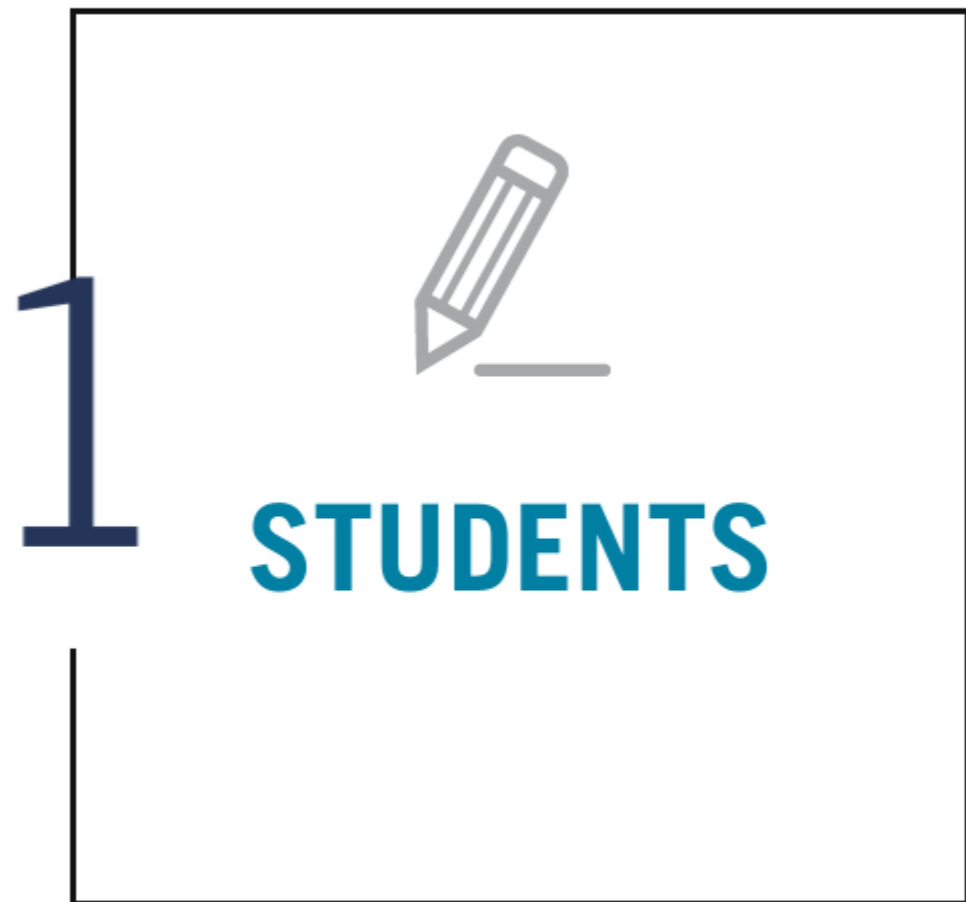


Budget 2020-21

and Long Range Budget Guidelines
2020-21 to 2024-25



UNIVERSITY OF
TORONTO



KEY BUDGET PRIORITIES

STUDENT MENTAL HEALTH

Mental health service redesign, expanded counselling options for students, mental health literacy and education, research focus on youth mental health

UNDERGRADUATE EDUCATION

Experiential learning, work-integrated learning, and research experiences; academic advising and student success initiatives; support for outbound global experiences; financial framework for inter-divisional teaching.

STUDENT SPACES

Renewal of classroom infrastructure, upgrading facilities for AODA compliance, and creating non-academic and co-curricular spaces for student use.

GRADUATE EDUCATION

Continue to increase base funding packages in many divisions; Centre for Graduate Mentorship and Supervision; Graduate Centre for Professional Development; support for students to improve time to completion

STRUCTURAL BUDGET SUPPORT

University Fund allocation to improve financial stability of academic divisions and maintain quality of programs and services for all students

2



DIVERSITY

KEY BUDGET PRIORITIES

FACULTY HIRING

University Fund allocation to support hiring of diverse faculty - additional 20 positions will bring total to 100 new black and indigenous faculty members

POST-DOCTORAL FELLOWS

Provost's post-doctoral fellowships for Black and Indigenous scholars

OUTREACH AND ACCESS PROGRAMS

Building connections to underrepresented communities and increasing diversity in admissions to undergraduate and professional programs (e.g. MD, Law)

STUDENT AID

Significant new investment in scholarships to increase geographic and socio-economic diversity of our student population

GENDER PAY EQUITY

Funding for the cost of salary increases to address a wage gap for women and gender X faculty and librarians.

3



RESEARCH EXCELLENCE

KEY BUDGET PRIORITIES

INSTITUTIONAL STRATEGIC INITIATIVES

Investment of central and divisional operating reserves to provide seed funding for large-scale, interdisciplinary Institutional Strategic Initiatives (ISIs)

BUDGET SUPPORT FOR INDIRECT COSTS OF RESEARCH

University Fund allocation to offset the additional indirect costs of research incurred by divisions who have been successful in attracting additional tri-council funding

CAPITAL INVESTMENTS

Major capital investments, including space for research and innovation. New research facilities and improvements to existing labs to attract world class researchers

LIBRARY RESOURCES AND SERVICES

Funding to maintain our world-class library collection; new digital scholarship centre to support large-scale textual analysis and open new avenues of scholarly enquiry

RESEARCH ADMINISTRATION

Staffing to support the increase in volume of industry partnerships and patent applications, and respond to escalating compliance requirements and reporting accountabilities

