

FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTSC Campus Affairs Committee

SPONSOR: Andrew Arifuzzaman, Chief Administrative Officer, UTSC

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PRESENTERS: See sponsor.

CONTACT INFO:

DATE: September 5, 2018 for September 12, 2018

AGENDA ITEM: 4

ITEM IDENTIFICATION: Current Year UTSC Campus Operating 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 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] (September 12, 2018)
2. UTSC Campus Council [For Information] (October 2, 2018)

PREVIOUS ACTION TAKEN:

At its meetings on October 30, 2017 and November 22, 2017 the UTSC Campus Affairs Committee (CAC) and the UTSC Campus Council (CC) both received, for information, a presentation on the current-year campus and institutional operating budgets.

HIGHLIGHTS:

The presentations that will be made to the CAC on September 12th, and the CC on October 2nd 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.

DOCUMENTATION PROVIDED:

PowerPoint Presentation.

UNIVERSITY OF TORONTO
SCARBOROUGH

Campus Affairs Committee

September 12, 2018

THE BUDGET IS PRIMARILY A BOTTOM-UP PROCESS



BUDGET TIMELINE

April 2018

- 2018-19 University Budget approved by GC
- 2018-19 University Budget presented to CAC and CC for information

Sept
2018

- 2018-19 University Budget presented to CAC and CC for information (Cycle 1)
- UTSC begins budget planning for 2019-20 to 2023-24
- UTSC presents broad budget plans to CAC and CC (Cycle 2)

Dec 2018

- UTSC discusses budget plans with Provost and VP-UO

Feb 2019

- UTSC receives approval of 2019-20 enrolment plans and budget from Provost

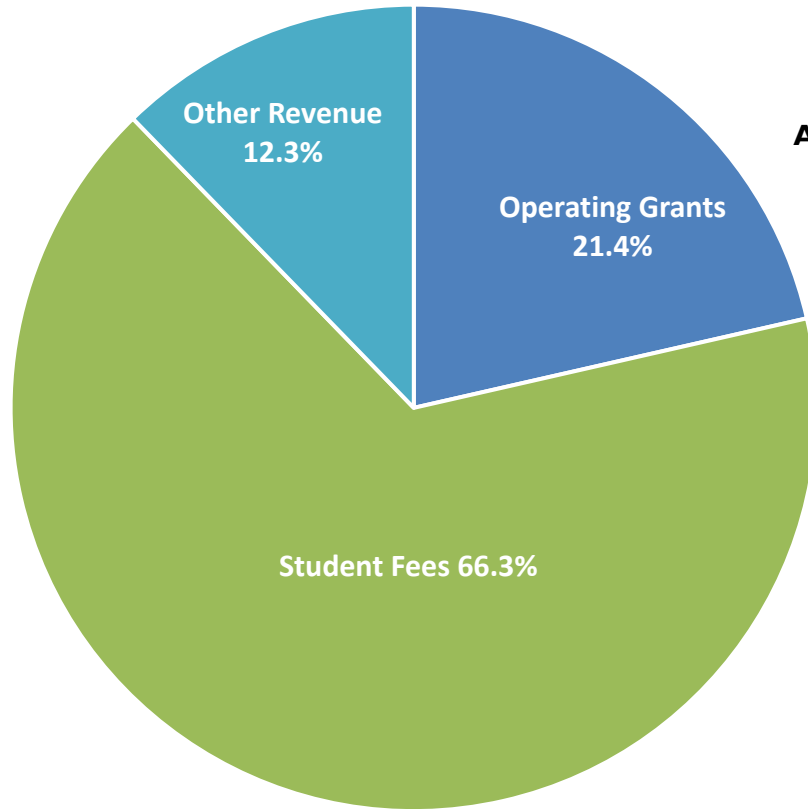
April 2019

- 2019-20 University Budget approved by GC
- 2019-20 University Budget presented to CAC and CC for information (Cycle 5)

