To the Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 14, 2015 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair
Mr. Simon Gilmartin, Vice-Chair
Professor Ulli Krull, Acting Vice-President & Principal
Mr. Daniel Ball
Mr. Arthur Birkenbergs
Mr. Dario Di Censo
Mr. Paul Donoghue, Chief Administrative Officer
Dr. Giovanni Facciponte
Ms Maheen Farrukh
Mr. Connor Fitzpatrick
Professor Hugh Gunz
Ms Lina Hassan
Ms Donna Heslin
Ms Megan Jamieson
Ms Hoda Khan
Professor Amy Mullin, Vice-Principal Academic and Dean
Mr. Mark Overton, Dean of Student Affairs
Professor Cheryl Regehr, Vice-President and Provost
Professor Chester Scoville
Mr. Andy Semine
Professor Jumi Shin

Professor Steven Short
Ms Tsz Yan Tam
Dr. Gerhard Trippen
Professor Anthony Wensley

Regrets:
Professor James Allen
Professor Jennifer Carlson
Professor Philip Clark
Mr. Nykolaj Kuryluk
Professor Judith Poë
Ms Amber Shoebridge

Non-Voting Assessors:
Ms Christine Capewell, Director, Business Services

In Attendance:
Mr. Ebi Agbeyegbe, President, UTMSU
Ms Andreea Mihai, Medium
Mr. Chad Nuttall, Director, Student Housing & Residence Life
Mr. Trevor Rodgers, Senior Manager, Planning and Budget
Ms Heather Stevens, Senior Planning Advisor, Business Services

Secretariat:
Ms Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council
Ms Mariam Ali, Committee Secretary

1. Orientation

The Chair and Ms Cindy Ferencz-Hammond, Director of Governance, UTM and Assistant Secretary of the Governing Council presented Orientation material to new members, who were also directed to Orientation Resources available at http://uoft.me/OrientationResources.
The Chair explained that the Committee would oversee matters that directly relate to the quality of student and campus life. The presentation1 included visual representations of the governance path for the consideration of capital projects, compulsory non-academic incidental fees, as well as the campus and institutional budget. Ms Ferencz-Hammond discussed the use and value of cover sheets and the governance portal, Diligent Boardbooks.

The Chair invited Professor Amy Mullin, Vice-Principal Academic and Dean, Mr. Donoghue, Chief Administrative Officer and Mr. Overton, Dean of Student Affairs to present an overview of the Campus and their respective roles as administrative assessors. The presentation outlined senior administrative structures at UTM and assessor priorities for the 2015-16 academic year2.

2. Chair’s Remarks

The Chair welcomed members to the first meeting of the Campus Affairs Committee for the 2015-16 academic year. He introduced Mr. Simon Gilmartin, Vice-Chair of the Committee; Professor Ulli Krull, Acting Vice-President and Principal; and the Committee’s voting assessors, Professor Amy Mullin, Vice-Principal Academic and Dean, Mr. Paul Donoghue, the Chief Administrative Officer and Mr. Mark Overton, the Dean of Student Affairs. The Committee’s non-voting assessors were also introduced: Ms. Christine Capewell, Director of Business Services and Mr. Dale Mullings, Assistant Dean, Students and International Initiatives.

The Chair provided an update on Elections, advising members of a by-election that was required for one seat in the Librarian constituency and would open on September 15 until September 22. Notifications would be distributed to all Librarians and relevant information would be posted on the Office of the Campus Council website.

The Chair invited Professor Ulli Krull, Acting Vice-President & Principal, to speak to members regarding the recent announcement of exploring the possible presence of UTM in Brampton. Professor Krull reminded members that the Ministry of Training, Colleges and Universities (MCTU) had announced a Major Capacity Expansion Policy Framework in 2013, which had been awarded in May, 2015 to York University and Seneca College in Markham. The MCTU had also announced at that time that a second round of funding would occur which was focused on, and directed toward the Peel and Halton Regions. Professor Krull stated that the City of Brampton created a Blue Ribbon Panel, commissioned to begin discussions with post-secondary institutions. UTM senior administration was invited to speak to the Blue Ribbon Panel, however no proposal has been created or put forward by UTM. Profess Krull advised members that currently UTM and the City of Brampton were exploring the idea and would only proceed should there be a synergistic relationship between the two partners. He also added that in the event a proposal was to come forward, it would involve extensive consultation within the UTM community.

