

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 23 OF THE CAMPUS AFFAIRS COMMITTEE**

APRIL 24, 2017

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on April 24, 2017 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Professor Joseph Leydon, Chair
Professor Ulrich Krull, Interim Vice-
President & Principal
Ms Megan Alekson
Ms Nour Alideeb
Professor Lee Bailey
Mr. Arthur Birkenbergs
Professor Elspeth Brown
Mr. Dario Di Censo
Mr. Paul Donoghue, Chief Administrative
Officer
Dr. Giovanni Facciponte
Professor Hugh Gunz
Ms Pam King
Mr. Nykolaj Kuryluk
Mr. Mark Overton, Dean of Student Affairs
Ms Sue Prior
Mr. Andy Semine
Ms Amber Shoebridge
Professor Jumi Shin
Professor Steven Short
Professor Gerhard Trippen
Mr. Nate Van Beilen
Professor Anthony Wensley

Non-Voting Assessors:

Ms Christine Capewell, Director, Business
Services
Ms Andrea Carter, Assistant Dean, Student
Wellness, Support & Success
Ms Stepanka Elias, Director, Operations,
Design & Construction

Regrets:

Ms Sharmeen Abedi
Ms Teresa Bai
Professor Amrita Daniere, Vice-Principal
Academic and Dean
Mr. Tarique Khan
Professor Judith Poë
Professor Chester Scoville
Ms Raqshanda Khan
Mr. Mohamed Mohamad

In Attendance:

Professor Bryan Stewart, Vice-Principal Research
Professor Sandy Welsh, Vice-Provost, Students

Secretariat:

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

1. Chair's Remarks

The Chair welcomed members to the meeting and informed the Committee that the results of the elections for the Campus Affairs Committee, in the student estate were 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 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 this Committee 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* will be brought forward to the Planning and Budget Committee for its 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*.

2. Transforming Information Technology at UTM

The Chair invited Ms Susan Senese, Director, Information & Instructional Technology Services (I&ITS) to provide an overview to members on information technology at UTM¹. Ms Senese advised that I&ITS had been working towards several strategic priorities, including the renewal of I.T infrastructure, enhancing customer service, supporting researchers, improving IT security, developing I.T. staff and continuously improving the student experience. Some of the major infrastructure projects which had occurred in 2016 were the installation of a data centre in Deerfield Hall, new work stations that were deployed to labs and classrooms and the creation of UTSend and UTM Wiki, which provided increased security over external applications for file sharing purposes. The development of a new customer service portal which utilized new service management software, as well as the I.T. service desk's new location had led to a significant increase in the number of tickets. Ms Senese commented that this could be attributed primarily to the visibility of the help desk as well as the push to ensure better tracking and ticketing of issues. The I&ITS had begun using a sophisticated change management tool, which provided updates on all ongoing projects to staff through dashboard views, and had improved internal communication significantly. For increased I.T. security of the wireless network on campus, access to external Virtual Private Networks (VPN) had been closed to limit ransomware. Priorities emerging over the next year included a rollout for Office 365, the development of a high performance computing cluster and the replacement of the current work management system with *Service Now* in partnership with Campus Police, among others.

In response to a member's question regarding the number of security attacks experienced on campus, Ms Senese advised that there were thousands daily on the entire U of T network, which was less than would be expected and that they have so far been manageable. None of these have been on UTM managed equipment, but on equipment of UTM's partners, which was constantly monitored. Ms Senese added that I&ITS was continuously working towards building capacity and testing next generation firewalls as I.T. security needs required a multi-layered response for increased security.

A member inquired into how I&ITS and departments collaborated to use innovative teaching spaces, especially in the area of digital humanities. Ms Senese advised that this was a partnership between faculty, the library and I&ITS staff, and that there were public computing labs available that could be

¹ A copy of this presentation is attached as Attachment A.

booked through the Office of the Registrar. Departments looking to expand into this area should submit software requests to the Office of the Dean for funding.

Several faculty members commended the notable improvement in classroom technology and quality of service in recent years.

3. Update on Major Capital Projects

The Chair invited Mr. Paul Donoghue, Chief Administrative Officer to provide² a high level overview of major capital projects at UTM. Mr. Donoghue updated members that North 2 had been 4-6 weeks behind schedule, however was still on schedule for completion in May, 2018 and occupancy in June, 2018. The project was also tracking on-budget. Mr. Donoghue noted that there were several projects that were currently in their planning phases: Davis 2 which encompassed the revitalization of the Davis meeting place and front entrance, the Robotics lab, and a Science building that would house the Centre for Medicinal Chemistry (CMC).

In response to a member's question regarding funding sources for the Science Building, Mr. Donoghue responded that it would likely be a combination of philanthropy, UTM capital reserves and borrowing similar to previous capital projects. He added that once funding sources were finalized the details would come through in the project planning report and be considered by governance. Mr. Donoghue further clarified that funding issues had not the primary reason for the delay in addressing the need for a new Science building, rather that government funding over the last several years had prioritized different building spaces such as the Instructional Centre and Deerfield, and therefore had not been aligned to the needs of this project.

A member inquired why the space for the science building had expanded from the original estimates, and whether this was related to the development of the CMC laboratories. Professor Krull responded that many departments had included hires in their plans which had potential for cluster development, however these could not be sought as there was no space for those faculty. He noted that the Facilities, Management & Planning team had done significant work to consistently update existing lab spaces in order to mitigate growing pressure for space, however at this point there was a significant need to add light and heavy service labs, and faculty hires in these areas could not occur without expansion rather than renovation. In response to a follow up question regarding concerns that there would potentially not be enough funds to continue lab operations with such a significant cluster of labs, Professor Krull responded that he was confident in the excellence of faculty hires that come to UTM, and noted the importance of mentoring individuals which would help to attract mid-career faculty for further cluster development.

4. Assessor's Report

a) Compassionate Leave of Absence Policy

² A copy of this presentation is attached as Attachment B.

