

UNIVERSITY OF TORONTO

THE UNIVERSITY OF TORONTO SCARBOROUGH CAMPUS COUNCIL

REPORT NUMBER 31 OF THE CAMPUS COUNCIL

October 2, 2018

Paul Kingston, Chair
Preet Banerjee, Vice-Chair
Wisdom Tettey, Vice-President and
Principal
Andrew Arifuzzaman, Chief
Administrative Officer
William Gough, Vice-Principal,
Academic and Dean
Conor Anderson
George Fadel
Liben Gebremikael
Jason Glover *
Brian Harrington
Soaad Hossain
Elaine Khoo
Lydia Lampers-Wallner
Brenda Librecz
Mari Motrich

Sonja Nikkila
Tayyab Rashid
Annie Sahagian
Lynn Tucker

Secretariat:

Sheree Drummond
Anwar Kazimi
Rena Prashad

Absent:

Fareed Amin
Catherine Bragg
Tarun Dewan
Sue Graham-Nutter

*Telephone Participants

In Attendance:

Jayra Almanzor, UTSC Bureau Chief , The Varsity
Ayaan Abdulle, Vice- President, Academics & University Affairs, Scarborough Campus
Student's Union (SCSU)
Ankit Bahl, Vice-President, Campus Life, SCSU
Nicole Brayannis, President, SCSU
Desmond Chan, Vice- President, Operations, SCSU
Sarah Chaudhry, Programs & Curriculum Coordinator, Office of the Vice-Principal, Academic
and Dean
Jennifer Curry, Director, Office of the Vice-President and Principal
Marg Lacy, Senior Manager, Academic Advising & Career Centre
Chemi Lhamo, Vice-President, Equity, SCSU
Varsha Patel, Assistant Dean, Student Success

Desmond Pouyat, Dean of Student Affairs
Mary Silcox, Vice-Dean, Graduate
Hana Syed, Vice- President, External, SCSU

1. Chair's Remarks

The Chair welcomed new and returning members and guests to the first Council meeting of the 2018-19 governance year. He introduced himself and offered a special welcome to the new Vice-President and Principal, UTSC, Wisdom Tetey. He then invited members to introduce themselves.

2. Orientation of Members

The Chair and Interim Director of Governance, UTSC, Rena Prashad, provided an Orientation presentation¹ to the Council. The presentation included the following topics:

- The distinction and role of university administration and governance;
- An overview of the Governing Council and its Boards and Committees including the UTSC Campus Council and its Committees;
- Council membership composition and areas responsibilities;
- Expectations of Council members;
- The role of Assessors;
- Types of decisions made by the Committee and guidelines on attendance at meetings; and
- Meeting preparation, agendas, cover sheets, and the Diligent Boards governance portal.

3. Report of the Vice-President and Principal

The Chair invited Professor Tetey to deliver his report.

a. Student Presentation- Scarborough Campus Student's Union (SCSU)

Professor Tetey introduced and invited members of the Scarborough Campus Students' Union (SCSU) executive team to present² an overview of their plans, priorities, and goals for the 2018-19 academic year.

¹ Presentation- Orientation of Members

² Presentation- Scarborough Campus Student's Union

b. Principal's Report

Turing to his report, Professor Tettey acknowledged the outstanding work accomplished by the UTSC community and emphasized his readiness to collaborate and move in a common direction during his term as Vice-President and Principal. He reported that this academic year the campus would engage in a strategic planning exercise to shape its future direction within the context of the institutional priorities for the next five years. Professor Tettey remarked that his role in the strategic planning exercise was to facilitate a transparent process, including thorough consultations, and encourage thoughtful and critical introspection to help the campus get where it aspired to be in the years to come. Professor Tettey also articulated his support for the ongoing efforts towards building equity, diversity, and inclusion into all administrative and academic practices, which contributed to UTSC excellence in teaching, research, and learning.

In response to recent racist graffiti, Professor Tettey remarked that there was no room for intolerance or prejudice at UTSC. He added that complacency on such issues allowed patterns to perpetuate, and that he and other senior administrators were committed to communicating and educating the community to prevent future incidents.

