



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Campus Affairs Committee

**SPONSOR:** Mr. Paul Donoghue, Chief Administrative Officer  
**CONTACT INFO:** 905-828-3707, [paul.donoghue@utoronto.ca](mailto:paul.donoghue@utoronto.ca)

**PRESENTER:** Professor Ulli Krull, Acting Vice-President & Principal & Prof. Amy  
**CONTACT INFO:** Mullin, Vice-Principal Academic & Dean

**DATE:** November 9, 2015 for November 16, 2015

**AGENDA ITEM:** 2

**ITEM IDENTIFICATION:**

UTM Proposed Operating Budget: Themes and Priorities

**JURISDICTIONAL INFORMATION:**

Section 5.7 of Campus Affairs Committees' Terms of Reference provides that the "annual budget is considered by the Committee for recommendation to the [UTM] Council for inclusion in the University's annual operating budget." Appendix A of the Terms notes that this responsibility is executed as part of the campus' budget planning process.

**GOVERNANCE PATH:**

1. UTM Campus Affairs Committee [For information] (November 16, 2015)
2. UTM Campus Council [For information] (December 3, 2015)

**PREVIOUS ACTION TAKEN:**

At meetings on September 14, 2015 and October 7, 2015, the Campus Affairs Committee and the Campus Council respectively received for information a presentation on the Current Year Campus and Institutional Operating Budget.

**HIGHLIGHTS:**

The attached presentation is 'step two' in the process for consideration of budget matters by UTM governance, which comprises four components:

- (1) an integrated budget presentation to the CCs and CACs,
- (2) an overview of the proposed campus operating budgets (themes and priorities),
- (3) the Provost's budget review meetings, and,
- (4) governance consideration of the University's operating budget.

The attached presentation explores the priorities and key trends that inform decisions about proposed uses of the financial resources available to the campus. This “step two” discussion at the CAC will support UTM’s annual budget discussions with the Provost and the integration of campus budget plans into the University’s budget.

**FINANCIAL IMPLICATIONS:**

n/a

**RECOMMENDATION:**

For information.

