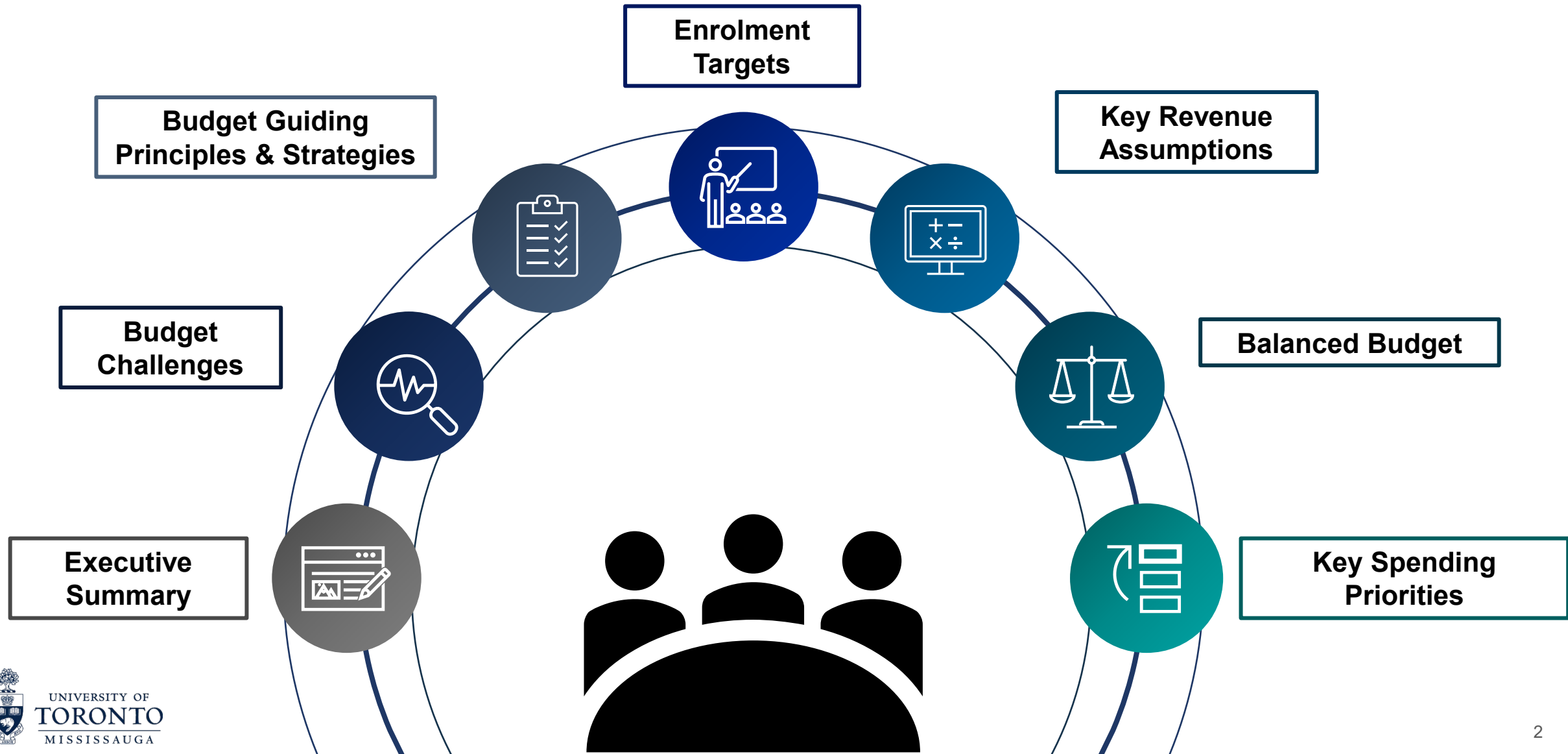


# Overview of UTM Campus Operating Budget for 2023-24

**Cycle 5**  
**Campus Affairs Committee**  
**March 22, 2023**

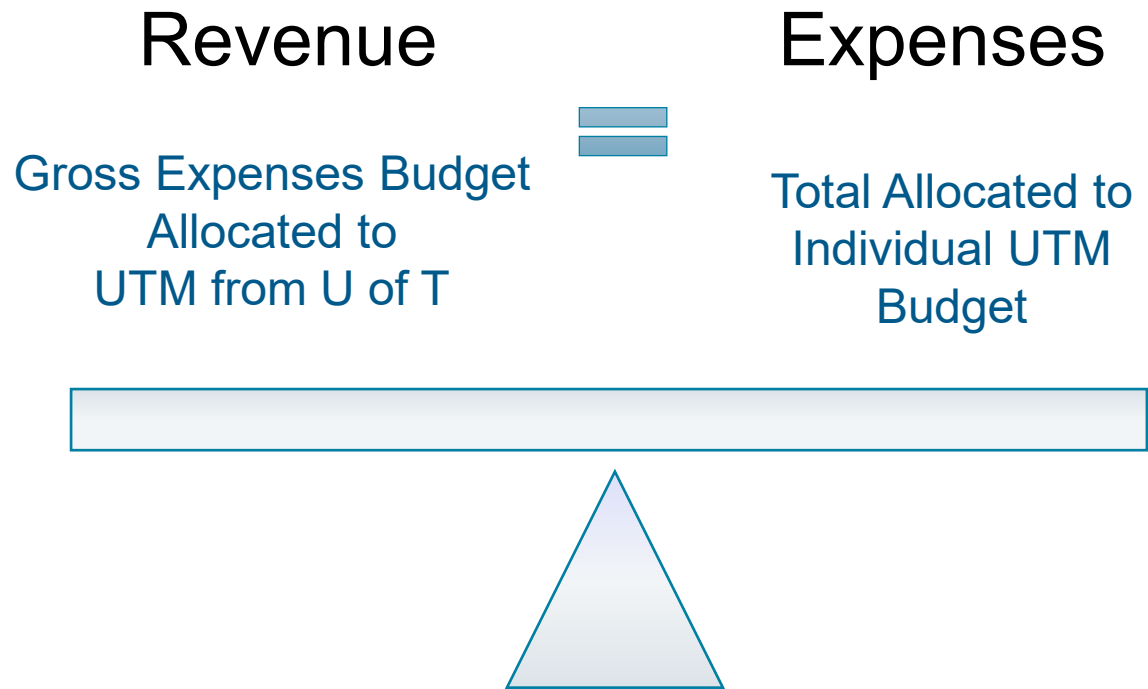


# UTM Operating Budget Overview





# Executive Summary



**Gross Expense Budget** The net amount UTM received from U of T

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**UTM Expenses** UTM allocates the full amount of the Gross Expense Budget but no more