4. Proposal to Close the Centre for Public Management as an Extra-Departmental Unit C (EDU:C)

The Chair invited Brian Harrington, Vice-Chair of the UTSC Campus Affairs Committee, to share a description of the closure. He reported that the Centre for Public Management in the Department of Management had been inactive for several years and the Department was proposing that it formally close it because public management was no longer an area of focus or emphasis for the Department. Professor Harrington indicated that there were no students or research funds associated with the Centre, and the two faculty members associated with the Centre had been consulted and had not expressed concerns with the closure.

On motion duly made, seconded, and carried,

YOUR COUNCIL APPROVED,

THAT, the closure of the Centre for Public Management as an Extra-Departmental Unit: C as described in the proposal dated July 4, 2018, and recommended by the Vice-Principal Academic and Dean, William Gough, be approved effective for January 1, 2019.

5. UTSC Current Year Campus Operating Budget, Presentation by the Chief Administrative Officer, Andrew Arifuzzaman

The Chair invited Andrew Arifuzzaman, Chief Administrative Officer, to present the UTSC

Current Year Campus Operating Budget to the Committee. Mr. Arifuzzaman's presentation³ included the following key points:

- The budget process at the University was a bottom up exercise driven by the priorities in the academic divisions;
- The UTSC balanced budget for 2018-19 was \$327M. Revenues were generated primarily by student fees and the largest expenses were costs related to compensation;
- The Annual Budget Review (ABR) submission in 2017 included budgetary funding for: Indigenous initiatives, equity, diversity, and inclusion, experiential learning, and centres of excellence, research start-ups, and Strategic Enrolment Management (i.e. SME);
- The 2018-19 Fall undergraduate student enrolment was 10,706 full-time equivalents (FTE), with 21 percent international student enrolment. Undergraduate and doctoral enrolment growth was expected to remain at steady state with enrolment growth expected for students in the Masters pool towards 2022-23;
- Space pressures continued to be an ongoing challenge with limited teaching and research, office, and student study and common space. Historically, UTSC lagged behind institutional averages for teaching, research, and academic office space; and
- Capital plans were underway for an Indigenous House, Instructional Centre 2 (IC2), and Parking structure. The cost of construction materials and construction industry demands were expected to increase, which could impact project cost estimates and the Request for Proposals (RFP) submissions.

In response to a comment regarding mobilizing a strategy for diversifying international student recruitment, Professor Gough remarked that UTSC had already seen a shift in recruitment from primary markets and an increase from new markets, which the administration was monitoring closely.

The Chair requested a brief update on the residence project. Mr. Arifuzzaman replied that the project had received further governance consideration in Spring 2018 to increase the total project cost based on Request for Proposal (RFP) submissions that were higher than the approved project budget and cost estimate. The cost of construction materials, an overheated construction market in Toronto, and tariff fluctuations had impacted the cost of the project. He advised the Council that conversations were being had to evaluate the various options. Desmond Pouyat, Dean of Student Affairs, commented that this year the demand for residence accommodation was so high that occupancy was increased in single rooms and residence space at Centennial College was offered. He added that next year UTSC would likely not be in a position to offer residence to upper year students. In closing, a member emphasized the need for residence accommodation as UTSC continued to be a destination of choice for students, particularly international students, pursuing specialized program offerings.

A member asked whether the planned pedestrian bridge across Ellesmere Road was linked to city transit plans. Mr. Arifuzzaman indicated that if transit plans developed as lobbied for by

³ Presentation- UTSC Current Year Campus Operating Budget, Presentation by the Chief Administrative Officer, Andrew Arifuzzaman

UTSC, there would be support for a pedestrian tunnel. The pedestrian bridge would be undertaken as a future UTSC project.

6. Report of the Previous Meeting: Report Number 30- May 28, 2018

The report of the previous meeting was approved.

7. Business Arising from the Report of the Previous Meeting

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

8. Reports for Information

Members received the following reports for information.

