



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTM Campus Council

SPONSOR: Professor Cheryl Regehr, Vice-President and Provost

CONTACT INFO: 416-978-2122, provost@utoronto.ca

PRESENTERS: Professor Scott Maybury, Vice-President University Operations and

CONTACT INFO: Mr. Trevor Rodgers, Senior Manager, Planning and Budget

DATE: September 29, 2016 for October 6, 2016

AGENDA ITEM: 3

ITEM IDENTIFICATION:

Current Year Campus and Institutional Budget

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] (September 15, 2016)
2. UTM Campus Council [For information] (October 6, 2016)

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 one 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.

Current Year Campus and Institutional Budget

The attached 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 and Campus Council will support UTM’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:

Presentation: Current Year Campus and Institutional Budget



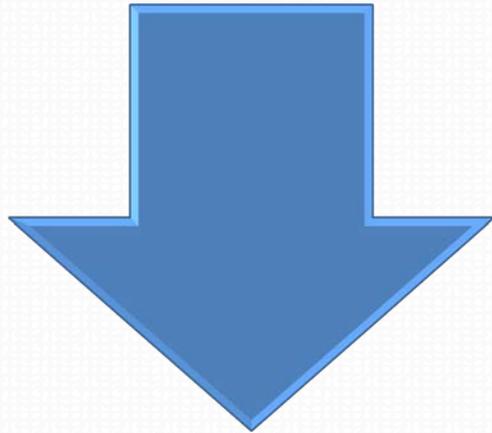
Budget 2016

UTM Campus Council

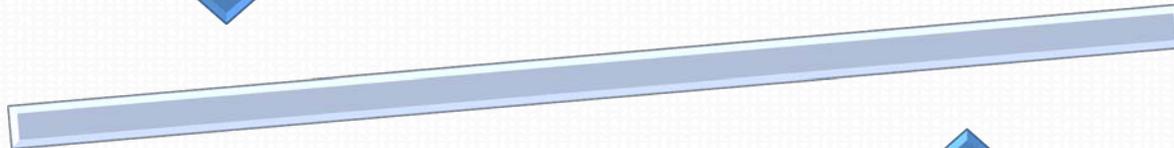
October 6, 2016

Scott Mabury and Trevor Rodgers

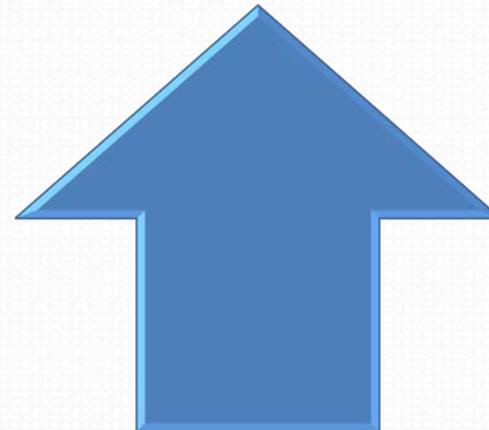
The budget is primarily a bottom-up process



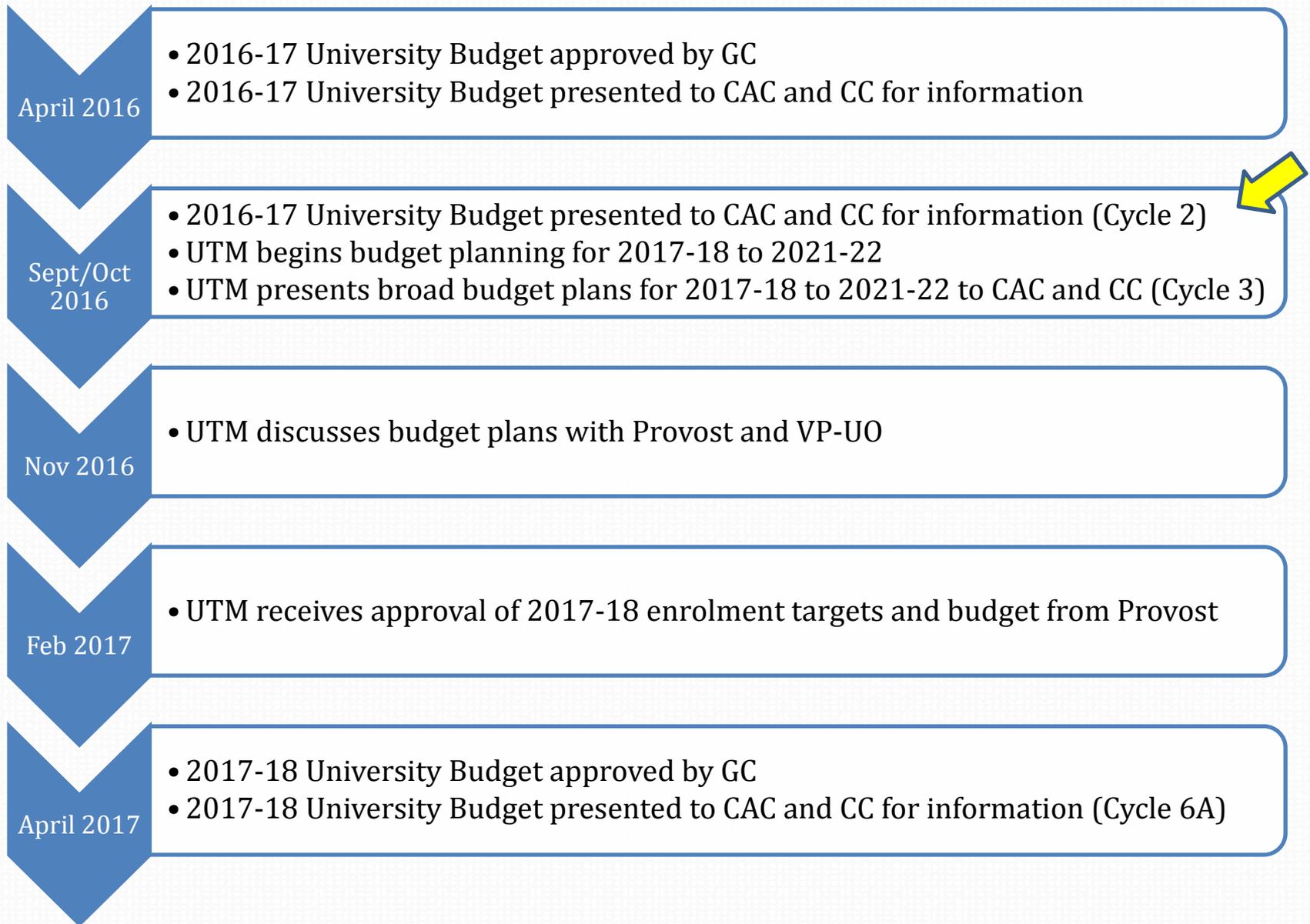
Informed by:
Global and Canadian markets
Provincial policy
University policy
Collective agreements