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# Budget Challenges

Decline in government support

1

UTM enrolment fluctuations

3

Growing compensation expenses

5

Escalating capital costs due to high inflation & supply chain backlogs

7

2

Constraints on domestic tuition; restricted increases for international tuition

4

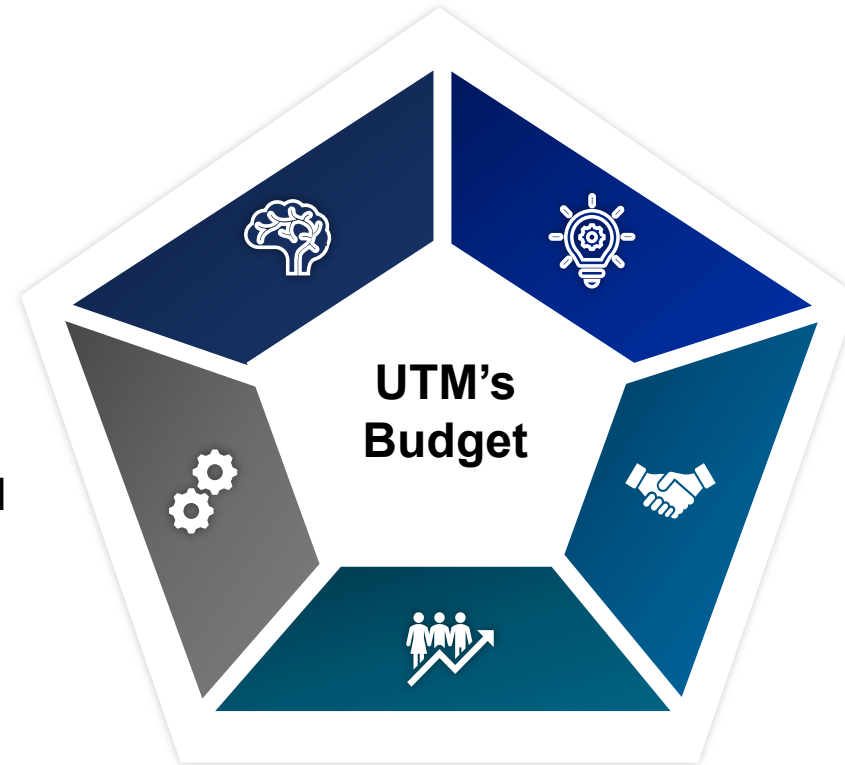
Increasing contributions from all of U of T's divisions to support institution-wide priorities

6

Pandemic-driven ancillary revenue losses; extraordinary COVID expenses

# Budget Guiding Principles

- Align with the university's core business of teaching, learning, and research
- Ensure all operating and capital spending advances UTM's Strategic Framework



- Ensure investments contribute to UTM's strategic enrolment strategy
- Ensure contractual obligations and legislative requirements are fulfilled

- Invest in academic delivery, support services, & essential facilities

# Budget Strategies

- Increase international recruitment by 100 students annually from 2023-2024
- Explore an increase in future summer enrolment

- Reduce non-compensation budgets across the board, starting 2023-24
- Reduce academic carry-forward allowances\*
- Retain balances over allowance - limits from academic carry-forwards



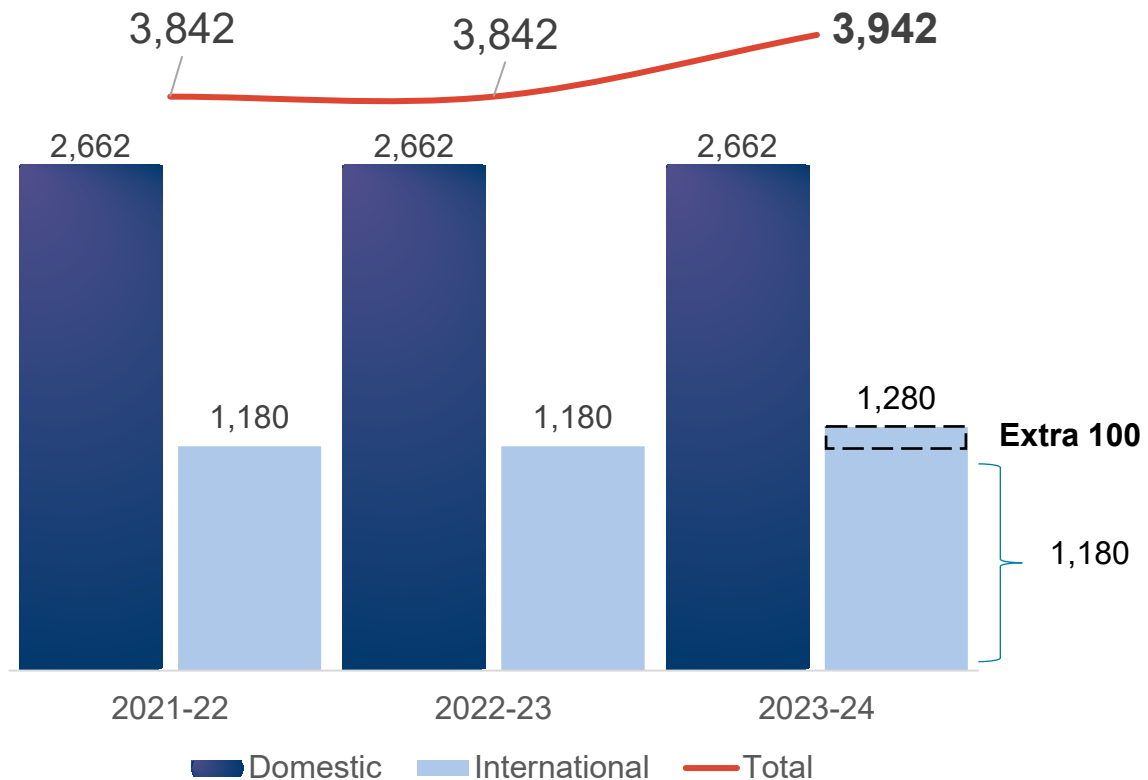
- Continue to cap professional managerial and unionized staff numbers
- Hire fewer net new faculty positions (from >30 to <20 over 5 years)
- Defer hires for select vacant staff positions