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**DOCUMENTATION PROVIDED:**

*Presentation: UTM Proposed Operating Budget: Themes and Priorities*



**UTM**  
**2016-2017 Proposed Operating Budget: Themes & Priorities**

**UTM CAMPUS AFFAIRS COMMITTEE**  
**NOVEMBER 16, 2015**

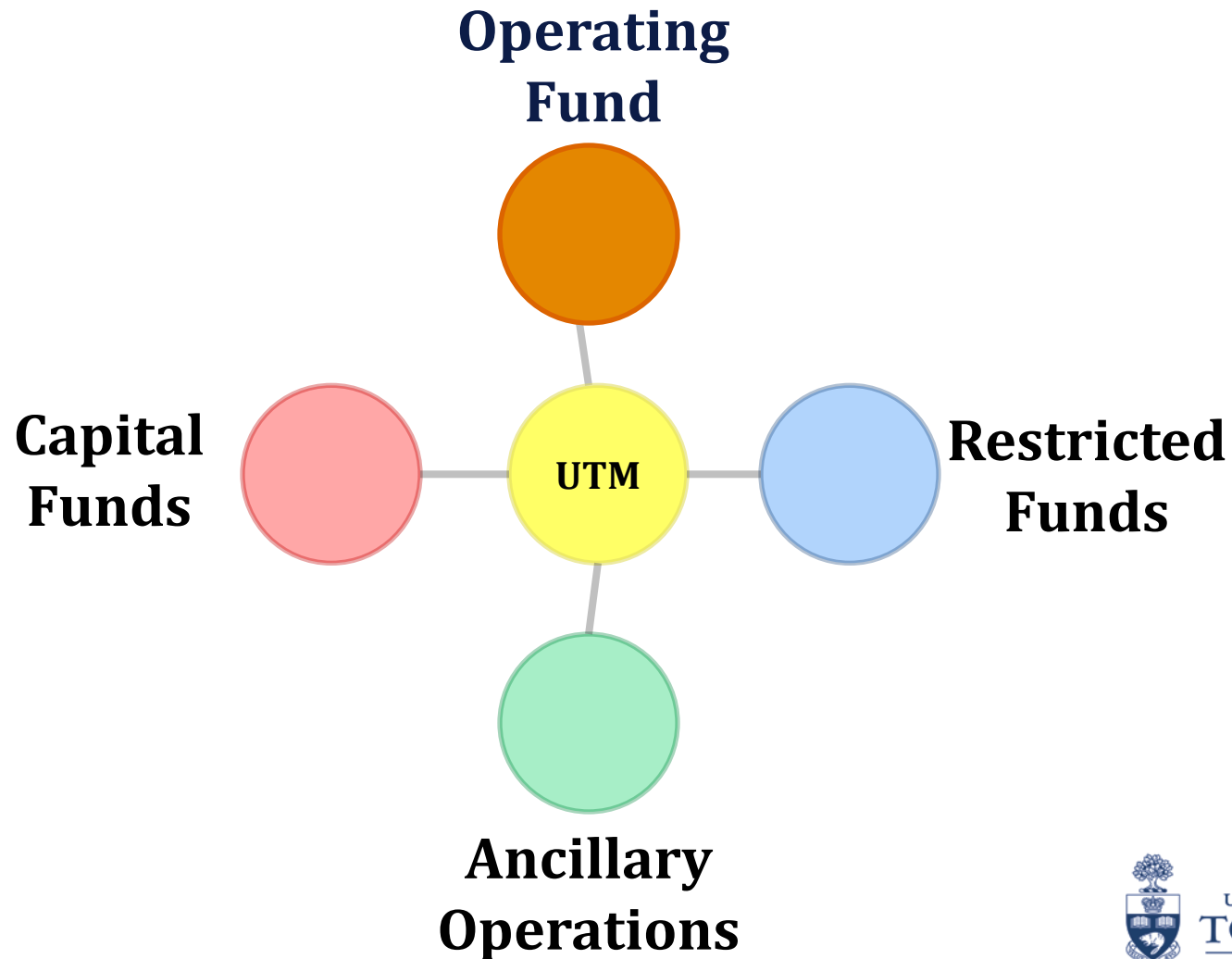
# The Budget: Strategic Context



# Budget Context Summary

- Provincial Grant continues to decline as overall source of revenue
- International enrolment growth is very strong
- Revenue growth rate slowing but UTM still growing slightly faster rate than average
- Source of revenues generally more dynamic and risky – divisions prioritizing OTO investments
- Incoming undergraduate entering averages continue to rise
- Continue to face a structural budget challenge but some improvement on the expense side

