

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 30 OF THE CAMPUS COUNCIL

May 28, 2018

Paul Kingston, Chair
Bruce Kidd, Vice-President &
Principal, UTSC
Andrew Arifuzzaman, Chief
Administrative Officer
William A. Gough, Vice-Principal,
Academic and Dean
Conor Anderson
Gigi Chang
Brian Harrington
Elaine Khoo
Marilyn Kwan
Brenda Librecz
Jennifer McKelvie
Nazia Mohsin
John Paul Morgan*
Sonja Nikkila*

Tayyab Rashid
Larry Whatmore

Secretariat:

Amorell Saunders N'Daw
Rena Prashad

Absent:

Preet Banerjee, Vice-Chair
Fareed M. Amin
Catherine Bragg
Tarun Dewan
George Fadel
Sue Graham-Nutter
John Kapageridis
Lydia V.E. Lampers-Wallner
Mari Motrich
Lynn Tucker

*Telephone Participants

In Attendance:

Cheryl Regehr, Vice-President and Provost
Trevor Rodgers, Assistant Vice-President, Planning and Budget

Annette Knott, Academic Programs Officer, Office of the Vice-Principal, Academic and Dean
Michael Kurts, Interim Director, Communications and Public Affairs
Helen Morissette, Director, Financial Services
Jack Parkinson, Member of the UTSC Campus Affairs Committee
Desmond Pouyat, Dean of Student Affairs
George Szep, Member of the UTSC Campus Affairs Committee

1. Chair's Remarks

The Chair welcomed members and guests to the final meeting of the governance year.

2. Report of the Vice-President and Principal

The Chair invited Bruce Kidd, Vice-President and Principal, to deliver his final report to the Council.

Professor Kidd's report and remarks included the following highlights:

- On May 17th, the Governing Council approved the appointment of Wisdom Tettey, Professor and Dean of the Irving K. Barber School of Arts and Science at the University of British Columbia, Okanagan Campus, as Vice-President and Principal, UTSC, for a five year term. The appointment was welcomed with excitement by the UTSC community. Professor Kidd congratulated President Meric Gertler and Vice-President and Provost, Cheryl Regehr along with the members of the Search Committee on the appointment;
- UTSC continued to excel in research by attracting world class faculty who won awards, honours, and grants at the national and international level;
- The international student population at UTSC was 20 percent of the total student enrolment in 2017-18, with a goal of reaching a steady state of 25 percent international enrolment by 2020. Recruitment markets were being diversified in support of the University's international strategy;
- Implementation of the Calls to Action in the Truth and Reconciliation Commission (TRC) were being pursued in consultation with campus Elder, Wendy Philips. The campus had made strides in Indigenous research, teaching and learning, and community engagement;
- Academic programs had gained momentum from the development and integration of experiential learning inside and outside the classroom, and co-operative education continued to flourish in the Arts & Sciences and Management disciplines. The campus also welcomed an additional graduate program—the Master of Accounting and Finance (MAcc.Fin);
- For the first time, UTSC reached its *Boundless* advancement campaign goals under the leadership of the Development and Alumni Relations portfolio;
- Capital plans at UTSC were underway with the opening of Highland Hall in Fall 2018. An Indigenous House, Arts and Culture Centre, and new academic buildings (e.g. Instructional Centre 2) were in the planning pipeline. UTSC had plans to develop a health sciences hub and environmental technologies incubator in the eastern Greater Toronto Area (GTA), and would continue to foster strong partnerships with Rouge Valley Hospital, Toronto Zoo, and Rouge National Park;
- Professor Kidd encouraged Council members to continue to support the critical liberal university in today's society, especially the promotion of accessible and equitable higher

education institutions. He urged the University to continue to be intentional in bringing together individuals with different experiences and perspectives-- respecting their views in dialogue and discussions;

- Finally, Professor Kidd addressed ‘Tri-Campus Federalism’- a term used to describe the interactions and synergies between the University’s three campuses—St. George, University of Toronto Mississauga and UTSC. He highlighted the unique differences among the three including: location, academic program offerings, student demographics, and culture. He urged the University to more effectively appreciate and draw upon UTM and UTSC to create an authentic tri-campus University experience and to allocate resources and services equitably across all three campuses; and
- Professor Kidd made reference to the Tri-Campus Review: “One University, Three Campuses”, initiated by Professor Regehr in March, 2018. He stated that it was an opportunity to examine tri-campus challenges. Professor Kidd invited Council members to participate in the deliberations and perhaps collaborate with the UTM Council members to produce a joint submission to the Tri-Campus Review.