3. Current Year Campus and Institutional Operating Budget: Presentation by Professor Cheryl Regehr, Vice-President and Provost, Mr. Trevor Rodgers, Senior Manager, Planning and Budget, Mr. Paul Donoghue, Chief Administrative Officer and Professor Amy Mullin, Vice-Principal Academic and Dean

The Chair informed members that the presentation would provide context for the 2015-16 Budget, including structure and process, enrolment, UofT Revenue, expense and university fund, Student financial support. The discussion at this Committee level would support UTM’s annual budget preparations and the integration of

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1 A copy of the Orientation Presentation is attached as Attachment A.
2 A copy of the Assessor Presentation is attached as Attachment B.
campus budget plans into the University’s budget. The Chair then invited Professor Cheryl Regehr, Vice-President and Provost, Mr. Trevor Rodgers, Senior Manager, Planning and Budget, Mr. Paul Donoghue, Chief Administrative Officer and Professor Amy Mullin, Vice-Principal Academic and Dean to present. The presentation included the following key points:

- The broader context for the University’s Operating Budget involved several factors, including low interest rates, the declining Canadian dollar, differentiation of priorities among Canadian universities, public sector wage restraint, domestic tuition cap, internationalization and a provincial deficit of approximately $12 billion;
- Ontario’s per-student operating grant funding is the lowest in the country and that allocation per student to the University of Toronto is less than any other university in Ontario;
- That the government allocation for the indirect costs of research occurs on a sliding scale, so that smaller universities receive more than larger universities; the University of Toronto receives the least such funding of any university in Canada;
- That the so called U6, or research intensive universities in Canada are working together to highlight the importance of research;
- Ontario tuition increases have been capped at 3%;
- That a balanced budget was projected at the institutional level ($2.16 billion) in 2015-16;
- The Provincial operating grant as a share of total operating revenue had decreased from 44% in 2006-07 to 30% in 2015-16, and would continue on its downward trend to 27% by 2019-20;
- International tuition as percentage of revenue has steadily increased from 7% in 2006-07 to 21% in 2015-16 and was projected to grow to 25% by 2019-20; The Canadian dollar has had a major effect on this trend, making UofT’s tuition more attractive to international students;
- Professor Regehr stated that the three sources of revenue - international tuition, operating grant and domestic tuition, would be divided relatively equally by 2019-20;
- Structural budget challenge: Weighted average increase in revenue was 2.5% while weighted average increase in expenses was 4.0%, producing a structural deficit of 1.5% driven primarily by compensation increases;
- The budget model principles were: to minimize administrative costs of the model; to support local innovation; that faculties should strive to generate revenues to cover their costs and central costs; and that inter-divisional activity would be encouraged and supported;
- Long term tri-campus undergraduate enrolment plans indicated that UTM and UTSC would continue growth until 2019, by 20% and 14% respectively, whereas the St. George campus would keep enrolment figures relatively flat;
- Mr. Rodgers provided a compensation update, stating there were ongoing negotiations with the University of Toronto Faculty Association (UTFA), and listed details of agreements with CUPE 3902 Unit 1 and 3, as well as USW agreement;
- $176 million in financial assistance was provided by the University to its undergraduate students in 2013-2014 and $256 million in financial support for graduate students;
- The University Fund (UF) was created by a 10% deduction from gross revenues that would be allocated by the Provost based on academic plans and institutional priorities;
- UF allocations totaled $10 million for 2015-16, including a one-time-only $4.0 million allocation;
- The 2015-16 total revenue budget for UTM was $238.9 million, after allocations towards the University Fund, University-wide costs, and Student Aid, net revenue for UTM was $184.3 million;
- That to create sustainable growth and provide a rich academic experience, the strategy employed at UTM was to use additional revenue towards one-time capital investments and increasing space to allow for additional faculty hires;

3 A copy of the Budget Presentation is attached as Attachment C.
UTM campus-related costs included occupancy costs (largest item), library, student life, Admin/Finance and Human Resources and Information Technology;

UTM’s UF contributions in 2015-16 totalled $24.4 million, a $2.0 million increase over the previous year. The UF allocation to UTM represents the cumulative total of $6.6 million as at the previous year, plus an incremental allocation of $600K in 2015-16, resulting in a net UF contribution to-date of $17.2 million. The 2015-16 UF allocation of $600,000 was directed towards three faculty hires to address the student faculty ratio ($450,000) as well as towards the international student services division ($150,000);

Professor Mullin added that new faculty start-up funding varied significantly between disciplines, with faculty hire in the sciences required up to $700,000 in funding, whereas Humanities and Social Sciences were between $5000 and $20,000.

In response to a member’s question about the list of capital debt carried on the Operating Budget, Mr. Donoghue noted that UTM paid towards a portion of the Sidney Smith Patio, which was located on the St. George campus, and clarified that “Alumni Gates” referred to the Collegeway entrance.

In response to a member’s question, Professor Regehr noted that larger undergraduate divisions were net contributors to the UF, and net recipients included the faculties of Forestry, Dentistry, Law, Information Studies, Music and Medicine.