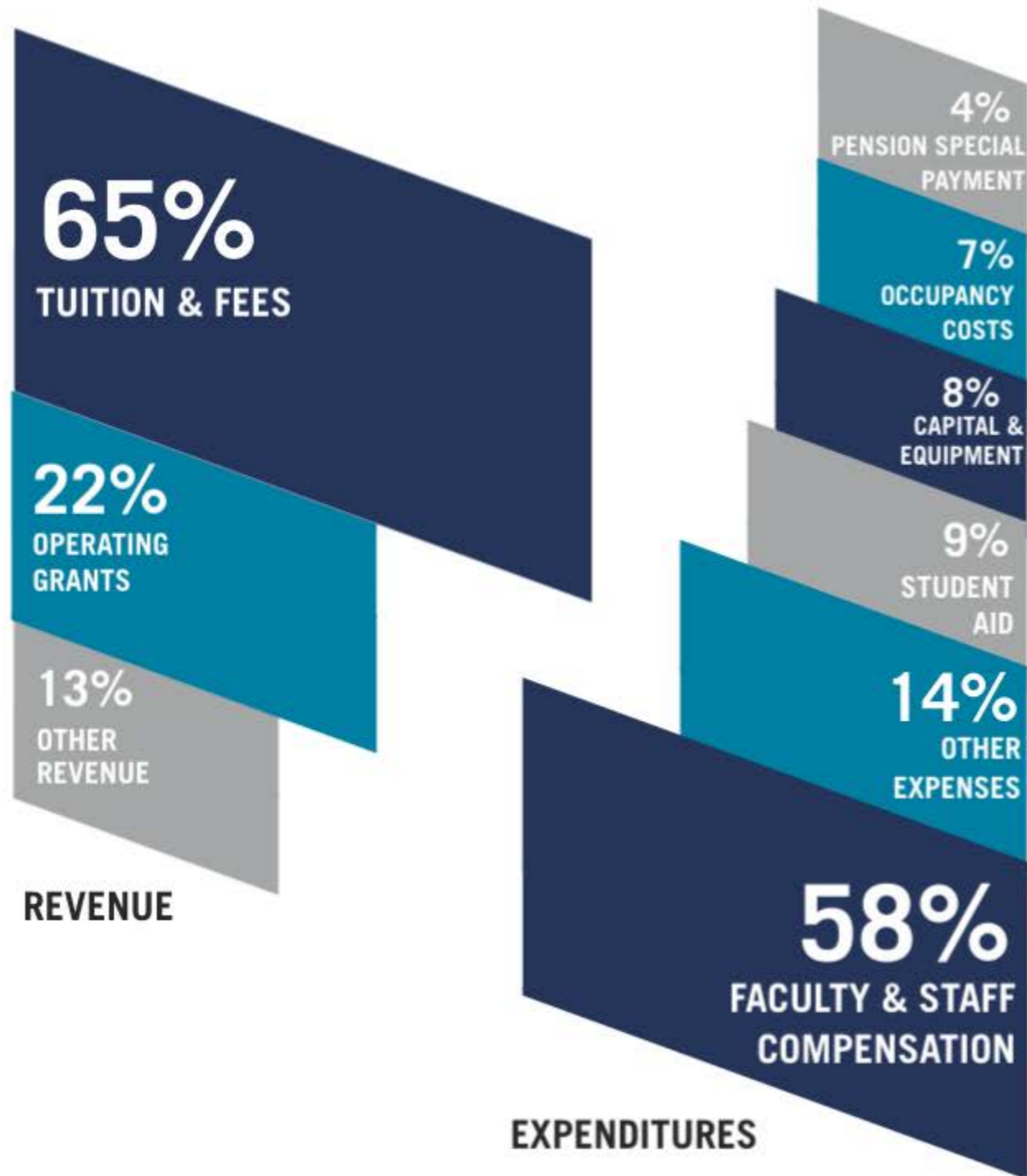
1 Budget Overview



2020-21

Balanced Budget

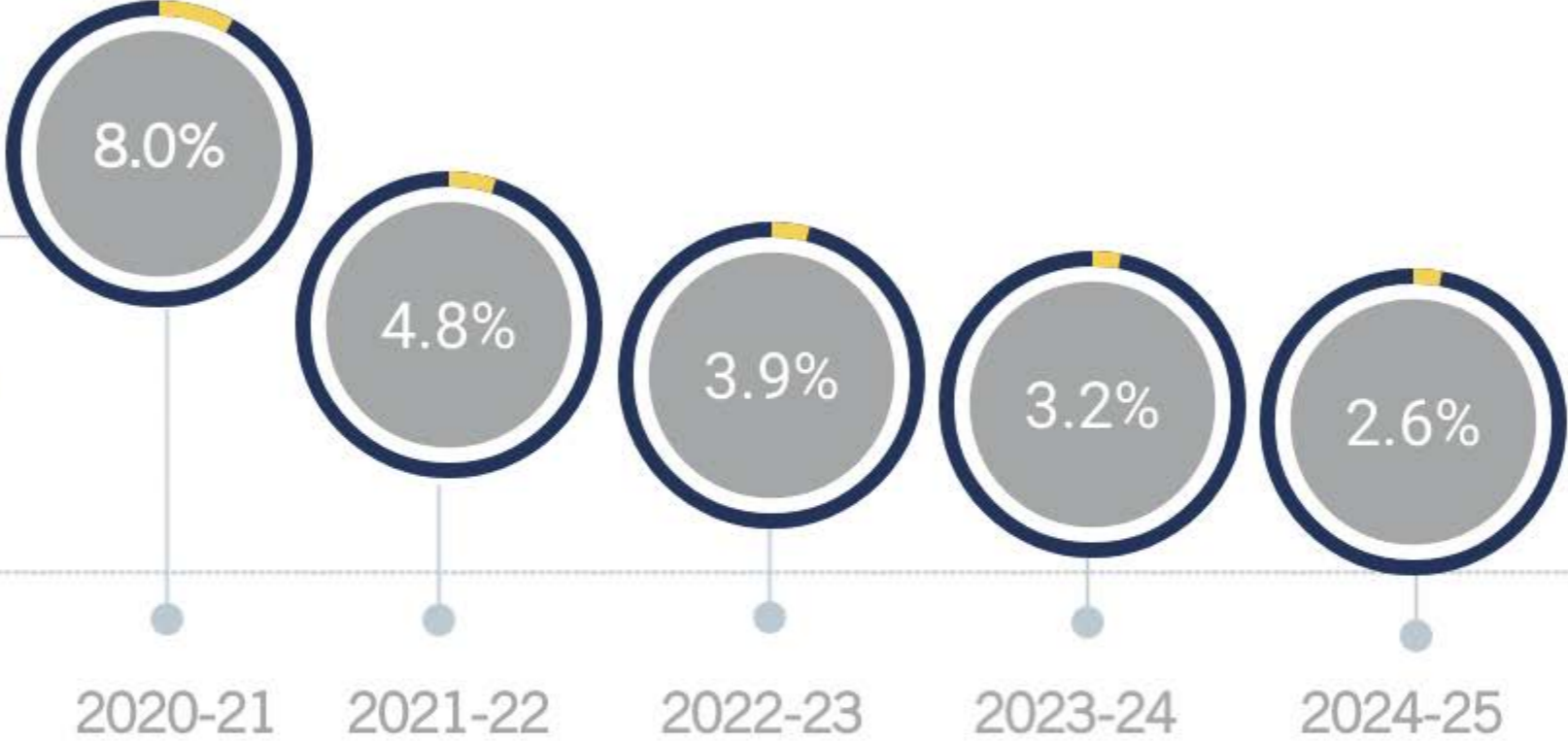
\$2.99 BILLION



PROJECTED REVENUE GROWTH RATES

IS OUR REVENUE GROWTH COVERING OUR COSTS?

6% GROWTH VS 19-20
FORECASTED ACTUALS



AVERAGE REVENUE INCREASE



8.0%


EVEN THOUGH THE AVERAGE GROWTH RATE IS 8.0%, THERE IS A WIDE RANGE IN BUDGET CHANGES BY DIVISION.

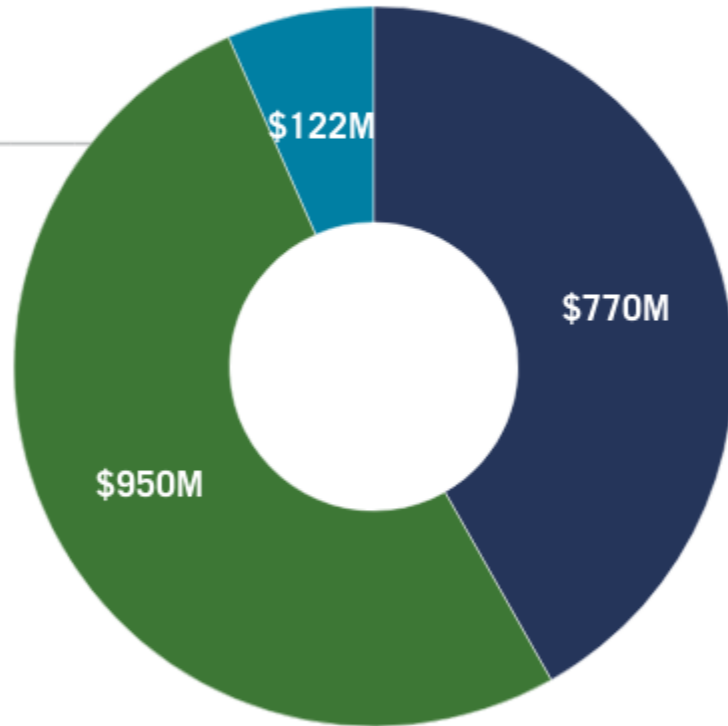


COMPENSATION

2020-21 Compensation Budget
\$1.84 BILLION (estimated)

ACADEMIC COMPENSATION

-  \$768 MILLION
FACULTY & LIBRARIANS
-  \$39 MILLION
SESSIONAL LECTURERS
-  \$72 MILLION
TEACHING ASSISTANTS
-  \$48 MILLION
TEACHING STIPENDS
-  \$23 MILLION
OTHER ACADEMIC



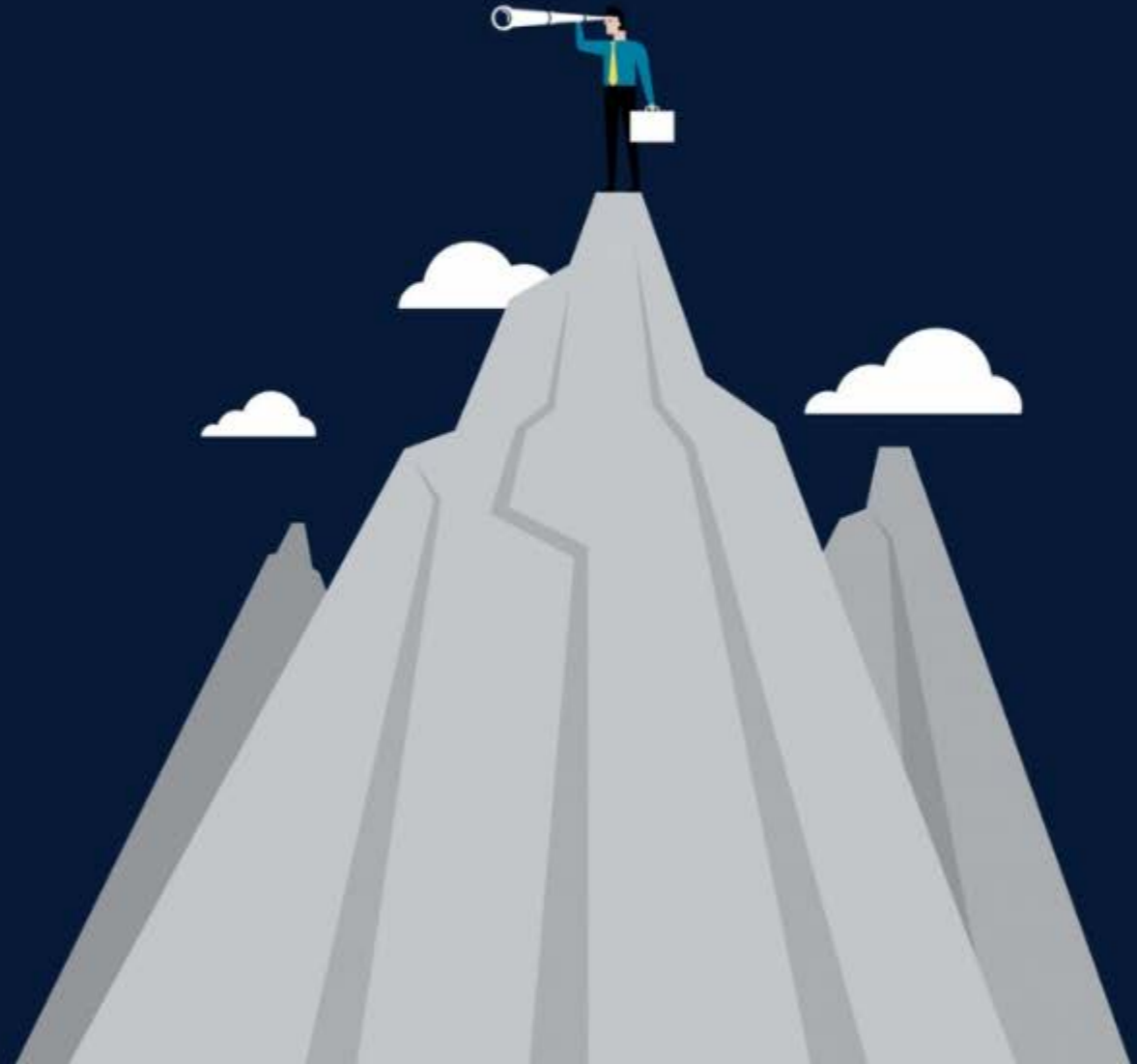
| | | | |
|---|--------|---|--------|
|  Staff Compensation | \$770M |  Academic Compensation | \$950M |
|  Pension Special Payment | \$122M | | |

2019-20
BUDGET
\$1.75 BILLION
+
2020-21
BUDGET INCREASE
\$91 MILLION

BILL 124

- Protecting a Sustainable Public Sector for Future Generations Act, 2019
- Increases restricted to 1% for a 3-year period.