- a) Report Number 31 of the UTSC Agenda Committee (September 24, 2018)
- b) Report Number 33 of the UTSC Academic Affairs Committee (September 13, 2018)
- c) Report Number 29 of the UTSC Campus Affairs Committee (September 12, 2018)

9. Date of the Next Meeting – Tuesday, November 20, 2018 at 4:10 p.m.

The Chair advised members that the Council would meet again on Tuesday, November 20, 2018 at 4:10 p.m.

10. Question Period

No questions were raised.

11. Other Business

No other business was raised.

The Council moved *in camera*.

12. Appointments: UTSC Campus Council Nominating Committee

On motion duly made, seconded, and carried

YOUR COUNCIL APPROVED,

THAT Lynn Tucker (teaching staff member of the UTSC Campus Council) and Soaad Hossain (student member of the UTSC Campus Council) be appointed to serve on the UTSC Agenda Committee when the Committee serves as a nominating committee of the UTSC Campus Council for the 2018-19 governance year.

The Council returned to open session.

The meeting adjourned at 5:44 p.m.

Secretary

Chair

October 12, 2018

UNIVERSITY OF TORONTO SCARBOROUGH

UTSC Campus Council

Orientation

October 2, 2018

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Administration & Governance

Administration

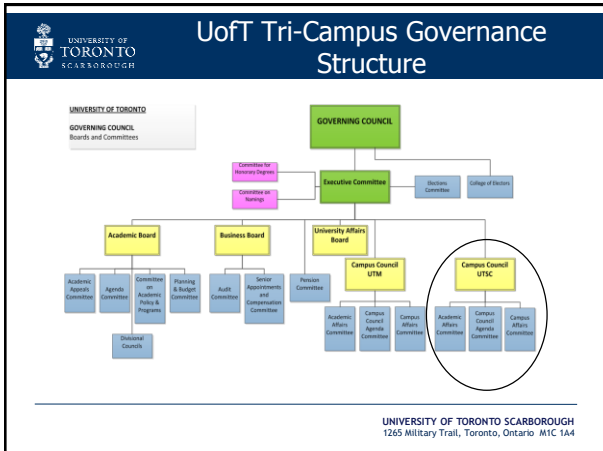
Management of the University

Governance

Oversight, advice, and approval of specific matters within delegated authority bounded by the Committee's Terms of Reference.

University Decision Making




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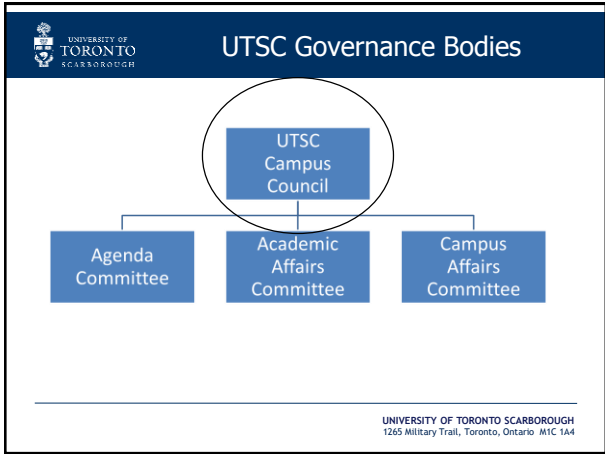
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The Establishment of UTSC Campus Council and its Committees

- The UTSC Campus Council and its Standing Committees was established in 2013 to improve governance oversight on all three campuses;
- The governance processes are aimed at enhancing campus-based decision-making and accountability;
- The Council is comparable to a Board of Governing Council and comprise representatives of the five estates: teaching staff, students, administrative staff, librarians, community members [LGIC, alumni, etc.].