- Reduce/defer future capital development budgets
- Decrease OTO annual budget for new strategic initiatives

\* Allowances do not apply to non-academic units

# UTM Enrolment Targets 2023-24: (a) Student Intake

Undergraduate Intake (excluding Specials) Headcount

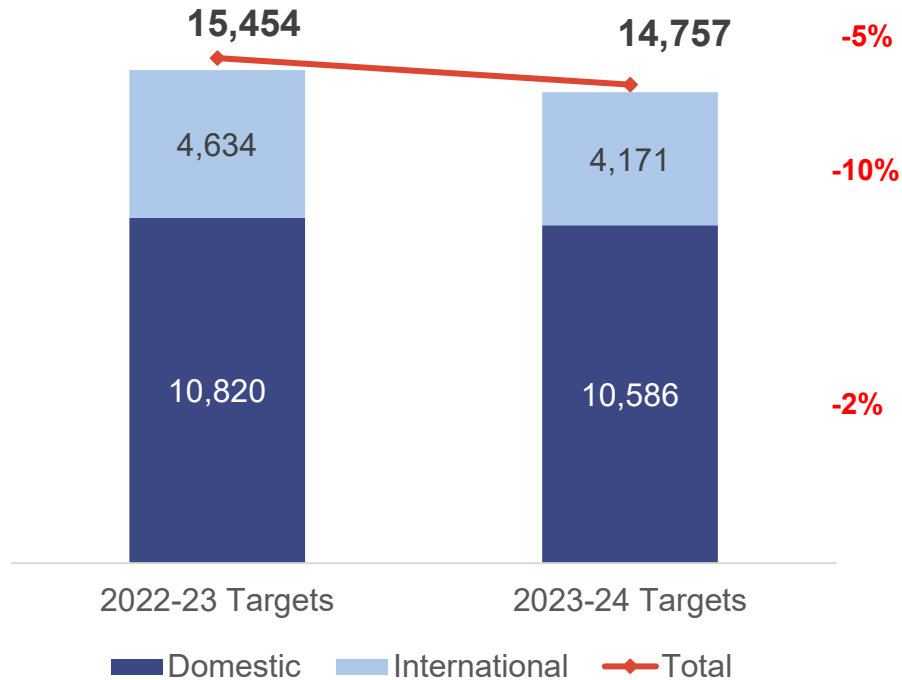


## Highlights

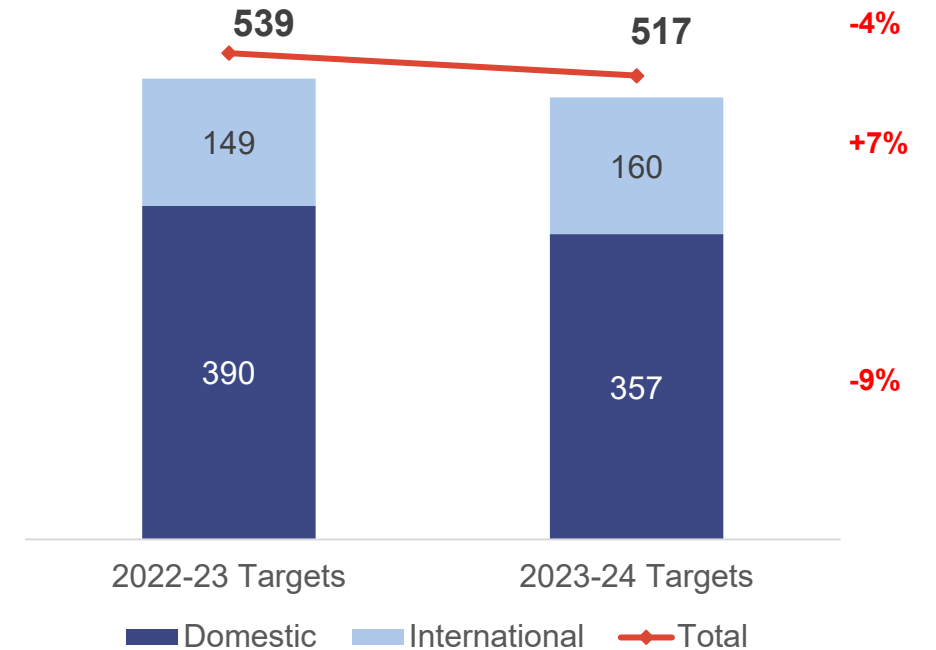
- No change to Domestic intake target
- Additional 100 International intake

