

FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

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DATE: Wednesday, October 5, 2016

AGENDA ITEM: 5

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.

Under section 5.2 of the Terms of Reference for the University of Toronto Scarborough Campus Council, matters requiring Governing Council approval include Budget (as part of the University's annual operating budget).

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 meeting on September 20th the UTSC Campus Affairs Committee (UTSC CAC) received, for information, a presentation on the current-year campus and institutional operating budgets.

HIGHLIGHTS:

The presentation that will be made 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 how the University's budget is developed including: structure and process, enrolment, UofT Revenue, expense and university fund, and student financial support.

This "step one" discussion at the UTSC CC 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.

DOCUMENTATION PROVIDED:

Budget 2016 PowerPoint presentation.



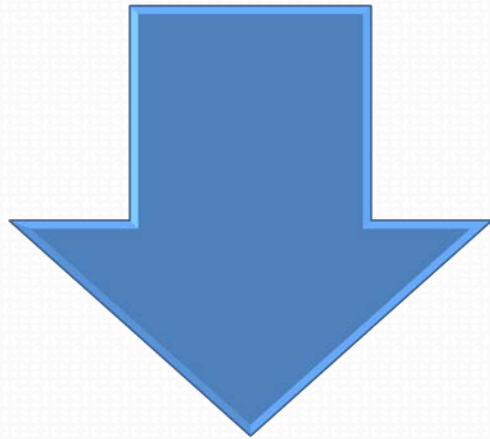
Budget 2016

UTSC Campus Council

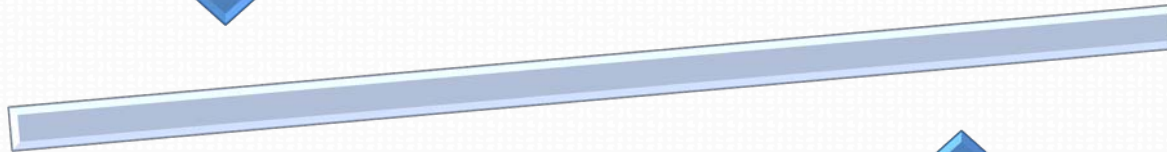
October 5, 2016

Cheryl Regehr and Sally Garner

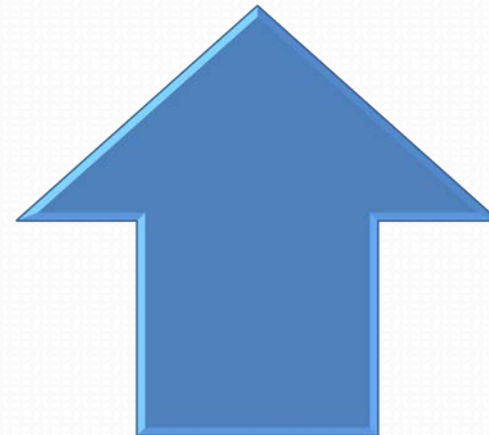
The budget is primarily a bottom-up process



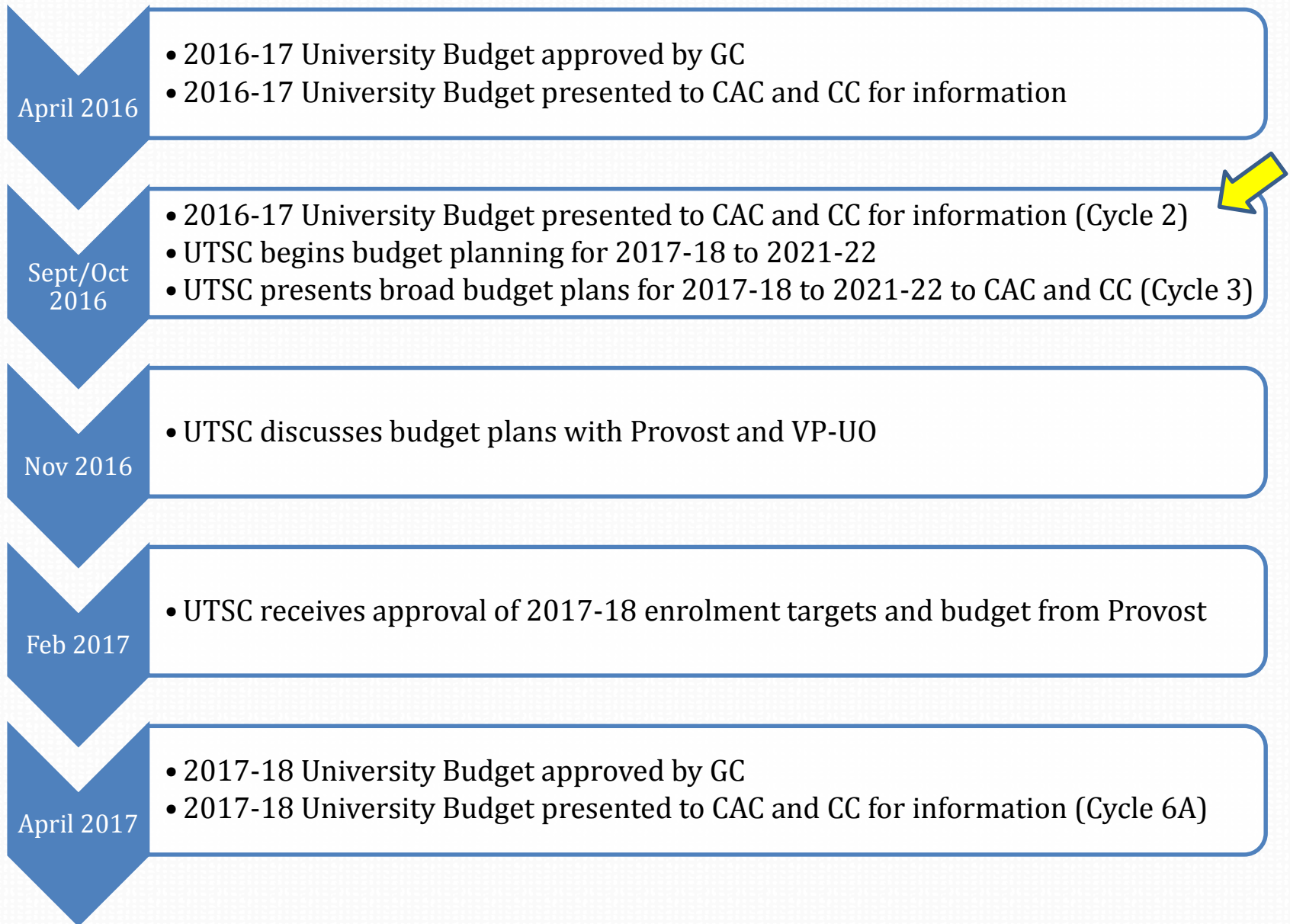
Informed by:
Global and Canadian markets
Provincial policy
University policy
Collective agreements