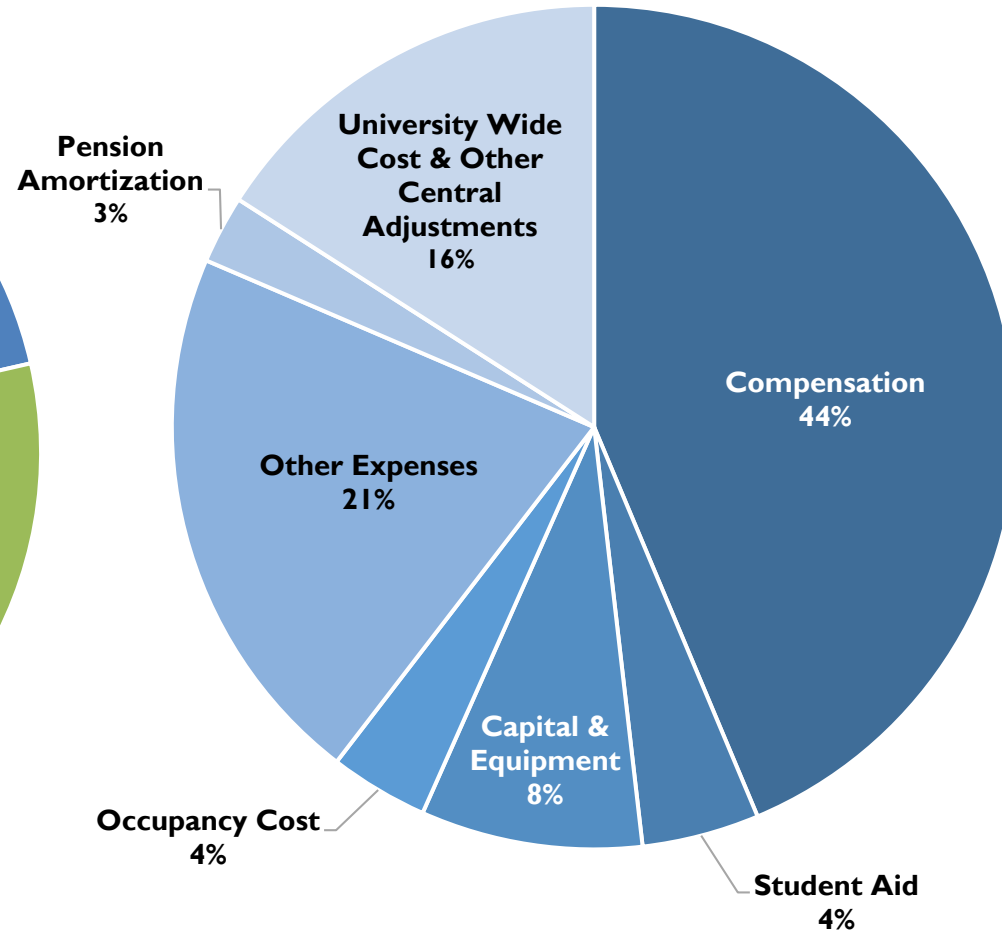


UTSC BALANCED BUDGET FOR 2018-19: \$327M

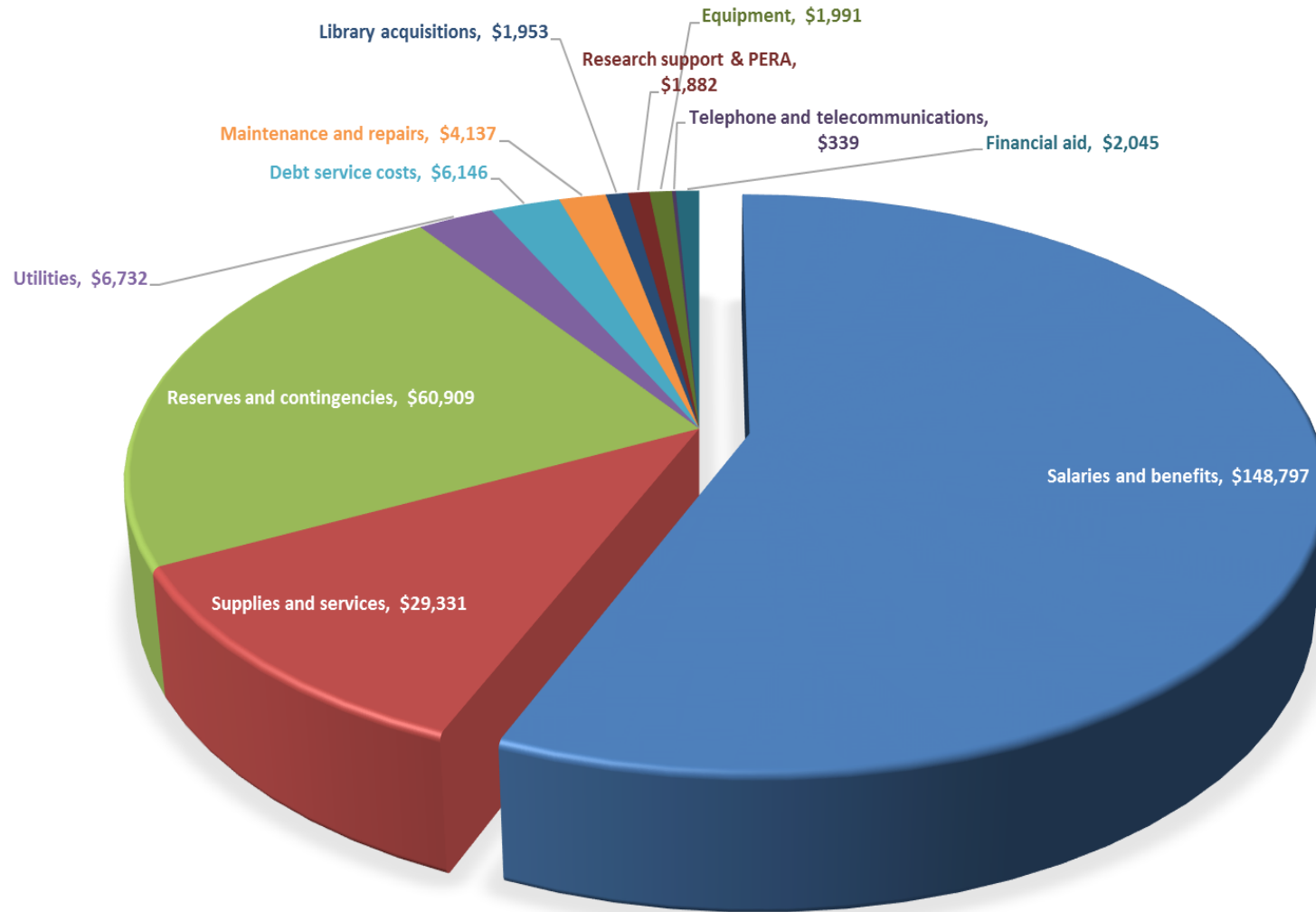
Revenue



Expense



UTSC BUDGET 2018-19 BY TYPE OF EXPENSE IN THOUSANDS



Total Gross Expense Budget \$264.3M

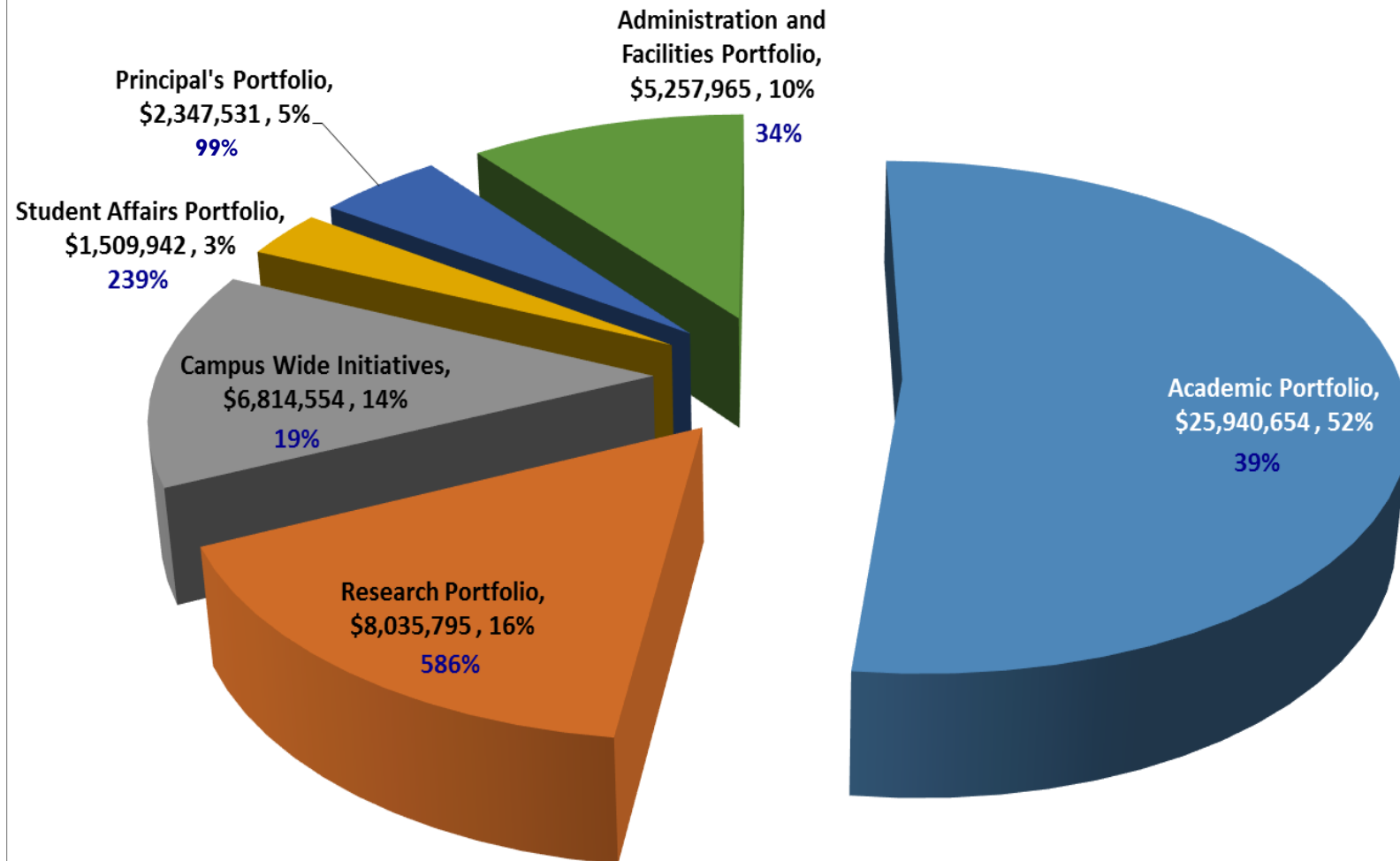
ABR Submission 2017

ABR Submission	Provost	Campus
Indigeneity initiative	\$75K / faculty position - \$2.5M base pool	\$740,000
Equity, Diversity and Inclusion	\$750,000 Pool (OTO for 3 years ending 2019-20)	\$350,000
Experiential Education		\$93,000
SEM (Staff, Scholarship, Bursaries)		\$1,021,500
Centers of Excellence	\$1,000,000 to UTSC	\$2,000,000
Start-up Research		\$500,000
Re-Imagining Undergraduate Education	\$1,400,000 Pool (OTO for 3 years ending in 2020-21)	
Access & Diversity	\$2,000,000 Pool (OTO for 3 years ending in 2020-21)	
Structural Budget Support	\$6,300,000 Pool in base	
Research and Innovation - incubators	\$500,000 Pool in base	