2 Changing Financial Landscape



PROVINCIAL TUITION FEE FRAMEWORK

-10%



**DOMESTIC TUITION
DECREASE IN
2019-20 FOR ALL
PUBLICLY FUNDED
PROGRAMS**

**20/21
Tuition
Freeze**

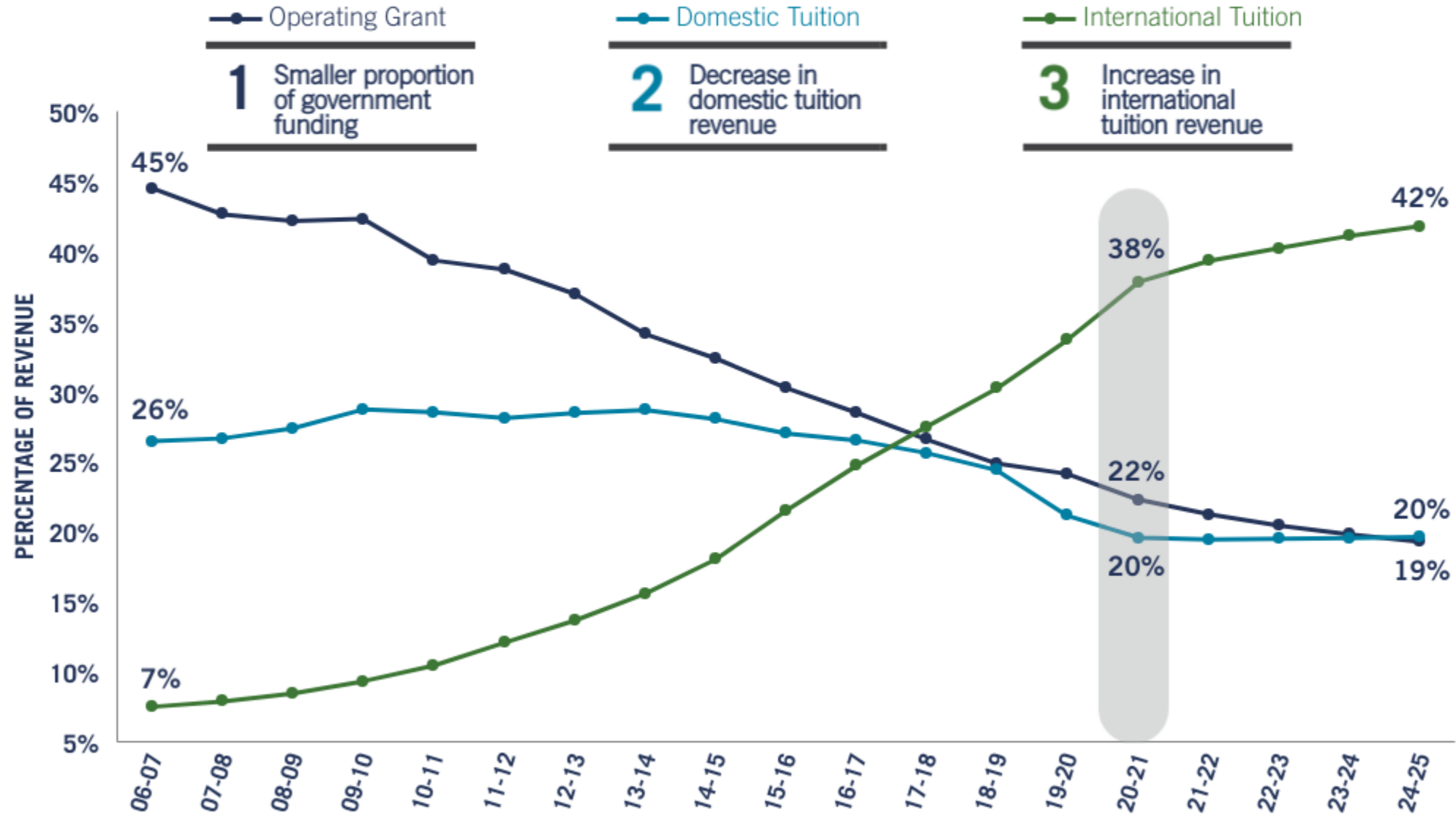
**DOMESTIC TUITION
FOR ALL PROGRAMS
WILL REMAIN
UNCHANGED AT
2019/20 RATES**

**\$113
MILLION**



**LOST REVENUE
IN 2020-21 COMPARED
TO PREVIOUS FEE
FRAMEWORK
(3% ANNUALLY)**

Change in Sources of Revenue



STRATEGIC MANDATE AGREEMENT

Performance-Based Funding



Represents % of total provincial funding. The SMA3 will phase in the proportion of funding tied to metrics throughout the term of the agreement.

PERFORMANCE WILL BE MEASURED ACROSS 10 INDICATORS:



SKILLS & JOB
OUTCOMES



ECONOMIC &
COMMUNITY
IMPACT

FOUR CORNERS: DEVELOPING A NEW SOURCE OF REVENUE

GOAL 1

Facilitate amenity
uses that support
the academic
mission

GOAL 2

Grow "other" revenue
while maintaining
long-term real estate
interests

\$50 MILLION
new revenue per
year by 2033

3.5 MILLION
square feet of
new space
development

CURRENT PROJECTS

- SCHWARTZ REISMAN INNOVATION CENTRE
- SPADINA SUSSEX RESIDENCE
- UTSC RESIDENCE
- SITE ONE GATEWAY PROJECT

BUDGET MODEL REVIEW

Inter-divisional Teaching Framework:
stable, predictable funding

Budget Structure:
Strengthen reserve planning and increase investment in institutional priorities

Operational Excellence:
leverage Uniform and other data to improve service delivery

Alternative Funding Sources:
leverage our knowledge, real estate, and financial resources

SMA3:
implement at division level only where aligned with academic priorities

Tri-Campus:
transparency of grad program funding; clarify shared service models

3 Students: Affordability, Access & Outcomes



UNDERGRADUATE ENROLMENT RESULTS



FALL 2019

37,924 ● — ST. GEORGE — ● 39,007

12,761 ● — UTM — ● 12,938

11,357 ● — UTSC — ● 11,182

TOTAL ENROLMENT
2019-20

63,127

Total undergraduate enrolment including both domestic and international students.

