

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

**REPORT NUMBER 20 OF THE CAMPUS COUNCIL**

**October 5, 2016**

Ms Shirley Hoy, Chair of the  
Governing Council  
Professor Paul Kingston, Chair  
Professor Bruce Kidd, Vice-  
President and Principal, UTSC  
Mr. Andrew Arifuzzaman, Chief  
Administrative Officer, UTSC  
Professor William A. Gough, Vice-  
Principal (Academic) & Dean  
Ms Hira Ashraf  
Dr. Catherine Bragg  
Professor Tarun Dewan  
Mr. George Fadel\*  
Ms Kathy Fellowes  
Ms Sue Graham-Nutter  
Mr. John Kapageridis\*  
Dr. Elaine Khoo  
Ms Lydia V.E. Lampers-Wallner  
Mr. Andrew C. Leung  
Ms Brenda Librecz

Ms Yasmin Rajabi  
Dr. Tayyab Rashid  
Mr. Mark Henry Rowswell  
Ms Amina Shabeen  
Mr. Larry Whatmore

**Secretariat:**

Ms Sheree Drummond  
Ms Amorell Saunders N'Daw  
Ms Rena Prashad

**Regrets:**

Mr. Preet Banerjee  
Professor Leslie Chan  
Dr. Brian Harrington  
Dr. Jennifer McKelvie  
Ms Lynn Tucker

\*Telephone Participants

**In attendance:**

Professor Cheryl Regehr, Vice-President and Provost & Chief Budget Officer

Ms Liza Arnason, Director, Student Life and International Student Centre  
Dr. Curtis Cole, Registrar & Assistant Dean, Enrolment Management  
Dr. Nicholas Dion, Senior Projects Officer, Office of the Vice-President and Provost  
Ms Sally Garner, Executive Director, Planning and Budget  
Ms Holly Fraser, Manager, Campus Communications  
Ms Jessica Kirk, President, Scarborough Campus Students' Union (SCSU)

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

The Chair introduced himself and welcomed members and guests to the first Council meeting of the 2016-17 governance year. He also welcomed the Secretary of the Governing Council, Ms Sheree Drummond, and the Chair of the Governing Council, Ms Shirley Hoy to the meeting.

He invited Ms Hoy to make remarks. Ms Hoy thanked members for committing their time to serving on the Council and provided a brief history on the establishment of the UTM/UTSC Campus Councils and their Standing Committees. She reported that since 2013, the UTM/UTSC Campus Councils have fulfilled their responsibilities delegated by the Governing Council, and that a follow-up review on the tri-campus governance model was planned for 2017-18.

To conclude, the Chair invited members to introduce themselves.

## **2. Orientation of Members**

The Chair, Secretary of the Governing Council, and Committee Secretary, provided an Orientation presentation. The presentation<sup>1</sup> included the follow key points:

- An overview and the structure of the Governing Council and its Boards and Committees;
- The role and responsibilities of the Council, expectations of members, and conflict of interest;
- The role of Administration/Assessors and the Secretariat;
- Reflections from a member and voting Assessor;
- The Calendar of Business; and
- Meeting preparation, meeting types, agendas, cover sheets, and the Diligent Boards governance portal

## **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**

Professor Kidd invited the Scarborough Campus Students' Union (SCSU) President, Ms Jessica Kirk, to present an overview of the SCSU and its priorities for the year.

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

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<sup>1</sup> Presentation- Orientation of Members

Professor Kidd provided the Council with an update on plans and priorities for the campus. His report included the following highlights:

- UTSC was on target to reach enrolment growth plans by 2019-20. Current undergraduate student enrolment was 12,743; graduate student enrolment 289;
- Construction was in progress for the Highland Hall project and there were future plans for a new residence structure on the north campus;
- A new Vice-Dean, Equity was being recruited;
- A UTSC working group on sexual violence had been created to provide advice on support, prevention, and education on sexual violence matters; and
- Continued lobbying efforts to improve transit were being made.

#### **4. Strategic Topic: Update on the University's Sexual Violence Action Plan**

The Chair invited Professor Regehr to present the update on the University's Sexual Violence action plan to the Council. The presentation<sup>2</sup> included the following highlights:

- In November 2014, the University created the *Presidential and Provostial Advisory Committee on Preventing and Responding to Sexual Violence*. The Committee met over an 18 month period to produce a final report, which was presented to the President and Vice-President and Provost in February 2016. In April 2016 the President and Vice-President and Provost accepted the recommendations from the report including the creation of a proposed policy on sexual violence;
- Ontario Bill 132 (Sexual Violence and Harassment Action Plan) was passed in March 2016 requiring all publicly funded Ontario colleges and 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 awareness training on the sexual violence policy to faculty, staff, students, and other members of the University community;
- 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 developed a sexual violence action plan, which included four pillars: a new sexual violence policy, a climate survey, an education and prevention training component, the creation of a new tri-campus Sexual Violence Prevention and Support Centre, and 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).
- The legislation required the Policy to be in place by January 1, 2017, and as a result the draft Policy on Sexual Violence was being presented for information in Cycle 1 governance meetings and for approval in Cycle 2. The draft Policy was released to students, staff and faculty for consultation on September 5<sup>th</sup>. The consultation period was expected to run until mid-October 2016;

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<sup>2</sup> Presentation- Update on the University's Sexual Violence Action Plan

- Professor Regehr discussed some of the highlights of the draft Policy, which included the following:
  - The definition of sexual violence included sexual harassment;
  - The Policy would apply to faculty, staff, and students;
  - The Policy would apply to incidents on-campus, off-campus, and online;
  - The Policy presented complainants with clear options on how to proceed following an event of sexual violence;
  - The Policy eliminated mandatory mediation; and
  - The Policy safeguarded procedural fairness for the respondent.

