

FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTSC Campus Council

SPONSOR: Andrew Arifuzzaman, Chief Administrative Officer, UTSC
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PRESENTERS: See sponsor.
CONTACT INFO:

DATE: September 25, 2018 for October 2, 2018

AGENDA ITEM: 5

ITEM IDENTIFICATION: UTSC Current Year Campus Operating Budget

JURISDICTIONAL INFORMATION:

Section 5.7 of the Terms of Reference for the UTSC Campus Affairs Committee provides that the “annual budget is considered by the Committee for recommendation to the Council for inclusion in the University’s annual operating budget.”

Under section 5.2 of the Terms of Reference for the UTSC 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] (September 12, 2018)
2. **UTSC Campus Council [For Information] (October 2, 2018)**

PREVIOUS ACTION TAKEN:

At its meeting on September 12th, the UTSC Campus Affairs Committee (CAC) received, for information, a presentation on the UTSC Current Year Campus Operating Budget.

HIGHLIGHTS:

The presentations 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) a presentation on the current year campus operating budget to the CACs and CCs;**
- (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.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION:

Presented for Information.

DOCUMENTATION PROVIDED:

PowerPoint Presentation.

UNIVERSITY OF TORONTO
SCARBOROUGH

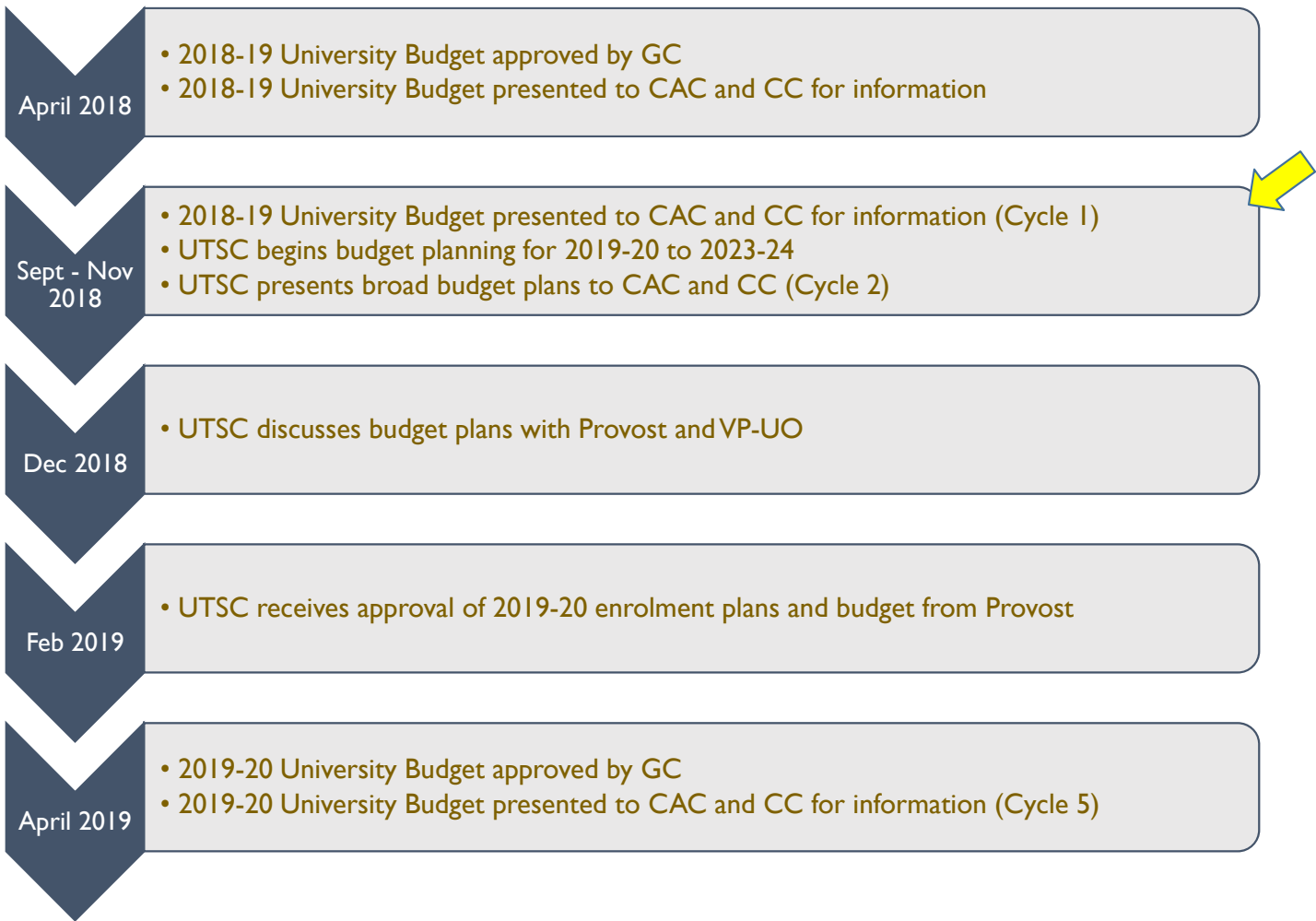
Campus Council

October 2, 2018

THE BUDGET IS PRIMARILY A BOTTOM-UP PROCESS

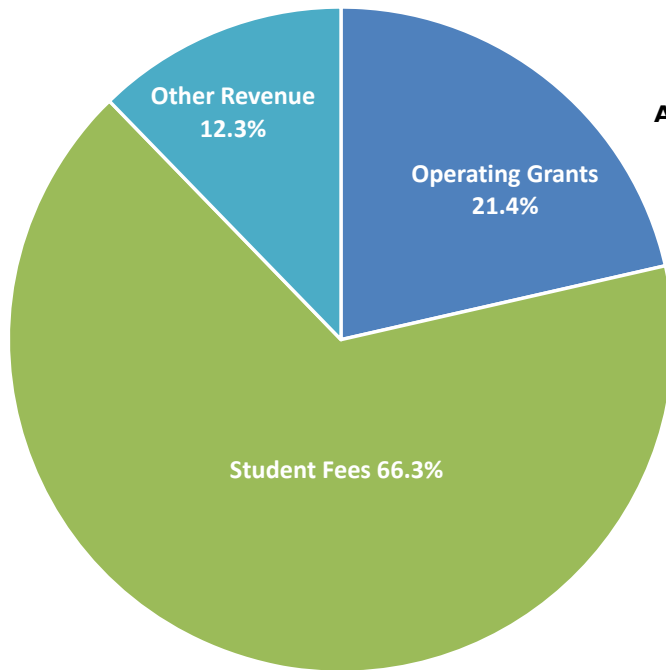


BUDGET TIMELINE

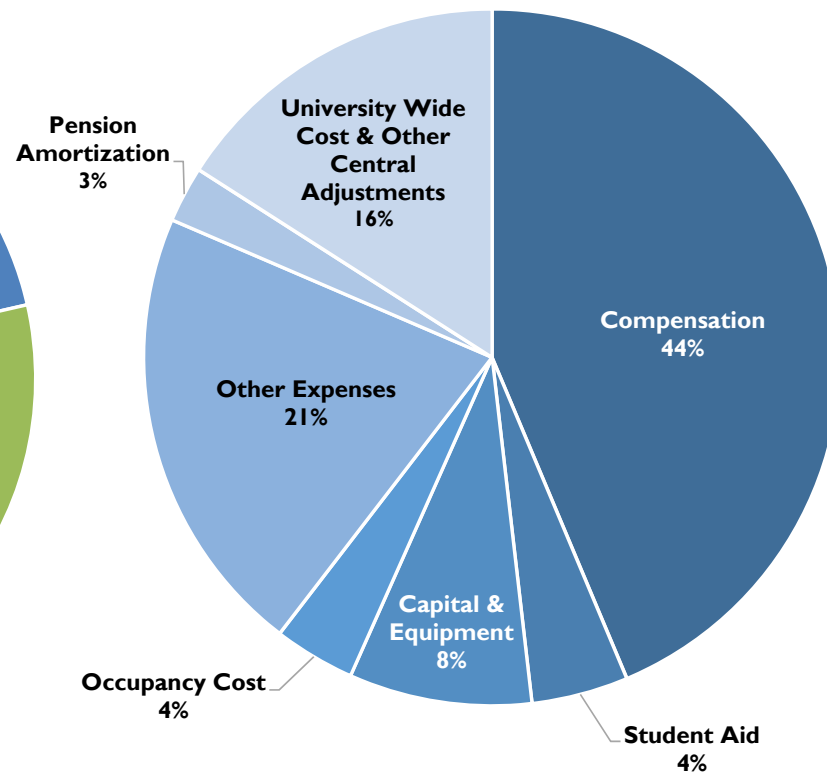


UTSC BALANCED BUDGET FOR 2018-19: \$327M

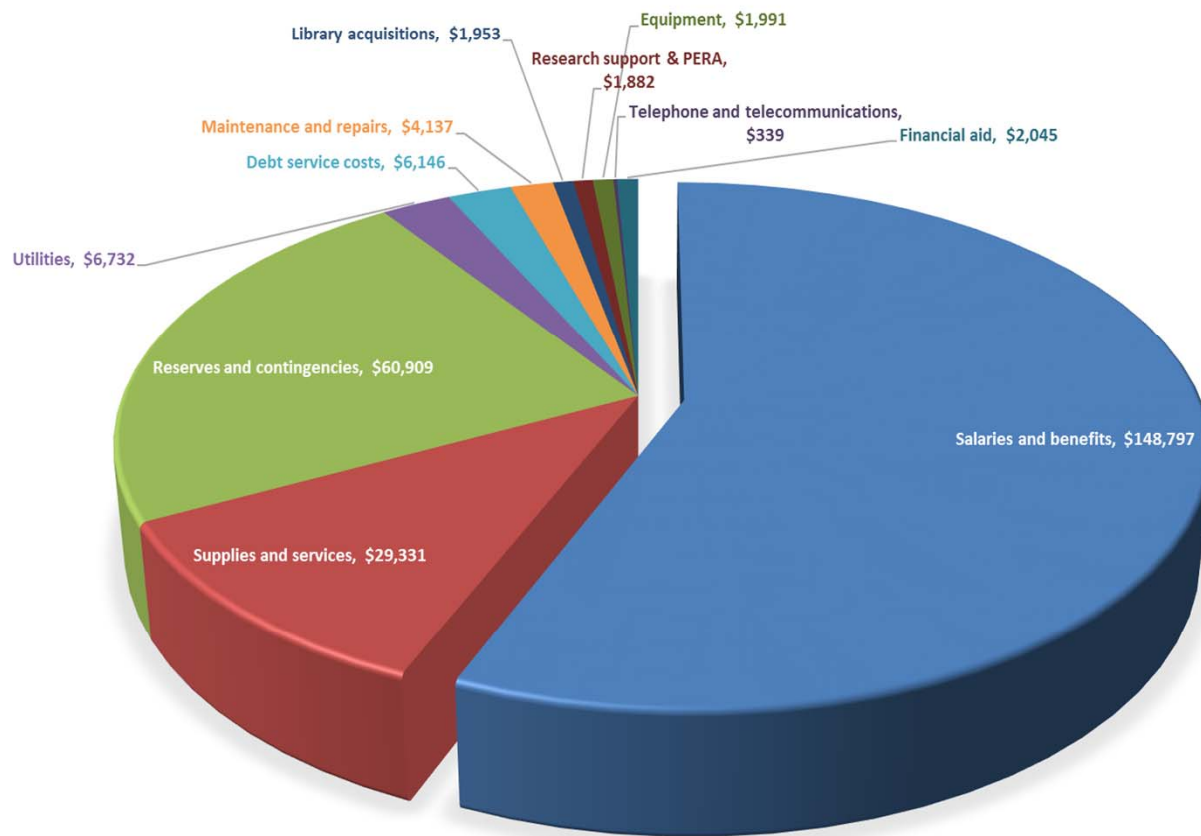
Revenue



Expense