The Chair invited Professor Sandy Welsh to advise members of the draft *Compassionate Leave of Absence Policy*, which was currently under development and would enter into governance consideration in the near future. Professor Welsh noted that all students in good standing at UofT should have the ability to fulfill their academic aspiration and that the University also had the right to address conduct of students in order to protect that student as well as other members of the University community. For example, when a student's behaviour involved serious threats or violence, it may be necessary to use interim measures under the Code of Student Conduct to remove the student from campus. In a very small number of instances each academic year, a student may have underlying mental health issues that were related to the student's behaviour reaching the threshold of serious threat or violence, or that affect the student's ability to engage in activities required to pursue an education at U of T. In these cases, where a serious mental health issue was involved, the University saw the need to have an alternative to the Code of Student Conduct, a disciplinary policy, to help students in this situation.

Professor Welsh noted that her office would be bringing forward a new policy on Compassionate Leave so that a student may voluntarily or involuntarily step out of their registered status under specific conditions. The University saw a need for a *Compassionate Leave policy* that addressed situations in which a student was believed to have serious mental health issues but also when they were engaging in behaviour that posed a risk of harm to self or others, including causing significant disruption to the educational process or the University community, and/or an inability to engage in activities related to the educational process.

Under the proposed *Compassionate Leave policy*, all effort would be made to encourage the student to take a voluntary leave of absence. In those rare instances when a voluntary leave of absence was not taken, the proposed policy would allow for approval of an involuntary leave. When an involuntary leave was necessary, the proposed policy would provide a clear pathway when such situations arose, including the appointment of a student support team and student case manager, terms and conditions as to what was available to and expected of the student while on leave, and terms and conditions that set out the University's expectations for the student's safe return to their studies. These included verification that the student was safe to return, supports/accommodations available to the student upon return and the student's right to appeal the decision to place them on an involuntary leave.

Professor Welsh noted that the University had been considering a *Compassionate Leave policy* for a few years. The need for a Compassionate leave policy of this type had been noted by the Ombudsperson in her 2014-15 report and was also mentioned in the University's response to the 2015-16 report. This type of policy was considered best practice for supporting students experiencing the types of situations that were mentioned. Many other universities in North America, including the University of Guelph, Concordia, and Columbia University in the US had such policies. Initial consultations with some Registrars, academic administrators, and health and wellness staff highlighted that this was a welcome policy, in part because it provided a transparent, non-disciplinary and compassionate process for the few students in this situation. Professor Welsh informed members that more details about the proposed policy would be available in the near future.

Members commended the nature of forthcoming policy and noted their support.

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.

5. **Report on Capital Projects** – as at March 31 2017
6. **Annual Report (2016): UTM Campus Police** (for information)
7. **Annual Report (2016-17): Recognized Campus Groups** (for information)
8. **Report of the Previous Meeting:** Report 22 – March 20, 2017
9. **Business Arising from the Report of the Previous Meeting**

10. **Other Business**

There were no items of other business.

The Chair thanked members and the Secretariat for their meaningful contributions throughout the year. He also thanked the assessors, Mr. Paul Donoghue, Mr. Mark Overton and Professor Amrita Danieri for their professionalism and their participation. The Chair wished everyone a happy and safe summer.

The meeting adjourned at 5:30 p.m.

Secretary
April 27, 2017

Chair

Update for Campus Council: Practical enhancements to address Sexual violence

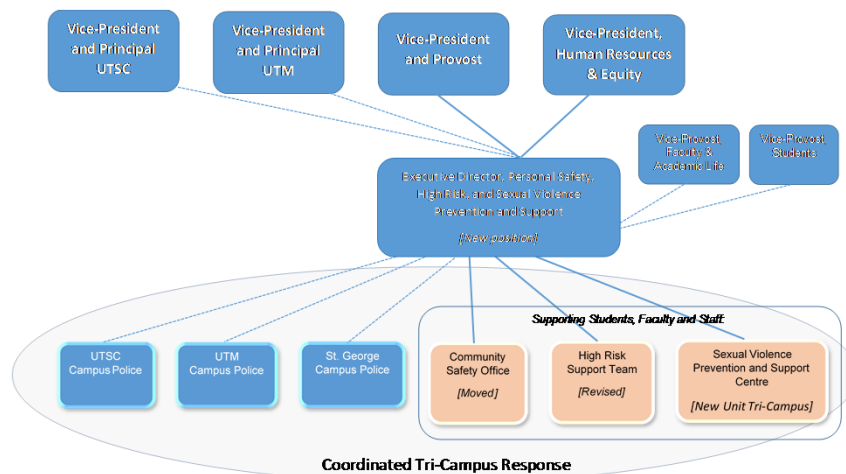
Terry McQuaid
Executive Director, Personal Safety, High Risk and
Sexual Violence Prevention and Support

Angela Treglia
Director, Sexual Violence Prevention & Support
Centre



UNIVERSITY OF
TORONTO

Personal Safety, High Risk and Sexual Violence Prevention and Support



Bill 132 Legislation



Education and Prevention



Sexual Violence Policy



Climate Survey



Other Policy Revisions

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



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)

