

UNIVERSITY OF TORONTO

THE GOVERNING COUNCIL

REPORT NUMBER 231 OF THE BUSINESS BOARD

Monday, February 27, 2017

To the Governing Council,
University of Toronto.

Your Board reports that it met on Monday, February 27, 2017 at 5:00 p.m. in the Council Chamber, Simcoe Hall, with the following members present:

Ms Claire Kennedy (Chair)
Mr. Jeff Collins (Vice-Chair)
Professor Meric Gertler, President
Professor Scott Mabury, Vice-President,
University Operations
Professor Kelly Hannah-Moffat, Vice-
President, Human Resources & Equity
Mr. Mohammad Amin
Mr. Andrew Binkley
Mr. David Bowden*
Dr. Catherine Bragg
Ms Sheila Brown, Chief Financial Officer
Mr. Ben Coleman
Mr. Ian Freedman
Ms Sara Gelgor
Mr. Gary D. Goldberg
Professor Avrum Gotlieb
Mr. Paul Handley
Ms Zabeen Hirji
Professor Jan Mahrt-Smith
Mr. Christopher Thatcher

Mr. Keith Thomas
Mr. Bruce Winter*

Presidential Assessors (Non-Voting)

Professor Cheryl Regehr, Vice-President &
Provost
Mr. David Palmer, Vice-President,
Advancement
Ms Sally Garner, Executive Director, Planning
and Budget
Mr. Gilbert Delgado, Chief, Planning, Design
and Construction
Mr. Paul Donoghue, Chief Administrative
Officer, UTM

Secretariat:

Ms Sheree Drummond, Secretary of the
Governing Council
Mr. Anwar Kazimi, Deputy Secretary of the
Governing Council
Mr. Patrick McNeill, Secretary

**via conference call (open session only)*

Regrets:

Mr. Preet Banerjee
Mr. Robert G. Boeckner
Mr. P.C. Choo
Mr. Mark Krembil
Mr. Brian A. Miron
Mr. Howard Shearer

In Attendance:

Ms Elizabeth Cragg, Director, Office of the Vice-President, University Operations
Ms Jasmine Wong Denike, President, Students Administrative Council (SAC), UTSU

In Attendance continued:

Dr. Terry McQuaid, Executive Director, Personal Safety, High Risk & Sexual Violence
Prevention & Support

REPORT NUMBER 231 OF THE BUSINESS BOARD – Monday, February 27, 2017

Mr. Mathias Memmel, Vice-President Internal & Services, (SAC), UTSU
Ms Donna Wall, Director, Financial Aid and Awards
Professor Sandy Welsh, Vice-Provost, Students

ITEMS 1(a.), 1(b.), 2 and *In Camera* 14 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 12-14 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 the budget’. She made reference to two background reports that had been provided: under Item 1(c) *Annual Report on Student Financial Support*; and Item 1(d) *Enrolment Report*.

Ms Kennedy thanked those members who were able to attend the budget preview information session held on February 23rd and expressed appreciation to the Provost, Vice-President Mabury and Ms Garner for presenting.

The Chair informed members that Mr. Mathias Memmel, Vice-President Internal & Services, Students Administrative Council (SAC – UTSU), had asked to speak to the tuition item and that she would invite Mr. Memmel to make his remarks following the presentation.

The Chair reminded members that the Budget was considered by both the Academic Board and the Business Board before it was forwarded to the Governing Council for approval. The Governing Council system seeks to provide for (a) academic self-governance within the University, (b) responsible financial decision-making, and (c) accountability to external stakeholders, including the taxpayers and benefactors. She added that the Academic Board was the source of academic self-governance; it was responsible for the selection of priorities and the allocation of resources contained in the budget. The Planning and Budget Committee would review the Budget Report in detail, and make its recommendation to the Academic Board. The Academic Board would in turn, at its meeting on March 16, 2017, be asked to recommend its approval to the Governing Council.

