



**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** Campus Affairs Committee

**SPONSOR:** Mr. Paul Donoghue, Chief Administrative Officer  
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**PRESENTER:** Professor Ulli Krull, Interim Vice-President & Principal & Professor  
**CONTACT INFO:** Amrita Daniere, Vice-Principal Academic & Dean

**DATE:** November 14, 2016 for November 21, 2016

**AGENDA ITEM:** 4

**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."

**GOVERNANCE PATH:**

1. UTM Campus Affairs Committee [For information] (November 21, 2016)
2. UTM Campus Council [For information] (December 6, 2016)

**PREVIOUS ACTION TAKEN:**

At meetings on September 15, 2016 and October 6, 2016, 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*



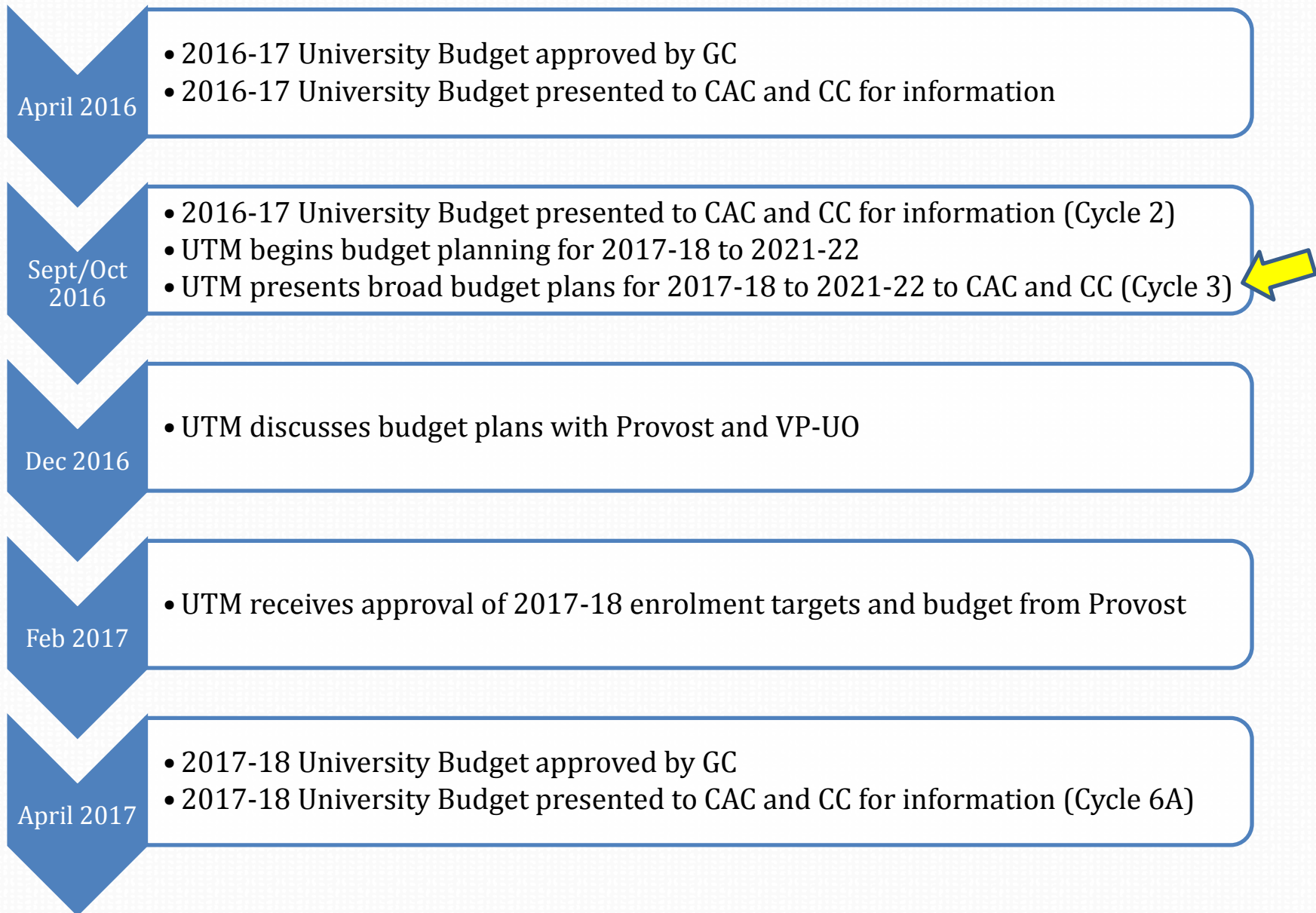
# **UTM 2017-2018 Proposed Operating Budget: Themes & Priorities**