RESOURCE INVESTMENTS BY STRATEGIC DIRECTION

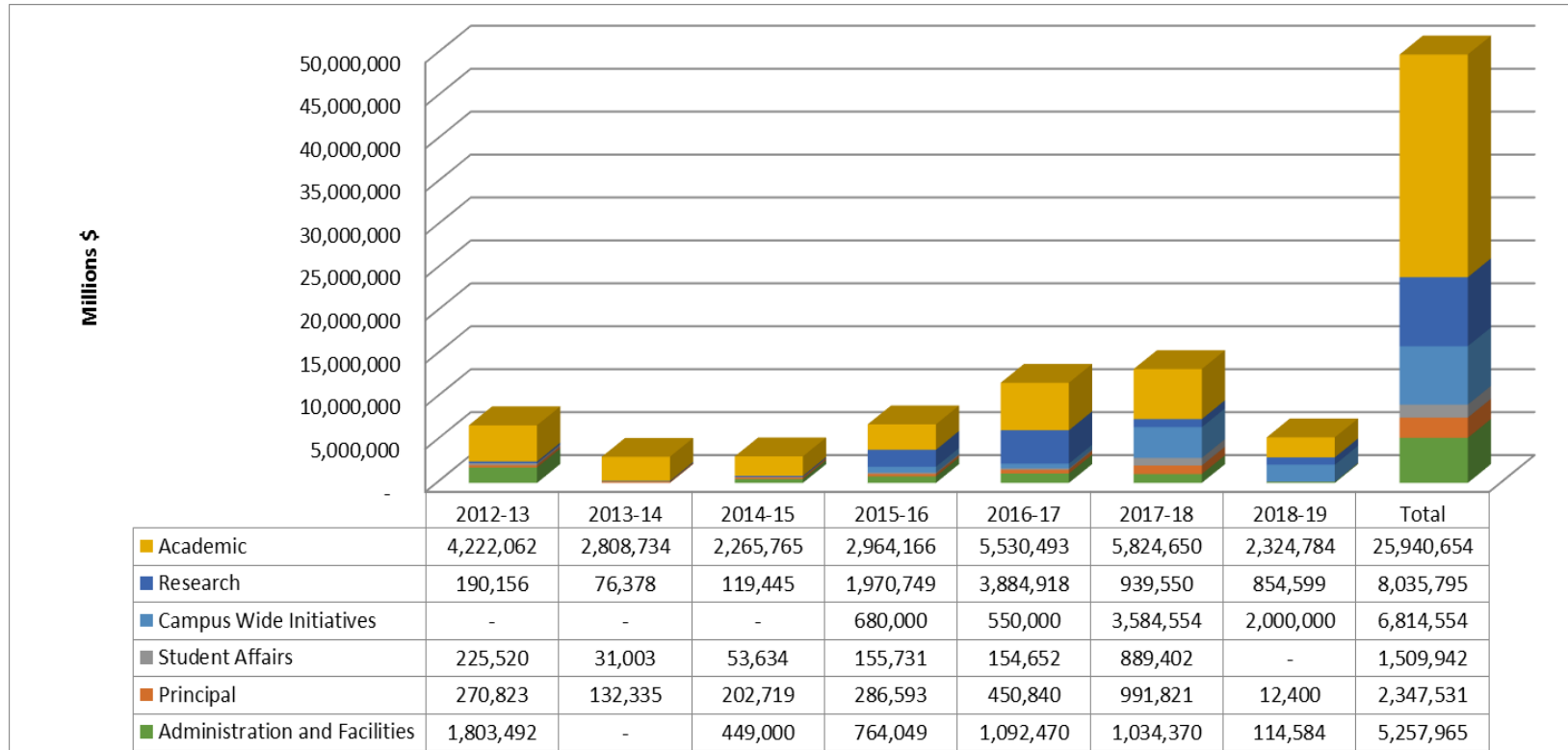
	2018-19		2019-20		2020-21	
	Base	OTO	Base	OTO	Base	OTO
1. New and Emerging Areas of Scholarship	439,543	-	1,623,823	-	-	-
2. Innovative Research	174,806	200,000	-	-	-	100,000
3. Global Perspective	562,502	30,000	50,000	-	-	-
4. Experiential Learning	227,657	-	-	70,000.00	-	-
5. Strong Foundations	2,711,025	6,390,970	-	2,688,529	-	-
	<u>4,115,533</u>	<u>6,620,970</u>	<u>1,673,823</u>	<u>2,758,529</u>	<u>-</u>	<u>100,000</u>

