

**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** UTSC Campus Affairs Committee

**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, Vice-Principal, Academic and Dean  
416-208-7027; vpdean@utsc.utoronto.ca

**DATE:** November 3, 2016 for November 9, 2016

**AGENDA ITEM:** 2

**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 23, 2016)**
2. **UTSC Campus Council [For Information] (December 14, 2016)**

**PREVIOUS ACTION TAKEN:**

At the September 20<sup>th</sup> meeting of the Committee, the Vice-President and Provost and Chief Budget Officer, Professor Cheryl Regehr and Mr. Trevor Rodgers, Associate Director, Planning & Budget provided an integrated budget presentation to the Committee based on current-year campus and institutional operating budgets. On October 5<sup>th</sup>, Professor Regehr and Ms Sally Garner, Executive Director, Planning & Budget, made a similar presentation to the UTSC Campus Council.

## **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 2017.

## **FINANCIAL IMPLICATIONS:**

Not applicable.

## **RECOMMENDATION:**

Presented for information.

## **DOCUMENTATION PROVIDED:**

PowerPoint Presentation.

# Budget Priorities 2016-17

UTSC

Campus Affairs Committee

November 23<sup>rd</sup>, 2016

# Agenda

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

# Academic Priorities

- 2016-2017 Update
- 2017-18 ABR
  - New Initiatives

# 2016-17 Update

- 2016-17 ABR
  - Strategic Enrollment Management
  - Pathway programs with Centennial
  - Green, City and Global Scholars
  - New faculty hires, start up support
  - Student success positions

# Academic Priorities

- 2016-2017 Update
- **2017-18 ABR**
  - **New Initiatives**

# New (and not so new) Initiatives

- TRC and Indigenous Initiatives
- Work-Integrated Learning (WIL)
- Graduate Initiatives
  - Fostering a research/graduate student culture
- (Strategic Enrollment Management)
- Suburban Studies
- Diversification of Revenues
  - New opportunities for students!



# TRC and Indigenous Initiatives

- Truth and Reconciliation Commission
  - U of T response
  - UTSC response
- Creation of a Centre of Indigenous Research
  - Bring together up to three positions (cluster hire) with existing researchers at UTSC
  - Multi-disciplinary in nature
- Support for course development
  - Indigenous instructors
  - “indigenous leave”
- Recruitment of indigenous students
  - Indigenous outreach position

# Work-Integrated Learning

- WIL
  - Priority of province to provide access to experiential learning for all students in Ontario
  - UTSC is leader in Co-op education (21% of our students)
    - Will continue to grow Co-op where appropriate
  - Develop other forms of WIL
    - Service learning, internships, clinical placements, work-study, research

# Fostering a research / graduate student culture at UTSC

- Some departments have a strong research presence at UTSC
- Others have a strong tri-campus research presence focused at STG
- Goal: Expose more of undergraduate students to the rich U of T research culture
- How do we foster this culture at UTSC?
  - EDU:Cs
  - Collaborative graduate programs

# Suburban Studies

- Gertler priority – “leveraging our location”
- Planned development of an “Urban Institute” located at STG
- Local expertise tied to Highland Hall in suburban studies
- “Centre for Suburbanization, Migration and Globalization”

# Diversification of Revenue

- 98% of income from Undergraduate revenue
- Are there other sources of income?
  - Need to stem from or support the U of T Mission
  - Advancement
  - Graduate program income
  - Ancillary operations
    - Greenpath is expanding to support Master of Environmental Science, divisions downtown with course offerings different from UTSC (Engineering, Architecture, KPE)

# Diversification of Revenues

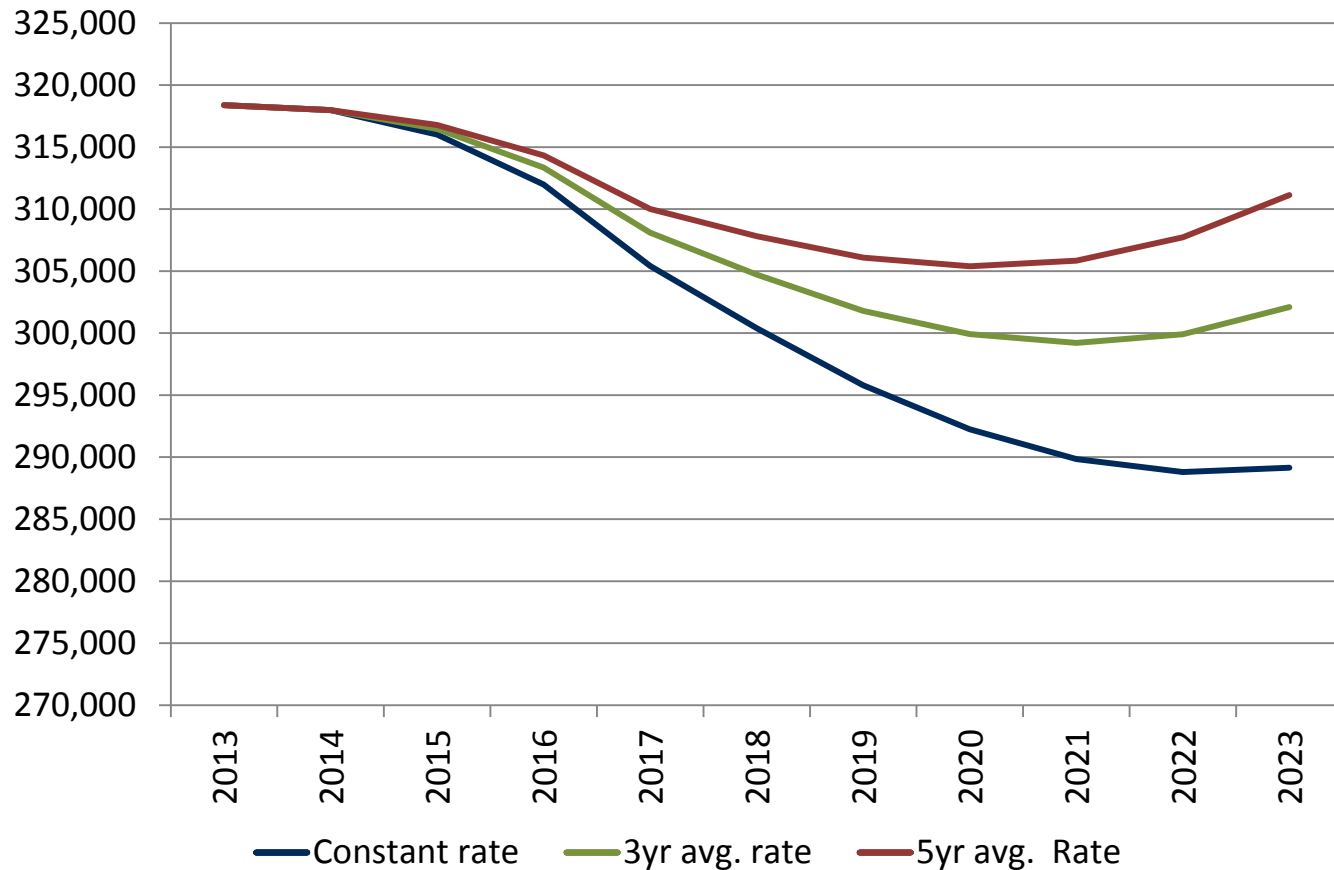
- Development of BIU generating certificate programs
  - In addition to undergraduate degree (“post baccalaureate certificate”) – not unlike College post graduate diplomas
  - Can be carved out of existing courses
    - Evolutionary Anatomy (Anthropology)
    - Climate Change (DPES)
    - Elections Management (Political Science)

# 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 FT Direct-Entry Undergraduate Enrolment Projection Scenarios

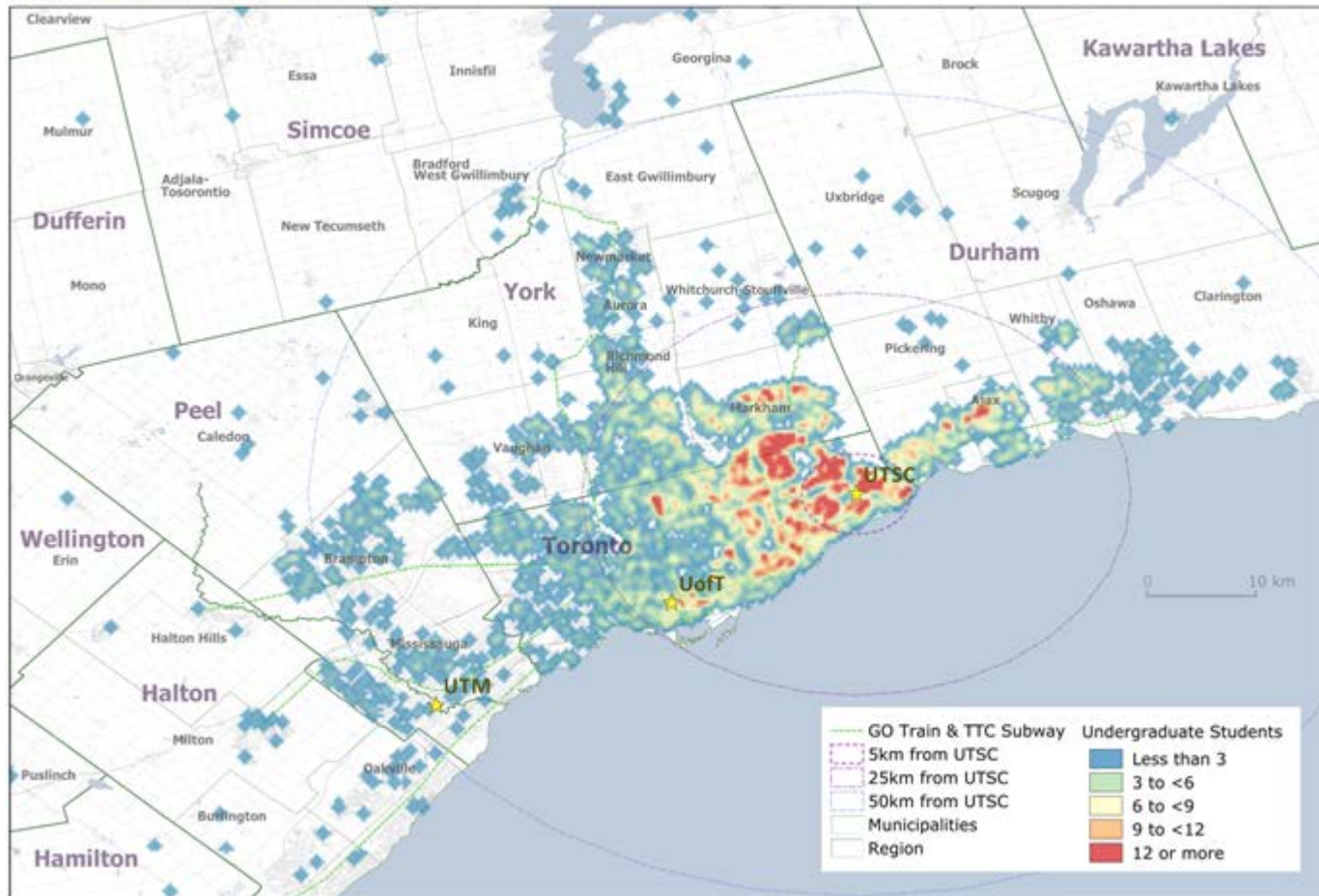


Scenarios vary by assumed participation rates of 18-20 yrs old  
Data Sources: COU 2014 Population Estimates



# Our Current Catchment

UTSC Undergraduate Students, Fall 2015



Undergraduate student locations based on given addresses as of Fall 2015.

