

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

**REPORT NUMBER 14 OF THE CAMPUS COUNCIL**

**October 14, 2015**

Ms Nancy Lee, Chair  
Professor Paul Kingston, Vice-Chair  
Professor Bruce Kidd, Vice-President and  
Principal, UTSC\*\*  
Mr. Andrew Arifuzzaman, Chief  
Administrative Officer, UTSC  
Professor William A. Gough, Interim  
Vice-Principal (Academic) and Dean  
Mr. Preet Banerjee\*  
Mr. Harvey Botting  
Mr. Asher Chohan  
Dr. Tarun Dewan  
Ms Kathy Fellowes  
Ms Sue Graham-Nutter\*\*  
Mr. John Kapageridis\*  
Mr. Andrew C. Leung  
Ms Brenda Librecz\*  
Dr. Jennifer McKelvie  
Mr. Scott McRoberts

Mr. Joshua Miller  
Mr. Mark Henry Rowswell\*

**Secretariat:**

Mr. Louis Charpentier  
Ms Amorell Saunders N'Daw  
Ms Rena Prashad (Parsan)

**Regrets:**

Ms Nourhan Ahmed  
Professor Leslie Chan  
Dr. Brian Harrington  
Dr. Elaine Khoo  
Dr. Christopher Ollson

\* Telephone participant

\*\*Videoconference participant

**In attendance:**

Professor Scott Mabury, Vice-President, University Operations  
Ms Sally Garner, Executive Director, Planning and Budget

Mr. Desmond Pouyat, Dean of Student Affairs  
Professor Bernie Kraatz, Vice-Principal, Research  
Ms Helen Morissette, Director, Financial Services

Ms Nicole Dionisio, President, Scarborough Campus Students' Union (SCSU)  
Ms Jessica Kirk, Vice-President, Equity, SCSU  
Ms Yasmin Rajabi, Vice-President, External, SCSU  
Ms Camille Galindez, Vice-President, Academics & University Affairs, SCSU

## **1. Chair's Remarks**

The Chair welcomed members and guests to the first official Campus Council meeting of the governance year. She invited members to introduce themselves.

## **2. Orientation**

The Chair, Committee Secretary, and Secretary of the Governing Council provided a high level orientation presentation that highlighted the following major themes<sup>1</sup>

- The history and organizational chart of the Governing Council and its Boards and Committees;
- Expectation and Attributes of Members;
- Conflict of Interest and Duty of Care; and
- Role of the Secretariat

The Chair emphasised that UTSC was well represented across all the Boards and Committees of the Governing Council. She advised members that the guiding principles for the current governance year was on creating meeting agendas that fostered conversations and discussions in meetings. In addition, the Council would work to address the items outlined in the Calendar of Business.

## **3. Report of the Vice-President & Principal**

The Chair introduced and invited Professor Bruce Kidd, Vice-President and Principal, UTSC to present his report.

### **a. Student Presentation: Scarborough Campus Students' Union (SCSU)**

Professor Kidd invited the SCSU President, Ms Nicole Dionisio and Vice-President, Academics and University Affairs, Ms Camille Galindez , to provide an overview of the SCSU and its priorities for the year.

### **b. Principal's Report**

Returning to his report, Professor Kidd provided the Council with an update on campus events and activities as well as plans and priorities for the campus. His report included the following highlights:

- ArtSide Out took place on October 1<sup>st</sup> with very interesting and unique exhibits, and An Evening of Excellence was held on October 8<sup>th</sup>, which was a great community event to celebrate the outstanding academic achievements made by students.

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<sup>1</sup> Presentation- Orientation

- The Toronto Pan-Am Sports Centre (TPASC) reopened to the public at the end of September, and the Pan-Am Legacy facility was an opportunity to continue research, teaching, and learning at TPASC.
- The Environmental Sciences and Chemistry building (ESCB) was opened, and most faculty and students had taken up occupancy.
- The Highland Hall project was currently moving through the governance path seeking final approval from the Governing Council on October 29<sup>th</sup>.
- A request for expressions of interest in the public/private partnership for development of a student residence was released, and discussions to move forward with plans for a hotel and conference centre and performing arts centre were in progress.
- Efforts to recognize UTSC as an education, arts, athletic and economic hub in the eastern part of the Greater Toronto Areas (GTA) continued to be discussed under the Anchor Institution Strategy.
- A healthy active campus strategy was being encouraged to promote a holistic approach to health, including physical and mental wellness.

