

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 18, 2019 for September 25, 2019

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.

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] (September 11, 2019)
2. **UTSC Campus Council [For Information] (September 25, 2019)**

PREVIOUS ACTION TAKEN:

At its meeting on September 11, 2019, the UTSC Campus Affairs Committee (UTSC CAC) received, for information, a presentation on the current-year campus operating budget.

HIGHLIGHTS:

This presentation represents ‘step one’ of 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 budget 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:

None applicable.

RECOMMENDATION:

Presented for Information.

DOCUMENTATION PROVIDED:

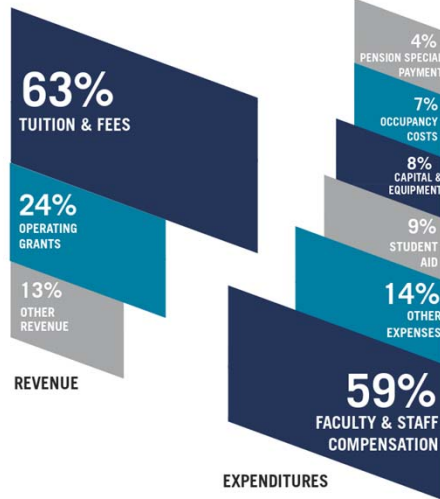
PowerPoint Presentation.

**UTSC Campus Council
September 25, 2019**

Current Year UTSC Operating Budget

Institutional Context

2019-20
Balanced Budget
\$2.77 BILLION

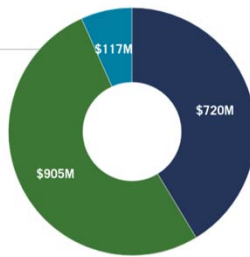


COMPENSATION

2019-20 Compensation Budget
\$1.74 BILLION (estimated)

ACADEMIC COMPENSATION

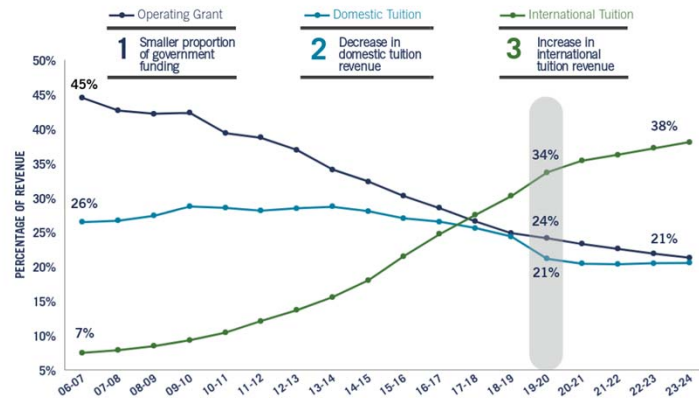
- \$734 MILLION FACULTY & LIBRARIANS
- \$36 MILLION SESSIONAL LECTURERS
- \$68 MILLION TEACHING ASSISTANTS
- \$47 MILLION TEACHING STIPENDS
- \$20 MILLION OTHER ACADEMIC



● Staff Compensation \$720M ● Academic Compensation \$905M
● Pension Special Payment \$117M

2018-2019 BUDGET
\$1.64 BILLION
+
2019-2020 BUDGET INCREASE
\$98 MILLION

Change in Sources of Revenue



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1265 Military Trail, Toronto, Ontario M1C 1A4

UTSC Budget Planning

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Operating Budget

Funded by tuition, government grants, endowment payouts etc.

Day to day operating costs

Capital development

Student Services Fee

Funded directly through students for services such as health and wellness, Athletics, student clubs etc..

Includes student levees such as Student Centre, Toronto Pan Am Sports Centre

Ancillary Budget

User based services such as food services, parking, student residence

Planning and Priorities -Vice- President and Principal (spring to early summer)

Internal UTSC process

Establishes campus priorities for the upcoming year (both strategic and operational)

Requests and allocations made on a portfolio level

Academic Budget Review – Provost (Fall)

Consolidated campus plan for review and discussion

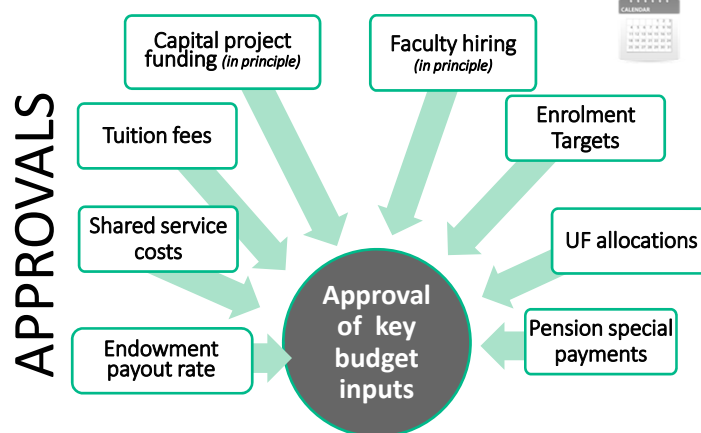
Divisional Advisory Committee – President (late fall early winter)

