



February 22, 2019

Dear President:

The Ministry of Advanced Education will begin its budget planning for the 2020-21 fiscal year shortly and I am writing at this time to provide you with guidelines for preparing your institution's 2020-21 Budget Request. In previous years, this report has been referred to as an "Operations Forecast." Going forward, it will be referred to as the "Budget Request" to better reflect its core purpose.

As part of this report, we ask institutions to submit budget planning information for the next three fiscal years. While funding commitments will continue to be made by government on an annual basis, information on your institution's anticipated long-term activity assists the Ministry in planning and helps to align the needs of institutions and government.

In order to facilitate the significant analysis required for budget development, I ask that your institution submit its Budget Request to the Ministry by May 6, 2019.

Please submit your Budget Request to:

Tammy Bloor Cavers
Assistant Deputy Minister
Ministry of Advanced Education
1120 - 2010 12th Avenue
REGINA SK S4P 0M3
Tammy.BloorCavers@gov.sk.ca

I anticipate that the Ministry will begin work on its overall budget submission in July 2019. If you wish to meet with the Ministry to discuss your 2020-21 budget request, please contact Tammy Bloor Cavers, who will make arrangements for a meeting date prior to the end of June 2019.

Budget decisions can be difficult, and I expect challenging budgetary decisions will need to be made, both in the immediate future and over the longer term. I thank each institution that has undertaken cost-saving measures and am encouraging all institutions to continue to search for operational efficiencies to reduce costs and ensure financial sustainability.

Information requirements for the 2020-21 Budget Request are outlined in the appendix attached to this letter.

Thank you for your partnership in building a post-secondary sector that meets the needs of Saskatchewan students. If you have any questions or require further clarification, please contact Tammy Bloor Cavers, Assistant Deputy Minister, by phone at (306) 787-2044 or by email at Tammy.BloorCavers@gov.sk.ca; or contact Ann Lorenzen, Executive Director, by phone at (306) 787-2267 or by email at Ann.Lorenzen@gov.sk.ca.

Sincerely,



Mark McLoughlin
Deputy Minister of Advanced Education

Attachment

cc: Tammy Bloor Cavers, Assistant Deputy Minister, Ministry of Advanced Education
Ann Lorenzen, Executive Director, Universities and Private Vocational Schools,
Ministry of Advanced Education

APPENDIX
BUDGET REQUEST: INFORMATION REQUIREMENTS

1. Government Priorities

In drafting your Budget Request, please keep in mind government priorities identified in the *Saskatchewan Plan for Growth* and the *Ministry of Advanced Education Plan* (at saskatchewan.ca).

The Ministry has identified five expectations for Saskatchewan's post-secondary sector as a guide for our institutions in best serving the needs of students into the future. The expectations are:

- accessible – offering qualified candidates opportunities to enrol and succeed;
- responsive – meeting the needs of students, communities and the economy;
- sustainable – delivering programs and services of quality and value to students and taxpayers over the long term;
- accountable – achieving expected outcomes described by transparent information; and,
- high quality – meeting accepted standards and building public confidence in programs and services.

I encourage you to think about how your institution is meeting these expectations as you draft your budget request. For example, is proposed spending:

- Creating greater accessibility for First Nations and Métis students?
- Responding to student demands and Saskatchewan's labour market needs?
- More sustainable due to new revenue sources or cost-saving measures?
- Accompanied by measurable outcomes?
- Enhancing Saskatchewan's reputation for quality post-secondary programs?

2. Status quo information

Please provide a forecast using your Statement of Operations categories and show projected 2020-21 revenues and expenditures, with a comparison to 2019-20 budget estimates.

Please show 2021-22 and 2022-23 forecasts as accurately as possible. While we realize this information may not be precise, your institution's information will provide context that will assist in planning for future budgets.

For revenues, please show your request for the provincial operating grant funding needed to maintain status quo activity at your institution. This means spending for programs and services which would operate at the same activity level as 2019-20, but not necessarily at the same funding level should it be anticipated that more funding would be required for the same level of operations in the upcoming new fiscal year.

3. Information relative to a zero per cent change in the operating grant

Please provide information on the implications of a zero per cent (0%) change in the operating grant amount (relative to 2019-20), including tangible examples of how this would impact staffing, academic programming and student services (i.e. what reductions would be needed, in which areas, and by how much in each area?).

4. Information relative to a two per cent reduction in the operating grant

Please provide information on the implications of a two per cent reduction (-2%) in the operating grant amount (relative to 2019-20), including tangible examples of how this would impact staffing, academic programming and student services (i.e. what reductions would be needed, in which areas, and by how much in each area?).

5. Financial Statement Fund Balances

The Ministry recognizes that good financial management requires institutions to retain a level of contingency funds and that some funds may be held in anticipation of major projects or program implementation. It is important for institutions to be aware that the level and proposed uses of fund balances could have implications on government funding decisions. As such, the Ministry is requesting that each institution submit detailed information on net fund balances, as of the end of your institution's 2018-19 fiscal year.

This includes information on any unrestricted or internally restricted funds; it does not include funds that are externally restricted by funding agencies, donors or other external parties. Sufficient detail is required to explain the purpose of accumulated funds that are materially relevant (valued at \$1 million for your institution). If this information is not available by the submission deadline for the Budget Request, I ask that you provide this information to the Ministry as soon as it is available.

6. Future Plans

Saskatchewan is facing economic challenges which may make it difficult to fund new initiatives in the coming years. Nevertheless, the Ministry is interested in learning about future initiatives or changes in programs and services that your institution may be considering, including those that may not require incremental provincial funding. The budget request process and meetings provide a good opportunity to discuss future plans of the institution.