



University  
of Regina

The University of Regina's  
Operations Forecast  
2021-2022

Approved by the Board of Governors,  
August 20, 2020

## **Overview**

The University has begun work to create the 2021-22 budget. The process began with the preparation of this Operations Forecast in response to the 23 July 2020 request from Advanced Education.

With the early 2020 advent of the COVID-19 pandemic, the University's emphasis in the current 2020-21 budget has been "Calm, Caring & Compassion." We have focused our planning and decision-making on the needs of students, faculty, and staff in this unique context. That focus is the starting point for the 2021-22 budget.

As the Operations Forecast shows, financial impacts on the University in the current fiscal year are significant. Although revenues, especially in the ancillaries, are down, we anticipate that these declines will be short-term (and one-time), and will be absorbed this year without changing long-term budget expenditure decisions. The Operations Forecast has been developed with the expectation that revenues will return to pre-pandemic levels during the 2021-22 year, and that operations will recover and stabilize after the COVID-19 pandemic is behind us.

The Operations Forecast outlines the current year's budget along with projections for following years. Table I focuses on the Operating Fund of the University and the remaining Tables provide a picture of the entire University operations including all funds. As noted above, the largest impacts from Covid-19 are in the Ancillary Budget due to very limited activity in ancillary operations such as the residences, bookstore, and parking.

## **Operating Budget**

Table I provides a preliminary projection of results of the 2020-21 year along with a forecast of the operating budget for 2021-22 to 2022-23.

### **2020-21 Projections**

Column 1 is the Board approved budget for the current 2020-21 fiscal year. Column 2 shows projections for 2020-21 and highlights the challenge the University is facing as a result of the pandemic.

- **Tuition:** To date, enrolments during the pandemic have remained strong. The University of Regina relies heavily on international tuition revenue to balance the operating budget with approximately 40% of total tuition revenue contributed by international students. Although provisions have been made by Immigration, Refugees and Citizenship Canada to allow international students to take up to 50% of their program from abroad, the number of new international student registrations is down significantly for both the Spring & Summer and Fall semesters. This has been mitigated by a large returning international student population from previous years. Preliminary projections indicate an overall decrease in international student registrations resulting in lower than expected tuition revenue of \$261,000.
- **Other Fees:** Due to the pandemic and the switch to remote delivery, the University will not assess the Recreation & Athletic fee. Significant decreases in revenue are expected in the Conservatory and English as a Second Language programs. Decreases in revenue are also expected from Co-op fees and Business and Professional Development fees. Overall, non-credit and other fees revenue is expected to be \$5,534,000 lower than budgeted.
- **Other Income:** With very few students and staff on campus, revenues from Ancillaries are expected to be down significantly. The admin fee that the Operating Fund assesses is expected to be \$264,000 lower than budgeted.

The total revenue shortfall projected in the Operating Fund during the 2020-21 fiscal year is \$6,059,000.

Direct cost savings related to the revenue losses in the non-credit areas from non-permanent salary (savings of \$1,043,000) as well as other avoided expenditures (\$429,000) reduce the projected deficit to \$4,587,000. The University will cover this deficit in part from savings in areas such as travel, events, utilities and other areas where savings can be found, and will fund the remaining one-time shortfall from existing one-time carryforward.

### **2021-22 and 2022-23 Operating Budget Forecasts**

Columns 3 and 4 show estimated revenues and expenditures for the subsequent two years based on the following conditions and assumptions:

