

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 30 OF THE CAMPUS AFFAIRS COMMITTEE**

SEPTEMBER 13, 2018

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on September 13, 2018 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Joseph Leydon, Chair
Robert Gerlai, Vice-Chair
Ulrich Krull, Vice-President & Principal
Saher Fazilat, Chief Administrative Officer
Angela Lange, Acting Vice-Principal Academic
and Dean
Mark Overton, Dean of Student Affairs
Lee Bailey
Elsbeth Brown
Johnathan Davidson
Dario Di Censo
Adriana Grimaldi
Yuhong He
Tanya Kenesky
Han van Monsjou
Zelaikha Najmi
Andres Posada
Sue Prior
Mona Sheik
Ms Joanna Szurmak
Zahira Tasabehji
Gerhard Trippen

Non-Voting Assessors:

Christine Capewell, Director, Business Services
Stepanka Elias, Director, Operations, Design &
Construction
Dale Mullings, Assistant Dean, Students and
International Initiatives

Regrets:

Arthur Birkenbergs
Usman Chadhar
Gary Crawford
Shelley Hawrychuk
Mr. Nykolaj Kuryluk
James Parker
Firyal Ramzan
Steven Short
Anthony Wensley

In Attendance:

Loretta Neebar, Registrar & Director of Enrolment Management
Heather Stevens, Assistant Director, Planning, Business Services

Secretariat:

Cindy Ferencz Hammond, Director of Governance, UTM, Assistant Secretary of the Governing Council

Alexandra Di Blasio, Governance Coordinator, UTM

1. Chair's Remarks

The Chair welcomed members to the first meeting of the Campus Affairs Committee for the 2018-19 academic year. He introduced Professor Robert Gerlai, Vice-Chair of the Committee; Professor Ulrich Krull, Vice-President and Principal; and the Committee's voting assessors, Professor Angela Lange, Acting Vice-Principal Academic and Dean, Ms Saher Fazilat, Chief Administrative Officer, and Mr. Mark Overton, Dean of Student Affairs. The Committee's non-voting assessors were also introduced: Ms. Christine Capewell, Director of Business Services, Ms Andrea Carter, Assistant Dean, Student Wellness, Support & Success (not in attendance), Ms Stepanka Elias,

Director, Operations, Design & Construction, Facilities Management & Planning, and Mr. Dale Mullings, Assistant Dean, Students and International Initiatives.

2. Orientation

The Chair and Ms Cindy Ferencz-Hammond, Director of Governance, UTM and Assistant Secretary of the Governing Council, presented¹ Orientation material to members, who were also directed to Orientation Resources available on the Office of the Campus Council website. The Chair explained that the Committee would oversee matters that directly relate to the quality of student and campus life. He also gave an overview of the difference between the role of governance and administration, and talked about the roles and responsibilities of members. At the invitation of the Chair, Ms Saher Fazilat, Chief Administrative Officer, Professor Angela Lange, Acting Vice-Principal Academic and Dean, and Mr. Mark Overton, Dean of Student Affairs, provided overviews of their portfolios and their priorities for 2018-19.

3. Current Year Campus and Institutional Operating Budget

The Chair informed members that the presentation and discussion would support UTM's annual budget preparations. He then invited Ms Saher Fazilat, Chief Administrative Officer, to present². Ms Fazilat informed members that the presentation would provide context for the 2018-19 budget, including funding sources, enrolment, University-wide costs, University Fund, divisional expenses, and opportunities and risks. The presentation included the following key points:

- The largest source of revenue at UTM was from student fees, which comprised 76% of total revenue. The majority of this value stemmed from tuition fees. International tuition revenue, as a percentage of total revenue, is projected to change from 14% in 2012-13 to 36% in 2022-23 (an increase of 22% over a decade);
- Enrolment had steadily increased by approximately 41% over the past ten years, with targets exceeded in 2018-19;
- UTM net revenue was \$254 million
- University-Wide Cost allocations totalled \$44.7 million;
- UTM's University Fund (UF) contribution totalled \$33.2 million, created by a 10% deduction from gross revenues;
- Allocations of the UF were based on institutional priorities;
- Additional UF allocations across UofT totalled \$22.5 million for 2018-19;
- As part of the 2018-19 budget process, UTM received \$1 million in base UF funding for research support which was a major priority of the campus;
- UTM has also received funding from UF central programs set aside by the Provost for in-year allocations. The following is a list of funding received by UTM from these programs over the last two years:
 - \$250k base for cities related support
 - \$500k OTO for faculty start-up support
 - \$230k OTO for experiential learning program support
 - 7 academic diversity positions (OTO for 3 years @ 50%)
 - 3 indigenous faculty positions (base @ 50%)
 - 7 undergrad innovation projects funded through LEAF (OTO)
- A balanced budget was projected;

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

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

- Areas of budgetary risk included the uncertainty of Strategic Mandate Agreement (SMA) 3, pension solvency, enrolment constraints, and tuition fee framework. Areas of opportunity included the ability to leverage our location, international student enrolment, SMA2 emphasis on differentiation, and strategic use of operating reserves.

A member referenced UTM divisional expenses, and inquired about current mortgages held by the campus. Ms Christine Capewell, Director, Business Services, advised of mortgages for the following projects: the Sydney Smith Patio, the Hazel McCallion Academic Learning Centre, Deerfield Hall, the South Road and entrance, and a chiller that was replaced in 2007. She noted that the Terrence Donnelly Centre for Health Sciences had an active mortgage, expenses of which were paid by the donations received for the building. Lastly, Ms Capewell indicated that the North Building Phase B capital project required a mortgage.

Professor Krull referenced the budgetary opportunities and risks portion of the presentation, and further addressed concerns regarding the uncertainty of SMA3 under the new provincial government. He indicated that the University had operated on the basis that the SMA concept would continue, and had positioned itself to meet provincially-defined metrics.

In response to a member's question, Professor Krull discussed plans for graduate programs, and detailed plans to increase graduate student enrolment over the next five years. He discussed international opportunities for graduate students, the complexities involved in international relations, and global economic instability.

4. Revisions: Policy on Crisis and Routine Emergency Preparedness and Response

The Chair informed members that due to unforeseen circumstances, presenters for this item could not attend the present meeting and this presentation would be moved to Cycle 2.

5. Calendar of Business, 2018-19

The Chair referred members to the Calendar of Business, and advised that the document would be updated on the Office of the Campus Council website every Friday; he encouraged members to review the Calendar on a regular basis and consult with the Secretariat if they had any questions about forthcoming items.

6. Report of the Presidential Assessors

The Chair advised that additional reports from the Presidential Assessors would not be provided at this meeting, but would resume at the next meeting.

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.

7. Report on Capital Projects – as at August 31, 2018

8. Report of the Previous Meeting: Report 29 – May 3, 2018

Report number 29, dated May 3, 2018 was approved.

9. Business Arising from the Report of the Previous Meeting

10. Date of Next Meeting – October 30, 2018 at 4:10 p.m.

11. Other Business

There was no other business.

The meeting adjourned at 5:35 p.m.

Secretary
September 20, 2018

Chair

**University of Toronto Mississauga
Campus Affairs Committee
September 13, 2018 - Orientation**

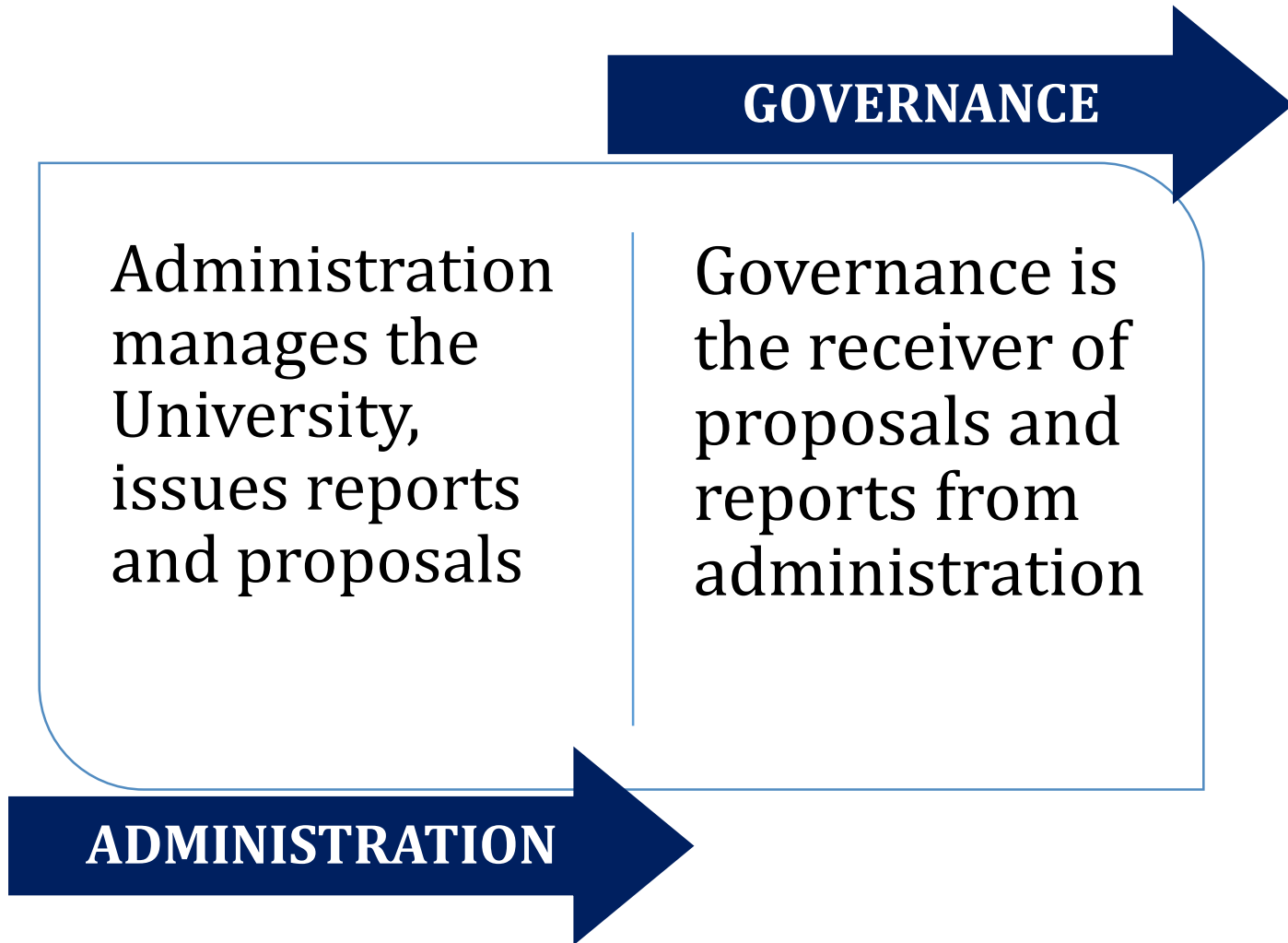


Agenda

- The role of governance
- Who are we?
- What does the Assessors do?
- What do we do?
- What's expected of us?
- Types of items for consideration
- Decisions
- Resources



