

**FOR INFORMATION**

**PUBLIC**

**OPEN SESSION**

**TO:** UTSC Campus Council

**SPONSOR:** Cheryl Regehr, Vice-President and Provost  
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**PRESENTERS:** Cheryl Regehr, Vice-President and Provost  
**CONTACT INFO:** Trevor Rodgers, Executive Director, Planning and Budget  
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**DATE:** Wednesday, November 22, 2017

**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 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] (October 30, 2017)
2. **UTSC Campus Council [For Information] (November 22, 2017)**

**PREVIOUS ACTION TAKEN:**

At its meeting on October 30<sup>th</sup>, the UTSC Campus Affairs Committee (UTSC CAC) received, for information, a presentation on the current-year campus and institutional operating budgets.

**HIGHLIGHTS:**

The presentations that will be made represent step one in the process for consideration of budget matters by local governance bodies, which includes four steps:

- (1) **an integrated budget presentation to the Campus Affairs Committees and Campus Councils;**
- (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.

The "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:**

Presented for Information.

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**DOCUMENTATION PROVIDED:**

PowerPoint Presentation.



UNIVERSITY OF  
TORONTO

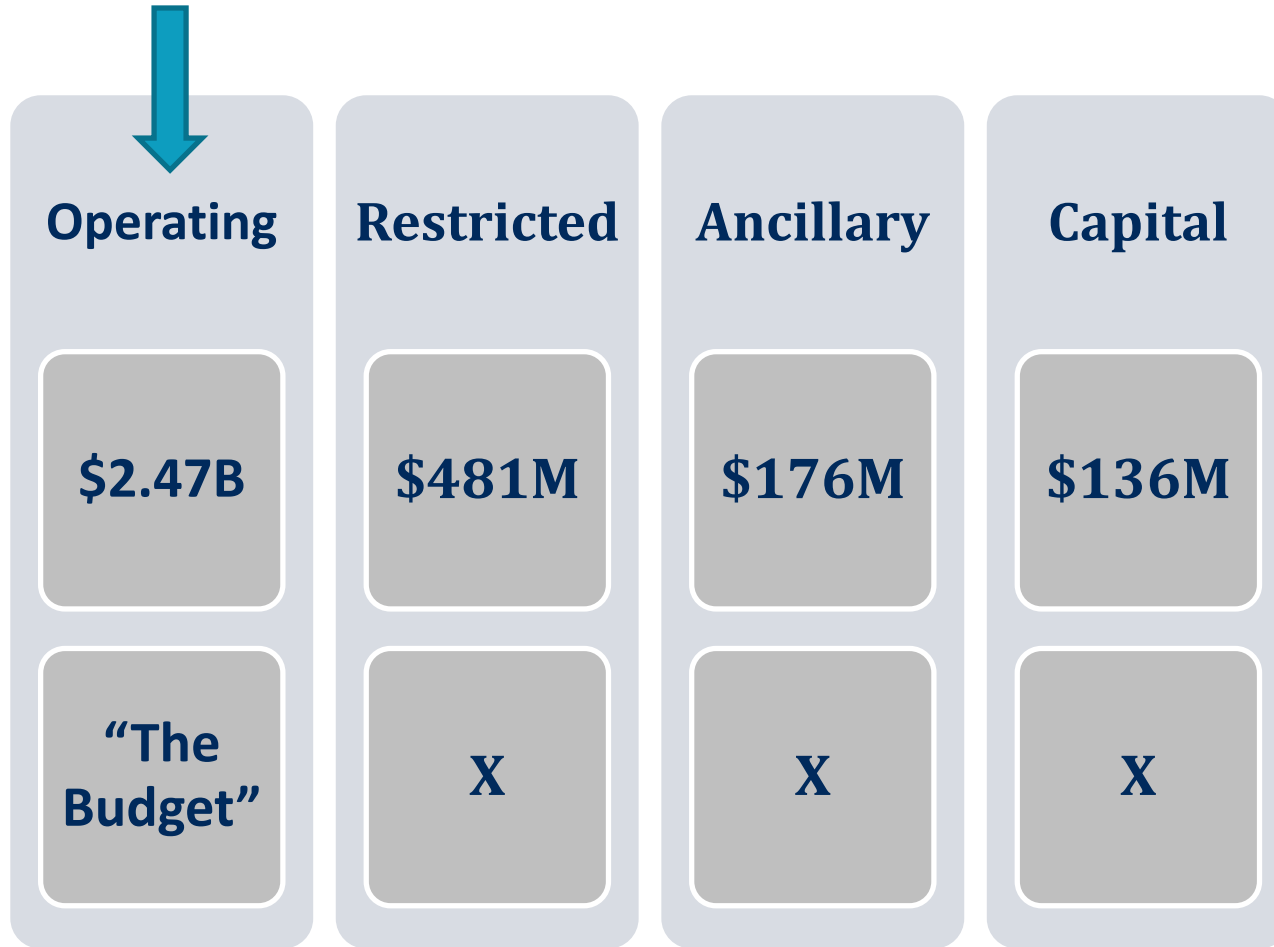
# Budget 2017

University of Toronto Scarborough  
Campus Council

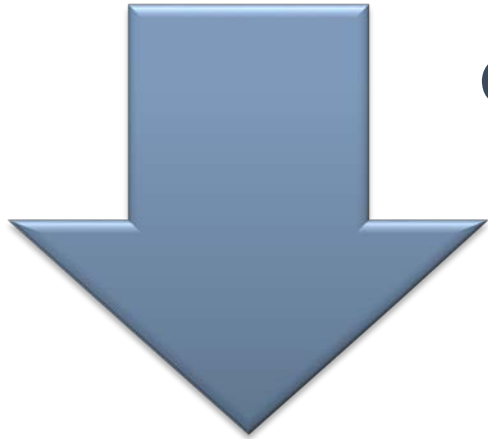
November 22, 2017



# “The Budget”



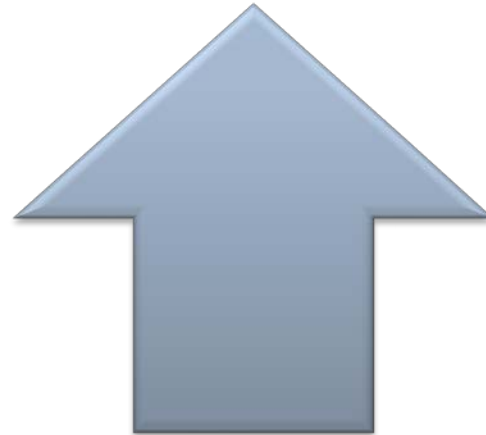
# The budget is primarily a bottom-up process



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



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



# Planning – academic divisions

## ACADEMIC BUDGET REVIEW

- Enrolment and academic programs

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- Tuition fees and student aid

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- Complement plans

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- Space and capital plans

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- Operating reserves

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- Cost containment and surplus/deficit plans

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- Ancillary operations (if applicable)

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- Advancement and government relations

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# Planning - shared service divisions

## DIVISIONAL ADVISORY COMMITTEE

- Student experience

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- Service levels

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- Consultation with academic divisions

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- Regulatory and legal requirements