**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

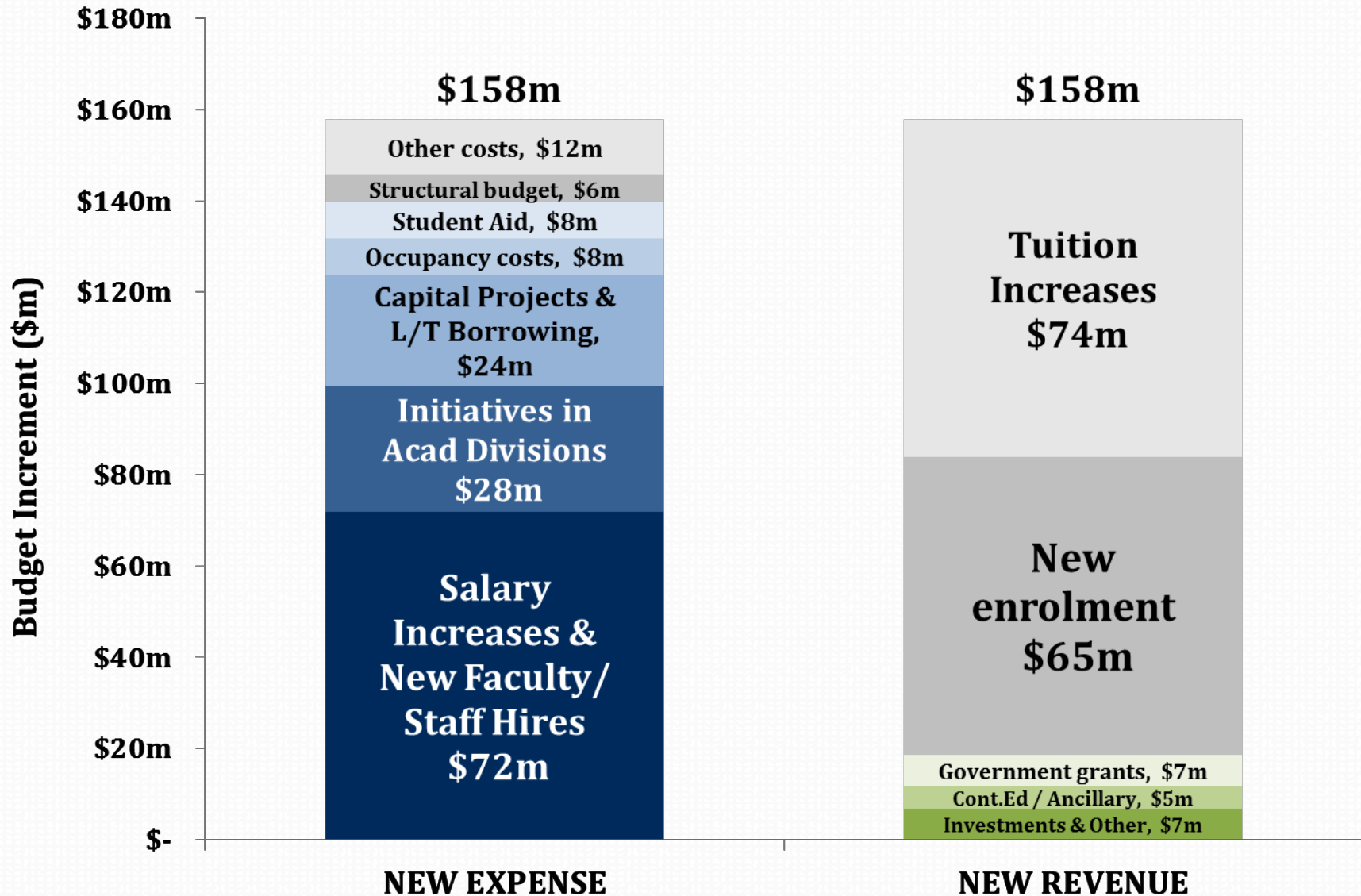
97,338 NASM



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

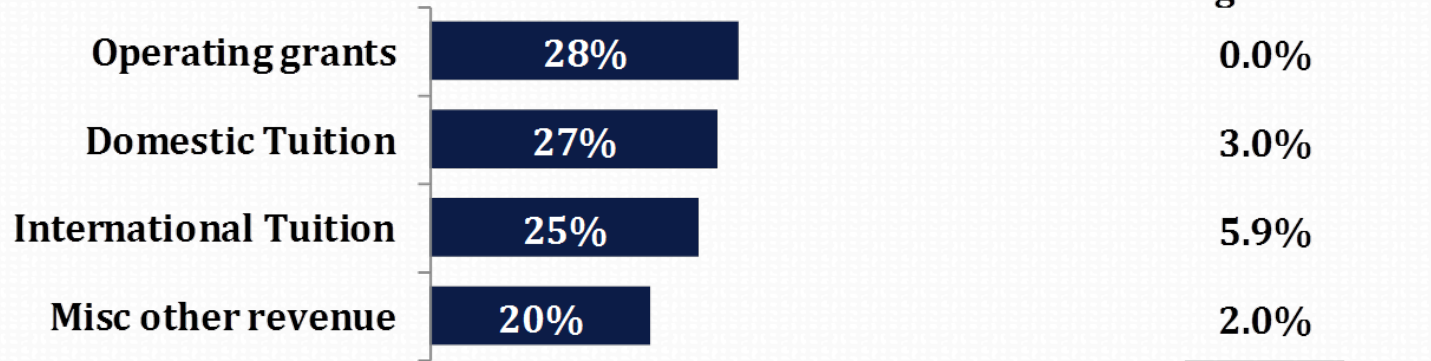
	UofT	UTSC
<i>Revenue</i>	<i>2317.8</i>	<i>271.1</i>
Shared services + pension deficit	641.3	34.8
Campus costs	80.8	36.6
Central student aid	190.7	10.3
University fund contribution	n/a	15.8
Academic division(s)	1405.0	173.6