**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

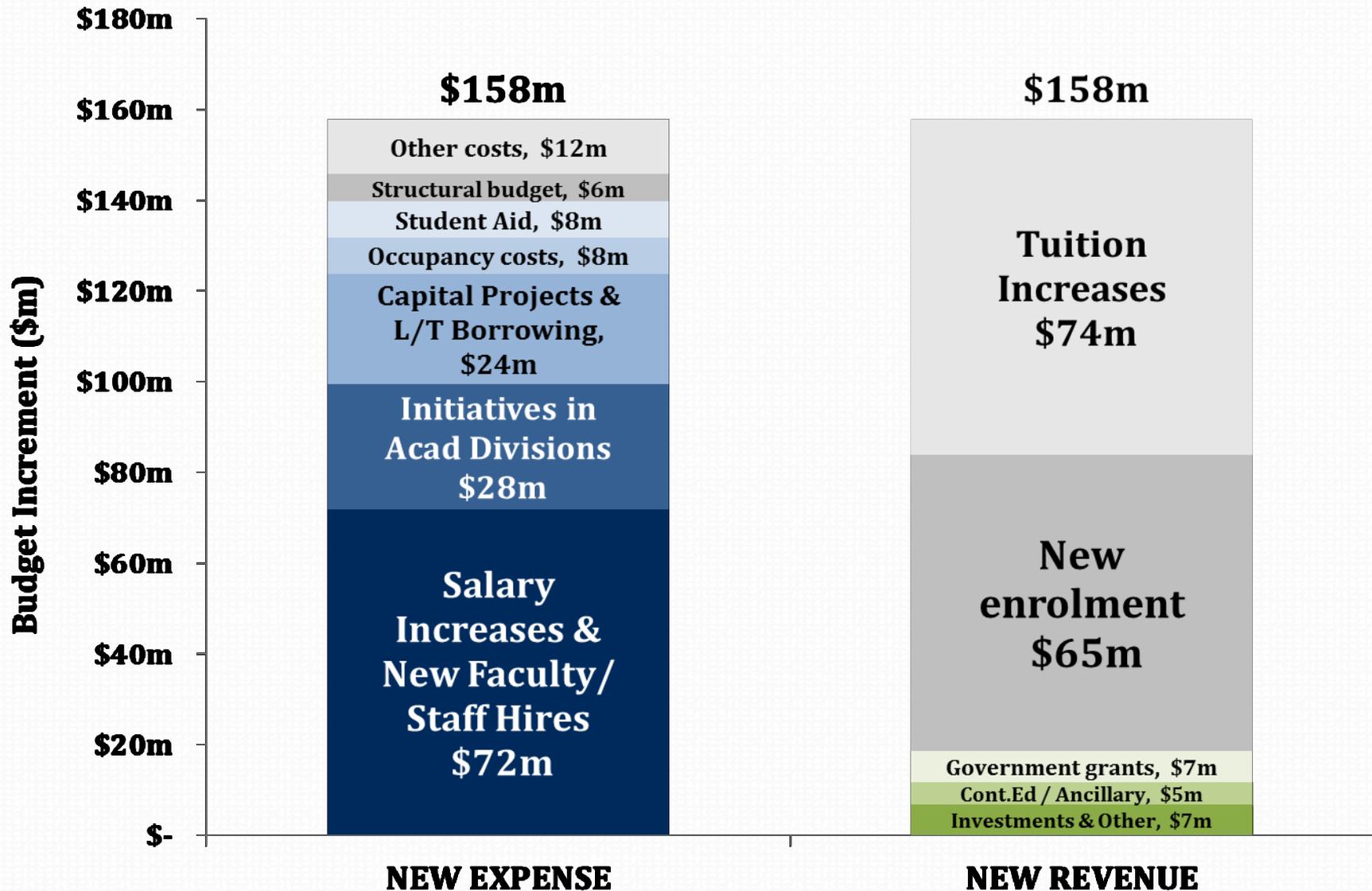
97,338 NASM



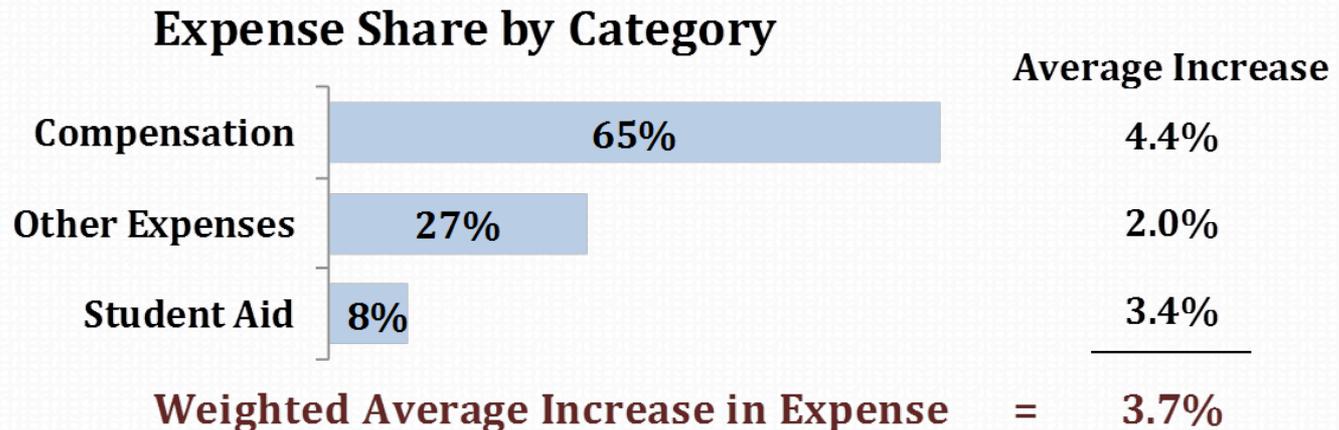
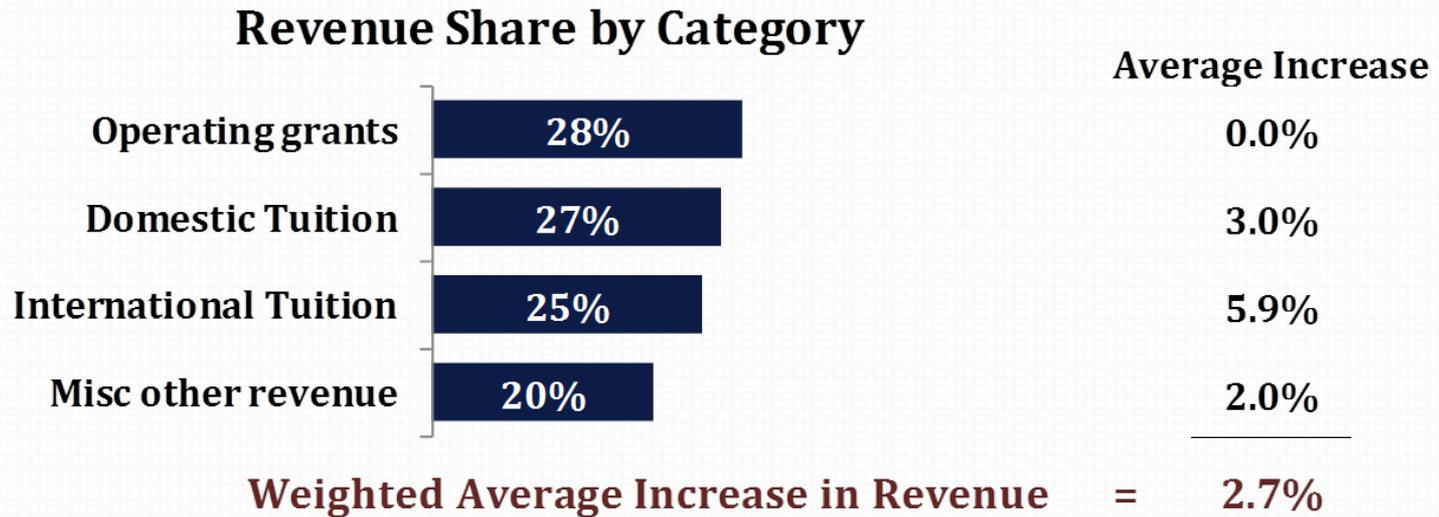
UofT and UTM 2016-17 Budgets (\$m)

	UofT	UTM
<i>Revenue</i>	<i>2317.8</i>	<i>306.1</i>
Inst'l shared services + pension deficit	641.3	38.2
Campus costs	80.8	44.2
Central student aid	190.7	11.5