- The 2020-21 operating budget accurately reflects a base for stabilized operations.
- Directed funding, which consists of Saskatchewan Innovation and Opportunity Scholarship funding and federal-provincial funding for French language, is assumed not to change over the period. If any of them do change, there would be offsetting changes in the relevant expenditure lines.
- No changes are assumed in revenue from the federal government's research support grant. Other income is expected to increase marginally from increases to the administration fee assessed to the Ancillaries. Infrastructure recoveries from Luther and Campion colleges are assumed to increase by the provincial grant percentage increase.
- Tuition fees and non-credit fees are assumed to increase by 2% in each of 2021-22 and 2022-23.
- Utility cost increases are estimated based upon a multiyear projection prepared by Facilities Management and result in an 11% increase in 2021-22 and 1% in 2022-23 (note that this year's base budget was reduced to account for anticipated Covid-19 related usage). With health and safety requirements for Covid-19 there may be a requirement to increase ventilation in buildings, further impacting electricity costs in the Utility budget.
- A 2% increase is assumed in cost recovery revenue, much of it for utilities supplied to other organizations.
- International enrolments are assumed to return to pre-pandemic levels and remain constant through 2022-23. Should international enrolments not return to pre-pandemic levels, the resulting negative impact on tuition revenues could be significant. Domestic student enrolments are projected to return to pre-pandemic levels with an additional 1% growth each year. If the University experiences additional enrolment growth, the additional revenue will be used to offset increased teaching and student support expenditures.
- Recognizing the impact of the pandemic on the economy, salary costs for 2021-22 have been held at 2020-21 levels and increased 1% in 2022-23. In addition to this, benefits costs and an estimate of the costs of salary increments (progression through the ranks as well as annualized merit) have been included.
- 2% increases are assumed in expenditures for scholarships, library acquisitions, and other expenditures.

Table I presents an estimate of the provincial operating grant increase required to maintain status quo operations with a balanced operating budget.

**The estimated required increases in the operating grant to maintain status quo operations are 1.5% (2021-22) and 1.6% (2022-23). The proposed scenario does not provide funds for emerging needs.**

**TABLE I (Operating Budget)**

**UNIVERSITY OF REGINA  
OPERATIONS FORECAST (STATUS QUO )  
FOR THE 2021-22 to 2022-23 FISCAL YEARS**

	2020-21	2020-21	2021-22	2022-23
	Approved Budget	Projections to Year End	Status Quo	Status Quo
<b>Average Undergraduate Tuition Rate Increase</b>	<b>0.0%</b>		<b>2.0%</b>	<b>2.0%</b>
<b>Average Graduate Tuition Rate Increase</b>	<b>0.0%</b>		<b>2.0%</b>	<b>2.0%</b>
<b>Grant Increase</b>	<b>1.0%</b>		<b>1.5%</b>	<b>1.6%</b>
<b>Revenues</b>				
Provincial government grants:				
Base funding	108,528	108,528	110,156	111,942
French language funding	1,671	1,671	1,671	1,671
SIOS funding	751	751	751	751
<b>Provincial government grants</b>	<b>110,950</b>	<b>110,950</b>	<b>112,578</b>	<b>114,364</b>
Federal government grants:				
Research Support Fund	2,360	2,360	2,360	2,360
<b>Federal government grants</b>	<b>2,360</b>	<b>2,360</b>	<b>2,360</b>	<b>2,360</b>
Tuition and fees				
Undergrad tuition	82,206	82,162	84,073	86,223
Graduate tuition	12,642	12,425	12,786	12,978
Other fees	11,742	6,208	11,870	12,006
<b>Tuition, non-credit and other fees</b>	<b>106,590</b>	<b>100,795</b>	<b>108,729</b>	<b>111,207</b>
Other Income:				
Other income	2,248	1,984	2,253	2,259
Infrastructure recoveries	1,366	1,366	1,386	1,408
<b>Other income</b>	<b>3,614</b>	<b>3,350</b>	<b>3,639</b>	<b>3,667</b>
<b>Recoveries</b>	<b>15,121</b>	<b>15,121</b>	<b>15,423</b>	<b>15,731</b>
<b>Total Revenues</b>	<b>238,635</b>	<b>232,576</b>	<b>242,730</b>	<b>247,328</b>
<b>Expenditures</b>				
Salaries and benefits	180,897	179,854	183,134	186,619
Scholarships	6,019	6,019	6,139	6,262
Library acquisitions	3,120	3,120	3,182	3,246
Utilities	7,616	7,616	8,472	8,562
Other expenditures	40,983	40,554	41,803	42,639
<b>Total Expenditures</b>	<b>238,635</b>	<b>237,163</b>	<b>242,730</b>	<b>247,328</b>
<b>Annual Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ (4,587)</b>	<b>\$ -</b>	<b>\$ -</b>

## **Overall University Budget**

In addition to the Operating Fund provided above, the Ministry requested tables showing forecasts for the University including all Funds. Table II below contains the budget figures for the current 2020-21 year broken down into categories requested by Advanced Education. Table III contains a preliminary projection of results for the 2020-21 year and Table IV and Table V provide a forecast of the overall budget for the 2021-22 and 2022-23 years.

