

UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL

APRIL 19, 2017

MINUTES OF THE MEETING OF THE CAMPUS COUNCIL held on April 19, 2017 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, Interim Vice-President
& Principal
Professor Amrita Daniere, Vice-Principal
Academic & Dean
Dr. Kelly Akers
Mr. Jeff Collins
Mr. Paul Donoghue, Chief Administrative
Officer
Mr. Simon Gilmartin
Professor Angela Lange
Professor Joseph Leydon
Mr. Jay Nirula
Mr. Alex Paquette
Professor Judith Poë

Ms Shelley Hawrychuk
Dr. Laura Taylor
Mr. Glenn Thompson
Mr. Douglas Varty
Ms Samra Zafar

Regrets:

Ms Megan Alekson
Ms Teresa Bai
Mr. Tarique Khan
Ms Farah Noori
Professor Holger Syme
Mr. Jose Wilson

In Attendance:

Ms Lynda Collins, Director of Human Resources
Mr. Mark Overton, Dean of Student Affairs
Professor Cheryl Regehr, Vice-President and Provost
Mr. Trevor Rodgers, Senior Manager, Planning and Budget Office
Ms Angela Treglia, Director, Sexual Violence Prevention & Support Centre

Secretariat:

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

The meeting began *in camera*.

**1. Appointments: 2017-18 Community Members of the University of Toronto Mississauga
Campus Council and Campus Affairs Committee**

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED,

That the appointment of Community Members to the University of Toronto Mississauga Campus Council and Campus Affairs Committee, as recommended by the Nominating Committee, and as specified in the documentation dated April 11, 2017, be approved for terms of three years effective July 1, 2017.

The Committee moved into open session.

2. Chair's Remarks

The Chair welcomed members and guests to the meeting and announced the appointment of Mr. Dario Di Censo, Ms Ivana di Millo, Ms Lisa Petrelli and Mr. Doug Varty to the UTM Campus Council in the community estate. He also informed members that Mr. James Parker and Mr. Hans van Monsjou had also been appointed to the UTM Campus Affairs Committee. The Chair thanked the Nominating Committee for recommending such a committed and skilled group of community members.

The Chair advised members that there would be a call for nomination for a member of each estate to serve on the Agenda Committee for 2017-18, and encouraged members to put their names forward for consideration. The Chair also informed Council that the results of the elections for the UTM Campus Council and Campus Affairs Committee in the student estate had been announced on April 11, 2017. He congratulated the successful candidates and thanked all who participated in the elections. The Chair also congratulated Mr. Nykolaj Kuryluk on his election as Chair of UTM Campus Council for 2017-18.

The Chair reminded members of Council that at the last meeting, the proposed Revised *Policy on Capital Planning and Capital Project* had been considered for information and discussion. Following the input provided by Council and other relevant stakeholders, further updates would be made to the *Policy* to provide clarity on the proposed changes. It was expected that this *Policy* would be considered by the Planning and Budget Committee for recommendation at its meeting on May 10, 2017 and that the governance path would include the Academic Board, Business Board and Executive Committee before being forwarded to the Governing Council for approval. The Chair thanked members for their thoughtful input on this important *Policy*.

3. Report of the Interim Vice-President & Principal

Federal Budget

Professor Krull discussed the impact of the Federal Budget, noting that there had been a differentiated response between the central campus and at UTM. UTM would work with the City of Mississauga on supercluster funding opportunities.

International Recruitment & Enrolment

The QS University Rankings were released and compared to other Canadian institutions, U of T ranked 1st in all five of the broad subject areas. In addition, traffic to the Universities Canada website, which served as an entry point for those searching for more information about schools in the country, had doubled since November. Many of the top Canadian universities had experienced increases in applications from the United States, with McGill University up by 25 percent, McMaster University up by 35 percent and the University of Toronto, up by 80 percent.

Professor Krull reported that with respect to enrolment planning UTM had signalled to the Provost that undergraduate intake would be fairly flat over the next six years. The current enrolment of approximately 14000 undergraduate students may increase to 15000 over that period. UTM would like to expand graduate enrolment to about 1000 from the present 700 of combined thesis-based and Professional Masters students. These modest expansions would allow UTM time to improve the student-faculty ratio, and to focus on the recruitment of the best students and faculty.

Ongoing Academic Initiatives

Proposals were being aligned to support the proposed U of T School of Cities, including proposals for a Centre for Urban Environments at UTM and a Master of Management of Urban Innovation. The City of Mississauga would also be invited to participate in these discussions.

Discussions with the Faculty of Medicine about an undergraduate pre-medical program had not led to a viable path as there would need to be a significant number of undergraduates for the program to be financially viable. The current estimate was that 1000 new undergraduate students would be required, all of which would require significant experiential learning opportunities. This level of expansion was not in line with the current enrolment plans at UTM. A new proposal for a small and focused cohort at UTM in partnership with the Mississauga Academy of Medicine may be explored.

A Global Scholars Program was proposed by Professor Joseph Wong, the Associate Vice-President and Vice-Provost, International Student Experience, which called for a dual certificate program in units of 25 students per cohort to be launched at each campus. The program would offer a Global Scholars Certificate and included significant experience in another country, and a Global Fluency Certificate that would require learning another language. The forthcoming UTM proposal for an Institute for Global Fluency was well aligned with this broader UofT initiative.

Other Matters

Ms Deb Matthews, Minister of Advanced Education and Skills Development (MAESD), confirmed that Ryerson University, in partnership with Sheridan College, was the sole university to have submitted a formal expression of interest in expanding to Brampton. The Ryerson-Sheridan partnership may bring Ryerson's Digital Media Zone to Sheridan's Hazel McCallion Campus in Mississauga.

The Economic Development Office of the City of Mississauga presented their 5-year Life Science strategy to Mississauga City Council, in which UTM was heavily featured.

A new Communications portfolio would be established on May 1, 2017 that separated communications from the Office of Advancement and would be implemented as a client-service unit.

As had previously been announced, the Registrar, Ms Diane Crocker would be retiring as of July, 2017. An interim Registrar would be appointed for a period of four months in order to provide time for the incoming Vice-President & Principal to search for a permanent replacement.

Events

UTM hosted a very successful and well attended Recruitment Open House for approximately 3000 people, including 1100 students with offers.

A Young Entrepreneurs Conference for high school students was held during the U of T Celebration of Entrepreneurship Week. The U of T events included a grand finale pitch competition with 60 start-ups representing nine incubators from across all three campuses. UTM's I-CUBE had five ventures attend the showcase, three of which made it onto the main stage including *Dalriada Therapeutics*, with UTM's own Dr. Diana Kraskouskaya, Chief Executive Officer and Professor Patrick Gunning, Chief Scientific Officer, who won the top pitch prize of \$25,000 for Later Stage Start-ups. At the U of T Entrepreneurship Showcase, *Just Vertical* placed in the Top 5 for the Audience Choice Award out of 60 teams. The next weekend *Just Vertical* pitched their venture at the Ontario Science Centre, as part of an entrepreneurial event with approximately 120 entrepreneurs attending the pitches. Out of 13 teams, the group earned the most audience votes for best venture idea. Professor Krull commented on the significant stream of talent at UTM, and commended ICUBE for their support of these teams.