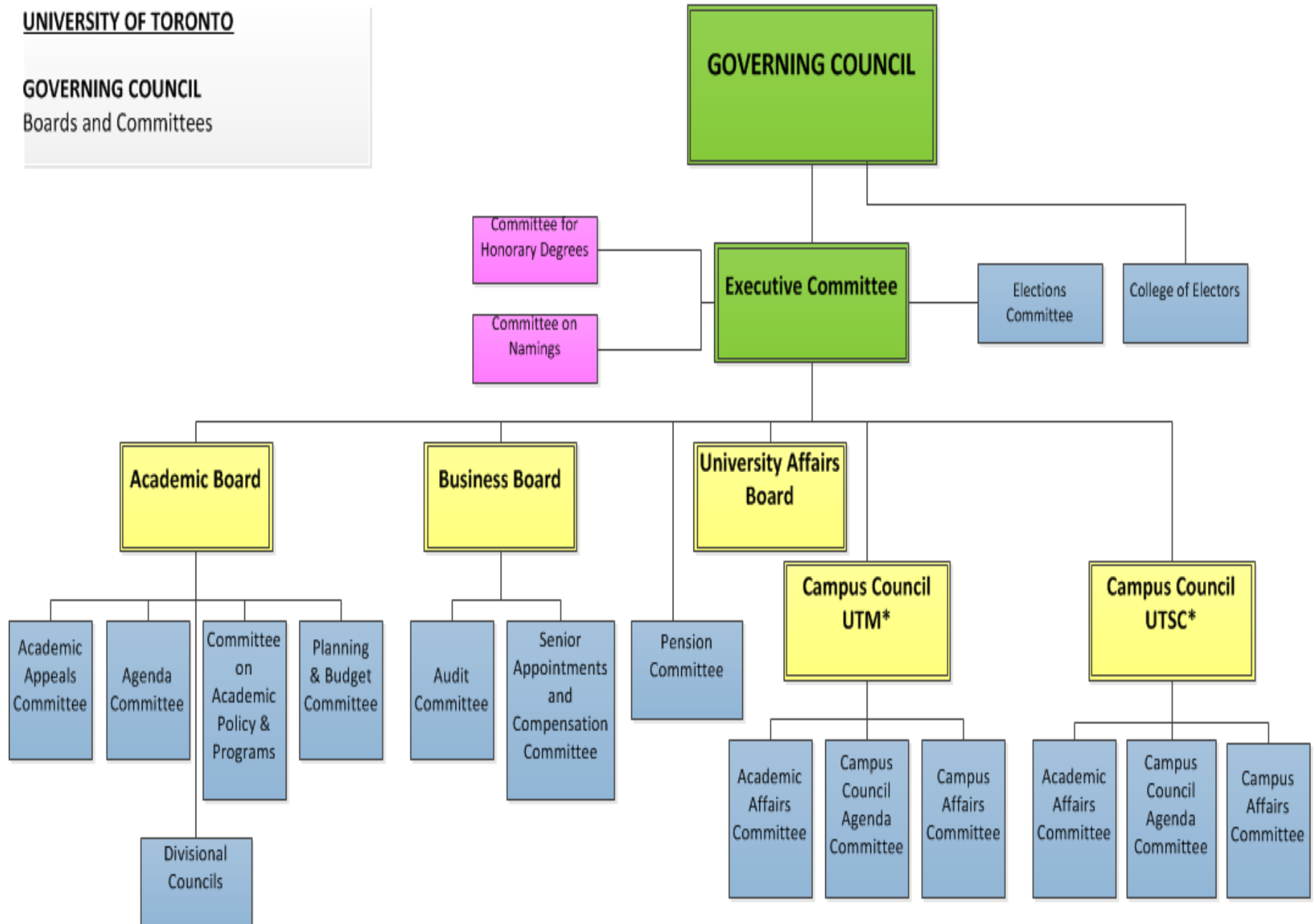
Role of Governance & Administration



UNIVERSITY OF TORONTO

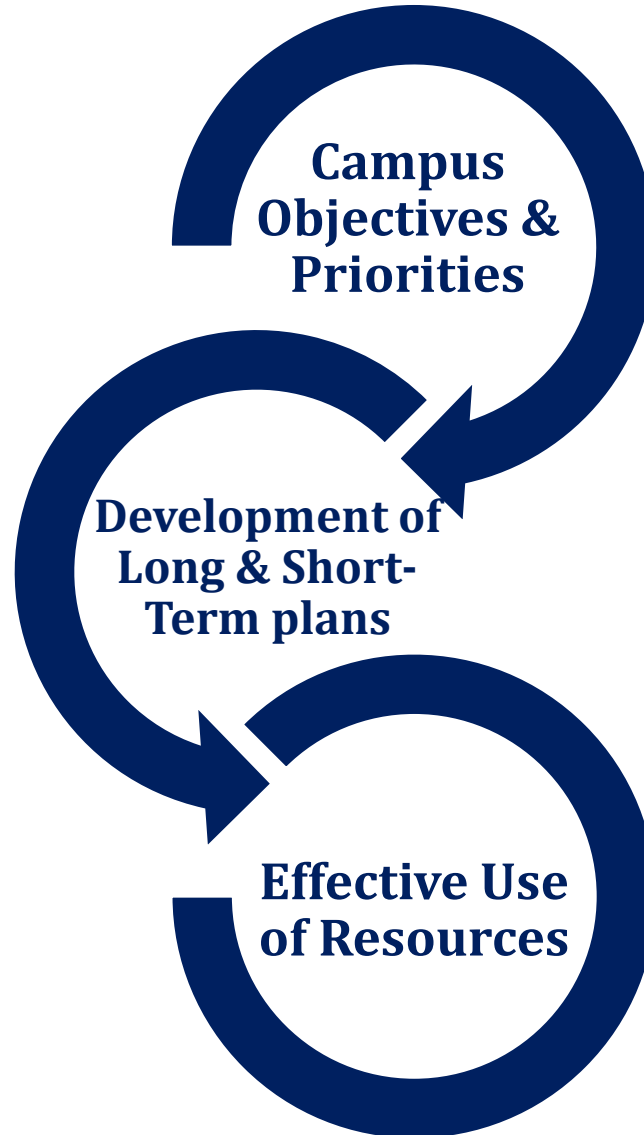
GOVERNING COUNCIL

Boards and Committees



Mandate of the Campus Affairs Committee

**On behalf of
Campus Council,
exercise
governance
oversight over
matters that
directly concern
the quality of
student and
campus life**



Decisions



Approve (occasionally clarified or amended)

Reject

Referred back to the administration with advice.

Withdrawn by the administration.

Campus Affairs Committee: 34 Members

9

Teaching Staff

7

Students

6

Ex officio

4

Administrative
Staff

4

Community

1

Librarian

Expectations of Members

Diligence

Honesty

Good Faith

Confidentiality

Best Interests of the University

Assessors [Voting]



Ms Saher Fazilat
Chief Administrative Officer



Professor Angela Lange
Acting Vice-Principal, Academic &
Dean



Mr. Mark Overton
Dean of Student Affairs and Assistant
Principal, Student Services

Assessors [Non-voting]

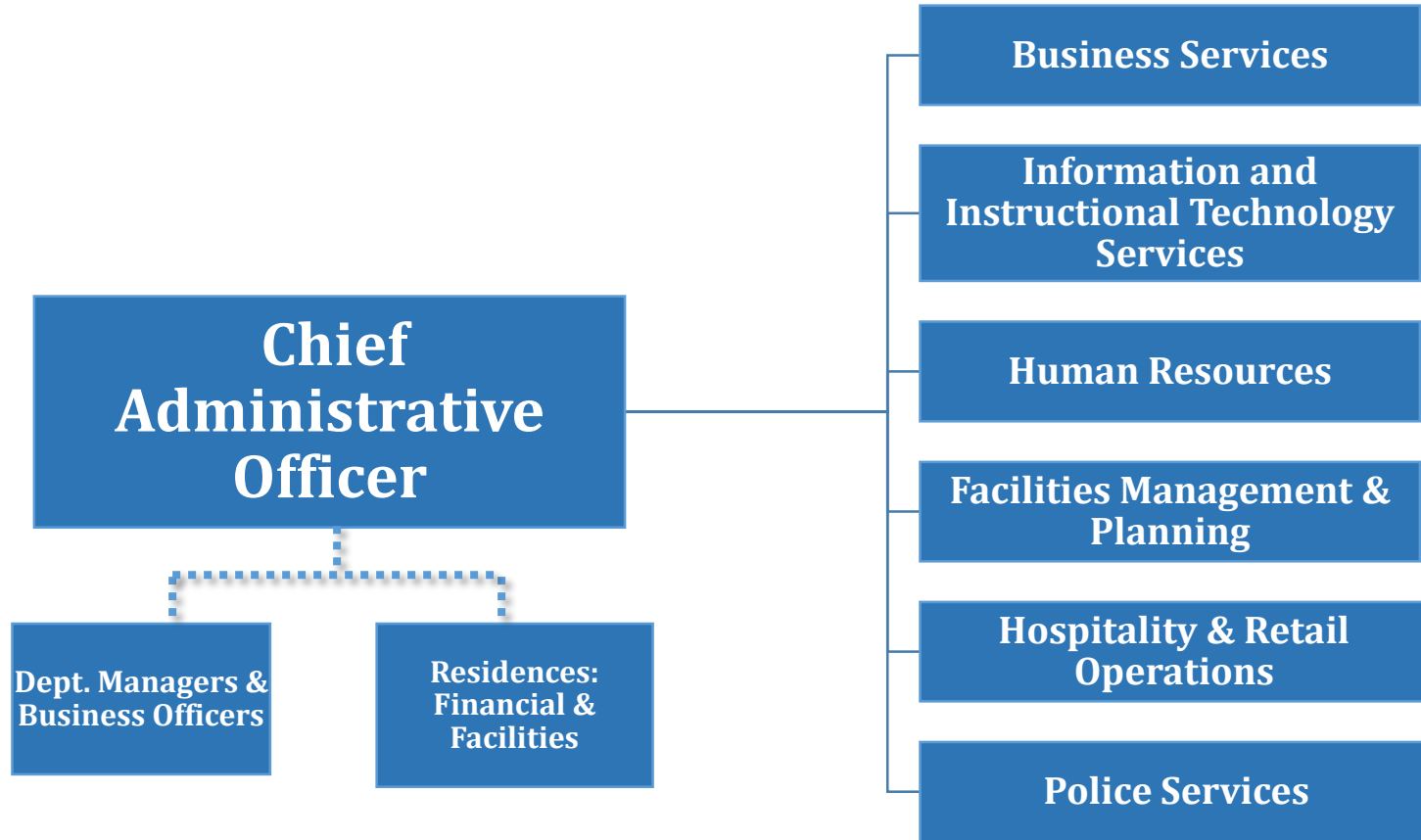
Ms Christine Capewell
Director, Business Services

