

**UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL  
REPORT NUMBER 13 OF THE CAMPUS AFFAIRS COMMITTEE**

**NOVEMBER 16, 2015**

To the Campus Council,  
University of Toronto Mississauga

Your Committee reports that it held a meeting on November 16, 2015 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Dr. Joseph Leydon, Chair  
Mr. Simon Gilmartin, Vice-Chair  
Professor Ulli Krull, Acting Vice-President &  
Principal  
Ms Megan Alekson  
Mr. Daniel Ball  
Mr. Arthur Birkenbergs  
Mr. Dario Di Censo  
Mr. Paul Donoghue, Chief Administrative  
Officer  
Dr. Giovanni Facciponte  
Mr. Connor Fitzpatrick  
Professor Hugh Gunz  
Ms Pam King  
Mr. Nykolaj Kuryluk  
Professor Amy Mullin, Vice-Principal Academic  
and Dean  
Mr. Mark Overton, Dean of Student Affairs  
Professor Cheryl Regehr, Vice-President and  
Provost  
Professor Chester Scoville  
Mr. Andy Semine  
Ms Amber Shoebridge  
Professor Steven Short  
Ms Tsz Yan Tam

Dr. Gerhard Trippen  
Professor Anthony Wensley

**Non-Voting Assessors:**

Ms Christine Capewell, Director, Business  
Services

**Regrets:**

Professor James Allen  
Professor Jennifer Carlson  
Ms Maheen Farrukh  
Ms Lina Hassan  
Ms Donna Heslin  
Ms Hoda Khan  
Professor Judith Poë  
Professor Jumi Shin

**In Attendance:**

Mr. Ebi Agbeyegbe, President, UTMSU  
Ms Christine Capewell, Director, Business Services  
Mr. Ken Duncliffe, Director, Athletics and Recreation  
Ms Menna Elnaka, Medium  
Mr. Rob Messacar, Manager, Campus Police Services  
Mr. Chad Nuttall, Director, Student Housing & Residence Life  
Ms Heather Stevens, Senior Planning Advisor, Business Services

**Secretariat:**

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

**1. Chair's Remarks**

The Chair welcomed members to the meeting.

## **2. UTM Proposed Operating Budget, Themes and Priorities: Professor Ulli Krull, Acting Vice-President & Principal and Professor Amy Mullin, Vice-Principal Academic and Dean**

The Chair informed members that the presentation would discuss the themes and priorities for the 2016-17 Budget and that the discussion at this Committee level would support UTM's annual budget preparations and the integration of campus budget plans into the University's budget. The Chair then invited Professor Ulli Krull, Acting Vice-President & Principal and Professor Amy Mullin, Vice-Principal Academic and Dean to present the item. The presentation included the following key points<sup>1</sup>:

- The following four funds were segregated: Operating, Capital, Restricted and Ancillary Operations. There had been minimal movement from the Ancillaries to Operating Funds, (historically only Conference Services), however Operating funds were not allowed to contribute to Ancillary Operations;
- The 2015-16 total revenue budget for UTM was \$245.0 million;
- After allocations towards the University Fund (UF), University-wide costs, and Student Aid, net revenue for UTM was \$184.3 million;
- The net contribution to the University Fund for 2015-16 was 17.2 million. Professor Krull explained that UF allocations went into the base budget for each division;
- UTM's Budget priorities for 2016-17 included: some enrolment growth, reducing the student to faculty ratio, space expansion, faculty and staff searches, enhancing the student experience and experiential learning initiatives;
- UTM's student to faculty ratio in 2014-15 was 35.1 to 1, whereas the long-term target had been 30 to 1. This would be facilitated through additional faculty hires and Professor Mullin noted the one time allocation towards faculty hires in 2014-15 by the Provost, in the amount of \$600,000;
- Faculty searches were a significant undertaking and UTM typically hired at the Assistant Professor level, which required more time and resources such as space and start-up funds;
- To enhance student experience, funds were allocated towards enhanced student skill development support, more opportunities for resource intensive forms of learning, and greater funding for pedagogical research;
- There would be a continued priority of strengthening research through lab and infrastructure investments, as well as additions to the UTM Research Excellence Fund;
- Members were advised that UTM senior administration would be presenting its budget to the Provost on December 10, 2015.