The member inquired if allocations to the base budget were irreversible. Professor Regehr responded that the allocations made at the time of the previous budget model were irreversible, and that allocations made within the new budget model could be pulled back however would require either significant cutbacks or the closing of a faculty. Mr. Donoghue added the bulk of UF allocations to the base budget were ongoing in nature and therefore were treated as part of UTM’s continuing base budget.

4. Calendar of Business, 2015-16

The Chair referred members to the Calendar of Business, and advised that the document would be updated on the Office of the Campus Council website every Friday; he encouraged members to review the Calendar on a regular basis.

5. Assessor’s Report

Mr. Paul Donoghue reported on upcoming items at the next meeting which would include presentations on food services and IT at UTM. He also advised members an update would be provided on the North 2 capital project, stating that the Design-Build contract had been recently awarded to the team of Stuart Olson/Perkins-Will.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7 - Report of the Previous Meeting, be approved.

7. **Report of the Previous Meeting:** Report 11 – April 27, 2015

8. **Business Arising from the Report of the Previous Meeting**

9. **Date of Next Meeting** – Monday, November 16, 2015, 4:10 p.m.

10. **Other Business**

    There were no items of other business.

    The meeting adjourned at 6:15 p.m.

______________________  _______________________
Secretary  Chair
September 17, 2015
What are the Terms of Reference of the CAC?

- Consider all matters that directly concern the quality of student and campus life.
- Monitor, review and make recommendations concerning a broad range of planning issues and priorities and for the use of campus resources.
- Receive reports from administrators.
What are the Key Elements of the CAC TOR?

- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- Capital plans, projects and space
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Extra-Departmental Units (planning and resource implications)
- Relations with the campus’ external community
- Student societies and campus organizations
What is the Committee’s Role in Relation to Other Governing Bodies?

• Most items the CAC considers will be recommended to the Campus Council;
• The Committee is an entry point to governance - the CAC is expected to have the fullest and most detailed discussion and debate before items move on.

Who are the CAC Members?

Total membership: 35
• 7 students;
• 9 teaching staff;
• 4 community members;
• 4 administrative staff;
• 1 librarian;
• additional ex-officio members
Who are the Assessors?

- Voting Assessors
  - Voting Assessors: CAO (Paul Donoghue); VP Academic & Dean (Amy Mullin); Dean of Student Affairs (Mark Overton);

- Non-voting Assessors
  - Ms Christine Capewell
  - Mr. Dale Mullings

What is the Role of the Assessors?

- Bring forward proposals from the administration for consideration
- Provide reports for information.
- Introduce items before discussion and vote
- Roles of the assessors to this committee reflect their administrative terms of reference
What are the Responsibilities of CAC Members?

- Reflect the perspectives of their estate, as appropriate
- Members act in the best interests of the institution as a whole
- Refer to “Expectations and Attributes of Governors & Key Principles of Ethical Conduct” in the quick reference guide

Committee Members: Tips for Effective Participation

Informed participation ➔ review materials in advance (attention to cover sheets)
- Adding value
  - Provide feedback/advice to assessors in preliminary stages of a proposal
  - Make suggestions for improvements to presentations for subsequent bodies in the governance process
  - Ask questions (if answers will require preparation it is best practice to alert assessors in advance so that they can be prepared)
- Ask about consultation process
- The importance of Items for information
Calendar of Business: What business will be brought to CAC this year?

- Developed annually for all Governing Council bodies
- An overview of all anticipated business to be transacted in the year
- New items are added (updated every Friday) as they arise from the administration

APPROVAL OF CAPITAL PROJECTS

Level 2 ($3 - 10 million)

1. Project Planning Committee
2. Capital Project and Space Allocation Committee
3. UTM Campus Affairs Committee
4. UTM Campus Council
5. Academic Board
6. Executive Committee (for Confirmation)

Level 3 (> $10 million)

1. Project Planning Committee
2. Capital Project and Space Allocation Committee
3. UTM Campus Affairs Committee
4. UTM Campus Council
5. Academic Board
6. Executive Committee (for Endorsement, forwarding to GC)
7. Governing Council

Execution of the Approved Project/Borrowing

1. Business Board (considers execution & expenditures)
2. Project Committee (for implementation)
COMPULSORY NON-ACADEMIC INCIDENTAL FEES

Unit Process → QSS → UTM Campus Affairs Committee → UTM Campus Council → Executive Committee (confirmation)

For Information → University Affairs Board

ANCILLARY BUDGETS

Unit Process → UTM Campus Affairs Committee → UTM Campus Council → Executive Committee (confirmation)

For Information → University Affairs Board

Integrated Budget Presentation

VPuo and Campus CAD provide integrated budget presentations to members of UTM and UTSC governance bodies based on current year Campus and Institutional Operating Budget.