Ms Andrea Carter
Asst. Dean, Student Wellness, Support & Success

Ms Stepanka Elias
Director, Operations, Design & Construction

Mr. Dale Mullings
Asst. Dean, Students & International Initiatives

Administrative Structure: Office of the CAO



CAO PRIORITIES FOR 2018-2019

- **Support of Academic Plan & its implementation through robust financial planning and management**
- **Continued improvement of Information & Instructional Technology**
 - Security
 - Network
 - High Performance Computing (Research Support)
- **Service-First enhancements for all administrative areas**
- **Capital Projects**

Construction

- Completion of SIF
- North 2 Completion
- Davis Revitalization

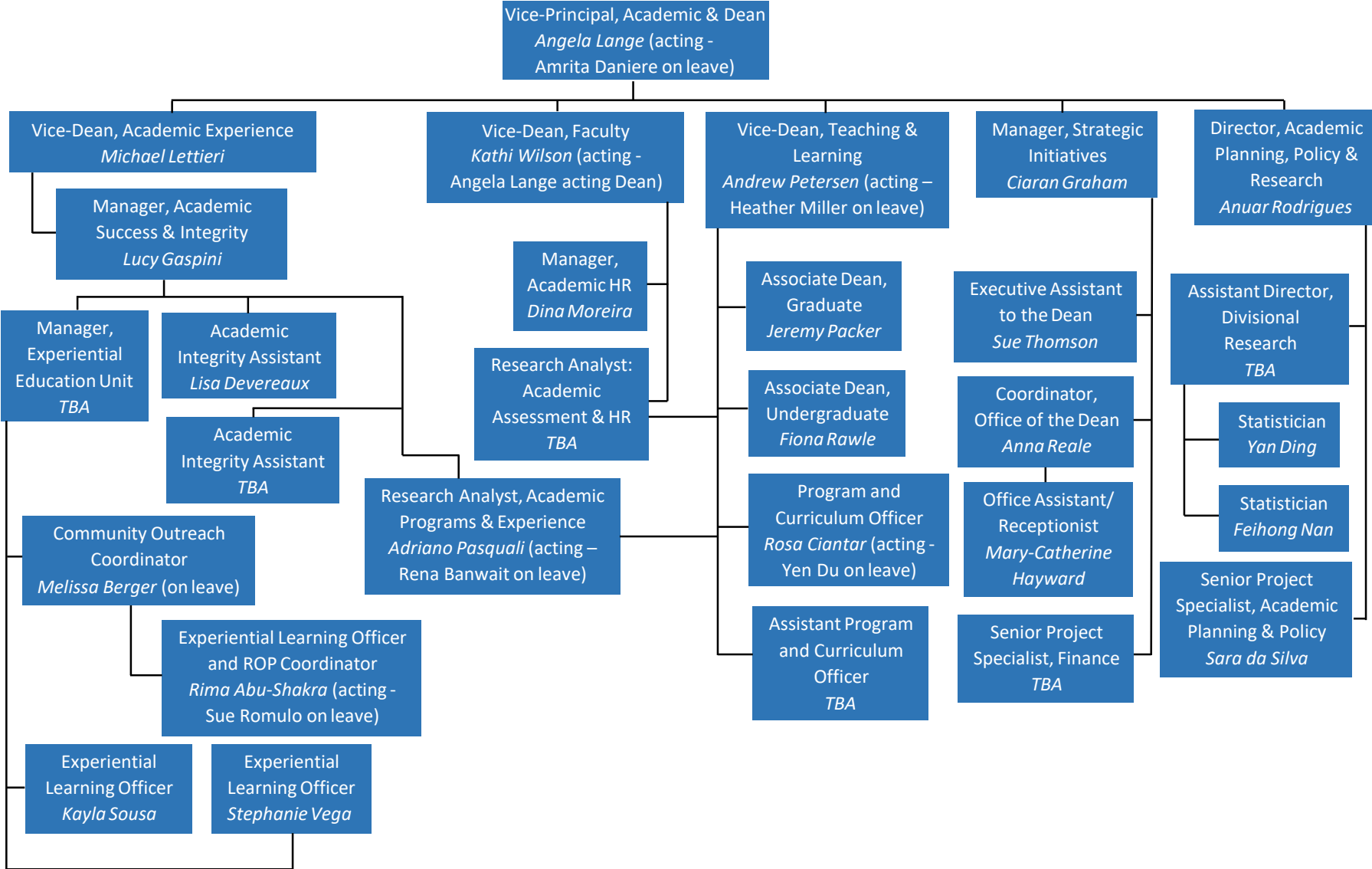
Design

- Science Building
- Modular Office Buildings

Planning

- Robotics Facility
- Classroom & other technology upgrades
- Student Services Plaza
- Outdoor Athletics
- Other potential new builds

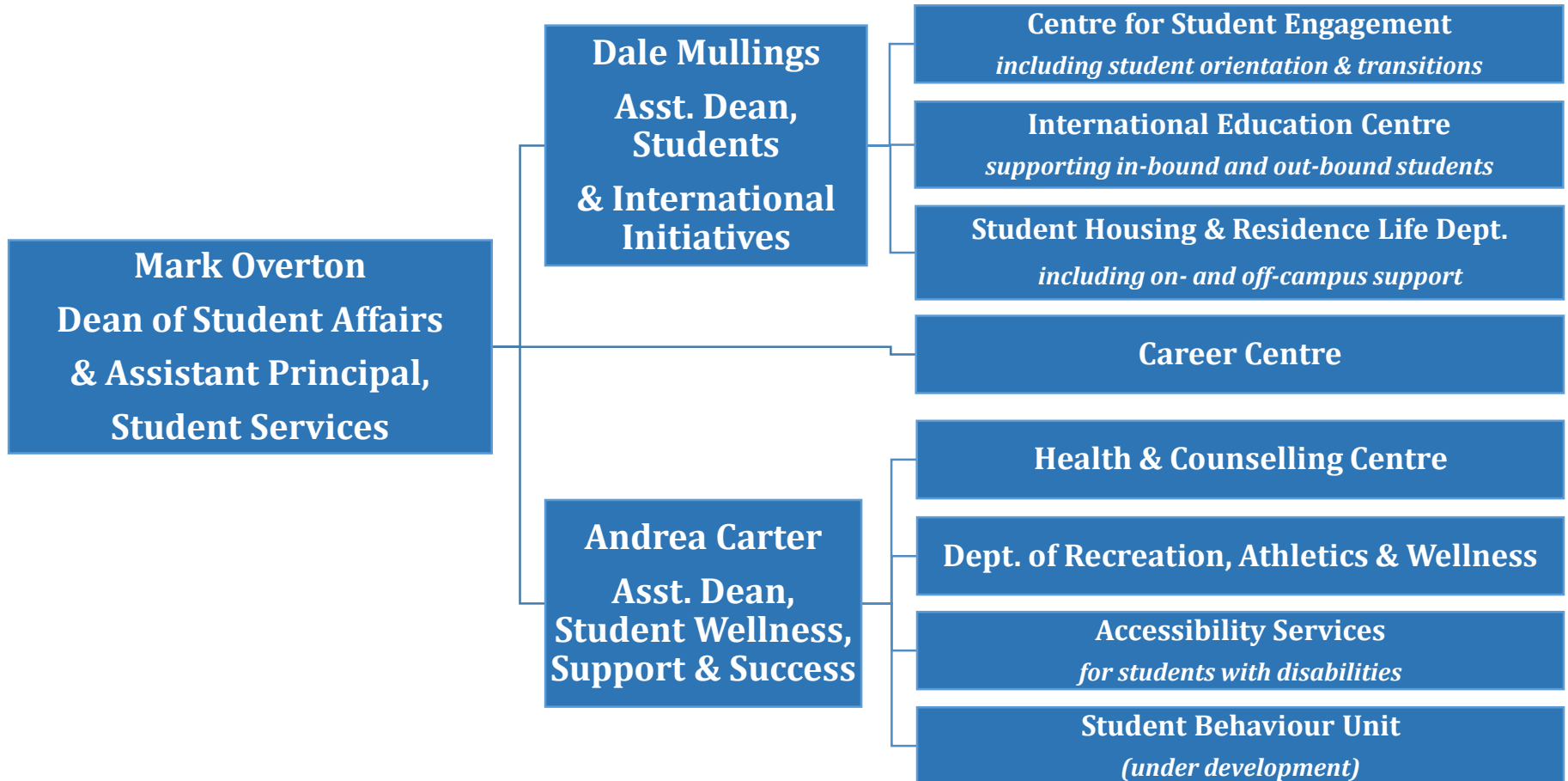
ADMINISTRATIVE STRUCTURE: OFFICE OF THE DEAN



OFFICE OF THE DEAN FOCUS FOR 2018-2019

- Implementation of the UTM Academic Plan
 - Sustainability, literacy and numeracy initiatives
 - Assist faculty and staff in the creation of Experiential Learning opportunities
 - Increase visibility and enhance connections with the broader external community as well as community-based research
- Planning and development of an Arts & Culture Building
- Overseeing faculty growth and renewal, and building research clusters in new areas leading to new programs both at the undergraduate and graduate areas
- Enhance diversity of faculty and staff
- Implementing the primary recommendations of the Indigenous Initiatives Task Force.

ADMINISTRATIVE STRUCTURE: STUDENT AFFAIRS



STUDENT AFFAIRS & SERVICES: PRIORITIES 2018-19

1. Further develop plans to expand on-campus residence capacity & off-campus housing opportunities for students
 - New first-year residence
 - Safe & respectful neighbourhood housing
2. Implement student-focused UTM plans for UT's anticipated 'non-smoking university' policy & Ontario's legalization of cannabis
3. Extend student-focused wellness initiatives across services & departments
 - Physical activity aids mental health & fosters resilience
 - 'Embedded' advising can expand services' reach
4. Strengthen processes to identify & smoothly connect students facing complex situations with appropriate campus & community resources
5. Support expansion of internationalization opportunities for students
6. Continue development of experiential learning opportunities linked with co-curricular and related experiences (work-study, community engagement...)