University fund contribution	n/a	18.3
Academic division(s)	1405.0	193.8

Sources of Funding for New Expenses



Structural deficit challenge



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%

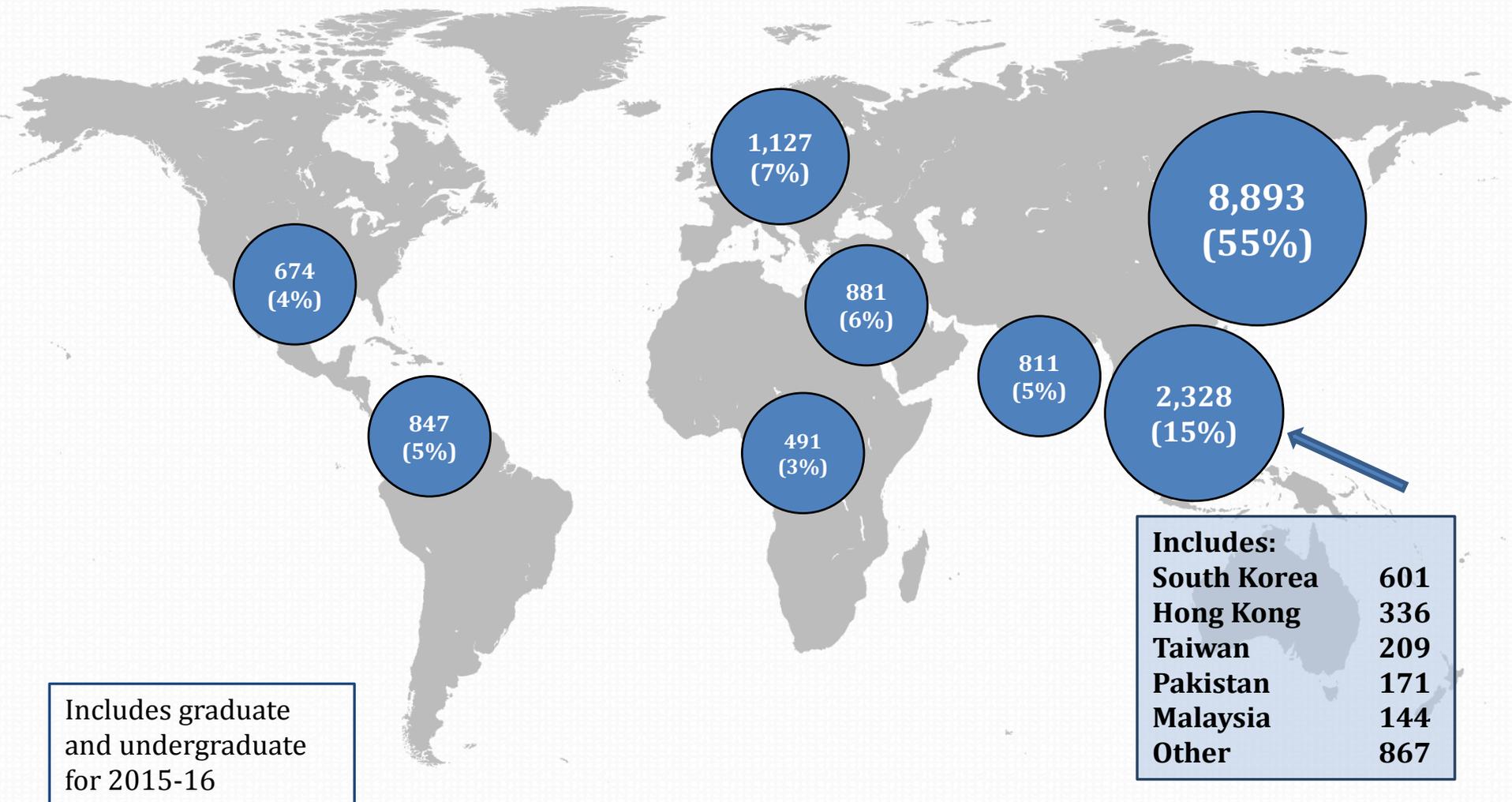
* Full time UG enrolment in the Faculty of A&S at St. George will remain above current level until returning to original plans in 2019-20.