VARIANCE TO PLAN

+ 1,085



UNDERGRADUATE ENROLMENT RESULTS

2019-2020

DOMESTIC ENROLMENT VARIANCE TO PLAN



ST GEORGE



UTM



UTSC

OVERALL VARIANCE OF
-0.2%
IN DOMESTIC
ENROLMENT TO
PLAN

INTERNATIONAL ENROLMENT VARIANCE TO PLAN



ST GEORGE



UTM



UTSC

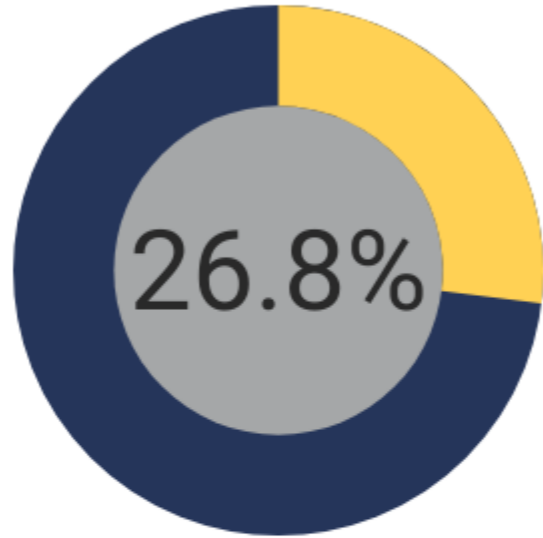
OVERALL VARIANCE OF
7.6%
IN INTERNATIONAL
ENROLMENT TO PLAN

2019 - 2024

PLANNED INTERNATIONAL SHARE
OF TOTAL

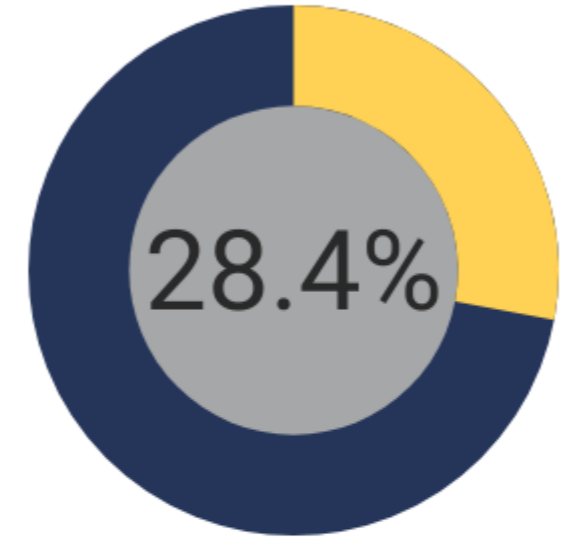
UNDERGRADUATE

ENROLMENT



2019-20

Total international
student FTE is
16,928



2024-25

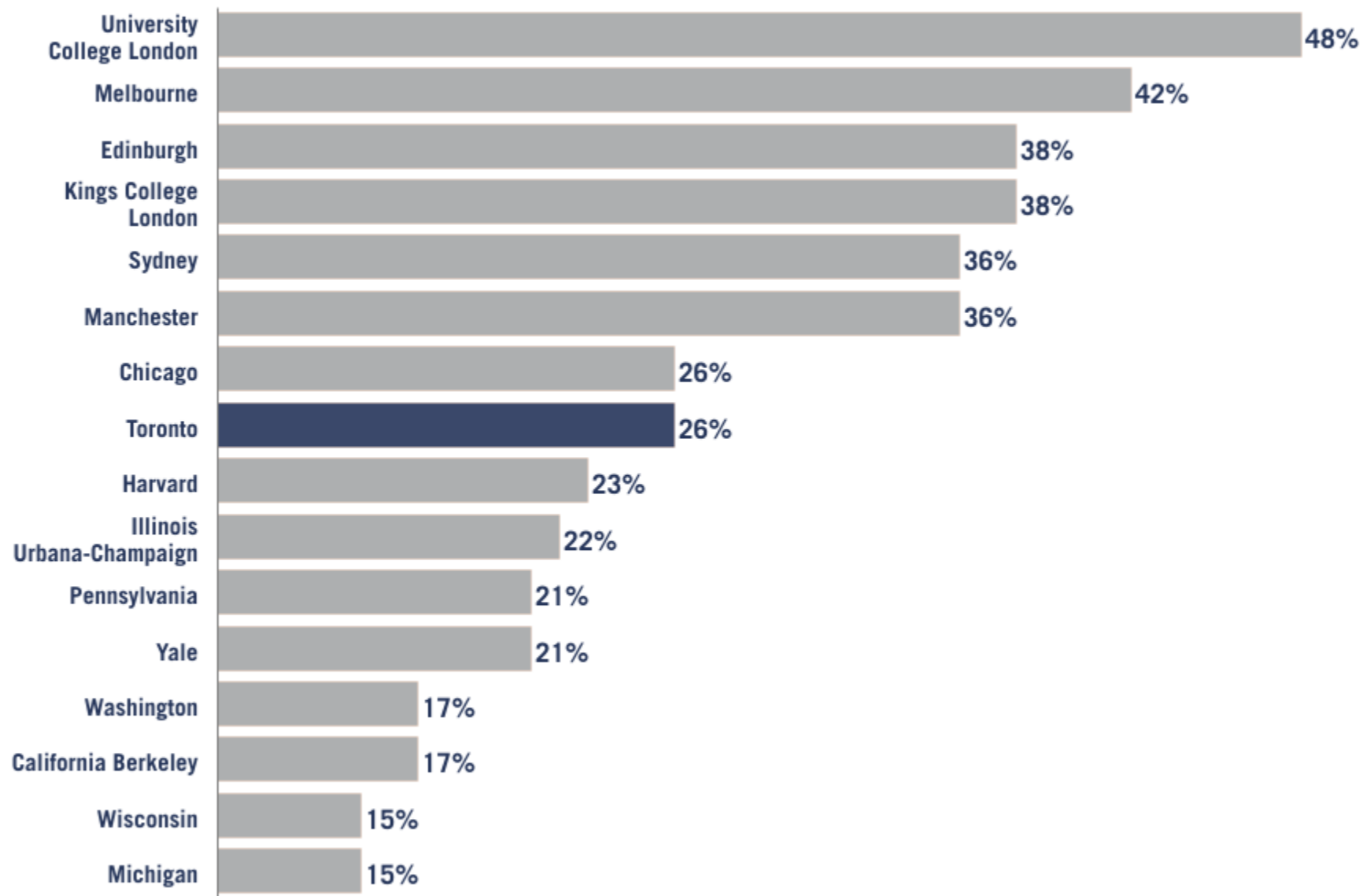
Planned international
student FTE will
increase to
18,720

UNDERGRADUATE INTERNATIONAL POPULATION

U15 PEER INSTITUTIONS - FALL 2018



International Percentage of Total Enrolment



CHANGES TO OSAP

1

PARENTAL CONTRIBUTION INCREASES

Less support for students with family incomes over ~\$70,000.

2

SHIFT TOWARD LOANS

Minimum 10% of aid will be loans; no grants for family incomes above \$140,000.

3

PARTICIPATION RATE DECREASE

Undergrad OSAP participation rate anticipated to return to 2016-17 levels



UofT's COMMITMENT TO FINANCIAL AID REMAINS

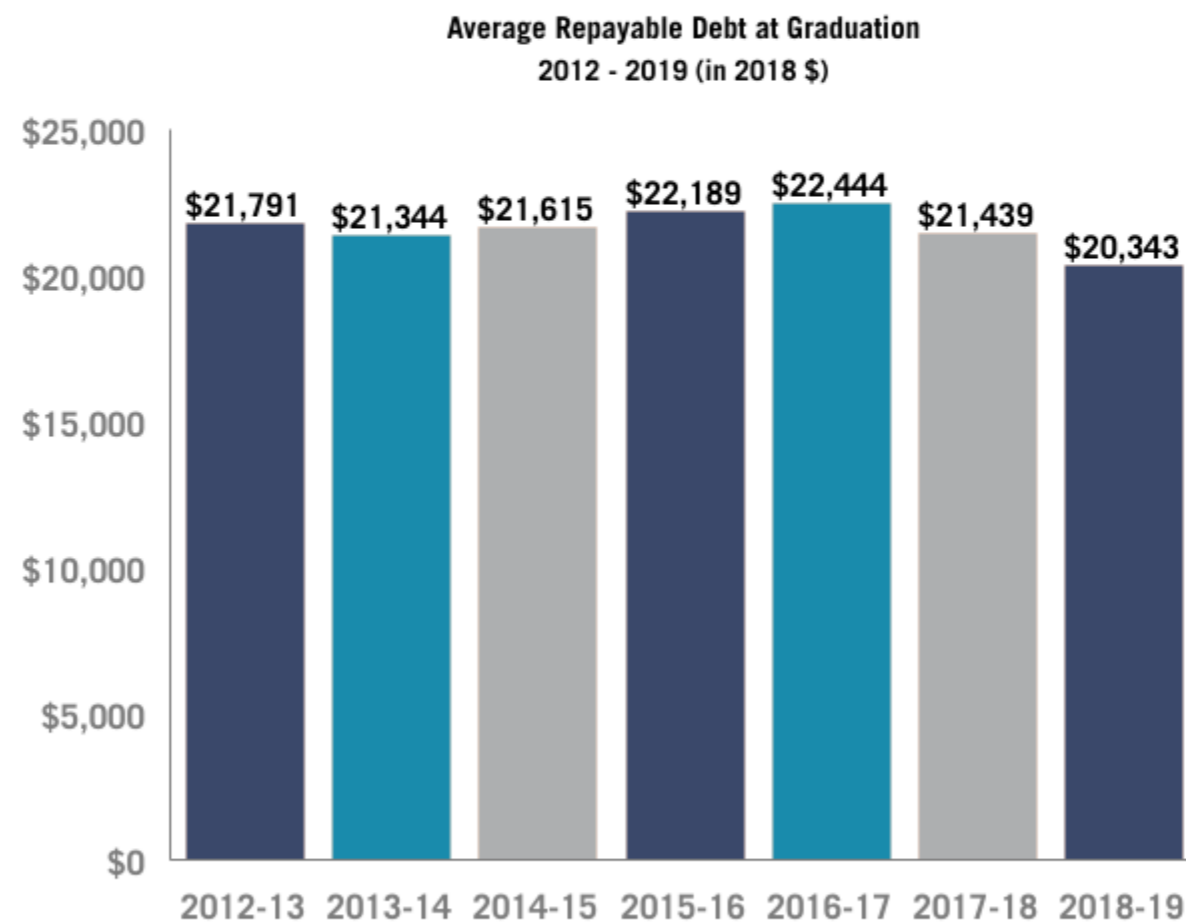
"No student offered admission to a program at the University of Toronto should be unable to enter or complete the program due to lack of financial means."

**\$258
MILLION**

**STUDENT AID BUDGET
FOR 2020-21**

STUDENT DEBT LOAD 2012 - 2019

(OF THOSE WITH OSAP DEBT)



DID YOU KNOW...

- That the 2018-19 average repayable debt (at graduation) is the lowest since 2010-11
- 48% of direct entry UG students have no OSAP debt upon graduation.