Types of Items for Consideration

Consider for recommendation

Capital Projects

Compulsory Non-Academic Incidental Fees (student service fees)

Ancillary Budgets (food, residence, parking, conference)

Oversight & Advice (items for info)

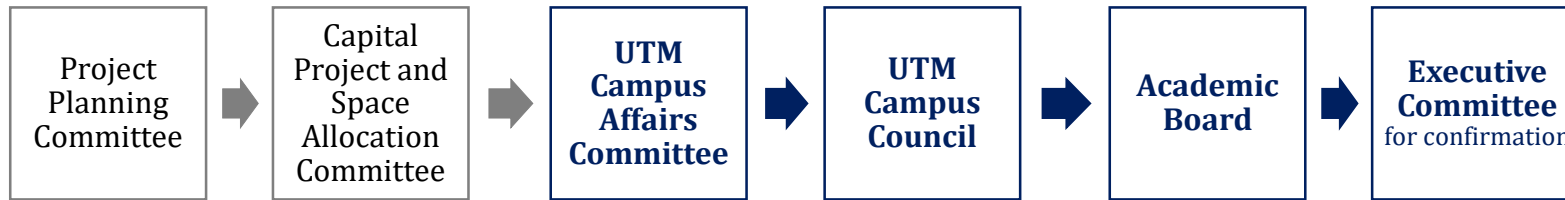
Policies (new and revisions)

Operating Budget

Strategic Topics

Approval of Capital Projects

Level 2 (\$5 – 20 million)



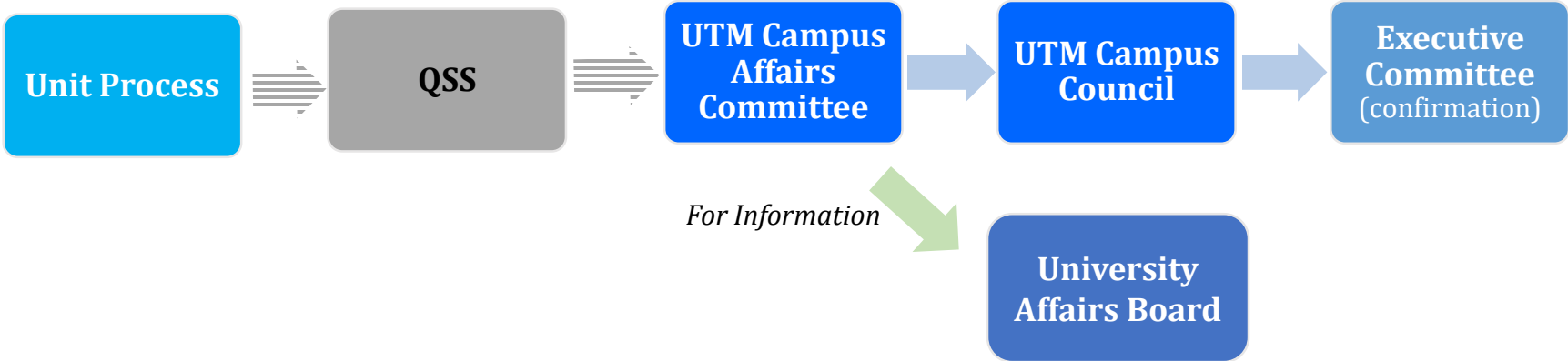
Level 3 (> \$20 million)



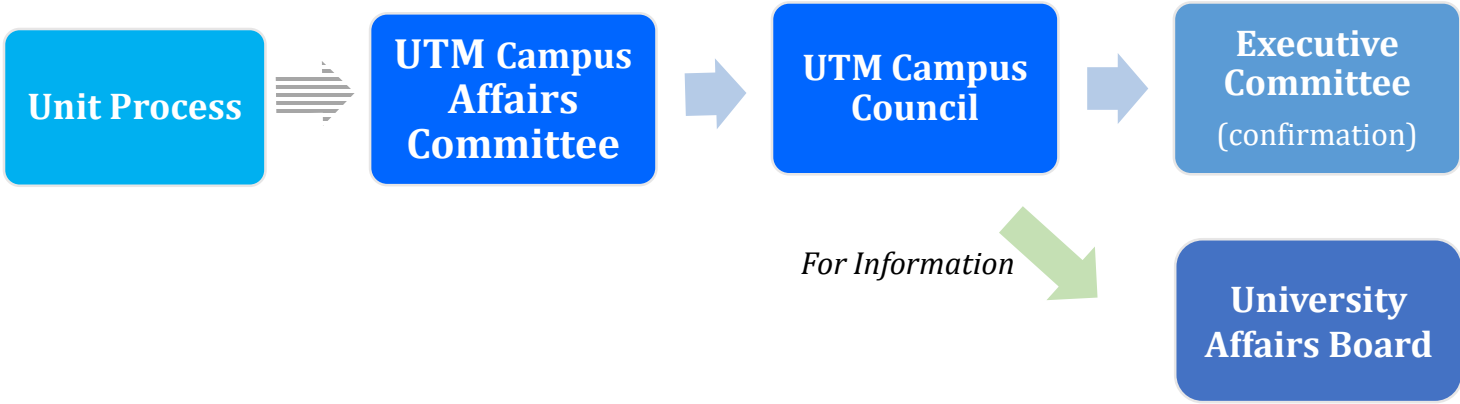
Execution of Project/Borrowing



COMPULSORY NON-ACADEMIC INCIDENTAL FEES



ANCILLARY BUDGETS



Practical Matters

- Members may speak once in a debate for up to 5 minutes to allow for wide participation
- Only members and voting assessors may participate in debate and vote
- Non-members who wish to speak must request to do so in advance of the meeting
- Governance Portal – Diligent Boards
- Cover Sheets



Member Resources

- <http://uoft.me/orientationUTM201819>
- Available on the portal as well as the website – Resources section

Questions?

