UTM
Proposed Operating Budget: Themes & Priorities
CAMPUS AFFAIRS COMMITTEE
NOVEMBER 10, 2014

Academic Plan

Enrolment
Revenues
Expenses
Reserves
Debt
Faculty/Staff Recruits
Master Plan
Space + Capital

TIGHTLY-WOVEN
• Funds are segregated
• Most movements from Operating to Capital (via capital reserves)
• Minimal from Ancillaries to Operating historically Conference Services ($100k)
• Detailed Ancillary Budgets come to CAC in (January 8, 2015)
UTM Net Revenue ($ Millions 2014-15)

Gross Revenue $224.7

University Fund $22.4
University Wide Expenses $33.0
Student Aid $9.8
Net Revenue $167.9 (75% of gross)

Major Expense Categories

- Compensation 60.6%
- Other Supplies & Services 12.2%
- Deferred Mtce 0.5%
- New Faculty Start Up 1.5%
- Library Acquisitions 0.8%
- Renovations Capital Plan 9.7%
- Student Services Self-Funded 8.3%
- Utilities 2.9%
- UTM Deficit 1.5%
- Mortgages 2.0%
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UTM Undergraduate Enrolment - Planned Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth (Total UG Headcount)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-14</td>
<td>12,581</td>
</tr>
<tr>
<td>2014-15</td>
<td>13,190</td>
</tr>
<tr>
<td>2015-16</td>
<td>13,945</td>
</tr>
<tr>
<td>2016-17</td>
<td>14,909</td>
</tr>
<tr>
<td>2017-18</td>
<td>15,160</td>
</tr>
<tr>
<td>2018-19</td>
<td>15,294</td>
</tr>
<tr>
<td>2019-20</td>
<td></td>
</tr>
</tbody>
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October 2014 Enrolment Plan
Priority: Enrolment

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

Percentage of International in Total Registrants 2004-2014

*2014 data as of Sep 3
International Students by Country

- China: 61.3%
- Hong Kong: 4.3%
- Korea (South): 4.0%
- India: 3.7%
- Nigeria: 3.4%
- Brazil: 3.2%
- Pakistan: 1.9%
- Taiwan: 1.8%
- U.S.A.: 1.1%
- Malaysia: 1.1%
- Russian Federation: 0.7%
- Vietnam: 0.7%
- Japan: 0.7%
- Kazakhstan: 0.6%
- Other: 11.1%

Priority: International Students

- Domestic/International Mix
  - Now at 21.1% intake; 17.3% total

- Diversification
  - Now at 61% to 66% single-source home country

- Base Budget & Vulnerability
Student:Faculty Ratio

Priority: Student:Faculty Ratio

- Now highest across University: 35.8
- Long-term target: 30.0
**Priority: Faculty Recruitment**

<table>
<thead>
<tr>
<th>Division</th>
<th>Professoriate</th>
<th>Teaching Stream</th>
<th>Total</th>
<th>Teaching %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;S</td>
<td>729.9</td>
<td>118.2</td>
<td>848.1</td>
<td>14%</td>
</tr>
<tr>
<td>UTSC</td>
<td>220.9</td>
<td>93.0</td>
<td>313.9</td>
<td>30%</td>
</tr>
<tr>
<td>UTM</td>
<td>237.1</td>
<td>62.4</td>
<td>299.5</td>
<td>21%</td>
</tr>
</tbody>
</table>

- Mix of Rank/Category
- Success Rate: 2011-12 = 85%; 2013-14 = 74%
- Search Costs; time and money

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**Related Recruitment Challenges**

- Renovations and Start-up Funding
- Teaching Space/FTE: 1.71 nasm *(A&S 2.02)*
  - Rank 12th of 18 (within UofT)
- Research/Office Space/FTE Faculty 50.11 nasm *(A&S 97.76)*
  - Rank 12th of 19 (within UofT)
- Capital Plan
Capital Plan

Opened 2014/15
• Deerfield Hall & Innovation Complex

Underway
• Teaching/Research Laboratory Renovations
• Research Greenhouse
• Supporting Infrastructure

Major Planned
• North2 (To open September, 2017)

Priority: Enhancing the Student Experience

• Transition Programs

• Experiential Learning

• Active Learning Classrooms
  – North2 + Davis Prototypes/Retrofit
Priority: Enhancing the Student Experience (2)

- Flexibility for Academic Departments
- Base budget enhancements
- Range of initiatives (e.g. Science, Humanities, Social Sciences)

Academic Budget Review: 5-Year Plan
(December 9, 2014)