A member asked how the change in federal government would impact UTM, specifically for research funding. Professor Krull informed members that a new Liberal government could be favorable to UTM as they have indicated clearly an interest in increasing federal funding towards post-secondary education. Particularly with the government's new innovation agenda, UTM would be well placed to leverage its resources as a campus towards any funding opportunities that may arise.

Members discussed the process by which the budget was approved and how the competing priorities of each division were handled at a central level. Professor Mullin informed members the decision was made by the Provost based on guiding principles such as research and teaching excellence, and after all divisions had presented their budgets.

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<sup>1</sup> A copy of the Budget Presentation is attached as Attachment A.

### **3. Information Technology at UTM: Ms Susan Senese, Director, Information & Instructional Technology Services (I&ITS)**

The Chair invited Ms Susan Senese, Director, Information & Instructional Technology Services to present<sup>2</sup> on Information Technology at UTM. Ms Senese informed members that the priorities of her office were to advance IT infrastructure, support research and teaching, enhance the student experience and customer service and focus on security and risk management. She presented an overview on the wide range of services provided by the Information and Instructional Technology Services (IITS) department. Key accomplishments that were noted included the doubling of wireless capacity since 2013, with 1150 wireless access points across campus, which provided service to 9000 simultaneous connections. Active learning classrooms were exploring technology such as learning platforms, and an Academic Technology Committee had been created to support teaching functions. Recent additions to the IITS department were a new IT Service Desk, which would be situated on level 1 of the CCT building, and incorporating T-Card and Shuttle bus services for a streamlined experience for students. A Student Advisory Committee was created to provide input to the department on enhancing student experiences, while increased support is provided for Bring Your Own Device (BYOD). Ms Senese noted that there had been an increased focus on implementing best practices for IT services and that there would be an implementation of a new support ticket system to provide a seamless, integrated approach to support requests. Ms Senese advised members that information security and risk management were a key priority, and that UTM was working with central divisions on this matter. A policy information security and the protection of digital assets was currently under development and the UTM Information Risk Management program was currently in development.

In response to a member's question, Ms Senese advised that Financial Information System (FIS) as well as ROSI and ACORN were centrally managed and were tethered to the downtown campus, however there were fail safes provided for back up at UTM as well. In response to another question, Ms Senese advised that IITS was working closely with Campus Police Services on installation of security cameras.

In response to a question regarding the current IT infrastructure, Ms Senese noted that currently cost estimates were being gathered for Microsoft 365, however there were concerns regarding information security and the process would resume after a policy on information security and the protection of digital assets was developed and finalized.

Responding to a comment regarding institutional data, Ms Senese clarified that 50 terabytes did not include research data as that was housed separately by individual research teams. In response to a member's concern regarding the potential loss of research data that was not on UTM servers, Ms Senese advised that IITS was collaborating with researchers to provide more robust solutions.

### **4. An Update on Food Services: Ms Vicky Jezierski, Director, Hospitality & Retail Operations**

The Chair noted that this presentation would provide members with information on the issues and opportunities facing the Food Services ancillaries and to prepare for the consideration of the Ancillary Operating Plans at the next meeting of the Campus Affairs Committee. The Chair invited Ms Vicky Jezierski, Director, Hospitality & Retail Operations to present<sup>3</sup> an update on campus food services. Ms Jezierski provided members with an overview of the progress in food services within the last 5 years, updates in the new food contract as well as challenges and new initiatives. Some highlights of the contract included that the Chartwells contract was to be made available to the public, had a shorter term at 5 years, there was a 0% price increase for 2016-17, and a 30

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<sup>2</sup> A copy of the Information Technology Presentation is attached as Attachment B.

<sup>3</sup> A copy of the Food Services presentation is attached as Attachment C.

percent catering discount for student groups. There were several new initiatives as part of the new contract such as the monthly community kitchens and food trucks which had been received well by the UTM community. Ms Jeziarski noted that progress in food services over the last 5 years had been significant with managed volume increasing from \$6.5 million in 2010 to \$11 million in 2015, all original food services locations had been reconstructed or renovated, new locations were added and the hospitality department increased community sponsorship from \$6000 per year to \$30,000 per year. Ms Jeziarski noted that some of the challenges for food services have been constraints on space and consistent provision of optimal variety of food at varying price points, however with the new North Phase B building there would be new food service locations offered. In addition, there had been a significant amount of engagement with the UTM community in order to continually gather feedback on the variety and quality of food services.

