



University
of Regina

The University of Regina's
Operations Forecast
2022-2023

Approved by the Board of Governors,
July 27, 2021

Overview

The University signed a Memorandum of Understanding with Advanced Education that will provide multi-year, stable grant funding for the University. This multi-year MOU lays out the University's Operating Grant for the years 2021-22 through to 2024-25. Although the MOU provides no increases to the Operating Grant over the four years, it provides one-time funds of \$5.5 million in 2021-22 and \$5.5 million in 2022-23 to help the University recover from the pandemic and fund initiatives that will generate base revenue streams or cost savings. The University has agreed to report on the initiatives semi-annually at the end of June and January and has also agreed that increases to domestic tuition will not exceed 4% per year over the term of the MOU.

With our Operating Grant already approved for the next three years, Advanced Education indicated that they do not require a separate budget request/operations forecast process this year. Instead, the reporting outlined in the budget letter is intended to capture all of the information that they need. This includes the following from Appendix 3 in the U of R budget letter.

- Your institution's plan to address long-term financial sustainability over the four-year period.
- Projected Revenues and Expenditures using your Statement of Operations categories for years 2020-21 to 2024-25.

This reporting will fulfill the requirement in the U of R Act 68(3) that states, "The board shall submit to the minister, on or before November 15 in each year, an estimate of all expenditures the board intends to make during the next fiscal year, setting out the details of expenditures in any form that the minister may prescribe."

The Operations Forecast outlines the current year's budget along with projections for the following three years in the format requested by Advanced Education. Table I provides the Board approved budgeted revenues and expenditures of all the funds for the University for 2021-22. Table II provides projected revenues and expenditures for 2022-23 while tables III and IV provides projected revenues and expenditures for 2023-24 and 2024-25 respectively.

2021-22 Approved Budget (Table I)

The Board approved budget for the current 2021-22 fiscal year shows an Operating Fund deficit of \$3.556 million. The pandemic continues to impact the University in 2021-22 with remote teaching in the Spring/Summer semester with limited face to face teaching in the Fall semester and the hopes of normal delivery in the Winter semester. International enrolments are anticipated to decline as international students are still challenged to get their visas and travel to Canada. With the reduced activity on campus, the Ancillary Fund is also anticipated to be impacted negatively as revenues from Parking, Residences and Food Services are challenged.

Despite the challenges created by the pandemic, the University continues to be better off financially than many universities across the country. The University taxed the individual Faculty/Unit carryforwards from the 2020-21 fiscal year to cover the budgeted 2021-22 deficit and also set aside funds at the end of 2020-21 to help offset the increased deficit in the Ancillary Fund. The deficit in the Capital Asset Fund is simply caused by a difference in the timing of when capital projects are funded vs when expenditures happen. There are no unfunded capital projects currently underway.

Table I

UNIVERSITY OF REGINA 2021-22 APPROVED BUDGET (\$000's)											
	GENERAL FUND				RESTRICTED FUND				ENDOWMENT FUND	TOTAL ALL FUNDS	
	OPERATING FUND	VACATION PAY ACCRUAL FUND	ANCILLARY FUND	SPECIAL PROJECTS FUND	TOTAL GENERAL FUND	CAPITAL ASSET FUND	RESEARCH FUND	TRUST FUND			TOTAL RESTRICTED FUND
REVENUES:											
Provincial Grants	110,996	-	-	779	111,775	6,521	2,974	-	9,495	-	121,270
Federal Grants	2,621	-	-	921	3,542	-	13,327	-	13,327	-	16,869
GOVERNMENT GRANTS	113,617	-	-	1,700	115,317	6,521	16,301	-	22,822	-	138,139
Tuition Fees	97,975	-	-	-	97,975	-	-	-	-	-	97,975
Non-Credit Fees	1,656	-	-	-	1,656	-	-	-	-	-	1,656
Other Fees	3,576	-	-	276	3,852	-	-	-	-	-	3,852
STUDENT FEES	103,207	-	-	276	103,483	-	-	-	-	-	103,483
Other Income	713	-	6,223	4,735	11,671	302	5,009	9,510	14,821	2,846	29,338
Transfers	2,755	-	-	-	2,755	10,169	-	3,433	13,602	-	16,357
Recoveries	16,974	-	-	-	16,974	700	-	-	700	-	17,674
OTHER INCOME	20,442	-	6,223	4,735	31,400	11,171	5,009	12,943	29,123	2,846	63,369
TOTAL REVENUE	237,266	-	6,223	6,711	250,200	17,692	21,310	12,943	51,946	2,846	304,991
EXPENDITURES:											
Academic Salaries	68,505	-	-	-	68,505	-	-	-	-	-	68,505
Other Instructional, Research Salaries	16,041	-	-	-	16,041	-	11,728	-	11,728	-	27,769
Admin Support Salaries	67,782	-	2,822	2,970	73,574	-	-	-	-	-	73,574
Change in Vacation Accruals	-	-	-	-	-	-	-	-	-	-	-
Benefits	27,924	-	492	289	28,705	-	630	-	630	-	29,335
SALARY AND BENEFITS	180,252	-	3,314	3,259	186,825	-	12,358	-	12,358	-	199,183
Utilities	7,053	-	1,296	-	8,349	-	-	-	-	-	8,349
Non-Salary	51,362	-	12,496	3,452	67,310	23,103	8,952	5,187	37,242	-	104,552
Professional Expense Accounts	2,155	-	-	-	2,155	-	-	-	-	-	2,155
OTHER EXPENDITURES	60,570	-	13,792	3,452	77,814	23,103	8,952	5,187	37,242	-	115,056
TOTAL EXPENDITURES	240,822	-	17,106	6,711	264,639	23,103	21,310	5,187	49,600	-	314,239
NET REVENUE/(EXPENSES)	(3,556)	-	(10,883)	-	(14,439)	(5,411)	-	7,756	2,345	2,846	(9,248)