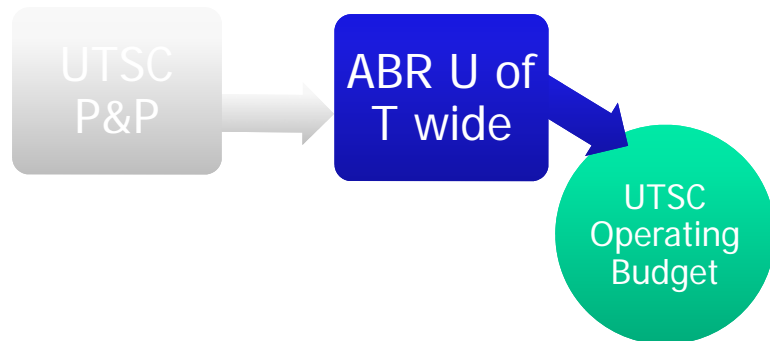
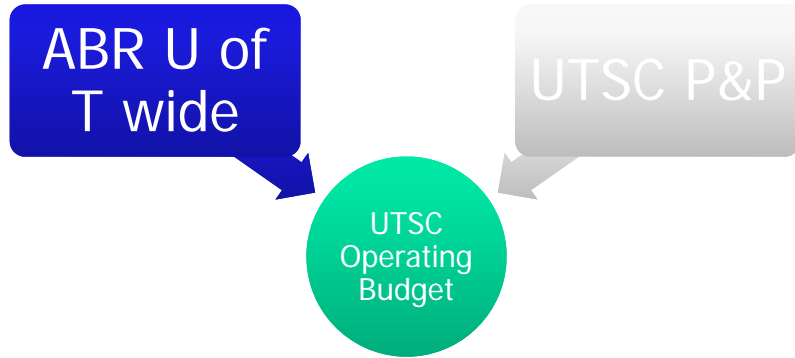
University wide shared services

University Budget - Spring

ACADEMIC BUDGET REVIEW

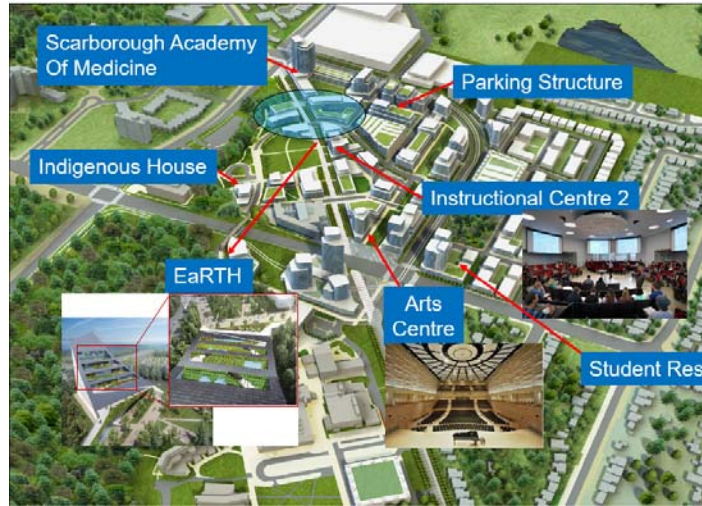
- Enrolment and academic programs
- Tuition fees and student aid
- Complement plans
- Space and capital plans
- Operating reserves
- Cost containment and surplus/deficit plans
- Ancillary operations (if applicable)
- Advancement and government relations





1. Strategic Plan
2. Support for Senior and Equity Hires
3. Indigeneity Initiatives
4. Support for Renewable Scholarships
5. Centres of Distinction - GTA-Rise and EaRTH District
6. Organizational Structures to support Strategic Plan
7. Supporting Research
 - Startup packages
 - Support Facilities
8. Capital Plans

- Core Academic
- Classroom Space
- Teaching labs – more and upgraded
- Faculty and Admin Office space
- Research space is starting to emerge again
- Other Space
- Student Residence
- Parking Structure
- Arts Centre (Cultural Centre), Hotel Centre, Partnership/Incubator Centre
- 4 Corners Real estate Plan



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Managing our Existing Facilities

Facility Condition Index (FCI)

An industry-standard measure used to compare relative building conditions

$$FCI = \frac{\text{total cost of existing deficiencies}}{\text{current replacement value}}$$



Using data gathered from facility condition assessments, the Facility Condition Index (FCI) is calculated automatically in VFA.facility.

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Asset Type Building	Number	Age	Use	Size	Replacement Value	Unit	FCI Cost	FCI	RI Cost	RI
Academic Resource Center	201	16	Library	9,280	15,627,000	2	26,151	0.00	26,151	0.00
Arts and Administration Building	204	14	Academic/Administration	5,840	11,703,000	2	79,642	0.01	79,642	0.01
Bladen Wing	200B	46	Academic/Administration	8,654	29,665,946	3,428	4,155,306	0.14	4,500,787	0.15
Central Plant	200CP	54	Utilities	1,676	18,246,000	11	2,548,542	0.14	2,548,542	0.14
Humanities Wing	200H	54	Academic/Administration	9,217	32,767,496	3,555	9,409,697	0.29	9,452,005	0.29
Management Building	200M	15	Academic/Administration	5,037	9,247,000	2	445,757	0.05	445,757	0.05
Science Research Building	205	11	Academic/Administration	6,161	24,589,000	4	16,642	0.00	16,642	0.00
Science Wing	200S	53	Academic/Administration	31,225	102,839,381	3,293	32,276,441	0.31	37,680,430	0.37
Student Center	203	15	Multi-Use	4,804	9,627,000	2	412,474	0.04	412,474	0.04
			Subtotal for Building	81,894	254,311,823	10,298	49,370,652	0.98	55,162,430	1.05

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