

# Review of the New Budget Model

**Governing Council**

**June 23, 2011**



UNIVERSITY OF  
**TORONTO**

# Mandate of the review was to assess:

1. Strengths and weaknesses
2. Adherence to principles of Task Force
3. Incentives and disincentives

# Task Force Principles

1. Provide **transparency**
2. Provide **incentives**
3. Minimize **record-keeping** and costs
4. Maintain some **cross-divisional support**
5. Support **interdivisional activity**
6. Ensure **accountability** maintained

# Strategic findings were positive overall

- Greater **engagement**
- Enhanced **transparency**
- Clearer **incentives**
- Improved quality and quantity of **information**
- Increased **awareness of risk** areas often leading to better risk management

## Some challenges were identified...

- Academic planning is primary factor driving decisions: must remain vigilant
- Increased divisional exposure to external economic factors
- Inter-divisional activity must be encouraged
- More sophisticated skill set required of senior administrators in academic divisions

# Academic planning processes are valuable

- Valuable on both sides: Provost and division
- Timely information and communication is crucial
- Clarity on principles of UF allocations is appreciated

# Shared service planning processes must continue to develop

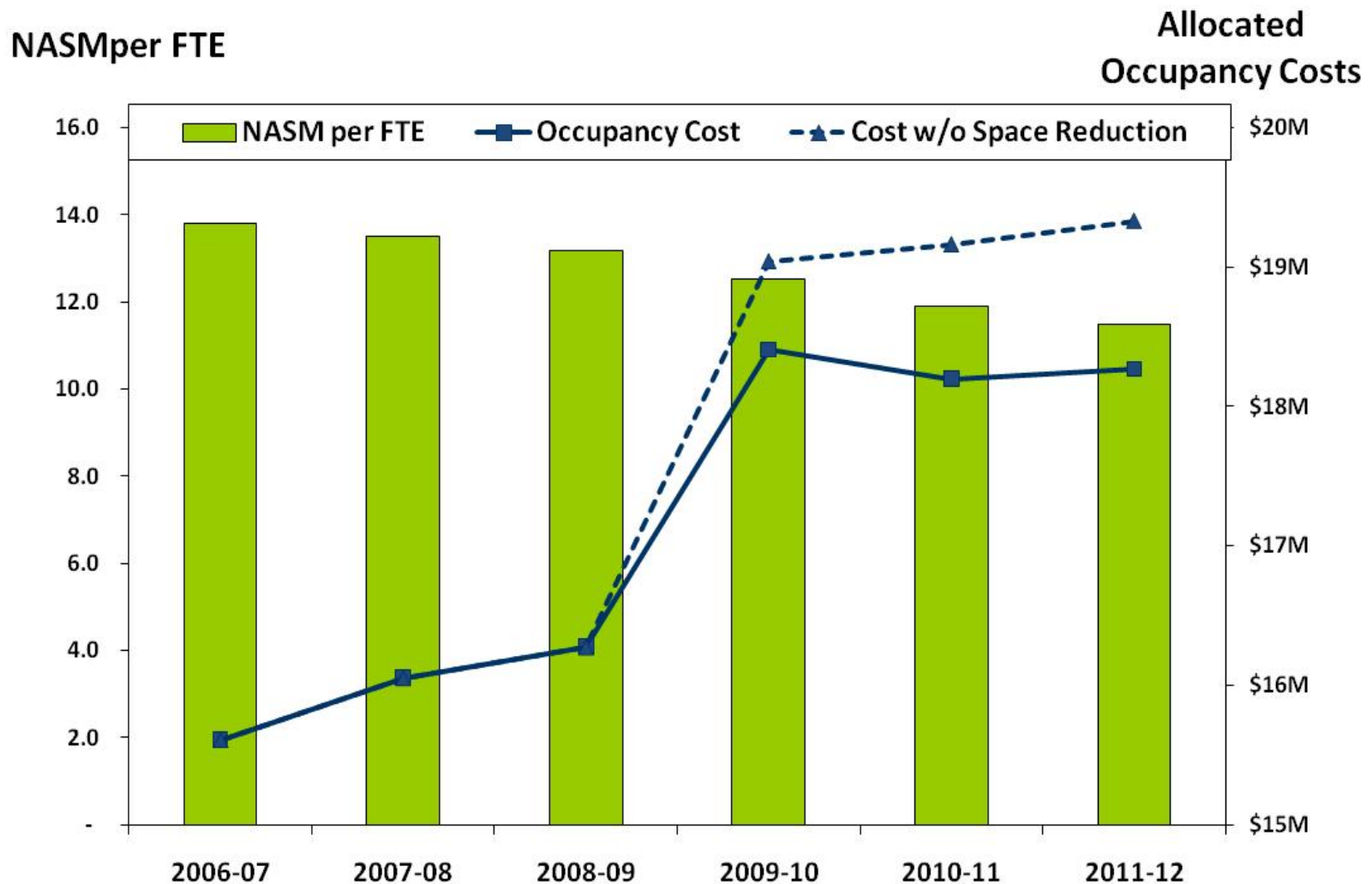
- Need for more integrated planning
- Caution against developing differential service levels
- Consider formal “middle-table” structure to support planning for shared-services