2022-23 Revenue and Expenditure Projection (Table II)

Table II below shows estimated revenues and expenditures for the 2022-23 year based on the following conditions and assumptions:

Operating Fund:

- Provincial funding is anticipated to remain unchanged. This includes directed funding, which consists of Saskatchewan Innovation and Opportunity Scholarship funding and federal-provincial funding for French language. If any directed funding changes, there would be offsetting changes in the relevant expenditure lines.
- The federal government's research support grant is anticipated to increase by 2%.
- Tuition fees for graduate and undergraduate students are projected to increase by 3.5% while domestic enrolments are projected to increase by 1%. International enrolments are projected to increase by 9.5% bringing international student numbers back to 2020-21 levels. There is hope that there may be a double cohort of international students coming to Canada as a result of pent-up demand.
- Non-credit fees include English as a Second Language, Conservatory, Business and Profession Development and Lifelong Learning. They are projected to return to pre-pandemic levels with fees increasing by 2%.
- Other Fees includes Co-op, Late Fees, Academic Technology Fee and Application Fees. They are anticipated to increase as tuition and enrolments increase.
- Other income includes interest and miscellaneous income which are projected to remain unchanged.
- Transfers are expected to increase marginally from increases to the administration fee assessed to the Ancillaries and increases to the infrastructure recoveries from Luther and Campion colleges.
- Increases to cost recovery revenue comes from increasing recoveries for utilities supplied to other organizations as well as increases to the Recreation and Athletic Fee.

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- Recognizing the impact of the pandemic on the University, no cost of living (COLA) increases have been included in the 2021-22 budget. Anticipated COLA increases have been included 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. Salary cost increases in the Centre for Continuing Education as well as CPP rate increases are also included.
- Utility cost increases are estimated based upon a multiyear projection prepared by Facilities Management and result in a 7% increase in 2022-23. This also includes the costs of the carbon tax.
- Non-salary cost increases include a 1% increases in expenditures for scholarships and library acquisitions as well as \$500K for unavoidable cost increases for items such as insurance, legal fees, space rental, computer maintenance contracts, etc. and \$500K reinvestment in growth areas on campus.

Ancillary Fund:

- With the return to normal teaching in the Winter semester of 2022, a return to more normal Ancillary operations is anticipated in the 2022-23 fiscal year.
- The projection assumes residence occupancy levels of 15% for the Spring/Summer semester and 60% for the Fall and Winter semesters. Pre-pandemic activity levels in Parking and Food Services are also assumed.

