

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 18 OF THE CAMPUS AFFAIRS COMMITTEE**

**SEPTEMBER 15, 2016**

To the Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 15, 2016 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Professor Joseph Leydon, Chair  
Professor Ulrich Krull, Interim Vice-President &  
Principal  
Ms Megan Alekson  
Ms Nour Alideeb  
Ms Teresa Bai  
Professor Lee Bailey  
Mr. Arthur Birkenbergs  
Professor Elspeth Brown  
Professor Amrita Daniere, Vice-Principal  
Academic and Dean  
Mr. Paul Donoghue, Chief Administrative  
Officer  
Mr. Dario Di Censo  
Ms Raqshanda Khan  
Ms Pam King  
Mr. Mohamed Mohamud  
Ms Sue Prior  
Mr. Mark Overton, Dean of Student Affairs  
Dr. Giovanni Facciponte  
Professor Cheryl Regehr, Vice-President and  
Provost  
Professor Chester Scoville  
Mr. Andy Semine  
Ms Amber Shoebridge  
Professor Jumi Shin  
Professor Steven Short

**In Attendance:**

Ms Meredith Strong

**Secretariat:**

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

Professor Gerhard Trippen  
Professor Anthony Wensley

**Non-Voting Assessors:**

Ms Christine Capewell, Director, Business  
Services  
Ms Andrea Carter, Assistant Dean, Student  
Wellness, Support & Success  
Mr. Dale Mullings, Assistant Dean, Students and  
International Initiatives

**Regrets:**

Ms Sharmeen Abedi  
Professor Hugh Gunz  
Mr. Tarique Khan  
Mr. Nykolaj Kuryluk  
Professor Judith Poë  
Mr. Nate Van Beilen

**1. Orientation**

The Chair, Professor Joseph Leydon 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/OrientationUTM201617>.

The Chair explained that the Committee would oversee matters that directly relate to the quality of student and campus life. The presentation<sup>1</sup> 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. The Chair also gave an overview of the difference between the role of governance and administration, and talked about the roles and responsibilities of members. Ms Ferencz-Hammond discussed the use and value of cover sheets and the governance portal, *Diligent Boards*.

The Chair invited Professor Ulli Krull, Interim Vice-President & Principal, Professor Amrita Daniere, Vice-Principal Academic and Dean, Mr. Paul Donoghue, Chief Administrative Officer and Mr. Mark Overton, Dean of Student Affairs to present an overview of the Campus and their respective roles as Presidential Assessors. The presentation outlined senior administrative structures at UTM and assessor priorities for the 2016-17 academic year<sup>2</sup>.

## **2. Chair's Remarks**

The Chair welcomed members to the first meeting of the Campus Affairs Committee for the 2016-17 academic year. He introduced Professor Ulrich Krull, Interim Vice-President and Principal; and the Committee's voting assessors, Professor Amrita Daniere, 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 Director, Ms Andrea Carter, Assistant Dean, Student Wellness, Support & Success, and Mr. Dale Mullings, Assistant Dean, Students and International Initiatives.

## **3. Current Year Campus and Institutional Operating Budget**

The Chair informed members that the presentation and discussion would support UTM's annual budget preparations and the integration of campus budget plans into the University's budget. He then invited Professor Cheryl Regehr, Vice-President and Provost and Mr. Trevor Rodgers, Senior Manager, Planning and Budget to present. Professor Regehr informed members that the presentation would provide context for the 2016-17 Budget, including the structure and process, enrolment, UofT Revenue, expense and university fund and levels of student financial support. The presentation included the following key points<sup>3</sup>:

- A review of the budget timeline, noting that UTM budget planning for 2017-18 had already begun and that UTM senior administration would discuss budget plans with the Provost and the Vice-President, University Operations in November, 2016;
- The University's budget was informed by several factors, including global and Canadian market behavior, provincial and university policies, and collective agreements; in addition, planning was driven by academic and service priorities;
- A balanced budget had been achieved at the institutional level at \$2.16 billion in 2015-16; with a projected operating budget of \$2.31B for 2016-17;
- Ontario's per-student operating grant funding was the lowest in the country and per student allocation to the University of Toronto was less than any other university in Ontario;

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<sup>1</sup> A copy of the Orientation Presentation is attached as Attachment A.