Sources of Funding for New Expenses



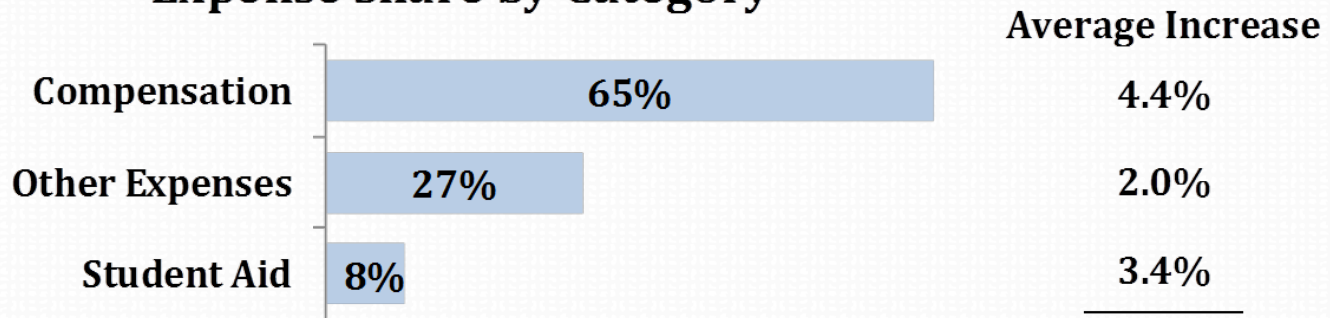
Structural deficit challenge

Revenue Share by Category



Weighted Average Increase in Revenue = 2.7%

Expense Share by Category



Weighted Average Increase in Expense = 3.7%

Tri-campus undergraduate plans

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

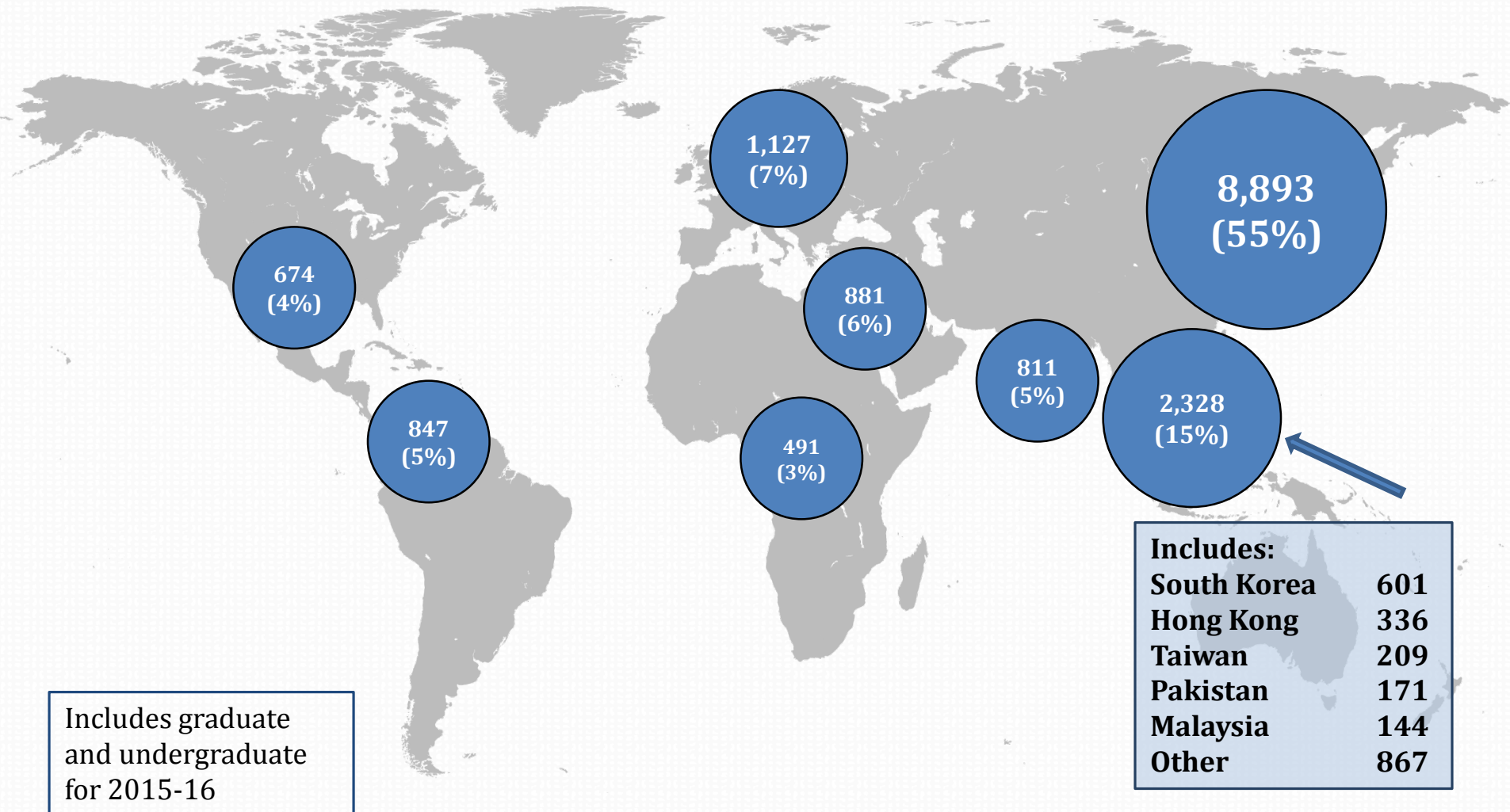
*** Full time UG enrolment in the Faculty of A&S at St. George will remain above current level until returning to original plans in 2019-20.**

Divisional undergraduate international plans