# The Four Funds



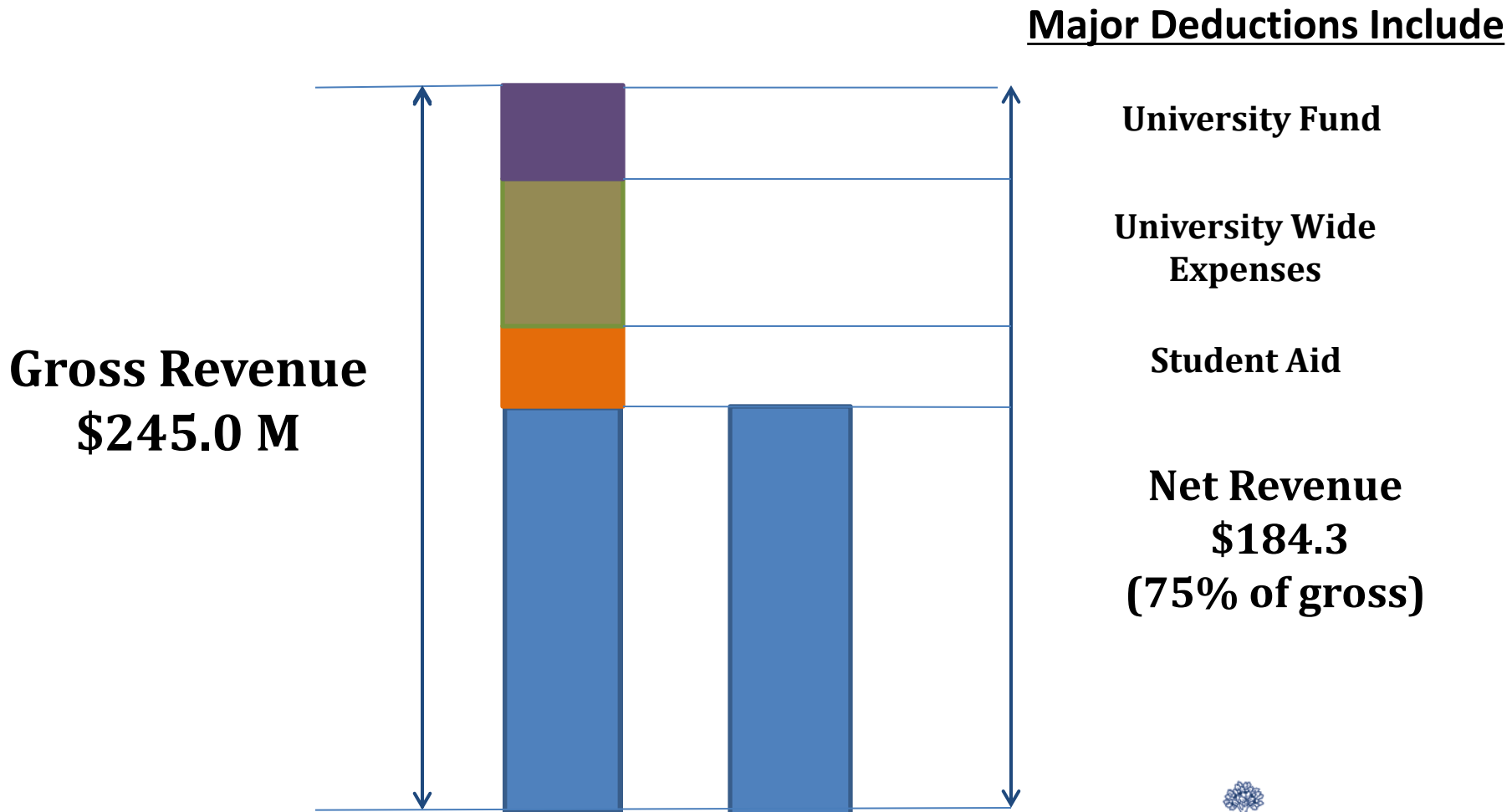
# Relationship Between Four Funds

- Funds are segregated
- Most movements from Operating to Capital (via capital reserves)
- Minimal from Ancillaries to Operating
- Ancillary Budgets to CAC Jan. 7th



# UTM: Gross to Net Revenue

(\$ Millions 2015-16)