### **2020-21 Projections**

The overall University budget from Table II shows a consolidated deficit of \$12,392,000. The Operating Fund, Special Projects Fund and Research Fund are balanced, while the Trust Fund and Endowment Funds show surpluses of \$5,778,000 and \$2,477,000 respectively. The Capital Fund shows a deficit of \$16,659,000 which will be covered by debt and unspent Capital funds from prior years and the Ancillary Fund shows a deficit of \$3,988,000 which will be paid off from future profits generated in the Ancillaries according to a Board-approved business case.

A comparison of the budget in Table II to the Projections of Table III shows the Operating deficit identified above of \$4,587,000 as opposed to a balanced Operating Fund. The Special Projects Fund and Research Funds remain balanced; the Trust Fund and Endowment Fund surpluses remain unchanged as does the deficit in the Capital Fund. As noted earlier, the pandemic has dramatically impacted the operations of the Ancillaries. The deficit of the Ancillary Fund is anticipated to grow \$8,894,000 from \$3,988,000 to \$12,882,000. Overall revenue is projected to be \$12.3 million lower than budget, offset somewhat by cost-saving measures.

Residences: Occupancy levels are projected at only 8% for the Spring and Summer semester and 18% for the Fall and Winter. This occupancy level will result in a \$7.6 million revenue shortfall. Cost-saving measures will result in a decrease in budgeted expenses of \$3.4 million leaving an increased deficit of \$4.2 million.

Parking: With the move to distance delivery and most faculty and staff working from home, the University is not charging for parking. With the expectation that the Winter 2021 semester will also be taught at a distance, the shortfall in parking revenue is expected to be \$3.9 million. The majority of expenses in Parking are amortizations which will continue during the year. No decrease in expenses is built into the projection.

Food Services: All food service operations have also ceased resulting in lost revenue of \$700k. As with Parking, expenses are mostly amortizations and space charges which cannot be reduced, so no reduction in expense is built into the projection.

Other Ancillaries: The bookstore is still operating and enrolments to date are similar to last year so no change is built into the projection for the bookstore. Space rental and printing services have also been impacted with anticipated shortfalls accounting for the remaining \$100k shortfall.

The additional deficit created by the pandemic of \$8,894,000 will be covered through a one-time transfer from one-time carryforwards, as noted earlier.

### **2021-22 and 2022-23 Forecasts**

Table IV and Table V show estimated revenues and expenditures for the subsequent two years based on the following conditions and assumptions:

University of Regina 2021-22 Operations Forecast

- The 2020-21 overall budget accurately reflects a base for stabilized operations.
- The Operating Fund will change as described above.
- The Special Projects Fund and Research Fund will remain balanced with revenues and expenditures increasing by 2%
- The Trust Fund and Endowment Fund will remain in a surplus position with revenue and expenses increasing by 2%
- The Capital Asset Fund is projected to be balanced. The Preventative Maintenance and Renewal (PMR) grant and the Supplementary Funding-Facilities are projected to remain at the same level as recent years. Transfers to cover existing debt payments are anticipated. Expenditures consist of making debt payments and spending the PMR grant on capital projects.
- The Ancillary Fund shows anticipated deficits decreasing as occupancies increase in the residences. Occupancy levels are anticipated to return to 65% in 2021-22 and 75% in 2022-23. The remaining Ancillary operations are expected to generate a profit of \$500k to help offset the losses in the residences. This is consistent with the Board-approved business case for the Ancillaries.

