

**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** UTSC Campus Affairs Committee

**SPONSOR:** Professor Cheryl Regehr, Vice-President and Provost  
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**PRESENTERS:** Professor Cheryl Regehr, Vice-President and Provost  
**CONTACT INFO:**

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**DATE:** Tuesday, September 20, 2016

**AGENDA ITEM:** 3

**ITEM IDENTIFICATION:** Current-year Campus and Institutional Operating Budgets

**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 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] (September 20, 2016)**
2. UTSC Campus Council [For Information] (October 5, 2016)

**PREVIOUS ACTION TAKEN:**

At its meetings on September 16, 2015 and October 14, 2015, the UTSC Campus Affairs Committee (CAC) and the UTSC Campus Council (CC) both received, for information, a presentation on the current-year campus and institutional operating budgets.

**HIGHLIGHTS:**

The presentation that will be made to the UTSC Campus Affairs Committee on September 20<sup>th</sup>, and the UTSC Campus Council on October 5<sup>th</sup> is step one in the process for consideration of budget matters by local governance bodies, which comprises four steps:

- (1) an integrated budget presentation to the Campus Councils and Campus Affairs Committees,
- (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 provides the context for the 2016-17 Budget, including structure and process, enrolment, UofT Revenue, expense and university fund, student financial support.

This "step one" discussion at the CAC will support UTSC's annual budget preparations 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:**

A PowerPoint presentation will be made at the meeting, which will later be posted to the Diligent Boards governance portal under the resources section. The presentation will also be appended to the Committee meeting report.



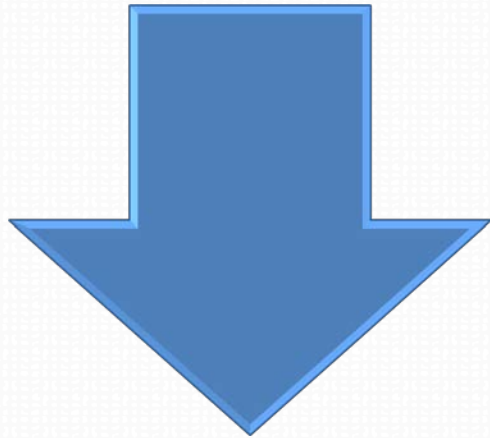
# Budget 2016

UTSC Campus Affairs Committee

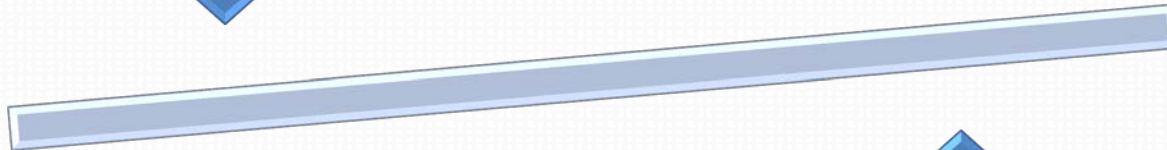
September 20, 2016

Cheryl Regehr and Trevor Rodgers

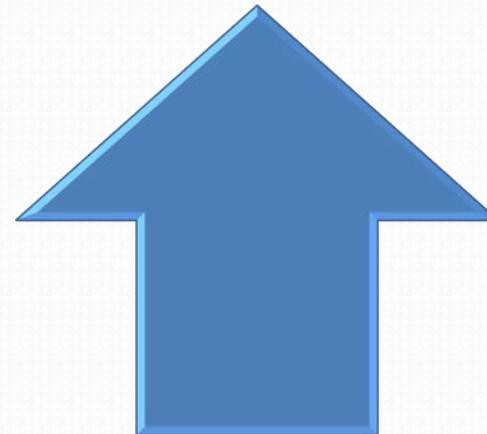
# The budget is primarily a bottom-up process



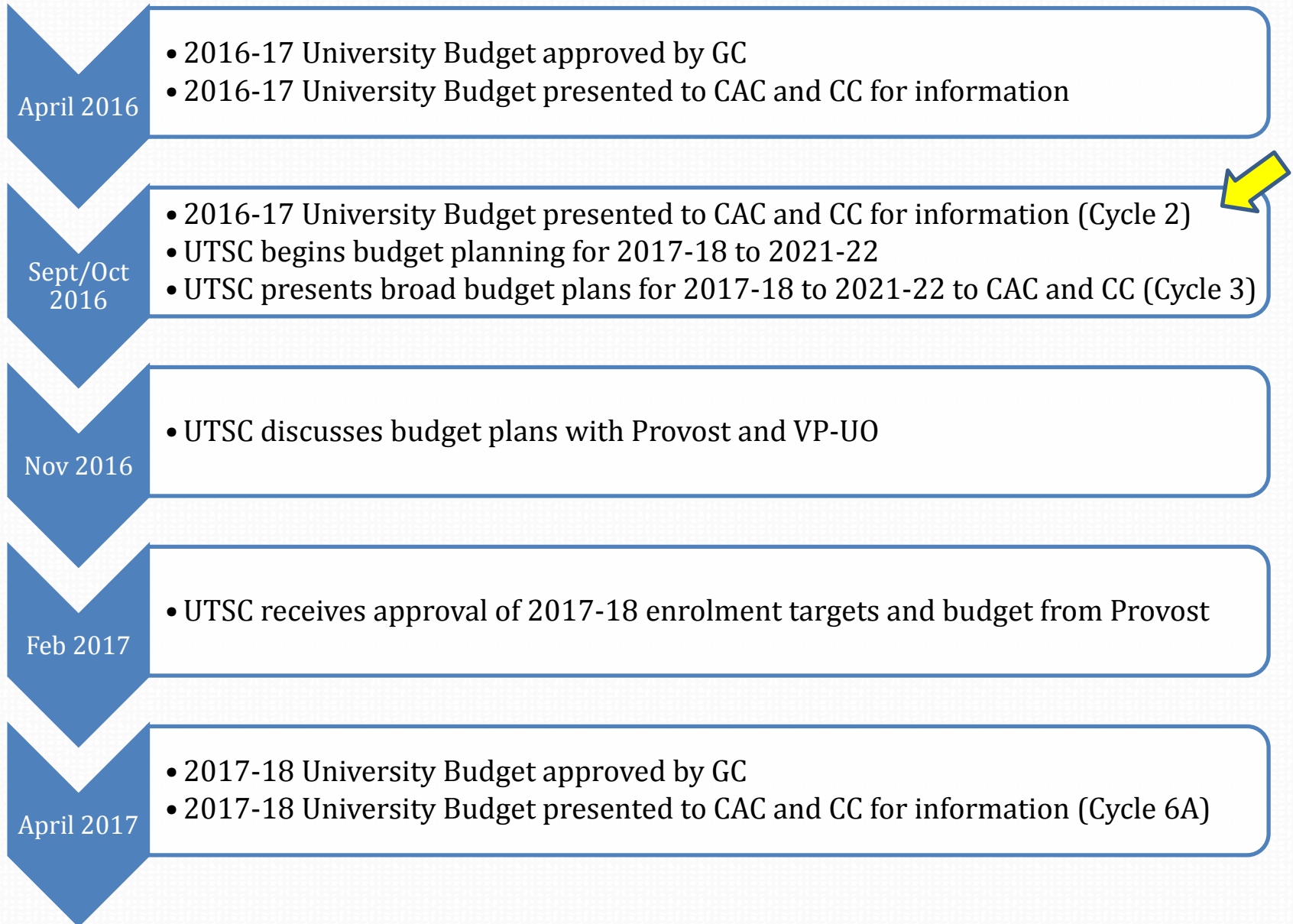
**Informed by:**  
**Global and Canadian markets**  
**Provincial policy**  
**University policy**  
**Collective agreements**