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 UTM Undergraduate Enrolment

Area of Study	2015-16 FTE	% International
Arts & Humanities	2,692	15%
Social Sciences	4,264	19%
Management	992	30%
Life Sciences	1,297	4%
Other Sciences	1,946	21%
MD	215	0.5%
TOTAL	11,406	17%

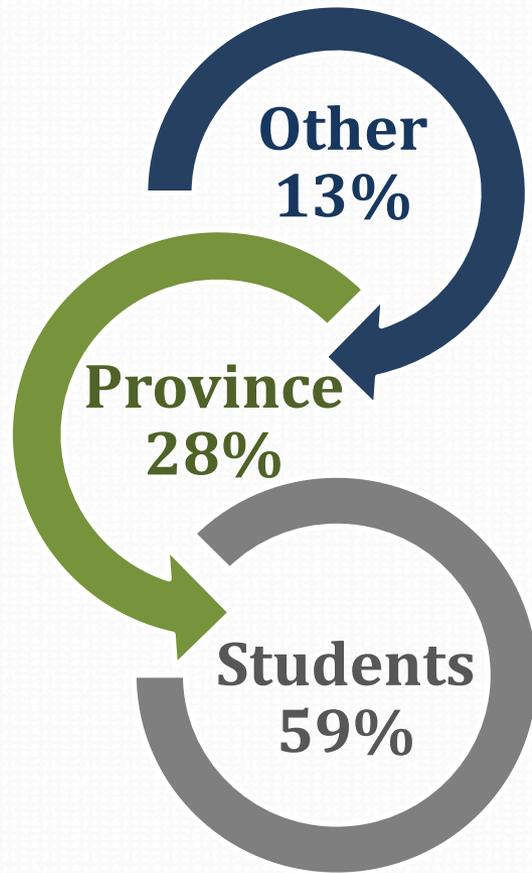
2015-16 UTM Graduate Enrolment

Program Type	2015-16 FTE	Projected 2020-21
Prof Masters	384	458
DS Masters *	62	n/a
PhD *	150	n/a
TOTAL	596	

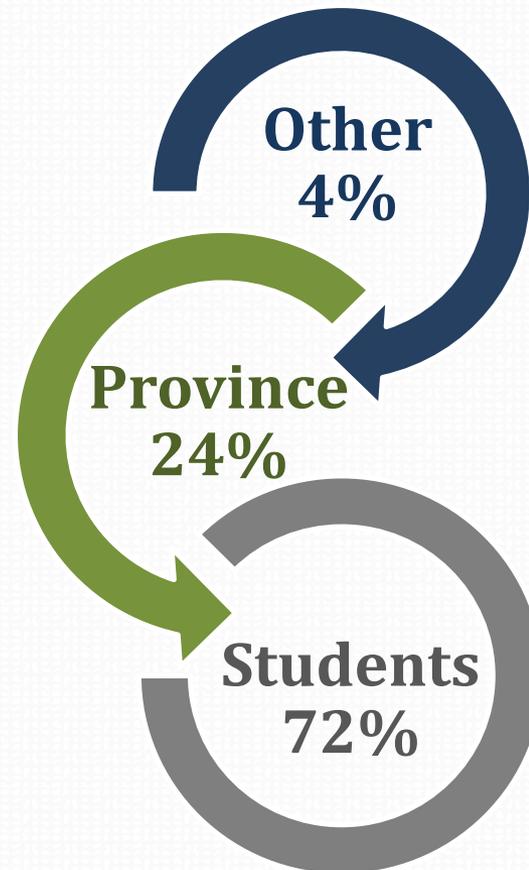
* As per self-declared code in student system