4. Implementation of Sexual Violence Policy and Campus Resources

The Chair invited Ms Angela Treglia, Director, Sexual Violence Prevention & Support Centre to present¹. Ms Treglia provided an overview of the organizational structure surrounding the Sexual Violence Centres, which recognized the intersectionality of the issues handled by these Centres. Key highlights of the *Policy on Sexual Violence and Sexual Harassment* were outlined for members. Ms Treglia noted that the new Sexual Violence Centre at UTM was located in DV3094, Davis building and that the space would be shared with the Equity and Diversity Office. The Centre would offer paths to support for victims and complainants, such as helping to explain processes and choices regarding disclosures and formal reporting to police and others. The Centre would also help strengthen connections with community-based resources, link employees with the Employee and Family Assistance Program (EFAP) and other relevant services and be a resource for general and specialized training for student, staff and faculty groups on campus. Ms Treglia advised that a plain language guide to the *Policy* was also being compiled.

¹ The presentation is attached as Attachment A.

In response to a member's question, Ms Treglia clarified that the *Policy* would cover any incidents which happened globally as within its mandate. Professor Cheryl Regehr, Vice-President & Provost, added that there had been discussions with partner institutions, such as Sheridan College, to ensure that policies existed to deal with matters effectively. Though U of T was unique because one *Policy* now covered all members of the community, these partner institutions all had policies in place that dealt with incidents for complainants and respondents. In response to a member's question, Professor Regehr noted that the unions had been consulted and had been in favour of the *Policy*.

5. UTM Campus Operating Budget - Allocation of Funds

The Chair advised members that the item was presented for information. The Chair then invited Professor Cheryl Regehr, Vice-President and Provost, and Mr. Trevor Rodgers, Senior Manager, Planning and Budget Office to provide their presentation². The discussion included the following points.

- Undergraduate enrolment trends were based on divisional aspirations that were discussed during the annual budget review process and reflected the desire of many divisions' longstanding plans to reduce undergraduate enrolment and increase graduate enrolment;
- With the declining provincial grants and increasing demand for student aid, senior administration would continue to prioritize student aid as well as advocate for increased grants with the Province, so those students who were more at risk were not adversely impacted;
- Increased applications from the United States were a culmination of several factors, including the current political climate in the US, a lower Canadian dollar value, a growing trend for universities to place limits on out-of-state applications in certain States, and an increasing awareness of robust programs at U of T in the United States promoted during ongoing recruitment efforts;
- Applications from India and the South East Asian region were also increasing due to changes in immigration policies in the United Kingdom and Australia, which meant Canada was looked at more favorably;
- In response to concerns regarding declining provincial operating grants, it was noted that peer institutions in the United States already had to deal with government grants that were less than 10 %; therefore U of T had room to improve and find efficiencies; To offset these challenges divisions also held healthy operating reserves to mitigate rapid changes or fluctuations. Comparatively, it was noted that indirect costs of research were funded at a much lower rate than in the United States, where currently U of T was funded 17 cents of every dollar, where true costs were at 50 cents on the dollar. This was a key point of advocacy with the Province;
- The impact of metrics resulting in a more competitive budgeting process between Canadian universities, and the potential negative impact on smaller universities was discussed. The Provost noted that there would be metrics that U of T did not excel in and

² The presentation is attached as Attachment B.

had room for improvement such as National Survey of Student Engagement (NSSE) scores. To help resolve these issues strategies on enrolment and on maximizing the student experience were a priority;

- It was noted that within sources of revenue at UTM, the “other” category was at 4%, while the average across the University was at 12%. This was marked as an area for opportunity of UTM;
- The potential for a revised budget model that acknowledged the shifts in enrolment for many divisions, in particular UTM and UTSC, as well as a move towards increasing research activities would need to be discussed in the near future.

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 February 28, 2017 (for information)

7. Reports for Information

- a) Report 23 of the Agenda Committee (April 5, 2017)
- b) Report 20 of the Academic Affairs Committee (March 23, 2017)
- c) Report 22 of the Campus Affairs Committee (March 20, 2017)

8. Report of the Previous Meeting: Report 22 - March 2, 2017

9. Business Arising from the Report of the Previous Meeting

10. Date of the Next Meeting – Tuesday, May 23, 2017 at 4:10 p.m.

The Chair reminded members that the next meeting of the Council was scheduled for Tuesday, May 23, 2017 at 4:10 p.m. in the Council Chamber, William G. Davis Building.

11. Question Period

There were no questions for assessors.

12. Other Business

There were no items of other business.

The meeting adjourned at 6:16 p.m.

Secretary
April 25, 2017

Chair

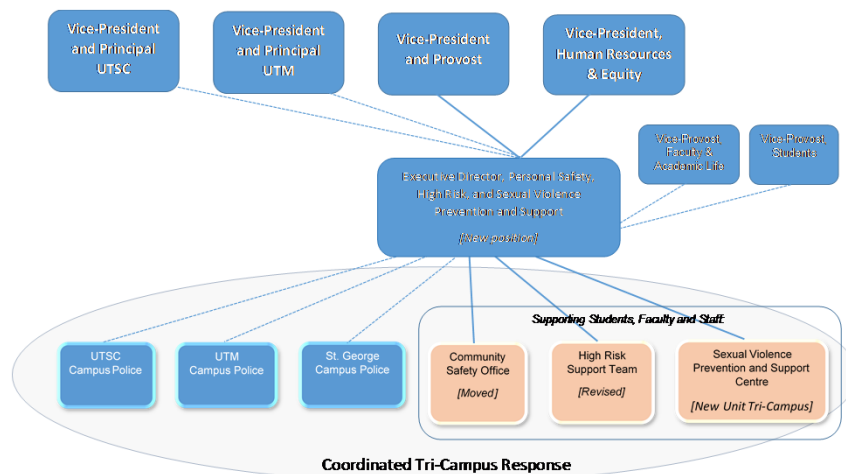
Update for Campus Council: Practical enhancements to address Sexual violence

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

Angela Treglia
Director, Sexual Violence Prevention & Support
Centre



Personal Safety, High Risk and Sexual Violence Prevention and Support





Budget 2017

University of Toronto Mississauga
Campus Council

April 19, 2017



Agenda

1) Context

4) Funding Sources

2) Students & Teaching

5) Student Aid

3) Faculty, Staff, UWC

6) UF

7) Opportunities & Risks





Strategic Mandate Agreements

- Basis for Ontario's differentiation policy

2014

2017

2020

2023

SMA1 (14-17)

- UofT's distinct role in Ontario
- Graduate spaces
- Conversion of teacher ed.