% Int'l	Total Enrolment	
	2015 Actual	2020 Plan
APSE	28%	27%
A&S	21%	25%
UTM	18%	19%
UTSC	16%	16%

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

International Students by Geographic Region



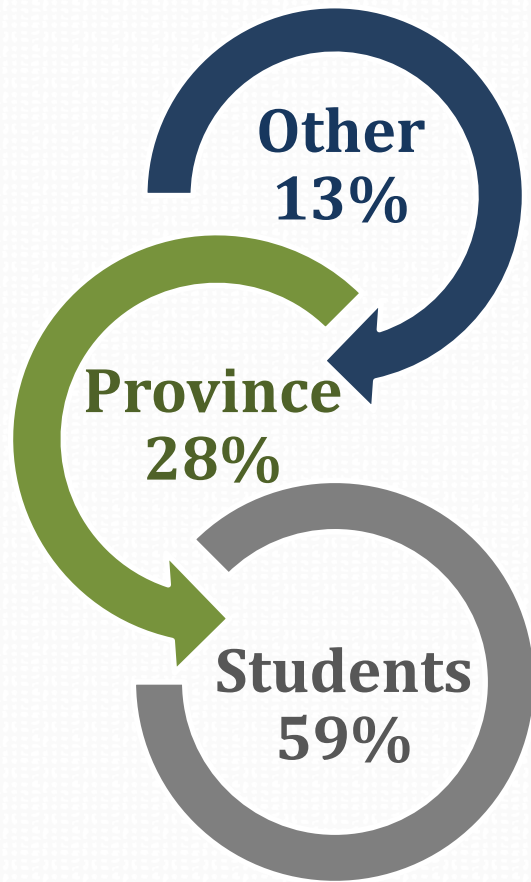
2015-16 UTSC Graduate Enrolment

Program Type	2015-16 FTE	Projected 2020-21
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
TOTAL	279	

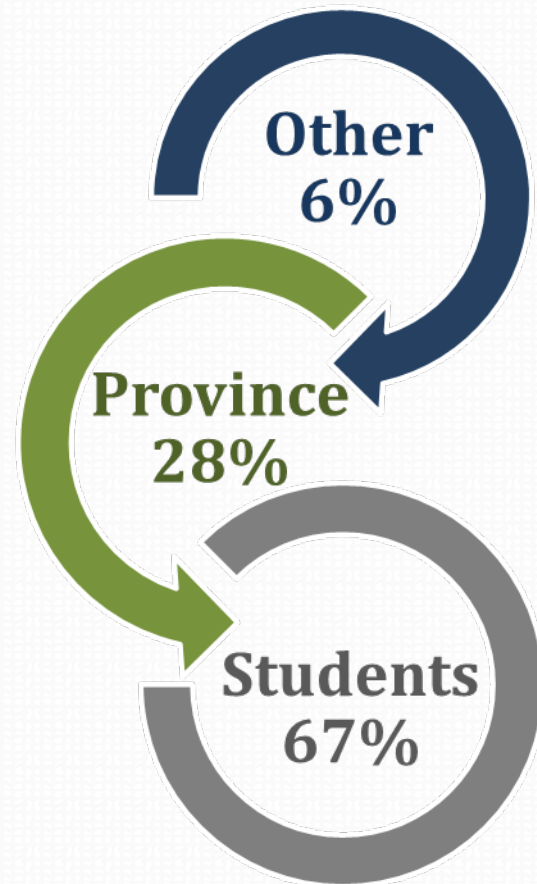
* As per self-declared code in student system