# UTM Enrolment Targets 2023-24: (b) Total Headcount

## UTM - Undergraduate



## UTM - Graduate





# Key Revenue Assumptions

Ongoing negative impact of flat revenues for at least the next five years

## Tuition

### Domestic tuition

- 2023-24 – still frozen instead of the planned +3% increase for Domestic Ontario Residents
- Additional -\$2M reduction in 2023-24

### Non-Ontario Residents (UG only)

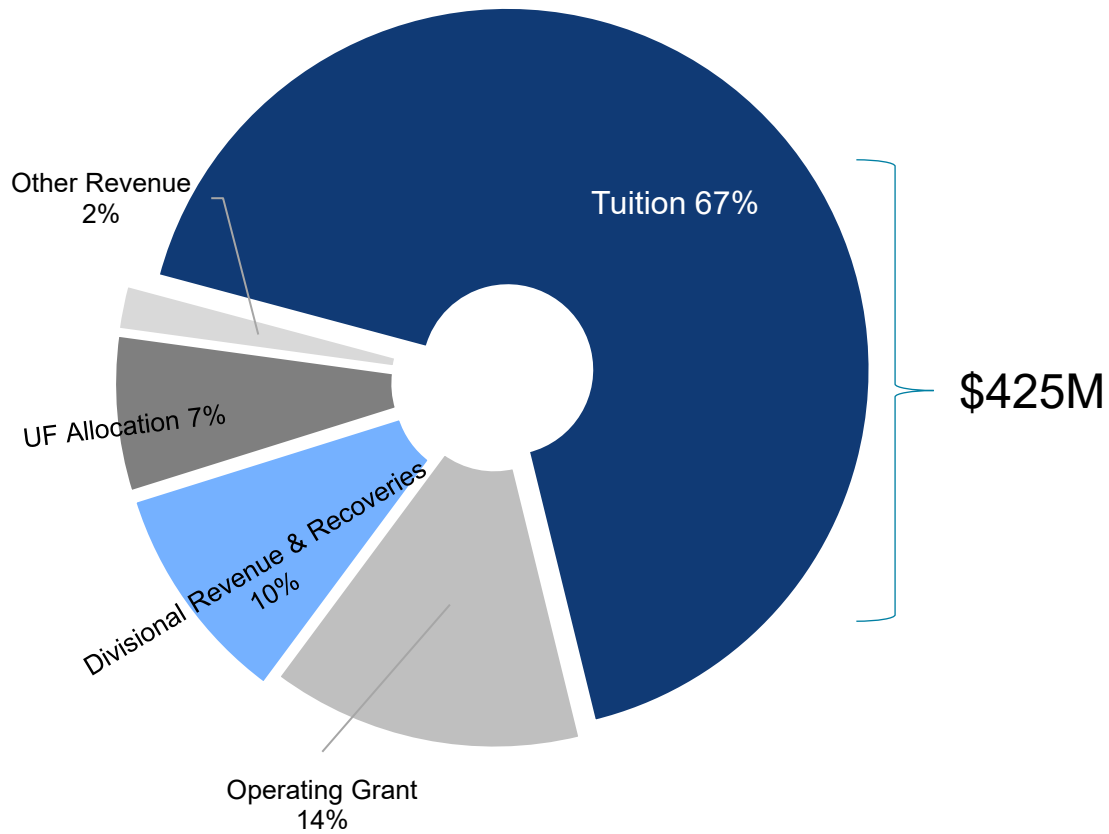
- +5% increase (or +\$1.7M in 2023-24)

