

# 2019-2020 BUDGET FORUM I

Main budget parameters

Tuition

Requests from Faculties and operating units

**29 JANUARY 2019**



University  
of Regina

# PLEASE NOTE

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

<https://www.uregina.ca/orp/budget/2019-20-budget.html>

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

# OUTLINE

- 14 November call for submissions; major budget challenges
- Major operating budget parameters
- Enrolments and credit hours
- Revenue percentage breakdown 2011-2019
- Cumulative percentage increase 2011-2019
- The shifting student demographic
- Undergraduate tuition
- Summary of budget requests from Faculties and operating units
- Process and schedule
- Future budget fora

# CALL FOR BUDGET SUBMISSIONS

- Sent to budget managers and CCB on 14 November; available at <https://www.uregina.ca/orp/assets/budget/2019-20-budget-docs/budget-submissions-2019-20.pdf>
- Central challenges:
  - Mitigating tuition and fee increases while paying for annual increases in salaries and benefits (75% of the budget)
  - Increasing base funding to areas with growing enrolments
  - Increasing support for teaching and learning
  - Increasing base funding to support units experiencing increased activity and regulatory/reporting requirements
  - Responding to student service and research support needs
  - Increasing support for graduate students
  - Dealing with externally-imposed cost increases, e.g., CPP, insurance, carbon tax, fire code changes

# MAJOR OPERATING BUDGET PARAMETERS (1)

ESTIMATED REVENUE ADJUSTMENTS (UPDATED AS OF 28 JANUARY 2019)		
Estimated \$	Budget element	Notes
\$0	0% operating grant increase	The current provincial fiscal picture suggests it is prudent to plan for no increase to the operating grant.
+ \$1,000,000	Funding formula shift	In recent years, our enrolments have grown more quickly than those of the University of Saskatchewan, leading to a shift in operating monies allocated to us by the Saskatchewan University Funding Mechanism. The \$1M estimate for 2019-20 reflects the average over the last three fiscal years.
+ \$2,200,000	Tuition adjustment to actual	This increase reflects the fact that enrolments (and credit hours) grew last year by more than the budgeted 1%. The increase in tuition/fee revenue this generated is now applied to the base for 2019-20.
+ \$875,000	1% enrolment increase	1% increase in headcount enrolment is anticipated. Actual tuition/fee revenue increase depends on several factors, including domestic/visa student ratio, undergraduate/graduate student ratio, full/part-time student ratio, and actual number of credit hours in which students register.
???	Tuition	The 2018-19 Comprehensive Budget Plan shows budgeted tuition and fee revenue of <b>\$89.6M</b> for the present year. Depending on the factors noted immediately above, each 1% increase in tuition and fees would yield approximately an additional <b>\$1M</b> in operating revenue for 2019-20.

# MAJOR OPERATING BUDGET PARAMETERS (2)

ESTIMATED EXPENDITURE ADJUSTMENTS (UPDATED AS OF 28 JANUARY 2019)		
Estimated \$	Budget element	Notes
- \$4,300,000	Salary and benefit increases	<p>The budgeted amount for salaries and benefits in the 2018-19 fiscal year is \$165,615,000. This estimate is based on known and anticipated increases in the cost of salaries and benefits for the <u>existing</u> faculty and staff complement in the next fiscal year. It includes no new positions.</p> <p>The estimate includes career growth increments (CGIs) and progression through the ranks, merit increases, and increases in the cost of employee benefits such as health coverage, employee assistance plans, and more.</p>
- \$900,000	Inflationary operating costs	<p>This includes estimates of cost increases for utilities, licenses, and other basic operating expenditures. Among notable elements are the new carbon tax (<b>\$381K</b>), space rentals (<b>\$318K</b>), insurance premium increases (<b>\$140K</b>), and maintenance contracts (<b>\$60K</b>).</p>
-\$4,613,000	New base-funded permanent faculty, teaching support, research support, and administrative positions	<p>60.35 new base-funded faculty, APT, CUPE, and out-of-scope positions requested by Faculties and operating units. Overview to follow later in the presentation.</p>