A member commented on whether consideration would be given to strengthen the language used to define and describe sexual assault in the Policy, and Professor Regehr reported that further consideration would be given to the matter.

A member asked whether support would be provided to a claimant who ceased to be a student. Professor Regehr replied that the University would be in a position to assist the claimant at the outset and then make referrals to community services for further support.

## **5. Current-year Campus and Institutional Operating Budget, UTSC**

The Chair invited Professor Cheryl Regehr and Ms Sally Garner, Executive Director, Planning and Budget, to present the UTSC current year campus and institutional operating budget to the Council. The presentation<sup>3</sup> included the following highlights:

- The UofT budget planning exercise was primarily a bottom-up process driven by the priorities of academic divisions. The budget was approved annually by the Governing Council in April and planning for the next year's budget began soon after;
- The 2016-17 balanced budget at the institutional level was \$ 2.318B, which was an increase of \$158M from the 2015-16 budget. The sources of funding for the new \$158M was generated mainly from increases in tuition fees (\$74M) and new enrolment (\$65M);
- There were plans for 11 percent undergraduate enrolment growth at UTSC over the next 5 years. International students made up 16 percent of total undergraduate enrolment, and the ratio was expected to remain the same over the planning period;
- The provincial operating grant, as a source of revenue, continued to decline, representing 28 percent of total revenue in 2016-17;
- At UTSC, there were preliminary plans to hire an additional 49 faculty and librarians and 36 administrative staff by 2020-21;
- University-wide costs (UWC) include shared service portfolio operations, non-discretionary expenses such as utilities and municipal taxes, academic initiative funds such as the Undergraduate Course Development Fund, and pension special payments. UTSC paid into some shared services, but operated others, such as facilities and student services, separately;

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<sup>3</sup> Presentation- Current-year Campus and Institutional Operating Budget, UTSC

- The University spent \$58M on need-based student aid in 2014-15. Of the \$58M, \$20M was required under the *Student Access Guarantee* policy and an additional \$35M was discretionary spending;
- In 2016-17, UTSC received \$3.3M in University Fund (UF) allocations for: capital matching, a Dean's Fund, and three positions to address student academic progress. In addition, all divisions were eligible to apply to pooled funds for diversity hiring, faculty start-up, interdivisional teaching, data science, and graduate program innovation. Since 2007-08, UTSC had received 16 percent of the total UF.

In response to a comment regarding lobbying the Provincial government for a higher operating grant, Professor Regehr remarked that UofT's differentiated status as described in the Higher Education Quality Council of Ontario (HEQCO) report titled *The Differentiation of the Ontario University System* could be leveraged to obtain funding.

A member asked what the University considered to be the ideal percentage of international students, and Professor Regehr replied that the number of international students was related to the needs and aspirations of each academic department, which varied across the University.

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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 6) be approved.

**6. Report of the Previous Meeting: Report Number 19 – Thursday, May 26, 2016**

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

**8. Reports for Information**

a) Report Number 20 of the UTSC Agenda Committee (Wednesday, September 21, 2016)

b) Report Number 19 of the UTSC Academic Affairs Committee (Wednesday, June 15, 2016)

c) Report Number 18 of the UTSC Campus Affairs Committee (Tuesday, September 20, 2016)

**9. Date of the Next Meeting – Wednesday, December 14, 2016 at 4:10 p.m.**

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**10. Question Period**

No questions were raised.

**11. Other Business**

No other business was raised.

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***IN CAMERA***

**12. Appointments: 2016-17 UTSC Campus Council Nominating Committee**

On motion duly made, seconded, and carried

YOUR COUNCIL APPROVED,

THAT Professor Tarun Dewan (teaching staff member of the UTSC Campus Council) and Ms Amina Shabeen (student member of the UTSC Campus Council) be appointed to serve on the UTSC Nominating Committee for the 2016-17 governance year.

The meeting adjourned at 6:25 p.m.

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Secretary

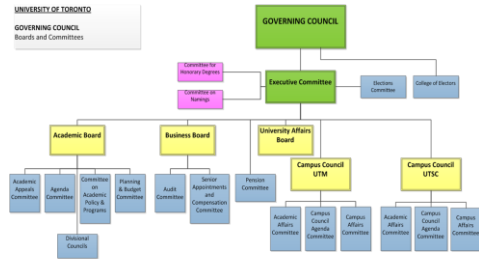
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Chair

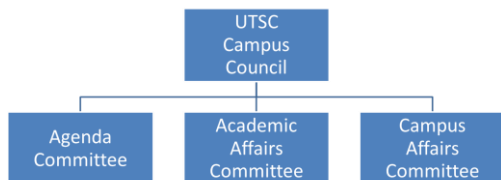
## UTSC Campus Council Orientation Session for Members

October 5, 2016

## Governance Bodies at a glance



## UTSC Governance Bodies



## Campus Council Roles

- Campus Council and its Standing Committees (Academic Affairs, Campus Affairs, Agenda Committee) were established in 2013 to improve governance oversight on all three campuses.
- The governance processes are aimed at enhancing campus-based decision-making and ensuring accountability.



