

[Translation of APUO staff notes from French to English. Please note that tables and graphs were only shared by the University in French during the Information Session.]

Information Session on University Finances

June 2, 2026

Note re: the invitation to send questions in advance: “The only question we received was whether this session will be recorded.”

Moderator: Jacques Beauvais, Provost and Vice-President, Academic Affairs

Assisted by: Éric Bercier (Interim Vice-President, Finance and Administration), Jean-François Tremblay (Deputy Provost, Planning and Academic Budgets), Doug McConnachie (Associate Vice-President, Financial Resources)

Agenda:

- 1) Budget presentation
- 2) Question period

Budget Presentation:

Summary of Financial Situation

Mr. Beauvais began with a summary of the university’s financial situation since about 2018.

He explained that, despite a steady and continuous increase in tuition revenues, the university’s operating fund has recorded increasingly large deficits between the 2020–2021 and 2023–2024 fiscal years. In 2023, the university decided to develop a three-year plan (thus deviating from its usual annual budget practices), which takes into account the budget cutbacks of recent years.

He pointed out that there was a small surplus in 2024–2025, but that was simply due to a large grant the university received at the end of the year.

He anticipates a deficit for the 2025–2026 fiscal year (\$10.4M), although it is smaller than initially forecast (\$16.1M). He also mentioned a slight decline in tuition revenue in 2025–2026, which he attributed to restrictions on international students. Revenues from tuition fees are now increasing.