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Areas of Responsibilities for the UTSC CC

Academic appeals	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	Relations with the campus's external community	Research planning	Student societies and campus organizations

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CC Membership Composition

2 Administrative Staff/Librarian
11 Community Members
4 Students
6 Teaching Staff
5 <i>Ex-Officio</i> Members
1 Presidential Assessors
Total= 28 Members

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2018-19 CC Presidential Assessors

Voting Assessor
Prof. Wisdom Tettey
Vice-President and Principal, UTSC

Non-voting Assessor
Mr. Andrew Arifuzzaman
Chief Administrative Officer

Non-voting Assessor
Prof. William Gough
Vice-Principal, Academic and Dean

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The role of Council Members

Approve, recommend, confirm etc. business items

Offer advice

Provide oversight



Types of Decisions made by the Council

Approve

Reject

Referred back to the Administration with advice

Withdrawn by the administration



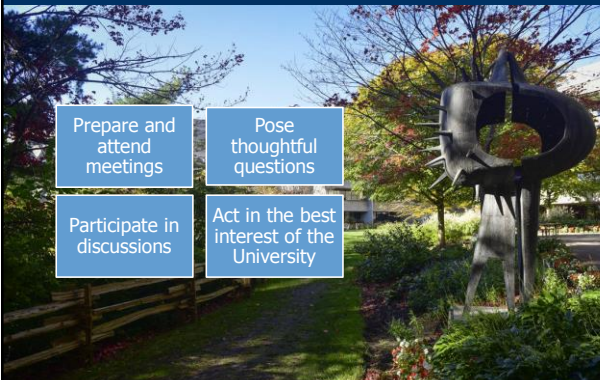
Expectations of Members

Prepare and attend meetings

Pose thoughtful questions

Participate in discussions

Act in the best interest of the University




Meeting Agendas

- Agendas are set based on the Calendar of Business, which is an overview of all anticipated business to be transacted in the governance year;
- Agendas are approved two to three weeks before the Committee meeting by the agenda planning group;
- The Calendar of Business is updated regularly and posted on the UTSC governance website



UNIVERSITY OF TORONTO SCARBOROUGH

Diligent Boards governance portal




- Only tool used to distribute confidential meeting documentation to members
- Password protected
- Instructions for setup: <http://uoft.me/governanceportal2018-19>
- Help is available 24/7: 1-866-262-7326

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Cover Sheets



- 1 General
- 2 Header Information
- 3 Sponsor & Presenter
- 4 Jurisdictional Information
- 5 Previous Action Taken
- 6 Highlights
- 7 Recommendation

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Guidelines on Attendance at Meetings

Open Session

- Open to members of the University, the public, the media, up to room capacity. Most governance bodies meet in open session.

Closed Session

- Restricted to members of the governance body and individuals whose presence is considered by the body to be necessary (normally members of the administration). A motion is 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*). A motion is needed to go into *in camera*.

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The Role of the Secretariat/Office of the UTSC Campus Council



- Provide support to the Committee Chair and Committee members:
 - Meeting preparation and follow-up
 - Communication of decisions
 - Management of governance and membership records
 - An expert resource for policy and procedural advice

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Contacting the Secretariat

Ms Rena Prashad

Interim Director of Governance, UTSC &
Assistant Secretary of the Governing
Council
rparsan@utsc.utoronto.ca
416-208-5063
Office- Room BV 502



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More Information on University Governance

UTSC Governance

<http://www.utsc.utoronto.ca/governance/>

Governing Council

<http://www.governingcouncil.utoronto.ca/site3.aspx>

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Thank you

Questions?

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SCARBOROUGH CAMPUS STUDENTS' UNION



CANADIAN FEDERATION OF STUDENTS
LOCAL 99



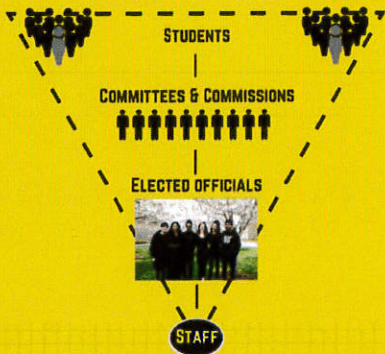
WHAT IS THE SCARBOROUGH CAMPUS STUDENTS' UNION?



The Scarborough Campus Students' Union democratically unites the diverse student body of the University of Toronto Scarborough to advocate and advance student interests.