Contact: Chair and Secretary
Council.utm@utoronto.ca



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TORONTO

Budget 2018-19

UTM Campus Affairs Committee

September 13 2018





Agenda

1) Budget Process & Context

2) Funding Sources

3) Enrolment

4) University Wide Costs

5) University Fund

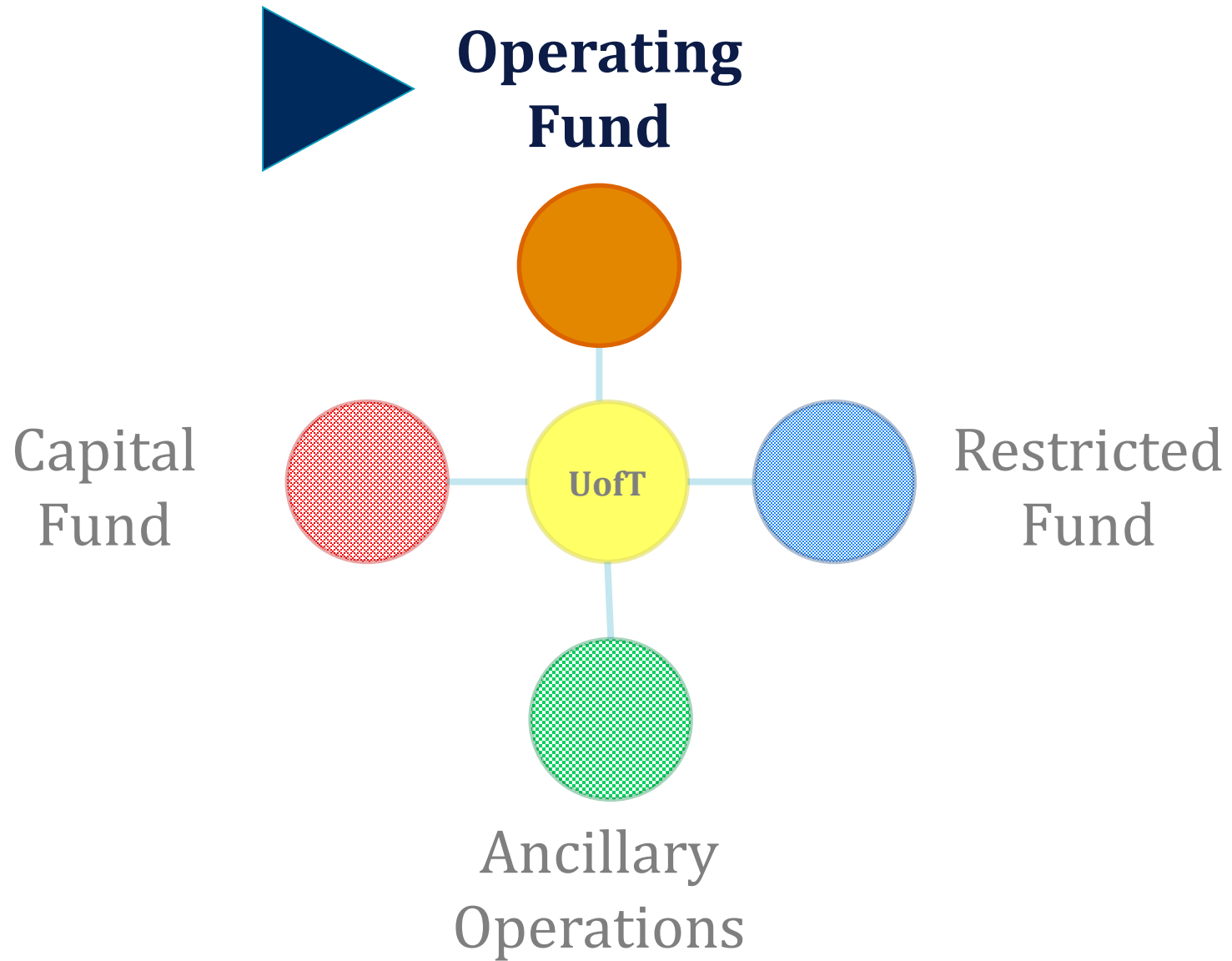
6) UTM Divisional Expenses

7) Opportunities & Risks

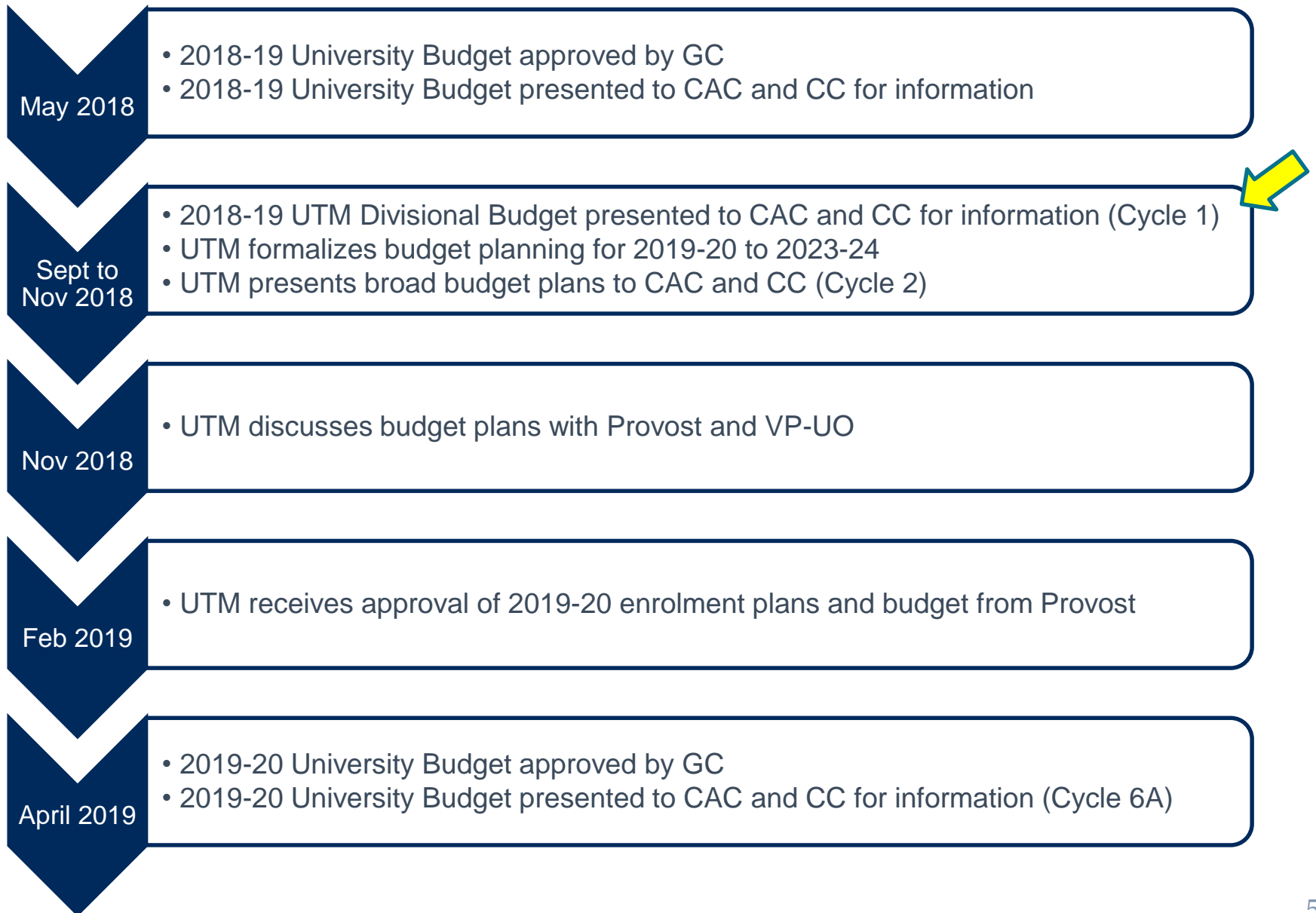
8) Summary

1) Budget Process & Context

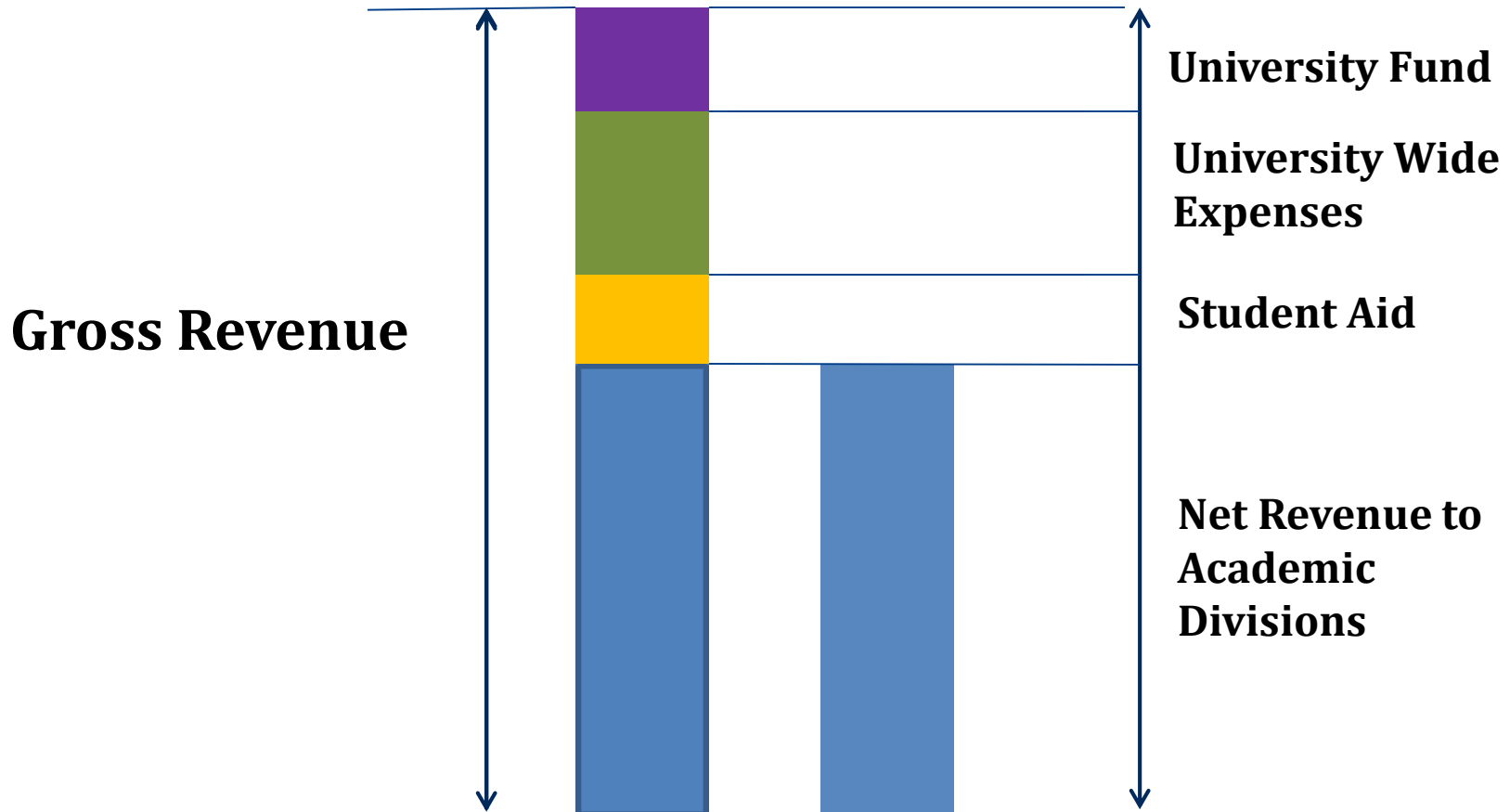




Budget Timeline



Net Revenue to Academic Divisions



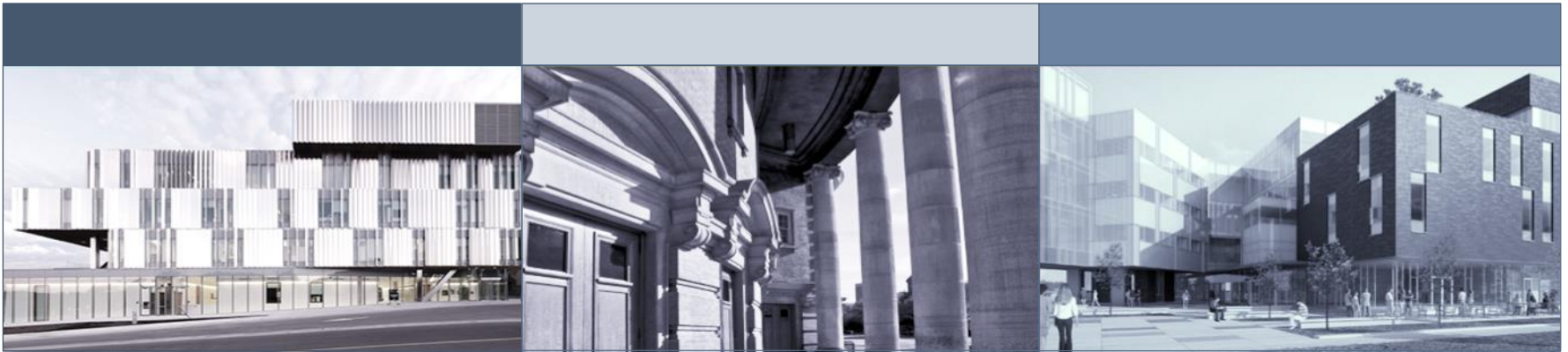
UTM

2018-19 Budget (in \$M)

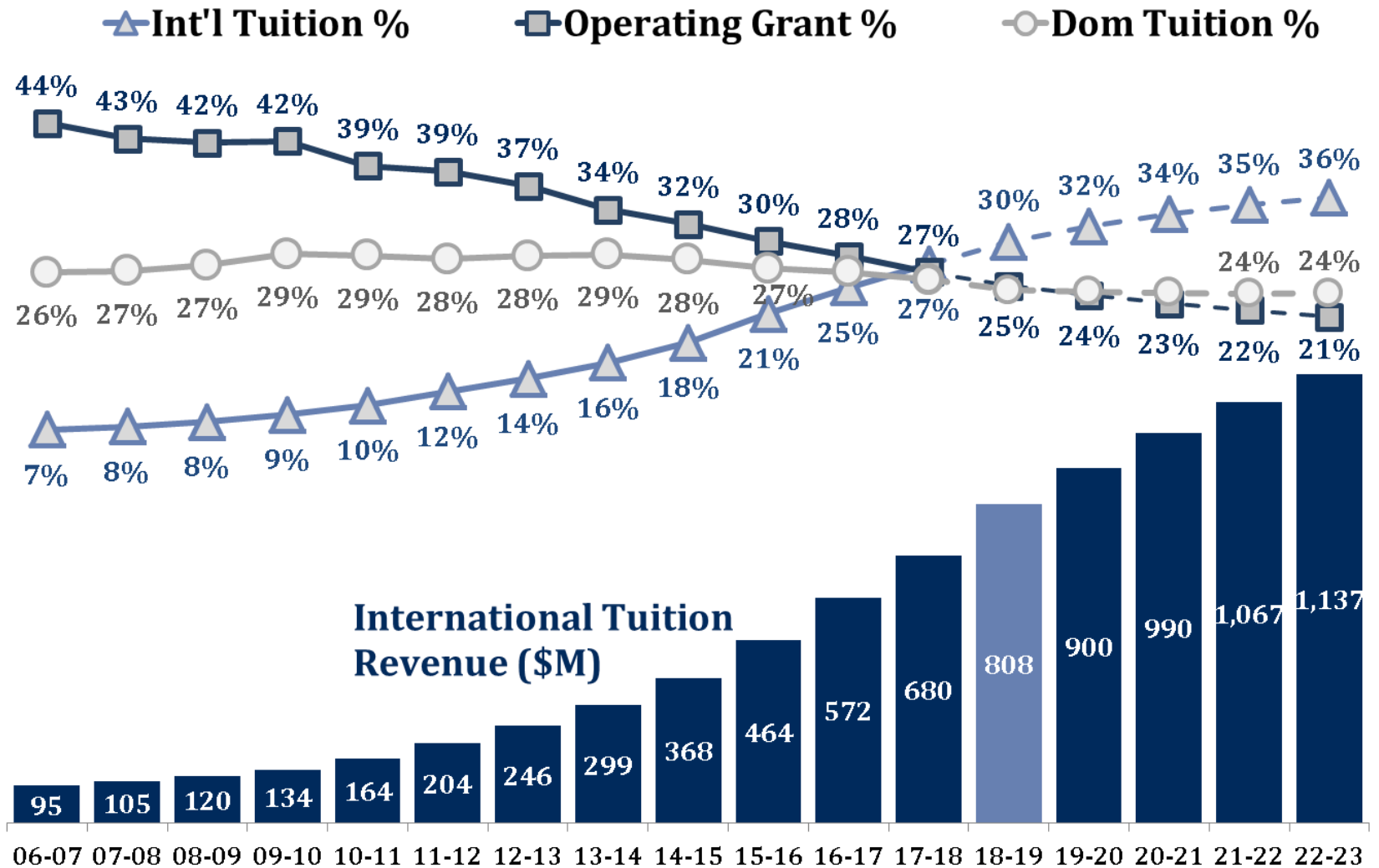
Tuition and Grant revenue	\$321.6
Investment and other income	<u>10.8</u>
Subtotal	\$332.4
University Fund Contribution (10%)	(33.2)
Other attributed revenue (net)	2.2
University-wide costs	(44.7)
Student Aid	(13.7)
University Fund Allocation ^	10.9
Other adjustments	<u>0.1</u>
“Net revenue” to UTM	\$254.0