**Planning is  
driven by  
academic  
and service  
priorities**



# Budget Timeline



# 2015-16 Operating Budget \$2.16B

## 2016-17 Operating Budget \$2.318B

### Toronto

**\$1.67 billion**

54,982 Students

2,662 Faculty

4,694 Staff

627,982 NASM

Program mix differs significantly between the three campuses, with a higher proportion of professional and graduate programs at the St. George campus.



### Scarborough

**\$232 million**

10,575 Students

331 Faculty

605 Staff

71,706 NASM

### Mississauga

**\$257 million**

11,573 Students

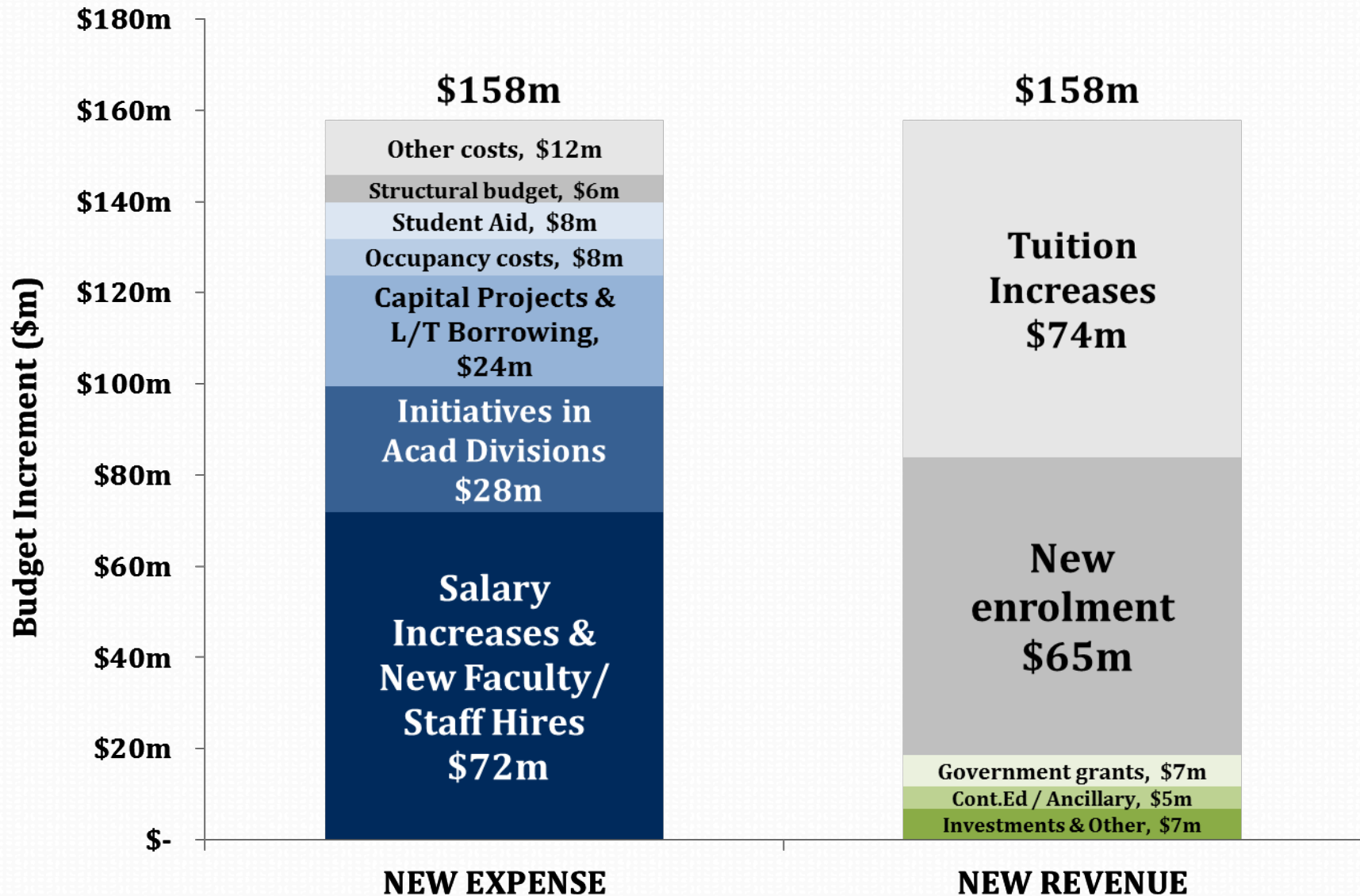
330 Faculty

637 Staff

97,338 NASM



# Sources of Funding for New Expenses



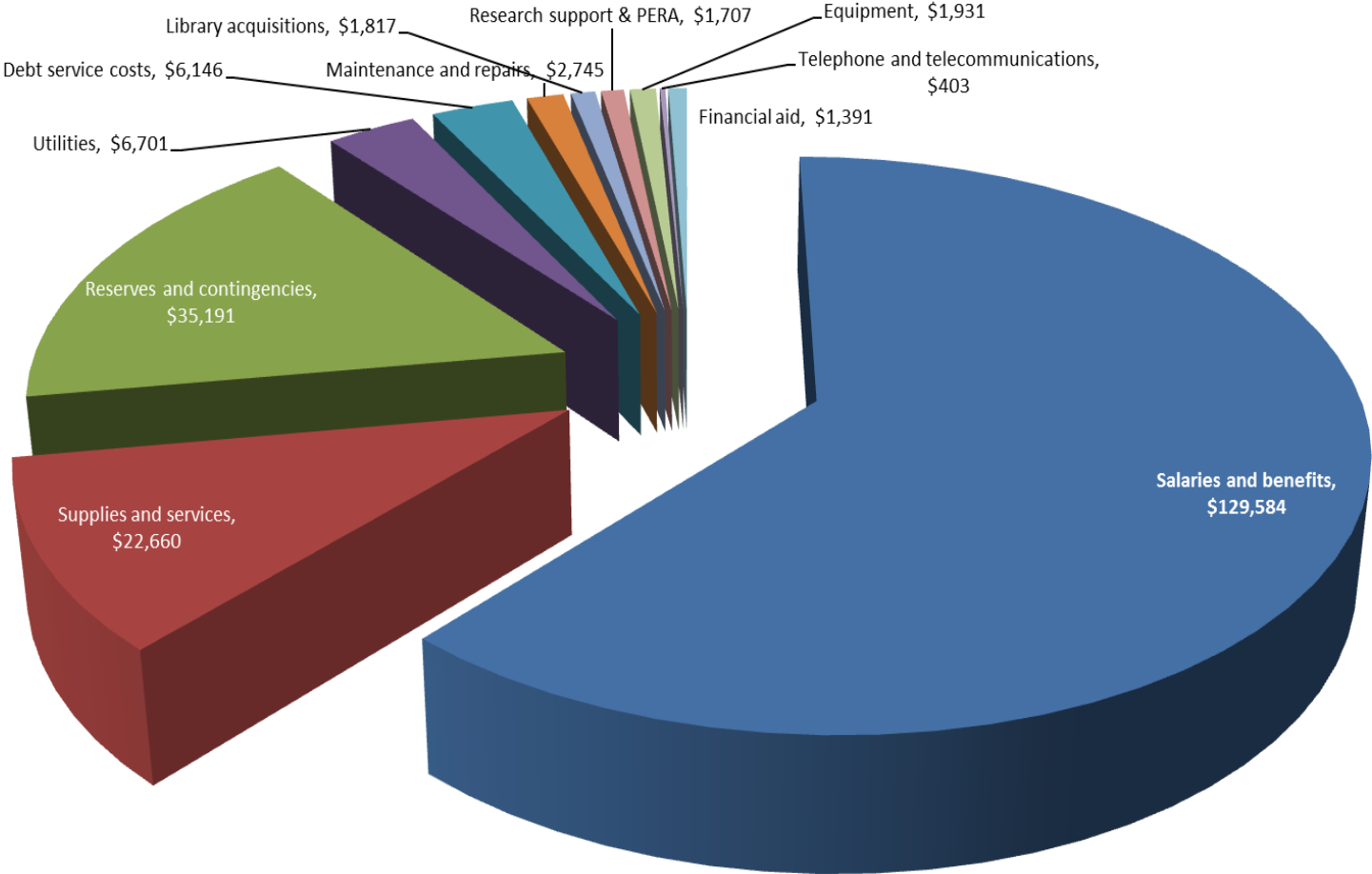
