

---

**University of Regina**

**2026–27 Comprehensive Budget**

**Budget Forum**  
**May 12, 2026**



University  
of Regina

*Go far, together.*

# Comprehensive Budget Overview:

- Share highlights of the approved 2026–27 Budget
- Explain challenges facing the University of Regina and sector
- Describe choices made, values guiding decisions, and humanistic approach
- Clarify what the Budget means for faculty, staff, and students
- Path toward sustainability
- Provide opportunity for questions and shared understanding

# Canadian Post-Secondary Sector:

- **Universities facing financial uncertainty:**
  - Declining international enrolment across much of Canada
  - Inflationary pressures on salaries, costs, and infrastructure
  - Public funding increasing but below inflation
  - Growing expectations for expanded services
- **Result: sector-wide shift toward multi-year deficit budgets to achieve fiscal sustainability.**

# University of Regina Context:

- **Revenue growth lower than fixed cost increases**
- **Revenue assumptions:**
  - Tuition increase: 3% + 3.5x international multiplier
  - International students: -14.5% (2725)
  - Graduate students: -6%
  - Domestic students: +1%
- **Overall tuition decline of \$5.3M, despite domestic growth**
- **Institution-wide approach:**
  - Base budget reductions of 5% (4.5% in 2026–27)
  - Reallocation of carry forwards
  - Vacant positions fall to central

# Operating Budget – Revenues:

- **Opening deficit: \$7.2M**
- **Government grants: +\$6.3M / +3%**
  - Multi-year MOU increases predictability
- **Tuition & fees: -\$5.3M**
  - Domestic undergraduate tuition: +\$4.2M (3% increase / +1% growth)
  - International undergraduate tuition: -\$6.2M
  - Graduate tuition: -\$2.4M
- **Increased tuition multiplier: 3.5x**
  - Fall implementation
  - Revenue impact: \$7M

# Operating Budget – Expenditures:

- **Inflationary impact remains a pressure point**
- **Need for multi-year financial planning approach to cost management**
- **Focus on *One University* strategy:**
  - Priorities are resourced using a holistic approach
  - Strengthens academic and student priorities while advancing long-term financial sustainability

# Capital Fund Overview:

- **Total capital revenues: \$28.4M**
  - Government grants: \$10.4M
  - Interfund transfers: \$13.5M
  - Interest and recoveries: \$4.5M
- **Capital expenditures: \$25.5M**
- **Net capital position: +\$2.9M**
- **All capital projects:**
  - Fully funded before approval
  - Do not create unplanned pressures

# Ancillary Services Overview:

- **Overall ancillary deficit: \$4.8M (improved from \$5.2M deficit)**
- **Non-residence ancillaries:**
  - Net \$1.2M surplus
  - Parking is strongest contributor
- **Residences:**
  - Occupancy improving
  - No rate increases in 2026–27
- **New Food Services model:**
  - Multiple local vendors (improved choices, prices, and flexibility)

# Research Fund Overview:

- **Research revenue budgeted at \$35.0M (+\$1.4M)**
- **Growth from \$21M (2021–22) to \$35M (2026–27)**
- **Balanced by design:**
  - Expenditures authorized against secured grant funding
  - Fully cost-recoverable
  - Overspending not permitted
- **Supports research excellence and graduate training capacity:**
  - Enhances the University of Regina's reputation, external partnerships, and contributes to provincial and national priorities

# Trust and Endowment Funds:

- **Trust Fund:**
  - Revenues: \$13.0M
  - Net position: +\$6.4M
  - Investment income improvement
- **Endowment Fund:**
  - Revenues: \$4.5M
  - No expenditures from principal
- **Strong financial position (restricted use)**

# *One University Initiatives:*

- **Campus transformation and renewal:**
  - Multi-year phased approach to campus transformation
  - Focus on process improvement, technology modernization, consolidation of functions, and space optimization
- **Strategic staffing:**
  - Hiring decisions aligned with institutional priorities and affordability
  - Vacant positions fall to central (VPs)
- **Budget reallocation and carry forward management:**
  - Active reallocation of resources to institutional priorities
  - Reduction of carry forwards
- **Enhanced tuition receivable management:**
  - Collections processes and withdrawal controls

# Path to Sustainability:

- **Ongoing transformation through 2029–30:**
  - Structural alignment of revenues and costs
  - Efficiency, reduced duplication, and structural savings beginning to materialize in 2027-28
  - Transitional deficits over the near term
- **Strengthen recruitment and retention:**
  - Transnational education opportunities
  - New program pathways and articulation agreements
  - Stackable credentials
- **Focus on student success and academic quality:**
  - Active reallocation of resources to institutional priorities

---

# Questions & Discussion



University  
of Regina

*Go far, together.*