Overview of Proposed Campus Operating Budget

Campus Administration presents general high level overview of proposed Campus Operating Budget. CAC and CC are asked to consider for information and advice the overall goals for the budget with reference to Academic Plan and other relevant planning documents. The presentation would address, for example, themes, priorities, aspirations, goals; areas of focus and trends.

Budget Review Meetings

Provost convenes Academic Budget Review Meetings and makes decisions on Enrolment, University Fund, and Proposed Divisional/Campus Budget Envelopes.

TVP Reviews Draft Budget

Governance Consideration of Institutional Operating Budget

Institutional Operating Budget enters and moves through governance.

Campus Operating Budget (within Campus Budget Envelope) enters and moves through governance.

Budget Process

How is the Agenda Set?

- Agenda planning is the “hand-off” from the administration to governance.
- Agenda planning group includes the Chair, Vice-Chair, the assessors and others as deemed appropriate by the Chair.
- The guiding principle is that the agenda is set by the Chair after receiving advice from the agenda planning group.

What is the Structure of the Agenda?

1. Reports and Presentations
2. Items for Approval
3. Assessor’s Report (standing item for each meeting)
4. Consent Agenda (routine/transactional items)
5. Other Business
6. In Camera Session
What is the Consent Agenda?

- Items for which it is anticipated that there will be little or no discussion or debate because they are more routine or transactional are put on the Consent Agenda.
- Any member may request to have an item removed from the Consent Agenda and placed on the regular Agenda by contacting the secretary in advance of the meeting.

How Does One Access Meeting Documents?
The Governance Portal: Diligent Boardbooks

- Only tool used to distribute confidential meeting documentation to members, and therefore the expectation is that all members make use of it
- Password protected
- Instructions for setup: [http://uoft.me/DBBInstructions](http://uoft.me/DBBInstructions)
- User Name: “firstname (space) lastname” and the temporary Password is “June2015”.
Modified version of Bourinot’s Rules of Order which are included in the Governing Council’s By-Law Number 2.

- Meetings are normally open.
- Members may speak once in a debate for up to 5 minutes to allow for wide participation.
- Only members and voting assessors may participate in debate and vote.
- Non-members who wish to speak must request to do so in advance of the meeting.
# Decisions

**Proposals may be**

- Approved (occasionally clarified or amended)
- Rejected
- Referred back to the administration with advice.
- Withdrawn by the administration.

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# How is all of this accomplished?

**The Secretariat**

- Facilitate governance process with neutrality
- Act as expert resource to members and administration
- Ensure that documentation and Cover Sheets are complete
- Maintain the Calendar of Business
- Support the Chair and the Committee
  - UTM Director of Governance – Cindy Ferencz-Hammond
  - UTM Committee Secretary – Mariam Ali
Role of Governance vs. Administration

- Administration manages the University, issues reports and proposals.
- Governance is the receiver of proposals and reports from the administration.
- Primary Functions of Governance – Oversight, Advice, Approval (or rejection)
- Together the functions of governance and administration are sustaining and advancing the University’s purpose, strength and well-being.

Member Resources

- [http://uoft.me/OrientationUTM201516](http://uoft.me/OrientationUTM201516)
- Quick access to frequently used member resources (membership lists, assessors, COB, schedules, TOR, portal)
University of Toronto Mississauga
Campus Affairs Committee

September 14, 2015

ADMINISTRATIVE STRUCTURE:
OFFICE OF THE DEAN

Vice-Principal Academic & Dean

Vice-Dean Graduate
Vice-Dean Undergraduate
Academic Integrity
Academic Departments (15 Departments + 2 Institutes)
OFFICE OF THE DEAN: FOCUS FOR 2015/16

• Search for Vice-Principal, Academic & Dean underway

• UTM undergoing External Review

FACTS AND FIGURES

• 15 Distinct Academic Departments
  • Institute of Communication, Culture, Information and Technology
  • Institute for Management & Innovation
  • Mississauga Academy of Medicine

147 PROGRAMS AND 90 AREAS OF STUDY

• Over 14000 students (undergraduate + graduate) (top 1/3rd of Canadian universities)
• Over 2300 full-time & part-time employees, including 915 permanent faculty & staff

OVER 49000 ALUMNI

U of T is ranked first in Canada for its research - UTM is a part of that success

• 225 acres; nearly 2.5 million gsf of built space; replacement cost of about $2.5 billion
• 21 academic and administrative buildings plus 9 residence complexes