SMA2 (17-20)

- Negotiations spring 2017
- Funding formula redesign
- Revenue neutral

SMA3 (20-23)

- Operationalize differentiation metrics

Provincial Funding Formula Review (anticipated funding envelopes)

Core Operating Grant

(Enrolment Based)

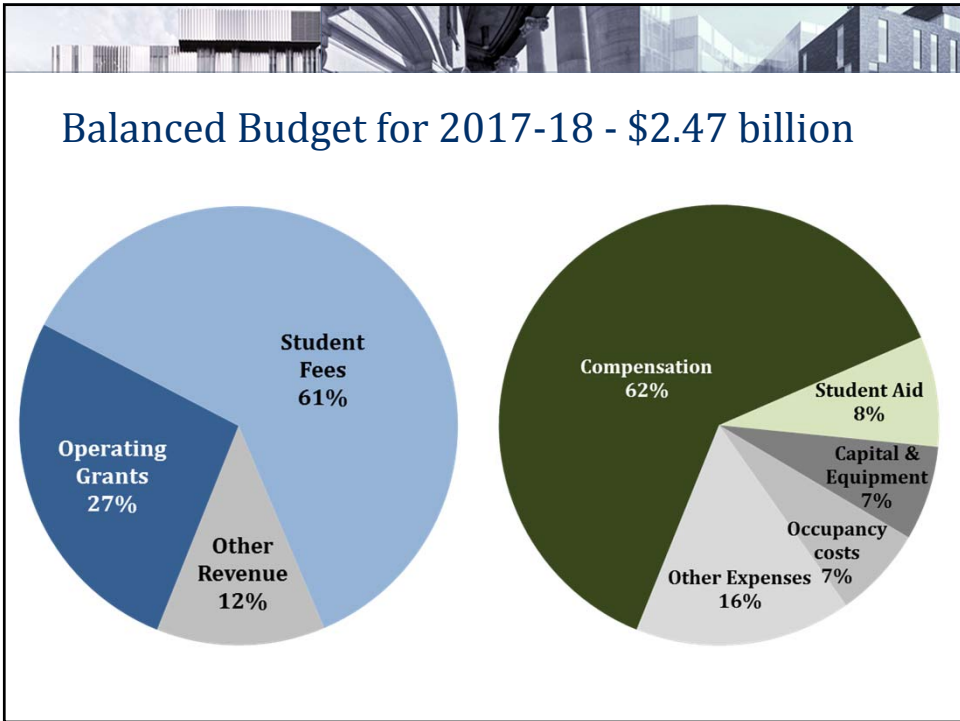
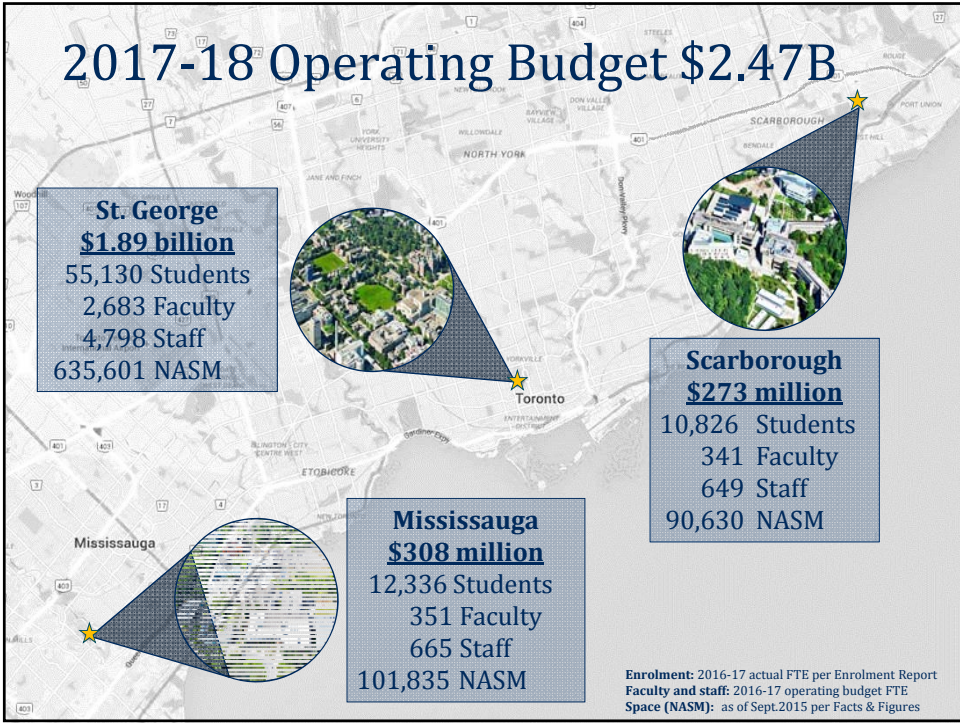
Differentiation
Envelope

(linked to SMA
metrics)

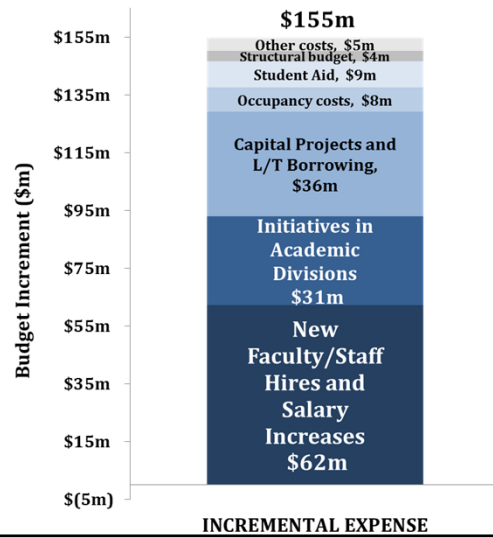
Special
Purpose
Grants

Revenue neutral change through SMA2 with negotiated growth targets.

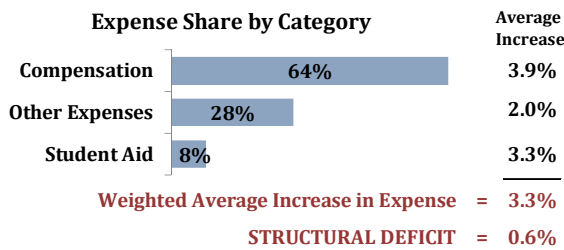
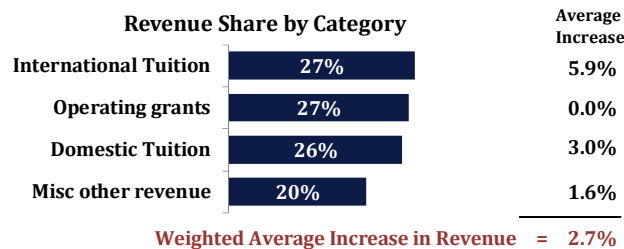
Potential for funding changes to the Differentiation Envelope in SMA3.



Incremental Expenses \$155m



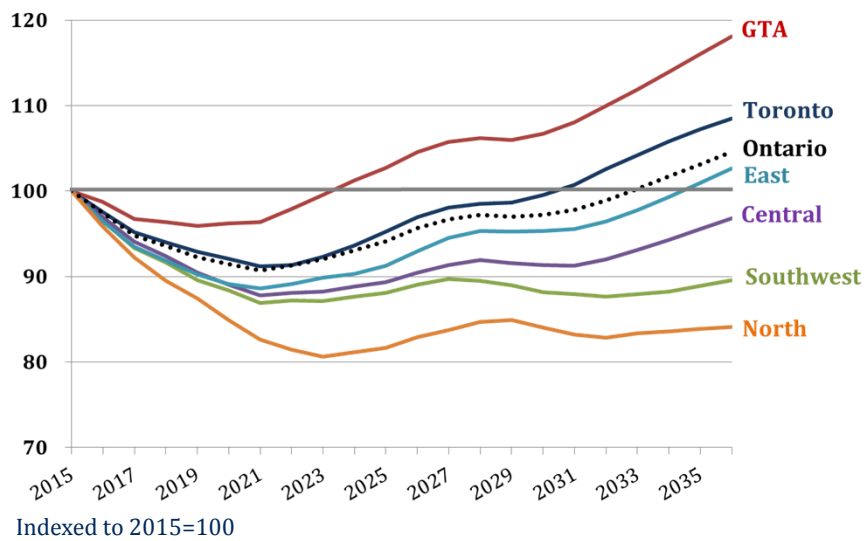
Costs Rise Faster than Steady State Revenues (Rates of increase based on 5-year historical average)