A member requested further details on the request for expression of interest on the public/private partnership approach to funding the student residence, and Mr. Arifuzzaman explained that if interest from a private firm was presented, the administration would begin working on a Project Planning Report to be presented for governance approval.

The Chair thanked Professor Kidd for his report.

#### **4. Current-year Campus and Institutional Operating Budgets- presented by Professor Scott Mabury and Ms Sally Garner**

The Chair invited Professor Scott Mabury, Vice-President, University Operations, and Ms Sally Garner, Executive Director, Planning and Budget, to present the current-year campus and institutional operating budgets to the Council. The presentation<sup>2</sup> included the following main points:

- The budget context for 2015 was affected and influenced by the following factors: provincial differentiation via the strategic mandate agreement, internationalization, domestic tuition cap, entrepreneurship, changing technology, a provincial deficit of \$12.8B, public sector wage restraints, and interest and exchange rates;
- The 2015-16 balanced budget at the institutional level would be \$2.18B. Operating revenues were generated from student fees, the provincial operating grant, and other sources, while operating expenses were allocated to the academic divisions, University Wide Costs (UWC), and student aid.
- The budget model principles had provided the divisions with responsibility over their budget and incentives for generating revenues. It gave the divisions the ability to manage their own funds and encouraged entrepreneurial and innovative activity.
- The Annual Budget process included academic budget reviews with Deans, and shared services reviews with Vice-Presidents and Principals.

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<sup>2</sup> Presentation- Current-year Campus and Institutional Operating Budgets

- The University Fund (UF) was created by a ten percent deduction from the gross revenues allocated to the divisions. The funds were pooled and redistributed based on institutional priorities, academic plans, and support for divisions in need. Since 2008 UTSC has received fifteen percent of the total UF while UTSC revenues comprise 12% of total university revenue
- Plans for the next five years (2014-2019) were for fourteen percent growth in student enrollment at UTSC over. The growth included domestic undergraduate/graduate, and international students.
- In 2013-14, \$176M was spent on student aid to support the University's Graduate and undergraduate students
- In 2015-16 UTSC spent \$32.2M on University-Wide Costs, and \$33.1M on campus-level infrastructure costs.

In response to a question from a member, Professor Mabury reported that surplus revenues generated by divisions remained within that division for their use.

The Chair thanked Professor Mabury and Ms Garner for their presentation to the Council.

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## **CONSENT AGENDA**

On motion duly made, seconded and carried,

YOUR COUNCIL APPROVED,

THAT the consent agenda be adopted and that the item requiring approval (item 5) be approved.

### **5. Reports of the Previous Meetings**

- a) Report Number 12- Wednesday, May 27, 2015
- b) Report Number 13- Thursday, September 17, 2015

### **6. Reports for Information**

- a) Report Number 12 of the UTSC Agenda Committee (May 13, 2015)
- b) Report Number 13 of the UTSC Agenda Committee (September 2, 2015)
- c) Report Number 14 of the UTSC Agenda Committee (September 29, 2015)
- d) Report Number 12 of the UTSC Academic Affairs Committee ( June 16, 2015)
- e) Report Number 13 of the UTSC Academic Affairs Committee (September 8, 2015)
- f) Report Number 12 of the UTSC Campus Affairs Committee (April 29, 2015)
- g) Report Number 12 of the UTSC Campus Affairs Committee (September 16, 2015)

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**7. Date of the Next Meeting** – Wednesday, December 16, 2015 at 4:10 p.m.

The Chair reminded members that the next scheduled meeting of the Council was on Wednesday, December 16, 2015 at 4:10 p.m.

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

The Chair invited Professor Kidd to address the business arising from the minutes of the previous meeting. Professor Kidd advised the Council that the Highland Hall motion that was presented to the Council on September 17<sup>th</sup> had been slightly revised (within the motions at subsequent governance bodies' meetings) to provide greater clarity on the conditions with regard to the financing. He reported that the amended motion stated that any shortfall of funds from the Capital Campaign and the accompanying match from the Provost Central Funds would be met by UTSC operating funds, and would not draw upon further financing.