# UofT and UTSC 2016-17 Budgets (\$m)

	UofT	UTSC
<i>Revenue</i>	<i>2,317.8</i>	<i>271.1</i>
Shared services + pension deficit	641.3	34.8
Campus costs	80.8	38.2
Central student aid	190.7	10.3
University fund contribution	n/a	15.8
Academic division(s)	1,405.0	172.0



# UTSC 2016-17 Budget by Expenditure Type

(in millions)



# Capital Projects at UTSC

- Environmental Science and Chemistry Bldg.- Completed
- Highland Hall – Under Construction
- *Future aspirations:*

*Student Life Centre/Residences – Partnership Plan*

*Parking Structure – Partnership Plan*

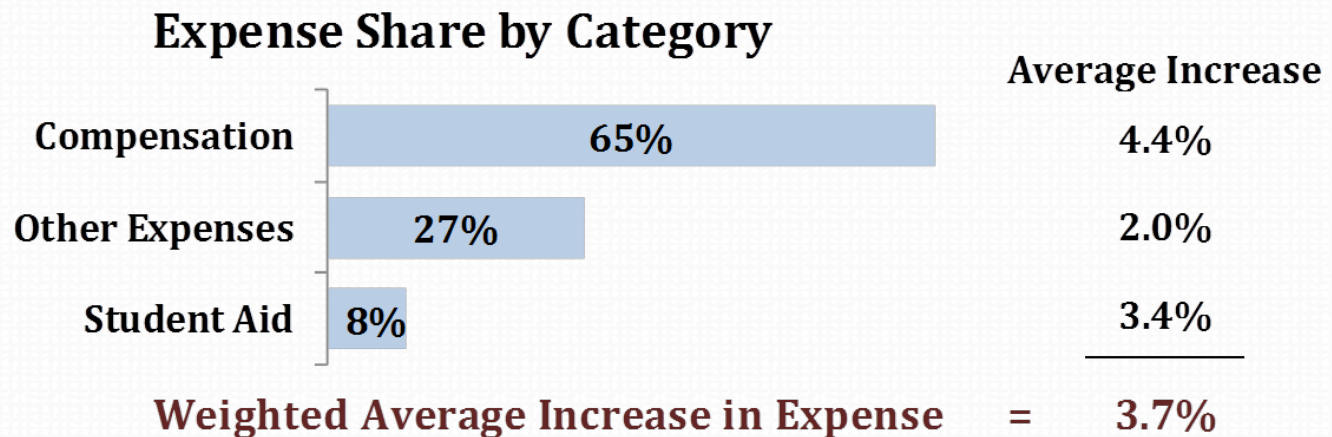
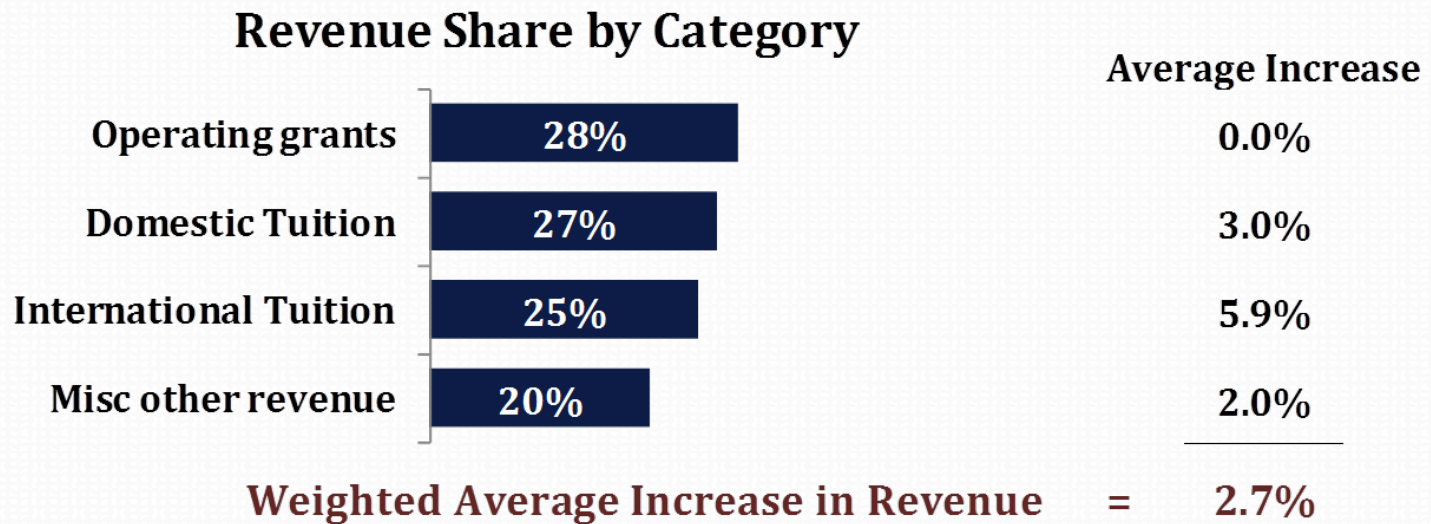
*Co-Gen – Partnership Plan*