**TABLE II (2020-21 Overall Budget)**

UNIVERSITY OF REGINA 2020-21 OVERALL BUDGET										
	GENERAL FUND				RESTRICTED FUND				ENDOWMENT FUND	TOTAL ALL FUNDS
	OPERATING FUND	ANCILLARY FUND	SPECIAL PROJECTS FUND	TOTAL GENERAL FUND	CAPITAL ASSET FUND	RESEARCH FUND	TRUST FUND	TOTAL RESTRICTED FUND		
<b>REVENUES:</b>										
Provincial Grants	110,950	-	668	111,618	6,677	2,666	-	9,343	-	120,962
Federal Grants	2,360	-	792	3,152	-	11,946	-	11,946	-	15,097
<b>GOVERNMENT GRANTS</b>	<b>113,310</b>	<b>-</b>	<b>1,460</b>	<b>114,770</b>	<b>6,677</b>	<b>14,612</b>	<b>-</b>	<b>21,289</b>	<b>-</b>	<b>136,059</b>
Tuition Fees	94,848	-	-	94,848	-	-	-	-	-	94,848
Non-Credit Fees	6,322	-	-	6,322	-	-	-	-	-	6,322
Other Fees	5,420	-	225	5,645	-	-	-	-	-	5,645
<b>STUDENT FEES</b>	<b>106,590</b>	<b>-</b>	<b>225</b>	<b>106,815</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>106,815</b>
Other Income	705	18,482	4,559	23,746	-	4,204	7,799	12,003	2,477	38,226
Transfers	2,909	-	-	2,909	11,644	-	3,433	15,077	-	17,986
Recoveries	15,121	-	-	15,121	200	-	-	200	-	15,321
<b>OTHER INCOME</b>	<b>18,735</b>	<b>18,482</b>	<b>4,559</b>	<b>41,776</b>	<b>11,844</b>	<b>4,204</b>	<b>11,232</b>	<b>27,280</b>	<b>2,477</b>	<b>71,533</b>
<b>TOTAL REVENUE</b>	<b>238,635</b>	<b>18,482</b>	<b>6,244</b>	<b>263,361</b>	<b>18,521</b>	<b>18,816</b>	<b>11,232</b>	<b>48,569</b>	<b>2,477</b>	<b>314,407</b>
<b>EXPENDITURES:</b>										
Academic Salaries	73,532	-	-	73,532	-	-	-	-	-	73,532
Other Instructional, Research Salaries	14,061	-	-	14,061	-	10,355	-	10,355	-	24,416
Admin Support Salaries	67,367	3,956	2,763	74,086	-	-	-	-	-	74,086
Benefits	23,737	621	269	24,627	-	556	-	556	-	25,183
<b>SALARY AND BENEFITS</b>	<b>178,697</b>	<b>4,577</b>	<b>3,032</b>	<b>186,306</b>	<b>-</b>	<b>10,912</b>	<b>-</b>	<b>10,912</b>	<b>-</b>	<b>197,218</b>
Utilities	7,616	1,314	-	8,930	-	-	-	-	-	8,930
Non-Salary	50,122	16,579	3,212	69,913	35,180	7,904	5,454	48,538	-	118,451
Professional Expense Accounts	2,200	-	-	2,200	-	-	-	-	-	2,200
<b>OTHER EXPENDITURES</b>	<b>59,938</b>	<b>17,893</b>	<b>3,212</b>	<b>81,043</b>	<b>35,180</b>	<b>7,904</b>	<b>5,454</b>	<b>48,538</b>	<b>-</b>	<b>129,581</b>
<b>TOTAL EXPENDITURES</b>	<b>238,635</b>	<b>22,470</b>	<b>6,244</b>	<b>267,349</b>	<b>35,180</b>	<b>18,816</b>	<b>5,454</b>	<b>59,450</b>	<b>-</b>	<b>326,799</b>
<b>NET REVENUE/(EXPENSES)</b>	<b>-</b>	<b>(3,988)</b>	<b>-</b>	<b>(3,988)</b>	<b>(16,659)</b>	<b>-</b>	<b>5,778</b>	<b>(10,881)</b>	<b>2,477</b>	<b>(12,392)</b>