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- New technology

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- Enrolment growth

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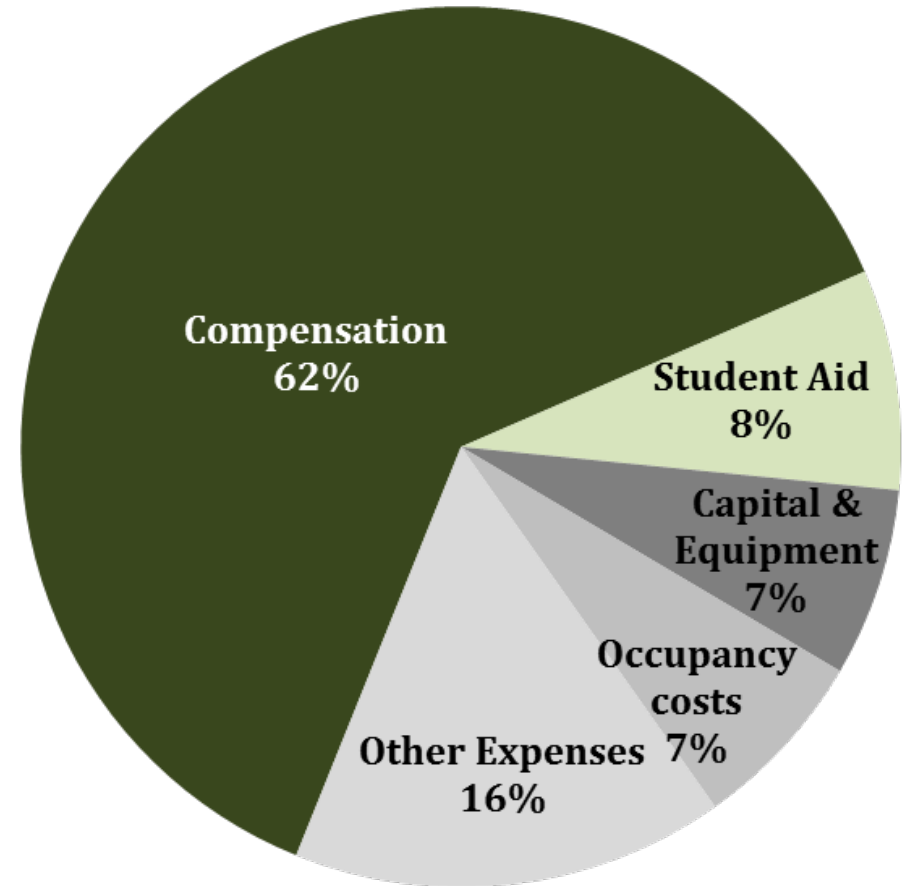
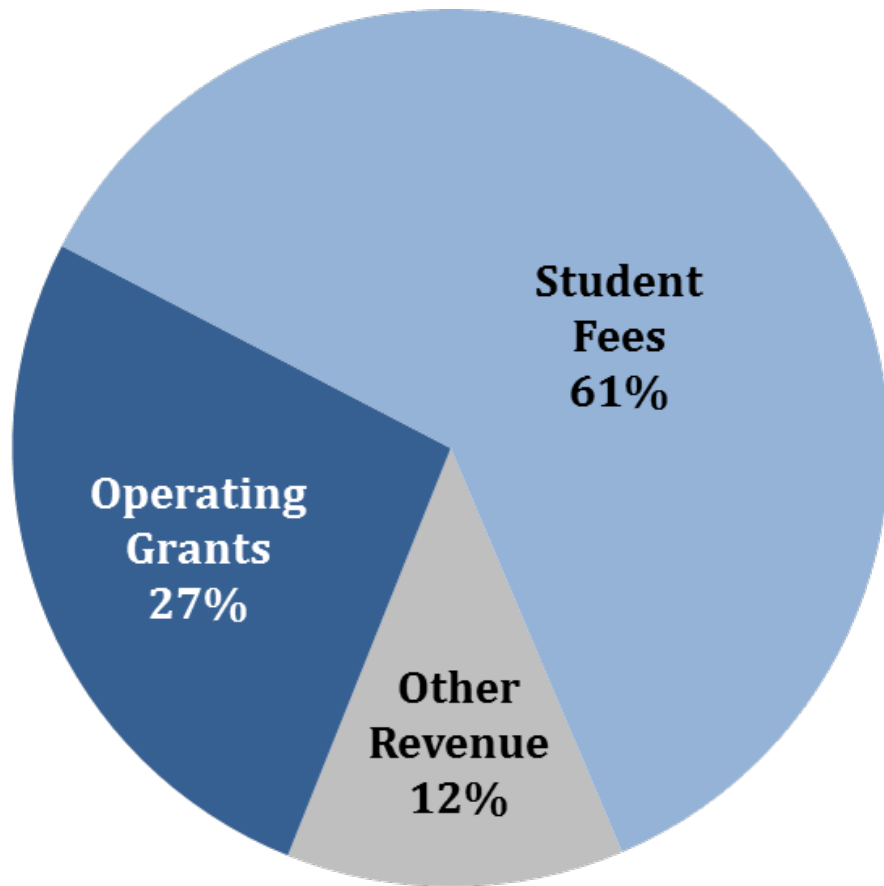
- New space

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- Institutional expenses  
(pension, audit, insurance, etc.)