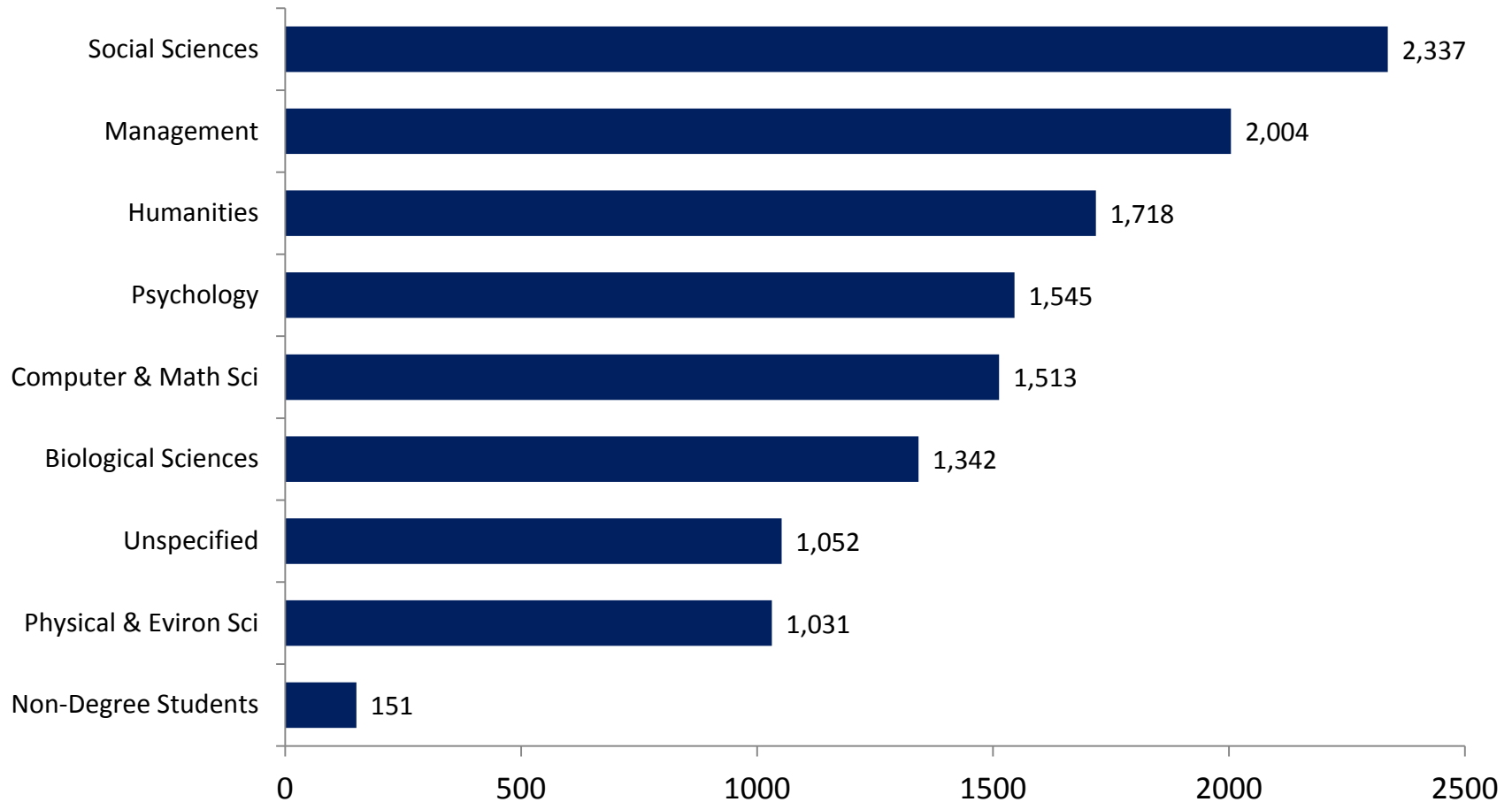
# GTA Catchment for UTSC

Census Division	Percentage Growth from 2013 to 2041, 18-20 Year Olds	Change in Population from 2013 to 2041, 18-20 Year Olds	Percentage of UTSC New Student Intake: Fall 2015
Toronto	13%	14,248	41%
York	36%	17,332	16%
Durham	15%	4,377	8%
Peel	23%	14,479	3%
Halton	56%	12,395	0.40%
<b>GTA</b>	<b>23%</b>	<b>62,831</b>	<b>69%</b>

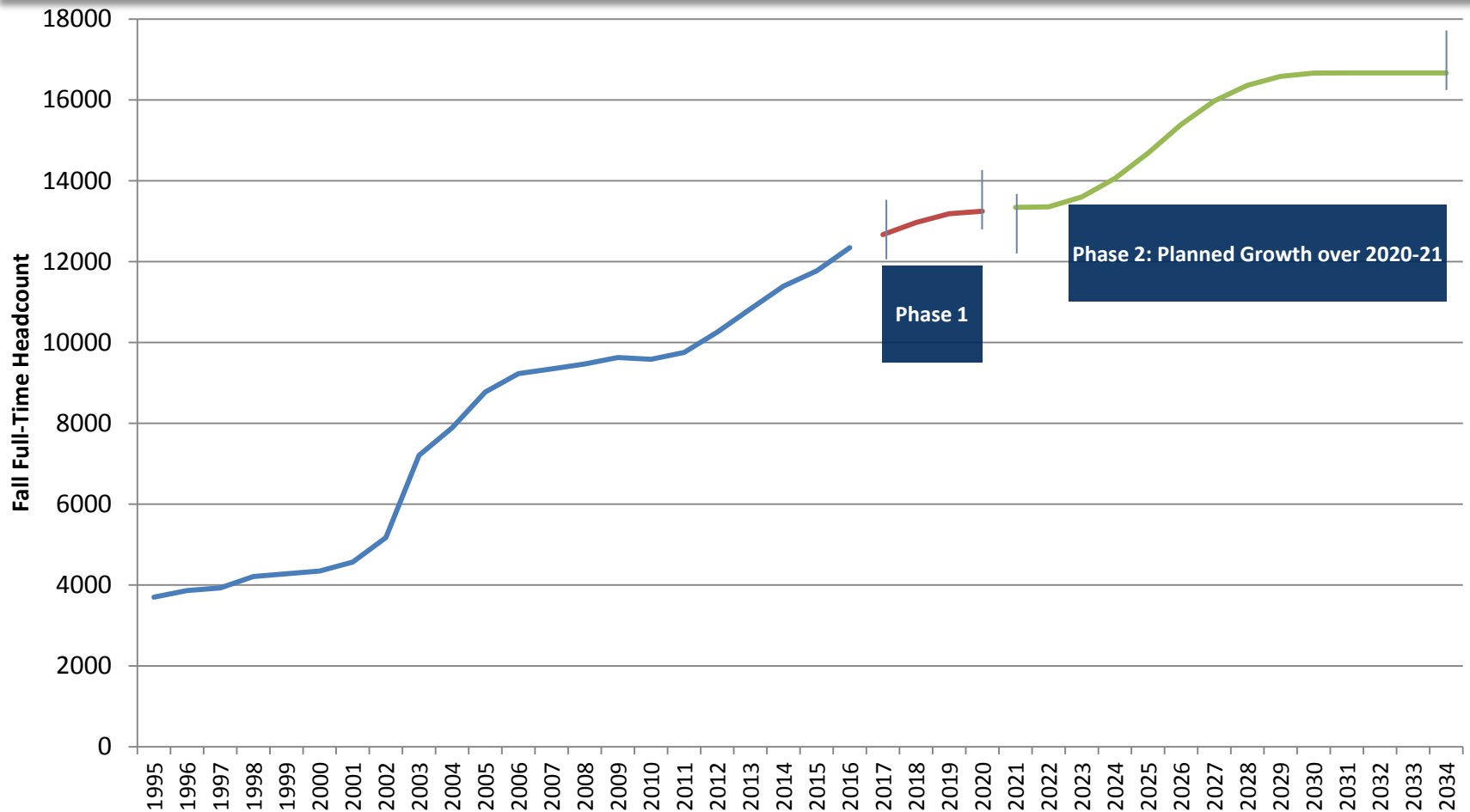


Data Sources:  
Ministry of Finance Fall 2014 Population Estimates, Official Count File