### International tuition

- 2023-24 +2% increase

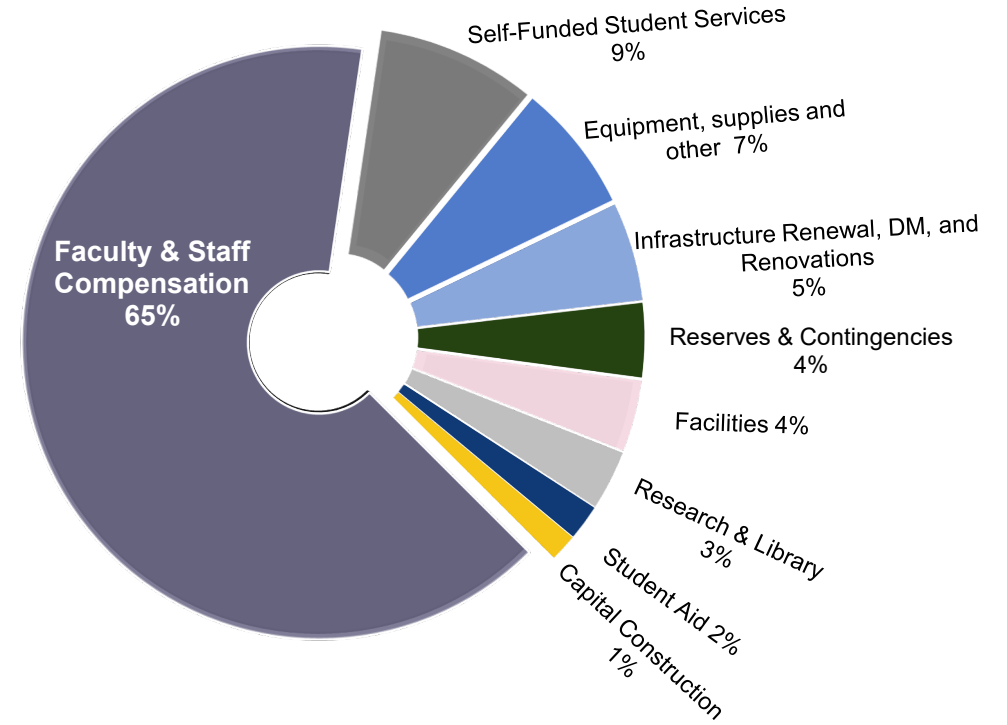
# 2023-24 Balanced Operating Budget

## REVENUES



## EXPENDITURES

UTM  
\$344M



U of T  
\$81M

\$52M University Wide costs

\$29M Student Aid Set-Aside

# Faculty & Staff Complement

## FACULTY

- Current 2022-23 Search Schedule includes a total of 27 FTE's:
  - 11 Replacements
  - 16 Growth
- These FTE's will impact the 2023-24 Budget.
- U of T Diversity in Academic Hiring Fund & Indigenous Hiring Fund