To conclude, Professor Kidd expressed tremendous thanks to UTSC for the privilege of serving as Vice-President and Principal.

The Chair remarked that for the past four years, UTSC had been fortunate to have an advocate, ally, and champion in Professor Kidd. UTSC and the broader community had benefited from Professor Kidd’s leadership and a debt of gratitude was owed to him. The Chair concluded by offering a heartfelt thank you to Professor Kidd for his dedicated and distinguished service to UTSC.

3. Amendments: *Second Degree Policy*: University of Toronto Scarborough

The Chair of the UTSC Academic Affairs Committee, Elaine Khoo, reported that on May 3rd the Committee unanimously recommended the Amendments: *Second Degree Policy*: UTSC, to the Academic Board for approval.

William Gough, Vice-Principal, Academic and Dean, explained that the current *Policy* disadvantaged UTSC students because students from other universities with an undergraduate degree were permitted to pursue an Honours Bachelors of Arts or Science (BA or BSc) degree regardless of their first degree. He further explained that the current *Policy* did not recognize the range of disciplines categorized under a BA or BSc, and highlighted that similar amendments had been approved for the Faculty of Arts and Science in Spring 2017.

A member asked why a second Bachelor of Business Administration (BBA) was precluded from amendments to the *Policy*. Professor Gough explained that students who expressed interest in

pursuing a BBA as a second degree were advised to pursue a professional designation or Masters of Business Administration (MBA) because the *Policy* restricted students from repeating programs in the same discipline as the first degree, which was the case for the BBA.

On motion duly made, seconded, and carried,

YOUR COUNCIL RECOMMENDS,

THAT the proposal to amend the UTSC Second Degree Policy, described in the proposal dated April 12, 2018, and recommended by the Vice-Principal Academic and Dean, William Gough, be approved effective for the 2018-19 academic year.

4. The University's Budget Incorporating UTSC's Budget Envelope

Professor Regehr and Trevor Rodgers, Assistant Vice-President, Planning and Budget, presented the 2018-19 institutional budget.

The presentation¹ addressed the following themes: Budget Priorities and the University Fund, Enrolment, Expenses, Funding Sources, and Student Aid. The highlights included the following points:

Budget Priorities and the University Fund-The balanced institutional operating budget for the period 2018-19 was \$2.68B with \$327M allocated to UTSC. The average budget increase for academic divisions was 9.8 percent. The presenters indicated that the provincial operating grant continued to decline as a percentage of the total operating revenue. The provincial contribution accounted for 25 percent of University operating budget revenues, while international tuition fees represented 30 percent. The impact of the second Strategic Mandate Agreement (SMA2) on the budget included funding for graduate spaces (\$15M), establishment of a differentiation grant, and retention of \$10M associated with a reduction in undergraduate enrolment at the St. George campus. No funding was available from the Province for undergraduate enrolment growth, and the differentiation grant was projected to be revenue neutral until 2019-20. Budget priorities for academic divisions included new faculty positions, information technology services, student aid and support services, library acquisitions and services, experiential learning, infrastructure, and response to the Truth and Reconciliation Commission (TRC). The University Fund included \$22.5M to advance University priorities, which included: Access and Diversity, Reimagining Undergraduate Education, Research and Innovation, and Structural Budget Support.

Enrolment- Domestic undergraduate enrolment was projected to decrease over the 5-year planning period aligned with the second Strategic Mandate Agreement. The total institutional undergraduate enrolment for 2017-18 was 61,737, with 10,917 at UTSC. International student headcount was 16,069 with 2,748 at UTSC. The majority of international students were from China.

¹ Presentation- The University's Budget Incorporating UTSC's Budget Envelope

Expenses- The largest expense for the University was compensation at an estimated \$1.64B. At UTSC, the compensation costs amounted to an estimated \$158M. Included in compensation costs were special payments of \$112M to address the pension deficit.

Funding Sources- At UTSC, revenues of \$327M were generated from student fees (71.2 percent), provincial operating grant (21.4 percent), and other sources (e.g. investment income and indirect cost of research) (7.4 percent).