2016- 17 sources of revenue

UofT



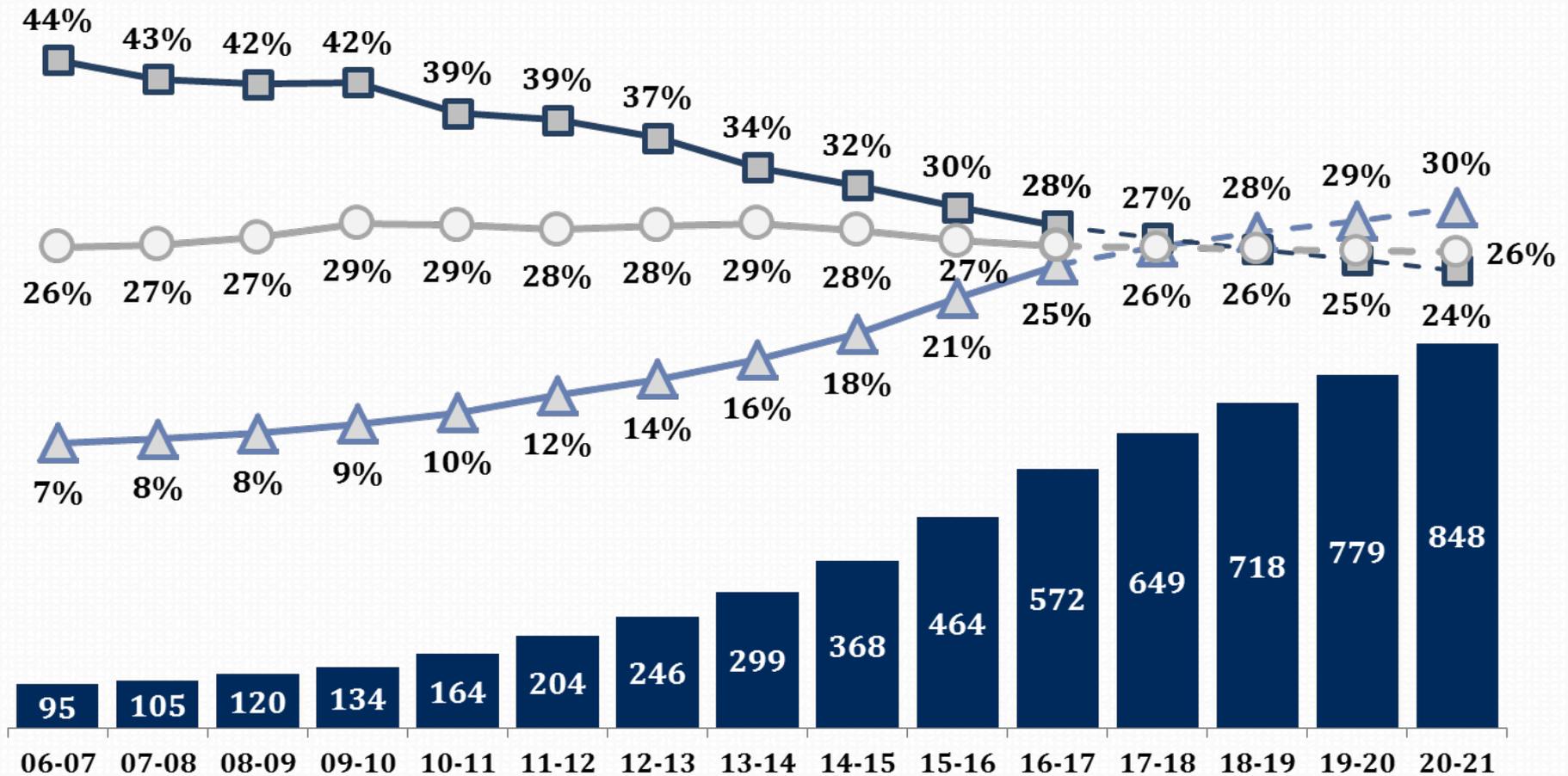
UTM



The changing revenue landscape

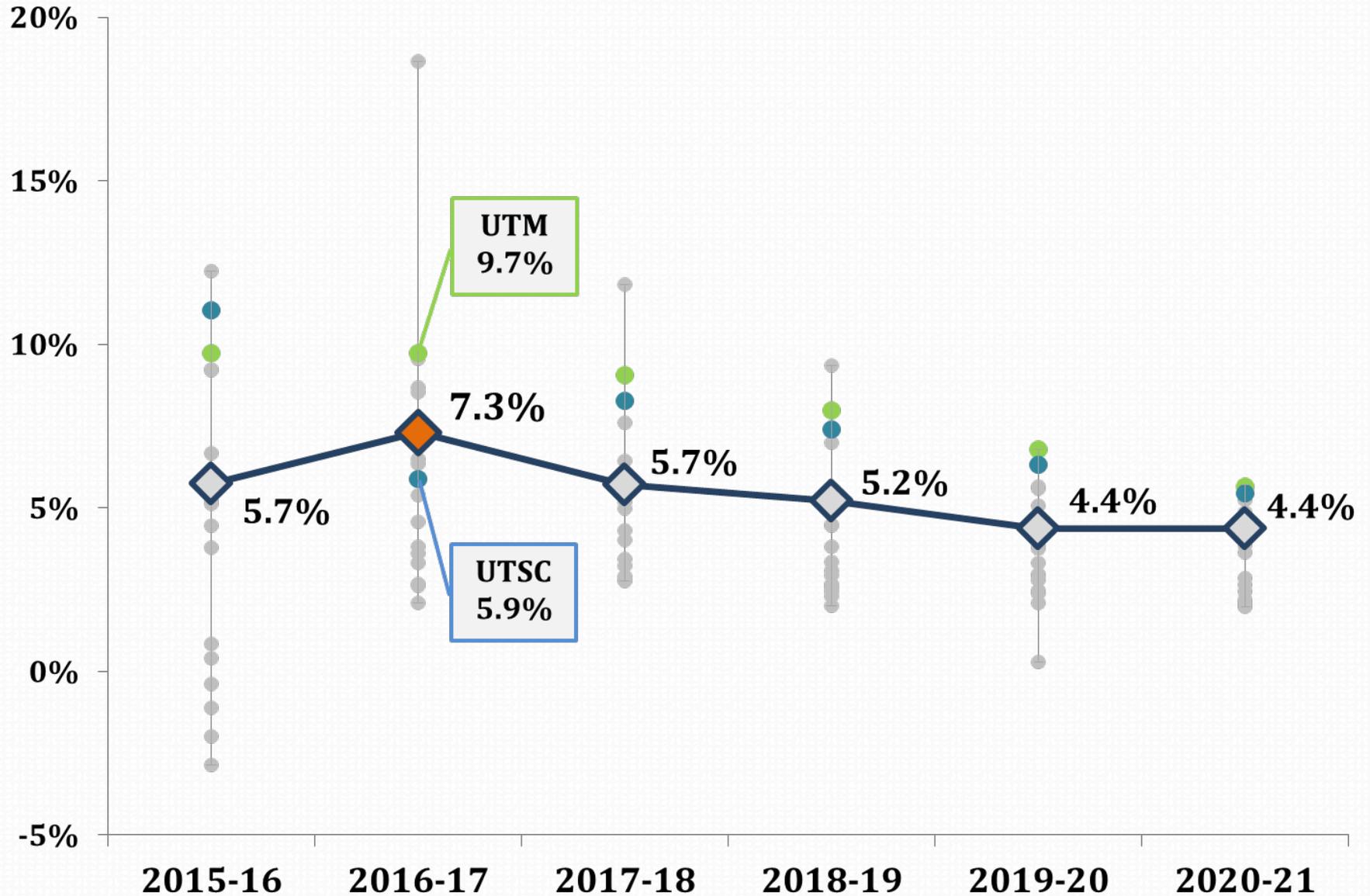
(excludes divisional income)