## Local areas of responsibility

- Academic appeals
- Academic plans and guidelines for such plans
- Academic priorities for fundraising
- Academic programs
- Academic regulations
- Admissions
- Awards
- Budget
- Campus and student services
- Campus Master Plans
- Campus security
- Capital plans, projects, and space
- Child care
- Co-curricular programs, services, and facilities
- Compulsory non-academic incidental fees
- Establishment, termination or restructuring of academic units
- Examinations and grading practices
- Divisional Guidelines for the Assessment of Teaching and/or Creative Professional activity
- Name changes of academic units
- Relations with the campus's external community
- Research planning
- Student societies and campus organizations



## Council decision-making

- Council members provide approval, oversight and advice on items of business.
- 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).



## Council decision-making

### Proposals may be:

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

### Motions may be:

- For Approval
- Recommendation for approval
- For Confirmation



## Expectations of Members

- Represent the perspective of your constituency in debate but, in the end, **act in the best interests of the institution** as a whole.
- Read documentation in advance to facilitate informed participation.
- Alert assessors through the Secretariat of substantive questions to be asked at the meeting.
- Actively engage: prepare, participate, pose questions.





## 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.
- Be transparent: disclose any actual, potential or appearance of a conflict.
- If in doubt, please contact the Secretariat.



## Administration & Governance

- Administration manages the University.
- Governance is a receiver of proposals and reports from the administration.
- Function of governance is to sustain and advance the University's mission.



## Bringing business to Council

- Business normally brought forward from a Standing Committee.
- Standing Committee & Council receive proposals for consideration by Assessors.
- Assessors are senior administrators appointed by the President and serve as subject-matter experts to governance bodies.
- Assessors bring forward proposals from the administration for consideration.
- They also provide reports for information.



## Role of Members

### **A Member's Perspective**

**Ms Sue Graham-Nutter**

### An Assessor's perspective

**Professor Bruce Kidd,  
Vice-President, U of T & Principal, UTSC**

- 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.

- Chair's Remarks
- Approval items
- Items for discussion and information
- Reports/Presentations
- Assessor reports
- Consent agenda
  - Items for which there may be little or no discussion/debate
  - routine or transactional in nature (e.g. minutes);
  - Members may request that a Consent agenda item be placed on 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



UNIVERSITY OF TORONTO  
REVIEW OF THE SUPERVISORY COUNCIL

FOR RECOMMENDATION CONFIDENTIAL ELDER SESSION

TO: Chair of Governance Panel

FROM: Chair, Finance, Strategy & Performance/Chair, Human Resources/Chair, Student

DATE: Chair, Finance, Strategy & Performance/Chair, Human Resources/Chair, Student

AGENDA ITEM: Vice President's Chair of Working Group/Chair, Student

ITEM IDENTIFICATION: To be filled in by the presenter on the agenda approval form

JURISDICTIONAL INFORMATION: Provide jurisdictional information on the form and the Governance Body's role is specified here.

GOVERNANCE PATH:

1. Chair, Finance, Strategy & Performance/Chair, Human Resources/Chair, Student
2. Governance Panel/Chair, Student
3. Governance Panel/Chair, Student
4. Governance Panel/Chair, Student

PREVIOUS ACTION TAKEN: Provide a summary of previous action.

HIGHLIGHTS: To be filled in by the presenter on the agenda approval form.

FINANCIAL IMPLICATIONS: To be filled in by the presenter on the agenda approval form.

RECOMMENDATION: To be filled in by the presenter on the agenda approval form.

DOCUMENTATION PROVIDED: See Governance Panel/Chair, Student



## Agenda documentation 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/>
- Members are informed of substantive updates to packages.



## Governance portal- Diligent Boards



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



## Meeting Types

### **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.



## The Role of the Secretariat

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



## Contacting the Secretariat

### Ms Amorell Saunders N'Daw

Director of Governance &  
Assistant Secretary of the Governing Council  
saunders@utsc.utoronto.ca  
416-287-5639

### Ms Rena Prashad

Committee Secretary  
rparsan@utsc.utoronto.ca  
416-208-5063



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1265 Military Trail, Toronto, Ontario M1C 1A4



## 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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## Your Governance IQ

### 1. How many members serve on the UTSC Campus Council?

a. 34, b. 28, c. 61, d. 15

### 2. Which individuals bring business items forward to the Council and/or Committees for consideration?

a. Students, b. Secretariat, c. Administrative Staff, d. Assessors

### 3. How often is the Calendar of Business updated?

a. Annually, b. Monthly, c. Weekly, d. Daily

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## Cont.