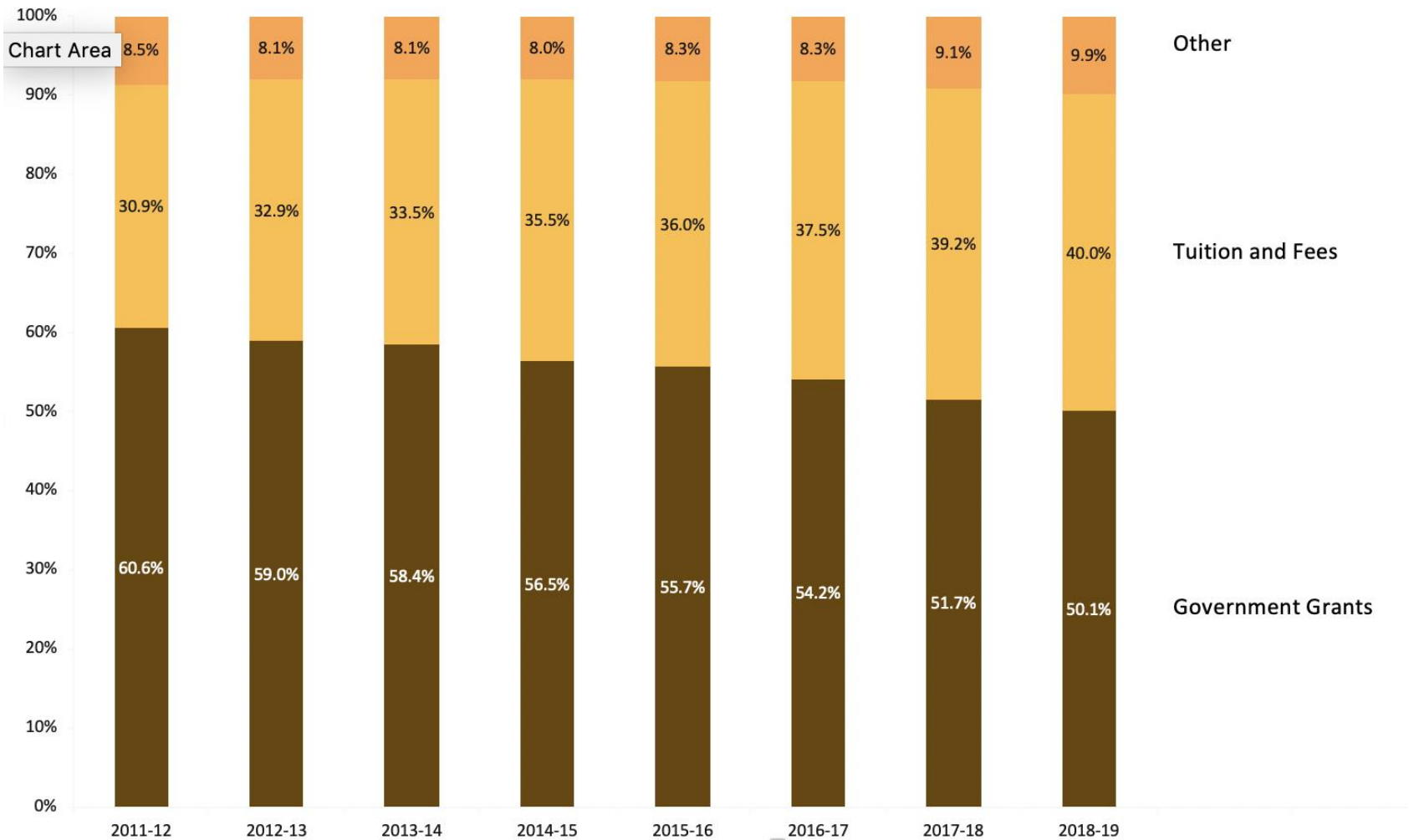
# ENROLMENTS & CREDIT HOURS

201730 & 201830 : final day of classes in Fall term

Faculty/College	Student Activity, by College & Faculty of enrolment							Teaching Activity							
	headcount of registered students					student credit hr. enrolment			avg. student credit hr. load		Credit Hours Taught, by course College & Faculty of delivery				
	201830 to date	201730 to date	change to date	% change	201830 to date		201830 to date	201730 to date	% change	201830 to date	201730 to date	201830 to date	201730 to date	change to date	% change
Arts	1,652	1,657	-5	-0.3%	74%	26%	15,422	15,140	1.9%	9.3	9.1	29,916	27,313	+2,603	+9.5%
Business Admin.	1,574	1,522	+52	+3.4%	85%	15%	16,707	15,686	6.5%	10.6	10.3	11,628	10,351	+1,277	+12.3%
Education	1,273	1,289	-16	-1.2%	92%	8%	16,236	16,507	-1.6%	12.8	12.8	12,750	13,335	-585	-4.4%
Engineering	1,094	1,303	-209	-16.0%	84%	16%	12,014	14,677	-18.1%	11.0	11.3	8,943	10,271	-1,328	-12.9%