^ The current UF Allocation represents the cumulative total of \$8.96M as at the previous year, plus an incremental base allocation of \$1.25M from the Provost in 2018-19. It also includes an additional UF adjustment of \$0.69M in 2018-19 to offset budget model changes related to UWC's and gov't grant conversion from BIU's to WGU's.

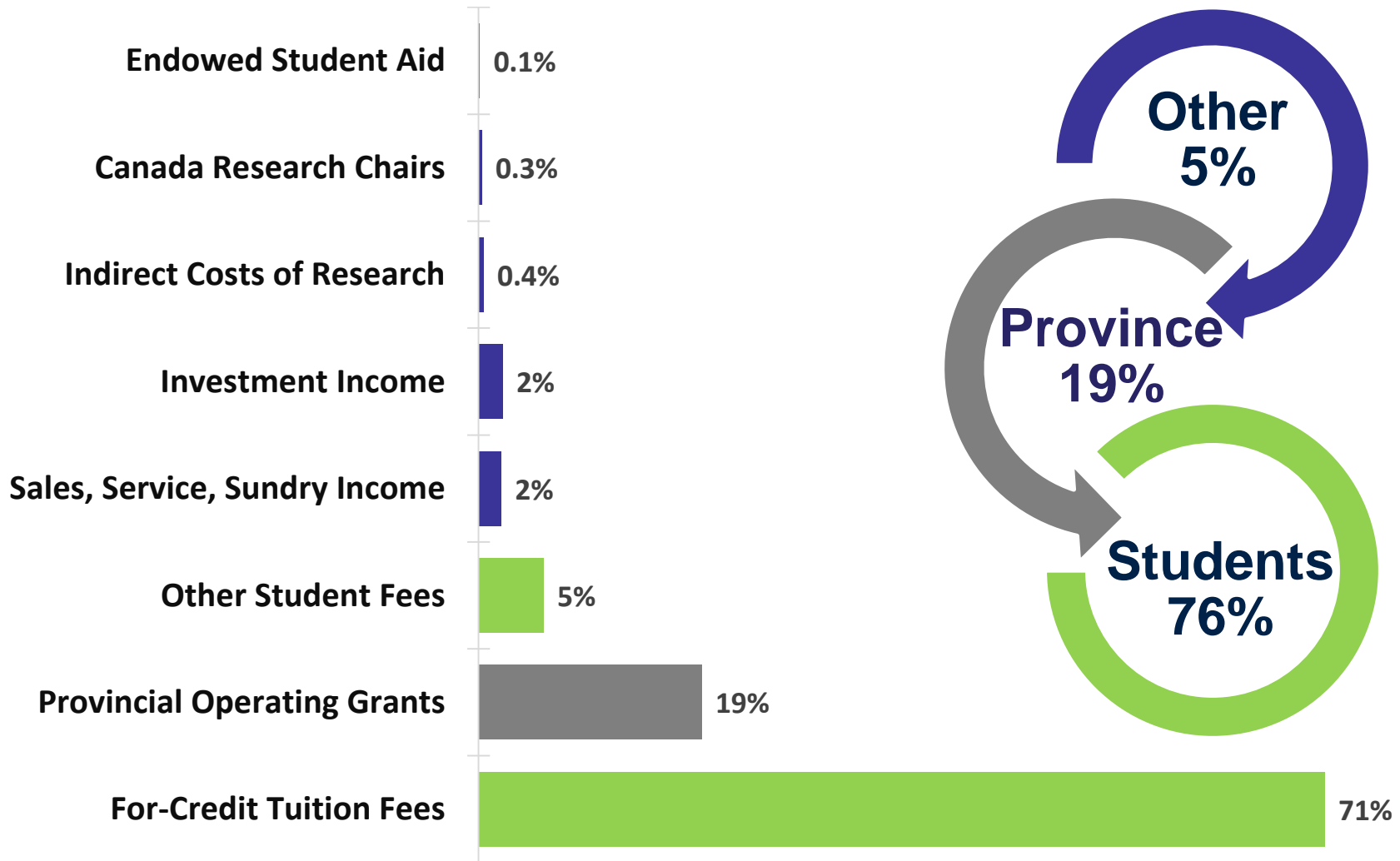
2) Funding Sources



The changing revenue landscape (excludes divisional income)