UTSC BUDGET 2018-19 BY TYPE OF EXPENSE IN THOUSANDS



Total Gross Expense Budget \$264.3M

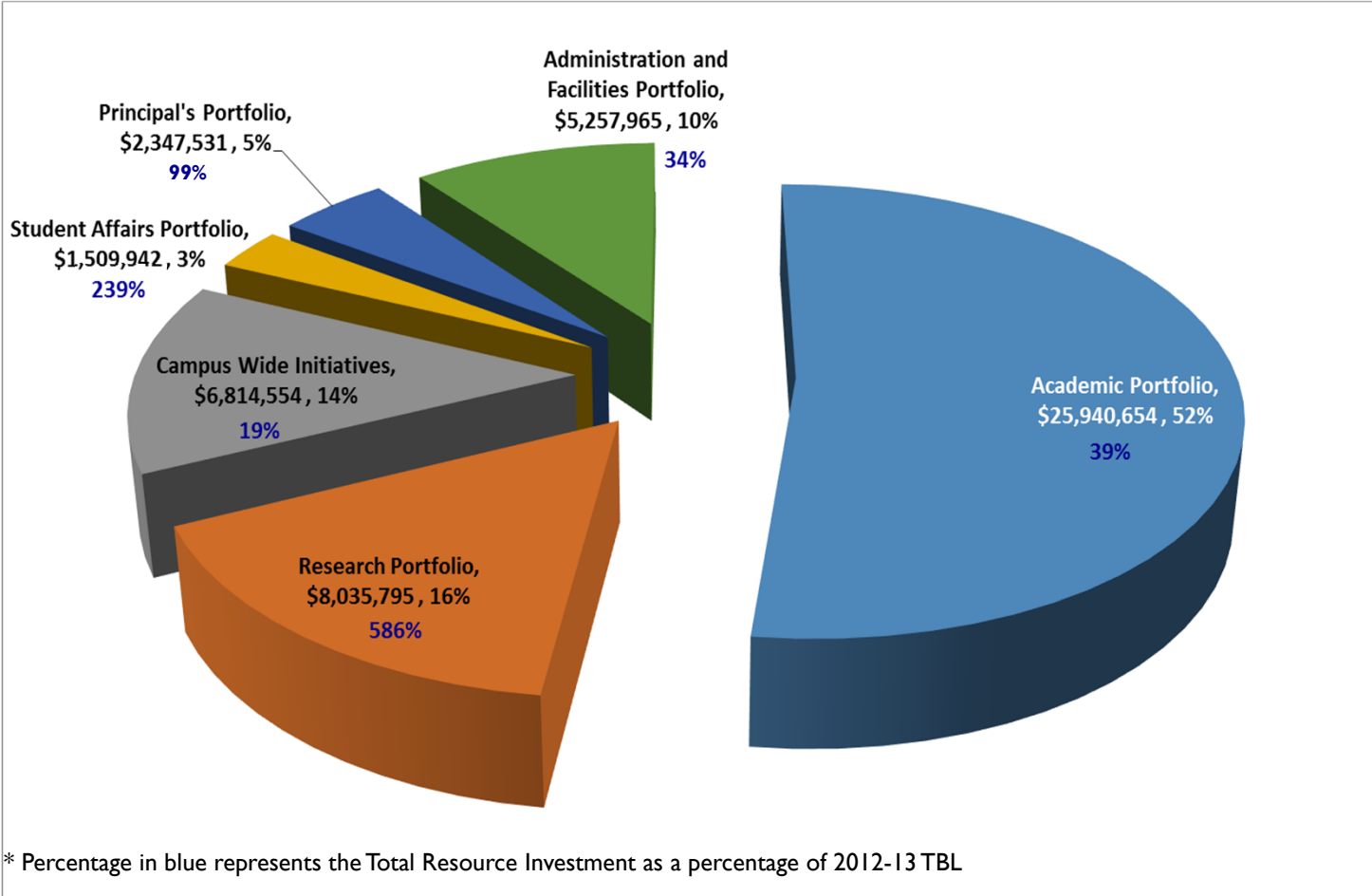
ABR Submission 2017

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	

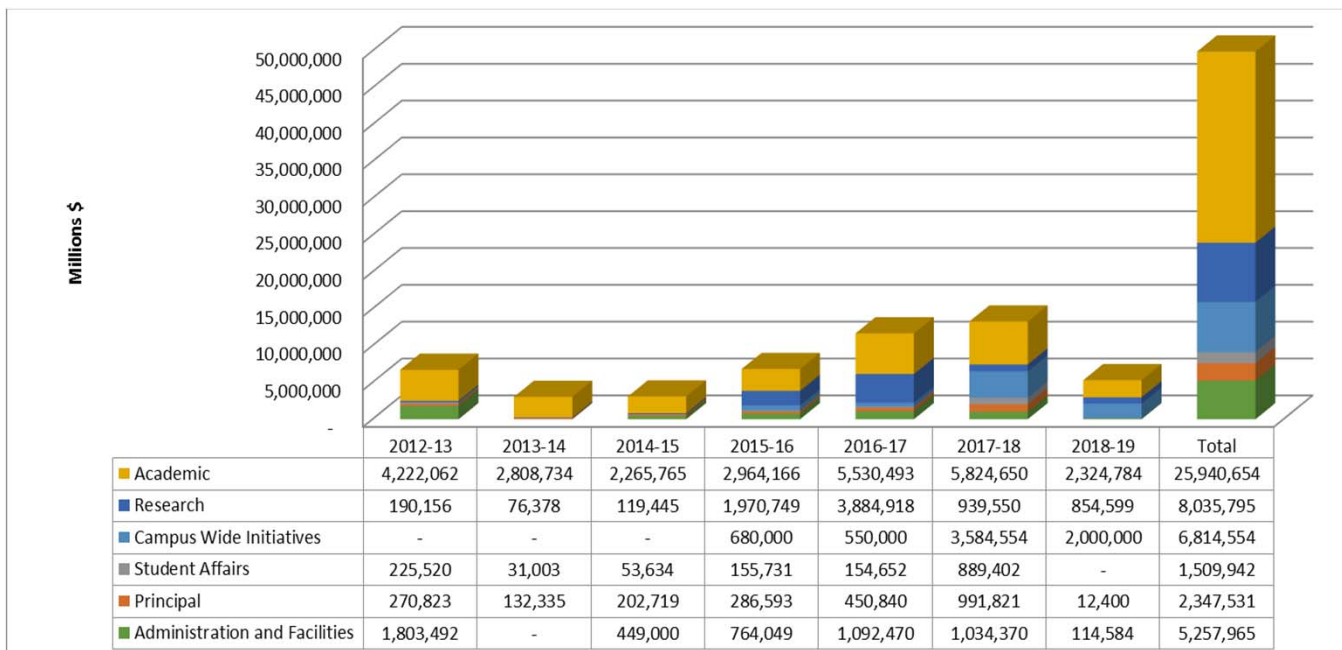
RESOURCE INVESTMENTS BY STRATEGIC DIRECTION

	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>

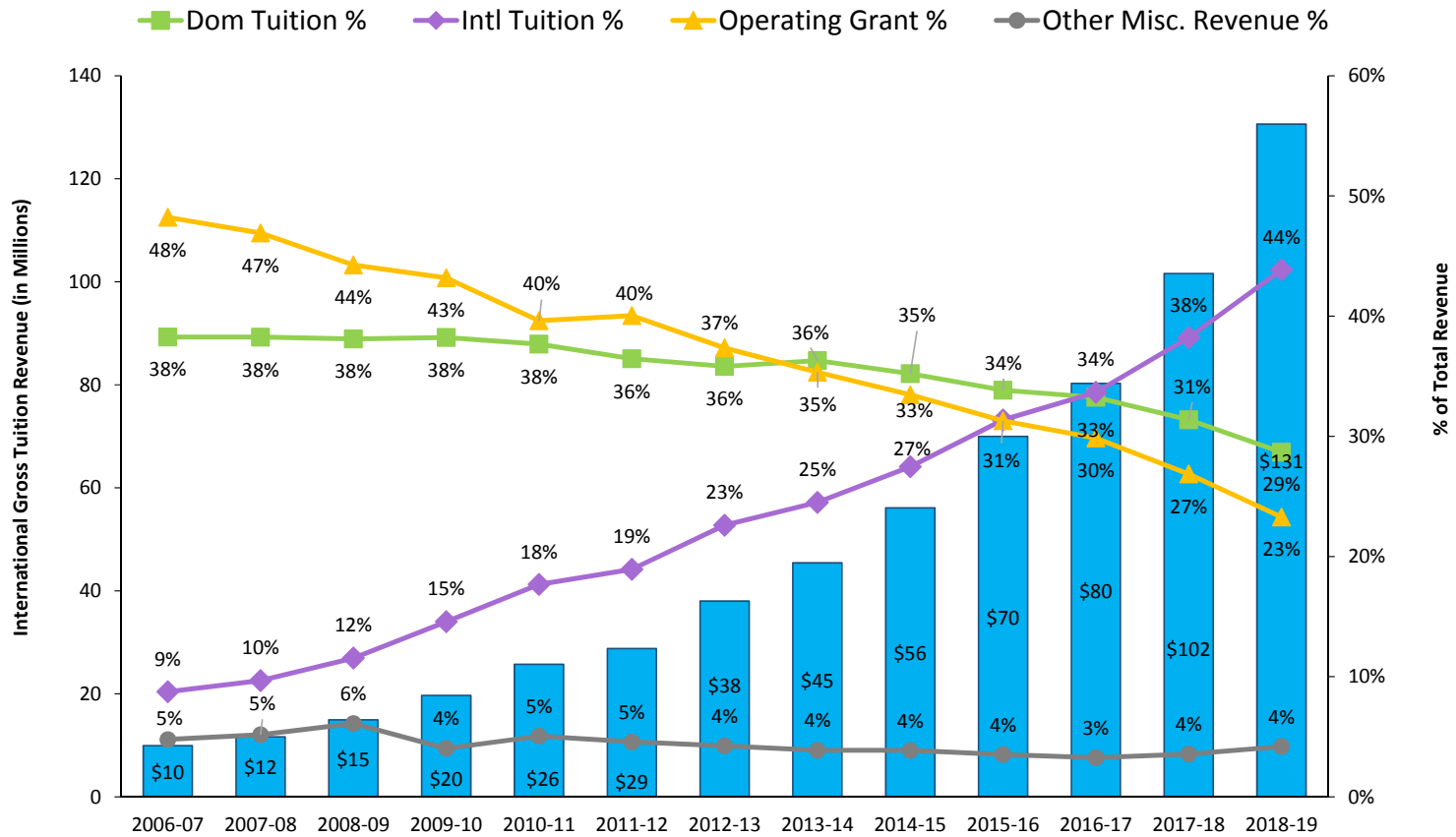
RESOURCE INVESTMENTS – 2012-2019 7 YEAR TOTAL