Student Aid-In 2016-17, 55 percent of all undergraduate students at the University received support from the Ontario Student Assistance Program (OSAP). At UTSC, 68 percent of students received OSAP.

In response to a comment regarding the University's plans to participate in a jointly sponsored multi-employer pension plan, Professor Regehr reported that the University would continue to fund the existing pension deficit. The rules within the structure of a jointly sponsored multi-employer pension plan would have long term benefits because the pension obligations and risks would be shared among multiple employers (i.e. other higher education institutions).

A member commented on the University Fund allocation for research and innovation at UTSC. Professor Regehr explained that at UTSC, University Fund allocations supported research productivity by assisting faculty with accessing grants and start-up funds. In follow-up, a member asked whether Teaching Stream faculty could access that funding. Teaching stream faculty were encouraged to pursue other sources of funding both internally and externally that were targeted for investment in teaching excellence and pedagogical innovation.

A member commented on the rationale for limiting funding for undergraduate enrolment growth under SMA2. Professor Regehr commented that demand continued to increase in the GTA, but that by stabilizing enrolment in urban universities, such as U of T, enrolment growth was possible for universities in other parts of Ontario where demographic growth was weaker.

A member commented that UTSC fell short of its domestic undergraduate enrolment target by 430 in 2017-18. Mr. Rodgers explained that the targets were set before the SMA2 went into effect. However, prior to SMA2, UTSC domestic undergraduate enrolment had steadily increased. Professor William Gough, Vice-Principal, Academic and Dean, explained that compromising entrance averages to meet enrolment targets would not be considered. He further explained that the recruitment of Ontario high school students from rural and other historically under represented communities was one strategy to mitigate the risk of such variances in the future.

5. Report of the Previous Meeting: Report Number 29- Tuesday, April 17, 2018

The report of the previous meeting was approved.

6. Business Arising from the Report of the Previous Meeting

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

7. Reports for Information

Members received the following reports for information:

- a) Report Number 30 of the UTSC Agenda Committee (May 16, 2018)
- b) Report Number 31 of the UTSC Academic Affairs Committee (May 3, 2018)
- c) Report Number 28 of the UTSC Campus Affairs Committee (May 7, 2018)

8. Date of the Next Meeting – October 2018

The Chair advised members that the Council would reconvene in October.

9. Question Period

No questions were raised.

10. Other Business

The Chair invited Professor Khoo and Larry Whatmore, Chair of the UTSC Campus Affairs Committee (CAC) to share highlights on the Committee's work during this past governance year. Professor Khoo reported that the final meeting of the AAC was scheduled for May 30th where the Committee would consider undergraduate out-of-cycle curricular changes for the current academic year. She reported that the AAC had approved several major and minor curricular modifications including two double degree programs (i.e. Management and Statistics) and a collaborative specialization in Food Studies. The Committee also considered, for recommendation, the *Revised Guidelines for the Assessment of Effectiveness in Teaching and Amendments to the UTSC Second Degree Policy*. Mr. Whatmore reported that the CAC had experienced a rudimentary governance year, which resulted in two meetings being cancelled. He explained that the Calendar of Business for the CAC was brief and that planned projects or initiatives faced changing timelines. Mr. Whatmore anticipated a robust Calendar of Business for the CAC in 2018-19, which included capital plans and possibly new academic units. Both Chairs offered sincere gratitude to their Committee members, Assessors and the Secretariat staff.

The Chair reflected on the volume of business that flowed to the Council over the past governance year and highlighted that it was an opportunity to learn more about the tri-campus University and showcase the work of the student body under the Principal's Report. He thanked the Vice-Chair, Assessors, and the Secretariat staff for their commitment to the work of the Council. To conclude, he advised members that they would receive an online end of year

evaluation survey from the Secretariat staff, and encouraged members to complete the survey and share their feedback.

The Council moved *in-camera*.

IN-CAMERA SESSION

11. Appointments: 2018-19 UTSC Campus Council Standing Committee Assignments

On motion duly made, seconded, and carried,

YOUR COUNCIL APPROVED,

THAT the identified UTSC Campus Council members be appointed to serve on the standing committees and in related leadership roles, as recommended by the UTSC Nominating Committee, for one-year terms effective July 1, 2018.