RESOURCE INVESTMENTS – 2012-2019 7 YEAR TOTAL

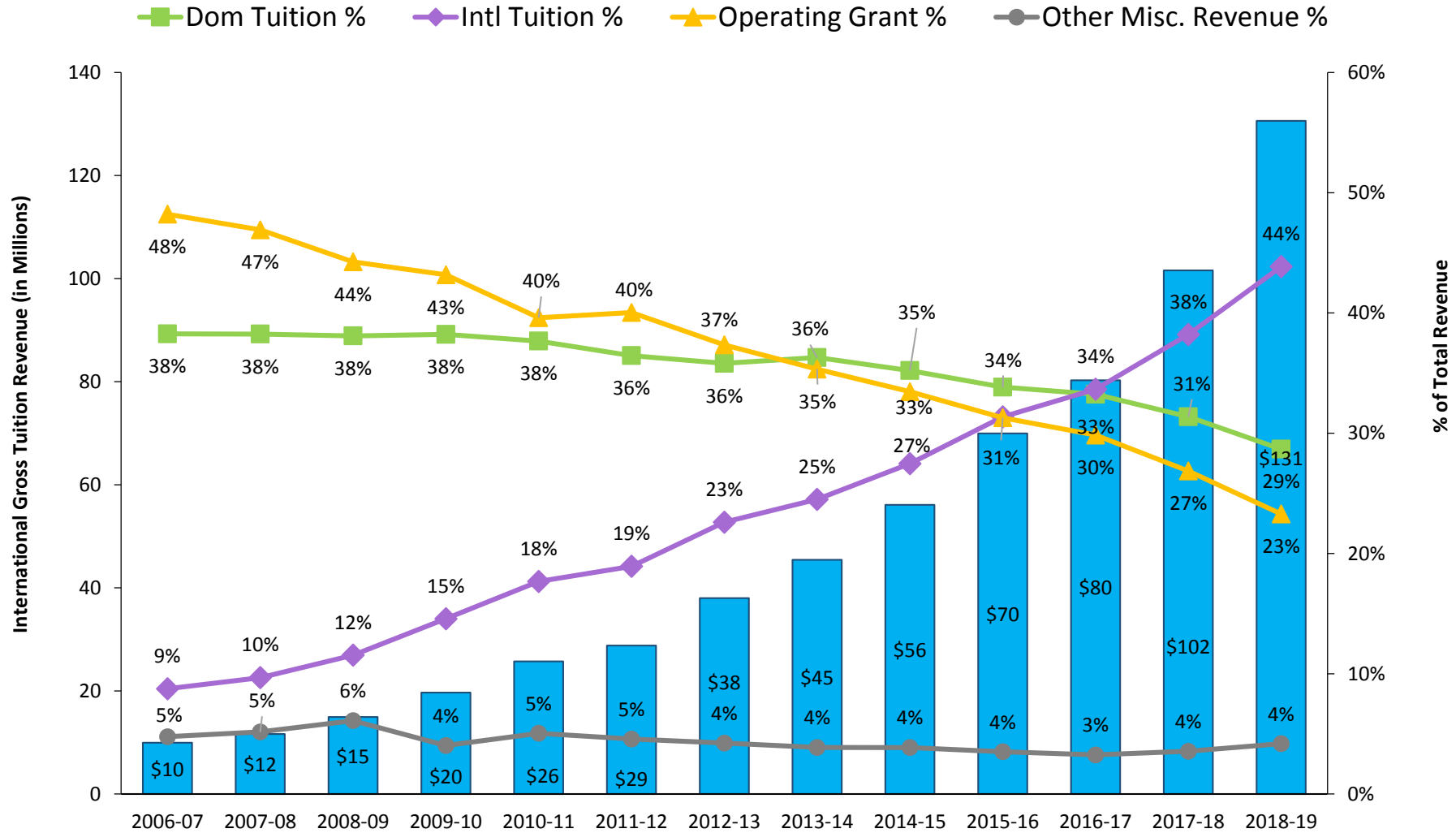


* Percentage in blue represents the Total Resource Investment as a percentage of 2012-13 TBL