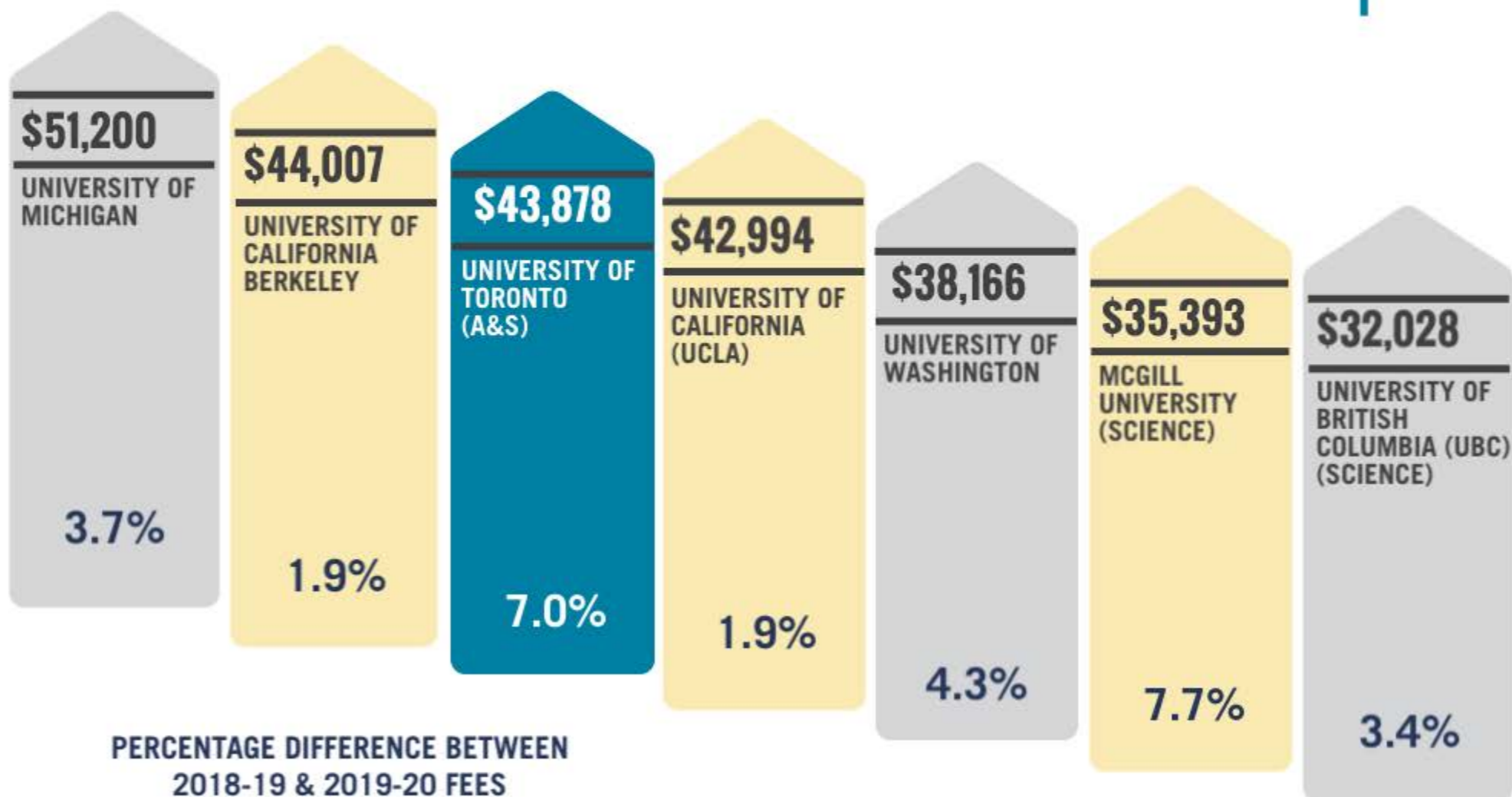
RATE OF DEFAULT ON OSAP LOANS

VERSUS 2.9% FOR OTHER ONTARIO UNIVERSITIES

International and Out-of-state Arts & Science Tuition

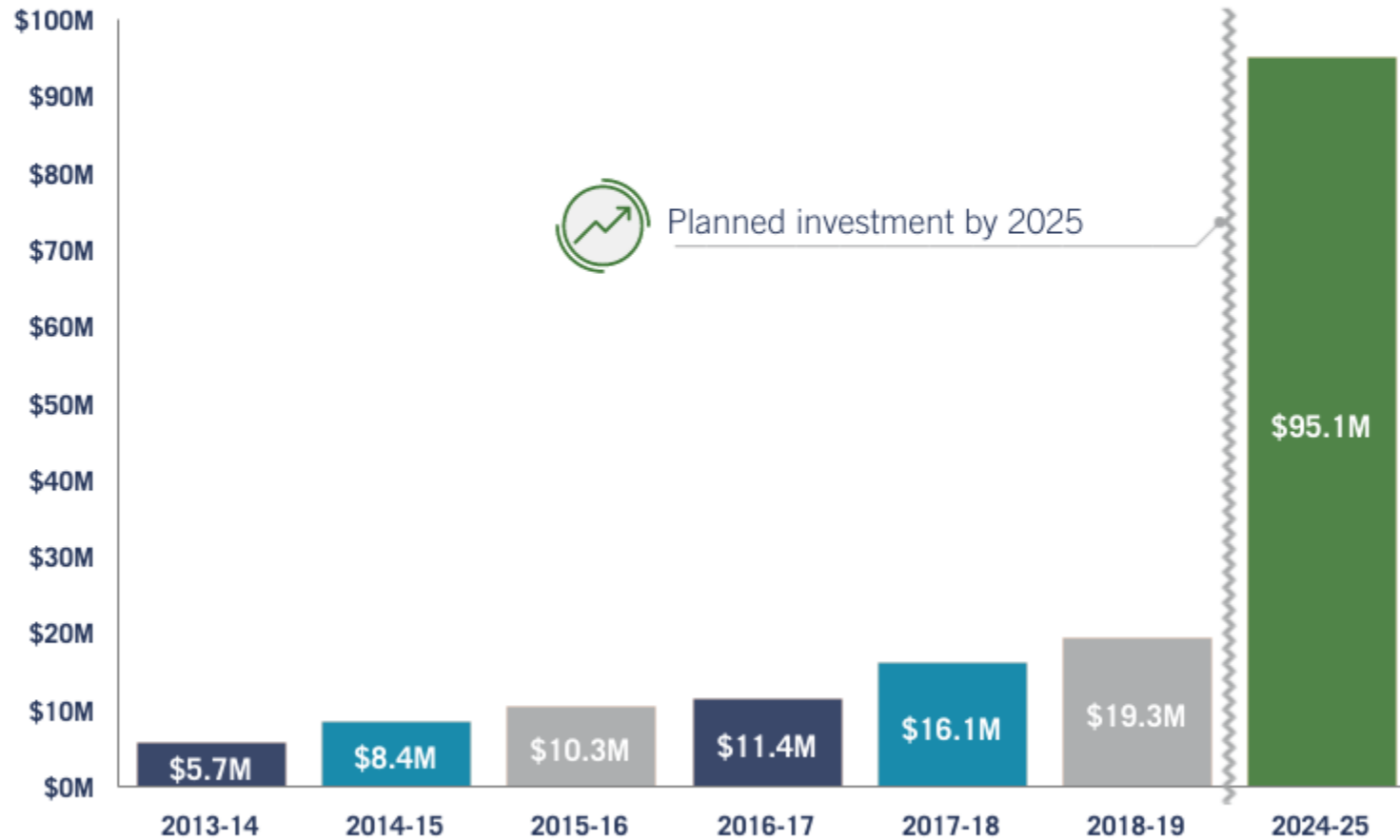
Peer Institutions (2019-20)

TUITION FEES IN USD
CONVERTED AT 0.80



INTERNATIONAL SCHOLARSHIP PROGRAMS

International Student Scholarship Funding



**\$76
MILLION**

Total increase in scholarships
funded from international fee
revenue by 2025.

GLOBAL RANKINGS - GRADUATE EMPLOYABILITY



15th

OVERALL IN THE
WORLD



8th

OUT OF ALL
PUBLICLY
FUNDED
INSTITUTIONS
GLOBALLY



1st

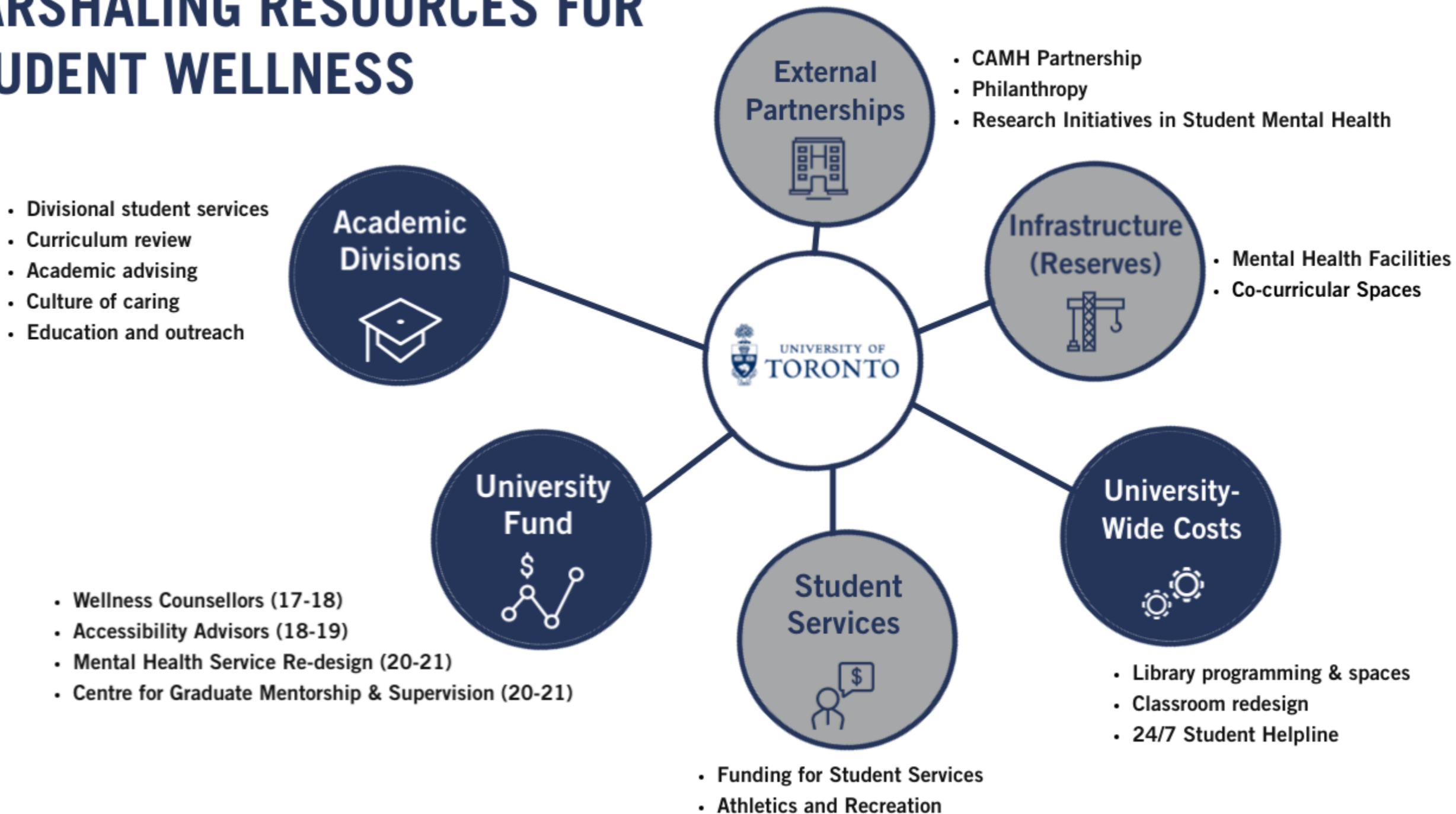
OUT OF ALL
PUBLICLY FUNDED
INSTITUTIONS IN
NORTH AMERICA

*based on Times Higher Education Rankings (2019)