A member commented that the food on campus had improved significantly, and asked about the maintenance of food quality while remaining price-sensitive. Ms Jeziarski advised that there were lesser complaints about prices as an increasing number of price points had been made available. In response to a member's question, Ms Jeziarski noted that the different monthly Community Kitchen topics and noted that the number of events held could be increased further, if more suitable cooking spaces could be allocated to it.

## 5. Assessor's Report

Mr. Mark Overton reported on upcoming items in the New Year when the Committee would consider ancillary fees<sup>4</sup>. Mr. Overton advised members at its February meeting, assessors would bring forward the annual item of compulsory non-academic incidental fees for consideration. He advised that the Quality Service to Students (QSS) Committee, which provided advice to the administration's proposals had not met this academic year. The University of Toronto Mississauga Students Union (UTMSU), a student government required for QSS quorum, had so far refused to participate until specific concessions were made, which had not been supported by UofT's or UTM's administration. Mr. Overton advised members that the departments which provided the relevant services were undertaking advisory group consultations in lieu of QSS consultations, including seeking input from student government representatives, surveys, and consultation sessions held at UTM. He informed members that a formal QSS vote on advice may not occur, and in that event proposals for allowable cost of living fee increases would be brought directly to the CAC and the Campus Council for consideration. Mr. Overton stated that his office still hoped to engage with representative student governments on this matter and was working towards that goal. A member asked if there were ways in which alumni mentors could become involved to assist in such matters, or provide input. Another member echoed these concerns, adding that if the process did not suit the needs of each party involved, that there be a revision to the QSS process. Mr. Overton noted that these events were not dissimilar to those at UofT or at UTSC, and that the challenge was that all parties would need to collaborate on a solution. Professor Mullin clarified for members that although student government had not participated in consultations, students at large had done so.

Mr. Overton provided an update on police services to inform members that the new role of Building Patrollers had been added. Mr. Rob Messacar, Manager, Campus Police Services highlighted the *WalkSafer* and *WorkAlone* programs, which were available to all members of the UTM community.

## CONSENT AGENDA

On motion duly moved, seconded, and carried

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<sup>4</sup> A copy of the Assessors Report presentation is attached as Attachment D.

YOUR COMMITTEE APPROVED

THAT the consent agenda be adopted and that Item 7 - Report of the Previous Meeting, be approved.

6. **Report on Capital Projects** – as at November 16, 2015
7. **Report of the Previous Meeting:** Report 12 – September 14, 2015
8. **Business Arising from the Report of the Previous Meeting**
9. **Date of Next Meeting** – Thursday, January 7, 2016, 4:10 p.m.

**10. Other Business**

The Chair invited members to a special information session on ancillary and student services budget development at UTM. He noted the session would be held on Thursday, November 26, 2015, at 3:00 p.m. in Rm. 2213, Kaneff Centre.

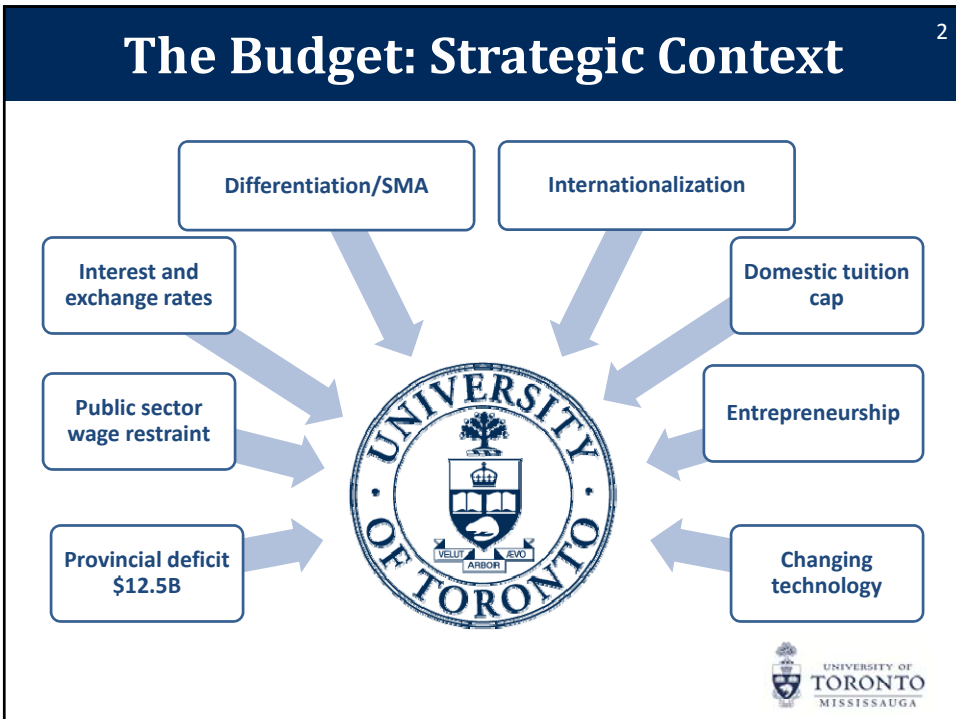
The meeting adjourned at 6:04 p.m.