2016-17 sources of revenue

UofT



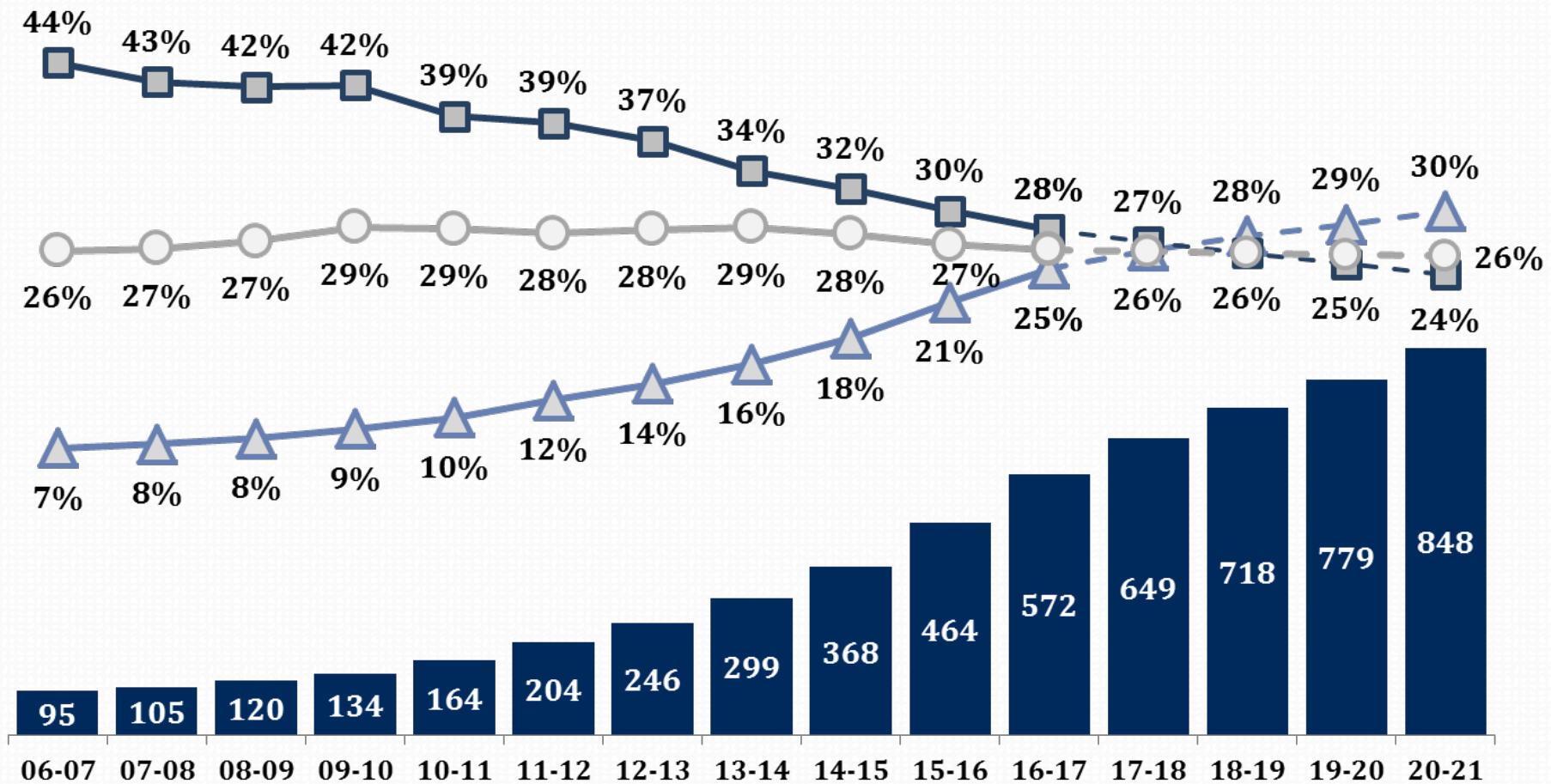
UTSC



The changing revenue landscape

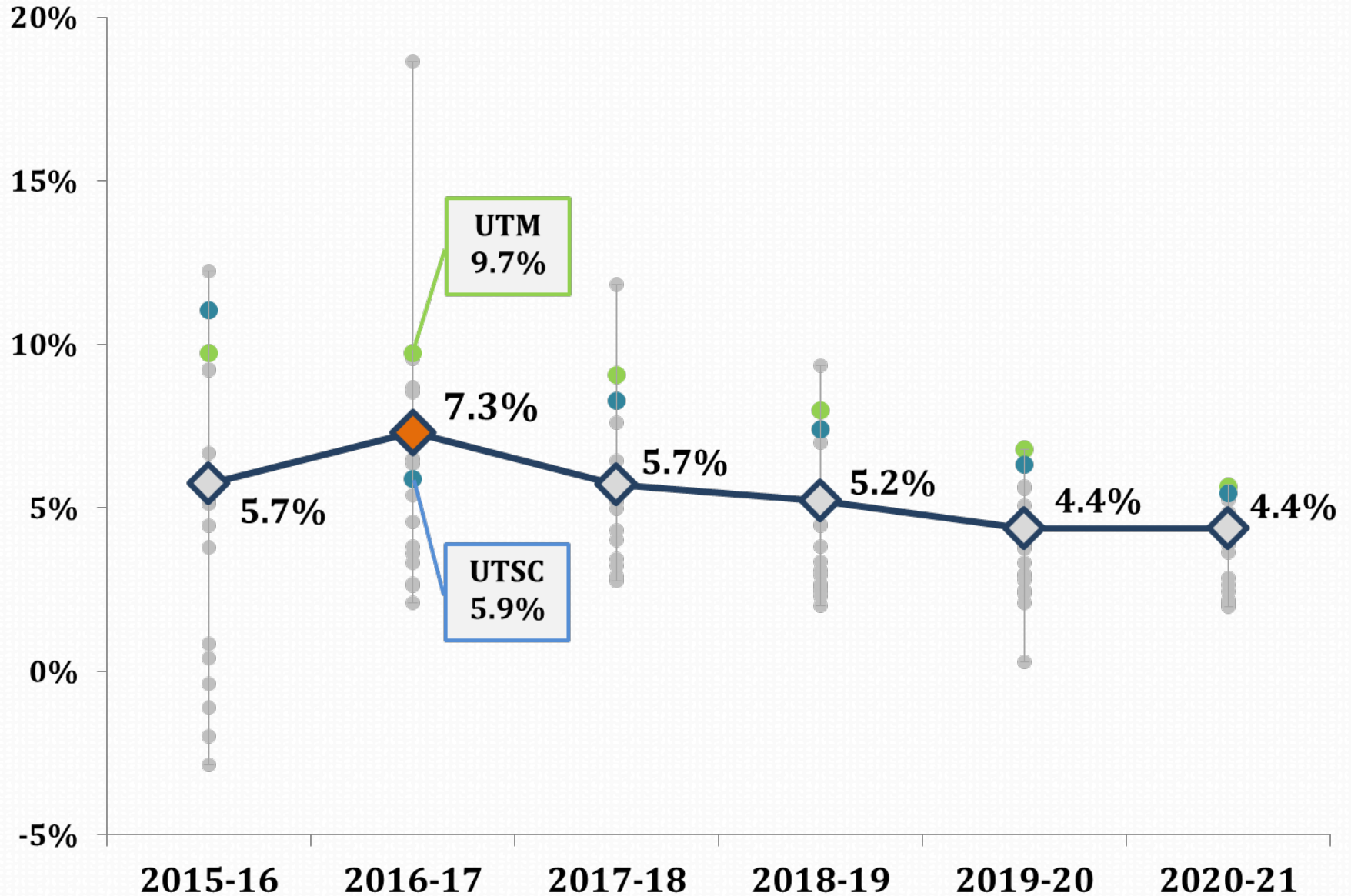
(excludes divisional income)

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