# UTSC Fall 2015 Undergraduate Headcount Enrolment by Departmental Grouping



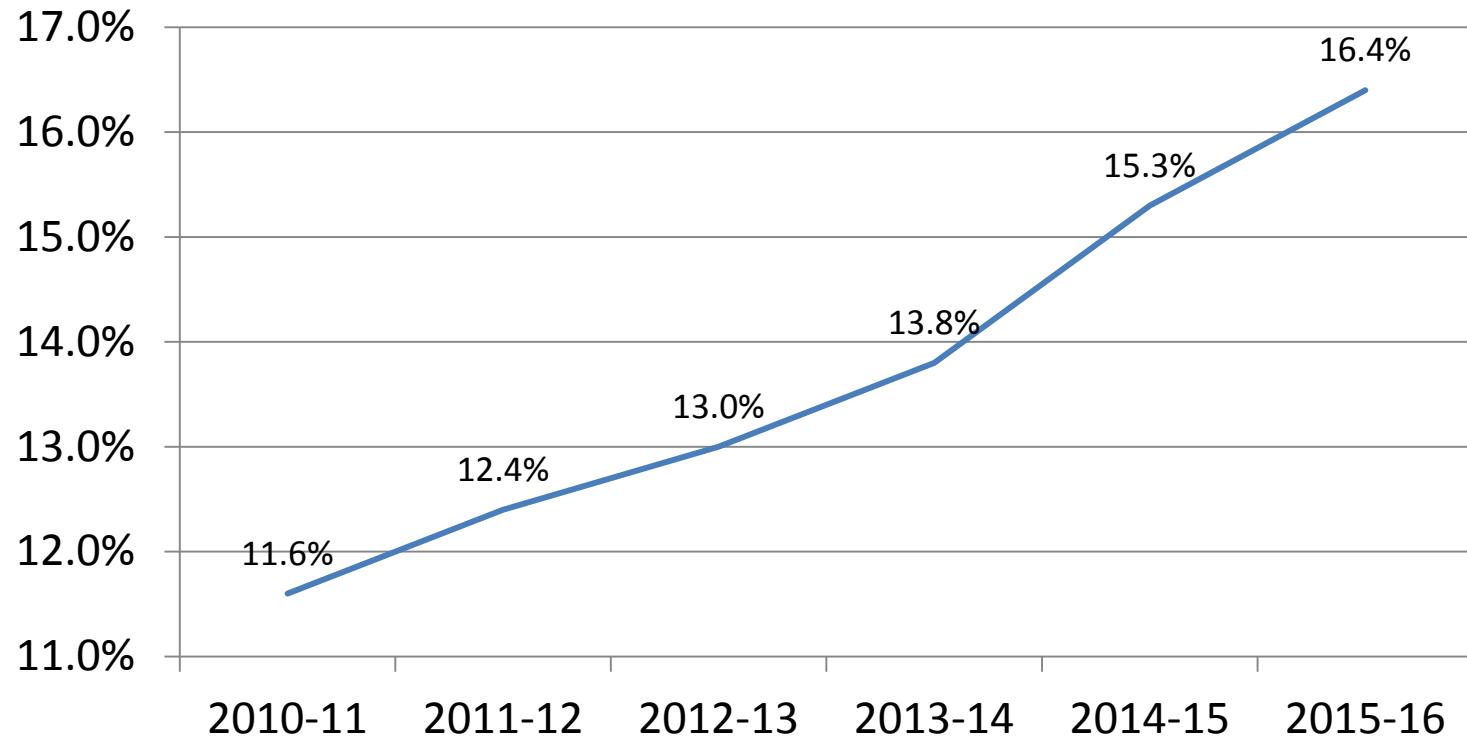
# UTSC- 2 Phase Growth Plan



# International Students

From ABR Divisional Statistics

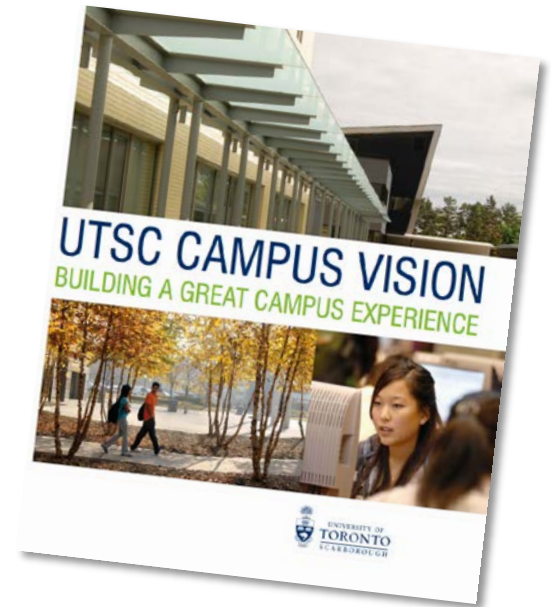
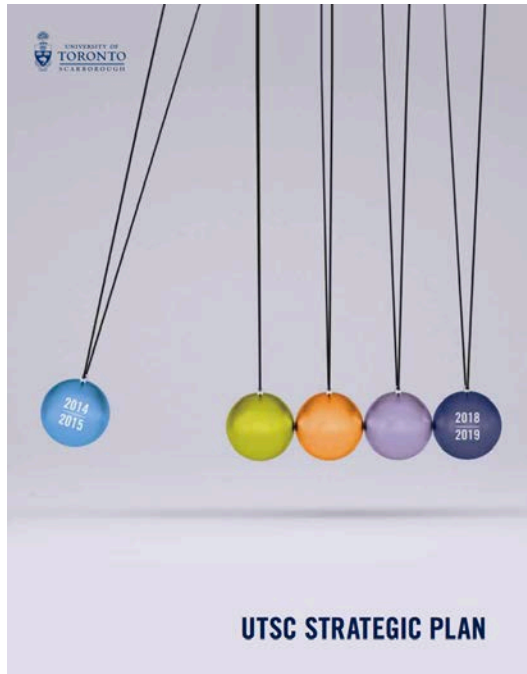
## % UG International Fall FTEs of Total UTSC Fall FTEs



# Capital Investments at UTSC since 2003

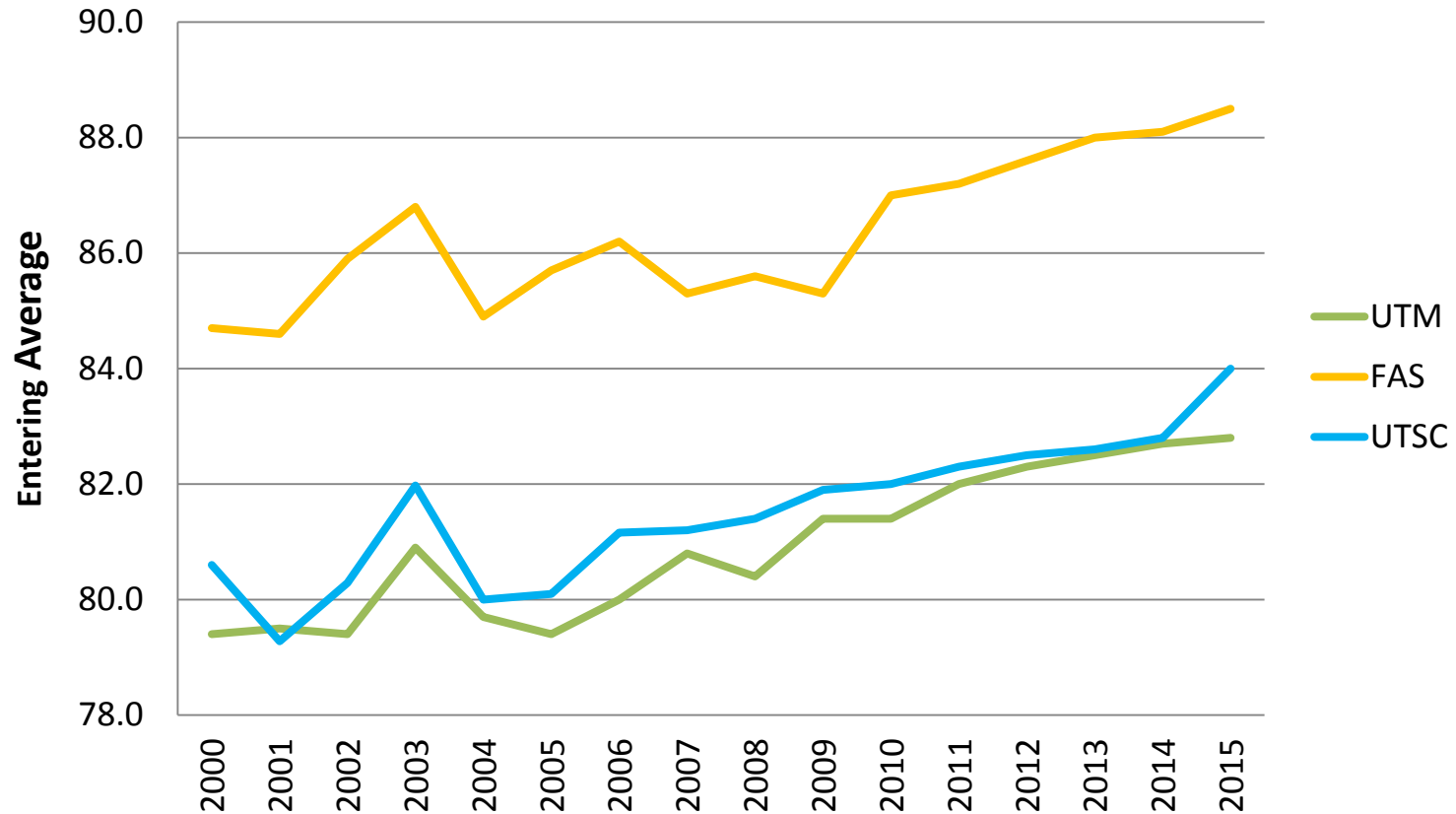
in millions

Project	NASM	Proposed Completion	Open Date	Approved Cost	Actual Cost
Academic Resource Center	5,999	2003	2003	\$ 24.0	\$ 20.0
Foley Hall (Phase 4 Residence)	4,963	2003	2003	16.0	16.0
Student Center	2,439	2004	2004	14.0	14.0
Social Science Buliding	2,350	2005	2005	15.5	14.0
Arts & Administration Building	2,783	2005	2005	20.4	20.0
Science Research Building	2,979	2008	2008	37.0	36.5
Land Remediation	-	2012	2012	43.0	31.0
Instructional Center	7,853	2011	2011	78.0	76.4
Toronto Pan Am Sports Center	20,777	2014	2014	248.0	205.0
Environmental Science & Chemistry Building	6,169	2015	2015	65.0	64.2
Highland Hall	6,460	2018	In Progress	53.0	
East Arrival Court	-	2012	2012	4.1	3.6
Parking Lot Expansion	-	2004	2004	10.6	10.3
Portable (Phase 1 and 2)	-	2008-10	2008-10	4.0	4.0
Science Wing Balconies	-	2007	2007	3.8	3.2
Campus IT Data Center	-	2009	2009	3.9	3.9
Mechanical Upgrades	-	Various	Various	12.2	11.6
Electrical Upgrades	-	Various	Various	8.2	7.8
	<b>62,772</b>			<b>\$ 660.7</b>	<b>\$ 541.6</b>