### 4. There are \_\_\_\_\_ standing Committees of the UTSC Campus Council.

a. 1, b. 2, c. 3, d. 4

### 5. At a UTSC Campus Council or Standing Committee meeting, a business item can be:

a. Approved, b. Rejected, c. Referred back to the administration, d. All of the above

### 6. Normally, how many times during the governance year do the UTSC Campus Council and its Standing Committees meet?

a. 4, b. 8, c. 6, d. 10

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**7. What Committee sets the agenda for the UTSC Campus Council?**

- a. Agenda Committee, b. Academic Affairs Committee, c. Campus Affairs Committee, d. All of the above

**8. What information is included on governance Cover Sheets?**

- a. Assessor information , b. Governance path, c. Motion , d. all of the above

**9. The Agenda Committee and Agenda Planning Meetings take place in:**

- a. open session, b. closed session , c. *in-camera* , d. none of the above

**10. Diligent Boards is the UTSC governance\_\_\_\_\_:**

- a. professional development initiative for Council/Committee Members  
b. online resource for meeting documentation  
c. the teleconference company used by the Secretariat  
d. a new governance Committee for exemplary staff

**Questions?**

# The University of Toronto's Sexual Violence Action Plan

University of Toronto Scarborough  
Campus Council

October 5, 2016



## Bill 132

*Sexual Violence and Harassment Action Plan Act  
(Supporting Survivors and Challenging Sexual Violence and Harassment), 2016*

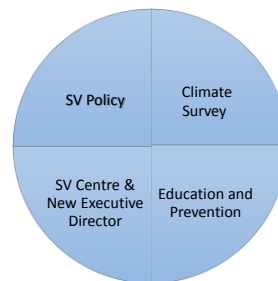


## Response to Advisory Committee

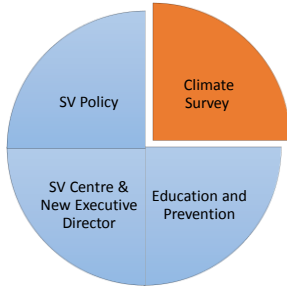
- ✓ Endorsed all Principles
- ✓ Accepted all Recommendations...
  1. New tri-campus centre
  2. New policy
  3. Review of existing policies
  4. Coordinated education
  5. Campus climate survey



## Sexual Violence Action Plan



## UPDATE: Climate Survey

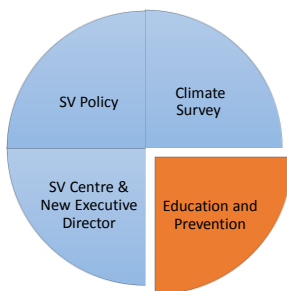


## Climate Survey Advisory Board

- **Sandy Welsh** (Chair), Professor, Department of Sociology, Faculty of Arts & Science, and Vice-Provost, Students
- **Nasma Ahmed** (Undergraduate Student), UTSC
- **Juhi Sujjan** (Graduate Student), School of Public Policy and Governance, Faculty of Arts & Science
- **Michael Nicholson** (Administrative Staff Member), Coordinator, Student Academic Progress, Student Life
- **Janice Du Mont** (Faculty Member), Professor, Dalla Lana School of Public Health



## UPDATE: Education and Prevention

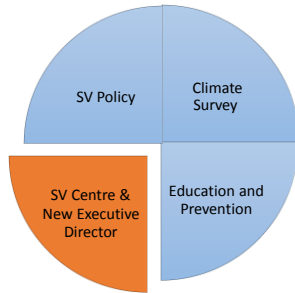


## Education and Prevention Panel

- **Gretchen Kerr** (Chair), Professor, Faculty of Kinesiology and Physical Education
- **Manvinder Sahota** (Undergraduate Student), St. Michael's College, Faculty of Arts & Science
- **Arij Elmi** (Graduate Student), Dalla Lana School of Public Health
- **Liza Arnason** (Administrative Staff Member), Director, Department of Student Life, University of Toronto Scarborough (UTSC)
- **Lana Stermac** (Faculty Member), Professor, Department of Applied Psychology & Human Development, Ontario Institute for Studies in Education



## UPDATE: Sexual Violence Centre



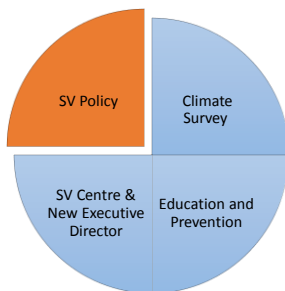
## New Executive Director Hired

### Dr. Terry McQuaid

Executive Director,  
Personal Safety,  
High Risk and  
Sexual Violence  
Prevention and  
Support



## UPDATE: Sexual Violence Policy



## Expert Panel on Sexual Violence Policies

- **Mayo Moran** (Chair), Professor, Faculty of Law, and Provost, Trinity College
- **Saagarika Coleman** (Undergraduate Student), Victoria College, Faculty of Arts & Science
- **Lahoma Thomas** (Graduate Student), Department of Political Science, Faculty of Arts & Science
- **Mark Overton** (Administrative Staff Member), Dean of Student Affairs, and Assistant Principal, Student Services, University of Toronto Mississauga (UTM)
- **Brenda Cossman** (Faculty Member), Professor, Faculty of Law, and Director, Mark S. Bonham Centre for Sexual Diversity Studies