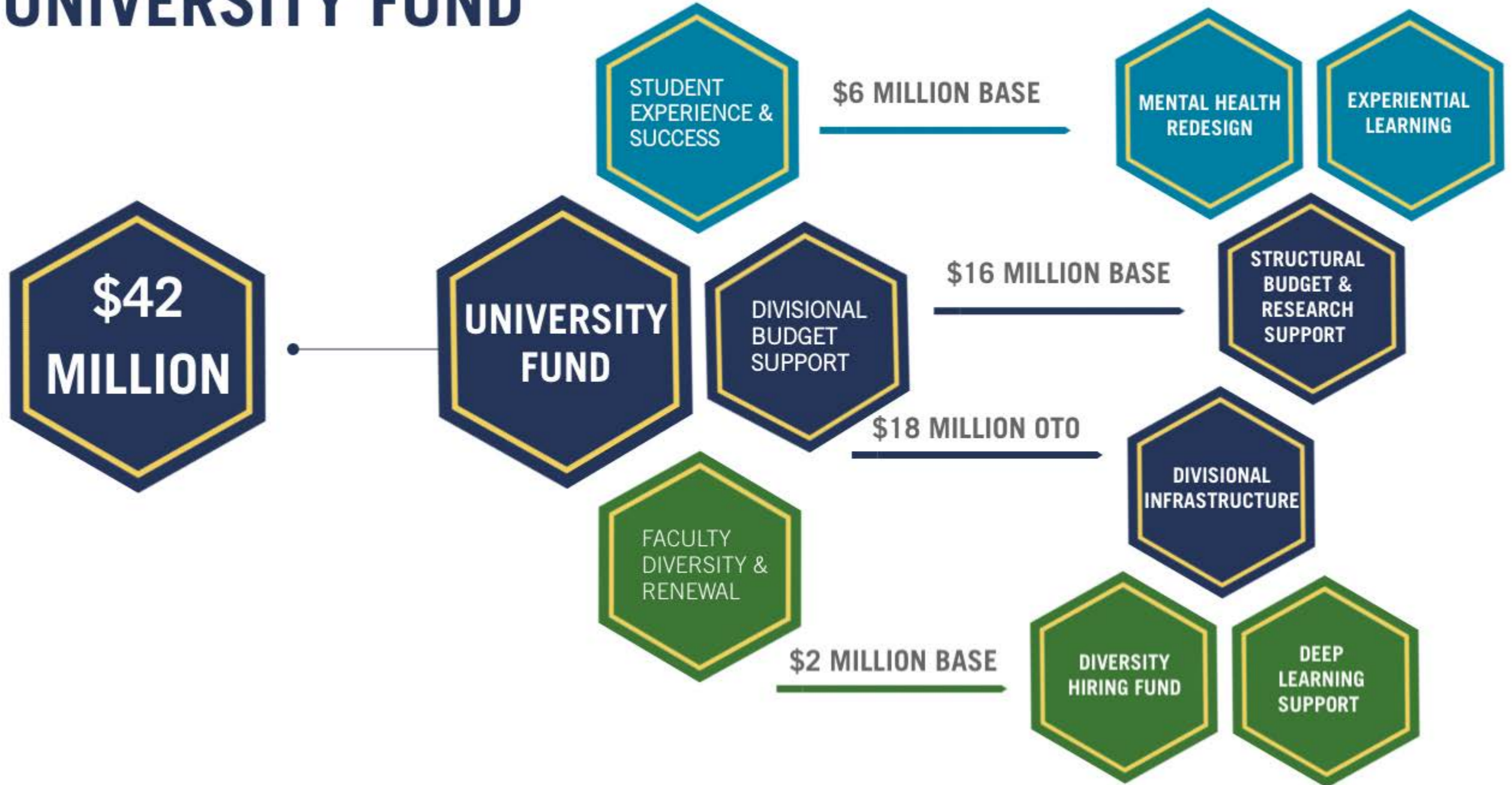
4 Strategic Priorities



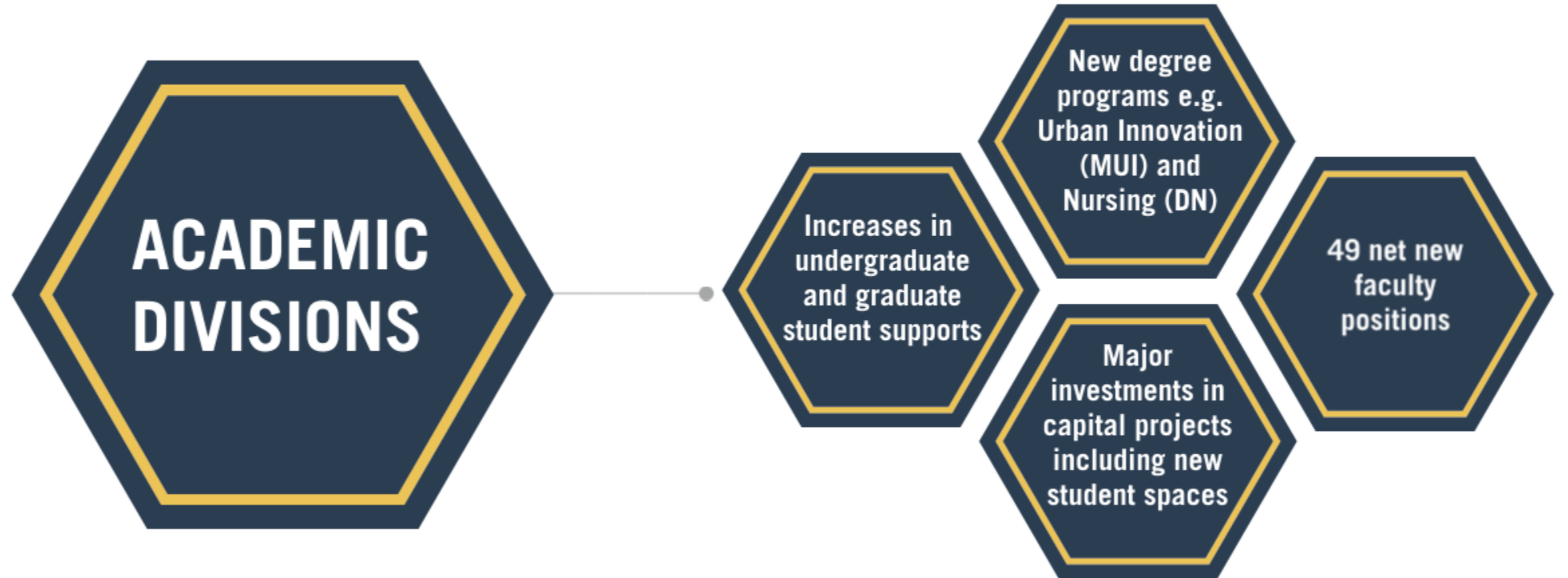
MARSHALING RESOURCES FOR STUDENT WELLNESS