**TABLE III (2020-21 Overall Projections)**

<b>UNIVERSITY OF REGINA 2020-21 OVERALL PROJECTION</b>										
	<b>GENERAL FUND</b>				<b>RESTRICTED FUND</b>				<b>ENDOWMENT FUND</b>	<b>TOTAL ALL FUNDS</b>
	<b>OPERATING FUND</b>	<b>ANCILLARY FUND</b>	<b>SPECIAL PROJECTS FUND</b>	<b>TOTAL GENERAL FUND</b>	<b>CAPITAL ASSET FUND</b>	<b>RESEARCH FUND</b>	<b>TRUST FUND</b>	<b>TOTAL RESTRICTED FUND</b>		
<b>REVENUES:</b>										
Provincial Grants	110,950	-	668	111,618	6,677	2,666	-	9,343	-	120,962
Federal Grants	2,360	-	792	3,152	-	11,946	-	11,946	-	15,097
<b>GOVERNMENT GRANTS</b>	<b>113,310</b>	<b>-</b>	<b>1,460</b>	<b>114,770</b>	<b>6,677</b>	<b>14,612</b>	<b>-</b>	<b>21,289</b>	<b>-</b>	<b>136,059</b>
Tuition Fees	94,587	-	-	94,587	-	-	-	-	-	94,587
Non-Credit Fees	3,727	-	-	3,727	-	-	-	-	-	3,727
Other Fees	2,481	-	225	2,706	-	-	-	-	-	2,706
<b>STUDENT FEES</b>	<b>100,795</b>	<b>-</b>	<b>225</b>	<b>101,020</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>101,020</b>
Other Income	705	6,146	4,559	11,410	-	4,204	7,799	12,003	2,477	25,890
Transfers	2,645	-	-	2,645	11,644	-	3,433	15,077	-	17,722
Recoveries	15,121	-	-	15,121	200	-	-	200	-	15,321
<b>OTHER INCOME</b>	<b>18,471</b>	<b>6,146</b>	<b>4,559</b>	<b>29,176</b>	<b>11,844</b>	<b>4,204</b>	<b>11,232</b>	<b>27,280</b>	<b>2,477</b>	<b>58,933</b>
<b>TOTAL REVENUE</b>	<b>232,576</b>	<b>6,146</b>	<b>6,244</b>	<b>244,966</b>	<b>18,521</b>	<b>18,816</b>	<b>11,232</b>	<b>48,569</b>	<b>2,477</b>	<b>296,012</b>
<b>EXPENDITURES:</b>										
Academic Salaries	73,532	-	-	73,532	-	-	-	-	-	73,532
Other Instructional, Research Salaries	13,335	-	-	13,335	-	10,355	-	10,355	-	23,690
Admin Support Salaries	67,050	3,103	2,763	72,916	-	-	-	-	-	72,916
Benefits	23,737	487	269	24,493	-	556	-	556	-	25,050
<b>SALARY AND BENEFITS</b>	<b>177,654</b>	<b>3,590</b>	<b>3,032</b>	<b>184,276</b>	<b>-</b>	<b>10,912</b>	<b>-</b>	<b>10,912</b>	<b>-</b>	<b>195,188</b>
Utilities	7,616	616	-	8,232	-	-	-	-	-	8,232
Non-Salary	49,693	14,822	3,212	67,727	35,180	7,904	5,454	48,538	-	116,265
Professional Expense Accounts	2,200	-	-	2,200	-	-	-	-	-	2,200
<b>OTHER EXPENDITURES</b>	<b>59,509</b>	<b>15,438</b>	<b>3,212</b>	<b>78,159</b>	<b>35,180</b>	<b>7,904</b>	<b>5,454</b>	<b>48,538</b>	<b>-</b>	<b>126,697</b>
<b>TOTAL EXPENDITURES</b>	<b>237,163</b>	<b>19,028</b>	<b>6,244</b>	<b>262,435</b>	<b>35,180</b>	<b>18,816</b>	<b>5,454</b>	<b>59,450</b>	<b>-</b>	<b>321,885</b>
<b>NET REVENUE/(EXPENSES)</b>	<b>(4,587)</b>	<b>(12,882)</b>	<b>-</b>	<b>(17,469)</b>	<b>(16,659)</b>	<b>-</b>	<b>5,778</b>	<b>(10,881)</b>	<b>2,477</b>	<b>(25,873)</b>