2018-19 sources of revenue

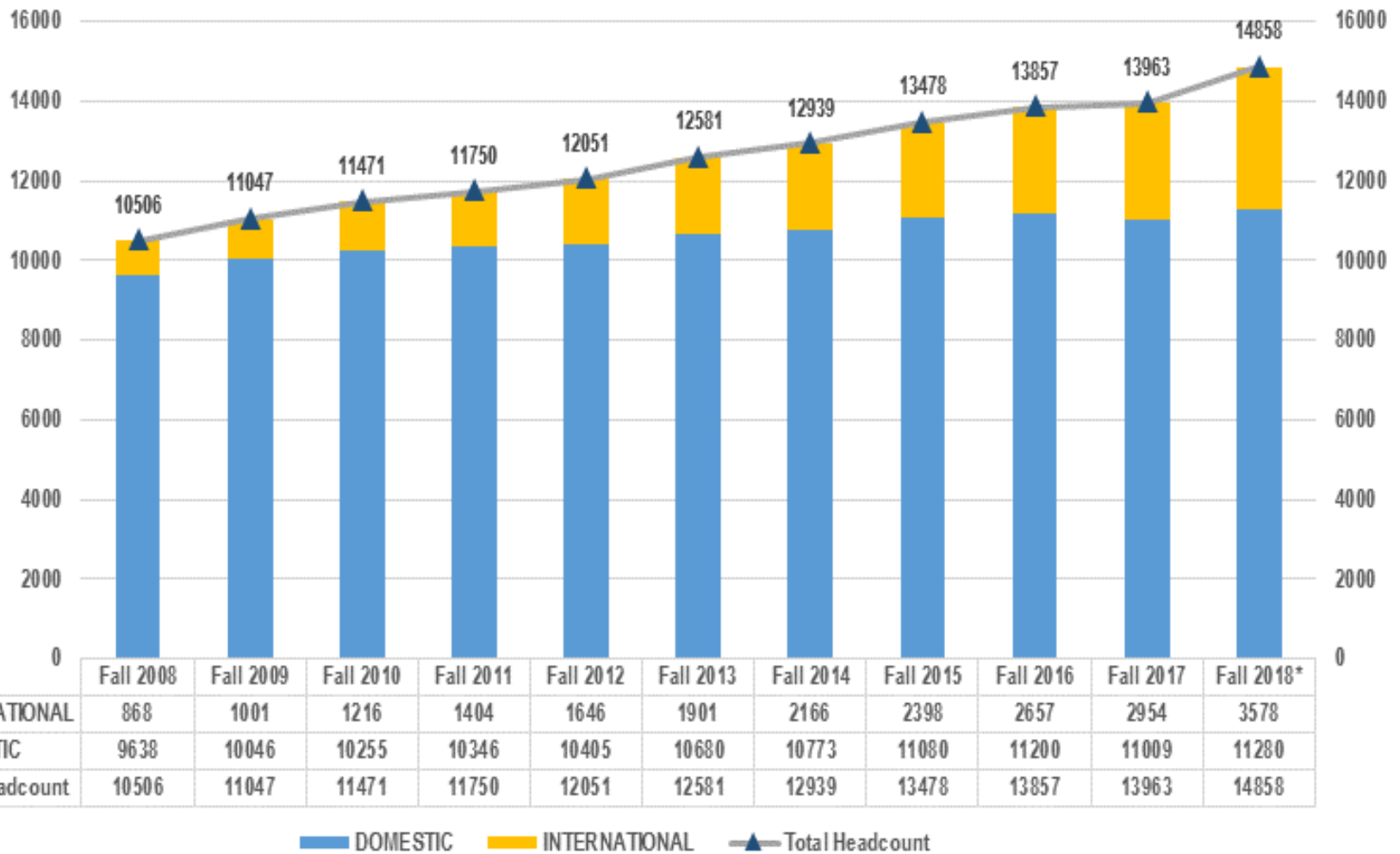


3) Enrolment



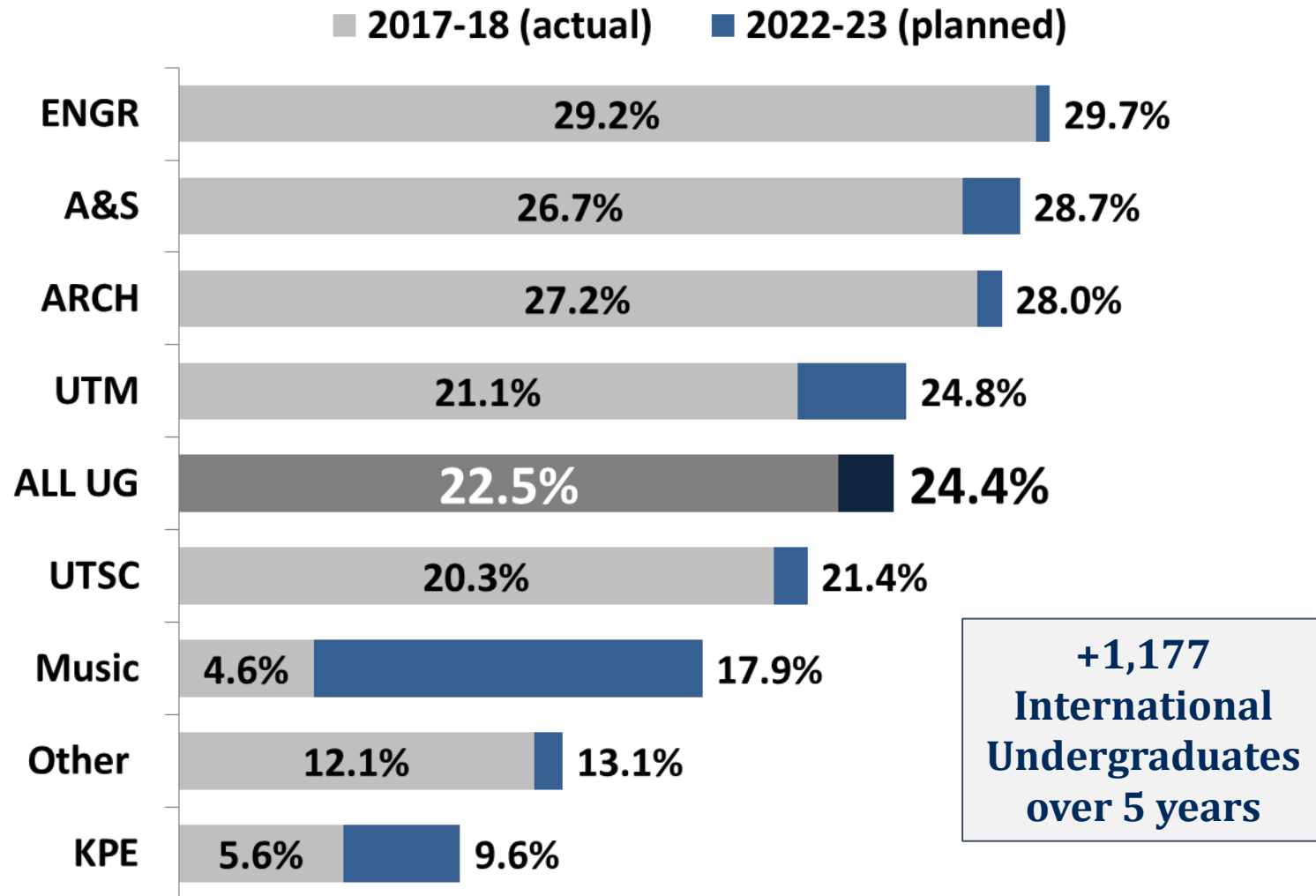
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Total Undergraduate Enrolment (FT & PT)

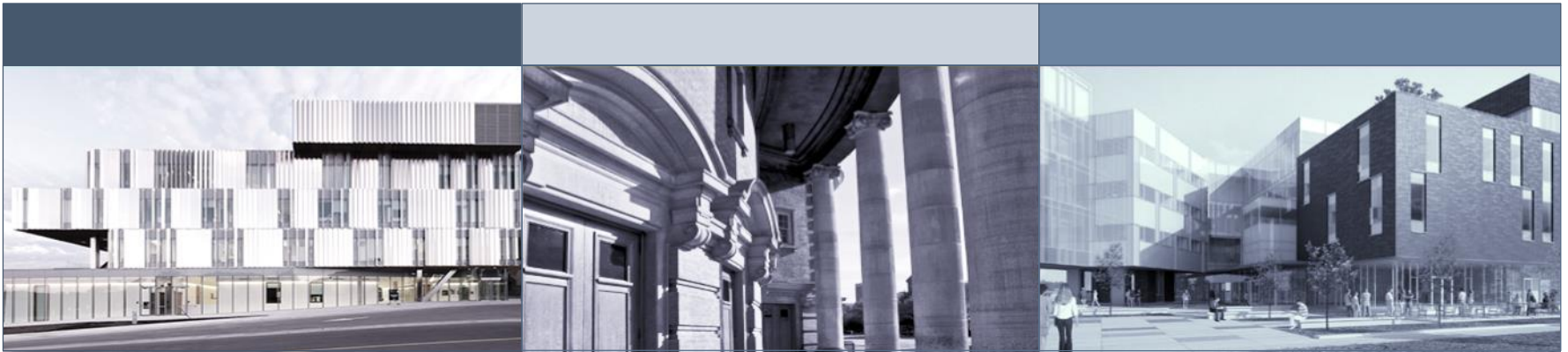


* Fall 2018 data is based on ROSI (REG+INVIT) as of Sept 12, 2018. All other periods based on actual ministry count data.

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

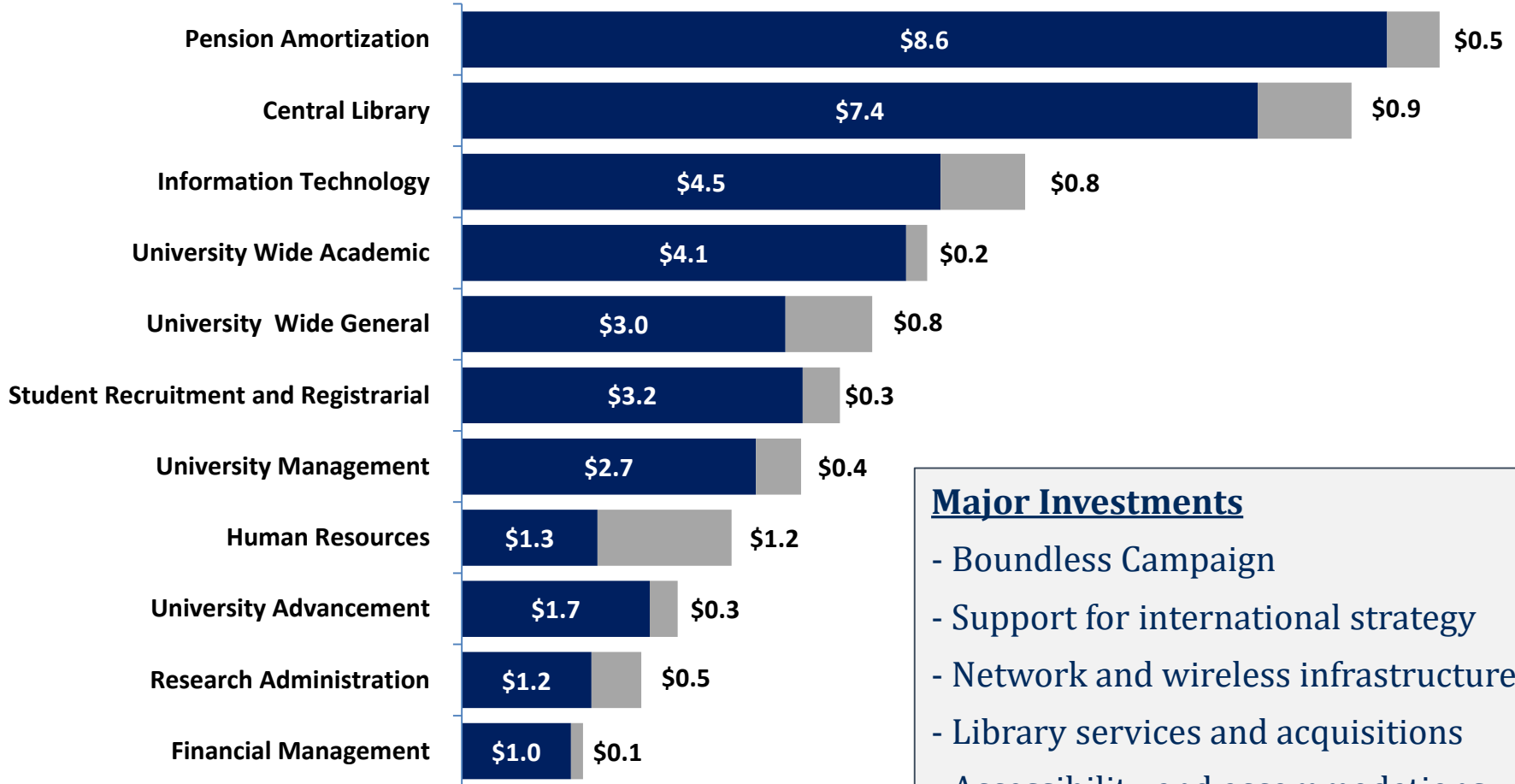


4) University Wide Costs (UWC)



2018-19 UWC Allocations (\$44.7m)

■ 2017-18 Allocation * ■ 2018-19 Incremental Allocation



Major Investments

- Boundless Campaign
- Support for international strategy
- Network and wireless infrastructure
- Library services and acquisitions
- Accessibility and accommodations
- Academic HR and research support

* Restated for structural changes made to UWC bins

UTM

UTM Must Also Fund Costs as a Campus

Campus Cost Estimates *	2018-19
Occupancy	\$ 39.6M
Library & RGASC	7.6M
Student Life	2.0M
Admin, Finance and HR *	2.3M
Information Technology *	0.8M
Total	\$ 52.3M

* Note: These costs reflect only the portion of the total expense budget that pertains to running a campus, they do not reflect the full cost of the operation.