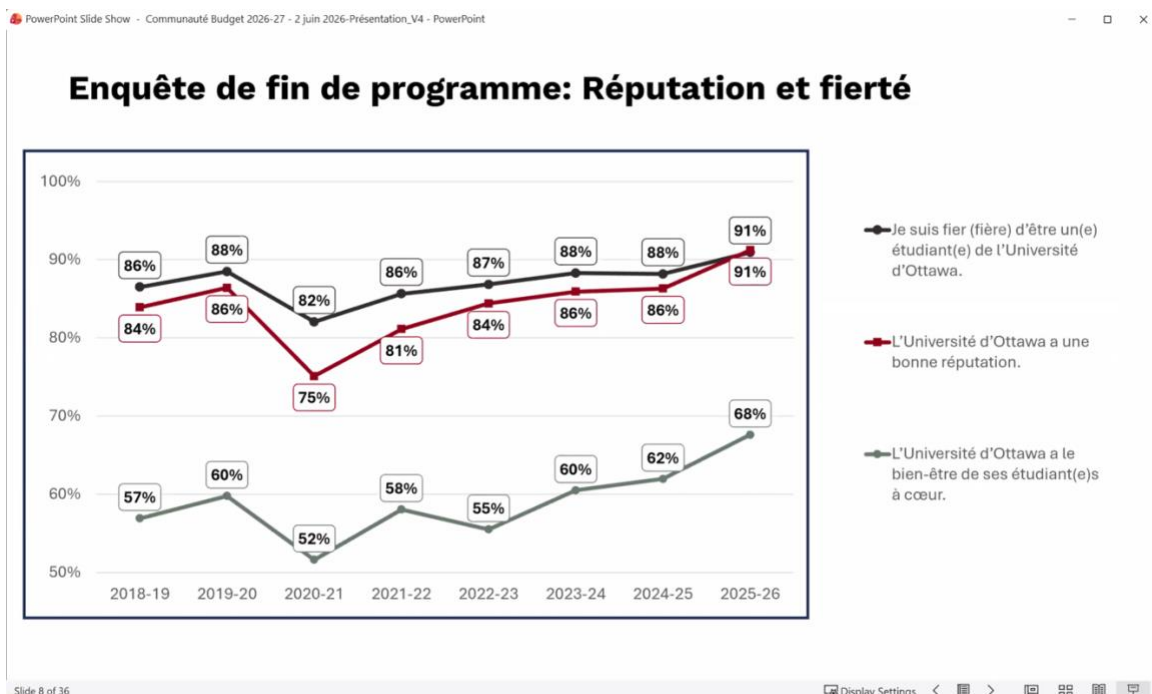
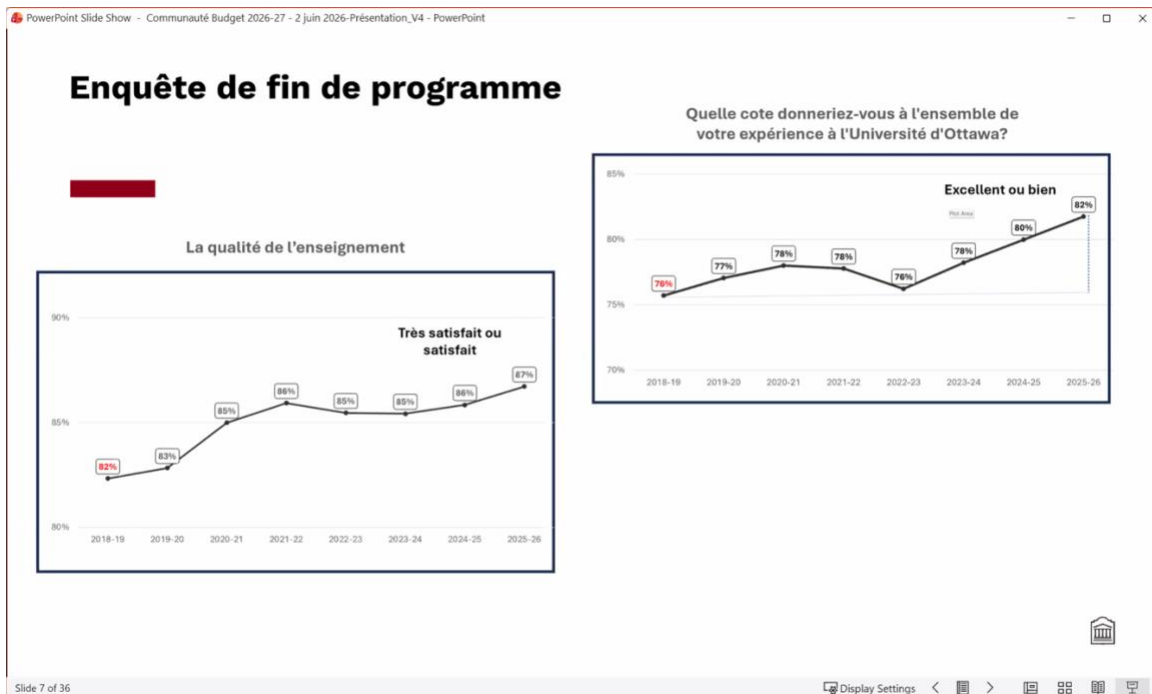
Finally, he anticipates a surplus of \$15.6M in 2026–2027.

A successful budget consolidation strategy

Mr. Beauvais emphasized that the budget consolidation strategy has strengthened the university’s mission. He stated that, despite these cuts, there have been improvements to

programs, more strategic management of student enrolment (he mentioned during the governing board meeting that they have successfully reduced the cost per student), stronger revenue growth, better expense control and efficiency gains, and a favourable position heading into the university funding review.

He shared the results of the end-of-program surveys sent to students. He said that about 40% of students responded to the survey (more than 3,000 students).



Mr. Beauvais concluded by saying, “We made some tough choices, and we thank everyone because when we look at these results, we know that everyone tried to support the students, and it didn’t go unnoticed.”