TOTAL REVENUE $245.0 M
NET OPERATING BUDGET: $184.3 M (+$19 M IN ANCILLARIES REVENUE)
**STUDENT: FACULTY RATIO**

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Budget</th>
<th>Plan</th>
<th>Goal of 30:1</th>
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<tbody>
<tr>
<td>2011-12</td>
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<td>2012-13</td>
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<td>2018-19</td>
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<td>2019-20</td>
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**ADMINISTRATIVE STRUCTURE: OFFICE OF THE CAO**

- Business Services
- Information and Instructional Technology Services
- Human Resources
- Facilities Management & Planning
- Hospitality & Retail Operations
- Police Services
- Governance & Special Projects

Chief Administrative Officer

Dept. Managers & Business Officers

Residences: Financial & Facilities

N = 250
### “OTHER STUFF”

- Planning & Budget
- Business Board
- Design Review Committee
- Ad hoc HR groups
- Campus Affairs Committee (+ Agenda Planning)
- Campus Council
- Co-chair UTM Emergency Management Team
- UTM Executive Committee
- UTM Administrative Committee
- UTM Space Planning & Management Committee

#### A DECADE OF CHANGE

![Aerial view of the campus](image)
TOTAL NEW INTAKE
2006-2015

*DATA UPDATED SEPTEMBER 4, 2015

CAO FOCUS FOR 2015/16

• IITS
  • Continuing re-alignment; “service first”
  • Prototype Active Learning Classrooms
  • Infrastructure/coverage improvements

• Hospitality & Retail Services
  • Food Master Plan Initiatives
  • New Food Services Contract
CAO FOCUS FOR 2015/16

- Financial
  - Budget + Long Term Fiscal Planning
  - De-centralizing of budget
  - Long Term Capital Plan
  - Ancillary Performance (Parking, Food, Residence, Conference)
- Capital Construction
  - Continuing Projects (e.g. teaching labs, research greenhouse, infrastructure upgrades)
  - New (e.g. parking deck; North2)

ADMINISTRATIVE STRUCTURE:
STUDENT AFFAIRS

- Dean of Student Affairs
- Student Life
- International Centre
- Career Centre
- Physical Education, Athletics & Recreation
- Student Housing & Residence Life
- Health & Counselling Centre
- AccessAbility Resource Centre
THROUGH ANY DOOR

DEAN OF STUDENT AFFAIRS FOCUS FOR 2015-16

• Easing referral processes to make the right experts available more quickly and efficiently
• Supporting local implementation of UT’s sexual assault prevention and response plans
• Expanding international learning partnerships
• Annually, bringing forward Student Societies’ fee requests and Student Affairs & Services’ operating plans and compulsory non-academic incidental fee requests
UTM UNDERGRADUATE ENROLMENT
Planned Growth Under Review

PRIORITY: ENROLMENT

• Enrolment Growth + “Pause” Period
• Domestic Growth Considerations
• Demographics + Western GTA
• Shifting Areas of Interest/Demand
CHALLENGES/OPPORTUNITIES

- Increased competition/Enrolment as driver
- Student-to-Faculty Ratio
- Intensifying fiscal pressures
- Capital Plans
- Remain focused: everything is linked
- Stay the course (but respond nimbly)
- Expect the unexpected

The Road Ahead
(two ways to look at it)
University of Toronto and UTM
2015-16 Campus and Institutional Operating Budget

September 14, 2015 Campus Affairs Committee

Overview

- Budget context 2015
- Budget structure and process
- Enrolment
- UofT Revenue, expense and university fund
- Student financial support
- UofT Overview Summary
- 2015-16 UTM budget
The Budget: strategic context

- Differentiation/SMA
- Internationalization
- Interest and exchange rates
- Domestic tuition cap
- Public sector wage restraint
- Entrepreneurship
- Provincial deficit $12.5B
- Changing technology

2015-16: a balanced budget at institutional level $2.16B

Operating Revenue:
- 57.3% Student Fees
- 30.3% Provincial Operating Grant
- 12.5% Other

Operating Expense:
- 59.7% Academic Divisions
- 31.8% UWC
- 8.5% Student Aid
International tuition as % of revenue

Structural budget challenge: scenario if we were to freeze all growth in students, faculty and staff

Revenue Share by Category
- Operating grants: 30% (Average Increase: 0.0%)
- Domestic Tuition: 27% (Average Increase: 3.0%)
- International...: 21% (Average Increase: 6.2%)
- Misc other revenue: 21% (Average Increase: 1.8%)

Weighted Average Increase in Revenue = 2.5%

Expense Share by Category
- Compensation: 67% (Average Increase: 4.8%)
- Other Expenses: 25% (Average Increase: 2.0%)
- Student Aid: 8% (Average Increase: 3.4%)

Weighted Average Increase in Expense = 4.0%

STRUCTURAL DEFICIT = 1.5%
Budget Structure & Process

The 4 Funds (2014-15 revenue in $M)