<sup>2</sup> A copy of the Assessor Presentation is attached as Attachment B.

<sup>3</sup> A copy of the Budget Presentation is attached as Attachment C.

- International tuition as percentage of revenue had steadily increased from 7% in 2006-07 to 25% in 2016-17 and was projected to grow to 26 % by 2020-21. The Canadian dollar has had a major effect on this trend, making U of T's tuition more attractive to international students;
- The Provincial operating grant as a share of total operating revenue had decreased from 44% in 2006-07 to 25% in 2016-17, and would continue on its downward trend to 24% by 2020-21;
- 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 2.7%, while weighted average increase in expenses was 3.7%, producing a structural deficit of 1.0% driven primarily by compensation. Due to recent collective agreements with USW and other unions, the average cost of compensation had decreased and created a large impact on the proposed structural deficit, which was at 1.5% in 2015-16;
- Long term tri-campus undergraduate enrolment plans indicated that UTM and UTSC would continue growing until 2021, by 12 % and 11% respectively, whereas the St. George campus would keep enrolment figures relatively flat;
- \$58 million in financial assistance was provided by the University to its undergraduate students in 2014-15, which was \$38 million above the provincially mandated requirements;
- Preliminary faculty and staff hiring plans at UTM were aggressive and would aid in the reduction of the student to faculty ratio as well as provide more front line staff for student services;
- 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 \$19 million for 2016-17 at the institutional level and were allocated towards four themes: excellence in education, excellence through access and diversity, research excellence, and structural budget support;
- The 2016-17 UF allocations to UTM included \$2.0M in capital matching, \$1.0M towards the Dean's fund which would go into the base to enhance academic initiatives at UTM and \$300,000 towards student academic progress positions in order to improve student retention rates;
- UTM also had access to pooled funds provided by the Provost for diversity hiring, start-up funds, data science and graduate innovation. UTM had accessed the pooled funds for a hire in data science;
- Areas of budgetary risk included the structural deficit, changes in provincial policies, pension solvency, capital market changes and the value of the Canadian dollar. Areas of opportunity were the ability to leverage our location, looking at the Strategic Mandate Agreement funding formula, research funding, making creative use of operating reserves and the value of the dollar to attract international students.

A member noted that U of T was no longer a publicly funded, but a publicly assisted institution, and asked when the funding formula was last reviewed. The member added that students could be a source of ideas when looking to change and review the funding formula and that there was not a sufficient number of student representatives on the Planning and Budget Committee to provide input on such changes. Professor Regehr informed members that student suggestions should be discussed at the divisional level with the appropriate senior administrators as they were best suited to assess potential sources of revenue.

In response to a member's question, Professor Regehr explained that the UF allocation represented the incremental amounts that have gone towards the base budget, adding that these commitments were made on an ongoing basis.

In response to a member's question, Professor Regehr explained that international students pay a non-subsidized rate for tuition based on caps placed by the government. She added that the government subsidizes the cost for domestic students since these were aided by contributions from Canadian taxpayers, and that the same caps apply to Canadian students that choose to study internationally.

#### 4. Update on the University's Sexual Violence Action Plan

The Chair invited Professor Regehr to present[1] an update on the University's Sexual Violence Action Plan. Professor Regehr noted to members that the Presidential and Provostial Committee on Preventing and Responding to Sexual Violence had been created in November 2014 and had consulted and researched for more than 18 months. She stated that the University had accepted all the recommendations of the Committee and had been moving forward on all these recommendations over the summer.

Professor Regehr informed members that in March 2016, the Ontario government passed Bill 132, which contained specific provisions for all publicly-funded Ontario colleges and universities. The new legislation and accompanying draft regulations required all Ontario universities to have a sexual violence policy that addressed sexual violence involving students and set out the process for how the university would respond to and address incidents and complaints of sexual violence, and to provide training to faculty, staff, students and other members of the community on sexual violence prevention, and the policies and processes in place to prevent and respond to sexual violence. The policy had to come into effect by January 1, 2017. Bill 132 also made some changes to the Occupational Health and Safety Act, which required the revision of some existing policies concerning workplace harassment. These changes had to be in place by September 8, 2016 and involved expanding the definition of workplace harassment to include workplace sexual harassment, as well as adding references to the University's workplace harassment program.