Students and Teaching



Trend in 18-20 year-old Ontario population



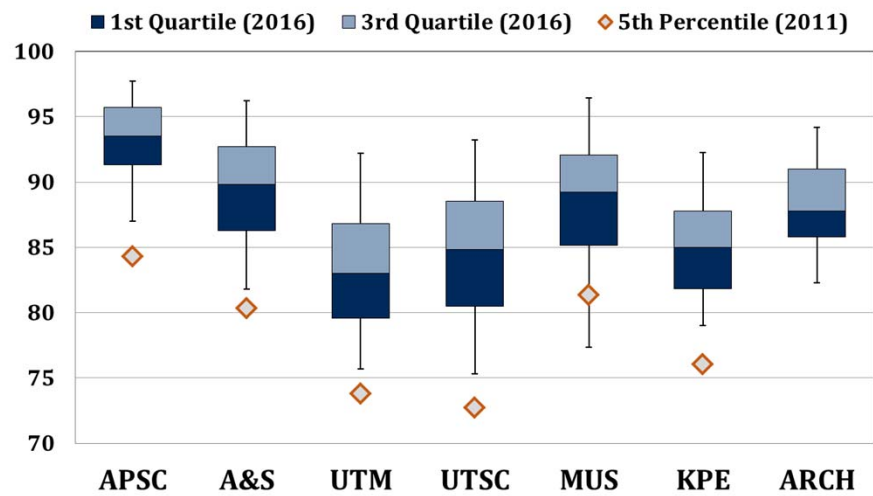
Undergraduate enrolment results 2016-17

Total FTE	2015 Actual	2016 Actual	2016 Variance to Plan
St George	39,011	38,600	(68)
UTM	11,405	11,915	11
UTSC	10,486	10,747	(95)
TOTAL	60,902	61,262	(152)

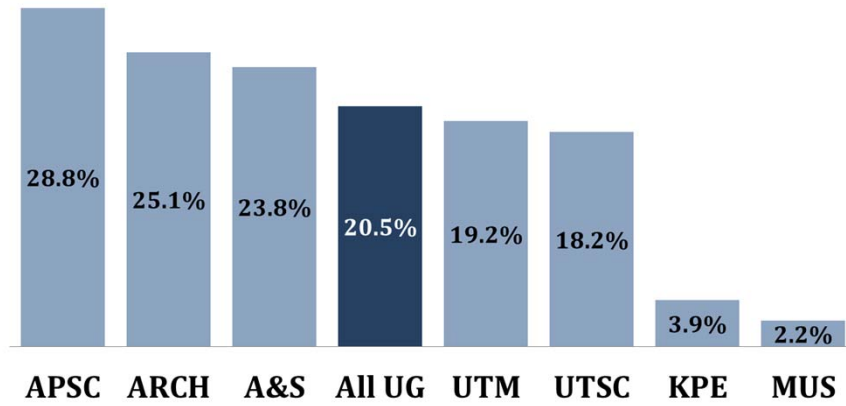


Distribution of 2016 Entering Averages

(excluding top and bottom 5%, with 2011 Fifth Percentile for Comparison)



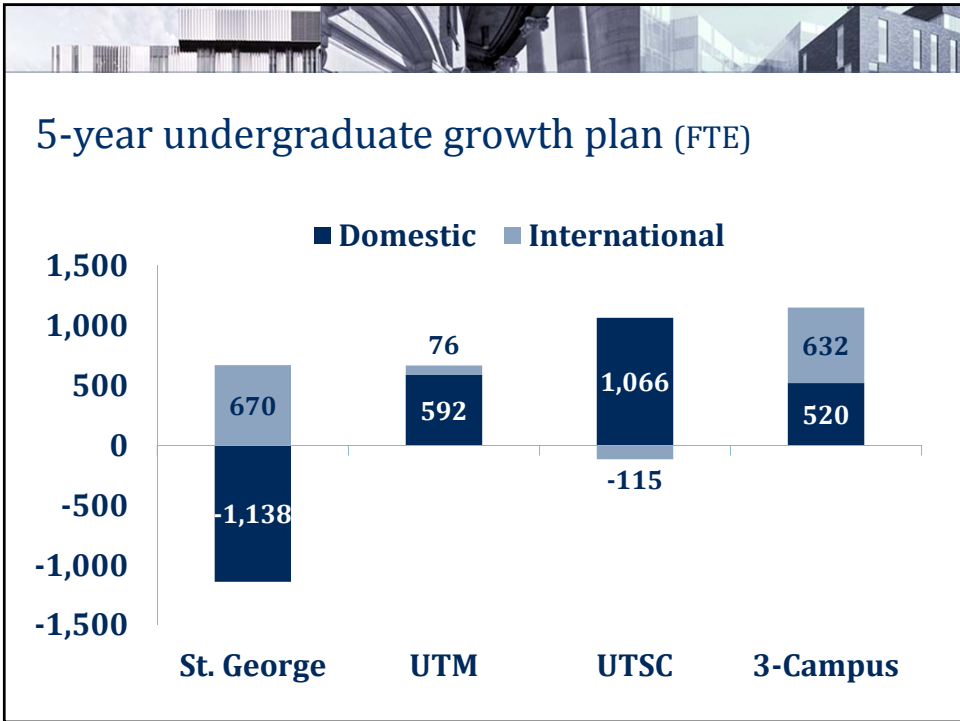
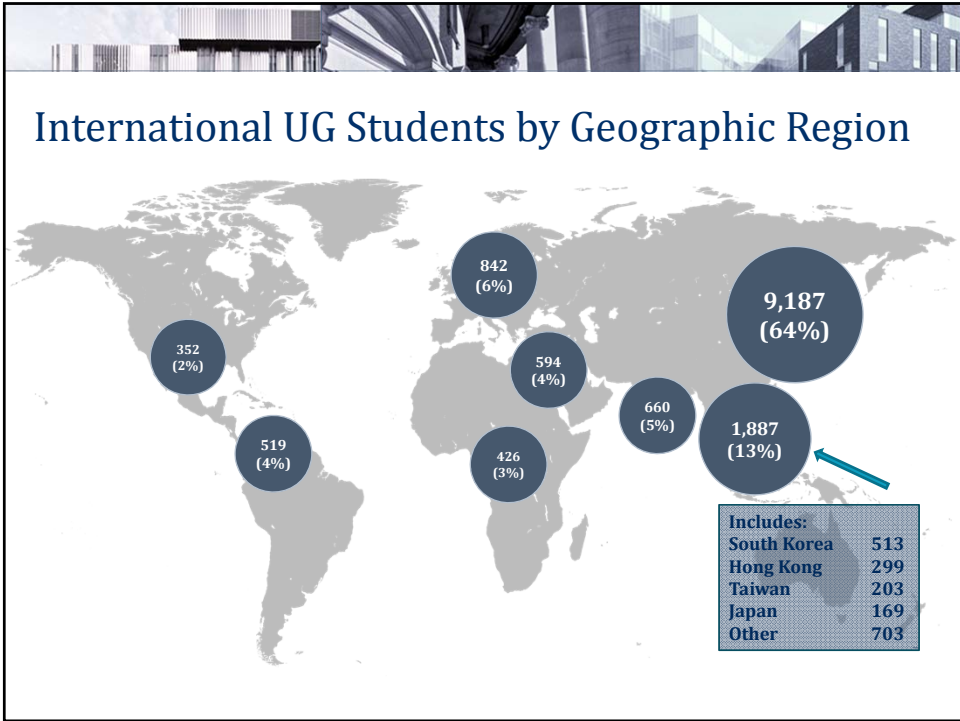
Divisional undergraduate international share in 2016