# Improving UG Entering Averages

## Arts & Science Entering Average Marks

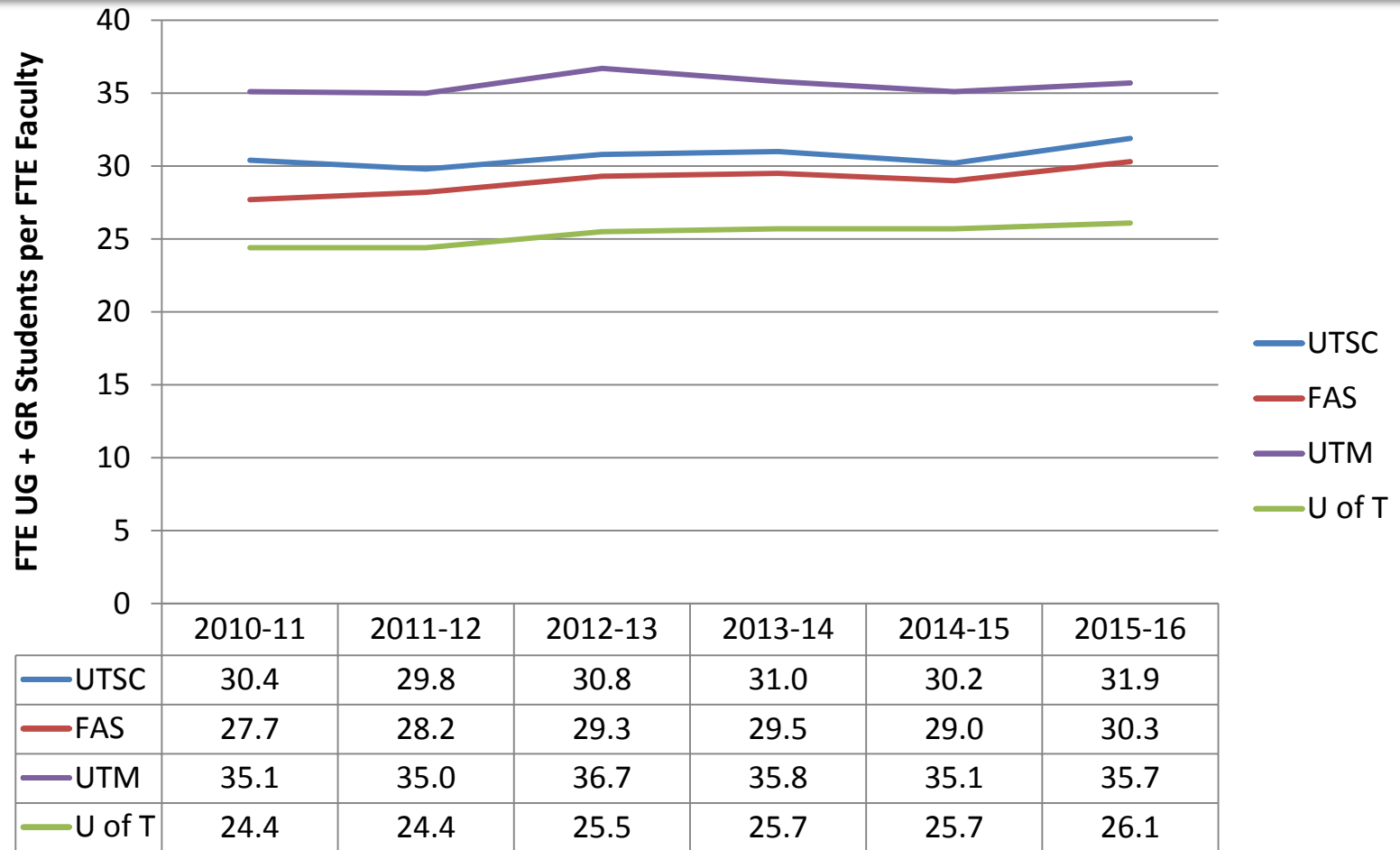


Data Source: UofT Performance Indicators for Governance



# Student: Faculty Ratio

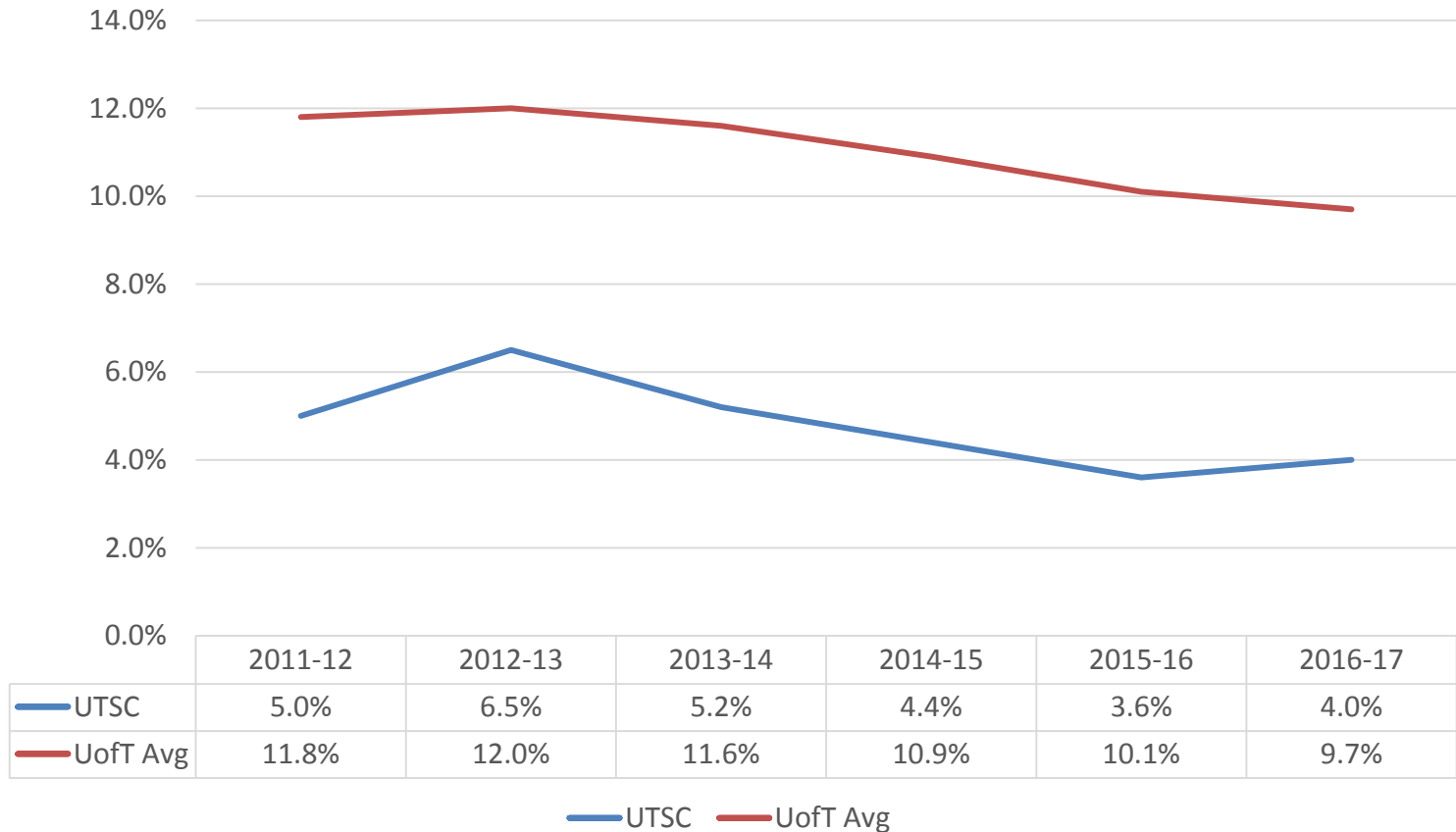
From ABR Divisional Statistics



# University Fund

From ABR Divisional Statistics

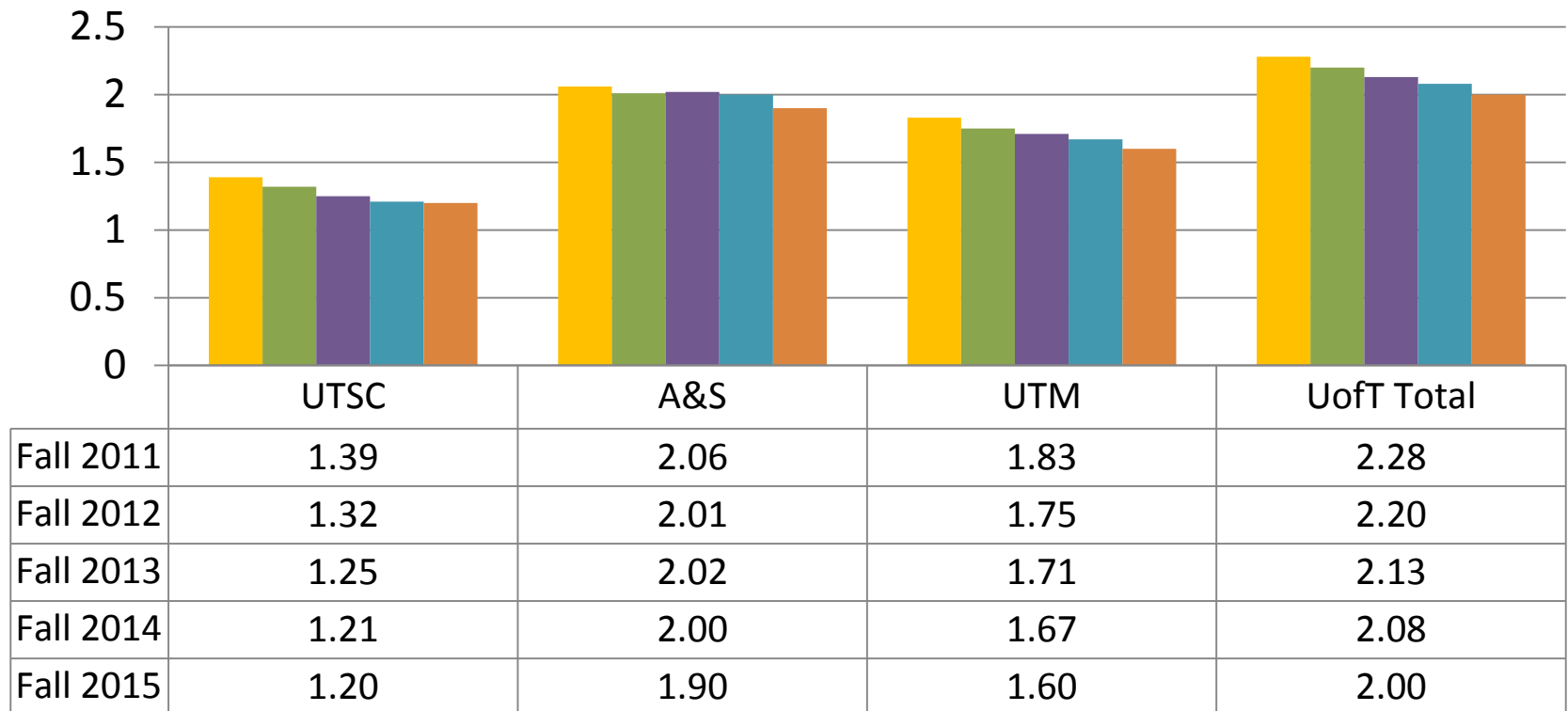
### % of Academic Gross Budget Supported by University Fund