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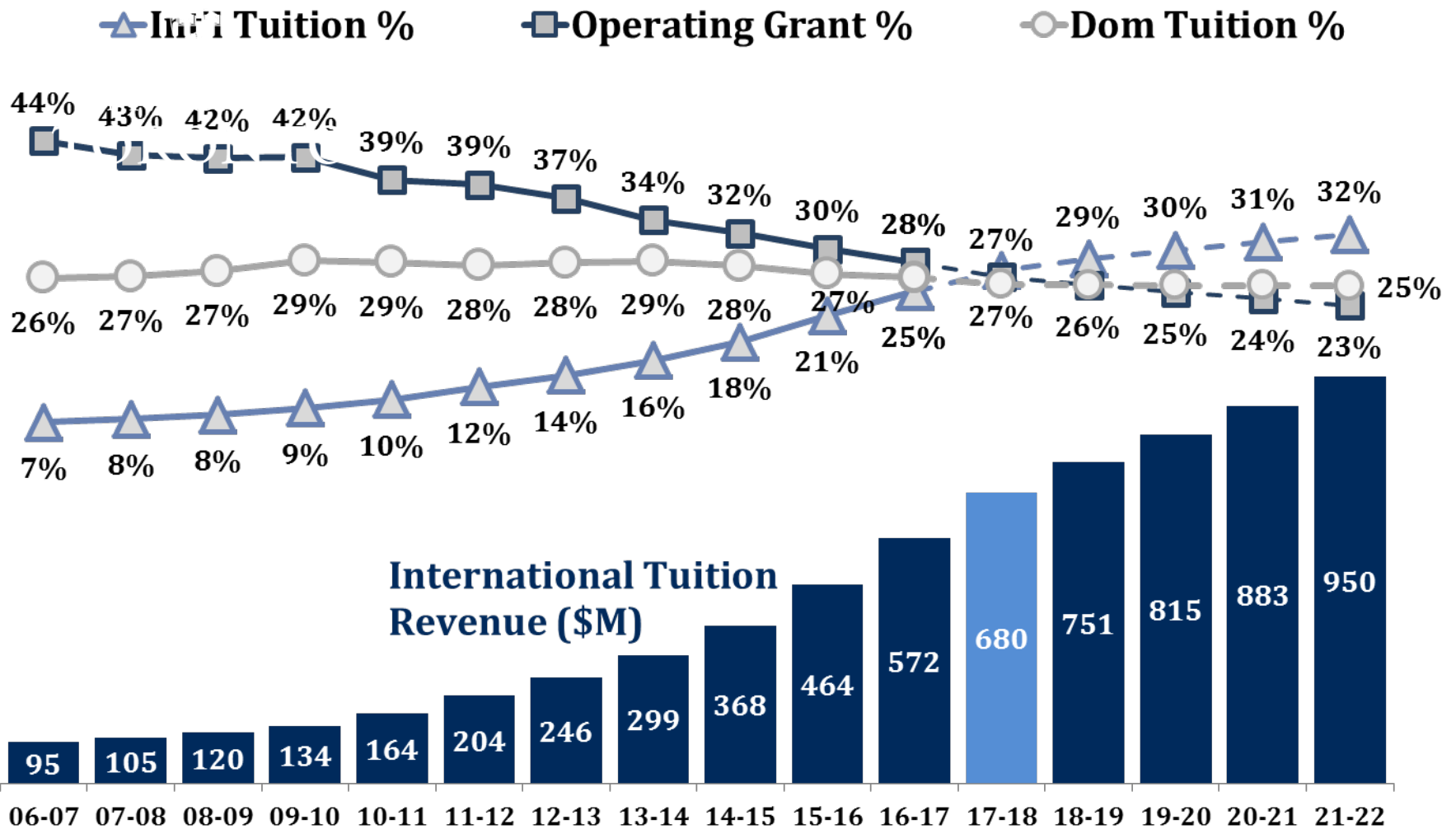
# Balanced Budget for 2017-18 - \$2.47 billion





# The changing revenue landscape

(excludes divisional income)



