

2018-19 BUDGET

FORUM 1

24 JANUARY 2018



University
of Regina

PLEASE NOTE

This presentation and the discussion that follows are being recorded this morning and will be available for viewing at:

www.uregina.ca/orp/budget/2018-19-budget.html

Your presence **indicates your consent** to have your speech and image recorded and made available publicly on the University's website.

OUTLINE

- 2018-19 University Budget Process
- Update on enrolments and credit hours
- Budget requests: examples
- Budget challenge for 2018-19: overview
- Update on research initiatives
- Major capital projects and sustainability: energy savings
- Bond issue
- Research Park negotiations
- Update on Congress 2018
- Upcoming budget fora

BUDGET: CALL FOR SUBMISSIONS (1)

- Sent to Deans, Directors, and AVPs in November; available [here](#)
- Challenges: insufficient **government funding (operating and capital)**; yearly growth in **salary/benefit costs**; limiting **tuition/fee increases**; supporting **grad students** better; supporting units in which **enrolments have grown**; responding to increased **student service and research support needs**; externally imposed cost increases such as **PST, CPP, and library acquisitions**.
- Deans, Directors, and AVPs asked to outline:
 - Opportunities for **further economies** in 2018-19 and beyond
 - Opportunities for additional **revenue generation**
 - **High priority** initiatives or needs

BUDGET: CALL FOR SUBMISSIONS (2)

- No percentage reduction scenarios requested
- President Timmons has identified growth in the tenure-track faculty complement as a priority
- If resources permit, up to 5 new tenure-track faculty positions may be created in each of 2018-19 (target start date July 2019) and 2019-2020 (target start date July 2020)
- Depending on discipline, each new position will require \$100,000 to \$125,000 in new permanent revenue, above and beyond existing commitments and inflationary costs

BUDGET DEVELOPMENT PROCESS

Decision criteria unchanged

- Alignment with Strategic Plan and promotion of long-term institutional sustainability and improvement
- Recruitment and retention of students in existing and planned new programs; appropriateness of structures and staffing
- Emphasis on units in which productivity in research, scholarship, and artistic work is high, and where this productivity is engaging and retaining students
- Emphasis on recruitment and retention of highly-qualified Indigenous faculty and staff

BUDGET DEVELOPMENT: KEY DATES

19 January	Deans' Council discusses academic budget submissions
24 January	Budget Forum 1
26/29 January	Budget presentations to budget team and CCB
February/March	Budget team and CCB review requests
15/16 March	Budget update for Board of Governors
28 March (tbc)	Provincial budget announcement: amount of government funding to University confirmed
Early April	Budget Forum 2
April	Budget team and CCB – further discussions as needed
3/4 May	Board of Governors discusses 2018-19 budget
Week of 7 May	Budget letter finalized and circulated
11 May	Budget Forum 3

ENROLMENTS AND CREDIT HOURS: UPDATE

1%	Budgeted overall enrolment increase for 2017-18
2%	Actual UG enrolment increase in Fall (total credit hours up 3.2%)
.7%	Actual GR enrolment increase
3%	Increase in Winter 2018 enrolments YOY (first day of classes)
5%	Overall visa student increase YOY (3% UG, 10% GR)
14.2%	Visa students as % of total headcount enrolment
3x	Undergraduate visa student tuition multiplier
\$24.8M	Undergraduate visa student tuition 2017-18

BUDGET REQUESTS: EXAMPLES

25	Number of budget submissions from University operating units
35	Approximate number of new positions sought
\$3.15M	Approximate cost of new positions at average \$90K sal/bens
\$1.7M	IS - Software licensing and hardware support contracts
\$900K	LIB - Electronic records management system
\$480K	ER - Marketing and community engagement support
\$385K	FGSR - Graduate scholarships
\$300K	ER - University website renewal (annual x 3)
\$300K	KHS - Varsity athletics
\$300K	Research - CFI contingency
\$4.8M	Approximate total of non-position requests