Projected Revenue Growth Rates

(with division-level distribution)

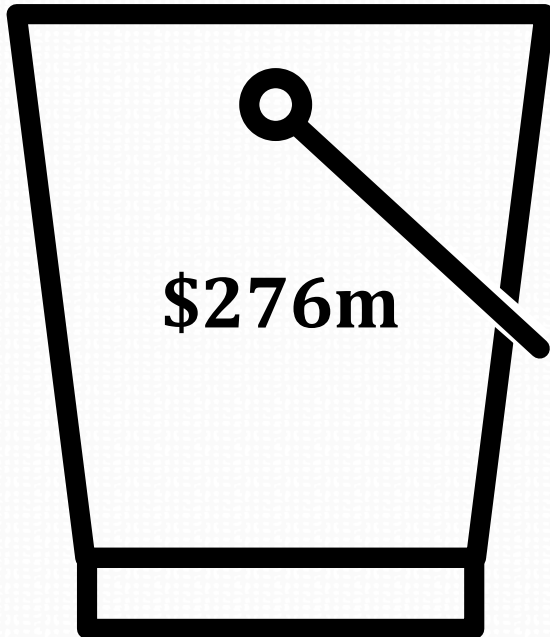


Preliminary Faculty and Staff Hiring Plans at UTSC

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

What makes up university-wide costs?