# UTM Net Revenue 2015-16

## (\$ Millions 2015-16)

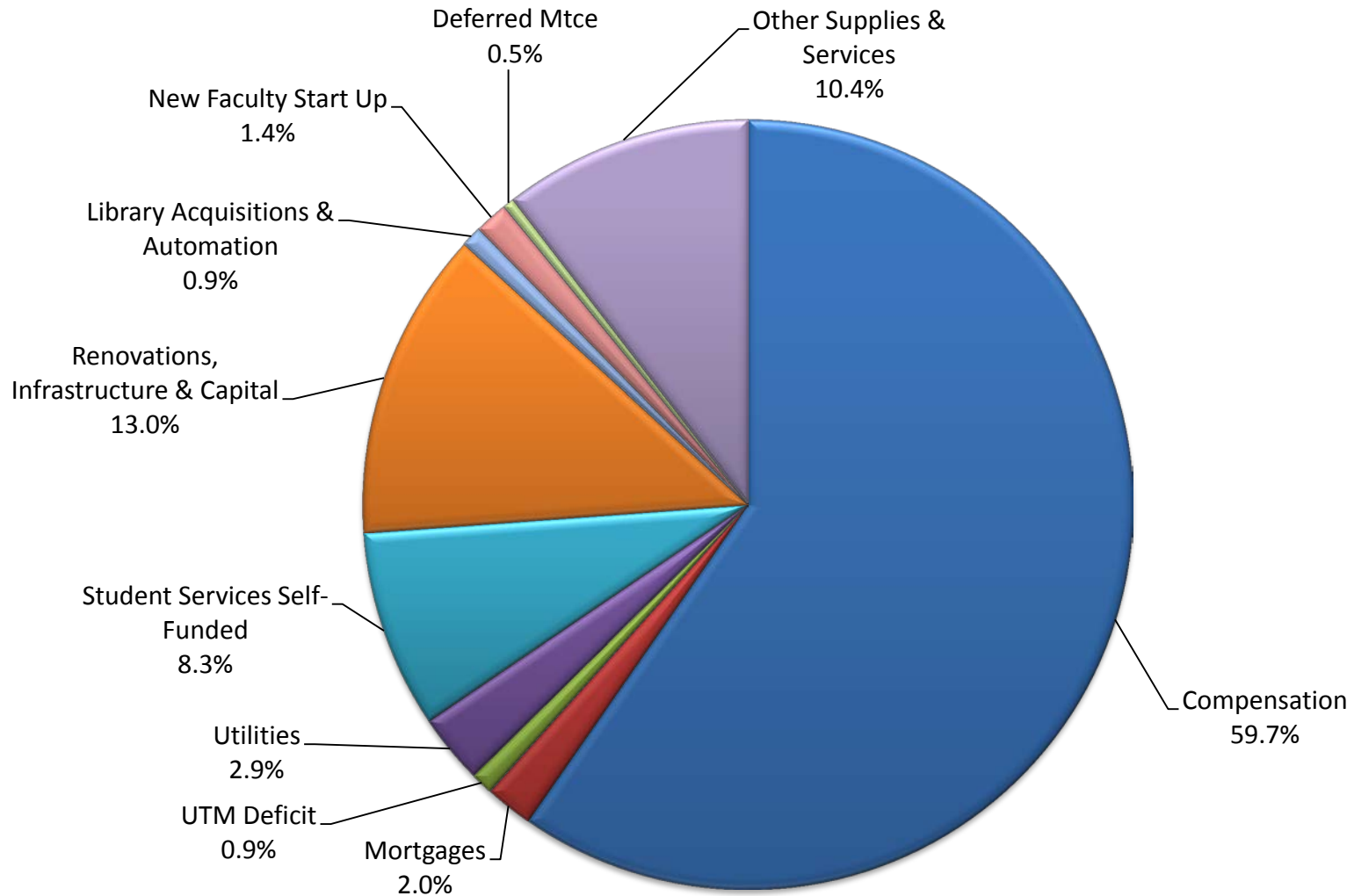
<b>Tuition and Grant revenue</b>	<b>\$238.9</b>
<b>Investment and other income</b>	<b><u>6.1</u></b>
<b>Subtotal</b>	<b>\$245.0</b>
<b>University Fund Contribution (10%)</b>	<b>(24.4)</b>
<b>Other attributed revenue (net)</b>	<b>1.8</b>
<b>University-wide costs</b>	<b>(34.8)</b>
<b>Student Aid</b>	<b>(10.6)</b>
<b>University Fund Allocation*</b>	<b>7.2</b>
<b>Other adjustments</b>	<b><u>0.1</u></b>
<b>“Net revenue” to UTM</b>	<b>\$184.3</b>

\* The current UF Allocation represents the cumulative total of \$6.6M as at the previous year, plus an incremental allocation of \$0.6M from the Provost in 2015-16.