K&HS	800	777	+23	+3.0%	92%	8%	9,024	8,733	3.3%	11.3	11.2	9,408	9,018	+390	+4.3%
La Cite	23	26	-3	-11.5%	91%	9%	271	276	-1.8%	11.8	10.6	1,372	1,302	+70	+5.4%
Media, Art, and Perf.	387	289	+98	+33.9%	78%	22%	3,731	3,007	24.1%	9.6	10.4	4,717	4,232	+485	+11.4%
Nursing	1,277	1,246	+31	+2.5%	94%	6%	16,206	16,035	1.1%	12.7	12.9	12,258	12,072	+186	+1.5%
Science	1,383	1,220	+163	+13.4%	86%	14%	14,363	12,602	14.0%	10.4	10.3	22,778	22,798	-20	-0.1%
Social Work	1,011	987	+24	+2.4%	74%	26%	9,933	9,390	5.8%	9.8	9.5	5,877	6,051	-174	-2.9%
Special	165	170	-5	-2.9%	15%	85%	870	897	-3.0%	5.3	5.3	(no teaching credits in this category)			
UEP/Student Affairs	0	0	+0	-	-	-	0	0	-	-	-	0	0	+0	-
No College Designated (teaching of CCE credits)	(no student registrations in this category)											0	0	+0	-
<b>TOTAL U of R</b>	10,639	10,486	+153	+1.5%	83%	17%	114,777	112,950	1.6%	10.8	10.8	1,155	1,020	+135	+13.2%
												121,993	118,974	+3,019	+2.5%