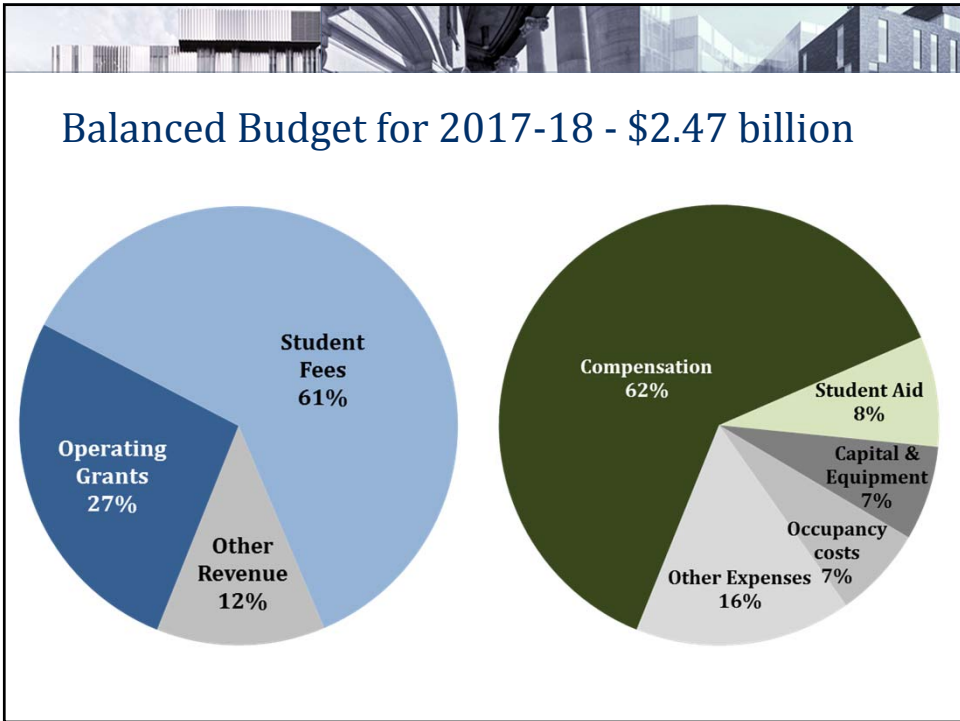
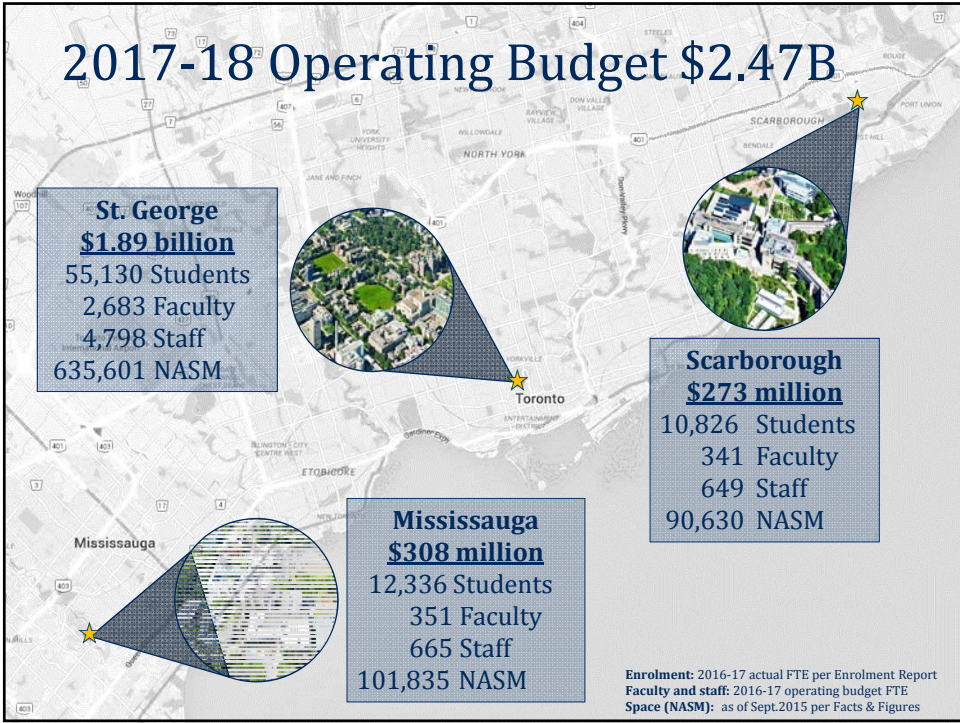
Differentiation
Envelope

(linked to SMA
metrics)

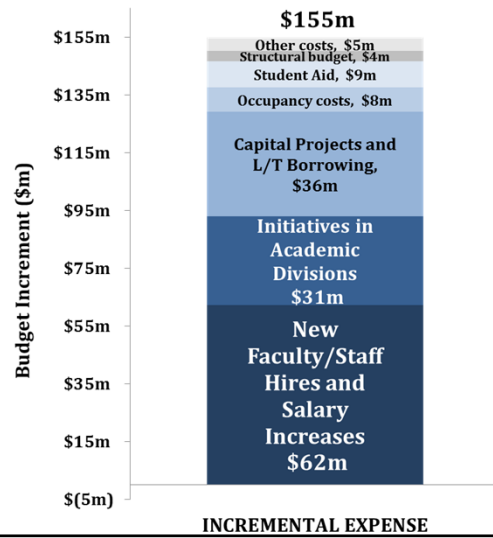
Special
Purpose
Grants

Revenue neutral change through SMA2 with negotiated growth targets.

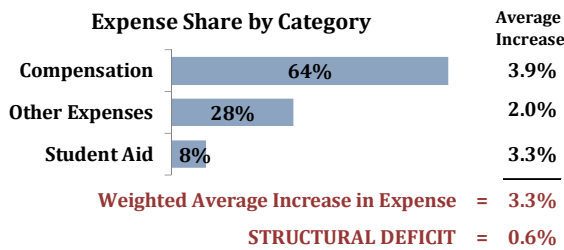
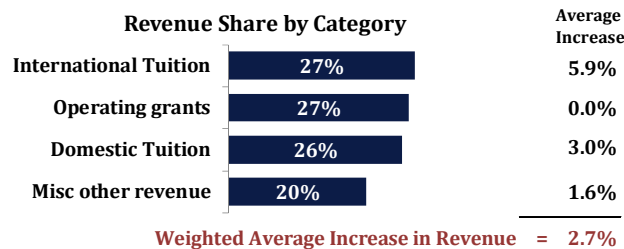
Potential for funding changes to the Differentiation Envelope in SMA3.