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Secretary  
November 27, 2015

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Chair



## Budget Context Summary

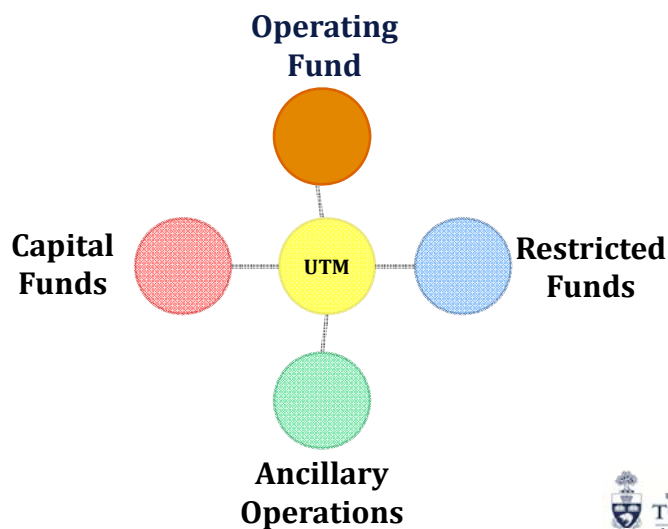
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- Provincial Grant continues to decline as overall source of revenue
- International enrolment growth is very strong
- Revenue growth rate slowing but UTM still growing slightly faster rate than average
- Source of revenues generally more dynamic and risky – divisions prioritizing OTO investments
- Incoming undergraduate entering averages continue to rise
- Continue to face a structural budget challenge but some improvement on the expense side



## The Four Funds

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## Relationship Between Four Funds

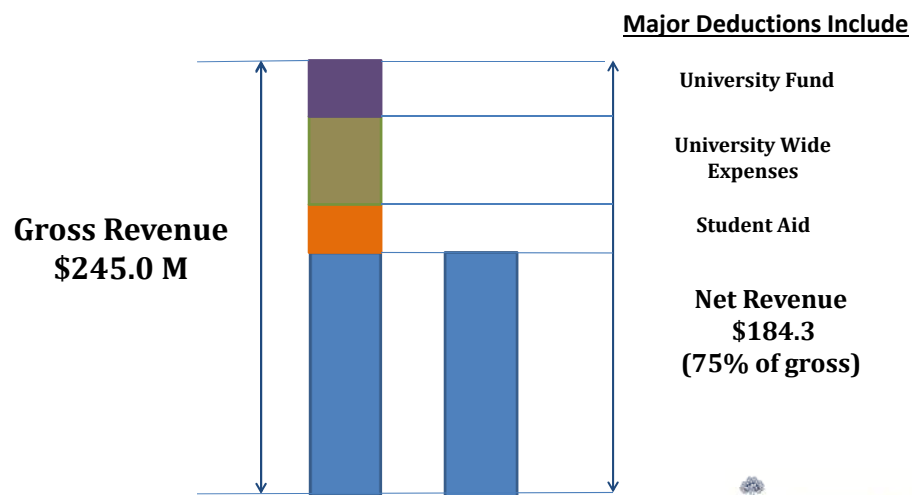
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- Funds are segregated
- Most movements from Operating to Capital (via capital reserves)
- Minimal from Ancillaries to Operating
- Ancillary Budgets to CAC Jan. 7th