**TABLE IV (2021-22 Overall Forecast)**

UNIVERSITY OF REGINA 2021-22 OVERALL FORECAST										
	GENERAL FUND				RESTRICTED FUND				ENDOWMENT FUND	TOTAL ALL FUNDS
	OPERATING FUND	ANCILLARY FUND	SPECIAL PROJECTS FUND	TOTAL GENERAL FUND	CAPITAL ASSET FUND	RESEARCH FUND	TRUST FUND	TOTAL RESTRICTED FUND		
<b>REVENUES:</b>										
Provincial Grants	112,578	-	682	113,260	6,677	2,720	-	9,397	-	122,656
Federal Grants	2,360	-	807	3,167	-	12,185	-	12,185	-	15,352
<b>GOVERNMENT GRANTS</b>	<b>114,938</b>	<b>-</b>	<b>1,489</b>	<b>116,427</b>	<b>6,677</b>	<b>14,904</b>	<b>-</b>	<b>21,581</b>	<b>-</b>	<b>138,008</b>
Tuition Fees	96,859	-	-	96,859	-	-	-	-	-	96,859
Non-Credit Fees	6,428	-	-	6,428	-	-	-	-	-	6,428
Other Fees	5,442	-	230	5,672	-	-	-	-	-	5,672
<b>STUDENT FEES</b>	<b>108,729</b>	<b>-</b>	<b>230</b>	<b>108,959</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>108,959</b>
Other Income	705	17,344	4,650	22,699	-	4,288	7,955	12,243	2,527	37,469
Transfers	2,935	-	-	2,935	10,779	-	3,433	14,212	-	17,147
Recoveries	15,423	-	-	15,423	-	-	-	-	-	15,423
<b>OTHER INCOME</b>	<b>19,063</b>	<b>17,344</b>	<b>4,650</b>	<b>41,057</b>	<b>10,779</b>	<b>4,288</b>	<b>11,388</b>	<b>26,455</b>	<b>2,527</b>	<b>70,039</b>
<b>TOTAL REVENUE</b>	<b>242,730</b>	<b>17,344</b>	<b>6,369</b>	<b>266,443</b>	<b>17,456</b>	<b>19,192</b>	<b>11,388</b>	<b>48,036</b>	<b>2,527</b>	<b>317,006</b>
<b>EXPENDITURES:</b>										
Academic Salaries	74,322	-	-	74,322	-	-	-	-	-	74,322
Other Instructional, Research Salaries	14,061	-	-	14,061	-	10,563	-	10,563	-	24,624
Admin Support Salaries	68,534	3,484	2,819	74,837	-	-	-	-	-	74,837
Benefits	24,017	547	274	24,838	-	568	-	568	-	25,406
<b>SALARY AND BENEFITS</b>	<b>180,934</b>	<b>4,031</b>	<b>3,093</b>	<b>188,058</b>	<b>-</b>	<b>11,130</b>	<b>-</b>	<b>11,130</b>	<b>-</b>	<b>199,189</b>
Utilities	8,472	1,265	-	9,737	-	-	-	-	-	9,737
Non-Salary	51,124	14,495	3,276	68,894	17,456	8,062	5,563	31,081	-	99,976
Professional Expense Accounts	2,200	-	-	2,200	-	-	-	-	-	2,200
<b>OTHER EXPENDITURES</b>	<b>61,796</b>	<b>15,760</b>	<b>3,276</b>	<b>80,831</b>	<b>17,456</b>	<b>8,062</b>	<b>5,563</b>	<b>31,081</b>	<b>-</b>	<b>111,913</b>
<b>TOTAL EXPENDITURES</b>	<b>242,730</b>	<b>19,791</b>	<b>6,369</b>	<b>268,890</b>	<b>17,456</b>	<b>19,192</b>	<b>5,563</b>	<b>42,211</b>	<b>-</b>	<b>311,101</b>
<b>NET REVENUE/(EXPENSES)</b>	<b>-</b>	<b>(2,447)</b>	<b>-</b>	<b>(2,447)</b>	<b>-</b>	<b>-</b>	<b>5,825</b>	<b>5,825</b>	<b>2,527</b>	<b>5,904</b>