**UTM CAMPUS AFFAIRS COMMITTEE  
NOVEMBER 21, 2016**

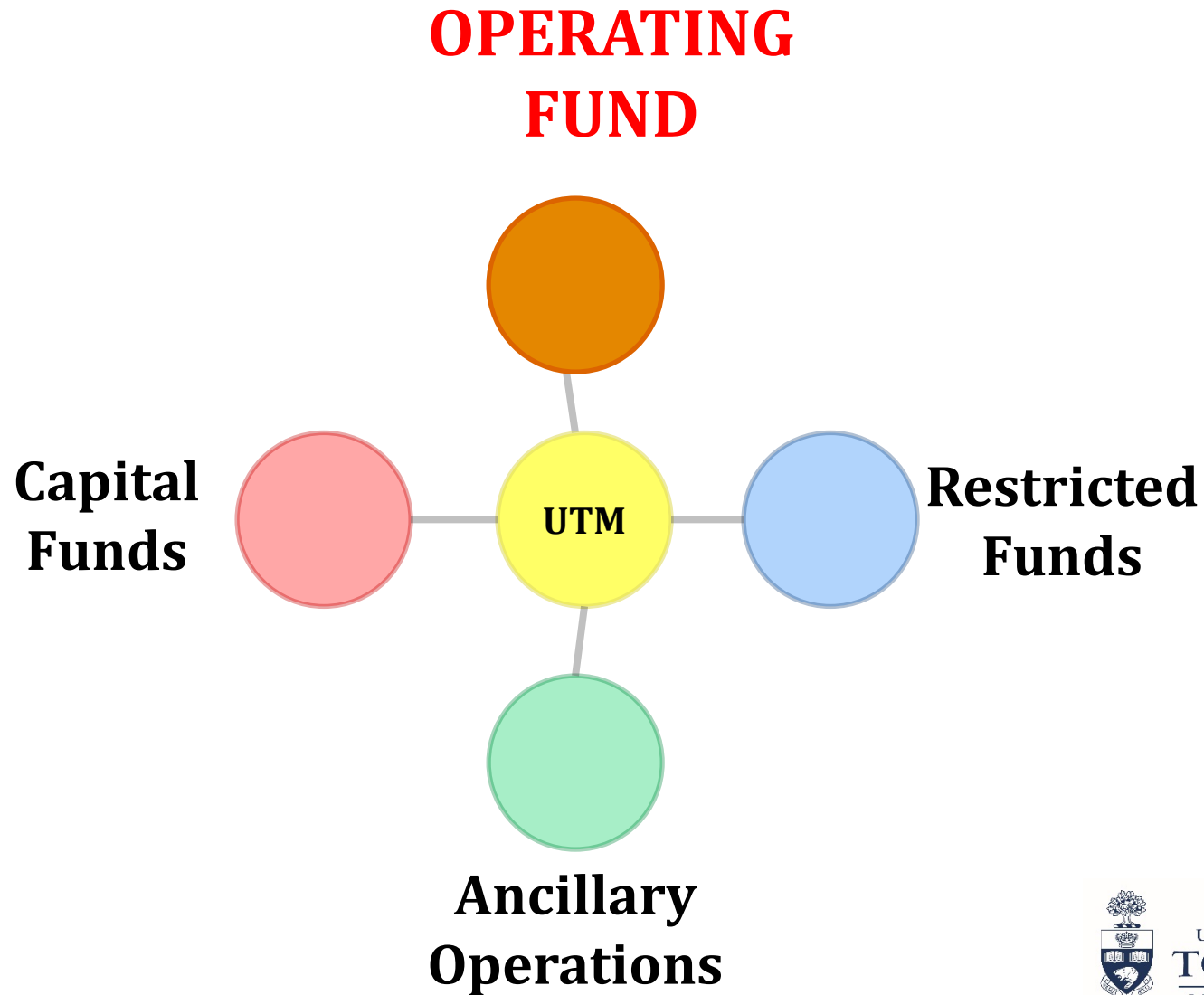
# UTM Overview

- Timeline, process & context
- Revenue, expenses
- Priorities
  - Enrolment (“pause”; graduate; domestic; international)
  - Faculty Recruitment & Student to Faculty Ratio
  - Visioning & Academic Programming
  - Enhancing the Student Experience
  - Strengthening Research