UTSC Academic Affairs Committee

- a) Campus Council administrative staff member – **Tayyab Rashid**
- b) Campus Council community members – **Fareed Amin, Lydia Lampers-Wallner, and Brenda Librecz**
- c) Campus Council student members- **Conor Anderson and Annie Sahagian**
- d) Campus Council teaching staff members – **Elaine Khoo, Sonja Nikkila, and Lynn Tucker**
- e) Chair- **Elaine Khoo**
- f) Vice-Chair- **Sonja Nikkila**

UTSC Campus Affairs Committee

- a) Campus Council administrative staff member – **Mari Motrich**
- b) Campus Council community member – **Larry Whatmore**
- c) Campus Council student member- **Soaad Hossain**
- d) Campus Council teaching staff member – **Brian Harrington**
- e) Chair- **Larry Whatmore**
- f) Vice-Chair- **Brian Harrington**

UTSC Agenda Committee

- a) Campus Council administrative staff member – **Tayyab Rashid**
- b) Campus Council community members – **Brenda Librecz**

- c) Campus Council student member- **Annie Sahagian**
- d) Campus Council teaching staff members –**Tarun Dewan**

12. Capital Project: New Student Residence at the University of Toronto Scarborough – Revised Total Project Cost

On motion duly made, seconded, and carried,

YOUR COUNCIL RECOMMENDS,

THAT the revised total project cost and sources of funding for the New Student Residence at the University of Toronto Scarborough, outlined in the documentation from Andrew Arifuzzaman, Chief Administrative Officer, UTSC, dated May 25, 2018, be approved.

The meeting adjourned at 6:00 p.m.

Secretary

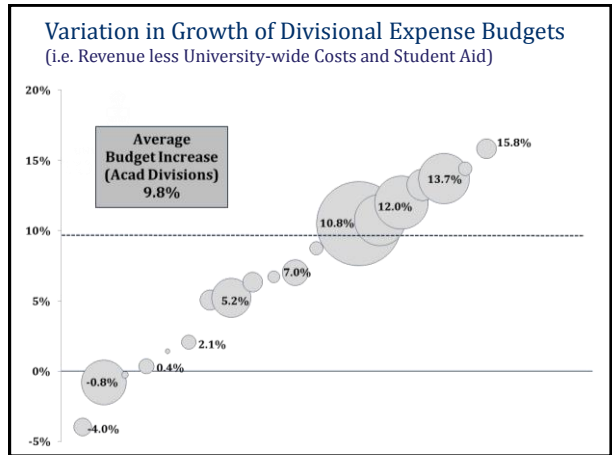
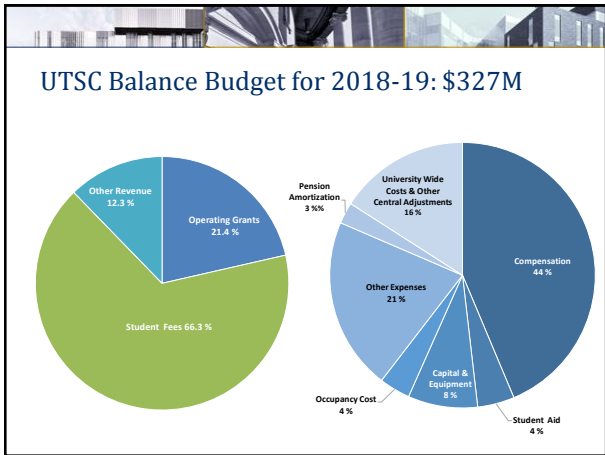
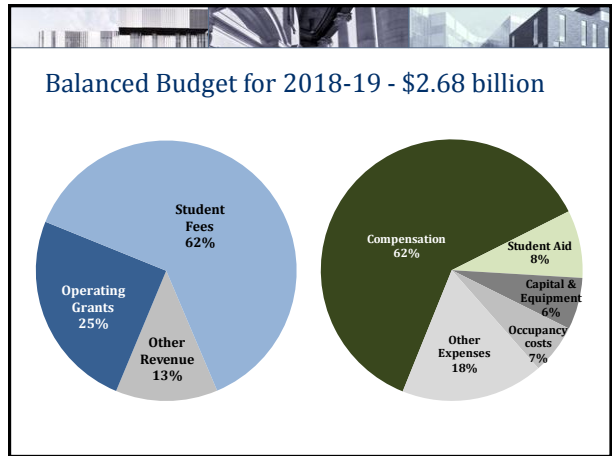
Chair

