES:		
Grant Increase	0.0%	0.0%
Research Support Fund Increase	0.0%	1.0%
Undergraduate Tuition Rate Increase	4.0%	4.0%
Domestic Undergrad Credit Hour Assumption	1.0%	0.0%
International Undergrad Credit Hour Assumption	8.0%	-8.0%
Graduate Tuition Rate Increase	4.0%	4.0%
Graduate Credit Hour Assumption	1.0%	-4.0%
Non-Credit Fee Increase	0.0%	2.0%
EXPENDITURES:		
Total	3.0%	3.0%



2025-26 BUDGET ASSUMPTIONS

A changes to any of the key Budget Assumptions has a significant impact on results:

1% Change in Tuition	\$	1,000
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1% Change in UG-Domestic Enrolment	\$	500
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1% Change in UG-Intl Enrolment	\$	660
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1% Change in GR Enrolment	\$	150
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1% Change in Grant	\$	1,100
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MAJOR OPERATING BUDGET PARAMETERS (Revenue)

Estimated and Known \$	Budget Element	Notes
\$0	Opening budget position	Base Budget from 2024-2025 carrying into 2025-2026
\$2.388M	Operating grant increase	2018-19: 0% 2022-23: 0%
		2019-20: 0% 2023-24: 0%
		2020-21: 1% 2024-25: 0%
		2021-22: 0% 2025-26: 2.2%
\$834K	Tuition and Credit Hours	Tuition Revenue Increase

2025-2026 Provincial Budget Highlights

- The Multi-Year Operating Funds - 2021-22 to 2024-25 extended for an additional year.
- Allows time to work through potential impacts of the federal government's reduction of foreign student visas.
- Extension supports capital initiatives includes one-time funding of \$1.0 million to support ongoing projects:
 - \$500,000 for renovating and retrofitting space for relocation of the Nursing and Social Work from Concourse Building at Innovation Place in Saskatoon
 - \$250,000 for AD Hum Building Elevator Modernization project
 - \$250,000 for ongoing planning and collaborative work in developing updated Campus Master Plan

2025-2026 Provincial Budget Highlights

Operating

Funding Schedule April 1, 2025 - March 31, 2026

		2025-26 Funding	2024-25 Funding
<u>Operating Funding</u>			
Prior Year Base Operating Grant		\$ 108,525,800	\$ 108,525,800
2.2% Increase (2024-25)		2,388,000	2,388,000
	Base Operating Grant	\$ 110,913,800	
Health Human Resource Actions		5,775,000	4,307,400
1% Increase (one-time)		1,090,000	
Total Operating Funding		\$ 117,778,800	\$ 115,221,200
<u>Other Funding</u>			
Supplementary Funding - Facilities		\$ 730,000	\$ 922,000
Total Operating and Other Funding		\$ 118,508,800	\$ 116,143,200



2025-26 Provincial Budget Highlights

Capital and Scholarships

<u>Capital Funding</u>		
Preventative Maintenance and Renewal	6,574,000	6,084,000
<i>Health Human Resources Action Plan (see Appendix 2)</i>	700,000	1,150,000
Cooling Tower Replacement	—	6,300,000
Student Health Centre Clinic	—	610,000
Total Capital Funding	\$ 7,274,000	\$ 14,144,000
<u>Saskatchewan Innovation and Opportunity Scholarship</u>		
Innovation Scholarships	383,900	383,900
Opportunity Scholarships	325,000	325,000
International Education Scholarships	42,000	42,000
Total Scholarship Funding	\$ 750,900	\$ 750,900
Total Funding	\$ 126,553,200	\$ 131,038,100



2025-2026 Provincial Budget Highlights

- Additional funding of \$1,647,963 for French-language programs and initiatives, including:
 - \$897,963 to support La Cité universitaire francophone; and
 - \$500,000 to support Le Baccalauréat en Education (Le Bac).
- Infrastructure funding:
 - \$250,000 for La Cité's infrastructure project. A matching contribution for this project.
- Funding of \$250,000 to support OER - covers OER grant plus \$46,331 to support new SaskOER platform.
- First Nations University base operating grant of \$499,100 for infrastructure costs. Includes adding 2024-25 increase of \$10,600 (2.2%) to base grant and \$4,900 (1%) increase (one-time).
- Wascana Centre/Provincial Capital Commission funding of \$262,000 as flow through funding including \$2,600 (1%) increase (one-time).

Current Reality

- Government provided base funding increase of \$2.388M.
- Government provided one-time finding of \$1.09M.
- Other assumptions remain the same.
- Require \$6.5M to balance the budget.
- International student enrollment continues to be a moving target.
- Domestic enrollment remains flat.
- Starting the 2026-2027 budget process in May.

2025-2026 Budget Development

- Budget Committee held numerous meetings to review results as additional information was made available.
- A comprehensive resource allocation template, including prioritized budget requests was completed and returned to SharePoint by Feb 3rd. Much appreciation for all the work required to complete.
- January, new information required submission of 1% and 2% reduction by March 7th.
- Budget Committee considering priority requests for reinvestment.



Planned 2025-26 Budget Development

- Provincial budget information is being included in budget.
- Information and recommendations from Council Committee on Budget considered in final deliberations.
- Financial Services continues to refine budget.
- Budget Committee deliberations ongoing into early April.
- Budget Committee will present proposed budget to President.
- Following approval by President, budget presented to Board of Governors in April.

2025-26 BUDGET DEVELOPMENT DATES

Date	Event	Activity
25-Mar	Council Committee on Budget	CCB budget update
26-Mar	Budget Forum	Budget development update
Mar 31 - Apr 11	Budget Development	Consultation and collaboration meetings as required
16-Apr	President and Budget Committee	President approves final budget for submission to the Board of Governors
22-Apr	Council Committee on Budget	Final update for CCB
29-Apr	Board of Governors	Board review, discussion and approval of 2025-26 Budget
April 30 to May 8	Budget Committee	Meet with Budget Managers to discuss individual budget allocations
Early May	Council Committee on Budget Meeting	Final budget presented to CCB
08-May	Budget Forum and Budget Letters released	Update to the University community on the 2025-26 budget. Budget letters released to Budget Managers
June	Detailed budget book released	2025-26 detailed budget book released by Financial Services to Faculties and Units

FEEDBACK

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