  - Capital Plan
  - Academic Visioning

# Budget Timeline



# The Four Funds



# Relationship Between Four Funds

- Funds are segregated
- Most movements from Operating to Capital (via capital reserves)
- None (@ UTM) Ancillaries to Operating
- Ancillary Budgets to CAC Jan. 11th



# UTM Net Revenue 2016-17

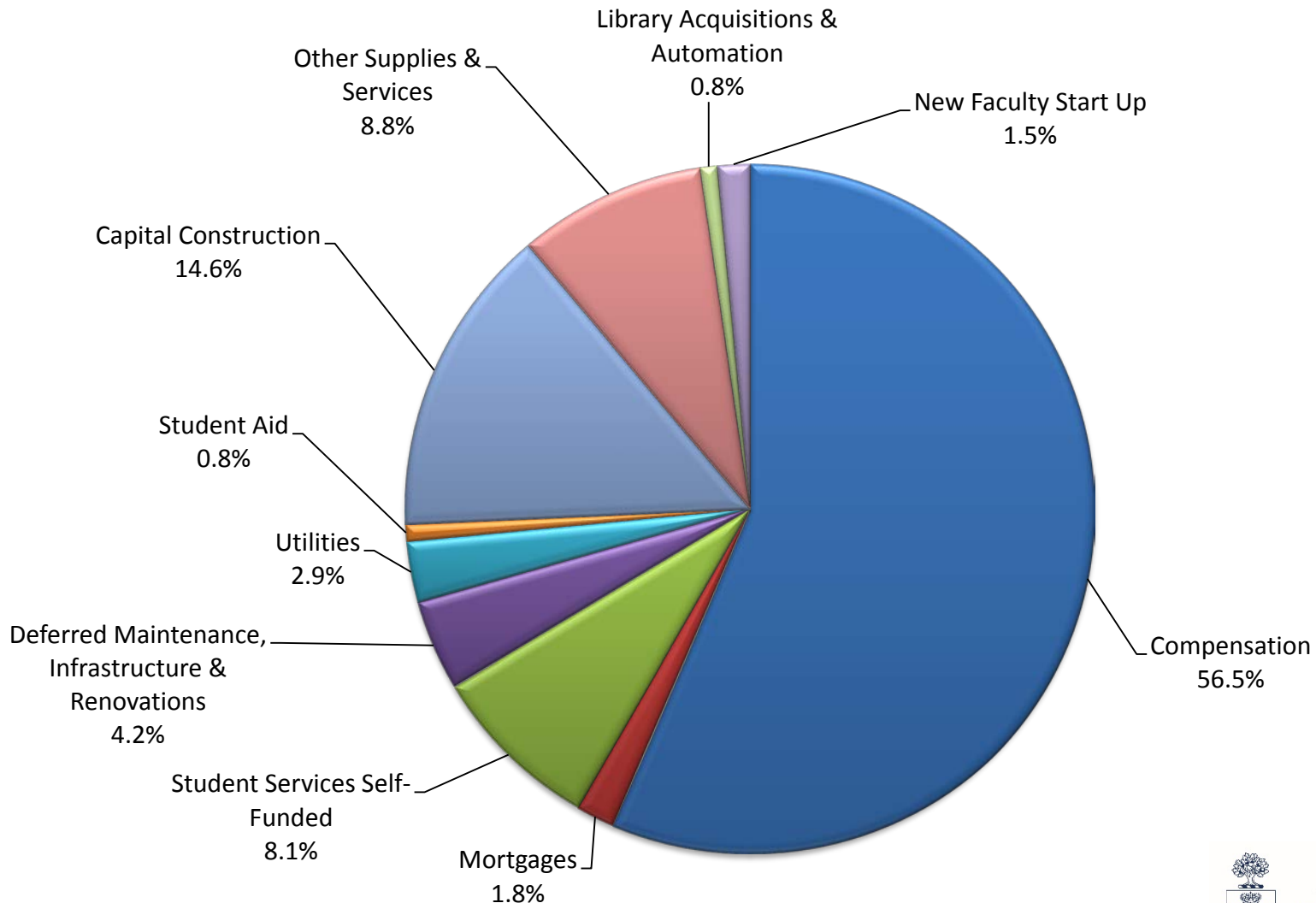
## (\$ Millions 2016-17)

