

# UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

OCTOBER 7, 2015

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on October 7, 2015 at 4:10 p.m. in the Council Chambers, William G. Davis Building, University of Toronto Mississauga.

Professor Hugh Gunz, Chair  
Mr. Nykolaj Kuryluk, Vice-Chair  
Professor Ulli Krull, Acting Vice-President &  
Principal  
Mr. Daniel Ball  
Professor Lee Bailey  
Mr. Jeff Collins  
Mr. Simon Gilmartin  
Ms Shelley Hawrychuk  
Ms Megan Jamieson  
Mr. Tarique Khan  
Professor Joseph Leydon  
Ms Alice Li  
Mr. Amir Moazzami  
Dr. Gary Mooney  
Professor Judith Poë  
Professor Holger Syme  
Mr. David Szwarc

Mr. Glenn Thompson  
Mr. Douglas Varty

## **Regrets:**

Ms Kelly Akers  
Mr. Emerson Calcada  
Mr. Paul Donoghue, Chief Administrative  
Officer  
Professor Angela Lange  
Mr. Sheldon Leiba  
Ms Kristina Kaneff  
Professor Amy Mullin, Vice-Principal  
Academic & Dean

## **In Attendance:**

Ms Christine Capewell, Director, Business Services  
Ms Mylene Hangdaan, The Medium  
Mr. Dale Mullings, Assistant Dean, International Initiatives  
Ms Heather Stevens, Senior Planning Advisor, Business Services

## **Secretariat:**

Mr. Louis Charpentier, Secretary of the Governing Council  
Ms Cindy Ferencz Hammond, Director of Governance  
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<sup>1</sup> to new members, who were also directed to Orientation Resources available at <http://uoft.me/OrientationResources>.

The Chair explained that Council would oversee matters that directly relate to Campus' objectives and priorities, development of long-term and short-term plans and the effective use of resources in the course of these pursuits. The presentation included visual representations of the governance paths 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, the governance portal (Diligent Boards) and member engagement as it related to meeting conduct.

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

The Chair invited Professor Krull, Vice-President & Principal, to present<sup>2</sup> an overview of the Campus and discussed the respective roles of administrative assessors. The presentation outlined senior administrative structures at UTM and assessor priorities for the 2015-16 academic year.

## 2. Chair's Remarks

The Chair welcomed members to the first meeting of the UTM Campus Council for the academic year. He introduced Mr. Nykolaj Kuryluk, Vice-Chair, Professor Ulli Krull, Acting Vice-President and Principal; and the Committee's non-voting assessors, Professor Amy Mullin, Vice-Principal Academic and Dean and Mr. Paul Donoghue, the Chief Administrative Officer. The Chair also welcomed and introduced both new and returning members of the Campus Council.

In remembrance of Professor Michael Jalland, a longstanding UTM faculty member, the Chair noted with great sadness that he passed away. Professor Jalland's University of Toronto career had started at the Rotman School of Management, and continued at UTM where he brought a passion for teaching to his many administrative and governance roles on campus. The Chair noted that he had left an indelible mark on the institution and would be greatly missed.

## 3. Current Year Campus and Institutional Operating Budget: Presentation by Professor Scott Mabury, Vice-President, University Operations, Ms Sally Garner, Executive Director, Planning and Budget\*

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 and student financial support. The discussion would support UTM's annual budget preparations and the integration of campus budget plans into the University's budget. The Chair then invited Professor Scott Mabury, Vice-President, University Operations and Ms Sally Garner, Executive Director, Planning and Budget to present<sup>3</sup>. 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;
- 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 Mabury 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;
- Professor Mabury 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;

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<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.

- 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;
- Ms Garner stated that 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;
- Entering averages at UTM have continued to increase, which indicated strength of applicants. It was added that despite an overall decrease in domestic applicants in Ontario, UofT continued to maintain its first choice applicant status and maintained the same number of overall applicants as the previous year, and that UofT had not encountered a decline as most other Ontario Universities.

A member asked for an example of good decision making at UTM. Professor Mabury stated that to create sustainable growth and provide a rich academic experience, the strategy which had been optimally employed at UTM, was to use additional revenue towards one-time capital investments and increasing space to allow for additional faculty hires.