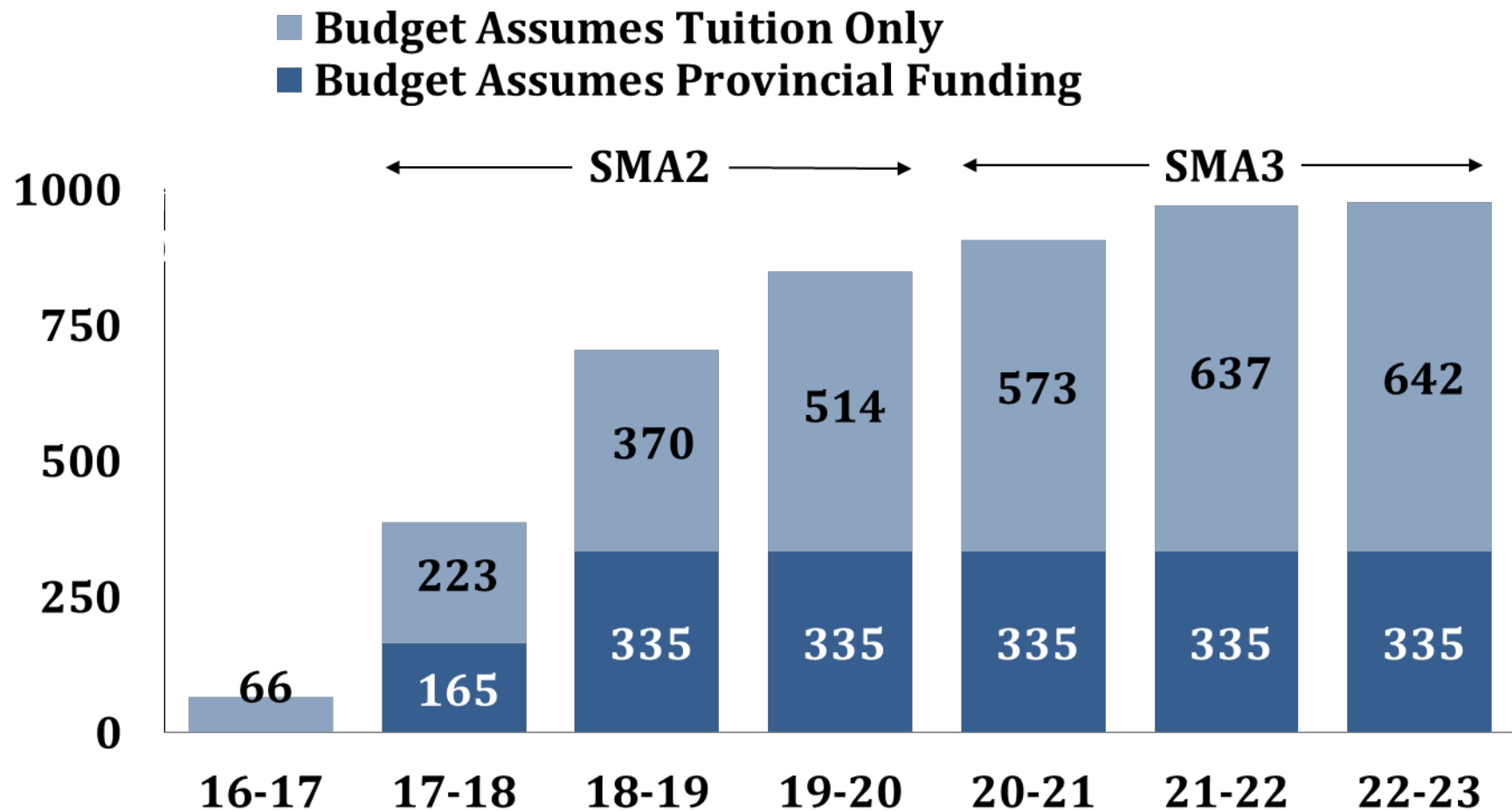
# Students and Teaching



# 2016-17 UTSC Undergraduate Enrolment

<b>Area of Study</b>	<b>2016-17 FTE</b>	<b>% Int'l</b>
Arts & Humanities	1,746	18%
Social Sciences	3,331	14%
Management	1,392	34%
Life Sciences	1,314	5%
Other Sciences	2,965	22%
<b>TOTAL</b>	<b>10,747</b>	<b>19%</b>

# Masters – Planned Growth over SMA1 (Fall Eligible FTE)



7,925 spaces approved via SMA1

