



The University of Regina's
Operations Forecast
2024-25

Approved by the Board of Governors,
July 25, 2023

Overview

The University signed a Memorandum of Understanding (MOU) 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. In 2023-24, the province added base funding for an increase in Nursing seats. This base funding is anticipated to increase for the next two years as each additional cohort of new Nursing students begin. Although the MOU provides no increases to the Operating Grant over the four years, it provided 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. In addition, it indicates increases to domestic tuition will not exceed 4% per year over the term of the MOU.

As the Operating Grant is approved for the 2024-25 year, 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 required including projected revenues and expenditures using the government’s statement of operations categories to 2026-27.

This reporting will fulfill the requirement in the U of R Act 68(3), “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 subsequent three years. Table I provides the Board approved budgeted revenues and expenditures of all funds for the University for 2023-24. Table II provides projected revenues and expenditures for 2024-25 while tables III and IV provide projected revenues and expenditures for 2025-26 and 2026-27 respectively.

2023-24 Approved Budget (Table I)

UNIVERSITY OF REGINA 2023-24 CONSOLIDATED PROJECTION REPORT (\$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	113,265	-	-	1,275	114,540	8,154	18,135	-	26,289	-	140,829
Federal Grants	2,941	-	-	171	3,112	-	2,963	-	2,963	-	6,075
GOVERNMENT GRANTS	116,206	-	-	1,446	117,652	8,154	21,098	-	29,252	-	146,904
Tuition Fees	104,818	-	-	-	104,818	-	-	-	-	-	104,818
Non-Credit Fees	3,753	-	-	-	3,753	-	-	-	-	-	3,753
Other Fees	4,744	-	-	306	5,050	-	-	-	-	-	5,050
STUDENT FEES	113,314	-	-	306	113,620	-	-	-	-	-	113,620
Other Income	713	-	16,004	4,267	20,984	625	5,967	10,425	17,017	2,838	40,839
Transfers	2,685	-	-	-	2,685	9,388	-	3,433	12,821	-	15,506
Recoveries	20,851	-	-	-	20,851	200	-	-	200	-	21,051
OTHER INCOME	24,250	-	16,004	4,267	44,521	10,213	5,967	13,858	30,038	2,838	77,397
TOTAL REVENUE	253,769	-	16,004	6,019	275,792	18,367	27,065	13,858	59,290	2,838	337,920
EXPENDITURES:											
Academic Salaries	71,039	-	-	-	71,039	-	-	-	-	-	71,039
Other Instructional, Research Salaries	16,663	-	-	-	16,663	-	14,892	-	14,892	-	31,555
Admin Support Salaries	73,646	-	2,876	2,664	79,186	-	-	-	-	-	79,186
Change in Vacation Accruals	-	-	-	-	-	-	-	-	-	-	-
Benefits	31,880	-	513	259	32,652	-	801	-	801	-	33,453
SALARY AND BENEFITS	193,228	-	3,389	2,923	199,540	-	15,693	-	15,693	-	215,233
Utilities	9,156	-	1,498	-	10,654	-	-	-	-	-	10,654
Non-Salary	51,721	-	15,815	3,096	70,632	18,105	11,372	5,636	35,113	-	105,745
Professional Expense Accounts	2,155	-	-	-	2,155	-	-	-	-	-	2,155
OTHER EXPENDITURES	63,032	-	17,313	3,096	83,441	18,105	11,372	5,636	35,113	-	118,554
TOTAL EXPENDITURES	256,260	-	20,702	6,019	282,981	18,105	27,065	5,636	50,806	-	333,787
NET REVENUE/(EXPENSES)	(2,491)	-	(4,698)	-	(7,189)	262	-	8,222	8,484	2,838	4,133

The Board approved budget for the current 2023-24 fiscal year shows an Operating Fund deficit of \$2.5 million. The budget proposes that we once again “bridge” the deficit as we anticipate international enrolments to recover. As in the previous year, carry forward balances from each Unit were recovered to apply to the shortfall anticipated in the Operating Fund.