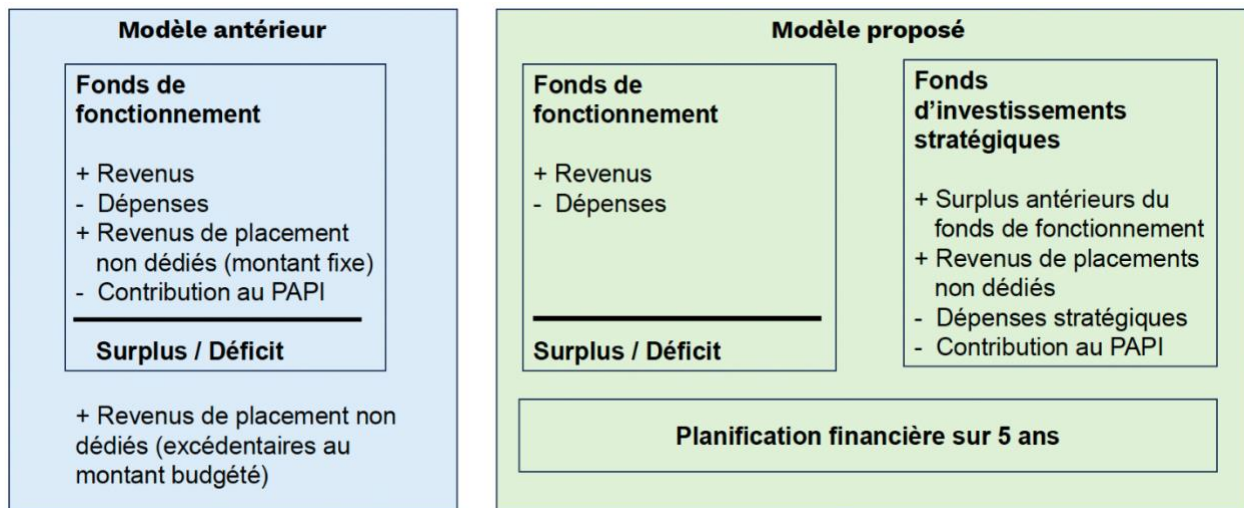
Capitalizing on the university funding formula

Mr. Beauvais continued his presentation by explaining how the university has capitalized on the new university funding formula, thanks to the consolidation plan of the last few years:

- uOttawa has made a deliberate choice to increase enrolment beyond the funding cap since the fall of 2024 (result: +\$19M)
- Growth concentrated in the government’s priority areas (result: +\$26M)
- Growth in domestic francophone enrolment between 2023 and 2026: +1,600, result: +\$6M
- Collaboration with the Ministry for an in-depth evaluation of the cost of programs and bilingualism, enhancement of the francophone mission including the benefits for Ontario’s labour market. He said the Ministry had a lot of questions about the cost of our programs and bilingualism.

A new budgetary approach

Mr. Beauvais presented the new five-year plan, explaining that the last year of the three-year plan was also the first year of the five-year plan.



Coming soon... support for faculty development plans:

Mr. Beauvais explained that thanks to our improved standing, the university can now invest in faculty development plans. He highlighted a total investment of \$8.6 million + 45 faculty positions.

\$8.6M breakdown:

- Program revitalization (+\$1.9M)
- Course offerings and teaching assistantships (+\$1.5M)
- Management and coordination of programs and internships (+\$1.2M)
- Teaching laboratories (+\$980K)
- Digital transformation in teaching and faculty priorities in AI (+\$555K)
- Student experience (+\$410K)
- School perseverance (+\$194K)
- Research and teaching: Indigenous affairs, Indigenous health, Indigenous communities (+\$775K)
- Library collection and educational resources, including French-language and open access resources

Note on the +45 faculty positions: +45 positions allocated in support of faculty development plans, plus 32 hires who will be starting in the coming months, and an additional 35 positions currently being recruited, for a total of 112 positions.

Risk analysis

- International student enrolment
 - He highlighted the cancellations of student visas from the Democratic Republic of Congo
- Domestic student enrolment
- Student retention rate
- Revenues from professional development programs
- Payroll
- Non-discretionary expenses

Control and mitigation measures limit the likelihood of negative risk outcomes and their impact.

Conservative budget projections

Sum of possible impacts on the operating fund: -\$9.6M to \$11M

In a pessimistic scenario, the operating fund's budget balance would be under strain.

Conclusion: budget balance remains fragile.