**Shared service
portfolio operations**



**Pension special
payment**

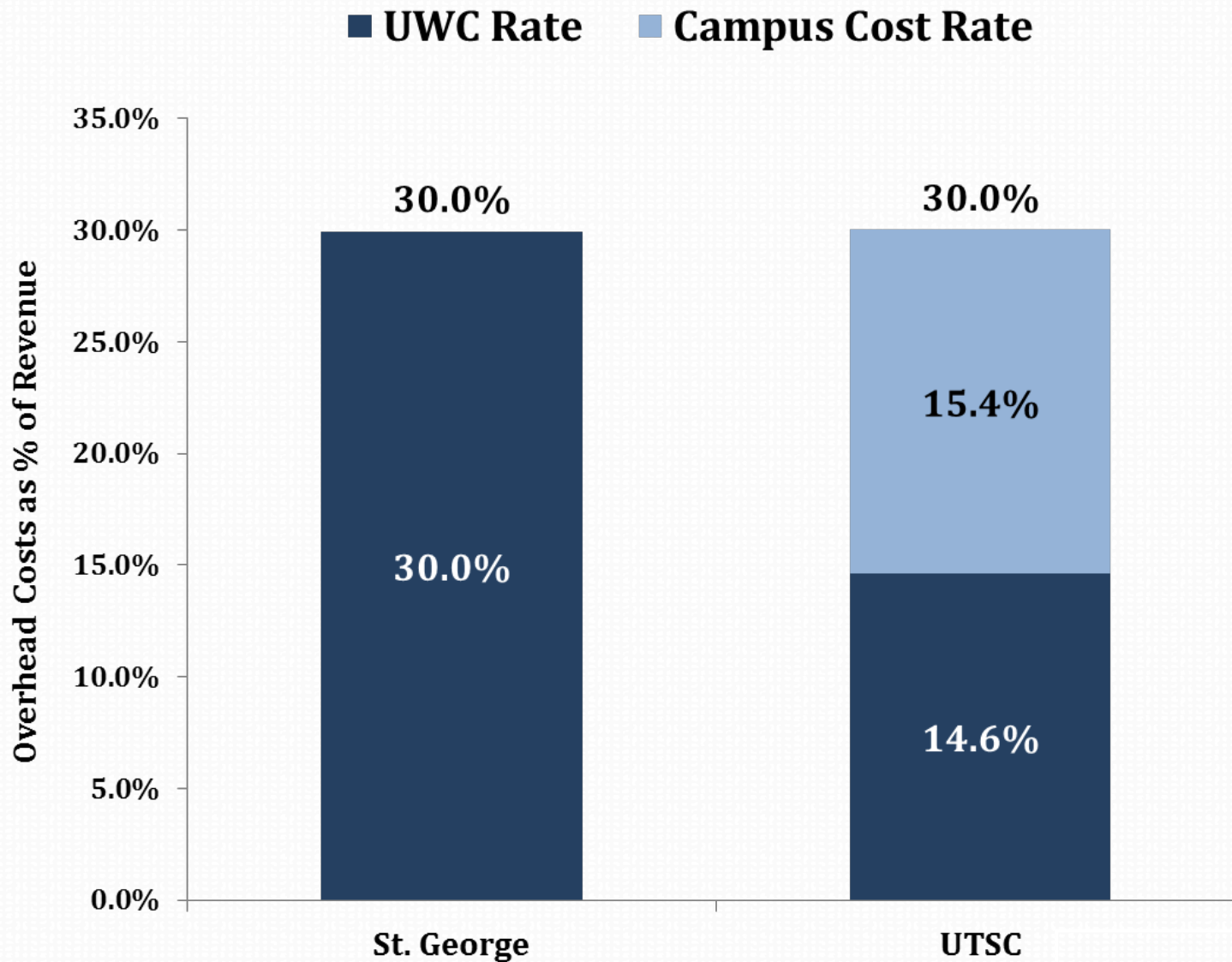


**Non-discretionary
expenses**

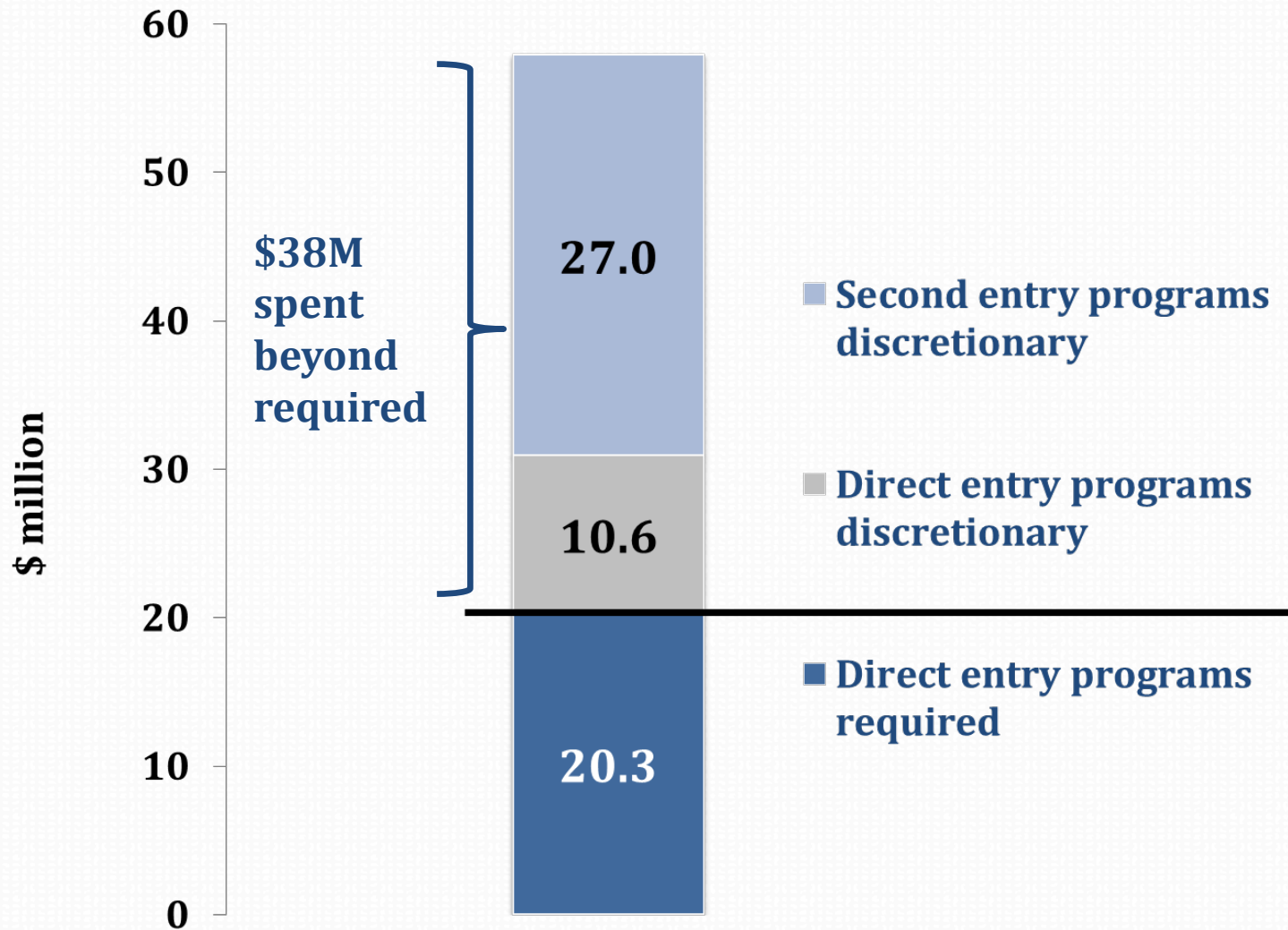


**Academic
initiative funds**