5) University Fund





University Fund (UF):

- Created by a 10% deduction from gross revenues, excluding segregated funds
- Intended to strengthen quality and provide stability, consistent with academic priorities
- Allocations based on academic plans and institutional priorities; not tied to revenues and costs

2018-19 New UF Allocations - \$22.5m

Access & Diversity (\$3.5 million)

- Access Programs
- Accessibility Advisors
- Post-docs from Under-represented Groups
- Ongoing: recruitment of diverse faculty & staff

Re-imagining UG Education (\$10 million)

- UG Innovation Fund (LEAF)
- Int'l Student Experiences
- Interdivisional Teaching
- Ongoing: New Program Innovation Fund

Research & Innovation (\$2.5 million)

- Campus-led Accelerator Entrepreneurship Programs
- UTM/UTSC Research Support
- Ongoing: Graduate Program Innovation Fund

Structural Budget Support (\$6.5 million)

- Structural Budget Support for Academic Divisions
- Data Centre Integration

UTM

University Fund – Allocations to UTM

2018-19 Base UF Allocation

- \$1 million for research support

In-year allocations from UF central programs (over last 2 years)

- \$250k base for cities related support
- \$500k OTO for faculty start-up support
- \$230k OTO for experiential learning program support
- 7 academic diversity positions (OTO for 3 yrs @ 50%)
- 3 indigenous faculty positions (base @ 50%)
- 7 undergrad innovation projects funded through LEAF (OTO)

6) UTM Divisional Expenses



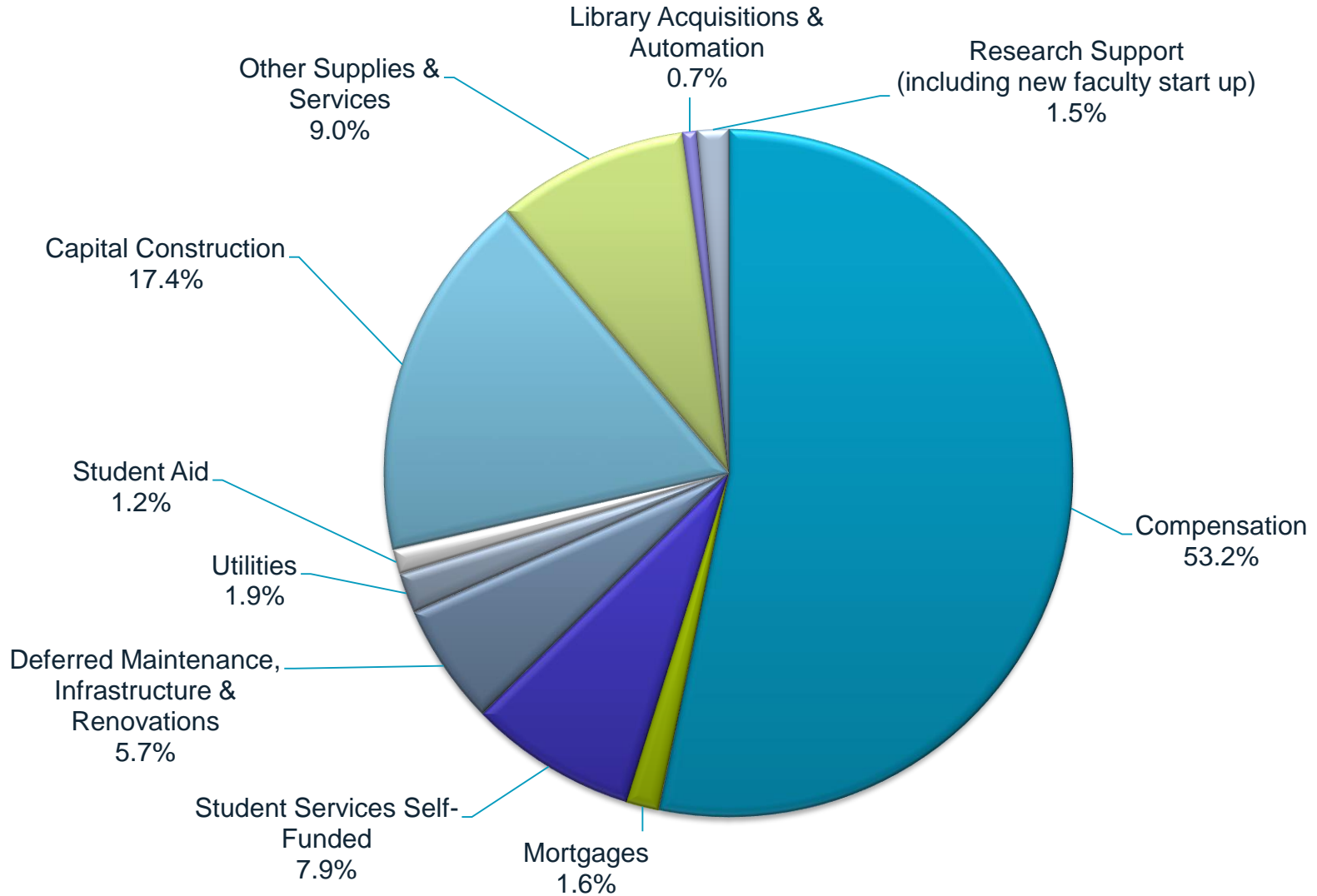
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2018-19 Budget (in \$ millions)

“Net revenue” to UTM	\$254.0
Divisional revenue & recoveries	39.9
Compensation (excluding self-funded student services)	(156.5)
Mortgages	(4.6)
Student Aid	(3.4)
Utilities	(5.5)
Self-funded student services (including compensation)	(23.2)
Capital Construction	(51.2)
Deferred Maintenance, Infrastructure & Renovations	(16.7)
Library acquisitions & automation	(2.0)
Research Support (including start-up)	(4.3)
Other supplies and services	<u>(26.5)</u>
Net result (balanced budget)	-

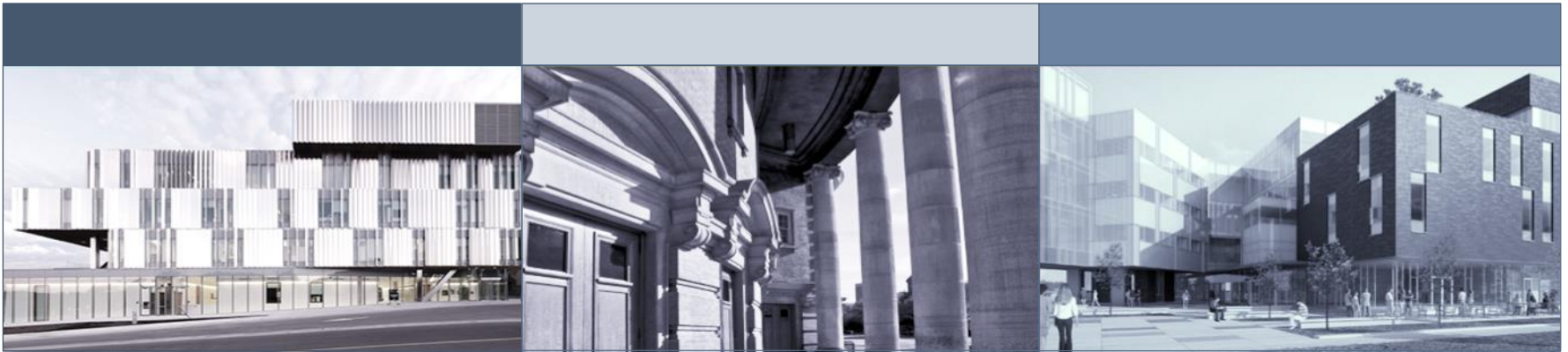
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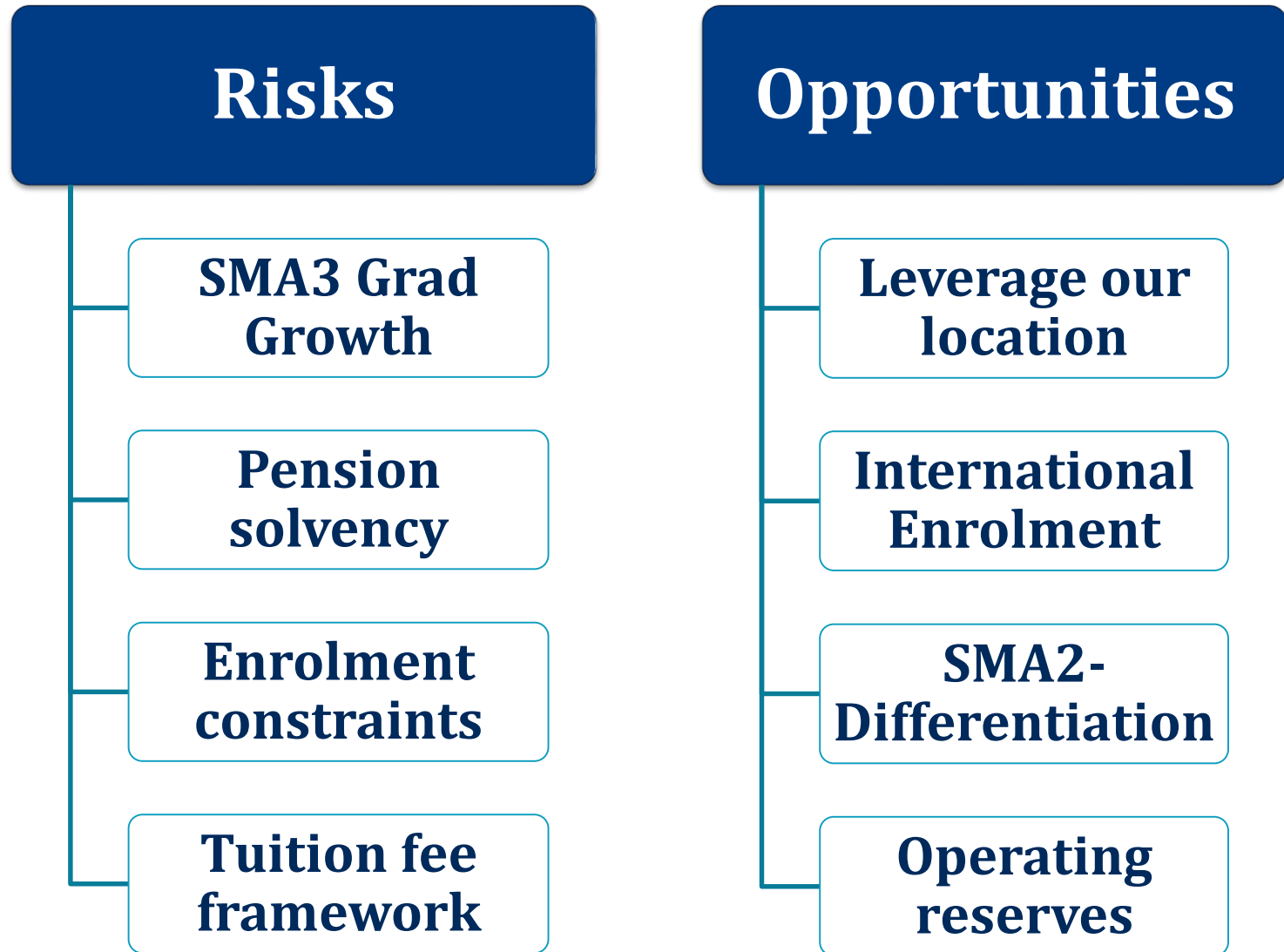
2018-19 Major Expense Categories



Totals \$293.9 million (net expense budget of \$254.0M plus \$39.9M in divisional revenues)

7) Opportunities and Risks





UTM Overview – In Summary



Summary

- **Balanced Budget**
- **Enrolment is strong; targets exceeded & quality improved**
- **Continue to invest in key strategic areas (academic plan, research, buildings & infrastructure)**
- **Continued cycle of reinvestment.....**