# 2016-17 UTSC Graduate Enrolment

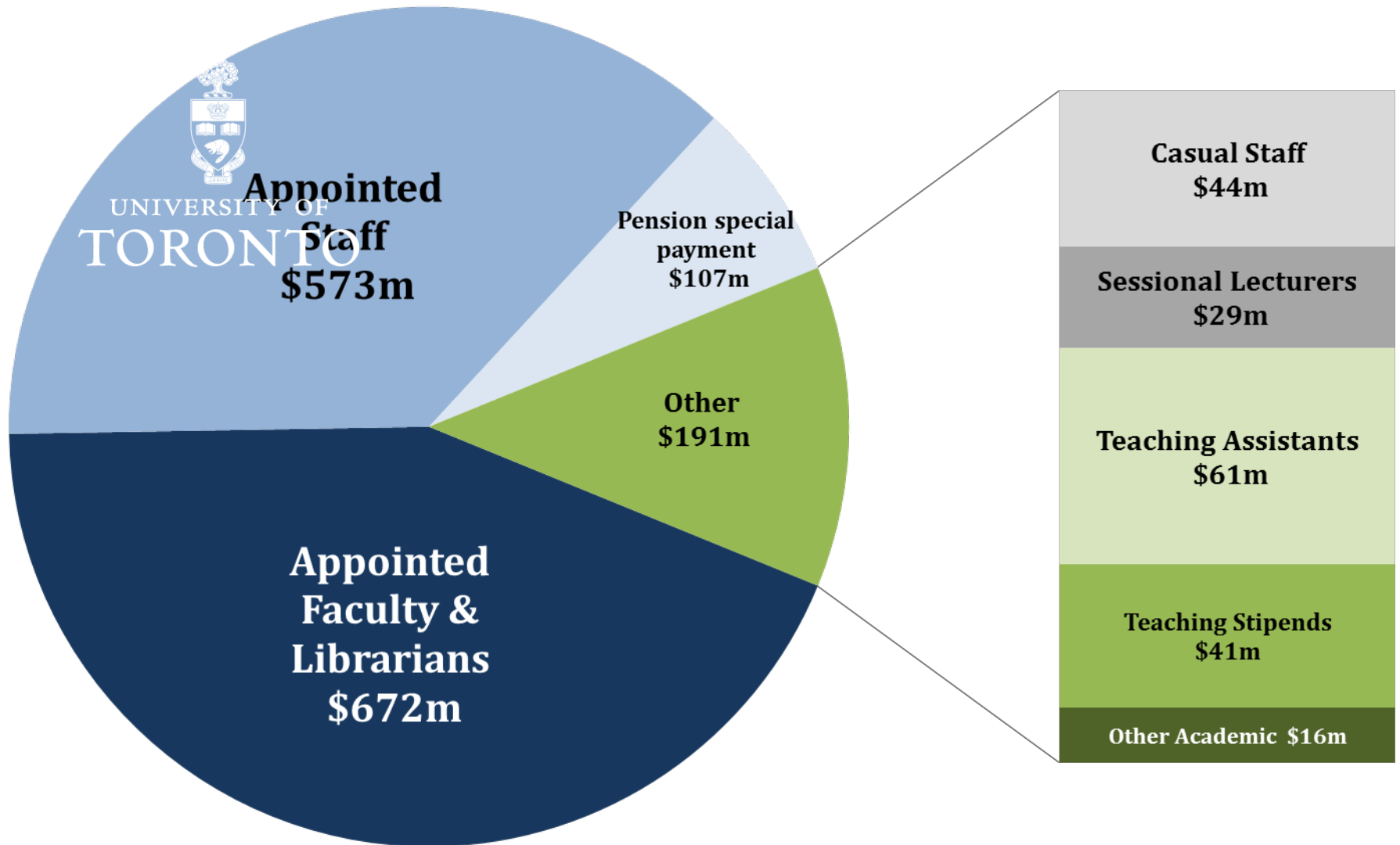
<b>Program Type</b>	<b>2016-17 FTE</b>	<b>Projected 2021-22</b>
Prof Masters (Env Sci; Acct & Fin)	79	195
DS Masters UTSC (Psych & Behavioural Sci)	10	30
DS Masters tri-campus *	36	n/a
PhD UTSC (Psych & Env Sci)	64	69
PhD tri-campus *	98	n/a
<b>TOTAL</b>	<b>287</b>	