## Recommendations released in August

University of Toronto  
Office of the Vice-Chancellor  
The President Cheryl Koppell and Professor Angela Robinson, Vice-Chancellor, Student Experience & Quality  
From: The Report From the Special Task Force on Sexual Violence Policy  
Date: August 18, 2016  
To: The Governing Council for a new Sexual Violence Policy

**Background**  
Under 2008-09 U.S. law, which came into effect in January 2012, reports that were lodged at a campus level had to be reported to the U.S. State Department. This law, which was intended to increase reporting rates of sexual violence on campus, also led to the University of Toronto being named as a target of the U.S. State Department's efforts to increase reporting rates on campus. In response to this law, the University of Toronto established the Special Task Force on Sexual Violence Policy in 2012. The Special Task Force was charged with the responsibility of reviewing the University's policies and procedures related to sexual violence and making recommendations to the University's governing bodies. The Special Task Force's report was released in 2015. The University's governing bodies have been working to implement the recommendations of the Special Task Force's report.


The President created an Expert Panel on Sexual Violence Policy, chaired by Cheryl Koppell, Vice-Chancellor, Student Experience & Quality, and Professor Angela Robinson, Vice-Chancellor, Academic Quality & Student Experience. The Expert Panel was charged with the responsibility of reviewing the University's policies and procedures related to sexual violence and making recommendations to the University's governing bodies. The Expert Panel's report was released in 2016. The University's governing bodies have been working to implement the recommendations of the Expert Panel's report.

- 40 recommendations in six categories:
  - General
  - Definitions
  - Confidentiality
  - Statement of Purpose
  - Elements
  - Companion Guide



## Some changes required by September 8

- “Workplace harassment” includes “workplace sexual harassment” in:
  - *Policy with Respect to Workplace Harassment*
  - *Human Resources Guideline on Civil Conduct*
  - *Guideline for Employees on Concerns and Complaints Regarding Prohibited Discrimination and Discriminatory Harassment*




## Consultation underway on draft Policy

- Draft policy complete and in consultation
- Consultation to run until mid-October
  - Students, staff and faculty at all three campuses
- Governing Council
  - Information sessions in cycle 1 (Sept/Oct)
  - Seek approval in cycle 2 (Nov/Dec)
  - Policy must come into force by January 1



## Governing Council timeline For information (cycle 1)

Meeting	Date
UTM Campus Affairs Committee	September 15
UTSC Campus Affairs Committee	September 20
Business Board	September 22
UTSC Campus Council	October 5
University Affairs Board	October 5
Special Governors' Session	October 5
Academic Board	October 6
UTM Campus Council	October 6
Executive Committee	October 19



## Governing Council timeline

### Approvals (cycle 2)

Meeting	Date
Business Board (for information)	November 17
Academic Board (for information)	November 24
University Affairs Board	November 28
Executive Committee	December 5
Governing Council	December 15