<b>Tuition and Grant revenue</b>	<b>\$264.4</b>
<b>Investment and other income</b>	<b><u>6.1</u></b>
<b>Subtotal</b>	<b>\$270.5</b>
<b>University Fund Contribution (10%)</b>	<b>(27.0)</b>
<b>Other attributed revenue (net)</b>	<b>1.8</b>
<b>University-wide costs</b>	<b>(38.2)</b>
<b>Student Aid</b>	<b>(11.5)</b>
<b>University Fund Allocation*</b>	<b>8.6</b>
<b>Other adjustments</b>	<b><u>-</u></b>
<b>“Net revenue” to UTM (76% of Gross)</b>	<b>\$204.2</b>

\* The current UF Allocation represents the cumulative total of \$7.3M as at the previous year, plus an incremental allocation of \$1.3M from the Provost in 2016-17.



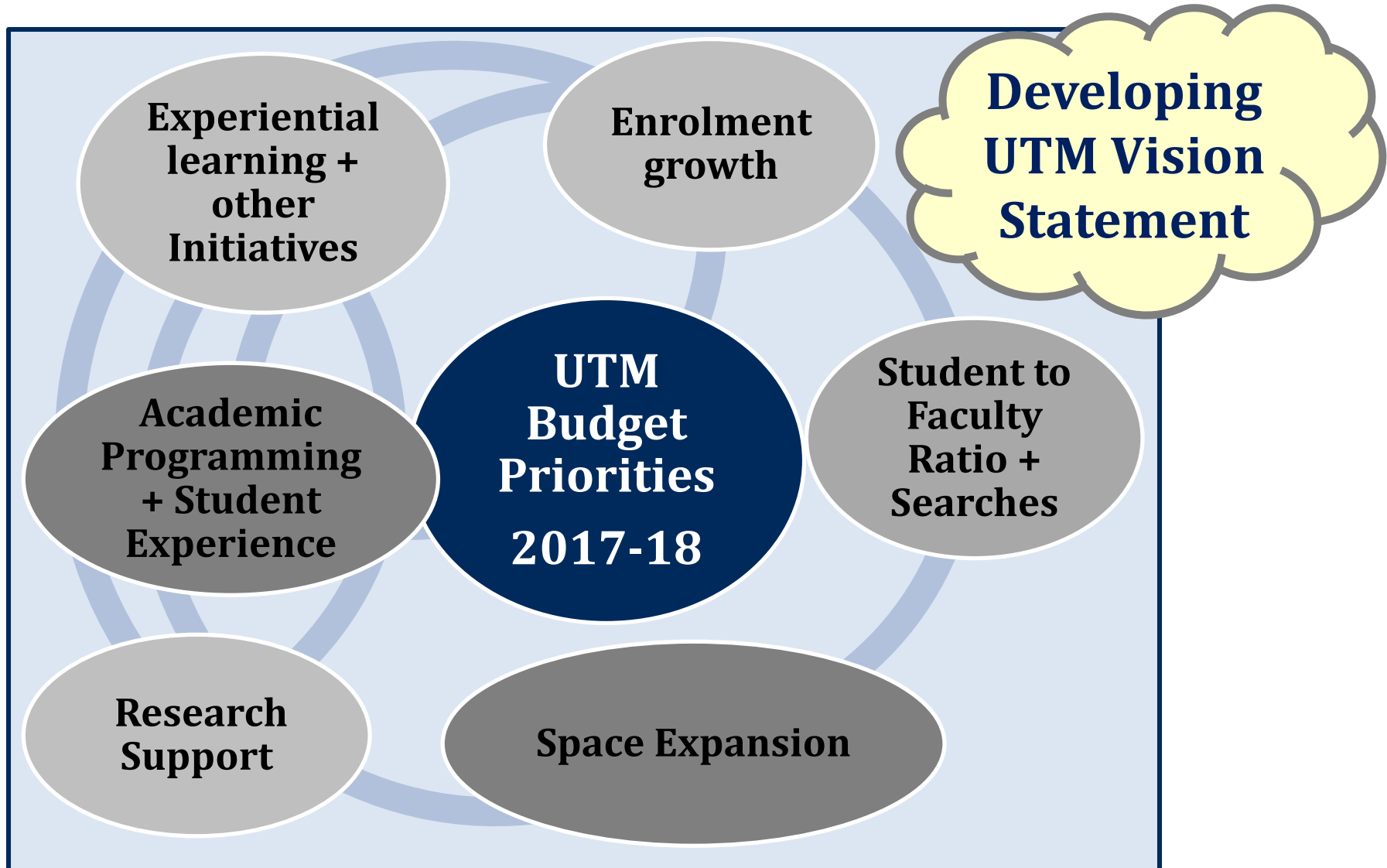
# 2016-17 Major Expense Categories



**Total Expenses \$238.0 million (including \$33.8 million in divisional revenues)**



# UTM Strategic Planning



# Priority: Enrolment

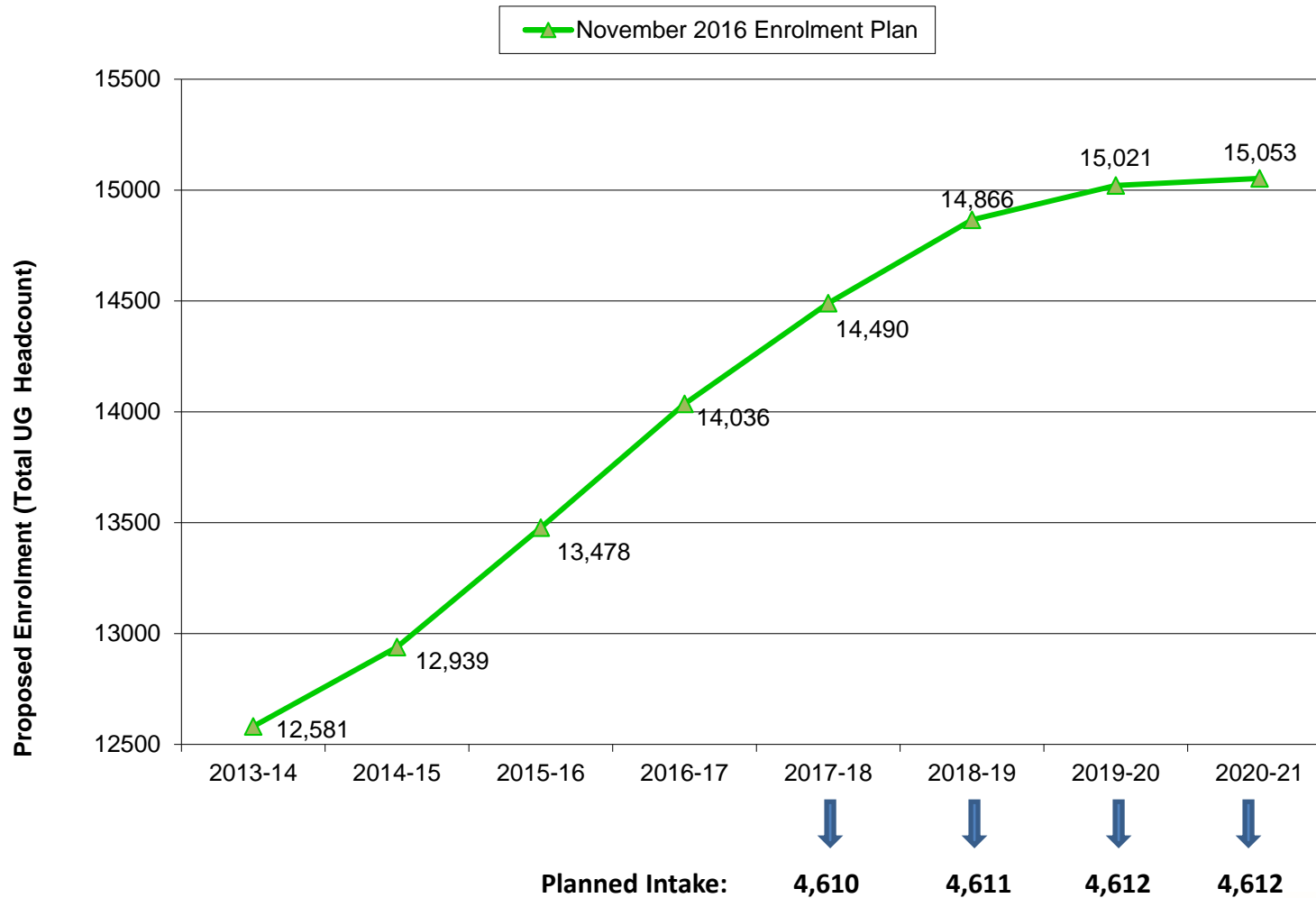
- Managing Enrolment Growth + “Pause” Period
- Graduate Student Enrolment
- Domestic Growth Considerations

# Priority: Enrolment; International Students

- Domestic/International Mix
  - Now at 24.2% intake; 19.1% overall total
  - Against overall target of 20%
- Diversification - Now at 61% to 66% single-source home country
- Institutional Cultural Enhancement
- Base Budget & Vulnerability