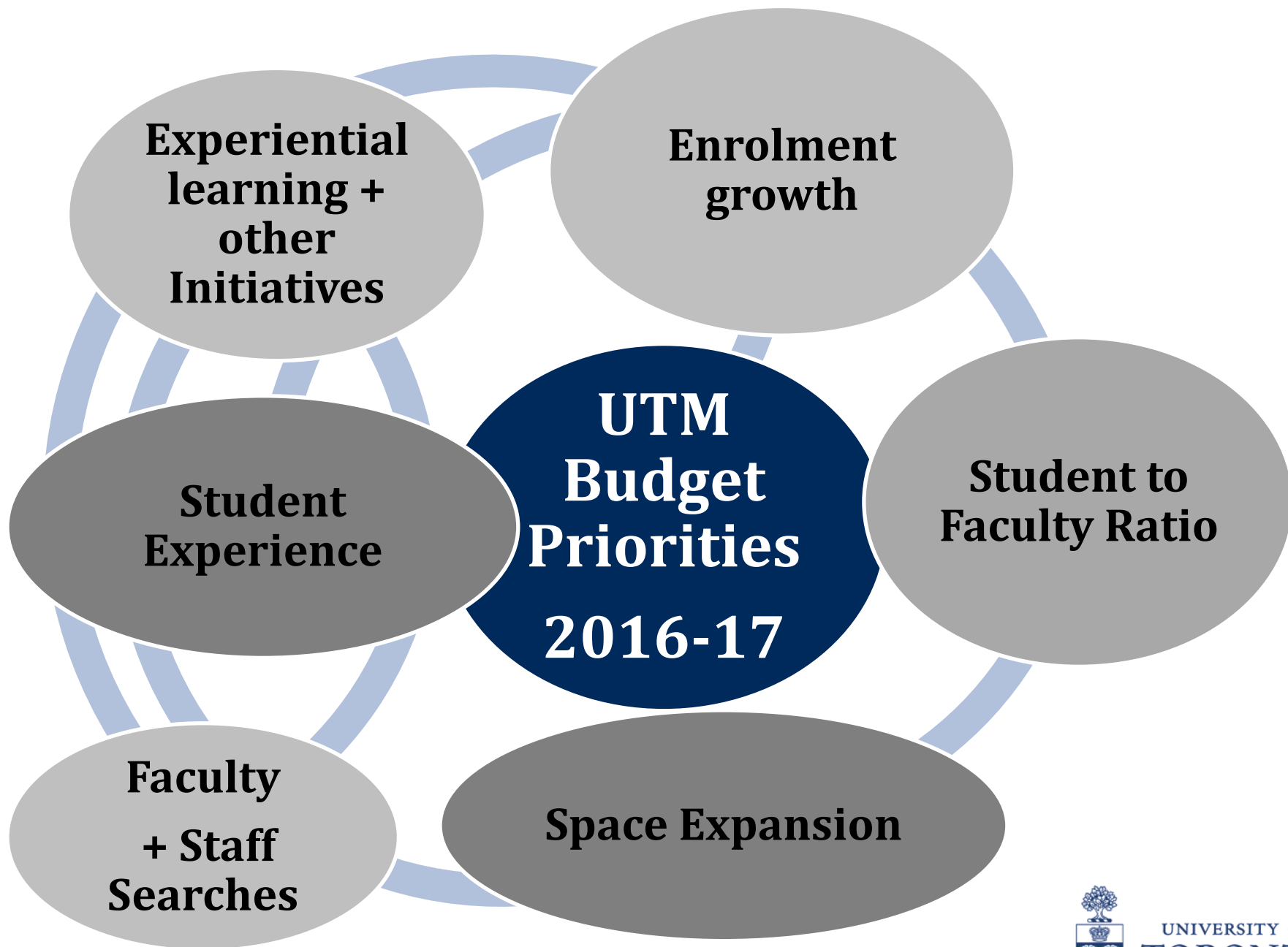
# University Fund Allocation

	2014-2015 Balance	2015-2016 Increase	2015-16 Balance
<b>UF Contribution (deduction)</b>	\$ (22.4)	\$ (2.0)	\$ (24.4)
<b>UF Allocation</b>	<u>6.6</u>	<u>0.6</u>	<u>7.2</u>
<b>Net UF Contribution</b>	\$ (15.8)	\$ (1.4)	\$ (17.2)