**9. Question Period**

No questions were raised.

**10. Other Business**

No other business was raised.

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***IN CAMERA***

The Council moved *in camera*.

**11. Appointments to the 2015-16 UTSC Nominating Committee**

On motion duly made, seconded, and carried

YOUR COUNCIL APPROVED,

THAT Professor Leslie Chan (teaching staff member of the UTSC Campus Council) and Mr. Joshua Miller (student member of the UTSC Campus Council) be appointed effective immediately to June 30, 2016 to serve on the UTSC Agenda Committee when the Committee serves as a nominating committee of the UTSC Campus Council.

The Council returned to open session.

The meeting adjourned at 6:06 p.m.

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Secretary

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Chair

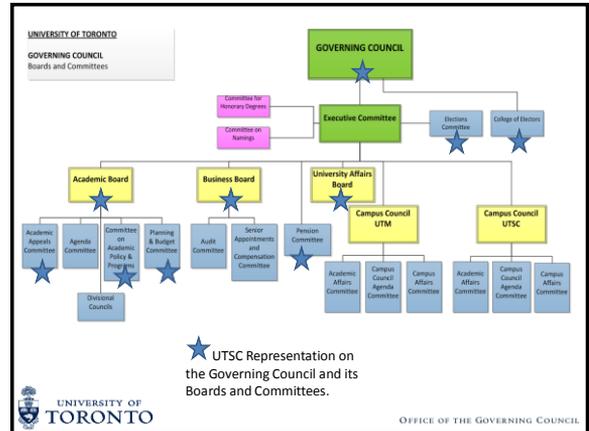


## University of Toronto Scarborough Campus Council Orientation

October 14, 2015

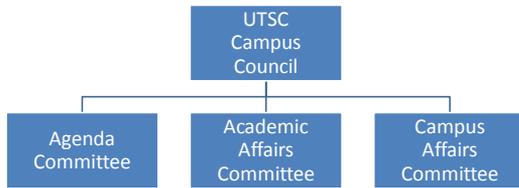


OFFICE OF THE GOVERNING COUNCIL



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### The UTSC Campus Council and its Standing Committees



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### UTSC Campus Council

- Campus Council and its Standing Committees (Academic Affairs, Campus Affairs, Agenda Committee) were established in 2013 to improve governance oversight of all three campuses.
- The governance processes established for the campuses are expected to enhance campus-based decision-making and ensure accountability.



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### UTSC Campus Council

- The areas of responsibility for the Campus Council and its Standing Committees:

<ul style="list-style-type: none"> <li>• Academic appeals</li> <li>• Academic plans and guidelines for such plans</li> <li>• Academic priorities for fundraising</li> <li>• Academic programs</li> <li>• Academic regulations</li> <li>• Admissions</li> <li>• Awards</li> <li>• Budget</li> <li>• Campus and student services</li> <li>• Campus Master Plans</li> <li>• Campus security</li> <li>• Capital plans, projects, and space</li> <li>• Child care</li> </ul>	<ul style="list-style-type: none"> <li>• Co-curricular programs, services, and facilities</li> <li>• Compulsory non-academic incidental fees</li> <li>• Establishment, termination or restructuring of academic units</li> <li>• Examinations and grading practices</li> <li>• Divisional Guidelines for the Assessment of Teaching and/or Creative Professional activity</li> <li>• Name changes of academic units</li> <li>• Relations with the campus's external community</li> <li>• Research planning</li> <li>• Student societies and campus organizations</li> </ul>
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### Expectations & Attributes of Members

- Advance and uphold the mission of UTSC and U of T as a whole
- Understand and have relevant input into UTSC's vision, strategies and objectives
- Reflect the perspective of your estate where appropriate
- Understand that the Campus Council's role is one of oversight with a focus on strategic matters rather than management or administration
- Prepare thoroughly for each meeting by reviewing the materials provided.
- Advise the Secretariat in advance of the Council meeting regarding substantive questions
- Attend meetings; participate in discussion.