2016-17 University-Wide and Campus Costs



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

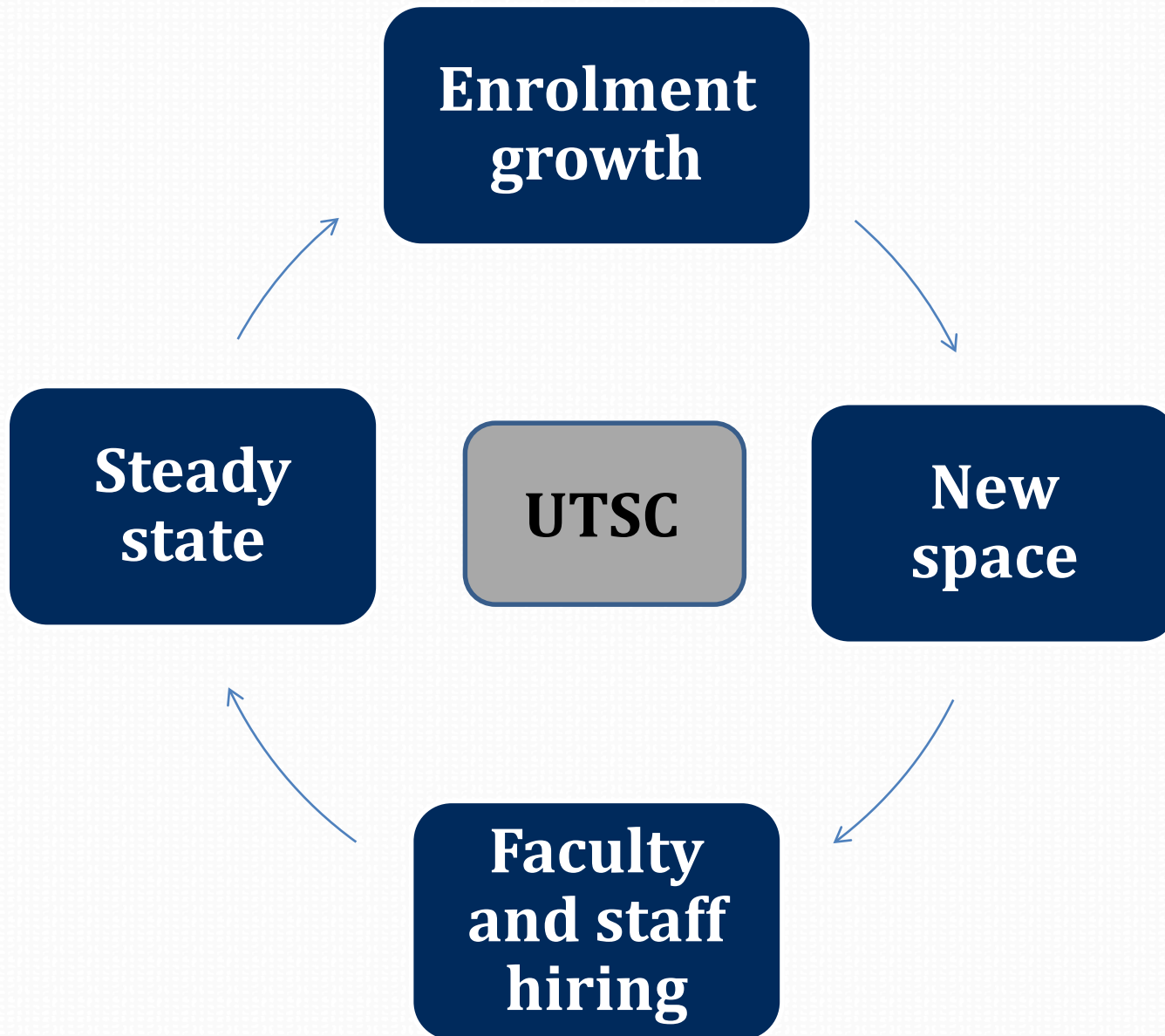
Graduate innovation

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

Operating reserves

Cdn. \$