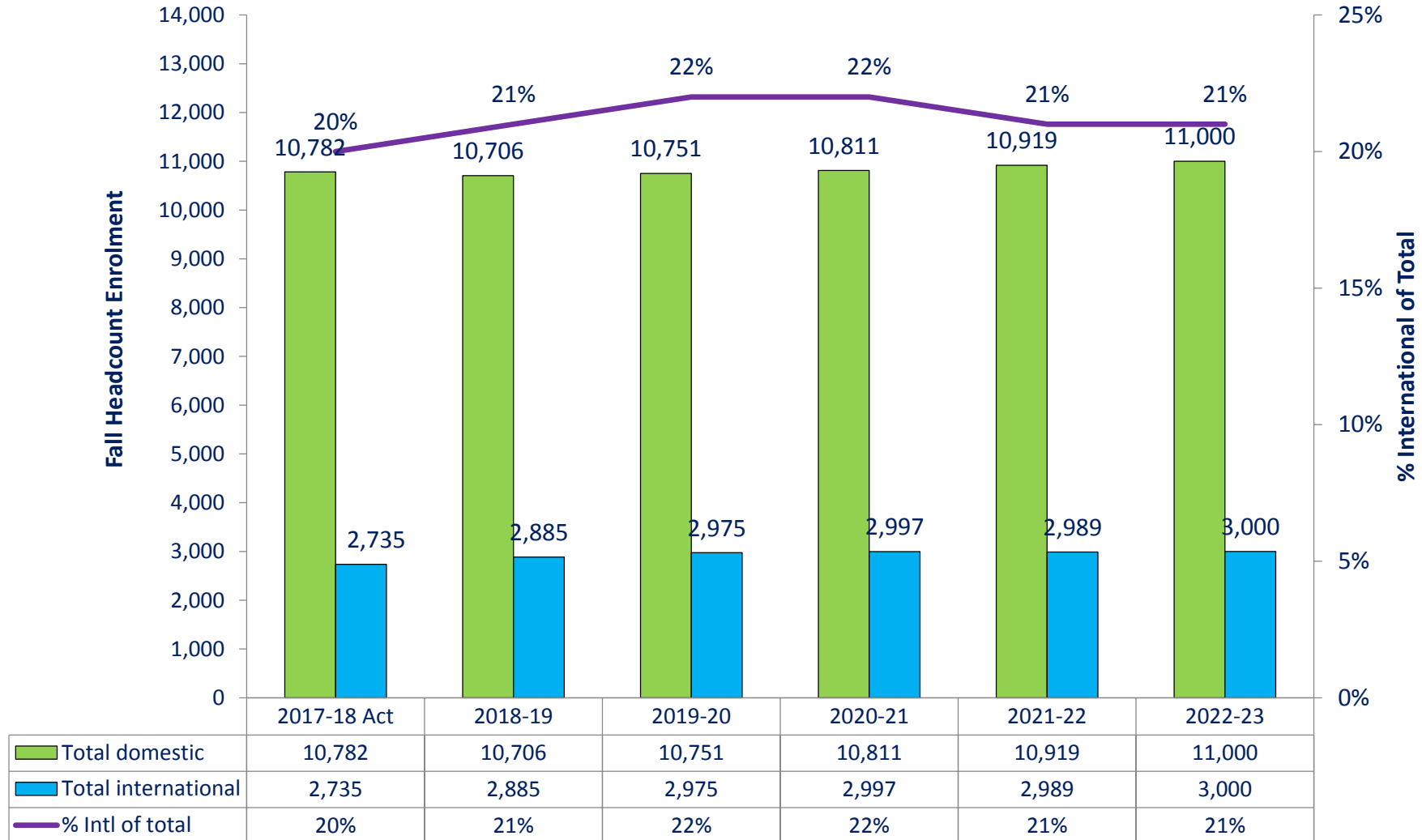
SEVEN YEAR INVESTMENTS IN UTSC BY PORTFOLIO



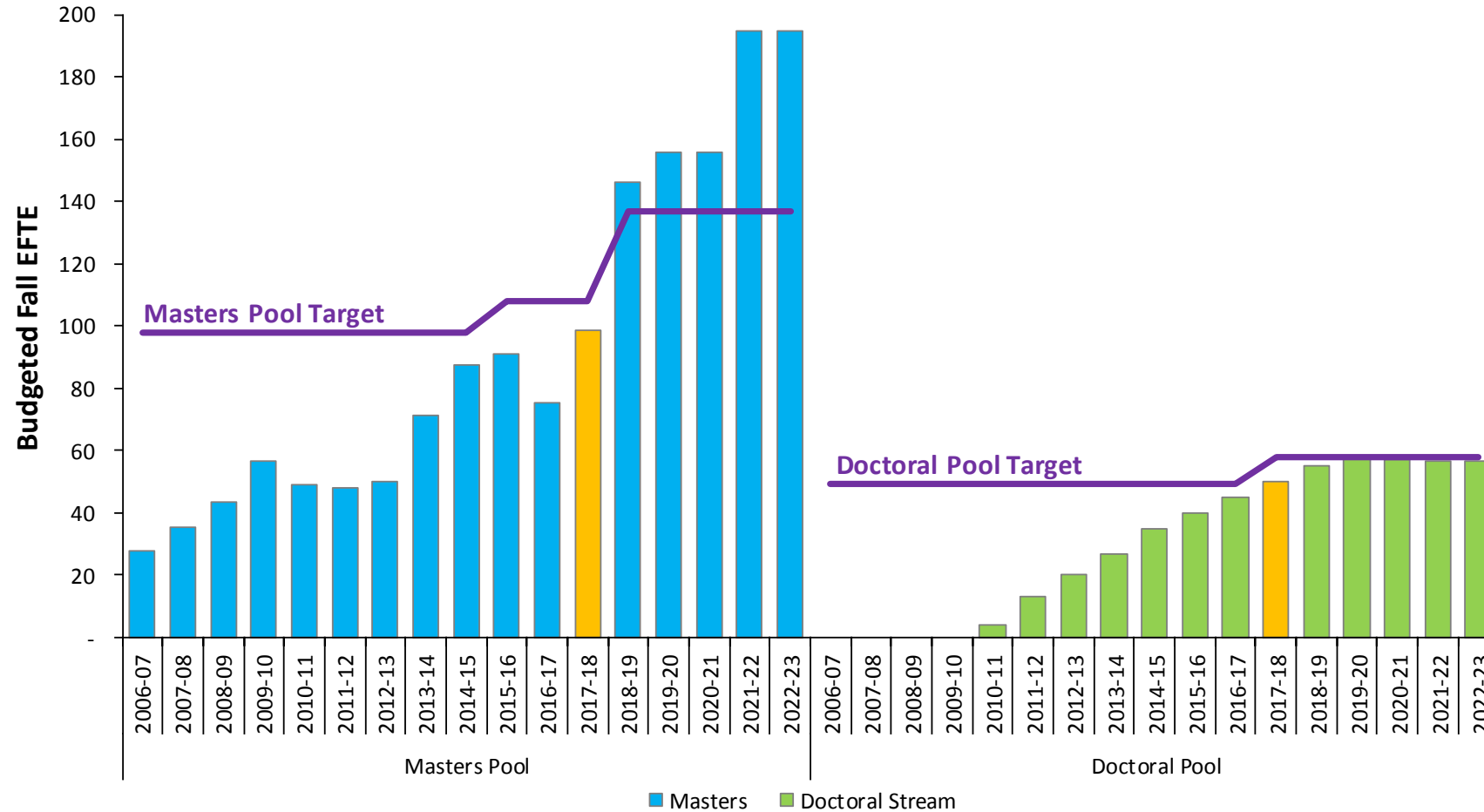
UTSC - THE CHANGING REVENUE LANDSCAPE (INTERNATIONAL TUITION IMPACT)



UG ENROLMENT PLAN BY DOMESTIC & INTERNATIONAL – FALL HEADCOUNT



UTSC GRADUATE EXPANSION ENROLMENT (FUNDED WGU'S)