*Andrews Revitalization – LIFT - SIF*

*Bridge over Ellesmere*

*Instructional Centre 2 – Strike PPR*

# Structural deficit challenge





## Tri-campus undergraduate plans

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<b>Total FTE</b>	<b>2015 Actual</b>	<b>2016 Plan</b>	<b>2020 Plan</b>	<b>5-year Growth Plan</b>	<b>~ % Growth</b>
<b>St George*</b>	<b>39,011</b>	<b>38,668</b>	<b>38,325</b>	<b>(686)</b>	<b>(2%)</b>
<b>UTM</b>	<b>11,405</b>	<b>11,904</b>	<b>12,791</b>	<b>1,386</b>	<b>12%</b>
<b>UTSC</b>	<b>10,486</b>	<b>10,841</b>	<b>11,686</b>	<b>1,200</b>	<b>11%</b>
<b>TOTAL</b>	<b>60,902</b>	<b>61,413</b>	<b>62,802</b>	<b>1,900</b>	<b>3%</b>

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\* Full time UG enrolment in the Faculty of A&S at St. George will remain above current level until returning to original plans in 2019-20.



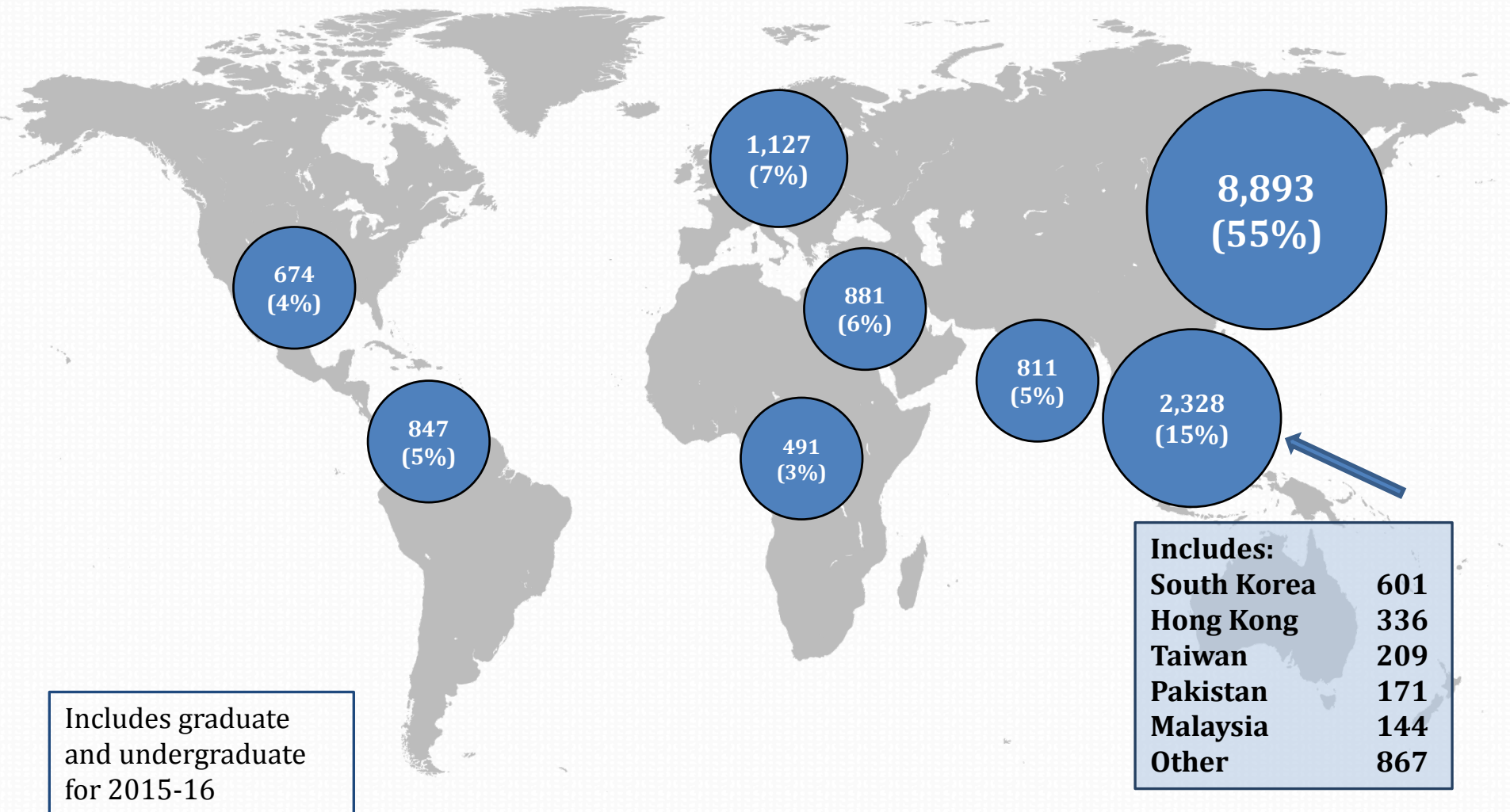
## Divisional undergraduate international plans

<b>% Int'l</b>	<b>Total Enrolment</b>	
	<b>2015 Actual</b>	<b>2020 Plan</b>
<b>APSE</b>	<b>28%</b>	<b>27%</b>
<b>A&amp;S</b>	<b>21%</b>	<b>25%</b>
<b>UTM</b>	<b>18%</b>	<b>19%</b>
<b>UTSC</b>	<b>16%</b>	<b>16%</b>