June 12, 2018

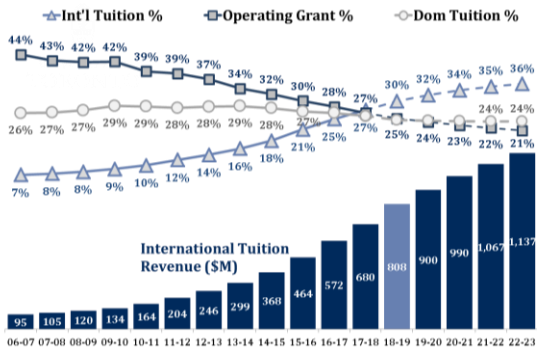


Budget 2018-19

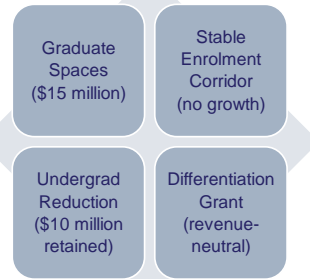
UTSC Campus Council
May 28, 2018

The changing revenue landscape (excludes divisional income)



SMA2 Budget Impact



2018-19 Divisional Budget Priorities

- New faculty positions (78 FTE)
- IT infrastructure and services (e.g. NGSIS, RAISE)
- Student aid and graduate funding packages
- Student support services (including accessibility)
- Experiential learning and international experiences
- Library acquisitions and services
- Deferred maintenance, classroom renewal, capital projects
- Indigenous curricular initiatives and TRC response



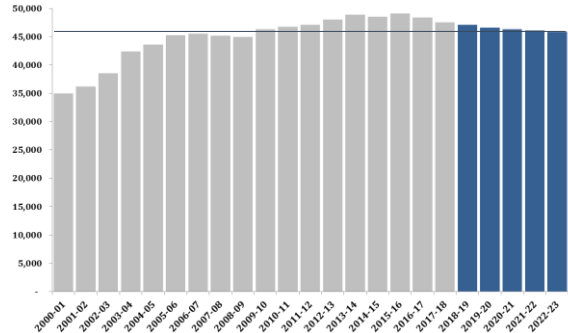
2018-19 University Fund - \$22.5 million

Access & Diversity (\$3.5 million)	Re-imagining UG Education (\$10 million)	Research & Innovation (\$2.5 million)	Structural Budget Support (\$6.5 million)
<ul style="list-style-type: none"> • Access Programs • Accessibility Advisors • Post-docs from Under-represented Groups • Ongoing: recruitment of diverse faculty & staff 	<ul style="list-style-type: none"> • UG Innovation Fund (LEAF) • Int'l Student Experiences • Interdivisional Teaching • Ongoing: New Program Innovation Fund 	<ul style="list-style-type: none"> • Campus-led Accelerator Entrepreneurship Programs • UTM/UTSC Research Support • Ongoing: Graduate Program Innovation Fund 	<ul style="list-style-type: none"> • Structural Budget Support for Academic Divisions • Data Centre Integration

Students and Teaching



Domestic Undergraduate Enrolment History Fall FTE 2000 to 2022 (projected)