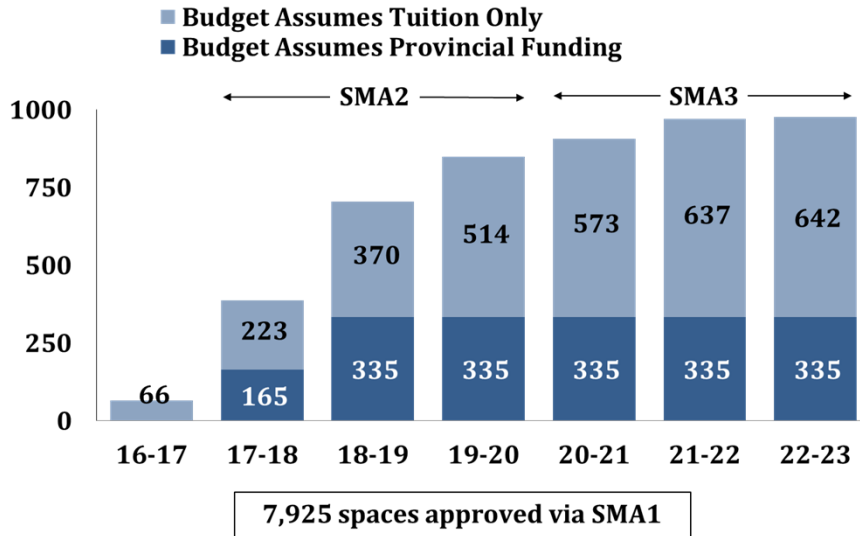
Total 2016 international UG students = 14,467

2016-17 UTM Undergraduate Enrolment

Area of Study	2016-17 FTE	% Int'l
Arts & Humanities	2,851	16%
Social Sciences	4,446	21%
Management	974	34%
Life Sciences	1,339	5%
Other Sciences	2,089	23%
MD	216	0.5%
TOTAL	11,915	20%



Masters – Planned Growth over SMA1 (Fall Eligible FTE)



2016-17 UTM Graduate Enrolment

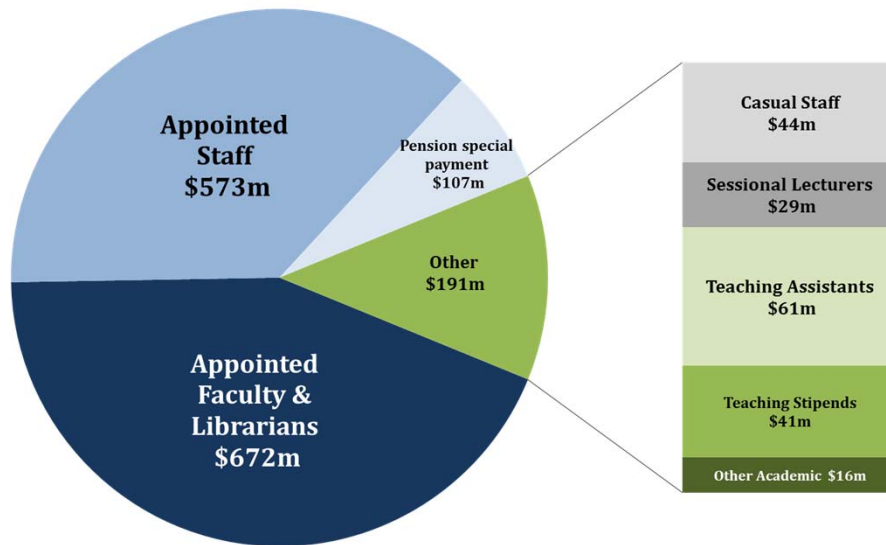
Program Type	2016-17 FTE	Projected 2021-22
Prof Masters	424	506
DS Masters *	82	n/a
PhD *	155	n/a
TOTAL	661	

* As per self-declared code in student system

Faculty, Staff and University-wide Costs



2017-18 Compensation Budget \$1.54B (Est.)



2016-17 Budget \$1.48B + Budget Increase \$62M

Preliminary Faculty and Staff Hiring Plans at UTM

	Faculty & Librarians	Staff
2016-17	363	539
2017-18	+31	+43
2018-19	+22	+25
2019-20	+23	+11
2020-21	+22	+24
2021-22	-	+11

Pension special payments and other related costs

	Incremental Annual \$m	Total Annual \$m
2016-17	5	102
2017-18	5	107
2018-19	5	112
2019-20	5	117
2020-21	5	122
2021-22	5	127

