

FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Mr. Andrew Arifuzzaman, Chief Administrative Officer
CONTACT INFO: 416-287-5103; arifuzzaman@utsc.utoronto.ca

PRESENTER: Mr. Andrew Arifuzzaman, Chief Administrative Officer
CONTACT INFO: 416-287-5103; arifuzzaman@utsc.utoronto.ca

Professor William Gough, Interim Vice-Principal (Academic) and
Dean
416-208-7027; vpdean@utsc.utoronto.ca

DATE: Wednesday, December 16, 2015

AGENDA ITEM: 4

ITEM IDENTIFICATION: UTSC Proposed Operating Budget: Themes and Priorities

JURISDICTIONAL INFORMATION:

Under section 5.7 of the Terms of Reference for the University of Toronto Scarborough Campus Affairs Committee, “*the annual budget is considered by the Committee for recommendation to the UTSC 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. UTSC Campus Affairs Committee [For Information] (November 17, 2015)
2. **UTSC Campus Council [For Information] (December 16, 2015)**

PREVIOUS ACTION TAKEN:

On November 17th the UTSC Proposed Operating Budget: Themes and Priorities were presented to the UTSC Campus Affairs Committee for information.

HIGHLIGHTS:

In this general and high-level overview of the proposed campus operating budget, the Committee is being asked to consider for information and to provide advice on the overall goals for the budget with reference to the campus’s academic plans and other relevant planning information.

This represents step two in the governance process for consideration of budget matters.

- (1) an integrated budget presentation to the UTSC Campus Affairs Committee and UTSC Campus Council,
- (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 presentation is intended to explore the principles on which decisions are made, and the proposed uses of the resources available to the campus. Discussions at the UTSC Campus Affairs Committee and UTSC Campus Council will inform the campus's annual budget discussions with the Provost as part of its budget submission. The University's Operating Budget – incorporating the UTSC campus operating budget envelopes – will enter governance at the Planning and Budget Committee and move through the Academic and Business Boards prior to approval by the Governing Council. During this period, the Vice-President, University Operations will make presentations, for information, at the UTSC Campus Affairs Committee and UTSC Campus Council meetings in the spring of 2016.

FINANCIAL IMPLICATIONS:

There are no net financial implications to the campus' operating budget.

RECOMMENDATION:

For Information.

DOCUMENTATION PROVIDED:

PowerPoint presentation- UTSC Proposed Operating Budget: Themes and Priorities

Budget Priorities 2016-17

UTSC Campus Council
December 16, 2015

Agenda

- Academic Planning
- System and regional factors
- UTSC investments and preparation for growth
- Stabilizing factors
- Growth to date
- Financial risk mitigation

Academic Priorities

- UTSC Academic Plan
- Strategic Enrolment Management
- International Student Experience

Academic Priorities

- UTSC Academic Plan
- **Strategic Enrolment Management**
- International Student Experience

Strategic Enrolment Planning

- Broad framework
 - Relating enrollment to the goals of the institution
- What are UTSC's academic goals?
 - Many are implicit in what we do
 - Helpful to articulate them

Strategic Enrolment Planning

- Let's list some of them
 - Rich intellectual environment
 - » Excellent students
 - » Diverse student population
 - Preparation for graduate school and for the work force
 - » Co-op
 - » Experiential learning
 - » Combined Programs
 - Access to education
 - » “First in Family”
 - » Economic disadvantages
 - » Priority neighbourhoods (especially Scarborough)
 - Intellectual Ecosystem
 - » Intellectual diversity of the full range of disciplines

Strategic Enrolment Planning

- So we have a starting point
 - Others goals may emerge
- How do we achieve these goals?
 - Need to understand the student recruitment market

Strategic Enrolment Planning

- Student recruitment market
- Domestic (Ontario)
 - Very local market (Scarborough, Markham)
 - Eastern GTA
 - Other
- Domestic (non-Ontario)
 - Somewhat untapped
- International
 - Largely China



Strategic Enrolment Planning

- Circling back to our goals
 - Rich intellectual environment
 - » Excellent students
 - » Diverse student population
 - Preparation for graduate school and for the work force
 - » Co-op
 - » Experiential learning
 - » Combined Programs
 - Access to education
 - » “First in Family”
 - » Economic disadvantages
 - » Priority neighbourhoods (especially Scarborough)
 - Intellectual Ecosystem
 - » Intellectual diversity of the full range of disciplines

Strategic Enrolment Planning

- Circling back to our goals
 - **Rich intellectual environment**
 - » Excellent students
 - » Diverse student population
 - Preparation for graduate school and for the work force
 - » Co-op
 - » Experiential learning
 - » Combined Programs
 - Access to education
 - » “First in Family”
 - » Economic disadvantages
 - » Priority neighbourhoods (especially Scarborough)
 - Intellectual Ecosystem
 - » Intellectual diversity of the full range of disciplines
- Declining market of students
- Excellence based on traditional metrics may exclude some aspects of diversity

Strategic Enrolment Planning

- Circling back to our goals
 - Rich intellectual environment
 - » Excellent students
 - » Diverse student population
 - **Preparation for graduate school and for the work force**
 - » Co-op
 - » Experiential learning
 - » Combined Programs
 - Access to education
 - » “First in Family”
 - » Economic disadvantages
 - » Priority neighbourhoods (especially Scarborough)
 - Intellectual Ecosystem
 - » Intellectual diversity of the full range of disciplines
- Largely in place
- Developing more Experiential Education
- More Combined Programs

Strategic Enrolment Planning

- Circling back to our goals
 - Rich intellectual environment
 - » Excellent students
 - » Diverse student population
 - Preparation for graduate school and for the work force
 - » Co-op
 - » Experiential learning
 - » Combined Programs
 - **Access to education**
 - » “First in Family”
 - » Economic disadvantages
 - » Priority neighbourhoods (especially Scarborough)
 - Intellectual Ecosystem
 - » Intellectual diversity of the full range of disciplines
- Sometimes a tension between this and the first goal
- Will enrollment strategy of first point adversely affect this goal?

Strategic Enrolment Planning

- Circling back to our goals
 - Rich intellectual environment
 - » Excellent students
 - » Diverse student population
 - Preparation for graduate school and for the work force
 - » Co-op
 - » Experiential learning
 - » Combined Programs
 - Access to education
 - » “First in Family”
 - » Economic disadvantages
 - » Priority neighbourhoods (especially Scarborough)
 - **Intellectual Ecosystem**
 - » Intellectual diversity of the full range of disciplines
- Student demand not even across the academic disciplines –high demand in Management, CMS, Psychology, HS



Strategic Enrolment Planning

- So how does this translate into an effective recruitment strategy?
- Short term
 - Targeted scholarships
 - International strategies
 - pathway to success program with Centennial
- Long term
 - Programs (emerging disciplines) – Academic Plan
 - Delivery (Co-op, experiential learning, grad pathways)

Recruitment Strategy

- Targeted scholarships
 - Currently scholarship cutoffs are 88%
 - Local competitors (non-U of T) provide scholarships for 80-88% range
 - Proposal: scholarships for the 85-88% range with renewal options (based on performance)
 - Develop an extended scholars cohort
 - Focus on areas of societal need but not necessarily student demand (to balance the ecosystem)
 - “Green Scholars”, “City Scholars”, “Global Scholars” as pilots

Recruitment Strategy

- **Pathway to success** Program
 - Current cutoff is at **73%**
 - As we move the cutoff to **75%** (to achieve student excellence) are we losing a valuable constituency, especially relevant to local priority neighbourhoods
 - Data shows that below **75%** do struggle with lower retention and marginal GPA
 - Articulation (university preparation) agreement with Seneca
 - Working on custom designed “**pathway to success**” program with Centennial as well as an academic “**second chance**” program

Recruitment Strategy

- Centennial pathway to success program
 - For applicants between **70-75%**, automatic offer to a 2 year Centennial program as university preparation program with a guaranteed UTSC offer based on performance
 - **6.5** FCE transfer credits plus **1.0** FCE UTSC courses
 - Centennial would run this program exclusively with UTSC from the Morningside Campus (currently at Ashtonbee Campus with other partners)
 - Students will have access to UTSC Academic Advising and possibly other features of student life (TPASC, residence as possibilities)
 - Centennial willing to do an academic “**second chance**” program for students who fail out in first year at UTSC

Academic Priorities

- **UTSC Academic Plan**
- Strategic Enrolment Management
- International Student Experience

Recruitment Strategy

- Long term
 - Academic Plan
 - Programs
 - Academic Planning process (on-going) identifies new areas of scholarship
 - Delivery
 - Co-op expansion
 - Experiential Education
 - Combined Programs

Academic Priorities

- UTSC Academic Plan
- Strategic Enrolment Management
- **International Student Experience**

International Student Experience

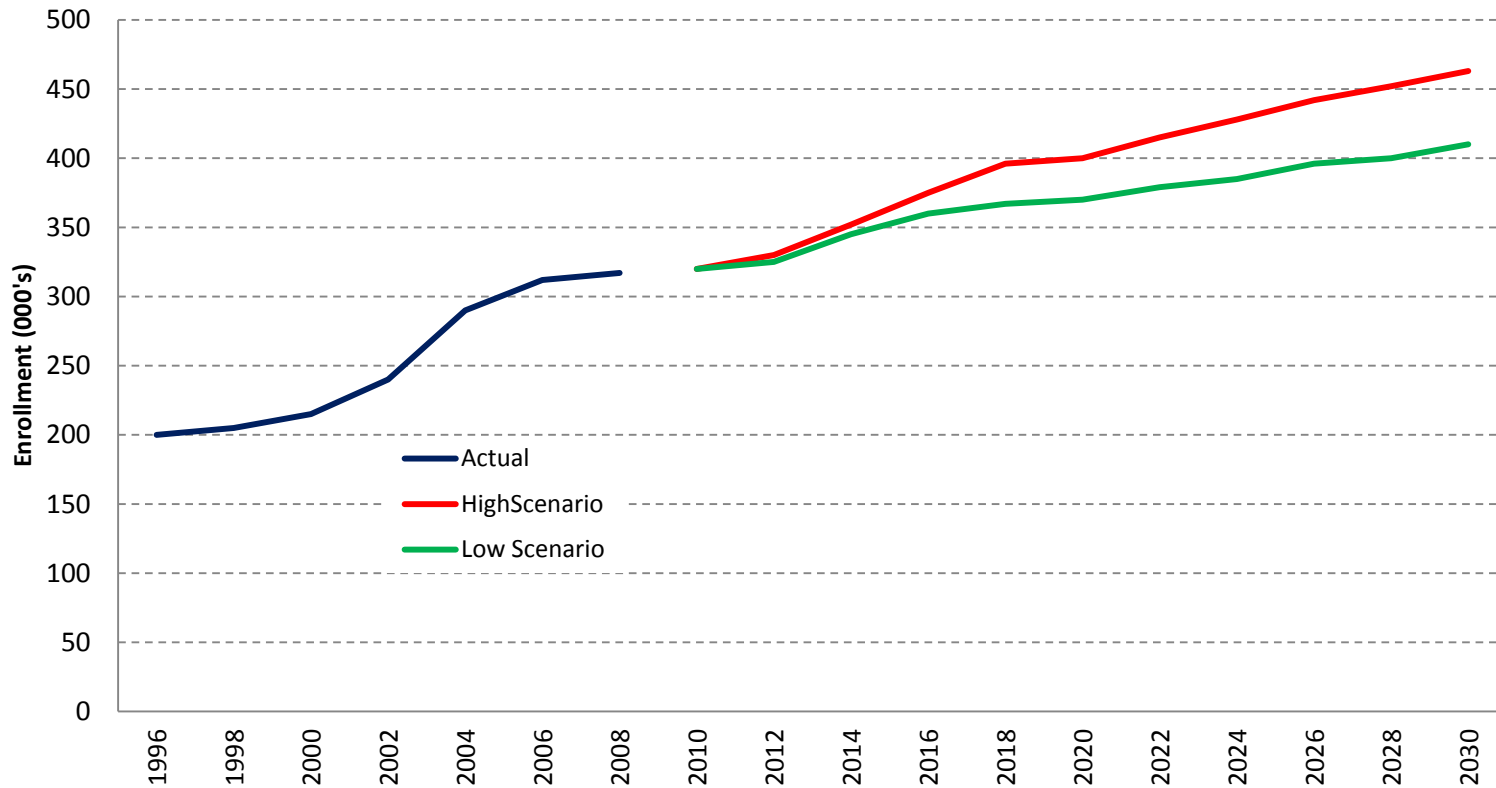
- Recruitment
 - Percentage international students increasing
 - Steady state around **18-19%**
 - Critical element of recruitment plan, offsetting domestic declines
- Reviewing
 - IAPI (Greenpath)
 - Student experience at UTSC
 - Student experience internationally