## UTM: Gross to Net Revenue (\$ Millions 2015-16)

6





## UTM Net Revenue 2015-16 (\$ Millions 2015-16)

7

<b>Tuition and Grant revenue*</b>	<b>\$238.9</b>
<b>Investment and other income</b>	<b><u>6.1</u></b>
<b>Subtotal</b>	<b>\$245.0</b>
<b>University Fund Contribution (10%)</b>	<b>(24.4)</b>
<b>Other attributed revenue (net)</b>	<b>1.8</b>
<b>University-wide costs</b>	<b>(34.8)</b>
<b>Student Aid</b>	<b>(10.6)</b>
<b>University Fund Allocation*</b>	<b>7.2</b>
<b>Other adjustments</b>	<b><u>0.1</u></b>
<b>"Net revenue" to UTM</b>	<b>\$184.3</b>

\* The current UF Allocation represents the cumulative total of \$6.6M as at the previous year, plus an incremental allocation of \$0.6M from the Provost in 2015-16.



## University Fund Allocation

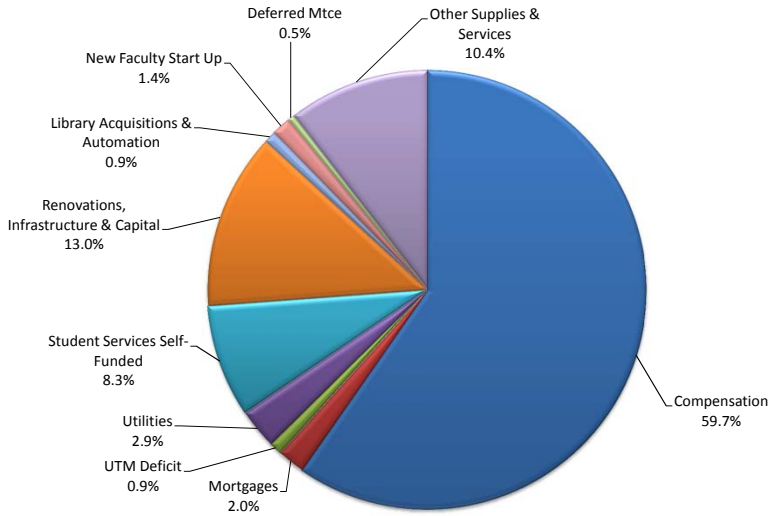
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	2014-2015 Balance	2015-2016 Increase	2015-16 Balance
<b>UF Contribution (deduction)</b>	<b>\$ (22.4)</b>	<b>\$ (2.0)</b>	<b>\$ (24.4)</b>
<b>UF Allocation</b>	<b><u>6.6</u></b>	<b><u>0.6</u></b>	<b><u>7.2</u></b>
<b>Net UF Contribution</b>	<b>\$ (15.8)</b>	<b>\$ (1.4)</b>	<b>\$ (17.2)</b>



# 2015-16 Major Expense Categories

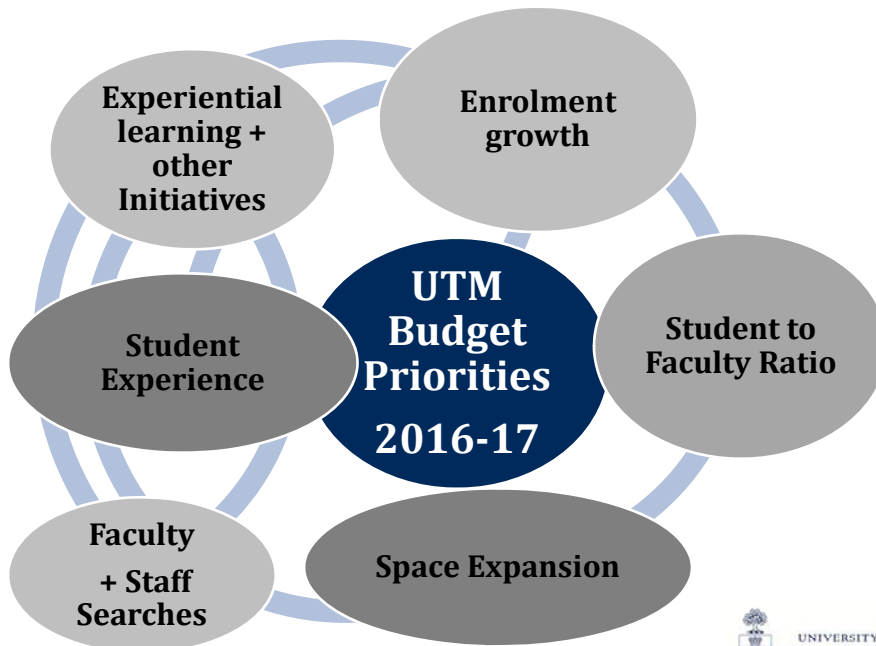
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Total Expenditure: Net Operating of \$184.3 + \$31.2 in Divisional Revenue = \$215.5 million