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

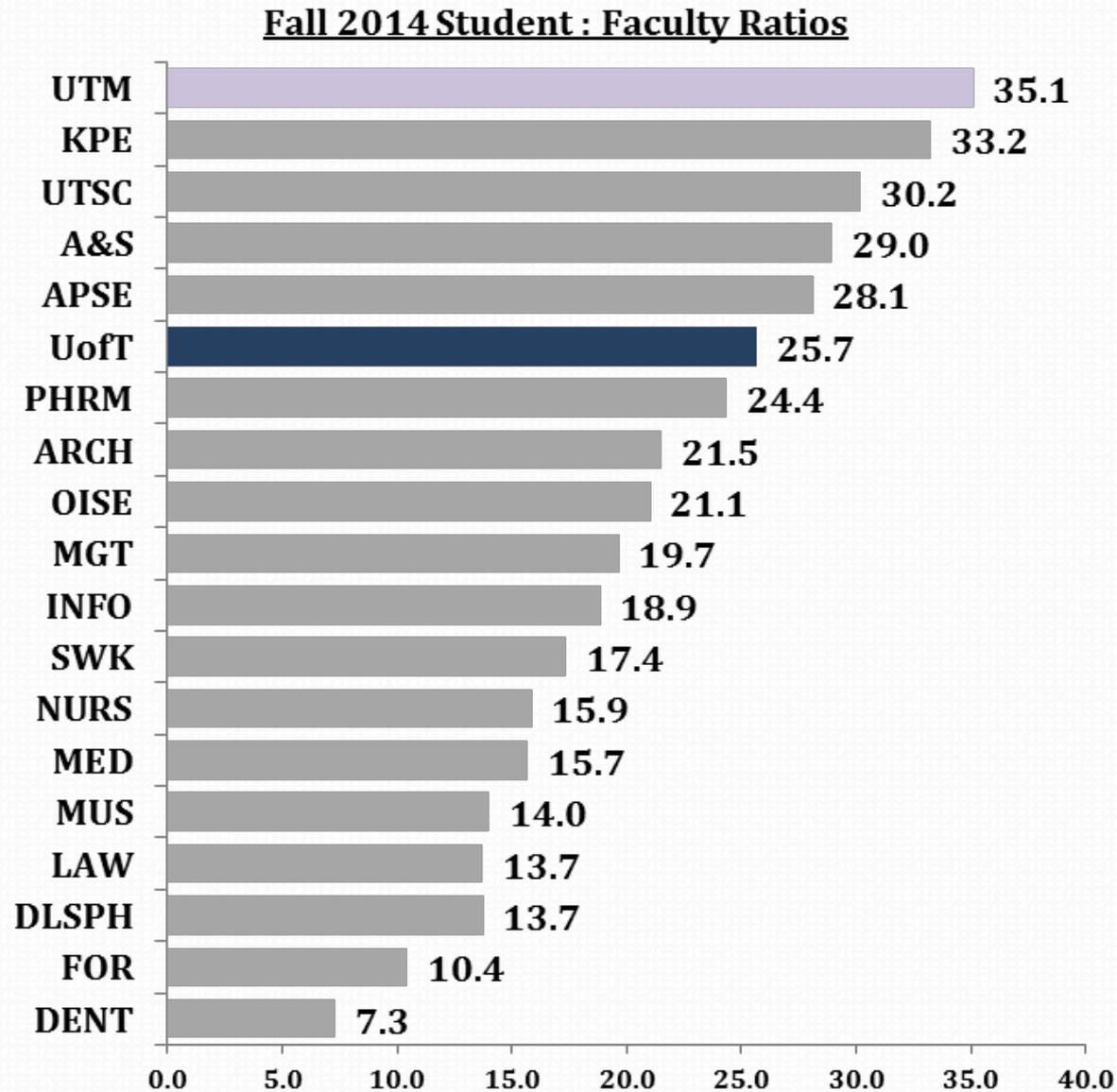


Projected Revenue Growth Rates

(with division-level distribution)



UTM student faculty ratio is a challenge during growth phase

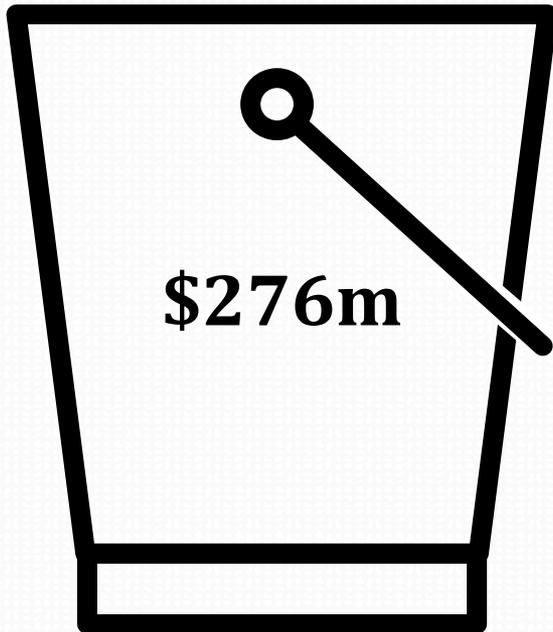


Preliminary Faculty and Staff Hiring Plans at UTM

	Faculty & Librarians	Staff
2015-16	343	505
2016-17	+26	+50
2017-18	+26	+11
2018-19	+23	+25
2019-20	+22	+11
2020-21	+22	+11

What makes up university-wide costs?