The Chair explained that the role of the Business Board, as the source of advice about financial matters and public accountability, was asked to concur with the recommendation of the Academic Board that the Budget be approved; it was the Board’s duty to satisfy itself that the proposal was financially responsible, that the budget assumptions were realistic, and that the level of risk in the budget was acceptable.

Professors Regehr, Mabury and Ms Garner delivered a presentation¹ on the *Budget Report for 2017-2018*. In providing the context for the Report, the following areas were highlighted by Professor Mabury, Professor Regehr and Ms Garner:

¹ For complete presentation, please see [here](#):

REPORT NUMBER 231 OF THE BUSINESS BOARD – Monday, February 27, 2017

- student enrolment and divisional plans;
- expenses related to faculty and staff compensation, including pension plan deficit payments;
- support for capital projects and University-wide shared services;
- student financial support; and
- University Fund allocations for 2017-18.

The Provost stated that budget decisions were rolled up for review and approval, informed by relevant economic factors, risk assessments, collective agreements, Provincial and University policies and then approved by administration and governance.

The Chair invited the President to make some overall comments.

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. He emphasized that the budget had reflected the significant amount of consultation undertaken at the divisional levels and that the consultation process, itself, was one of the central strengths of the budget model.

President Gertler commented on the pending renewal of the three year Strategic Mandate Agreement (SMA) with the Ministry of Advanced Education and Skills Development (MAESD). As part of the ongoing discussions with the Ministry and pending changes such as the new funding formula partially based on performance, the President said that he welcomed the competition. The University would continue to differentiate its many strengths such as teaching excellence, research depth and impact, as well as its consistent strong global rankings. The University would also rely on the benefits of its location as an open and accessible big city university – it had ranked high in the *QS Best Student Cities* annual ranking and was recognized for its desirability. Canada had also continued to rank high in the world as a beacon of stability for international students – demand by both international and domestic students had remained strong.

President Gertler closed by saying that the budget was a responsible and prudent plan in a complex environment. It was also aligned with the President's *Three Priorities*.

The Chair thanked the President, Professors Mabury and Regehr and their teams for all their work on the budget. She also thanked members who had submitted questions and comments in advance of the meeting which had been addressed by the administration.

Members asked questions and commented on issues related to international student enrolment (undergraduate and graduate programs); level of international student support/financial aid; and the international student experience.

Professors Gertler, Regehr and Mabury responded with the following:

- the university only receives Provincial government funding for domestic students, not international students;
- professional master level programs can receive funding by the Province;

REPORT NUMBER 231 OF THE BUSINESS BOARD – Monday, February 27, 2017

- MAESD was reviewing allocation of funded graduate spaces for all universities as part of the SMA2 reviews;
- in the SMA process the University will seek greater flexibility on how to allocate provincially funded student spots across programs;
- funding support available to both domestic and international graduate students included external awards and scholarships; tri-Council federal research grants, as well as support by the divisions and individual research investigators;
- emergency funding and completion grants also was provided to international students;
- University enjoyed a highly diverse student population which adds to the student experience;
- with pending release of the Naylor Report there was an expectation of positive changes to federal funding for research including additional support for international students.

The Chair invited Mr. Memmel to address the Board and noted that he was joined by Ms Jasmine Wong Denike, SAC President. Mr. Memmel commented on the tuition fee increases and expressed concern that the University might be pricing itself out of competition especially for domestic and international students. He stated that he hoped the administration could work with UTSU to lobby for additional provincial funding.

President Gertler stated that posted tuition fees at the University of Toronto were not the highest; and that domestic and international tuition fees were monitored relative to peer institutions within Canada and internationally and results continued to indicate that the University remained competitive. The President added that the University also led the country in providing institutional student aid beyond the provincial requirement that had helped reduce student costs and the financial barriers to a university education.

1. Tuition Fees**a) Tuition fee Schedule for Publicly Funded Programs, 2017-18**

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 2017-18 as described in *Tuition Fee Schedule for Publicly-Funded Programs 2017-18* (February 8, 2017) and

THAT the tuition fees in 2017-18 and 2018-19 for the special programs identified in Tables B2 and C2 of Appendices B and C of the aforementioned report be approved.

