

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

**REPORT NUMBER 225 OF THE BUSINESS BOARD**

**Monday, February 29, 2016**

To the Governing Council,  
University of Toronto.

Your Board reports that it met on Monday, February 29, 2016 at 5:00 p.m. in the Council Chamber, Simcoe Hall, with the following members present:

Ms Jane Pepino (Chair)  
Mr. Jeff Collins (Vice-Chair)  
Professor Meric Gertler, President  
Professor Scott Mabury, Vice-President,  
University Operations  
Professor Angela Hildyard, Vice-President,  
Human Resources & Equity  
Mr. Robert G. Boeckner  
Mr. David Bowden  
Ms Sheila Brown, Chief Financial Officer  
Mr. David Estok  
Mr. Ian Freedman  
Ms Sara Gelgor  
Professor Avrum Gotlieb  
Mr. Paul Handley  
Mr. William E. Hewitt\*  
Ms Zabeen Hirji  
Mr. Alex Iovic  
Ms Claire M.C. Kennedy  
Mr. Brian D. Lawson  
Ms Nancy Carolyn Lee  
Professor Jan Mahrt-Smith

Mr. Brian A. Miron  
Ms Catherine Riddell  
Mr. Andrew Szende  
Mr. Christopher Thatcher  
Mr. Keith Thomas

**Presidential Assessors (Non-Voting)**

Professor Cheryl Regehr, Vice-President &  
Provost  
Mr. David Estok, Vice-President,  
Communications  
Ms Sally Garner, Executive Director, Planning  
and Budget Office  
Mr. David Palmer, Vice-President,  
Advancement

**Secretariat:**

Ms Sheree Drummond, Deputy Secretary  
Mr. Patrick McNeill, Acting Secretary

\*via conference call (open session only)

**Regrets:**

Mr. Faizan Sohail Akbani  
Mr. Andrew Arifuzzaman  
Mr. Paul Donoghue  
Mr. Gary D. Goldberg  
Mr. Mark Krembil  
Mr. Howard Shearer

**In Attendance:**

Mr. Ken DeBaeremaeker, Manager, Enrolment and Tuition Fees Planning and Analysis  
Ms Archana Sridhar, Assistant Provost  
Ms Donna Wall, Director, Financial Aid and Awards  
Professor Sandy Welsh, Vice-Provost, Students

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ITEMS 1(a.), 1(b.), 2 ARE RECOMMENDED TO THE GOVERNING COUNCIL FOR APPROVAL. ALL OTHER ITEMS ARE REPORTED TO THE GOVERNING COUNCIL FOR INFORMATION.

*Pursuant to section 33(i) of By-Law Number 2,  
items 9-12 were considered in camera.*

**MAIN THEMES: STUDENT FEES AND THE BUDGET**

The Chair advised members that the main theme of the meeting was ‘student fees and budget’. She made reference to two background reports that had been provided: the *Enrolment Report* and the *Annual Report on Student Financial Support*.

Professors Regehr, Mabury and Ms Garner delivered a presentation<sup>1</sup> on the Budget Report for 2016-2017. In providing the context for the Report, the following areas were highlighted:

- The process and planning in developing the Budget Report
- Student enrolment and divisional plans
- Expenses related to faculty and staff compensation; pension plan deficit payments
- Support for capital projects and university-wide shared service costs
- Student financial support
- University Fund allocations

President Gertler advised members that he was very pleased with the balanced budget and that the presentation had provided a comprehensive overview to capitalize on the University’s strengths and to manage risks. President Gertler indicated that the University needed to better tell its story noting the top rankings and the University’s location as being tremendous assets that had become more important over time.

President Gertler highlighted several areas where the University would focus its advocacy activities with both the Provincial and Federal Governments. These included increased per-student funding, continuation of funding for graduate student expansion; the need to maximize tuition flexibility; increased infrastructure funding; and, greater recognition of the University’s distinctive role as a research-intensive institution. International recruitment and the management of international relationships remained as critical priorities for the University.

President Gertler emphasized that the budget had reflected the significant amount of consultation undertaken at the divisional levels. It was also aligned with the President’s *Three Priorities*.