# 2015-16 Major Expense Categories



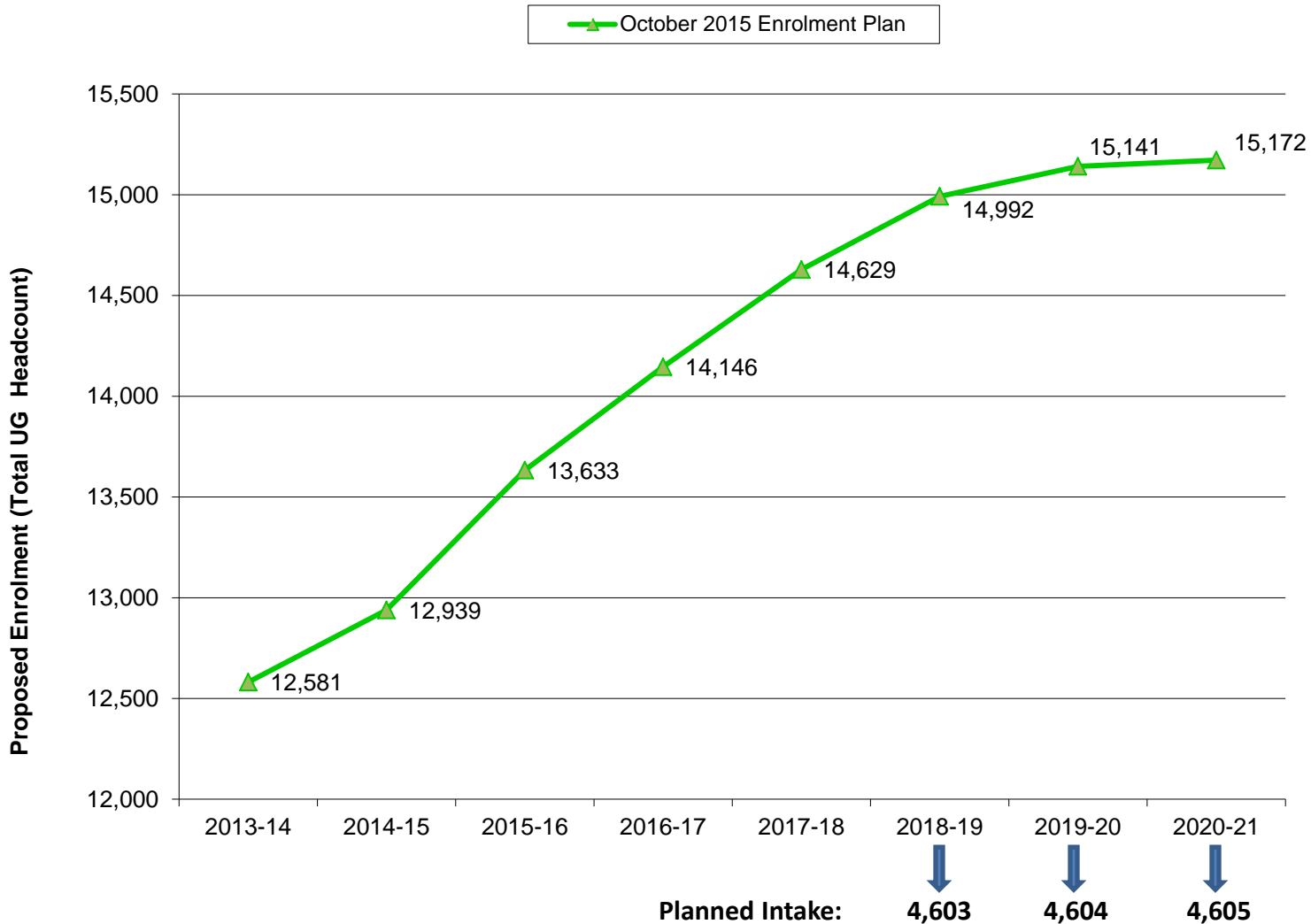
**Total Expenditure:** Net Operating of \$184.3 + \$31.2 in Divisional Revenue = **\$215.5 million**



# Priority: Enrolment

- Enrolment Growth + “Pause” Period
- Domestic Growth Considerations
- Demographics + Western GTA
- Shifting Areas of Interest/Demand