Incremental Expenses \$155m



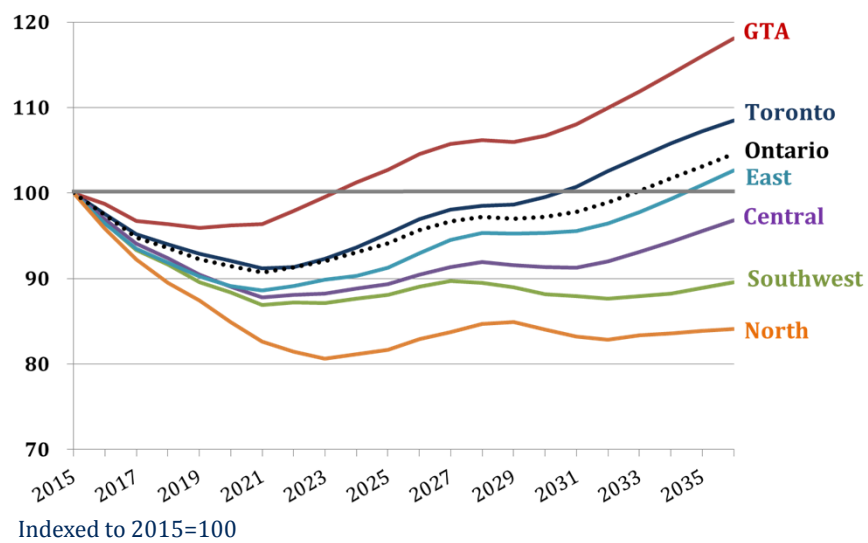
Costs Rise Faster than Steady State Revenues (Rates of increase based on 5-year historical average)



Students and Teaching



Trend in 18-20 year-old Ontario population



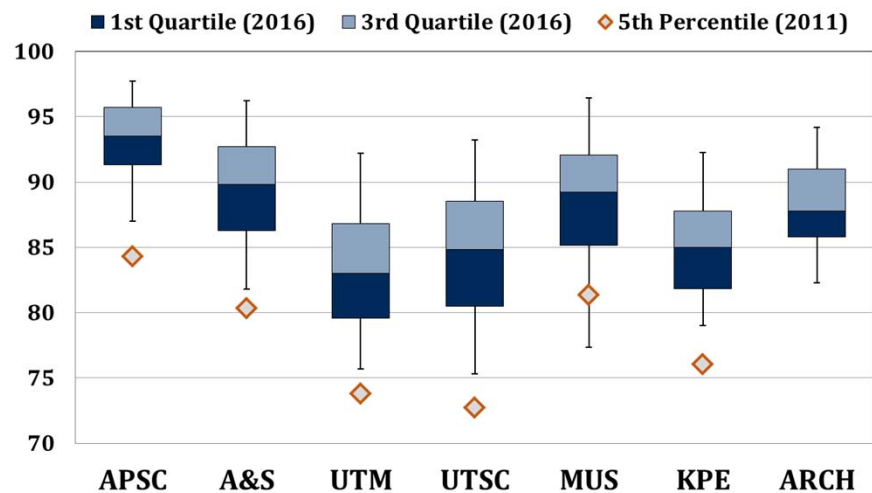
Undergraduate enrolment results 2016-17

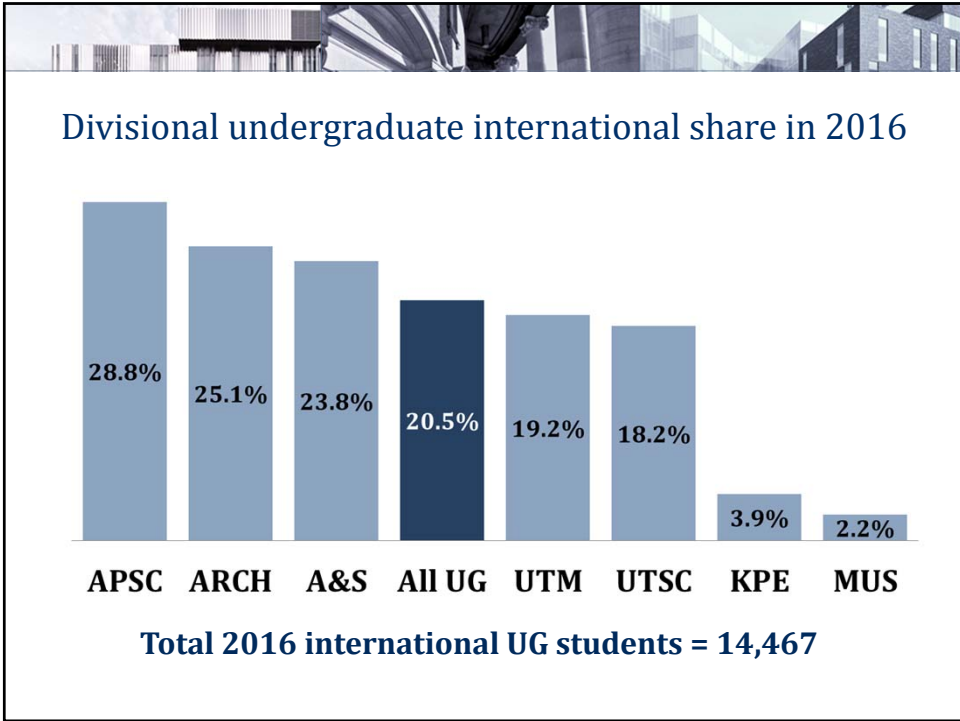
Total FTE	2015 Actual	2016 Actual	2016 Variance to Plan
St George	39,011	38,600	(68)
UTM	11,405	11,915	11
UTSC	10,486	10,747	(95)
TOTAL	60,902	61,262	(152)