International enrolments, which generate a significant portion of our total tuition revenue, have decreased through 2020-21 and 2021-22. These enrolments recovered modestly in the Spring/Summer and Fall Semesters in 2022-23 but grew 17% in the Winter Semester. These increased international enrolments will carry over into 2023-24. Early 2023-24 international enrolments are tracking above the targets used in the budget in spite of continued visa approval challenges. The University has allocated \$1,070,000 of the Multi-Year Funding MOU on five initiatives to increase international enrolments.

The budget has also been developed with stable domestic undergraduate credit hours taught in 2023-24 and grow modestly in the three years following. The impact of the pandemic on high school students along with a robust labour market has resulted in a more conservative estimate of domestic credit hours taught. Over the last two fiscal years, this number is down approximately 10%. Hopefully this trend reverses and students return to University; however, no growth in domestic undergraduate enrolments has been built into the 2023-24 budget.

The pandemic continues to impact the Ancillary Fund negatively as occupancies have not yet returned to normal in the residences. This reduction in occupancy along with lower student numbers on campus have also impacted the Food Services operations. Other ancillaries have returned to pre-pandemic levels. The University introduced “The University of Regina’s Really Big Deal” late in the registration process last year. This has now been marketed for the entire year and should have a positive impact on occupancy levels. As vacancy levels in the city continue to tighten our occupancy rates should rise. Management is working closely with the Food Services provider to augment services and evaluate various options to assist with the recovery in this area. Further subsidies from the Operating Fund to the Ancillary Fund are not anticipated.

The University continues to be challenged by the inadequacy of the Preventative Maintenance and Renewal Funding provided by the province. The capital needs continue to outweigh the funding levels and deferred maintenance backlogs continue to grow. The small surplus in the Capital Asset Fund is simply caused by a difference in timing when capital projects are funded vs expenditures occurring. There are no unfunded capital projects currently underway.

2024-25 Revenue and Expenditure Projection (Table II)

UNIVERSITY OF REGINA 2024-25 CONSOLIDATED PROJECTION REPORT (\$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	113,809	-	-	1,301	115,110	6,338	18,498	-	24,836	-	139,945
Federal Grants	2,999	-	-	174	3,174	-	3,022	-	3,022	-	6,196
GOVERNMENT GRANTS	116,808	-	-	1,475	118,283	6,338	21,520	-	27,858	-	146,141
Tuition Fees	114,959	-	-	-	114,959	-	-	-	-	-	114,959
Non-Credit Fees	3,828	-	-	-	3,828	-	-	-	-	-	3,828
Other Fees	4,941	-	-	312	5,253	-	-	-	-	-	5,253
STUDENT FEES	123,728	-	-	312	124,040	-	-	-	-	-	124,040
Other Income	713	-	16,770	4,352	21,836	638	6,086	10,634	17,357	2,895	42,088
Transfers	2,729	-	-	-	2,729	9,388	-	3,433	12,821	-	15,550
Recoveries	21,638	-	-	-	21,638	200	-	-	200	-	21,838
OTHER INCOME	25,081	-	16,770	4,352	46,203	10,226	6,086	14,067	30,378	2,895	79,476
TOTAL REVENUE	265,617	-	16,770	6,139	288,526	16,564	27,606	14,067	58,236	2,895	349,657
EXPENDITURES:											
Academic Salaries	72,313	-	-	-	72,313	-	-	-	-	-	72,313
Other Instructional, Research Salaries	16,962	-	-	-	16,962	-	15,190	-	15,190	-	32,152
Admin Support Salaries	76,716	-	3,146	2,717	82,579	-	-	-	-	-	82,579
Change in Vacation Accruals	-	-	-	-	-	-	-	-	-	-	-
Benefits	33,395	-	513	264	34,172	-	817	-	817	-	34,989
SALARY AND BENEFITS	199,386	-	3,659	2,981	206,026	-	16,007	-	16,007	-	222,033
Utilities	9,718	-	1,585	-	11,303	-	-	-	-	-	11,303
Non-Salary	54,357	-	15,520	3,158	73,035	16,564	11,599	5,749	33,912	-	106,947
Professional Expense Accounts	2,156	-	-	-	2,156	-	-	-	-	-	2,156
OTHER EXPENDITURES	66,231	-	17,105	3,158	86,494	16,564	11,599	5,749	33,912	-	120,406
TOTAL EXPENDITURES	265,617	-	20,764	6,139	292,520	16,564	27,606	5,749	49,919	-	342,439
NET REVENUE/(EXPENSES)	-	-	(3,994)	-	(3,994)	-	-	8,318	8,318	2,895	7,218