BUDGET CHALLENGE: OVERVIEW

\$1.6M	Tuition adjustment to actual for 2017-18
\$750K	Estimated tuition revenue lift with a 1% growth in enrolments
\$1.54M	Estimated tuition revenue lift with 2% UG tuition increase
\$240K	Estimated tuition revenue lift with 2% GR tuition increase
\$435K	Utilities savings (LB retrofit, energy efficient lighting, etc.)
+/- \$1M	Each percentage of the provincial operating grant
\$3.3M	Estimated salary and benefit increases for current complement
\$1M	Reinvestment (total proposed approximately \$8M)

RESEARCH INITIATIVES (1)

- Federal government contract (\$8.8M over 3 years) to study PTSD among RCMP trainees
- Canadian Institute for Public Safety Research & Treatment (CIPSRT) established
- BRIC (Bridging Research Interoperability Consortium) received \$2.3M funding to develop testbed. Major funding proposal (\$140M) submitted to the Federal government
- PIC (Protein Industry Cluster) – announcement in February: \$400M proposal

RESEARCH INITIATIVES (2)

- RDC (Regional Data Centre): Federal approval received; waiting for funding from the provincial government
- AVPRD (Associate Vice President (Research) & Dean of the Faculty of Graduate Studies & Research)
 - Bolster the research strategic portfolio
 - Existing position
- COHORT Program: 43 participants
- SSHRC applications are up
- NSERC applications are up
- CIHR - information pending

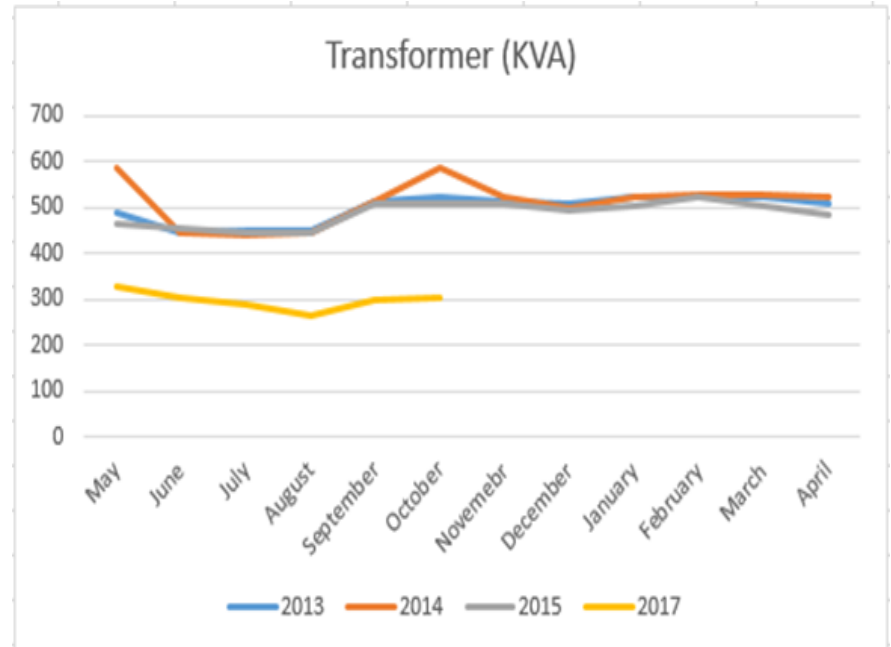
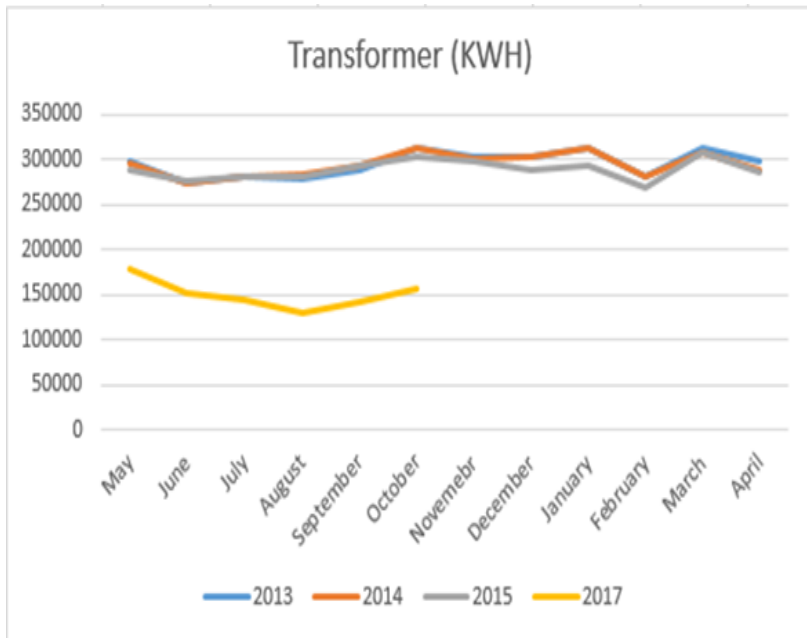
MAJOR CAPITAL PROGRAM