- Operating Fund: $2,121 M
- Restricted Fund: $481 M
- Capital Fund: $76 M
- Ancillary Fund: $161 M
Budget Model Principles

- **Minimize** administrative costs of the model
- Support **local innovation**
- Faculties should **strive** to generate revenues to cover their costs and share of central costs
- Support and encourage **inter-divisional** activity
- Support **institutional priorities**

Net revenue to academic divisions
University Fund

- Created by a 10% deduction from gross revenues, excluding segregated funds
- Intended to strengthen quality and provide stability, consistent with academic priorities
- Allocations based on academic plans and institutional priorities; not tied to revenues and costs

Academic budget review
Annual Budget Development

**Academic budget reviews with Deans**
- Discuss academic goals and priorities
- Inform long-range revenue and cost projections
- Inform allocations from the University Fund

**Shared services budget reviews with VPs**
- President and Deans’ Advisory Committee
- Informs service levels and cost containment

Enrolment
Long term **tri-campus** undergraduate enrolment plans

<table>
<thead>
<tr>
<th>Total FTE</th>
<th>2014 Actual</th>
<th>2019 Plan</th>
<th>5 year Growth Plan</th>
<th>% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTM</td>
<td>10,942</td>
<td>13,044</td>
<td>2,102</td>
<td>20%</td>
</tr>
<tr>
<td>UTSC</td>
<td>10,088</td>
<td>11,511</td>
<td>1,423</td>
<td>14%</td>
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<tr>
<td>St George</td>
<td>37,836</td>
<td>37,928</td>
<td>92</td>
<td>0%</td>
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<tr>
<td>Total UG</td>
<td>58,866</td>
<td>62,483</td>
<td>3,617</td>
<td>6%</td>
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</table>

*2015 DATA (REG+INVIT) AS OF SEPT 10, 2015

Total UTM UG Headcount (international and domestic) 2004-2014

*2015 DATA (REG+INVIT) AS OF SEPT 10, 2015*
## 2014-15 UTM Undergraduate Enrolment

<table>
<thead>
<tr>
<th>Area of Study</th>
<th>2014-15 FTE</th>
<th>% International</th>
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<tbody>
<tr>
<td>Arts &amp; Humanities</td>
<td>2,678</td>
<td>13%</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>4,201</td>
<td>18%</td>
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<tr>
<td>Management</td>
<td>953</td>
<td>31%</td>
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<tr>
<td>Life Sciences</td>
<td>1,164</td>
<td>4%</td>
</tr>
<tr>
<td>Other Sciences</td>
<td>1,733</td>
<td>18%</td>
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<tr>
<td>MD</td>
<td>213</td>
<td>16%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>10,942</strong></td>
<td><strong>16%</strong></td>
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### Entering averages are increasing

![Graph showing increasing entering averages for different faculties over years](image-url)
## 2014-15 UTM Graduate Enrolment

<table>
<thead>
<tr>
<th>Program Type</th>
<th>2014-15 FTE</th>
<th>Projected 2019-20</th>
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<tr>
<td>Prof Masters</td>
<td>343</td>
<td>458</td>
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<td>DS Masters UTM</td>
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<td>DS Masters tri-campus *</td>
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<td>PhD UTM</td>
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</tr>
<tr>
<td>PhD tri-campus *</td>
<td>164</td>
<td>n/a</td>
</tr>
<tr>
<td>TOTAL</td>
<td>569</td>
<td></td>
</tr>
</tbody>
</table>

* As per self-declared code in student system

---

**UofT revenue and expense projections**

---

---
2015-16 sources of operating revenue ($2.16 billion)

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>For-Credit Tuition Fees</td>
<td>48.5%</td>
</tr>
<tr>
<td>Provincial Operating Grants</td>
<td>30.3%</td>
</tr>
<tr>
<td>Other Student Fees</td>
<td>8.8%</td>
</tr>
<tr>
<td>Sales, Service, Sundry Income</td>
<td>4.4%</td>
</tr>
<tr>
<td>Endowed Chairs and Student Aid</td>
<td>2.6%</td>
</tr>
<tr>
<td>Indirect Costs of Research</td>
<td>2.1%</td>
</tr>
<tr>
<td>Canada Research Chairs</td>
<td>1.7%</td>
</tr>
<tr>
<td>Investment Income</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

2015-16 projected revenue growth by division

Overall Average Revenue Increase 5.7%
Projected institutional and UTM revenue growth