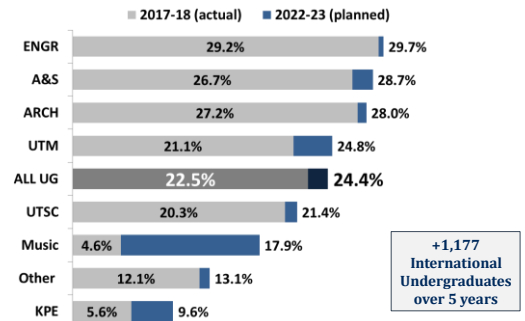


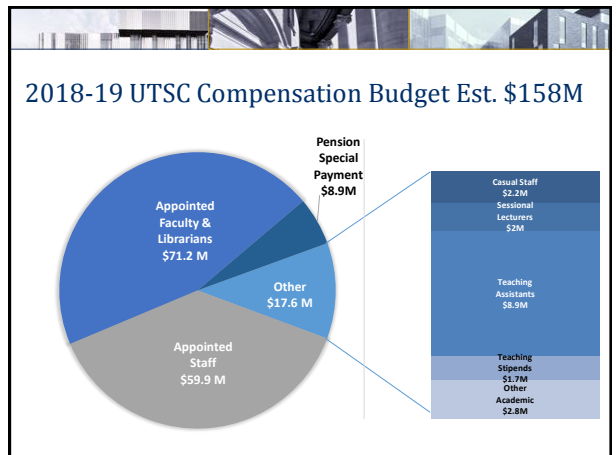
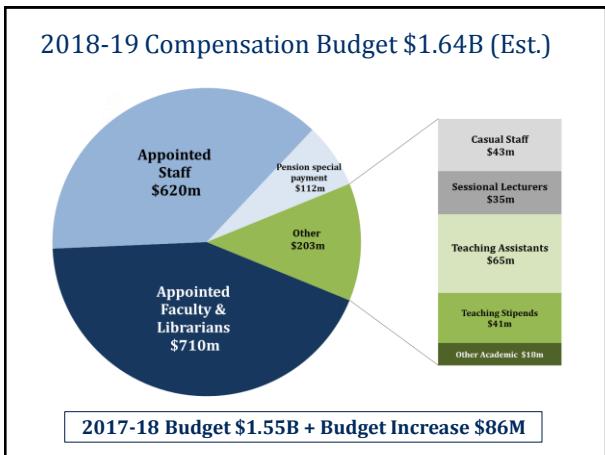
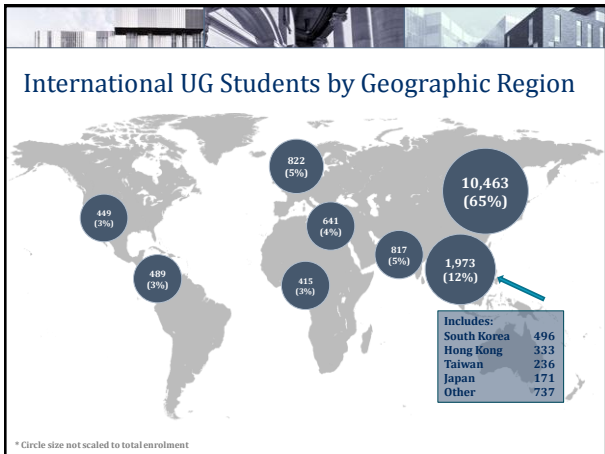
Undergraduate enrolment results 2017-18

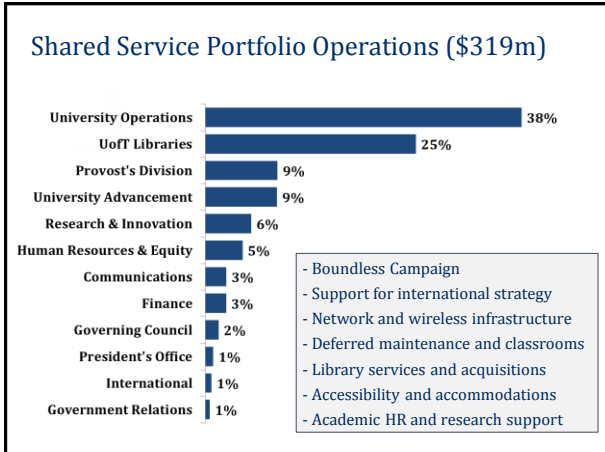
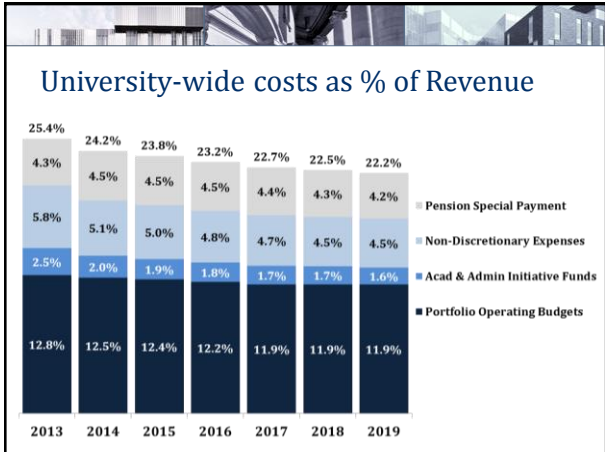
Total FTE	2017 Actual	Variance to Plan		
		DOM	INTL	TOTAL
St George	38,771	(110)	346	236
UTM	12,049	(274)	212	(62)
UTSC	10,917	(430)	257	(173)
TOTAL	61,737	(814)	815	1