\* As per self-declared code in student system

# Faculty, Staff and University-wide Costs



# 2017-18 Compensation Budget \$1.54B (Est.)



**2016-17 Budget \$1.48B + Budget Increase \$62M**

# What makes up university-wide costs?

## 2017-18 University Wide Costs: \$552 million

**Portfolio Operations**  
**\$284 million**  
**(51%)**

**Non-discretionary**  
**\$120 million**

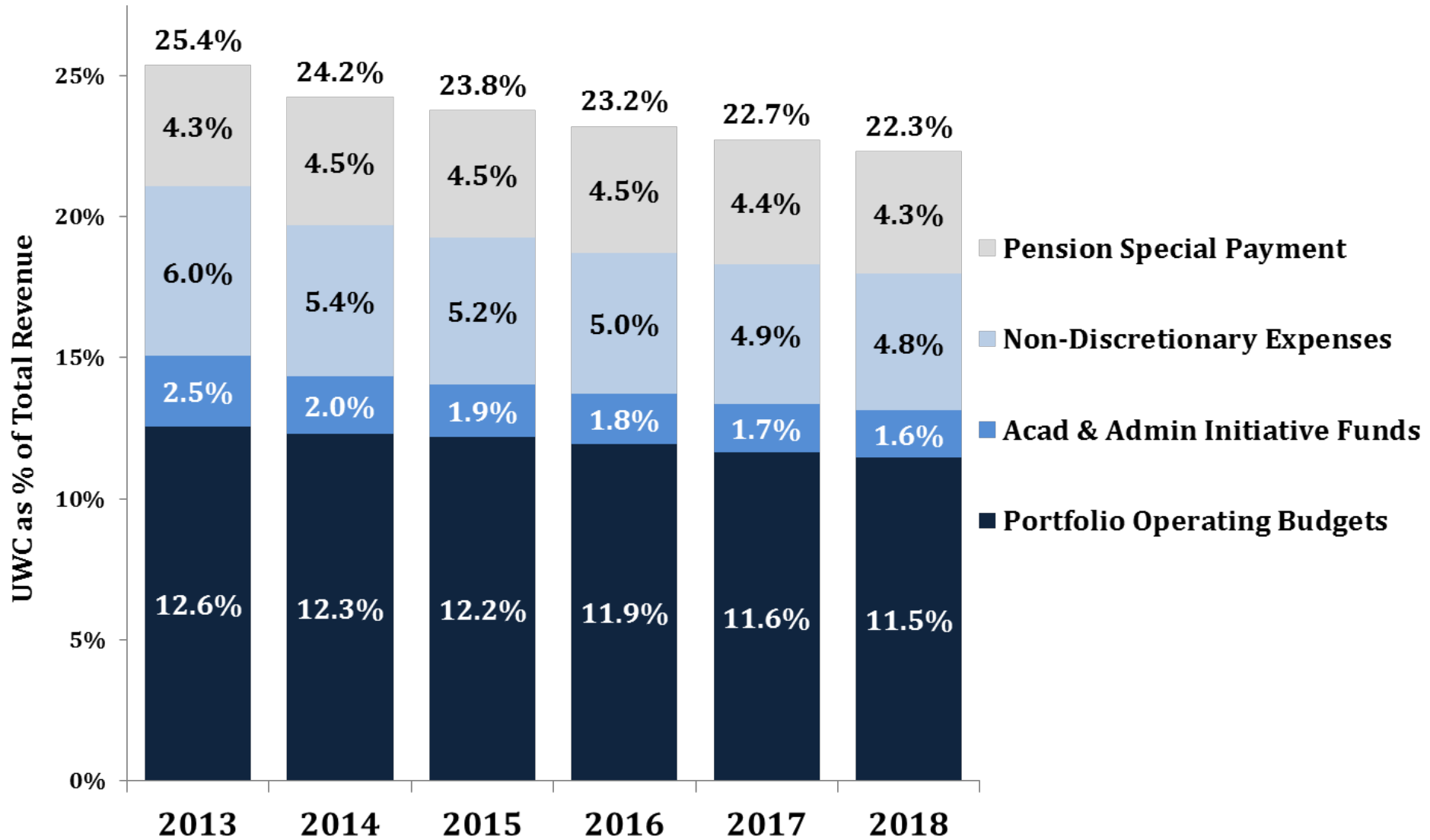
**Pension Special Payment**  
**\$107 million**