**Shared service
portfolio operations**



**Non-discretionary
expenses**



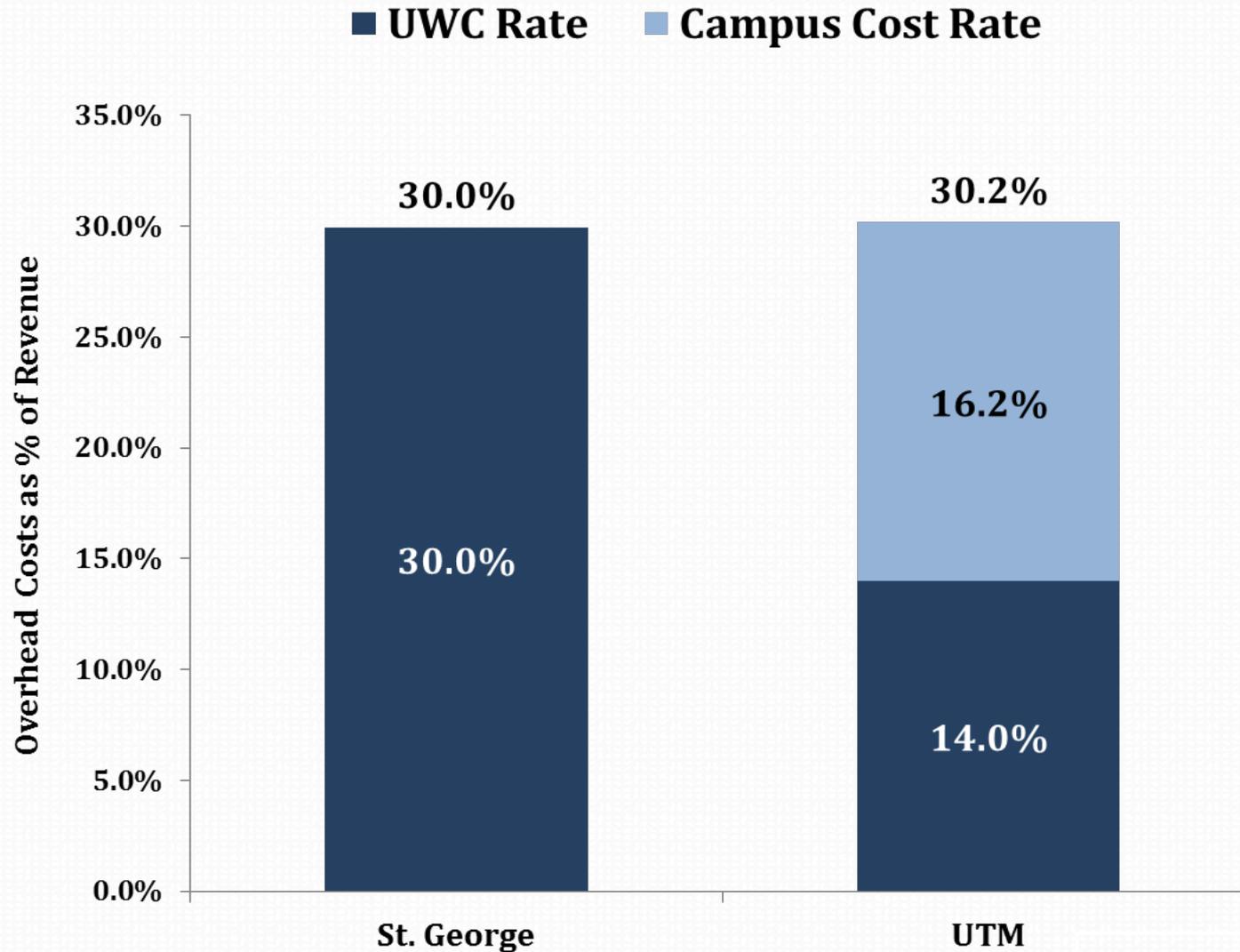
**Pension special
payment**



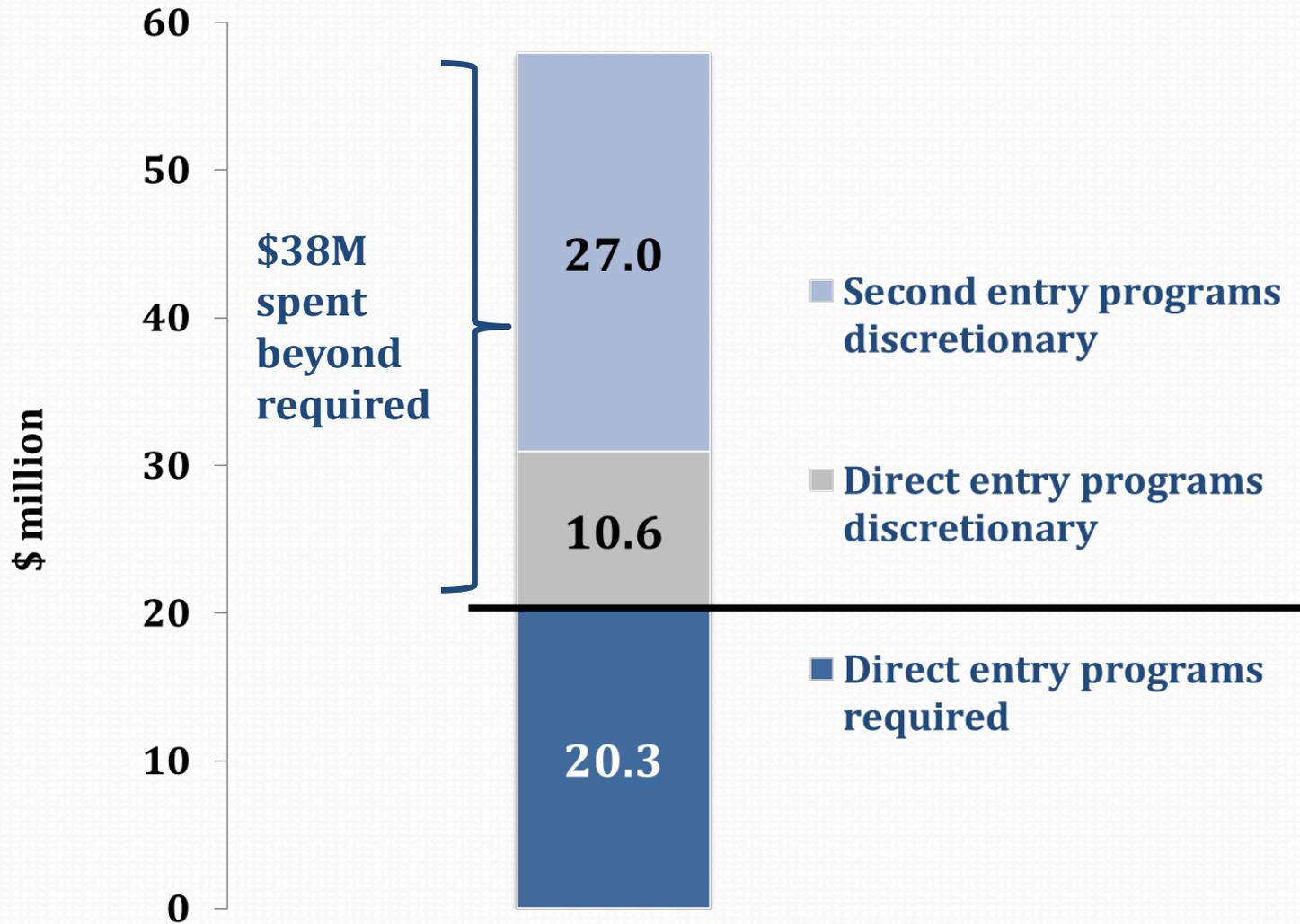
**Academic
initiative funds**



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 UTM

Capital matching \$2.0m

Dean's fund \$1.0m

Student academic progress
(3 positions) \$300k

Access to pooled funds:

Diversity hiring

Start-up funds

IDT

Data science