# Space and Growth

From ABR Divisional Statistics

## Teaching Space per FTE UG + PMAS Student

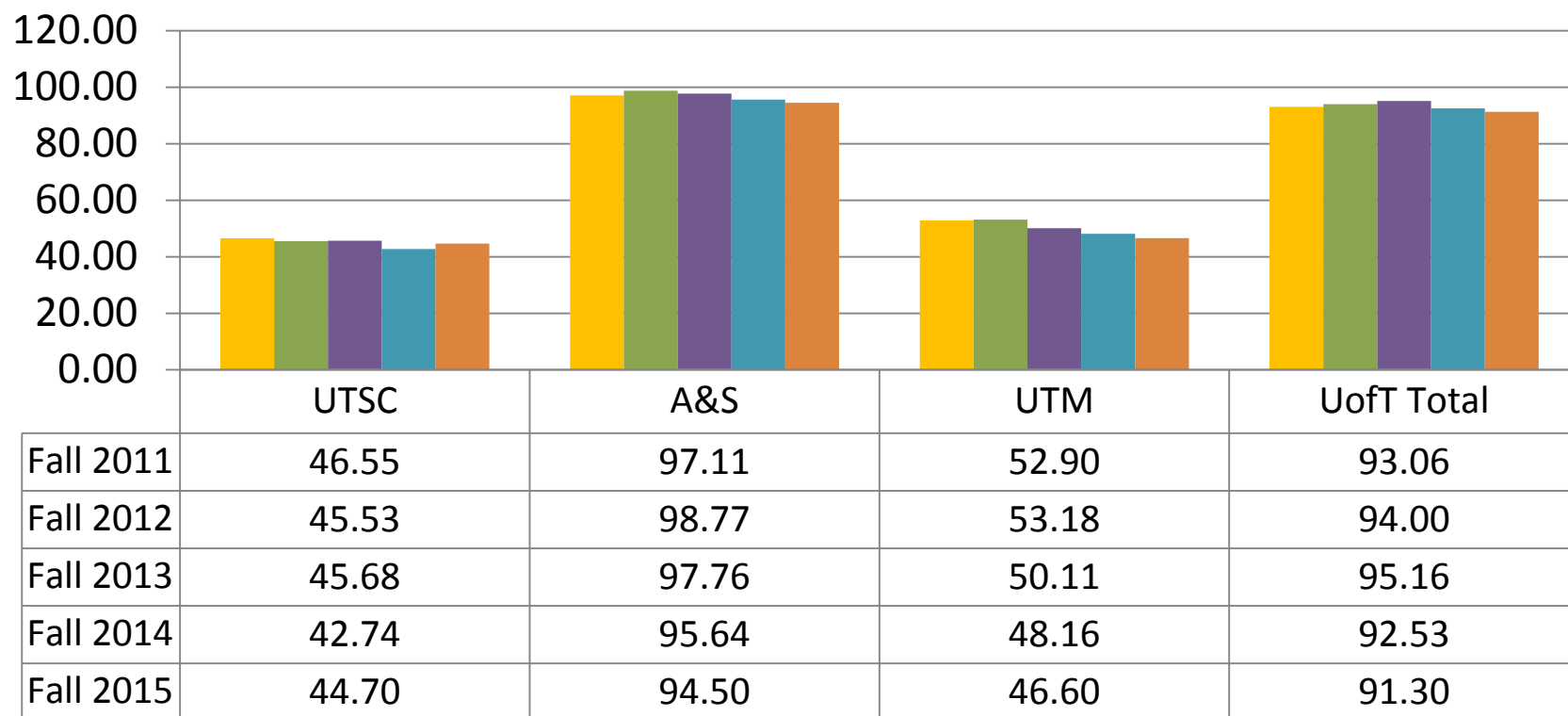


■ Fall 2011  
 ■ Fall 2012  
 ■ Fall 2013  
 ■ Fall 2014  
 ■ Fall 2015

# Space and Growth

From ABR Divisional Statistics

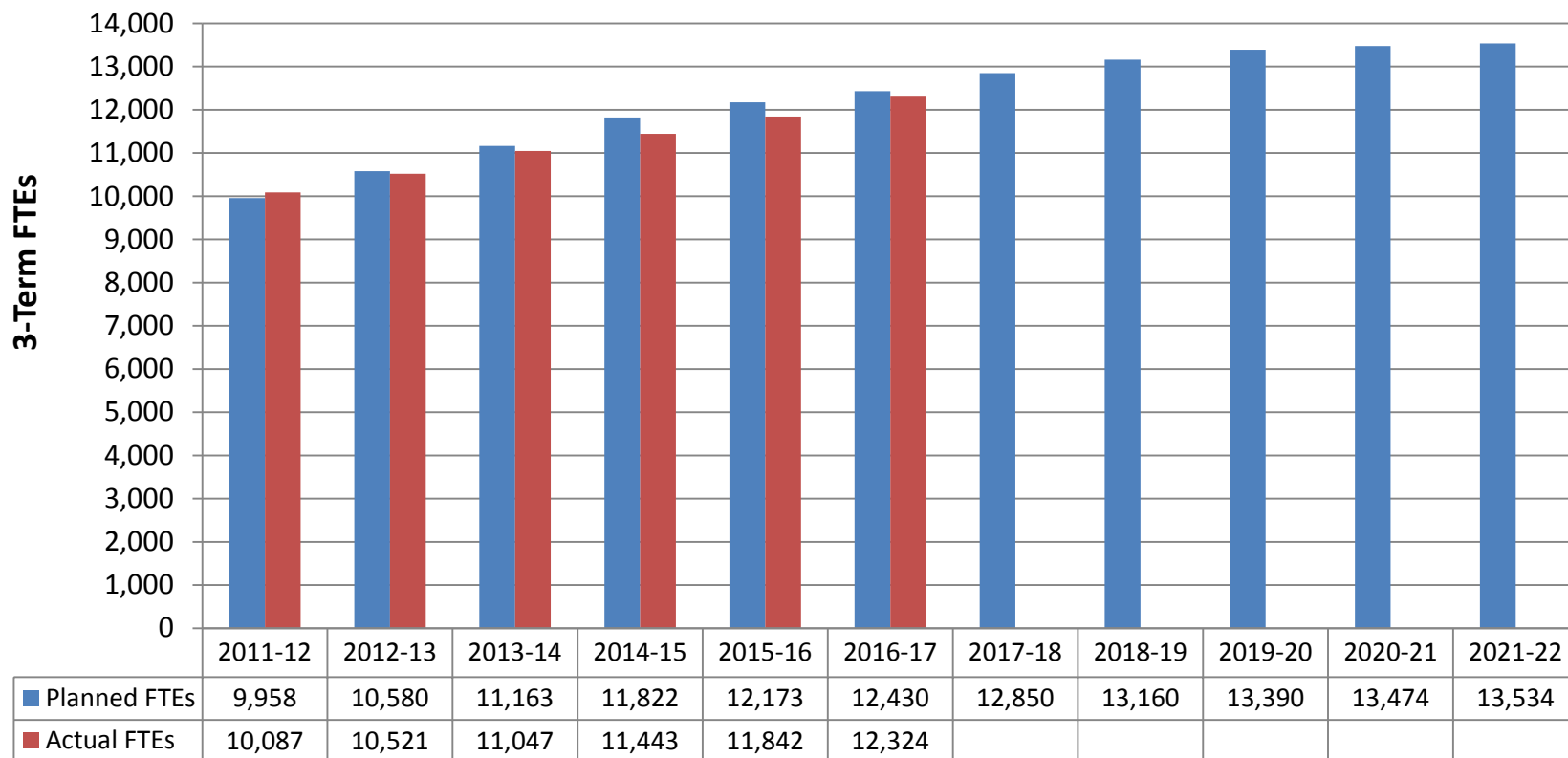
## Research and Academic Office Space per Faculty FTE



■ Fall 2011  
 ■ Fall 2012  
 ■ Fall 2013  
 ■ Fall 2014  
 ■ Fall 2015

# Growth Plan and Performance

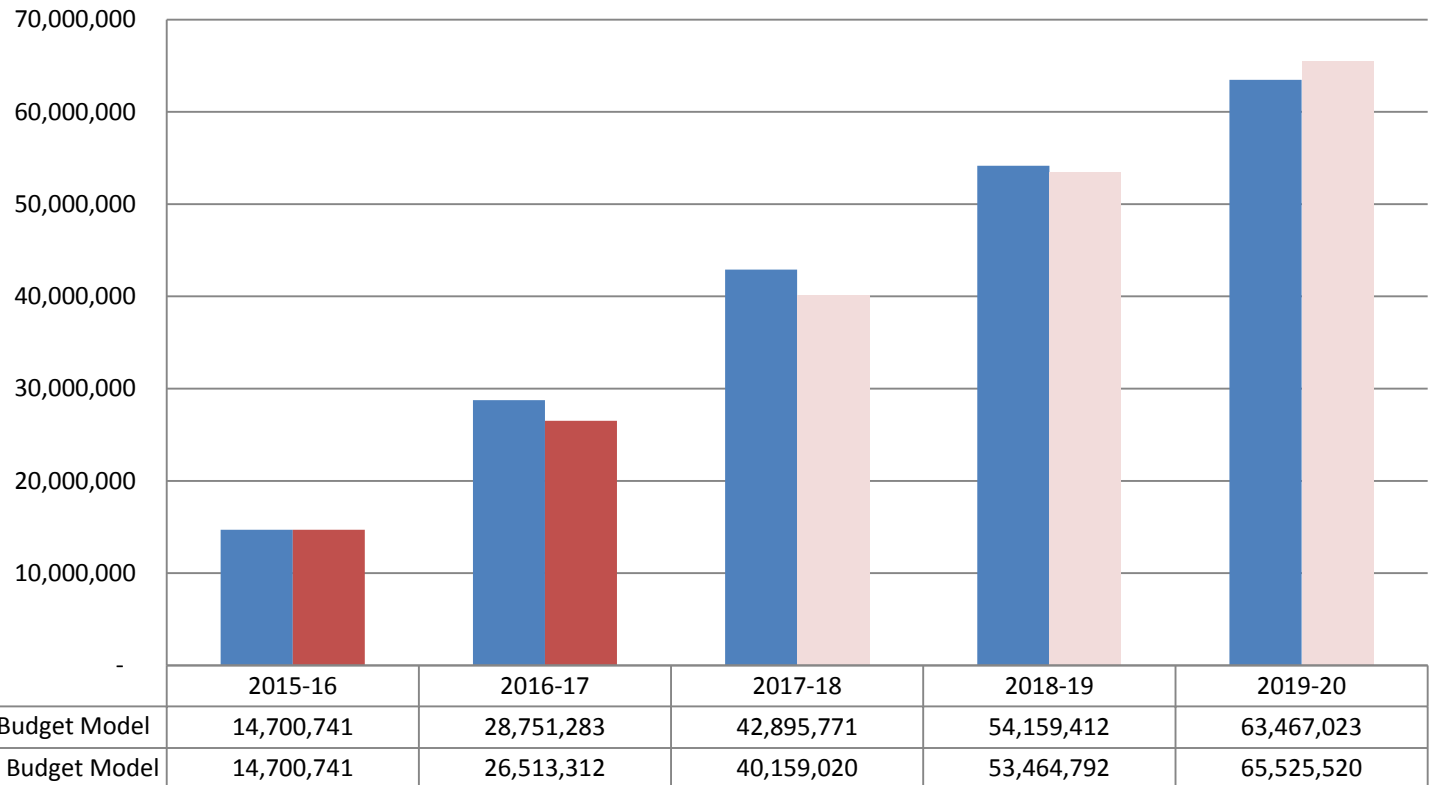
## UTSC Planned vs. Actual 3-Term UG FTEs