## Policy highlights

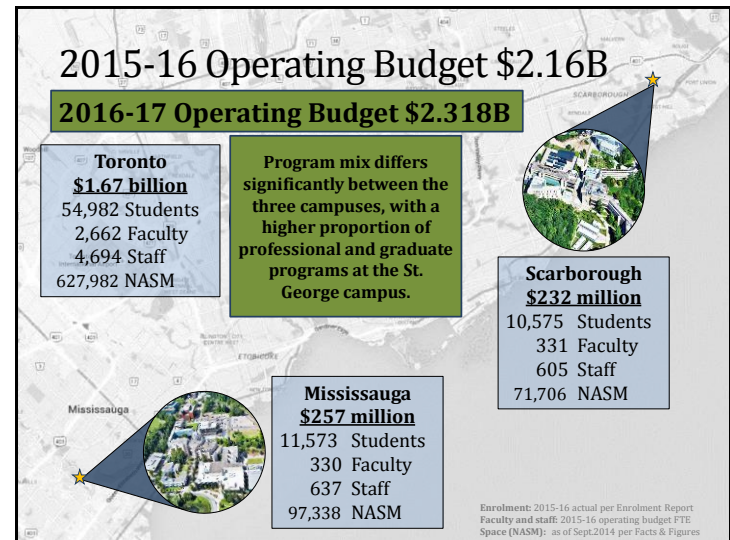
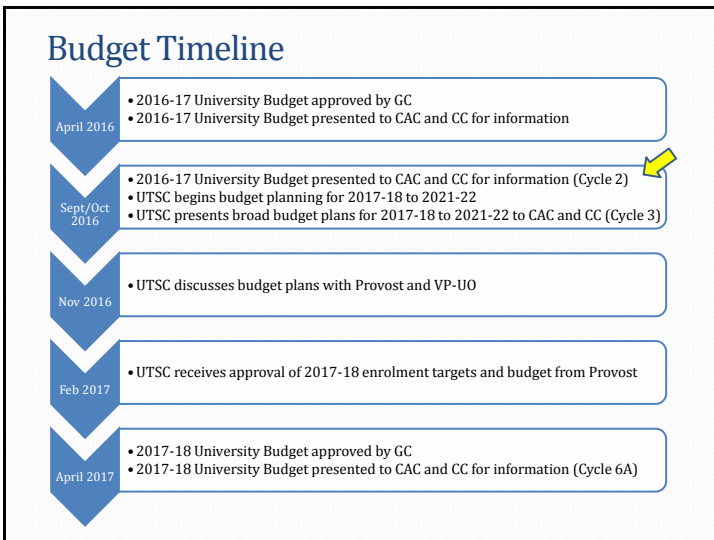
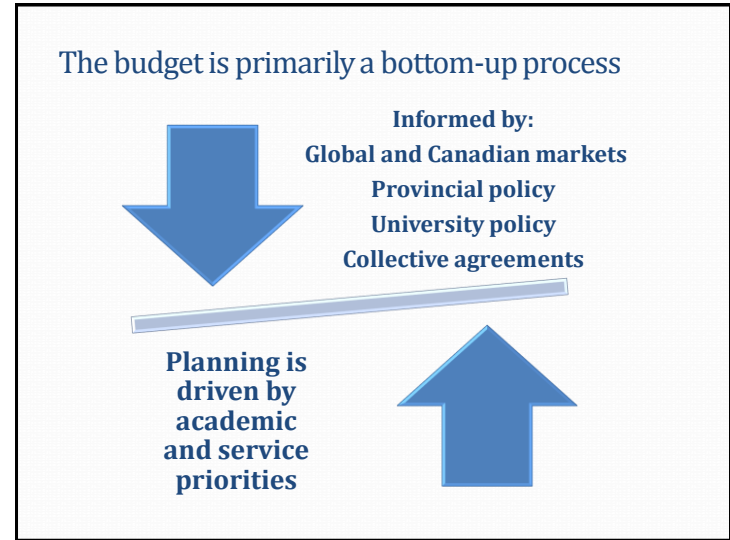
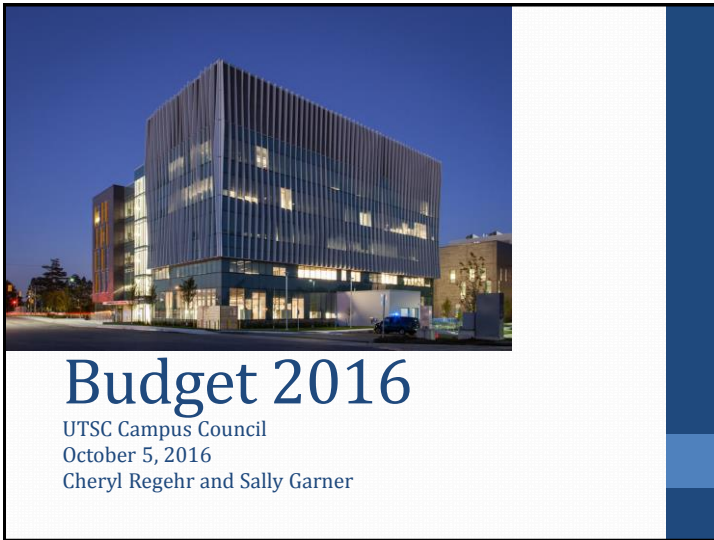
- Definition of sexual violence includes sexual harassment
- One policy for all students, staff, and faculty
- Policy applies to incidents on-campus, off-campus, and online
- Complainant has options on how to proceed
- No mandatory mediation
- Procedural fairness for the respondent



## Online Consultation

[consultations.students.utoronto.ca](http://consultations.students.utoronto.ca)

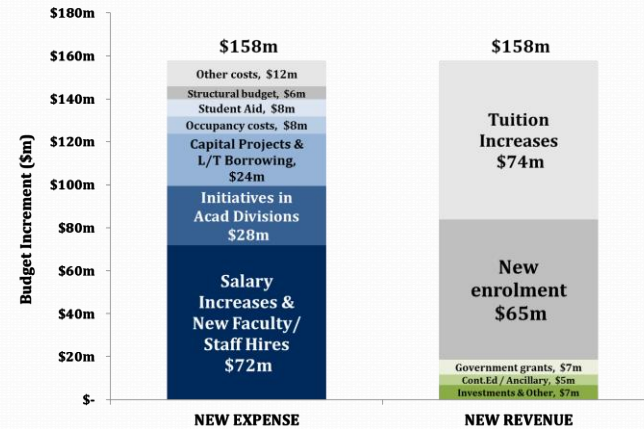
**Give Feedback**



## UofT and UTSC 2016-17 Budgets (\$m)

	UofT	UTSC
<i>Revenue</i>	2317.8	271.1
Shared services + pension deficit	641.3	34.8
Campus costs	80.8	36.6
Central student aid	190.7	10.3
University fund contribution	n/a	15.8
Academic division(s)	1405.0	173.6

## Sources of Funding for New Expenses



## Structural deficit challenge

Revenue Share by Category	Average Increase
Operating grants (28%)	0.0%
Domestic Tuition (27%)	3.0%
International Tuition (25%)	5.9%
Misc other revenue (20%)	2.0%

Weighted Average Increase in Revenue = 2.7%

Expense Share by Category	Average Increase
Compensation (65%)	4.4%
Other Expenses (27%)	2.0%
Student Aid (8%)	3.4%

Weighted Average Increase in Expense = 3.7%

## Tri-campus undergraduate plans

	2015 Actual	2016 Plan	2020 Plan	5-year Growth Plan	~ % Growth
<b>Total FTE</b>					
St George*	39,011	38,668	38,325	(686)	(2%)
UTM	11,405	11,904	12,791	1,386	12%
UTSC	10,486	10,841	11,686	1,200	11%
<b>TOTAL</b>	<b>60,902</b>	<b>61,413</b>	<b>62,802</b>	<b>1,900</b>	<b>3%</b>

\* Full time UG enrolment in the Faculty of A&S at St. George will remain above current level until returning to original plans in 2019-20.