International Share of Total UG Enrolment (2017-18 headcount 16,069)



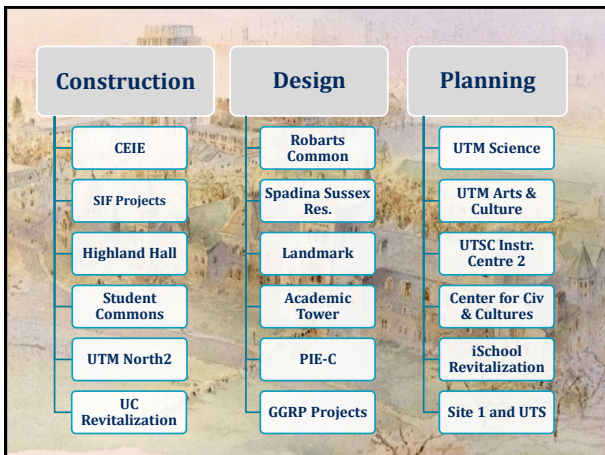




Operating budget support of capital projects (\$m)

	15-16	16-17	17-18 est.	18-19 est.
Payments on loans & mortgages	\$33	\$44	\$59	\$37
Transfer from operating to capital	\$24	\$108	\$122	\$128
Total	\$57	\$152	\$181	\$165

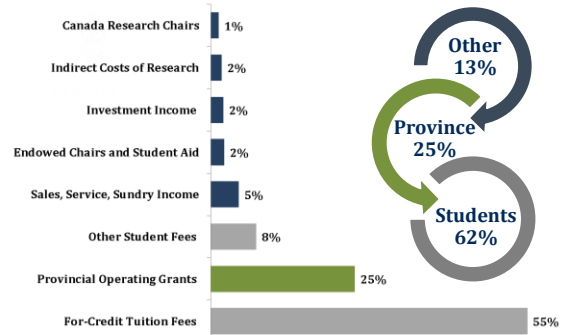
A guiding principle is that capital projects in academic divisions should include funding from long term debt of no more than 20%.



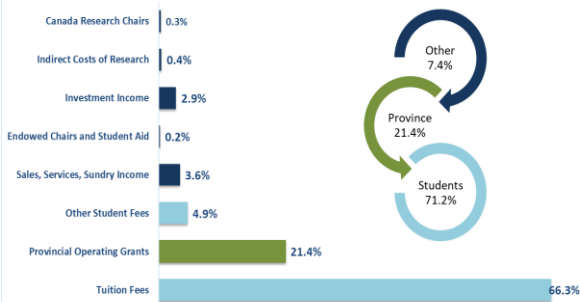
Tuition and Student Aid



2018-19 sources of revenue (\$2.68B)



2018-19 UTSC sources of revenue: \$327M

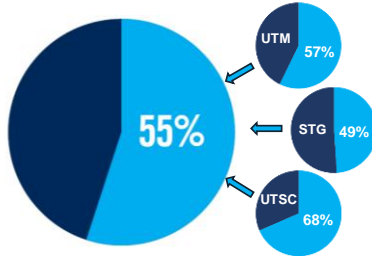


Provincial Tuition fee framework extended 2017-18 and 2018-19

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

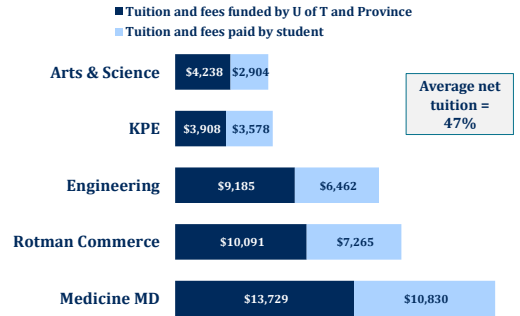
- Domestic tuition fee for doctoral stream will **decrease** by \$60; international PhDs will pay the domestic rate effective Fall 2018

OSAP Undergraduate Participation Rates



26,276 students, or 55% of all undergraduates, received OSAP in 2016-17

Net tuition for UG students receiving OSAP 2016-17



Opportunities and Risks



Risks

- SMA3 Grad Growth
- Pension solvency
- Enrolment constraints
- Tuition fee framework

Opportunities

- Leverage our location
- International Enrolment
- SMA2-Differentiation
- Operating reserves