Growth: Operational and Financial Context

- System and regional factors
- UTSC investments and preparation for growth
- Stabilizing factors
- Growth to date
- Financial risk mitigation

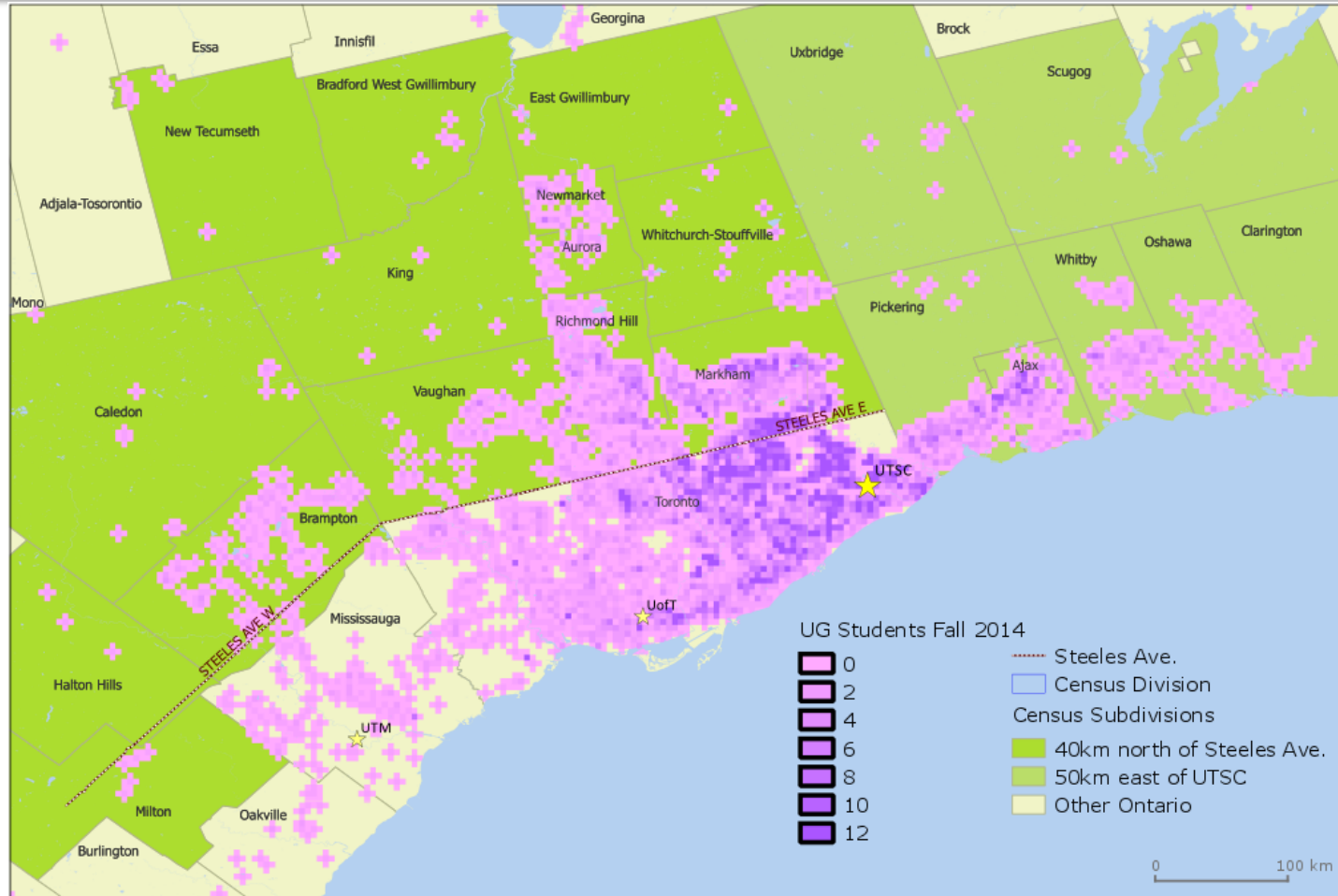
University System Growth In Ontario

Ontario Undergraduate Full-time Demand Scenario Projections



Data Source: Ministry of Finance 2014 Population Estimates

Our Current Catchment



Highlighted Census Sub-divisions had a material number of UTSC registrants in Fall 2014 and were located within 40km north of Steeles Ave. Census Sub-divisions located east of Markham that are within a 50km buffer of UTSC are also highlighted.

Data Source: Permanent Postal Code from Fall 2014 Official Count File.

GTA Catchment for UTSC

Census Division	Percentage Growth from 2013 to 2036, 18-20 Year Olds	Change in Population from 2013 to 2036, 18-20 Year Olds	Percentage of UTSC New Student Intake, Fall 2014
Toronto	9%	9,095	44%
York	30%	13,818	17%
Durham	12%	3,425	7%
Peel	21%	12,829	3%
Halton	43%	9,515	0.40%
Total GTA	19%	48,682	71%

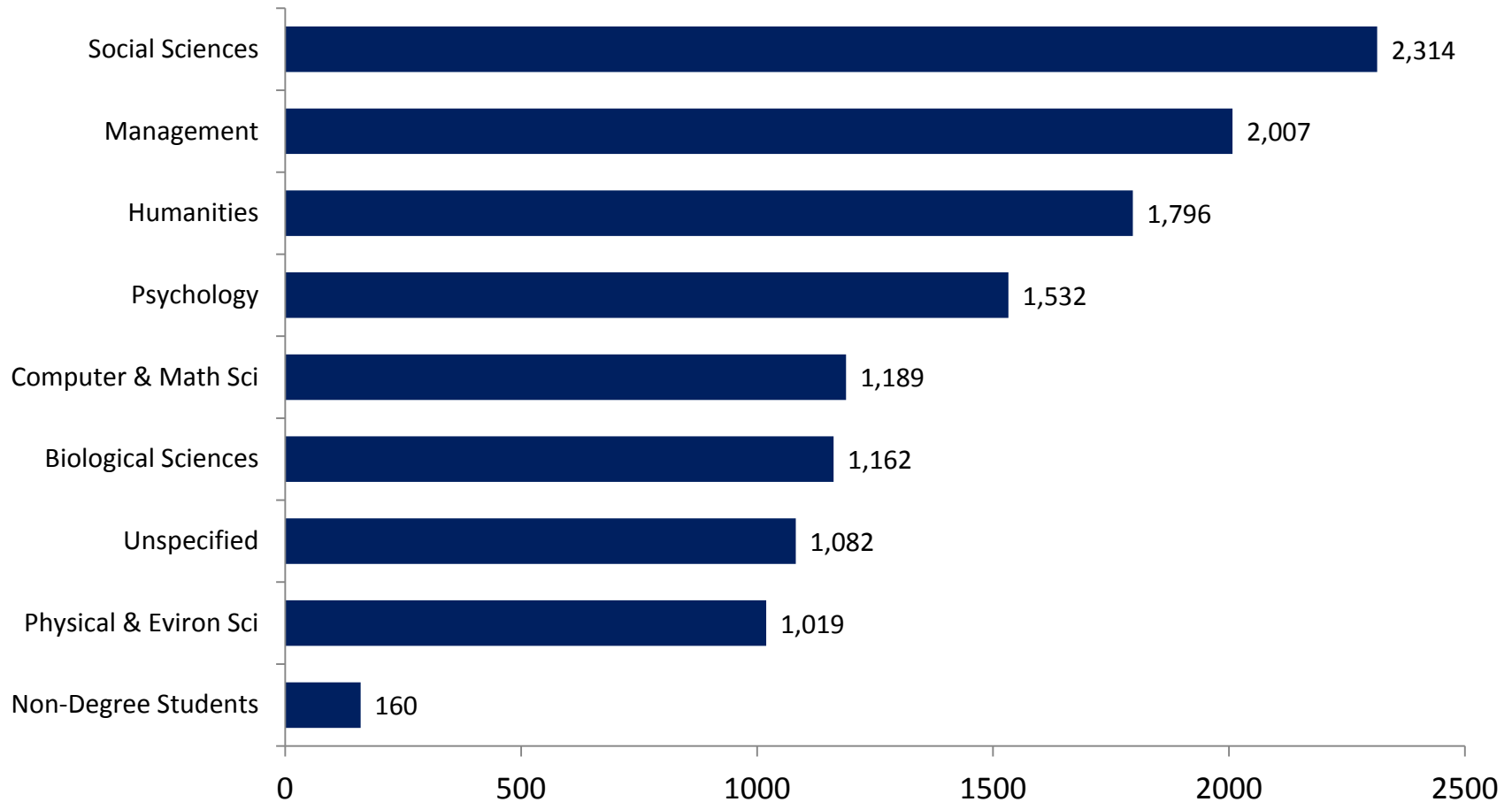


Data Sources:
Ministry of Finance 2014 Population Estimates,
Official Count File

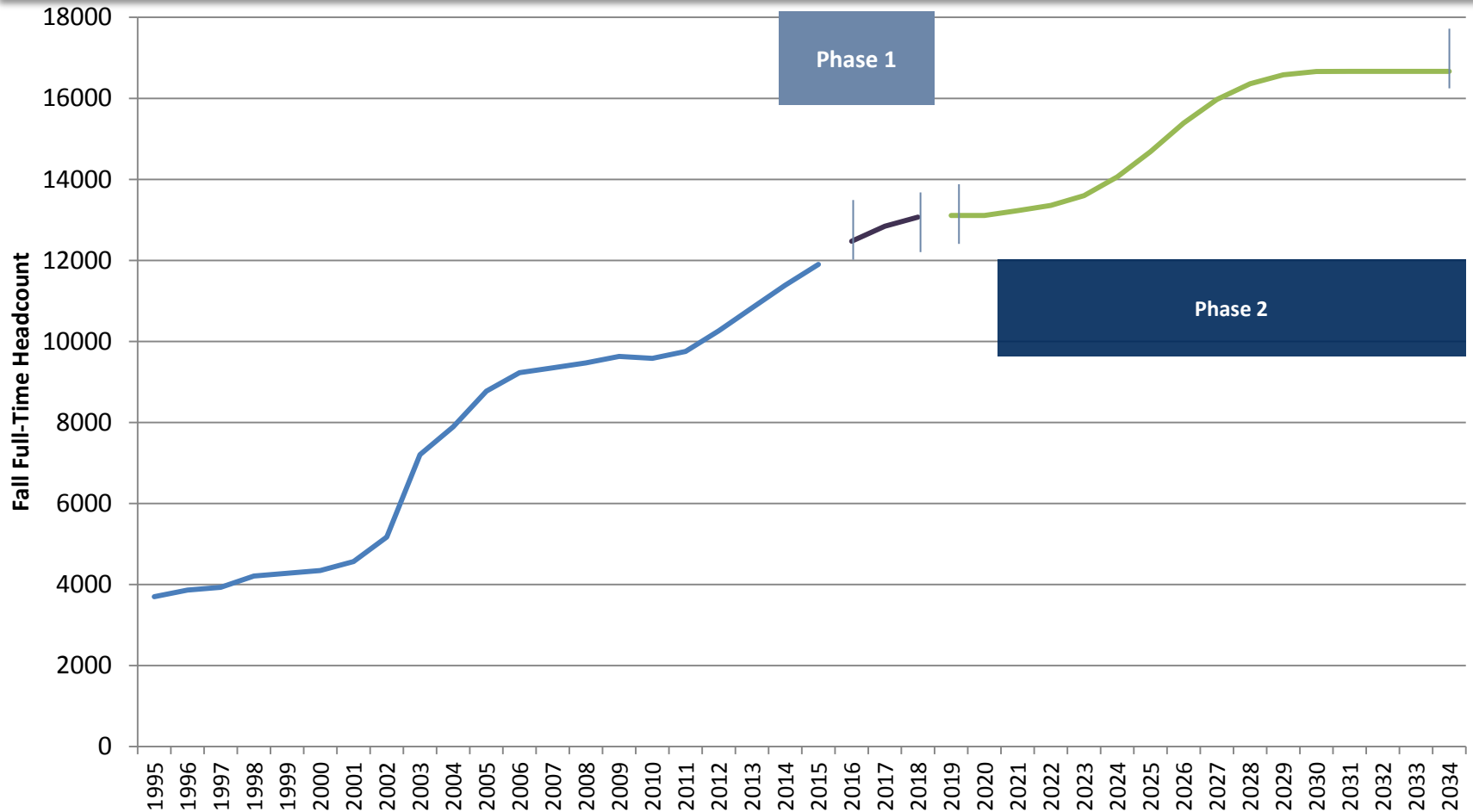
Growth: Operational and Financial Context