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## Conflict of Interest

- Vote on all matters requiring a decision except where a conflict of interest may exist
- Act ethically and in good faith; declare all conflicts of interest.
- All members are responsible for maintaining transparency and as such, any actual, potential or appearance of a conflict must be disclosed, considered and appropriately managed or eliminated.
- If in doubt, please contact the Secretariat.

## Role of Assessors

- There are two types of the Assessors at UTSC: voting and non-voting.
- Voting Assessors bring forward proposals from the administration for consideration. They also provide reports for information.
- Non-voting Assessors serve as subject-matter experts to the Committees.

## Council decision-making

- Council members provide approval, oversight and advice on items of business being brought forward.
- The UTSC Campus Council is the final body of consideration at the campus level.
- Subsequent approvals are made by other Governing Council bodies (e.g. Business Board, Academic Board, Executive Committee, Governing Council).

## Decisions

### Proposals may be:

- Approved
- Rejected
- Referred back to the administration **with advice.**

### Motions may be:

- For Approval
- Recommendation for approval
- For Confirmation

## Meeting Agendas

- Agenda planning is based on the Calendar of Business; an overview of all anticipated business to be transacted in the governance year.
  - Calendar of Business updated regularly and posted at: <http://www.utsc.utoronto.ca/governance/resources>  
Current version found in orientation package
- The UTSC Agenda Committee is responsible for preparing the agenda for UTSC Council meetings.

## Meeting Agendas

- Meeting agendas may include:
  - Chair's Remarks
  - Assessor Reports
  - Approval items
  - Reports/Presentations
  - Consent Agenda
    - Items for which there may be little or no discussion/debate because they are more routine or transactional in nature;
    - Committee members may request to move a Consent Agenda item to the regular Agenda in advance of the meeting.
  - Other business
  - *In camera items*

## Cover Sheets

- 1 General
- 2 Header Information
- 3 Sponsor & Presenter
- 4 Jurisdictional Information
- 5 Previous Action Taken
- 6 Highlights
- 7 Recommendation

## Agenda packages

- Agenda packages are finalized and posted a week prior to the Council meeting.
- Non-confidential meeting material is posted to the UTSC Campus Council website: <http://www.utsc.utoronto.ca/governance/>

## Governance portal: Diligent

- Only tool used to distribute confidential meeting documentation to members.
- Password protected
- Instructions for setup:  <http://uoft.me/governance>
- Help is available 24/7: 1-866-262-7326

## Council Meetings

- **Open Session:**
  - Open to members of the University, the public, the media, up to room capacity. Most Council, Board and Committee meetings meet in open session.
- **Closed Session:**
  - Restricted to members of the Council, Board or Committee and individuals whose presence is considered by the Committee to be necessary (normally members of the administration). Motion needed to move from open to closed session.
- **In Camera:**
  - A meeting or part of a meeting may be held *in camera* where “intimate financial or personal matters of any person may be disclosed.” (By-law Number 2)
  - Motion needed to go into *in camera* session.

## Role of the Secretariat

- Provides support to Committee/Council Chairs and Committees:
  - Advises members on all governance matters related to UTSC Campus Council
  - Communicates Council/Committee decisions to affected parties
  - Manages governance records and maintain Council and Committee membership

## Secretariat Contacts

**Ms Amorell Saunders N'Daw**  
 Director of Governance &  
 Assistant Secretary of the Governing Council  
[saunders@utsc.utoronto.ca](mailto:saunders@utsc.utoronto.ca)  
 416-287-5639

**Ms Rena Prashad (Parsan)**  
 Committee Secretary  
[rparsan@utsc.utoronto.ca](mailto:rparsan@utsc.utoronto.ca)  
 416-208-5063