# Longer-term working groups

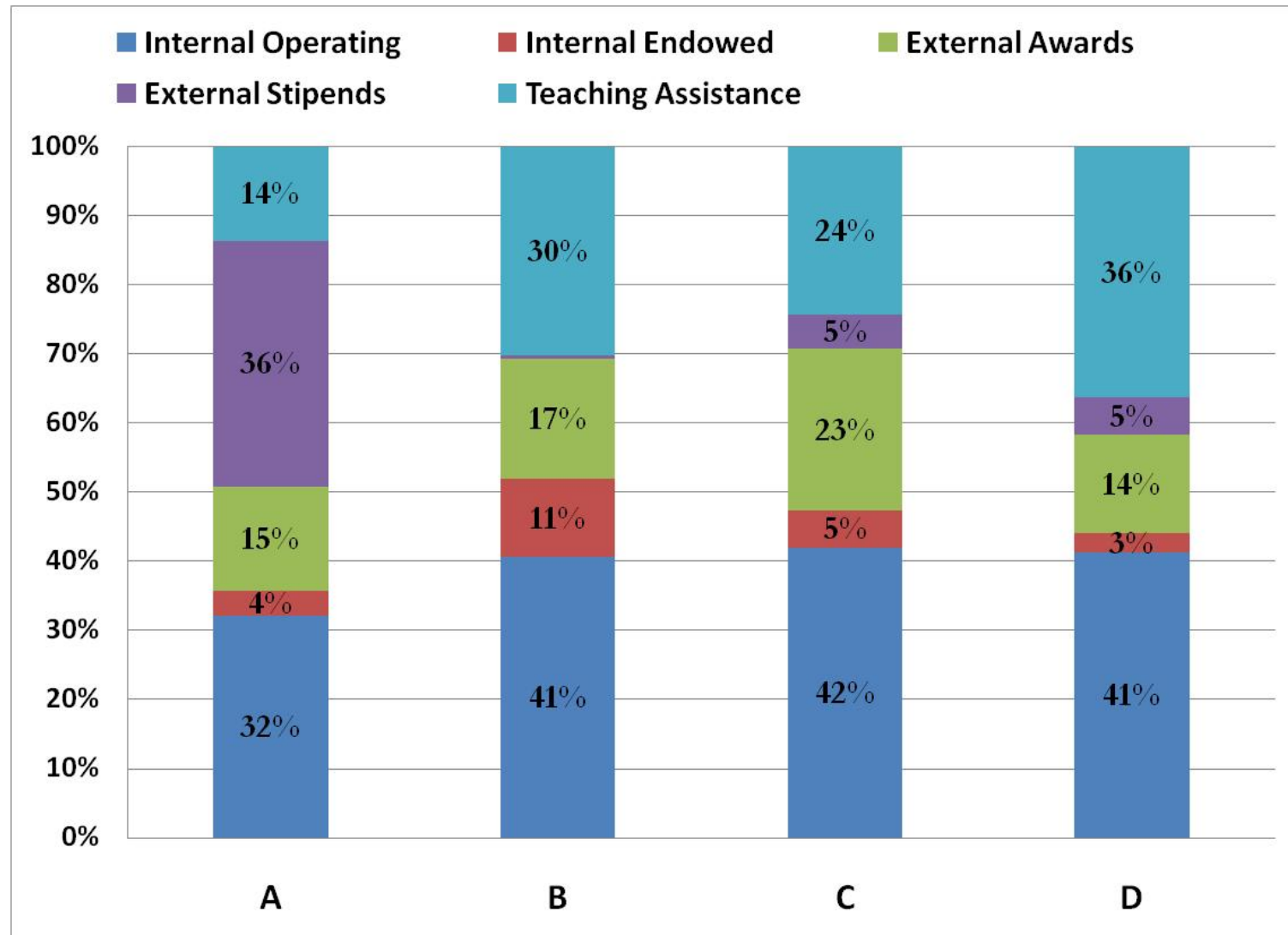
1. Tri-campus IT services and cost allocation
2. HR satellite offices: service levels and costs
3. Libraries: system vs. divisional libraries



# Space Costs in Medicine: savings of > \$1M



# Divisions are assessing funding sources for graduate student support



## Summer Enrolment Strategy: UTM and UTSC