- **College Avenue Campus Renewal** – **\$60M** project with \$27.6M from Government of Canada Strategic Investment Fund (SIF)
- **College West Residence Renewal** – total project **\$38.3M**: \$36.8M from Ancillaries; \$1.5M in provincial funding
- **Lab Building Modernization** – **\$4.8M** SIF project with \$2.4M from Government of Canada
- **Darke Hall Exterior Envelope** – **\$3M** from donations
- **Kisik-Campion Pedestrian Corridor** – \$2M University funded
- **Energy Efficiency Lighting Upgrades** – **\$1.7M**, 36% funded by SaskPower

*Amount addressing Deferred Maintenance Backlog - **\$107.8M***

SUSTAINABILITY: ENERGY SAVINGS

Laboratory Building Retrofit



BOND ISSUE

- In December 2017, our Financial Services colleagues, with Board approval, executed the University's first bond debenture for financing capital projects
- \$79M in bonds were issued with a **40-year** maturity period
- The interest rate for this bond debenture, guaranteed for 40 years, is **3.349%**
- This is the **second-lowest interest rate ever** for a Canadian university
- Financial Services will manage cashflow and investment of these resources to generate additional income for the University

RESEARCH PARK NEGOTIATIONS

- The University and Crown Investments Corporation have now exchanged independent valuation studies
- University has analyzed factors producing valuation differences
- Board of Governors has considered financing, governance, and operating models should acquisition of Research Park be deemed appropriate
- Discussions have slowed

CONGRESS OF THE HUMANITIES AND SOCIAL SCIENCES

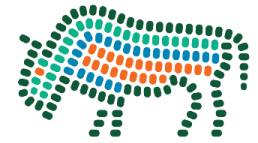
- Canada's largest academic gathering
 - Approx. 7,000 attendees
 - Boosts reputation – won bid over UBC
- Significant community and campus impact
 - 500 volunteers on campus
 - Federation creates 120 local jobs
- Estimated \$8M in economic activity*

**(Economic Development Regina Report, 2016)*



CONGRESS OF THE HUMANITIES AND SOCIAL SCIENCES

- Congress budget – approx. \$1 million
 - \$300K to support graduate students
 - Includes planning, promotion, events
- Investments into campus upgrades
 - E.g.: smart classrooms = upgraded teaching space



congress 2018

OF THE HUMANITIES AND SOCIAL SCIENCES

Gathering diversities

congrès 2018

DES SCIENCES HUMAINES

Diversités convergentes



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UPCOMING BUDGET FORA

- Early April: implications of provincial budget for University operations; key budget challenges; advice to date from CCB; other updates
- 11 May: University budget as approved by the Board; review of budget letter; other updates

THANK YOU FOR COMING!

Feedback is welcome at:

budget@uregina.ca