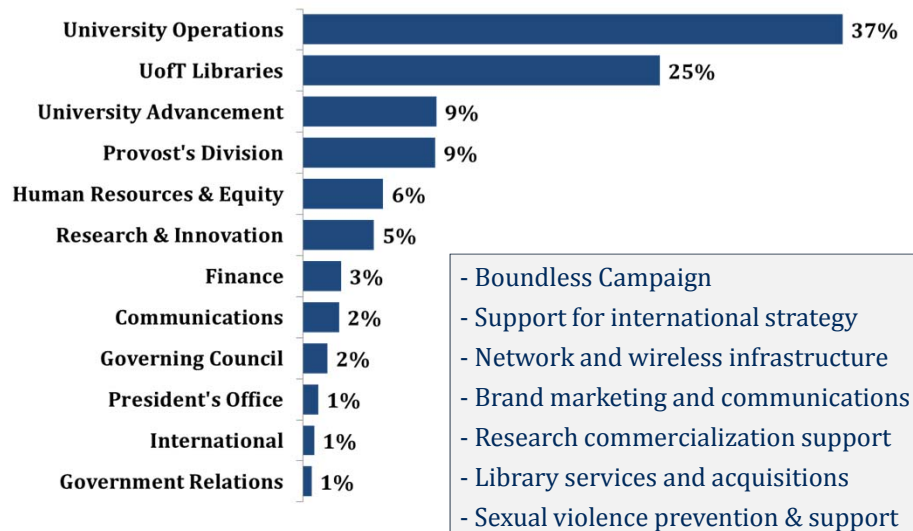
Placeholders

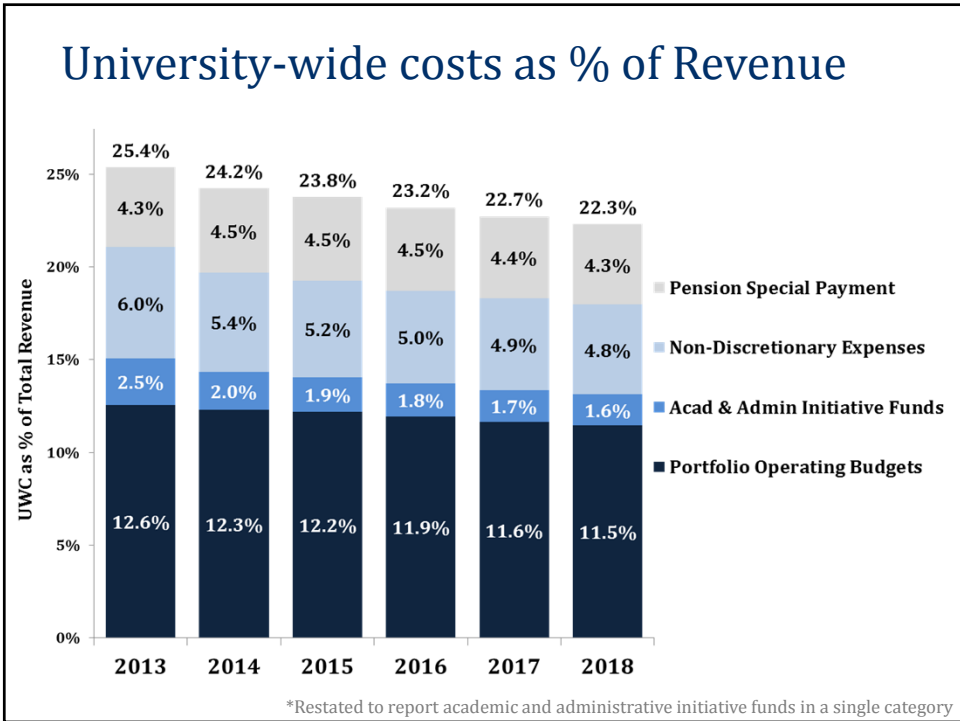
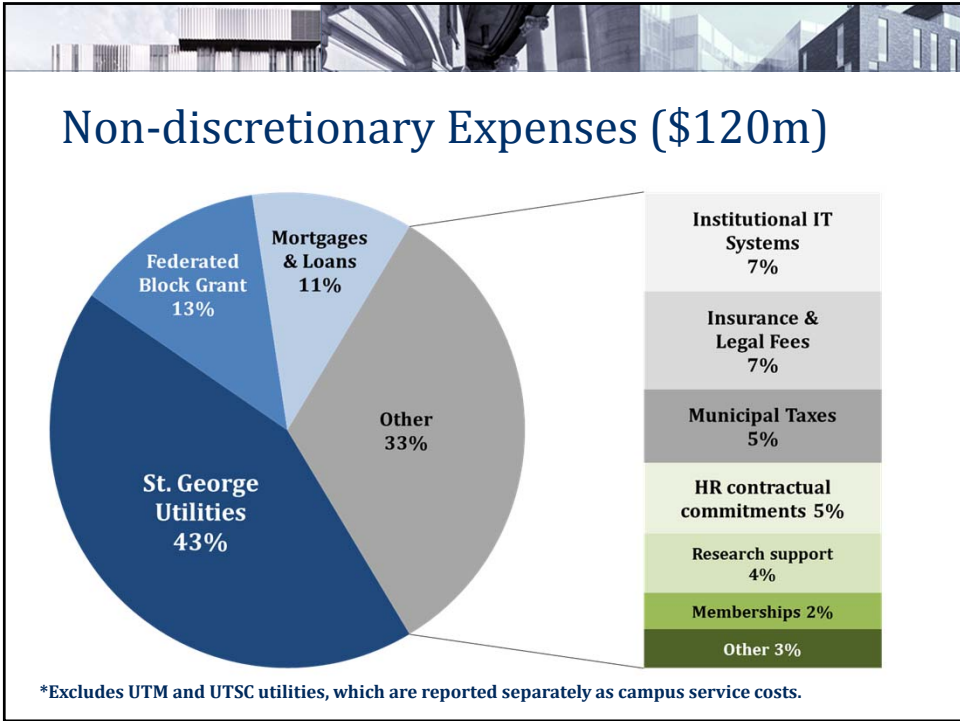
What makes up university-wide costs?

2017-18 University Wide Costs: \$552 million



Shared Service Portfolio Operations (\$284m)

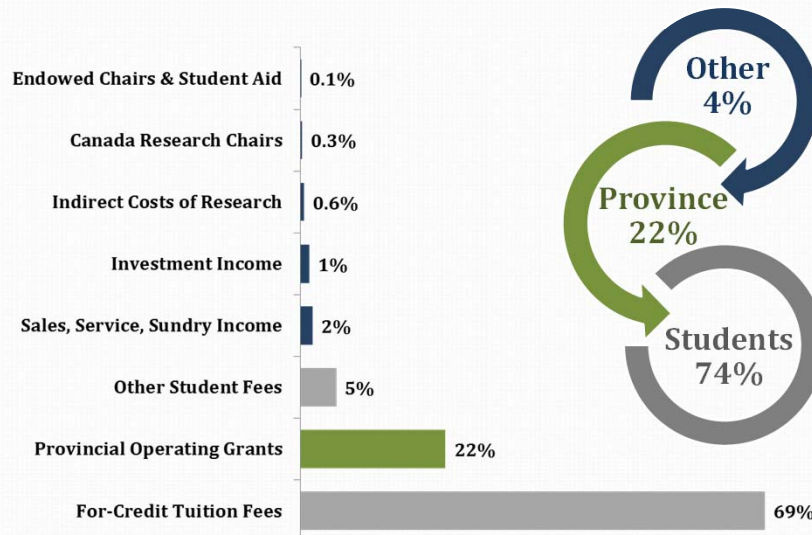




Funding Sources

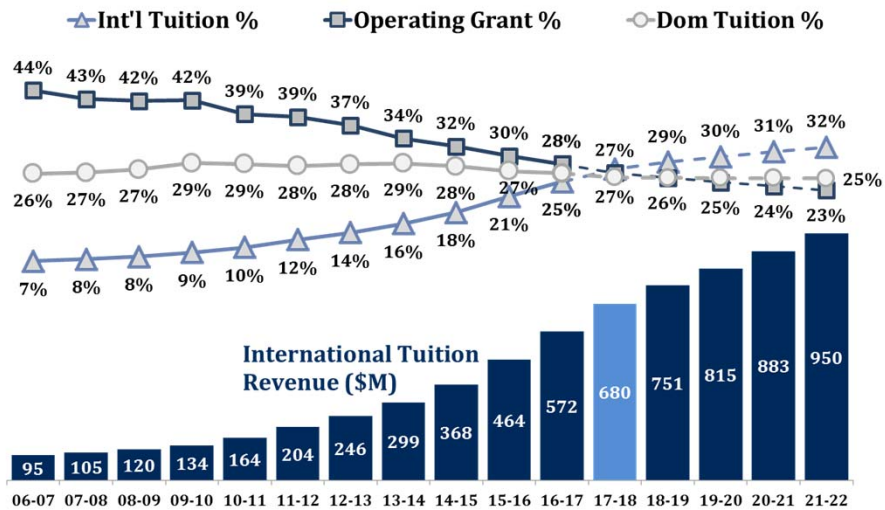


UTM 2017- 18 sources of revenue (\$327m)



The changing revenue landscape

(excludes divisional income)



Provincial Tuition fee framework extended 2017-18 and 2018-19

(Domestic overall cap = 3%)	Incoming Students	Continuing Students
Domestic General UG	3%	3%
Domestic Prof and Graduate *	5%	5%

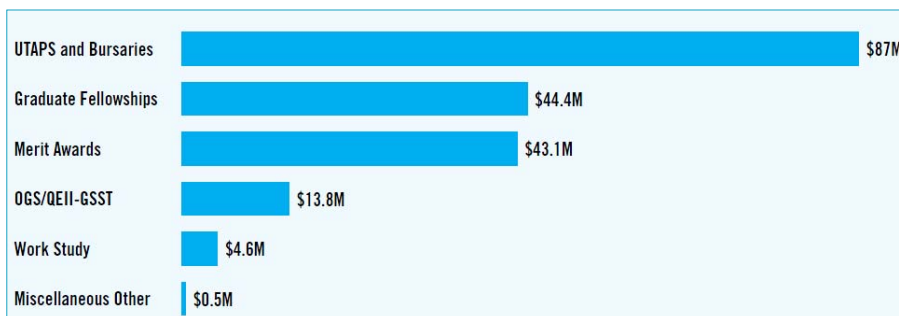
* Domestic tuition fee for doctoral stream will **decrease** by \$70