Distribution of 2016 Entering Averages

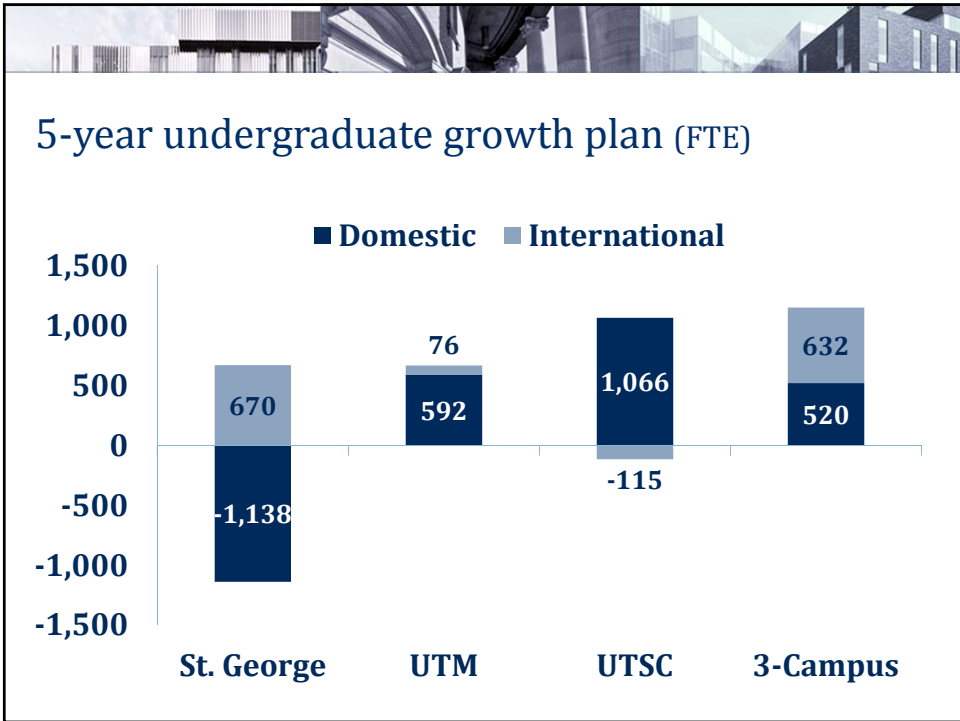
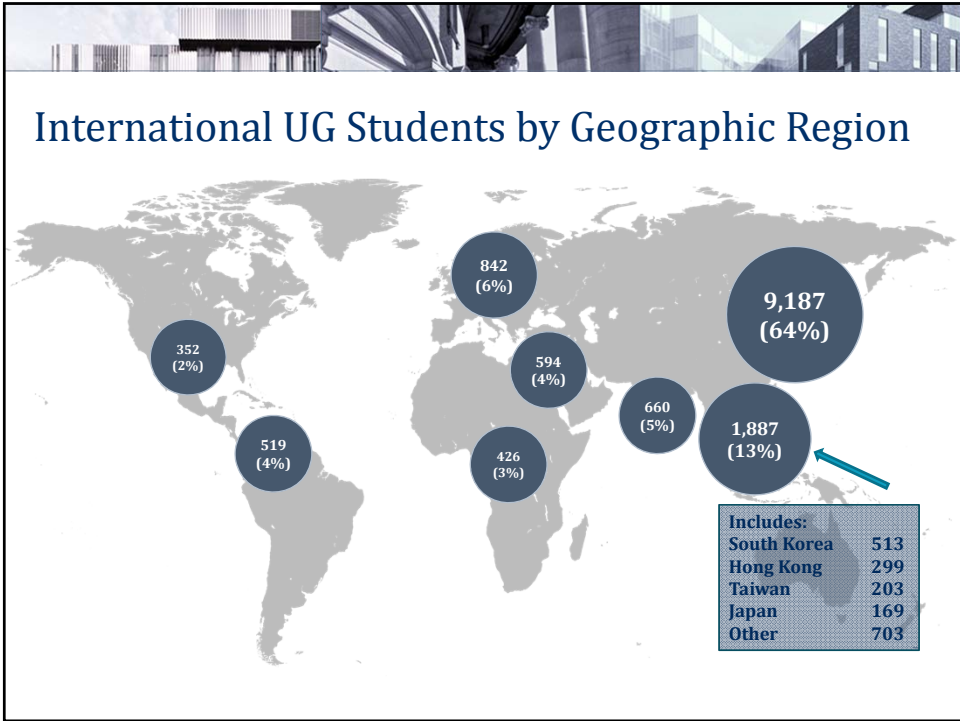
(excluding top and bottom 5%, with 2011 Fifth Percentile for Comparison)