**2015 total international UG students = 13,288 (18.9%)**



# International Students by Geographic Region





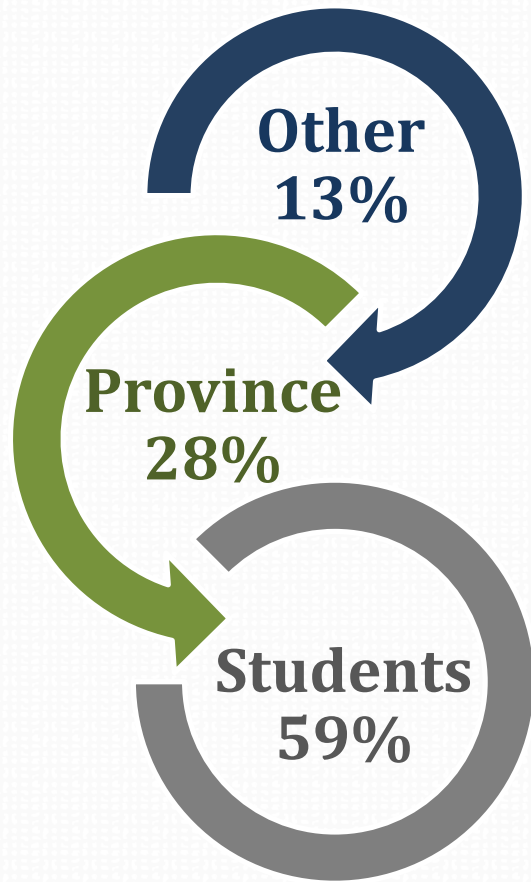
# 2015-16 UTSC Graduate Enrolment

<b>Program Type</b>	<b>2015-16 FTE</b>	<b>Projected 2020-21</b>
Prof Masters (Env. Sci)	88	95
DS Masters UTSC (Psych & Behavioural Sci)	10	20
DS Masters tri-campus *	32	n/a
PhD UTSC (Psych & Env. Sci)	56	70
PhD tri-campus *	93	n/a
<b>TOTAL</b>	<b>279</b>	

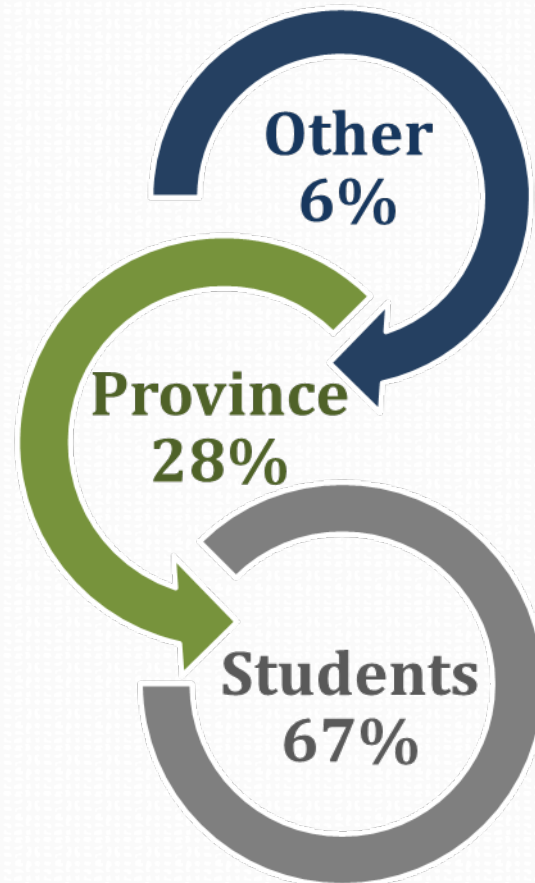
\* As per self-declared code in student system