Members asked questions and commented on issues related to student/faculty and student/staff ratios; risk of reliance on international student enrolment growth; the structural deficit; and annual giving.

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<sup>1</sup> For complete presentation, please see [here](#).

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Professors Regehr and Mabury clarified that the University used student/faculty ratios as one measure of performance as opposed to student/staff ratios. The most challenging student/faculty ratios existed at UTM and UTSC; each campus would be increasing hiring in the near future, particularly since several capital projects had been completed on the two campuses and there is room for more faculty offices.

Professors Regehr and Mabury agreed that one of the on-going challenges was the need to mitigate the risks of reliance on international student enrolment. Professor Regehr noted that international student enrolment continued to be strong and growing. The University was prepared to make adjustments if required and would utilize operating reserves to mitigate any risks. There would also be a greater focus to diversify the international student intake from different countries, such as the United States.

President Gertler commented that the University would take advantage of the numerous offers of help from alumni located around the world to increase and diversify international student enrolment. The University had a good alumni base in the United States, particularly in New York and San Francisco, and would better align alumni relations activities with international recruitment and research strategies.

Professor Regehr stated that structural deficits at the University-level had been a long-standing issue. At the divisional level, it was important for units to look for efficiencies in order to increase savings, as well as to look for new revenue opportunities.

Mr. Palmer explained that annual giving (gifts below \$25,000) were growing in total dollars raised, each year. The University had collected over \$12 million in the past year in unrestricted annual giving with the majority of funds distributed directly to the divisions. Other forms of giving, such as major gifts, were usually highly restricted to specific research or teaching programs, student aid, or capital projects, and as such did not appear directly as part of the Operating Budget. If endowed, such gifts might generate funds that would help offset operating costs within a division, such as the proceeds of an endowed chair.

The Chair thanked the President, Professors Mabury and Regehr, and Ms Sally Garner, and their team, for all their work on the budget.

**1. Tuition Fees****a) Tuition fee Schedule for Publicly Funded Programs, 2016-17**

On the recommendation of the Vice-President, University Operations,

**YOUR BOARD RECOMMENDED TO THE GOVERNING COUNCIL**

**THAT** the Tuition Fee Schedule for Publicly-Funded Programs in 2016-17 as described in Tuition Fee Schedule for Publicly-Funded Programs 2016-17 (February 11, 2016) and

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THAT the tuition fees in 2016-17 and 2017-18 for the special programs identified in Tables B2 and C2 of Appendices B and C of the aforementioned report be approved.

**b) Tuition Fee Schedule for Self-Funded Programs, 2016-17**

On the recommendation of the Vice-President, University Operations,

YOUR BOARD RECOMMENDED TO THE GOVERNING COUNCIL

THAT the tuition Fee Schedule for Self-Funded Programs, 2016-17 be approved.

**c) Annual Report on Student Financial Support: Report of the Vice-Provost, Students 2014-15**

The Chair noted that the Report was intended as background to the tuition fee schedule and that it would be received on March 1, 2016 by the Committee on Academic Policy and Programs which was the body responsible for student financial support.

There were no questions from members.

**d) Enrolment Report, 2015-16**

The Chair advised members that the Enrolment Report would be reviewed by the Planning and Budget Committee on March 2, 2016, which was responsible for enrolment planning.

There were no questions from members.

**2. Budget Report 2016-17 and Long Range Budget Guidelines 2016-17 to 2020-21**

On the recommendation of the Vice-President, University Operations,

YOUR BOARD RECOMMENDED TO THE GOVERNING COUNCIL

THAT the Business Board concur with the prospective recommendation of the Academic Board,

THAT the *Budget Report 2016-17* be approved, and

THAT the *Long Range Budget Guidelines 2016-17 to 2020-21* be approved in principle.

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**3. Academic Incidental Fees**

**a) Category 6, Administrative User Fees and Fines, 2016-17**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT the fees listed in Appendix A of the Report entitled *Category 6 Administrative User Fees and Fines, 2015-16* be added to the Administrative User Fees and Fines schedule for 2015-16.