Compensation update

- Context of provincial wage restraint
- Negotiations ongoing with UTFA
- Agreement with CUPE 3902 Unit 3 (sessional instructors) agreement in place Sept 1, 2014 to Aug 31, 2017. ATB of approx. 1% to 1.25% per year, plus $300 OTO payment per course.
- USW agreement in place July 1, 2014 - June 30, 2017: 3-year average all-in cost of settlement = 3.45%
- CUPE 3902 Unit 1 (TAs): agreement in place May 1, 2014 to Dec 31, 2017. ATB of approx. 1% to 1.25% per year.
Pension special payments and other related costs

<table>
<thead>
<tr>
<th></th>
<th>Annual $M</th>
<th>Cumulative $M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 2010-11</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>2011-12</td>
<td>30</td>
<td>57</td>
</tr>
<tr>
<td>2012-13</td>
<td>20</td>
<td>77</td>
</tr>
<tr>
<td>2013-14</td>
<td>10</td>
<td>87</td>
</tr>
<tr>
<td>2014-15</td>
<td>5</td>
<td>92</td>
</tr>
<tr>
<td>2015-16</td>
<td>5</td>
<td>97</td>
</tr>
<tr>
<td>2016-17</td>
<td>5</td>
<td>102</td>
</tr>
<tr>
<td>2017-18</td>
<td>5</td>
<td>107</td>
</tr>
<tr>
<td>2018-19</td>
<td>5</td>
<td>112</td>
</tr>
<tr>
<td>2019-20</td>
<td>0</td>
<td>112</td>
</tr>
</tbody>
</table>

Reserve balances

Note: change of reporting categories in 2014
University Fund and student financial support

The University Fund to 2015-16

- Reference Level UF
- 2006-07
- UTM = ($4.6M)

- UF Allocations
- 2007-08 to 2015-16
- UTM = $11.9M

$99.9M

$61.5M
2015-16 University Fund: ~$10M base + $4M OTO

Theme 1: Teaching Excellence $7.80M
• Faculty FTE, Interdivisional Teaching, teaching innovation

Theme 2: Research Excellence $3.75M
• PhDEIF, operating cost of research space, student entrepreneurship

Theme 3: Internationalization $1.25M
• International student services, international student experience

Theme 4: Structural Budget Support $2.00M

$176M spent on student aid in 2013-14

- UTAPS and Bursaries $75.4M
- Graduate Fellowships $43.8M
- Merit Awards $34.2M
- OGS/OGSST $14.1M
- Work Study $4.0M
- Miscellaneous Other $3.7M
- Aiming for the Top $1.2M
2013-14 financial support for graduate students = $256 million

- **Research Stipends**: $68m
- **Employment Income**: $51m
- **UofT Fellowships**: $44m
- **External Awards**: $37m
- **Bursaries**: $23m
- **Merit Awards**: $18m
- **OGS/OGSST**: $14m

**Sources and Awards**:
- **Supervisor NSERC, SSHRC, CIHR grants**
- **TA, GA, Casual Work**
- **Student NSERC, SSHRC, CIHR Awards**
- **UTAPS for Professional Masters, Doctoral Completion Awards**

UofT Overview - In Summary
Summary

- Provincial Grant continues to decline as overall source of revenue
- International enrolment growth is very strong
- Revenue growth rate slowing but UTM still growing slightly faster rate than average
- Source of revenues generally more dynamic and risky – divisions prioritizing OTO investments
- Incoming undergraduate entering averages continue to rise
- Continue to face a structural budget challenge but some improvement on the expense side
- More attention to alternative revenues – growing the non-student portion of the pie
- As always...decisions matter
Enrolment growth

Steady state

UTM

New space

Faculty and staff hiring

UTM 2015-16 budget ($M)
(per slide #10)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (in $M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Grant revenue</td>
<td>238.9</td>
</tr>
<tr>
<td>Investment and other income</td>
<td>6.1</td>
</tr>
<tr>
<td>Subtotal</td>
<td>245.0</td>
</tr>
<tr>
<td>University Fund Contribution (10%)</td>
<td>(24.4)</td>
</tr>
<tr>
<td>Other attributed revenue (net)</td>
<td>1.8</td>
</tr>
<tr>
<td>University-wide costs</td>
<td>(34.8)</td>
</tr>
<tr>
<td>Student Aid</td>
<td>(10.6)</td>
</tr>
<tr>
<td>University Fund Allocation*</td>
<td>7.2</td>
</tr>
<tr>
<td>Other adjustments</td>
<td>0.1</td>
</tr>
<tr>
<td>&quot;Net revenue&quot; to UTM</td>
<td>184.3</td>
</tr>
</tbody>
</table>

* The current UF Allocation represents the cumulative total of $6.6M as at the previous year, plus an incremental allocation of $0.6M from the Provost in 2015-16.
University wide costs by **bin** for UTM (34.8$M)