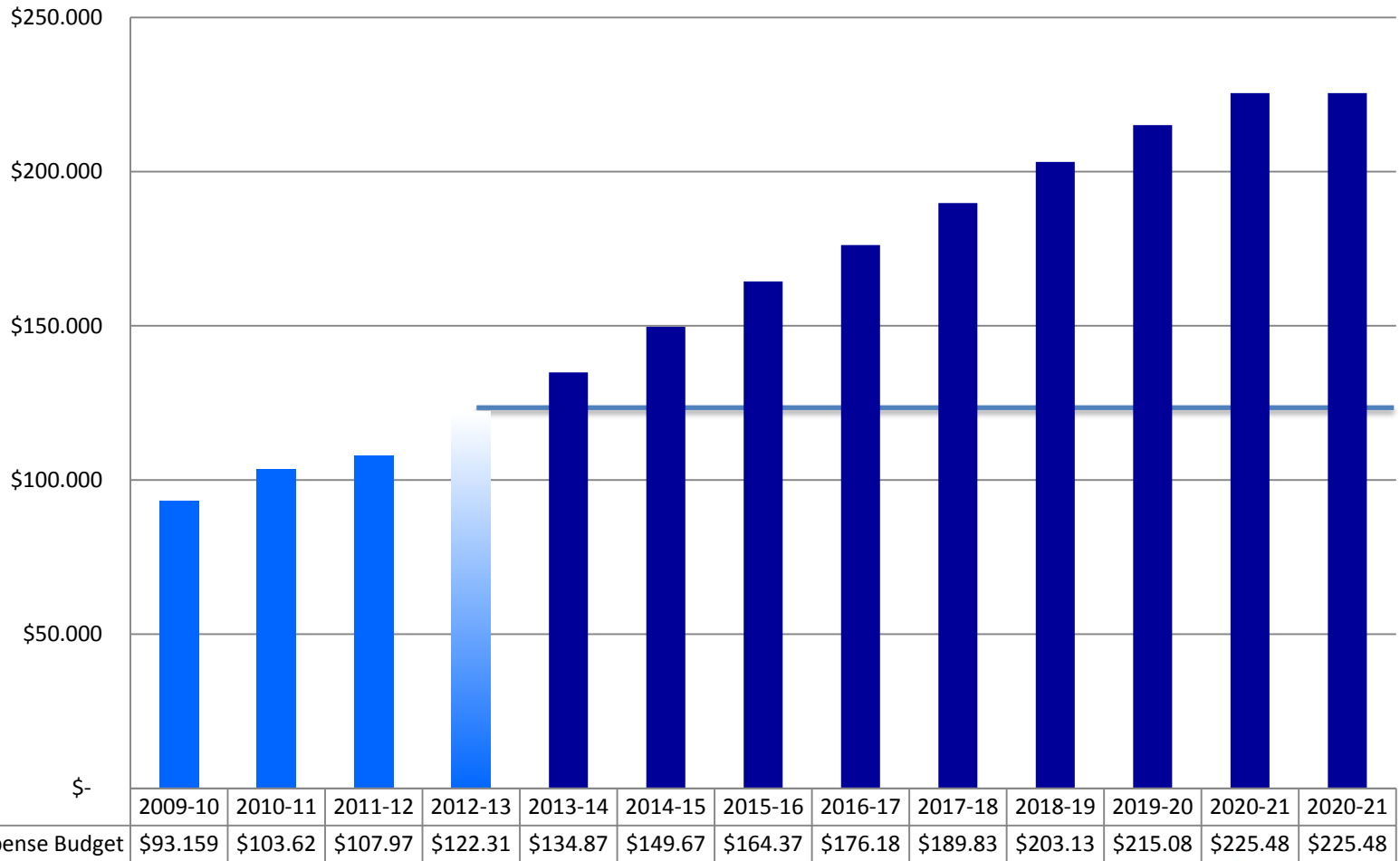
■ Planned FTEs

■ Actual FTEs

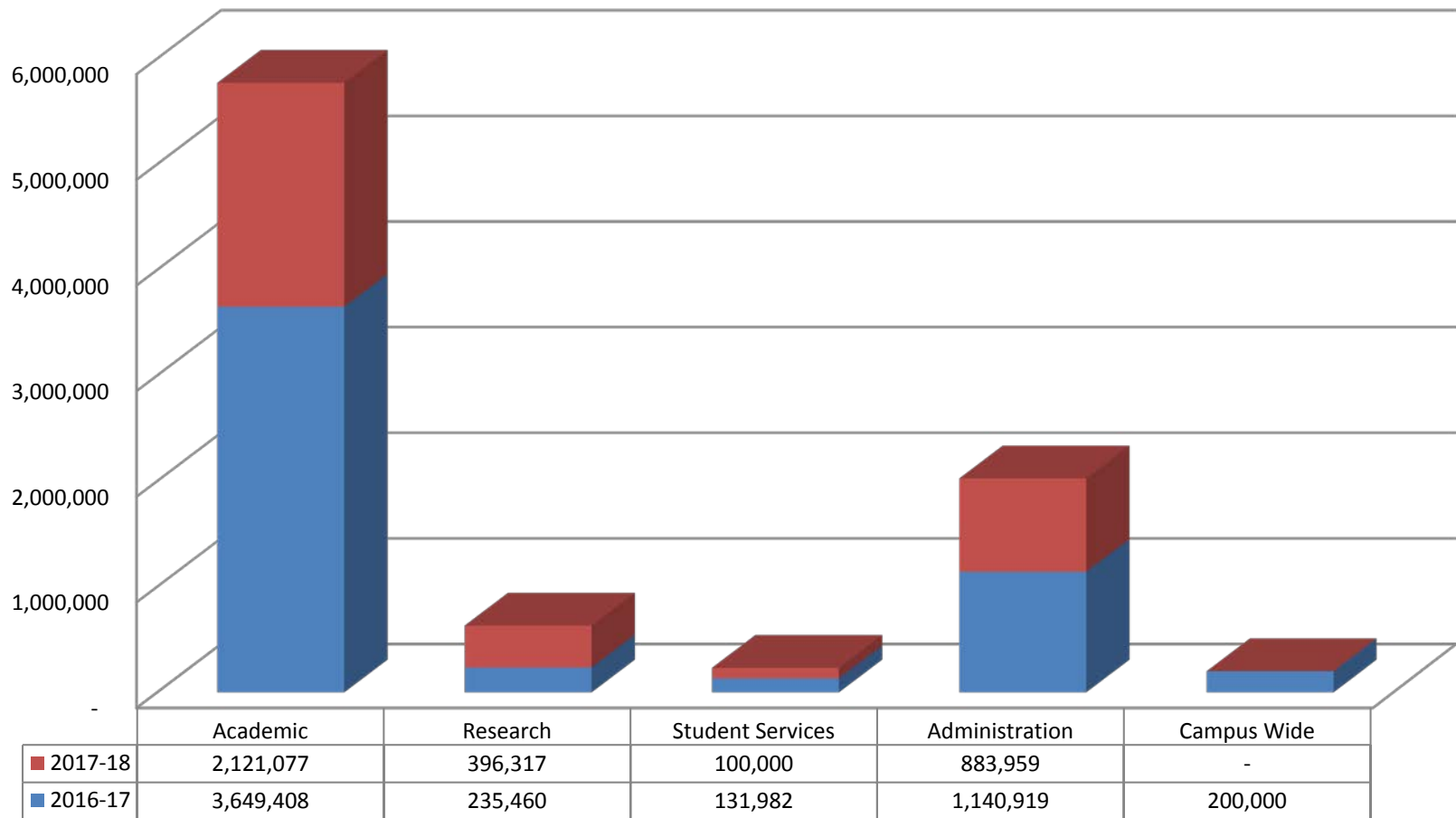
# Financial Impact of Growth



# Budget Growth

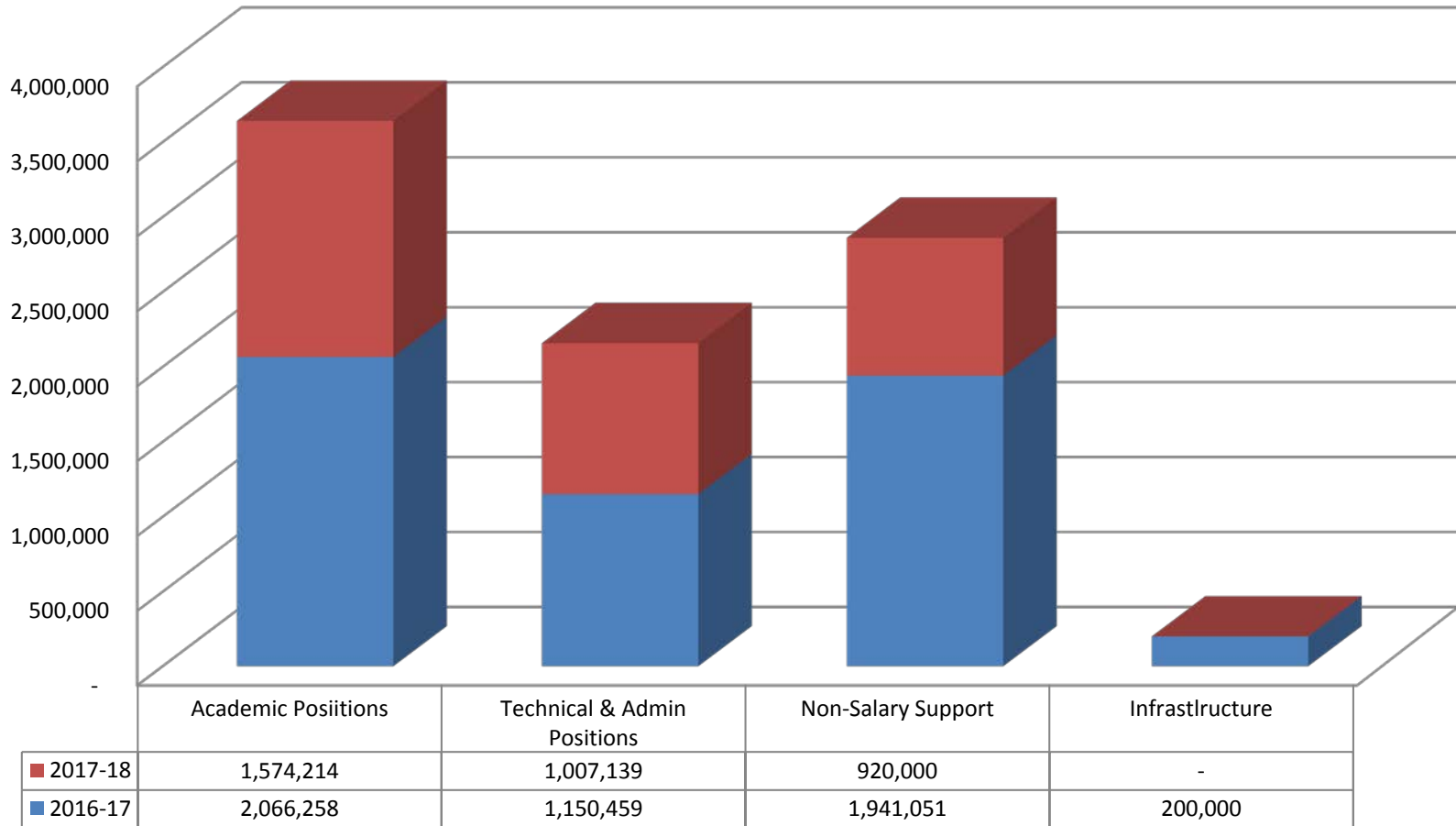


# New Resource Allocations – By Portfolio



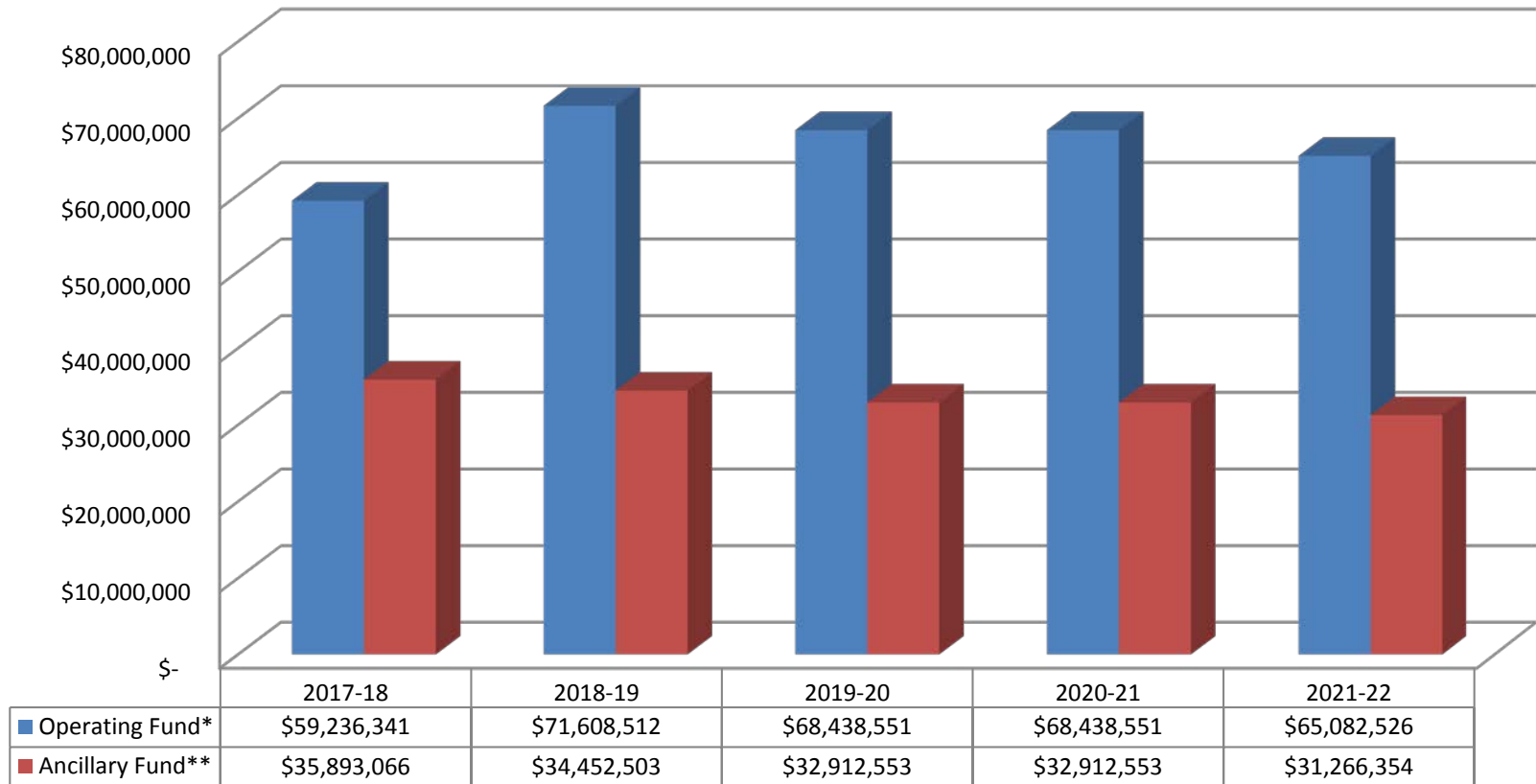


# New Resource Allocations – By Expense Type



# Long-Term Debt

## Debt Balances - Current Planning Period

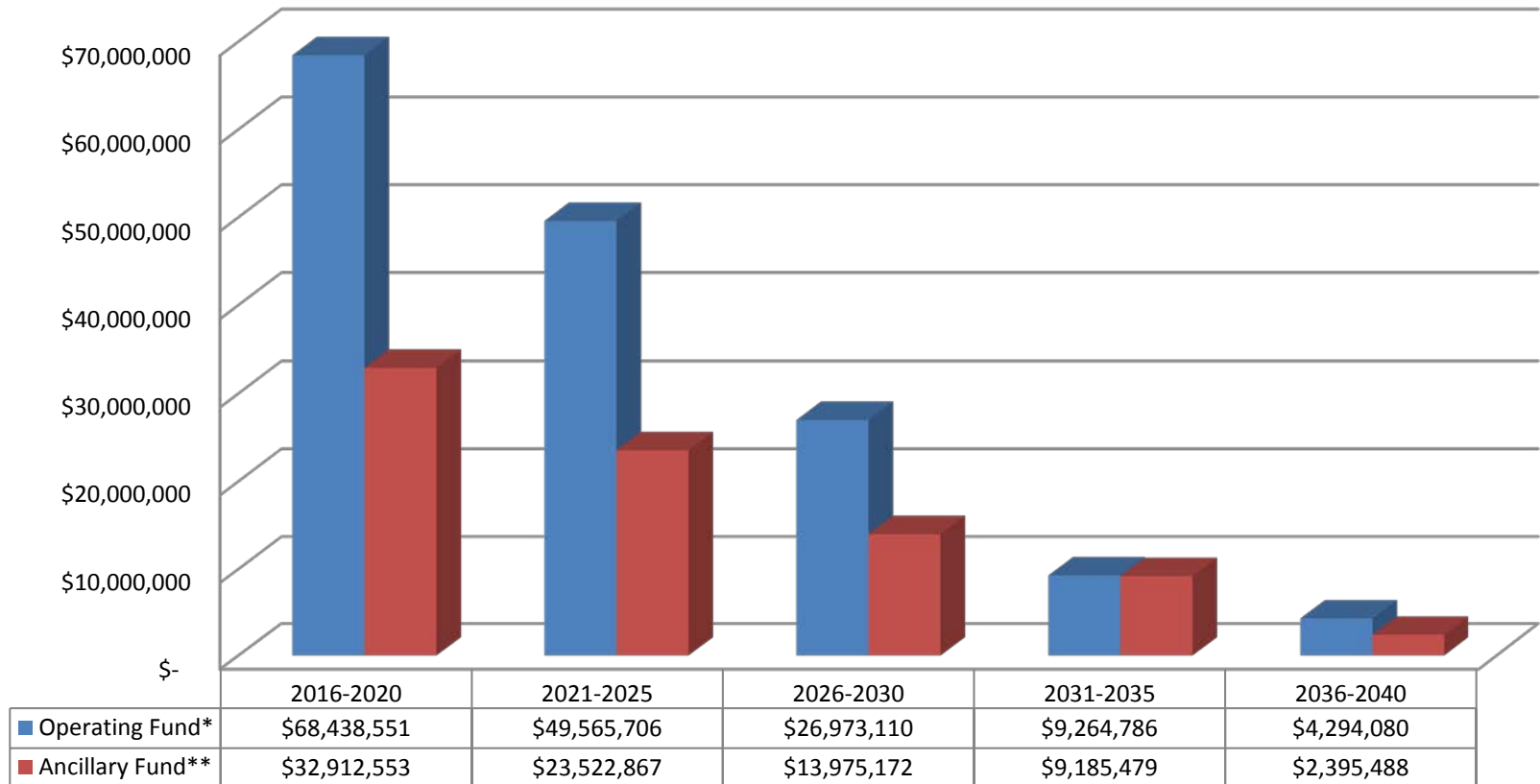


\*Includes estimate for Highland Hall

\*\*Includes estimate for Parking Structure