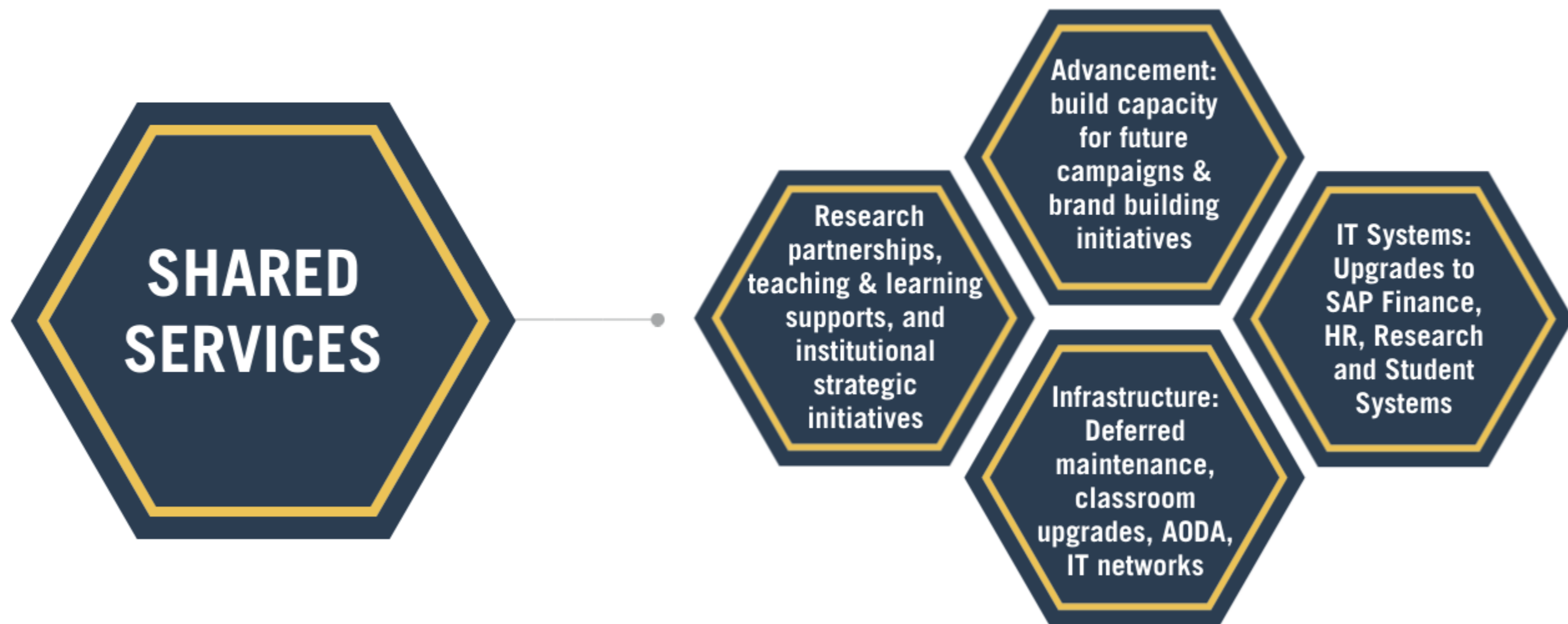
UNIVERSITY FUND



DIVISIONAL BUDGET PRIORITIES



SHARED SERVICE BUDGET PRIORITIES



CAPITAL PROJECTS & PLANNED INVESTMENTS

(5 YEAR
PROJECTION)

37

PROJECTS



\$3.9 B

TOTAL SPEND



ACADEMIC

CAPITAL PROJECTS

28

PROJECTS

\$2.6 B

TOTAL SPEND

FOUR CORNERS

CAPITAL PROJECTS

9

PROJECTS

\$1.3 B

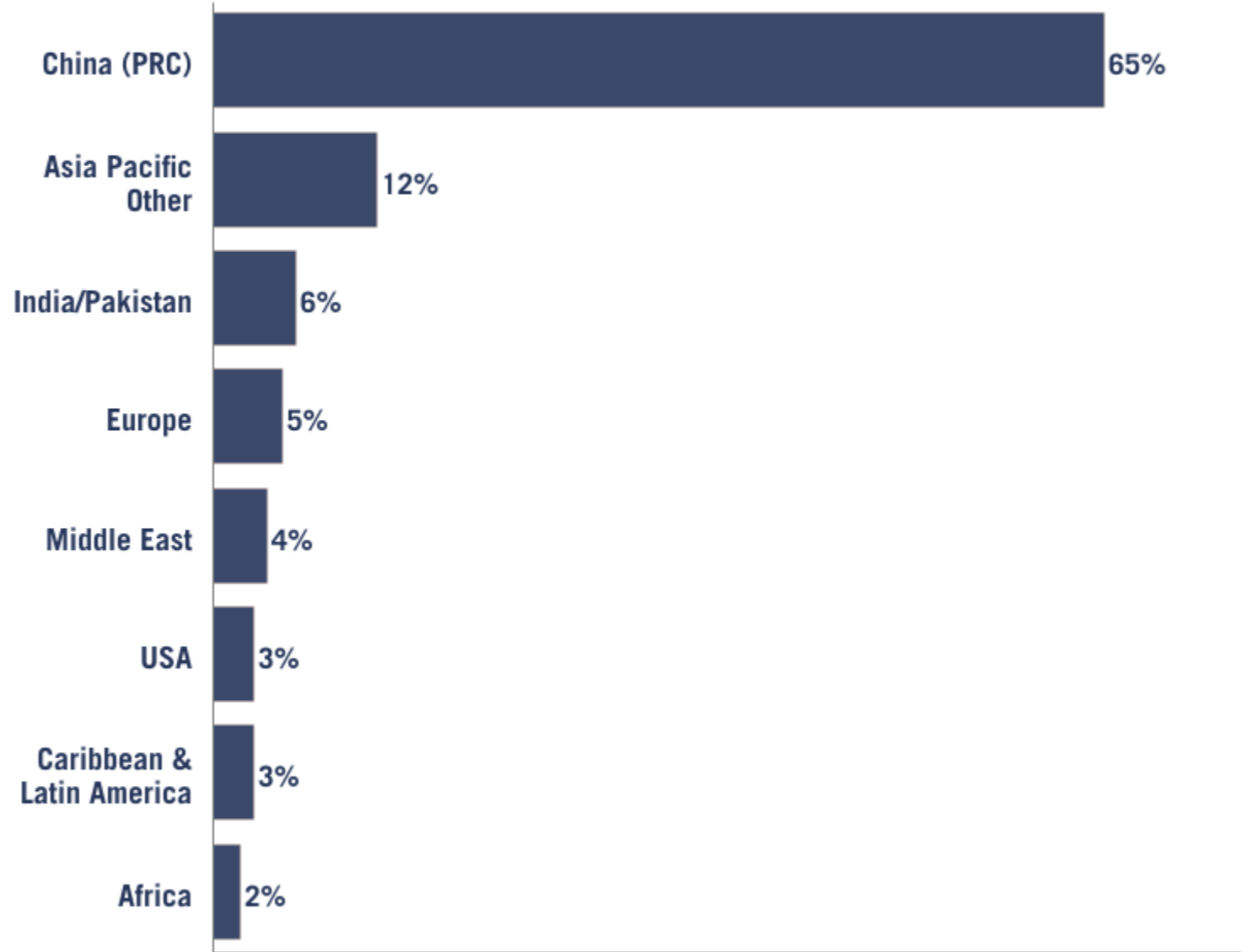
TOTAL SPEND

5 Risk



International Students by Geographic Region

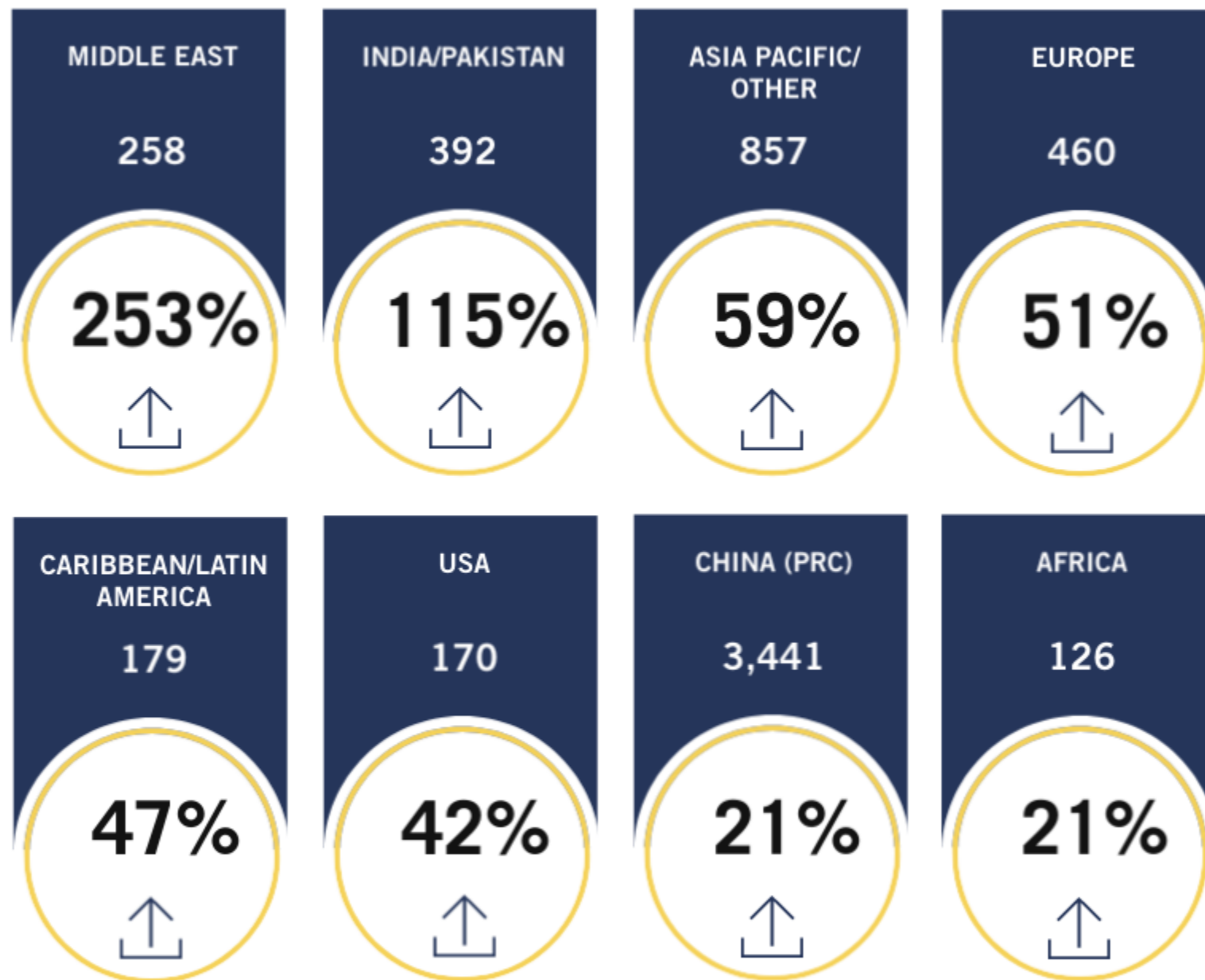
FALL 2019
TOTAL ENROLMENT



INTERNATIONAL UG ENROLMENT INTAKE (NEW ADMITS)

BY SOURCE REGION

% increase
FALL 2016 vs FALL 2019



PENSION PLAN DEFICIT



University Pension Plan consent achieved: if approved, UofT will be required to fund initial pension deficit over a period of 15 years



Placeholder for future deficit payments: pension special payments budget will increase to \$137 million per year by 2023-24.