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## Priority: Enrolment

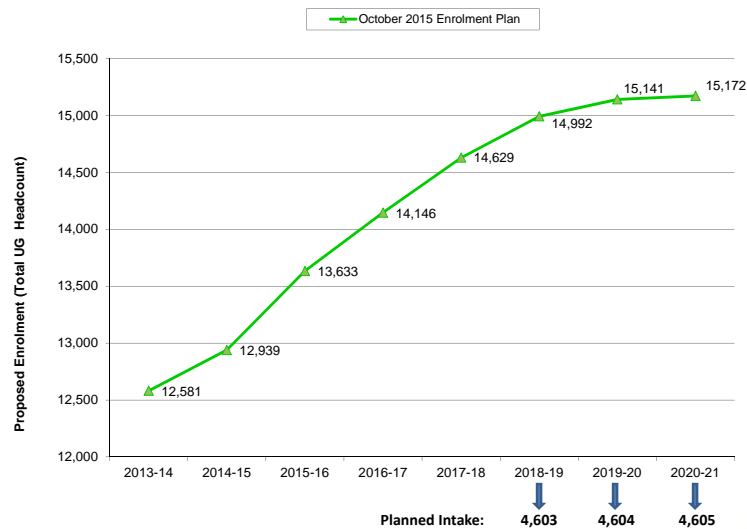
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- Enrolment Growth + “Pause” Period
- Domestic Growth Considerations
- Demographics + Western GTA
- Shifting Areas of Interest/Demand



## UTM Undergraduate Enrolment Planned Growth

12



## Priority: International Students

13

- Domestic/International Mix
  - Now at 21.1% intake; 17.8% total
- Diversification
  - Now at 61% to 66% single-source home country
- Base Budget & Vulnerability



## Priority: Student to Faculty Ratio

14



## Priority: Student to Faculty Ratio

15

- Fall 2013, UTM was highest across University with ratio of 35.8 (projecting 35.9 for Fall 2015)
- Long-term target: 30.0
- Target: 33 searches 2015-16 (21 “growth”)  
35.5 searches 2016-17 (25.5 “growth”)



## Priority: Faculty Recruitment

16

Division	Tenure Stream	Teaching Stream	Total	Teaching %
A&S	729.9	118.2	848.1	14%
UTSC	220.9	93.0	313.9	30%
<b>UTM</b>	<b>237.1</b>	<b>62.4</b>	<b>299.5</b>	<b>21%</b>

\* Based on 2013-14 HR Annual Report

- Mix of Rank/Category
- Success Rate: 2011-12 = 85%; 2014-15 = 68%
- Search limitations; time and money; capacity to conduct



## Priority: Enhancing the Student Experience

17

- Enhanced Support for Student Skill Development
- More opportunities for resource intensive forms of learning
- Greater funding for Pedagogical Research



## Priority: Strengthening Research

18

- Continuing lab & infrastructure investments
- Enhanced Infrastructure Investment Fund & Enhanced Start-up Funding
- UTM Research Excellence Fund



## Priority: Capital Plan

19

### Opened 2014/15

- Deerfield Hall & Innovation Complex

### Underway

- Teaching/Research Laboratory Renovations
- Research Greenhouse
- Supporting Infrastructure
- North2 (To open September, 2018)

### Planned

- Davis2 (meeting place, food court)
- Science Wing



## Academic Budget Review: 5-Year Plan <sup>20</sup> (December 10, 2015)



**UNIVERSITY OF TORONTO MISSISSAUGA**  
**INFORMATION & INSTRUCTIONAL TECHNOLOGY**  
**SERVICES**

**CAMPUS AFFAIRS COMMITTEE**  
**NOVEMBER 16, 2015**



**INFORMATION & INSTRUCTIONAL TECHNOLOGY SERVICES**

- Overview
- Priorities
  - Advancing our Infrastructure
  - Supporting Research
  - Supporting Teaching
  - Enhancing the Student Experience
  - Customer Service
  - Security & Risk Management