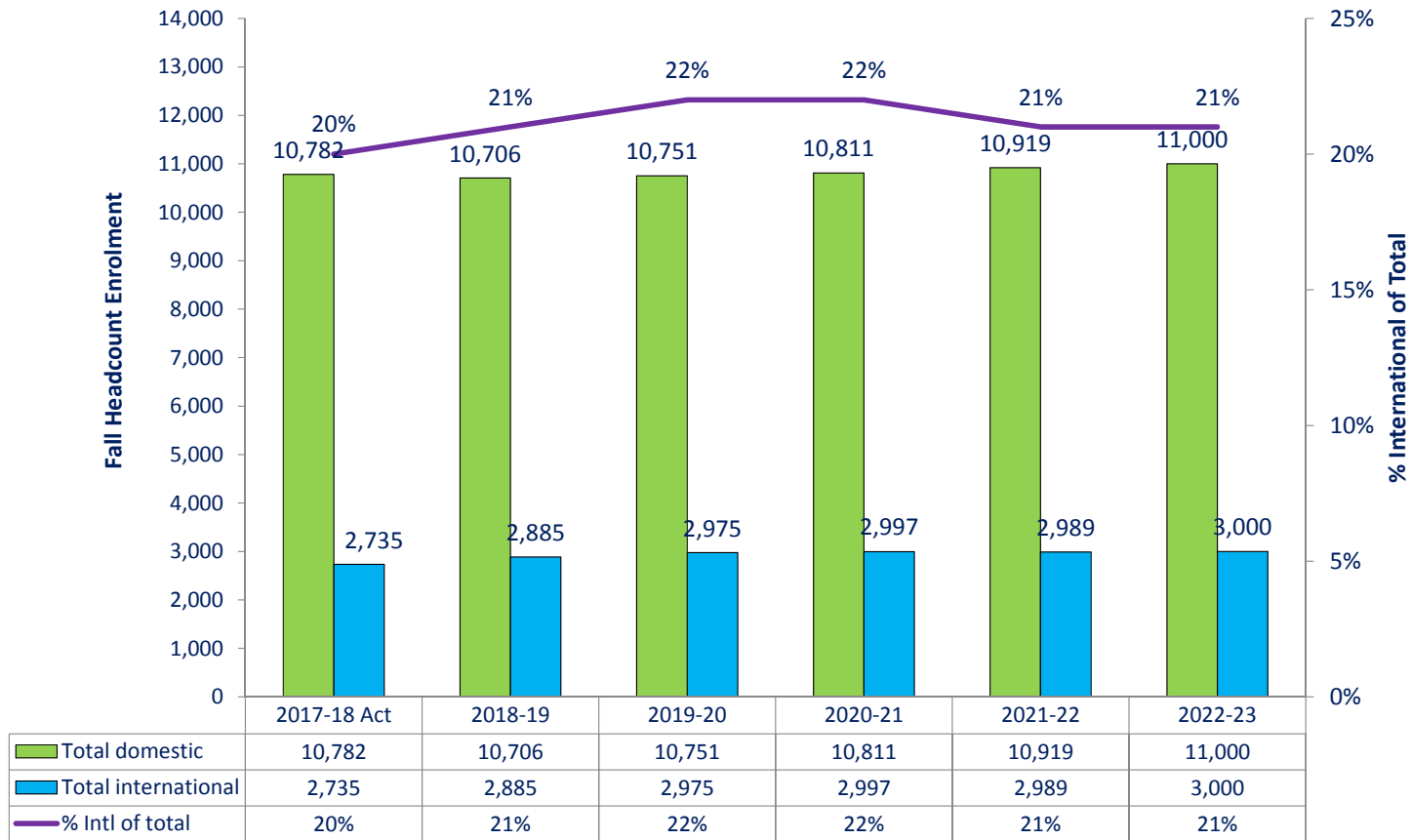
SEVEN YEAR INVESTMENTS IN UTSC BY PORTFOLIO



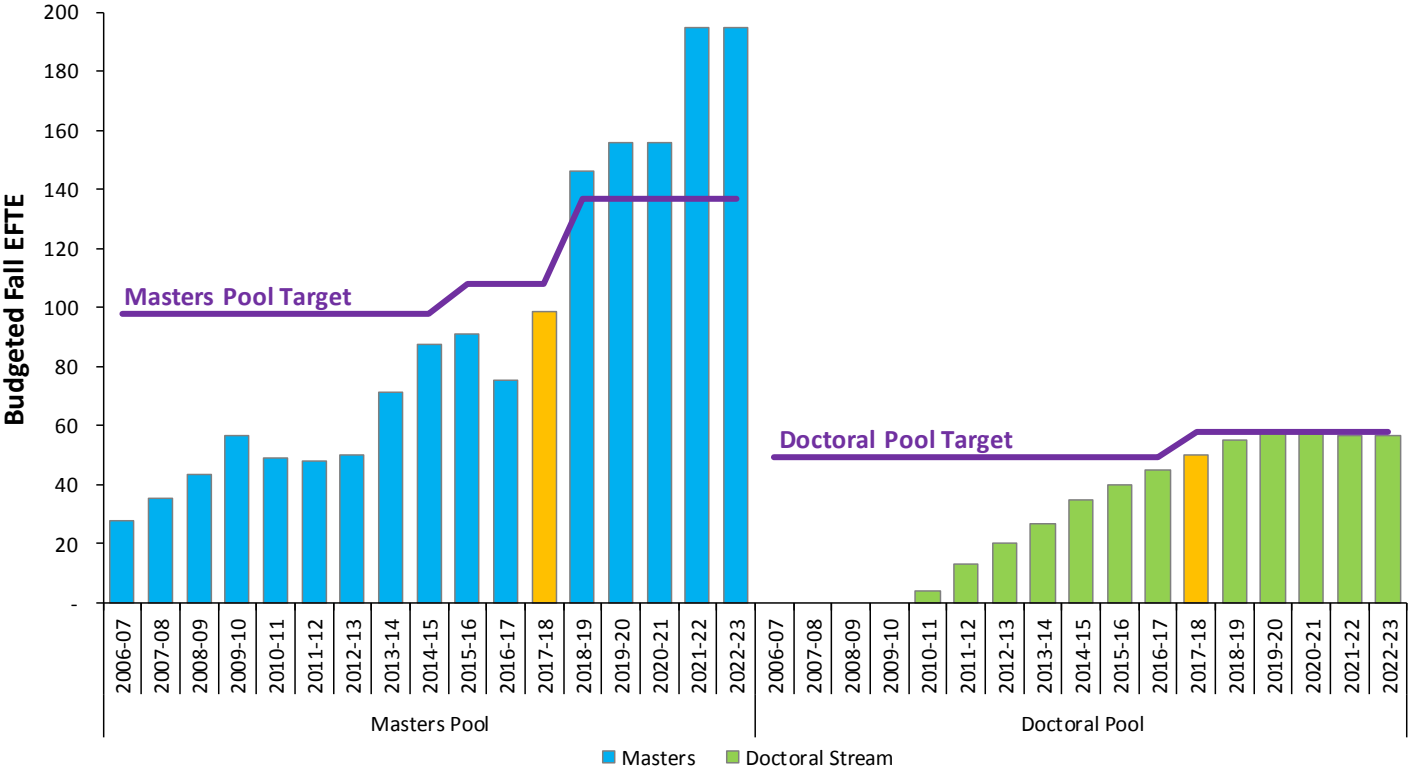
UTSC - THE CHANGING REVENUE LANDSCAPE (INTERNATIONAL TUITION IMPACT)



UG ENROLMENT PLAN BY DOMESTIC & INTERNATIONAL – FALL HEADCOUNT



UTSC GRADUATE EXPANSION ENROLMENT (FUNDED WGU'S)