# UTM Undergraduate Enrolment Planned Growth

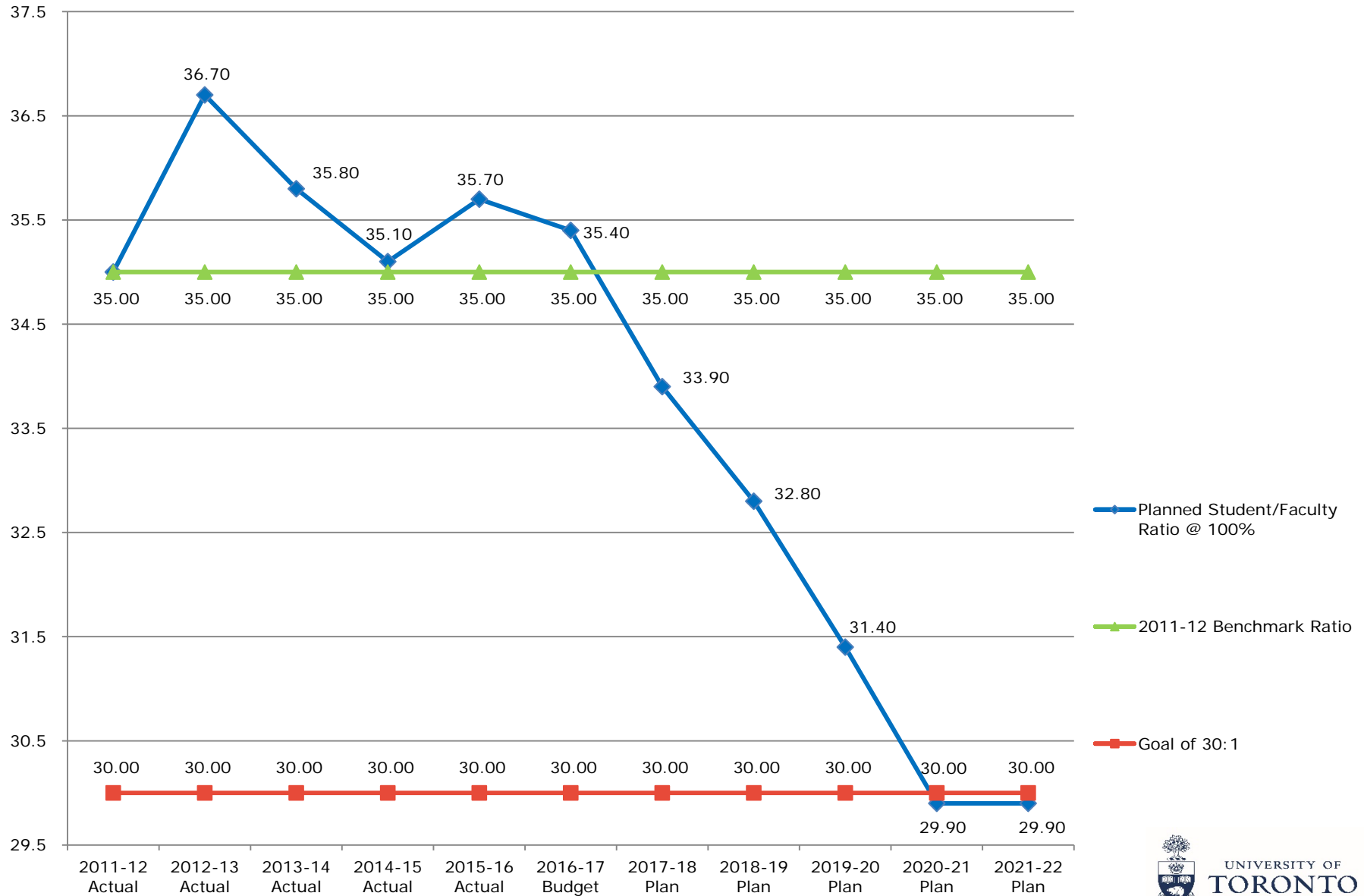


# Priority: Student to Faculty Ratio

- Fall 2015, UTM remains highest across University with ratio of 35.7 (projecting 35.4 for Fall 2016)
- Fall 2015, **FAS = 30.3**
- Long-term target: 30.0



# Priority: Student to Faculty Ratio



# Priority: Faculty Recruitment

- Target: 38 searches 2016-17 (27.5 “growth”)  
est. 32 searches 2017-18 (22 “growth”)
- Mix of Rank/Category
- Success Rate: 2014-15 = 68%; 2015-16 = 88%
- Search limitations; time and money; capacity to conduct





# Priority: Enhancing the Student Experience

- Enhanced Support for Communication & Writing Skills
- More opportunities for resource intensive forms of learning
- Exploration of undergraduate co-op programs



# Priority: Strengthening Research

- \$17m research infrastructure investment
- Planning for a Science Building: anchored by Centre for Medicinal Chemistry
- Computer Science Research Cluster
- \$15m UTM lead CFI proposal – Membrane Receptors
- Competitive start-up funding using CFI funds
- Postdoctoral Fellowship Fund



# Priority: Capital Plan

## Opened 2015/16

- Research Greenhouse

## Underway

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

## Planned

- Davis2 Meeting Place Re-vitalization
- Science Building



# Priority: Academic Visioning Initiative

- Vision & Strategic Plan to guide Academic Programming
- Broad, inclusive consultation
- Draft Vision document to stimulate discussion



# Academic Visioning; Example Areas

- Research & Scholarship
- Sustainability
- Communications
- Health & Health-related Studies
- Equity and Diversity
- Investing in the Community



# FUNDAMENTALS of a SOUND FISCAL STRATEGY