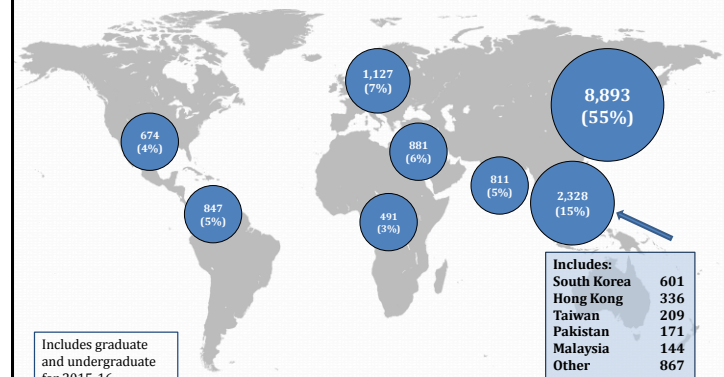
### Divisional undergraduate international plans

% Int'l	Total Enrolment	
	2015 Actual	2020 Plan
Division		
APSE	28%	27%
A&S	21%	25%
UTM	18%	19%
UTSC	16%	16%

2015 total international UG students = 13,288 (18.9%)

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### International Students by Geographic Region



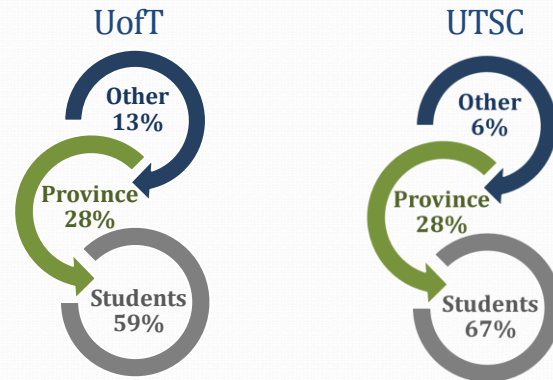
### 2015-16 UTSC Graduate Enrolment

Program Type	2015-16 FTE	Projected 2020-21
Prof Masters (Env. Sci)	88	95
DS Masters UTSC (Psych & Behavioural Sci)	10	20
DS Masters tri-campus *	32	n/a
PhD UTSC (Psych & Env. Sci)	56	70
PhD tri-campus *	93	n/a
<b>TOTAL</b>	<b>279</b>	

\* As per self-declared code in student system

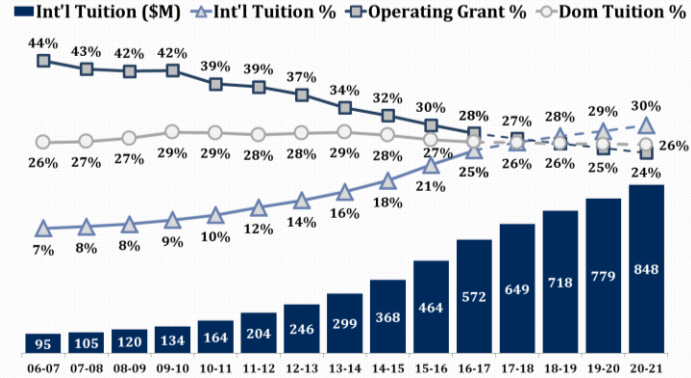
11

### 2016-17 sources of revenue



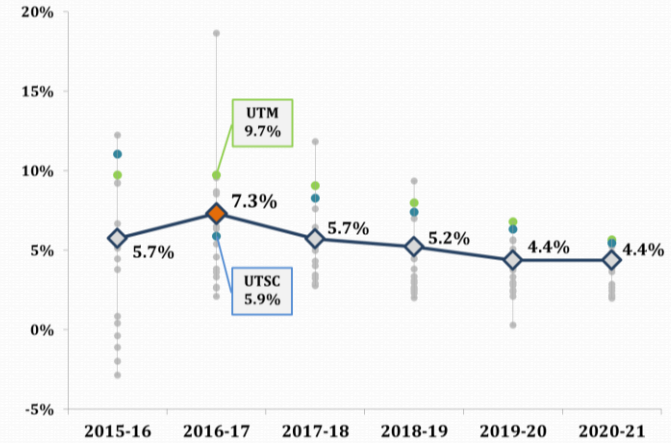
## The changing revenue landscape

(excludes divisional income)