# 2016- 17 sources of revenue

UofT



UTSC

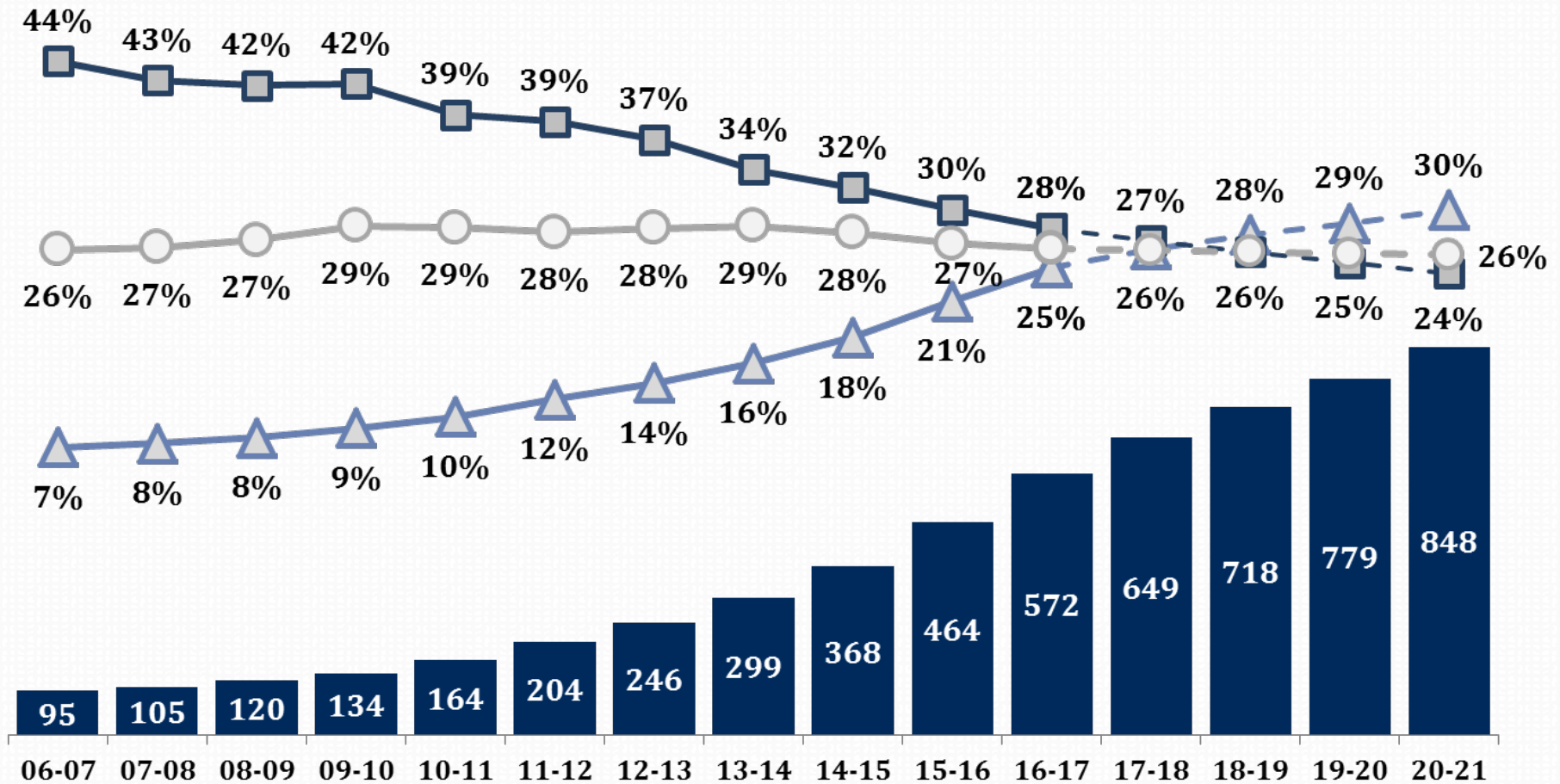




# The changing revenue landscape

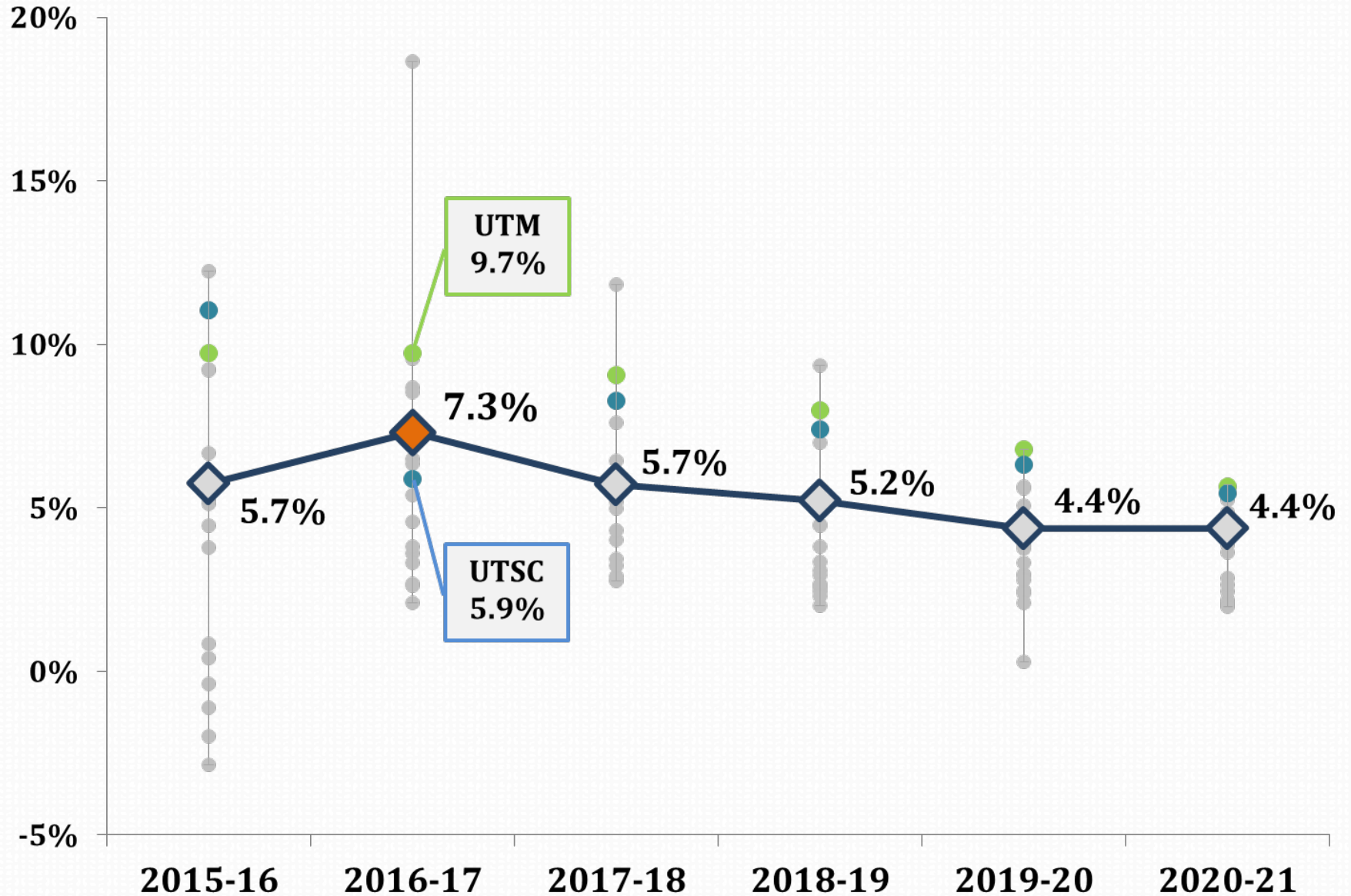
(excludes divisional income)

■ Int'l Tuition (\$M) ▲ Int'l Tuition % ■ Operating Grant % ○ Dom Tuition %



# Projected Revenue Growth Rates

(with division-level distribution)



# Preliminary Faculty and Staff Hiring Plans at UTSC

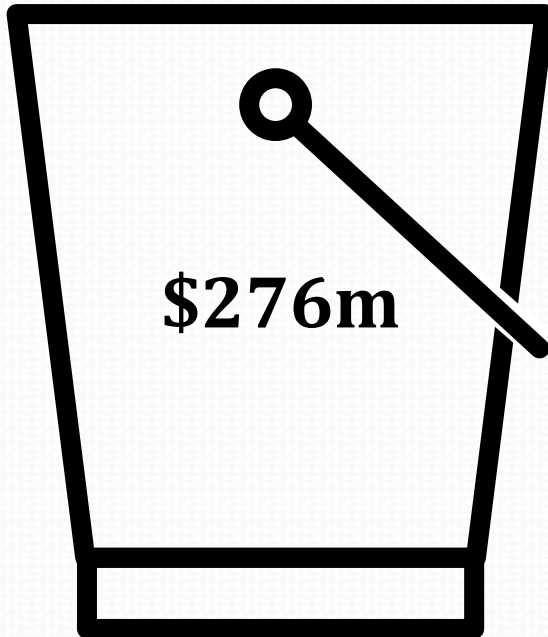
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	<b>Faculty &amp; Librarians</b>	<b>Staff</b>
<b>2015-16</b>	<b>351</b>	<b>504</b>
<b>2016-17</b>	<b>+9</b>	<b>+4</b>
<b>2017-18</b>	<b>+10</b>	<b>+8</b>
<b>2018-19</b>	<b>+10</b>	<b>+8</b>
<b>2019-20</b>	<b>+10</b>	<b>+8</b>
<b>2020-21</b>	<b>+10</b>	<b>+8</b>

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# What makes up university-wide costs?