- System and regional factors
- UTSC investments and growth
- Stabilizing factors
- Growth to date
- Financial risk mitigation

UTSC Fall 2014 Undergraduate Headcount Enrolment by Departmental Grouping

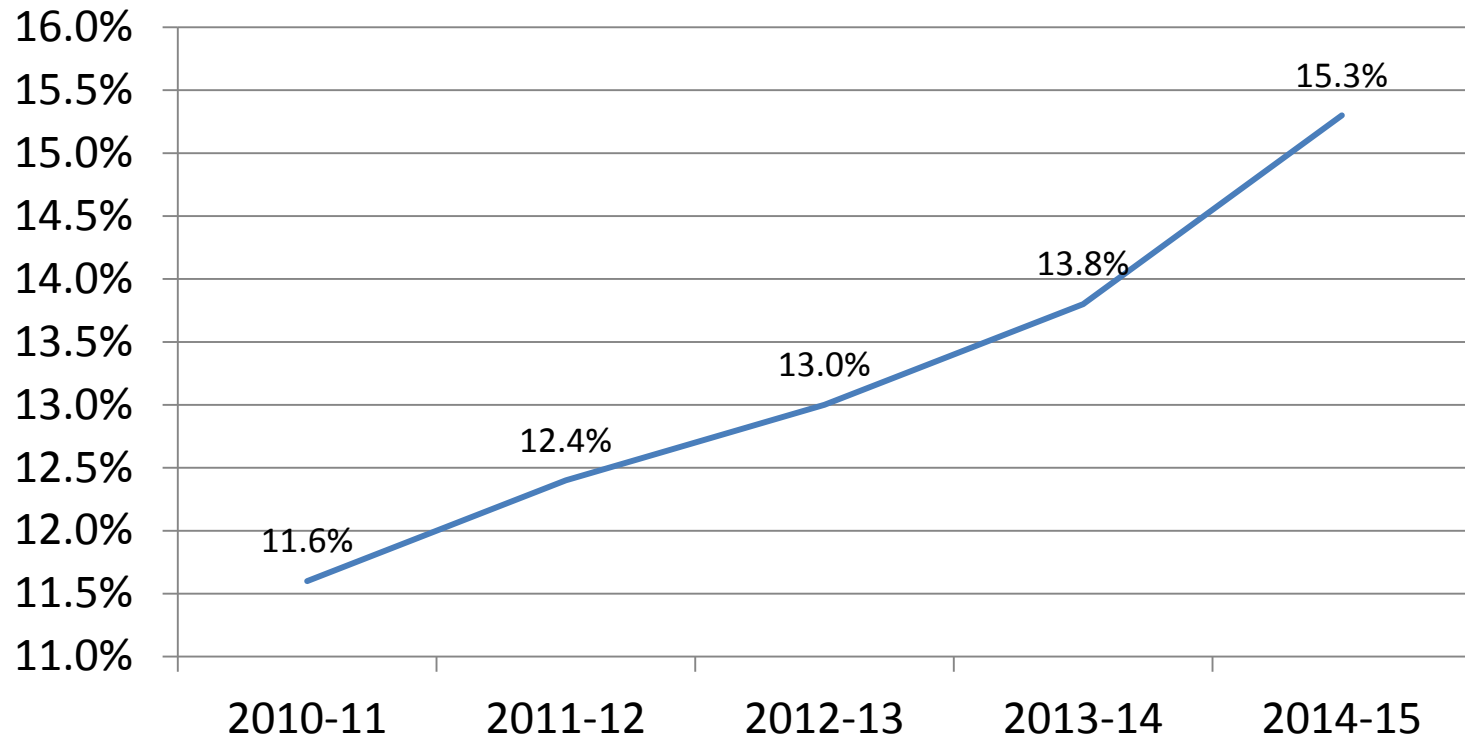


UTSC- 2 Phase Growth Plan



International Students

% UG International Fall FTEs of Total UTSC Fall FTEs

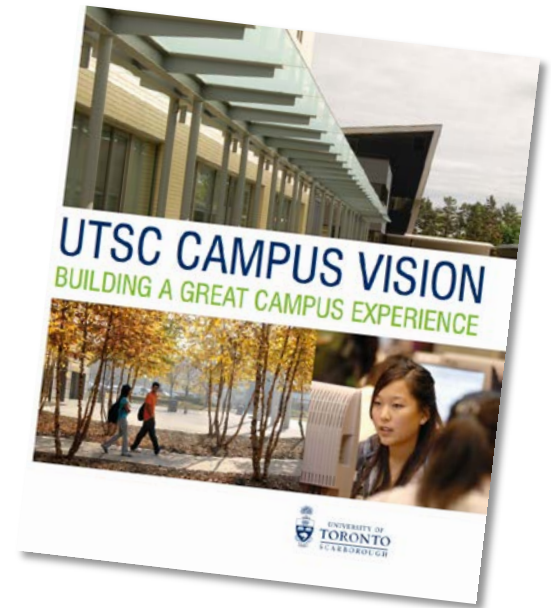
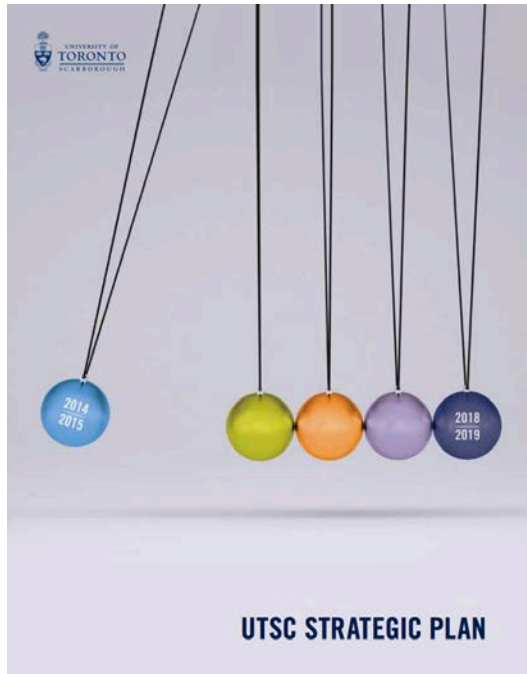
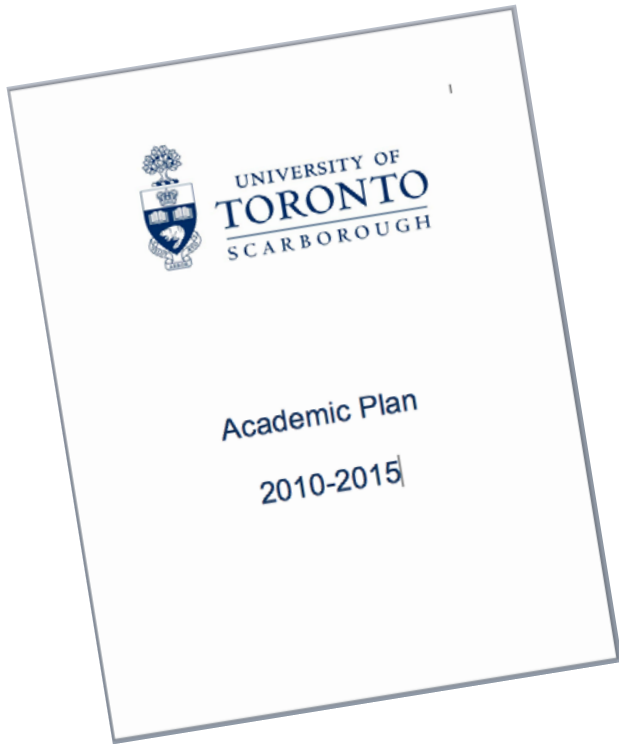


Capital Investments at UTSC since 2003

Project	NASM	Proposed Completion	Open Date	Approved Cost	Actual Cost
Academic Resource Centre	5,999	2003	2003	\$24M	\$20M
Foley Hall (Phase 4 Residence)	4,963	2003	2003	\$16M	\$16M
Student Centre	2,439	2004	2004	\$14M	\$14M
Social Sciences Building	2,350	2005	2005	\$15.5M	\$14M
Arts & Administration Building	2,783	2005	2005	\$20.4M	\$20M
Science Research Building	2,979	2008	2008	\$37M	\$36.5M
Land Remediation	-	2012	2012	\$43M	\$31M
Instructional Centre	7,853	2011	2011	\$78M	\$76M
Toronto Pan Am Sports Centre	20,777	2014	2014	\$248M	\$205M
Environmental Science & Chemistry Building	6,169	2015	2015	\$65M	\$63.5M
East Arrival Court	-	2012	2012	\$4.1M	\$3.7M
Parking Lot Expansion	-	2004	2004	\$10.6M	\$10.3M
Portables (Phase 1 and 2)	-	2008-10	2008-10	\$4M	\$4M
Science Wing Balconies	-	2007	2007	\$3.8M	\$3.4M
Mechanical Upgrades	-	Various	Various	\$12.2M	\$11.6M
Electrical Upgrades	-	Various	Various	\$8.2M	\$7.8M
Total	56,312			\$604M	\$536.8M