KEY SPACE PRESSURES

Core Academic

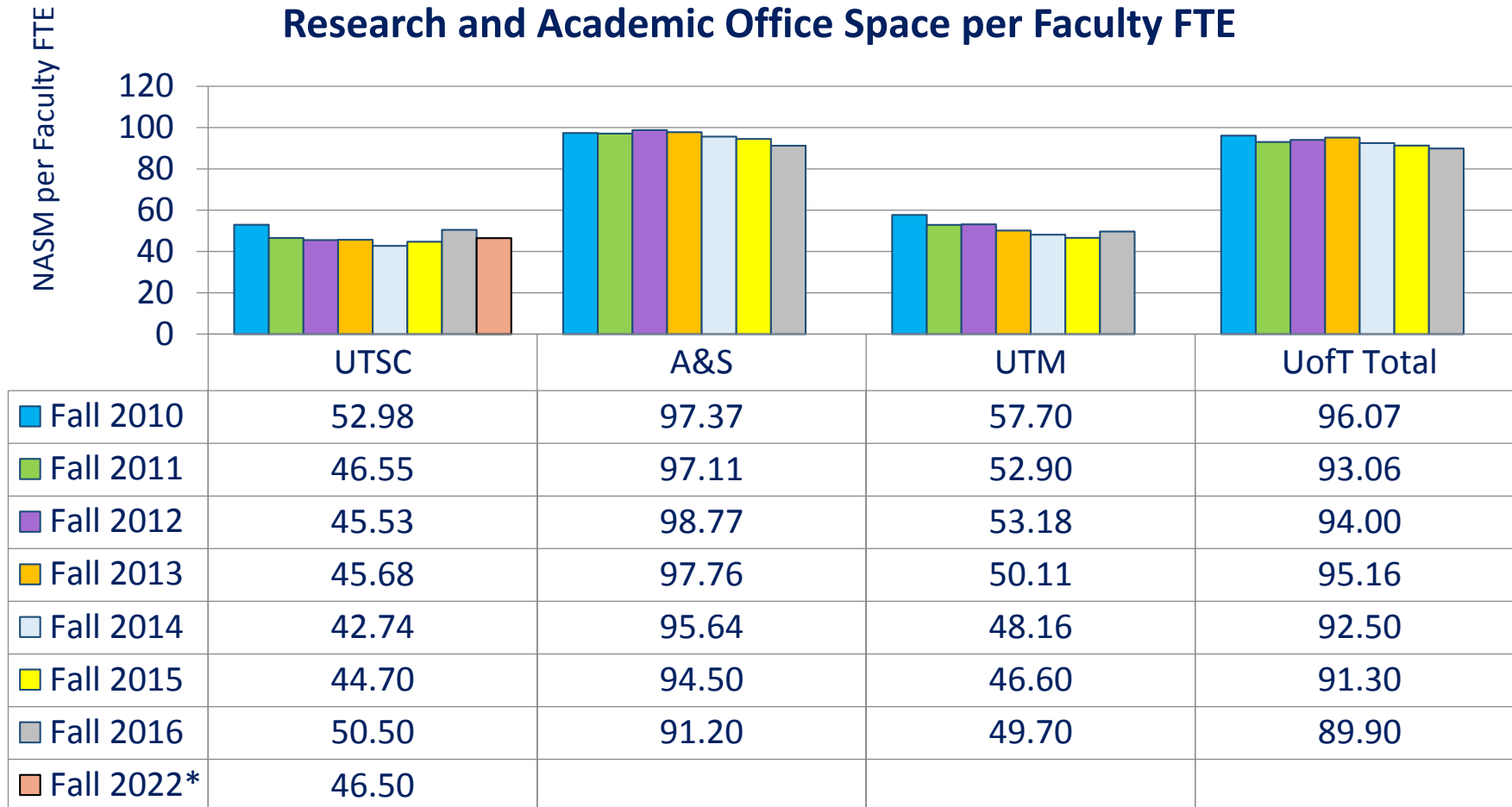
- Classroom Space
- Teaching labs – more and upgraded
- Research Spaces
- Faculty and Admin Office space
- Student study spaces and common spaces

Other Space

- Student Residence
- Parking Structure
- Performing Arts Centre,
- Hotel Conference Centre, Partnership/Incubator Centre