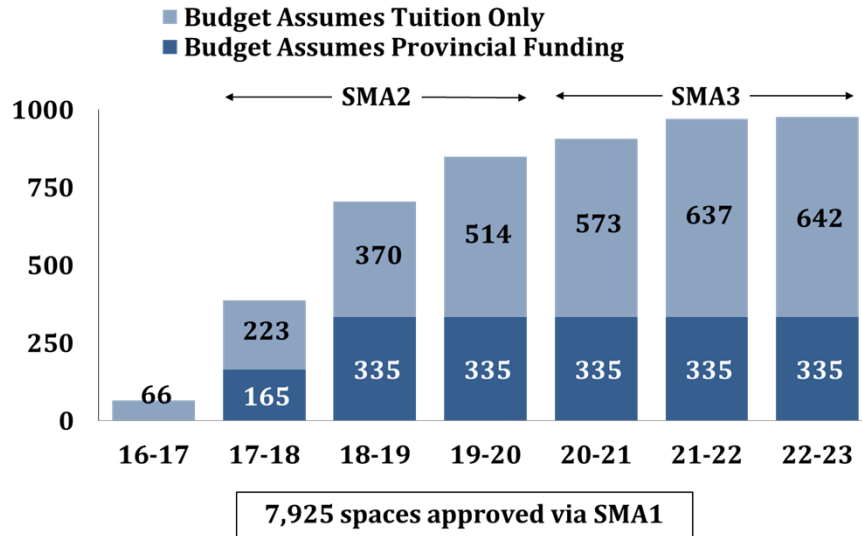


2016-17 UTM Undergraduate Enrolment

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

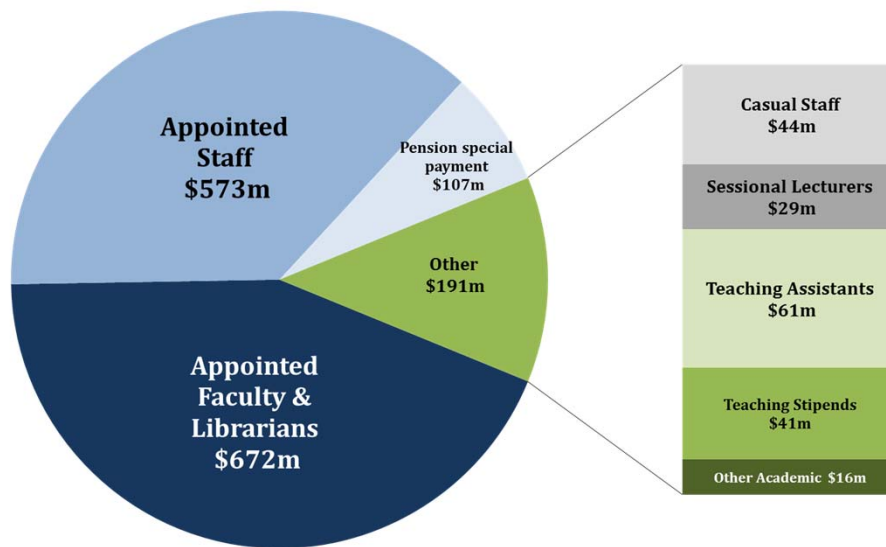
Program Type	2016-17 FTE	Projected 2021-22
Prof Masters	424	506
DS Masters *	82	n/a
PhD *	155	n/a
TOTAL	661	

* 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

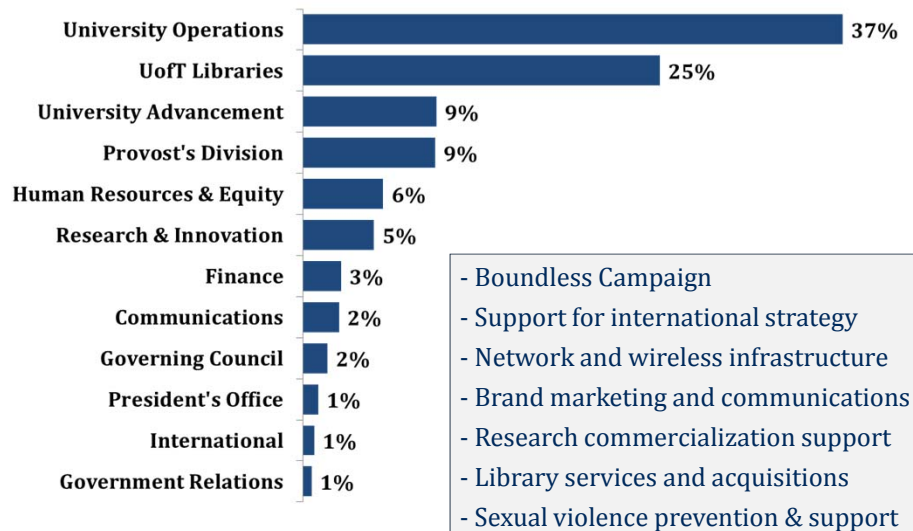
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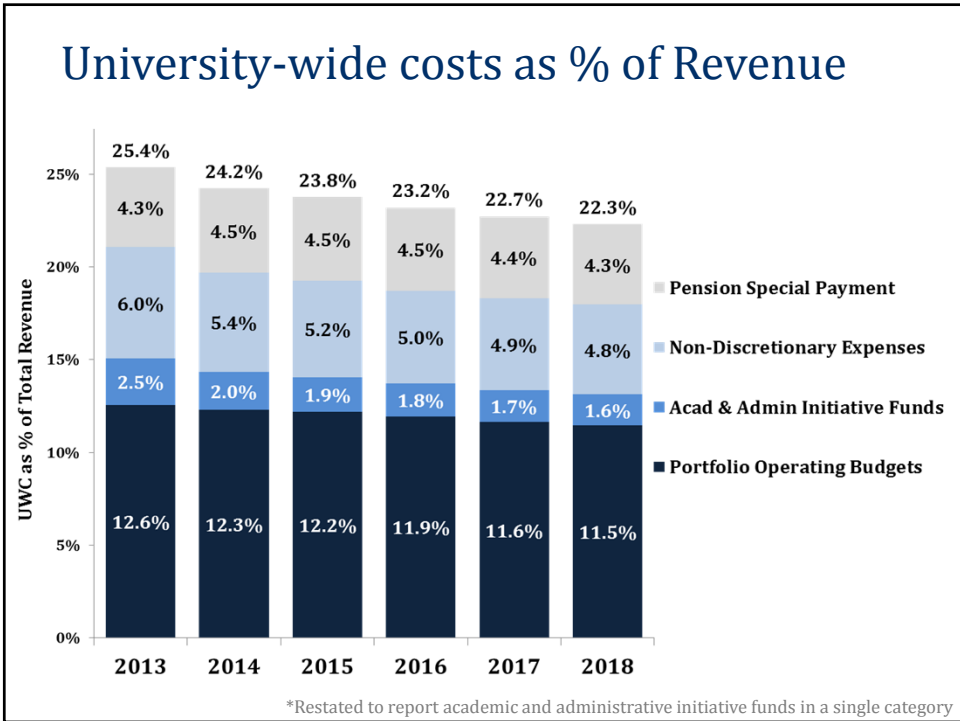
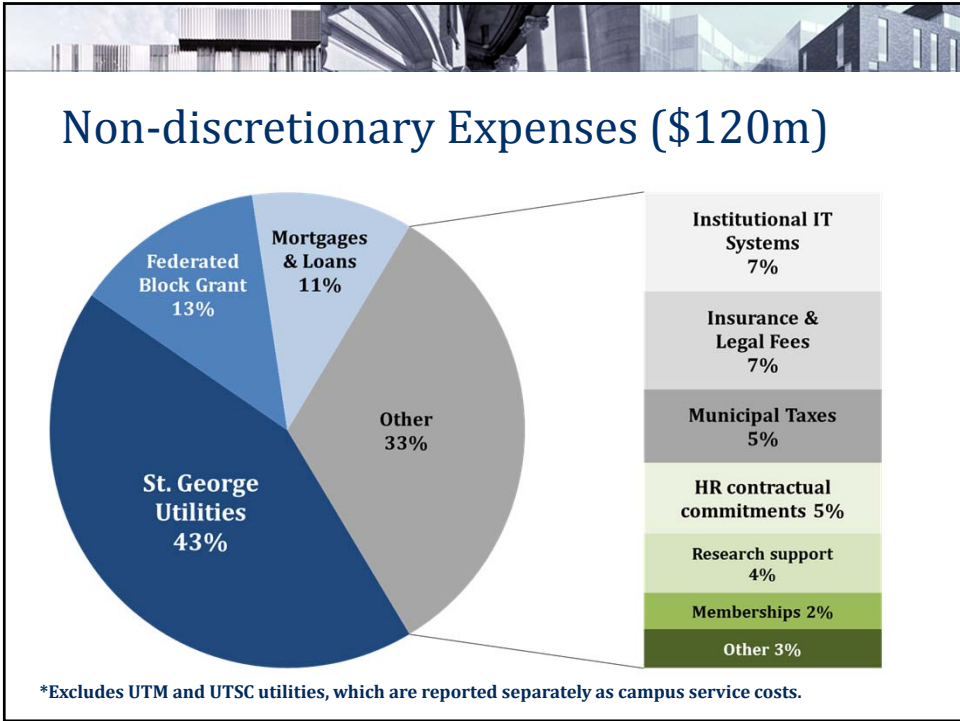
What makes up university-wide costs?