## More Information

U of T Home

<http://www.utoronto.ca/>

Governing Council

<http://www.governingcouncil.utoronto.ca/site3.aspx>

UTSC Governance

<http://www.utsc.utoronto.ca/governance/>

About U of T

<http://www.utoronto.ca/about-uoft.htm>



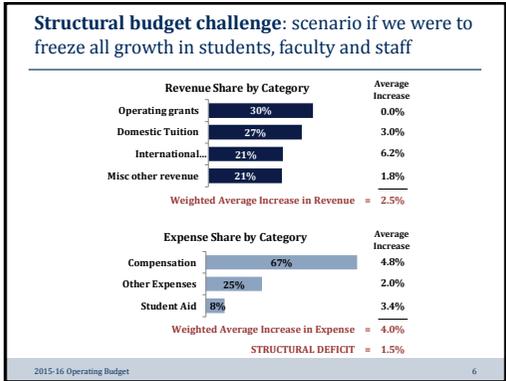
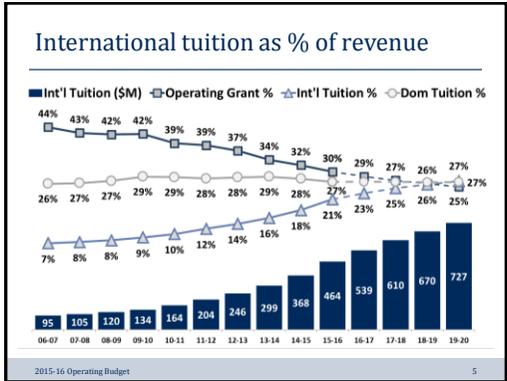
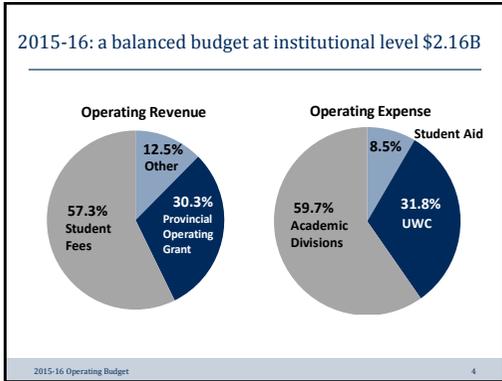
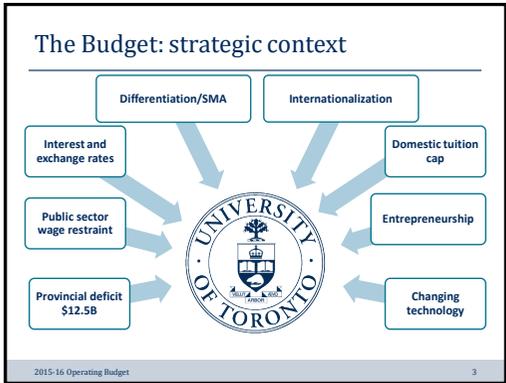
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### Overview

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

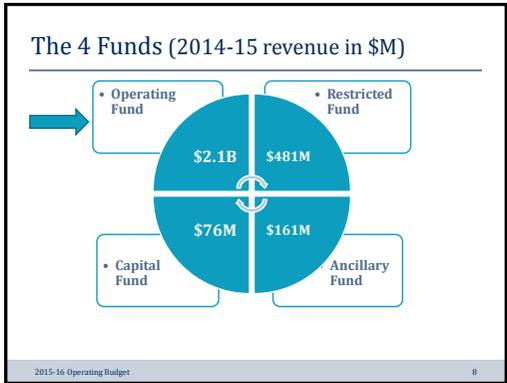
2015-16 Operating Budget



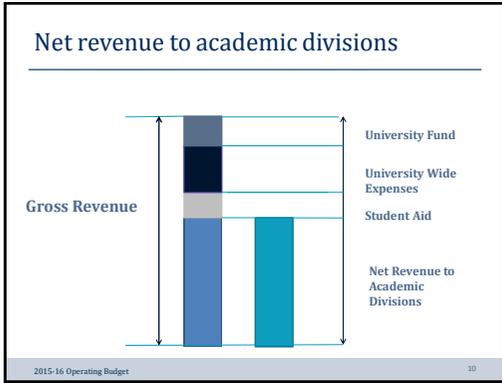
## Budget Structure & Process



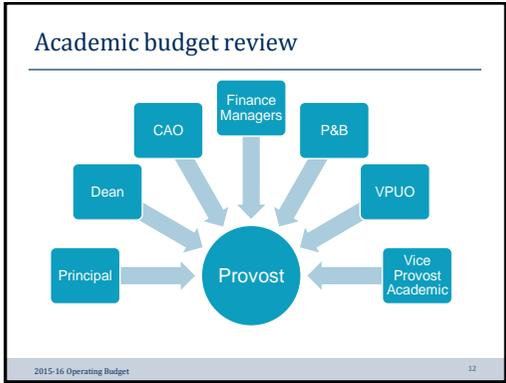
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- ### Budget Model Principles
- Provide **incentives**
  - Faculties should **strive** to generate revenues to cover their costs and share of central costs
  - Revenue and expense cannot and **should not** be balanced at faculty or program level
  - Support and encourage **inter-divisional** activity
  - **Minimize** administrative costs of the model
- 2015-16 Operating Budget 9