## STAFF

- Future hires include:
  - Several attached to the Academic Plan
  - Increased facilities staff to maintain the New Science Building
  - Limited approved administrative staff:
    - 1.5 continuing positions (1 Exam Assistant; 0.5 Senior Financial Officer)
    - 7.5 OTO positions (2 year term)
- Indigenous Hiring Fund

# 2023-24 Key Spending Priorities



# Foster Students Success: Student Intake and Scholarships

- New Intake target 2023-24 = 3,942
- International share of intake is 32.5% of intake target
- International diversification efforts (via an International Scholarship)
- UTM contributes a percentage of our international tuition, reducing revenues:
  - 2021-22 - 3.0%
  - 2022-23 – 4.5%
  - 2023-24 – 6.0% (\$14.2M)
- Awards on entrance are \$25K or \$45K and renewable for 3 years
  - New scholarships for entering class, plus
  - Renewing those who are in their second year and qualify






# Foster Students Success: UTM Mental Health & Wellness



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

**Accessibility Services**



**Personalize Your Wellness Plan**

Build your mental health literacy

Meet 1:1 with a health care professional

Attend a workshop or therapeutic group

with a coach, or use a guided app

[uoft.me/utmsteppedcare](https://uoft.me/utmsteppedcare)

UNIVERSITY OF TORONTO MISSISSAUGA Health & Counselling Centre



# 2023-24 Key Spending Priorities

## Other UTM Initiatives



## STAFF

### Base:

- 1 Admin Assistant – Exam Services
- 0.5 Student Services – Financial Officer

### OTO:

- 1 Intake Coordinator – Student Crisis Support
- 1 Student Conduct Manager
- 1 Certified International Immigration Advisor
- 0.5 Student Services Hub Support



## INITIATIVES

- Eagle Connect & UTM Connect programs
- Enhance Student Recruitment - Increase virtual connections with students via online tools/services

# 2023-24 Key Spending Priorities

## Other UTM Initiatives



## INITIATIVES

- Modernization of 8 growth chamber facilities
- Increase funding for UTM Postdoctoral Fellowship Award & Teaching Research Activity Fund



## INITIATIVES

- Share and promote the UTM Strategic Framework
- Community Sponsorship Pilot

# 2023-24 Key Spending Priorities

## Other UTM Initiatives



## INITIATIVES

- Student Financial Aid for students from equity-deserving groups:
  - Study groups
  - Personal advising & counseling
  - Tutoring
  - Summer research internships



## STAFF

### OTO:

- 1 Administrative and Data Collection Coordinator to support:
  - Increase in Indigenous community services
  - Inclusive Community Wellness

# 2023-24 Key Spending Priorities

## Other UTM Initiatives



## STAFF

### OTO:

- 1 HR Payroll Assistant
- 2 Project Management Office supports



## INITIATIVES

- Equipment, software & hardware, and service upgrades related to:
  - Legacy T-cards
  - UTM Digital Ambition Initiative
  - I&ITS Infrastructure Modernization
- Increased Facilities staff to maintain the New Science Building



# Build Efficient & Sustainable Operations: Space - New Buildings, Renovations & Maintenance

## CAPITAL

- F2 Site Build
- Residence Building
- Parking Structure
- Athletic Fields
- Spigel Hall Renovation
- Pre Engineered Building
- Science Building
- Indigenous House
- Student Service Hub
- Renovated Space
- Vivarium
- Davis Teaching Labs