Building upon the work of the Presidential and Provostial Advisory Committee on Preventing and Responding to Sexual Violence and the requirements under Bill 132, The University's sexual violence action plan, included four pillars: a new sexual violence policy, a climate survey, an education and prevention training component, and the creation of a new tri-campus Sexual Violence Centre & the hiring of a new Executive Director. For support and implementation of the pillars, three expert panels were established (i.e. the Climate Survey Advisory Board; the Expert Panel on Education and Prevention of Sexual Violence; and the Expert Panel on Sexual Violence Policies).

Professor Regehr stated that recommendations from an expert panel were used to draft the proposed sexual violence policy. The draft policy had been published on the consultation website on September 7, inviting feedback from all U of T students, staff and faculty. Consultation meetings continued with student associations, who were also holding student-led consultation sessions on each campus. She informed members that the policy would be brought forward for consideration to Governing Council on December 15, 2016. Professor Regehr provided some highlights of the policy, which included:

- The definition of sexual violence in the policy would include sexual harassment;
- The policy would apply to all students, staff and faculty;
- The policy would apply to incidents that occurred on-campus, off-campus and on-line;
- The complainant was provided with options on how to proceed;
- The policy would not prescribe mandatory mediation; and,
- There would be procedural fairness for respondents.

In response to a member's question, Professor Regehr clarified that the U of T community included all students, staff, faculty and Governors. She also added that there would be physical space allocated to the Sexual Violence Prevention and Support Centre on each campus.

Ms Nour Alideeb, a member, and the President of the UTM Student Union (UTMSU), informed members that the UTMSU would be holding a student-led consultation on September 27 in the Council Chambers, Room 3130, Davis Building, from 5 to 7 p.m.

In response to a member's question, Professor Regehr stated that support would be offered to any member of the community. She further clarified that incidents that occurred off-campus could only be addressed through adjudication if they occurred between two members of the University community.

A member asked if racialized and aboriginal counsellors would be available at the Centre, and Professor Regehr advised that the University was committed to making counsellors available that were representative of the student population.

## **5. Calendar of Business, 2016-17**

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 and consult with the Secretariat if they had any questions about forthcoming items.

## **6. Assessor's Report**

Mr. Paul Donoghue reported on upcoming items at the next meeting of the CAC, which would include presentations on ancillary services such as food and conference services. He noted that the advisory committees for each service ancillary had already begun scheduling their consultative meetings on the ancillary budgets, which would be submitted for governance consideration in January of 2017.

He informed members that the budget presentation at the next meeting of the Committee would outline the themes and priorities for UTM's 2017-18 budget.

Finally, Mr. Donoghue advised members that as noted in the Calendar of Business, the Committee would be considering two major capital projects this governance year, specifically a renovation of the Davis building and the development of a Science Wing.

Mr. Mark Overton advised members that the highlights of a Residence Master Plan would be brought forward for information to the Committee at its next meeting, providing insight into market demand, recommended renovations and expansion possibilities. He added that the master planning process was led by North American experts in post-secondary campus residence operations. This information would influence the long-term budget outlook which would be part of the ancillary budget, to be considered by the Committee in Cycle 4. Mr. Overton reminded members that in Cycle 5, the Committee would consider compulsory non-academic incidental fees for the campus as well as for student societies.

## **CONSENT AGENDA**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 8 - Report of the Previous Meeting, be approved.

## **7. Report on Capital Projects – as at August 31, 2016**

**8. Report of the Previous Meeting:** Report 17 – April 25, 2016

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

**10. Date of Next Meeting** – November 21, 2016 at 4:10 p.m.

**11. Other Business**

There were no items of other business.

The meeting adjourned at 6:37p.m.

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Secretary  
September 26, 2016

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Chair