- ### 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
- 2015-16 Operating Budget 11



## 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

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## Enrolment



## Long term tri-campus undergraduate enrolment plans

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

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## UTSC enrolment growth



2015-16 Operating Budget

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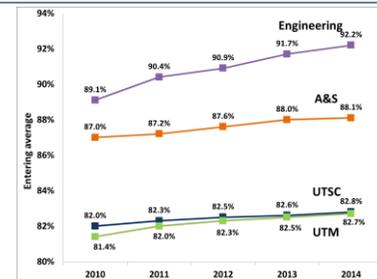
## 2014-15 UTSC Undergraduate Enrolment

Area of Study	2014-15 FTE	% International
Arts & Humanities	1,855	11%
Social Sciences	3,007	12%
Management	1,422	35%
Life Sciences	1,284	5%
Other Sciences	2,521	18%
TOTAL	10,088	16%

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## Entering averages are increasing



2015-16 Operating Budget

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## 2014-15 UTSC Graduate Enrolment

Program Type	2014-15 FTE	Projected 2019-20
Prof Masters (Env. Sci)	87	110
DS Masters UTSC (Psych)	10	10
DS Masters tri-campus *	35	n/a
PhD UTSC (Psych and Env. Sci)	44	79
PhD tri-campus *	92	n/a
<b>TOTAL</b>	<b>268</b>	

\* As per self-declared code in student system

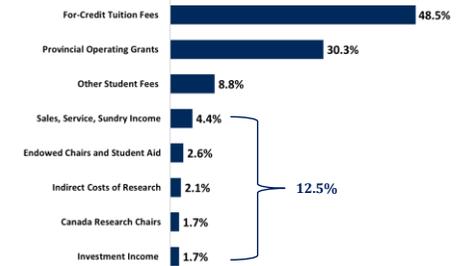
2015-16 Operating Budget

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## UofT revenue and expense projections



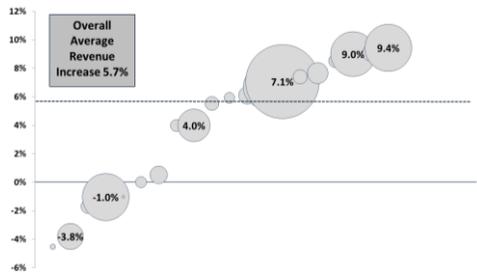
## 2015-16 sources of operating revenue (\$2.16 billion)



2015-16 Operating Budget

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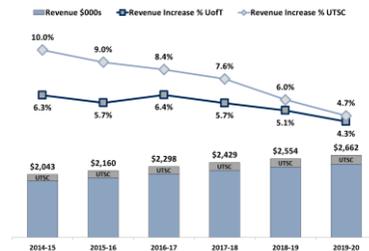
## 2015-16 projected revenue growth by division



2015-16 Operating Budget

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## Projected institutional and UTSC revenue growth



2015-16 Operating Budget

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## 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.

2015-16 Operating Budget

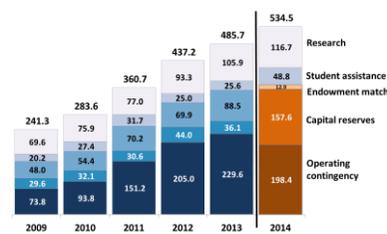
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### Pension special payments and other related costs

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

### Reserve balances

Note: change of reporting categories in 2014



### University Fund and student financial support



### The University Fund to 2015-16

\$99.9M

- Reference Level UF
- 2006-07
- UTSC = (\$3.7M)