STRUCTURE



SERVICE CENTRES/VOLUNTEER OPPORTUNITIES

FOOD CENTRE



- Fully operating food centre
- Student-run
- Donations from Daily Bread Food Bank
- Hours of Operation: Tuesday & Wednesday 4pm - 7pm (SL-210a)

FREE BOOK NETWORK



- 1st years get first textbook free
- Upper years donate books and earn points
- Hours of Operation: Tuesday & Wednesday 11am - 1pm Thursday 1pm - 4 (SL-210a)



RACIALIZED STUDENTS COLLECTIVE



- Safe space for Racialized Students & Allies
- Hosts monthly events
- Hours of Operation: Tuesday 1pm - 4pm Wednesday 5pm - 7pm Thursday 2pm - 6pm (SL-210b)

VOLUNTEER NETWORKING PORTAL

- Free service offered to students that lists volunteer opportunities on and off campus
- Track hours and earn references, certificates, & scholarships



- Free handbook



- CNE



- Cineplex



- Wet n' Wild



- Wonderland



- ISIC



- Metropass



DISCOUNTED SERVICES

ADDITIONAL SERVICES

- Grants & Bursaries



- Multifaith Prayer Space



- Health & Dental Coverage



- Locker Rentals



- Tax Clinic



- Graduation Photos



- Clubs Room Booking



2018-2019 CORE INITIATIVES

DEMOCRATIC ENGAGEMENT

- Provincial & Municipal Elections
- "Get Out to Vote" Campaign
- On-the ground outreach
- VICTORY!: hosted only Mayoral Transit Debate
- VICTORY!: Student-Only Polling Stations coming for 2019 Federal Elections

ACADEMIC INTEGRITY IN THE SYLLABUS

- Ensure students know their rights when threatened with matters of Academic Integrity
- In addition to preventative methods, include resources of support within the syllabus

GENDER-INCLUSIVE WASHROOMS

- Highland Hall will introduce the first fully gender-inclusive washroom to campus
- Not enough to stop here, continue to advocate for more accessible gender-inclusive washrooms across campus

INDIGENIZING UTSC

- UTSC is bound to uphold the TRC
- Current gaps exist that leave much room for improvement
- Indigenize the campus by working closely with Indigenous folks in efforts to enhance programming



CONNECT WITH US!

Fall/Winter Office Hours: 10am - 6pm (SL-108)

Phone Number: 416-287-7047

Email: info@scsu.ca

Website: www.scsu.ca



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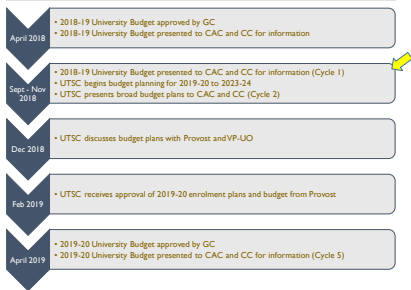
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Campus Council
October 2, 2018

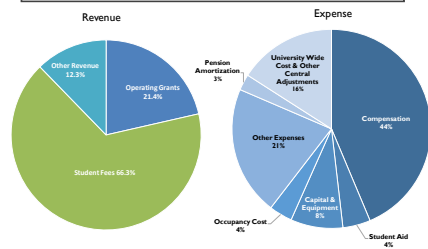
THE BUDGET IS PRIMARILY A BOTTOM-UP PROCESS