## Projected Revenue Growth Rates

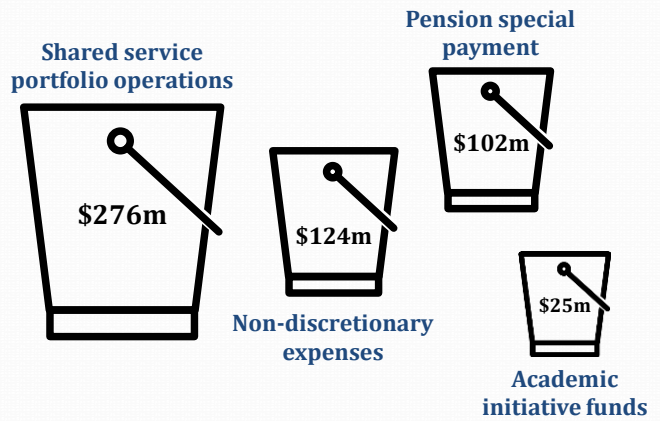
(with division-level distribution)



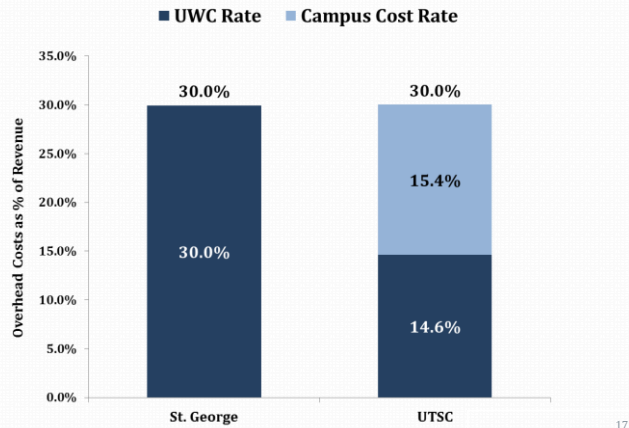
## Preliminary Faculty and Staff Hiring Plans at UTSC

	Faculty & Librarians	Staff
2015-16	351	504
2016-17	+9	+4
2017-18	+10	+8
2018-19	+10	+8
2019-20	+10	+8
2020-21	+10	+8

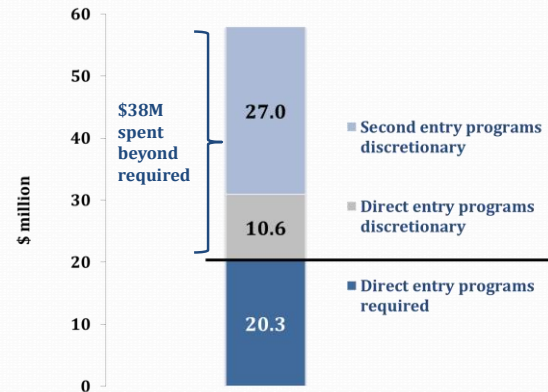
## What makes up university-wide costs?



### 2016-17 University-Wide and Campus Costs



### UofT “Student Access Guarantee” expenditure: \$58 million in 2014-15



### University Fund Allocations \$19m

- Excellence in Education \$5.35m
- Excellence through Access & Diversity \$3.3m
- Research Excellence \$4.8m
- Structural Budget Support \$5.7m

### 2016-17 UF Allocations to UTSC: \$3.3m

**Capital matching** \$2.0m

**Dean’s fund** \$1.0m

**Student academic progress**  
(3 positions) \$300k

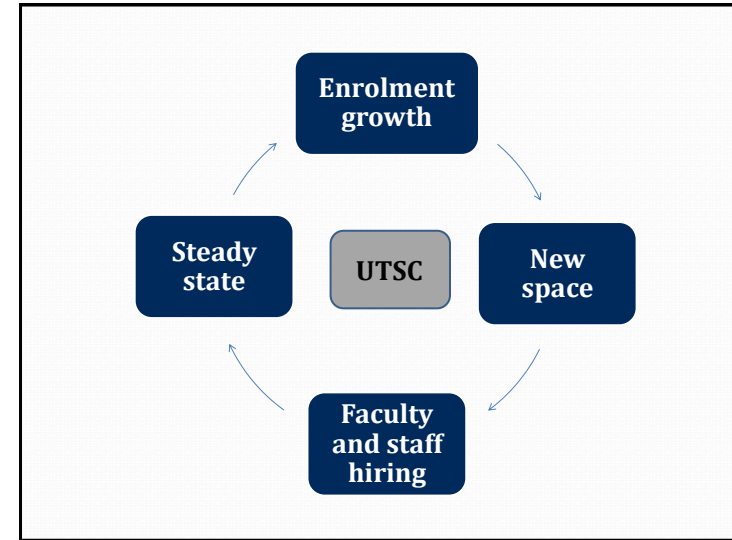
**Access to pooled funds:**

- Diversity hiring
- Start-up funds
- Interdivisional teaching
- Data science
- Graduate innovation

### UF Allocations to UTSC ( \$19.2M)

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
2016-17	\$1.3	\$2.0

UF allocations to UTSC to date are 16% of total UF since 2007-08; UTSC's revenue is 12% of the total university



### Risks

Structural deficit

MTCU policy changes

Pension solvency

Capital markets

Cdn. \$

### Opportunities

Leverage our location

SMA- Funding Formula

Operating reserves

Cdn. \$