Table II 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 according to the MOU. Additional provincial funding of \$544K is expected for the third cohort of Nursing students in the Nursing seat expansion. No increase is anticipated in the directed provincial funding, which consists of Saskatchewan Innovation and Opportunity Scholarship funding and federal-provincial funding for French language. Should funding changes occur, there will be offsetting changes in relevant expenditures.
- 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 4% while graduate and domestic undergraduate enrolments are projected to increase by 2%. International enrolments are projected to increase by 10% restoring international student numbers to pre-pandemic levels.
- Non-credit fees, including English as a Second Language, Conservatory, Business and Professional Development and Lifelong Learning 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 Student Wellness Fee.
- Known and anticipated economic increases to salaries 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, Nursing expansion 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 6.1% increase in 2024-25. This also includes the costs of the carbon tax.
- Non-salary cost increases include a 1% increase in expenditures for scholarships and library acquisitions as well as \$850K for unavoidable cost increases for items such as insurance, legal fees, credit card fees, space rental, computer maintenance contracts, etc., and \$500K reinvestment in growth areas on campus.

Following three years of structural deficits that were covered by recoveries of carry-forward funds from Units across campus, the Operating Fund is projected to be balanced.

Ancillary Fund:

- Occupancy rates are anticipated to grow in the 2024-25 fiscal year with the remaining ancillaries contributing to the bottom line of the Ancillaries. Occupancy levels are anticipated to take two more years to recover from the pandemic as new first year students make up the majority of new residents.

2025-26 Revenue and Expenditure Projection (Table III)

UNIVERSITY OF REGINA 2025-26 CONSOLIDATED PROJECTION REPORT (\$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	119,364	-	-	1,327	120,691	6,173	18,868	-	25,041	-	145,731
Federal Grants	3,059	-	-	178	3,237	-	3,083	-	3,083	-	6,320
GOVERNMENT GRANTS	122,424	-	-	1,504	123,928	6,173	21,950	-	28,123	-	152,051
Tuition Fees	119,338	-	-	-	119,338	-	-	-	-	-	119,338
Non-Credit Fees	3,904	-	-	-	3,904	-	-	-	-	-	3,904
Other Fees	5,055	-	-	318	5,373	-	-	-	-	-	5,373
STUDENT FEES	128,297	-	-	318	128,615	-	-	-	-	-	128,615
Other Income	713	-	18,226	4,439	23,379	650	6,208	10,846	17,704	2,953	44,036
Transfers	2,791	-	-	-	2,791	9,388	-	3,433	12,821	-	15,612
Recoveries	21,915	-	-	-	21,915	200	-	-	200	-	22,115
OTHER INCOME	25,420	-	18,226	4,439	48,085	10,238	6,208	14,279	30,725	2,953	81,763
TOTAL REVENUE	276,140	-	18,226	6,262	300,628	16,411	28,158	14,279	58,849	2,953	362,430
EXPENDITURES:											
Academic Salaries	74,586	-	-	-	74,586	-	-	-	-	-	74,586
Other Instructional, Research Salaries	17,496	-	-	-	17,496	-	15,494	-	15,494	-	32,990
Admin Support Salaries	79,751	-	3,251	2,772	85,774	-	-	-	-	-	85,774
Change in Vacation Accruals	-	-	-	-	-	-	-	-	-	-	-
Benefits	34,909	-	530	269	35,708	-	833	-	833	-	36,542
SALARY AND BENEFITS	206,742	-	3,781	3,041	213,564	-	16,327	-	16,327	-	229,891
Utilities	10,062	-	1,685	-	11,747	-	-	-	-	-	11,747
Non-Salary	57,179	-	15,517	3,221	75,917	16,411	11,831	5,864	34,106	-	110,023
Professional Expense Accounts	2,157	-	-	-	2,157	-	-	-	-	-	2,157
OTHER EXPENDITURES	69,398	-	17,202	3,221	89,821	16,411	11,831	5,864	34,106	-	123,927
TOTAL EXPENDITURES	276,140	-	20,983	6,262	303,385	16,411	28,158	5,864	50,433	-	353,818
NET REVENUE/(EXPENSES)	-	-	(2,757)	-	(2,757)	-	-	8,415	8,415	2,953	8,611