Student Aid



STUDENT AID EXPENSES

\$193 million in 2015-16



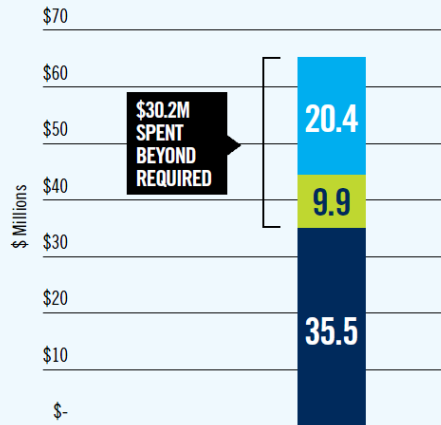
STUDENT ACCESS GUARANTEE

\$65.8 million in 2015-16

The chart shows the University of Toronto's 2015-16 SAG expenditures. Expenditures totalled \$65.8M. Of that amount, \$35.5M was required to be paid as per SAG requirements. The remaining \$30.3M includes discretionary expenditures for students in second-entry programs and for the difference between actual living costs and living costs recognized in the OSAP need assessment for students in direct and second-entry programs.

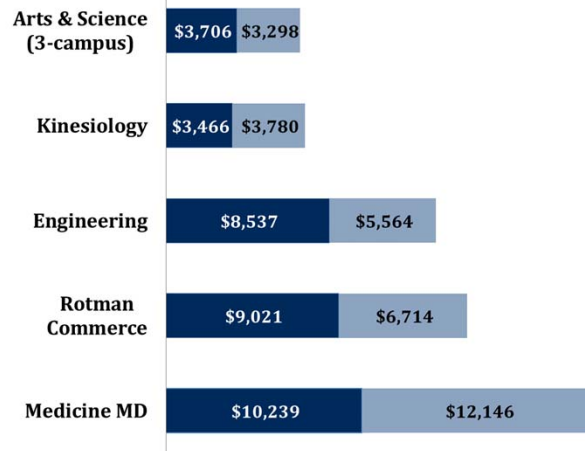
Source: Ministry of Advanced Education and Training

- Second entry discretionary programs
- Direct discretionary programs
- Required (direct and second entry)



Net tuition for UG students receiving OSAP 2014-15

- Tuition and fees funded by U of T and Province
- Tuition and fees paid by student





Changes to Ontario Financial Aid

- Redesign of financial aid system (OSAP) will be good for students:
 - reduced complexity,
 - increased transparency
 - earlier decisions on available financial aid
- 2017-18 → consolidation of many provincial aid programs into one
- 2018-19 → introduction of net-tuition billing for students in “direct-entry” programs



University Fund



2017-18 UF \$18m: Advancing our Priorities

Undergraduate & International Experience TOTAL: \$3.8 million	Diversity and TRC-Related Supports TOTAL: \$4.95 million
<p data-bbox="428 562 768 653"> Int'l Recruitment & Student Mobility (Support Staff) \$1.5m base </p> <p data-bbox="467 688 729 751"> Wellness Counsellors \$1.3m base </p> <p data-bbox="428 787 768 919"> Undergraduate Research, WIL, Experiential Learning, Career Development \$1m OTO/year for 3 years </p>	<p data-bbox="894 537 1170 627"> TRC Response-Related Faculty and Staff Hires \$2.5m base </p> <p data-bbox="954 663 1114 726"> TYP Director \$200k base </p> <p data-bbox="867 762 1201 825"> Indigenous Space Matching \$1.5m OTO </p> <p data-bbox="834 858 1234 949"> Expansion of Academic Diversity Hires Program \$750k OTO/year for 3 years </p>

2017-18 UF \$18m: Advancing our Priorities

Cities Initiatives TOTAL: \$2.5 million	Structural Budget & Infrastructure TOTAL: \$7.1 million
<p data-bbox="477 1423 716 1514"> Support for cities research initiatives \$1.5m base </p> <p data-bbox="451 1549 742 1640"> St. George performance space renewal \$1m OTO </p>	<p data-bbox="878 1423 1192 1486"> Structural budget reserve \$3.5m base </p> <p data-bbox="964 1522 1105 1585"> ARCnet \$1.6m base </p> <p data-bbox="932 1621 1138 1684"> Capital matching \$2.0m OTO </p>

2017-18 UF Allocations to UTM

Undergraduate & International Experience

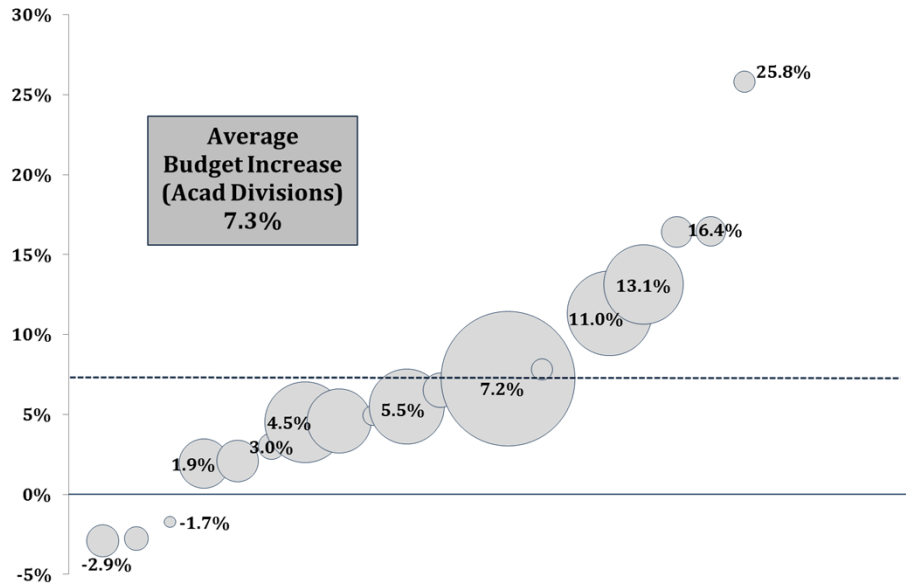
**(2) Int'l Recruitment & Student
Mobility Support Staff**
\$200k base