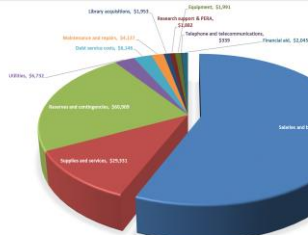
BUDGET TIMELINE



UTSC BALANCED BUDGET FOR 2018-19: \$327M



UTSC BUDGET 2018-19 BY TYPE OF EXPENSE IN THOUSANDS



Total Gross Expense Budget \$264.3M

5

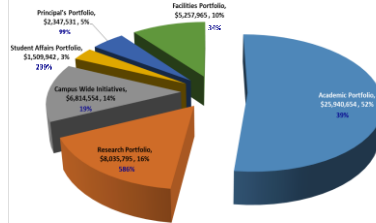
ABR Submission 2017

ABR Submission	Provost	Campus
Indigeneity initiative	\$75K / faculty position - \$2.5M base pool	\$740,000
Equity, Diversity and Inclusion	\$750,000 Pool (OTO for 3 years ending 2019-20)	\$350,000
Experiential Education		\$93,000
SEM (Staff, Scholarship, Bursaries)		\$1,021,500
Centers of Excellence	\$1,000,000 to UTSC	\$2,000,000
Start-up Research		\$500,000
Re-imagining Undergraduate Education	\$1,400,000 Pool (OTO for 3 years ending in 2020-21)	
Access & Diversity	\$2,000,000 Pool (OTO for 3 years ending in 2020-21)	
Structural Budget Support	\$6,300,000 Pool in base	
Research and Innovation - Incubators	\$500,000 Pool in base	

RESOURCE INVESTMENTS BY STRATEGIC DIRECTION

	2018-19		2019-20		2020-21	
	Base	OTO	Base	OTO	Base	OTO
1. New and Emerging Areas of Scholarship	439,543	-	1,623,823	-	-	-
2. Innovative Research	174,806	200,000	-	-	-	100,000
3. Global Perspective	562,502	30,000	50,000	-	-	-
4. Experiential Learning	227,657	-	-	70,000.00	-	-
5. Strong Foundations	2,711,025	6,390,970	-	2,688,529	-	-
	4,115,533	6,620,970	1,673,823	2,758,529	-	100,000

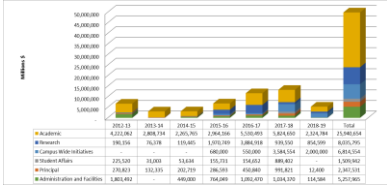
RESOURCE INVESTMENTS – 2012-2019 7 YEAR TOTAL



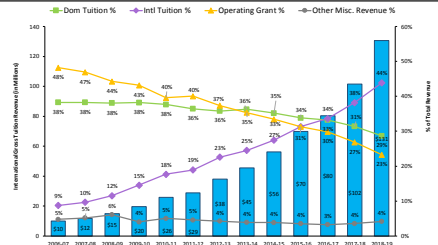
* Percentage in blue represents the Total Resource Investments as a percentage of 2012-13 TBL.

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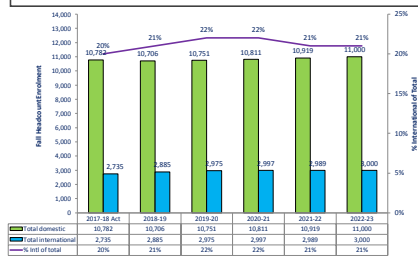
SEVEN YEAR INVESTMENTS IN UTSC BY PORTFOLIO



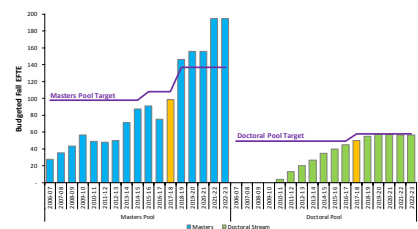
UTSC - THE CHANGING REVENUE LANDSCAPE (INTERNATIONAL TUITION IMPACT)



UG ENROLMENT PLAN BY DOMESTIC & INTERNATIONAL – FALL HEADCOUNT



UTSC GRADUATE EXPANSION ENROLMENT (FUNDED WGU'S)



KEY SPACE PRESSURES

Core Academic

- Classroom Space
- Teaching labs – more and upgraded
- Research Spaces
- Faculty and Admin Office space
- Student study spaces and common spaces

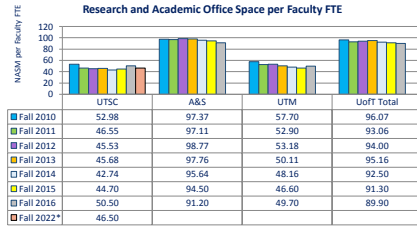
Other Space

- Student Residence
- Parking Structure
- Preperforming Arts Centre,
- Hotel Conference Centre, Partnership/Incubator Centre