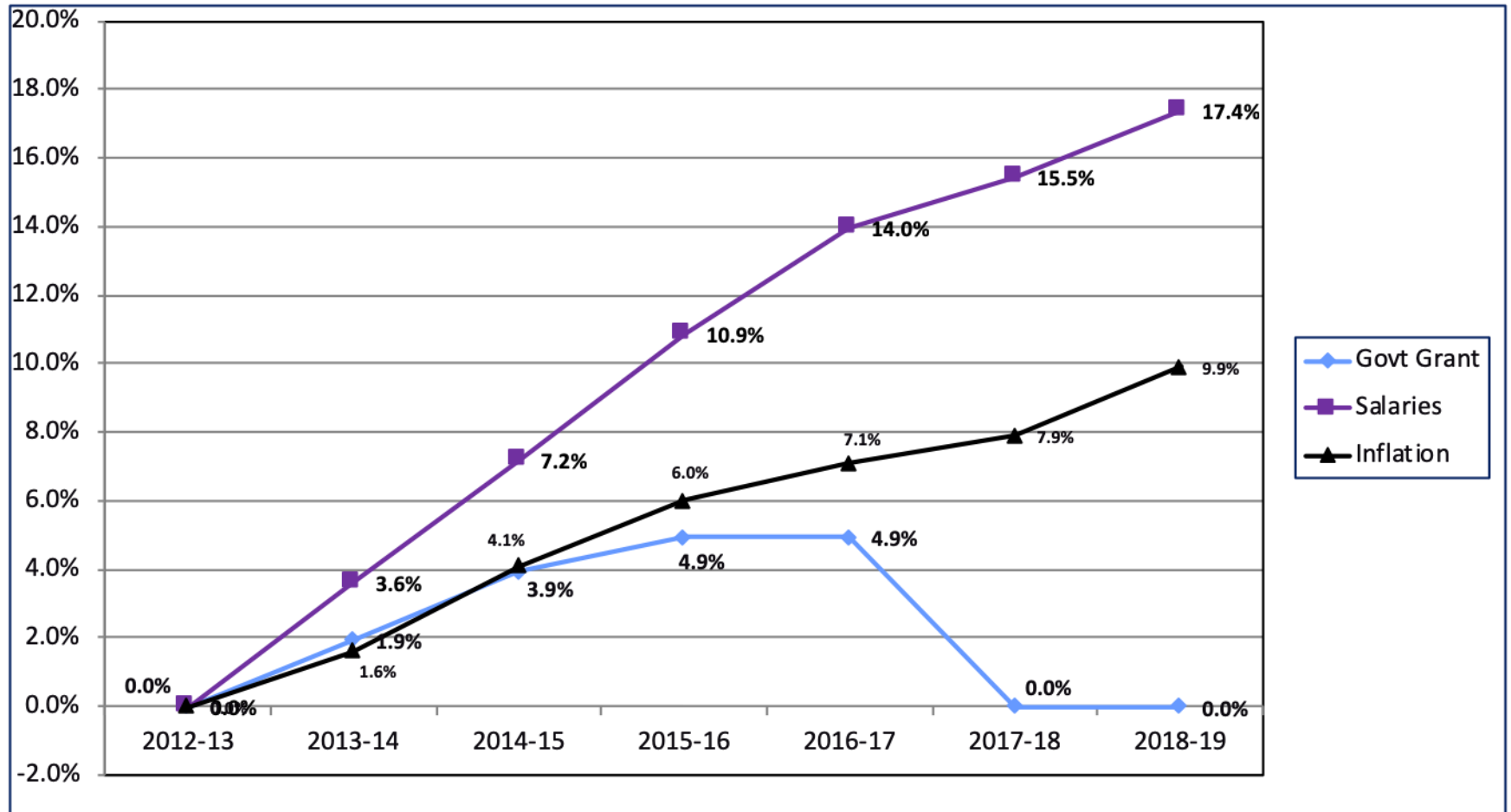


# REVENUE % BREAKDOWN 2011-2019

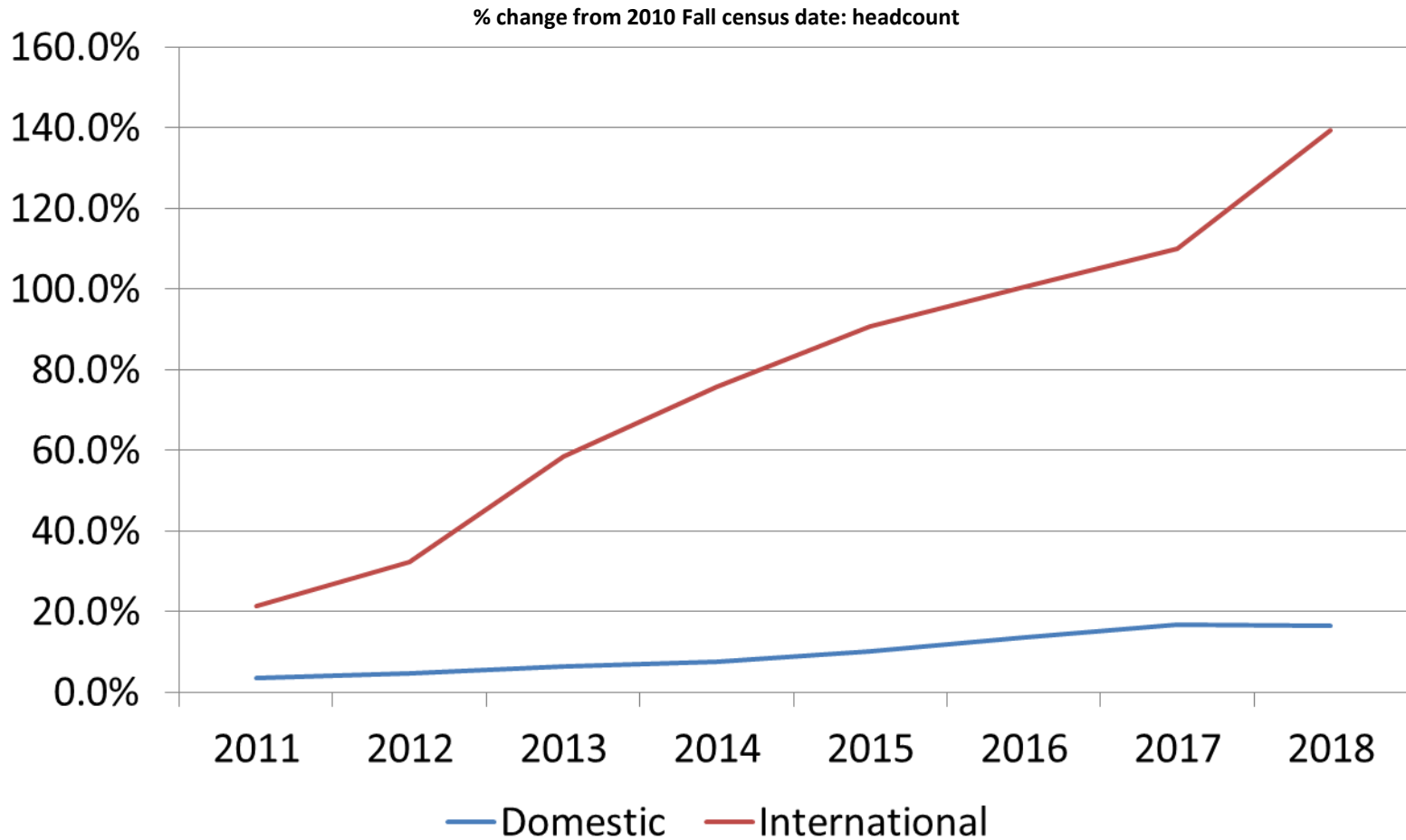




# CUMULATIVE % INCREASE 2012-2019



# THE SHIFTING STUDENT DEMOGRAPHIC



# TUITION

88% of tuition revenue comes from undergraduates; full load is 10 courses/year

Rates are as of Winter 2019 term; low figure is Arts; high figure is Business

<b>1 year of tuition for a full-load domestic undergraduate</b>	<b>\$7,120 - \$8,485</b>
<b>1 year of tuition for a full-load international undergraduate</b>	<b>\$20,185 - \$23,740</b>
<b>4 years of tuition for a full-load domestic undergraduate</b>	<b>\$28,480 - \$33,950</b>
<b>4 years of tuition for a full-load international undergraduate</b>	<b>\$80,740 - \$94,960</b>
<b>Total estimated tuition &amp; fee revenue (UG &amp; GR) for 2018-19</b>	<b>\$89,600,000</b>

*Graduate tuition to be considered in next forum*

# SUMMARY OF BUDGET REQUESTS (1)

## NEW FACULTY AND TEACHING SUPPORT POSITIONS

<b>Faculty positions</b>	<b>8.5</b>	<b>EAS (.5, LI), JSGS, KHS, MAP (2), NURS (2), SC</b>	<b>\$925,000</b>