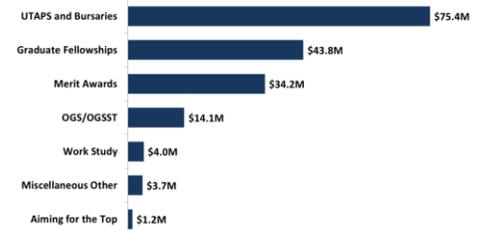
\$74.5M

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

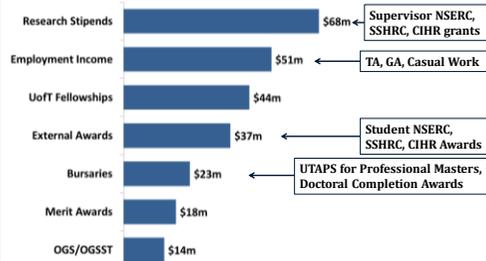
### 2015-16 University Fund: ~\$10M base + \$4M OTO

- 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



## 2013-14 financial support for graduate students = \$256 million



2015-16 Operating Budget

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## 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 UTSC 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

2015-16 Operating Budget

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## UTSC Specifics - additional information



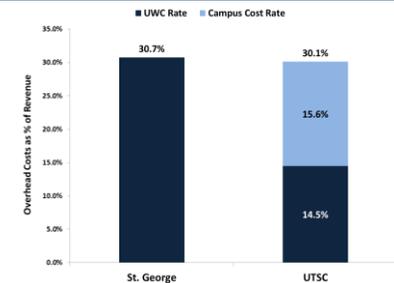
## UF Allocations to UTSC (\$M)

Year	UF Base	OTO Capital
2007-08	\$1.0	
2008-09	Re-balancing \$1.4	
2009-10	\$1.1	
2010-11	\$2.2	
2011-12	\$1.0	
2012-13	\$1.7	
2013-14	\$0.8	
2014-15	\$0.2	\$2.0
2015-16	\$0.5	\$2.0
<b>Total</b>	<b>\$9.9</b>	<b>\$4.0</b>

UF allocations to UTSC to date are 15% of total UF since 2007-08; UTSC's revenue is 12% of the total university

2015-16 Operating Budget

## 15-16 University-Wide and Campus Costs



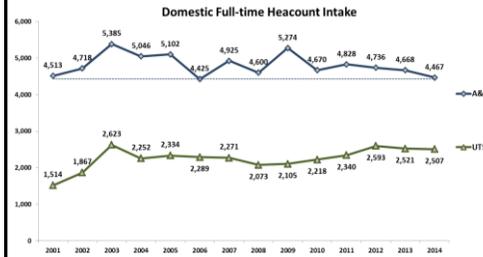
2015-16 Operating Budget

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### UWC Discounts to Account for Services Provided Directly by the Campus

Cost Driver	Discount re: Campus Costs	Resulting discount relative to STG divisions
Operating Revenue	Financial Mgt, Campus-Wide Debt Service	15%
Academic Staff FTE	IT, Athletics	8%
Administrative Staff FTE	IT, Athletics, Human Resources	16%
Pension Deficit Amortization		none
Undergraduate FTE	Library, Athletics, Student Life, IT	47%
Graduate FTE	Library, Athletics, Student Life, IT	41%
Research Revenue	Financial Management	3%
Degrees Awarded		none
Funds Raised		none
Occupancy (NASM)	Facilities & Services	100%

### A&S and UTSC Admissions 2001-2014



### University wide costs by activity for UTSC

2015-16 University-Wide Costs (\$M)	
Student-related UWC	\$19.0
Faculty-related UWC (incl. Pension)	\$10.1
Research-related UWC	\$1.4
Other UWC	\$1.6
<b>Total University-Wide Costs</b>	<b>\$32.2</b>

### 2014-15 UTSC campus-level infrastructure costs

Campus Cost	2014-15 \$M
Occupancy	\$15.3
Library	\$4.5
Student Life	\$4.7
Admin, Finance and HR	\$6.2
Information Technology	\$2.4
<b>Total</b>	<b>\$33.1</b>

### 2015-16 university fund allocation to UTSC

#### Theme 1: Teaching Excellence

- 2.0 Faculty FTEs, (to address student-faculty ratios and PhD enrolment growth) \$300K

#### Theme 3: Internationalization

- International student services in divisions \$150K