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NASM PER FTE FACULTY

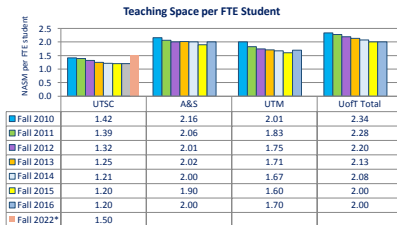
Research and Academic Office Space per Faculty FTE



Data Source: Uoff Annual Budget Review Statistics
*Fall 2022 data are for UTSC only and include Highland Hall, IC-2 less portables NASM

NASM PER FTE UG + PMAS STUDENT

Teaching Space per FTE Student



Data Source: Uoff Annual Budget Review Statistics
*Fall 2022 data are for UTSC only and include Highland Hall, IC-2 less portables NASM

UTSC NASM BY 2022-23

	NASM Incl. Highland Hall Excl. IC-2 by 2022-23	Total NASM to be at 20% COU Blend & 15% Student Headcount	Variance IC-2 NASM
Classrooms	7,173	12,912	(5,739)
Teaching labs	6,212	5,811	401
Research labs	9,858	13,001	(3,200)
Office space			
-Academic	12,427	10,756	1,672
-Non-academic	7,697	6,959	698
Library	2,169	3,084	(915)
Study space			
-Inside library	1,647	4,663	(3,000)
-Outside library	4,348	2,327	2,020
Other space			
-Athletics	9,534	10,469	(935)
-Central storage/physical plant	3,388	1,785	1,601
-Student & central services	12,395	17,449	(5,054)
Total COU formula NASM	76,685	107,285	(30,600)
% of overall COU standard	63.3%	96.0%	
Total student headcount	14,817	15,000	(183)

Notes:
1. Student & central services space includes food services, health services, common spaces, computing facilities, Bookstore, student offices, Meeting Place.
2. COU formula NASM exclude residences, Daycare, MLH, Coach House.

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CORE ACADEMIC SPACE SHORTFALL

COU Space Category	NASM	Converted to Gross Sq. Ft.	Estimated Cost to Build*
Classrooms	5,739	108,263	\$54,131,450
Research Labs	3,203	60,423	30,211,500
Library & Library Study Space	3,921	73,971	36,985,565
Athletics, Student & Central Services	6,030	113,750	56,874,956
Total	18,892	356,407	\$178,203,472
*Estimated cost per sq. ft. \$500			
Gross up factor = 1.752644			
Conversion factor from sq metres to sq. ft = 10.7639			

CAPITAL PLAN AND PROJECTED BALANCES (IN MILLIONS)

Capital Project	Total Project Cost	Operating Fund Expenditure					Planned Borrowing	Other Sources
		2018-19	2019-20	2020-21	2021-22	2022-23		
Bridge	\$ 3.50			\$ 3.50				
S-Wing Renovations	15.00	\$ 3.00	\$ 3.00	3.00	3.00	3.00		
Environmental Innovations & Retrofits	17.00	8.00	3.80					
Military Trail relocation	7.00			7.00				
IC2	100.00		20.00	20.00	20.00	20.00	\$ 20.00	
Parking Structure	23.00		15.00					\$ 8.00
1st Year Residence	95.56							95.56
Indigenous House	4.00			4.00				
Performing Arts Center	40.00							40.00
	\$ 305.06	\$ 11.00	\$ 41.80	\$ 37.50	\$ 23.00	\$ 23.00	\$ 20.00	\$ 143.56
Annual Contributions to Major Capital Projects		\$ 26.00	\$ 20.00	\$ 20.00	\$ 23.00	\$ 15.00		

SUMMARY

- Revenue changes will continue (International Domestic Mix)
- Faculty growth
- Research and innovation
- Facility shortfalls

- The new strategic Plan will create the framework for the next phase of the UTSC evolution