**Acad & Admin Initiative Funds \$41m**

**UTM/UTSC spend an additional \$91m on campus costs**



# University-wide costs as % of Revenue



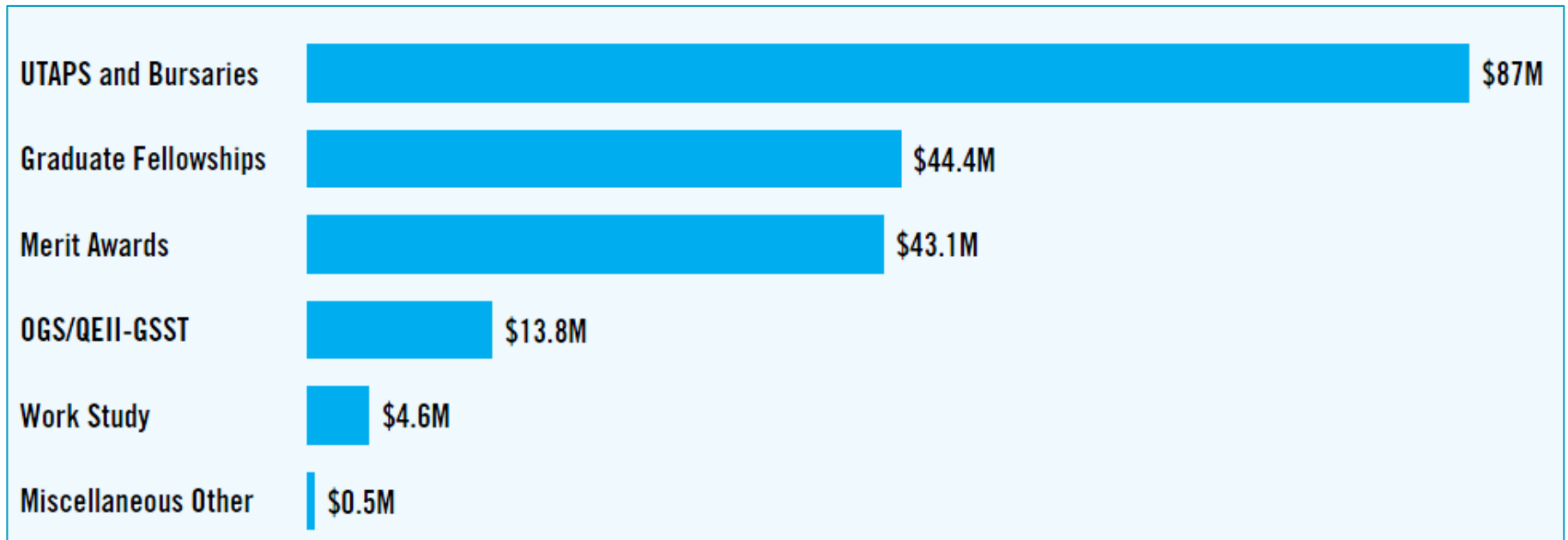
\*Restated to report academic and administrative initiative funds in a single category