Item 1 – Tuition Fees Continued:**b) Tuition Fee Schedule for Self-Funded Programs, 2017-18**

REPORT NUMBER 231 OF THE BUSINESS BOARD – Monday, February 27, 2017

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, 2017-18* be approved.

c) Annual Report on Student Financial Support: Report of the Vice-Provost, Students 2015-16

The Chair noted that the *Report* was intended as background to the tuition fee schedule and that it would be received on March 29, 2017 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, 2016-17

The Chair advised members that the *Enrolment Report* would be reviewed by the Planning and Budget Committee on March 1, 2017, which was responsible for enrolment planning.

There were no questions from members.

2. Budget Report 2017-18 and Long Range Budget Guidelines 2017-18 to 2021-22

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 2017-18* be approved, and

THAT the *Long Range Budget Guidelines 2017-18 to 2021-22* be approved in principle.

3. Academic Incidental Fees

a) Category 6, Administrative User Fees and Fines, 2017-18

REPORT NUMBER 231 OF THE BUSINESS BOARD – Monday, February 27, 2017

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, 2017-18* be added to the Administrative User Fees and Fines schedule for 2017-18.

THAT the fees listed in Appendix B of the Report entitled *Category 6, Administrative User Fees and Fines, 2017-18* be removed from the Administrative User Fees and Fines Schedule for 2017-18.

b) Category 5 Cost-Recovery Ancillary Fees, 2017-18 and Category 6, Administrative User Fees and Fines, 2017-18

The report was received by the Board for information.

4. Capital Projects and Real Estate: Annual Review to December 31, 2016

The report was received by the Board for information.

Mr. Delgado presented an overview of the level of construction activity for the past and current year across all three campuses – there were 166 projects underway including capital projects (e.g. Centre for Engineering Innovation and Entrepreneurship – CEIE), renovation projects (e.g. Highland Hall – UTSC) and others. The total project cost value of 2016 projects was \$1,057 million. He also highlighted capital projects in design including the student commons and the University College revitalization project.

The Chair thanked Mr. Delgado for putting together an excellent overview of projects. A copy of the presentation² is attached to this Report.

5. Capital Projects Report to February 1, 2017

The report was received by the Board for information.

6. 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

² For complete presentation, please see [here](#):

REPORT NUMBER 231 OF THE BUSINESS BOARD – Monday, February 27, 2017

YOUR BOARD APPROVED

THAT the consent agenda be adopted.

7. Report of the Previous Meeting: Report Number 230, January 23, 2017

Report Number 230, from the meeting of January 23, 2017 was approved.

8. Business Arising from the Report of the Previous Meeting

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

9. Number 121 of the Audit Committee – December 8, 2016

Report Number 121 of the Audit Committee dated December 8, 2016 was received for information.

10. Status Report on Debt to January 31, 2017

Members received the status report on debt to January 31, 2017.

CLOSING ADMINISTRATIVE MATTERS

11. Date of the Next Meeting – Thursday, April 6, 2017

The Chair reminded members that the date of the next meeting was Thursday, April 6, 2017 at 5:00 p.m.

THE BOARD MOVED *IN CAMERA*

12. In Camera Reports of the Administrative Assessors

Members received an update from the Vice-President, University Operations regarding capital projects in progress.

**13. Quarterly List of Donations of \$250,000 or more to the University of Toronto:
November 1, 2016 – January 31, 2017**

The Quarterly Report was received by the Board for information.

**14. Capital Project: University of Toronto Mississauga Parking Deck Expansion Execution
of the Project**

On a motion duly moved, seconded and carried

REPORT NUMBER 231 OF THE BUSINESS BOARD – Monday, February 27, 2017

YOUR BOARD APPROVED

The recommendation of Professor Scott Mabury, Vice-President, University Operations, as outlined in the memorandum dated February 13, 2017, regarding the execution of the capital project (revised) for the University of Toronto Mississauga Parking Deck.

The Board returned to open session.

The meeting adjourned at 7:15 p.m.

Secretary

Chair

March 9, 2017