A member inquired into whether senior administration of the University believed the current financial model could sustain a world-class academic institution such as UofT without a fundamental reinvention of undergraduate education. Professor Mabury responded that the financial model allowed decision making to be localized at the divisional level, which provided an institution as large as UofT, the ability to adapt and be more agile than their counterparts. He also noted that Professor Vivek Goel, Vice-President, Research and Innovation and Professor Susan McCahan, Vice-Provost, Innovations in Undergraduate Education were playing a leading role in the university's mission to develop innovative and new approaches to undergraduate education.

In response to a member's question, Professor Mabury stated that for most international jurisdictions, with the exception of India, the value of the Canadian dollar has decreased.

#### **4. Report of the Acting Vice-President & Principal**

Professor Ulli Krull, Acting Vice-President & Principal, spoke to members regarding the recent announcement to explore 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, and had granted its first award in May, 2015 to York University and Seneca College to establish a facility 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. The President of UofT was invited to speak to the Panel, and it was decided that UTM should take the lead role. A presentation was provided by UTM to the Panel about UTM and UofT, however no proposal had been created or put forward by UTM. Professor Krull advised members that currently UTM and the City of Brampton were exploring the possibility of a relationship, and that development of a proposal would only proceed should there be a synergistic relationship between the two potential partners. He also indicated that in the event that a proposal was to be developed then it would involve extensive consultation across the UofT community. Professor Krull stated that UTM did not envision a separate division, or a University of Toronto Mississauga Brampton (UTMB) campus. The present discussion has focused on an extension of UTM and UofT as a whole, with a physical presence in Brampton and concurrent strong connectivity to the resources that are already established at UTM and UofT. A member suggested that UTM interact further with the local City of Mississauga government on this issue to consider lobbying the Province about whether a new development in Brampton was necessary, and that UTM continue to explore the potential for a proposal.

Professor Krull commented on the new format for Orientation week this past September, explaining that the UTM administration had been responsible for the academic orientation, and that the social orientation was delivered by the UTM Student Union (UTMSU). He commented that the Career Development Centre had noted an increased number of students seeking services, which had indicated students were pursuing referrals made during the academic orientation.

Professor Krull addressed a question regarding international recruitment at UTM. He informed members that UTM staff were involved in the international recruiting efforts of UofT as a whole, and the intention was to create more awareness of program choices at UTM. Professor Krull noted that there were efforts being made to diversify the geographical locations where international recruitment took place, and provided the example of a pilot project that created a summer residential program for students from the Middle Eastern region. In response to a member's question, he stated that to his knowledge the back log on international student visas had improved since the previous year, but the issue continued and special arrangements had been made to accommodate some students. In the discussion that followed, members noted the benefits of international students and their important global reach as alumni ambassadors.

Professor Krull informed members that the Design-Build contract for North Building Phase B had been recently awarded to the team of Stuart Olson/Perkins-Will (contractor/architects).

Professor Krull noted to Council the convergence of interests around youth employment and engagement by the City of Mississauga, the City of Brampton, the Mississauga Board of Trade and the Healthy City Stewardship Centre. He noted that UTM was involved with each of these organizations and that there was a strong theme relevant to UTM of the importance of encouraging and creating a more innovative mindset in students, from elementary school to university and college students. He reported about the successes in support of student entrepreneurship by programming delivered by I-Cube, and that Sheridan and UTM were partnering to improve access to innovation and entrepreneurship programming.

Professor Krull reminded members that the three external reviewers would be present on campus in early November for the UTM Self Study. He added that the final report would come to Campus Council for information.

## **5. 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.

## **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.

## **6. Report on UTM Capital Projects – as at September 14, 2015 (for information)**

## **7. Reports for Information**

- a. Report 13 of the Agenda Committee (September 28, 2015)
- b. Report 13 of the Academic Affairs Committee (September 17, 2015)
- c. Report 12 of the Campus Affairs Committee (September 14, 2015)

## **8. Report of the Previous Meeting: Report 12 – May 28, 2015**

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

## **10. Date of the Next Meeting – Thursday, December 3, 2015 at 4:10 p.m.**

The Chair reminded members that the next meeting of the Council was scheduled for Thursday, December 3, 2015 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

**11. Question Period**

There were no questions.

**12. Other Business**

There were no other items of business.

The meeting adjourned at 6:36 p.m.

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Secretary  
October 10, 2015

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Chair