# Student Aid



# STUDENT AID EXPENSES

\$193 million in 2015-16



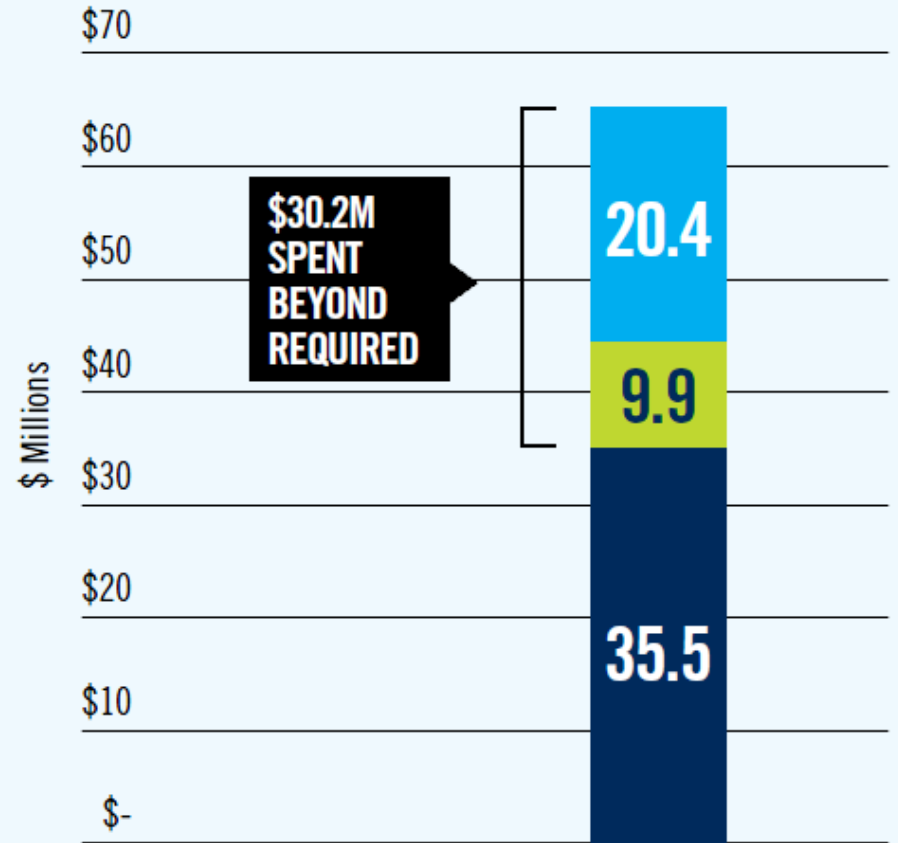
# STUDENT ACCESS GUARANTEE

## \$65.8 million in 2015-16

The chart shows the University of Toronto's 2015-16 SAG expenditures. Expenditures totalled \$65.8M. Of that amount, \$35.5M was required to be paid as per SAG requirements. The remaining \$30.3M includes discretionary expenditures for students in second-entry programs and for the difference between actual living costs and living costs recognized in the OSAP need assessment for students in direct and second-entry programs.

Source: Ministry of Advanced Education and Training

- Second entry discretionary programs
- Direct discretionary programs
- Required (direct and second entry)



# University Fund



# 2017-18 UF \$18m: Advancing our Priorities

**Undergraduate &  
International Experience**  
**TOTAL: \$3.8 million**

**Int'l Recruitment & Student  
Mobility (Support Staff)**  
**\$1.5m base**

**Wellness Counsellors**  
**\$1.3m base**

**Undergraduate Research,  
WIL, Experiential Learning,  
Career Development**  
**\$1m OTO/year for 3 years**

**Diversity and TRC-  
Related Supports**  
**TOTAL: \$4.95 million**

**TRC Response-Related  
Faculty and Staff Hires**  
**\$2.5m base**

**TYP Director**  
**\$200k base**

**Indigenous Space Matching**  
**\$1.5m OTO**

**Expansion of Academic Diversity  
Hires Program**  
**\$750k OTO/year for 3 years**

# 2017-18 UF \$18m: Advancing our Priorities

<b>Cities Initiatives</b> <b>TOTAL: \$2.5 million</b>	<b>Structural Budget &amp; Infrastructure</b> <b>TOTAL: \$7.1 million</b>
<b>Support for cities research initiatives</b> <b>\$1.5m base</b>  <b>St. George performance space renewal</b> <b>\$1m OTO</b>	<b>Structural budget reserve</b> <b>\$3.5m base</b>  <b>ARCnet</b> <b>\$1.6m base</b>  <b>Capital matching</b> <b>\$2.0m OTO</b>

# 2017-18 UF Allocations to UTSC

## **Undergraduate & International Experience**

**(2) Int'l Recruitment & Student  
Mobility Support Staff  
\$200k base**

**(1.5) Wellness Counsellors  
\$195k base**



# Budget Summary - Opportunities and Risks



## Risks

**Structural deficit**

**Pension solvency**

**Funding for grad growth**

**Cdn. \$**

## Opportunities

**Leverage our location**

**SMA2-Differentiation**

**Operating reserves**

**Cdn. \$**