**TABLE V (2022-23 Overall Forecast)**

UNIVERSITY OF REGINA 2022-23 OVERALL FORECAST										
	GENERAL FUND				RESTRICTED FUND				ENDOWMENT FUND	TOTAL ALL FUNDS
	OPERATING FUND	ANCILLARY FUND	SPECIAL PROJECTS FUND	TOTAL GENERAL FUND	CAPITAL ASSET FUND	RESEARCH FUND	TRUST FUND	TOTAL RESTRICTED FUND		
<b>REVENUES:</b>										
Provincial Grants	114,364	-	695	115,059	6,337	2,774	-	9,111	-	124,170
Federal Grants	2,360	-	824	3,184	-	12,428	-	12,428	-	15,612
<b>GOVERNMENT GRANTS</b>	<b>116,724</b>	<b>-</b>	<b>1,519</b>	<b>118,243</b>	<b>6,337</b>	<b>15,202</b>	<b>-</b>	<b>21,539</b>	<b>-</b>	<b>139,782</b>
Tuition Fees	99,201	-	-	99,201	-	-	-	-	-	99,201
Non-Credit Fees	6,542	-	-	6,542	-	-	-	-	-	6,542
Other Fees	5,464	-	234	5,698	-	-	-	-	-	5,698
<b>STUDENT FEES</b>	<b>111,207</b>	<b>-</b>	<b>234</b>	<b>111,441</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>111,441</b>
Other Income	705	18,974	4,743	24,422	-	4,374	8,114	12,488	2,577	39,487
Transfers	2,961	-	-	2,961	10,762	-	3,433	14,195	-	17,156
Recoveries	15,731	-	-	15,731	-	-	-	-	-	15,731
<b>OTHER INCOME</b>	<b>19,397</b>	<b>18,974</b>	<b>4,743</b>	<b>43,114</b>	<b>10,762</b>	<b>4,374</b>	<b>11,547</b>	<b>26,683</b>	<b>2,577</b>	<b>72,374</b>
<b>TOTAL REVENUE</b>	<b>247,328</b>	<b>18,974</b>	<b>6,496</b>	<b>272,798</b>	<b>17,099</b>	<b>19,576</b>	<b>11,547</b>	<b>48,222</b>	<b>2,577</b>	<b>323,598</b>
<b>EXPENDITURES:</b>										
Academic Salaries	75,642	-	-	75,642	-	-	-	-	-	75,642
Other Instructional, Research Salaries	14,061	-	-	14,061	-	10,774	-	10,774	-	24,835
Admin Support Salaries	70,247	3,550	2,875	76,672	-	-	-	-	-	76,672
Benefits	24,469	557	280	25,306	-	579	-	579	-	25,885
<b>SALARY AND BENEFITS</b>	<b>184,419</b>	<b>4,107</b>	<b>3,155</b>	<b>191,680</b>	<b>-</b>	<b>11,353</b>	<b>-</b>	<b>11,353</b>	<b>-</b>	<b>203,033</b>
Utilities	8,562	1,303	-	9,865	-	-	-	-	-	9,865
Non-Salary	52,147	14,751	3,341	70,240	17,099	8,223	5,674	30,997	-	101,236
Professional Expense Accounts	2,200	-	-	2,200	-	-	-	-	-	2,200
<b>OTHER EXPENDITURES</b>	<b>62,909</b>	<b>16,054</b>	<b>3,341</b>	<b>82,305</b>	<b>17,099</b>	<b>8,223</b>	<b>5,674</b>	<b>30,997</b>	<b>-</b>	<b>113,301</b>
<b>TOTAL EXPENDITURES</b>	<b>247,328</b>	<b>20,161</b>	<b>6,496</b>	<b>273,985</b>	<b>17,099</b>	<b>19,576</b>	<b>5,674</b>	<b>42,350</b>	<b>-</b>	<b>316,335</b>
<b>NET REVENUE/(EXPENSES)</b>	<b>-</b>	<b>(1,187)</b>	<b>-</b>	<b>(1,187)</b>	<b>-</b>	<b>-</b>	<b>5,873</b>	<b>5,873</b>	<b>2,577</b>	<b>7,263</b>

**Financial Statement Fund Balances**

The specific detailed Fund Balance information requested by Advanced Education will, as in the past, be provided to them in a separate briefing.