2017-18 University Wide Costs: \$552 million



Shared Service Portfolio Operations (\$284m)

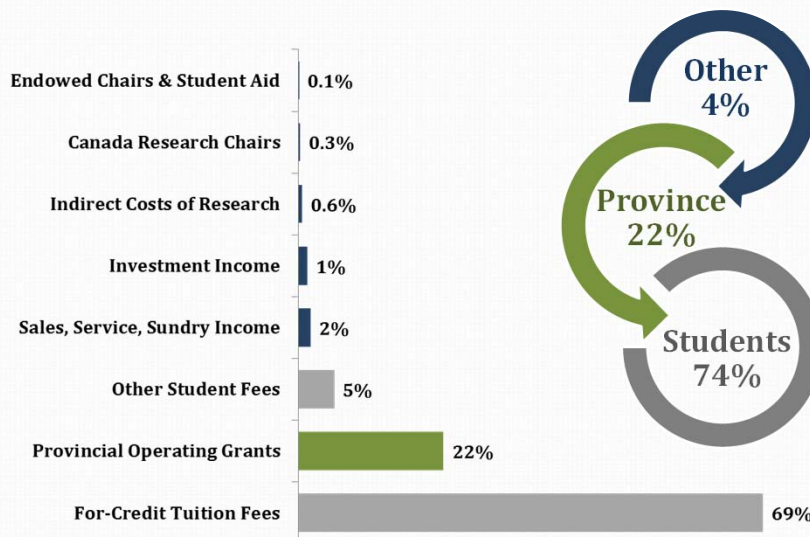




Funding Sources

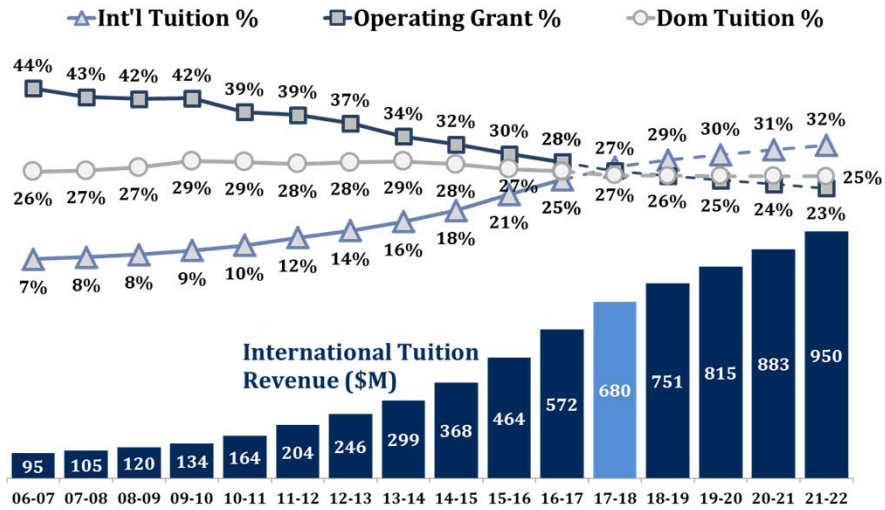


UTM 2017- 18 sources of revenue (\$327m)



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%

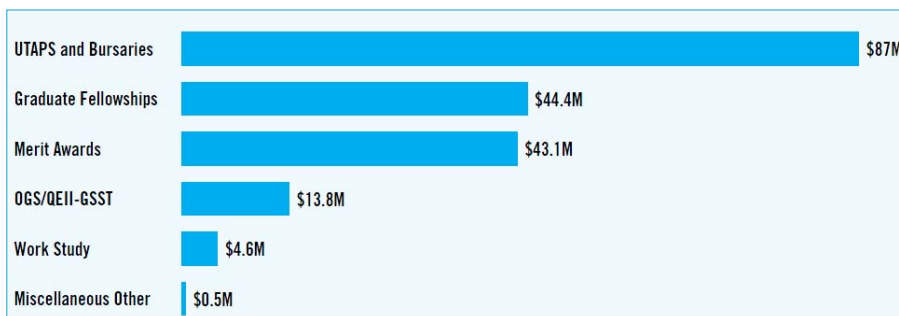
* Domestic tuition fee for doctoral stream will **decrease** by \$70

Student Aid



STUDENT AID EXPENSES

\$193 million in 2015-16



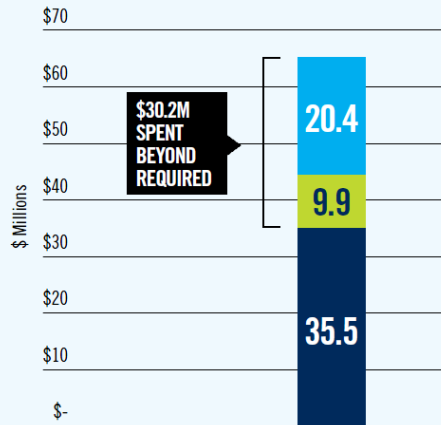
STUDENT ACCESS GUARANTEE

\$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.