<b>CCE designer</b>	<b>1</b>	<b>APT</b>	<b>\$101,000</b>
<b>CTL positions</b>	<b>3</b>	<b>OOS Director, APT, CUPE</b>	<b>\$275,000</b>
<b>Testing centre positions</b>	<b>6</b>	<b>APT (2), CUPE (4)</b>	<b>\$235,000</b>
<b>Advisors, admin assistants, practicum co-ordinator</b>	<b>7.35</b>	<b>FGSR, JSGS, SC, SW</b>	<b>\$519,000</b>
<b>Technicians – EAS, SC</b>	<b>2</b>	<b>CUPE</b>	<b>\$108,000</b>
<b>Athletics</b>	<b>2</b>	<b>OOS Director, CUPE</b>	<b>\$227,000</b>
<b>TOTAL</b>	<b>29.85</b>		<b>\$2,390,000</b>

# SUMMARY OF BUDGET REQUESTS (2)

## NEW ADMINISTRATIVE POSITIONS

External Relations	5	APT (5)	\$396,000
Facilities Management	4	APT (1), CUPE (3)	\$177,000
Financial Services	2	OOS Admin (1), CUPE (1)	\$127,000
Human Resources	4	OOS (4)	\$363,000
Information Services	4	APT (3), CUPE (1)	\$337,000
Library	1	APT	\$82,000
Resource Planning	1	OOS	\$73,000
Student Affairs (Transfer Credit)	3	APT (1) CUPE (2)	\$205,000
<b>TOTAL</b>	<b>24</b>		<b>\$1,760,000</b>