Sensitivity: changing the going concern discount rate by $\pm 0.25\%$ could decrease the deficit by \$201M or increase it by \$214M

Going Concern Deficit
2016-2018



Pension Special Payment Assumptions
2020-2025

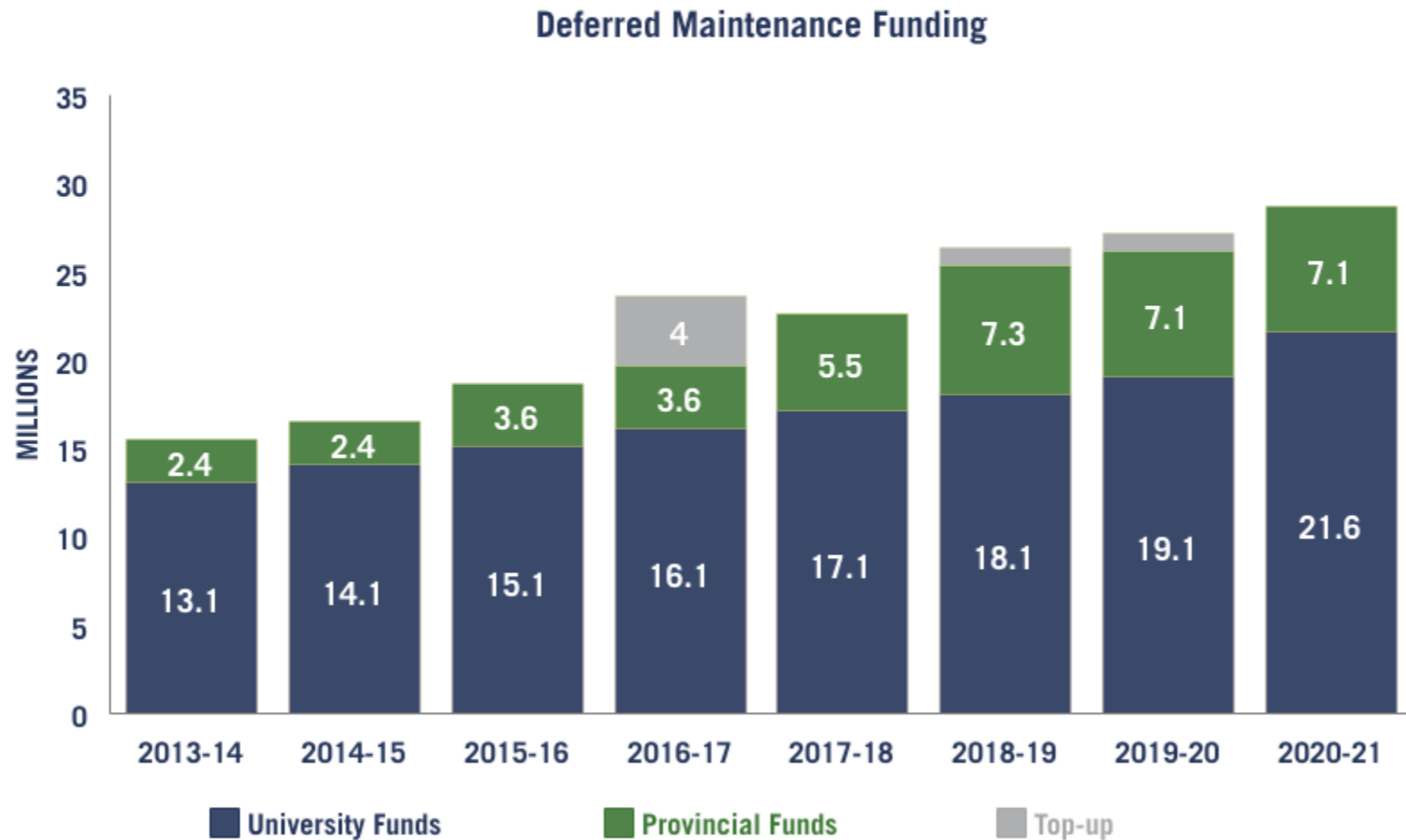


DEFERRED MAINTENANCE FUNDING ST. GEORGE CAMPUS

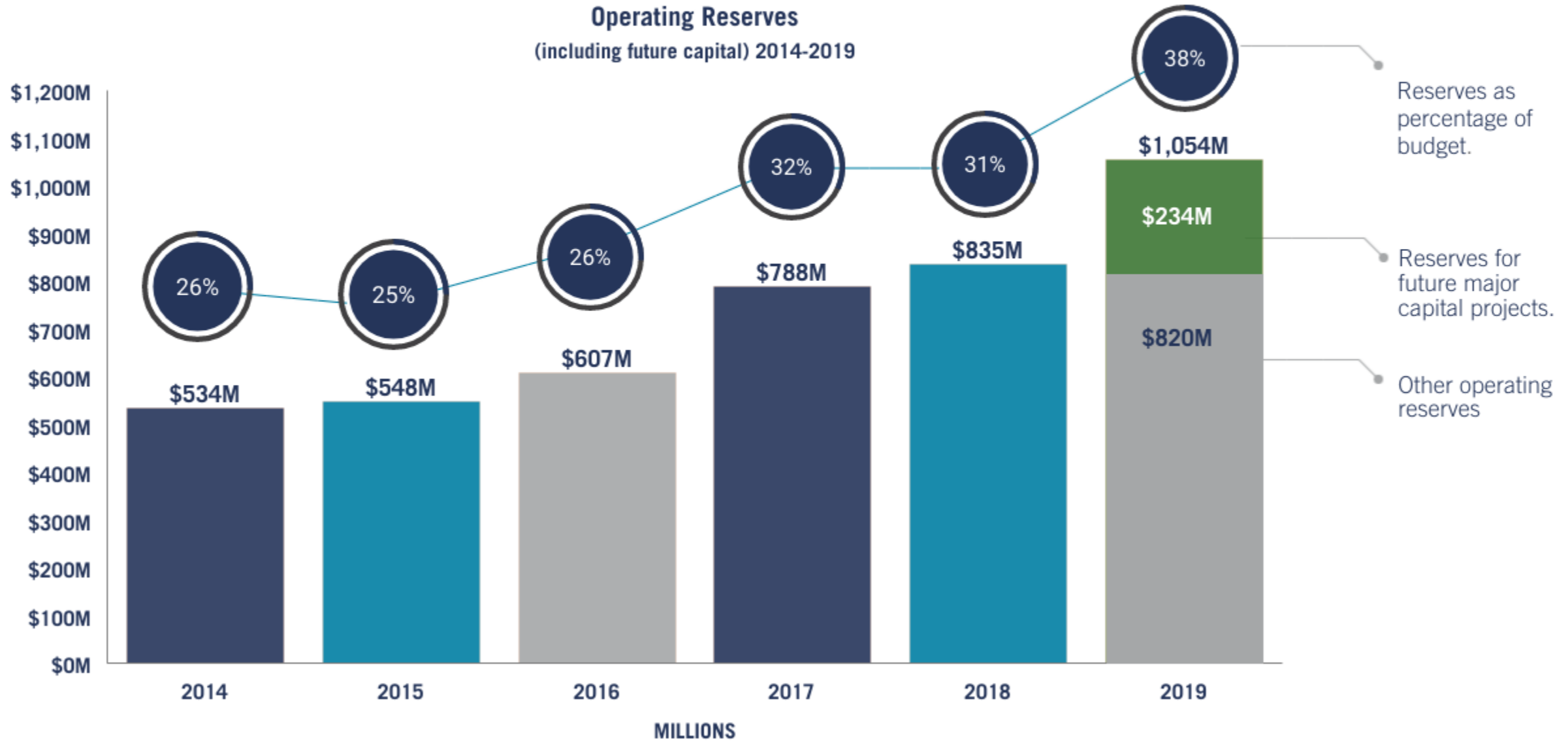
\$2.5M [↑] UNIVERSITY INVESTMENT
PER YEAR

\$29M FOR THE NEXT 10 YEARS
PER YEAR

\$718M LIABILITY
OVERALL



OPERATING RESERVES



Budget 2020-21

and Long Range Budget Guidelines
2020-21 to 2024-25



UNIVERSITY OF
TORONTO

INVESTMENTS IN MENTAL HEALTH



2017-18

WELLNESS
COUNSELLORS



2018-19

ON SITE
ACCESSIBILITY
ADVISORS



2019-20

STUDENT SPACE
ENHANCEMENT &
MODIFICATION



2020-21

MENTAL HEALTH
SERVICE REDESIGN



2020-21

WELLNESS
FACILITIES
RENOVATIONS



CENTRE FOR GRADUATE
MENTORSHIP &
SUPERVISION



NEW PARTNERSHIP
WITH CAMH



STUDENT HELPLINE
(24/7 &
MULTILINGUAL)



INCREASED FUNDING
FOR HEALTH &
WELLNESS SERVICES



DIVISIONAL
INVESTMENTS IN
STUDENT SERVICES