(1.5) Wellness Counsellors
\$195k base

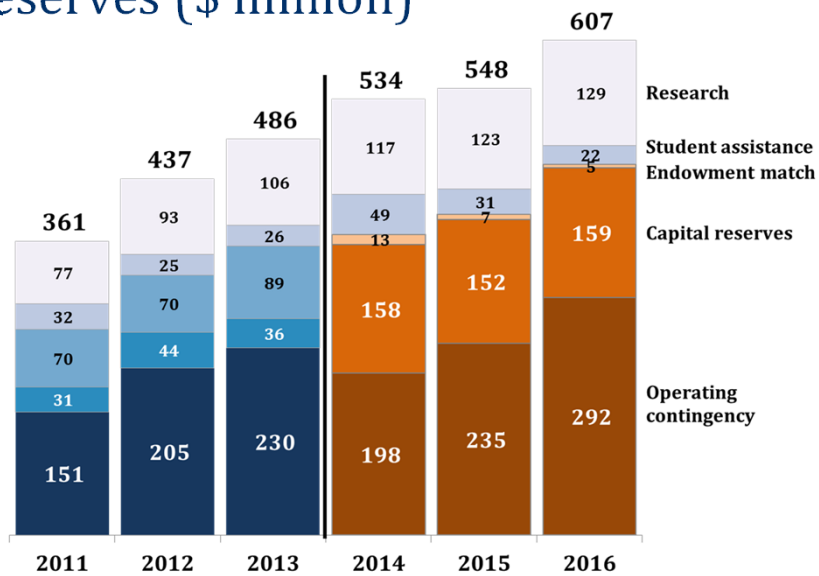
Budget Summary - Opportunities and Risks



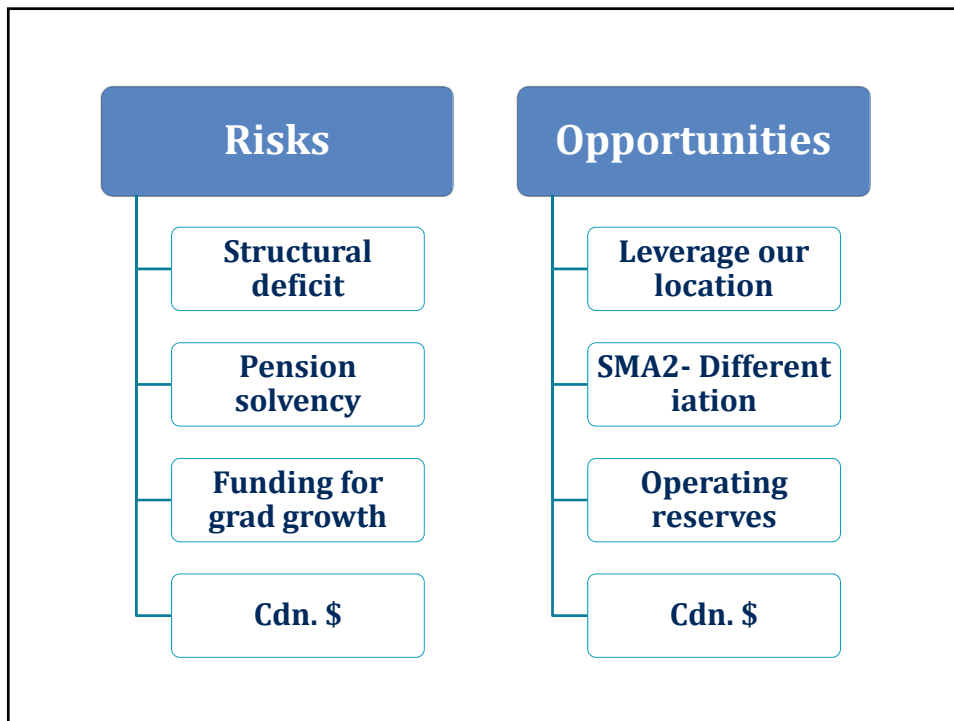
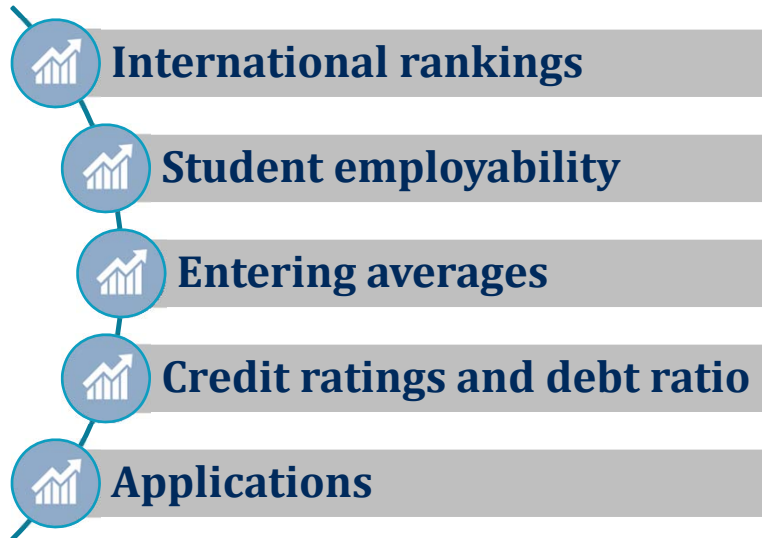
Variation in Growth of Divisional Expense Budgets (i.e. Revenue less University-wide Costs and Student Aid)



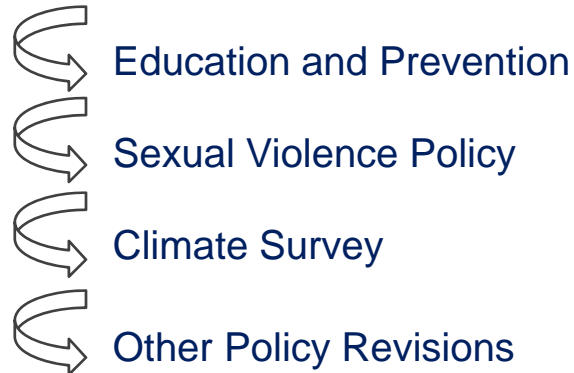
Reserves (\$ million)



Key metrics are strong



Bill 132 Legislation



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

About the New Policy

- Establishes a **consistent system** for responding to incidents and getting support.
- Applies to **all members of the U of T community** and makes available the same services to everyone – students, faculty and staff.
- **All incidents between members of the community**, whether they take place on or off campus or online, will be covered by the new policy.

- Aims to reduce the barriers to disclosure and reporting by minimizing the number of times complainants are asked to tell their story and maintaining as much confidentiality as possible.
- Makes a clear distinction between disclosing an incident and making a report, and there is no requirement to make a report in order to access support or to receive academic, employment or other accommodations.

- Includes a commitment to due process and procedural fairness. The University will continue to work with groups on campus as the new policy is implemented.
- Created a Tri-Campus Sexual Violence Prevention and Support Centre, which has a physical location and presence on all three campuses

Tri-Campus Sexual Violence Prevention & Support Center

- The Centre has a mandate to conduct intake, accept disclosure and reports of sexual violence, and provide support to individual members of the University community who have been affected by sexual violence
- The Centre provides education and training to members of the University community



Disclosure

The sharing of information by an individual with a Member of the University Community regarding an Incident of Sexual Violence experienced by that individual.

Reporting

... with the **intention of initiating one of the processes set out in the Policy**, which could result in disciplinary action being taken against the Member of the University Community alleged to have committed Sexual Violence.

Tri-Campus Sexual Violence Prevention & Support Centre

Can support someone with:

- Identifying their needs and thinking through options
- Navigating campus and community processes
- Understanding *The Policy on Sexual Violence and Sexual Harassment* and reporting options (criminal and non-criminal)
- Arranging for academic, living and any other campus accommodations
- Accessing campus or community counselling, advocacy and medical services
- Exploring self-care strategies
- Safety planning

Contact Info

Sexual Violence Prevention & Support Centre

416 978 3908

UTM Location

RM 3094, Davis Building

St. George Location:

RM 606, Claude T. Bissell Building

UTSC Location:

RM 140, Environmental Science & Chemistry Building