SENATE EDUCATION CTTE BREAKOUT NOTES APRIL 26, 2014
Financial Sustainability at the university

Group 1

1.   Should university plan on basis of greater, lesser or same 2% increase of government
        funding?
        • We would like to see commitment by government to a 3-5 year plan (ie. A longer-term plan)
          at a minimum of 2% increase)
        • Keep U of S as much as possible "the people's university" especially in light of threat to
          natural resources (eg. Water) by the extractive industries whom the university is
          increasingly looking towards for funding.

2.   Increased revenue from academic programming?
        • Does the U of S have the capacity to expand this programming for international
          student/masters' programs ie. Human resources, expertise of existing faculty
        • Would increase $ be eaten up by addressing lack of capacity?

3.   Budget ratio

        • Just raising tuition is likely not feasible
        • Question: is the university able to economize the delivery of services so that tuition does not
          increase, while the ratio of funding coming from tuition can then increase. Eg. Delivery
          those saving of administration costs, which increase at higher rates than other salaries (eg.
          5-6X)

4.   Increase revenue by…
        • Lease land as opposed to sell
        • Take advantage of potential land-lease availability on campus by decreasing physical
          footprint.

Group 2

1.   Same or less increase in basic operating grant from government.
        General question: What collaborative opportunities are there between post secondary
        institutions eg. SIAST and U of S that could create cost saving structures for both. In
        particular, academic programs for undergraduate needs.

1.   Recommend government look at cost of living increase and population growth.

2.   Look at increasing international students and offer more professional Master's   programs but
        can't compromise quality of education at their expense. Increase with   caution don't
        compromise programming or Sask. Students at the expense.

3. Small percent of tuition increase only 1-2% - look at increasing other revenue more first.

4. Land developments with consultation should be looked at. Increase donations. Contact Alumni – plan to donate an amount over a period of time to fund a first year student's tuition amount. Ancillary opertions. Convention Centre – central location for Canada. Use hotels in land development. Electronic increases possibility for global conferences.

Group 3

First Nations funding – are we competing for dollars? There may be some overlap – needs to be reviewed. Eg. Nursing

What things/strategies could we utilize to retain students? Eg. Online or first year classes offered in more communities may improve success rate. Re-entry classes for students that leave for whatever reasons.

Don't assume we'll receive more 2% annual increases from government.

Based on increase of costs (reality) 4% annual increase will occur – needs to be considered.

1. Should be economy based

Deans more internal based – suggest that Deans concentrate/focus more on externally based.

Stay involved in communities.

Group 4

1. How should university plan?
   It's contingent on government. Hard to answer. If we plan for a 2% increase or more, we have to plan accurately to apply pressure. What can we do to make the number different? Absolutely if we want more we need to work for that. Lobby for increased government revenue. Education tax % on resource extraction and capital transfers out of province.

   It's not actually clear where the funds are going. How can we project operations when we don't know where it's going.

   Answer? Prudent to plan for 2% and advocate for 5%, or more (Active role)

   Funding will probably decrease in terms of government funding…or at least won't do it above inflation.

   Perhaps a direction away from government and towards other funding strategies.

2. For particular degrees, it may be important to increase revenue from academic programming.

Differential tuition? (side note: to have a substantive discussion about this we need more time. We need more time – what is it about revenue, restructuring, and TransformUS?) Expand the time slot to do this.

3.   Focused on tuition revenue and should be focused on other revenue (approx. 5%)

Students bear the brunt of the increases.

Access to equipment, changes to technology, etc….take a huge chunk and is well above inflation. What is the right balance? Information in advance is key.

Online programs cost about the same. Usually given to sessional lecturers ie. Other programs don't cost much for university, but students pay more and not a lot of benefit.

What is the business case for that? If we want to expand programs we have to think about it.

4.   Differential tuition? A LOT of push pack.

What is the appropriate ratio? Keeping tuition down is what we want to do.

Group 5

1.   Government grants
   - Encourage responsible investment in our future ie. Advocate for more, plan for less
   - Efficient responsible use of $$ by U of S
   - Society has a responsibility for providing education at all levels)

2.   Programming revenue
   - Retain core mission – don't sacrifice , also don't shy away from opportunity
   - Increase international students
   - Yes, prof masters program with appropriate tuition, competitive, cost recovery

3.   Tuition revenue
   - Increased on annual basis by C.O.L. %
   - Competitive with Canadian universities
   - Consider European models, American, international models
   - Teach what we' good at and what we need
   - Reduce redundancy in Saskatchewan institutions

4.   Other revenues
   - Planned endowment/estates
   - I.P.
   - Reflecting core values
   - Sustainable investments in building retrofits – cost benefits – thermal/solar
   - $$ benefits to individual researchers fairly shared with university
         Public/private partnerships with our land developments.