Table III shows estimated revenues and expenditures for the 2025-26 year based on the following conditions and assumptions:

Operating Fund:

- After four years of frozen Operating Grants, the base provincial funding is anticipated to increase by 5%. The University has managed finances based upon the conditions of the MOU with the province through the pandemic and an unanticipated period of very high inflation. Base budgets have been cut 8% across the University and the University requires increased support from the province to provide the high quality of education expected by students. Accessibility is being impacted by the reducing levels of provincial support as the University is forced to increase tuition rates and rely upon enrolment increases

to balance the budget. Additional provincial funding of \$129K is expected for the fourth year of the Nursing seat expansion. No increase is anticipated in the directed provincial funding, which consists of Saskatchewan Innovation and Opportunity Scholarship funding and federal-provincial funding for French language. Should funding changes occur, there will be offsetting changes in relevant expenditures.

- The federal government's research support grant is anticipated to increase by 2%.
- With increased provincial support, tuition fees for graduate and undergraduate students are projected to increase by 2% compared to the 4% increase over the previous three years. Graduate and domestic undergraduate enrolments are projected to increase by 1% while international student enrolments are projected to increase by 2%. It is important to note if Provincial funding falls short of the projected level, maximum tuition increases will be required.
- Non-credit fees include English as a Second Language, Conservatory, Business and Professional 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 come from increasing recoveries for utilities supplied to other organizations as well as increases to the Student Wellness Fee.
- Known and anticipated economic increases to salaries have been included in 2025-26. In addition, benefit 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, Nursing expansion 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 3.5% increase in 2025-26. This also includes the costs of the carbon tax.
- Non-salary cost increases include a 5% increase in expenditures for scholarships and library acquisitions as well as \$850K for unavoidable cost increases for items such as insurance, legal fees, credit card fees, space rental, computer maintenance contracts, etc., and \$1 million of additional funds for investment in growth areas on campus after four years of budget freezes/cuts where costs have increased significantly due to high inflation.

With the above assumptions in place, the Operating Fund is anticipated to be balanced without the need for further base budget reductions.

Ancillary Fund:

- Occupancy rates are anticipated to grow in the 2025-26 fiscal year while the remaining ancillaries are assumed to contribute to the bottom line of the Ancillaries at the level anticipated in the long term business plan. However, occupancy levels are anticipated to take one more year to return to normal as new first year students make up the majority of new residents.