# SUMMARY OF BUDGET REQUESTS (3)

## NEW RESEARCH SUPPORT POSITIONS

<b>Research Partnership Facilitator</b>	<b>1</b>	<b>APT</b>	<b>\$94,000</b>
<b>Research Events Co-ordinator</b>	<b>1</b>	<b>APT</b>	<b>\$59,000</b>
<b>Research Business Analyst</b>	<b>1</b>	<b>APT</b>	<b>\$88,000</b>
<b>Grad/PDF Research Facilitator</b>	<b>1</b>	<b>APT</b>	<b>\$59,000</b>
<b>IEESC Lab Scientist</b>	<b>1</b>	<b>APT</b>	<b>\$66,000</b>
<b>Research Centres admin assistant</b>	<b>1</b>	<b>CUPE</b>	<b>\$58,000</b>
<b>SPHERU</b>	<b>.5</b>	<b>APT</b>	<b>\$39,000</b>
<b>TOTAL</b>	<b>6.5</b>		<b>\$463,000</b>

# SUMMARY OF BUDGET REQUESTS (4)

## NEW PERMANENT POSITIONS ONLY

<b>Faculty and Teaching Support</b>	<b>29.85</b>	<b>\$2,390,000</b>
<b>Administrative</b>	<b>24</b>	<b>\$1,760,000</b>
<b>Research Support</b>	<b>6.5</b>	<b>\$463,000</b>
<b>TOTAL</b>	<b>60.35</b>	<b>\$4,613,000</b>

# SUMMARY OF BUDGET REQUESTS (5)

## EXAMPLES OF OTHER NEEDS

- **External Relations:** additional support for fundraising, alumni relations
- **Facilities Management:** additional support for reopened College Avenue Campus, National Fire Code changes
- **Human Resources:** term positions in payroll, mental health
- **Information Services:** additional support for software licensing and hardware maintenance contracts
- **KHS:** additional support for delivery of required labs
- **Library:** additional support for acquisitions, copyright clearance
- **Student Affairs:** support for additional marketing and recruitment activity
- **University Secretariat:** support for growing Convocation expenses
- **UR International:** support for staffing, scholarship, and student support



# BUDGET PROCESS

## Decision criteria unchanged

- Alignment with Strategic Plan and promotion of long-term institutional sustainability and improvement
- Recruitment and enrolment of students in existing and planned new programs; research productivity; 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 of highly-qualified Indigenous faculty and staff

# BUDGET DEVELOPMENT DATES

Date	Stage	Notes
15 January	Budget submissions due	Submitted electronically to <a href="mailto:orp@uregina.ca">orp@uregina.ca</a> with a copy to VP
25 January	Deans' Council budget discussion	Review of budget submissions
28 January	Council Committee on Budget	Initial discussion of budget submissions by CCB
29 January	Budget Forum I	Review of budget submissions and major budget parameters
31 January	Budget presentations	Deans, AVPs, and directors present to budget advisors and CCB
6 - 15 February	Budget advisors' meetings	Discussion of budget submissions, enrolment projections, adjustments to tuition, etc.
25 February	Council Committee on Budget	Continuing discussion of budget submissions by CCB
4 March	Budget Forum II 1:30 – 2:30 pm	Review of budget development to date, including advice from CCB
11-12 March	Board of Governors	Executive reports to Board on operating and capital budgets to date
15 March	ORP	2019 budget graphs released
20 March	Provincial budget announcement	Budget letter received from Minister specifying 2019-20 operating grant and other adjustments to provincial funding
25 March	Council Committee on Budget	Review of implications of provincial funding announcement
April-May	ORP, FS, budget advisors	Continuing budget development
29 April	Council Committee on Budget	Final advice from CCB
6-7 May	Board of Governors	Board review and discussion of 2019-20 budget
10 May	Executive Offices, ORP	2019-20 budget letter released
13 May	Budget Forum III 1:30 – 2:30 pm	2019-20 budget letter reviewed in detail
June	Financial Services	2019-20 detailed budget book released

# FUTURE BUDGET FORA

- 4 March: Update on budget development to date, with input from Council Committee on Budget
- 13 May: Detailed review of 2019-20 Budget Letter, following approval of budget by Board of Governors

**FURTHER INPUT OR QUESTIONS?**

**THANK YOU FOR COMING!**

Feel free to send feedback to:

[budget@uregina.ca](mailto:budget@uregina.ca)