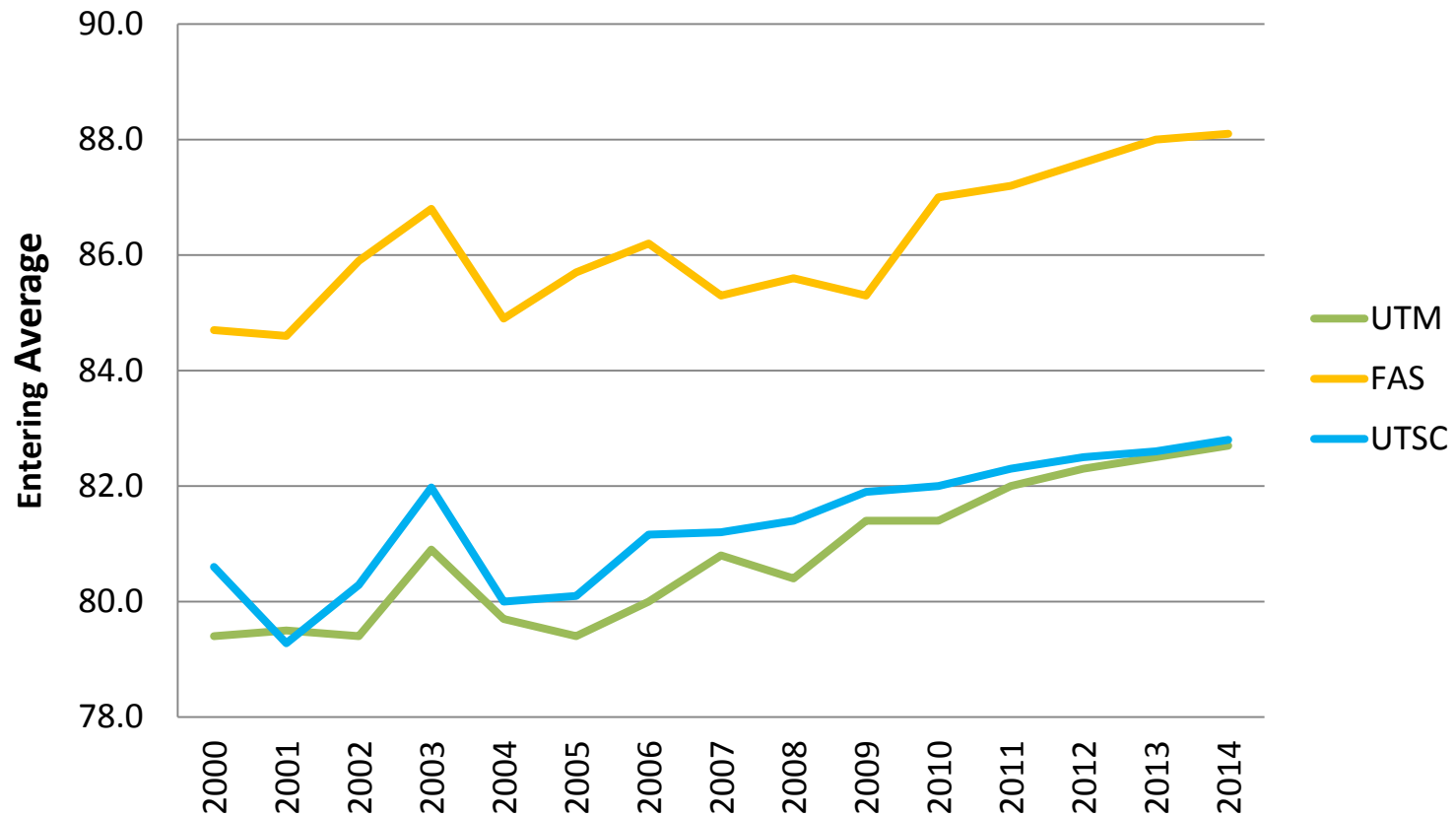
Growth: Operational and Financial Context

- System and regional factors
- UTSC investments and preparation for growth
- Stabilizing factors
- Growth to date
- Financial risk mitigation



