



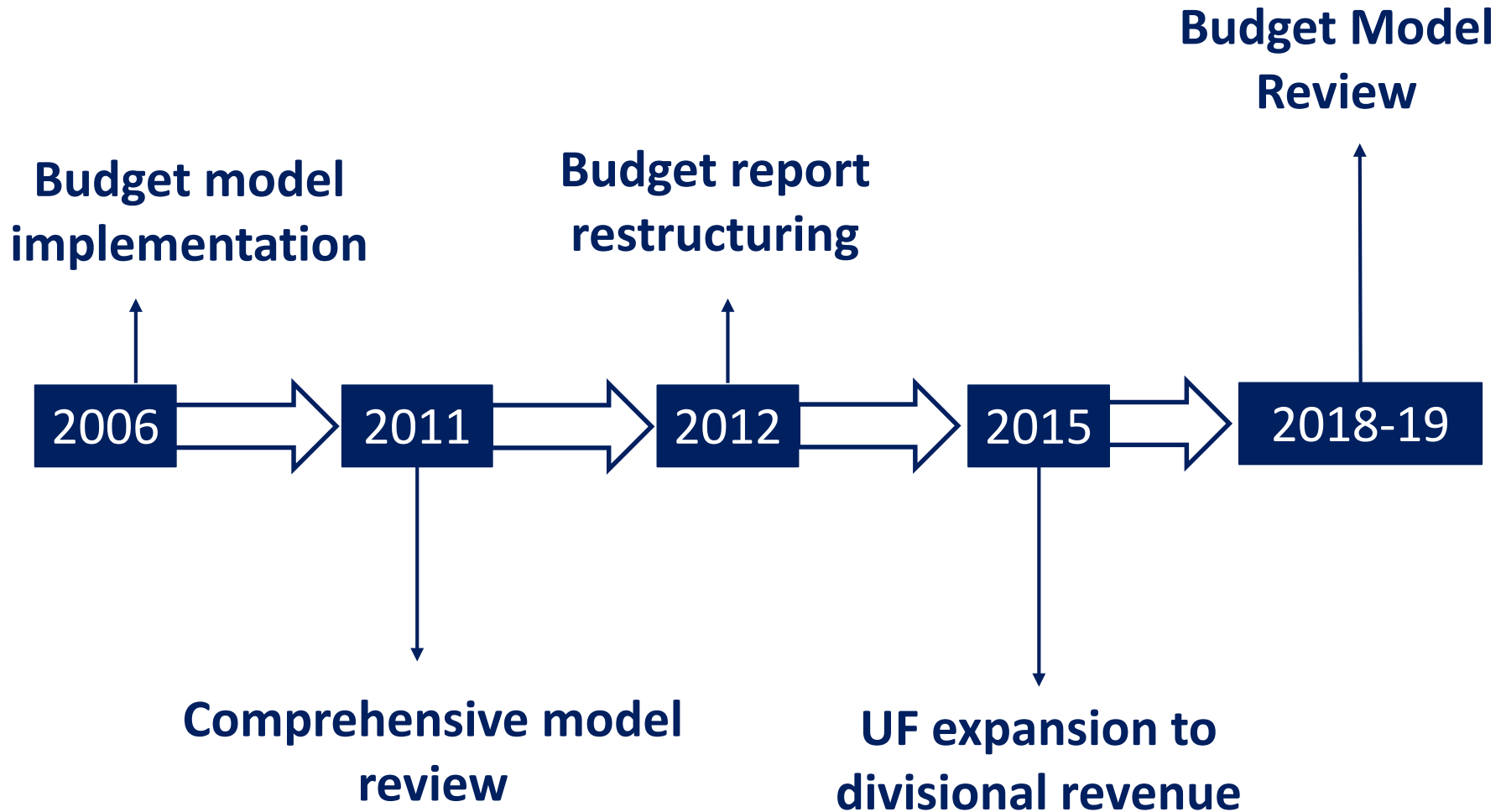
UNIVERSITY OF  
TORONTO

# Budget Model Review Update

Governing Council  
December 12, 2019



# History of the “New” Budget Model



# BMR: Structure

## Steering Committee

Inter-  
Divisional  
Teaching

Alternative  
Funding  
Sources

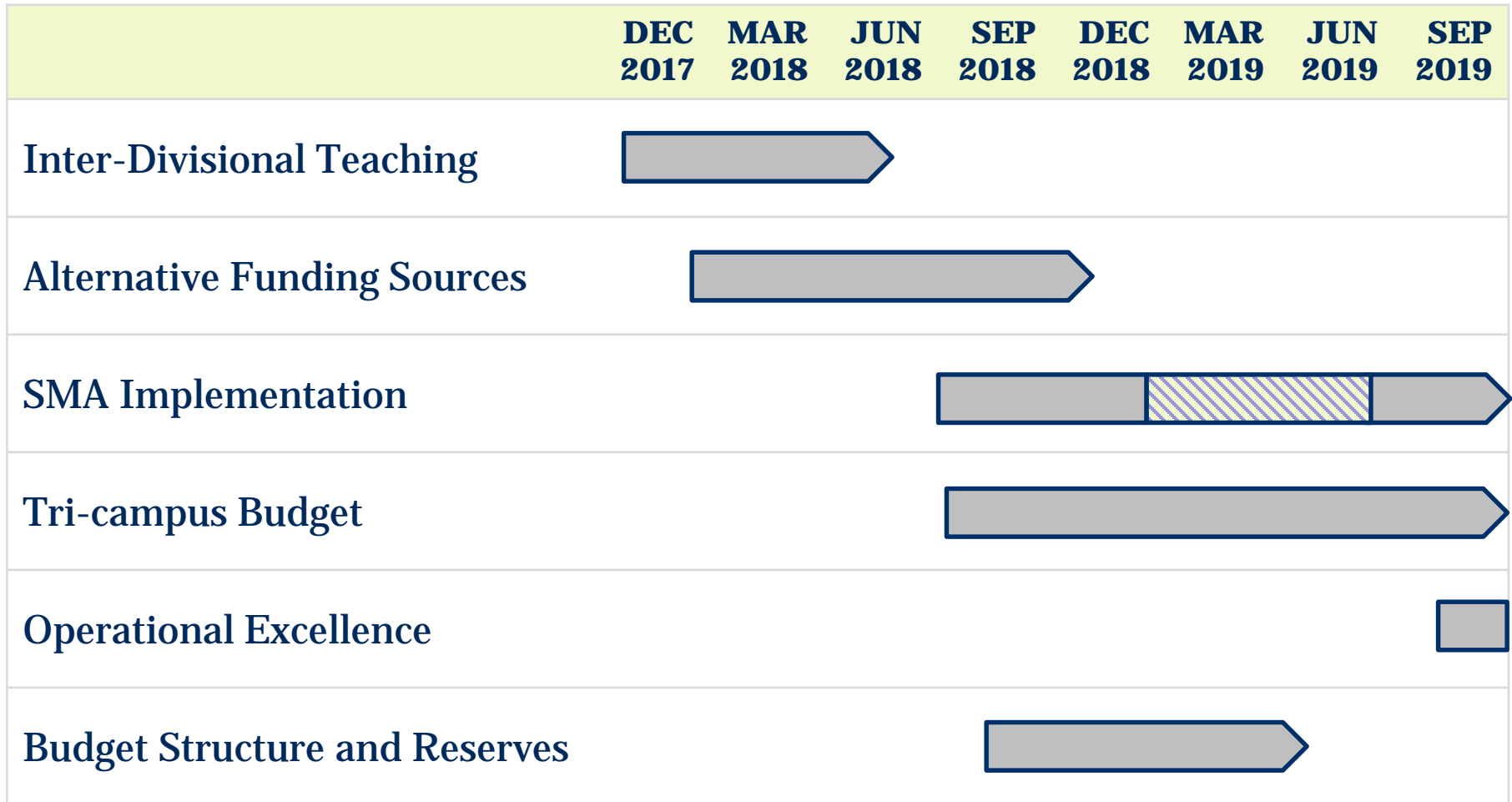
Strategic  
Mandate  
Agreement  
Implementation

Operational  
Excellence

Tri-Campus  
Budget  
Relationships

*Also part of the Tri-Campus  
Review*

# BMR: Timeline



# BMR: Inter-Divisional Teaching

## Inter-Divisional Teaching

### Recommendations

- ▶ University-wide framework for undergraduate IDT
- ▶ Simplify the process; provide stability and predictability
- ▶ Academic oversight as part of the existing Academic Budget Review (ABR) process

# BMR: Alternative Funding Sources

## Alternative Funding Sources

### Recommendations

- ▶ Building a foundation:
  - Financial resources and flexibility needed at the institution level to invest and support divisional collaboration
- ▶ 16 recommendations in 3 categories
  - Knowledge
  - Real estate and infrastructure
  - Financial resources

# BMR: SMA Implementation

Strategic  
Mandate  
Agreement  
Implementation

## Recommendations

- Establish ad hoc committee of Deans to support institutional negotiation
- Implementation of PBF should:
  - ▶ Align with academic priorities
  - ▶ Create incentives where division-level actions have meaningful impact

# BMR: Operational Excellence

Operational  
Excellence

## Next steps

- Review available data to determine how we can better deliver services
  - ▶ Uniform, COU, U15
- Review will begin in the fall; early data and analysis will support pre-DAC discussions



# BMR: Tri-Campus Budget Relationships

## Budget Relationships

*Also part of Budget Model Review*

## Recommendations

- Augment DAC to establish a channel between academic and shared services
- Establish Service Level Agreements
- Adjust capital project management fees
- Provide more transparency on graduate program revenues and expenses

# BMR: Budget Structure and Reserves

Budget  
Structure and  
Reserves

## Recommendations

- UF is an investment (rather than a tax)
- Increase UF on incremental income
- Set aside OTO funds for strategic initiatives
- Create divisional infrastructure fund
- Better planning and accountability for operating reserves

# Next Steps

- Steering Committee reviewed emerging recommendations in August 2019
- Conclude by December 2019

# THANK YOU

Questions and comments: [provost@utoronto.ca](mailto:provost@utoronto.ca)

Regular updates at [www.provost.utoronto.ca](http://www.provost.utoronto.ca)