**Shared service  
portfolio operations**



**Pension special  
payment**

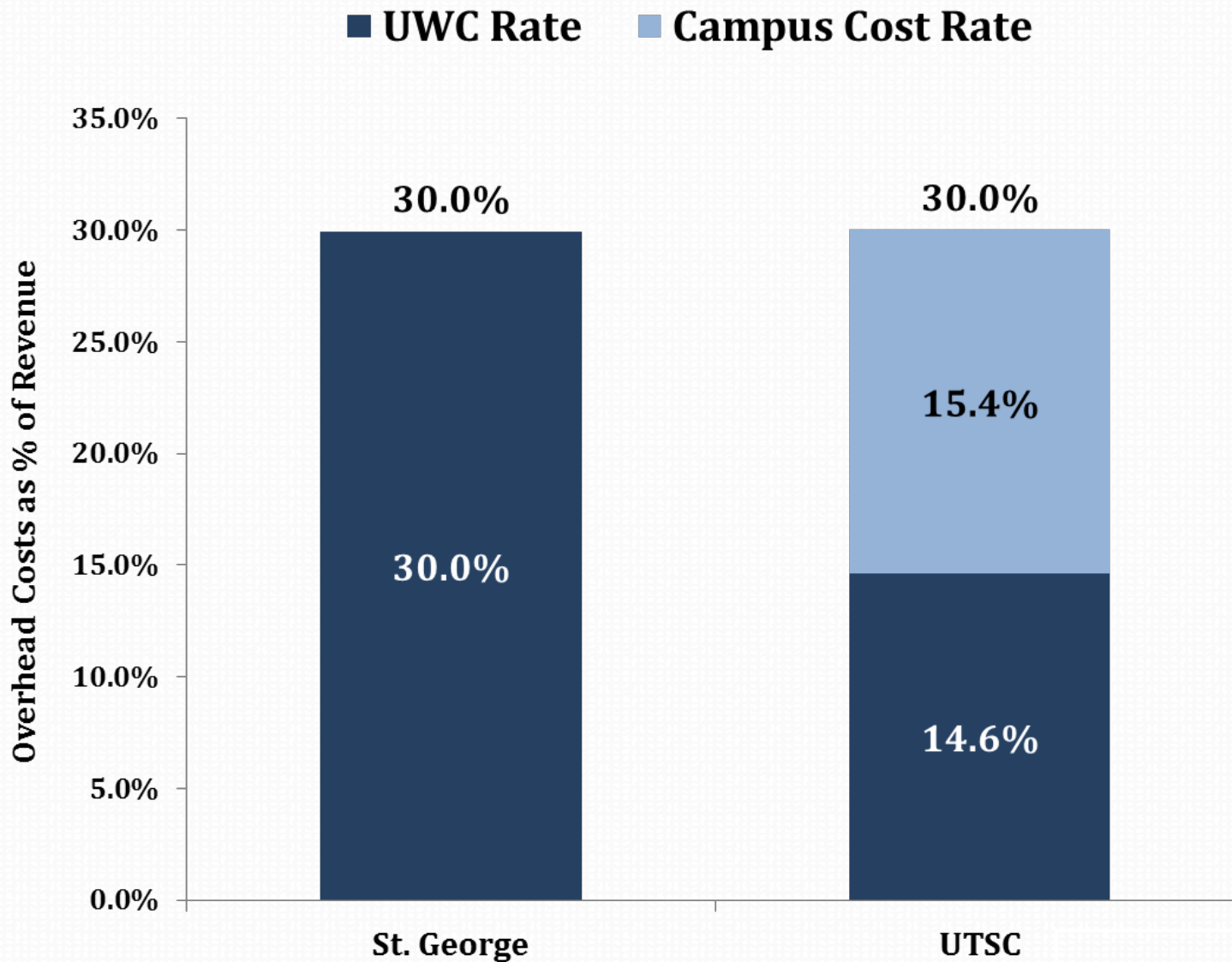


**Non-discretionary  
expenses**



**Academic  
initiative funds**

# 2016-17 University-Wide and Campus Costs



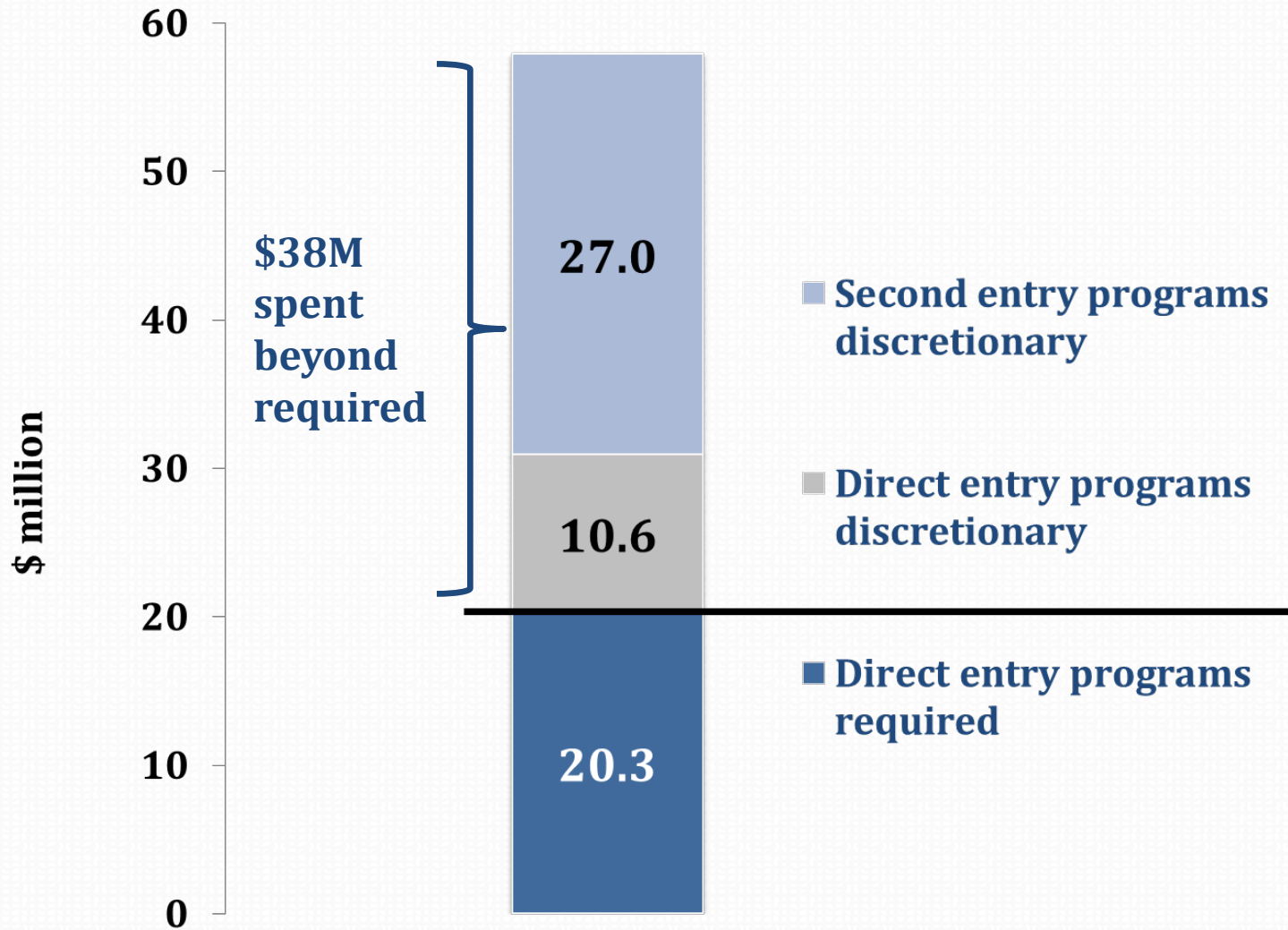
## University wide costs by **activity** for UTSC