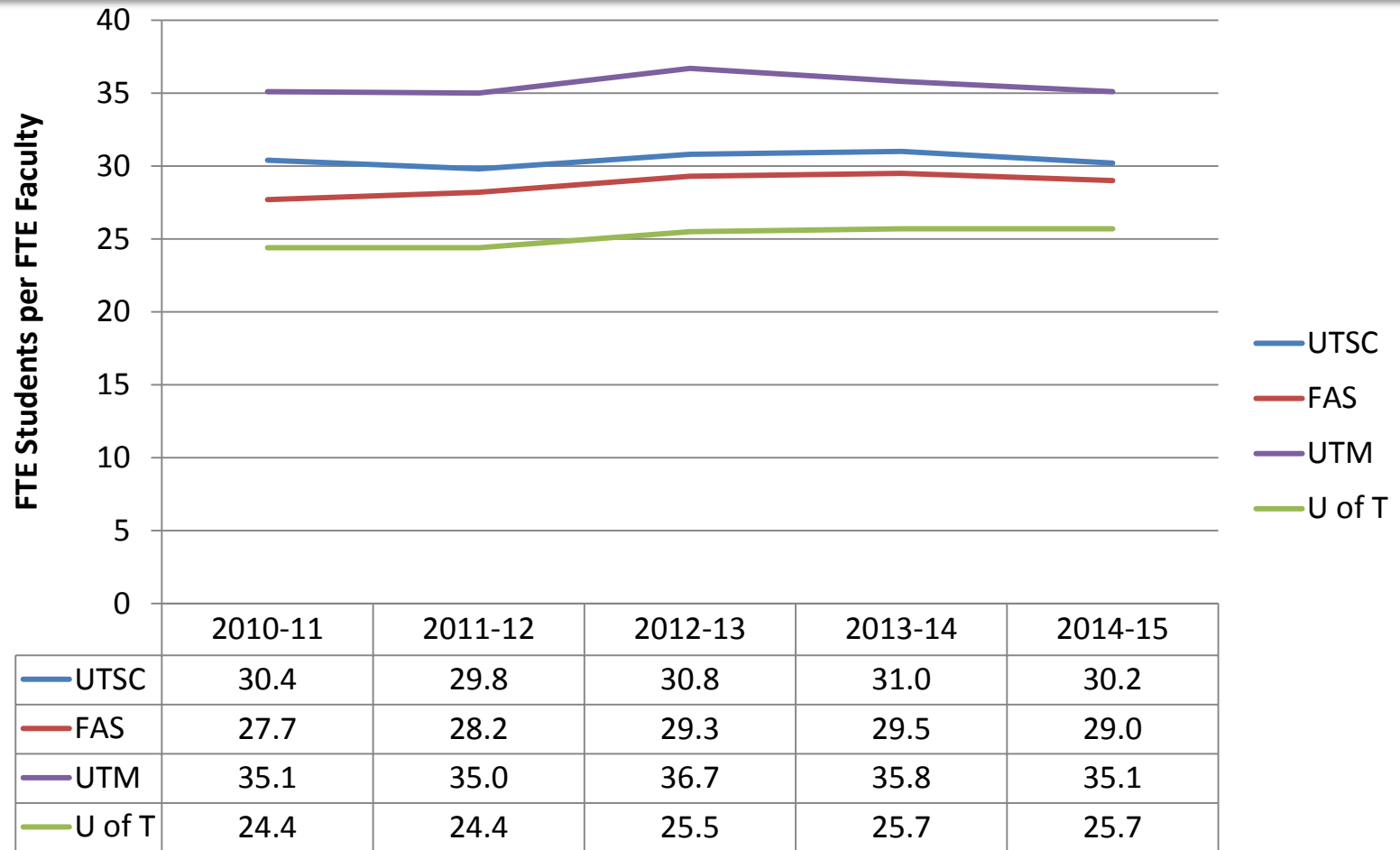
Improving Entering Averages

Arts & Science Entering Average Marks

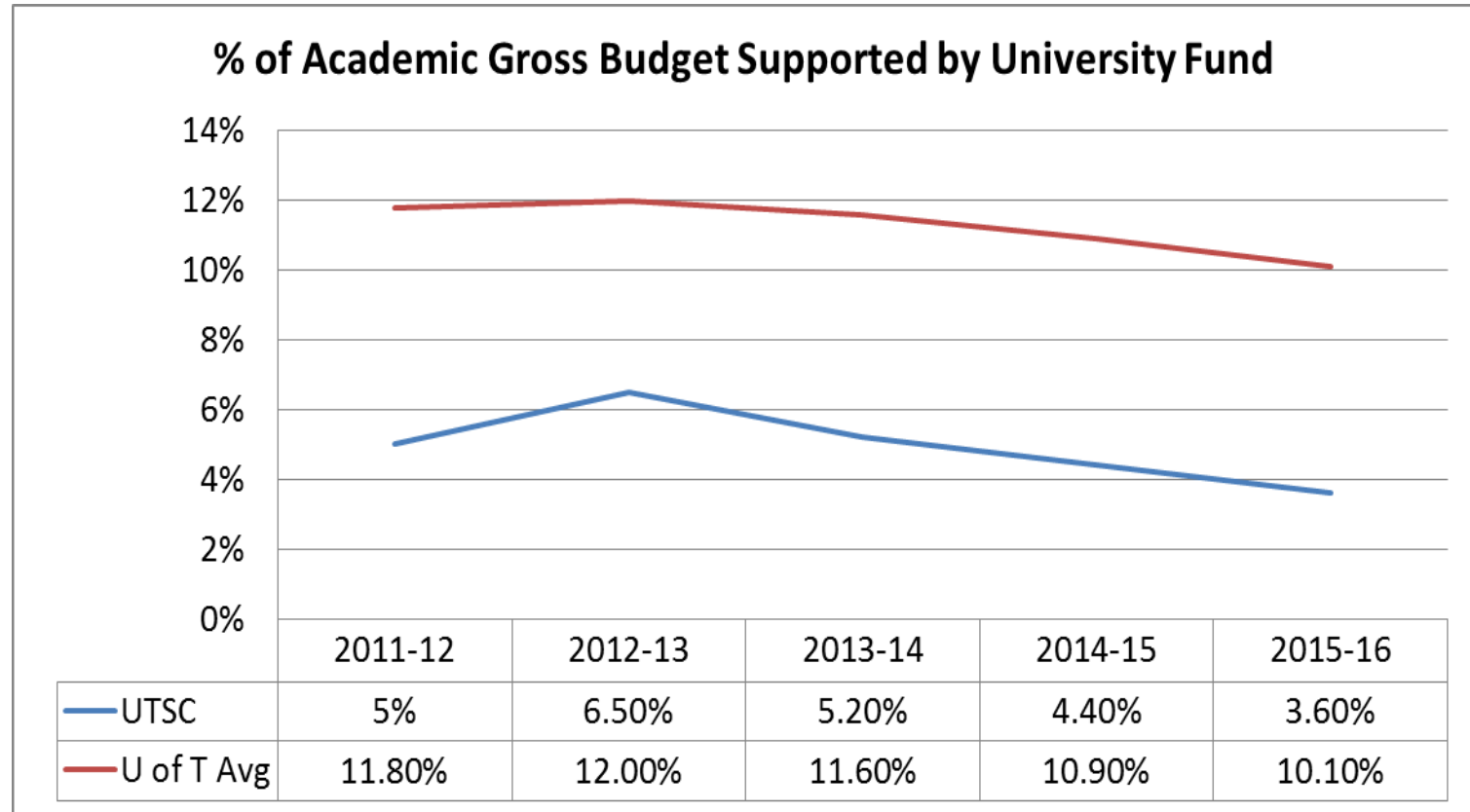


Data Source: UofT Performance Indicators for Governance

Student: Faculty Ratio

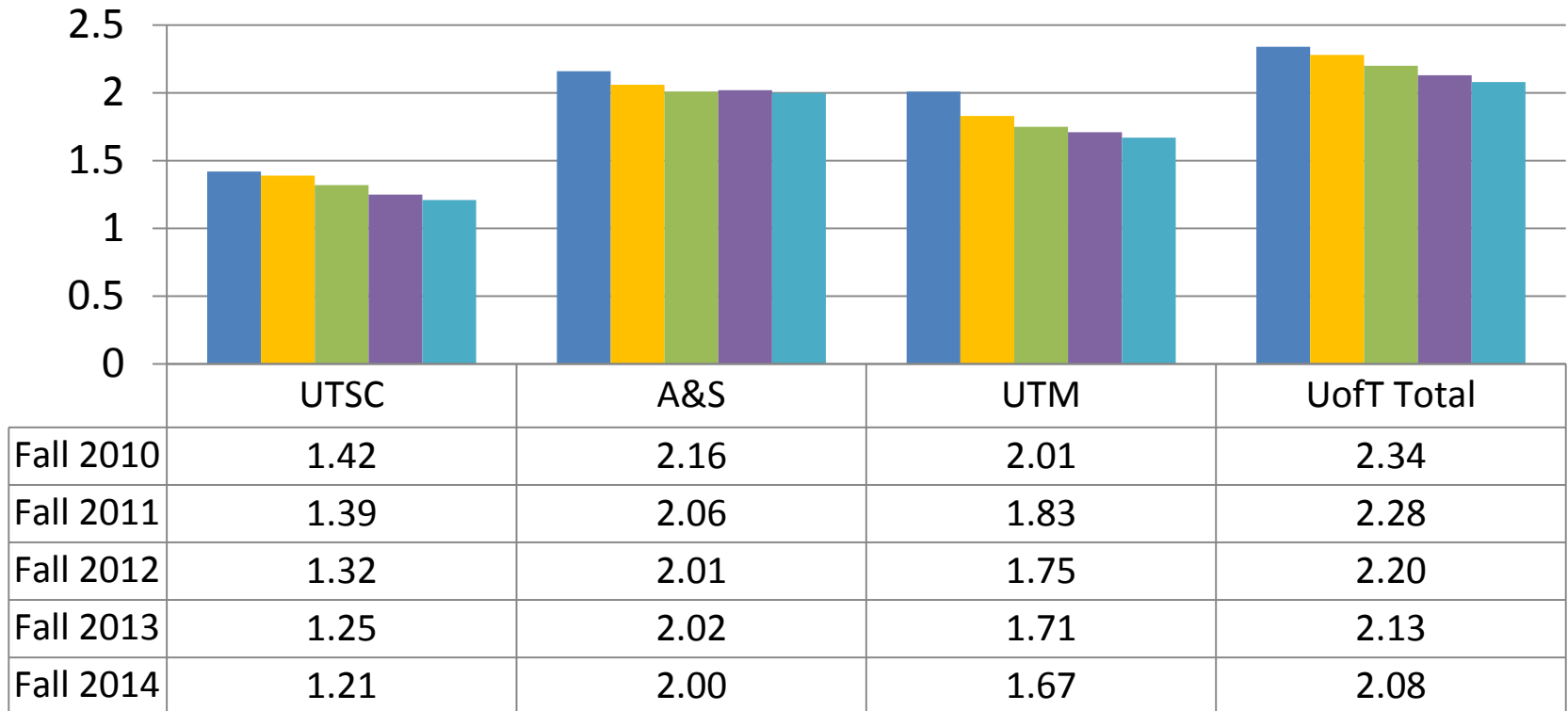


University Fund



Space and Growth

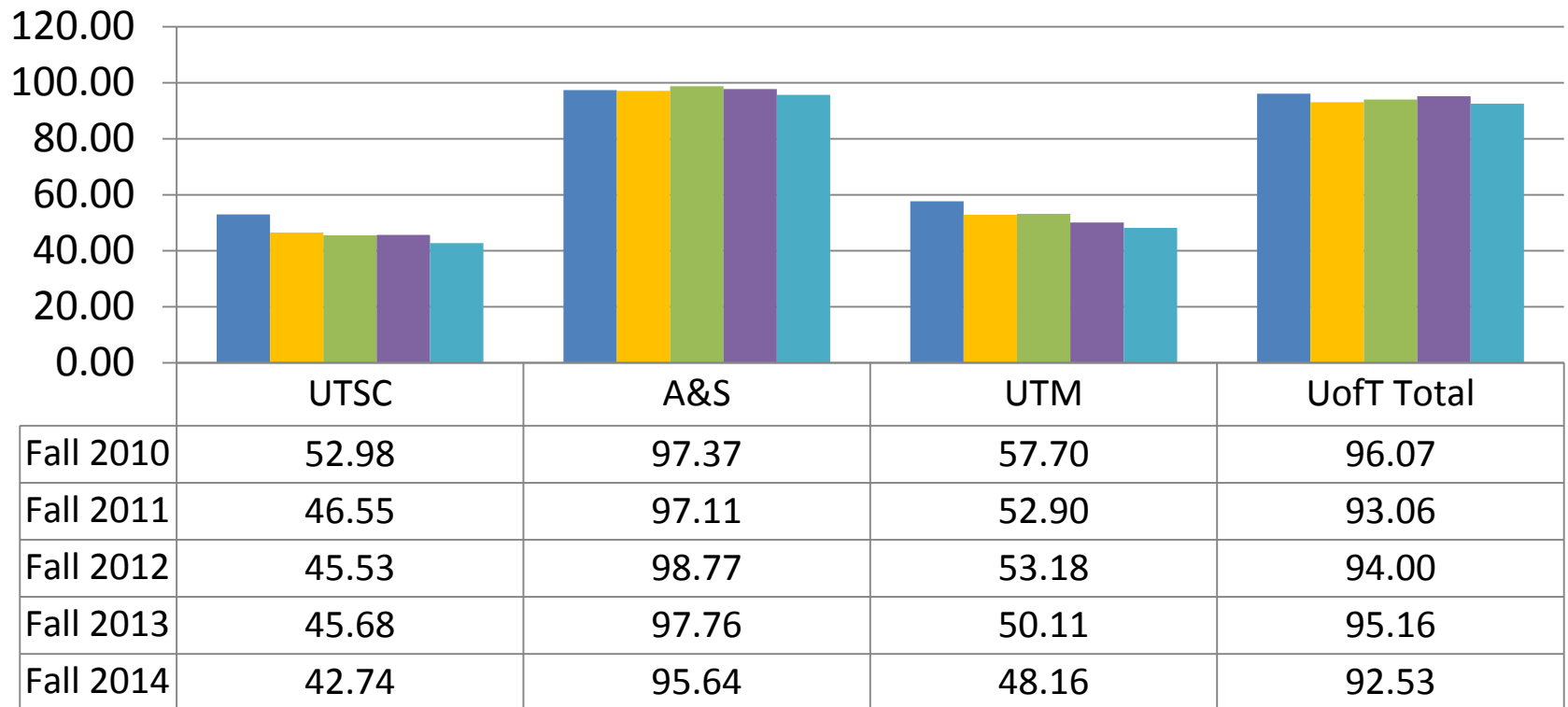
Teaching Space per FTE Student



■ Fall 2010 ■ Fall 2011 ■ Fall 2012 ■ Fall 2013 ■ Fall 2014

Space and Growth

Research and Academic Office Space per Faculty FTE



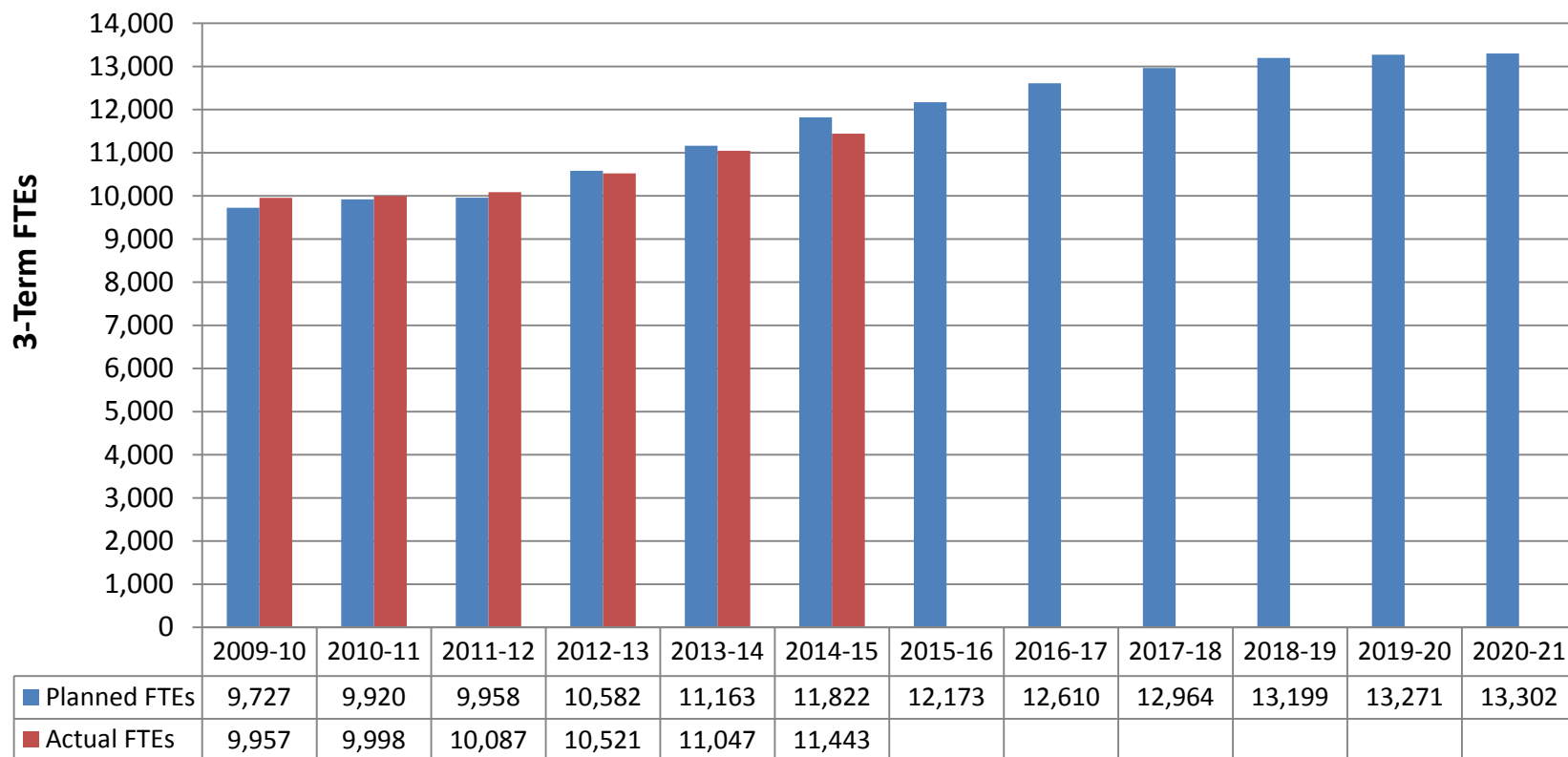
■ Fall 2010
 ■ Fall 2011
 ■ Fall 2012
 ■ Fall 2013
 ■ Fall 2014

Growth: Operational and Financial Context

- System and regional factors
- UTSC investments and preparation for growth
- Stabilizing factors
- Growth to date
- Financial risk mitigation