2026-27 Revenue and Expenditure Projection (Table IV)

UNIVERSITY OF REGINA 2026-27 CONSOLIDATED PROJECTION REPORT (\$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	123,922	-	-	1,353	125,275	5,838	19,245	-	25,083	-	150,358
Federal Grants	3,121	-	-	181	3,302	-	3,144	-	3,144	-	6,446
GOVERNMENT GRANTS	127,043	-	-	1,535	128,577	5,838	22,389	-	28,227	-	156,805
Tuition Fees	123,493	-	-	-	123,493	-	-	-	-	-	123,493
Non-Credit Fees	3,982	-	-	-	3,982	-	-	-	-	-	3,982
Other Fees	5,165	-	-	325	5,489	-	-	-	-	-	5,489
STUDENT FEES	132,640	-	-	325	132,965	-	-	-	-	-	132,965
Other Income	713	-	19,079	4,528	24,321	663	6,332	11,063	18,059	3,012	45,391
Transfers	2,848	-	-	-	2,848	9,388	-	3,433	12,821	-	15,669
Recoveries	22,207	-	-	-	22,207	200	-	-	200	-	22,407
OTHER INCOME	25,768	-	19,079	4,528	49,376	10,251	6,332	14,496	31,080	3,012	83,467
TOTAL REVENUE	285,452	-	19,079	6,387	310,918	16,089	28,722	14,496	59,307	3,012	373,237
EXPENDITURES:											
Academic Salaries	75,930	-	-	-	75,930	-	-	-	-	-	75,930
Other Instructional, Research Salaries	17,811	-	-	-	17,811	-	15,804	-	15,804	-	33,615
Admin Support Salaries	82,784	-	3,360	2,827	88,971	-	-	-	-	-	88,971
Change in Vacation Accruals	-	-	-	-	-	-	-	-	-	-	-
Benefits	36,318	-	548	275	37,141	-	850	-	850	-	37,991
SALARY AND BENEFITS	212,843	-	3,908	3,102	219,853	-	16,654	-	16,654	-	236,506
Utilities	10,358	-	1,759	-	12,117	-	-	-	-	-	12,117
Non-Salary	60,093	-	15,162	3,285	78,540	16,089	12,068	5,981	34,138	-	112,678
Professional Expense Accounts	2,158	-	-	-	2,158	-	-	-	-	-	2,158
OTHER EXPENDITURES	72,609	-	16,921	3,285	92,815	16,089	12,068	5,981	34,138	-	126,953
TOTAL EXPENDITURES	285,452	-	20,829	6,387	312,668	16,089	28,722	5,981	50,792	-	363,460
NET REVENUE/(EXPENSES)	-	-	(1,750)	-	(1,750)	-	-	8,515	8,515	3,012	9,777

Table IV shows estimated revenues and expenditures for the 2026-27 year based on the following conditions and assumptions:

Operating Fund:

- Provincial funding is projected to increase by 4% as increased government support is expected for inflationary cost increases as inflation remains high. No increase is anticipated in the directed provincial funding, which consists of Saskatchewan Innovation and Opportunity Scholarship funding and federal-provincial funding for French language. Should funding changes occur, there will be offsetting changes in relevant expenditures.
- The federal government's research support grant is anticipated to increase by 2%.
- With increased provincial support, tuition fees for graduate and undergraduate students are projected to increase by 2% while graduate and domestic undergraduate enrolments are projected to increase by 1%. International enrolments are projected to increase by 2%. It is important to note if Provincial funding falls short of the projected level, maximum tuition increases will be required.
- Non-credit fees include English as a Second Language, Conservatory, Business and Professional 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 Student Wellness Fee.

- Anticipated economic increases have been included in 2026-27 salary estimates. In addition, benefit 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 2.9% increase in 2026-27. This also includes the costs of the carbon tax.
- Non-salary cost increases include a 5% increase in expenditures for scholarships and library acquisitions as well as \$850K for unavoidable cost increases for items such as insurance, legal fees, credit card fees, space rental, computer maintenance contracts, etc., and \$1.2 million of additional funds to reinvest in growth areas on campus.

The Operating Fund is anticipated to be in a balanced position without the need for further base budget reductions.

Ancillary Fund:

- Occupancy rates are anticipated to grow in the 2026-27 fiscal year while the remaining ancillaries are assumed to contribute to the bottom line of the Ancillaries at the level anticipated in the long term business plan.