Group 6

1.   Timing of operations, Monday – Thursday, September – April
        Max capacity opportunities, Friday and Saturday, May – August

2.   Income opportunity from residences

3.   Product offerings
        • Huskie clothing – accessibility
        • Rider swag – cross merchandising

4.   Procurement opportunities

5.   Review benefits provider

6.   Program review

7.   International students recruitment and differential tuition

8.   Revenue generation opportunity
        • Synchrotron
        • VIDO-INTERVAC

9.   Administration rationalization

10.   Quality of tenure

11.   Program prioritization

12.   Voluntary departures

Group 7

1.   Plan on greater, lesser or same government grants?
        • Should expect variances each year
        • Expect that administration advocate at government level to request increases
        • For "planning" purposes we should look at grants remaining the same
        • As we plan for less, honesty and transparency is key to communicate specifically by and
          from administration - increase level of trust, decrease level of frustration
        • Process is important to communicate in order to manage expectations
        • Evidence based information is needed
        • Need to craft the message to be transparent yet maintain privacy as well

2. If/when staff/personnel cuts happen that they are recognized in a respectful manner – recognition of the contribution these individuals have made – use industry appropriate   models – treat people with dignity.

3. Tuition Revenue Ratio

   - Need to consider maximum amounts of tuition and amount of student loans as well – accessibility
   - Appropriate tax incentives
   - Important to also examine other alternatives
   - Tuition is a 'good deal' in terms of the return on investment
   - If increased admissions, need to balance with the quality of education
   - Explore increased 'online' courses = increased students and tuition, etc.

   International Students
   - Increasing the numbers of international students can also increase support costs so not always a revenue generator – models need to be examined carefully.
   - Need to examine accessibility issues in relation to tuition increases as a revenue generator.

   Donations
   - Need to explore other fundraising models to encourage alumni to donate
   - Education
   - Need to be clearer on where your donated funds are going towards – perhaps have choices to direct your funds towards – needs to be streamlined, easy to donate
   - Examine the associate tax breaks
   - Examine other ways to increase revenue from ancillary services – Huskie gear, increase food services and quality/variety

Group 8

   - Can interdisciplinary research become a source of revenue
   - Can capital renewal be a one-time government investment (ie for building maintenance and growth)
   - "greening" campus with solar/wind may decrease costs of utilities, increase revenue (by selling excess back to grid), can secure government funding, innovative and distinguishes the campus. Could be a drive for research.
   - Any organization that relies 70% on government funding is at risk – something to be said for becoming more self-sustaining
   - Increase revenue from land holdings and leases
   - Look at ways to increase donations (monetary or land donations)
   - Communication issue identified around grad students and international students (ie. International tuition cost of education, local students are subsidized – not international tuition, more expensive)
   - What is capacity to expand within colleges?
   - As long as university able to expand, pursuing more international students should be prioritized.
   - Prof. masters seen as valuable approach
   - Increase distance education technology and opportunities

- Tap into online course offerings like ed ex (free courses, pay for recognition of completion)
- U of S currently has a high tuition already
- Good time to investigate all pension plan alternatives/structures
- If tuition increases necessary, it should be coupled with increase in graduate retention plan in province.
- Education already an inequitable opportunity (low income students pay more in loan interest, therefore more for their degrees)
- Lot of people concerned about 'top heaviness' – ex p of administration
- If people saddled with debt on graduation, how likely will they be to donate in the future?

Group 9

Basic Operating Grant
- Plan on the same
- Dangerous to plan for less, then you invite less
- Tied to your planning for expenditures, you need to see whole picture

Generate Revenue from Academic Programming
- Every university wants International students
- Is there an opportunity for more creative innovative learning and programming? To set up apart.
- Access programming for Skype (etc) in a flexible package for remote/greater community
- More partnerships
- Make sure existing programs don't get pared back too much. Keep them vigorous.

Revenue Ratio
- Please don't raise tuition, don't want to lose students
- Ratio at 25% acceptable, but good to make it less than 25% by revenue elsewhere.
- More students at lower tuition is good in long run.

Revenue Generation
- Don't approach new graduates for money right after they graduate. Give them time to a get a job, pay off loans, etc. Let them get settled.
- Be sensitive, but still keep them involved and stay in touch. (Alumni)
- Approach Edwards School of Business with this as research project.
- University sharing space/renting space to business/community for conferences, continuing education, etc.
- Be careful that ancillary development/land developments mesh with university vision (ie Preston Crossing)
- Don't take resources away from other goals

Other points/questions
- If looking at finances and budgets, why can't we see the finances at some level of detail? We need to know where we are before we can discuss changes
- Where are other universities getting the 10% 'other revenue' vs. the U of S having 5%

- If looking at generating revenue, how is money generated from commercial research allocated/shared with general university revenue? Is there a ratio or % that goes to general university funds? And then at what point does it become a conflict of interest?
- Why are senior administration salaries immune from consideration in TransformUS process? Are they?

General comments:
- Compare our university $ to European universities not N.A. (eg. US) *divided opinion – NA comparison important
- Endowments: we are under-endowed
- Exam stewardship of endowments
- Increase emphasis on endowment portfolio
- Provide further forums to discuss financial savings
- How do we assess/monitor/improve current process