NASM PER FTE FACULTY

Research and Academic Office Space per Faculty FTE

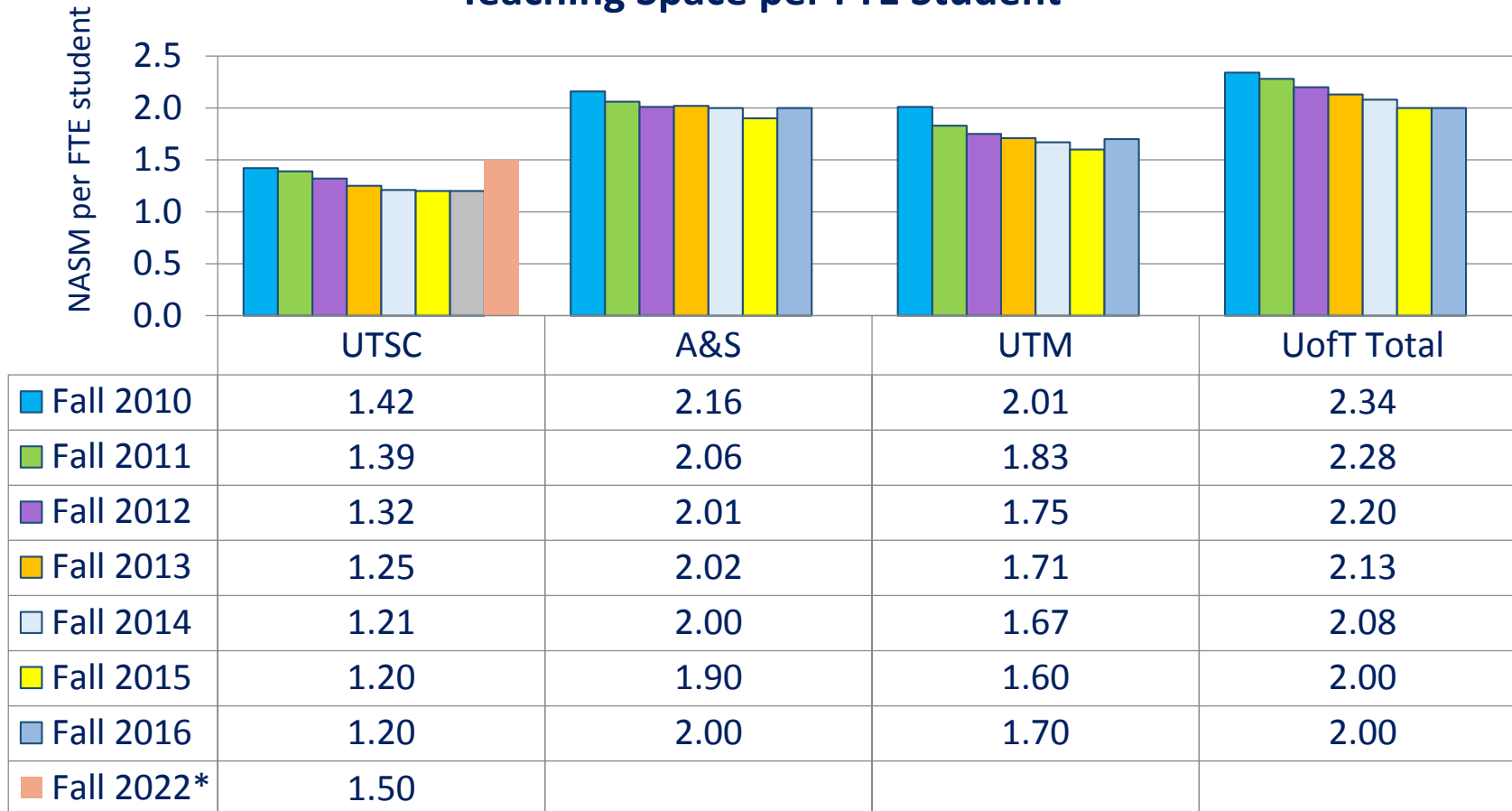


Data Source: UofT Annual Budget Review Statistics

*Fall 2022 data are for UTSC only and include Highland Hall, IC-2 less portables NASM

NASM PER FTE UG + PMAS STUDENT

Teaching Space per FTE Student



Data Source: UofT Annual Budget Review Statistics

*Fall 2022 data are for UTSC only and include Highland Hall, IC-2 less portables NASM

UTSC NASM BY 2022-23

	NASM Incl. Highland Hall Excl. IC-2 by 2022-23	Total NASM to be at 95% COU Std & 15K Student Hdcnt	Variance IC-2 NASM
Classrooms	7,173	12,912	(5,739)
Teaching labs	6,212	5,811	401
Research labs	9,858	13,061	(3,203)
Office space			
-Academic	12,427	10,755	1,672
-Non-academic	7,697	6,999	698
Library	2,169	3,084	(915)
Study space			
-Inside library	1,647	4,653	(3,006)
-Outside library	4,346	2,327	2,020
Other space			
-Athletics	9,534	10,469	(935)
-Central storage/physical plant	3,386	1,765	1,621
-Student & central services	12,355	17,449	(5,094)
Total, COU formula NASM	76,805	89,286	(12,480)
% of overall COU standard	83.3%	95.0%	
Total student headcount	14,617	15,000	(383)

Notes:

1. Student & central services space includes food services, health services, common spaces, computing facilities, Bookstore, student offices, Meeting Place.
2. COU formula NASM exclude residences, Daycare, MLH, Coach House.

CORE ACADEMIC SPACE SHORTFALL

COU Space Category	NASM	Converted to Gross Sq. Ft.	Estimated Cost to Build*
Classrooms	5,739	108,263	\$54,131,450
Research Labs	3,203	60,423	30,211,500
Library & Library Study Space	3,921	73,971	36,985,565
Athletics, Student & Central Services	6,030	113,750	56,874,956
Total	18,892	356,407	\$178,203,472
*Estimated cost per sq. ft. \$500			
Gross up factor = 1.752644			
Conversion factor from sq metres to sq. ft = 10.7639			

CAPITAL PLAN AND PROJECTED BALANCES

(IN MILLIONS)

	Total Project Cost	Operating Fund Expenditure					Planned Borrowing	Other Sources
		2018-19	2019-20	2020-21	2021-22	2022-23		
Capital Project								
Bridge	\$ 3.50			\$ 3.50				
S-Wing Renovations	15.00	\$ 3.00	\$ 3.00	3.00	\$ 3.00	\$ 3.00		
Environmental Innovations & Retrofits	17.00	8.00	3.80					
Military Trail relocation	7.00			7.00				
IC2	100.00		20.00	20.00	20.00	20.00	\$ 20.00	
Parking Structure	23.00		15.00					\$ 8.00
1st Year Residence	95.56							95.56
Indigenous House	4.00			4.00				
Performing Arts Center	40.00							40.00
	\$ 305.06	\$ 11.00	\$ 41.80	\$ 37.50	\$ 23.00	\$ 23.00	\$ 20.00	\$ 143.56
Annual Contributions to Major Capital Projects		\$ 26.00	\$ 20.00	\$ 20.00	\$ 23.00	\$ 15.00		

SUMMARY

- Revenue changes will continue (International Domestic Mix)
 - Faculty growth
 - Research and innovation
 - Facility shortfalls
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- The new strategic Plan will create the framework for the next phase of the UTSC evolution