# Long-Term Debt

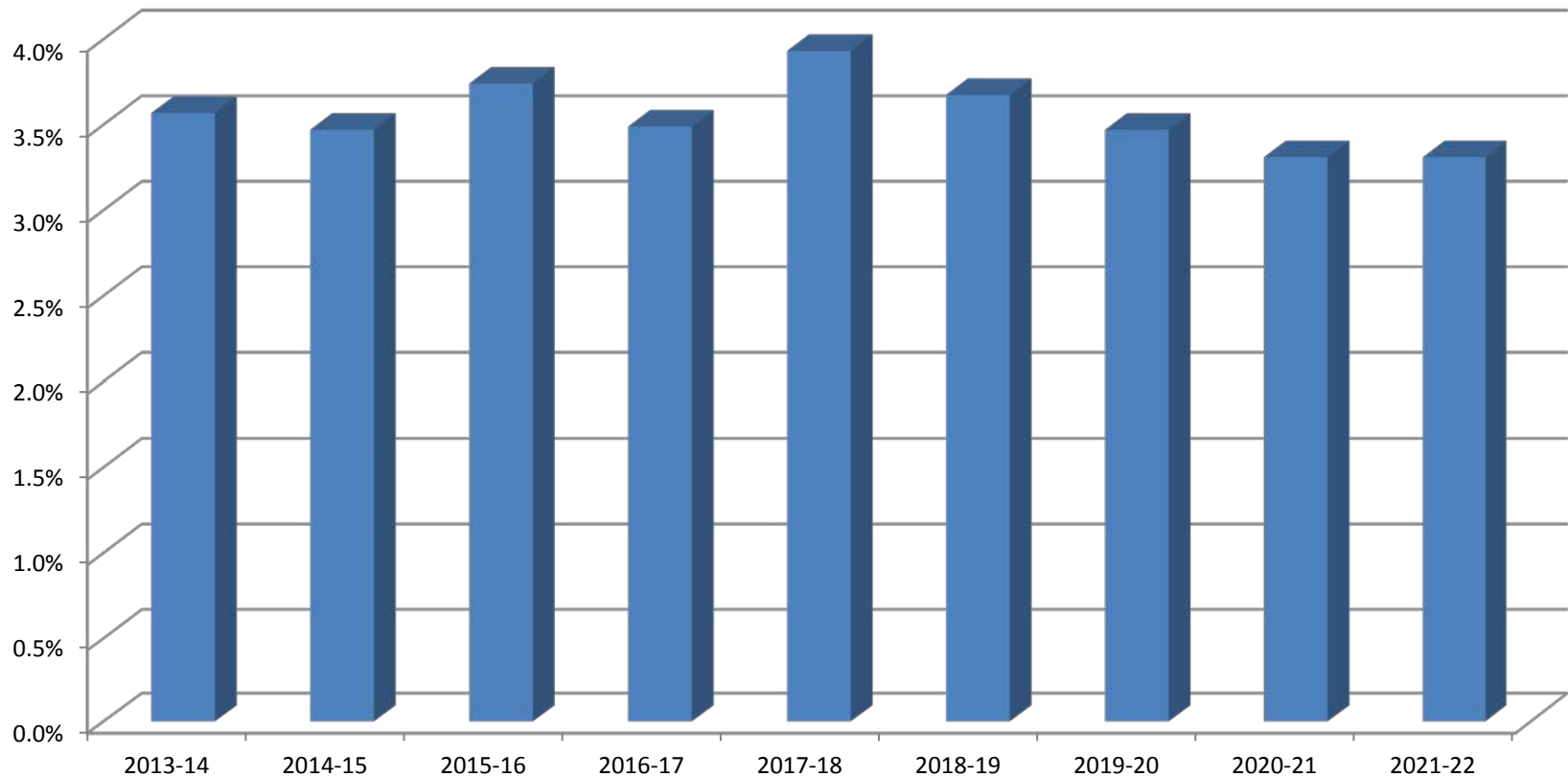
## Long-Term Debt Balances



\*Includes estimate for Highland Hall

\*\*Includes estimate for Parking Structure

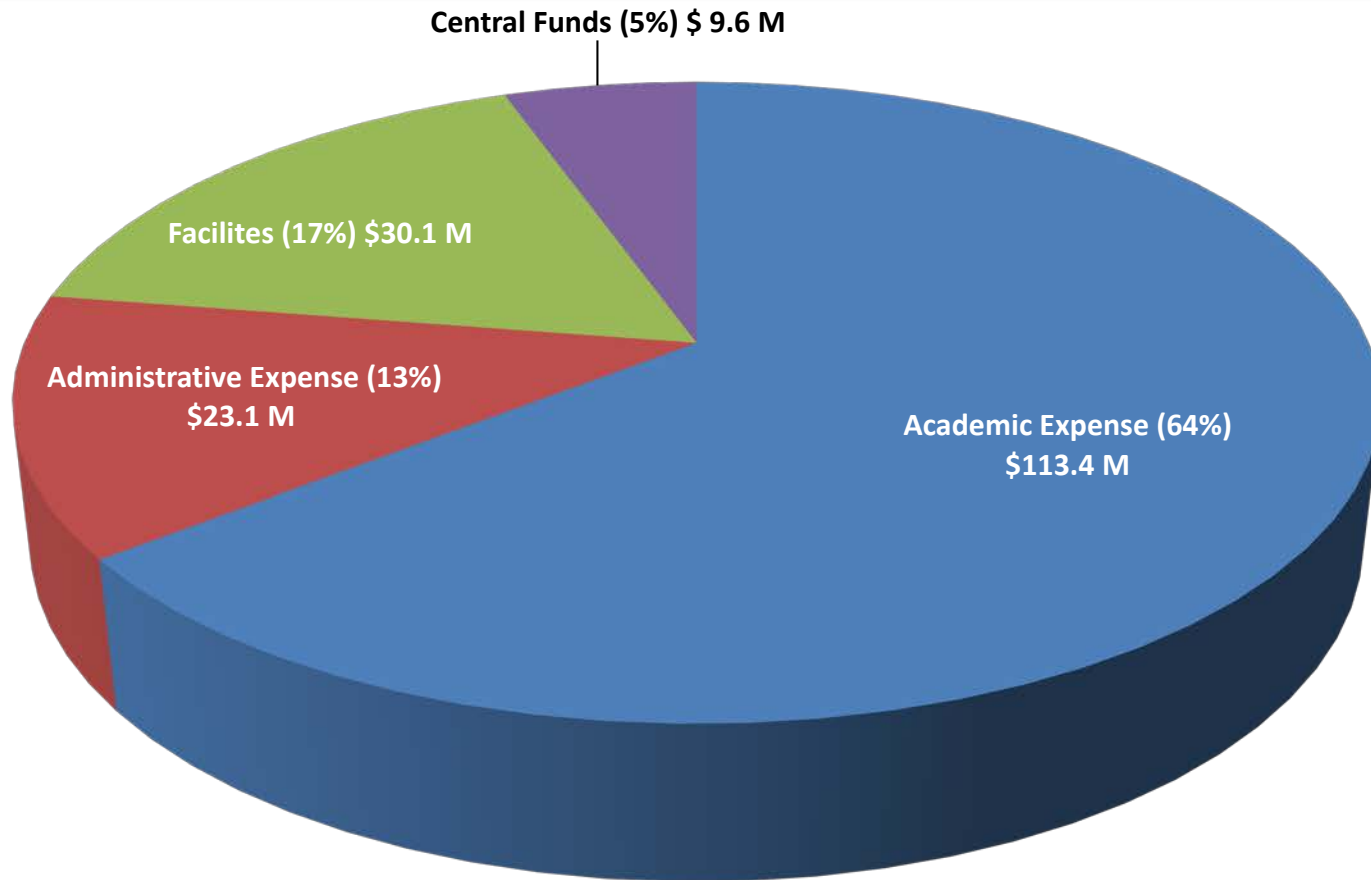
# Annual Debt Services as a Percentage of Net Expense Budget



U of T maximum debt policy limit is 5%

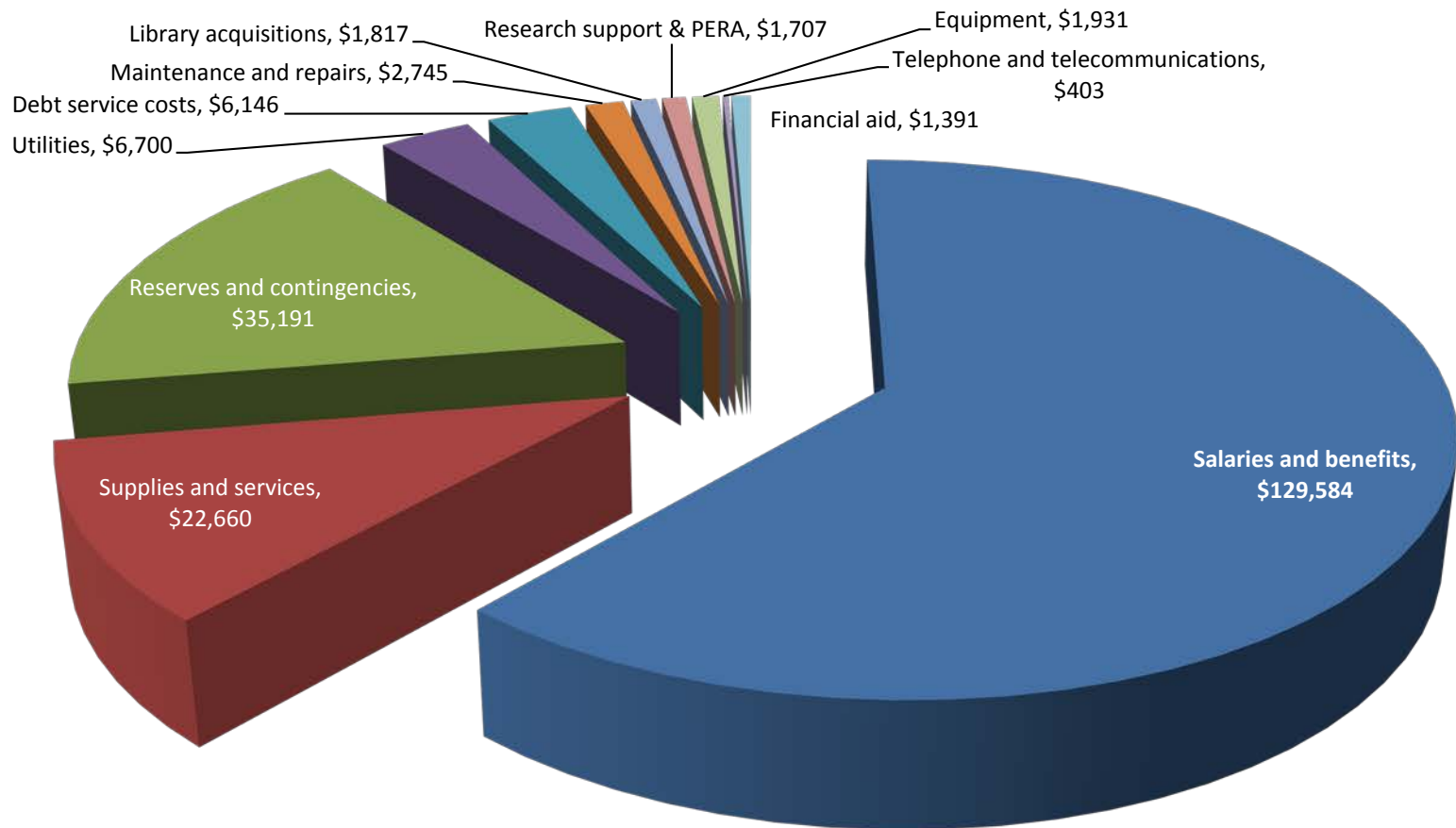
# UTSC Budget 2016-17

Net Budget by Area of Expense  
in millions



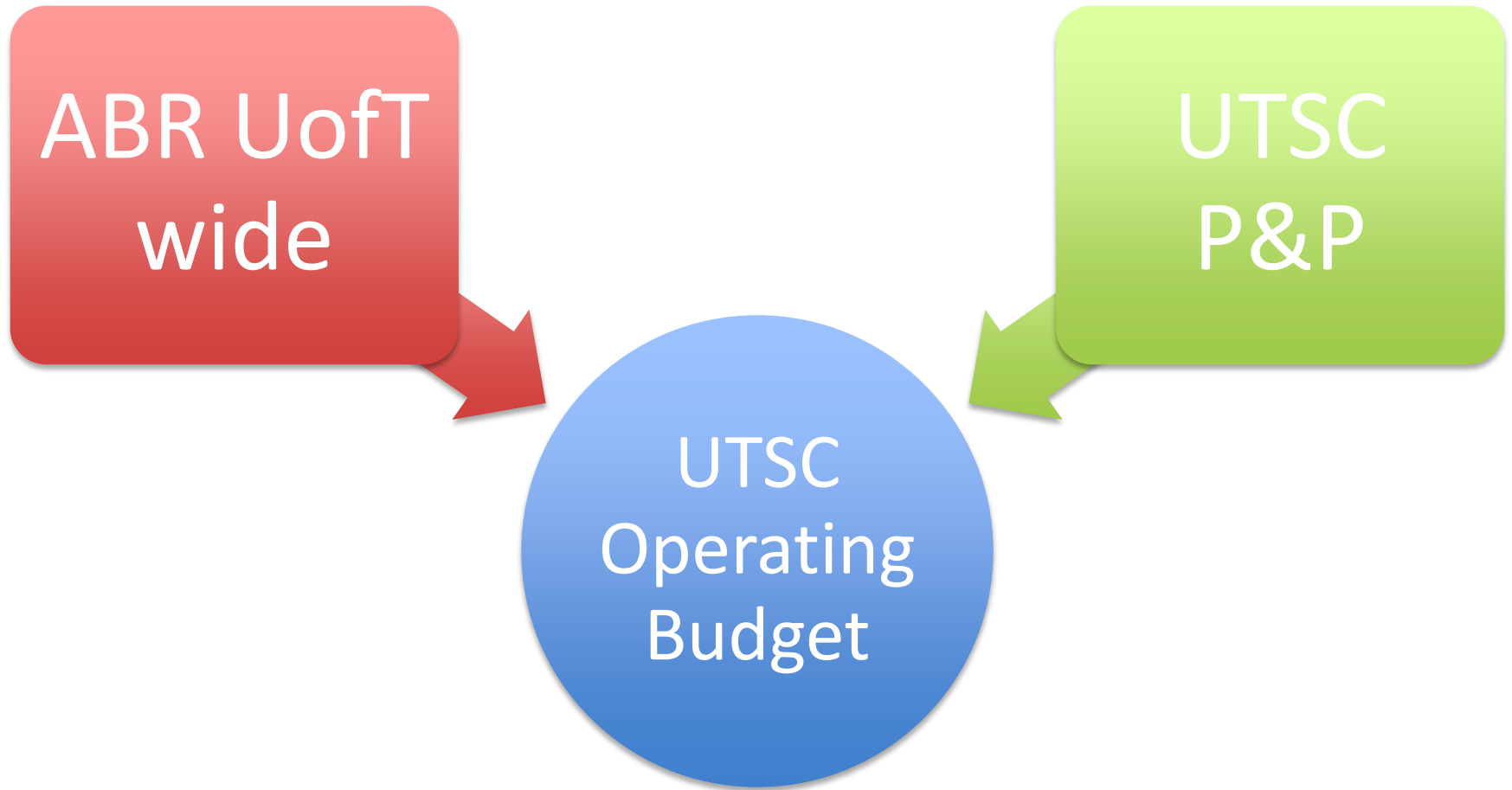
# UTSC Budget 2016-17 by Type of Expense

In thousands



Total Gross Expense Budget \$210.3 m

# Budget Process



# Key Priorities for the ABR

1. Indigeneity initiatives
2. Centre for Suburbanization, Migration and Globalization
3. Experiential Learning
4. Support for Renewable Scholarships
5. Support for Senior Equity hires
6. Sexual Violence prevention and support Centre
7. Supporting Research
  - Startup packages
  - Vivarium
8. Secondary Plan support for UTSC campus



# 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

# Questions