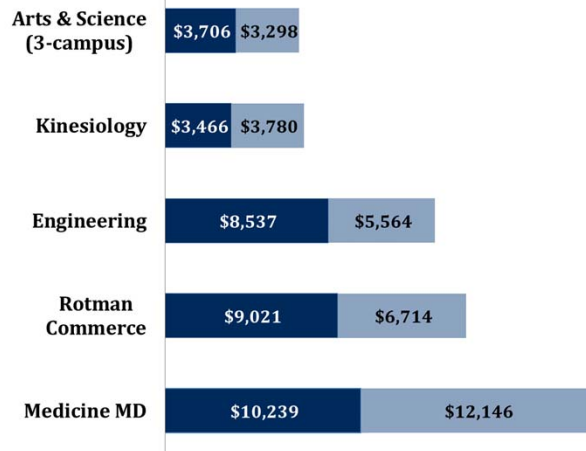
Source: Ministry of Advanced Education and Training

- 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>Int'l Recruitment & Student Mobility (Support Staff) \$1.5m base</p> <p>Wellness Counsellors \$1.3m base</p> <p>Undergraduate Research, WIL, Experiential Learning, Career Development \$1m OTO/year for 3 years</p>	<p>TRC Response-Related Faculty and Staff Hires \$2.5m base</p> <p>TYP Director \$200k base</p> <p>Indigenous Space Matching \$1.5m OTO</p> <p>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>Support for cities research initiatives \$1.5m base</p> <p>St. George performance space renewal \$1m OTO</p>	<p>Structural budget reserve \$3.5m base</p> <p>ARCnet \$1.6m base</p> <p>Capital matching \$2.0m OTO</p>

2017-18 UF Allocations to UTM

Undergraduate & International Experience

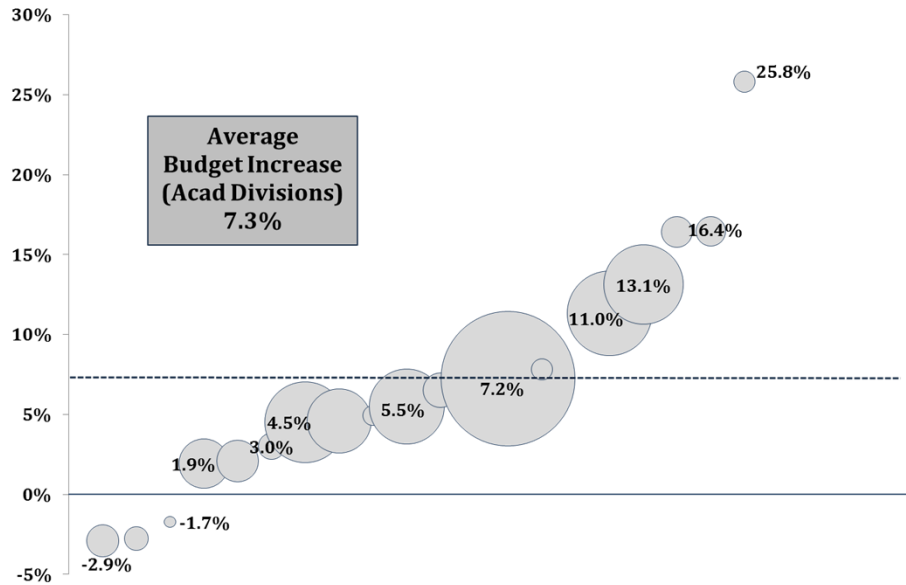
**(2) Int'l Recruitment & Student
Mobility Support Staff**
\$200k base

(1.5) Wellness Counsellors
\$195k base

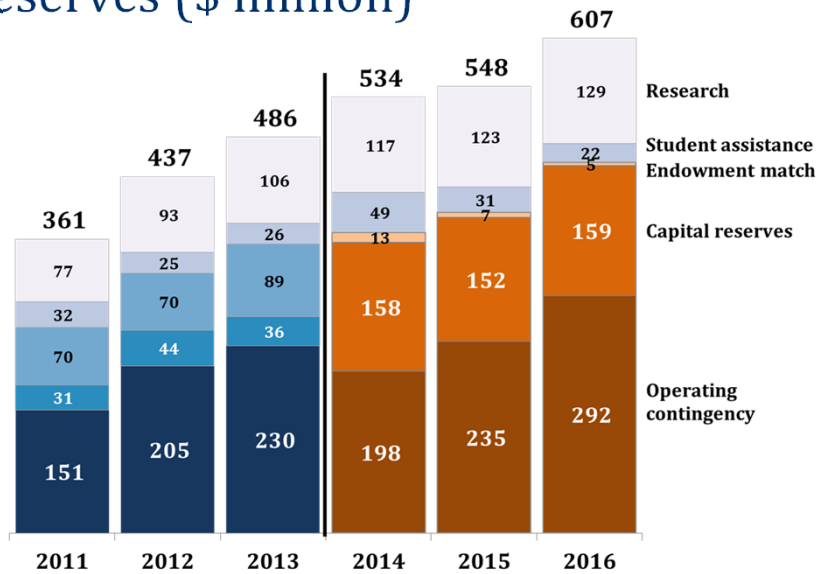
Budget Summary - Opportunities and Risks



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



Reserves (\$ million)



Key metrics are strong