<b>University-Wide Costs (in millions)</b>	<b>2016-17</b>	<b>2015-16</b>
Student-related UWC	\$ 20.5	\$ 19.0
Faculty-related UWC (incl. Pension)	10.4	10.1
Research-related UWC	1.5	1.4
Other UWC	2.1	1.7
<b>Total University-Wide Costs</b>	<b>\$ 34.6</b>	<b>\$ 32.2</b>

## 2016-17 UTSC campus-level infrastructure costs

<b>Campus Cost <i>(in millions)</i></b>	<b>2016-17</b>	<b>2015-16</b>
<b>Occupancy</b>	<b>\$ 17.0</b>	<b>\$ 16.3</b>
<b>Library</b>	<b>5.0</b>	<b>4.6</b>
<b>Student Life</b>	<b>5.5</b>	<b>4.5</b>
<b>Admin, Finance and HR</b>	<b>6.4</b>	<b>5.7</b>
<b>Research</b>	<b>1.8</b>	<b>1.2</b>
<b>Information Technology</b>	<b>2.5</b>	<b>2.5</b>
<b>Total</b>	<b>\$ 38.2</b>	<b>\$ 34.8</b>

# UofT “Student Access Guarantee” expenditure: \$58 million in 2014-15





# University Fund Allocations \$19m

- Excellence in Education \$5.35m
- Excellence through Access & Diversity \$3.3m
- Research Excellence \$4.8m
- Structural Budget Support \$5.7m



# 2016-17 UF Allocations to UTSC: \$3.3m

**Capital matching** **\$2.0m**

**Dean's fund** **\$1.0m**

**Student academic progress**  
**(3 positions)** **\$300k**

## **Access to pooled funds:**

**Diversity hiring**

**Start-up funds**

**Interdivisional teaching**

**Data science**

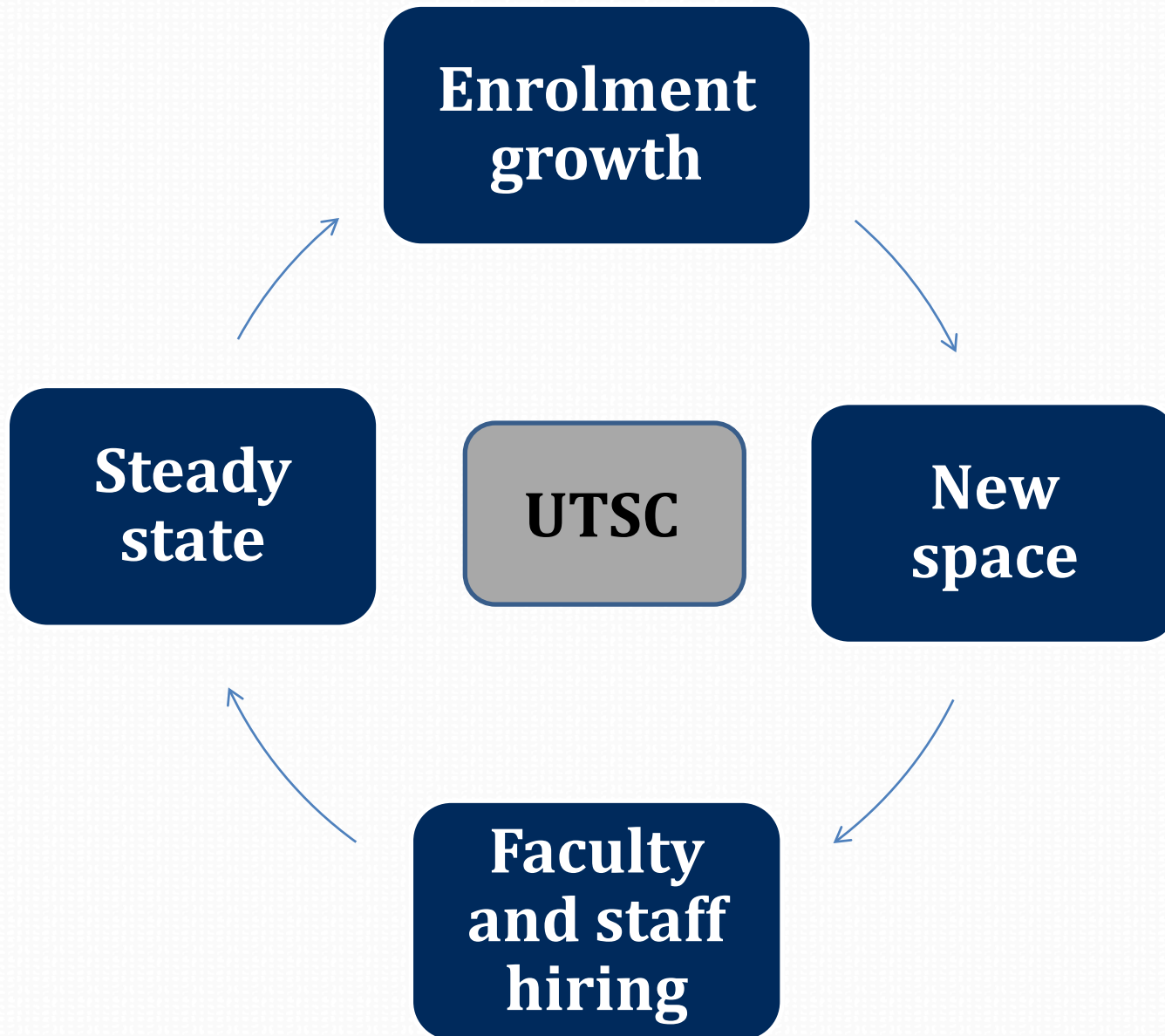
**Graduate innovation**

## UF Allocations to UTSC ( \$19.2M)

Year	UF Base	OTO Capital
2007-08	\$1.0	
2008-09	\$1.4	
2009-10	\$1.1	
2010-11	\$2.2	
2011-12	\$1.0	
2012-13	\$1.7	
2013-14	\$0.8	
2014-15	\$0.2	\$2.0
2015-16	\$0.5	\$2.0
2016-17	\$1.3	\$2.0

Re-balancing

UF allocations to UTSC to date are 16% of total UF since 2007-08; UTSC's revenue is 12% of the total university





## Risks

- Structural deficit
- MTCU policy changes
- Pension solvency
- Capital markets
- Cdn. \$

## Opportunities

- Leverage our location
- SMA- Funding Formula
- CFREF
- Operating reserves
- Cdn. \$