Table II

UNIVERSITY OF REGINA 2022-23 REVENUE AND EXPENDITURE PROJECTION (\$000's)											
	GENERAL FUND					RESTRICTED FUND				ENDOWMENT FUND	TOTAL ALL FUNDS
	OPERATING FUND	VACATION PAY ACCRUAL FUND	ANCILLARY FUND	SPECIAL PROJECTS FUND	TOTAL GENERAL FUND	CAPITAL ASSET FUND	RESEARCH FUND	TRUST FUND	TOTAL RESTRICTED FUND		
REVENUES:											
Provincial Grants	110,996	-	-	794	111,790	6,521	3,033	-	9,554	-	121,345
Federal Grants	2,673	-	-	940	3,613	-	13,594	-	13,594	-	17,206
GOVERNMENT GRANTS	113,669	-	-	1,734	115,403	6,521	16,627	-	23,148	-	138,551
Tuition Fees	105,698	-	-	-	105,698	-	-	-	-	-	105,698
Non-Credit Fees	4,560	-	-	-	4,560	-	-	-	-	-	4,560
Other Fees	3,684	-	-	282	3,966	-	-	-	-	-	3,966
STUDENT FEES	113,942	-	-	282	114,224	-	-	-	-	-	114,224
Other Income	713	-	14,039	4,830	19,582	308	5,109	9,700	15,117	2,903	37,602
Transfers	2,791	-	-	-	2,791	10,169	-	3,433	13,602	-	16,393
Recoveries	17,360	-	-	-	17,360	714	-	-	714	-	18,074
OTHER INCOME	20,864	-	14,039	4,830	39,733	11,191	5,109	13,133	29,433	2,903	72,069
TOTAL REVENUE	248,475	-	14,039	6,845	269,359	17,712	21,736	13,133	52,581	2,903	324,844
EXPENDITURES:											
Academic Salaries	70,567	-	-	-	70,567	-	-	-	-	-	70,567
Other Instructional, Research Salaries	16,524	-	-	-	16,524	-	11,963	-	11,963	-	28,487
Admin Support Salaries	69,822	-	3,005	3,029	75,856	-	-	-	-	-	75,856
Change in Vacation Accruals	-	-	-	-	-	-	-	-	-	-	-
Benefits	28,765	-	503	295	29,563	-	643	-	643	-	30,205
SALARY AND BENEFITS	185,678	-	3,508	3,324	192,510	-	12,605	-	12,605	-	205,115
Utilities	7,551	-	1,329	-	8,880	-	-	-	-	-	8,880
Non-Salary	53,091	-	12,463	3,521	69,075	17,712	9,131	5,291	32,134	-	101,209
Professional Expense Accounts	2,155	-	-	-	2,155	-	-	-	-	-	2,155
OTHER EXPENDITURES	62,797	-	13,792	3,521	80,110	17,712	9,131	5,291	32,134	-	112,244
TOTAL EXPENDITURES	248,475	-	17,300	6,845	272,620	17,712	21,736	5,291	44,739	-	317,359
NET REVENUE/(EXPENSES)	-	-	(3,261)	-	(3,261)	-	-	7,842	7,842	2,903	7,484

2023-24 Revenue and Expenditure Projection (Table III)

Table III below shows estimated revenues and expenditures for the 2023-24 year based on the following conditions and assumptions:

Operating Fund:

- Provincial funding is anticipated to remain unchanged. This includes directed funding, which consists of Saskatchewan Innovation and Opportunity Scholarship funding and federal-provincial funding for French language. If any directed funding changes, there would be offsetting changes in the relevant expenditure lines.
- The federal government's research support grant is anticipated to increase by 2%.
- Tuition fees for graduate and undergraduate students are projected to increase by 3.5% while domestic enrolments are projected to increase by 1%. International enrolments are projected to increase by 7.2% bringing international student numbers to 5% above pre-pandemic levels.
- Non-credit fees include English as a Second Language, Conservatory, Business and Profession Development and Lifelong Learning. Fees are projected to increase by 2%.
- Other Fees includes Co-op, Late Fees, Academic Technology Fee and Application Fees. They are anticipated to increase as tuition and enrolments increase.
- Other income includes interest and miscellaneous income which are projected to remain unchanged.
- Transfers are expected to increase marginally from increases to the administration fee assessed to the Ancillaries and increases to the infrastructure recoveries from Luther and Champion colleges.
- Increases to cost recovery revenue comes from increasing recoveries for utilities supplied to other organizations as well as increases to the Recreation and Athletic Fee.
- Anticipated COLA increases have been included in 2023-24. 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. Salary cost increases in the Centre for Continuing Education as well as CPP rate increases are also included.
- Utility costs are estimated based upon a multiyear projection prepared by Facilities Management and result in a 0.6% decrease in 2023-24. This also includes the costs of the carbon tax.
- Non-salary cost increases include a 1% increases in expenditures for scholarships and library acquisitions as well as \$500K for unavoidable cost increases for items such as insurance, legal fees, space rental, computer maintenance contracts, etc. and \$500K reinvestment in growth areas on campus.