**2014-15 Cost Bin Total**

- **2015-16 Increment** + 5.1% (excluding Pension)

University wide costs by **activity** for UTM (34.8$M)

### 2015-16 University-Wide Costs for UTM

<table>
<thead>
<tr>
<th>Activity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student-related UWC</td>
<td>$21.3M</td>
</tr>
<tr>
<td>Faculty-related UWC (incl. Pension)</td>
<td>$10.5M</td>
</tr>
<tr>
<td>Research-related UWC</td>
<td>$1.5M</td>
</tr>
<tr>
<td>Other UWC</td>
<td>$1.5M</td>
</tr>
<tr>
<td>Total University-Wide Costs</td>
<td>$34.8M</td>
</tr>
</tbody>
</table>
## 2014-15 Actuals: UTM Campus Costs

<table>
<thead>
<tr>
<th>Campus Cost *</th>
<th>2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy</td>
<td>$ 29.2M</td>
</tr>
<tr>
<td>Library</td>
<td>6.1M</td>
</tr>
<tr>
<td>Student Life</td>
<td>2.1M</td>
</tr>
<tr>
<td>Admin, Finance and HR*</td>
<td>2.0M</td>
</tr>
<tr>
<td>Information Technology*</td>
<td>0.4M</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 39.8M</strong></td>
</tr>
</tbody>
</table>

* Note: These costs reflect only the portion of the total expense budget that pertains to running a campus, they do not reflect the full cost of the operation.

## UTM University Fund Contribution & Allocation ($M)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UF Contribution</strong> (deduction)</td>
<td>$ (22.4)</td>
<td>$ (2.0)</td>
<td>$ (24.4)</td>
</tr>
<tr>
<td><strong>UF Allocation</strong></td>
<td>6.6</td>
<td>0.6</td>
<td>7.2</td>
</tr>
<tr>
<td><strong>Net UF Contribution</strong></td>
<td>$ (15.8)</td>
<td>$ (1.4)</td>
<td>$ (17.2)</td>
</tr>
</tbody>
</table>
2015-16 University Fund Allocation to UTM

Theme 1: Teaching Excellence
- 3.0 Faculty FTEs (to address student-faculty ratios and PhD enrolment growth) $450K

Theme 3: Internationalization
- International student services in divisions $150K

UTM 2015-16 budget

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Net revenue” to UTM</td>
<td>$184.3</td>
</tr>
<tr>
<td>Divisional revenue &amp; recoveries</td>
<td>31.2</td>
</tr>
<tr>
<td>Compensation (excluding self-funded student services)</td>
<td>(128.9)</td>
</tr>
<tr>
<td>Mortgages</td>
<td>(4.3)</td>
</tr>
<tr>
<td>UTM deficit repayment (last payment)</td>
<td>(2.0)</td>
</tr>
<tr>
<td>Utilities</td>
<td>(6.3)</td>
</tr>
<tr>
<td>Self-funded student services</td>
<td>(17.9)</td>
</tr>
<tr>
<td>Renovations, infrastructure and capital</td>
<td>(28.0)</td>
</tr>
<tr>
<td>Library acquisitions &amp; automation</td>
<td>(1.9)</td>
</tr>
<tr>
<td>New faculty start-up funding</td>
<td>(3.0)</td>
</tr>
<tr>
<td>Deferred maintenance</td>
<td>(1.0)</td>
</tr>
<tr>
<td>Other supplies and services</td>
<td>(22.2)</td>
</tr>
<tr>
<td>Net result</td>
<td>-</td>
</tr>
</tbody>
</table>
### Capital Debt Carried on Operating

<table>
<thead>
<tr>
<th>Existing Debt</th>
<th>(original principal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation, Athletics and Wellness Centre</td>
<td>$16.0</td>
</tr>
<tr>
<td>Davis - Phase 1</td>
<td>5.8</td>
</tr>
<tr>
<td>Sidney Smith Patio</td>
<td>3.1</td>
</tr>
<tr>
<td>Alumni Gates</td>
<td>1.2</td>
</tr>
<tr>
<td>Chiller</td>
<td>1.4</td>
</tr>
<tr>
<td>Library - long term</td>
<td>1.1</td>
</tr>
<tr>
<td>Alumni House</td>
<td>1.0</td>
</tr>
<tr>
<td>Terence Donnelly Health Science Complex</td>
<td>8.2</td>
</tr>
<tr>
<td>UTM CCIT Building</td>
<td>2.5</td>
</tr>
<tr>
<td>UTM Wellness Centre Match</td>
<td>7.0</td>
</tr>
<tr>
<td>Deerfield Hall</td>
<td>17.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$64.3</strong></td>
</tr>
</tbody>
</table>

(Balance at April 30, 2016 = $48.7)