Growth Plan and Performance

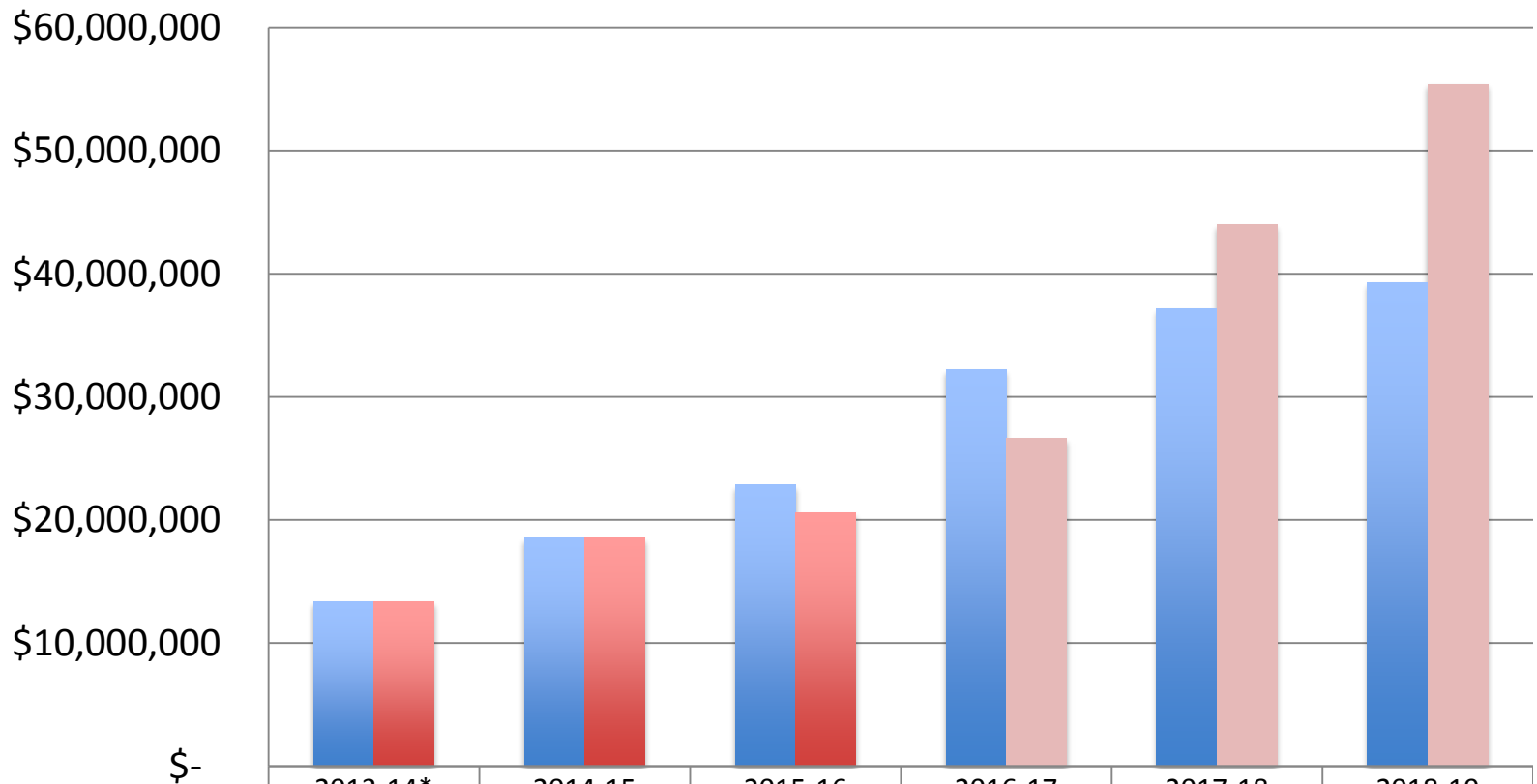
UTSC Planned vs. Actual 3-Term UG FTEs



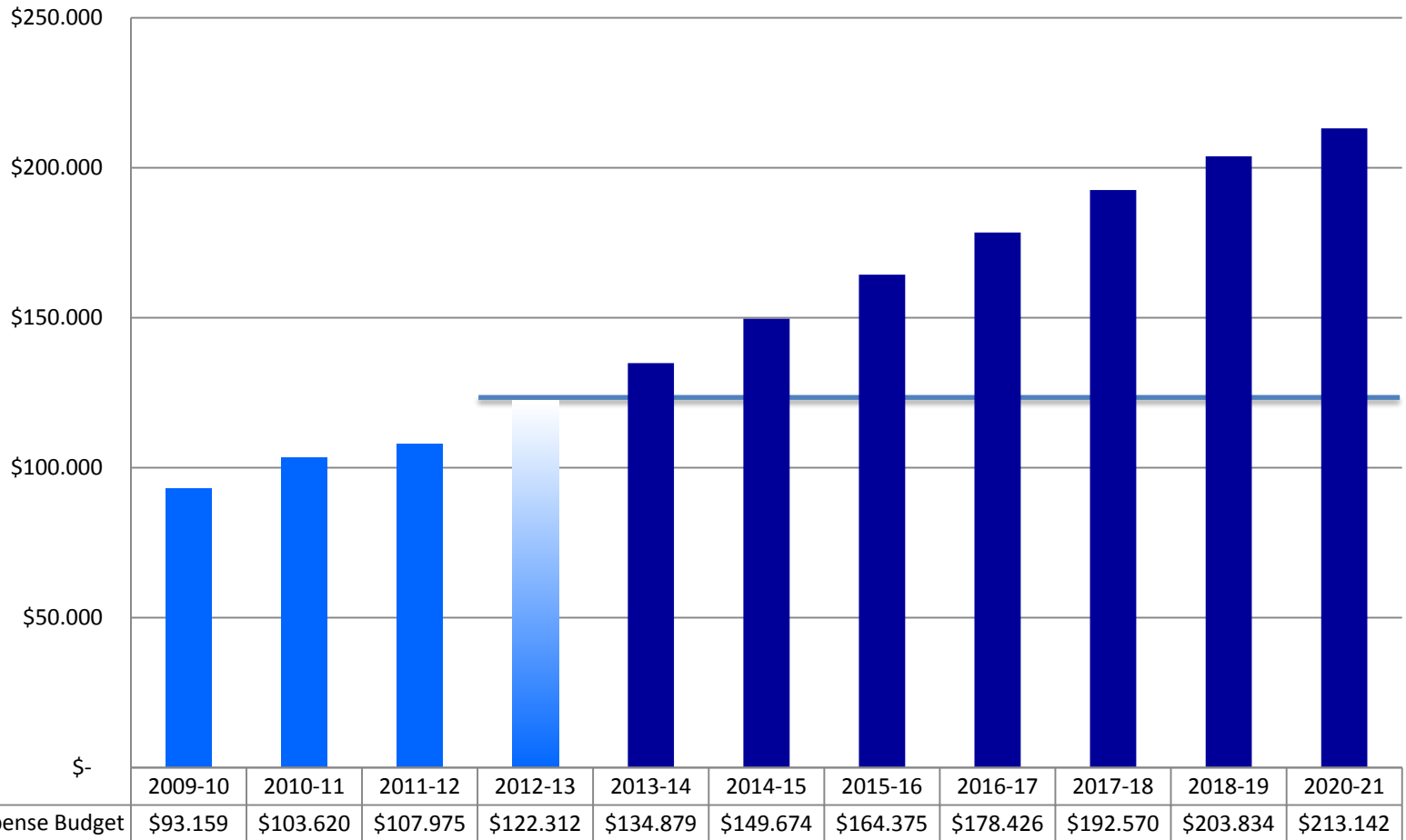
■ Planned FTEs

■ Actual FTEs

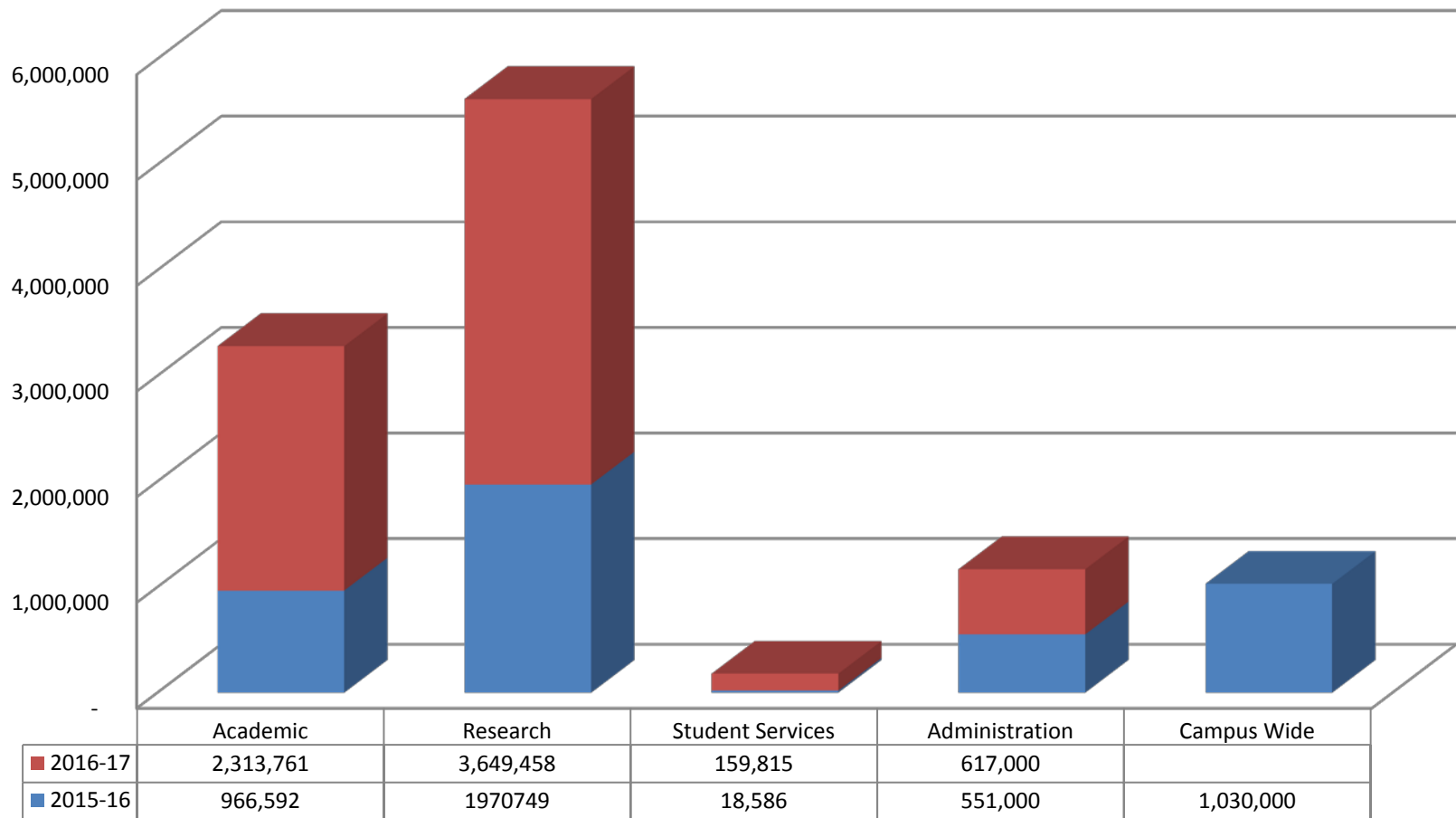
Financial Impact of Growth



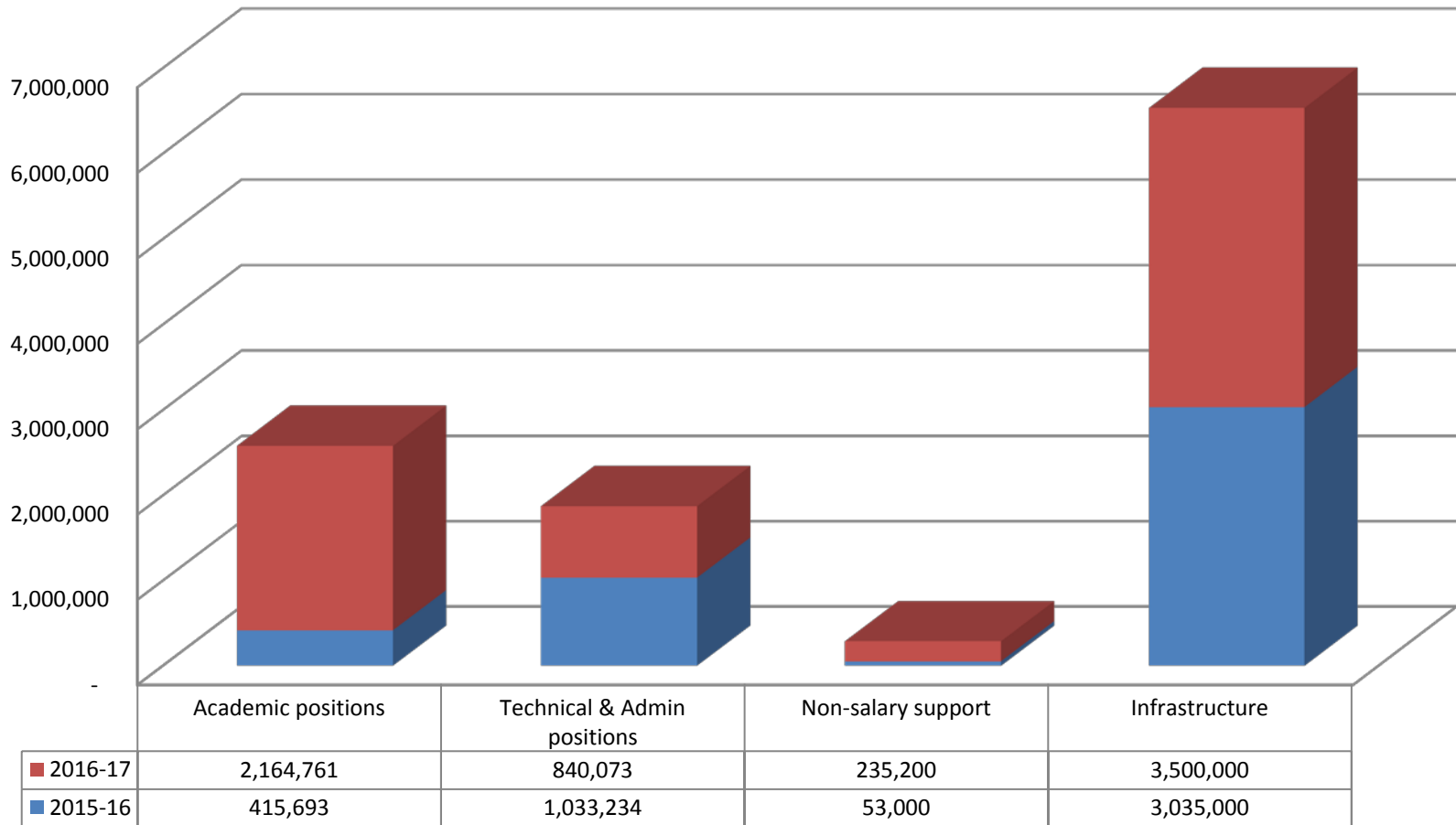
Budget Growth



New Resource Allocations – By Portfolio

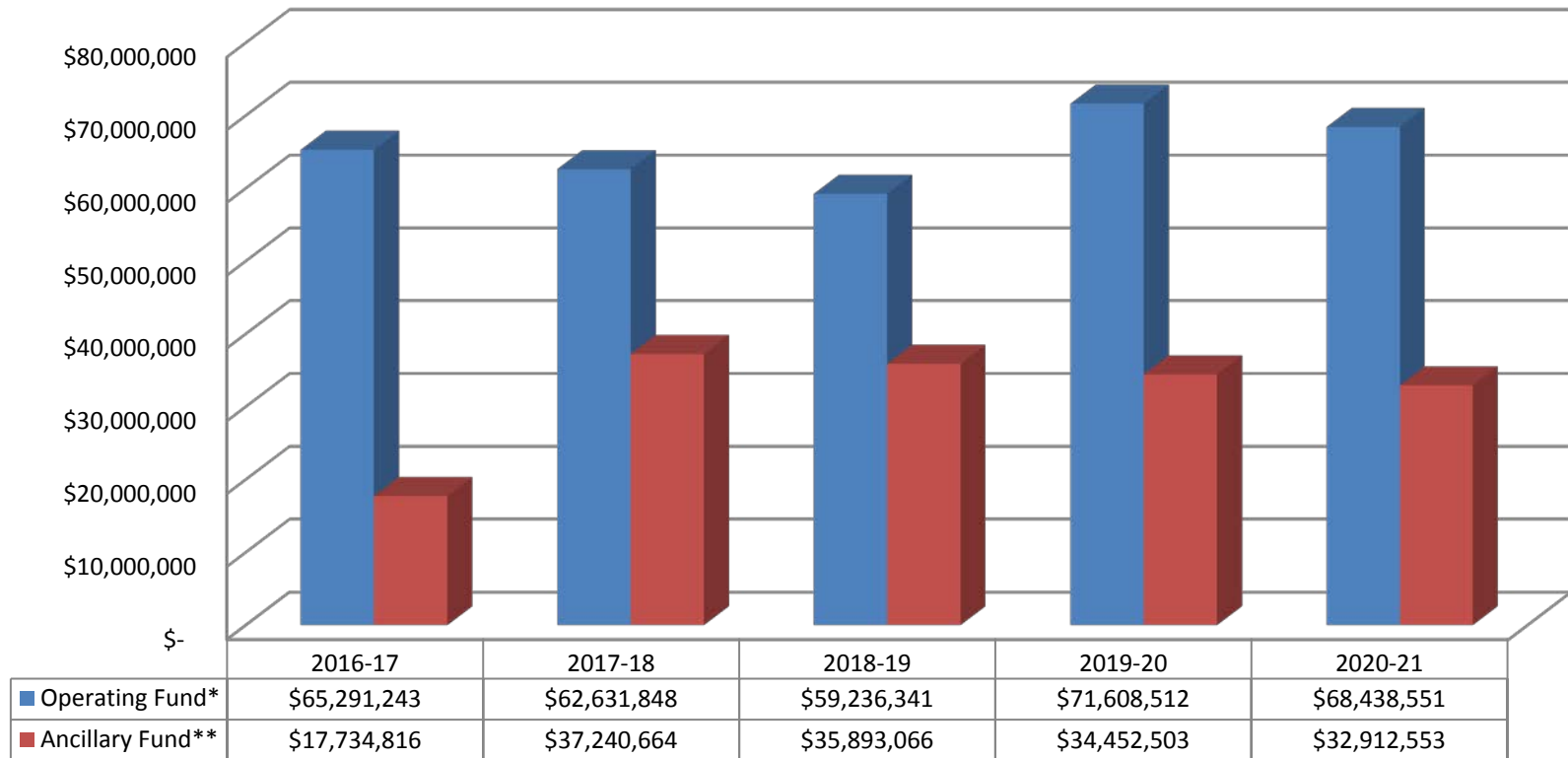


New Resource Allocations – By Expense Type



Long-Term Debt

Debt Balances - Current Planning Period

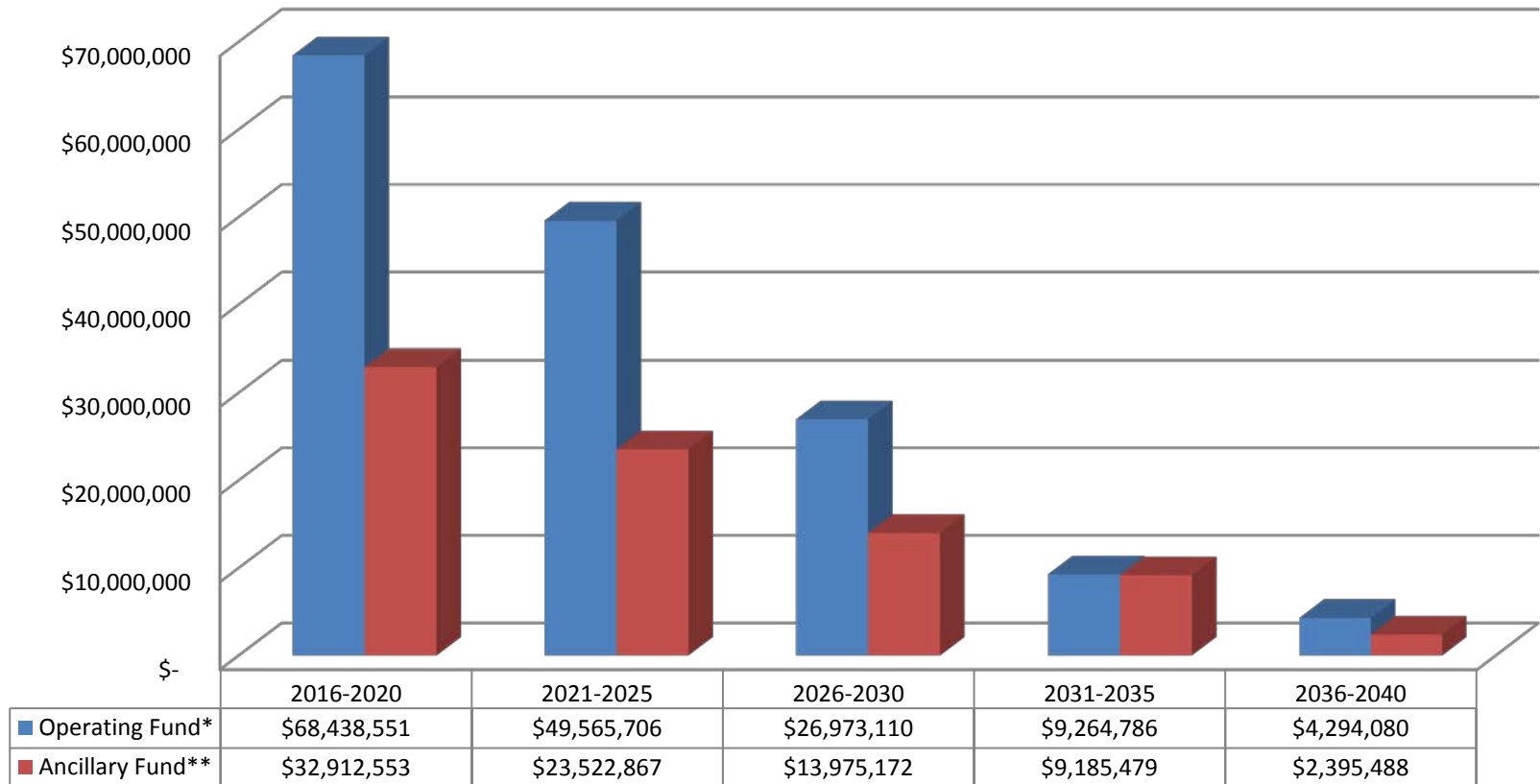


*Includes estimate for Highland Hall

**Includes estimate for Parking Structure

Long-Term Debt

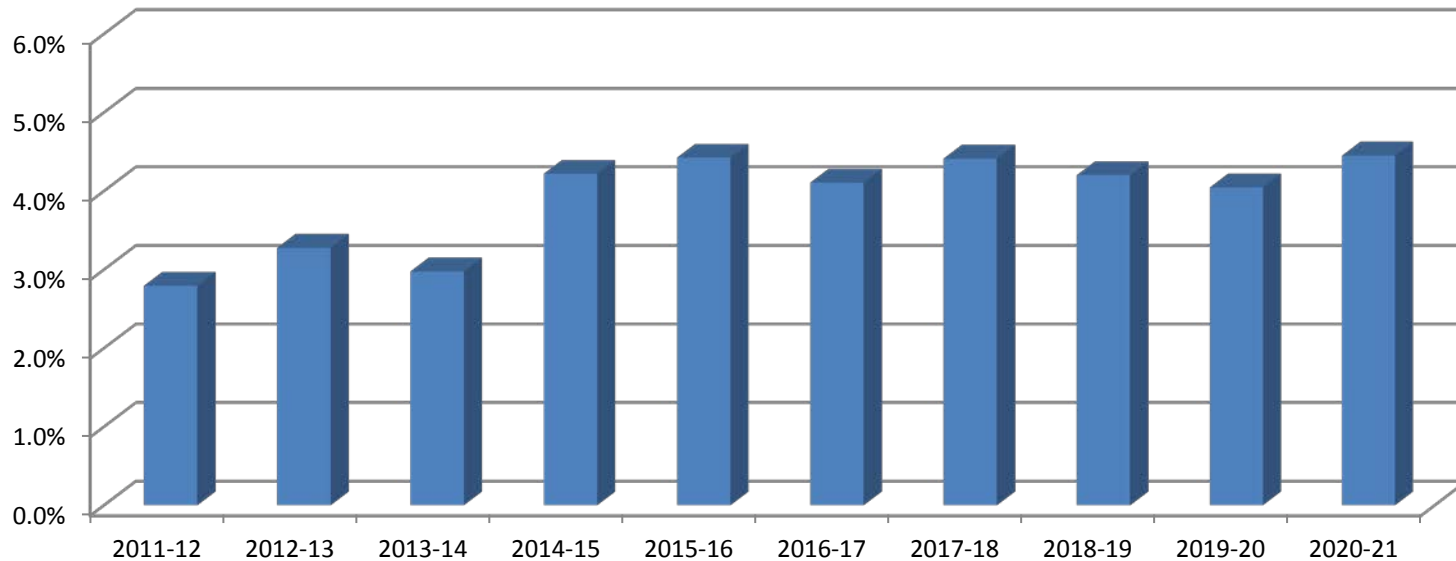
Long-Term Debt Balances