THAT the fees listed in Appendix B of the Report entitled *Category 6, Administrative User Fees and Fines, 2016-17* be removed from the Administrative User Fees and Fines Schedule for 2016-17. Schedule for 2016-17.

**b) Category 5 Cost-Recovery Ancillary Fees, 2016-17 and Category 6, Administrative User Fees and Fines, 2016-17**

The Report was received by the Board for information.

**4. Reports of the Administrative Assessors**

The administrative assessors indicated that there were no items to report.

**OPEN SESSION CONSENT AGENDA**

On a motion duly moved, seconded, and carried

YOUR BOARD APPROVED

THAT the consent agenda be adopted.

**5. Report of the Previous Meeting – Report 224 – January 25, 2016**

Members received report number 224 from the meeting of January 25, 2016.

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

There was no business arising from the report of the previous meeting.

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**7. Status Report on Debt to January 31, 2016**

Members received the status report on debt to January 31, 2016.

**CLOSING ADMINISTRATIVE MATTERS**

**8. Date of the Next Meeting – Tuesday, April 5, 2016**

The Chair reminded members that the date of the next meeting was Tuesday, April 5, 2016 at 5:00 p.m.

**THE BOARD MOVED *IN CAMERA***

**9. In Camera Reports of the Administrative Assessors**

Members received reports from the Vice-President, University Operations regarding the execution of capital projects and approval of transfer of funds; and from the Vice-President, Human Resources and Equity, regarding Pension Plan matters.

**10. Capital Projects**

a) **167 College Street Communications House and Swing Space Conversion - Execution of Project**

On motion duly moved, seconded and carried

YOUR BOARD APPROVED

Subject to Governing Council approval in principle of the project,

The recommendation of Professor Scott Mabury, Vice-President, University Operations, as outlined in the memorandum dated February 16, 2016, 2015 regarding execution of the capital project for the 167 College Street Communications House and Swing Space Conversion.

b) **School of Graduate Studies, Macdonald-Mowat House, 63 St. George Street Renovation & Restoration - Execution of Project (Revised)**

On motion duly moved, seconded and carried

YOUR BOARD APPROVED

Subject to Governing Council approval in principle of the project,

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The recommendation of Professor Scott Mabury, Vice-President, University Operations, as outlined in the memorandum dated February 17, 2016, regarding the execution of the capital project (revised) for the School of Graduate Studies, Macdonald-Mowat House, 63 St. George Street Renovation & Restoration.

**c) 704 Spadina: Transfer of Funds**

On a motion duly moved, seconded and carried

YOUR BOARD APPROVED

The recommendation of Professor Scott Mabury, Vice-President, University Operations, as outlined in the memorandum dated February 19, 2016, regarding the transfer of funds for 704 Spadina.

**11. Collective Agreements**

**a) University of Toronto and CUPE 1230 (Full-Time & Part-Time)**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT employee pension contribution increases, as described in a Memorandum dated February 16, 2016 from Professor Angela Hildyard, Vice-President, Human Resources and Equity, to be implemented as of June 30, 2017, be approved.

**b) University of Toronto and OPSEU 578**

On motion duly moved, seconded and carried

IT WAS RESOLVED

THAT employee pension contribution increases, as described in a Memorandum dated February 16, 2016 from Professor Angela Hildyard, Vice-President, Human Resources and Equity, to be implemented as of June 30, 2017, be approved.

**12. Business Board Striking Committee Membership for 2016-17**

On motion duly moved, seconded and carried

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THAT the following be appointed to the Business Board Striking Committee to recommend appointments for 2016-17:

Mr. Jeff Collins (Lieutenant-Governor-in-Council appointee; Vice-Chair)  
Ms Catherine Riddell (administrative staff)  
Mr. Faizan Akbani (student)  
Professor Avrum Gotlieb (teaching staff)  
Mr. David Bowden (alumni)

**The Board returned to open session.**

The meeting adjourned at 6:55 p.m.

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Acting Secretary

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Chair

March 1, 2016