KEY SPACE PRESSURES

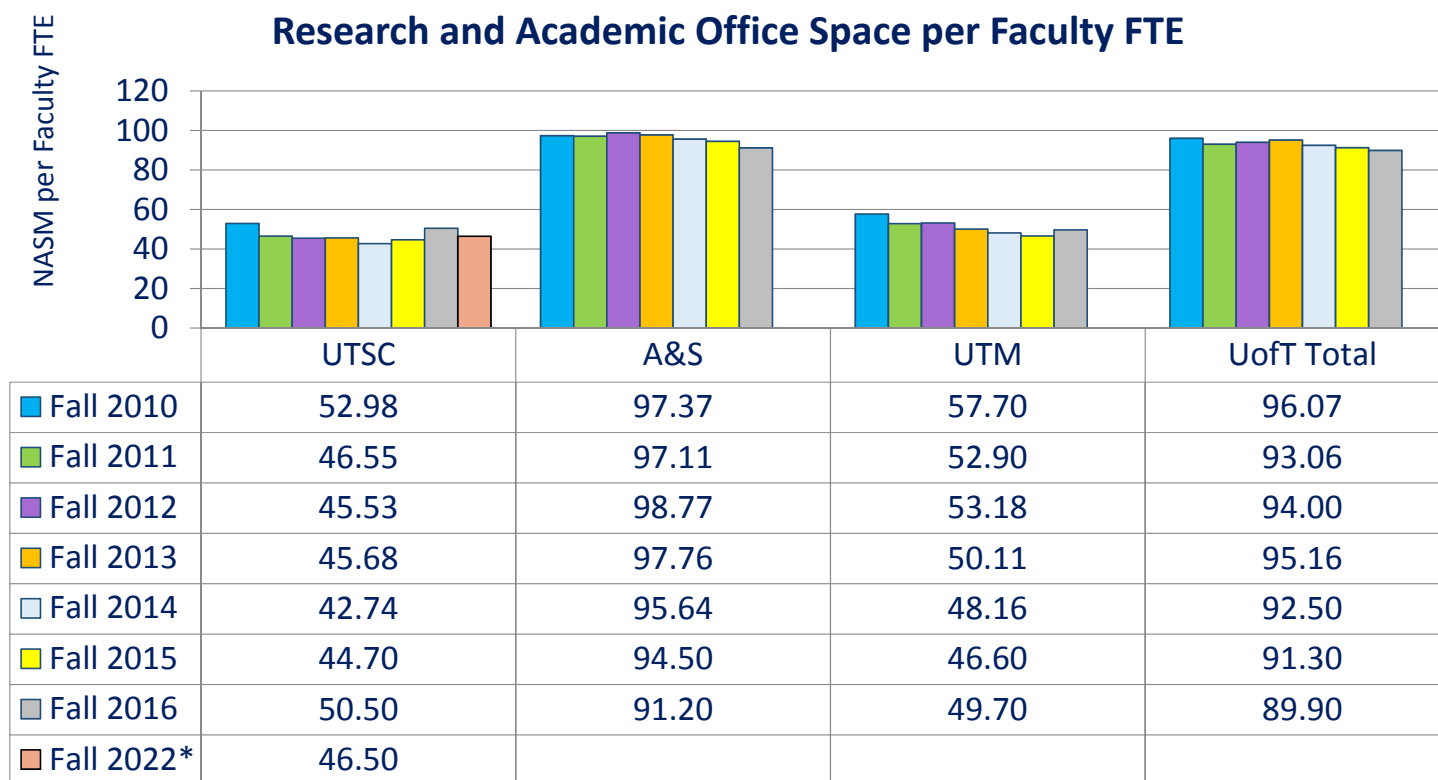
Core Academic

- 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

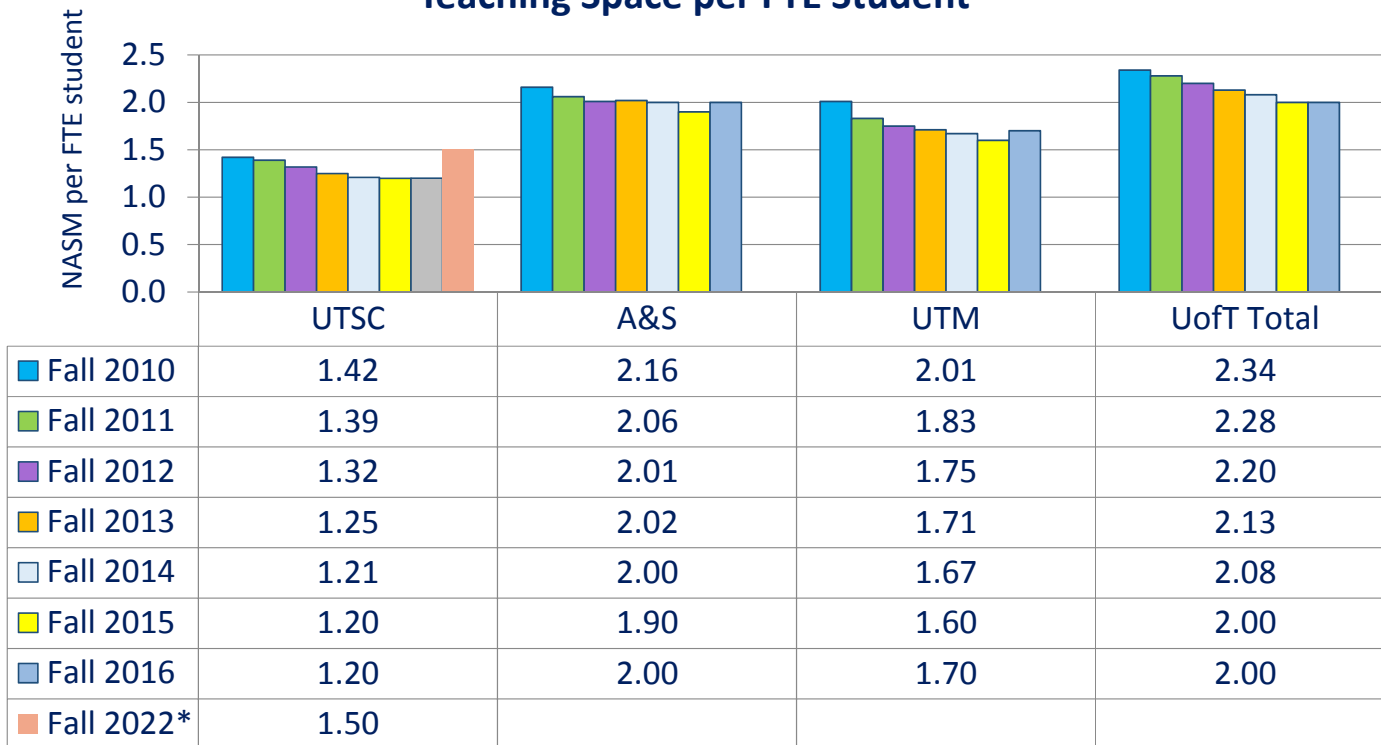


Data Source: UofT Annual Budget Review Statistics

*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 Stnd & 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