*Includes estimate for Highland Hall

**Includes estimate for Parking Structure

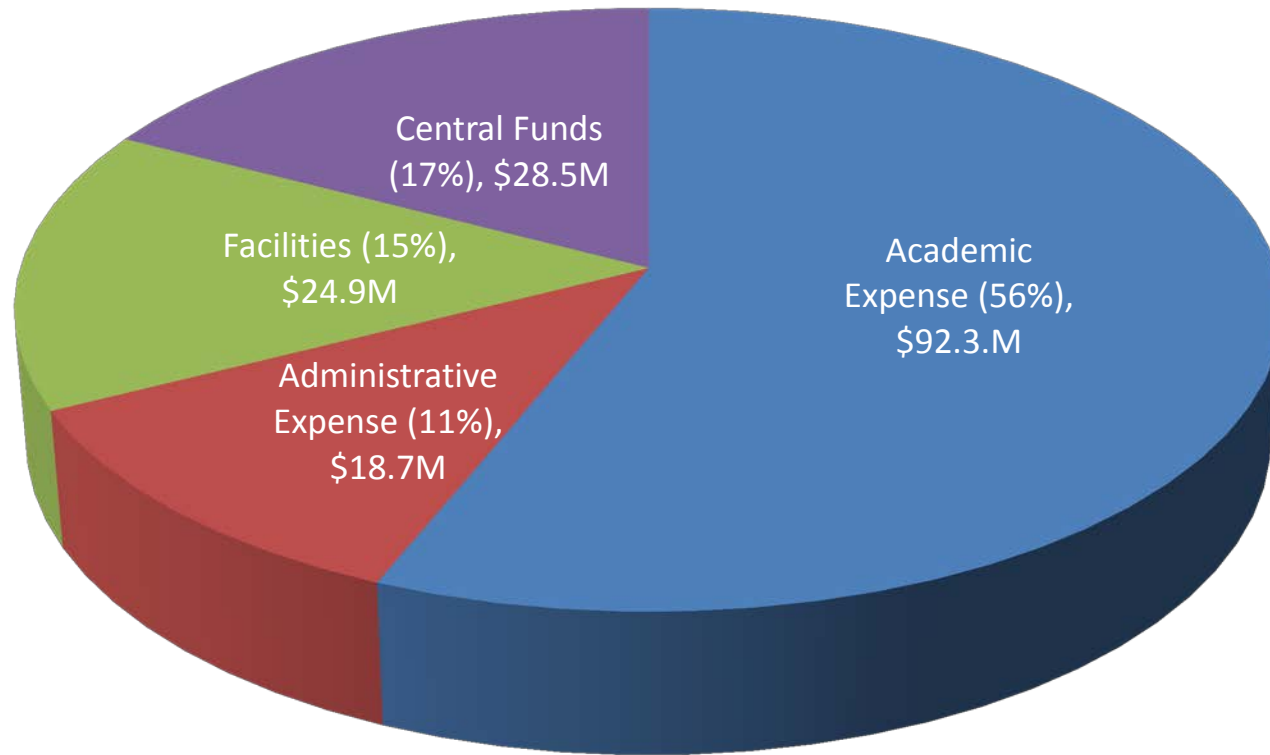
Annual Debt Services as a Percentage of Total Expense Budget



U of T maximum debt policy limit is 5%

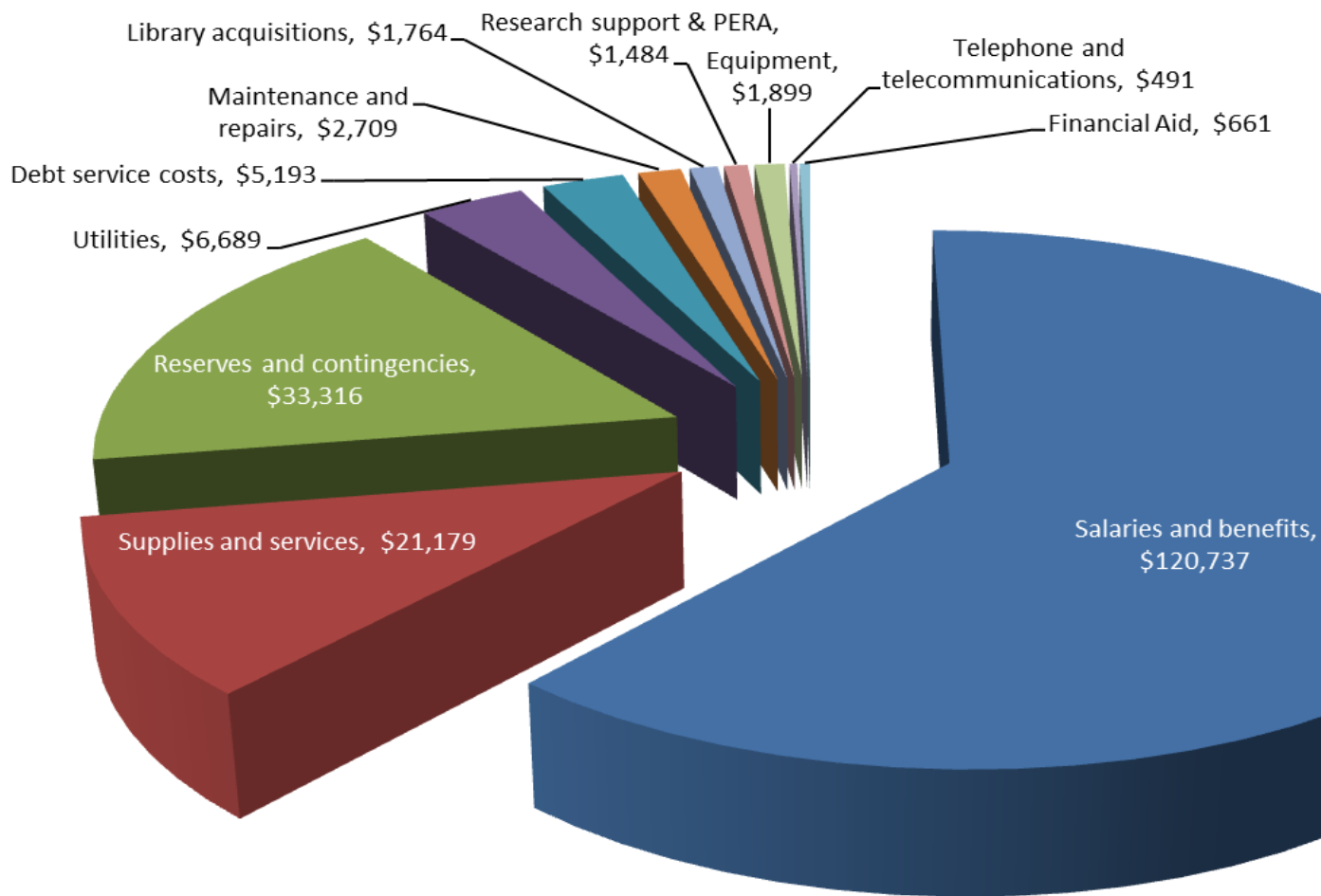
UTSC Budget 2015-16

Net Budget by Area of Expense



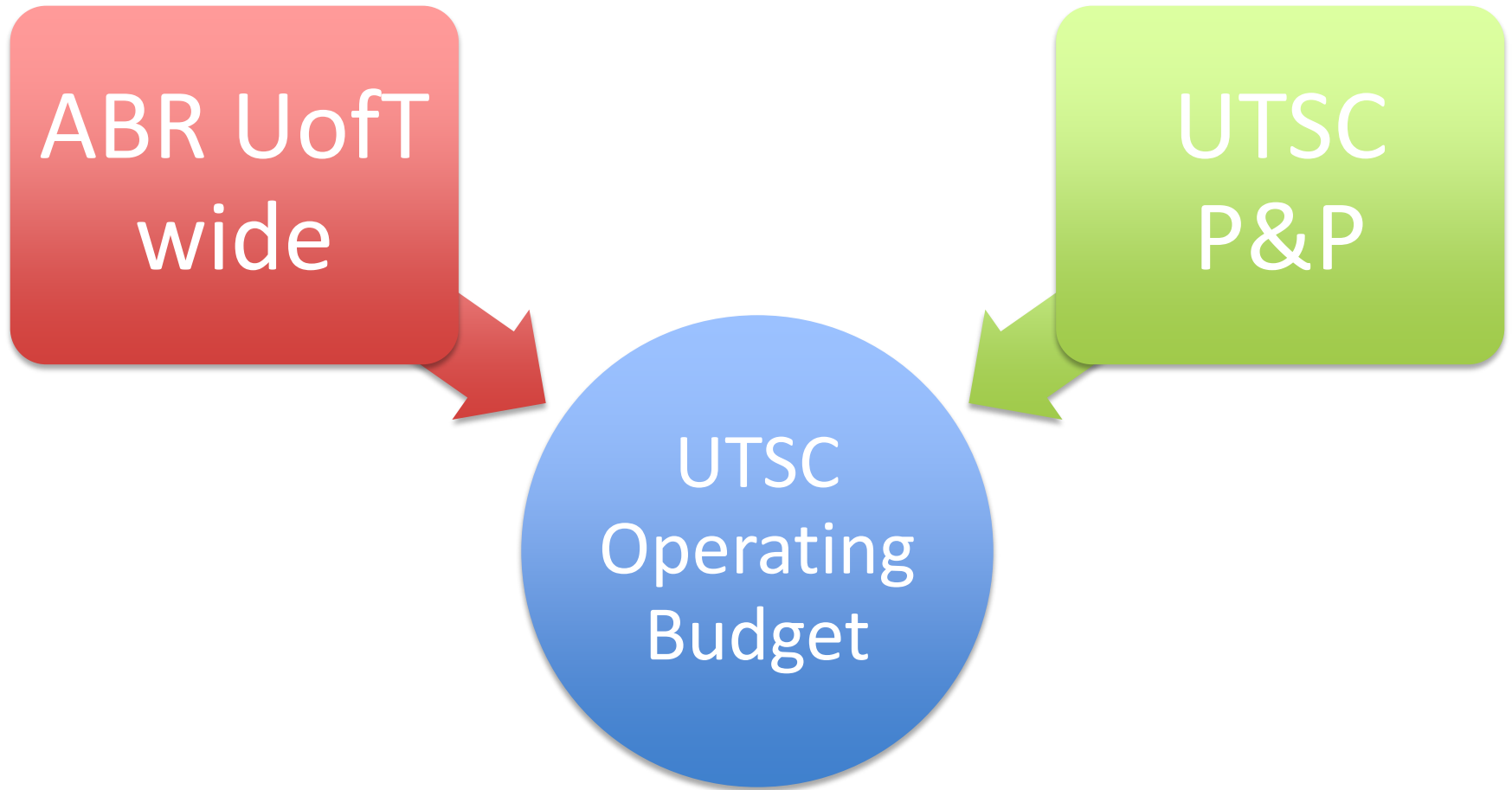
UTSC Budget 2015-16 by Type of Expense

In thousands



Total Gross Expense Budget \$196 m

Budget Process



Key Priorities for the ABR

1. Support for Renewable Scholarships for 2016-17
Academic year
2. Funding that is on-going for *AccessAbility* Invigilation
and Closed Captioning Support for the UTSC
3. Secondary Plan Support
4. Startup packages
5. Canadian Foundation for Innovation – John Evans
Leadership Award (CFI JELF) enhancement
6. Canada Research Chair additions

Key Priorities

- Investment in new Faculty
- Completion of Highland Hall Project
- Investment in TA Budget
- Investment in exam invigilation costs
- Vivarium renovations
- Research Program
- Campus Investments (way finding, Leadership program Legacy fund and staff positions)

Risk Mitigation

- Financial Risk Mitigating Strategies

Near term

- Strategic Enrollment Management system
- Deferral of expenses
- Targeted support for start-up and faculty hires

Longer term

- Expanded revenue sources
- Partnerships
- Building an Exceptional Student Experience

Questions