# UTM Undergraduate Enrolment Planned Growth

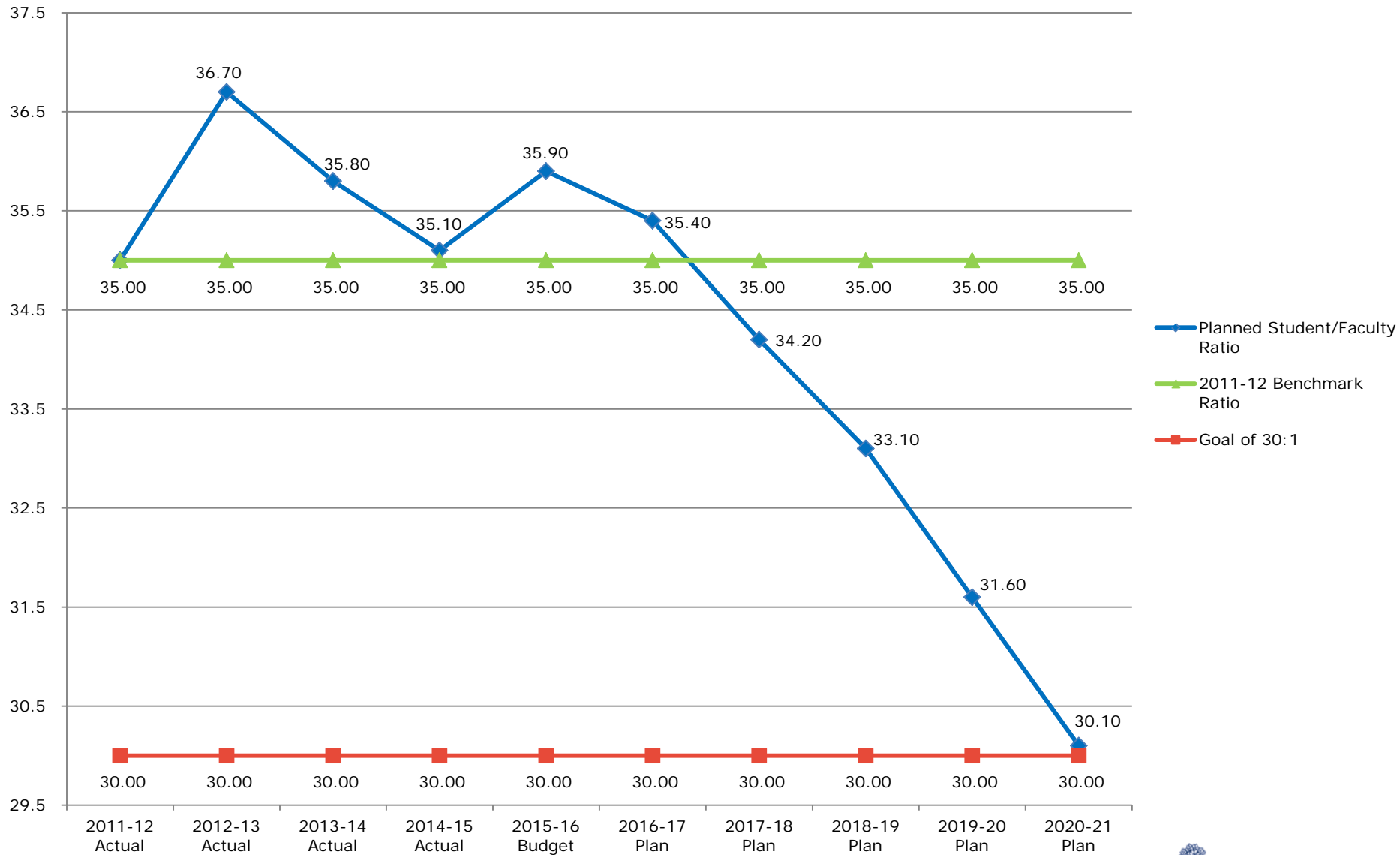


# Priority: International Students

- Domestic/International Mix
  - Now at 21.1% intake; 17.8% total
- Diversification
  - Now at 61% to 66% single-source home country
- Base Budget & Vulnerability



# Priority: Student to Faculty Ratio





# Priority: Student to Faculty Ratio

- Fall 2013, UTM was highest across University with ratio of 35.8 (projecting 35.9 for Fall 2015)
- Long-term target: 30.0
- Target: 33 searches 2015-16 (21 “growth”)  
35.5 searches 2016-17 (25.5 “growth”)



# Priority: Faculty Recruitment

Division	Tenure Stream	Teaching Stream	Total	Teaching %
A&S	729.9	118.2	848.1	14%
UTSC	220.9	93.0	313.9	30%
<b>UTM</b>	<b>237.1</b>	<b>62.4</b>	<b>299.5</b>	<b>21%</b>

\* Based on 2013-14 HR Annual Report

- Mix of Rank/Category
- Success Rate: 2011-12 = 85%; 2014-15 = 68%
- Search limitations; time and money; capacity to conduct

# Priority: Enhancing the Student Experience

- Enhanced Support for Student Skill Development
- More opportunities for resource intensive forms of learning
- Greater funding for Pedagogical Research



# Priority: Strengthening Research

- Continuing lab & infrastructure investments
- Enhanced Infrastructure Investment Fund & Enhanced Start-up Funding
- UTM Research Excellence Fund

# Priority: Capital Plan

## Opened 2014/15

- Deerfield Hall & Innovation Complex

## Underway

- Teaching/Research Laboratory Renovations
- Research Greenhouse
- Supporting Infrastructure
- North2 (To open September, 2018)

## Planned

- Davis2 (meeting place, food court)
- Science Wing



# Academic Budget Review: 5-Year Plan <sup>20</sup>

(December 10, 2015)