## INFRASTRUCTURE PLAN

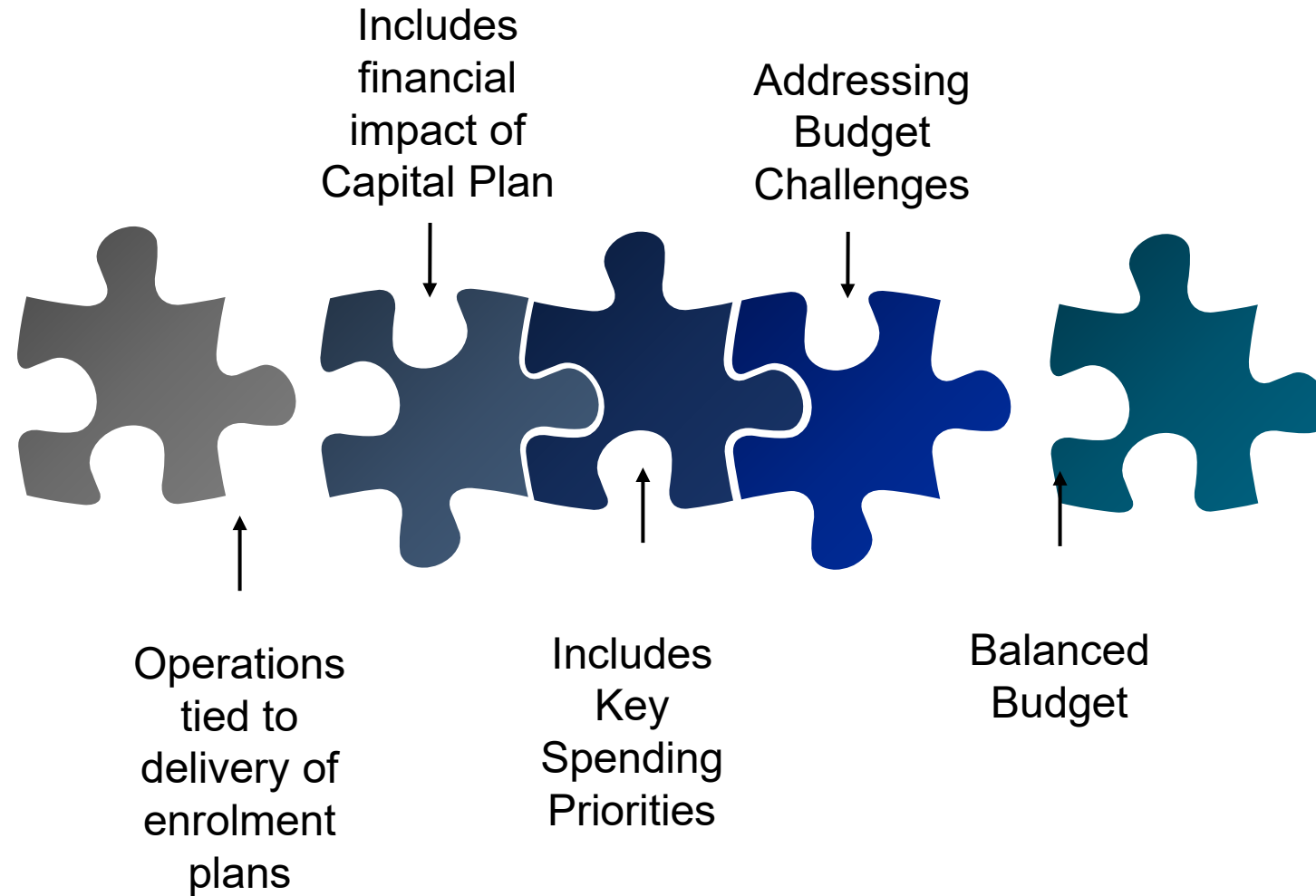
- State of Good Repair Spending

## RENOVATIONS

## DEFERRED MAINTENANCE



# Conclusion





# Questions

UTM