Ancillary Fund:

- Ancillary operations are anticipated to grow in the 2023-24 fiscal year.
- The projection assumes residence occupancy levels of 16% for the Spring/Summer semester and 74% for the Fall and Winter semesters. Parking and Food Services are also assumed to contribute to the bottom line of the Ancillaries.

Table III

UNIVERSITY OF REGINA 2023-24 REVENUE AND EXPENDITURE PROJECTION (\$000's)											
	GENERAL FUND				RESTRICTED FUND				ENDOWMENT FUND	TOTAL ALL FUNDS	
	OPERATING FUND	VACATION PAY ACCRUAL FUND	ANCILLARY FUND	SPECIAL PROJECTS FUND	TOTAL GENERAL FUND	CAPITAL ASSET FUND	RESEARCH FUND	TRUST FUND			TOTAL RESTRICTED FUND
REVENUES:											
Provincial Grants	110,996	-	-	810	111,806	6,521	3,094	-	9,615	-	121,421
Federal Grants	2,727	-	-	959	3,686	-	13,865	-	13,865	-	17,551
GOVERNMENT GRANTS	113,723	-	-	1,769	115,492	6,521	16,960	-	23,481	-	138,972
Tuition Fees	113,055	-	-	-	113,055	-	-	-	-	-	113,055
Non-Credit Fees	4,651	-	-	-	4,651	-	-	-	-	-	4,651
Other Fees	3,798	-	-	287	4,085	-	-	-	-	-	4,085
STUDENT FEES	121,504	-	-	287	121,791	-	-	-	-	-	121,791
Other Income	713	-	15,427	4,926	21,066	314	5,211	9,894	15,420	2,961	39,447
Transfers	2,828	-	-	-	2,828	10,169	-	3,433	13,602	-	16,430
Recoveries	17,452	-	-	-	17,452	728	-	-	728	-	18,180
OTHER INCOME	20,993	-	15,427	4,926	41,346	11,211	5,211	13,327	29,750	2,961	74,057
TOTAL REVENUE	256,220	-	15,427	6,982	278,629	17,732	22,171	13,327	53,231	2,961	334,821
EXPENDITURES:											
Academic Salaries	72,876	-	-	-	72,876	-	-	-	-	-	72,876
Other Instructional, Research Salaries	17,065	-	-	-	17,065	-	12,202	-	12,202	-	29,267
Admin Support Salaries	72,107	-	3,105	3,090	78,302	-	-	-	-	-	78,302
Change in Vacation Accruals	-	-	-	-	-	-	-	-	-	-	-
Benefits	29,706	-	519	301	30,526	-	655	-	655	-	31,181
SALARY AND BENEFITS	191,754	-	3,624	3,391	198,769	-	12,857	-	12,857	-	211,626
Utilities	7,506	-	1,368	-	8,874	-	-	-	-	-	8,874
Non-Salary	54,805	-	12,586	3,591	70,982	17,732	9,314	5,397	32,443	-	103,425
Professional Expense Accounts	2,155	-	-	-	2,155	-	-	-	-	-	2,155
OTHER EXPENDITURES	64,466	-	13,954	3,591	82,011	17,732	9,314	5,397	32,443	-	114,454
TOTAL EXPENDITURES	256,220	-	17,578	6,982	280,780	17,732	22,171	5,397	45,300	-	326,080
NET REVENUE/(EXPENSES)	-	-	(2,151)	-	(2,151)	-	-	7,931	7,931	2,961	8,741

2024-25 Revenue and Expenditure Projection (Table IV)

Table IV below shows estimated revenues and expenditures for the 2024-25 year based on the following conditions and assumptions:

Operating Fund:

- Provincial funding is anticipated to remain unchanged. This includes directed funding, which consists of Saskatchewan Innovation and Opportunity Scholarship funding and federal-provincial funding for French language. If any directed funding changes, there would be offsetting changes in the relevant expenditure lines.
- The federal government’s research support grant is anticipated to increase by 2%.
- Tuition fees for graduate and undergraduate students are projected to increase by 3.5% while domestic enrolments are projected to increase by 1%. International enrolments are projected to increase by 5.5%.
- Non-credit fees include English as a Second Language, Conservatory, Business and Profession Development and Lifelong Learning. Fees are projected to increase by 2%.
- Other Fees includes Co-op, Late Fees, Academic Technology Fee and Application Fees. They are anticipated to increase as tuition and enrolments increase.
- Other income includes interest and miscellaneous income which are projected to remain unchanged.
- Transfers are expected to increase marginally from increases to the administration fee assessed to the Ancillaries and increases to the infrastructure recoveries from Luther and Campion colleges.
- Increases to cost recovery revenue comes from increasing recoveries for utilities supplied to other organizations as well as increases to the Recreation and Athletic Fee.
- Anticipated COLA increases have been included in 2024-25. 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. Salary cost increases in the Centre for Continuing Education as well as CPP rate increases are also included.