**One-Time Requests for Future Initiatives**

**Cypress Hills Field Station Revitalization (\$1.7M)**

The University of Regina is seeking to transform its nearly 50-year-old field research station in Cypress Hills Inter-Provincial Park into a world-class center of environmental research and sustainability. The U of R Field Station produces sought-after research in everything from climate change and its impact on ranchers and farmers, to the study of natural pest control offered by bats and bull snakes, to understanding how region's dense mixed forests operate as a carbon sink. This research is critical to protecting the free-range livestock grazing ecosystem, the unique species found in the wetlands and grasslands, and the agricultural lands surrounding Cypress Hills.

Our reputation for producing world-class data has enhanced industry efficiencies, supported local ranchers, and helped shape government policy, not only in Saskatchewan but around the world. The Field Station, surrounded by 260 hectares of pristine prairie grasslands, forests, and water bodies, is the most ecologically-diverse landscape anywhere in Saskatchewan. Continuing this critical research supports the Growth Plan to deliver on

Saskatchewan's climate change strategy, *Prairie Resilience*. It also advances knowledge of the ecological impacts on agriculture and livestock in the southwest corner of the province.

Over the years, the Field Station has begun to show signs of age, resulting in health and safety risks. The ground is shifting under the 1970s-era ATCO trailers, and the casing for the water well has collapsed. The furnace needs replacing, and the electrical system is undersized. There is no reliable communications system – necessary for potential emergencies.

In 2019, a proposal to design a new Field Station was conducted by architectural engineering consultants. The plan envisions removing the current antiquated ATCO trailers, replacing them with compact modular units that meet all of the latest building code standards. The proposal includes shoring up the unstable ground around the site with cement piles and steel beams to mitigate ground shifting and provide more security and stability for the new modular units. The current site will also be remediated, including improvements to the collapsed well casing. The new and improved Field Station will be twice the current size, including new lab space for researchers.

The estimated cost of revitalizing the Field Station is \$1.7 million, which will produce economic activity in the region, further advancing scientific findings of use to researchers and decision-makers alike.

### **Student Wellness Centre (\$2M)**

The University of Regina is establishing a 722 square meter Student Wellness Centre in the lower floor of our residence which will serve the health and wellness needs of the student population at the University with the potential to expand services to staff and faculty. International students and students from outside the Regina area form a significant proportion of the University student population. Locating from home communities often results in limited access to non-emergent health care as it can be very difficult to find a health care practitioner in Regina.

The University of Regina (led by the Faculty of Nursing) offers Interim Health Services to International students and their families, living in U of R residences, as of June, 2020. A Nurse Practitioner, located in temporary clinic space, provides services three half days a week, including COVID-19 testing and health supports. Health services are also being offered to any quarantining international students and their families (this is a provincial support program with services being provided to any Post-Secondary Institution in the Regina area). Phase one of the Student Wellness Centre is scheduled to open in Jan, 2021 once renovations are complete. The Student Wellness Centre will expand services to all students at the U of R: health promotion using a peer-to-peer support model; an interdisciplinary approach to student mental health and well-being including collaboration with the U of R mental wellness hub; and primary health services provided by nurse practitioners for expanded times during the week. There is a commitment to explore a partnership with the College of Medicine and their medical students in Regina in the provision of further interdisciplinary health services.

Phase Two of the Student Wellness Centre will facilitate an increase in services, including an increased emphasis on Indigenous Health and wellness activities including a room specifically designed to house these activities, thereby creating a safe and respectful space for Indigenous students. The University is also exploring a partnership with the Regina Community Clinic (RCC) to increase available services, create access to expertise in International Health care, and collaboration for research opportunities which would ultimately influence the health of students and others.