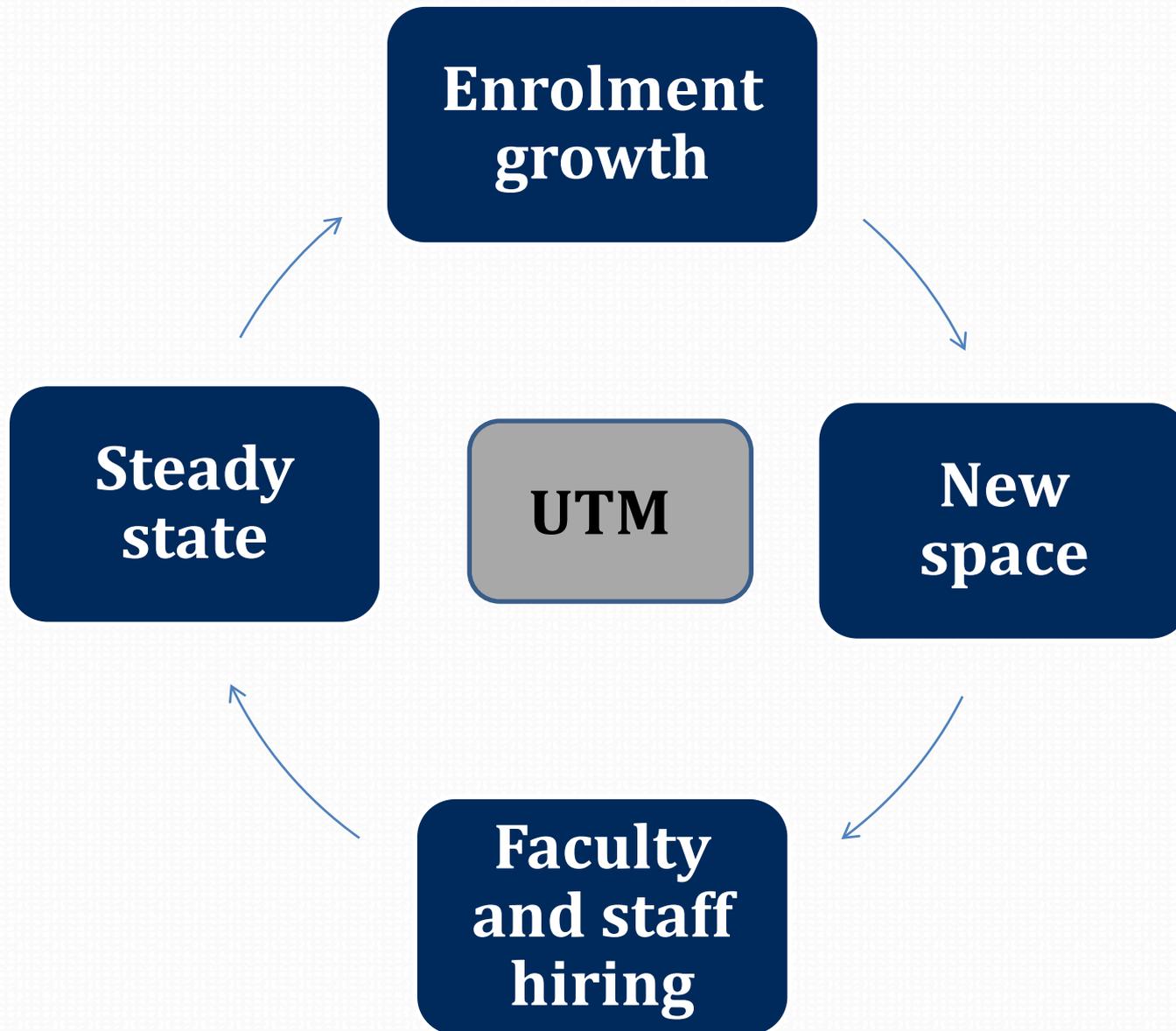
Graduate innovation

UF Allocations to UTM (\$19.1M)

Year	UF Base	OTO Capital
2007-08	\$1.1	
2008-09	\$1.5	
2009-10	\$1.2	
2010-11	\$2.7	
2011-12	\$1.8	
2012-13	\$1.7	
2013-14	\$0.8	
2014-15	\$0.4	\$2.0
2015-16	\$0.6	\$2.0
2016-17	\$1.3	\$2.0

Re-balancing

UF allocations to UTM to date are 19% of total UF since 2007-08; UTM's revenue is 13% 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. \$