- Utility costs are estimated based upon a multiyear projection prepared by Facilities Management and result in a 1.7% increase in 2024-25. This also includes the costs of the carbon tax.
- Non-salary cost increases include a 1% increases in expenditures for scholarships and library acquisitions as well as \$500K for unavoidable cost increases for items such as insurance, legal fees, space rental, computer maintenance contracts, etc. and \$500K reinvestment in growth areas on campus.

Ancillary Fund:

- Ancillary operations are anticipated to grow in the 2024-25 fiscal year.
- The projection assumes residence occupancy levels of 17% for the Spring/Summer semester and 84% for the Fall and Winter semesters. Parking and Food Services are also assumed to contribute to the bottom line of the Ancillaries.

Table IV

UNIVERSITY OF REGINA 2024-25 REVENUE AND EXPENDITURE PROJECTION (\$000's)											
	GENERAL FUND					RESTRICTED FUND			ENDOWMENT FUND	TOTAL ALL FUNDS	
	OPERATING FUND	VACATION PAY ACCRUAL FUND	ANCILLARY FUND	SPECIAL PROJ ECTS FUND	TOTAL GENERAL FUND	CAPITAL AS SET FUND	RE SEARCH FUND	TRUST FUND			TOTAL RE STRICTED FUND
REVENUES:											
Provincial Grants	110,996	-	-	826	111,822	6,521	3,156	-	9,677	-	121,499
Federal Grants	2,781	-	-	978	3,759	-	14,143	-	14,143	-	17,901
GOVERNMENT GRANTS	113,777	-	-	1,804	115,581	6,521	17,299	-	23,820	-	139,401
Tuition Fees	120,231	-	-	-	120,231	-	-	-	-	-	120,231
Non-Credit Fees	4,744	-	-	-	4,744	-	-	-	-	-	4,744
Other Fees	3,917	-	-	293	4,210	-	-	-	-	-	4,210
STUDENT FEES	128,892	-	-	293	129,185	-	-	-	-	-	129,185
Other Income	713	-	16,703	5,025	22,441	320	5,316	10,092	15,728	3,020	41,189
Transfers	2,865	-	-	-	2,865	10,169	-	3,433	13,602	-	16,467
Recoveries	17,709	-	-	-	17,709	743	-	-	743	-	18,452
OTHER INCOME	21,287	-	16,703	5,025	43,015	11,232	5,316	13,525	30,073	3,020	76,108
TOTAL REVENUE	263,956	-	16,703	7,122	287,781	17,753	22,614	13,525	53,893	3,020	344,694
EXPENDITURE S:											
Academic Salaries	75,116	-	-	-	75,116	-	-	-	-	-	75,116
Other Instructional, Research Salaries	17,589	-	-	-	17,589	-	12,446	-	12,446	-	30,035
Admin Support Salaries	74,323	-	3,209	3,152	80,684	-	-	-	-	-	80,684
Change in Vacation Accruals	-	-	-	-	-	-	-	-	-	-	-
Benefits	30,620	-	536	307	31,463	-	669	-	669	-	32,131
SALARY AND BENEFITS	197,648	-	3,745	3,458	204,851	-	13,114	-	13,114	-	217,966
Utilities	7,632	-	1,408	-	9,040	-	-	-	-	-	9,040
Non-Salary	56,521	-	12,716	3,663	72,900	17,753	9,500	5,504	32,758	-	105,658
Professional Expense Accounts	2,155	-	-	-	2,155	-	-	-	-	-	2,155
OTHER EXPENDITURE S	66,308	-	14,124	3,663	84,095	17,753	9,500	5,504	32,758	-	116,853
TOTAL EXPENDITURE S	263,956	-	17,869	7,122	288,947	17,753	22,614	5,504	45,872	-	334,819
NET REVENUE/(EXPENSE S)	-	-	(1,166)	-	(1,166)	-	-	8,021	8,021	3,020	9,875