## INFORMATION & INSTRUCTIONAL TECHNOLOGY SERVICES SERVICES OVERVIEW

- 60+ Unique Services in support of students, staff, faculty & community
  - Wired and wireless networks
  - Data centres – 2 secure, environmentally controlled facilities
  - Data storage & data backup (50Terabytes of institutional data)
  - Computer hardware and software support
  - Computing solutions - requirements analysis, solution development
  - Website and web application support
  - IT Help Desk for students
  - Audio Visual support – classrooms, events & meetings
  - Video conferencing, Lecture capture and web casting
  - Virtual Learning Platform
  - Graphics design
  - Electronics & instrumentation for research labs
  - Information technology security and risk management



3

## PRIORITY 1: ADVANCING OUR INFRASTRUCTURE

- Redesign/renewal of Campus Network
  - Reduce outages
  - Expand bandwidth
  - Replace aging equipment
  - Implement redundant network fibre paths for all buildings
    - Improve performance and reliability
    - Increase security and improve monitoring capability
- Double the wireless capacity since 2013
  - 1150 wireless access points across campus
  - 9,000 simultaneous connections
- RFP to replace current data storage solution
  - 67% increase in volume of stored campus data in 2 years
  - 119% increase in number of servers
- Increase reliability and capacity of campus data backup service



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## PRIORITY 2: SUPPORTING RESEARCH

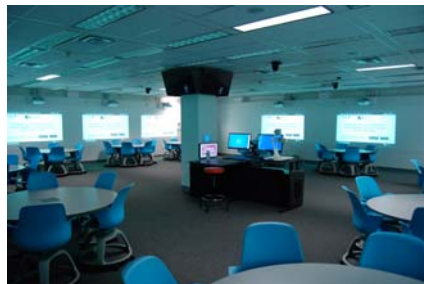
- Recent Projects in Support of Research
  - Open *Enventory* - Electronic Lab Notebook application
  - Research Network Storage Solution
  - Enterprise Backup Deployment

5



## PRIORITY 3: SUPPORTING TEACHING

- Active Learning Classrooms
  - 2 Pilot classrooms to explore teaching with technology
- Citrix Virtual Learning Platform
  - Collaboration with the Dept. of Geography
- Creation of Academic Technology Committee



6





## PRIORITY 6: INFORMATION SECURITY & RISK MANAGEMENT

- Policy on Information Security and the Protection of Digital Assets
  - U of T Draft Policy under review
- UTM Information Risk Management Program in development
- UTM Managed Desktop Service
  - Remote Software Deployment to the desktop
  - Managed Software Updates – Virus, Security and Software Patching
  - Encryption Controls for desktop and mobile devices



## INFORMATION & INSTRUCTIONAL TECHNOLOGY SERVICES SUMMARY

- Campus Network and Computing Infrastructure Improvements
- Projects Supporting our Researchers
- Innovations in Teaching Support
- One Stop Shopping for Students
- Customer Service Priority
- Information Technology Security & Risk Management Initiatives

**UNIVERSITY OF TORONTO MISSISSAUGA**

**Hospitality Services - Update**

**Campus Affairs Committee**

**November 16, 2015**



**STATUS UPDATE**

- Contract Update
- Progress over the last 5 years
- Challenges
- Focus for the Future



## CONTRACT PROCESS

- 16 month process
- RFP for consulting services issued in March 2014 (awarded to Kaizen in April 2014)

### Two Phases

#1: Assess potential/readiness for “Self-OP”

#2: Self-op implementation Plan **OR** Contract RFP

- Entire process managed by Kaizen



3

## COMMUNITY ENGAGEMENT

- Food Services survey  
2,557 complete responses received in the online survey
- 4 open houses  
A total of 977 individual responses
- 4 focus groups  
Included were UTM staff, UTMSU Executives, Residence Council and Faculty Club members



4

## NEW CONTRACT

New Contract signed on June 1<sup>st</sup>, 2015

### Highlights:

- Contract available on-line
- Chartwells – 5 year term
- No capital investment from Chartwells
- 0% price increase for 2016-17
- 30% catering discount for student groups
- Statement of Work and KPI's
- Catering structure
- Community Kitchen program
- Food Trucks program

5



## NEW CONTRACT-CATERING

- Non- exclusive Catering – publicly tendered
- Seeking 3 to 5 additional catering providers
- Closed October 9<sup>th</sup>
- 1 Respondent – in process of evaluating bid

6



## NEW CONTRACT-COMMUNITY KITCHEN

- Open to UTM community
- Once-a-month in the Faculty Club
- Hands-on, culinary education



7

## NEW CONTRACT-FOOD TRUCKS

Food Truck Tuesdays & Thursdays



8



## NATIONAL BRANDS AT UTM



9

## INTERNAL BRANDS AT UTM



10

## VISION OVER LAST 5 YEARS

- Spaces designed to compliment the building and meet the needs of today's student
- Flexible, learner-focused design, multi-use space
- Soft, comfortable seating
- Menu with focus on local foods, fair trade, and sustainable choices
- Balance of Destination and "Grab & go" locations
- Global Tastes



11

## PROGRESS OVER LAST 5 YEARS

Managed Volume	
2010	2015
\$6.5 M	\$11M

- All original Food Services locations reconstructed or renovated
- 4 new locations (TFC, IB, Kaneff, and North Bistro)
- Hospitality Department's sponsorship of community events increased from \$6000/year to \$30000/year

12

## UPCOMING PROJECTS

- North 2
- New Food Court



13



## LOOKING FORWARD

- Challenges:
  - Space
  - Choices we make for the future
  - “Your Favorite restaurant”
  - Future investment and balanced budget
- Achievements
- Vision & Opportunities

14



## Campus services proposals for consideration

### Major elements

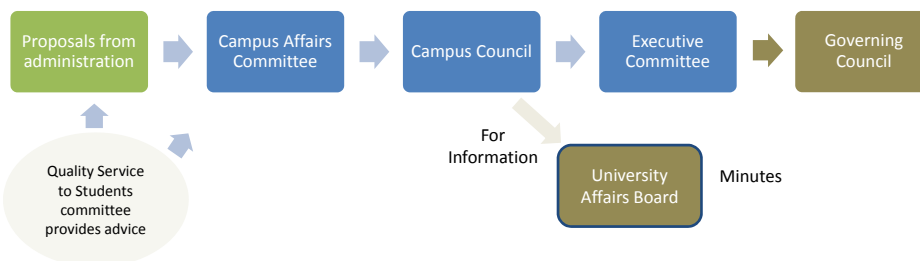
- UTM Health Services Fee
- UTM Athletics and Recreation Fee
- UTM Student Services Fee (funding a range of programs & activities, including shuttle services, the career centre, international ed, child & family care, student life initiatives including the co-curricular record...)

### Minor element

- Fee adjustments for students whose periods of enrolment don't match UT's traditional registration and billing periods (for research-stream graduate students, some professional masters program students, and medical students at UTM)



## Overview of Process



## QSS advice

- Quality Service to Students Committee (QSS)
  - 17 voting members (11 voters from student governments; 6 voters from administration) plus many non-voting student and administrative participants
- QSS is not a part of governance, although it is governed by policy and protocol on non-tuition fees
- Protocol assigns to UTM QSS the responsibility to advise on proposals related to specific fees, which are conveyed to governance



## QSS process

### Consultation

- Advisory groups open to all students (including QSS participants) discuss services' operations and options (Oct. & Nov.)
- Services' directors/managers, incorporating their advisory groups' feedback, present budget & fee proposals to QSS and seek endorsement (Nov. & Dec.)

### Voting on advice

- QSS endorsement of proposed budgets is sought and may pass or fail (Jan.)
- Lack of endorsement does not restrict services from seeking cost of living increases under specific conditions (per a formal agreement between UT and its overarching student governments)
- Advice is relayed through a specific process and timeline into governance



- In 2015-16, UTMSU (a student government required for QSS quorum) has so far refused to participate until specific concessions are made, which have not been supported by UT's or UTM's administration
- Services are undertaking advisory group consultations despite QSS not having launched them, including seeking input from student government representatives, and developed proposals
- A formal QSS vote on advice may not occur; if that's the case, proposals for allowable fee increases will be brought directly to CAC and CC